

Taking Your Civic Pulse

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Observations On Today's Session



Most managers are both participants and students of “community or civic” life in their jurisdictions. At times in our careers we are asked to promote, heal or enhance the civic health of our communities. So how do you do that?

The purpose of this session is to consider what makes up civic health and how we can develop civic health metrics to better determine the health of our communities.

The ICMA Center for Performance Analytics seeks a dialogue as to how we can develop better metrics of civic health as ICMA members and use them in decision making for more sustainable communities.

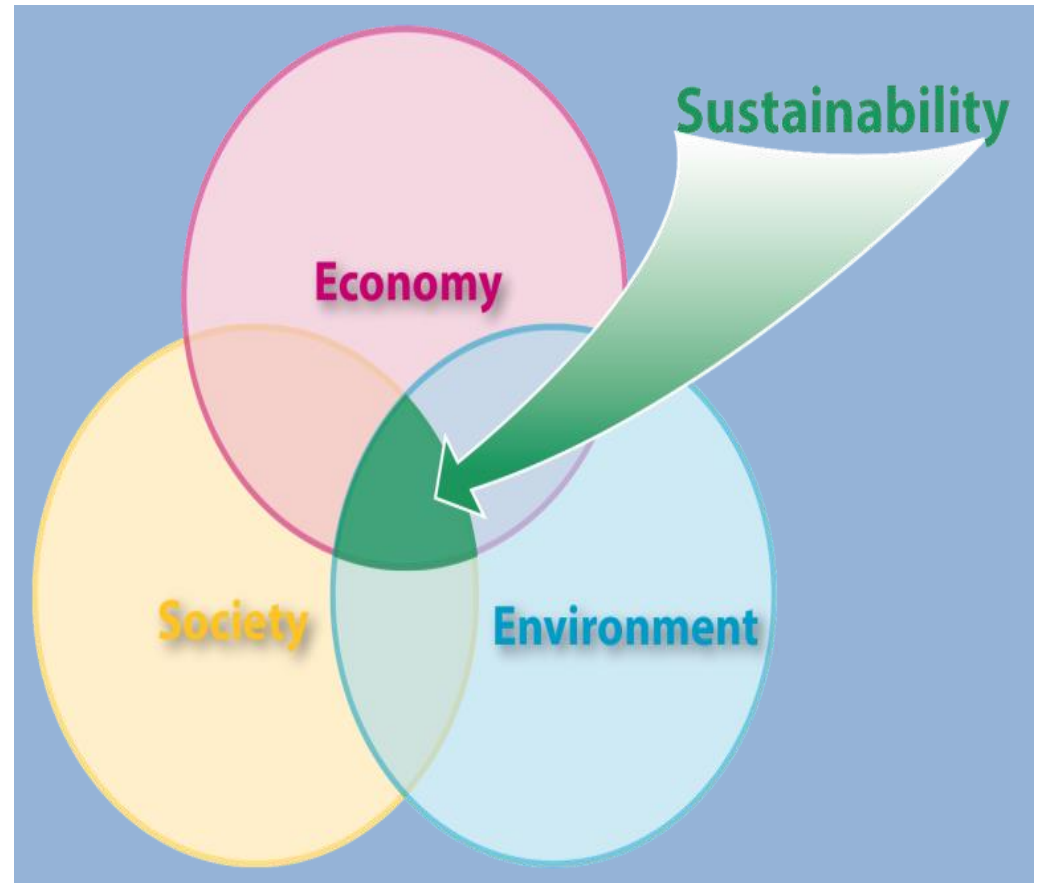
ICMA Sustainable Communities Initiative

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

Vision Statement, 2008 ICMA Strategic Plan

Civic Health For Sustainability

Sustainability acknowledges the **interdependence** of civil society, the economy and the environment, and it encourages **long-term, strategic thinking that promotes effective stewardship** of our natural, economic, and societal or civic resources.



“Civic health is a measure of the well-being of a community, state, or nation”.

National Conference on Citizenship



“Civitas” and Civic Health

To a Roman “civitas” in Latin was not only reference to the collective body of all the citizenry, it was the social contract binding them all together, because of which each is a “civis” or “citizen” with rights and responsibilities of “citizenship”.



“Citizenship is...
a sense of belonging to a
community
for which one bears some
responsibility.
In a word, citizenship implies
public-spiritedness,
which is akin to
patriotism,
and has to be cultivated.”

— Walter Berns



Eight Challenges for Local Government

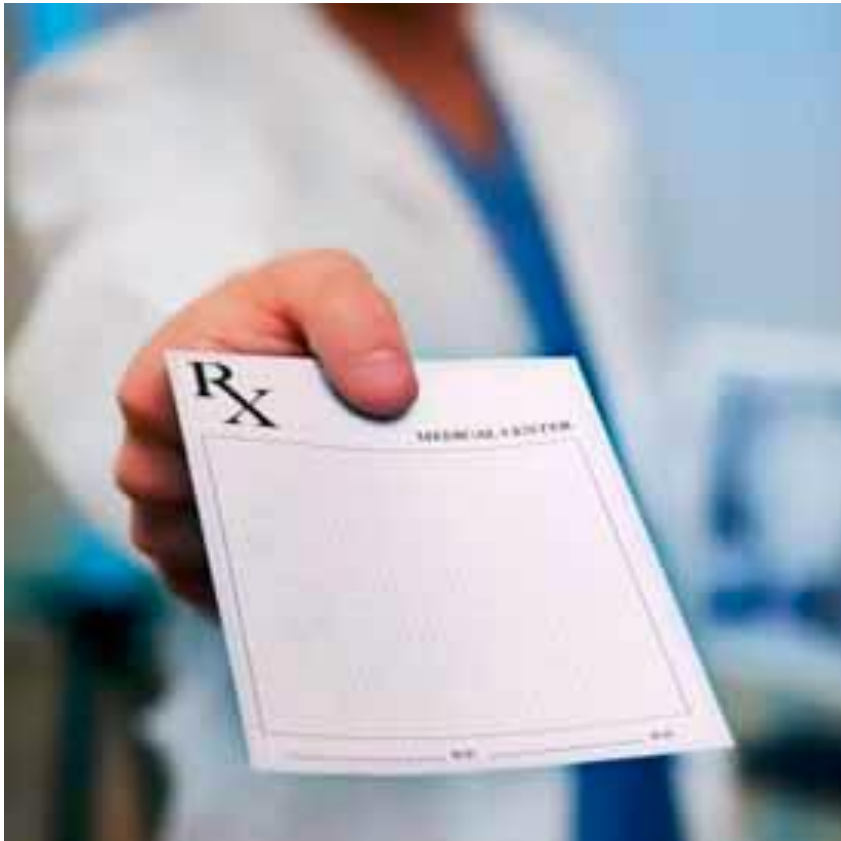
- Escalating demands for services with ill-defined core missions
- Mandates without money to properly provide services
- Static inefficient governments, structures & systems
- Accelerated use of technology and outdated analytic capability
- Silos of self interests inhibit cross boundary and multi-jurisdictional problem solving
- Reform of archaic tax structures still based upon an old economy and physical assets
- Polarization, lack of elementary civic knowledge and confidence in institutions
- **Rising citizen mistrust > alienation > civil unrest > terrorism**

Civic Health Diagnosis

The absence, fraying or decline of the social contract that binds us together in a functioning civil society is one of the most essential threats to human resiliency and sustainable communities.



Rx for Civic Health



Take five as needed:

Civic Education

Civic Engagement

Civic Mentoring

Civic Responsibility

Civic Metrics

Civic Culture: A Reflection of Individual Civic Behaviors



A civic culture of a community is a reflection of the collective habits and mores of its individual citizens.....

Healthy civic habits can be learned and re-enforced through education, practice and market influences.

“Fundamentally, the behavior of citizens is what will be decisive in sustainable communities”

- Peter Block

Enhancing Civic Health In Your Community

According to Peter Block, author of “Community: The Structure of Belonging” ...



The social bonds of community are created “one room at a time”

Strategies for Stronger Communities

- Job creation and skills training
- Crime reduction and disease prevention
- Civic engagement and continuing education
- Parental involvement
- Early childhood education
- Voter registration and community gatherings
- Community and civic organization
- Communication of opportunities and venues
- Volunteering and Co-production of Services

Civic health metrics help to quantify and measure how effective these activities are and how they impact outcomes and metrics of traditional service delivery .



What are the elements of civic health?

The National Conference on Citizenship focuses on community attributes such as these from which to develop civic health metrics:

- Community Service and Volunteering
- Group Membership and Leadership
- Accessing Community Information
- Social Connectedness
- Political Action and Awareness

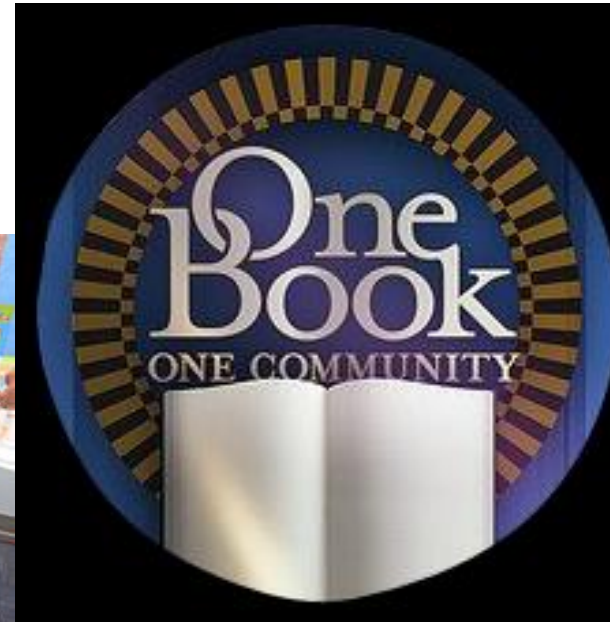
What are likely metrics of civic health?

- People participating in civic organizations, religious bodies or clubs and leagues
- Volunteer hours in community organizations
- Voter registration and voter turnout rates
- Attendance at community meetings or on online forums and webinars
- Local giving rates to charities or foundations
- Knowledge level of community governance and participation in government bodies such as commissions, task forces and juries
- Number of non-profits and program distribution by category
- Complaints against police and for housing or civic rights discrimination
- Citizen satisfaction survey results by neighborhood or service delivery zones
- Library circulation, social media participation, newspaper circulation
- Preschool enrollment, graduation rates, reading levels at 3rd grade
- Percentage of those employed and no longer actively seeking employment
- Rates of disease occurrence and rates of childhood vaccinations
- Distance from homes to mass transit, fresh produce, health care facilities
- Truancy, crime and incarceration rates
- New business startups , participation in job and skills training programs

What practices could improve these metrics?



**CITIZENS
POLICE
ACADEMY**
Enrolling
Now

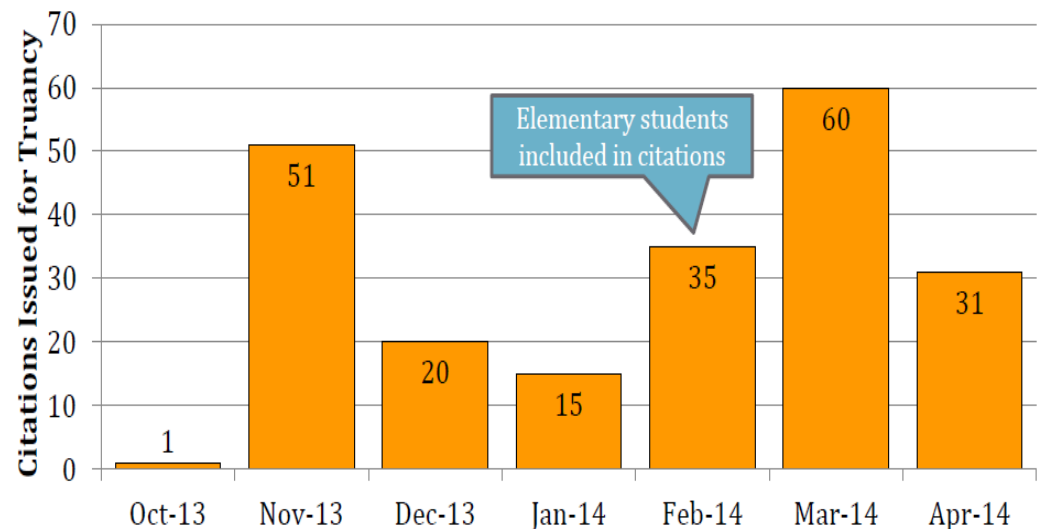


The Measurement of Success in Public Administration

Regardless how your community defines civic health, without measurement of key indicators you will not know the degree of your success nor monitor your future performance.

TRUANCY UPDATE

Truancy Court Citations for 2013 -14 School Year



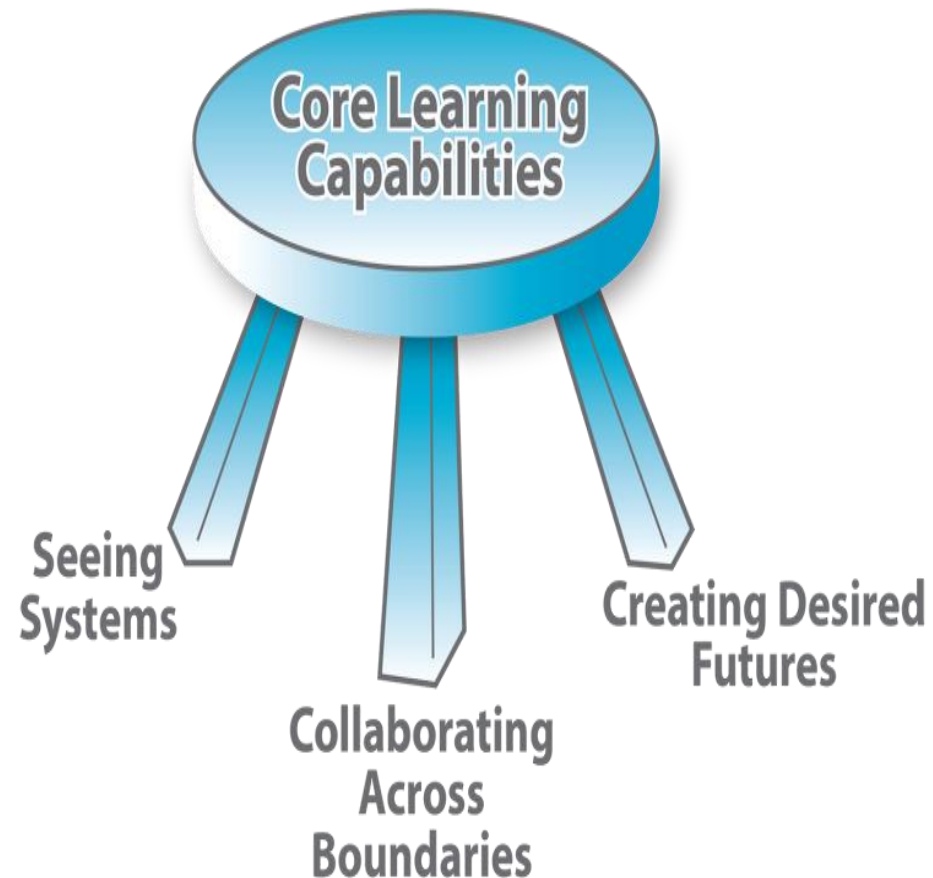
Cases referred for trial: 2
(pending date 5.20.14)

Upcoming Efforts: City will begin discussions with Kansas City Public School District to determine further collaboration efforts around truancy

Source: KCPS

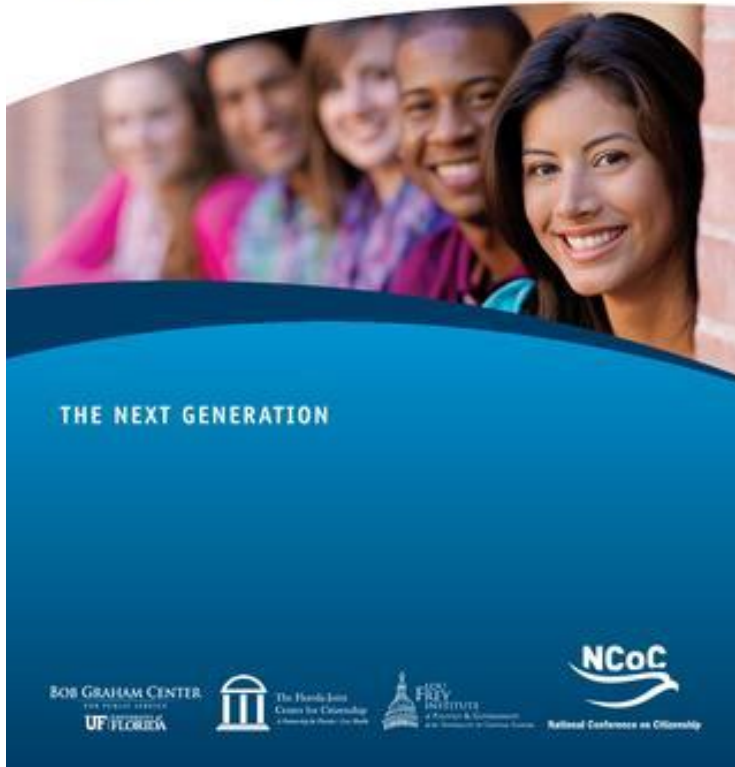
Capacity for Leading Civic Change

- Any jurisdiction that aspires to be capable of producing positive sustainable civic outcomes must ***first focus on their desired future and civic capacity to change.***
- ***Inclusive strategies are critical for civic capacity building, civic health measurement and change management.***
- ***Core learning capabilities*** can be taught as citizenship is nourished and mentored.



Capacity Building Processes

2011 FLORIDA
CIVIC HEALTH INDEX

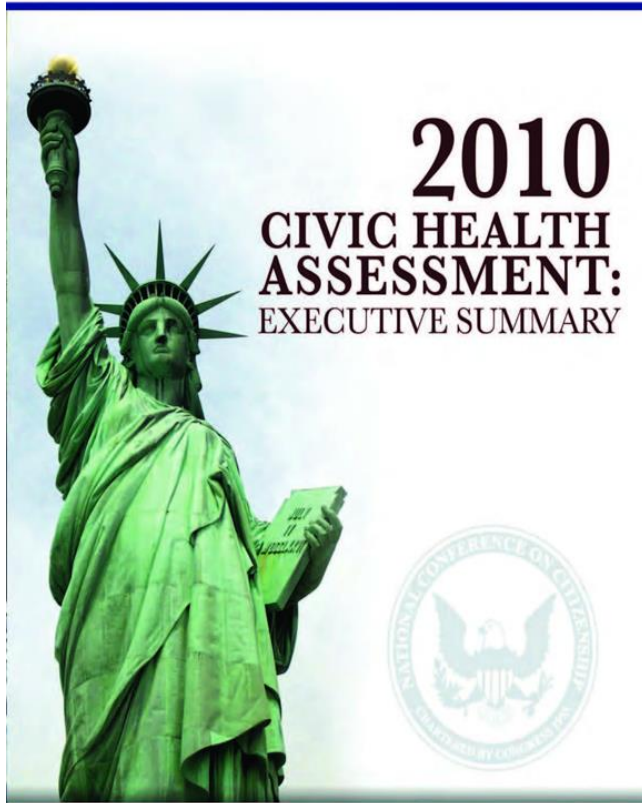


- **Civic sustainability requires the development of civic leadership capacity**
- **Getting stakeholders involved in decision-making and mentoring new generations of civic leaders.**
- **Nurturing citizen trust and commitment to individual actions and collaborative partnerships**

Allies in Civic Health Capacity Building

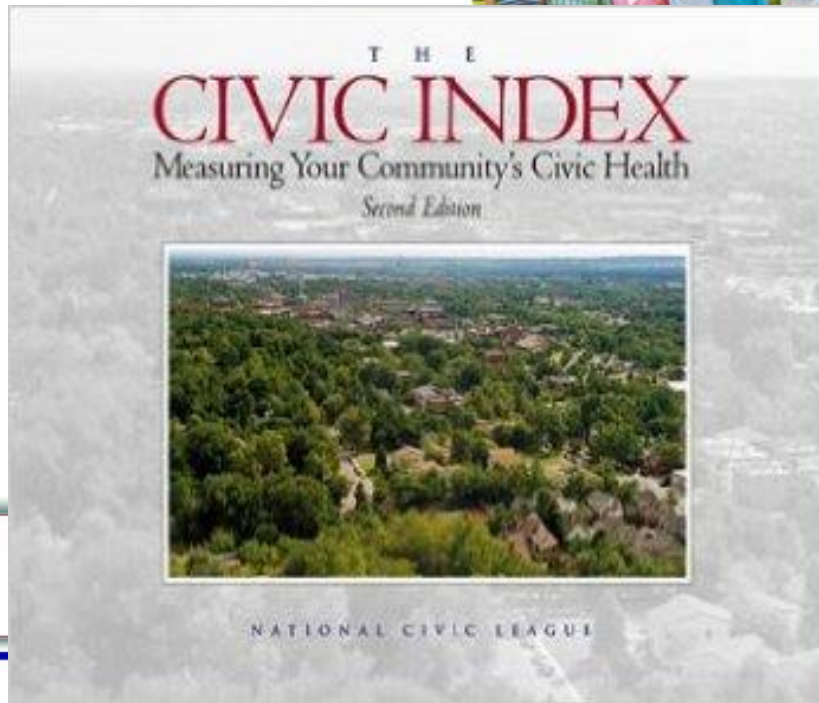
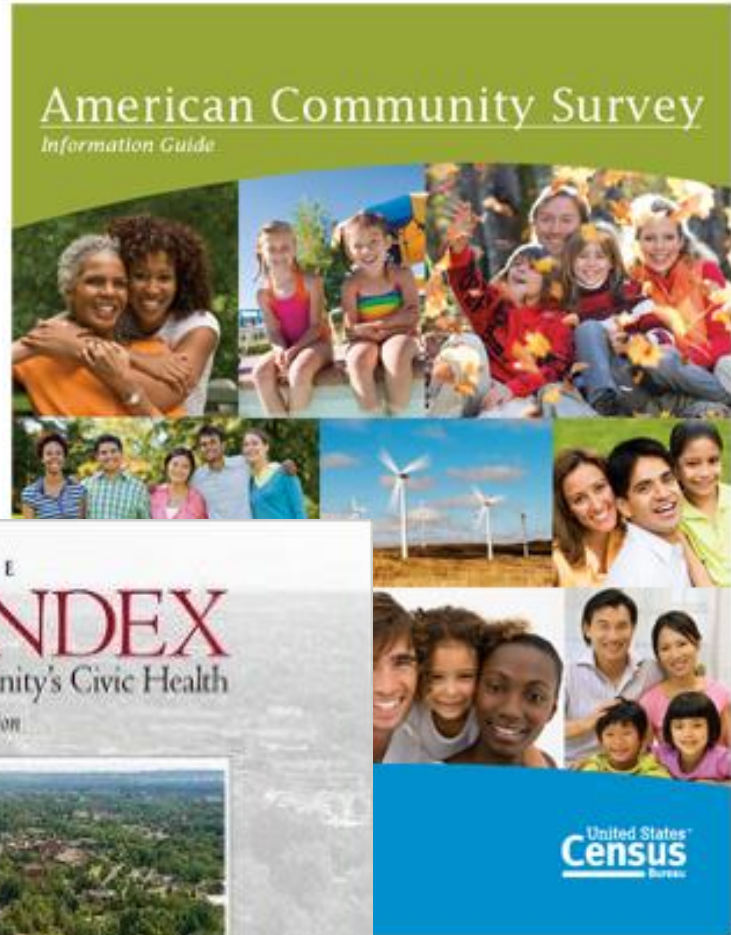


Accessing Civic Health



CIVIC ENTERPRISES

CIRCLE



Communities Developing Civic Health Metrics



The Boston Indicators Project
MEASURING WHAT WE VALUE

An Initiative of The Boston Foundation ■ A Project of Boston's Civic Community

Civic Health as Wellbeing In Santa Monica



THE WELLBEING PROJECT

A graphic for the Wellbeing Project featuring a cityscape at sunset. The text "WORKING TOGETHER to DEFINE, MEASURE, and actively IMPROVE Wellbeing IN SANTA MONICA" is centered over the image. Below the graphic is a paragraph of text.

The Wellbeing Project will harness the power of data to provide a shared understanding of our community's strengths and needs, encouraging collaboration among city leaders, local organizations, and residents to improve our collective wellbeing.

Seattle's Civic Health Index

Greater Seattle's Civic Health

It's excellent!

Our rankings compared with the top 51 metropolitan areas in the U.S.

- 1st** Citizens involved in a community, school, or neighborhood association
- 2nd** Buying or boycotting a product based on moral values
- 3rd** Volunteering
- 6th** Always voting in local elections

Greater Seattleites are some of America's most civically active residents!



The "Seattle Freeze"

Civic threats

Risks to our civic health

- 37th** Giving or receiving favors with neighbors frequently
- 48th** Talking with neighbors frequently

We still have room to grow when it comes to the small, informal, yet powerful personal connections that facilitate compromise and collaboration



The Boston Indicators Project

MEASURING WHAT WE VALUE

An Initiative of The Boston Foundation ■ A Project of Boston's Civic Community

Measures progress across 10 sectors



Civic Vitality



Health



Cultural Life & the Arts



Housing



Economy



Public Safety



Education



Technology



Environment & Energy



Transportation

Civic Engagement For The Digital Age

SOCIAL MEDIA & CIVIC ENGAGEMENT
AT THE UNIVERSITY OF FLORIDA



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Tools to Engage Your Community

- **Create online community / social networking groups**
 - Facebook, LinkedIn (can be open or closed)
- **Organize Events – online & offline**
 - Virtual: Google Hangouts, Zoom, Skype, GoToMeeting, PGI
 - In-person: Eventbrite, Meetup
- **Activate your community**
 - Surveys: JotForm, Survey Monkey, Google Forms
 - Petitions: Change.org
 - Crowdfunding: Kickstarter, Indigogo

facebook

LinkedIn



Google+



GoToMeeting

change.org

zoom

/ JotForm

KICKSTARTER

Collaboration is essentiala desired future can seldom be achieved by a single agency.

- What are the obstacles to collaborating?
- What are the benefits that will be derived from an open process?
- What vested interest will oppose the process or transparency?
- What are the inherent risks?
- Who is at the table? Are you even at a table, any table?
- Is it the right table(s) with the right people?
- How do you reach the necessary stakeholders?
- Who will speak for the people not in the room?
- Where is the common ground upon which to initiate dialogue?
- Can a unifying vision be achieved to provide cause to seek solutions?
- How will you communicate earlier dialogue to others joining late?
- Who may lose or have to sacrifice something in the process?
- How can accommodation be made for their concerns?

*Think about the **PROCESS** and about the **ATTENDEES**but even more the think about the **INVITATION** to participate which must be meaningful and sincerely delivered.*

A “community budget” for civic health is more than just traditional government resources.....

It consists of all of the civic resources that all of the sectors of the community can muster and direct towards community action to address problems and develop creative solutions with shared leadership.

This is the hidden strength of communities, mobilized through community collaboration and necessary in addressing lagging community indicators of civic health.



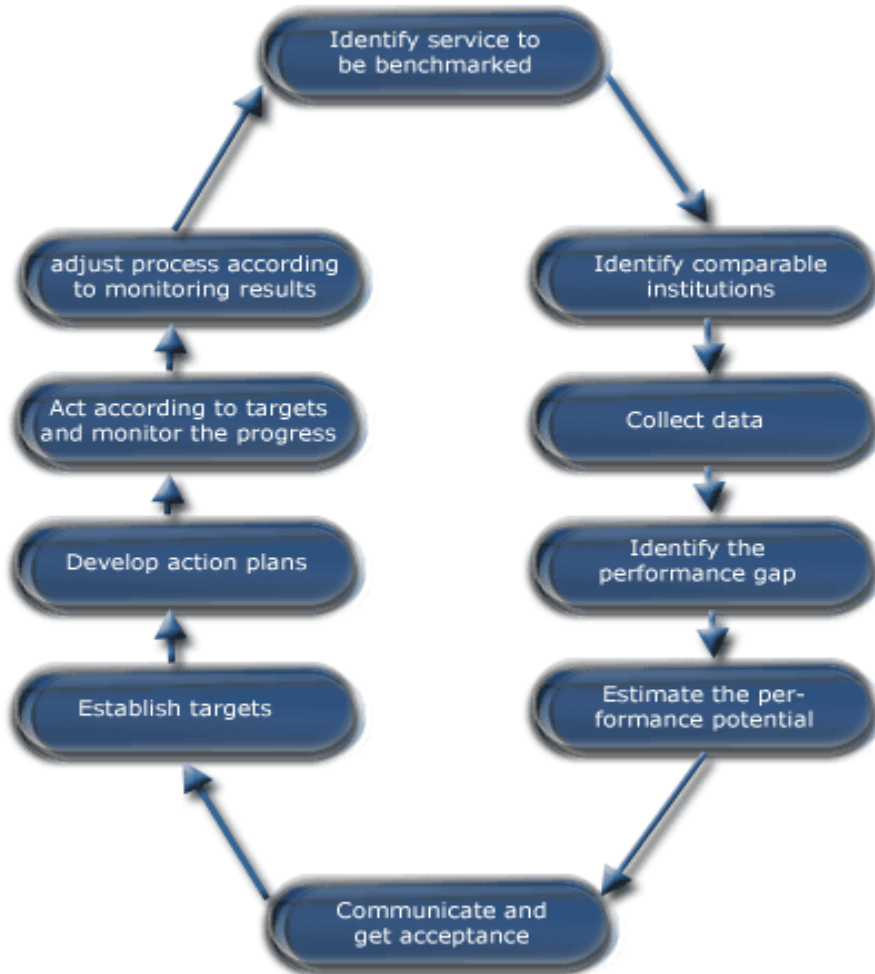
A Broader Sense of Civic Participation

“Engaged Citizenship”: Engaging citizens in the co-production and delivery of public goods, services or outcomes teaches responsible citizenship.



What is Civic Benchmarking

The Benchmarking Process



Benchmarking is the process whereby an organization captures specific data related to its costs and performance— i.e., the baseline, or current state of the organization under study— and then evaluates this cost and performance data against those from some other entities over time.

Know Your Baseline

> Voter Turnout in 2012 (Eligible Population): 60.8%

Nation: 61.8% Florida ranking: **36th**

> Voter Registration in 2012: 68.3%

Nation: 71.2% - Florida ranking: **40th**

> Contacted or Visited a Public Official: 10.3%

Nation: 12.3% - Florida ranking: **45th**

> Belonged to a Community Group: 33.6%

Nation: 39.2% Florida ranking: **47th**

> Volunteered: 21.1%

Nation: 26.5% - Florida ranking: **46th**

> Attended Public Meeting: 7.1%

Nation: 9.0% - Florida ranking: **47th**

> Donated Money to a Charity: 45.7%

Nation: 51.8% - Florida ranking: **48th**

> Worked with Neighbors to Fix a Community Problem: 6.4%

Nation: 8.4% - Florida ranking: **50th**



Source: FL Joint Center for Citizenship

Case Study: Florida Civic Health Initiative

- Initiated by Bob Graham Center for Public Service and Joint Center for Citizenship
- Designed to address lagging civic health measures in Florida and identify best civic practices in localities
- FCCMA, FLC, and Florida Benchmarking Consortium to gather data over three years
- Process included identifying 15 diverse pilot cities and developing metrics with assistance from ICMA and Peter Levine of Tufts....collection to begin in 2015

Potential Florida Metrics

- Volunteer hours, if those are reported to a volunteering umbrella group like one of these: <http://www.handsonnetwork.org/actioncenters/map/FL>
- Demographic representativeness of local elected leaders and business owners. E.g., if a community is 50% Latino, 50% of businesses should be Latino-owned for a representative leadership base.
- Small business loans by race and gender
- Voter turnout in local elections, from state voting files.
- Reported hate crimes per capita
- Residential and school segregation by race and ethnicity. (Arguably a civic indicator, although some would say it is a construct that relates to civic health)
- Rates of out-migration, from realtor statistics
- Library books in circulation per capita
- Newspaper subscription rates
- Number of nonprofits per capita, nonprofit budgets per capita, and density of certain categories of nonprofits (all from <http://nccs.urban.org/>)

Potential Florida Metrics

- Home broadband internet access rates
- Total value of private grants per capita
- FTE positions in municipal government that are devoted to community outreach/engagement
- Number of positions open to unpaid citizens on official bodies (school, police, city, water district board) per capita
- Number of positions for youth on official bodies
- Service learning participation rates in public schools
- 7th grade EOC Civics scores
- Jury service numbers per capita
- Volunteer and service-learning hours from local higher education.
- Reported membership rates of key civil society institutions, such as: unions, political parties, League of Women Voters, Rotary, NAACP, Urban League, and religious congregations (note: it would be hard to standardize religious membership, given the enormous variety of denominations; but, for instance, it should be possible to estimate the number of Catholic parishioners per community across the state)

A Sustainable Civic Ethic For Florida

The improvement of the civic health in Florida will require the application of a civic ethic that respects diverse people and seeks fairness and equity among Floridians inhabiting and sharing the common resources of our state and protecting the places we cherish and need to survive.

**Start with the “Golden Rule”
and apply it as a principle of any
process.**



Civic sustainability and governance is about the incremental choices made by individuals, communities and corporations and their inevitable impact on the places we love and inhabit.



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Questions/Comments?

Additional Information...





2015 SEPT 27-30
seattle
ICMA ANNUAL CONFERENCE KING COUNTY

