



one table

MANY SECTORS

GREATER MIAMI CIVIC ADVANCE

SUMMIT - DECEMBER 15, 2016

proceedings, findings and recommendations

REPORT - MARCH 2017



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April 2017

Dear Summit Participants and Others Interested in Civic Advance in Greater Miami,

Allegany Franciscan Ministries was pleased to have supported the collaborative planning for the One Table Summit. We believe that promoting the common good and the advance of civic engagement in Greater Miami communities is a critical and compelling need.

This One Table Summit sought to identify some of the civic gaps, bring some new ideas to the table, and encourage collaboration among diverse perspectives in the nonprofit, public and business sectors in Greater Miami. This report delivers the first in hopefully a series of ongoing civic efforts to make Miami a better place together.

We are hopeful that the many civic leaders, who are championing initiatives among and within the nonprofit, public and business sectors in Greater Miami, will continue to work together. This Summit serves as a catalyst and opportunity to invest in greater coordination and alignment of many civic efforts that can deliver tangible results and move the needle on civic health in our communities.

Sincerely,

Daniel Gibson
Regional Vice President, Miami-Dade County
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LETTER FROM OUR CONVENING SPONSOR

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EXECUTIVE SUMMARY

In early 2016, Allegheny Franciscan Ministries initiated a series of conversations with leaders in the private, public, and nonprofit sectors to explore a collaborative approach to improving citizen engagement and advancing civic innovation and change in the greater Miami area. Those conversations built on the statewide work of the Florida Civic Advance and were based on the knowledge that:

- Higher levels of civic engagement in communities have been found to predict economic vitality, to enhance the performance of public institutions, and to promote individual health and well-being;
- The Miami Metropolitan Statistical Area (MSA) ranks the worst in the nation for measured levels of civic involvement¹;
- Cross-sector leadership and collaboration have proven critical to economic, social and civic revitalization and may be the most important element distinguishing successful cities from those that struggle; and,
- Communities with collaborative leadership and engaged institutions may be better able to develop a shared vision that can help attract and deploy capital in support of community priorities.

This series of conversations, called the Greater Miami Civic Advance Initiative, culminated on December 15, 2016, in a summit at the Cambridge Innovation Center/Venture Café Miami focusing on multi-sector collaborative approaches for advancing civic innovation. The Summit adopted the metaphor “One Table, Many Sectors” and asked whether Miami could build a resilient civic table where leaders and change makers could formally collaborate in tackling the complex community challenges facing Greater Miami.



"Miami has a history of reacting to crisis with community wide consensus and cross sector involvement ...but over time these efforts have gotten sidetracked or specialized or sunsetted."
Participant comment

The 2016 One Table, Many Sectors Summit was sponsored and supported by 22 nonprofit, private and public organizations and agencies, was attended by over 80 Miamians from all three sectors and featured nationally and locally recognized civic experts. The Summit was designed and facilitated by Bob Jones of the FCRC Consensus Center, who also led the community conversations and planning efforts which developed into the proceedings. Topics and interactive sessions addressed many aspects and forms of civic engagement, highlighting local civic showcase examples, exploring civic metrics and successful collaborative models from around the country, and sharing ideas regarding current civic activity. At the conclusion there was strong support for continuing the dialogue on how best to structure a collaborative organization that can work across sectors to help coordinate, align and measure civic efforts, identify core values, and facilitate a compelling vision of social change and the steps needed to achieve it.

At the conclusion of the Summit, the facilitator, Bob Jones, offered to produce a summary of the proceedings, as well as findings and recommendations from the overall planning effort for advancing a

¹ Corporation for National and Community Service, using 51 largest MSAs, 2014

collaborative approach to civic engagement in greater Miami. The proceedings are summarized in the main body of the report; the findings and recommendations are provided below.

FACILITATOR FINDINGS

The following findings are offered by the One Table facilitator to help structure and inform the Summit follow-up and are based on a review and analysis of the Summit planning discussions and Summit proceedings and results.

1. **Now is the time for civic advance in Miami.** The greater Miami-area is potentially poised to make civic advances through sustained cross-sector innovation and collaboration that can support civic solutions for compelling community issues and enhance economic opportunity, equity and prosperity.
2. **Civic initiatives are gaining traction but with no articulated direction, alignment and coordination.** It is promising that three ongoing efforts (the Kresge Foundation supported Team Miami, Citibank's Civic Assessment initiative and Miami-Dade County's Capacity initiative) are studying and assessing capacity and infrastructure approaches connected with civic advance and are scheduled for completion in 2017. The groundswell of these and related efforts suggest the concept is gaining traction. However, there appears to be no articulated strategic direction or alignment framework for coordinating, linking and leveraging these and other civic efforts.
3. **Guarded Optimism.** The strong support for the One Table cross-sector civic advance concept is coupled with skepticism, primarily due to the failure of similar civic engagement efforts in the past as well as the lack of funding support from anchor institutions for this initiative going forward. The skepticism also appears to be linked to a general frustration with the tendency to study issues rather than invest in action.
4. **Support for a One Table collaborative.** The conversations during the Summit planning process and the Summit itself suggest support for a One Table cross-sector collaboration as a means to accelerate civic innovation and advance public engagement on community solutions in the Greater Miami area.
5. **Distributed leadership and investment strategy.** The 22 public, private and non-profit organizations who provided sponsorship and collaborative planning support for the Summit demonstrated a cross-sector distributed leadership and collaboration strategy that might inform next steps. However, it also revealed the lack of a single champion to step up and provide leadership and funding for the initiative going forward.



"There are so many civic threads that are coming together in Miami and we need to weave them together moving forward. The time is right. If not now, when?"
Patrick Morris, Wells Fargo

FACILITATOR RECOMMENDATIONS

The following recommendations are offered by the One Table facilitator to help structure and inform the Summit follow-up and are based on a review and analysis of the Summit planning discussions and Summit proceedings and results.

1. **Establish and provide funding for an interim civic backbone entity in 2017 that can credibly develop a trusted cross-sector table and begin to shape strategies for developing a civic vision, goals and action strategies.** As of the writing of this Summit report, no single entity has committed to lead or fund this effort. In light of this, a distributed cross-sector leadership and funding strategy may be most appropriate. Given that this, by its nature, is a cross-sector effort, the importance and necessity of an impartial entity that is devoted to promoting innovative civic approaches deserves careful consideration. Interim steps for a civic backbone entity could include:

A. **Create Greater Strategic Alignment and Coordination of Civic Efforts.** The leads of current civic change efforts underway in Miami should be encouraged to collaborate in a transparent, accessible manner. As part of this, they could create and maintain points of



contacts, share information on the projects and project status, and consider how to convene and motivate a community hungry for sustained civic collaboration. The County's Capacity Building Plan, released after the Summit in December 2016, includes a commitment to participate in creating meaningful collaboration to advance civic engagement through a One Table style backbone initiative.

B. **Create a Cross-Sector Interim Coordinating Council.** Consider appointing, convening and staffing a cross-sector interim coordinating council including private, public, non-profit, academic and philanthropic representatives to collectively guide the One Table next steps and seek funding support.

C. **Seek civic metric partnerships with area universities and colleges.** Seek partnerships with area higher education anchor institutions to fund and enhance the collection, analysis and sharing of civic data in Greater Miami to inform the One Table strategies and measure progress.

D. **Identify related sector civic initiatives and opportunities.** The early work of the One Table initiative might include identifying, documenting and sharing related sector initiatives and cross-sector civic advance opportunities.

E. **Identify One Table issues and encourage pilot efforts and other action.** Early on, the Council should also consider One Table civic strategies for addressing community issues, place-based pilots and other actions and activities.

F. **Link One Table Civic Advance with Community Investment and Economic Prosperity.** The One Table initiative should consider working with interested partners to directly link civic innovation and collaboration with initiatives that are addressing economic prosperity, equity and community investment. Models such as Collective Impact and Capital Absorption and innovative approaches and trends in socially responsible investment all require cross-sector collaboration that is at the heart of the One Table initiative.

"The topics and speakers really opened my mind." "Great group of diverse thought leaders"
"Wonderful opportunity to learn what is already going on in terms of civic engagement and rich in ideas" "Great energy and engagement." "Liked the collaborative civic art project!"
Participant Evaluation Comments

2016 ONE TABLE, MANY SECTORS SUMMIT PROCEEDINGS

INTRODUCTION

On December 15, 2016, the Greater Miami Civic Advance Initiative hosted the 2016 **One Table, Many Sectors Summit**. The Summit was a focused, interactive event which convened representatives from the public, private, and non-profit sectors with the intention of crafting a meaningful and lasting collaboration to advance civic innovation and engagement in our community. Participants considered strategies for local approaches and tested support for an ongoing platform for civic reflection, information and tool sharing and the promotion of collective impact collaboration on civic advance throughout Greater Miami (see Appendix A, Agenda).

The Summit (which limited total participation due to the venue size) was attended by over 80 leaders and activists from different sectors, backgrounds and interests (see Appendix B, Participants). 22 public, private and nonprofit organizations helped to sponsor the Summit (see Appendix C, Sponsors) and the Summit participants were joined by national and local experts in the fields of civic health, engagement and planning and volunteer service from around the country (see Appendix D, Speakers). They informed the Summit dialogue and shared their experiences and models in building and sustaining strong, prosperous, civic-minded communities.

The 2016 Summit is the culmination of a series of planning and brainstorming conversations convened by the Allegheny Franciscan Ministries and attended by representatives of public, private and non-profit organizations, many of whom are working on the forefront of civic engagement study, innovation and implementation. These planning forums began in early 2016 and evolved into a collaborative process which envisioned and implemented the Summit. Much of the planning work was done on a volunteer basis, including all the event coordination and logistics. Planning meeting attendees are listed in Appendix E, Summit Planners.

The Summit planners understood that the Miami Metropolitan Statistical Area (MSA) ranks the worst in the nation for measured levels of civic involvement¹. Further, studies have shown that civic involvement is a key indicator of quality of life and of economic prosperity, with a direct influence on job creation



Civic advance is a multi-sector collaboration that seeks to accelerate civic improvement and harness civic engagement to enable communities to prosper.



¹ Corporation for National and Community Service, using 51 largest MSAs, 2014

and opportunity, economic redevelopment, and unemployment rates. Communities with strong civic involvement are more vital, resilient and successful. Experience elsewhere, documented by the Federal Reserve, National Conference on Citizenship, Deloitte and others, has demonstrated that active engagement and collaboration among the public, non-profit and private sectors improves economic health, facilitates good governance and enhances community quality of life and individual enrichment through volunteer work.

To begin to shape an inclusive strategy to address this civic deficit, the Summit organizers developed an agenda that sought to:

- Share showcase examples of multi-sector collaboration already occurring in Miami by kicking off the Summit through breakfast breakout sessions;
- Review sector perspectives on why civic advance is important now in Greater Miami;
- Take stock of what we know about civic health and consider ways to better measure it in Greater Miami;
- Hear about civic advance models, initiatives, and lessons from elsewhere;
- Consider the current civic infrastructure and capacity, envision an engaged Miami, identify strategies and test support for a successful One Table in Greater Miami going forward; and,
- Clarify commitments and next steps.

The proceedings of the Summit are summarized in the following sections. Copies of power point presentations are available at http://consensus.fsu.edu/Civic-Advance/greater_miami_summit.html.



Collaboration takes many forms. The Summit hosted a collaborative art project by local muralist and painter Luis Valles. The piece was executed during the Summit, with participants invited to paint and converse during breaks.

(Artist Luis Valles pictured above with participant)

OPENING SESSION: CIVIC SHOWCASE BREAKFAST BREAK OUTS

The Summit literally set the table – and served up coffee, juice and breakfast tortillas – as participants engaged in lively conversations curated by seven Civic Showcase moderators. The breakouts were held in the Cambridge Innovation Center’s open common area, where participants mingled and then gathered around one of seven showcase tables for more in-depth discussions. Each Civic Showcase highlighted a real world example of multi-sector, civic engagement collaboration. Curators discussed their showcase objectives, timeline, resources, key partners, challenges, outcomes and lessons learned.

Civic showcases used in the breakfast breakouts were selected from a database compiled during the Summit planning process; the database is available [here](#). The seven showcase projects were:

- Disrupting the Prison Pipeline for Children of Inmates, led by Yvonne Sawyer, Hope for Miami;
- Reflections on the Miami Climate Alliance Service Learning Pilot Program, led by Rebecca Pelham, Miami-Dade College;
- Change Making: PACT Grassroots Leadership Training, led by Megan O’Brien and Dr. Darrell Arnold of PACT (People Acting Together for Community).
- Bringing Business Savvy to Non-Profit Boards, led by Patrick Morris, Wells Fargo Bank with assistance from Jeff Hawley, Miami-Dade County;
- Community Scholars in Affordable Housing Program, led by Jorge de la Paz, University of Miami;
- The Social Justice Table: Building Collective Power in Miami-Dade County, led by Camilo Mejia, Catalyst Miami; and,
- Can I Drink My Beer Here? vs. Is it Safe to Bring My Kids Here?, led by Christine Selby, The Children’s Trust.

A summary of these projects, as well as contact information for showcase curators, was provided to participants and is included as Appendix F, Civic Showcases.



"The breakfast breakouts were a great way to do an icebreaker! I am very involved in the community but I still made new contacts and heard about new approaches." Participant Comment

WELCOME AND AGENDA REVIEW

Welcome: [Daniella Levine Cava](#), Miami-Dade County Commissioner, District 8, welcomed the participants and framed the Summit within the context of her experience leading and enabling civic action in Miami. She observed that the Summit attendance was diverse, including many sectors, ages, religions, and ethnic and racial backgrounds. "But the question is how are we going to develop the civic habit of coming together so we can make the whole greater than the sum of the parts?" she asked. There are many activities and interest in civic matters in Miami-Dade, she noted. "It has always been

a cauldron kind of place, but we are not strategically aligned and we don't know enough about each other."

Commissioner Levine Cava suggested that One Table is supported by the concept of "blended value," which suggests that people cannot be type cast into any one sector. The business sector is not solely responsible for profit; the government sector is not solely responsible for the common good; and the civil society sector is not solely responsible for civic engagement. These are shared responsibilities that can collectively produce value. She concluded that, "Today is going to challenge us and test us. Not only do we come with our heads dedicated to civic change. Not only are our hearts dedicated to civic change, but our hands and feet are dedicated to maximizing civic change by finding ways to collaborate across sectors."



"Isn't the concept of this Summit- 'many sectors, one table?' But notice that we are not sitting at one table, but many roundtables. Isn't that the point: we all share a passion for making Miami a better place, but it takes all of us in multiple civic combinations and collaborations across sectors to make it so." Daniella Levine Cava, Miami-Dade County Commissioner, District 8 (pictured above)

Agenda Review and Civic Advance Definition:

Facilitator [Bob Jones](#), Director, FCRC Consensus Center at Florida State University, introduced himself and the Center. Allegany Franciscan Ministries had provided the Center a grant to facilitate the civic planning conversations which culminated in the Summit. He reviewed the Summit agenda and objectives (Appendix A, Agenda). Finally he offered an opening definition of [the One Table concept](#) and civic advance as: multi-sector collaboration for the common good that seeks to

accelerate civic improvement and innovation while building on civic successes, addressing community challenges and bringing about greater shared prosperity.

PANEL: WHY IS CIVIC ENGAGEMENT AND ADVANCE IMPORTANT NOW FOR GREATER MIAMI?

[Todd Greene](#), Vice President, Federal Reserve Bank of Atlanta, led and moderated a perspectives panel addressing the importance and benefits of civic engagement across sectors. He described the Federal Reserve's role in civic advance as part of its effort to facilitate collaboration on economic development that is inclusive of diverse communities and institutions and linked to equity and shared prosperity.

Mr. Greene asked Commissioner Daniella Levine Cava to reflect on her career as a civic leader and how it has informed her current role as a Miami-Dade County Commissioner. Commissioner Levine Cava noted her nonprofit sector experience led her to seek elected office in order to have a positive impact on civic policies, strategies and shared solutions: "I was on the outside looking into government. Now I am on the inside looking out. I've tried to forge an inside/outside strategy. I was elected because a great network worked together for me. I am only as good as that network, and that network allows me to do the heavy lifting on civic issues and other policies. I'm always begging my network partners to please let's be in conversation together. Let's develop strategies together about what we can achieve."

Mr. Greene noted that Commissioner Levine Cava ran on a platform of restoring trust and asked her how she has tried to pursue that in office. She responded that she has tried to open the door on civic conversation "because it is through conversation and communication that we can create a relationship of trust." She noted it is easy to paint local government with a broad brush as being untrustworthy. "It hurts me deeply when people don't trust and have low regard for their government which is the framework for our democracy." She suggested we shouldn't be looking for one single solution; rather, a cumulative process that requires all sectors to be involved and many solutions to be implemented. "We should focus on how each person can find ways to contribute and feel good about their community and civic pursuits and then harness that sense to address our community challenges." She concluded that from a public perspective there is more work to be done on improving voter participation, strengthening the openness of the public sector to strategic partnerships and enhancing the capacity of the nonprofit and philanthropic sector. A civic vision and strategy that aligns the three sectors should be part of these efforts.

Mr. Greene turned to Patrick Morris, South Florida Community Affairs Officer with Wells Fargo, to reflect on his non-profit and private sector experience and address how the private sector, especially the large number of small businesses in the county, views the importance of civic advance. Mr. Morris noted he was wearing two hats in this discussion, one as Wells Fargo and the other as the Chair of the Greater Miami Chamber of Commerce's [Nonprofit Business Committee](#). He noted that the importance of civic advance is reflected in the business leaders' participation in the Summit, including: Eric Knowles, President and CEO of the Miami-



"I grew up in Liberty City and attended Miami Central High School. My work now with the Federal Reserve Atlanta focuses on encouraging economic development and civic innovation that is inclusive, collaborative across sectors and embraces equity and shared prosperity in communities like Miami."
Todd Greene, Federal Reserve Bank (pictured above)

Dade Chamber of Commerce; Joe Hovancak, Beacon Council Vice President of One Community, One Goal; Alfred Sanchez, the newly appointed CEO of the Greater Miami Chamber of Commerce; and, representatives from the South Dade and Coral Gables Chambers of Commerce.



"We have moved to leadership hubs and nodes... that are bringing together people from across sectors ... I believe this will be more powerful and enduring than the old model of leadership."

Charisse Grant, The Miami Foundation (pictured above during Q&A)

Mr. Morris discussed ways in which larger companies in the region have successfully developed civic and community service strategies under the rubric of corporate social responsibility. However, small businesses do not always know how to engage successfully, especially given their staffing limitations. "It is not that [small businesses] and their employees don't want to engage in civic and community activities, it is that they don't know how or where to start." He suggested the case for businesses to engage in the civic life of communities has been clearly made through organizations such as the national Association for Corporate Contribution Professionals, who have promoted the bottom line positive impacts of civic engagement on brand reputation, market value, and staff turnover. He pointed out the need to provide civic engagement and corporate responsibility tools that larger companies have developed to enable mid-size, small companies and entrepreneurs - which comprise over 90% of Miami's private sector - to better contribute to civic life in Greater Miami.

Mr. Greene noted the important role of philanthropic community in civic advance and asked [Charisse Grant](#), Senior Vice President for Programs, The Miami Foundation, to offer her perspective on leadership and civic challenges in Miami. Ms. Grant noted she has been in Miami for 30 years and recounted the history of traditional civic leadership when a few leaders and the "Non Group" (an informal group of leaders) would tackle key issues, often successfully. Today, she suggested, there is a great opportunity and critical need for the cultivation of new and more diverse community leaders to promote civic advance and take action on community issues.

Ms. Grant described the Foundation's civic leadership agenda which includes the Miami Fellows Program. Since 1999 the program has sought to foster a new generation of young leaders willing to give back to the community. "While we still have fragmentation, we have moved to leadership nodes and hubs including vital places like here at Venture Café Miami and many other organizations that are bringing people from across sectors to connect, collaborate and work together for positive changes."

KEYNOTE: TAKING STOCK OF WHAT WE KNOW ABOUT CIVIC HEALTH

Wendy Spencer, CEO, [Corporation for National and Community Service](#) (CNCS), began her [keynote address](#) by suggesting that civic advance in Miami can be bolstered by building on existing mechanisms for community service. "Service connects us with our neighbors and provides a chance to use our skills for the common good," Ms. Spencer offered. [National service programs in Miami](#) currently account for nearly \$25 million invested in 31 projects at 285 service locations. AmeriCorps and Vista Programs are found at Public Allies, City Year Miami, Equal Justice Works, YouthBuild and at area universities and colleges. Ms. Spencer indicated that while these efforts were significant, statistics on volunteer service in the Miami MSA suggest that there is lots of room for improvement. For example:

- 13.1% in Miamians volunteer vs. 24.9% nationally;
- 52.3% engage in informal volunteering vs. 62.5% nationally;
- 26.2% participate in groups vs. 36.3% nationally; and
- 31.3% donate to charity vs. 50.5% nationally.

Ms. Spencer described multi-sector support for initiatives across the country that has harnessed service and achieved progress in solving community challenges. In Flint, Michigan, AmeriCorps members focusing on economic opportunity and water quality challenges grew by 700% in two years. In Detroit, the AmeriCorps Urban Safety Corps is addressing safety and reducing neighborhood crime. In rural eastern Kentucky SOAR (Shaping our Appalachian Region) is using AmeriCorps members to address educational and workforce retraining challenges. Finally, with the creation of City Year Miami, AmeriCorps members are helping increase graduation rates at area high schools, such as at Carol City (16.9% increase) and at Miami Norland (14.1% increase).

Ms. Spencer underscored the importance of leadership support. She described the over 4,520 elected officials representing over 194 million citizens that now participate in the [national Mayor, County & Tribal Recognition for National Service Day](#) in early April of each year. She suggested that efforts to advance civic life often need to focus attention on solving a specific community issue by developing a shared vision and goals for tackling it. She concluded that the Corporation for National and Community Service stands ready to continue to help Greater Miami advance civic life and solve community challenges.

"Efforts to advance civic life often need to focus attention on solving an issue that a community is struggling with by developing a shared vision and goals for tackling it."

Wendy Spencer, CNCS (pictured below)



PANEL: “MONEYBALL” AND CIVIC ADVANCE: MOVING THE NEEDLE ON MEASURING CIVIC ADVANCE IN GREATER MIAMI

This panel took as its departure point Michael Lewis’s book *Moneyball*, which focused on the story of using data and statistics to predict the performance of a great baseball team. Panelists were asked whether civic data and metrics can change the game in Greater Miami and help us understand and act on what makes communities great.

[Dr. Robin Bachin](#), Assistant Provost, and [Jorge Damian de la Paz](#), Program Manager, both with the Office of Civic and Community Engagement, University of Miami, are experts on civic engagement and metrics. Their [presentation](#) focused on measuring civic engagement and civic health from a Florida and Greater Miami perspective, acknowledging some of the unique population characteristics which may



impact metric survey outcomes and our understanding of civic life in Greater Miami. State and local metrics show low civic engagement and standing. However, Dr. Bachin suggested we need to broaden the measurement of civic health in communities by better accounting for Greater Miami’s diversity. Interactive, peer-based civic acts through which individuals and groups seek to voice opinions and exert influence on issues of community concern are particularly important.

Bachin offered several examples of innovative participatory civic initiatives in Greater Miami: The Miami Day of Civic Hacking used publicly-released data, technology, and design processes to address issues such as open data, climate change, disaster preparation and response, and transit; and, Chalktacular, which was organized by more than a dozen community and civic organizations with the goal of creating chalk designs on a paved park site to support the importance of enhancing public space in Miami.

Damian de la Paz noted that those under 30 have been identified as heavy and early adopters of new media and rely on digital media for political information at higher

rates than older generations. He suggested that engagement with civic issues via social media can lead to more broad-based civic participation. Better accounting for this civic activity could include measuring:

- Participation in cross-cultural community activity (social, political, artistic, religious, etc.);
- Creation of digital platforms that raise awareness of an issue and are accessible across geographic boundaries; and,
- The use of social media to present followers with toolkits to more effectively advocate for a civic cause or community issue.

[Anthony Williams](#), Special Projects Director, Bendixen & Amandi International, presented [sobering information on voter participation](#), a key civic metric, from local elections since 2004 in Miami-Dade County. He noted that the average election turnout for presidential elections was 71%, for governor

41% and for county elections 19%. However he suggested the participation in fact in each of these elections was far less than those figures may suggest. He provided a recent example of voting patterns, after noting that Miami-Dade County has a \$7 billion annual budget, and as such voting on leadership has significant consequences for families and communities and in other ways. 35% of eligible voters in Miami-Dade are not registered to vote. In the 2011 Miami-Dade County Mayor's runoff election, 55% of the registered voters did not vote, meaning the amounts garnered by the two candidates reflected about 5% each of the potentially eligible voting population. He suggested there is much work to be done to try and move the needle on this most basic of civic metrics.

[Leigh-Ann Buchanan](#), Executive Director of Venture Café Miami, the Summit's host, suggested that we can't rely on statistics alone to tell the story about innovation and engagement in Miami. She suggested that the social innovation process is fueled by trust, storytelling and collaboration. Venture Café Miami has a civic vision where the social process of engagement works through co-creation and creativity to continually improve the human condition and cultivate community, she offered. "We all have a shared responsibility for a better future for Miami and innovation doesn't happen in silos and can't happen without people. Civic ideation and convening are strategic pillars at the Venture Café Miami."

The Venture Café's weekly Thursday Gatherings are now the largest continuous weekly gathering in South Florida with over 200 people participating each week in civic conversations and social entrepreneurial problem solving on issues such as economic and educational equity, affordability, place making and civic participation. Ms. Buchanan concluded, "It's about substance over metrics and we can broaden how we view civic engagement and reimagine the ways in which those in Miami can make Miami and our communities better." (Note: Ms. Buchanan graciously served as a substitute panelist when the scheduled speaker was ill).

[Stuart Kennedy](#), Director of Program Strategy and Innovation, The Miami Foundation, [presented](#) the results of the 2016 Our Miami Report, which provides a snapshot of eight priority issue areas that most affect the vitality and quality of life in Greater Miami including civic engagement. Four benchmark peer city-regions were selected to compare to Greater Miami and provide a context for assessing performance on civic engagement and other community issues. The study measured civic engagement using voter participation, volunteering and charitable giving, all of which indicated an exceptionally poor civic standing. He also described a new feature paired with the Report, "My Miami Story", 100 conversations with 1500 people on one day intended to spark change.



"Building trust, enlisting the power of storytelling and increasing the opportunity for collaboration and access to simple tools for engagement can change our civic metrics. However, we need to be more intentional about democratizing opportunity for engagement, creating a space for empathy, and telling the story about the good examples of engagement in Miami."
Leigh-Ann Buchanan, Venture Café Miami
(Leigh-Ann Buchanan pictured above with fellow panelists Anthony Williams and Jorge Damien de la Paz)

KEYNOTE: CIVIC LESSONS FROM ELSEWHERE

[Gabriel Metcalf](#), CEO of SPUR, a regional civic planning entity based in the San Francisco Bay Area, provided a [keynote address](#) that profiled his membership organization, compared it with other similar organizations in urban areas across the country, and offered some key choices for Miami to consider in determining how best to facilitate greater participation in civic life.

SPUR was created as the San Francisco Housing Association following the 1906 San Francisco earthquake, and issued its first report in 1911. Over the past 100 plus years the organization has evolved its urbanist and civic planning agenda to match the region's challenges. Mr. Metcalf described the values SPUR now brings to its work including:

- We believe comfortable coexistence with people with diverse passions and beliefs is needed;
- Cities serve as incubators for social innovation through discovery, collaboration, problem solving and invention; and,
- We value the texture and history of place, but place faith in social change and imagining a future better than the present.



He suggested the data demonstrates that the “urban renaissance” and increasing population is real in many cities, including Miami. However other cities struggle with declining population. He also noted that partisan polarization in recent years has challenged the effectiveness of traditional civic leadership in producing positive change. He illustrated the polarization with polling from 1994-2015 on whether immigrants are considered “a burden” to American society. In 1994 63% of both Democrats and Republicans considered immigrants a burden; by 2015 57% of Republicans and only 25% of Democrats considered immigrants a burden.

New civic planning efforts in urban areas are being directed at organizing, addressing and advocating policy and program changes. A typology of American cities based on the level of job and housing growth shows that cities face different challenges based on their location on the coasts, in the rust belt and in the Sun Belt in terms of housing, development, economy, demographics and local governments. He illustrated the diverse responses and strategies of civic planning organizations in Boston, Chicago, Detroit, New York, Portland, Seattle and the San Francisco Bay area. Depending on their local histories and challenges, they focus on different issues, including: economic development; education; fiscal policy; governance; public art; historic preservation; public safety; housing, public space, regional planning; civic participation, sustainability; transportation; and, design/architecture.

*"The key decisions in creating a contemporary civic planning organization include, how broadly (geographically) you want to convene, what are the key social change issues in the community, what is the theory of civic change and how can the civic efforts be funded sustained." Gabriel Metcalf.
pictured above*

Mr. Metcalf suggested that the key choices for creating civic planning organizations today and for Miami include: how broadly (geographically) to convene; what are key issues upon which to focus; what is the theory of civic change; and how will the effort be funded and sustained.

PANEL: RESPONSE – WHAT ARE THE LESSONS AND MODELS WE SHOULD CONSIDER?

A multi-sector panel offered responses to Mr. Metcalf's presentation.

[James Murley](#), Chief Resiliency Officer, Office of Resilience, Miami-Dade County, suggested that the geographic scope of civic advance in Greater Miami presents a challenge given the large-scale governance environment just within Miami-Dade County with its \$7 billion annual budget and complex intergovernmental patchwork of 34 municipalities. He also noted that planning in Florida at the local and regional levels with assistance from higher education centers presents a different history and context than the San Francisco Bay area. He noted that the initiative on resiliency has brought together the County along with the cities of Miami and Miami Beach, as an example of issue based collaboration. He noted upcoming opportunities to apply innovative civic strategies and tools include the Greater Miami and the Beaches resiliency plan initiative, the Smart Growth planning effort focusing on visioning and planning for five transportation corridors in Miami-Dade County and the MetroLab collaboration between higher education and local governments in Greater Miami.



"For the business community to become more engaged beyond corporate social responsibility and community volunteering, we need clear civic and community outcomes and demonstrate the return on investment."

[Dacia Steiner](#), Director, Community Building Institute, Center for Social Change, briefly described her community building experience in Miami and Chicago, and offered that civic advance must start from the grassroots up. She suggested civic initiatives in Miami that were organized from the top down failed to deliver lasting value and results.

John Oxendine, Blackstar (pictured speaking below with fellow panelists Dacia Steiner, Jim Murley and Gabriel Metcalf)

[John Oxendine](#), CEO Blackstar, shared his perspective from a long history of both community organizing and private sector venture capital and investing. He suggested that, civic advance in Greater Miami must be framed in clear civic outcomes and returns on investment for the business community to become more engaged beyond corporate social responsibility and community volunteering.

In the Question and Answer session following the Keynote and Response Panel, Summit participants asked how the SPUR initiative engaged seniors in civic planning, whether it is critical to organize civic planning around issues and how to balance issue advocacy with impartial civic collaboration across sectors.

WORKING TOGETHER TO ADVANCE THE CIVIC INFRASTRUCTURE IN GREATER MIAMI

Shaping a Shared Language on Civic Infrastructure: Gabriel Metcalf, CEO, SPUR, and [Carol Coletta](#), Senior Fellow, American Cities Practice, Kresge Foundation, engaged in an informal conversation about building a civic infrastructure which engages citizens and facilitates solutions for community issues.

Mr. Metcalf stated that, "SPUR's civic tent includes government, developers, environmentalists, foundations, labor, business and tech industry participants, none of which are monolithic. However, our closest working relationship has been with local government." He suggested the social change agenda defines who you will turn to for leadership within your own organization. Mr. Metcalf noted that his organization addressed geography and scale through a 100-person Board, while acknowledging that they could not convene across the entire region. "...we are trying to solve that geographic scale challenge in a specific way with three separate city offices and boards in San Francisco, San Jose, the



"Civic life, like governance in a city, is polycentric with lots of centers, initiatives and energy, but it is important to have strong networks and civic relationships among the business, public and nonprofit sectors to help produce positive outcomes on issues."
Gabriel Metcalf, SPUR (pictured above with fellow moderator Carol Coletta)

largest Bay Area city and Oakland, all within one organization." Mr. Metcalf's and Ms. Coletta's discussion suggested that determining the right geography, city or metropolitan areas, will be different for Miami than the Bay Area, but SPUR's experience may offer lessons for organizing civic advance initiatives in different parts of Greater Miami (south, central and north) and in the South Florida region more broadly.

The dialogue revealed that the success of the SPUR model over time required a direct connection and engagement on important community issues such as equity, economic and community development, affordability or mobility to build civic infrastructure. Convening around issues as a way to build civic infrastructure raises the question of which issues are capable of building civic capacity and public support for actions. Mr. Metcalf suggested, "You can be multi-issue, but you can't be every issue. There is no one right answer here. It flows from an understanding of what are the most urgent problems in this community."

Ms. Coletta asked, "What is SPUR's value-added?" Mr. Metcalf responded, "When things work well, we have asked a really important question that will wake up people up when they hear the question. Then we try to get the right people around the table to address the question. We seek consensus and facilitate compromise if there is disagreement, bring in people from other cities with new ideas, and provide staff research and policy guidance to translate the new knowledge into actionable steps that have an impact. If we have done it right, the decision-makers will be engaged during the process and in the end will feel some ownership for the solutions." Ms. Coletta added, "SPUR does really good thinking work and makes the civic conversation on community issues a lot smarter."

Questions from Summit participants included:

- What would you do differently if you were starting SPUR today? Response: “If you want to build a multi-racial, multi-sector civic organization, it is going to be a lot easier if you start that way than try to address it later as SPUR has.”
- Can you organize civic advance around values and issues? Response: “Shared values are important but not sufficient. Civic efforts without a direct connection to a social change agenda may flounder and fail to secure support over time. You need to be issue driven in order to build civic infrastructure.”

Round Tables on Civic Infrastructure: Following the Civic Infrastructure conversation and questions from the Summit participants, the participants engaged at roundtables focusing in turn on three questions:

- How would you describe Greater Miami’s current civic capacity?;
- What would a vision of civic success look like for Greater Miami?; and,
- What can we do together to turn the vision into a reality?

Following each round of table discussions, each table reported out the key takeaways and Gabriel Metcalf and Carol Coletta offered additional thoughts and reflections.

Assessing Greater Miami’s Civic Capacity: The moderator, Bob Jones, noted that there were several ongoing civic capacity efforts in Miami and asked the effort leads to describe them.



- Citibank: Ines Hernandez, Senior Vice President, South Florida Market Manager, Community Development @ [Citi](#), described a civic infrastructure assessment that seeks to build a blueprint involving community “anchor” institutions in improving our communities in Greater Miami in 2017. “It is important to take a step back and make sure our infrastructure is in place, which includes civic infrastructure. Part of that is making sure we have nonprofits that have not only the capacity to operate and execute programming, but can work together to influence and improve our communities.” She noted that it is important that the focus for assistance should not just be on the business and start-up communities, but also on the nonprofit community. “We have many nonprofits in Miami-Dade, but many have been recently created, and are scaling up and competing for resources. We haven’t been able to attract national foundation support because we don’t have a ‘deep bench’ yet in Miami-Dade’s nonprofit community. Our effort is trying to determine how best to work together to build that deep bench and leverage our anchor institutions in the effort.”
- Team Miami: [Shekeria Brown](#), Executive Director, South Florida Community Development Coalition, described a Civic Infrastructure planning team effort supported by the Kresge Foundation, which started in the fall of 2016 and will conclude in the Fall of 2017. The team includes representatives from Catalyst Miami, South Florida Community Development Coalition, Citi Community Development, University of Miami, Florida International University and Miami-Dade County. Ms. Brown noted, “What started with a trip across the country to review the lessons learned in Detroit, led to creating Team Miami to work on community and civic infrastructure issues through the lens



of equity and inclusion". She pointed to the leadership discussion in the morning and noted that the team is exploring how to elevate the voices of a lot of organizations that are doing important work. "We plan to change that perception and bring some new voices and civic leadership to the table in a way that will enhance equity and bring innovation that can be sustained over time."

- Miami-Dade County: Jeff Hawley, Senior Grants Analyst, Miami-Dade County, described the County's Capacity Building Program. He stated that in collaboration with other stakeholders, Miami-Dade County seeks to develop and implement an ongoing, comprehensive, and community-wide capacity-building program that will enhance and strengthen the social sector in Miami-Dade County. "This is a nonprofit capacity building program to improve the ecosystem of social service delivery in Miami-Dade", he noted. This collaborative effort will employ a coordinated approach working across sectors to integrate and leverage existing initiatives and programs. The program will use a multi-phased approach beginning with an initial assessment phase in 2017 organized around administering the Core Capacity Assessment tool. Phase 2 will involve program implementation through an intensive pilot program with a cohort of nonprofit service providers, and the establishment of peer "learning collaboratives." Mr. Hawley concluded, "What was so enticing about this [One Table] civic advance program, is that it complements what the County is trying to do with its capacity building initiative." He welcomed all Summit participants to consider participating in the initiative.

Summit Participants then engaged in discussion at their roundtables prompted by the following civic capacity questions:

- What mechanisms for civic participation are currently missing in Miami?;
- What civic assets should be leveraged?; and,
- What recalibration of roles among the public, private, nonprofit and philanthropic sectors may be needed to build a more effective civic infrastructure in Miami?

Reported discussion points included:

- There a civic culture shift with greater demand for participation and accountability in public decision making;
- Focus on what's working and what's not, and undertake an "assets and gaps" analysis;
- Focus on community "wins" with stories plus data;
- People don't know how to best get involved in civic life. Many public websites are not user friendly;
- Fund a dedicated staff whose job is to improve communication and increase coordination and opportunities for collaboration and leveraging resources to improve civic health and solve community issues; and,
- Look at the model of a Chief Service Officer (e.g. City of Miami/Bloomberg Foundation) to focus efforts and improve agency initiatives to engage citizens and communities.

Carol Coletta advised, "Keep in mind that civic education and accessible civic information is important but not sufficient. Efforts directed at this that are not connected with a social change agenda often collapse under their own weight. Be cautious about thinking that more perfect information is a means



to better civic decision-making.” She suggested a focus instead on framing better civic questions that can lead to better community outcomes. She noted a tension in the room about where and at what level to pitch a collective civic advance effort. “Is the One Table essentially an information gathering initiative? Will it focus on connecting and coordinating civic efforts? Will it be a table for harnessing collective impact with a shared civic vision and goal and each sector and organization using complementary strategies to achieve the civic goal? Or will it result in an organization that centralizes civic efforts and competes with existing organizations to advance civic life in Miami?”

A Vision of Civic Success: Summit participants next engaged in roundtable discussion prompted by the following questions:

- What would success look like if we invested in improving Greater Miami’s civic infrastructure and created a multi-sector civic One Table? and;
- What would each sector be doing differently?

The roundtable discussions identified a future for civic advance characterized by a common language, shared values, and agreed-upon vision that sets forth a proactive social change agenda on important community issues with active participation and partnerships among the business, public, nonprofit, educational and philanthropic sectors. Reported discussion points included:

- We are working together on actionable strategies where progress can be seen and shared.
- We now focus on civic gaps we can collectively address.
- There will be inclusive cross-sector partnerships with all having a voice on actions.
- Civic focus issues will be selected based on what all see as urgent and compelling.
- We have articulated shared values and a vision of success framed within a civic “assets and gaps” assessment. We have identified the assets that each sector can bring to the civic actions needed to achieve the shared vision of success.
- We champion a civic agenda that seeks to lower inequality statistics, reduce community segregation and increase community integration and engagement.
- We continue to build trust and credibility by listening to diverse community voices and points of view, however uncomfortable, on issues of importance. We then seek common ground on community improvement actions through community dialogues and roundtables that engage the range of perspectives and community members.
- We have developed a common language (e.g. what we mean when we talk of civic advance, resilience, economic growth, equity and prosperity, etc.).
- We have built on the lessons learned with Miami’s history of coming together in the face of crises with cross-sector coordination and action on issues such as homelessness, hurricane response, etc., and sustained the focus and energy on civic advance.
- Big and small community “wins” are celebrated.



"Civic advance success would be when the three sectors agree on something to do together that has great meaning for the community and is proactive, not reactive."
Roundtable Finding

- We have successfully broken down past community “wins” in terms of the steps leading to civic success and replicate them on other community issues.
- We have built upon the assets, brainpower and insights of a diverse group of public and private universities and colleges in Greater Miami to inform civic advance.
- Businesses, large and small, are practicing corporate social responsibility and investing in service to communities and civic advance.
- Public, private, nonprofit, academic and philanthropic partnerships are now a regular feature of community problem solving in Greater Miami.
- Civic advance is characterized by balancing dialogue to establish understanding, trust and credibility with action, including small steps, along with tracking progress, and sustaining momentum and excitement.

Gabriel Metcalf and Carol Coletta offered reflections following the roundtable reports on a vision of success. Mr. Metcalf offered, “One Table needs to speak to a vision you want to make happen and a problem you want to solve together.” Ms Coletta noted that civic engagement unconnected to community issues is not a compelling story to tell. “You need a social change agenda behind the One Table effort that will drive and enhance civic engagement”.

How do we do it?: Summit participants then engaged in roundtable discussions prompted by the following questions:

- What are the lessons learned from different models, examples/cities in today’s sessions that we should apply to Greater Miami?;
- Should the One Table seek to do any of the following: guide the development of a civic vision; set civic goals, policy and strategy; support aligned civic activities; establish and support shared civic measurement practices; build public civic understanding and mobilize multi-sector funding?;
- What criteria and principles should we consider in creating a One Table, e.g. governance & accountability, diversity of perspectives, organizational base, funding, etc.?; and,
- How should a One Table civic initiative be funded and sustained?



Roundtable discussion reports included the following comments:

- Build on existing work and find support for encouraging greater collaboration among area universities and colleges and communities to build a platform and facilitate civic conversations on participatory governance, document, track and report on the results and share successes.
- Convene civic gatherings within Miami-Dade in South, Central and North Dade to take this civic conversation down to the next level in order to inspire neighborhood actions and collaborations that improve communities.
- Encourage public officials to “speed date” with their constituents and engage in informal meetings over coffee to begin to build more trust between citizens elected officials and government.
- Consider the PACT model of monthly meetings that engage citizens in focusing on a single community issue.

- Build on and add civic value and engagement strategies to the Rockefeller “resilient community” model being developed by Miami, Miami Beach and Miami-Dade County.
- Incorporate innovative civic engagement strategies in the Smart Growth corridor initiatives being developed by cities and Miami-Dade County.

Testing Support for One Table: At the end of a full day of presentations, dialogue and roundtable discussions, the Summit facilitator asked the participants to respond to the following question: Should we create and support a multi-sector One Table in Greater Miami for civic advance? The participants offered their responses using the following 4-point scale:

- YES, because (support);
- YES, but (minor reservations);
- ONLY IF (major reservations); or,
- NO (opposed)

77% of participants answered “YES” 22% answered “YES, BUT” with minor reservations; and 1% had major reservations (ONLY IF). The participant rating it “ONLY IF” cautioned against a centralized organization and noted a strong preference for a decentralized structure. Participants rating it “YES, but” noted minor reservations regarding: what specific outcomes the One Table would seek; who would lead the effort; what would be the organization’s structure; who would fund it; how would decisions be made; would the effort be inclusive and go beyond the “usual cast of characters”; and, how would it support and coordinate but not replicate existing civic efforts in Greater Miami.



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NEXT STEPS

Summit participants discussed ideas regarding next steps. The key points and suggestions included:

- Take advantage of encouraging a focus on civic involvement and advance in local government initiatives such as the Rockefeller Foundation supported Miami-Dade, City of Miami and Miami Beach Resiliency Plan initiative which will also reach out to the other cities;
- Build on the higher education commitment to civic advance on compelling social issues as reflected in the MetroLab partnership to deepen and strengthen the One Table effort;
- Help enhance the public participation and civic engagement in the Miami-Dade County Smart Growth Corridors planning effort;
- Seek to connect this effort with and add a new dimension to the private sector's "One Community, One Goal" initiative being led by the Beacon Council and supported by the Knight Foundation, government, business and higher education in Greater Miami;
- Encourage the sharing of the results of assessments being conducted by Miami-Dade County, Citicorp Development and the Kresge supported Team Miami;
- Complete a basic civic survey on what each organization has done and what is working, avoid reinvention and seek to invest more in those successful strategies and "capture our wins"; and,
- Connect with the statewide Florida Civic Advance to both share information on Greater Miami civic initiatives and leadership and look for what is working in other communities in Florida.

The facilitator noted a Summit report along with facilitator findings and recommendations would be circulated and posted. He thanked the Summit participants for their participation, passion and civic insights. The Summit concluded with thanks to the team of artists who created the Summit mural and comments from them on the opportunity to demonstrate in a hands-on fashion the important role that art and artists can play in civic advance.

Summit participants were asked to complete an evaluation form assessing how well the meeting addressed objectives, what they liked best about the Summit, and how the meeting could have been improved. (See Appendix G, Summit Evaluation Summary).



"If we don't do this, 20 years from now, will we be having the same conversation."
Patrick Morris, Wells Fargo
(pictured above)



"It is important to move forward on this effort, answer the questions about what a One Table can and should do, and act."
Julius Jackson, People Helping Each Other (PHEO)
(pictured above)

The Summit was planned by group consensus during a series of meetings held over a 10-month period. These meetings, as well as the Summit, were facilitated by Bob Jones, Director, FCRC Consensus Center.

The Center is an independent public entity based at Florida State University facilitating consensus solutions and supporting collaborative action. More information about the Center and their work is included in Appendix H, FCRC Consensus Center Information. The Center is providing similar services and serving as the Secretariat for a statewide organization, [The Florida Civic Advance](#).

Mr. Jones offered recommendations and findings for the One Table effort based on his experience with civic advance and insights gained through the process of facilitating the planning process and Summit. Those are included in the Executive Summary of this document.



Liked: "Knowledgeable speakers, Bob Jones' facilitation, Carol Coletta, Kresge Foundation representative with her vast experience at Knight Foundation and the Mayors' Institute on City Design & ArtPlace. Gabriel Metcalf from SPUR." Participant Evaluation (Pictured above, Carol Coletta and Bob Jones)



one table
MANY SECTORS

GREATER MIAMI CIVIC ADVANCE

2016 SUMMIT

Thursday, December 15, 2016

8:15 am - 8:45 am

REGISTRATION AND SIGN-IN

Collaborative Civic Art Project, Sponsored by Unconventional

8:45 am - 9:45 am

OPENING: SETTING THE TABLE FOR GREATER MIAMI CIVIC ADVANCE - Greater Miami Civic Showcase examples - *Curated multi-sector breakout conversations over breakfast on the 6th Floor*

9:45 am - 10:00 am

WELCOME AND AGENDA REVIEW - Commissioner Daniella Levine Cava, Miami-Dade County; Bob Jones, FCRC Consensus Center

10:00 am - 10:30 am

PANEL: WHY IS CIVIC ENGAGEMENT AND ADVANCE IMPORTANT NOW FOR GREATER MIAMI? - Todd Greene, Vice President, Federal Reserve Bank of Atlanta; Commissioner Daniella Levine Cava, Miami-Dade County; Patrick Morris, Community Affairs Officer, Wells Fargo; and Charisse Grant, Senior Vice President for Programs, Miami Foundation

10:30 am - 10:45 am

Break - *Collaborative Civic Art Project, Sponsored by Unconventional*

10:45 am - 11:30 am

KEYNOTE: TAKING STOCK OF WHAT WE KNOW ABOUT CIVIC HEALTH - Wendy Spencer, CEO, Corporation for National and Community Service
Q & A

11:30 am - 12:30 pm

PANEL: "MONEYBALL" AND CIVIC ADVANCE: MOVING THE NEEDLE ON MEASURING CIVIC ADVANCE IN GREATER MIAMI - Dr. Robin Bachin, Assistant Provost and Jorge Damian de la Paz, Program Manager, Office of Civic and Community Engagement, University of Miami; Anthony Williams, Special Projects Director, Bendixen & Amadi International; Rebekah Monson, Vice President, Product, New Tropic; Stuart Kennedy, Our Miami, Miami Foundation
Q & A



12:30pm - 1:00pm	Boxed Lunch - Collaborative Civic Art Project, Sponsored by Unconventional
1:00 pm - 1:30pm	KEYNOTE: CIVIC LESSONS FROM ELSEWHERE - Gabriel Metcalf, President, CEO, SPUR (The Bay Area Planning & Urban Research Association): Models and lessons in developing multi-sector solutions to current and future challenges faced by cities.
1:30 pm - 2:00pm	PANEL: RESPONSE – WHAT ARE THE LESSONS AND MODELS WE SHOULD CONSIDER? - John Oxendine, CEO Blackstar; Dacia Steiner, Center for Social Change – Community Building Institute; James Murley, CRO, Office of Resilience, Miami Dade County
2:00pm - 2:15pm	Break - Collaborative Civic Art Project, Sponsored by Unconventional
2:15pm - 4:30pm	MODERATED DIALOGUE: WORKING TOGETHER TO ADVANCE THE CIVIC INFRASTRUCTURE IN GREATER MIAMI <ul style="list-style-type: none"> - Carol C. Coletta, Senior Fellow, The Kresge Foundation American Cities Practice & Gabriel Metcalf, President, CEO, SPUR Shaping a Shared Language on Civic Infrastructure - Bob Jones, FCRC Consensus Center, Session Facilitator <ul style="list-style-type: none"> - Assessing Greater Miami’s Civic Capacity - A Vision of Success - How we do it? - Testing Support for One Table
4:30pm - 4:50pm	NEXT STEPS AND COMMITMENTS What commitments will individuals and organizations in the nonprofit, private and public sectors make to advance the One Table effort? What’s next?
4:50pm - 5:00pm	ACKNOWLEDGEMENTS, FINAL THOUGHTS & AND SUMMIT EVALUATION
5:00pm	ADJOURN & RECEPTION: VENTURE CAFÉ GATHERING - 6 th Floor - On View - Collaborative Civic Art Project
6:30pm - 7:30pm	THURSDAY NIGHT GATHERING – VENTURE CAFÉ



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**ALLEGHANY
FRANCISCAN MINISTRIES**
<http://afmfl.org/>

Alleghany Franciscan Ministries is a non-profit Catholic organization, guided by this mission and rooted in the tradition and vision of the Franciscan Sisters of Alleghany. We provide grants and work with community partners in three regions of Florida formerly served by the Sisters' hospitals: Miami-Dade County, Palm Beach, Martin and St. Lucie Counties, and the Tampa Bay area of Hillsborough and Pinellas Counties. Since awarding its first grant in 1998, Alleghany Franciscan Ministries has invested over \$72 million to over 1,300 organizations serving those most in need in these communities. In addition to awarding grants, our staff and volunteers work collaboratively with community partners and other funders to promote physical, mental, spiritual, societal, and cultural health and well-being in the communities we serve.

**THE CENTER
FOR SOCIAL CHANGE**
<http://www.4socialchange.org/>

The Center for Social Change (C4SC) houses Miami's coworking space and community environment for mission-driven leaders and organizations including nonprofits and social entrepreneurs. With affordable workspace options, meeting spaces, and access to events and educational opportunities, we provide a community of support in which to work, connect, innovate, and learn. Together, we're part of a global movement of social innovators and entrepreneurs who are creating systemic solutions to the world's most critical problems. We believe that our planet's seemingly insurmountable problems can be solved if everyone commits to being the solution, and we work collaboratively to innovate and create lasting, meaningful change. C4SC members and staff develop their own community initiatives, contribute time to community projects, and participate in local events to grow our network and build collaborative relationships.

**CAMBRIDGE
INNOVATION CENTER**

<http://miami.cic.us/>

CIC's mission is to change the world through innovation by developing ecosystems that allow exceptional entrepreneurs to create new products and companies better and faster. We do this by providing infrastructure (high quality, flexible office space) and by actively building startup communities in the premium locations of future-focused cities.

**THE FEDERAL RESERVE
BANK
OF ATLANTA**

<https://www.frbatlanta.org/>

The Federal Reserve Bank of Atlanta is part of the central bank of the United States. The Federal Reserve System—the Fed, as it is often called—consists of twelve Reserve Banks located around the country and the Board of Governors in Washington, D.C. The Atlanta Fed territory covers the Sixth Federal Reserve District, which includes Alabama, Florida, and Georgia, and portions of Louisiana, Mississippi, and Tennessee. At the Federal Reserve Bank of Atlanta, we embrace diversity and inclusion as essential to who we are. We rely on the unique individual talents, expertise, and valued perspectives of our employees as well as those of external stakeholders to carry out our mission as part of the nation's central bank.

WELLS FARGO BANK

<https://www.wellsfargo.com/about/corporate-responsibility/>

Wells Fargo & Company (NYSE: WFC) is a diversified, community-based financial services company with \$1.9 trillion in assets. Founded in 1852, Wells Fargo provides banking, insurance, investments, mortgage, and consumer and commercial financial services through more than 8,600 locations, 13,000 ATMs, online (wellsfargo.com), and mobile devices. Corporate Social Responsibility (CSR) is rooted in a culture of caring for our communities that has guided our company's growth and success for more than 160 years. To continue to succeed as a financial services company, we must address the social, economic, and environmental challenges of our time and strengthen the communities in which we operate for future and current generations.



**JOSEPH H. AND FLORENCE
A. ROBLEE FOUNDATION**

<http://www.robleefoundation.org/>

The Joseph H. and Florence A. Roblee Foundation is dedicated to promoting change by supporting organizations that address significant social issues, improve quality of life, and help individuals fulfill their potential. The foundation arises out of a Judeo-Christian framework and values ecumenical endeavors. The Foundation particularly supports programs which work to break down cultural, racial, ethnic, religious, and sexual barriers. It supports projects designed to elevate children as a societal priority.

VENTURE CAFÉ MIAMI

<http://venturecafemiami.org/>

Venture Café Miami helps innovators by enhancing and accelerating the growth of innovation in Miami through high-impact programming and events and by creating intentional spaces for entrepreneurial individuals and organizations to gather, connect, and build relationships. Venture Café Miami is a member of a global network, with partner organizations in Boston/Cambridge, Massachusetts, St. Louis, Missouri, and Rotterdam, Netherlands.

**UNIVERSITY OF MIAMI
OFFICE OF CIVIC &
COMMUNITY ENGAGEMENT**

<http://www.miami.edu/index.php/civic>

The Office of Civic and Community Engagement (CCE) fosters university-community collaboration by engaging the university's academic resources in the enrichment of civic and community life in our local, national, and global communities. Our goals include developing new courses in which community-based partnerships are central to course learning outcomes; enhancing existing courses by integrating community engagement into the course curriculum; and creating new initiatives that bring multiple schools and disciplines together to work on shared community-based projects that promote positive social change. These courses and projects allow students to put theory into practice and understand the complexities of practical problem solving in real-world situations, thereby preparing them to be effective civic leaders.



SABADELL UNITED BANK
<https://www.sabadellunited.com>

Headquartered in Miami, our operations are comprised of a nationally chartered bank, Sabadell United Bank, a wealth management division, Sabadell Bank & Trust, and an international branch of our parent company, Banco Sabadell. We are owned by Banco Sabadell, a global banking institution founded in 1881 that is one of Europe's oldest and most successful banks. Building upon our tradition of success, we have consistently expanded our presence in Florida and are proud to serve our clients as one of the state's largest banks. We currently have 25 locations and serve over 40,000 clients.

**UNITED WAY
OF MIAMI-DADE**
<https://unitedwaymiami.org>

We are on a mission to build a stronger Miami — a Miami where all children have the opportunity to learn and thrive, where families are financially secure and where people can live their lives to the fullest because they have the good health to do so — today and for generations to come.

**MIAMI-DADE COUNTY
COMMISSIONER DANIELLA
LEVINE CAVA**
<http://www.miamidade.gov/district08/>

Daniella Levine Cava was elected in 2014 to serve as the Miami-Dade County Commissioner representing District 8, which includes Palmetto Bay, Cutler Bay, Homestead, and unincorporated areas of South Dade including Redland, Falls, Princeton, Naranja, Leisure City and parts of West Kendall.

**SOUTH FLORIDA COMMUNITY
DEVELOPMENT COALITION**
<http://southfloridacdc.org/>

SFCDC's mission is to expand the capacity of the community development field to develop affordable housing and economic opportunities for low and moderate income individuals while promoting collaborative, inclusive policy and practice to invest in people, neighborhoods and social capital throughout Miami-Dade County.

CATALYST MIAMI
<http://catalystmiami.org/>

Catalyst Miami's mission is to develop and support individual leadership and strong organizations that work together to improve health, education, and economic opportunity in our community.



COMMUNITY BUILDING INSTITUTE

<http://www.4socialchange.org/about/programs-and-initiatives/community-building-institute/>

The CBI specializes in customized learning and development opportunities for communities-based groups and organizations, and local, state and federal government agencies. We work with you to develop a curriculum or design a project that can demonstrate that the community assets, the skills of local residents, the power of local associations, the resources of public, private and nonprofit institutions, and they physical and economic resources of local places are the key building blocks in sustainable urban and rural community revitalization efforts.

FCRC CONSENSUS CENTER, FLORIDA STATE UNIVERSITY

<http://consensus.fsu.edu/>

The FCRC Consensus Center serves as an independent public resource facilitating consensus solutions and supporting collaborative action. The Center was created by the Florida Legislature in 1987 and placed in our independent home at Florida State University. Many of our early successes were the result of mediating conflict to break impasse and gridlock on public issues. Today many of our projects focus on enhancing and documenting collaborative leadership and facilitating stakeholder planning that results in the implementation of consensus plans and actions. In hundreds of projects over the past 27 years, we have assisted public, private and NGO leaders, agencies and organizations on a wide array of national, state, regional and local issues. We have demonstrated that leaders, stakeholders and citizens with diverse perspectives can work together to move past their positions and differences and build common ground for consensus solutions.

THE CHILDREN'S TRUST

<https://www.thechildrenstrust.org/>

The Children's Trust is a dedicated source of revenue established by voter referendum to improve the lives of children and families in Miami-Dade County.



UNCONVENTIONAL
www.BeUnconventional.co

We connect purpose-driven businesses with the world's freshest artists. Our artists work alongside professional educators to produce projects and installations that bring joy and ingenuity to the most forward-thinking businesses. Each project is carefully designed to rejuvenate the people and relationships that make your company rock.

**BRIAN SERNA,
VIDEOGRAPHY**
brian.serna001@mymdc.net

Event photography and videography

CREATIVE CHI
sirena@createchi.com

Creative Chi specializes in mindful branding for conscious businesses and products. We create authentic branding visuals with intuitive brandmarks, inspirational websites & heartfelt promotional pieces. Creative Chi is passionate about supporting local non-profit programs. In its venture as a B-corp Creative Chi donates 10% of profits to local programs that improve the lives of children through art education and women's programs that empower and assist those most in need.

**GREATER MIAMI CHAMBER
OF COMMERCE**
www.miamichamber.com

The Greater Miami Chamber of Commerce is the leader in business development and the voice of business in South Florida, representing more than 400,000 employees of member companies.

FLORIDA CIVIC ADVANCE
<http://consensus.fsu.edu/Civic-Advance/>

The Florida Civic Advance (FCA) is a new project to support and strengthen civic progress in Florida's communities. The Florida Civic Advance is a collaborative initiative involving an emerging network of over 35 local, regional and statewide organizations, who believe civic matters and are committed to strengthening civic life.

**PEOPLE HELPING EACH
OTHER INC.**
<http://www.pheoglobal.org/>

People Helping Each Other strives to raise the economic, educational and social levels of the indigenous Africans and the African diaspora. We do that by focusing on community-based efforts including education, and sustainable businesses.



ROBERT M. JONES

Director
Florida Conflict Resolution
Consortium (FCRC) Consensus
Center, Florida State University

rmjones@fsu.edu

Robert M. Jones, J.D., has been the Director of the FCRC since 1991. He is highly respected nationally for his leadership in the field of collaboration and consensus building, serving on a number of national practitioner boards and committees. He has extensive experience and expertise in designing and facilitating large consensus building stakeholder collaboration processes from national standards teams in the electric industry to statewide and regional task forces and commissions. He has provided consultation to public, private and non profit organizations on assessing readiness for collaboration, strategic planning and building collaborative capacity. In the past he has mediated land-use, development and environmental and natural resource disputes. Prior to his work with the FCRC, Mr. Jones was a Senior Associate for eight years at the National Institute for Dispute Resolution, in Washington D.C., where he directed a national dispute resolution research grants program and administered programs in public policy mediation and professional education.

DANIELLA LEVINE CAVA

Commissioner District 8
Miami-Dade County

district8@miamidade.gov

Daniella Levine Cava was elected in 2014 to serve as the Miami-Dade County Commissioner representing District 8, which includes Palmetto Bay, Cutler Bay, Homestead, and unincorporated areas of South Dade including Redland, Falls, Princeton, Naranja, Leisure City and parts of West Kendall. Commissioner Levine Cava comes to elected office after having served as an advocate for South Florida residents and communities for over 30 years. Commissioner Levine Cava has helped thousands improve their standard of living and enter the middle class. She has created hundreds of jobs through programs such as Public Allies, ReServe, and internships throughout the nonprofit and government sectors. Hundreds of new civic leaders have graduated from Catalyst's programs, including new immigrant leaders in Homestead. These graduates are now active members of school, community and civic life.



CAROL COLETTA

Senior Fellow
American Cities Practice
The Kresge Foundation

Carol Coletta is a senior fellow with The Kresge Foundation's American Cities Practice. She is leading a proposed \$40 million collaboration of foundations, nonprofits and governments to demonstrate the ways in which a connected set of civic assets – a civic commons – can yield increased and more widely shared prosperity for cities and neighborhoods.

She formerly was vice president of Community and National Initiatives for the John S. and James L. Knight Foundation. She led the two-year start-up of ArtPlace, a public-private collaboration to accelerate creative placemaking in communities across the U.S. and was president and CEO of CEOs for Cities for seven years. She also served as executive director of the Mayors' Institute on City Design, a partnership of the National Endowment for the Arts, U.S. Conference of Mayors and American Architectural Foundation. For nine years, she was host and producer of the nationally syndicated weekly public radio show Smart City, where she interviewed more than 900 international leaders in business, the arts and cities.

TODD GREENE

Vice President
Federal Reserve Bank of Atlanta

todd.greene@atl.frb.org

Todd Greene is vice president and leads the community and economic development department at the Federal Reserve Bank of Atlanta. Greene has oversight for research, policy, and outreach initiatives that promote inclusive economic growth with a focus on small business, housing, community and economic development finance, and human capital and workforce development in all or portions of Alabama, Florida, Georgia, Louisiana, Mississippi, and Tennessee. At a national level, Greene leads the Federal Reserve System's human capital/workforce development working group in the community development function. He has published and presented on various economic and workforce development related topics and is the coeditor of the recent book *Transforming U.S. Workforce Development Policies for the 21st Century*. Previously, Greene was a member of the general faculty at Georgia Tech where he led various centers and programs related to applied economic development, including the Community Policy and Research Services group, the Center for Manufacturing Information Technology, and the Program in Science, Technology, and Innovation Policy.



PATRICK MORRIS

Community Affairs Officer,
South Florida
Wells Fargo

Patrick.G.Morris@wellsfargo.com

Pat Morris is the Community Affairs Officer in South Florida for Wells Fargo. In this role, he is responsible for the management and implementation of corporate social responsibility projects and programs for South Florida, which include execution of community investments and team member volunteerism projects in the region. Prior to joining Wells Fargo, he served as Vice President of Community Affairs at Vista Health Plan and was the Vice President for Business Development at Sabadell United Bank. He also was the founder and CEO of Hands On Miami, an organization that engaged thousands of individuals in community service. He served for two years as the Chief Development Officer at the YMCA of Greater Miami. Active in community service, Morris is a member of the Board of Governors of the Greater Miami Chamber of Commerce and is a board member of the Coral Gables Good Government Initiative. Previously, he has served on numerous local nonprofit boards, including chair of the Make-AWish Foundation of Southern Florida, chair of the Association of Fundraising Professionals, the Nonprofit Committee for the Greater Miami Chamber of Commerce and the Governor's Commission on Community and Volunteer Service. Pat is a past member of the Leadership Miami and Leadership Florida programs. He holds a Master of Business Administration in Marketing and a Bachelor of Arts in International Affairs from American University in Washington, DC.

CHARISSE GRANT

Senior Vice President
for Programs
The Miami Foundation

Charisse Grant is the Senior Vice President for Programs. She leads the Foundation's grantmaking and leadership development programs. Charisse joined the Foundation in 1995 and has extensive community and nonprofit knowledge and experience helping donors and national funders achieve their philanthropic goals. Before joining the Foundation, she was a reporter for the Miami Herald newspaper covering a range of issues and graduated from the University of Missouri. She is a member of Leadership Florida Class XXIX, is an International Women's Forum Fellow, served on the board of the Children's Trust and the City of Miami Bond Oversight Board and worked as a volunteer teacher in southern Africa.



WENDY SPENCER

CEO
Corporation for National and
Community Service

Wendy Spencer began serving as Chief Executive Officer of the Corporation for National and Community Service (CNCS) on April 9, 2012, shortly after being nominated by President Obama and unanimously confirmed by the U.S. Senate. CNCS is a federal agency that administers AmeriCorps, Senior Corps, the Social Innovation Fund, and other programs that engage millions of Americans in national service and volunteering to solve problems for communities.

Under Spencer's leadership, CNCS has launched new partnerships, including FEMA Corps, School Turnaround AmeriCorps, STEM AmeriCorps, Justice AmeriCorps, and Financial Opportunity Corps; increased the agency's focus on veterans and military families; and overseen the national service response for many severe natural and man-made disasters.

Spencer's efforts to engage elected officials include creating the annual Mayor and County Recognition Day for National Service, where 3,539 mayors and county officials express their appreciation for Senior Corps, AmeriCorps, and volunteerism in general.

ROBIN F. BACHIN, PHD

Assistant Provost for Civic &
Community Engagement
Office of Civic & Community
Engagement
University of Miami

rbachin@miami.edu

Robin Bachin received her B.A. from Brandeis University and her M.A. and Ph.D. degrees from the University of Michigan. Her areas of research and teaching include American urban, environmental, immigration, and cultural history. Her award-winning first book, *Building the South Side: Urban Space and Civic Culture in Chicago, 1890-1919*, was published by the University of Chicago Press in 2004 (paperback 2008). Her current book project is *Tropical Urbanism: Modernity, Exoticism, and the Creation of South Florida, 1890-1965*. Bachin also has published numerous articles and delivered scholarly presentations on topics including universities and community engagement; urban planning and public space; sustainability and urban design; and the intersections of urban and environmental history. She is the Past President of the Society for American City and Regional Planning History, and has served on the Boards of Directors of the Urban History Association, the Miami Consortium for Urban Studies, the Coral Gables Museum, and the Urban Environment League of Greater Miami.

JORGE DAMIAN DE LA PAZ

Program Manager
Office of Civic & Community
Engagement
University of Miami

jdelapaz@miami.edu

Jorge Damian de la Paz focuses on affordable housing and community development initiatives as a Program Manager at the Office of Civic and Community Engagement. Previously, Jorge was the Senior Policy Analyst at the Miami Coalition for the Homeless, leading an innovative affordable housing initiative called “Miami Homes for All.” He completed a Masters degree with honors in Philosophy and Public Policy at the London School of Economics and was a participant in the inaugural class of the Community Scholars in Affordable Housing program, co-sponsored by the University of Miami. A Miami native, Jorge was a 2013 Miami Foundation Public Space Challenge winner, a 2015 New Leaders Council Miami Fellow and the winner of the 2015 Rising Star Award at the South Florida Community Development Coalition (SFCDC) Awards for Excellence in Community Development.

ANTHONY WILLIAMS

Special Projects Director
Bendixen & Amandi International

anthony@bendixenonline.com

Anthony Williams is the Special Projects Director at Bendixen & Amandi International, a Miami-based public opinion research and strategic communications consulting firm. The firm’s client list includes corporations, non-profit organizations, and political campaigns across the United States and around the world. He comes to the world of research after more than 15 years working in the government and non-profit sectors. Anthony is a Miami native and a graduate of the University of North Florida with a degree in Political Science.

REBEKAH MONSON

Vice President/Product
The New Tropic

Rebekah Monson is co-founder and VP of Product of WhereBy.Us, a local media startup that connects people to their cities through storytelling and experiences. Its first publication, The New Tropic, produces an email newsletter, original journalism and events in Miami that reached more than half a million curious locals in 2015. WhereBy.Us achieved profitability in its first year of operation. The company launched The Evergrey in Seattle in October and will scale to new markets in 2017. Before starting WhereBy.Us, Monson worked in many newsroom jobs, including reporter, editor, and design director. She also ran communications at the University of Miami School of Communication, where she pursued an M.F.A. in Interactive Media before leaving to start WhereBy.Us. She co-founded Code for Miami, a Code for America brigade of volunteers working to transform civic technology in Miami--Dade County, and Hacks/Hackers Miami, a local chapter of an international grassroots organization of journalists, designers and developers who are reinventing media.

STUART KENNEDY

Director of Program Strategy and
Innovation
The Miami Foundation

SKennedy@miamifoundation.org

Stuart Kennedy is the Director of Program Strategy and Innovation at The Miami Foundation. He leads the Foundation's civic leadership work focused on addressing critical quality of life issues in Miami-Dade County. In addition, he oversees the Our Miami Report, a biennial research platform examining the data, trends, indicators and stories behind Greater Miami's biggest challenges and opportunities, and the Public Space Challenge, a contest for the community's best ideas to improve, create and activate public spaces. Prior to joining the Foundation, Stuart was the Program Associate at the John S. and James L. Knight Foundation working with the local and national Arts programs. He graduated from the University of Colorado at Boulder with a double major in International Affairs and Spanish and Portuguese Language and Culture.

GABRIEL METCALF

President and CEO
SPUR

Gabriel Metcalf is the president and CEO of SPUR. He is responsible for defining the overall vision and strategy for the organization and has led SPUR through a major expansion of its work. Gabriel has authored or co-authored such notable articles as "The Northern California Megaregion," "Democracy and Planning," "The San Francisco Exodus" and "The Great Dithering." He is also the author of *Democratic by Design: How Carsharing, Co-ops, and Community Land Trusts are Reinventing America* (St. Martin's Press, 2015). A co-founder of City CarShare and the San Francisco Housing Action Coalition, Gabriel serves on numerous boards and commissions. A frequent writer and speaker on planning and policy topics, he earned a Master's degree in city and regional planning from the University of California, Berkeley College of Environmental Design.

JOHN OXENDINE

President and CEO
Blackstar, LLC

John Oxendine is chairman, president and CEO of Blackstar, LLC; he has been an entrepreneur, operator, investor, and lender in the communications industry for over 30 years. From June 2008 through January 2009, Oxendine served as interim CEO and a member of the board of Equity Media Holdings Corp., and he earlier served as chairman, president and CEO of Blackstar Communications – a company he formed in 1987 that acquired, owned and successfully operated commercial television stations in the U.S. Mr. Oxendine is the recipient of numerous awards and honors, including the John Hay Whitney Fellowship while at Harvard University, and was inducted in the Hunter College Alumni Hall of Fame. He served on many professional and civic boards, including the Medlantic Healthcare Group (Washington Hospital Center), Family and Child Services of Washington, DC, the Interracial Council for Business Opportunity (ICBO), the Minority Media and Telecommunications Council (MMTC), the Monterey Institute of International Studies, The Washington Tennis Foundation, and the National Capitol Area YMCA. He also was a member of the boards of HSN, Inc., (now USA Networks, Inc.), a publicly traded company, Medical University of South Carolina Foundation for Research Development, Southwest Power Pool, Black Student Fund, Lockhart Group of Companies and Paxson Communications Corporation, a publicly traded company which owns 64 television stations. Mr. Oxendine is currently a member of the boards of the Palm Beach International Film Festival, Adopt-A-Classroom and the Palm Beach County Film and Television Institute.



DACIA STEINER

Director
Community Building Institute
Center for Social Change

dsteiner@4socialchange.org

Dacia Steiner, MPA, is the Director of the Community Building Institute at the Center for Social Change, Miami's first community space and co-working environment that is dedicated to promoting collaborative, systemic solutions to social problems. Dacia has worked directly with local, national and international government agencies, public institutions and nonprofits to design community-based participatory research projects, and provided training and technical assistance to them on the implementation of those efforts. Her research and writing primarily focused on themes related to youth, aging, and international development. She has also taught university courses in several topic areas, including introductory community development, complex organization, the nonprofit sector, asset-based organizing, and teaching in urban communities. All of Dacia's work emphasizes strengthening neighborhoods, engaging individuals, and connecting associations and institutions and other organizations through the design and implementation of asset-based community driven strategies

JAMES MURLEY

Chief, Office of Resilience
Miami-Dade County

James.Murley@miamidade.gov

James F. Murley was recently appointed Chief Resilience Officer for Miami Dade County by Mayor Carlos Gimenez. Miami-Dade County, in partnership with the Cities of Miami Beach and Miami, is now participating in the Rockefeller 100 Resilient Cities Program. Jim served as Secretary of the Department of Community Affairs under Governor Lawton Chiles and was appointed by Governor Charlie Crist to serve as Chair of the Florida Energy and Climate Commission. Previously he served as Executive Director of 1000 Friends of Florida, spent over 10 years with Florida Atlantic University overseeing research on urban and environmental issues and served as the Executive Director of the South Florida Regional Planning Council. He is former Vice-Chair of the Miami-Dade County Sea Level Rise Task Force and was recently appointed to the City of Miami Sea Level Rise Committee. He is a founding Board member of the American Society for Adaptation Professionals and a Fellow of the National Academy of Public Administration.



SUMMIT PLANNING MEETING PARTICIPANTS

The Summit Planning Meetings were initiated in February 2016 and completed in November 2016. The following is a list of individuals who attended one or more Summit planning meetings or met with the Summit facilitator.

NAME	TITLE	ORGANIZATION
George Abbott	Special Assistant to the VP/Community Natl. Initiatives	John S. and James L. Knight Foundation
Anay Abraham	Director	The WOW Center
Aileen Alon	Director, Arts & Creative Industry	Opa-Locka Comm. Dev. Corp.
Darrell Arnold	Board Member	Miami PACT/Barry University
Robin Bachin	Assistant Provost, Office of Community and Civic Engagement	University of Miami
Gretchen Beesing	CEO	Catalyst Miami
Shekeria Brown	Executive Director	South Florida Community Development Coalition
Dr. Robert Brazofsky	Executive Director, Dept. of Social Sciences	Miami-Dade County Public Schools
Leigh-Ann Buchanan	Executive Director	Venture Café Miami
Santiago Bunce	Vice President, Catalyst Consulting	Catalyst Miami
Bill Burdette	Founder	Center for Social Change
Bert DeArmas	Senior Vice President	Sabadell United Bank
Stephanie Doscher	Associate Director, Office of Global Learning	Florida International University
Melissa Dynan	Principal	Dynan Consulting ASPA/LWV
Victoria Fear	Programs Officer	The Miami Foundation
Darrill Gaschler	Program Director	Hands on Miami/Broward
Jane Gilbert	Consultant	Allegany Franciscan Ministries
Daniel Gibson	Regional Vice President	Allegany Franciscan Ministries
Karla Gottlieb	Director of Community Initiatives	Opa-Locka Comm. Dev. Corp.
Peter Gorski	Chief Health & Child Development Officer	The Children's Trust
Cecilia Guitierrez	CEO	Miami Children's Initiative
Ines Hernandez	Senior VP & South Florida Market Manager	Citi Community Development
Lauren Harper	Director	Center for Social Change
Jeff Hawley	Senior Grants Analyst	Miami Dade County OMB
Marisa Hightower	Associate Director	University of Miami, Office of Community & Civic Engagement
Saif Ishaof	Director, Office of Engagement	Florida International University
Bacardi Jackson	Partner	The Tucker Law Group
Bob Jones	Director	FCRC Consensus Center FSU
Jack Kardys	Director	Miami Dade Parks and Recreation
Daniella Levine Cava	Commissioner, District 8	Miami Dade County Commission
Willie Logan	President/CEO	Opa-Locka Comm. Dev. Corp.



Michael Malone	Community Engagement Administrator	The Children's Trust
Diana Maria Lee	CEO	Sweet Livity
Maydee Martinez	Co-Founder	Engage Miami
Camilo Mejia	Networks Director	Catalyst Miami
Francesca Menes		FL Immigrant Coalition
Miguel Milanés	Regional Vice President	Allegany Franciscan Ministries
Patrick Morris	Community Affairs Officer, South Florida	Wells Fargo Bank
Ruth Moreno	Regional Coordinator	iAmerica/iAmerica Action
Jim Murley	Director, Office of Resilience	Miami Dade County
Jorge de la Paz	Program Manager	University of Miami, Office of Community & Civic Engagement
Benjamin de la Pena	Director, Community & National Strategy	John S. & Jams L. Knight Foundation
Aidil Oscariz	Vice President, Policy & Advocacy	Catalyst Miami
Diana Ragbeer	Director of Public Policy and Civic Engagement	The Children's Trust
Suzanne Richards	Director, Florida State Office	Corp. for National and Community Service
Kim Roy	Member	Miami PACT
Chris Sopher	Co-Founder	The New Tropic
Katy Sorenson	CEO	Good Government Initiative
Raquel Sotolongo	Curriculum Support Specialist- K-12	Miami Dade Public Schools-Social Studies
Dacia Steiner	Director	The Community Building Institute The Center for Social Change
Adele Valencia	Chief Operations Officer	Daniella Levine Cava, BOCC, District 8
Carol Van Arx	Trustee	The Joseph & Florence Roblee Foundation
Jackie Viana	Instructional Supervisor, Civics Education	Miami-Dade County Public Schools
Liane Ventura	Sr. VP, Leadership Programs	Greater Miami Chamber of Commerce
Ezequiel Williams	Chief Insights Officer	Contexto
Peter Wood	Program Officer	Health Foundation of South Florida
Josh Young	College-wide Director	Miami Dade College Institute for Civic Engagement and Democracy



APPENDIX E: SUMMIT PLANNING MEETING ATTENDEES

The Children of Inmates (COI) partnership supports the well-being of children whose parents are incarcerated, an often-ignored sub-group of children at risk. Through the combined talents of 12 Miami public, non-profit and private sector

partner organizations, COI provides regular family bonding visits to Florida prisons, crisis intervention and care coordination services with the goal of strengthening the connection between these children and their incarcerated parents and stabilizing the family. COI also raises awareness about the needs of these children and recruit volunteers to support our children.



partner organizations, COI provides regular family bonding visits to Florida prisons, crisis intervention and care coordination services with the goal of strengthening the connection between these children and their incarcerated parents and stabilizing the family. COI also raises awareness about the needs of these children and recruit volunteers to support our children.

DISRUPTING THE PRISON PIPELINE FOR CHILDREN OF INMATES

LEAD: Hope for Miami

Yvonne Sawyer
(305) 267-3550
yvonne@hopeformiami.org

SECTORS: Public, non-profit and private sector partners

This showcase highlights a pilot service-learning program (a pedagogy that provides experiential learning that serves and addresses community needs) launched between Miami Dade College Institute for Civic Engagement & Democracy and the Miami Climate Alliance, a grassroots organization advocating and acting for climate justice in South Florida. Students participated in direct service with the organization as well as launching entrepreneurial projects that combined their own skills and interests with the needs of the Miami Climate Alliance and the aim of furthering the social impact of the organization.



REFLECTIONS ON THE MIAMI CLIMATE ALLIANCE SERVICE - LEARNING PILOT PROGRAM

LEAD: Miami Dade College

Rebecca Pelham
(305) 237-8380
rpelham@mdc.edu

SECTORS: Public and non-profit partners

PACT, representing more than 50,000 people in South Florida, harnesses the power of its large, organized numbers of people to solve pressing community problems. PACT leaders have successfully worked to eliminate out-of-school



suspensions, re-activate the Affordable Housing Trust Fund, and pass the First Source Referral Hiring Ordinance. PACT invests significant time and energy to develop

grassroots leaders through sponsorship in national training, local workshops and on-going action-reflection processes. Grassroots leaders develop a number of skills – planning, conducting public meetings, developing successful strategies, negotiating with decision makers, fund raising – that are necessary to impact serious community problems through the organizing process.

Wells Fargo is dedicated to sharing the skills of our team members by serving the community of South Florida through non-profit board service. We partner with the non-profit sector providing grants in the areas of Human Services,



Education, Civic, Arts & Culture, Environment and Community Development. We look closely at organizations in which our board

service and active engagement beyond just a monetary contribution can make a significant difference. We work closely with the Line of Business leaders to identify, train and match the appropriate team member with a non-profit board that fits within our strategic funding framework.

CHANGE MAKING: PACT GRASSROOTS LEADERSHIP TRAINING

LEAD: PACT (People Acting Together for Community)

Megan O'Brien/Darrell Arnold
(305) 572-0602
mobrien@miamipact.org

SECTORS: Nonprofit and public partners

BRINGING BUSINESS SAVY TO NON-PROFIT BOARDS

LEAD: Wells Fargo Bank

Patrick G. Morris
(305) 532-2535
Patrick.G.Morris@wellsfargo.com

SECTORS: Private and non-profit sectors



Community Scholars is an innovative initiative designed to familiarize emerging leaders and young professionals in Miami-Dade County with best practices in community development and affordable housing policy and procedures in the United States. The program has been overseen by CCE, the South Florida Community Development, and Catalyst Miami. As of 2016, a total of 33 emerging professionals working in the



nonprofit, for-profit, and non-profit sectors have completed the program.

During each session, national and local experts in community development

and affordable housing shared their insight and knowledge with the group. Each scholar completes a capstone project, some of which have had a significant impact local impact, including the creation of a new Countywide revolving loan fund, new set-asides in the Affordable Housing Trust Fund for the lowest income households, and comprehensive presentation on best practices to the Miami-Dade County League of Cities. The program uses a “Community of Practice,” which encourages participants to share skills and build networks while learning from their peers.

COMMUNITY SCHOLARS IN AFFORDABLE HOUSING PROGRAM

LEAD: University of Miami

Jorge Damien de la Paz
(305) 284-6635
jdelapaz@miami.edu

SECTORS: Private and non-profit
sectors

The Social Justice Table (SJT) is dedicated to building collective power and fostering equity in Miami-Dade County, with an emphasis on low-income and working minority communities. The



SJT convenes a variety of social justice organizations to create collective spaces and programming around shared values in order to increase collective capacity and impact. Our work includes supporting emerging networks to more effectively tackle the main issues affecting our communities; changing public narratives; changing our political culture; increasing civic engagement; and shifting our policy landscape towards a more people-centered agenda.

THE SOCIAL JUSTICE TABLE: BUILDING COLLECTIVE POWER IN MIAMI-DADE COUNTY

LEAD: Catalyst Miami

Camilo Mejia
(305) 576-5001
camilom@catalystmiami.org

SECTORS: Non-profit and public sectors

Riverside Park is located in a densely populated neighborhood of Miami's East Little Havana. In



February 2016, families living nearby were most likely to say "peligroso" (dangerous) when asked to share the first word coming to mind when thinking of Riverside Park. Ten months later the park has

become a go-to spot for community celebrations and family soccer games. What changed?

CAN I DRINK MY BEER HERE? VS. IS IT SAFE TO BRING MY KIDS HERE?

LEAD: The Children's Trust

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SECTORS: Non-profit, public and private sectors



SUMMIT EVALUATION SUMMARY DECEMBER 15, 2017

Summit participants used a 0 to 10 evaluation rating scale, where 0= totally disagree and 10= totally agree for a series of evaluation statements. The average of these ratings are displayed, as are participant comments.

1. Please assess the overall Summit

- 9.0 The Summit Workbook was very useful
- 9.1 The Summit objectives were stated at the outset
- 7.9 Overall, the objectives of the Summit were fully achieved.

2. Do you agree that each of the following Summit objectives was met?

- 8.7 To set the Table by reviewing Greater Miami Civic Showcase examples.
- 8.5 To review sector perspectives on why civic advance is important now in Greater Miami
- 8.8 To take stock of what we know about civic health and consider ways to measure it in Greater Miami
- 9.2 To consider civic models and lessons from elsewhere.
- 8.4 To consider the current civic infrastructure and capacity, envision, test support and identify strategies for a successful One Table in Greater Miami.
- 8.1 To clarify commitments and a call to action

3. Please indicate your satisfaction with the Summit

- 8.8 Overall I am very satisfied with the Summit outcomes

4. What did you like best about the Summit?

- The topics and speakers really opened my mind. As a new comer to Miami, I learned a lot about this community.
- Speakers- Wendy Spencer and morning panelists.
- Money ball Panel and SPUR discussion
- Money ball and civic advance. Moving the needle on measuring civic advance in Greater Miami.
- The information that panelists shared was excellent.
- Knowledgeable speakers, Bob Jones' facilitation, Carol Coletta, Kresge Foundation representative with her vast experience at Knight Foundation and the Mayors' Institute on City Design & ArtPlace. Gabriel Metcalf from SPUR.
- Interactions with others and their experiences
- Wonderful opportunity to learn what is already going on in terms of civic engagement and rich in ideas
- The open discussion and examples from different cities.
- Meeting new people and talking with friends and colleagues.



- Meeting and engaging with civic leaders and learning about their experiences and ideas to enhance engagement across multiple sectors.
- Great group of diverse thought leaders.
- Brought people together with fresh ideas.
- The opportunity to meet people from different sectors.
- Met a variety of interesting and intelligent people. Learned their perspectives through panels and table sessions.
- Great energy and engagement. Met several new people.
- Liked the business community involvement.
- Collaborative civic art project.
- Great AV/ and video archiving.
- Excellent space. Well Done!

5. How could the Summit been improved?

- Different process after the roundtable discussions to move to consensus.
- Design thinking methodology might be helpful going forward.
- Bringing community members to share a panel with the Summit.
- Good intention but needs more diversity and action items.
- More diverse audience, other sectors and communities need to be represented so we are not preaching to the same choir (that's how today felt).
- Engage more young people and people you want to be more engaged. If the goal is to engage youth, you need youth at the table as well.
- Incorporate exercises and more examples of civic involvement success models.
- Breakouts in a different room
- Sitting in the same table for the whole day is a little tiring. The group was engaging and that was a big help.
- Retention of participants until day's end.
- It was great for networking yet, the challenge of "housing" Miami's civic engagement efforts under one roof is too overwhelming. This group would need to continue meeting to figure this out
- Event should be live streamed for many to join.
- Open to the public.
- Wellness. Take moments for breathing and recalibration for more effective thinking and communication. Stand up and stretch, etc.
- Vegetarian lunch options. Also breakfast.
- Food- no vegetarian option at lunch and a lot of carbs.
- Recycling- none.
- Attendees should be given "brain food" and drinks to optimize their thinking of ideas for the day.
- Thank you Bob & Amy!

6. Follow-up Ideas

- The challenge of "housing" Miami's civic engagement efforts under one roof is too overwhelming. This group would need to continue meeting to figure this out

- Liked the idea of doing an assessment by section to understand current state of civic advance of each sector.
- More closure- helping group reach some type of consensus on where we go now. Source of funding, etc. to go after, by when. Who will take on communication with group of meetings etc. Until other funding secured, or until other organizations step in to donate some staff time.
- Can we get power points from the speakers?

The [FCRC Consensus Center](#) serves as an independent public resource facilitating consensus solutions and supporting collaborative action. The FCRC Consensus Center, in partnership with other organizations and professionals, assists public and private interests in designing and securing appropriate collaboration and consensus building services for public issues and challenges throughout Florida and beyond. The Center provides technical assistance through consultation and professional training and education services to a wide range of leaders, managers and professionals.

The FCRC Consensus Center operates under the following Principles for Accountability and Ethical Practice:

- **Transparency/Openness:** The FCRC openly communicates the its mission, programs, activities, and funding to the public and university community.
- **Continuous Learning:** The FCRC is engaged with the collaborative governance field and strives for the highest practice standards of competency and proficiency.
- **Impartiality/Neutrality/Independence:** the FCRC strives to remain independent, unbiased and objective in all dealings.
- **Equity/Inclusiveness:** The FCRC incorporate principles of diversity, inclusion and equity consistent with its mission in all organizational policies and practices.
- **Respect for Private Communications in Collaborations:** To the extent permitted by law or rule, the FCRC holds records and communications provided in confidence to further effective collaboration and will not disclose such communications unless given permission to do so.

Robert M. Jones, J.D., has been the Director of the FCRC since 1991. He is highly respected nationally for his leadership in the field of collaboration and consensus building, serving on a number of national practitioner boards and committees. He has extensive experience and expertise in designing and facilitating large consensus building stakeholder collaboration processes from national standards teams in the electric industry to statewide and regional task forces and commissions, He has provided consultation to public, private and nonprofit organizations on assessing readiness for collaboration, strategic planning and building collaborative capacity. In the past he has mediated land-use, development and environmental and natural resource disputes. Prior to his work with the FCRC, Mr. Jones was a Senior Associate for eight years at the National Institute for Dispute Resolution, in Washington D.C., where he directed a national dispute resolution research grants program and administered programs in public policy mediation and professional education.



one table
MANY SECTORS