

Sustainable Racine's Vision Council Progress Report
April 23, 1998

Guide for Facilitators and Recordors

Note: This Guide has been formatted so that general tips for the facilitators and recorders appear on left-hand pages, while specific instructions for the session appear on right-hand pages. The right-hand pages contain both an outline guide and a verbatim guide for facilitators.



The Skeleton of Sustainable Racine's Community Forum

- 7:00 Section One: Opening, Welcome, Purpose, Update/Background, Introductions, Agenda Review, Conversation Guidelines
- 7:20 Section Two: Vision Council Update
- 7:30 Section Three: General Discussion and Questions on Vision Council and Community Organizing Committees
- 7:45 Section Four: Community Feedback on Draft Goals
- 8:15 Section Five: General Discussion on Goals
- 8:40 Section Six: Next Steps and Closing
- 8:45 Adjourn



Facilitator/Recorder Instructions

Setup and Hosting

Hey! Listen Up. Here's a change:

The Facilitator/Recorder team will perform all setup and host duties for April 23. You are all there is. Whatever you don't do won't happen. Rule of thumb: If you are a crew of two, plan to arrive promptly at 6:00 for setup. You will have to work quickly!

1. Locate bin, easel, flip chart pads, wall charts and other materials Sustainable Racine has left at the site.
2. Organize a greeting/handout area. The following items will be in the bin:
 - Sign-in Sheet
 - Sustainable Racine Volunteer card
 - Pencils
 - Name badges
 - Agenda
 - Next Steps graphic sheet
3. Organize a refreshment area. The bin will contain the necessary cups, napkins, etc. **[If you are making coffee, you may want to start it immediately.]**
4. If possible, arrange the room in a circle, oval, or hollow square, depending on the kinds of tables and chairs you have. Your main goals are these:
 - a. Make it easy for people to see each other face-to-face, rather than seeing each other's backs. (You may need to use concentric circles or squares in some cases, so people will be looking at some backs but will see lots of faces as well.)
 - b. Pay attention to where you should put aisles for entrance and exit, the flip chart location, the location for wall hangings, and the place for the main facilitator to stand and work.
 - c. If possible, avoid sections of the room that have structural barriers such as columns or room dividers.
 - d. For most sites, set up the room so 25-50 people will be comfortable in it. **Exceptions:** If you are site #4, 5, 8, 9, 12, 16 or 17, you should plan on 50-75 participants.

7:00-7:20 Section One: Opening, Welcome, Purpose, Update/Background, Introductions, Agenda Review, Conversation Guidelines

Welcome

1. Welcome people.
2. Introduce yourself and others who have helped with the meeting.

7:00-7:20 Section One: Opening, Welcome, Purpose, Update/Background, Introductions, Agenda Review, Conversation Guidelines

Welcome

Good evening. My name is _____ and I will be your facilitator for this Vision Council progress report session. We will be working here together until 9:00.

Like you, I am a citizen volunteer who cares about the future of our community. The other people who are helping to make tonight’s session happen are _____. [Introduce all facilitators and recorders, and any other people who have helped produce the meeting.] [If a member of the Sustainable Racine Advisory Board or Vision Stewardship Group is present, ask the person to introduce herself/himself.

Welcome to everyone. Please put your name on the sign-in sheet and the end of this meeting, if you have not already done so.

Purpose

1. Explain the meeting’s purpose.

Purpose

The *purpose* for tonight’s meeting is to let you hear from the Vision Council delegates selected at this site, and to get your comments and feedback on the work the Vision Council has done so far.

Background/Update

1. Provide background on:
 - the January 31 Forum
 - the work of the Vision Council so far
 - the Vision Council work that remains.

Background/Update

As many of you know, on January 31, the people who gathered here for the Forum selected delegates to the community-wide Vision Council. The delegates from this site who are here tonight are _____. [Introduce Vision Council delegates, or have them introduce themselves.]

The Vision Council has been meeting since

Facilitator/Recorder Instructions

Set up the flip chart easel for recording. Put the pad, markers, and tape in place. Tear off about 30 short pieces of tape and attach them to the side of the flip chart stand for ease in hanging pages later on.

5. Hang the colored map and ten work group wall charts in the best possible place for visibility and access. People will need to put dots on the charts, and add written comments. It may be wise to leave a little space between the ten work group charts, if you have that option, so that people will not be jammed together as they work on the charts. If you can, hang the colored map and the conversation guidelines where the greatest number of people can see it as they sit in their chairs.
6. Look at each of the ten work group wall charts. For those that have very little extra room for adding written comments, add a page of flip chart paper below or beside the wall chart. **Very important:** label each piece of added flip chart paper with your site number and the work group name, so that people's comments will be certain to end up with the right wall chart. Example: site #2, Transportation.
7. Prepare to greet people warmly as they enter, making them feel welcome.
8. If possible, determine before the session begins whether a member of the Sustainable Racine Advisory Board or the Vision Stewardship Group is present. She or he can serve as a resource to you.

We need your help in getting the results from your site, along with all of the remaining bin materials, back to our office. Here are three ways you can help us make that happen. Please choose the one that will be the most workable for you.

1. If you want to drop things off on Thursday night after your session closes, **please call the Sustainable Racine office at 632-6440 by Wednesday, April 22, at 5 p.m.** We will be in the office at 908 State Street at 9:00 p.m. waiting for you if you let us know that we should expect you.
--- OR ---
2. You may bring things to the Sustainable Racine office at 908 State Street between 8 a.m and 1 p.m. on Friday, April 24.
--- OR ---
3. If you cannot bring the information to us, organize the materials in good order, leave them in the room where you worked, and place a sign on them asking that they not be disturbed. Call Sustainable Racine, 632-6440, as early as possible on Friday morning, April 24. Sustainable Racine staff will pick up the materials.

Please note: we must have all materials from all 23 sites in our office by 1:00 on Friday, April 24, in order to compile them and turn them around for work group use by May 7.

January 31 to develop the vision and goals that will serve as a guide for creating a sustainable future for the whole Racine area. Their starting point was the treasures and rainbows generated at the 23 sites. So far, the Vision Council has met for one Saturday morning and two evening sessions. Based on the combined treasures and rainbows, the Vision Council members divided themselves into ten different work groups, each of which has produced some draft vision and goal statements that show up on these wall charts here. [Point toward the work group wall charts.]

Introductions of people present

1. Invite people to introduce themselves.
2. Emphasize Sustainable Racine's interest in adding people.
3. Ask for show of hands for:
 - new people
 - people present at January 31 Forum
 - people involved since then.
4. Thank all of them.

Introductions of people present

I would like you to introduce yourselves now. Would you please say your name and address and say one sentence about your interest in the work we are doing together tonight?

[After introductions are complete] Sustainable Racine has a permanent open-door policy. We like to sustain the energies and work of people already involved, and we like to keep adding and welcoming new people to this work. May I see the hands of people who are coming to your first Sustainable Racine event tonight?

Thank you.

May I see the hands of people who participated in a Forum on January 31?

Thank you. Would you please raise your hand if you have continued to be involved in some way since January 31?

Thank you.

All of you are welcome. We appreciate your being here tonight.

Facilitator/Recorder Instructions

Facilitator Essentials

Remember these essentials from the January 31 Guide Book? They still work. We think facilitators make all the difference in the quality of the meetings Sustainable Racine sponsors. We are counting on you, again, to make it easy for people to do productive work together.

1. Set a climate of hospitality, warmth, and invitation.
2. Open well.
3. Maintain neutrality.
4. Work for equitable participation.
5. Encourage the group to reach closure and produce results.

Those are the facilitators “dos.” Here are the “don’ts”:

1. Do not add your own substantive ideas about the topic.
2. Do not evaluate the quality of any participant’s ideas.
3. Do not “take your facilitator hat off” until you are in your car after the session. (We’ve learned this one the hard way.)

Agenda Review

1. Review the key parts of the agenda and ask participants to accept it.

Agenda Review

Each of you has a printed agenda. Our plan for tonight is to get your comments and questions about the overall vision process, and then ask you to work directly with the work groups' goals to identify the ones you find most exciting.

After everyone has had a chance to do that, we will have a whole group discussion on your ideas and suggestions for the Vision Council. We expect to be finished by 8:45. Can you accept this agenda?

Conversation Guidelines

1. Explain the conversation guidelines. Show them; they are printed on the back of participants' agendas.
2. Ask for agreement or modification.

Conversation Guidelines

We like to do our public work at Sustainable Racine using facilitators, recorders, and a set of guidelines for how we will work together. If you were here on January 31, you may recognize these six guidelines. [Show the guidelines on the back of participants' agenda.]

The guidelines are:

1. Share your ideas with the group.
2. Encourage other people to speak as well.
3. Listen with respect to other people's ideas.
4. Aim to create something new together before you leave here this evening.
5. Allow the facilitators to keep the meeting on track, including recognizing people to speak, if necessary.
6. Abide by common courtesy: listen without interrupting; no personal attacks; no side conversations; no disrespectful behaviors toward others.

Facilitator/Recorder Instructions

Instructions for recorders

Good recording is essential to the facilitating process. When you record well, you help keep your group focused and purposeful. You build the “group memory” that makes it easy for the entire group to own decisions and actions in common. It is important for you to remember these things:

1. Maintain neutrality in gesture, stance, inflection, and what you record. Be a channel or a mirror.
2. Number/date/identify every page.
3. In the section “General Discussion on Goals” (which begins at 8:20), please record the gist of the questions the facilitator poses to the group, before recording people’s responses.
4. Print in letters at least 1.5 inches high. Do not worry about spelling.
5. Record something for every speaker, even just a word (this supports the all-important neutrality principle). You do not need to record “uh-huhs,” etc. Do not record the name or identity of the speaker. The point is to create a single “group memory” without attributing particular comments to specific persons.
6. Use a short version, the gist, of speakers’ own words. Don’t paraphrase.
7. Simultaneously write and listen for the next thing you will be writing.
8. Deliver the group’s products to the designated leader or to Sustainable Racine.

Are these guidelines workable for you, or would you like to change them? [Get a sense that the group agrees, or get suggestions for changes, and facilitate until you get agreement.]

7:20-7:30 Section Two: Vision Council Update

1. Explain what the Vision Council delegates will be presenting.

7:20-7:30 Section Two: Vision Council Update

Our delegates from this site who are participating in the Vision Council are going to describe a little bit about the way the Vision Council has been working, and they will tell you a little bit about the work groups they have been in. The delegates will primarily give you a flavor for the way the Vision Council has been working.

[Turn the session over to the Vision Council delegates. Let them know you will give them a signal when one minute is left, and then when they are out of time after five minutes.]

7:30-7:45 Section Three: General Discussion and Questions on Vision Council and Community Organizing Committees

1. Explain that you are seeking comments or questions here about the overall process rather than the detailed vision and goals of the Vision Council.
2. Explain that you and others are not experts, but will answer questions if you can.
3. Note questions that need to be answered later by Sustainable Racine. Get contact information for each questioner, so that Sustainable Racine can respond.

7:30-7:45 Section Three: General Discussion and Questions on Vision Council and Community Organizing Committees

For the next ten minutes, we will invite you to talk with each other, make comments, or ask questions about the overall vision process. Before you begin, I will remind you that as your facilitator, I am not a Vision Council member, and not an expert on the Vision Council's work. I am here as a person who will work with you on accomplishing our goals for tonight. The Vision Council delegates will be able to answer some questions, particularly about their own work groups. Some of you may be able to answer each other's questions. [If you have a member of the Sustainable Racine Advisory Board or Vision Stewardship Group present, please make the next statement: _____ from the Sustainable Racine Vision Stewardship Group (or Advisory Board) is also here with us and will be able to help answer questions.]

Facilitator/Recorder Instructions

Facilitators: If people want to critique either the goals or the vision statements, please discourage this. Also, please discourage any planners or people who are finicky about editing and grammar from getting bogged down in the language of the goals or vision statements.

You may want to emphasize that the work groups have met three times. They have not had enough time to create perfectly crafted vision and goal statements. The work groups also have intentionally left their vision and goal statements unfinished in order to accommodate citizen feedback.

Encourage people, instead, to respond to the meaning or essence of the statements. The question we hope to answer in this section is “Where is the juice?” In other words, what are people in Racine excited about and willing and eager to begin working on now?

If you have questions that are beyond the knowledge of any of us here, we will list them, and forward them to Sustainable Racine, along with a way for people there to get in touch with you.

I invite you now to talk with each other about the Vision Council process.

[Recognize people to speak and encourage quiet people to join in, until about 7:42. Let people know when about two minutes are left for their comments.]

[Recorders, record responses using skilled facilitator techniques.]

7:45-8:15 Section Four: Community Feedback on Draft Goals

Explain the process for feedback on the visions and goals of the ten work groups.

- 1 Explain the use of the 12 green dots and the one red dot:
 - Place one green dot on each work group sheet next to the most exciting goal.
 - Two of the green dots are “bonus” dots — place each next to any goal.
 - Add your comments and suggestions on the bottom of each of the work group sheets, or on extra flip chart paper.
 - You may ask for one red dot to place next to a goal that is just not good.

7:45-8:15 Section Four: Community Feedback on Draft Goals

We are ready now to invite you to consider the draft goal statements from each of the ten Vision Council work groups. Some also have vision statements. You can see these results, here on the wall [or wherever you have placed them].

We have given each of you 12 green dots. Here is how we would like to you use the dots.

1. First you will need to read the work group wall charts.
2. As you read, on each of the ten sheets, *please put one green dot by the one goal on that sheet that you find most exciting*. What the Vision Council is looking for here is a kind of “energy pulse” of the community. This will be a big help both to the Vision Council and to the groups that work on planning on into the future, because it will help them see which goals people in Racine may be ready to work on first.

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Let me emphasize that we are looking for your choice of the one goal on each of the ten sheets that excites you most. It does not have to be the most important, the most immediate, or the best written. It is simply the one that you find compelling.

3. What about the two extra dots that you have been given? They are bonus dots. After you have placed one dot on each of the ten sheets, you may choose two additional goals and put a dot beside each one of them. The criteria are still the same. Simply choose two more goals you find most exciting or most compelling.
4. As you consider each set of vision and goals, we invite you also to write comments below or on the extra pages. Please suggest additions or changes to the goals. We emphasize, on behalf of all ten work groups, that these goals are draft statements and are quite open to your suggestions. We are particularly interested in having you identify goals that appeal to you that the work group has not included in its list.
5. Finally, after you have looked at all ten sheets, we have one more way that you may give feedback to the Vision Council if you would like to. If you saw a goal somewhere on one of the ten sheets that you think is just not a good goal, you may ask the facilitator for one red dot. Put the red dot beside the goal that you want the work group to throw out. A red dot means “throw it out.” It means you don’t think Sustainable Racine should be working toward that goal at all. It will be very helpful if you also make a written note about why you don’t like that goal.

You do **not** need to use a red dot. It is simply a kind of insurance policy, to make sure that if there is something that strikes you as definitely

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going in a wrong direction, you can highlight it for the work group's serious attention. At most, we will give you one red dot per person. It is intended for your most serious concerns. Do not use a red dot for goals that can be modified and improved. We strongly invite you to note ways to improve or change all the other goals that just need some modification. Write your suggestions below the set of printed goals or on the extra flip chart paper nearby.

2. Tell them they have 25 minutes to place dots and make comments.

Please take the next 25 minutes to place your dots and complete your comments on each of the ten work group sheets.

[It may be necessary to repeat the invitation and explain again as much as you can about what is expected in this section, and encourage people to stand up and begin to move toward the work group sheets.]

[Give participants a five-minute and two-minute warning, and then ask them to be seated as a whole group when the time has elapsed.]

8:15-8:40 Section Five: General Discussion on Goals

1. Thank people for their work on the wall charts.
2. Explain what will happen next with the wall charts.

(continued on next page)

8:15-8:40 Section Five: General Discussion on Goals

Thank you for your work on the ten work group wall charts. Here is what is going to happen with your work. We will be getting these work sheets, with the dots and your comments included, back to Sustainable Racine by 1:00 tomorrow. They will be putting together tonight's results from all 23 sites, and in about a week they will send these results out to the Vision Council to help the delegates get ready for the next meeting on May 7.

Now that each of you has seen all of the early draft work of the ten work groups, and you have had some chance to contribute to it, we want to spend about 20 minutes asking you a few questions that will help the Vision Council complete its work.

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3. Choose from among the following questions the ones that seem appropriate and appealing to you. Ask your chosen questions in any order. Explain the 20-minute time constraint. Encourage everyone to speak.

- A. Now that you have seen the work group visions and goals, what stands out about the Vision Council's work so far?
- B. What surprised you about the work groups' visions and goals?
- C. What overall themes did you see in the ten wall charts that seem to you to be good for the Racine area's future?
- D. What ideas or themes did you find disappointing?
- E. What aspects of their visions or goals would you most like the work groups to concentrate on as they finish their work?
- F. Do you feel a need to remind any or all work groups to pay particular attention to treasures or rainbows from this site that don't seem to be covered by the vision and goal statements?

(continued on next page)

[Facilitators, choose your favorites from among the following set of questions to put before your group. The idea is to generate a lively conversation in which people can tell you about ideas or thoughts they had while working on the work wall charts. You do **not** need to ask every question below. You probably will **not** have time to ask every question. Pick the questions that appeal to you most, and ask them in the order that you think will work with your group. Encourage thorough discussion. Make sure quiet people get a chance to speak. If necessary, go around the room so that each person has an opportunity to speak about one or more questions. Watch the time and spend about 20 minutes on this section. If people seem to be tiring or slowing down, use your judgment about closing early.]

- A. Now that you have seen the work group visions and goals, what stands out about the Vision Council's work so far?
- B. What surprised you about the work groups' visions and goals?
- C. What overall themes did you see in the ten wall charts that seem to you to be good for the Racine area's future?
- D. What ideas or themes did you find disappointing?
- E. What aspects of their visions or goals would you most like the work groups to concentrate on as they finish their work?
- F. Do you feel a need to remind any or all work groups to pay particular attention to treasures or rainbows from this site that don't seem to be covered by the vision and goal statements?

[Once people have finished with these questions or are ready to move on ...]

Notes

4. Ask each person to write her/his best piece of advice on an index card that will be given to the Vision Council. Explain that you will also ask people to read their card.
5. Give them a minute to write, and then ask someone to begin. Go around the room. Make sure people know they can “pass if they wish.

6. Collect the cards.

8:40-8:45 Section Six: Next Steps and Closing

1. Thank everyone for their feedback.
2. Explain again what the next steps are:
 - A. Ideas from this session will be combined with the work from all the other sites and given to the Vision Council.
 - B. The Vision Council will complete a set of vision and goal statement on May 23.

(continued on next page)

In order to make sure each one of you gets a chance to make your most important statement directly to the Vision Council, I am now going to invite each person to give your one best piece of advice to the Vision Council. I would like you to write this in a few words, in about a minute. I will ask you to read your cards, if you are willing. We will also collect your cards and will give them to the Vision Council. Once again, the question is this: What is your single best piece of advice for the Vision Council?

[Pause for a minute.]

I would like to start with _____ [pick a point in the room] and I will go clockwise from there, giving each person a turn to answer this question. You may “pass” if you like. Our recorder will make sure to get the gist of your best advice.

[Take responses from each person.]

[Recorders, record responses using skilled recording practices.]

[Collect the cards, put a site label on top of the stack, and put them in the bin.]

8:40-8:45 Section Six: Next Steps and Closing

Thank you for all of that feedback. As we have said, your ideas and your work here tonight will go directly to the Vision Council, along with the results from the other sessions being held tonight. This work will help the Vision Council improve and finalize its goals and vision statements.

The Vision Council members will complete their work in a Saturday session on May 23. Their work consists of producing one integrated set of visions and goals for the Racine area’s sustainable future.

Facilitator/Recorder Instructions

About cleanup and “put-back”:

1. Please clean up trash and leave the room as you found it.
2. You may ask your whole group to help with cleanup — make it a pitch-in, community activity.
3. Be sure to remove all the charts you have placed on the walls and fold them carefully and label them so that Sustainable Racine can collate them accurately with the results from the other sessions.
4. Particularly, make sure that all extra sheets of comments on work group vision and goal statements have the appropriate work group name and your site number on them. We want to be sure we can reliably tell the work groups that the comments we are sharing with them are intended only for them.
5. Put the chairs back in the order and arrangement in which you found them.
6. Make sure you know who is responsible for getting all materials back to Sustainable Racine. The options are:

If you want to drop things off on Thursday night after your session closes, **please call the Sustainable Racine office at 632-6440 by Wednesday, April 22, at 5 p.m.** We will be in the office at 908 State Street at 9:00 p.m. waiting for you if you let us know that we should expect you.

--- OR ---

You may bring things to the Sustainable Racine office at 908 State Street between 8 a.m and 1 p.m. on Friday, April 24.

--- OR ---

If you cannot bring the information to us, organize the materials in good order, leave them in the room where you worked, and place a sign on them asking that they not be disturbed. Call Sustainable Racine, 632-6440, as early as possible on Friday morning, April 24. Sustainable Racine staff will pick up the materials.

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- C. The Vision and goals will be introduced to the community at a festival tentatively scheduled for June 20.
 - D. The Sustainable Racine Advisory Board will begin work on next steps, including resource development.
 - E. In the fall, the community participation will continue, with a special focus on actions and measures related to the visions and goals.
-

The celebration tentatively schedule for June 20 will be an opportunity for community comment and more review of the integrated visions and goals. A lot more planning steps are still to come after the visions and goals are accepted. The Sustainable Racine Advisory Board, which has sponsored this entire community process on visions and goals, will take the results from the Vision Council's work and will begin working on the next phase during the summer.

The Sustainable Racine Advisory Board is the ultimate sponsor of this work. It is the Board's job to sustain the work, and to take the lead in developing the resources to carry out the goals.

The Advisory Board expects to return to the community in the fall with more opportunities for contribution and direction on actions and measures that will lead to carrying out the goals and reaching the vision.

Thank you for coming tonight. We appreciate your participation in working on sustainability for the Racine area. There will be lots more opportunities for you to make a contribution. We appreciate your willingness to participate at this early stage.

8:45 Adjourn