

ACTIVITIES FOR RECRUITING FOR THE VISION DAY

Activity 1: Recruiting Using the Community Grid

OBJECTIVE:

- To ensure that people and groups from all of the geographical sections of the community are invited and participate

TIME REQUIRED:

45 minutes to 1.5 hours

The gridding activity that is described on page 45 can be an effective tool for organizing recruiting efforts. It can help ensure representation from all sections of the community. Community groups have both revisited an existing grid and created a grid for the first time specifically to organize recruiting efforts.

If you are using an existing grid . . .

Orient any new team members to what the grid is and what it represents. As a group, brainstorm the youth and adults from different parts of the community whose participation is key. See Section 2, Part 3. Make assignments for who will contact them.

If you are creating a grid for the first time . . .

Use the facilitator's notes on page 45, and set the context so that the grid is specifically focused on recruiting people for an event. Spend more time examining gathering places and creating the subsections than on the other parts of the gridding activity.

Activity 2: Recruiting Using the Resource Map

OBJECTIVE:

- To ensure that people and groups from all of the resource sections (non-profit, business, spiritual, informal groups) of the community are invited and participate

TIME REQUIRED:

45 minutes to 1.5 hours

Like the gridding activity, the resource mapping activity described on page 58 also can be used as a tool for recruiting. Brainstorm the key youth and adults from each of the different sections of the community that are on the grid. Focus on the informal sector. Make assignments for who will contact them.

NOTE: It is helpful to do BOTH Activity 1 and Activity 2. By doing both, you can ensure that you have good representation from the geographic sections of the community as well as the different resource sectors of the community. After you do both activities, create a master list for your recruiting efforts.



Activity 3: Creating a Message

OBJECTIVES

- To create clear, compelling, and consistent messages to communicate about the event
- To increase comfort among the people who will be communicating about the event

TIME REQUIRED:

Approximately 45 minutes

WHAT	TIME	HOW	MATERIALS
Step 1: Set the context	5 min.	<p>Refer back to the objectives for the vision day. Tell the group, “There are several elements of recruiting—making sure we have reached a diverse group, inviting them in a way that will make them want to come, and having a clear and consistent message about what we are inviting them to come to. We are going to focus on that last thing during this activity.”</p> <p>Focus question: “What are the messages that we want to share with people about this vision day?”</p> <p>A <i>message</i> is a short concise statement that could fit on a bumper sticker. Examples: This work is unusual because it is about youth and adults working together in equal partnership. This work focuses on the gifts of our community, not its problems.</p>	Focus question written on flip chart
Step 2: Brainstorming	10 min.	Tell the group, “Take the next 10 minutes to work in groups of 3 to 4 people to develop the 3 message points that you feel are most important. Using easy-to-read letters, write each on a sheet of paper.”	<p>Sheets of paper</p> <p>Markers</p>
Step 3: Sharing and organizing	25 min.	<p>Ask each group to give you its one most unique message. Place them on the sticky wall. With the group’s help, put any similar ones in pairs. Ask for other two messages from each group, making clusters of similar message points.</p> <p>When all the papers are in clusters, put a short name on each cluster. Ask the group if any can be combined without losing their meaning; combine any you can. Try to finish with 3 to 5 clusters. Form small groups to take one of the clusters each and write it up into one message statement and share.</p> <p>List all the final statements on a piece of flip chart paper.</p>	Flip chart
Step 4: Reflection	5 min.	<p>Ask the group, “Looking at these message points,</p> <ul style="list-style-type: none"> ■ What makes you feel excited? ■ What makes you feel uneasy?” <p>Then ask, “What are the next steps that we need to take now that we have developed these points?”</p>	

Activity 4: Practicing Delivering the Message

OBJECTIVE:

To refine message points and become comfortable with delivering them.

TIME REQUIRED:

30 minutes

Once you have created message points, pick several people on the master list and ask for volunteers to pretend to be those key people. Ask other participants to practice pitching the invitation to the "actors." Proceed with role plays, either one after the other or simultaneously. Conduct a discussion to debrief the experience and get any lessons learned. Ask the following questions:

- What did you hear during the role plays?
- What positive images do you have?
- What negative images?
- What was easy about doing this?
- What was difficult?
- Do we need to revisit parts of the message points?
- Based on this activity, what advice would you give to others who go out to recruit people?

If possible, have people actually do the presentation to key people, return, and report learnings to the rest of the group.

Activity 5: Brainstorming the Barriers to Participation and Creating Solutions

OBJECTIVE:

To generate collective thinking that helps overcome some of the barriers that might reduce participation.

TIME REQUIRED:

15 to 20 minutes

Have the group do a quick "brain drain" of possible barriers and solutions. Many of the issues they come up with may overlap with design and logistics. Some issues that overlap include

- child care,
- transportation for youth,
- permission to get out of school, and
- other community events occurring at the same time.

CHECKLIST FOR RECRUITING

- _____ Do we have a master list of people to invite and people assigned to invite them?
- _____ Have we recruited many young people and made it easy for them to come?
- _____ Have we invited people from the diverse geographic areas of the community?
- _____ Have we invited the people whom others view as the key decision makers—government officials, informal leaders, elders, etc.?
- _____ Have we made sure to allow time during the event for thanking the people we recruited in a way that they will remember?
- _____ Have the people we recruited also seen our communications and PR materials?
- _____ Are we able to recruit people by explaining how they will personally benefit from participating?
- _____ Do we have clear message points?



FACILITATING THE VISIONING PROCESS

The Basic Process

The vision can be created during a “vision workshop” at a gathering of as many people as possible. The workshop is facilitated by a small group that helps the participants start thinking of ideas. All of the ideas of the group are then shared on a large wall. A sticky wall that everyone can see is both exciting and enormously helpful for the workshop process. Similar ideas are placed into columns, and each column is given a short title that describes those ideas.

Because visions are all about people’s dreams for the future, they can be challenging to talk about. The method that we use to help people start thinking about their vision for the future is to ask them to brainstorm answers to a question like this one:

“What would we like to see in place in 5 years as a result of our efforts?”

This “vision question” can be adapted according to what you would like people specifically to be thinking of—their vision for youth, the whole community, the way the community uses technology, and so forth. Before getting people together to start thinking about their vision, it is important to do some thinking about the exact question to ask. For example, “What do we want to see in place in 5 years as a result of youth and adults partnering to build our community?” is quite different from the question above.

The method that we have most commonly used for visioning, which is described in this section, was developed by the Institute of Cultural Affairs and is called the Technology of Participation (ToP™) method. Training in this method is offered all over the country, and you can get more information at www.ica-usa.org. On the following page are notes about how to facilitate this process.

Tips for forming the Facilitation Team

1. A facilitation team of youth and adults—one each for a small group (i.e., under 30 people), more for a large group—is ideal, because it symbolizes the youth–adult partnership that is the core of any resulting initiatives.
2. There is value in having an outside, neutral facilitator or facilitation team that would allow all community members to participate in the creation of the vision. There is also value in having community members facilitate, as it portrays a new and exciting leadership role within the community. These values need to be weighed carefully for each situation. The key is to find a team that is experienced and effective in facilitating groups.
3. If the facilitation team is relatively new to facilitation methods, it is a good idea to have a coach who can help with the preparation, provide encouragement and assistance, and help debrief the experience. Practicing with your small core group during a planning meeting is a good way to prepare for a doing it with a larger community group.
4. The facilitation team is responsible for making sure that the space is as conducive as possible for the group to do good work. (A large, flat wall is a must!) The team also needs to make sure that a process is in place to capture and document everything that is produced by the group for their later use.

THE VISION WORKSHOP: STEPS IN CREATING A SHARED PRACTICAL VISION

The Top™ Workshop Method is used to brainstorm participants' images of the future and organize them into the basic elements of the "shared practical vision"

STEP 1: SET THE CONTEXT	STEP 2: BRAINSTORM	STEP 3: ORGANIZE	STEP 4: NAME	STEP 5: REFLECT
<p>Welcome participants.</p> <p>Say to them, "Each of us carries within us some level of anticipation and hope for the future of a situation. We come to a planning session with these in our consciousness, like pieces of a puzzle. Each person's piece is needed to create the shared vision of the group. Therefore, it is important to invite broad participation in creating a vision. Sometimes the vision is clear; other times it is more like feelings and difficult to state precisely."</p> <p>Post the focus question: "What do we want to see in place 5 years from now as a result of our efforts?"</p> <p>Ask for a few sample answers to get people warmed up and thinking about the question.</p>	<p>Give time for participants to list their personal answers to the question.</p> <p>Work in small groups to share individual lists, choose key items, and write them on cards.</p> <p>Post cards on the wall a few at a time, asking questions to clarify as you go along.</p>	<p>Form pairs of cards based on similar content.</p> <p>Add cards to create clusters.</p> <p>Ask the group to give names to each cluster.</p> <p>Post all remaining cards.</p>	<p>Start with the largest cluster. Read all the cards, then ask:</p> <p>"What holds these all together?"</p> <p>"What is the accomplishment we see?"</p> <p>"What 3-to-7-word phrase would summarize this element of our vision clearly?"</p> <p>Write the cluster title in BLOCK PRINT and post it on the wall.</p> <p>Repeat for each cluster.</p>	<p>Restate the focus question and read aloud all the vision titles. Ask, "Is this our vision?"</p> <p>Give the group a chance to reflect on their experience.</p> <p>Ask, "What are the next steps?"</p>

FACILITATING THE VISION PROCESS

Setting the Stage for the Vision Workshop

It is always important to review with the whole group all that has led to this point in the process. This can involve reviewing past decisions or presentations of the products resulting from activities to date. Using a discussion to examine the products helps create an interactive environment.

Sometimes it is helpful to precede the vision workshop with a discussion on current trends, a quick version of a history wall (section 2, page 30), or some other activity to give everyone a sense of being together at the same starting point.

It can be helpful in the context part of the workshop itself to ask the group specific questions related to the main focus question to seed their imaginations. Creating a list of 10 to 20 such questions that are comprehensive in scope should be done ahead of time.

Examples:

- In 5 years, what recreational programs will be available?
- What will visitors notice about our community?
- What will youth in the community be doing?
- What will you be reading about in the local paper?

What If the Group Is Very Big or Very Small!?!?

The standard group size for a vision workshop is 25 to 75, in which case the standard procedures apply. NEVER limit the size of a group to fit a process, though. ALWAYS bring together the best group of stakeholders that you can and design the process for that group.

If the group is large (i.e., a microphone is needed for people to hear each other), a "town meeting" version of the workshop may be in order. This format might involve the following elements:

- A larger sticky wall and brainstorming on full sheets of paper instead of half sheets.
- Facilitated small groups to brainstorm ideas and combine them into a list of 6 to 10 hopes or dreams per group. Each small group should prioritize its list.
- After organizing ideas from small groups into clusters with tag names, assign the clusters to small groups and ask them to fill in prepared flip chart pages like the one illustrated below (one cluster per small group).

One key element of our vision is

Four examples of what this might look like in 5 year's time:

1. _____

2. _____

3. _____

4. _____

A facilitator could assist each small group, and a member of each group could report back to the large group.

- If using this variation, a discussion/reflection session is necessary after hearing all of the group reports to get a sense of where the consensus is strongest and to provide an opportunity for suggestions on how to improve the titles.

If the group that will gather seems too small to represent a good cross-section of the community, multiple events might be in order. This could be accomplished through the following activities:

- Decide in advance to go to different parts or groups of the community and get a prioritized brainstorm list of the hopes and dreams from each group (about 10 items each). For example, one group might say, "An affordable, convenient system of paths for pedestrians and bikers", and another might say, "Young people are represented on the City Council." You could then put all the ideas from all the groups on half sheets and have a group participate in a workshop process described on page 153. In this case, it is very important the small group that does the workshop have diverse representation from the community, including people from each of the different groups that contributed to the brainstorm.
- If you are expecting a larger group, and a smaller group shows up, proceed with the workshop with the faith that "the group that shows up is the right group!" Then figure out possible ways to have people not present add to the data on the wall, combine or reorganize columns to accommodate the new data, and so forth, so that the vision emerges organically. Present the new and improved version of the vision to the community before or at the next meeting.

Documenting the Vision

There are many ways to document the vision so that it can be shared with others. Some groups have documented it in a variety of ways and use the different formats to share it with different audiences.

OPTION 1

A chart form with summary statements at the top of each column (such as the one on page 160).

STATEMENT	STATEMENT	STATEMENT	STATEMENT	STATEMENT	STATEMENT	STATEMENT

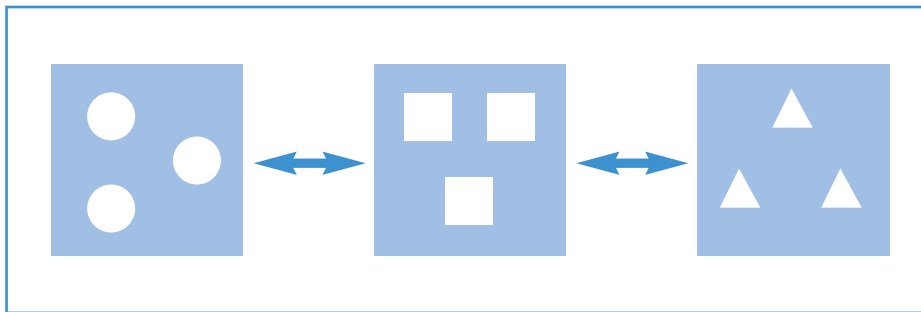
OPTION 2

Take each statement and column and summarize it in a short prose paragraph or statement.

***A group took "Transportation"
And turned it into:
Create a coordinated transportation system that includes a
bus system with expanded times of service and access
for people with disabilities.***

OPTION 3

Create an artistic image showing how the different elements of the vision relate to each other.

**OPTION 4**

Create a one-paragraph vision statement that summarizes all the elements.

***All youth in our community will have, as their right,
opportunities through education and employment at both the
secondary and post-secondary levels to empower them
to shape their own future.***

If you choose Option 4, make sure your vision statement describes what you will accomplish, where, and for whom. It should be a statement of unique purpose, and it must be different from the missions of the organizations with whom the people writing it are affiliated. Get input from all members of the group to formulate the statement, but DO NOT involve everyone in all the steps of writing it. Form a subgroup of people who like to "wordsmith" and who can develop a draft statement that can be shared with the larger group for feedback.

Whatever format you choose, figure out how to get the vision statement back into the hands of the community as soon as possible! It is especially important that everyone who contributed to the creation of the vision get a copy of it personally. This is the reason that it is so important to have someone at the door that gets the names and contact information of everyone who comes to the event.

What Next?

Creating the vision can be the first step in a strategic planning process. This approach has at least two implications:

- People need to know how the process is going to proceed once the vision is created. It is never enough to simply create a vision! It is generally better to identify strategic action and start to implement activities quickly, rather than slowly. (See Part 2 of this section and Section 5.)
- If people are anxious to get started but the strategic planning process is not going to be completed quickly, it can be helpful to have some teams work on short-term, highly motivational projects while the strategic planning is taking place (see Part 2 of this section).

SAMPLE VISION A

What do we hope to see in place in 5 years time?

Preserving Culture and Religion	Community Education about Life Values	Teaching and Sharing Leadership	Taking care of our Youth	Mishongnovi Village Economy	Conveniences up-to-standard	Adequate Transportation
More children partaking in tradition	I wish we can have a police department	6 to 8 teenagers volunteer for working with peers & younger children	Parent participation in youth activities	Increase economic opportunities	Running water for Upper Village	Adequate public transportation education—shopping—health
Have Hopi Language lessons	Security Guards for village	Youth member on village board	Video Game Room	Economic development shop at village/joint brochure for artisans	Water Tank for Mishongnovi village use only	Develop a transportation system
Teaching of Hopi Language	Better law enforcement with bootleggers	Youth council—preparing ideas such as movies, sporting events, leadership training, etc.	Village finding land site for Youth Center	A grinding mill for Mishongnovi village	Lower Mishongnovi Water Tank Installation	Bus shelter for school children
Home and village teaching of Hopi Language and Values	No bad gangs	Working together—Forming teams Working as teams	Playground for Youth	Youth running own convenient store	Underground electricity for the whole village	New Bikes
	I want to be drug-free	Children have better lives	Family Recreational & Education Program	Expand facilities for community store	Expanded facilities for community use	Have better bus
	No drugs	Living better lives	8-12 Adult Volunteers for Youth Programs	Laundromat	Composting toilets	

continued on page 162

SAMPLE VISION A (continued)

Preserving Culture and Religion	Community Education about Life Values	Teaching and Sharing Leadership	Taking care of our Youth	Mishongnovi Village Economy	Conveniences up-to-standard	Adequate Transportation
	No drugs and alcohol	I want to respect everyone	Parent Involvement with youth programs/ activities	An Ice Cream Store	Running water for upper village	
	Less use of drugs and alcohol Rehab opportunities (AA meetings, etc)	People can be cool Better People	A park Swing-set and other play equipment	Barber/Beauty Shop (haircutting, nails, etc.)		
		I wish Second Mesa could be a city forever	Youth Activity Center Learning Center for adults—computers, crafts, etc			
			Big community center for both young and old (with a playground)			
			I wish Second Mesa can be a city forever			

SAMPLE VISION B

Residents of all ages will be offered and informed of affordable activities and facilities to respond to diverse and common interests	Youth and adults pre-serving and using our outdoor environment for safe activities where they can enjoy the beauty and have fun	Provide readily available information on all activities, resources, employment, and learning. Opportunities for people of all ages.	Lay ground work to develop process/opportunities appealing to youth, where mutual respect and responsibility with equal voice are the key values	To maximize use of facilities/resources as well as developing new resource areas	A community environment that provides a safe atmosphere with drug-free places for youth to go when in danger.	Strengthen involvement and connections of youth and adults.
More recognition of programs and opportunities	Bike and walk ways through city	Strengthen values and morals	Youth reps at all levels of government	Better use of existing facilities	Street lights on Badger St.	More ways for parents to get into schools
After school programs (HW activities)	Recreation trails	Hotline for crisis or information	Youth empowerment (family and community)	Develop Main Street and riverfront areas	Less alcohol sales	Mentoring
Self defense	Bike path to Hartman Creek	Psychology/parenting in High School	Youth participation in city government	Utilize existing buildings more fully	State St. traffic lights	Better communication
Improved sports facilities	Park clean up	Information/referral hotline	Youth take ownership of facilities and programming	Refurbished Armory—provide trained staff structured program	Safe places for people (youth) to go when in danger	Increased focus on “at-risk” students
Family activity place (cheap)	Sporting/hunting areas open to youth	Parenting class	Youth action committee in the city		Safe city	Involve in activities
YMCA or B and G club	More green space		Youth–adult trips			Activities mentors
Develop a common interest group center (all ages)	Room for alternative sports		Youth organizations having greater access to school			Unite community break walls
Common center (something like YMCA)	Skate park in town		Organize youth forum to accept and gather opinions and ideas of all sides			Adult–youth programs for volunteers
Appropriate staffed and programmed youth center			Youth involvement in civic/government activities			Create volunteer activities for youth to give back to the city
Community festivals and activities			Involve youth in all plans			More volunteers

SAMPLE VISION C

DREAM CLOUDS

- ✓ No alcohol.
- ✓ Better language.
- ✓ Cleaner environment.
- ✓ Knock down the old houses and put up new.
- ✓ After school 4-H programs and projects with adults to help.
- ✓ Wilderness Camp—rappel, hike, canoe, fish, learn how to use energy in a positive way, horseback riding.
- ✓ Cultural Dance Program—traditional, contemporary, fancy, learn history of tribe.
- ✓ Learn to live with more respect.
- ✓ Cleaner community.
- ✓ No drugs or alcohol.
- ✓ Million Dollar Hill clean-up.
- ✓ Water fountains.
- ✓ Clean up the town – trash cans, plant flowers, more trees.
- ✓ Less dogs more leashes.
- ✓ Better houses and cleaner yards.
- ✓ River bottom clean-up—mow and look at Decatur's Riverfront.
- ✓ Holy Fireplace—clean up with an island of flowers.
- ✓ Clean environment.
- ✓ Better education.
- ✓ Special education for FAS kids, etc.
- ✓ Youth leadership.
- ✓ Less fear of dominant society.
- ✓ Community theatre.
- ✓ Less wannabees.
- ✓ Dog catcher / less dogs.
- ✓ Less violence.
- ✓ More education.
- ✓ Cut down on alcohol and drugs.
- ✓ Increased cultural awareness.
- ✓ Greater knowledge of traditional ways.
- ✓ More drama plays and classes.
- ✓ Family unity—spiritually and physically.

