City Council RCE
Progress and Activity Report

City of Raleigh – City Council

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September 8th, 2020

Raleigh

With whom I have spend time, and from whom I have learned in over 60 hours of discussions with:

- CAC's, there leaders and their members
- Residents
- Community organizations
- City Department Heads
- The Community Engagement Team
- City Councilors
- City Staff

What we are learning!

Community Engagement as an organizational value lives in the heart of the organization. It is evident in all of the organizations policies, transactions, decisions & activities
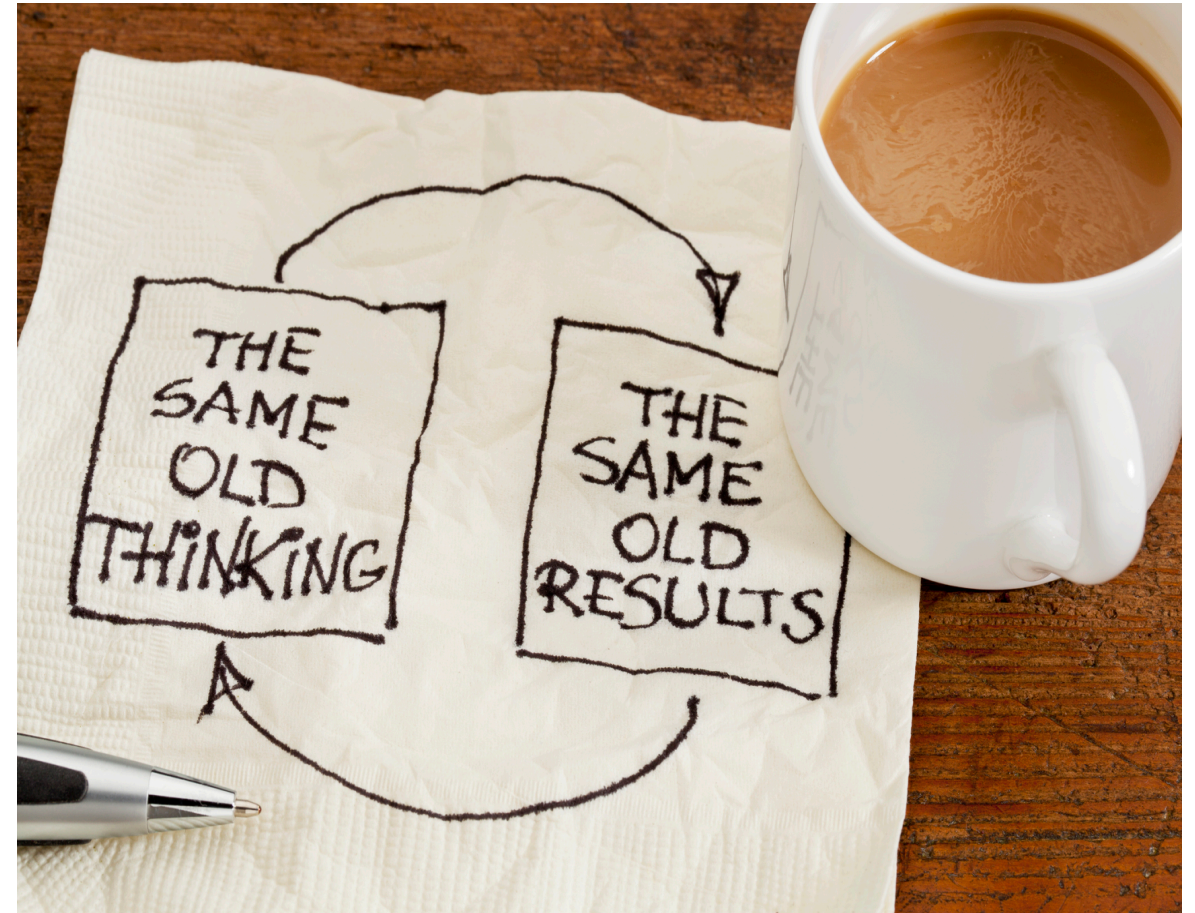
CE

Community Engagement as a set of disparate loosely connected actions . connected with planning, projects, or in response to episodic events.

CE

The homeostatic state
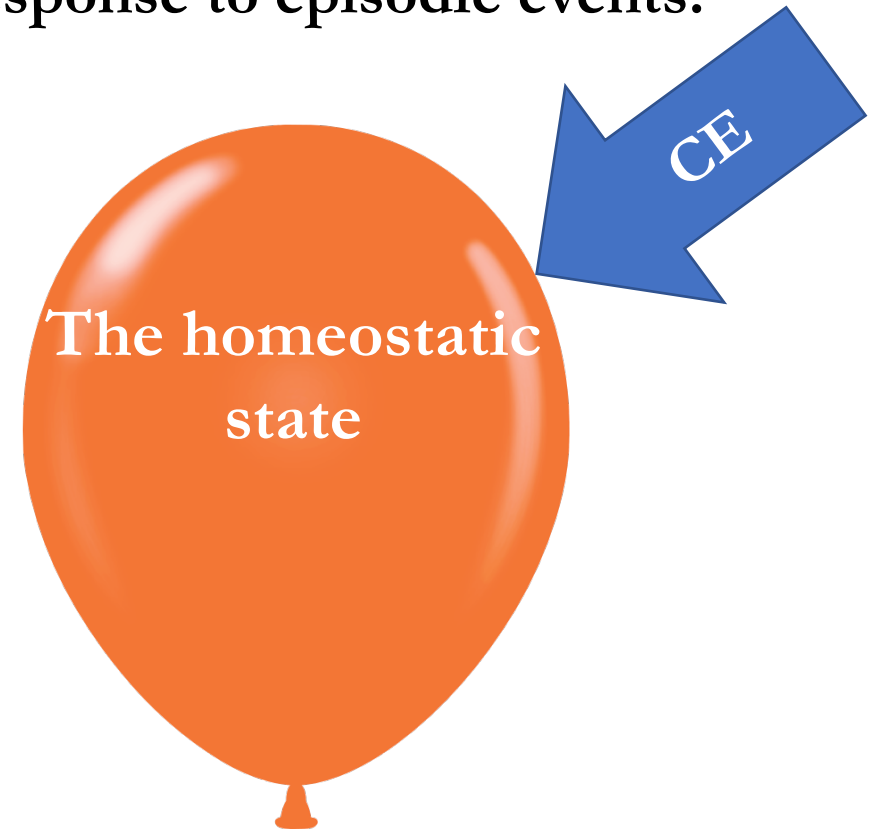
You can't solve a problem until you realize YOU are part of the problem you are trying to solve

For every act of creativity

This Photo by Unknown Author is ... CC BY-SA

There is an act of destruction
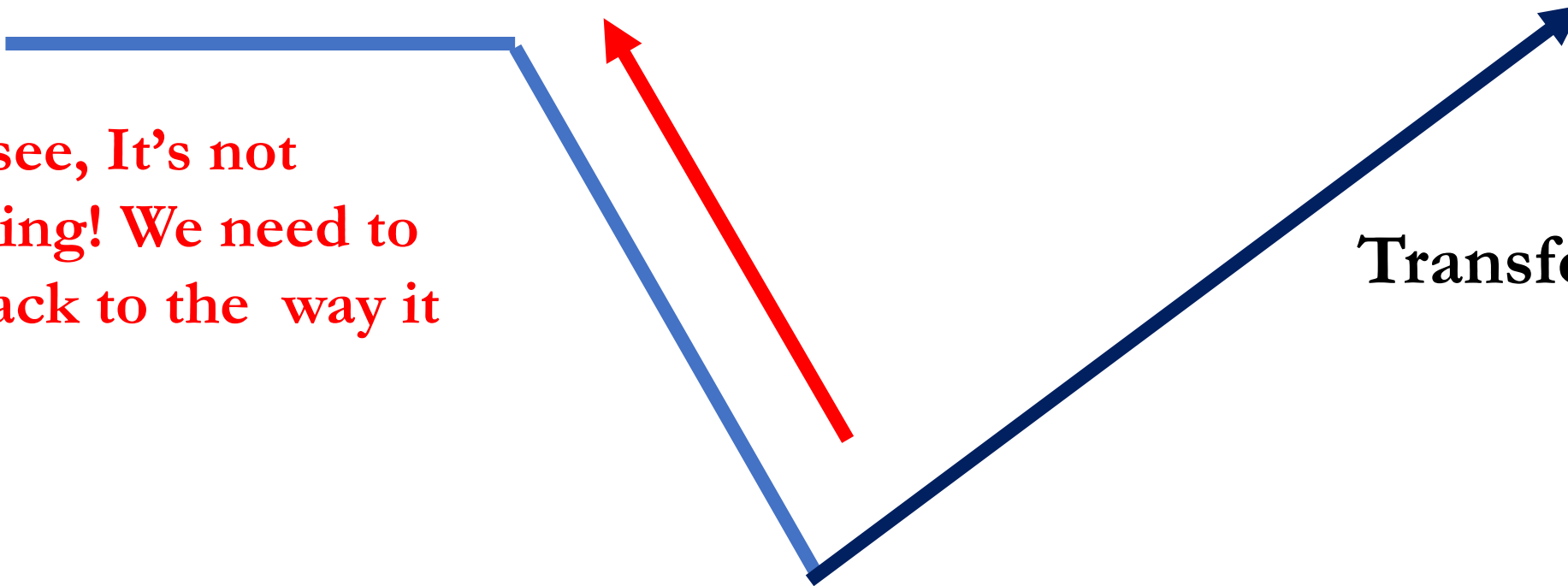
Raleigh
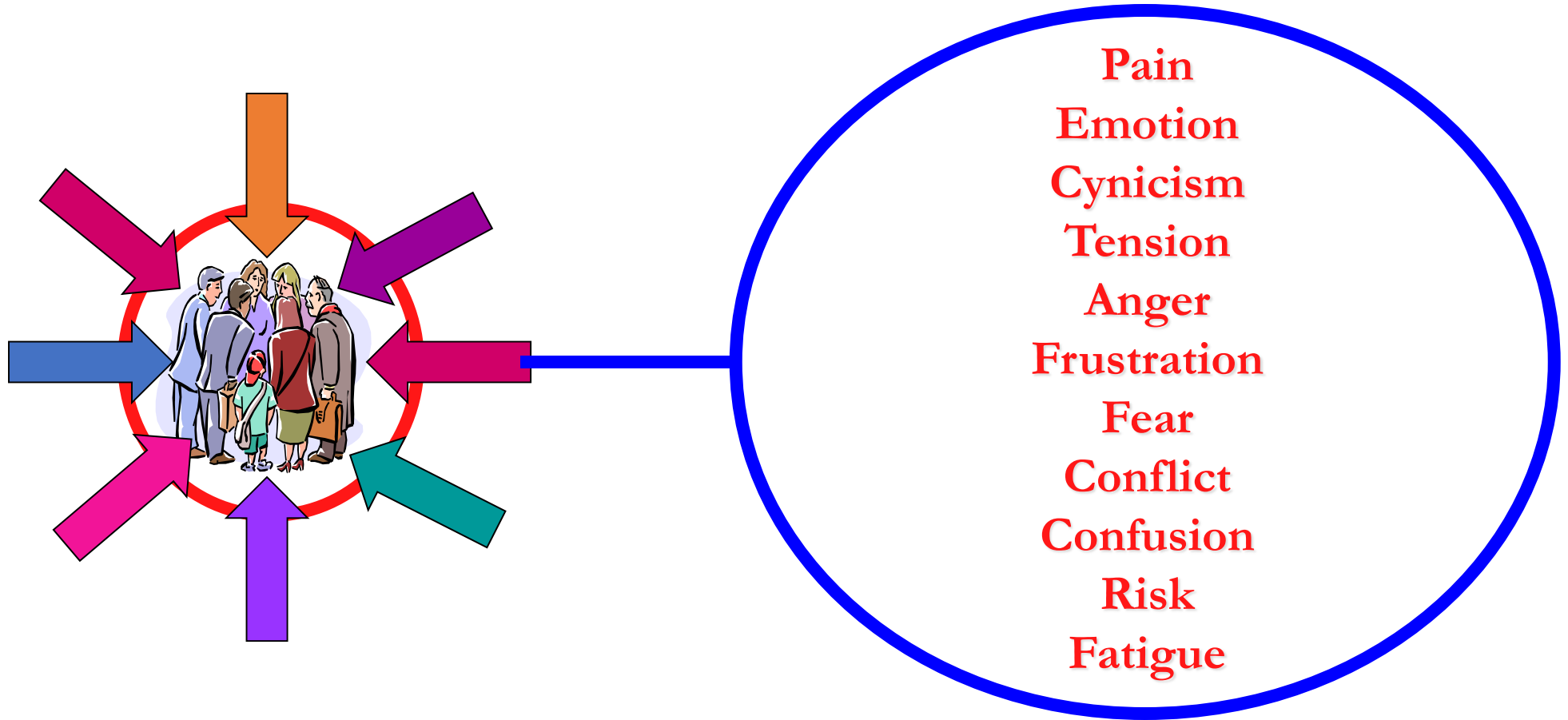
The Muddle Period

Current State

The new vision

You see, It's not working! We need to go back to the way it was !

Transformation

Muddle Period

The Leadership Moment

Pain
Emotion
Cynicism
Tension
Anger
Frustration
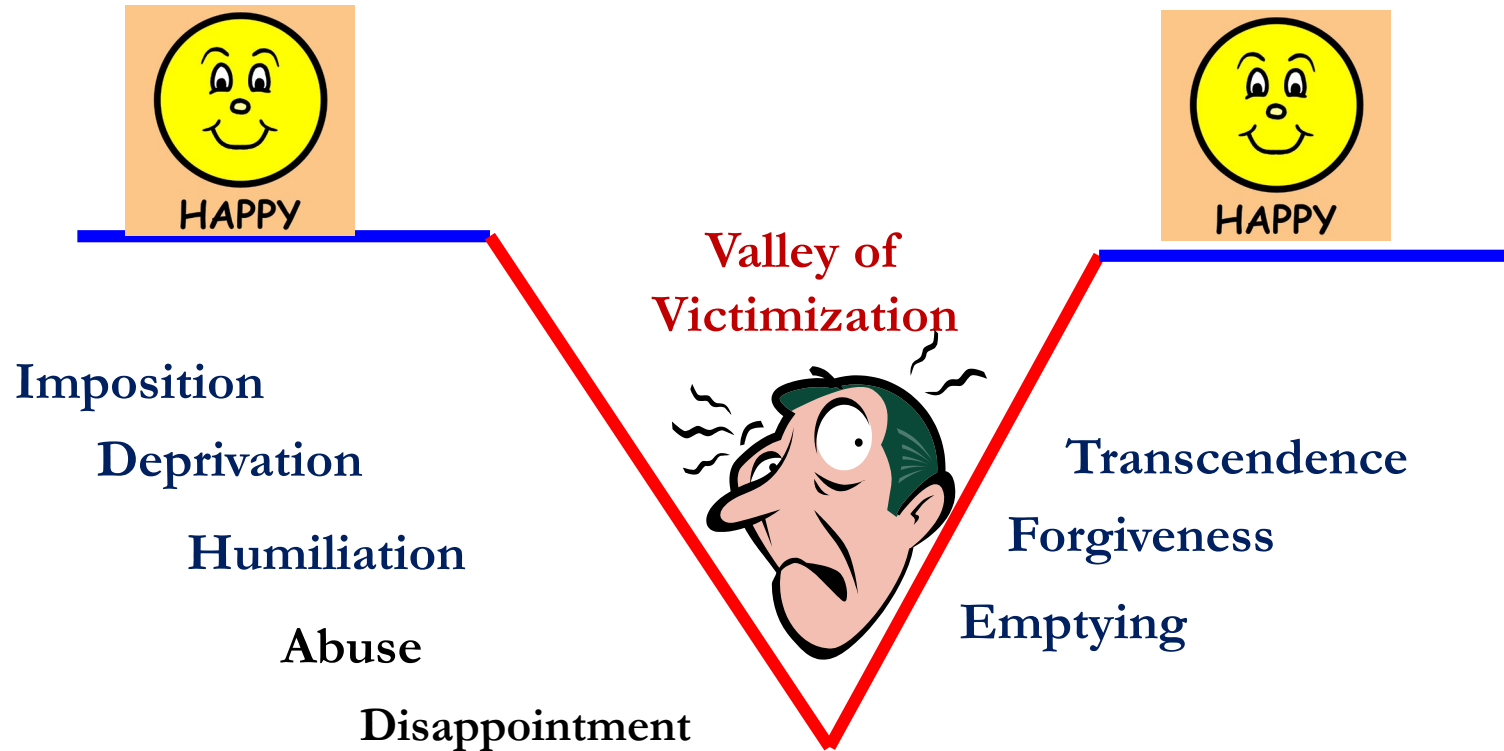Fear
Conflict
Confusion
Risk
Fatigue

Leadership Moment Behaviors

- Leadership/Innovation
- Continuous, Reciprocal, Victimization
- Describing the problem
- Blame
- Antagonistic Cooperation
- Festering Hostility
- Antagonistic Cooperation
- Low capacitance solutions that address symptoms not causes
- Quit

People understand and feel things when it happens to them -- when they are the victim -- but not when they do it!

Victimization /Entitlement

HAPPY

HAPPY

Valley of
Victimization

Imposition

Deprivation

Humiliation

Abuse

Disappointment

Transcendence

Forgiveness

Emptying

Because you have victimized me, I have the moral authority to:
- Resent you
- Get Even with you – to cause you to feel like you've made me feel
- Expect some expression of regret – for you to say I'm sorry

Capacity Building:
City Council - City Staff - Residents

We have an obligation to increase our understanding of the potential and possibilities of inclusionary, equitable, participatory community engagement and of how race, ethnicity, culture, socio-economic status, and other defining demographics impact community engagement if and how residents engage.
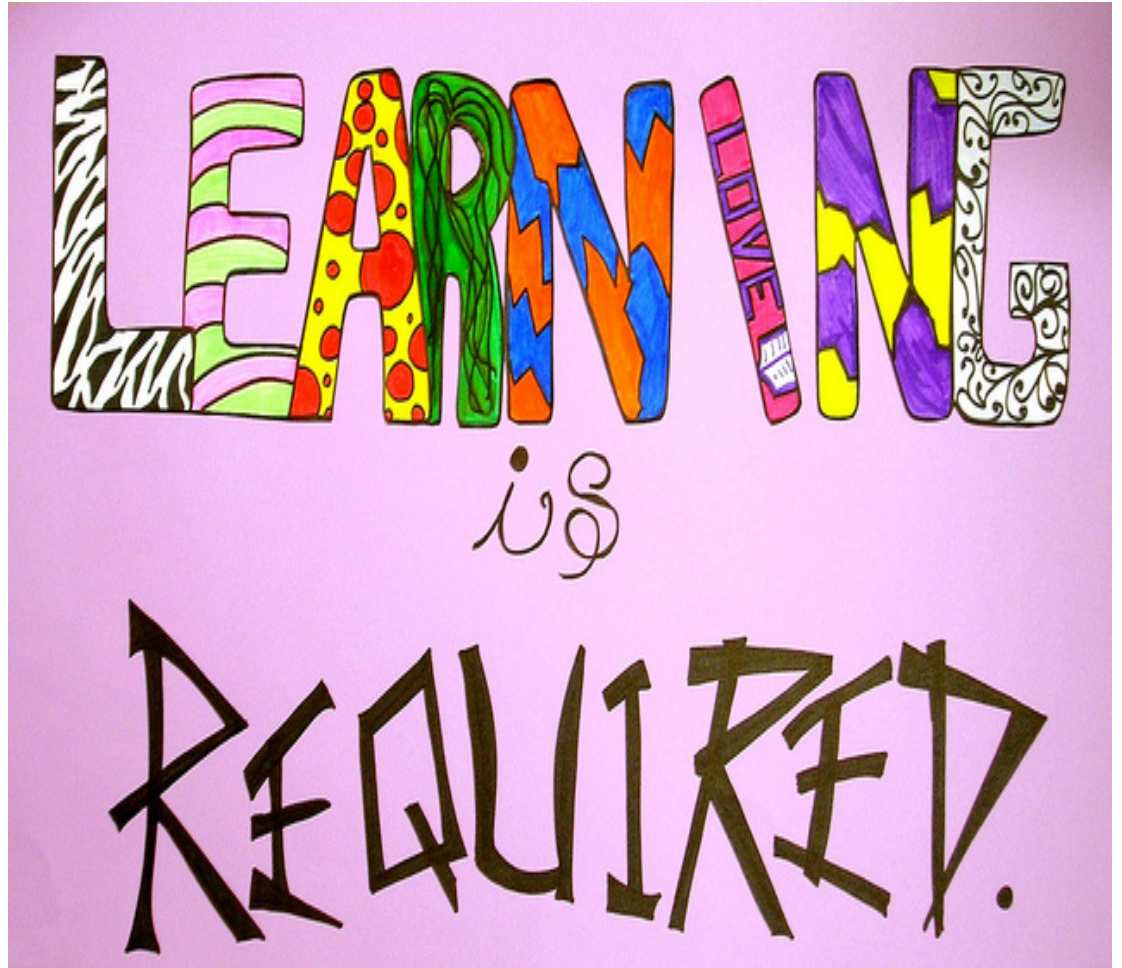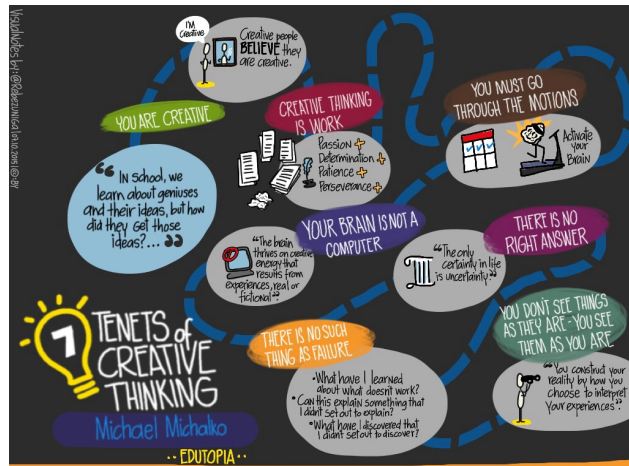
Four areas of concern

Analysis and Assessment


Work Plan

Creativity and Innovation

Relationships

Creativity and innovation

- Wasted talent, creativity, and energy – residents and staff
- Things that don't exist in existing functions.
- Distinguishing between meetings and gatherings
- Internal and external collaborations
- Civic innovation system
- The danger of the future becoming an extension of the past
- Urgency: Reaction vs Response
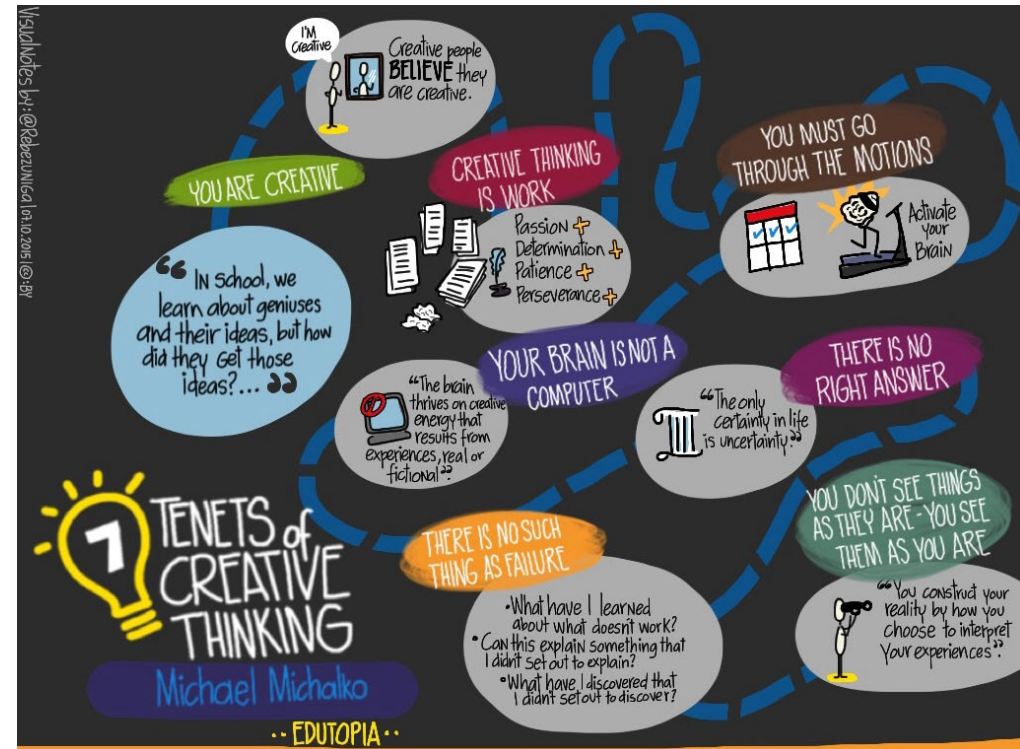
- **Creative**
- **Energetic**
- **Collaborative**
- **Committed**
- **Helpful**
- **Knowledgeable**
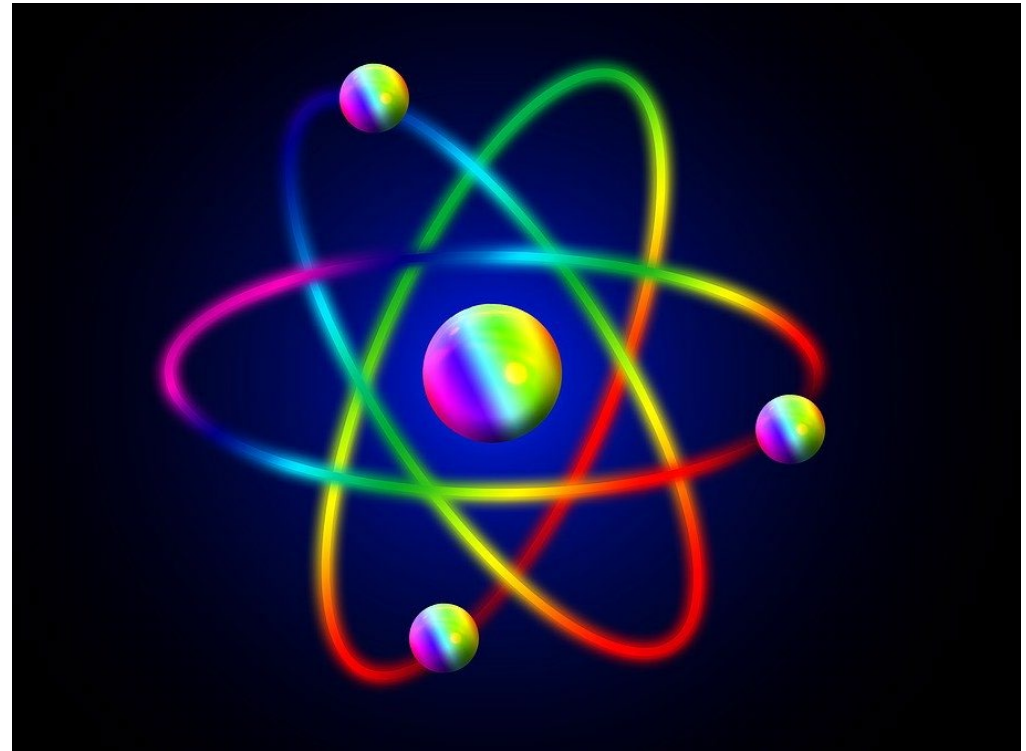
Trading one set of problems for another

Stakeholders are engaged in the design, delivery, and evolution of programs and services. As a result of that engagement they become more enabling. They see the relevance of what we do to their lives. They easily calculate their ROI for the time, and effort they invest

Inclusionary Democracy

Exclusionary Democracy

- Stakeholders abdicate their responsibility for engagement and then criticize organizations for their behavior and the decision they make theoretically in their interest. They become regulatory when government disappoints them.

The work plan

- Do we have a community engagement strategy
- Departments workplans
- What activities will we initiate
- How will we increase our capacity to engage in inclusionary, equitable, community engagement
- Does our plan include engaging residents, and community organizations as co-creators

Relationships

- **Values**
- **Assume positive intent**
- **Ground rules**
- **Trust**
- **Victimization**
- **Unevenness**
- **Aware users-Aware non-users Non-aware non-users**

Oil and vinegar

- Who is responsible for assessing the impact of our community engagement activities?

- How are we doing with our current community engagement activities?

- How do we know?

- What metrics do we use?

- Are our activities and processes reflective of the demographics of our community?
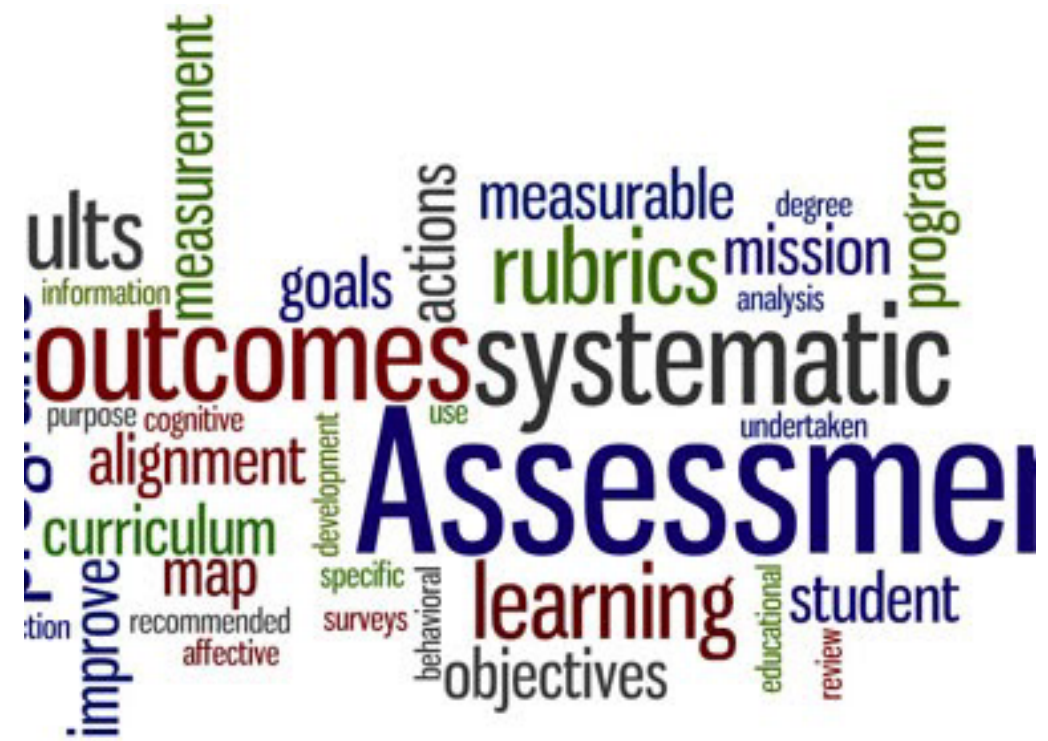
Values of the community engagement process

- Trust
- Equity
- Transparency
- Communication
- Collaboration

- Credibility
- Inclusion
- Healing
- Continuous learning

Managing our civic ecosystem

- **Diversity**
- **Order**
- **Randomness**
- **Chaos**
- **Adaptability**

Taking a fresh look at our evolution

- Let's focus on what will happen if we do as opposed to what happens if we don't!

- Let's let aspiration not frustration be the motivation to address our challenges!

- Let's focus on what's possible not what's wrong!

Guiding principles

- We honor time and energy as important resources of our residents.

- We plan and conduct public process that maximizes the residents' return on investment for the time, energy, and resources they commit to community engagement

- Public engagement is an investment not an expenditure

Community engagement principles

- Community engagement must become a City value, not a set of disparate meetings, activities, and actions.
- Our community is not a distraction from our work – They are the reason for our work. Employees look at the commitment, opinions, resources, and emotions of our community as a source of wealth and an organizational asset.
- Employees and resident's actions, behaviors, and activities must be aligned with the value
- In the absence of clearly articulated values, we will act according to our personal values

Vision

An inclusionary, participatory, enabling, democracy in which residents/citizens are appropriately engaged in the design, delivery, evaluation, and evolution of programs and services

Vision: Raleigh residents are…

- Safe
- Healthy
- Unafraid
- Prosperous
- Literate, and
- Live in healthy, sustainable communities

To what are all citizens entitled to for their significant investment in their government

- **Access/Engagement**
- **Quality**
- **Value Cost/Benefit**
- **Stewardship of their investment**
- **Responsiveness**
- **Accountability**
- **Transparency**

What is a community?

- Community members:

  - Are safe, healthy, unafraid, prosperous, and live in healthy, sustainable communities
  - Rise above their self interest for the common good...
  - Are mindful of the collective impact of their individual acts...
  - Are constantly mindful of how their actions, good or bad, impact others...
  - Look out for each others interest

- Kinship: Extend their love, respect, trust, credibility, generosity, and philanthropy to those outside of their affinity groups…
- Behaviors are aligned with common values…
- Can realize their potential…
- Responsibly pursue their view of "happiness" without impacting the "happiness" of others.
- Kinship: Extend their love, respect, trust, credibility, generosity, and philanthropy to those outside of their affinity groups…
- Are focused on why they chose to live in this place –

Community Engagement

- Community engagement is a way of ensuring that community members have access to valued social settings and activities, feel that they can contribute meaningfully to those activities, and develop functional capabilities that enable them to participate fully. (Seattle)

Community is much more than belonging to something; it's about doing something together that makes belonging matter

Questions or concerns?

Unevenness