Creating a Healthy Community: A Handbook

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FOREWORD

Greetings!

We are very pleased to present you with *Creating a Healthy Community: A Handbook*. This is a revision of a University of Alaska Fairbanks Cooperative Extension Service publication, CRD-00012, originally authored by Larry Dickerson, at that time an associate professor in the Department of Alaska Native and Rural Development and an Extension specialist with the University of Alaska Fairbanks.

This handbook is the product of several authors and reflects current ideas and practices in community development. The co-project leaders are Anthony “Tony” Nakazawa, a longtime faculty member of the UAF Cooperative Extension Service who has broad experience in Alaska community and rural development, and Larry Dickerson, who has continued his work by using the healthy communities approach in different settings and places across the U.S. and in other countries.

Cornelia Flora is internationally known for her groundbreaking work on community capitals as an important conceptual tool for communities. Edgar Boone is the William Dallas Herring distinguished professor and professor emeritus, North Carolina State University. Dr. Boone is widely acclaimed for his work in the area of community-based programming and leadership. Sharon Gulick has been a part of the national partnership between USDA Rural Development and Cooperative Extension in developing Stronger Economies Together (SET), a regional approach to economic development. Johanna Reed Adams and Steve Jeanetta designed and now run the Missouri Community Development Academy and do excellent work in capacity building and community engagement. Edgar Blatchford, University of Alaska Anchorage faculty, is a former small town mayor (Seward, Alaska) who has held past leadership positions with his regional Alaska Native corporation and the Alaska state government.

Special acknowledgements go to Ladonna Lindley and Martha Springer for their editing and manuscript layout assistance. Very appreciated are the review comments of Elizabeth Manfred, Gene Kane, Janet Hall, Judy Hargis and Linda Fettig. However, as this handbook went through several drafts, edits and reviews, all omissions and errors are the responsibility of the co-project leaders.

We hope this handbook becomes a useful tool in your community development efforts, helping communities to imagine and create their own future.

Sincerely,

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In a time when communities need to be able to chart their own futures, interact with the world at large and be part of entities greater than themselves, there is a need to help them build and sustain their capacities and strengths. This publication attempts to help communities in that endeavor; it looks at basic concepts of community development, describes holistic approaches, reviews economic sustainability and explores how to get action out of planning and assisting a community in evaluating efforts and revisiting activities for the future.

This first section looks at some basic concepts involved in proactive and successful community development.

A. The Capacity Approach to Community Development

Is the glass half full or half empty? The answer to this question indicates either an optimistic or a pessimistic worldview. In community development, the more pertinent questions should be:

- Are we focusing on what is wrong or what is right about our community?

The capacity approach is one in which a community looks at where it wants to go, what it needs to get there and what is good about the community that it wants to save, then determines how to get from where it is to where it wants to go. This is opposed to the deficiency approach that looks at what is wrong and how to get others to fix it, believing that if only the problem were resolved, things might improve.

The capacity approach energizes residents, provides a clear vision of where the community wants to go and what it wants to look like, and uses local capacities to get there. The deficiency approach focuses on negatives, looks to the outside for solutions and very rarely fixes anything.

Many years of practice have shown that the capacity approach provides more success than the deficiency approach and creates synergy needed to accomplish community goals. The following diagram visually shows the difference between the capacity and deficiency approaches.

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**Basic Concepts**

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**Where do you want to go?**

**Where are you now?**

**What is important to save?**

**How do you go from here to there?**

**What resources do you have to do this?**

Capacity process gets you where you really want to go.

"ONLY IF LINE"

---

Outside Help

Issue

Outside Help

Issue

Outside Help

Issue

Outside Help

Issue
Community Capacities

Capacities are those skills, assets, resources and energy that a community has and/or needs to be able to reach its dreams and perform all the functions necessary to making it the home the residents want it to be.

Flora and Flora identified seven basic capacities in their groundbreaking book on community capacities. These seven capacities are displayed in the following diagram.

These seven capacities lay the foundation for identifying and analyzing existing community capacities and their use in building and sustaining healthy communities. These will be looked at again later in this book.

The chart below identifies another way of looking at community capacities.

<table>
<thead>
<tr>
<th>Individual</th>
<th>Family</th>
<th>Organizational</th>
<th>Leadership</th>
<th>Community</th>
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<tbody>
<tr>
<td>Problem Solving</td>
<td>Nurturing</td>
<td>Teamwork</td>
<td>Vision</td>
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<td>Decision Making</td>
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<td>Civic Virtue</td>
<td>Interpersonal Skills</td>
<td>Planning</td>
<td>By Example</td>
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<td>Communication</td>
<td>Helping</td>
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<td>Compassion</td>
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<tr>
<td>Adaptability</td>
<td>Sharing</td>
<td>Group Skills</td>
<td>Facilitation</td>
<td>Holism</td>
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<td>Creativity</td>
<td>Conflict Resolution</td>
<td>Administrative</td>
<td>Trust</td>
<td>Culture</td>
</tr>
<tr>
<td>Wisdom</td>
<td>Courtesy</td>
<td>Project Management</td>
<td>Honesty</td>
<td>Creating Wealth</td>
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</tbody>
</table>

The capacity approach is the foundation for all community development efforts. It focuses people on what they really want to do, gets them out of the old “we can’t do that here” mind-set and builds upon their human nature and willingness to work for what is right instead of being paralyzed by what is wrong.
In dealing with public issues, communities, local organizations and individuals must realize that they have to take an approach that deals with the “heart of the matter” in order to eliminate the problem, rather than put Band-Aids on symptoms, which often makes matters worse.

Generally, we take the deficiency approach. We list sets of problems that remain disconnected, look for outside help in solving them and think “if only” we could just do this or do that, we could get a handle on the problem.

Rarely, if ever, does this approach work. A more natural human method of problem solving is the capacity approach. People start thinking holistically about the problem, its root causes and where they really want to end up as a result of their efforts. After deciding on the dreams they want to reach, they look at where they are in relation to where they need to be for those dreams to take place. It is also important to look at what they don’t want to lose in this problem-solving process. Then they can look at how they go about achieving their dreams.

B. Community Discovery

The process of community discovery is a way for a community to take an in-depth look at itself. This is accomplished through the web of community, a dynamic and ever-evolving approach to providing a comprehensive, holistic, integrated way to help a community learn about itself. The web will be discussed in more detail later, but it is a visual tool to help a community see how all its different parts and aspects fit together and how each part affects all other parts and aspects.

The process of community discovery helps communities constantly learn about themselves. A community can look at its parts, interactions, systems, intangibles, energy, resources, patterns and processes. People can put their community together in a holistic way to understand not only the “what,” but also the “why.”

The process can help a community evaluate its systems and functions on an everyday basis. But this evaluation needs to be done in the context of the definition of a healthy community. This definition will provide the baseline for measuring the impacts, types, rates and causes of change.

Every community should have the opportunity to manage its future to preserve the good and improve the not-so-good, and it should have access to the tools and skills needed to best do this.

The idea is to create a method of preventative medicine for communities.

Some aspects of community discovery are:

- Culture
- Arts
- Values/beliefs
- Stories
- Architecture
- Energy
- Communication networks
- Sense of place
- Sense of community
- Community systems
- Information about the community
- History
- Governance
- Dreams/hopes/visions
- Community dynamics
- Patterns/processes

Community discovery is a process of looking at your community in a new and different way, seeing the positives, recognizing the changes taking place and using those discoveries to guide your community into the future.

C. Community Change

Communities are constantly undergoing change. Generally, change is slow and incremental and a community’s capacity to manage change is not tested. The processes of accommodation and acculturation incorporate incremental changes into a community with minimal fuss and disruption.

The ability of a community to create, sustain and implement the capacities needed to manage the changes that have taken place has been tested to
the limit. A key to having healthy rural communities will be their ability to adapt to and manage change in a way that preserves the good of a community, while taking advantage of the new that fits within the community’s definition of a healthy community. Understanding the generators of change and the tools available to manage change is a key component of keeping a community healthy.

**Process**

Generally, asking the community the following three questions helps a community to understand what is taking place.

1. What are the changes you have seen take place in your lifetime?
2. What has generated these changes?
3. What can be done to mitigate these changes?

**Community Change Results in Changes to:**
- Community values
- Demands for service
- Infrastructure needs
- Leadership
- Cultural outlook
- Population/demographics
- Economic base
- Local business mix
- Physical appearance
- Energy needs
- Local communication networks
- Civic virtues
- Dreams/hopes/vision
- Community functions

**Community Change Also Generates:**
- Need for capacities to manage change
- Stress on existing community capacities
- Disruptions in community governance

**Managing Community Change**

“Every person’s opinion is fact to them.” This observation has been made many times over the years. To manage change, people’s attitudes and beliefs have to be changed. This is a very difficult task at times. But there are some general observations about how people change their minds and awaken to changes occurring around them.

The first step to managing change is to be aware that it is happening.

A simple way to help people accept change is to:

1. Create awareness of what is happening
2. Develop interest in the changes occurring
3. Give people a chance to objectively evaluate changes that are occurring
4. Let people understand the nature of the changes that are occurring
5. Create a safe way to adapt to the changes taking place

A way to help people adapt to the change is to communicate that the change can:

1. Create positive chances to be innovative
2. Be a chance to disseminate new information
3. Legitimize new ways of doing things
4. Be integrated into community ways of doing
5. Reinforce core community values

Be aware that beliefs, values, personal needs and attitudes can be affected by habits, social norms and expected behaviors, and all of these affect the behavior in relation to change. Mitigating change is personal as well as community oriented. Community members will be unwilling to even address changes unless they are comfortable with the change adoption process.

Strategies that can help accomplish this:

1. Change existing beliefs and values in non-confrontational ways.
2. Determine the new needs and aspirations that change presents and approach them in a positive, proactive way.
3. Use community norms and values to influence citizens.
4. Help people understand the generators of change and the factors associated with that change.

Use all available communication and information sources to disseminate an understanding of the changes occurring, possible results of that change and ways to positively manage and mitigate the change.
Community Change Paradox

“Change is the only constant in the universe.”
— Albert Einstein

“Only a baby with a messy diaper likes change.”
— Mark Twain

This is part of the problem with community change. It is always happening, but most people want to have little to do with it.

D. What is a Community?

A simple definition of community is people sharing life functions — economic, social, political and sometimes spiritual. A community has shared values, shared traditions and a common geographical place.

For sociologists, community is a particular form of social organization based on small groups. Some sociologists say it is a social system made up of relationships. For others, the experience, rather than a description, of community provides the definition. Some look at community as a structural phenomenon, while others see it as a holistic and integrated social network or system. All are differing views of community.

Types of Communities — Another Way of Looking at Communities

This section explores some different ways of defining community.

Rex Campbell of the University of Missouri-Columbia described communities in the following seven types:

- Geographic — by location
- Activity-based — by activities people engage in
- Virtual — technological
- Ethnic — by ethnic or cultural group
- Kinship-based — by family relationship
- Faith-based — by religious beliefs
- Friendship-based — communities of friends

The Healthy Communities Approach

There are many views of human community, but in this context we are looking at what makes a strong and healthy community, which is a more organic view, as described below.

A healthy community is much like a healthy person. All parts must be healthy, all aspects must work together and all processes must function correctly.

Creating a healthy community can be compared to baking a cake. A cake can be any flavor, but it must have all the essential ingredients for it to rise and bake correctly. Likewise, it is up to the community to determine its particular flavor, look and taste, but the essential ingredients must be available or it will fail. Ingredients from the outside are OK, but they are like icing on a cake, not for the basic parts.

As we shall see in the web of community, looking at the whole of the community and how everything fits together is key to determining what creates and maintains health in the community. Just like people, all communities are different and need different health regimens to stay healthy. We spend a lot of time taking care of individual health, but far too little on community health. It takes even more time and effort to look at the complex nature of communities and understand how they function.

The healthy community approach is a way to learn about and care for our community. It requires discipline, energy and hard work. But it will all be worth it when we have the kind of community we want to live in. It is up to the members of a community to define and maintain community health as they see it, not as those from outside the community would have it be. Community health is a function of local determination and should not be dictated by outside forces.
Healthy Community Approach — Things To Keep In Mind

• Communities are living beings.
• Communities need to be healthy, too.
• Every community is different.
• Build on your community’s uniqueness.
• An ounce of prevention is worth a pound of cure.
• Define the health of your community.
• Discover your community.
• It’s up to everyone in your community to keep it healthy.

E. Basic Community Development Principles

What is Community Development?
Community development is people working together to create or preserve their desired community in its economic, social, political and spiritual dimensions.

The END of community development is a healthy community made up of motivated, involved people.

The MEANS of community development is a self-help process that involves people in shaping their own destiny.

Community development is the process of community problem solving and decision making that helps communities to help themselves. Community development is based on the principles that:

• A holistic integrated approach will be used.
• People will focus on and deal with their felt or anticipated needs.
• The emphasis is on local decision making.
• People will engage in the process of self-help.

Community development is a developmental process, not a prescription.

Community Development

• Promotes active citizen participation
• Engages a community in problem diagnosis
• Helps communities understand the impacts associated with alternative solutions to a problem
• Actively works to increase the leadership capabilities of community members
• Takes into account the needs of all members of a community

Community Development Beliefs

• Focus on people, rather than problems or projects
• Accept that every person has the ability to develop, including the need and right to make mistakes
• Do things from the bottom up rather than from the top down
• Promote democratic action — people decide and act on the issues that affect them
• Consider it is better to do something with people than to do something for or to the people

Community Development Operational Principles

• Holistic approach
• Present and future orientation
• Local decision making
• Self help

Community Development Society Principles of Good Practice in Community Development

In 1986, the Community Development Society passed a resolution establishing the following practice guidelines*:

• Promote participation: Promote active and representative citizen participation so that community members can meaningfully influence decisions that affect their lives.
• Diagnose problems: Engage community members in problem diagnosis so that those affected may adequately understand the causes of their situation.
• Examine alternatives and impacts: Help community members understand the...
economic, social, political, environmental and psychological impacts associated with alternative solutions to the problem.

- **Involve community in implementation**: Help community members design and implement a plan to solve agreed-upon problems by emphasizing shared leadership and active citizen participation in that process.

- **Consider the disadvantaged**: Disengage from any effort that is likely to adversely affect the disadvantaged segments of a community.

- **Develop leadership**: Actively work to increase leadership capacity (skills, confidence and aspirations) in the community development process.

**Ten Principles of Community Development**
1. Start where people are.
2. Train trainers who can train others. It is the only way to multiply your own efforts.
3. Conduct training as close to home as possible, rather than bringing people out of their home communities for long periods of time.
4. Introduce new ideas only after relationships and confidence have been established, and show how these new ideas contribute to solving problems the group already has.
5. Encourage interdependent relationships rather than dependent or totally independent relationships.
6. Involve as many of the local people as possible in all activities from the start.
7. Identify and involve local leadership, both existing and emerging. The involvement of local leadership is a central feature of community development, since the ultimate responsibility for continuing development rests with the local citizens.
8. Keep the program simple and uncomplicated with only one or two major thrusts at a time.
9. Cooperate with the local, regional and national government.
10. Train in locally acceptable facilities and format, using locally acceptable methods.

These principles give a good idea as to what community development is considered to be by those who practice it as a profession.

**Community Development Values**
- People have the right to participate in decisions that impact their current and future well-being.
- People have the right to strive to create an environment they desire.
- Community development is a long-term process rather than a quick fix.
- Successful community development is the result of years of hard civic work.
- People have the right to reject an externally imposed environment.
- People are capable of rational behavior.
- Significant behavior is learned behavior.

At the heart of community development is the community development process. It is going through a process to get to where you want to go. A graphic of a basic community development process follows.

Benefits of going through a community development process:
- Protects from selective participation
- Increases representation
- Increases ability to implement decisions
F. Leadership

There are many definitions of leadership, theories of leadership, books about leadership and models to develop leadership. But for this endeavor, the definition of a leader will be kept very simple: A leader is person who recognizes what needs to be done and then sees that it happens. This, in essence, means that a leader has vision, knows how to make that vision real and knows that “it can’t all be done by one person.” A leader keeps the team on track. Leadership is the “who” in partnerships that makes things work. Leadership is an essential tool for community health.

A good leader has:

1. Personality
2. Shows initiative
3. Solves problems
4. Gets people to work together
5. Does not have all the answers
6. Demonstrates faith
7. Is concerned with the needs of the whole
8. Uses all the capacities available

There are many levels of leadership. There are leaders who set policy, those who administer policy and those who see that policies are implemented.

- Policy makers are the influentials.
- Policy administrators are the lieutenants.
- Policy implementers are the doers.

It takes all levels of leadership to get things done.

Leadership is part of the human spirit that impels us forward and keeps us going. It is an essential capacity of any community. It needs to be grown and nurtured locally, and leaders need to be recycled to keep them fresh and energized. Community leadership needs to be diffuse and include all who wish to lead. Leaders must be followers in some community efforts and take the lead only when appropriate. Too many communities rely on too few leaders and burn them out or lose them to other places. Leadership development is a constant process that must start with the young and continue as part of the community education process. Civic virtue is intangible and leadership must be one part of the virtue that is incorporated into the raising of children. It must be presented as a community service that all must take part in.

G. Asset-Based Approach to Community Development

Similar to the capacity approach, the asset-based approach to community development focuses on the assets a community has and how it uses those assets to move the community forward and achieve its dreams.

Lackey and Pratuckchai identify 22 skills needed for successful community development. Those skills are:

1. Community and group organization
2. Community analysis
3. Leadership
4. Human relations
5. Oral communications
6. Project and program planning
7. Written communication
8. Needs assessment
9. Conflict resolution
10. Building community institutions
11. Training
12. Grass-roots work experience
13. Administration and management
14. Evaluation and monitoring
15. Cross-cultural communication
16. Community economic base analysis
17. Research
18. Grant writing
20. Statistics
21. Computer
22. Audiovisual equipment
Individual Assets
In addition to the aforementioned skills, Faulkner identified 10 essential traits of a successful community development worker, assets needed for any community development effort. A successful community development worker must be:

1. Dedicated to working with people and identifying own role with their needs and aspirations
2. Enthusiastic, dynamic and realistic about work and always searching for answers
3. Able to objectively examine and recognize own capacities, inadequacies and attitudes in order to improve
4. Empathetic, appreciating others' abilities, potentials and viewpoints
5. Unresentful of benefits received by others and doesn't expect recognition for community successes
6. Desirous of sharing knowledge and work for the benefit of the community
7. Ready to listen to and respect other opinions even though controversial
8. Unwilling to give up easily; wants to search for solutions to problems; flexible when flexibility means progress
9. Modest and considerate to all but not subservient to anyone; considers belligerence and expressions of superiority as undue acts
10. Listens and thinks before talking and acting

Organizational Assets
Recognizing that individuals tend to approach community issues through group processes, organizational development becomes an integral part of community capacity building. Essential organizational skills include, but are not limited to:

1. Planning
2. Advocacy
3. Management (project, administrative, fiscal, personnel, etc.)
4. Fundraising/resource development
5. Marketing
6. Local government
7. Board training
8. Budgeting
9. Grantsmanship
10. Community surveying
11. Partnerships
12. Volunteer management
13. Group and interpersonal competence

Community Assets
Successful communities:

1. Have a well-articulated vision
2. Look for opportunities
3. Aren't afraid of taking risks
4. Have a holistic perspective
5. Believe in “doing”
6. Find ways for all to participate
7. Develop **people** first
8. Build upon community resources
9. Know that “nothing succeeds like success”
10. Put knowledge to good use
11. Trust

Other essential community assets include, but are not limited to: problem solving and identification, decision making, process design, needs assessment, partnership formation and conflict resolution, leadership development, group processes, economic development, community systems, healthy community concepts, citizen participation, change management, self-help principles, communication systems, public policy development and resource identification.

Through the process of community discovery, a community can determine, develop and sustain the assets it needs to build and maintain a healthy community.

H. Partnerships/Collaboration
Cooperation, collaboration, consensus building and team building are but a few of the terms used to describe working together. At the community level it is how people can partner together to achieve common goals and focus on common interests that help them to achieve their healthy community. This is another of the essential skills
needed by a community to create and manage a desired future. The process of forming partnerships and making them work is very simple conceptually, but implementing it can be the real challenge. Answering the following four simple questions can help with the process of forming a partnership:

1. **WHY** do we want to do this?
2. **WHO** needs to be a part of this?
3. **WHAT** do we want to do/what needs to be done?
4. **HOW** do we go about doing it?

### Definition Of Partnerships
- Partnerships are where people come together for joint problem solving, resource exchange, cooperation, coordination, coalition building and networking and to take advantage of opportunities.
- They generally operate on a common ground of collective goals, use a variety of decision-making structures and processes, and exist to take care of shared tasks and certain joint actions.
- They can be informal or formal agreements, entail a commitment of resources and be temporary or permanent.
- Members generally give up some of their autonomy.
- They SHOULD establish a common identity and do productive work.
- They are the way we collectively organize to accomplish common shared visions (dreams).

### WHY Partnerships?
There must be a compelling reason to form a partnership; it should not be a social club, gripe session or free lunch, but have a valid purpose centered around a valid issue that compels people to act on it.

There are many generic reasons for forming partnerships, but often the reasons are very specific to the setting in which they are formed. Some generic reasons are:

- People need to pool resources and work together to achieve success. The process of synergy takes place.
- Partnerships help to bring a variety of perspectives to an effort.
- They help create new relationships.
- They fulfill social, political and economic agendas.
- They are needed for public relations.
- There are reductions in resource allocations.
- They are mandated by funders.

The important part is that the partnership must become an identifiable group, even if for one action. A sense of community must be created around the why.

### WHO Must Be Involved
- First are the stakeholders. These are the persons who have a stake in what is to occur. A good exercise to determine stakeholders is to ask community members who are the formal groups that have a stake in what will happen, and who are the informal groups that have a stake in what is to happen. This creates a web of governance that helps identify the decision-making structure around partnership issues.
- Second are interested parties such as federal and state agencies, regional organizations, absentee landlords and business owners, or others who may not live in the community but have an interest in what happens. A community needs to determine how it wants these entities to participate, and it should keep them informed, especially if their decisions affect the community.
- Third are the people who are most impacted by the decisions being made. These are the folks who are generally left out of the decision-making and partnering process until the very end. They are often marginalized and disenfranchised but they are often those most affected. They should be brought in at the beginning, along with the first two “whos.”
• The last “who” is the catalyst/facilitator. This person is perceived as neutral and has credibility and good group management skills. He or she must describe the setting and environment in which the partnership is forming and demonstrate the compelling reason to be together, dangle the bait or be the magnet bringing people together. This is the person who makes it all happen.

In review, there are three general groups that need to be involved and one individual that brings them all together. All these “whos” must be involved from the beginning if the partnership is going to have a chance to work. One essential “who” that comes in late can sabotage the whole effort.

**WHAT To Do**
You have brought all the “whos” together. Now what will you do? The traditional approach has been the deficiency problem-solving model discussed earlier, which often includes some of the following:

• Listing problems, looking for outside resources and generally getting very little done
• Each party focusing on their own interest, pet project, pet peeve or special thing to do
• People saying, “I am here to help you” when what they really mean is “I’ve got a program to sell” or “A job to keep” or “An interest to protect” or “A pocket to fill” or “A vote to get” or “An empire to build.”

People tend to participate in their own self-interest in the deficiency approach. This can lead to conflicts and turf and resource allocation battles. The focus is not on what is in common, but how resources get divided up.

As discussed earlier, a different model — not particularly new but packaged differently and based upon basic human nature — is the capacity model. This is where we look to our dreams and what we have in common, and not just at the “if only” line. Another way to look at this is to ask the following question: Are you filling potholes in a road going nowhere or do you want to see where you would like the road to go? This is an evolving process and not a prescription for a symptom. It is based upon where you really want to go and not someone’s particular agenda or pet peeves. This will get at the heart of the matter, look at eliminating root causes, focus on commonalities and be based on a community’s capacities rather than reliance on outside resources. This will get at the what that really needs to be addressed.

**HOW To Do It**
If the above process is done correctly, the how has already been established through the task forces and the overall group structure. “How” focuses on tasks and timelines and not so much on creating a formal structure. The emphasis is on doing, not organizing. The key is to grow the organizational structure as needed, not spend the first year on building a structure. The maxim of “form follows function” is critical in effective community partnerships. The how should look at accomplishing what needs to be done, not building an organizational structure. This can kill an effort faster than anything else when all energy is on form and not function. Let the how evolve, not be the focus of your efforts.

This leads to the different partnership approaches of directive or developmental.

• The directive approach is characterized by people serving the organization, one-on-one relationships, authoritative leadership, hierarchical decision making, centralized structures, focus on the organization, a view that you can change human nature and a deficiency approach to problem solving.

• The developmental approach is based on the principle that the organization serves the people, group relationships, facilitative leadership, consensus decision making, team structure, a focus on purpose of organization, accepting human nature, focusing on changing the setting and taking a capacity approach.
Habana-Hafner and Reed discuss three types of partnerships: networks, coordination and collaboration. These are all points in a continuum of partnership levels based upon:

- Complexity of purpose
- Intensity of linkages
- Formality of agreements

This is a good way to look at the level and type of partnership you need to develop. Is the purpose simple or complex, how strong do the linkages need to be? How formal do the agreements need to be? This will help guide you in the form or function priority for your partnership.

**Roles and Follow-up in the Partnership Process for the Initiator/Facilitator/Community Worker**

- **Roles played**
  - Before partnership sessions: catalyst, resource person, thought provoker, educator, planner, public relations person and investigator
  - During partnership sessions: facilitator, organizer, pusher, welcome, greeter and task master
  - After partnership sessions: follow-up person, nurturer, cheerleader, resource identifier/provider, task master, re-energizer and tracker
- **Follow-up with partners**
  - Work with individual task groups
  - Stay away and wean whole group off of you as a leader
  - Refocus, re-energize (every six months to one year)
  - Develop new leadership by letting people DO
  - Increase community involvement
  - Devise a public-relations strategy

**Underlying Principles of the Partnership Process**

- Builds upon commonalities — avoids conflicts, pet peeves
- Focuses on doing — process leads to product, results
- Emphasizes doing, not just meeting
- Focuses on the purpose, not on the organization; it grows or dies naturally
- Partners instead of organizes people — involves whole community in decisions
- Recognizes that action leads to data and not vice versa
- Creates little victories inch by inch and row by row
- Builds upon people and their growth/development
- Uses meetings (oral surveys) to create information without written surveys

I. Civic Engagement/Participation

*This is a key concept of American society and is ingrained in our culture.*

- Citizen participation is the process that can meaningfully tie programs to people.
- Citizen participation is the essence of democracy.

**Citizen participation in community development is a critical piece of building a healthy community.**

- Volunteer citizen participation continues to be one of the key concepts in American society.
- It is the people’s right to participate that defines our society.

**There are many opportunities to participate in community efforts.**

- Despite the fact that direct citizen participation has declined, ample opportunities exist in most communities for citizens to get involved in their community’s destiny.

**The importance of citizen participation cannot be overstressed.**

- It can be viewed from the perspective of benefits to be gained and costs to be borne.
- Implicit in this “penchant for getting involved” is the notion of the relationship between self and society.
• Involvement in volunteer groups is an important science for individuals’ definitions of self-esteem and self-identity in American society.
• Volunteer groups function as links between individuals and larger societal structures.

Five advantages of citizen participation:
1. Citizens can bring about desired change by expressing their desires.
2. Individuals learn how to make desired changes.
3. Citizens learn to understand and appreciate the individual needs and interests of all community groups.
4. Citizens learn how to resolve conflicting interests for the general welfare of the group.
5. Individuals begin to understand group dynamics as applied to mixed groups.

CONDITIONS OF CITIZEN PARTICIPATION

An appropriate organizational structure is needed to work through.
• Citizen participation can be facilitated with an appropriate organizational structure.
• Most citizens are only partially involved in a particular community interest area.
• Citizens will voluntarily participate in a community activity when they have an appropriate organizational structure available to them for expressing their interests.
• All community organizations will not get similar responses from citizens.
• Groups or organizations that exist over time develop behavior patterns that may or may not be conducive to open participation.

Citizen participation is greater when one’s way of life is threatened.
• Situations that threaten people's lifestyles may elicit citizen participation.
• Whether people's perceptions are accurate or inaccurate makes little difference.

Civic engagement requires obligation and commitment to work.
• Citizens frequently participate because they feel an obligation or commitment to respond.

• Altruism is rarely sufficient by itself to sustain motivation for joining and remaining involved in volunteer associations.

Good information and better knowledge are needed for effective participation.
• People are reluctant to participate in community activity when they do not have enough information to act responsibly.
• They simply do not know how to act.
• If forced, they will usually act negatively.
• People will act only after they have time to think about and discuss an issue.

It is better when people are more comfortable in a group.
• Citizens will voluntarily participate in a community activity when they feel comfortable in the group.
• Membership in voluntary associations is not a characteristic of most Americans.

Citizen participation can be better facilitated:
• By stressing the benefits to be gained
• With an appropriate organizational structure available for expressing interest
• By helping citizens find positive ways to respond when their way of life is threatened
• By stressing the commitment or obligation each of us have toward improving the community

Crisis situations have long been used as a successful basis for gaining citizen participation. The most positive of all approaches is to provide citizens with better knowledge.

Citizens will voluntarily participate when they:
• See positive benefits to be gained
• Have an appropriate organizational structure
• See some aspect of their way of life threatened
• Feel committed to be supportive of the activity
• Have better knowledge of an issue
Citizen participation can be improved by:

- Stressing participation benefits
- Organizing or identifying appropriate groups receptive to citizen input
- Helping citizens find positive ways to respond to threatening situations
- Providing citizens with better knowledge of issues
- Helping participants feel comfortable

Membership building happens by:

- Publicizing issues and events
- Keeping people informed
- Making events fun
- Holding community meetings
- Involving the whole neighborhood — diversity matters

Publicize issues and events.

- The best way to recruit members is to “go public.”
- Conduct a membership campaign or organizing drive in which volunteers distribute information door to door and personally invite people to join the community effort.
- Network through schools, churches and senior centers.

Keep people informed.

- Recruiting new members is not the only reason to publicize group activities.
- It is important to keep long-standing members informed, e.g., through newsletters.
- Use a telephone tree or pyramid.

Sponsor special events and activities for volunteers to enjoy.

- For example, host a paint-out to paint over graffiti in the neighborhood and follow it with a big picnic.
- Have an inside-out arts festival, with house tours and outdoor art displays.

J. Process Design

Processes are an integral part of any community development effort. Processes are what we do and go through in our daily lives and activities. One key to having effective processes is making sure the process you choose will get you where you want to go.

- Everything in life is a process.
- Achieving community dreams is a process (capacity-building approach).
- Designing appropriate processes is one of the most important skills you can develop.
- A process that “fits” the situation is better than a canned one.
- The right process leads to the right solutions.
- A community or group that designs its own processes has more ownership, control and investment in what happens.
- A process makes your job as a facilitator much easier.

Sample process design questions are listed below to help design a process that fits your needs.

- What is it you want to do? Define it very clearly.
- Why do you want to do this? Will the “why” compel people to participate? If not, what “why” will?
- If you do this, what do you expect will happen?
- What are the specific outcomes you want to achieve?
- Who needs to be involved? Focus on four different “whos.”
  - Stakeholders
  - Those most affected
  - Interested parties
  - Who will bring the above all together
- What are the special considerations that need to be taken into account in your community to make this work?

The above questions give you the ingredients for your process.
• Put the ingredients into a designed process that fits the communities.
• Create a series of events, meetings, etc. where one step builds on the previous ones.
• Identify tasks to be done to implement the process.
• Assign tasks to individuals to complete.
• Implement the process.
• Remember to evaluate and revise as you go along.
• Design “small victories” into the process.
• Celebrate the victories.

Process design is a way to ensure you get where you want to go in the most effective way possible.
• It is an adaptable tool to help you work well in any environment, context or situation.
• It puts flexibility into everything you do.

• It helps you learn about the community and issues you are asked to help on.
• It is a proactive approach to addressing community opportunities.
• It is a skill that can be learned.
• It is part of the “art” of community development.

This is as much an art as a science. You need to try this and use it every time you embark on a new endeavor or process. Picking out the essential ingredients is a skill and capacity built over time. Once you get comfortable with this, you will have processes that work for you and take you where you want to go.

Processes are how we get through the day and our lives. Design them to fit your needs and to be efficient and effective in all your daily efforts.
A. The Web of Community

“This we know — The Earth does not belong to man — man belongs to the Earth. This we know. All things are connected like the blood which unites one family. All things are connected. Whatever befalls the Earth befalls the sons of the Earth. Man does not weave the web of life – he is merely a strand in it. Whatever he does to the web, he does to himself.” — Chief Seattle, 1854

One of the key concepts in community development is the idea of holism, looking at the whole of things and seeing all the various elements, components, systems and processes of a community or community effort. It looks at all the pieces, how they fit together and how each piece affects the others. It is a conceptual tool of being able to see the entirety of something and ensure that when one task is undertaken, it is understood how it will affect everything else. This is holistic community development.

The web of community is a way to look at how a community fits together. It is a conceptual tool to see the patterns, processes and interactions and how all the different elements of a community fit together and interconnect. When one strand of a web is “tweaked,” it vibrates the whole web. The same is true of a community; affect one part and everything else is affected.

The visual of the web and the succeeding elements evolve and change over time. The web of every community is different. The makeup of the web can change depending on the community. What is offered here is a generic web that describes the basic elements of any community. This is meant as an evolving conceptual tool to help a community understand how it fits and works together, not as a static model that applies to every community.
B. Basic Elements of the Web of Community

Holism incorporates all the elements of community efforts, including:

- Basic concepts and principles of community development
- Community discovery approach
- Management of community change
- Capacity development
- Leadership development
- Local ownership and control — community driven
- Local knowledge
- Baseline for community measures/indicators of community health
- Focus on the “good and healthy,” working toward a common vision/dream
- Process designed and implemented locally
- Definition by community — every community is different and unique
- Approach that is proactive and preventative
- Inclusion and participation

Each element listed above will be described in the sections that follow. Keep in mind this is one way of defining the web of community and a tool to help you see some of the key components. You can define the web in your own community as it best fits your idea of the key elements of your community.

Parts of a Community

Every community is somewhere. It exists in a physical setting and has physical parts. Just like a human body, a community has parts that make it up.

- The biosphere is all the various living things in a community — the plant and animal biota, the resources that nature has provided that allow us to live and the various natural resources from which we derive the things we need to produce the physical components of a community.

- The physical properties describe the site and geography where a community is located — the land, water and air we breathe; the landscape that makes up the scenery and geography in which we live; the mineral and other physical resources that provide the building blocks of a community. Connection to place is a critical element that shapes a community, and available resources determine its viability and sustainability in that special place where a community exists. Resources, waterways, natural travel ways and other physical factors have often determined why a community arose in a certain place.

- Man-made constructions are other essential components of the community. The various infrastructures, our homes, buildings, dams, ports, railways, highways and all the physical things we build and use in our communities are all essential parts of our community and help shape its character. Man-made landmarks, historic buildings and other well-known buildings and constructions often define and determine community identity.

- Mental connections including communication networks, ways of governance and the ways in which we relate to one another are essential components of any community.

- Emotional aspects including community attitudes, feelings and pride make up a critical part of any community.

- Spiritual concerns are just as integral to our communities as they are to us as individuals. Our beliefs, values and view of the greater world and universe greatly determine how we function as a community.

Recognizing key community parts and their importance in creating, maintaining and sustaining community viability helps a community decide how to use, manage and protect these elements that are critical to its makeup and future.
**Interactions in a Community**

Every community is a wealth of rich and diverse community interactions. Our human interactions are the core of human community. Without interaction, there is no community. These interactions take place in all the various parts of a community, between the people in a community and with other communities, and form the social structure of a community.

These interactions help create the patterns, processes and how the web is woven. They are the life blood and circulatory system of a community. They help determine the uniqueness and personality of a community. They are how things are done in a community. Understanding community interactions is a key to understanding how to manage and direct change in ways to help keep the community healthy.

To tinker with community interactions without understanding them is a good way to disrupt essential community functions. Identifying and connecting community interactions helps to better understand how a community really functions.

There are many types of community interactions. Some of the basic ones include:

- Educational – how we learn
- Social – how we interact as human beings
- Political – how we govern ourselves
- Cultural – how we live everyday life
- Economic – how we make our livelihoods
- Recreational – how we play together
- Spiritual – how we connect in our faith
- Environmental – how we relate to the natural world
- Interpersonal – how we relate to each other
- Helping – how we help one another
- Sharing – how we share with one another

Take the time to identify, analyze and understand the different interactions in your community. These interactions are the strands of the web that connect the pieces of the web together. Unhealthy interactions can produce weak strands and a weak web. If community decisions weaken local interactions, the web can fray and weaken.

**Community Resources**

Resources of a community provide us with the assets, skills and capacities we need to be a productive and viable community. There are many kinds of resources, but we will focus on two major types:

- Physical resources. The biota, minerals, land, water and air provide the community what it needs to survive and thrive. Remove any key physical resources and a community will find it hard to function well. If you remove the essential building blocks of a human being, it will struggle to stay healthy and alive. This is the same for a human community. Protecting and preserving physical resources is essential to community health.
- Community capacities are those nonphysical things a community needs to help it perform basic community functions. Capacities are those skills, assets and resources that make a community healthy. Five basic types of capacities as described earlier are:
  - Individual
  - Family
  - Organizational
  - Community
  - Leadership

The following list is not organized according to the five basic types of capacities. Some may fit in all five, while others may just fit in one or several. Although it is not complete by any means, the list will give you an idea of the kind of assets and skills a community needs to develop the capacities needed to create and sustain a healthy community. Some basic community development capacities include:

- Community development practice
- Group development, organization and management
• Partnership-building
• Facilitation
• Grass-roots organizing
• Community analysis/needs assessment
• Administration and management
• Leadership
• Evaluation and monitoring
• Cross-cultural communication
• Oral communications
• Written communication
• Economic sustainability
• Project and program planning
• Grant writing
• Fiscal management
• Conflict resolution
• Building community institutions
• Technology
• Training

Community Energy
A community needs energy to function, just like a person does. But it also needs appropriate energy. If a community wants to be a couch potato community, it needs couch potato energy. If it wants to be a marathon runner community, it needs marathon runner energy. If we eat the wrong amounts and kinds of foods, we will not be healthy. The same is true for community energy.

Community energy includes:

• The human spirit. One person can make a difference and a whole community of people can make all the difference. Measuring the human spirit of a person or community is not easily done, but we all know it when we see it, or the lack thereof. The human spirit is not a measurable phenomenon. Yet it is one of the key elements of community energy. We all know it when we see it and also when it is not there. It is possibly the most important part of community energy. How to discern and catalog a community’s human spirit is one of the mysteries of the community web. Some things are just not quantifiable or easily explained. But every community knows intuitively the state of the grit and gumption of its people. They also know its importance in getting things done. Without this invisible energy, little is accomplished.

• Vision/dreams/hopes. It is our common dreams, hopes and visions that fuel the healthy community efforts. There are many visioning formats and ways to do community visioning. Having a vision — a desired end condition — is paramount to a community’s success. Visioning will be addressed in more detail later in this book, but a common vision, common aspirations and common dreams are necessary parts of the web of community.

• The economy. The economy is the lifeblood of a community. It is how people in a community create wealth, earn a living and can afford to have the things that are important to them in life. But having the kind of economy that creates, supports and sustains community health is most important. Creating economic activities that destroy or weaken other parts of the web may do more harm than good in the long run. Industrial development may not be a good source of energy for communities that want an agrarian lifestyle. Community economies should fit in the web of a community. Community economies should provide appropriate, sustainable energy for a community. Ways to do that will be looked at later in this book.

Community Intangibles
Some of the best things about any community are the intangibles that make a community unique, that create community pride and are what we think about when we think of home. The intangibles are the unspoken and undefined aspects of a community that are rarely addressed, but always there.

Many intangibles of community make up some of the essential parts of the web, including:

• The sense of community — what brings us all together
• Sense of place — why the place we live is so special
• Civic virtue — the concept of giving to your community as a virtue of living
• Local culture — the uniqueness of the local culture that creates the richness of life
• Values/beliefs — those things that bind a community together and guide how we all live together, what we all share in common
• Personality — those unique traits and characteristics that give a community its identity
• Sense of belonging — why you feel at home

These intangibles are what make life fun and interesting and create common bonds in a community. If altered in unhealthy ways, they can destroy the very fabric of community life.

The intangibles are what give the web its strength and vibrancy. They are also part of what gives each community web its unique pattern and design. The intangibles make up the beauty of the web. Intangibles create community pride and the sense of belonging, possibly the most important intangible of all.

HOME — The Heart and Soul of Community

This is what you do not want to change in your community. It is what makes your community the unique place that you call HOME. The HOME is what cannot be taken away without ruining the essence of your community. This is the most important aspect of any community. Yet we, or others, make community decisions all the time without ever considering what effect they will have on the HOME. Organizations have missions, but hardly ever take the time to discover and articulate the most essential ingredients of any community.

The HOME of a community is generally known to all, but rarely put defined in a way that helps guide a community through the maze of decisions necessary to create and maintain health. This should be simple. Determine what is not to be changed and monitor every decision that you make and implement against its effect on the HOME. If the HOME is disturbed, then change your course of action.

One method of determining the essence of your HOME is a very simple community exercise.

Ask community members four simple questions:
1. What are your favorite things to do in your community?
2. Where are your favorite places to go in your community?
3. What are the main reasons you live in your community?
4. What is the glue of your community; what makes it home?

Then ask what it is about the answers that makes your community home.

Community Patterns and Processes

Community patterns arise from what we do in everyday life in our communities. The patterns of community life determine how many of the elements of the web are addressed and conducted. Identifying community patterns is a key to seeing how a community conducts everyday affairs. The patterns give the web its shape and form; they are integral to the uniqueness of every community's web. When something happens that changes community patterns, it can drastically affect every other part of the web, so be careful and thoughtful when making changes.

Community processes are how things get done in a community. It is how decisions are made, resources allocated. They are the base of community interactions and are at the heart of community intangibles. Every community has its ways of doing, ways of being, its unique day-to-day ways of things getting done that underlie all that happens in a community.

"That's just how things are done around here" is a familiar phrase heard in every community. Be careful upsetting the "way things are done" in a community as that can dramatically affect everything else that happens. Community processes give depth to a web and provide the invisible and unseen things that are essential to anything getting done in a community. Processes can unravel the web quicker than anything.
Community patterns and processes are the basic ingredients that make up community systems; they are the foundation of everyday life in a community.

**Community Systems**

The concept of systems has become much more relevant to communities and their development as the holistic view of communities has emerged. There are many definitions and models of the systems approach. For purposes of the community discovery approach, systems will be defined here as processes and structures that connect and tie a community together to provide the day-to-day functions of that community.

These systems can be formal or informal. Many of our social and civil institutions are the forms that have grown out of the structures and processes of the functions that manage everyday community life. These forms are the organizations and institutions that provide the essential functions that communities need to survive. Aristotle talked of the basic vessels every community needs in order be fully functional. He thought that there are 42 essential vessels, or functions, that every community needs to have in place in order to operate effectively. The gossip line or who uses what berry patches are examples of informal systems. The more visible systems are the formal ones, such as schools and government.

Since most of our systems become institutionalized, they last for a relatively long time. Every system has its own structure and processes for operation and develops maintained relationships among its interdependent parts. But systems also have properties that are irreducible from their whole. Systems cannot be understood by only looking at individual parts.

In his book *The Systems View of the World*, Laszlo talks of four principles of natural systems that can easily apply to our community systems:

1. Systems are wholes with irreducible properties. The whole cannot be separated from its parts.
2. Systems maintain themselves in a changing environment. They can adapt and change.
3. Systems recreate themselves in response to changes in other systems. They are creative.
4. Systems interface with other systems to create super systems. They can grow and merge.

Laszlo also observes that most human social systems:

1. Are very versatile
2. Tend to change toward more structure and technology
3. Aggregate themselves onto super systems
4. Trend toward growth, differentiation, complexity and interdependence.

Laszlo also observes that human systems share the following characteristics with natural systems:

1. Survival
2. Creativity
3. Adaptability

A community is a collection of systems that provides a way of organizing our everyday endeavors. These systems should be responsive to change, able to adapt to changing conditions and be an outgrowth of community interactions and the local environment. Major systems include the social, political and economic systems as well as the natural environment and the man-made environment.

A key function of systems is to maintain what is called the homeostatic balance of the community at large. This is the idea that a system is self-maintaining and self-repairing.

In order to have a healthy community, local systems must be responsive to changes in the web. So the process of community discovery in relation to community systems is one that takes time, skill, understanding and a new way of looking at how communities function.
Systems are the brain and nerve structure of the web. They interconnect everything, provide for decision-making and governance, and allow for the everyday functions of the community web. Disrupting community systems is a sure way to cause serious illness in a community web and disrupt community health.

The Outside World
Remember:

- Every web has to be someplace; it is physically located in a greater web.
- This outside web can greatly influence what happens to your web. A slamming door can destroy a spider web.
- Everything affects everything else. We are all interconnected.
- Every web is dependent on what happens in outside webs. A community has to build its own web, but be aware of how outside webs can affect you.
- We are all part of the greater web of life and cannot remove ourselves, our communities and our decisions from it.
- Local decisions must reflect all of this to remain healthy, vibrant, responsive and strong.

In Closing: The Web of Community
The web of community is nothing more than a tool to help a community through its own process of discovery. The web changes every time it is used in a new community or described in a training session. The web should not be seen as a model in which to fit everything, but rather as an approach that allows a community to learn about itself. It is a tool to assist a community in seeing its functions, processes, parts, interactions and interconnections and how they fit together to make the whole of a community.

Create your own view of the web, make it fit your community, then use what you have learned to guide your community into the future, make good decisions and create the capacities you need to manage change and control your own destiny.

C. Community Capitals
The community capitals model developed by Flora and Flora is an excellent conceptual and practical tool to help communities visualize and analyze the tools, assets and capacities they have to build, and strengthen and discover the web of community. It is a companion to the web and a way to look at your community as a whole.

The web of community visually provides a holistic view of a community in its parts, elements, processes and systems.

The community capitals model provides a clear view of all community assets and is an analytical tool for determining what a community has and what it needs to achieve its vision and goals.

The community capitals model and visual was presented earlier in this publication (see graphic on page 2). Together the web and the community capitals concepts provide a way to look at your community in its entirety, analyze its strengths and weaknesses. They also provide two different analytical tools that together provide perspectives on your community that will help determine priorities to work on and ways to move forward to get things done.

Both are basic conceptual tools to assist communities in planning for and pursuing a healthy community.
A. Economic Development

Economic development is fundamentally about capitalizing on and enhancing the land, labor, assets, capital and technology of a national, state or local economy. Theories and approaches to economic development are many and diverse. In this publication we are focusing on the opportunities presented through a focus on the assets, people and businesses located within a community or region.

Successful economic development requires local leadership, a shared vision of the community or region’s future, an action plan to reach the vision, agreement on what constitutes “success,” commitment and the resources necessary to do the job. In short, we must be willing to invest in our community/region.

Traditionally, economic development has been associated with business recruitment efforts, e.g., the use of incentives and other tools to bring new businesses and jobs into the community from other regions and states. This approach focused on making the community or region a cheap place to do business. It viewed a high-quality physical environment as a luxury that stood in the way of attracting cost-conscious businesses. Regions “won” because they held a fixed competitive advantage in some resource or skill, and economic development was government-led.

Today’s economic development requires a balanced approach which recognizes that being a place rich in ideas and talent is key to long-term success. Physical and cultural amenities are important in attracting and retaining people (workforce and residents). Change requires bold partnerships among business, government and the nonprofit sector, and a regional, not individual, strategy brings the greatest success (Missouri Department of Economic Development, 2010).

But, economic development is also about “wealth” — creating, retaining and reinvesting wealth for the benefit of our residents and community.

- **Creating wealth** — bringing in new money to the community. This can include exporting goods or services in exchange for cash (example: a local business selling to or performing a service for someone outside the community or region).
- **Retaining wealth** — keeping the money that is already in the area. This is accomplished by shopping at local stores, buying from local suppliers or hiring local workers.
- **Reinvesting wealth** — contributing money or other “capital” (including human) to support local efforts or organizations that make the community or region a better place in which to live.

(Source: “What is Economic Development” column by Gordon Ipson)

B. Local Asset-Based Approaches

One of the key elements in developing a local economy is to build on local assets, capacities and strengths. Mapping resource assets for economic development can be an enlightening experience. What may be considered a detriment could be the catalyst for economic renewal. An example is a major highway that runs right through the middle of town. Seen as a nuisance and traffic menace by residents, it could also be viewed as a conduit for visitors who pass through your town every day. Getting them to stop, visit and spend time and money could be a viable economic strategy for your town. The economic opportunities process, presented later in this chapter, is one way to look at the assets in your community. There are other ways to do this, including the asset-mapping exercise mentioned on the next page.
Asset Mapping to Monitor and Evaluate — Needs vs. Assets

Asset mapping is a critical first step in marshaling the resources that a community can leverage to support its vision of what the community will be in the future.

According to Webster’s Second International Unabridged Dictionary, an asset is “any item of value.” In order for a community to achieve its vision of what its future will be, the community has to recognize its own unique set of assets, tangible and intangible, that it can call upon. While these resources may or may not provide an advantage over other communities with similar goals, they do provide the foundation for actions that a community can take in realistic hopes of improving its overall competitive position.

Asset mapping can be undertaken at different levels, depending on the availability of time and resources and the ambition of the community. At its most basic level, the asset-mapping process will provide community leaders with an inventory of key resources that can be utilized in a development effort.

A more comprehensive asset-mapping initiative will provide a deep understanding of the key networks and cultural attitudes that shape the community and its local economy and will help to indicate “gap” areas that require further investment and provide a baseline by which to judge future progress toward the community’s prosperity.

Such an effort will require significant research to assess the impact of community assets — human, financial, institutional and natural, among others — on the innovation and productivity that ultimately drive the prosperity of local citizens.

As expected, asset mapping serves a number of purposes and is highly critical for a successful healthy community process.

1. **Resource identification**: Mapping allows the community’s leadership to identify the resources that can be utilized to support healthy community initiatives. Too often, visionary economic or workforce development efforts begin without a full understanding of the community asset base. A mismatch between strategy and assets can severely diminish the potential impact of a healthy community initiative.

2. **Foundation for strategic planning and implementation**: Asset mapping can either

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**Exercise: Asset Mapping Using Community Capitals**

This exercise allows participants to actively engage in identifying the assets in their community/region using the Community Capitals Model on page 2. Begin by placing large sheets of paper around the room, each titled with one of the capitals. Then, depending on the size of the group, have them divide into teams of one to three people. If you are working with multiple communities, it can be interesting to have community teams. Using Post-It Notes, index cards or other sheets of paper, each team will spend five minutes at each capital, writing down as many assets as they can think of that relate to that capital; then they rotate to the next capital until they’ve visited each. After they have completed the full rotation, allow them a few minutes to look over the sheets and make any final additions. The facilitator should then lead the group through a review of the information posted. They will be surprised at the array of assets that they’ve identified. Be sure to record the information and provide it to the group.

When working with a regional group, use different colors to identify communities or counties (e.g., each county or community is given a specific color). This creates a visual of assets in the counties as well as the region; you will also find that participants may know more about assets in a given county than the residents!
lay the foundation for developing a new strategic plan or enable the realignment of existing efforts towards the healthy community. Asset mapping helps identify gaps, redundancies and inefficiencies, and thus can help communities reallocate resources to key challenge areas and avoid needless expenditures if high-quality assets already exist. The initial asset map provides a baseline against which to measure progress over time towards achieving healthy community status.

3. **Deepened understanding of key regional systems and linkages:** A comprehensive asset-mapping process leads to a deeper understanding of the ways in which community institutions interact with each other and with entities outside the community. With a new perspective on well-established institutions, community leaders can more accurately assess the institutions’ current value to the economy. Leaders can also identify ways to strengthen institutions and build linkages between them.

4. **Catalyst for partnership:** Asset mapping aggregates the knowledge possessed by a few individuals and makes it available to others who may conceive of new ways to leverage the assets. A visual resource map, prepared as part of the mapping process, can help demonstrate to stakeholders that they work within a “community.” As leaders see common interests and organizational links, they may be inspired to strengthen or form partnerships.

5. **Organizing motivational tools for implementation:** The process of creating the asset map can have a positive effect in engaging community members in the healthy community development effort. The mapping team members can form a critical mass that becomes the cornerstone of future development activities. Engaging leaders in the analytical phase of an effort can motivate their participation in the implementation phase.

### C. Economics 101

What do we mean when we say “economic development” and how does it differ from “community economic development?”

For many people, economic development is viewed through the lens of external business attraction, i.e., identifying businesses, usually manufacturing and distribution, that are looking to relocate their businesses. The process involves the negotiation of “location factors” such as incentives, tax abatement, reduced land prices, available land or buildings, utilities and, of course, available workforce. While an influx of a large number of well-paid jobs boosts the local economy, the true benefits have been called into question in recent years. Does a city or state really benefit when the new jobs cost thousands or tens of thousands of dollars per job? With the increasing mobility of companies, the likelihood of long-term employment can no longer be assumed.

This traditional approach had its beginning in the Great Depression and efforts to move manufacturing jobs from the cities to the rural parts of the country that desperately needed jobs. Evolution of this process resulted in bidding wars among locations with massive incentives (tax abatements, reduced/free land and other concessions). The other aspect of business attraction was the message that was being sent about our communities, especially rural communities: “We have cheap land and cheap labor.” Today, this message is recognized for the negatives that it brought; we gave away our land and paid our citizens low wages.

Today, economic development requires a balance approach that involves creating an environment in which communities and their citizens prosper and improve their quality of life. It is about having multiple strategies — small business development, tourism, existing business retention and expansion, industrial recruitment, regional partnerships and many other approaches. It means understanding your community/region, its assets and development goals and matching those with the appropriate strategies.
Considerations for Economic Development

- Community economic development does not take place in a vacuum. It must be looked at in relation to the web and all the effects it might have.
- Community economic development should be viewed as a process that preserves the good and improves the less good. Improving on community health should be the focus.
- Community economic development does not require growth in the conventional sense. Improving an economic sector, capturing more of a market, keeping dollars at home and using resources more wisely can improve the economy and community just as much as conventional economic growth strategies.
- Changes in a community economy are the result of many forces and do not happen overnight. There are no “miracles on Main Street.” Things do not deteriorate overnight and will not improve overnight. Understanding the structural and cyclical processes that lead to economic changes is important to maintaining community and economic health and a vibrant community economy.
- A community can have 50 different 2 percent solutions — not just one 100 percent solution. As the old adage says, it is not wise to put all your eggs in one basket. Diversification and sustainability should be the desired outcomes, not one big solution.
- Community economies go through cycles of birth and death, too; look at which sectors are growing and which are dying. It is not wise to hang onto an economic development strategy whose time is past; it is wise to be on the leading edge of new economic trends. It is better to have economic development strategies that are on the birth cycle rather than those on their death bed.
- Community economic development must look at all the consequences. This was mentioned above and is critical to choosing economic development strategies that fit a community and enhance community health and the web, not weaken it.

Economic development must also be understood from the context of benefit — who will (should) benefit from the efforts? Is the goal to generate new employment? If so, how is that employment defined — e.g., must employers pay at least the prevailing wage for the industry? What about benefits, such as health care, for the employees?

Defining economic development is complicated. Many still hold to the traditional approach of attracting external business, usually industrial, but contemporary economic development also includes local business retention and expansion, emerging technologies, retail fit, small business development and entrepreneurship as well as tourism, local foods, arts and crafts, and festivals.

Workforce skills and education are a key consideration. Many of today’s businesses rely on the skills and knowledge of their employees rather than their brawn. This means that the education system (K-16) has become one of the new location factors.

New economic development involves:
- Being a place rich in ideas and talents
- Attracting educated people
- Knowing that physical and cultural amenities are key in attracting knowledge workers

Communities can’t rationally attempt to undertake all the approaches, so how does a community select the approaches that fit the needs of the community and its residents? One important first step is for the community to redefine “economic development” as “community economic development.” This requires a broader approach and understanding of the community and the factors that currently do, and potentially could, drive the local economy and suggests that development is seen through the lens of benefiting the entire community. In addition, communities need to move toward a regional approach to economic development.
Exercise: Ask attendees to pair off, ideally with someone they don’t know, and spend a few minutes discussing this question: *How do you define economic development?*

Have the teams share their responses. Use a flip chart to record key themes.

D. Economic Opportunities

Setting Economic Goals

A community must have economic goals that fit within its overall web and community development goals and strategies. John Tharp of the University of Missouri Extension discusses community economic development goals in the context of basic principles. These are:

- Sustainability
- Stability
- Equity
- Growth

Possible Specific Goals/Means

- Expand the economic base
  - Diversify it
  - Bring in more dollars from outside
- Increase efficiency of local resource use
- Increase proportion of money spent locally
- Protect economy from cyclical and seasonal swings
- Increase the number of jobs
- Raise personal income levels
- Increase local business ownership

The Leaky Bucket

Jerry Wade of the University of Missouri developed a community economic development workshop to help communities understand and build upon their economy. Using an old bucket, he would demonstrate how a local economy operates. He would hold the bucket up and show that:

- **Money flows into the bucket.**
  He would ask community members how money flows into their community. Common answers were: government, visitors, people who buy things, resources exported out of the community, things manufactured in the community and other items specific to a particular community.

He would then demonstrate how:

- **Money circulates in the bucket.**
  He would do this by explaining the multiplier effect, or how many times one dollar is spent in a community. A person gets paid and spends it at a store, the store buys inventory from a local producer and the local producer pays his employee, and so on. This lets money circulate in the bucket and be spent many times within a community, creating more employment and income.

But the bucket leaks, and so does the economy of every community, so:

- **Money flows out of the bucket.**
  This means money leaves the local economy and goes elsewhere and therefore needs to be replenished on a regular basis. The question is, how and where does money leak out? Some common answers are: cars, clothing, energy, food, tools, all kinds of manufactured goods, workers who live elsewhere, businesses owned outside the community, building materials and so on.

So, how does a community **BUILD ITS ECONOMY**? This can be done in three basic ways:

1. **Increase the flow of money into the bucket.** Find new ways to bring money.
2. **Circulate the money more times while it is in the bucket.** Find ways to keep money longer in your community.
3. **Plug the leaks in the bucket.** Produce more of what you buy locally.

This model has helped many communities understand their community better and create appropriate economic development strategies.
Money flows into the bucket.
(economic base)

Money circulates in the bucket (multiplier).

Money leaks out of the bucket (reduce multiplier).

Increase local economic activity by increasing the flow of money into the bucket, circulating the money more times in the bucket and plugging the leaks in the bucket.

How Your Economy Works
Another way to look at your economy is through ECONOMIC BASE ANALYSIS. This is a methodology that looks at the sources of employment and income in a community. This can paint a good picture of what is actually taking place in a community economy and not what we think may be happening. Many times we do not really know where the major sources of employment and income are coming from in a community.

Government transfer payments, retirees’ income and other less visible aspects of the economy may play a much larger role than one sees.

Developing economic development strategies that may affect these important, and often largest, income sources may do more harm than good to a local economy.

Sources of Income
- How does money come into your community?
- Where does it come from? What are the specific sources, earned and unearned?
- Who gets the money?
- How much gets spent in your community?
- How much gets invested in your community?
- How else might people make a living?

This will give you a picture of your local economy.

Sources of Employment
- Who are the employers in your community?
- What are the jobs each employer has?
- Who has those jobs?
- What is the wage for each job?
- Who has jobs outside the community?
- Are their wages brought back to your community?

Sources of Income: unearned income (not from labor)
- Dividends, interest and rent
- Social Security
- Veterans’ benefits, etc.

Sources of Income: earned income (from labor — wages, salaries, profits)
- Subsistence (hunting, fishing, gathering — products not for sale)
- Natural resource development
- Manufacturing
- Construction
- Transportation
- Utilities
- Trades
- Finance and insurance
- Services
- Farm earnings
- Wholesale trade
- Retail trade
- Information
- Real estate
Variables Influencing Employment and Income

<table>
<thead>
<tr>
<th>Variables</th>
<th>Positive</th>
<th>Negative</th>
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</thead>
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<tr>
<td>Migration of employers</td>
<td>Firms move into an area</td>
<td>Firms move out of an area</td>
</tr>
<tr>
<td>Change in size of existing firms</td>
<td>Expansion in number of employees</td>
<td>Contraction of number of employees</td>
</tr>
<tr>
<td>Births or deaths of firms</td>
<td>Firms are started</td>
<td>Firms die</td>
</tr>
<tr>
<td>Location of private expenditures</td>
<td>Goods and services purchased locally</td>
<td>Goods and services outside area</td>
</tr>
<tr>
<td>Public expenditure patterns</td>
<td>Public expenditures made inside area</td>
<td>Tax payments sent out of area</td>
</tr>
</tbody>
</table>

- Management and administration
- Education
- Health care and social services
- Arts, entertainment and recreation
- Professional services
- Accommodation and road services
- Government

Economic Opportunities Discovery Process
This is a three-step interactive process to look at a community’s economic opportunities based upon local resources to help identify local business opportunities, potential community projects and local economic strategies.

Step 1: Four questions for small groups — brainstorm and report back
1. What resources do you have that you can use for economic development?
2. What do you currently export out of your community?
3. What products and services do you currently import into your community?
4. What products and services do you produce locally?

Step 2: Four questions for small groups — brainstorm and report back
5. How could you use your resources more economically and effectively for economic development?
6. How could you create more exports out of your community?
7. What could you produce locally that you currently import?
8. How could you add more value to what you currently produce?

Step 3: Based on above results, develop strategies — small or large group
9. What opportunities for economic development strategies are viable for your community?
10. What community projects could be initiated to start implementing the above strategies?
11. What small business opportunities are there to take advantage of your identified economic development strategies?

E. Regional Development
One of the recent thrusts in economic development is to work on a regional basis. There are many types of regions. They can be:

1. Geographical regions with similar geographic characteristics
2. Cultural regions that are unique in culture or heritage
3. Functional regions that share common concerns
4. Economic regions that share an economic base
5. Political regions
6. Administrative regions that share basic infrastructures
7. Data regions, such as census districts
8. Issue regions that have some basic issues in common

All are just ways to determine what your regional boundaries are and how you choose to work together within those boundaries. It is important to consider all factors when determining the make-up of your region. Communities in your region may also be parts of “other” regions.

In defining what region or regions you are a part of, start with what makes sense and the things you have most in common with other communities on a “regional” basis. Work with those communities with which you share the most common goals and interests.

A regional approach can help you pursue common goals, but can also help expand your assets and capacities to achieve those goals. Working together pools vital resources needed to pursue viable economic strategies for your region. A regional approach can promote dialogue between communities, connect resources and people, and leverage capacities and assets.

Successful regional efforts include:

- Recognizing the new realities of economic development
- Developing regional ties and connections
- Taking a global view of economic development, while still focusing on local opportunities
- Developing a good understanding of your region’s strengths and weaknesses
- Being flexible and adaptable
- Building upon your regions opportunities, capacities and assets
- Being responsive to new opportunities
- Building in an evaluation to learn how to be successful and to see what really works

Regional approaches to economic and community development can help your community sustain its community health in new and exciting ways.
A. Visioning /Strategic Planning

“Vision without action is daydreaming. Action without vision is merely passing time. Vision with action can change the world.” — Blackhawk

“If you don't know where you are going, you will wind up somewhere else.” — Yogi Berra

“The future ain't what it used to be.”

“It's hard to see the forest for the trees.”

“Difficult to remember you are draining the swamp when you are knee deep in alligators.”

“Why am I doing this, Princess?” — Han Solo

Strategic Planning: What Is It?
- Guides you to the future you want
- Tells us why we are doing things
- Shows how to get to a preferred condition
- Provides a road map to the future
- Identifies what is good to keep
- Identifies what needs to be changed
- Identifies capacities/resources for making desired changes
- Creates ownership

Strategic Planning Components
- Mission — why do this
- Vision/dream/desired condition — where you want to end up
- Analysis of current situation
- Goals/objectives/activities — what you want to do
- Strategies/organization for implementation — how to do it
- Resources — what you need
- Action
- Evaluation
- Celebration

Strategic Planning Capacity Approach
- What are your dreams/desired conditions for the future?
- Where are you now?

Strategic Planning Process
- Process design
- Favorites exercise — what needs to be kept
- Mission exercise
- Values exercise
- Visioning exercise
- Action planning
- Environmental scanning
- Implementation
- Evaluation/revision
- Celebration

Strategic Planning Sample Community Process
- Favorites exercise
  - Favorite things to do
  - Favorite places to go
  - Favorite reasons you live here
- Visioning — Five years in the future you have the ideal community.
  - What are its characteristics?
  - What does it look like (draw a picture of it)?
    - Organize it into common categories.
- Values exercise — What are the core values we operate from?
- Transitioning to action
  - What needs to happen in the next year to start making this real?
  - What issues need to be addressed to make this happen?
- Action planning
  - Prioritization exercise
    - Organize into priority areas and coordinate them with your vision categories.
    - Mesh your current organizational structure with your priority areas.
    - Select two to four priority areas to work on in the next year.
    - Assign people to priority areas.
– Action planning sheets – fill out each area.

• Environmental scanning
  – Helping/Hindering Exercise
  – SWOT Analysis

• Implementation
  – Task analysis
  – Resource development plan
  – Recruitment of community members
  – Monthly meetings
  – Celebrations of successes
  – What next?

Revisiting and Reinvigorating the Vision
(generally one year later)

• Revisit the vision
  – What have we done to achieve our vision?
  – Is it still valid?
  – Does it need updating/changing?

• Changes
  – What has changed over the last year that affects what we do?
  – What do we know now that we did not know then?
  – What do we need to do to adapt to the changes?

• Revisiting and reinvigorating the vision (continued)

• Reprioritizing
  – Have we addressed all our priority items?
  – What priorities have not been accomplished or addressed
  – What are our new priorities to work on?

• Action planning
  – Select priorities.
  – Organize people to work on them.
  – Create action planning sheets.

• What next?
  – Next meetings
  – Tasks
  – Assignments

Strategic Planning Considerations

• It is a forever process — always needs changing.

• It is organic — must adapt to new conditions.

• It is doable.

• The plan does not sit on a shelf — it is a living, working document.

• It is inclusive and participatory — all the whos.

• The community has ownership of it.

• It creates action, passion and celebration.

• Small successes are built into it.

B. Action Planning/Implementation

Action planning is the link between dreaming and doing. This is how you make your dreams become real. It is where projects, programs and processes come to life. Planning for and running projects is a task that takes time and practice. This is a small introduction and provides a few tools to help you do that. This is a task-oriented endeavor that requires attention to detail, doing the grunt work and keeping track of all that is going on.

Action planning is an exercise to make implementation of a strategic planning process real. It involves a task analysis of each of the plan components, identifying and acquiring resources necessary to carry out required tasks, and identification and assignment of appropriate staff needed to adequately complete all action plan activities to implement the strategic plan. It also should include an evaluation section to determine when tasks are addressed and when the various strategic and action plan components have been adequately completed. Action planning is necessary to initiate and complete implementation of any planning process. This is accomplished through use of action planning tools, attendance of necessary staff and stakeholders, and a facilitated planning session that leads to the development of an action plan. Action planning is a critical activity of the planning process.

Here are some idea-spurring questions for action planning:
WHO
- can help?
- must we “sell” on the ideas?
- can help us get more resources?
- will benefit?
- will resist our efforts?

WHAT
- additional resources do we need?
- is the best way to do it?
- is the first step?

WHERE
- should we start?

WHEN
- should we introduce the idea?
- should we implement the ideas?
- should we check our progress?

HOW
- can we improve on the idea?
- can we persuade others this is a good idea?

Taking Action
Successful implementation will depend upon how well the group has carried out action planning steps. One way to evaluate how well the group is doing is to answer the following questions.

- **Projects**
  - Is the project/program a product of the healthy community process?
  - Is there a general understanding and support for the projects?
  - Is there a clear understanding of why things are being done?
  - Are the projects doable?
  - Have we clearly identified who is responsible for each action and task?

- **Communications**
  - Has the community communication network been used?
  - Is everyone in the community informed?
  - Are progress reports given on a regular basis?
  - Is information shared accurate and timely?

- **Partnerships**
  - Have we developed or enhanced partnerships among individuals and organizations in the community?
  - Have we developed new linkages outside the community?

- **Resources**
  - Have we sought creative ways to use local resources?
  - Have we focused on using local resources?
  - Have we developed resource coalitions with neighboring communities to fill our resource gaps?
  - Have we used outside resources sparingly and wisely?
  - Do we know where to find available resources?
  - Do we know how to best use available resources?

- **Local capacities**
  - Have we used our human assets well?
  - Did they fit their job?
  - Do we recognize their efforts?
  - Did we inventory and use all our capacities?
  - Did we do an asset map?
  - Does the community have the capacities to implement and sustain this project?

- **Leadership and management**
  - Do we have effective leaders?
  - Do we have “followers” who are willing to arrange meetings, help with communications and carry out much of the legwork?
  - Are the meetings organized and effective?
  - Are the leaders willing to take risks?
  - Are the leaders committed to the effort?
  - Do people follow through on actions?
  - Have we “grown” new leaders?

- **Evaluation**
  - Have we evaluated on a regular basis?
  - Have we used our evaluation to revise what we are doing?
  - Is our evaluation community-based?
– Who benefits from this project?
– Does the community benefit from this project?
– Has “life cycle” planning been done for this project?
– Who supports and who opposes the project? Why?

**Celebration**
– Have we celebrated on a regular basis?
– Do we plan celebrations as part of our action planning?
– Do our celebrations involve everyone?

These questions will help you to evaluate the effectiveness of your action planning and implementation of community projects.

**Project Scheduling**
– Questions to Consider:
  – When should the project begin?
  – How long will it take from planning to completion?
  – Do other projects have to be completed before this one can start?
  – Will this project interfere with others?
  – How soon will the community see the benefits of this project?

*Please use one of the following action planning forms to record and document your action plans for the year.*
Strategy/Project: ________________________________

One thing you will do right now is: ________________________________

Contact person is: ________________________________

Team members are: ________________________________

<table>
<thead>
<tr>
<th>What are the steps/tasks to be done?</th>
<th>One-month goal</th>
<th>Six-month goal</th>
<th>12-month goal</th>
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<tbody>
<tr>
<td>Who will do it?</td>
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<td>What are the resources needed?</td>
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<td>What are the resources available?</td>
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<td>What are the resource gaps?</td>
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<tr>
<td>Date of completion?</td>
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<tr>
<td>How will it be evaluated?</td>
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</tbody>
</table>
Strategy/Project: ____________________________________________________________

A one-month goal for this strategy/project is: ______________________________________

A six-month goal for this strategy/project is: ______________________________________

A 12-month goal for this strategy/project is: ______________________________________

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C. Resource Development

Resource Development Considerations

- What do you really need to do what you want to do?
- Have you looked at the local capacities to do this?
- Have you considered that “in kind” may be just as useful as $$$$$?
- Resource development is getting the resources to do what needs to be done.

Many communities have become too reliant on outside resources to maintain the community health and build local infrastructures. This “dependency syndrome” prevents many communities from doing for themselves. Instead they look outside themselves for the answers to their problems. The following exercise has been used in many communities to help them recognize the resources they have available to them. The example of building a community playground is used to see how a community can use its own resources to fill a community need.

The first question was: “What do you need to create a playground in your community?”

The answers were:
- Land
- Site development
- Materials
- Design
- Labor

The next question was: “What do you already have to do this?”

The answers were:
- Land — village corporation
- Site development — city equipment
- Design — can get off Internet
- Materials — most lying around village
- Labor — volunteers

It was demonstrated that a playground could be created in the village within a very short time using ONLY local resources. This is a real example where people had talked about the playground for years, but had not found a grant to pay for it.

After this process, the playground was finished in less than one month! How can you use this approach on other community projects?

This can be done by answering these questions:
- What do you need to do the project?
- What do you already have?
- Is there a resource gap?
- If so, how do you fill it?

Finding resources is often a matter of looking in the right places and not just for cash.

These questions can help to do this.
- What is it you want to do?
- What do you need to do it?
- What resources already exist locally?
- What do you not have that you need?

This is the resource gap.

- How do you fill this gap?

Look at this as resources, not just outside dollars. Be inventive and scrounge.

Looking at local resources, capacities and assets is inherent to the whole healthy community approach. The community does for itself and does not look to others to do for or to them. The healthy community is not reliant on the outside to maintain basic community health.

D. Fundraising

Fundraising is an essential skill in resource development for a community and its community organizations. The following is a basic introduction to some of the processes, strategies, techniques, tools and planning for effective fundraising. This is meant to help you get started. There are many excellent publications and trainings on fundraising that communities should explore to build their resource acquisition capacities.

Fundraising Basic Process
- Begin strategic planning. The plan is the starting point for your fundraising process. A community or organization needs to
know what it wants to accomplish, the priorities to focus on and the people available to implement the plan of work.

- **Plan your fundraising efforts.** Planning for your fundraising efforts must be completed next to address the strategic plan priorities, operational needs, and the funds and resources needed to effectively implement the plan. Determine what your fundraising priorities and needs are. Develop your goals and objectives.

- **Determine fundraising organization/structure.** Determine how you will organize to raise funds. Will you have a fundraising committee, a community-wide task force, staff assignments or a combination of the above? The responsibility for fundraising has to be clearly assigned and detailed, with progress reporting on a regular basis.

- **Develop your fundraising materials.** The community or organization must develop the case statement, brochures, pledge cards and the other materials needed for successful fundraising efforts. You must have the appropriate materials ready to go before you start contacting potential donors.

- **Determine your fundraising strategies.** What are the best ways to raise the funds you need and acquire resources to meet your strategic plan and fundraising goals? What strategies will give you the best return on investment? What funders are most likely to give to you? Determining strategies is the process of investing your time and energy into fundraising activities.

- **Build a fundraising budget.** What do you need to implement your fundraising strategies? What resources will it take to do the job properly? Figure in all volunteer hours, dollars needed, materials, staff time, etc., so when you look at the results, you can accurately measure your return on investment.

- **Put ALL the above together in a comprehensive fundraising plan.** Create a concise document that provides a guide to your fundraising activities.

- **Implement the plan.** Fundraise effectively!

- **Celebrate your efforts.** Hold a celebration activity, recognize folks for their efforts and share some great food together!

- **Evaluate.** Look at what worked and what did not work? What is your return on investment? Did you meet your goals? Did you have the resources you needed to implement the plan of work? Use the evaluation in determining your efforts for next year.

**Fundraising Strategies Questions to Ask**

- How much time will it take to research and plan your strategy? What needs to be done to write a grant proposal?
- How much lead time is necessary once planning is underway? How long will it take you to arrange for your event or campaign?
- How many people will be needed to implement your strategy? Staff, volunteers, community members? When will they be available?
- How much front money and resources are needed to implement your strategy? What do you have to do up front before you ever raise a dime?
- What special knowledge is needed? Who has that knowledge? When will they be available? Deferred giving programs require a lot of special knowledge that only a few people may have.
- Is the strategy cost effective? Figure out ALL the costs and time involved, is there a good return on your investment?
- Are there strings attached to the money you raise? Does the donor have a say in how you use the money? Will this restrict you unnecessarily in your funding need?
- How much will you actually raise? What is the return on your investment?
- Is this strategy a stable source of funding? Is it a onetime event? Is it a sustainable strategy?
- What is the worst thing that could happen if you pursue this strategy?
- What is the best that could be attained?
Fundraising Techniques

- **Individual donor solicitation** — The technique that generates the most return in fundraising efforts. This involves identifying, cultivating and soliciting funds from individuals.

- **Grantsmanship** — One of the more popular ways to raise funds is to identify and acquire funds through the grantsmanship process.

- **Corporate funding** — Identify, cultivate and acquire funds from corporations and businesses. Many corporations have giving programs and employees dedicated to this activity. Identifying corporate giving programs and cultivating the employee in charge of this are essential to acquiring corporate and business funds.

- **Special events** — Holding special events is a favorite technique for raising funds for community-based organizations. Events can range from bake sales, car washes and athletic events to celebrity waiter events and auctions. They are limited only by imagination and creativity. But when all costs are factored in, the return on investment is often small. A good resource is *Special Events: Guidelines For Planning and Development* by Glenn Weaver and Robert Robinson, a 1989 University of Missouri-Columbia publication.

- **Direct mail** — Soliciting money by direct mail to individuals is another popular technique. Every one receives these solicitations through the mail on a regular basis. Many good books on this can be acquired through the Internet and at book stores.

- **Deferred giving** — Being included in the estate of an individual is a common technique being used more often by organizations. It requires a staff person to have technical knowledge about tax and estate laws and the mechanics of making this work.

- **Telephone solicitation** — No one likes those annoying phone calls asking you to give! But done correctly telephone solicitation can be a positive technique for generating funds. It requires substantive research and preparation. Once again, lots of materials are available on this subject.

The above are some of the major techniques that may aid in raising funds. Again, there are many good books and resources readily available at most bookstores and on the web.

Fundraising Tools

- **A case statement** — the major tool for making a “case” for why you should be given money for your organization. It outlines who you are, what you do and how well you do it.

- **Fundraising plan** — goals, objectives, strategies and techniques on how you plan to acquire funds for your community.

- **Fundraising strategies** — how you go about addressing how you will raise funds and identifying the best techniques to use.

- **Fundraising task force**
  - Staff
  - Community members
  - Respected community members
  - Honorary chairperson — big donor!
  - Specific skill persons
  - Accountant
  - Media
  - Professional fundraiser

- **Fundraising Materials**
  - Publications
  - Prospecting materials
  - Solicitation materials
  - Organizational chart

- **Fundraising Process**
  - Create timeline
  - Outline steps
  - Build in evaluation

**Fundraising Plan**

A simple planning activity to determine priority fundraising needs could be as follows:

- Why do you need to raise funds over the next year? What are the external and internal conditions that require you to raise funds? What is the purpose for raising funds?
What are the priority areas in the strategic plan for which there are no funds or resources currently available to implement them? Are there needs for operating funds as well?

Which of these priority areas that most need doing need funding and why?

What are the resources and funds needed to implement the unfunded priority areas? Is it only dollars that you need, or is it other resources as well?

What are the most likely sources of funding for your priority needs? How well do these funding sources match your needs? How likely are they to give you funds or resources?

Who else in your community also has the same clients and needs? Is there a way to partner with them to meet the critical needs?

What will happen if the problem is not addressed or the activity is not carried out?

What are the activities/priorities that are most fundable, most doable and most needed?

How will you develop your fundraising plan?

Developing Your Fundraising Plan

Why does the plan exist? What is the purpose? Describe the situation/context/setting for fundraising by your community. How does this meet goals and address your strategic plan?

Describe your fundraising needs and priorities. What will it cost and take to address these needs and priorities?

Create your fundraising goals and objectives.

Describe your fundraising strategies to meet your goals and objectives.

Describe the materials and resources needed to implement your plan.

Create a budget for your fundraising activities. What money and resources do you need to implement your plan?

Create a timeline for your fundraising activities.

Describe the organization chart for your fundraising activities. Will you have a local task force, volunteers, staff assigned? How will you organize to raise funds?

How will you implement your plan? What is the process for going forward?

How will you celebrate once you are done? How will you recognize everyone? How will you thank your donors?

How will you evaluate what you have done? How will you determine your return on investment?

Resource Development Process

Simply put, the basic resource development process can be explained with the following questions.

What do you want to do?

What do you need to do it?

What do you already have?

Is there a resource gap?

If so, what is the best way to fill it?

Gather the resources and do it!

Follow this simple process to fully use the resources and capacities already existing in your community to help you do what you want to get done.

E. Facilitation and Meetings

Meetings are how we mostly get our business done in a community. As much as we may not like going to meetings, they are THE essential tool of dreaming, planning for and implementing the processes of building a healthy community. The art of facilitation and making meetings effective are two of the greatest skills the community can possess. Hopefully the following sections on facilitation and meetings will help your community build those skills.

Facilitation

The art of facilitation is overlooked in many communities. Partnerships, groups, organizations and communities all need good facilitators to help get common work done. Facilitation is an art as much as a skill. It takes practice, knowl-
edge of people, good group process skills and, most important, taking your own preferences out of the equation. Many excellent training models, training programs and manuals have been developed to help create good facilitators.

Webster defines facilitation as “to make easy.” The dictionary goes on to define a facilitator as “a person who helps a group identify its dreams and goals through a designed process.” This indicates that the focus is on the group and its goals, that something is actually done and that a process is designed to specifically meet the needs of that group.

There is no magic formula or set process that can be used in every setting. The ability to think and adapt on one’s feet is most important. There is no telling how many times the initial process just did not fit the situation and the effective facilitator helped the group redesign the process right then and there, while the ineffective one tried to use the initial process, even though it was not working. This is the essence of the art of facilitating: adapting to what is happening and being able to get the group where it wants to go, especially when it is not sure where that is.

**Facilitator**
- Acts as neutral servant of the group
- Does not evaluate or contribute ideas
- Focuses energy of the group
- Suggests alternative methods and processes
- Protects rights of all individuals
- Encourages participation
- Helps find win/win solutions
- Coordinates logistics
- Is task-oriented

**Skills Needed**
- Team building
- Process design
- Observation/listening
- Ability to set and maintain ground rules with group
- Keeping track/summarizing
- Clarity checks
- Managing group dynamics
- Handling challenging people
- Asking QUESTIONS
- Meeting evaluation

**Duties**
- Processes — suggests, reminds, keeps track, aids decisions
- Keeps on topic — focuses on purpose/content of meeting
- Summarizes
- Acts as problem solver
- Provides nondirective leadership
- Builds consensus
- Guides but doesn’t control
- Pays close attention
- Works hard

**Helpful Techniques**
- Define your role.
- Get agreement on process and agenda well in advance (process design).
- Put questions back to the group.
- Be positive.
- Compliment the group.
- Talk as little as necessary.
- Work closely with recorder.
- Be willing to make a mistake and admit it.
- Educate the group.
- Get your “self” out of the way.

**Helpful Hints**
- Be aware of needs of the group.
- Observe how group is handling the process.
- Keep meeting focused and germane to topic at hand.
- Give clear instructions on steps of process.
- Make sure people understand what is going on.
- Help people explain their ideas — don’t rule them out.
- Encourage people to wait their turn to speak.
- Focus on issues not individuals.
- Change process if it is not working.
- Find ways for all to participate comfortably.
- Put group at ease at beginning of meeting.
- Use a variety of methods and techniques.
- Handle problem individuals in a positive way — never demean anyone in public.
Some Guidelines for Handling Difficult People in Groups

- Recognize a problem early. Be prepared to respond.
- Help the group arrive at group-recognized operating procedures.
- Recognize behavior that is goal-oriented.
- Reject the behavior, but not the person.
- Recognize that the problem may be both an individual and a group problem.
- Help the person find an appropriate way to participate.
- Recognize that conflict can be constructive as well as destructive.
- Assess your own behavior in reaction to the behavior of the difficult person.
- Stay neutral; do not get personally involved.
- Know your own conflict management style; understand other styles.
- Remember that prevention is the best insurance policy.

Meetings

Planning/Preparation For Meetings

- Design process
- Goals for the meeting
- Agenda
- Leadership
- Timing
- Background information/materials
- Equipment/technology
- Roles assigned
- Site/Room arrangement
- Turnout

Meeting Logistics

- Start promptly
- Welcome
- Make introductions
- Review agenda/process
- Establish ground rules — decorum in debate
- Provide a good atmosphere for participation
- Stick to agenda/process unless it's not working
- Don't get caught up in details — focus on why you are there
- Move to action

- Get commitments
- Bring closure
- Summarize meeting and results
- Talk about what's next — ALWAYS
- Thank participants
- Follow up

Four Basic Ground Rules for All

1. NO PERSONALITIES — Focus on issues not persons.
2. NO POLITICS — Do not let people politik for one thing — keep minds open.
3. NO PROFANITY — Do not let people profane one another — decorum in debate.
4. HAVE FUN — Most importantly, make it fun.

For the Participants

1. Allow only one person at a time to talk.
2. Make sure all get a chance to talk.
3. Ask questions to get clarification.
4. Do not criticize others.
5. Review ideas to find commonalities.
6. Discuss feelings rationally.

For the Facilitator

1. Make sure people are comfortable.
2. Discuss ground rules.
3. Communicate at level of participants.
4. Be neutral.
5. Keep a positive group atmosphere.
6. Allow think time.
7. Avoid leading, loaded, lengthy comments.

Adults and Effective Meetings

In designing meetings for adults, here are several things to keep in mind:

- Adults have lots of experience and want the chance to share it.
- Adults have bodies that need to be comfortable. Get a meeting space that allows for that.
- Adults need food and drink. This is a primary rule for the success of community meetings.
- Adults are prideful. Do not insult them in public.
• Adults have tangible things to lose. Focus on gain, not loss.
• Adults have reflexes toward authority. Let the group be its own authority.
• Adults need reinforcement. Provide it.
• People need a vacation. Give them one.
• People have strong feelings. Let them be expressed positively.
• People don't like to be left behind. Keep everyone up to speed.
• Adults are not generally comfortable with change, but they can change.
• Adults are people with a past. Use it.
• Adults have ideas. Let them be contributed.

Using An Easel
• Have a full easel pad and one backup for every session,
• Provide many colors of pens. If room is small, ask for odorless pens.
• Provide masking tape for each facilitator. If you cannot use masking tape, find out what can be used to attach to walls.

− Recording Tips
  • Write legibly, about one or one and a half inches high.
  • Number ideas.
  • Number each sheet
  • Use exact words. Do not edit, but help people find the right words.
  • State basic ideas, without writing every word.
  • Ask participant if you captured his or her theme in your summary.
  • Do not worry about spelling.
  • It is OK to abbreviate.
  • Make sure writing is dark.
  • Use a different color to mark or group similar ideas.
  • Remain neutral if part of facilitating team.

− Posting Tips
  • Get permission to put pages on wall using masking tape.
  • Post in order.
  • Put a second sheet under a posted page to avoid marking the wall when adding more information.

• Take sheets down in order so they are easy to transcribe for the group.
• Transcribe ASAP and send out to all group members

Summary Tips
• Walk around room where sheets are posted in order to show flow of work.
• Use flow to show how much has been accomplished by group.
• Use as way to summarize.
• Use as way to help group determine what happens next.
• Use as visual aid in demonstrating what occurred in that session.

Processing Definitions
• Analyze the contributions of participants and integrate them into session content.
• Synthesize the contributions to help the participants get new insights, information and perceptions.
• Select, clarify and direct participants' contributions.
• Incorporate participants' opinions, experiences and ideas into a conceptual framework to help them “see” what they are doing.

Processing Ingredients
• Participants
• Different perspectives/ideas/opinions/experiences
• Process/agenda of meeting
• Facilitator

Processing Skills — Facilitator must be able to:
• Paraphrase
• Give total and complete attention to each and every participant
• Add missing components; ask questions and solicit comments
• Synthesize ideas
• Summarize
• Identify decision points
• Ensure inclusive participation
• Keep the meeting moving along
Processing Traps to Avoid
- Talker in the group
- No talker in the group
- Someone who covers all points in first five minutes
- A group that won’t start
- A group that won’t stop
- A group of fighters
- A group of pacifists
- A process that is not working

Tasks in a Meeting
- Information sharing — 30%
- Decision making — 70%
- Social activity — 0% before and after the meeting

Agenda Format
Timed agenda – based on a 90-minute meeting

I. Call to Order — No time
II. Approval/Corrections of Minutes — 1 minute
III. Reports — Officers/Staff/Committees — 29 minutes
IV. Business — 60 minutes
  A. Special
  B. Unfinished
  C. New
  D. Other
V. Adjournment

Meeting Processes
- Formal rules of order or consensus
- Roberts Rules of Order — Parliamentary Procedure
  - Rules for procedure
  - Table of motions
  - Precedence of motions and business
  - Very formal way of holding meetings

Keys to Consensus
- Meeting is goal centered.
- All members are heard equally.
- Communication is open.
- All alternatives are explored.
- Information is shared openly.
- All implications are examined.
- The C’s of consensus are followed.
- Conciliation
- Cooperation
- Compromise
- Coordination
- Communication
- Courtesy

Five Ingredients of an Effective Meeting Need Clarification
1. Content — Was the common focus on:
   a. The purpose
   b. Kind of meeting
   c. The topic/content of the meeting
   d. The problems to be solved or decisions made
   e. A meeting agenda
   f. Report/update/information needed
   g. Information needed for decision making
   h. Problem definition
   i. Problem analysis (fact finding)
   j. Generating alternative solutions
   k. Choosing criteria by which to decide
   l. Final decision making
   m. Feedback during the meeting
   n. Implementation

2. Process — Was there common focus on:
   a. The process of the meeting
   b. How the meeting would proceed
   c. How the decisions would be made

3. The facilitator/group leader:
   a. Maintains an open safe, balanced atmosphere
   b. Protects individuals from attack
   c. Maintains conversation flow
   d. Encourages everyone to participate
   e. Helps the group/individuals agree on where they want to go before they start
   f. Feeds back information to the group/individual for clarification (develops synergy)
   g. Suggests alternatives and procedures

4. Role definition of groups/individual in the meeting:
   a. Everyone's roles and responsibilities must be clear and agreed upon for the duration of the meeting.
5. **Time frame:**
   a. A clearly agreed-on time frame for the meeting is essential.
   b. Meeting should start and end on time.

**Steps to a Better Meeting**

**Before the meeting**
- Plan the meeting carefully: who, what, when, where, why and how many.
- Prepare and send out agenda in advance with supporting materials.
- Come early and set up meeting room.

**At the beginning of the meeting**
- Start on time.
- Get participants to introduce themselves and tell why they are there.
- Clearly define roles.
- Review/revise and prioritize the agenda.
- Set time limits.
- Review action items from previous meeting.

**During the meeting**
- Stick to the topics — keep track of where you are.

**At the end of the meeting**
- Establish action items and assignments.
- Review the meeting.
- Decide what’s next — meetings and tasks.
- Evaluate the meeting.
- Bring closure to the meeting.
- Clean up.

**After the meeting**
- Get the minutes out quickly.
- Follow up on action items.

**Meeting checklist**
- Have you set concrete, realistic goals?
- Is the site familiar, accessible, representative and adequate?
- Is the date and time good for those you want to attend?
- Do you have a chairperson for the meeting? Has the chairperson been involved in preparing the agenda or been fully briefed?
- Does the agenda:
  - Accomplish the goals
  - Encourage commitment and involvement
  - Provide visible leadership roles
- Do you need:
  - Printed agenda
  - Background materials
  - Proposals
- Have you asked people to serve as the:
  - Chairperson/facilitator
  - Note taker
  - Timekeeper
  - Presenters
  - Tone setters (open and close meetings)
  - Greeters (welcome people and get names and addresses)
  - Refreshment servers
- Have you considered the following logistical matters?
  - Chair arrangements
  - Newsprint and markers
  - Easel or chalkboard
  - Outlets for audio-visual equipment
  - Sign-in sheets and table
  - Refreshments
  - Microphone setups
- Do you have a turnout plan and enough people working on making turnout calls?
- Do you have a system for comparing those who said they will come with those who actually come?
- Have you arranged for child care?
- Do you have transportation for those who need it?

**Facilitation and Meetings Overview**
- Engage in the process
  - Observe, observe, observe.
  - Listen, listen, listen.
  - Recap, rephrase, let people know where they are in the process.
  - Provide equal opportunity to participate for all who wish to.
  - Recognize roles being played.
  - Be alert for hidden agendas and manipulators.
  - Let the “flow” go naturally; don’t pressure people to hurry
  - Use “natural” transition opportunities.
– Deal with behaviors, not personalities.
– Use the group to monitor behavior.
– Be willing to “change horses in the middle of the stream.”
– Remember that there is “more than one way to skin a cat.”
– Do reality checks often.
– Do clarity checks often.
– Keep the end in mind.
– Keep yourself out of it.
– Anticipate/be proactive on problems.
– Process/monitor content/facilitate
– Have a cofacilitator if at all possible.
– Encourage conversation.
– Encourage courtesy and decorum in debate.
– Use a timekeeper when needed.

• Wrap up — whole process
  – Content
  – Action — what next?
  – Comments
  – Evaluation
  – Follow-up

It is not enough to effectively facilitate and hold meetings. Sustaining action is critical to sustaining community efforts and making your idea of a healthy community come to fruition. There must be follow-up and accountability to ensure that tasks get done, assignments are completed and goals are achieved. This requires diligence, effort and creative leadership. The key here is personal accountability. Nothing gets done if a person does not say, “This is my responsibility, and I will see that I do it.”

Holding timely follow-up meetings is another essential ingredient of sustaining your efforts. No one likes to show up to the next meeting having to report that they did not do their assignment. If the follow-up meeting is not timely, things may just get put off. It has been demonstrated that timely meetings produce timely results. Give community members the opportunity to perform and they generally will, very well, in fact!
A. Why Evaluate? It is a Matter of Perspective

In the healthy community process, we evaluate because we want to make sure that what we did contributes to improving our community’s future. More specifically, we look at what we have accomplished up to a certain point in time and then review it, address our shortcomings and build upon our strengths, then incorporate these lessons learned into the next phase.

In many ways, the process of evaluation is a part of our everyday lives. In fact, it is easy to assume that people are in a constant state of evaluation. For example, we evaluate the weather, both yesterday and today, to determine whether it is a good day to take a walk later in the afternoon. Or we evaluate the music to decide what radio station to listen to, or we taste the soup to evaluate whether or not it needs more salt, and so on.

An interesting characteristic about evaluation is that the end result of any evaluation depends, in large part, on the evaluator’s perspective. For example, after assessing today’s weather, you may want to take a walk. To you, few things may compare to a nice neighborhood walk when the weather is cool. It makes sense, then, for you to see a little snow outside and consider it a perfect day for a walk. Another person, however, may like warmer weather. When they see that there is snow outside, they might think that the day is too cold, or that more snow is on the way, and not go on a walk.

For each person, there is a difference in perspective or framework. The method one person may use to classify a day as being a perfect day for a walk can be very different than what another person may think. Clearly, there are numerous ways to evaluate whether to take a walk or stay indoors and watch TV.

In the healthy community process, our evaluation may look at the (formative) aspects such as the what, who, where, when and how or aspects of the program or activity that we wish to evaluate or review. We may also ask:

- Who will conduct the evaluation?
- Do we want to evaluate just the activities conducted or do the eventual outcomes matter?
- Are results of our evaluation to be provided in some summary fashion (summative) for external accountability purposes (e.g., for grant or sponsorship purposes).

Clearly, our perspective on what the evaluation is to address is highly important.

Preparing for the Evaluation

If an evaluation team jumps straight into the collection of data without preparing adequately, it may soon find a mountain of information that is difficult to handle and questions that are difficult to answer. Our studies suggest that six activities are essential in preparing for an evaluation:

- Clarify why and for whom the evaluation is being done.
- Involve intended users throughout the evaluation process.
- Cultivate necessary support for the evaluation.
- Mobilize adequate resources to carry out the evaluation.
- Discuss possible results of the evaluation.
- Agree on basic principles to guide the evaluation.

Evaluation standards

- Utility: The evaluation should serve the information needs of intended users.
- Feasibility: An evaluation should be realistic, prudent, diplomatic and cost-effective.
• Propriety: An evaluation should be conducted legally, ethically and with due regard for the welfare of those involved in the evaluation, as well as those affected by its results.
• Accuracy: An evaluation should provide sound information (i.e., defensible sources, valid and reliable information, justified conclusions, etc.) on the object of the evaluation.
  – Source: Joint Committee on Standards for Educational Evaluation (1994)

Methodological questions that need to be answered in designing and carrying out an evaluation
• What questions will the evaluation seek to address?
• Who will use the results?
• How can a "logic model" be used to focus the evaluation?
• What will be the unit of analysis and the scope of the evaluation?
• How can shared understanding and commitment to the evaluation be developed?
• How should the evaluation process be managed?
• What information needs to be collected?
• What tools should be used to collect and analyze information?
• How should the results be cross-checked, triangulated and validated?
• How should the evaluation results be presented?
• How can use of the evaluation results be encouraged?

How can a "logic model" be used to focus the evaluation?
Professional evaluators recommend the development of a “logic model” for the projects and programs they evaluate. A logic model is a simplified chain of relationships that portrays the logic and assumptions underlying a program or intervention and how it intends to achieve its expected results. It states the logic of the program, identifies the assumptions on which it is based and outlines the logical connections between:
• The activities undertaken
• The outputs to be produced
• The intermediate or short-term outcomes that are expected
• The ultimate or long-term impacts the program is designed to achieve

What tools should be used to collect and analyze information?
• Self-assessment workshops
• Document reviews
• Key informant interviews
• Group interviews
• Personal histories
• Evaluation studies
• Direct observations
• Questionnaire surveys

There are several key methodological considerations when designing and carrying out an evaluation:
• Evaluation questions. The evaluation should seek to answer a few key questions. These may evolve over time and become more precise as our understanding of capacity development and evaluation methods matures.
• Logic model. A logic model should be developed to focus the evaluation. A logic model is a simplified chain of relationships that portrays the logic and assumptions underlying a program or intervention and how it intends to achieve its expected results. Developing a logic model encourages participants to clarify their objectives, assumptions and overall understanding of their capacity development effort.
• Scope of the evaluation and unit of analysis. The unit of analysis, the topics to be addressed and the time period to be covered within the evaluation need to be determined to guide subsequent information collection and analysis.
• Developing shared understanding and commitment to an evaluation. Involving internal and external stakeholders in the evaluation process from the outset, openly discussing issues of organizational devel-
opment and evaluation to clarify concepts and validating findings and recommendations with key stakeholders throughout the process are just some of the ways to build confidence in an evaluation.

- **Managing the evaluation process.** The types of participatory evaluation processes that are advocated require sound facilitation. This may require some investment in specialized training.

- **Information to be collected.** It is better to collect the smallest amount of information needed to answer the evaluation questions than a mass of information “just in case.”

- **Tools to collect and analyze information.** Tools that proved useful in our studies included self-assessment workshops, document reviews, key informant interviews, group interviews, personal histories, case studies, direct observations and questionnaire surveys.

- **Triangulation.** Triangulation is a means to increase confidence in results by assessing and cross-checking findings from multiple points, including various sources, methods, evaluators or theoretical perspectives.

- **Communication.** Interested parties should receive frequent verbal presentations of evaluation goals, progress, results and conclusions. Effective communication involves careful listening.

- **Focus on use.** Methodological decisions should be made in ways that promote use of the evaluation and ensure its feasibility, accuracy and propriety.

Another method that works is to close each meeting in a talking circle format and hear what each person chooses to say about the meeting. This gets at the heart of how people feel about a meeting. You can also use both methods.

**B. Measures/Indicators of Success**

The Government Performance and Results Act of 1993 initiated the current era of performance management in the public sector. It requires federal agencies to have a strategic plan that identifies program goals and objectives, the means to achieve those goals and measures to assess program performance. Performance measures can be used to improve program management as well as allocate resources. For our healthy community process to succeed, an understanding of measures/indicators of success is highly important.

Performance means comparing inputs with outputs. There is more than one way to do this, however. The simplest concept is **efficiency**: the ratio of outputs to inputs. For example, an efficiency measure for a jobs program might be the number of job placements divided by program expenditures. **Quality** is the ratio of outputs that meet a specified quality standard: for example, the ratio of full-time-equivalent job placements paying more than 150 percent of the minimum wage. **Effectiveness** measures program outcomes in terms of program objectives: for example, reduction in the poverty rate attributable to the program, compared to the costs of the program.

The final concept is **social impacts**, which is a more holistic concept focusing on broad social goals and incorporating secondary effects. These are hard to measure and therefore seldom used in day-to-day, year-to-year performance management. But these impacts are the real bottom line for sustainable community programs and should be identified and assessed in the program planning and evaluation cycle, wherever possible in the healthy community process.

How do your community’s overall efforts measure up? To be successful, a community must develop indicators of health that allow for regular community checkups. These will be different and unique to each community. Here are a few questions to ask. These are based on local community evaluation techniques.

- **The web of community**
  - How strong is the web?
  - How flexible is the web?
  - Are its parts, interactions, energy, intangibles, the sacred and its systems healthy?
COMMUNITY DEVELOPMENT MEETING
EVALUATION FORM

Please complete the evaluation form as completely and honestly as possible so that future meetings can be better served or share objectives. Since this is a new process for everyone, we really need to know what we are doing right and what we can improve.

All comments are appreciated and encouraged. Thank you for coming to the meeting!

1. How would you rate the following areas?
   
   Objectives were made clear: Very clear ☐ ☐ ☐ ☐ ☐ Not clear
   
   Objectives were met: To a great extent ☐ ☐ ☐ ☐ ☐ Not at all
   
   Exercises were effective: Highly effective ☐ ☐ ☐ ☐ ☐ Not effective

2. In what areas do you feel the meeting could be improved?

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

3. What were the strongest features of the meeting?

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

4. Do you have any suggestions or comments on the exercises as they relate to accomplishing the stated objectives?

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

5. Which of the following ratings best describes your feelings about this forum for the development of our community’s future?

   Excellent ☐ Above average ☐ Average ☐ Fair ☐ Poor ☐

Please use the next page for any additional comments.
• How healthy are your connections to the outside world?
• Do you have adequate community facilities and services?
• How is the governance of your community?
• Is community spirit good?
• Is the physical environment healthy?
• Do people live well?
• Are people happy?
• Develop your indicators and measures of community health.

Each community must determine its health for itself. This is a qualitative measure!

You can develop other questions to create community indicators. These indicators can be used as checks to ensure that any change that takes place is managed in a way that preserves community health and the vibrancy of the web. They can also be used to measure the impacts of decisions on your local community. As a community goes through its governing processes, these indicators can be guides to help ensure that appropriate decisions are made and implemented.

C. Integral Part of Process — Step by Step

All the decisions made as part of the healthy community process should be subjected to an ongoing process of evaluation.

Most issues being addressed by the community, since they involve diverse groups of people, are likely to be complex. The community’s (community leaders/community organizers) first attempt to resolve the issue is not likely to be completely successful. Therefore, the community’s efforts usually will be progressive and evolutionary. After each successive attempt at resolving the issue, improvements will be made in the plan of action to produce better results with the next planning and implementation cycle. The information gained through the evaluation process conducted during each cycle is important in measuring the success of the plan of action, reporting outcomes to stakeholders and using lessons learned to improve the plan of action.

Evaluation is a critical part of community-based programming because it brings the process full circle. Determining which strategies have been successful provides a basis for making decisions about needed improvements in the plan of action. It also provides information needed to report to stakeholders and others on the effectiveness of the community’s efforts to resolve the issue.

Evaluation must be an integral part of every process task in the healthy community programming process. Formative evaluation is a planned, continuing process that focuses on the critical assessment of every decision and choice made in implementing each of the tasks in the process. The evaluation process begins when the community decides to engage in the healthy community process, and it encompasses the examination of all subsequent decisions, choices and actions.

To provide useful and accurate information, the evaluation must be tightly coupled with the community’s plan of action and should represent collective agreement among community members about expected outcomes that are expressed in terms of effects upon the issue being addressed. The healthy community evaluation plan should include the following elements:

• Clear and concise articulation of the issue being addressed
• Clear and concise articulation of the community’s goal(s), usually presented as a vision of what conditions would be like in the community if the issue(s) were fully resolved
• Articulation of the community’s objectives and outcomes along with the activities and resources devised to carry out each objective
• Specific indicator(s) for each expected outcome to determine whether each objective has been achieved
• Data collection and analysis processes
This book has tried to focus on the essentials of:

1. The basic concepts of the healthy community
2. The process of community discovery and the web of community
3. The essential skills needed to build a healthy community
4. The process of creating and sustaining a healthy community.

Following is a list of traits of healthy communities.

**Commonalities of Successful Communities**

A successful community:

1. Has a well articulated vision
   - Starts with end in mind
   - Builds on dreams
   - Accommodates human nature
   - Uses the imagination
   - Is creative
   - Grows needed skills and knowledge from within

2. Looks for opportunities
   - Believes in the possibility of creating own future
   - Wants to become a leader in whatever is done

3. Is not afraid to take risks
   - Innovative — tries new things
   - Comfortable with ambiguities, uncertainties and the unknown
   - Experiments

4. Keeps a holistic perspective
   - Balanced
   - Global
   - Communitywide

5. Believes in doing
   - Works to create the future
   - Demonstrates a strong work ethic
   - Does it now

- Builds on the energizing process/synergy
- Encourages people to do — not just meet
- Focuses on purpose — not organization
- Knows that action leads to data — not vice versa

6. Develops people first
   - Strengthens others
   - Recognizes individual accomplishments
   - Celebrates community accomplishments
   - Provides good educational opportunities
   - Views people as producers and not consumers
   - Builds upon growth and development of people

7. Builds upon community resources
   - Keeps capital/resources within community
   - Becomes a leader in what it chooses to do
   - Builds upon unique strengths and capacities
   - Builds on commonalities of residents

8. Believes that nothing succeeds like success
   - Is process oriented; doesn’t always have definite answers, but leads to product
   - Sets the examples
   - Plans small wins
   - Celebrates accomplishments
   - Becomes a leader
   - Works inch by inch and row by row

9. Uses of knowledge effectively
   - Takes an empirical perspective — follows statistical trends and qualitative patterns
   - Seeks information from multiple and diverse sources
   - Recognizes that action leads to data, not vice versa
   - Uses oral surveys, visioning, etc.

10. Has trust
    - Shows willingness to trust in each other
    - Believes in the best of fellow community members
    - Lets everyone do their part
Measure of Community Health
To be successful, a community must develop indicators of health that allow for regular community checkups. These will be different and unique to each community. Here are a few things to consider when looking at community health. These are qualitative measures that are focused on local community-based evaluation techniques.

The web of community
- How strong is the web?
- How flexible is the web?
- Are its parts, interactions, energy, intangible, the sacred and its systems healthy?
- How healthy are its connections to the outside world?
- Does it have adequate community facilities and services?
- How is the governance of the community?
- Is community spirit good?
- Is the physical environment healthy?
- Do people live well?
- Are people happy?

Develop your community’s own indicators and measures of community health. Each community must determine its health for itself. This is a qualitative measure!

You can develop other questions to create community indicators. These indicators can be used as checks to ensure that any change that takes place is managed in a way that preserves community health and the vibrancy of the web. They can also be used to measure the impacts of decisions on your local community. As a community goes through its governing processes, these indicators can be guides that help to ensure that appropriate decisions are made and implemented.

Final Thoughts

The Heart and Soul of Community
This is an exercise about what makes your community HOME. As time passes and change occurs, what is it that a community wants NOT to change? This is how to measure how any community decision might ultimately affect a community. If it impacts in a negative way the things you don’t want to change — those things that are critical to your definition of home and a healthy community — is it then a good decision?

This exercise can be done in many ways, but the following questions can be a guide:

- How will this decision affect our home?
- Will this decision make home a better or worse place?
- Who will benefit and who will pay for this decision?
- What will this do to our children’s future?
- Do we really need to do this? Why?

Finally! The Agency for International Development years ago developed the following list. It is as timely today as it was many years ago and is a fitting ending to this manual.

Essential Conditions for Community Progress
- People must satisfy their survival needs, or be relatively certain that those needs will be satisfied, before they can be further engaged with their environment.
- People must have a sense of both physical and psychological safety in order to protect the progress that they have made and to be able to move farther ahead.
- People crave relative order and certainty in life to be able to judge with a degree of accuracy what will or will not happen if they do or do not act in certain ways.
- People continuously seek to enlarge the range and enrich the quality of their satisfactions.
- People are creatures of hope and are not psychologically or genetically designed to resign themselves to failure.
• People have the capacity to make choices and have the desire to use this capacity.
• People require freedom to carry out the choices they have made.
• People want to experience their own identity and integrity and a sense of their own worth.
• People seek a system of beliefs or values to which they can commit themselves.
• People want a sense of confidence that the society of which they are a part will allow them to fulfill their aspirations.

Will your pursuit and attainment of a healthy community provide these essential conditions for members of your community?

That is up to you to determine and decide, no one else!


McCall, J. *From the Rusty Bucket to Jobs: Getting Started In Community Economic Development*. University of Missouri Extension Community Development.


Steiner, B. 1994. “Assessing the Shape of Tomorrow’s Communities: Putting It All Together to Face the Future.” *Small Town May/June*: 22-27.


