

Module Five: Exploring Regional Assets and Barriers

This instructor's guide outlines the content, worksheets, activities, and scenarios that should be used to teach this section. Refer to this document for additional comments about each module as well as the overall objectives.

Slide: 1

Time: Use at start as background



Instructions:

Take a minute to introduce this next SET module

Script:

“The next SET module we want to introduce you is titled, **Exploring Regional Assets and Barriers**. The intent of this session is to familiarize you with: (a) the important tools that can you use to discover the variety of assets existing in the region; and (2) the possible barriers that might impede the successful pursuit and achievement of your team’s regional goals.”

Slide: 2

Time: 4 Minutes

Reflecting on the Last Meeting of the Team

- What did you find most useful about the topic? Any items still unclear?
- What did you accomplish since the last meeting?
- Other thoughts or comments?



Instructions:

Take a few minutes to ask the group to reflect on the previous module that the SET training team presented (Regional Vision and Regional Goals). Not only do these questions serve to refresh people's memory of the key concepts that were presented in the last session, they also allow participants the opportunity to share some of their thoughts and reflections about the last session (especially since they've had a few days to think about some of the ideas and strategies that were addressed in the last module).

Script:

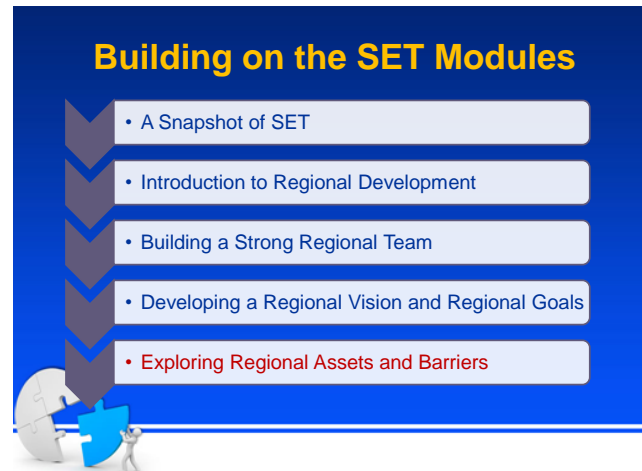
"Before beginning our focus on the important items that we want to cover in today's session, let's take a minute to reflect on what happened in the last module. As you may remember, the main focus of Module 4 was on the developing a regional vision and goals. Let me begin by asking you this question:

- What did you find most useful in Module Four? If you can, tell me why?
- Now, let's talk about what the team accomplished since the meeting. What activities were you asked to complete at the last meeting of the team? Please share with the group.
- Finally, is there anything that we covered in the last session that you want to have clarified; or do you have any additional comments that you want to share related to the last module?

(After discussion is over, say the following): I want to thank all of you for offering your valuable insights on the last session. Now, let's get going on Module Five."

Slide: 3

Time: 2 Minutes



Instructions:

Quickly review the SET modules we’ve covered up to this point. Then note that we are going to spend time today talking about “Exploring Regional Assets and Barriers.” Asset mapping is intended to help the team recognize that the region has far more assets than they may realize. This is not unusual given that we often tend to under-appreciate many of the “good things” that are already in place in our local communities or region. So, we are going to help the regional team use some tools for locating these assets.

At the same time, we want them to realize that there might be some barriers that can prevent the team from achieving their regional goals. We want to identify those factors that can serve as roadblocks to the achievement of regional goals.

Script:

“Let’s recap where we’ve been up to this point in our SET program. We started with an overview of the SET program and then we introduced you to key concepts of regional development. We also shared some insights on the important elements of a strong regional team, and we then focused on the development of a vision for your region and the key goals your group is seeking to accomplish. Now, we want to take time in Module 5 to help you uncover local and regional assets -- talents, skills and resources that exist in the region and its communities that oftentimes go unnoticed but can be of real value in helping carry out your regional efforts.”

Slide: 4

Time: 2 Minutes

What Module Five is All About

- Introduce the notion of asset-based regional development
- Discover the assets that exist locally and can be mobilized to support your regional goals
- Pinpoint barriers to achieving regional goals
- Review goals and adjust as needed



Instructions:

Briefly cover each of the bullet points on this slide.

Script:

“Here is what we will examine in our session today. First, we’ll introduce you to the concept of asset-based regional development. Next, we’ll show you how to uncover local resources that could be relevant to each of your goals. Third, we’ll try to help you pinpoint barriers that might create roadblocks for your team as you try to work on your goals. Finally, we are going to encourage you to take a hard look at your goals and see if they are still doable in light of the assets and barriers that you’ve uncovered as a team (or whether adjustments in the goals are needed).”

Slide: 5

Time: 3 Minutes

Important Principles of Asset-Based Regional Development

- Many assets exist in our region (but oftentimes get overlooked).
- The long-term vitality of the region depends on our ability to uncover and effectively utilize (in a sound manner) the resources we have available locally.
- Taking the time to link local assets to one another improves the chances of achieving our regional goals.



Instructions:

If the SET regional team wants to ensure that the asset mapping effort is successful, it must believe from the outset that the process of uncovering and using local assets represents one of the key pieces of the puzzle of how things can get done in the region. So, you are going to want to emphasize the three points made in this slide.

Script:

“There are some things that are simply critical that you believe when asset mapping. If your team hopes to make good things happen in the region, we encourage you to embrace the following principles about asset-based regional development:

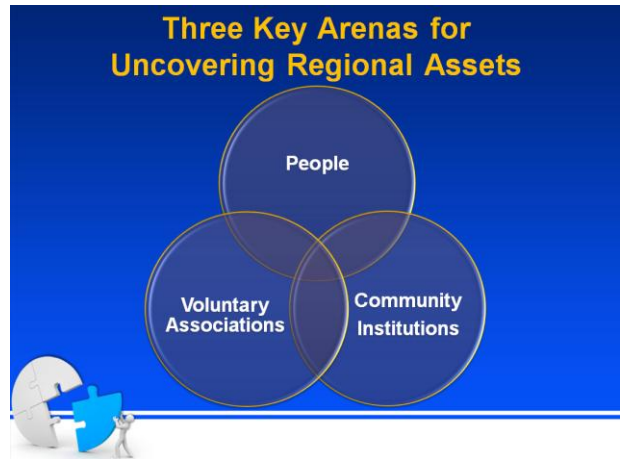
One, a diversity of assets is present in our region. What we must do is take the time to find them.

Second, the health of our region depends on our ability to effectively mobilize the resources and talents that exist internally within our regional borders. It’s important to lessen our dependence on forces outside of our region to make things happen.

Third, the richness and value of this process occurs when we link appropriate assets of people, voluntary associations, and community institutions together. Doing so results in a powerful set of resources that are available to work on regional economic development activities.”

Slide: 6

Time: 2 Minutes



Instructions:

The information being presented on this slide is adapted from a volume by John Kretzmann and John McKnight titled, *Building Communities from the Inside Out*. Published in 1993, this book helped launch the growth of the asset-based community development movement in the U.S. and in a host of countries across the globe. It remains a highly respected and accepted process that has relevance for communities and regions of all types – rich or poor; urban or rural; demographically diverse or not; growing or declining, etc. This slide introduces the basic framework for doing local asset mapping. Simply put, we seek to discover the capacities of individuals, voluntary associations, and community institutions that exist in the region of interest as part of this SET program.

Script:

“The assets that exist in a region, or its communities and counties, can be discovered in three important arenas:

Among People Who Reside in the Area: Here, our interest is in identifying the skills, talents, and interest of local residents.

Among Voluntary Associations: Our focus is on documenting the current and potential activities of existing locally-based voluntary associations.

Among Key Community Institutions: We want to list relevant activities and resources of the key formal institutions that exist in the community, county, and/or region.

Our next series of slides will offer a bit more detail on each of these three arenas for pursuing asset mapping.”

Slide: 7

Time: 1 Minute



Instructions:

We are going to start by examining the assets of people in the region.

Script:

“Let’s start with the first component of asset mapping – one that focuses on people now living in the region.”

Slide: 8

Time: 2 Minutes

Assets of Local Individuals

- Everyone has talents and skills that can benefit the region.
- Strong regions value and make good use these skills.
- Some tools to consider using:
 - Mapping of the talents/skills of local people
 - People's involvement in community-related efforts



Instructions:

This slide begins to give you some of the details involved in doing asset mapping. The focus area is on the mapping of assets that local individuals may have. You want to note that the three primary areas of interest when it comes to our inventory of assets of local residents are outlined in this slide.

Script:

“Successfully locating the talents of individuals requires a genuine belief in the following principles:

- Every person has talents, skills, and gifts that are important and of benefit to a community and region.
- Strong regions are places where the capacities of local individuals are identified, valued, and used.

There are two areas on which we want to focus in terms of identifying the assets of local individuals:

- Information on their skills or talents;
- The nature and level of the involvement of individuals in local community improvement activities.”

Slide: 9

Time: 3 Minutes



Instructions:

Tools have been developed to map the skills of individuals. In this slide, we highlight two of these products. One is the “capacity inventory of individuals” which helps to uncover the skills, talents and interests of individuals across a variety of categories. The second instrument is one that helps determine if individuals have the beginning seeds of community leadership. Direct the individuals to these two tools in their workbook. One is called the “Capacity Inventory of Individuals” and the second is titled, “Community Participation and Leadership Inventory.”

Script:

“How can we determine the talents and skills of local individuals that can prove of value to our regional development goals and strategies? There are two important tools that we want to share with you today.”

[Move to the next slide that offers, in table form, information on each of these tools].

Slide: 10

Time: 5 Minutes

**Workbook: Worksheet 1 -
Capacity Inventory of
Individuals and the
Community Participation and
Leadership Inventory Tools**

**More Information on these
“People” Tools**

People

Specific Tool	What It Does	Why It's Important
Capacity Inventory of Individuals	Zeroes in on the skills people have developed at home, work, school & other venues	Helps find people with the mix of skills needed to get projects and programs implemented that support your regional goals
Community Participation and Leadership Inventory	Finds people that may be emerging leaders in your region. Uncovers the leadership potential of your region.	Serves as the building blocks for expanding leadership in the region. Helps expand the number of people working on your regional goals.

The slide features a blue background with a white table. At the top right, there is a circular icon with the word 'People' inside. Below the table, there is a small illustration of a person standing next to a large puzzle piece.

Instructions:

Briefly highlight the information outlined in this table.

Script:

“The table on this slide highlights what the two ‘people’ tools are designed to do and why they are important to our regional efforts.

The “Capacity Inventory of Individuals” tool helps to:

Identify the full spectrum of skills, talents and interests that local residents may have developed at work, at school, at home, or in other community venues. Individuals are then asked to identify those skills/talents that they feel they are best at or the ones they most enjoy utilizing.

The Community Participation & Leadership inventory is used to find a pool of potential leaders and volunteers in our region.

Let’s be honest, there are a large number of people who have not taken on any type of community leadership roles, but that have the ingredients that make them ideal candidates to be engaged in leadership activities. All it takes is an opportunity to exercise these talents or to be asked to contribute to some worthwhile regional effort.

Many of these individuals have had just a modest amount of involvement in community activities, civic clubs, parent/teacher groups, or other organization-related activities. These experiences, however limited in their nature, provide the building blocks for expanding leadership in the region.

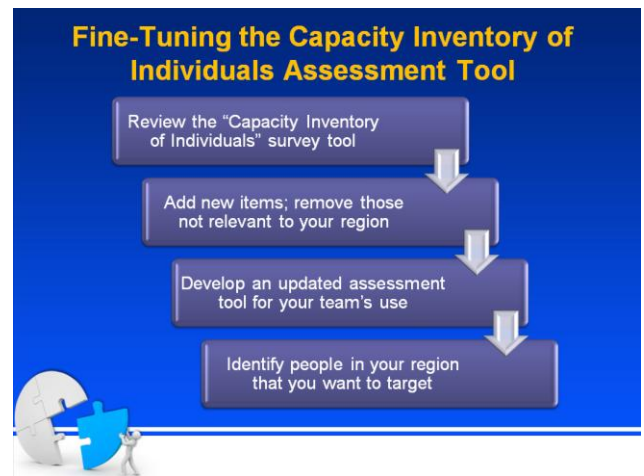
Applying this second tool helps to locate people that have had some type of active involvement in one or more of the organizations highlighted in this inventory, or that have worked on specific issues of importance to their neighborhoods or communities. These efforts represent the very seeds of leadership. This second tool is intended to help your regional team uncover the leadership potential that exists in local people -- including the leadership talents of individuals

that have been historically left out of decision-making activities in local communities. The key is to make sure these individuals are offered the opportunity to further advance their leadership skills and to be part of your broader, more inclusive regional team.”

Slide: 11

Time: 4 Minutes

Workbook: Worksheet 1&2-
Capacity Inventory of
Individuals and the
Community Participation and
Leadership Inventory Tools



Instructions:

The team is encouraged at this time to take a hard look at the "Capacity Inventory of Individuals" assessment tool and modify it to better fit the unique features of the region and its people.

Script:

"It's important that we maximize the value and utility of the 'Capacity Inventory of Individuals' survey tool. So, we want the regional team to take a hard look at the skills/talents currently in the survey and consider which ones should remain intact, which ones should be removed because they simply are not relevant to the region, and which assets/skills are not captured in the current version of the toolkit but should be added to better tap some of the valuable features of the region.

[If changes are made to the form . . .]:

Who would like to prepare a revised version of individual assessment tool?

Also, who should be asked to complete this form? Are there key people, neighborhoods, communities, or select areas of the region we want to target?

When do we want to have this done and what members of the regional team are willing to help conduct these assessments?

Keep in mind that this inventory can be very helpful in identifying local people that have the skills/talents we need to work on various aspects of our regional goals."

Slide: 12

Time: 10 Minutes

**Workbook: Worksheet
1&2- Capacity Inventory of
Individuals and the
Community Participation
and Leadership Inventory**



Community Participation and Leadership Inventory People

- A National Conference on Citizenship report states that Americans are suffering from “civic foreclosure.” They are not investing their time and resources in community-improvement activities.
- Is your region facing this same challenge?
- If so, this tool can help you locate a new generation of potential leaders in your region. Can you use this tool? If so, what modifications might be needed to better fit your region?



Instructions:

This slide notes the need to overcome the problem of “civic foreclosure.” The regional team will be provided the opportunity to review the participation and leadership inventory form and make changes as needed.

Script:

“A number of studies, including a recent report by the National Conference on Citizenship, claim that people are staying away . . . not getting involved in the civic life of their communities. As a result, communities of all types are having a tough time finding people willing to step up and contribute to the betterment of their communities. Is this the case in your region? [Have the group discuss this question for a few minutes].

[If the team indicates that finding people to get involved is a challenge, then state the following]:

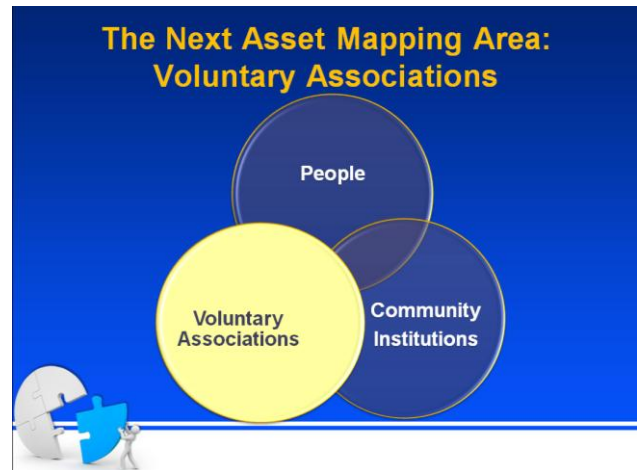
Take a look at the ‘Community Participation and Leadership Inventory’ survey tool in your workbook. It’s one possible way for you to locate people in the region (or its communities) that are giving of their time and talents to local projects, but are doing so with little awareness on the part of key leaders in the region.

In some cases, these people can be tapped right now to help your team. Others individuals could, with some mentoring and leadership development training, be ready to make a contribution to your team’s work within a short period time.

Take a look at the inventory survey. Are there any changes that should be made to better fit your region? How can this component of your asset mapping get off the ground?”

Slide: 13

Time: 1 Minute



Instruction:

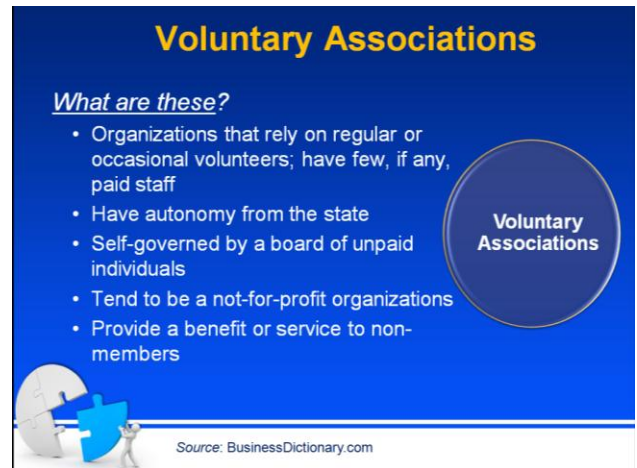
Move into a discussion of the second component of the asset mapping process – one that focuses on local voluntary associations.

Script:

“Now that we discussed some of the ways to discover the assets of local people, we want to determine the type of voluntary organizations that exist in the local area that might contribute to the efforts of our regional team. Let’s begin by defining what we mean by ‘voluntary associations.’ ”

Slide: 14

Time: 4 Minutes



Voluntary Associations

What are these?

- Organizations that rely on regular or occasional volunteers; have few, if any, paid staff
- Have autonomy from the state
- Self-governed by a board of unpaid individuals
- Tend to be a not-for-profit organizations
- Provide a benefit or service to non-members

Voluntary Associations

Source: BusinessDictionary.com

Instructions:

Highlight the important characteristics of voluntary associations.

Script:

“The second phase of our asset mapping effort focuses on the variety of voluntary associations that might be found in your region or its communities. Let me take a moment to define what is meant by voluntary associations:

Voluntary associations represent groups that work together on matters of shared interest. Some of the common features of voluntary organizations are outlined in our slide:

[Highlight the bullets found on this slide]

Certainly, voluntary groups can help promote the betterment of any neighborhood, community and/or region. And it’s often through these types of groups that people are first willing to contribute their time and skills to worthy local causes.”

Slide: 15

Time: 1 Minute



Instructions:

Introduce the third and final element of our asset mapping process – one that focuses on the core community institutions that are most relevant to the work of the SET regional team.

Script:

“Now let me introduce the final element of the regional asset mapping process. We want to give attention to the key institutions that are so important to the vitality of our region and its communities.”

Slide: 16

Time: 3 Minutes



**Community Institutions:
What Are They?**

- Patterned set of activities that are designed to meet important local needs
- Provide established ways of doing things that are associated with key local functions
- The vitality of a community (or in this case, a region) can be influenced by the strength of these local institutions.

Source: Etzen and Baca-Zinn, 2001; Sparknotes.com, 2006

Instructions:

Showcase the definition of “community institutions.”

Script:

“It’s not always easy to figure out what we mean by ‘community-based institutions.’ For our purposes, we want to use the sociological definition of institutions.

Community institutions are local organizations that carry out, on an ongoing and persistent basis, activities that are intended to meet important needs of local residents. Institutions help channel our behavior in certain prescribed ways in order to maintain order.

In general, social scientists agree that five primary institutions can be found in most societies – family, education, economy, political, and religion. For purposes of SET, we will focus on the local institutions that are likely to have the greatest impact on your team’s regional goals.”

Slide: 17

Time: 8 Minutes

Community Institutions

The following are key institutions that shape the region's economic development possibilities

- **Education** - Faculty/staff with strong educational training; facilities for training; technology access; systems; libraries; business support services
- **Economic** - Business and financial resources; suppliers and purchasers; mentors/coaches
- **Government/Political** - Public services and infrastructure; supportive programs and policies; cooperation across jurisdictions; active citizens
- **Health** - Access to medical facilities/services, health personnel

Instructions:

Introduce the community institutions to which we will give special attention in our asset mapping activities.

Script:

“There are four community institutions that can play a central role in determining the success of your regional efforts. Our slide identifies these four institutions along with examples of the important assets they can contribute to regional economic development efforts:

Education: Encompasses all the range of grades K-12, as well as post-high school educational resources. Their assets include: faculty/staff with strong educational training and experiences; facilities for use to support training; technology; resource libraries; business support services; etc.

Economic: Variety of business enterprises; suppliers and purchasers of products; business support groups/cooperatives; marketing assistance; sources of financial capital resources; business mentors/coaches; etc.

Government/Political: Providers of key services and infrastructure (i.e., transportation systems, water/sewage, broadband); business supportive programs and policies; strong cooperation and collaboration across jurisdictions; politically active citizenry; etc.

Health: Access to high quality health professionals and facilities available to address the health care needs of workers, businesses, and households; diversity of medical specialties available; etc.

Are there other institutions that you feel we should add to our list at this point? If so, tell us which ones and why you feel they are critical to the pursuit of your region's goals.”

Slide: 18

Time: 2 Minutes

Workbook: Worksheet 3 -
Inventory of Local Voluntary Organizations and Community Institutions Tool

Uncovering the Assets of Voluntary Associations & Community Institutions

- It's valuable to assess the assets and resources that local voluntary groups and key community institutions can offer that may be of benefit to the region
- The Inventory of Local Voluntary Organizations and Community Institutions tool is a great starting point
- What information does this tool seek to collect?



Instructions:

We want to move into a discussion of the specific tool that can be used to identify the variety of voluntary organizations and community institutions that can help advance your regional priorities.

Script:

“Now that we briefly defined the terms ‘voluntary organizations’ and ‘community institutions,’ we want to introduce a useful tool that can help identify these types of organizations in your region. The survey tool is called the ‘Inventory of Local Voluntary Associations and Community Institutions.’ What type of information is collected in this survey? Let’s turn to our next slide.”

Slide: 19

Time: 8 Minutes

**Workbook: Worksheet 3 -
*Inventory of Local Voluntary
Organizations and
Community Institutions Tool***

Information on Associations and Institutions

- Their mission or purpose
- Their physical location
- Number of members and/or employees
- Current community-oriented activities or programs
- Groups the organizations works with on a close basis
- Current resources:
Buildings, equipment, purchases made, areas of expertise, grants/donations available, access to external resources
- Activities/programs it hopes to launch over the next 3-5 years in the community

NOTE: Any other information your group would like to collect?

Instructions:

Building on the work of Kretzmann and McKnight (to whom we referred in an earlier slide), we've developed a list of the key information that the regional team will want to collect on the voluntary associations and community institutions found in the region (or its communities). Discuss this list with the team, making sure to offer some of the additional information outlined below (see the "Script" section). Once you've reviewed the list, ask them to carefully consider the items found in the "Inventory of Local Voluntary Associations and Community Institutions" and fine-tune the survey as needed. If changes are recommended, the group should modify the document and then be prepared to implement it in their region.

Script:

"Our slide outlines the key information that we want to collect from key local voluntary associations and community institutions whose efforts might be crucial in realizing our regional goals. Here are some pointers on why this information is so valuable:

Mission & Purpose: Helps us determine if their 'reason for being' is consistent with the efforts of your regional team.

Their Physical Location: We want to get an idea of the geographic distribution of the voluntary associations and key community institutions across the region just in case we need to invite and/or mobilize groups in key geographic areas of the region.

Number of Members/Employees: These represent important 'people' resources that this organization can access, people that can be recruited to help carry out various activities associated with your regional efforts.

Current Community-Oriented Activities/Programs: The organization may have important projects or programs that can complement or add value to your regional goals and strategies. No need to re-invent the wheel. If projects or programs that you need to support your regional efforts are already in place, tap the expertise of these organizations/institutions to be part of your team's work in the region.

Groups with which the Organization Closely Works (Partners): Networking, networking, networking!! It's always a good idea to involve organizations that have an extensive network of contacts that can mobilize, as needed, to support your regional efforts. By inviting a key organization to be part of your team, you are, in essence, expanding your reach to the many other groups and people with whom this organization works.

Current Resources: As you work in the region, it's always a good idea to know what groups have facilities that might be available for meeting space or computer labs that might be valuable for training activities. Furthermore, knowing the specific areas in which these groups have technical or subject-matter expertise could be quite useful as you pursue your regional activities. Certainly, knowing if they have grants or monetary resources that can be tapped to support your regional work is quite important. For example, some may have funds that can be used to create micro loan or angel investment programs needed to help support local entrepreneurial activities. Finally, some groups may be linked to larger national organizations that have grants to support local community or economic development activities. Others may have strong working ties with federal agencies that have grant funds or low-interest loans to support local and regional efforts.

Finally, you want to ask them about their vision for the future in terms of their community/economic development plans. Do their future plans align with the activities and goals of your regional team? If so, how can you ensure that these groups are on board, working in partnership with you on the issues and interests that you share in common?

NOW . . . Let's take a close look at this inventory tool and see if there are any adjustments we want to make. Are there any changes you would recommend be made in the survey? Are there items we need to add and if so, which ones and why?"

Slide: 20

Time: 3 Minutes

The Strength of Synergy

- It's important to link people, voluntary groups and community institutions together to address regional goals.
- These links:
 - Provide a diversity of perspectives.
 - Result in more creative solutions & strategies.
 - Build a broader-base of support and commitment to the regional goals.



Instructions:

There is a simple message that you want to convey to the regional team at this point, namely, that the value and impact of the information being collected on people, voluntary groups, and local institutions can only be fully realized when you begin to link these assets and resources together. Thus, it is the responsibility of the regional team to weave these assets/resources together in ways that are going to improve the chances of achieving the key goals for the region.

Script:

“We can generate a good bit of valuable information about people, voluntary associations, and community institutions that are located in our region. These talents, skills, assets, and resources can be relevant to the regional economic development work we are planning to pursue. In many respects, we’ve got multiple pieces to a puzzle. But like a puzzle, we are unlikely to have a clear picture of our local assets until we link the pieces of the puzzle together.

So, I want to encourage us to be the ‘glue’ that brings the different entities together to work on our goals. If we can better link together the people, voluntary associations and community institutions that have a common interest in our goals, then we have the makings of a pretty powerful group that can offer creative ideas and can step up to help us put our regional plans into action.

Let’s begin to determine the assets that are available in your region and its communities that relate to your team’s major goals. Then we’ll see how these assets can be linked together in ways that help create the synergy we are hoping to develop.”

Slide: 21

Time: 5 Minutes

Workbook: Worksheet 4 -
Inventory of Assets &
Resources Available to
Support Your Regional Goals
Worksheet



Linking Assets to Your Regional Goals

Under each of your team's regional goals:

- List people, local voluntary organizations and formal community institutions that may have assets or resources to contribute to the goal.
- Visit with these organizations to complete the **Inventory of Local Voluntary Associations & Community Institutions**.
- Fill out information on the worksheet of assets
- Add information as relevant input is collected by your team.

Instructions:

We want the regional team to begin focusing in on the voluntary associations and community institutions that can play meaningful roles in the pursuit of each of the regional goals. So, you will be asking the regional team to begin generating and agreeing on the list of local organizations that should be interviewed using the “Inventory of Local Voluntary Associations and Community Institutions” survey form. Ideally, interviews should be conducted face-to-face, but if this is not feasible, telephone interviews would be fine. The key is that you want a member of the regional team to spend time sharing with the organizational representatives being interviewed what the regional team is working on and why the information being collected can be important in guiding and supporting the team’s regional economic development efforts.

To get the process off the ground, divide the team into as many groups as there are regional goals. For example, if the team has decided on four regional goals, create four teams. Have flip chart paper mounted on the wall that contains the information found on the following slide. The first flip chart should list the first regional goal, the next flip chart should have the second regional goal listed, and so on. Have one team work on the first chart, the second team on the second chart, and so on. Give each group about 10 minutes to generate information on people, voluntary associations, and institutions that it feels are most appropriate for that goal.

Next, have the teams rotate to another flip chart. Ask them to review the information that the previous group has placed on the chart and add names of additional people and organizations that they feel can help with that specific goal. Give them 5 minutes to do so. Have them rotate again to the next flip chart and give them 5 minutes to add more information to the flip chart.

If there are more than three regional goals, give the groups time to rotate to the other flipcharts. They will have about 3 minutes to review what the previous groups have done and to add other individuals/groups to the list.

When the process is completed, the regional team should review the information contained on each of the flipcharts and agree on the individuals, voluntary associations, and community institutions to be targeted. Start using this information to determine the groups that the regional team will interview using the “Inventory of Local Voluntary Associations and Community Institutions” survey.

Script:

“Let’s begin capturing information on people, voluntary associations, and community institutions located in our region right now that might be able to help with each of our regional goals. We are going to spend the next 30 minutes or so filling in some valuable information on the various people, voluntary associations, and community institutions that can play a role in helping realize our regional goals. This information will serve as a starting point for the more comprehensive asset mapping effort we want to carry out in the region (using the asset mapping tools that we’ve shared with you). “

[Divide the group into as many teams as there are regional goals. Then, carryout this exercise using the instructions above. The goals the group uses should be the ones the team generated in Module Four].

Additional Comments:

One question that may come up is whether a survey of all voluntary organizations and key community institutions should be undertaken. The answer is “it all depends.” If the regional team has the people resources to help administer the survey to all voluntary groups and community institutions, then it may make sense to try to be as comprehensive as possible. But, if resources are not extensive, then start by identifying the core voluntary organizations and major institutions that can help in realizing each of their regional goals. Once they’ve completed their initial information gathering from these groups, then urge them to conduct surveys with additional voluntary organizations and key institutional representatives as time permits. The key is to start somewhere and to slowly build on the information base that they’ve developed on these voluntary organizations and institutions.

Slide: 22

Time: 25+ Minutes

Workbook: Worksheet 4 -
Inventory of Assets &
Resources Available to
Support Your Regional Goals
Worksheet

Organizing Your Information on Assets/Resources

GOAL 1: (Your Regional Goal Here)	
	Inventory of Assets/Resources Available
People	
Voluntary Associations	
Community Institutions	

An illustration at the bottom of the slide shows a person standing next to several puzzle pieces. One piece is blue and being placed into a larger grey puzzle structure.

Instructions:

This is a representation of the form that should be used by the group to fill out information on people, voluntary associations, and community institutions that can be mobilized to help work on each of the regional team's goals.

Slide: 23

Time: 2 Minutes

The slide has a blue background. At the top, the title "Mapping Your Regional Resources: Google Maps?" is written in yellow. Below the title, there are three bullet points in white text. The first bullet point says: "If your team has someone who is pretty computer savvy, you might want to consider developing a map that highlights the physical location of groups that can be of great benefit to your work." The second bullet point says: "Google My Maps, for example, allows you to create place marks for different organizations that have a physical address (such as high schools, community colleges, or key businesses)." The third bullet point says: "Learn more at <http://maps.google.com/support>". At the bottom left of the slide, there is a small 3D illustration of a person standing next to a large blue puzzle piece that is being placed into a larger white puzzle piece. At the bottom right of the slide, the "Google maps" logo is displayed in white.

Instructions:

There are some powerful software programs that the regional team can use to map regional assets if team members are interested. Google Maps, for example, allows the team to create its own map (using My Maps) of the physical location of key resources. For example, if the regional team has identified banks, businesses, and schools that have meeting rooms that can be used to host meetings of the regional team or other groups working on SET-related activities, then it can enter the physical address of these places and be able to identify the best place to host these meetings. Encourage the regional team to use some innovative approaches for mapping the important assets in the region.

This tool can also be used to find the depth (a deep amount of assets) and breadth (a wide range) of assets existing in the region from a spatial context.

Script:

“For those of you who like to use the applications available on Google, you may be interested in exploring Google My Maps as a way to physically map the assets we uncover using the different tools introduced in this module. If someone is interested in looking into this option, you can report your research to the group next time we meet. Anyone interested in exploring this idea?”

[Try to find a volunteer or a group of team members to check into this].



Slide: 24

Time: 8 Minutes

**Workbook: Worksheet 5 -
Identifying Internal/External
Barriers Worksheet**

**Exploring Possible Barriers:
The Other Dimension to Consider**

- Are there forces at play that might impede your efforts to achieve your regional goals?
 - Factors within the region?
 - Factors outside the region?
- List these barriers in your worksheet by the topics.



Instructions:

We want the team to identify some of the constraints or barriers that may interrupt or interfere with the goals and activities it has developed on a regional basis. While it's important to know what the assets and strengths are of the region (something we just spent time doing up to this point in this module), we want to acknowledge and recognize those factors that can serve as roadblocks for the regional team. That is the topic that we are addressing at this point in the module.

Be prepared to do an activity very similar to the one outlined on slides 20 and 21. Only this time, we are going to look at barriers to the achievement of regional goals. There is a handout in the workbook that outlines some of the possible barriers by key institutional areas. Forces originating from within and outside the region should be considered.

Script:

“We’ve spent a good bit of time up to this point discovering the many assets existing within our midst in the region. However, we also have to recognize that some significant roadblocks or barriers might exist in the region that we have to address head on. While we’ve given thought to the key individuals, voluntary associations, and community institutions that might help advance our regional efforts, some factors can impede or block the goals and strategies that you might be pursuing at the regional level. Furthermore, some aspects of your region could make the achievement of your goals tough. For example, if you have an educational system that is not be very strong, it may inhibit efforts to attract high quality workers, who want their kids to attend good school systems. Then again, forces outside of the region might create problems for our work, such as state regulations or state policies.

We want to clarify which factors/people/organizations might pose an issue. So, let’s get your thoughts and reactions to the questions that are outlined on this slide.”

[If the members of the regional team note important barriers that need to be addressed, then do the following]:

“We are going to carry out an activity that is similar to what we did earlier. We want the same teams to line up in front of the flipcharts we have distributed around the room. As you can see, each of the

regional team's goals is again posted at the top of each flipchart. Now, we want each team to spend the next 10 minutes identifying internal and external factors that might pose a problem to the realization of that goal. Consider a variety of factors or trends (such as unemployment, poverty, dropout rates, limited access to credit, lack of good housing, population outmigration, etc.). Also, there are people and groups that could try to oppose regional efforts, or they could just represent a weak aspect of the region. Then, we'll rotate each team to the next flipchart that contains another goal. Look over what you team members posted on the flipchart already and add other items to the list, as needed. Spend about 5 minutes or so on that flipchart. Then move to the next goal and review the information that the prior groups have generated. Again, add new information to what's been posted already.

[Keep rotating the groups until they've had a chance to review and add to each of the team goals].

KEEP IN MIND that we want you to determine if the items you identify represent internal (within the region) or external factors (outside of our region). To aid in this effort, we have created general categories (education and workforce, infrastructure, etc.) to help ensure that all aspects of your community/region are considered. Feel free to add other items to the list we have offered for your consideration."

Slide: 25

Time: 25+ Minutes

**Workbook: Worksheet 5 -
Identifying Internal/External
Barriers Worksheet**

Addressing Barriers		
GOAL 1: (Your Regional Goal Here)		
	Existing and Potential Barriers	
Category	Inside the Region	Outside the Region
Education and Workforce		
Infrastructure		
Financial and Income		
Political and Legal		
Environmental		
Social and Cultural		

Instructions:

This is a representation of the table the group will be using to identify the barriers that might interfere with the team’s ability to achieve their specific goals. The team should review each of their goals and identify the list of possible barriers/obstacles by the key categories we’ve listed in the table. The format for completing this activity can be found on Slide 24. Worksheets can also be found in the workbook.

Script:

“As you will notice, we have positioned flipcharts around the room. Each flipchart lists one of your regional goals. We’ve also posted the topics that you should use to identify the existing and potential obstacles/barriers that might impede the ability of your team to pursue that goal. It could be some problems associated with education or workforce, political or legal, or whatever. Does anyone have any questions on what these categories mean?”

[NOTE: If some do ask for help, share information on the categories using some starting information on each category in the section below. If they don’t inquire about a certain category, then don’t offer any information about that topic].

Education and workforce: Could include lower quality K-12 educational system; lack of access to community colleges, technical schools, or four-year colleges or universities; lack of highly qualified school teachers; limited cooperation among educational systems across the region; labor force lacks skills needed for 21st century jobs; elevated high school dropout rates.

Infrastructure: Could refer to limited access to an interstate highway system; problems with water/sewage system availability; limited access to broadband and advanced telecommunications systems; few available facilities to support businesses.

Financial and Income: Could focus on problems securing monetary capital critical to support business and entrepreneurial formation (such as micro loan programs or angel investors); high degree of income inequality among residents; high number people and families living in poverty.

Political and Legal: Could address poor working relationships across jurisdictions; concerns with tax structure or legal requirements for business start-ups; tariffs; import/export regulations.

Environmental: Could reflect concerns related to natural resources constraints (such as access to needed land, water availability/costs); issues related to environmental stewardship and sustainability; lack of natural resource amenities (i.e., weather, rivers/lakes/oceans, topography).

Social and Cultural: Citizen apathy or high level of divisiveness among residents in the region; limited history of cooperation/collaboration across jurisdictions; high level of instability in the region due to high levels of outmigration; major changes in the make-up of the population; strong ties to the past in terms of the ways to do things; limited community/regional celebrations/events.

Slide: 26

Time: 4 Minutes

Refining Regional Goals?

- Given the assets that you've uncovered
. . . and the barriers that you've identified
- Do your regional goals build on your local assets?
Do they consider the internal and external barriers?
- If not, what revisions should be made to your regional goals?



Instructions:

In Module Four, you had the opportunity to develop or refine the regional goals that you've embraced as part of this SET program. Now that the team has carefully studied both the assets and barriers existing in the region, it may be worthwhile to take another look at the goals to see if there are any adjustments that might be needed to improve the chances of success. This is what you will be asking the team to do at this point.

Script:

"I think you will agree that we have taking a big step forward in identifying some valuable assets in our region as well as factors that might slow our progress in achieving some of our regional goals and plans. While the process of uncovering the assets and barriers will continue, it might be worthwhile to take a moment to revisit the regional goals that we developed or refined in Module Four and that have been used to guide some of our group work we carried out in this module (Module Five). In light of what we've done today, do our regional goals build on our assets and do they give adequate attention to the internal and external constraints?"

[If the group feels some refinement is needed, introduce the next slide and have them work together in revising the goals].

Slide: 27

Time: 25 Minutes

**Workbook: Worksheet 6 -
Revising Regional Goals
Worksheet**



The slide features a blue background with the title 'Refining Regional Goals' in yellow. Below the title is a table with two columns: 'Current' and 'Revised'. The table has four rows labeled 'Goal 1', 'Goal 2', 'Goal 3', and 'Goal 4'. At the bottom of the slide, there is a graphic of a person pushing a large blue puzzle piece into place, with a globe visible behind it.

	Current	Revised
Goal 1		
Goal 2		
Goal 3		
Goal 4		

Instructions:

Have the regional team use this format to make any adjustments that might be needed to its regional goals. There are a variety of ways for you to carry out this activity. Here are a couple of possibilities for your consideration:

1. You can have the group break up into smaller groups, assigning a different goal to each of the groups. After 10-15 minutes, each group will share their revised goal with the entire team. Ask the whole group to offer final comments on each goal. Make sure there is overall agreement with the changes.
2. Introduce one goal at a time and have an open discussion of what changes should be made to the goals.

Slide: 28

Time: 5 Minutes

Final Reflections

- What are the takeaways from our this module?
- What needs to be done before the next SET meeting to build on this topic?
- Other issues to clarify or discuss at this point?



Instructions:

Take a few minutes at the end of Module Five to ask individuals what they felt with the major takeaways. What did they find most valuable and what remains a bit unclear to them? Take the time to clarify these items, as appropriate.

In addition, please make sure the group is clear on what activities need to be accomplished prior to the next meeting of the SET regional team. Here are some that would be logical given the content of Module Five:

1. Are they individuals, neighborhoods, communities, etc. that you plan to target in order to administer the “Capacity Inventory of Individuals” survey tool?
2. Are there representatives of local voluntary associations and community institutions that you want to interview using the “Inventory of Local Voluntary Associations and Community Institutions?”
3. Are there people or groups that we want to ask to complete the “Community Participation and Leadership Inventory” so that we can begin to identify viable candidates to take on leadership roles in the region or some of your team’s projects?
4. Are the sub-committees that need to be established to help carry out specific activities associated with this module?



Slide: 29

Time: 2 Minutes

What's Ahead

Module Six is going to focus on data, important information on your region's:

- Population
- Education
- Labor force
- And more!



Instructions:

Briefly review what will be covered in Module Six.