

IMPROVING OVIEDO NEIGHBORHOODS

**Instructions
for
Facilitators/Scribes**

**ION NEIGHBORHOOD MEETING
JUNE 4, 2009**

NOTES:

At 6:30 p.m.

FACILITATOR/SCRIBE INSTRUCTIONS

As a facilitator, your role is to ensure that the meeting goes smoothly. It is your responsibility to record the work of your group. You are not there to contribute ideas. You are there to facilitate the gathering of the participants' ideas.

Preparation Steps:

1. Arrive at least 30 minutes before the start of the meeting.
2. Report to the facilitator registration table. Meet with the key facilitator and get your materials and room/space assignment.

You will receive the following materials: Flip Chart Paper, Markers (4 Colors), Masking Tape, Index Cards, Pencils, Vision Statement, Group Question, Group Number, Forms, and Plain Paper.

3. Set up the room assigned to you.

Tape Flip Chart Paper to Wall.

Make sure that there are at least 10 chairs arranged in a semicircle, if possible, and facing the wall where you will be recording ideas on the sheets of paper.

Display your group's number outside your room's door.

4. On one sheet of paper taped to the wall, list the steps of the process (see box below). This will help you and the participants stay on track.

Introductions

Silent Generation of Ideas in Writing

Recording of Ideas

Clarification of Ideas

Ranking

FACILITATOR/SCRIBE INSTRUCTIONS

NOTES:

5. Mark each of your sheets in the following manner:

[Group Number] [Your Name]

6. After you have set up your room, go back to the Facilitators table for last minute instructions by key facilitator.

The General Meeting:

At 7:00 p.m.

1. Attend the General Meeting.
2. After the presentation, the participants will be asked to join their facilitators and proceed to the breakout rooms.
3. You have been assigned a number which will also be assigned to a group of ten to twelve participants. An ION representative will match all participants with a facilitator.
4. When your number is called, step forward and lead the group to your room/space.

In the Breakout Rooms

At 7:20 p.m.

Step 1. Introductions.

1. Introduce yourself and ask the participants to introduce themselves:

Say something like:

Welcome to the Improving Oviedo Neighborhoods (ION) Neighborhood Meeting. My name is _____ and I will be your facilitator tonight. My role is to make our meeting go as smoothly as possible. I would first like to express my appreciation to each of you for coming tonight.

Your presence here and the ideas we come up with tonight are the key to improving the environmental health of your neighborhood. Each of us is an important resource. You are the experts. The success of the ION program depends on every member of the group sharing fully your ideas for a better neighborhood.

This is _____. He/She will be recording the group's ideas in your words.

NOTES:

FACILITATOR/SCRIBE INSTRUCTIONS

2. After introductions are completed, briefly explain the process that you will be using to solicit ideas.

Refer to the sheet on the wall with the steps listed.

You may say something like:

The purpose of tonight's meeting is to get your ideas. All of the ideas are very important. The result of tonight's work will be the foundation of the action plan prepared for the neighborhood.

The process that we will use to collect the ideas is as follows:

First, everyone will work silently and independently for five minutes. I will read you a question. You should take your time and list all of the responses you can think of to that question.

Second, I will go around the room and call on you individually for one of your ideas. _____ will write each idea on the wall. I will go around the room a number of times until I get most or all of the ideas each of you has written during the silent work.

After we have recorded your ideas, we will revisit each one of them in order to make certain that its meaning is clear for everyone in the group.

As a final step, we will rank all of the ideas in order of their importance to you as a group.

At 7:25 p.m.

Step 2. Silent Generation of Ideas in Writing.

1. After introductions are over, pass out the plain paper and pencils. Explain that they can use the paper and pencil to write down their ideas.
2. Read the Vision Statement and the nominal question (see sample).
3. Begin the silent generation of ideas.

Say something like:

FACILITATOR/SCRIBE INSTRUCTIONS

NOTES:

For the next five minutes, please work silently and independently. The paper is for jotting down ideas.

4. While the group is working silently, prepare the 3X5 cards for the ranking. Make packets of five cards each. You will need one packet for each person in your group.
5. Alert participants when there is one minute to go.

Step 3. Recording of Ideas.

At 7:30 p.m.

1. After the five minutes are up, begin the recording of the participants ideas.

Say something like:

I want to go around and collect one idea at a time from each of you. I will call on each of you more than once so you will have a chance to contribute several or all of your ideas.

Listen to what others have to say. We do not need to record the same idea twice. Another reason to listen is that you might think of another idea that should be contributed to the list.

You may pass at any time if you do not have an idea to contribute. I will call on you again when I come back to your the next time.

2. Work quickly and efficiently to write the ideas up on the wall. Do not worry about handwriting or spelling.
3. Record each idea with a different color marker. This will help distinguish one idea from another.
4. List ideas in columns and number them consecutively. The numbers will be used during the ranking process.
5. Record ideas in the words used by the participants.
6. Encourage the participants to phrase their ideas as briefly as possible.

NOTES:

FACILITATOR/SCRIBE INSTRUCTIONS

It is acceptable for the facilitator to ask for a shorter version (in the words of the participant) if an idea is too wordy to be written easily. Resist the temptation to say, "Don't you really mean..." and then provide your interpretation of what the participant said.

7. Record all of the ideas if possible.

There is a point of diminishing returns, however, if the list gets too long. A list of 20 to 30 ideas will probably include most of the participant's important ideas.

If you have a large group, tell them that you will go around the group twice. This will encourage people to give their best ideas first. After two passes, you can ask if there are any more ideas that have to be on the list and record them.

8. Do not comment on the ideas that are presented by the participants.
9. Do not rush participants during the recording period. Give them time to express their ideas.

At 8:00 p.m.

Step 4. Clarification of Ideas.

1. Explain that the next step, clarification of ideas, involves considering each idea individually and taking a short period of time to clarify it.
2. Point to the first idea, read it aloud, and ask the group if anyone has a question or wishes to clarify the idea.

Say something like:

Is the meaning of this idea clear? Is there anything anyone wants to say about this idea?

The discussion should not focus unduly on any one item. More importantly, it should not degenerate into argument.

At 8:10 p.m.

Step 5. Ranking.

After all of the ideas have been clarified, conduct the Ranking.

FACILITATOR/SCRIBE INSTRUCTIONS

1. Pass out the packets of five 3X5 cards to each participant and instruct them as follows:

I am going to give you a few minutes to identify the five most important ideas on the list and to write each one on a separate card. Write the idea's number in the upper left corner of the card. Write the idea in the center of the card using the exact wording from the list.

Alert the participants when there is one minute to go.

2. Make a drawing that illustrates what you want on a sheet and hang it on the wall. It should look like the sample provided below.

3	A community center for neighborhood youth.
---	--------------------------------------------

3. While the participants are selecting their ideas, prepare the ranking sheet that will be used in Step 7.
4. After the participants have completed the task of selecting their five most important ideas, continue with:

Now that you have identified the five most important ideas, lay them out in front of you so that you can look at them all at once. Select the most important one of the five, write a five in the lower right corner, and turn the card over.

At this time, add a ranking number to the sample sheet on the wall to demonstrate what card should look like:

3	A community center for neighborhood youth.	5
---	--------------------------------------------	---

Now select the least important of the four remaining cards, write a one in the lower right corner, and turn the card over.

NOTES:

You can do this prior to the start of the meeting.

You can do this prior to the start of the meeting.

NOTES:

FACILITATOR/SCRIBE INSTRUCTIONS

Of the remaining three cards, pick the most important, write a four in the lower right corner, and turn the card over.

Of the remaining two cards, pick the least important, write a two in the lower right corner, and turn the card over.

On the last card, write a three in the lower right corner and turn the card over.

5. Collect the cards and shuffle them.
6. Read aloud the idea number and the ranking it received.
7. The Scribe will record the ranking on the ranking sheet. Provided below is a sample ranking sheet for a group that generated twenty ideas.

Ranking	
1.	11.
2.	12.
3.	13.
4.	14.
5.	15.
6.	16.
7.	17.
8.	18.
9.	19.
10.	20.

8. As you read each card, place the vote beside the appropriate number as provided in the sample below. Continue until all cards have been read.

Ranking	
1. 2	11. 2
2. 1, 1, 1	12.
3. 5, 4, 4, 4, 3, 4	13. 3, 3
4. 3, 2	14. 4
5. 5	15.
6.	16. 3, 1
7. 5, 4, 2	17. 4, 3
8. 5	18. 2, 1
9. 2	19. 4
10. 1	20.

FACILITATOR/SCRIBE INSTRUCTIONS

NOTES:

9. Tally the votes. The idea with the highest total tally is the most important and so on.
10. Announce the vote to the participants.
11. Thank the participants for participating. Assure them that all of the ideas will be saved and considered during the preparation of the Neighborhood Action Plan.
12. Ask the participants to reconvene in the general assembly room to hear the results of the other groups.

Step 6: Final Activities.

At 8:40 p.m.

1. Write the complete text of the five ideas your group ranked the highest on the Facilitator Ranking Sheet.
2. Mark your Facilitator Ranking Sheet with your name, group number, and return it to the Key Facilitator.
3. Roll the wall sheets and write on the outside of the roll your name, group number, and return it to the Key Facilitator. Remember, these sheets are the only record of the meeting's work.
4. Return to the general assembly room.
5. Read your group's five highest ranked ideas to the assembly when called upon to do so.

Difficult Situations Q & A

Step 1. Silent Generation.

What if an individual ignores the request for silence during the first step?

If individuals in the group begin to whisper to each other, leave their places, or otherwise disrupt the silent writing period, it is important that the facilitator quickly and impersonally address the distracting behavior. The simplest and most effective is to look away from the violating parties and speak to the entire group saying:

I hope that we will not interrupt those who are still at work by talking or moving about. There are still two minutes remaining in our work period, and I ask that we continue to think and write our ideas down in silence for the remainder of this short period.

Step 2. Round Robin Recording of Ideas.

What if an individual tries to discuss ideas instead of merely listing them?

Behavior such as discussing ideas rather than listing them, arguing with ideas as they are presented, asking the facilitator to rule on duplications, and engaging in side conversations should be addressed as it occurs. A participant who says, *I am not quite sure of this idea. Perhaps we should discuss it first*, should be encouraged to simply list the idea with an assurance that adequate discussion time for all ideas will follow. The Facilitator can refer to the sheet that lists the steps in the process and point to the "Clarification of Ideas" step.

Step 3. Clarification of ideas.

What if the discussion degenerates into an argument?

When an argument occurs, the facilitator must intervene by saying:

I think we understand both points of view at this point. In the interest of time, we need to move onto the next idea. It is important that everyone understand every idea before we proceed to the ranking step.

Should individuals be asked to clarify their own ideas?

No. Imagine a situation where Joe, a subordinate technician, listed an idea such as "inadequate supervision." Several administrators are present including Joe's supervisor. If a group member turns to Joe and says *Joe, what did you mean by that?*, it could put Joe on the spot. A skillful facilitator will always intervene and say, *Let us not ask individuals to explain ideas unless they choose to. What do the words mean to you?* Although most of the time individuals will volunteer to clarify their own ideas, the precedent should be established that clarification is a group task.

Difficult Situations Q & A

What about the individual who has his or her own agenda and insists on monopolizing the discussion?

There is little time or opportunity in the meeting for individuals to promote an idea or push a specific agenda. The Round Robin Recording of Ideas allows an individual to give an idea at a time. Discussion is only for the purpose of clarification. If someone monopolizes the discussion period, the facilitator should point to the many ideas listed and say something like the following:

We understand your point, but there are many ideas to review, and they all are important to us. If you do not mind, we will move on to the next idea. There will be other opportunities in the process to make your point.

Always go back to the sheets, to the variety of ideas, and to the fact that all participants should have an opportunity to express themselves.

How can I pace the discussion so that it touches on all of the ideas on the list?

Generally, groups will spend a little time on each item without much facilitator intervention once the serial discussion has progressed for a few minutes. It will be quite natural for the group to be a little wordier and discuss early items longer than later items. People will become more time conscious as the discussion progresses and more disciplined in avoiding lengthy, nonfunctional discussion.

VISION STATEMENT

Note to Facilitators: When reading the vision statement, please take your time. Read it slowly, and give participants time to absorb it. At the symbol " ..." count to five.

Start by Saying:

We are here tonight to think about the future environmental health of your neighborhood. In a minute, I am going to ask you to close your eyes and think about the things that are important to you. Then, I will give you a few minutes to write down your ideas before we share them ...

Start reading:

To help us start thinking about the future, I would like you to close your eyes (if you are comfortable doing so) and imagine yourself ten years from now ... Imagine that you are living in a neighborhood where your most cherished ideas, dreams, and expectations have been realized ...

Imagine what it will be like at home ... Imagine what it will be like in your neighborhood ...

If you have children, think about how old they will be and how old you will be ... Visualize the things that affect the environmental health of the children, seniors, and yourself ...

Imagine taking a stroll through your neighborhood ... What will it look like in ten years? Visualize what it will look like ...

What you are visualizing are images of a neighborhood that can be achieved ... To transform your vision into reality, we need to share our ideas about what the neighborhood you have just visualized is like.

Think big, think small, think outrageous, think silly, think of your neighborhood as a whole, but also tell us what is important to you ...

On the blank piece of paper provided to you earlier, please silently write what you believe needs to be done in order to make your neighborhood the best neighborhood it can be.

FACILITATOR RANKING SHEET		
GROUP NO.:		FACILITATOR:
RANK	SCORE	ITEM DESCRIPTION
1		
2		
3		
4		
5		

In the ITEM DESCRIPTION column, record the description of the idea that receives the highest score in the Rank #1 Row; the second highest score in the Rank #2 Row; the third highest score in the Rank #3 Row; the fourth highest score in the Rank #4 Row; and the fifth highest score in the Rank #5 Row. Multiple lines are provided within each ranking in the case of a tie. Record the score that each listed idea receives during the ranking process in the "SCORE" Column.

FACILITATOR RANKING SHEET (SAMPLE)		
GROUP NO.:		FACILITATOR:
RANK	SCORE	ITEM DESCRIPTION
1	35	Construct a neighborhood community center.
2	25	Install sewer and reuse water services in the neighborhood.
3	12	Construct new and repair existing sidewalks within neighborhood.
	12	Install street lights in areas with identified dark spots.
4	10	Conduct speed studies on neighborhood streets to determine ways to reduce speeding within the neighborhood.
5	9	Hold an Amnesty Day for residents to dispose of hazardous and other waste.

In the ITEM DESCRIPTION column, record the description of the idea that receives the highest score in the Rank #1 Row; the second highest score in the Rank #2 Row; the third highest score in the Rank #3 Row; the fourth highest score in the Rank #4 Row; and the fifth highest score in the Rank #5 Row. Multiple lines are provided within each ranking in the case of a tie. Record the score that each listed idea receives during the ranking process in the "SCORE" Column.