



Creating Results Through Collaborative Civic Engagement

August 24, 2006

Sponsors Council
Community Wide Visioning Process and Vision Fall Festival
800 Cherry Street, Lower Level
Columbia, MO 65201

Members of the Council:

We are looking forward to the possibility of working with the citizens of the City of Columbia on their Community Wide Visioning Process and Vision Fall Festival(s) project. Attached is a draft process incorporating elements of the initial RFQ as well as the Addendum #1 received on August 22. We will work closely with the Sponsors Council to further customize the process as necessary.

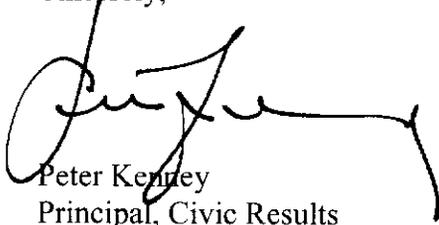
Included within the body of the proposal are the following elements:

- A description of the process that will produce the community vision;
- A description of the process that will result in a strategic plan complete with recommended action steps for implementation and entities responsible for implementation;
- A description of the facilitation team and its responsibilities, and;
- A budget outlining the costs of the project.

A project timeline that details a nine-month planning process (excluding the holiday season) is also attached. This process is completely flexible and can be shorter or longer based upon the needs of the community of Columbia.

Please feel free to contact John Guy at 303-571-4343 x1214 with any questions or comments regarding this proposal.

Sincerely,



Peter Kenney
Principal, Civic Results



Derek P. Okubo
Vice-President, National Civic League



Creating Results Through Collaborative Civic Engagement

City of Columbia
Community Wide Visioning Process and Vision Fall Festival
A Proposal Submitted by Civic Results and the National Civic League
August 2006

Understanding of the Task

The City of Columbia, Missouri seeks to hire Civic Results and the National Civic League (NCL) to help engage the community in a community-wide visioning process. In doing so, the City desires the following outcomes:

- Produce a vision for the future of the City of Columbia that is reflective of the desires of all of its citizens, and that is owned by its citizens;
- Design of a visioning process with timeline and project schedule;
- Ensure a transparent, citizen-driven process;
- Secure broad-based citizen participation in that process;
- Coordinate at least one Vision Fall Festival during Fall of 2006;
- Prepare and coordinate committee meetings, Fall Festival, and Citizen Topic Group meetings;
- Identify and acquire key information necessary to the planning process, and assist in generating that information where necessary; and
- Develop the desired goals, strategies and action plans to actualize the vision

The City of Columbia possesses a healthy economic base and an optimistic, willing citizen base that will explore the issues that have motivated it to proactively plan for its future. From our understanding, among the topics that this process will investigate include:

- Significant growth issues facing the City of Columbia
- Transportation and congestion connected to growth
- Large scale annexations and development in the City

Other pressing topics may emerge as a result of the assessment process.

In undertaking this project, the strategic planning process will develop the following products:

- A vision that reflects the desires of the entire community of Columbia;

- An assessment conducted by staff and stakeholders that explores current and future conditions of the city;
- Identification of priorities and key action areas;
- A strategic plan that will impact each action area, with specific steps, responsible implementers, timelines and financial options;
- Formation of an entity to be responsible for implementation oversight; and
- A final report that communicates the vision and strategies to the citizens of the City of Columbia.

In addition, NCL and Civic Results anticipate these additional outcomes for this community-based project in Columbia:

- Engagement of community members representative of the diversity of the City of Columbia;
- Improved understanding by citizens of the factors and issues impacting the City;
- Enhanced trust, understanding and improved communication among participants;
- Consensus on the community's direction and priorities for the future;
- Cultivation of new leadership within the community;
- Enhanced community pride;
- Buy-in, support, and community-wide ownership of the vision and the initiatives that emerge from the planning process;

Draft Strategic Planning Process City of Columbia, Missouri

In its initial request for qualifications, the City of Columbia has suggested that certain entities and process points be present in the final process plan. These suggestions correspond to elements typical of projects facilitated by both Civic Results and the National Civic League.

Over the course of many years these two organizations have found a fundamental, tried and true process design that –, custom tailored to each client community, –yields the high quality results for which they have become known. NCL and Civic Results have drafted a flexible plan that retains the elements noted in Columbia's request for qualifications and includes them in a way we believe will best help the City to achieve its desired outcomes. Civic Results and NCL will work closely with the Sponsor's Council to customize a process that fits the specific needs of Columbia. We also realize the City has already begun some parts of the process.

Community-planning projects facilitated by Civic Results and the National Civic League across the country typically have three phases.

- Phase I: Initiating Phase – this phase focuses on project logistics, development of the actual community planning process and identification of stakeholders.
- Phase II: Planning Phase – this phase focuses on the community planning process with the development of the content of Columbia’s strategic plan by the stakeholders.
- Phase III: Implementation– this phase focuses on implementation and continuous updating of the plan.

Careful design and delivery of all three stages helps ensure an action plan that can create the desired results for the City of Columbia.

Phase I – Sponsors Council Process - Initiation

The City has already taken significant steps to prepare for its visioning and planning process. Three sub-communities discussed the necessity for a project that would significantly affect the city’s future, and expressed willingness to participate in such a project.

A Sponsor’s Council and an Internal Project Coordination Committee have been formed. In accord with Addendum #1 received on August 22, 2006, NCL and Civic Results understand that the Sponsors Council is composed of the Mayor and City Manager of Columbia, the Boone County Commissioner, and leadership from the public school district and post-secondary educational institutions of Columbia. The Sponsors Council will:

- Champion and promote the overall project;
- Receive community recommendations and select project co-chairs for the Vision Committee;
- Select and recommend the project consultant;
- Finalize Citizen Topic Group Areas;
- Invite others to serve on the Vision Committee (and select co-facilitators from each Citizen Topic Group to sit on the Vision Committee)
- Approve major expenditures and contracts, and;
- Receive, review and recommend the adoption of the final Vision Plan

The Internal Project Coordination Committee is composed of City Staff and Sponsors Council staff, and will:

- Staff the Sponsors Council, Vision Committee, and Citizen Topic Groups;
- Provide overall coordination support and logistics;
- Plan and coordinate Fall Vision Fairs, Satellite events, and Public Outreach and Education programs;
- Review and recommend community wide surveys;
- Assist in developing the Baseline Assessment and Vision Action Plan
- Work with the selected Consultant(s), and;
- Perform other duties, as needed.

NCL and Civic Results typically recommend that entities such as these be representative of a wide range of viewpoints, interests and perspectives, and be willing to commit a substantial amount of time developing the project. In addition, we recommend that the Sponsors Council work with NCL and Civic Results to design the logistics of the community process. This will ensure that the members of the Vision Committee and Citizen's Topic Groups are representative of the larger community and that they will be the initial "driving force" for the project.

To be effective in accomplishing their assigned tasks, these two groups must be as diverse as possible with all segments of the community represented. They must exhibit the City of Columbia's demographic and socio-economic diversity of race, gender, age, length of residency, location of residence, income level and types of employment.

The Sponsor's Council tasks yet to be completed consist of the following:

Stakeholder Analysis - In order to ensure community ownership, the members of the Vision Committee and Citizen Topic Groups need to be as diverse as possible and represent every major *viewpoint, interest and perspective* in the Columbia community. Thus, NCL and Civic Results recommend a customized analysis that will augment and balance the volunteer group derived from the Fall Festival sign-up process. A critical task of the Sponsor's Council will be to identify key stakeholders who will:

- Ensure a diversity reflective of the entire community
- Represent community-members who wield influence in the community
- Represent community-members with the ability to make decisions in the community

The resulting groups will develop and move the community's vision and action plans to new levels. Viable members are people who have a committed interest in the future of the community, *not* simply as people in traditional leadership positions. The volunteer sign-up and stakeholder analysis together will identify 100-150 individuals who will serve as the core group for the visioning process. The stakeholders will determine the content of the community effort in the Visioning Process Phase.

Refine Project Design & Calendar -NCL and Civic Results have learned that a quality project design is crucial for the success of large-scale community-based processes. We propose to begin the project by spending considerable time with the Sponsor's Council customizing the process design to ensure that the components and dates are the best fit for the City of Columbia.

Cover Project Logistics - The Sponsors Council selects and arranges neutral and suitable meeting locations for stakeholder group sessions, sets the frequency of meeting dates, and ensures that speakers, refreshments, and equipment will be available. The Council must also ensure the project has adequate staffing, with roles and responsibilities clearly defined.

Establish Research and Outreach Committees - The Sponsors Council will start the formation of two sub-committees that play a significant role during the stakeholder process. Note: the Research Committee is an ad-hoc committee that may only operate during the first phase of the project.

Research Committee: NCL and Civic Results understands that the City of Columbia may be consulting with another contractor for the Baseline Data Acquisition and Forecasting requirement. We are prepared either to work with the chosen contractor or to assist the stakeholder group in acquiring the data it needs. Should the latter situation occur our recommendations are described below.

A research committee should be established. NCL and Civic Results will help guide this group by providing direction and source material review prior to delivery of documents. This group of three to five individuals will join project research staff to identify key data elements, or indicators, that will allow Columbia to predict trends and measure the success of its efforts. Indicators *could* address various areas, including:

- Economy & Employment
- Education
- Health
- Natural Environment
- Social Environment
- Housing
- Transportation & Mobility
- Safety
- Arts & Culture
- Recreation
- Government & Politics
- Built Environment

NCL and Civic Results understand that the Exit Survey conducted during *Imagine Culumbia's Future* identified many of the same indicators as being of interest to citizens.

Past work with communities gives us confidence that from this list can be derived 200-300 indicators that will measure current and future trends and success of project efforts. After compiling the relevant information the Research Committee will produce at least two sets of documents:

- Preliminary materials for the external Environmental Scan on global, national and regional trends that influence community quality of life; and
- Local indicators and a profile of where the community is today (e.g. growth, population, crime rates, employment rates, etc.).

This information can also be used to educate the general public. Outreach committees in some projects have used the information to provide the public with a rationale toward certain strategies.

The Research Committee will gather the information into a presentation for the stakeholders. The Committee will want to draw upon information from three different types of data sets: qualitative, quantitative, and information that deals with perceptions. It is important to make the distinctions between primary and secondary research. Primary research involves the collection of raw data in the field. Such research should only be conducted if the desired information is not already available from other sources. Most information can be gathered from local health departments, census data, government agencies, nonprofit organizations, chambers of commerce and so forth.

The Research Committee's work must begin with the Sponsor's Council to assure availability of appropriate materials for the presentations during the vision process phase.

Outreach Committee: The Outreach Committee takes ownership of and directs the community outreach process. This group of 5-8 people ensures those neighborhoods and community members outside the stakeholder group are engaged in a two-way information exchange with the stakeholders -- hearing about the work being developed and providing additional input that is incorporated into the planning on an ongoing basis. The goal is to allow the community to feel and be involved throughout the planning process. When the Outreach Committee does its job well, the project outcomes are already pre-sold when presented to the community.

It is critical that the Outreach Committee communicates that the visioning effort is community directed, not staff directed. This pre-empts any charges later in the process that those with "a hidden agenda" developed recommendations and action plans behind closed doors. Diligent outreach is especially important with certain populations that will not or cannot participate, for whatever reason, in regular meeting sessions.

The Outreach Committee will plan many of its tasks based on the project calendar developed by the Council during the Sponsors Council Phase. Key to this effort, the Committee will need to plan outreach strategies for the Fall Festival. One strategy can be the creation of a website for the Festival and the overall effort.

Additional Recommendations: Internal Project Coordinating Committee – In addition to the responsibilities cited above, we recommend that the IPCC work with Civic Results and NCL to manage the process, not the content of the project during the stakeholder planning stage. This committee would oversee the schedule, supervise staff, coordinate the research and outreach, raise funds or in-kind donations, work directly with the facilitators and generally keeps the project on track. They will be champions of the underlying values of the process: collaboration, consensus and widespread participation. They also "own" the project on behalf of the entire community, demonstrating the uniqueness of the effort through the wide variety of perspectives and interests they represent. As noted, this Committee includes a number of members from the project's Sponsors Council. It may also add new members from the stakeholder group.

Selecting a Project Chair(s) - The selection of the Project Chairperson is a critical decision. She/He must be someone who is perceived to be open, fair and neutral by the diverse stakeholders and community. This individual must be someone with strong leadership skills and conflict management abilities. The Project Chairperson is a role model for the entire stakeholder group -- encouraging during the challenging times that will arise and willing to ask the difficult questions when necessary. Additionally, the chairperson must be willing to mend bridges when conflict occurs and work with the facilitators in creating a safe environment for promoting challenging dialogue.

In many of the visioning projects that NCL and Civic Results have facilitated across the country, two chairpersons have been chosen to work together in leading the project. If the Sponsor's Council makes this choice, it is crucial that both chairpersons share a common commitment to the project and a willingness to work together, despite the fact that they may hold different perspectives within the community.

Other Logistical Considerations

Process Design Format - Each community approaches the Visioning Process differently depending on the specific needs and timetable of the community. An outline of the traditional visioning and strategic planning timetable with three (to three and a half) hour long meetings every three weeks is included in the Draft Timeline on pages 13 through 15.

Staffing - It is our experience that adequate and competent staffing of the effort is crucial and can often make or break a community project. The amount of logistical work and responsibility for the staff person is substantial. The work includes: phone calls to stakeholders; mailings; minutes/recording of stakeholder meetings; room/equipment set-up; assistance with outreach and research needs; and acting as logistical liaison with the chairperson(s) and NCL/Civic Results facilitators. **This position requires, at a minimum, a half-time person (20 hours a week).**

The roles and responsibilities of the project staff must be clearly communicated to the community and stakeholder group to prevent concerns from arising about staff "controlling" the project. The project staff person deals with the logistics of the project, they do not determine the content.

Phase II – Vision Process – Planning

The following section describes potential process components to be considered by the Sponsors Council during the fine-tuning of the process design. The components provided here may or may not be used in the process and are described only to furnish the review committee with our thinking toward the elements needed to achieve the desired project outcomes. We include these components as an illustration.

It is during the vision process phase that the stakeholders identified and gathered by the Sponsors Council come together to discuss and develop the content of the project. This group of 100 to 150 individuals addresses the following tasks:

- *Fall Festival/Project Kickoff* – NCL and Civic Results see that the inspiration behind the Fall Festival mirrors what we call a Project Kickoff. The Fall Festival will serve Columbia’s purposes: to generate enthusiasm in the community; to invite the community to learn about the process; to sign-up volunteers, and; to provide feedback about the process and topic groups. In addition, NCL and Civic Results anticipate that the Festival will allow participants to begin developing into a team, and to outline preliminary themes for the community vision.

The vision statement is an illustration of a desired future for the community of Columbia. It reflects the common values of the diverse stakeholders, each sector and the whole community. As the City knows, creating a vision statement is an important step. It provides an avenue for people holding different perspectives to openly discuss their commonalities and to acknowledge their differences, while realizing that despite their differences, they still share a common vision of the community. The vision statement, thus, provides the community with a target to aim for as it develops its action plans. The stakeholders will revisit the vision throughout the process to ensure that the action plans do indeed lead to the desired future.

- *Civic Index* – (Included as an additional option to consider.) The Civic Index is a self-evaluation tool developed by NCL for communities. The Civic Index focuses on the Civic Infrastructure of a community. Just as a physical infrastructure of telephone lines, sewer systems, bridges and streets are needed for a community or town to function, the Civic Infrastructure comprises the abilities, tools and skills a community needs in order to solve problems effectively. Columbia may or may not want to utilize this helpful tool as an aspect of the overall community scan. Please note, this would add an additional meeting to the timeline.
- *Community Snapshot* – The prior work of the Research Committee comes to fruition here. It is important that the Stakeholders have a good understanding of the events, trends and issues that influence the community and have an impact on the area's health and quality of life. While the planning will directly focus on the areas within the control of the community, it is important, nonetheless, to be aware of how factors that are outside the community's control may impact the community and how such occurrences can be addressed. Through a rigorous situation analysis, stakeholders will discover how well Columbia is doing in addressing community challenges.

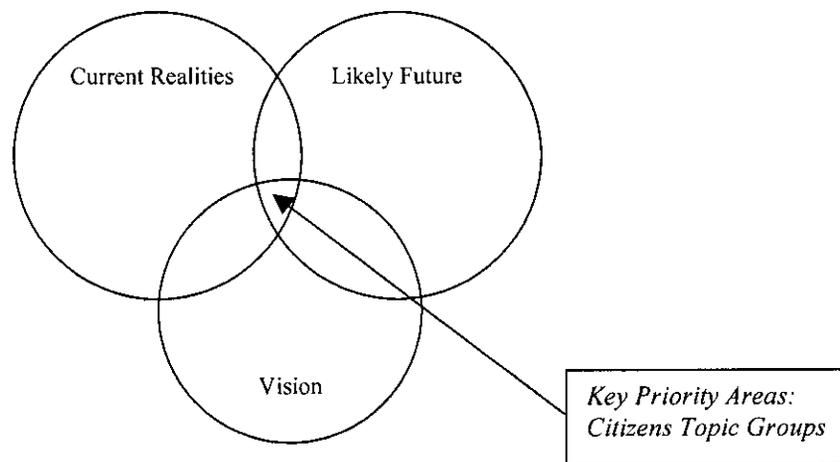
Also, it is beneficial for stakeholders to agree what its "likely future" will be should no changes take place in dealing with the trends of today and tomorrow. That is, without any policy interventions, where is the community heading? What about that direction is good or bad? What are the opportunities and threats? What do you wish to maintain and what of it do you wish to alter? This situation analysis helps to reveal areas in need of improvement.

- *Selection of Key Performance Areas* –Reviewing and updating the community assessments and the community vision will provide the stakeholders with an understanding of where they should focus their energies. The Citizens Topic Groups can

then be formed. By focusing attention on these key performance areas, stakeholders will be able to "bend the trend" from their likely future (the result of mere continuation of "business as usual") to the desired future as agreed upon earlier in the process. The stakeholders will narrow the issue areas to between four to six priority areas. Criteria for selection of key priority areas include, but are not limited to, the following:

- They are highly leveraged, core areas that have strong rippling effects on other areas;
- They result in systems change -- a *new* way of doing business;
- They require cross-sector collaboration; and/or
- They are not addressed or are blocked and need additional work to move them to higher levels of achievement.

The priority areas will emerge from the overlap between the current realities (discovered in the community snapshot), the community's likely future should no policy interventions be implemented, and the community vision.



At this point, the Vision Committee will break into task forces for each priority area. Stakeholders recruit additional expertise to participate. Each task force will meet in between the larger stakeholder meetings and complete a number of tasks. This work will result in an action plan specific to the respective priority area, complete with clearly described action steps, identified implementers, timelines, and benchmarks to measure progress and resources required for implementation.

Throughout the planning stage, each task force will present its work in progress to the broader stakeholder group. These presentations provide an opportunity for feedback and serve as important safeguards for the process, namely:

- Preventing one interest group from dominating the planning;
- Providing accountability for completing the planning tasks;
- Aligning the planning within KPAs with the desired future;

- Identifying areas of overlap among priority areas in order to integrate and coordinate action plans; and
 - Providing buy-in and consensus from the entire stakeholder group.
- *Facilitation Training.* Civic Results and NCL understand that the Sponsors Council will select co-facilitators for each of the Citizens Topic Groups. Facilitation is a critical tool for any leader of a group, and we strongly recommend facilitator training for each of the selected citizens. NCL and Civic Results will build in a facilitation training to take place after the selection of the Key Topic Areas and their respective chairs, in order to build capacity in the group leadership. NCL and Civic Results staff will facilitate a workshop that will give participants practical techniques and skills to conduct productive group meetings. Participants will learn how to:
 - Set up agenda so that decisions are achieved;
 - Prevent and intervene in dealing with conflict during meetings;
 - Keep groups focused within a discussion and for getting the meeting back on track;
 - Obtain tools to move people into effective decision-making.

Phase III - Implementation of the Action Plan

- *Implementation Strategies* - There exists a challenging period of transition between planning and implementation in visioning projects. It is during this critical period that action plans either lose momentum or thrust themselves forward toward pointed community action and meaningful change.

Whichever implementation approaches the community of Columbia selects, there are some key principles that must be in place to ensure successful implementation. These include:

- Clear, thoughtful, implementable action plans created in the planning process;
- Clarity and agreement on the charge, the expectations, the roles and responsibilities among all implementers;
- An effective two-way flow of communication that continues among implementers, the implementation entity, the larger stakeholder group and the community;
- Maintaining the integrity of the stakeholder process through the implementation stages (collaboration, open communication, inclusiveness);
- Maintaining a long-term perspective among all responsible parties;
- Ensuring the implementation mechanisms remain apolitical; and
- Maintaining a mindset of patience and perseverance (i.e., implementation takes time).

The implementation entity, either an established and trusted organization, or a newly created non-profit or citizens' group, oversees the ongoing implementation of the action plans. This entity would:

- Recruit implementers if no responsible parties stepped forward in the action plan or if an implementer could not uphold his/her role;
- Address other unforeseen barriers that had arisen during implementation by developing new strategies with reconvened stakeholders;
- Provide ongoing support to the implementers;
- Monitor achievement of the benchmarks and deliver progress reports to the community; and
- Develop mechanisms to update the action plans.

NCL and Civic Results will work closely with the Columbia community in developing an implementation entity that fits its needs and works for the whole community.

Final Reports:

Many communities draft their own final reports with NCL and Civic Results feedback and suggestions. For an additional charge, NCL and Civic Results are willing to write the final report for this planning effort. The report outline will include, but not be limited to the following:

- Project Background
- Process Description
- Vision Statement
- Action Plans
- Implementation Strategies and Entity
- Acknowledgments
 - Stakeholders
 - Sponsors: Financial and In-kind
 - Staff

Fee Scale

Both the National Civic League and Civic Results' fees are \$2000 per facilitator, per day, plus expenses. Expenses include mileage and meals. The fee includes preparation time before each community meeting as well as any reasonable follow-up required. Civic Results and the National Civic League will work with the conveners of this effort to arrange an approach that fits within the Columbia community's budget and needs of the community.

Facilitation Team and Responsibilities

Experienced staff members of the National Civic League and Civic Results will facilitate each meeting. This includes the Lead Facilitators, who serve as process managers for all meetings, and an advisory team that works with the Lead Facilitators in designing and facilitating critical sessions.

The facilitators develop agendas for each meeting and within meetings, promote broad discussion, monitor group norms of participation, discourage personal attacks and group domination, and ensure that the process goals are being met. The facilitators meet with the different sub-committees, providing ongoing assistance both on-site and in-between sessions via phone, fax and e-mail.

In addition, the Advisory Team composed of other talented facilitators within NCL and Civic Results will support the Columbia community facilitators. This team will meet prior to and following each session with the facilitation team to add insight and support to the effort.

In Summary

Civic Results and the National Civic League have tremendous experience with visioning and strategic planning efforts around the country. We recognize that every project has to be unique to the community and situation at hand. Our tools and processes are only effective when our partner communities are open to learning and developing new ways of addressing complex issues with us. Civic Results and the National Civic League are eager to work with a community like Columbia to design and facilitate a process that will result in positive change for the community.



Creating Results Through Collaborative Civic Engagement

**Columbia, Missouri
Community Wide Visioning Process and Vision Fall Festival
Draft Process Timeline**

Note: This timeline illustrates the project components with the Traditional Visioning Model of NCL and Civic Results. This timeline is contingent on the changes incorporated by the Sponsors Council.

Traditional Visioning Model

Initiating Phase

This description of the Initiating Stage is based on three-hour meetings every two weeks. However, these pre-planning sessions can be conducted one week apart, thereby cutting the Initiating Stage in half.

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|----------------------|--|
| October 2006 | Sponsors Council Session A
Outcomes: Look at Sponsors Council Membership; Clarity on Roles and Responsibilities Gained; Agree on Project Outcomes; Outline Sponsors Council Tasks; Brainstorm Interests and Perspectives; and Address Staffing. |
| October 2006 | Sponsors Council Session B
Outcomes: Finalize Sponsors Committee Membership; Begin Fine-Tuning the Process Design; Discuss Project Name; Begin Stakeholder Analysis; Address Fundraising Issues; Begin Forming Outreach and Research Committees. |
| November 2006 | Sponsors Council Session C
Outcomes: Find Meeting Site; Set Meeting Calendar; Finalize Stakeholder List; Develop Recruitment Strategies; Discuss Outreach Strategy; Festival Planning. |
| November 2006 | Sponsors Council Session D (if necessary)
Outcomes: Committees are Set; Timeline and Strategies for Stakeholder Recruitment Are Set; Festival Planning Set; Hand-off to Coordinating Committee is set. |

November 2006 **Sponsors Council Session D (if necessary)**
Outcomes: Committees are Set; Timeline and Strategies for Stakeholder Recruitment Are Set; Festival Planning Set; Hand-off to Coordinating Committee is set.

January 2007 **Vision Festival**
Recruitment begins; Follow-up with potential stakeholders; Review of stakeholder list to check balance; Outreach to media and other key perspectives begins.

Stakeholder Planning Phase

This description of the Stakeholder Planning Stage is based on meetings of three to three and half-hours every three weeks. Therefore, the anticipated time spent on this stage is seven months.

January 2007 **Vision Festival/Project Kickoff – Vision Statement**
Outcomes: Purpose, Concept, and Approach Clarified and Understood; Stakeholder Buy-in and commitment to the process and timetable is achieved. Vision Revisited and Updated

February 2007 **Civic Index**
Outcomes: Qualitative assessment of the civic infrastructure of Columbia is completed

February 2007 **Vision Process 3 – Community Scan**
Outcomes: Agreement and Understanding of the Outside Events, Trends, and Issues That Will Affect Community’s Future. Community Indicators Presented; Community Civic Infrastructure Assessed.

March 2007 **Vision Process 4 - Selection of Key Priority Areas**
Outcomes: Past Work Reviewed; Likely Future is Identified; Key Topic Areas Identified; Citizens Topic Groups Formed; Topic Group Responsibilities Agreed to.

March 2007 **Vision Process 5 - Evaluating Key Priority Areas**
Outcomes: Stakeholders Agree to Topic Group Work to Date; Vision Statement Draft Presented, Edited and Agreed to; Consensus Reached On: Current Realities and Likely Future of Key Action Area

April 2007 **Vision Process 6 - Evaluating Key Priority Areas**
Outcomes: Stakeholders Agree on Citizen Topic Group Work to Date; Preliminary Overlap Across Key Performance Areas is

Identified; Consensus Reached On: Mini-visions; Goals and Objectives of Key Performance Areas Developed by Citizens Groups

May 2007

Vision Process 7 - Evaluating Key Priority Areas

Outcomes: Stakeholders Agree on Topic Group Work to Date; Prioritization Discussion of Goals; Integration and Coordination Begins; Consensus Reached On: Prioritized Goals/Objectives of Key Performance Areas Developed by Topic Groups; Preliminary Action Steps

May 2007

Vision Process 8 - Evaluating Key Priority Areas

Outcomes: Stakeholders Agree on Task Force Work to Date; Preliminary Presentation of Potential Implementers and Timelines; Integration Continues; Consensus Reached On: Action Steps of Performance Areas

June 2007

Vision Process 9 - Action Planning and Implementation Strategies

Outcomes: Stakeholders Agree on Citizen Topic Group Work to Date; Integration Continues; Implementation Entity Developed; Consensus Reached On: Action Steps of Performance Areas; Implementers and Timeline

July 2007

Vision Process 10 - Action Planning and Implementation Strategies

Outcomes: Stakeholders Agree on Citizen Topic Group Work to Date; Integration Continues; Implementation Entity Developed; Consensus Reached On: Action Plans; Implementation Entity; Next Steps

August 2007

Final Report Writing Begins

Sept/Oct 2007

Final Report Completed, Printed, Released to Community; Implementation Begins.

Several variations to this timeline can be made, which can accelerate or expand the length of time to complete the process. Initiating Committee meetings can be held one week apart, thereby cutting the Initiating Stage in half. Certain meetings may be combined as all-day sessions, thereby accelerating the process by approximately two months and further cutting expenses. Other variations to the timeline may lengthen the process, such as inclusion or exclusion of the Civic Index assessment, holding Town Hall Meetings, or other additional tasks not included in this timeline. NCL will work with Columbia to ensure that the timeline and process meets the community needs and requirements.



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**Columbia, Missouri
Community Wide Visioning Process and Vision Fall Festival
Estimated Budget**

NCL Personnel

Derek Okubo, Lead Facilitator
(15 meetings x \$2,000/meeting
- **includes one fallback meeting**)

John Guy, Research and Back-up facilitation
(\$60/hr x 40 hours)

Travel and Lodging

(Lead Facilitator)

Airfare (15 roundtrips @ \$400/roundtrip) \$6,000.00

Hotel (15 nights @ \$100/night) \$1,500.00

Rental Car (15 days @ \$100/day) \$1,500.00

Mileage (13 miles x .40/mile x 15 trips) \$78.00.00

Airport Parking (\$15/day x 1.5 days x 15 trips) \$337.50

Total Expenses: \$41,815.50

CR Personnel

Peter Kenney, Lead Facilitator
(15 meetings x \$2,000/meeting
- **includes one fallback meeting**)

John Parr, Back-up Lead Facilitator (\$175.00/hr)

Michelle Baker, Research and Back-up facilitation
(\$60/hr x 40 hours) \$2,400.00

Paige McCrary – Research and Back-up facilitation
(\$60/hr x 40 hours) \$2,400.00

Travel and Lodging

(Lead Facilitator)

Airfare (15 roundtrips @ \$400/roundtrip) \$6,000.00

Hotel (15 nights @ \$100/night) \$1,500.00

Rental Car (15 days @ \$100/day) \$1,500.00

Mileage (13 miles x .40/mile x 15 trips) \$78.00.00

Airport Parking (\$15/day x 1.5 days x trips) \$337.50

Total Expenses: \$44,215.50

TOTAL ESTIMATED COSTS

\$86,031.00



Creating Results Through Collaborative Civic Engagement

Columbia, Missouri
Addendum 2: Hourly Fees for Key Personnel

NCL Personnel

Derek Okubo, Lead Facilitator \$175.00

John Guy, Research and Back-up facilitation \$60.00

CR Personnel

Peter Kenney, Lead Facilitator \$175.00

John Parr, Back-up Lead Facilitator \$175.00

Michelle Baker, Research and Back-up facilitation (\$60/hr x 40 hours) \$60.00

Paige McCrary – Research and Back-up facilitation (\$60/hr x 40 hours) \$60.00