
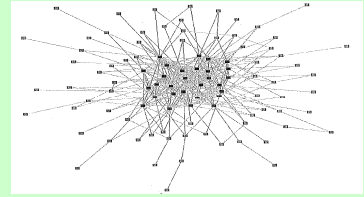



| Civic Engagement: Operating Framework | <p style="text-align: center;">Place-Based/ Neighborhood Approach</p>  <p><u>Examples:</u> Making Connections, LCW, Kellogg place-based initiatives, post-Katrina efforts in Gulf Coast region</p> | <p style="text-align: center;">“Networked Communities” Approach</p>  <p><u>Examples:</u> Hobby/interest groups; citizens with shared concerns; MoveOn.org, OneAmerica.com and other local/state/national advocacy orgs; corporate marketing campaigns, open-source software development</p> | <p style="text-align: center;">Participatory Democracy Approach</p>  <p><u>Examples:</u> Grassroots community organizing, “deliberative democracy” forums, social movements (e.g., suffrage, civil rights, uprisings in the Middle East), electoral outcomes</p> |
|---------------------------------------|--|---|--|
| Typical Focus | <ul style="list-style-type: none"> ◆ To name and address needs, inequities or injustices within a particular place or neighborhood ◆ To achieve system or policy changes that correspond with identified needs (e.g. housing, transportation, education, health care) ◆ To seek (or restore) equity, justice and balanced power in a particular place/ neighborhood ◆ To build participation and involvement ◆ To achieve a vibrant community ◆ To build appreciation, care, stewardship of place among residents ◆ To increase investment in place | <ul style="list-style-type: none"> ◆ To foster, inspire or generate lasting support for a defined cause or a brand. [Note: causes may be civic or corporate.] ◆ To bring together people and ideas to mobilize action, develop collective solutions, share best practices or build capacity to identify shared goals | <ul style="list-style-type: none"> ◆ To address/change civic, social, economic or political structures, organization or distribution of power and resources (at all levels) |
| Core values/ Lenses | <ul style="list-style-type: none"> ◆ Importance of equity and justice ◆ Address power dynamics (political and institutional) ◆ Importance of race, identity and affiliation ◆ Importance of social capital ◆ Faith; sense of a larger shared purpose; importance of connections among the human community ◆ Sense of shared accountability and ownership for quality of life in a particular place | <ul style="list-style-type: none"> ◆ Desire to listen to/gather broad input ◆ Sense of importance re: environments where relationships can form ◆ Desire to catalyze/direct action towards specific end goals ◆ Desire to encourage or catalyze mutual support or collective action | <ul style="list-style-type: none"> ◆ Belief in a democratic ideal (individual voices can influence change) ◆ Belief in equal access to opportunity and leadership (belief in merit over privilege) ◆ Discontent with status quo |

| Framework (continued) | Place-Based/ Neighborhood Approach | “Networked Communities” Approach | Participatory Democracy Approach |
|---------------------------------|--|--|---|
| Who is engaged? | <ul style="list-style-type: none"> ◆ Residents of a place and their external communities ◆ Organizations, groups and institutions that comprise local services and systems | <ul style="list-style-type: none"> ◆ Network leaders/conveners ◆ Individuals and groups from multiple, sometimes overlapping networks that are defined by common experiences, roles, interests, beliefs or shared values/ideals | <ul style="list-style-type: none"> ◆ Citizens and groups who share political and philosophical values |
| Ultimate desired goal | <ul style="list-style-type: none"> ◆ Targeted system/policy changes ◆ Broad transformations among individuals and community conditions | <ul style="list-style-type: none"> ◆ Changes in visibility/salience of a cause or brand ◆ Changes in community conditions ◆ Policy changes ◆ Election outcomes ◆ Changes in social norms | <ul style="list-style-type: none"> ◆ Changes in social norms ◆ Election outcomes ◆ Changes in base of support/mobilization ◆ Broad transformation of social, political, civic or economic conditions |
| Relevant area of changes | <p>System/policy changes (e.g., related to housing, transportation, health care), and changes “on the way”</p> <p>Individual/family changes</p> <ul style="list-style-type: none"> ◆ Beliefs (“hearts & minds”) ◆ Participation (e.g. volunteerism, charitable giving, meeting attendance, involvement in decision-making, affiliations with social or religious networks) ◆ Sense of belonging ◆ Social connectedness ◆ Behaviors (voice, voting, activism) ◆ Capacity (inc. residents’ advocacy capacity) <p>Transformed/transformational roles and relationships</p> <ul style="list-style-type: none"> ◆ Shared vision ◆ Shared agendas ◆ Balanced distribution of leadership, governance and power ◆ Balanced distribution of resources ◆ Shared ownership ◆ Trust and transparency <p>Changes in community conditions</p> <ul style="list-style-type: none"> ◆ Physical conditions ◆ Services and support ◆ Reduced disparities ◆ Increased equity | <ul style="list-style-type: none"> ◆ Degree of consensus re: cause, actions needed or solutions ◆ Degree to which network members are connected (network is “knit”) ◆ Degree to which there is infrastructure for supporting or sustaining the network ◆ Degree of support for a cause or brand ◆ Degree of effectiveness of network leadership/network form ◆ Advocacy – increased actions (inc. voter actions), more effective actions, more coordinated actions | <p>Individual changes</p> <ul style="list-style-type: none"> ◆ Voter behavior and influence ◆ Increased citizen participation and leadership in decision-making and governance ◆ Mass advocacy/action ◆ Increased civic dialogue regarding shared political/philosophical values <p>Changes in structures/systems</p> <ul style="list-style-type: none"> ◆ Enhanced democratic “space” (e.g. more forums for democratic dialogue and participation) <p>Changes in conditions</p> <ul style="list-style-type: none"> ◆ Broad social/political changes – equity, reduced disparities, changes in political leadership/governance |

Assumptions:

- (1) Civic engagement - i.e. the practice of engaging individuals, groups and communities in common/aligned efforts towards a shared goal(s) - has roots in traditional community-organizing (e.g. Saul Alinsky and others). Community organizing is often focused within a defined place or neighborhood. Currently, the term civic engagement refers to a broad spectrum of efforts that include traditional place-based community organizing practices but also encompass different types of political, civic and corporate efforts. Civic engagement is commonly directed at the development of connections among individuals or groups, development of “connected” communities, alignment of action, and pursuit of shared goal(s) among individuals and groups, but this can occur across many different types of communities. Civic engagement may be focused within a specific place or neighborhood, though engagement may also occur within/across multiple (overlapping) community dimensions – i.e. communities defined by shared experiences, shared interests or shared beliefs/values/ideals. The “operating frameworks” outlined above show different models of how communities/engagement may be defined.
- (2) Because it is possible for individuals and groups to connect with one another in multiple ways, the definitions and dimensions of *community* in the world today are broad. It is unlikely that civic engagement efforts can be confined within a single “operating model” (e.g. community defined by place or shared interests/beliefs or society). This will be an important consideration for the definition of operating frameworks and measurement approaches.
- (3) The strategies through which civic engagement occur are likely to be similar, regardless of the operating model. Civic engagement strategies are likely to include: inform and educate; organize community members around their commonalities; build and mobilize alliances; encourage action based on shared priorities; utilize communications strategies (including social media and other technologies); provide forums for dialogue.
- (4) Measurement of civic engagement may be framed in different ways, or occur at different points in an overall (long-term) effort. Useful measurement is likely to be adaptive, have the ability to provide immediate feedback, support learning/adjustment of efforts, and provide a “good enough” level of evidence when gauging effectiveness is the purpose. In regards to useful measurement of civic engagement, the needs of investors and community members may be different.