



# Who, What, and How?

## *Foundations of Local Civic Leadership*

1. FEB 11: Orienting Around Shared Purpose in Diverse Communities
2. FEB 18: Listening as the Invitation
3. FEB 25: Identifying the Strategic Local Partners

### IN CHAT...

Name

Organization (Network)

Are you feeling opposing emotions like exhaustion/energy, fear/hope? Which stand out now?



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### **FACILITATORS**

**Duncan Autrey, Democracy Resource Hub**

**Roshan Bliss, Bliss Collaborations**

**Monte Roulier, Community Initiatives Network**

**Bobby Milstein, ReThink Health/Rippel Foundation**



# Agenda

1. Growing through questions
2. Origins and momentum
3. Fireside chat
4. Turning differences into strength: weaving & co-creating
5. Pursuing your paths

# **“As Systems Collapse, People Rise”**

**This single dynamic  
explains how people with a  
just cause can transform  
failing systems for good**

**[Which Wolf Will We Feed?](#)**

***- quoting Otto Scharmer***

**“The challenge is to rise as  
citizens – co-creators and  
stewards of the commons, not  
its consumers and claimants.”**

**- Harry Boyte**



I'm a steward because...

be well pbc  
IMPACT REPORT 2021

# STEWARDS LEADING CHANGE

Inside: 3 Stewardship Coordination and Alignment 55 Workforce Pipeline 11 Community Solutions



# Two Questions for Today

How do diverse groups orient around shared purpose and find a way forward?

How do we navigate inevitable polarities between narrow issues and complex systems?

**Beware of extremes...**



**Narrow too quickly**



**Stay too vague**



**Rush into action**





# Navigating Neverending Polarities

*Are we MAINLY organizing a...*



**“We grow in the direction  
of the questions we ask.”**

**Everywhere, people are rejecting the status quo and asking...**

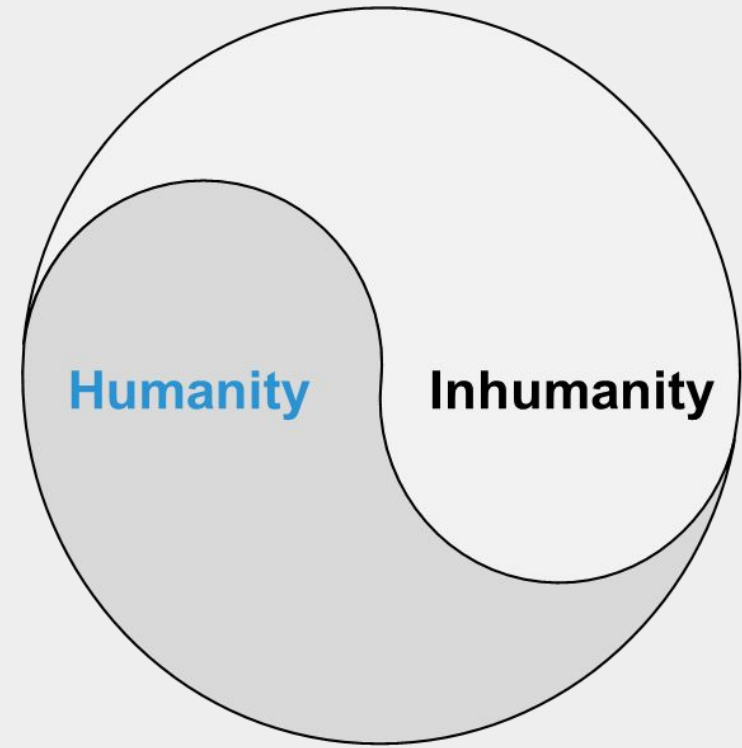
**Are there better ways to thrive together —  
without the chaos, cruelty, and injustice that leaves  
so many of us feeling afraid, angry, or hopeless?**

Like generations before,  
**our humanity is being tested**

**How do we stay human in  
uncertain, dehumanizing times?**

**What will it take to escape the  
doom loop and renew...**

- **civic life?**
- **economic life?**
- **social, emotional, spiritual life?**



How could everything we do  
move toward a unifying  
and measurable expectation:

**all people and places  
thriving together, no exceptions**

Where do you see stewards rising to renew civic life and thrive together (up to 5 most recent)?

51



# We can create conditions for all people and places in my community to thrive together -- no exceptions

✓ 18



# Energizing a Rising Movement to Thrive Together Through Shared Stewardship

**WHY?**

**Thriving Together**

**People**



**WHAT?**

**Vital Conditions**

**Places & Power**



**HOW?**

**Shared Stewardship**

**Practices**





# Stewards

**Stewards are people, organizations, or networks who work with others to create conditions everyone needs to thrive together, beginning with those who are struggling and suffering.**



***Everyone can be a steward.***

Learn more: <https://rippel.org/shared-stewardship/>

# Essential Stewardship Practices



## What Do Stewards Believe, Know, and Do? A Primer on Essential Stewardship Practices

### What We Believe: Our Values and Worldviews

**We can thrive together:** We all share an aspiration to become thriving people in a thriving world. When we translate that aspiration into action, it becomes a commitment to create communities where all people have a fair chance to participate, prosper, and reach their full potential. Our hope is to realize a resilient and vibrant America for generations to come is to organize local and nationwide action around a single unifying and measurable expectation: *All people and places thriving together—no exceptions.*

**Justice makes us all stronger:** When large numbers of us are struggling, suffering, and experiencing unfair burdens, it frays our national fabric of justice and stability. We reject structural racism and all forms of social exclusion as toxic forces that destroy lives and dehumanize us all. We celebrate human differences and diverse cultures as strengths, not liabilities, when trying to thrive together in a rapidly changing world.

**We can join each other in shared stewardship:** Ordinary people in every walk of life, along with organizations in every sector or industry, can move into meaningful roles as shared stewards of well-being and justice. Stewards are people and organizations who work with others to create the conditions that everyone needs to thrive together, beginning with those who are struggling and suffering. That is how we co-create a society in which everyone can participate, prosper, and reach their full potential.



## CONNECT ACROSS DIFFERENCES

Weave Vested Interests  
Value Unheard Voices  
Earn Trust  
Strengthen Interdependence  
Build Shared Power

## CREATE OPPORTUNITIES

Expand Aspirations  
Change the Story  
Commit to Multisolving  
Bridge Timescales  
Align Investments

## LEARN AND ADAPT

Embrace Complexity  
Promote Abundance  
Habituate Action Learning  
Consider Legacies Past and Future  
Use Data to Chart Progress



**A Movement to Thrive Together is Real and Rising**



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**STEWARDS  
RISING**  
*Answering the Call for Change*

 National Civic League



NATIONAL CIVIC REVIEW

# Communities Rising: Thriving Together in a Divided World

BACK TO SPRING 2025: VOLUME 114, NUMBER 1



“...what is taking shape is **both a response and an alternative to the dehumanizing, zero-sum culture wars** of recent years.

It is a story of regional communities **growing belonging and strengthening civic muscle to solve real problems**. They are “positive deviants” in an **under-reported story of communities rising and thriving together.**”

# A Rising Movement to Thrive Together

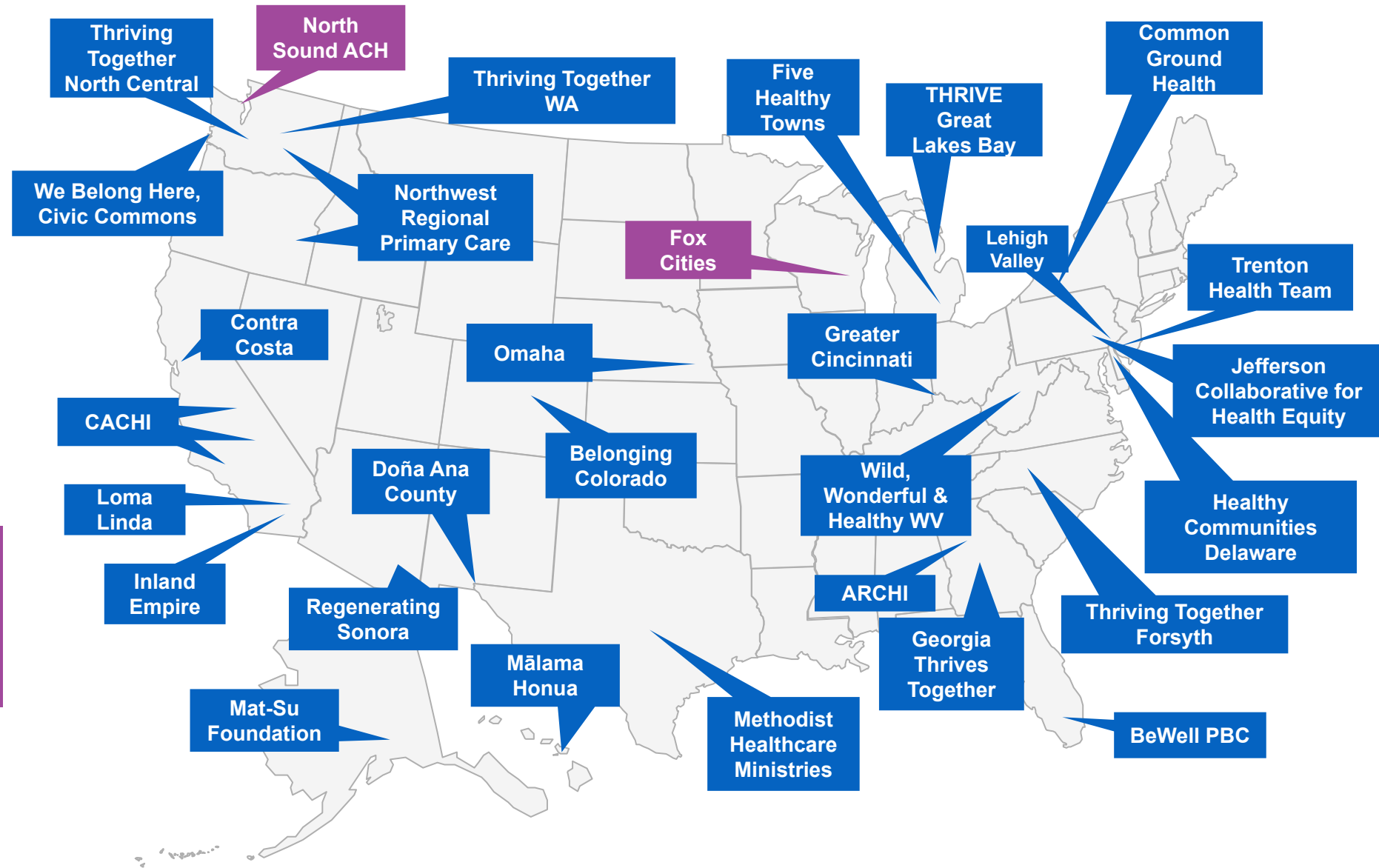
See also [Nationwide Organizations and Networks](#)



A [growing cadre](#) of organizations now explicitly focus on establishing the vital conditions. This is a partial group for illustration. Let us know if you have others to share: [info@rippel.org](mailto:info@rippel.org)

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**WHEN  
SYSTEMS FAIL**



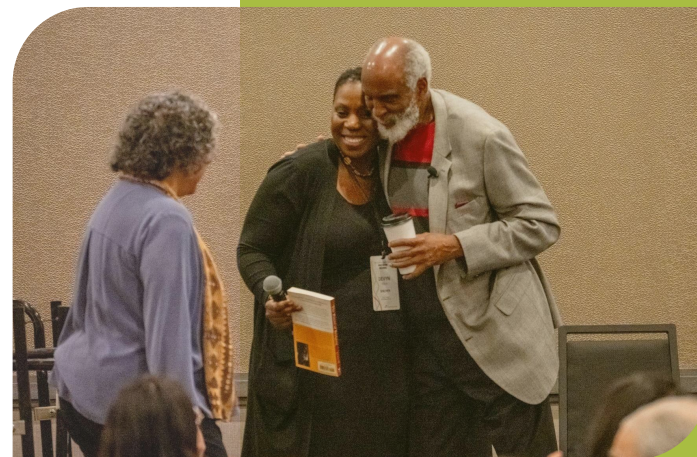
**COMMUNITIES  
RISE**



# A POSITIVE OUTLIER



North Sound ACH exists to advance a **Just & Inclusive Culture** and the necessary conditions required for **ALL** community members to **THRIVE**



# LEADING WITH LOVE

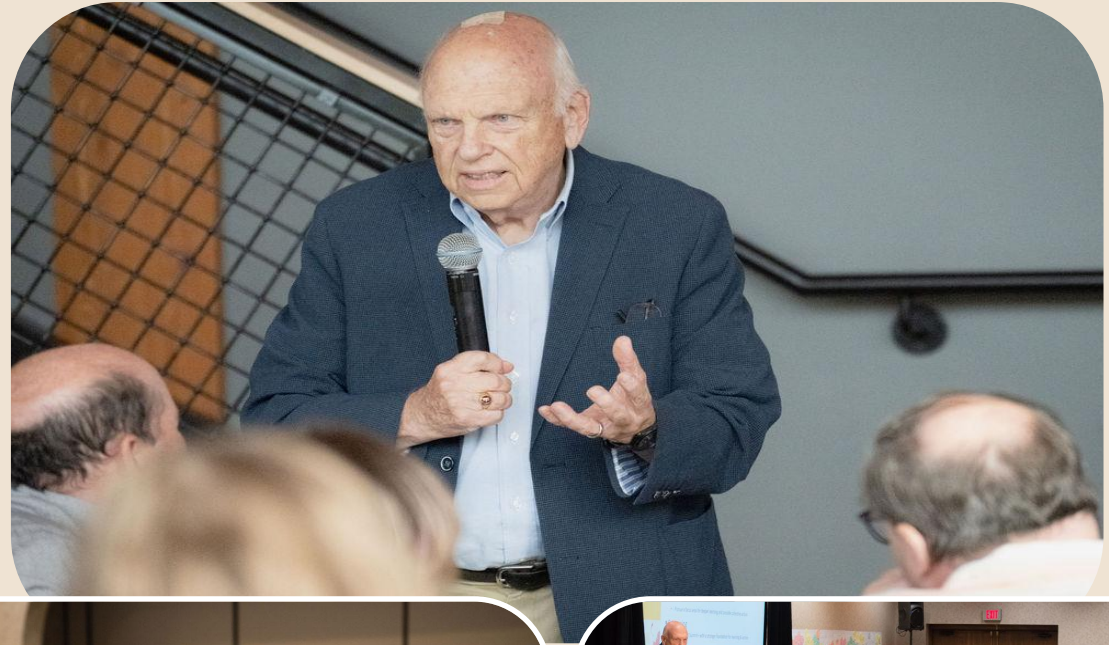
I have an inherent belief that the more we take care of the people in our community, the better our economy and our society will be.



*Liz Baxter, CEO, North Sound Accountable Community of Health*



# Community Steward: Walt Rugland



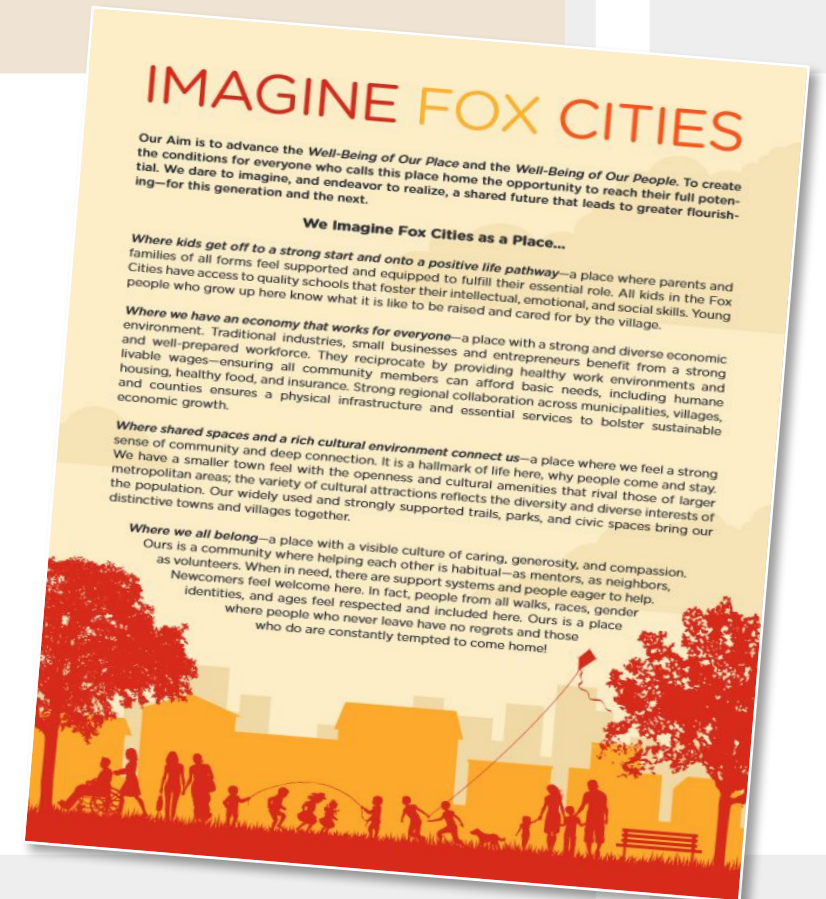
“We want to hear from all segments of the community including those of different ages, races, genders, religions, and incomes. It’s important our data and conversations represent the community as a whole.”

— Walt Rugland (1937-2024)



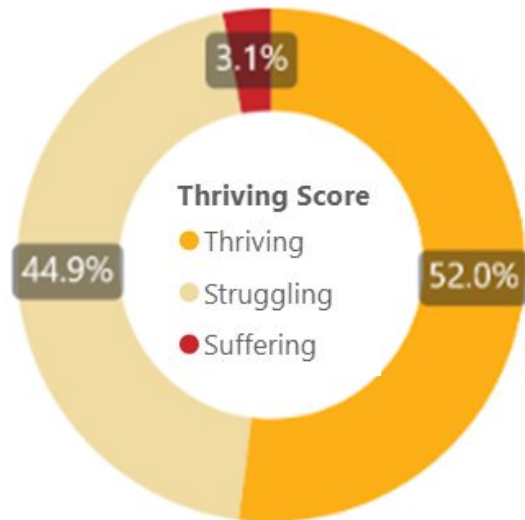
# We Imagine Fox Cities as a Place...

- Where **kids get off to a strong start** and onto a positive life pathway
- Where we have an **economy that works for everyone**
- Where **shared spaces** and a rich **cultural environment connect us**
- Where **all belong**



**We commit:** To sustain what makes this place special, to foster innovation, to be inclusive, to measure what matters, to build on and align efforts, to offer gracious space and to act with the next generations in mind.

# IMAGINE FOX CITIES



Well-Being in Fox Cities 2021

<https://imaginefoxcities.com/>

## 88 Community Conversations

800 participants, mirroring geographic, racial/ethnic, and gender profile of the Fox Cities

2900+ Resident surveys, three waves (2019, 2021, 2025)

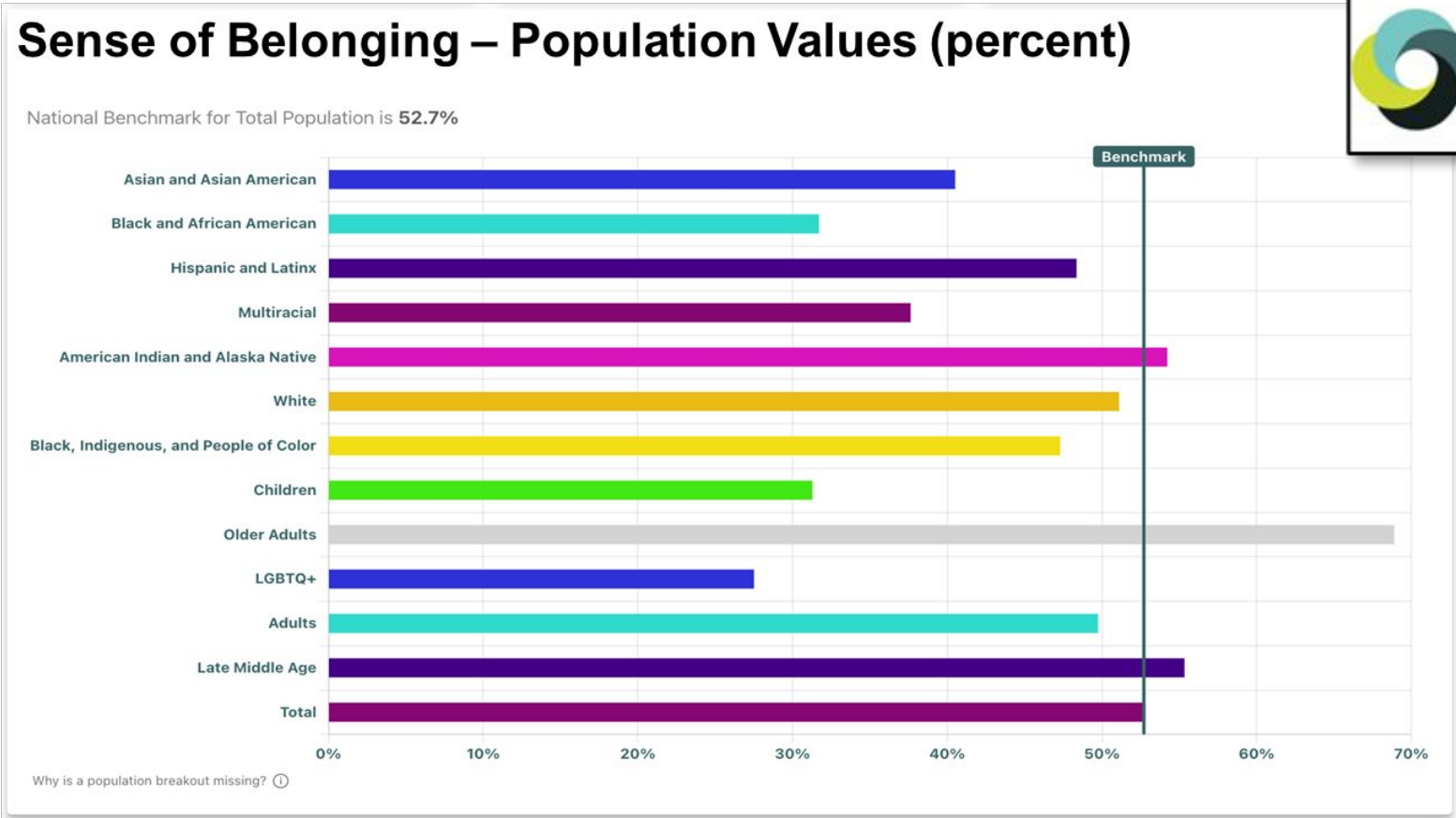
1<sup>st</sup> [Fox Valley Data Exchange](#)

1<sup>st</sup> Collab CHA/CHIP (5 health depts; 4 hospitals)



# Deeper Look at Who Feels They Belong

## ThedaCare Community Health Needs Assessment, IP3 Assess (2022)



[https://thedacare.org/wp-content/uploads/2022/12/ThedaCare-2022-CHA-Report-Appleton-HSA\\_FINAL-Compressed.pdf](https://thedacare.org/wp-content/uploads/2022/12/ThedaCare-2022-CHA-Report-Appleton-HSA_FINAL-Compressed.pdf)  
<https://imaginefoxcities.com/data/>  
<https://assess.i-p3.org/>

# Discussion: Your Origins & Momentum

How do you fit in this movement?

1. What is your origin story?
2. Where are you getting traction?
3. Who is showing up?
4. Where could it go?



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# Transcend Starting Points

**Groups have to transcend starting points and navigate polarities, or else plateau/decline**

- **Narrow beginnings can expand to interdependent priorities**
- **Broad themes can find clear paths into action learning**

# Hold High Aspirations

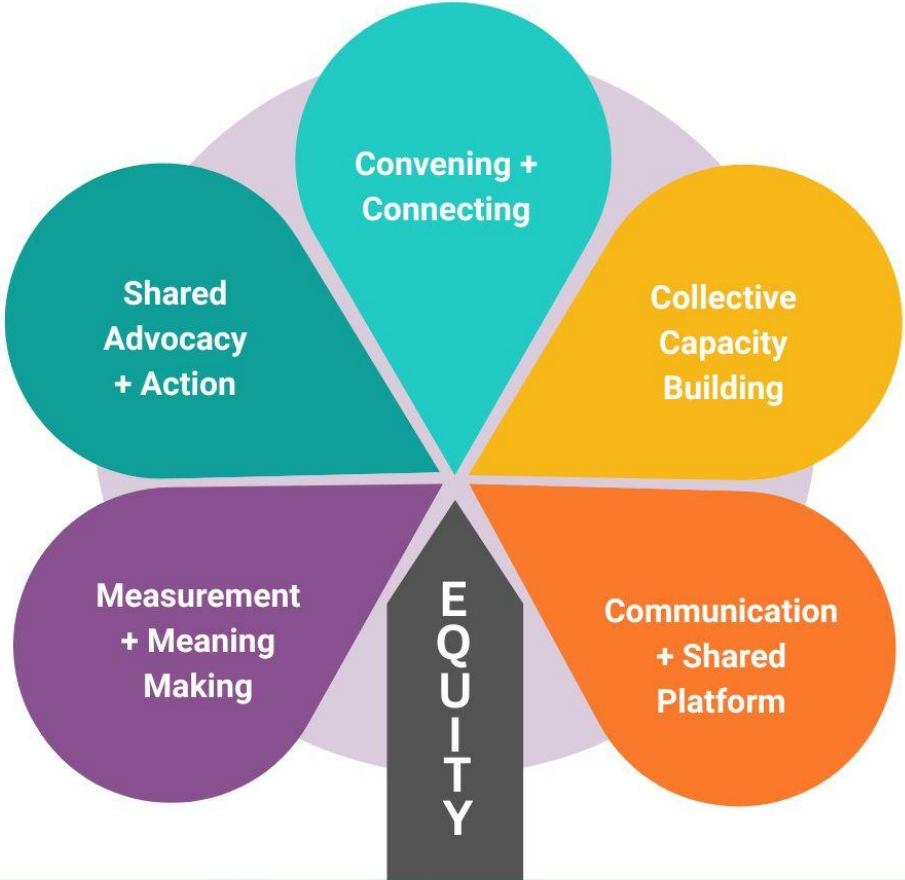
- **All people and places - no exceptions**
- **Changes that stick and grow (not peak and fade)**
- **Capacities that build over time (rather than spread thin)**
- **Systems that are fair, by design**



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# WEAVING AND CO-CREATING



Co-Creation and Community-Centered



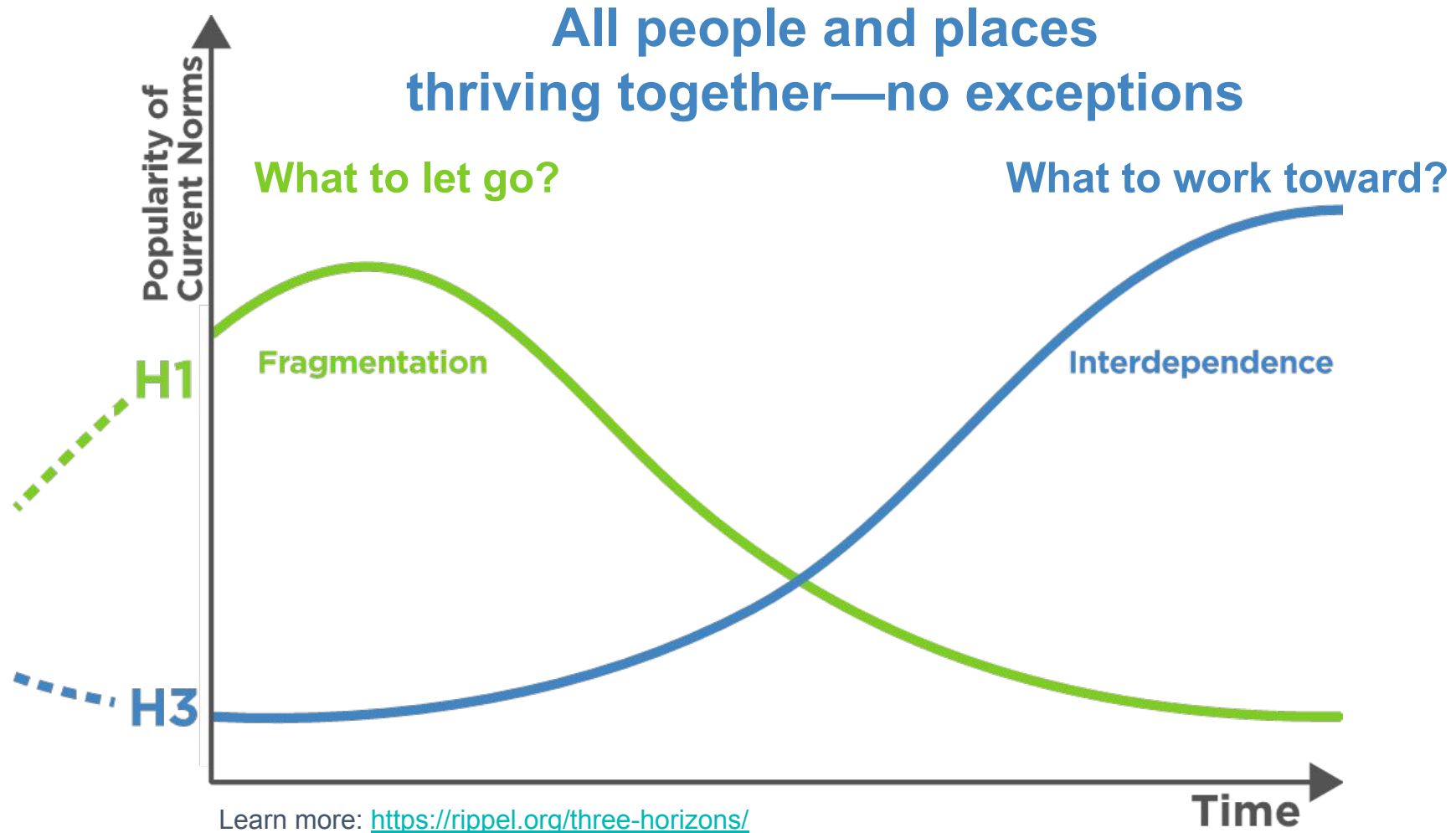
# CONTRA COSTA: P3



Create conditions for all kids/families to Thrive – Life Course Innovation & Investment – from preconception through age five

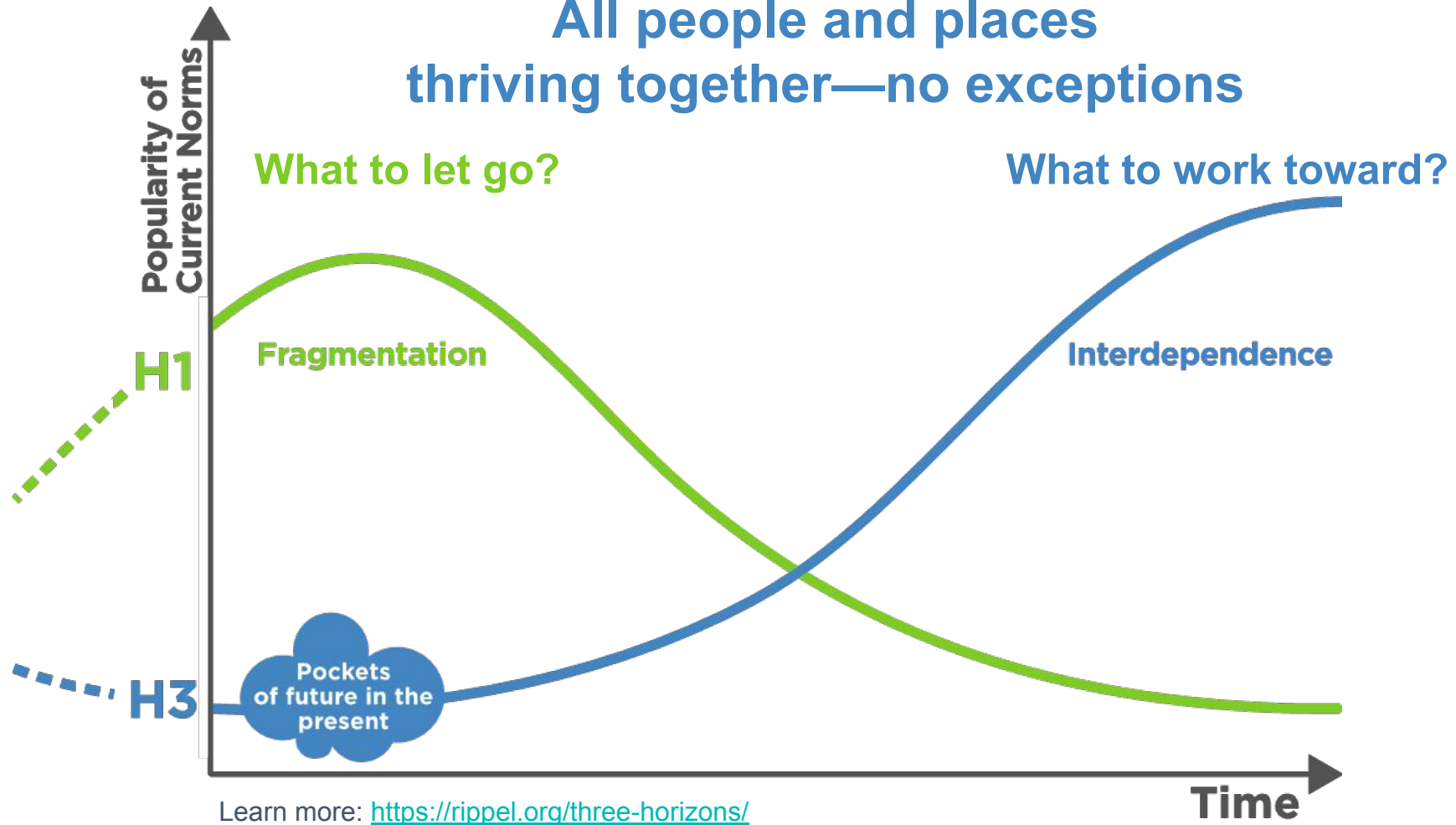
- 18-month, human-centered design journey focused on strengthening systems of care for families across Contra Costa County
- Built through lens of the Vital Conditions

# Three Horizons



# Three Horizons

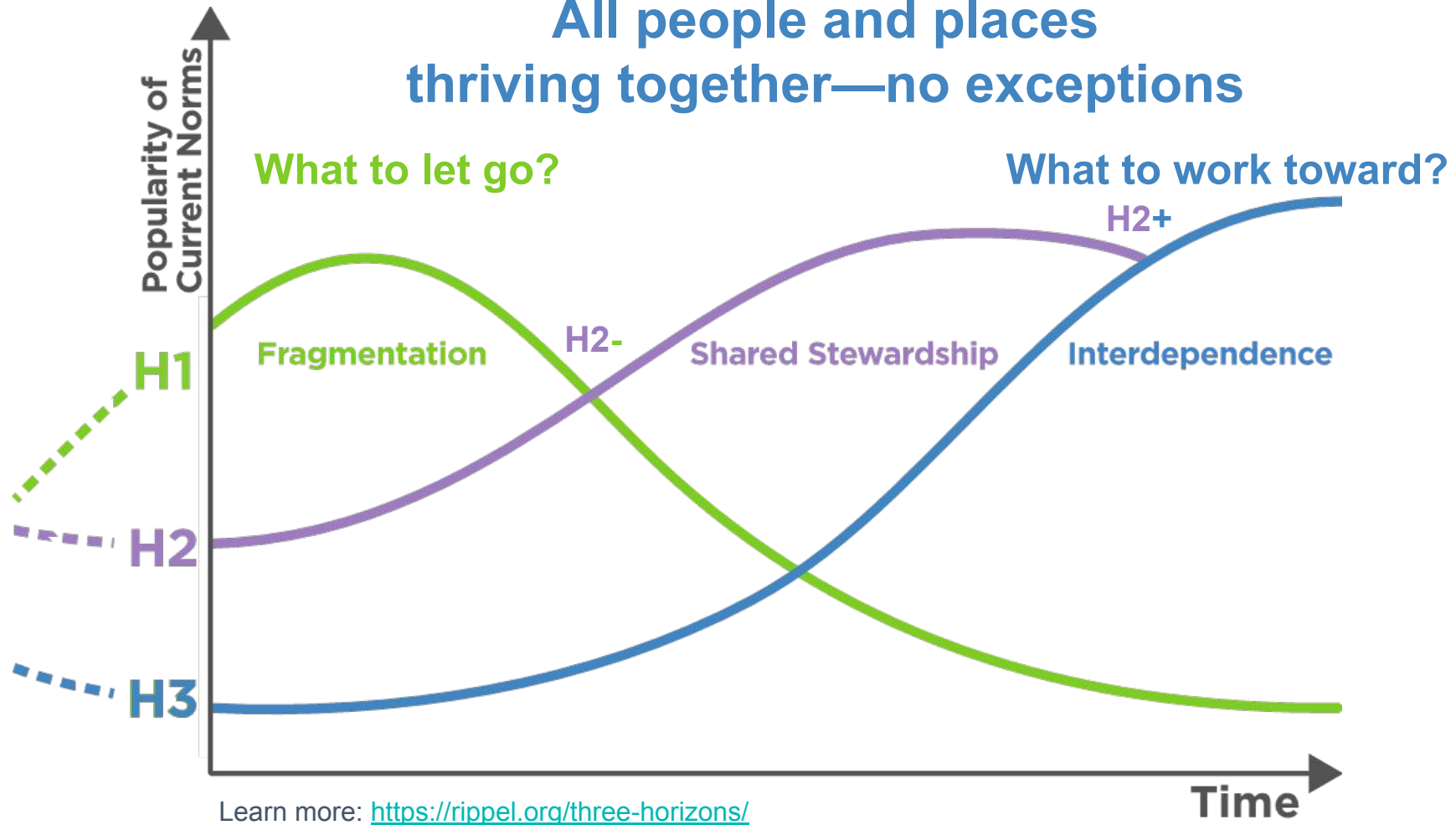
All people and places thriving together—no exceptions



Learn more: <https://rippel.org/three-horizons/>

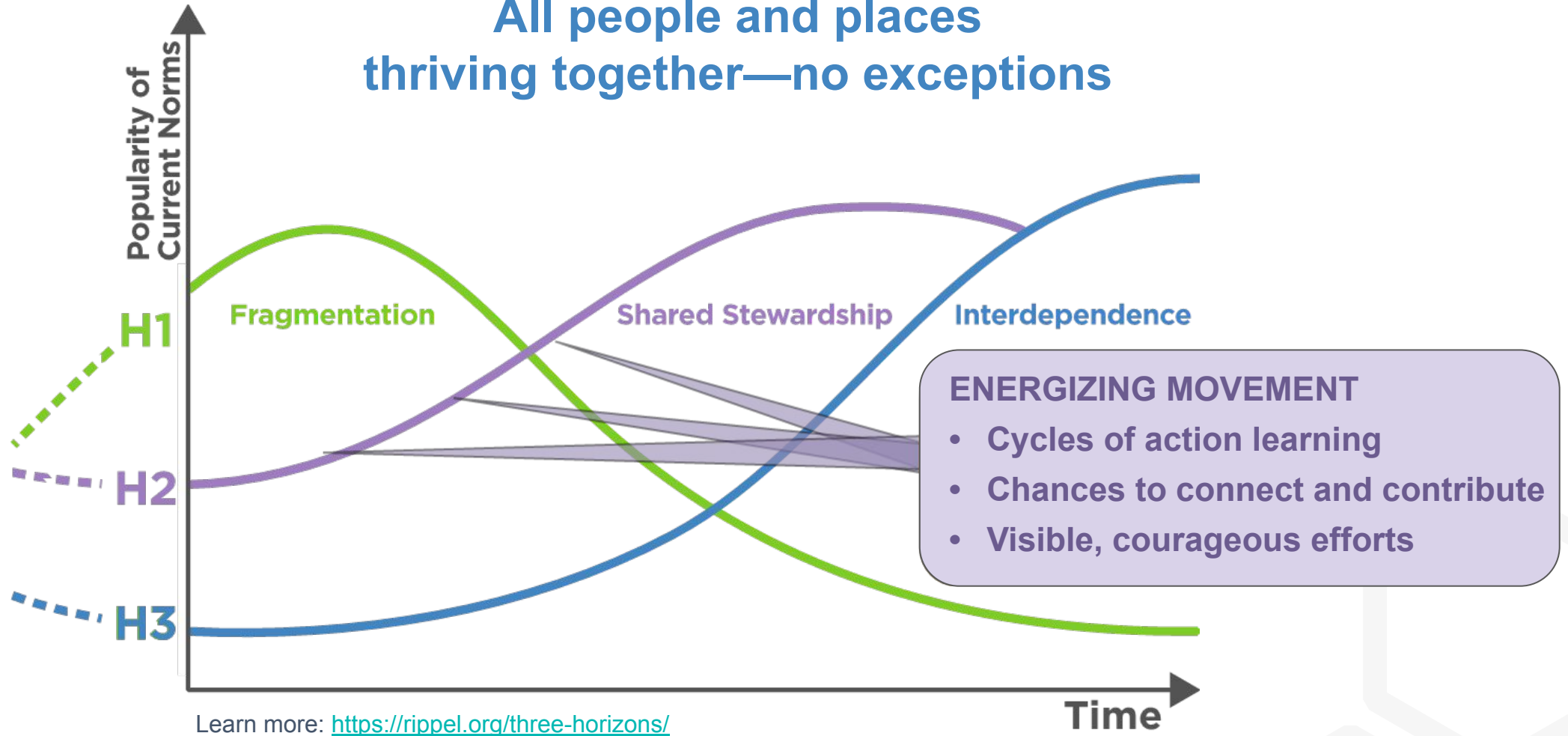
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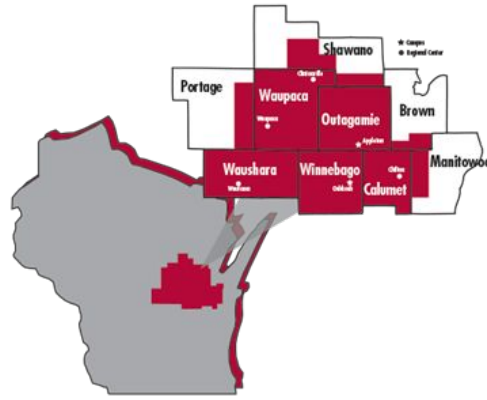


# Three Horizons

All people and places thriving together—no exceptions

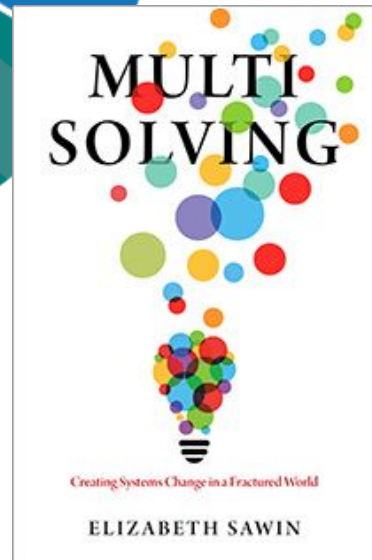
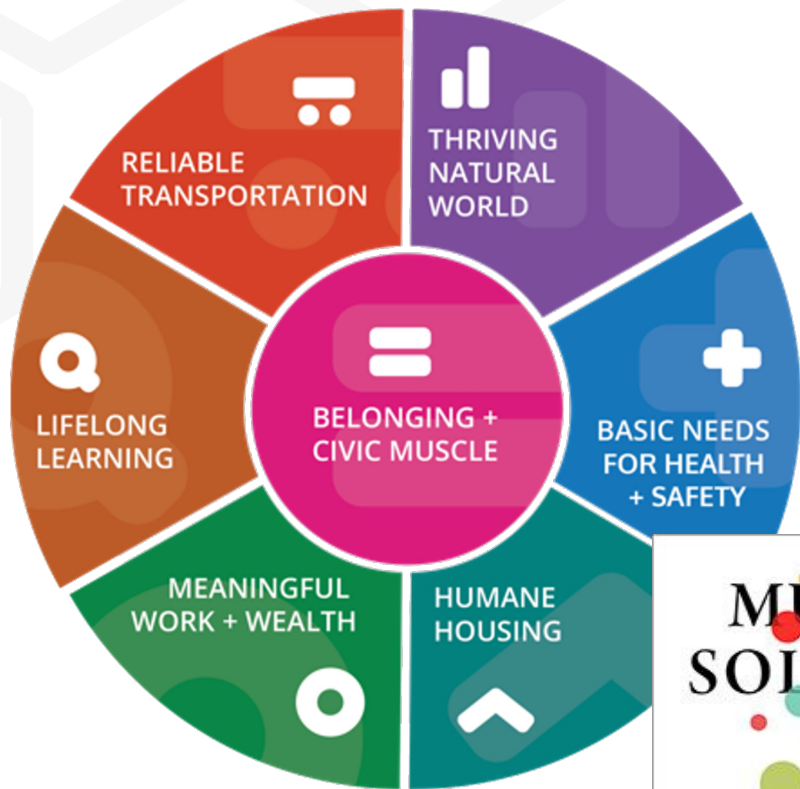


# Fox Cities, WI





# Becoming Multisolvers



# Belonging and Civic Muscle is a Powerful Multisolver

**“Dare to imagine that problems might be easier to solve together rather than one by one.”**

**—Elizabeth Sawin**

Sawin E. The Magic of “Multisolving. SSIR [https://ssir.org/articles/entry/the\\_magic\\_of\\_multisolving](https://ssir.org/articles/entry/the_magic_of_multisolving)

Sawin E. Multisolving: Creating Systems Change in a Fractured World <https://islandpress.org/books/multisolving#desc>

Learn about multisolving: <https://rippel.org/multisolving/>

Video: <https://www.youtube.com/watch?v=6DG5ZHT7siA>

The Multisolving Institute: <https://www.multisolving.org/>

# Multisolving is a Stewardship Practice



## CREATE OPPORTUNITIES

Expand Aspirations  
Change the Story  
**Commit to Multisolving**  
Bridge Timescales  
Align Investments

How often do you...

**Commit to Multisolving:** Craft solutions that advance multiple goals at once, are mutually reinforcing, and deliver many co-benefits?

**Always?**

**Sometimes?**

**Never?**



# Exchanging Insights

**What are you learning about weaving and co-creating across differences?**

**Which differences?**



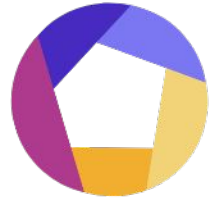
# EVOLVING CIVIC INFRASTRUCTURE



**IE Vital Conditions Network**

Together for Thriving People and Places

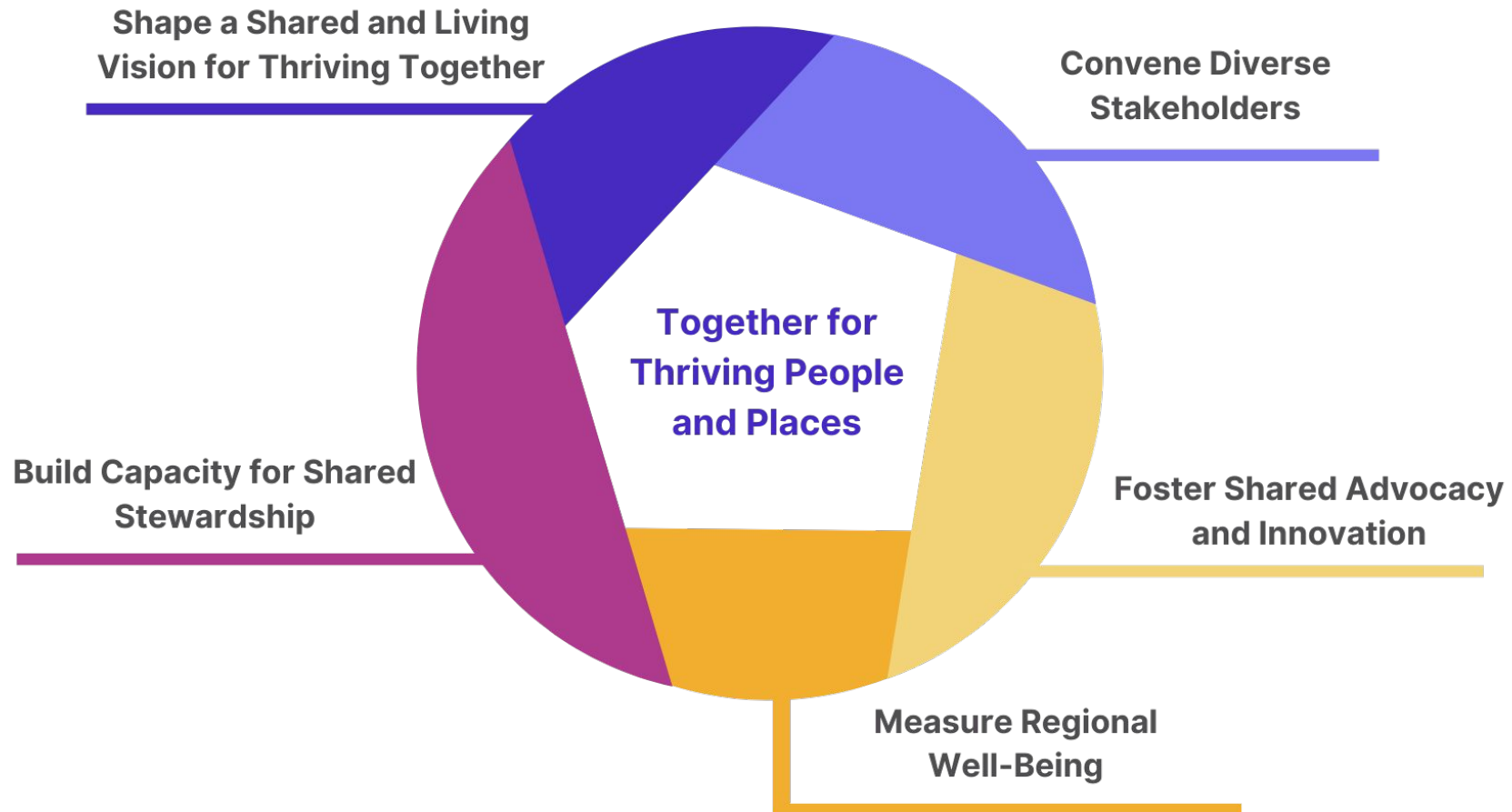




# IE Vital Conditions Network

Together for Thriving People and Places

## How We Create Change Together





# IE Vital Conditions Network

Together for Thriving People and Places



## CREATING AN INLAND EMPIRE WHERE ALL PEOPLE THRIVE



2024-2025 ANNUAL REPORT

**WELCOME**

**HIGHLIGHTS 2024-2025**

**VITAL CONDITIONS**

**BELONGING & CIVIC MUSCLE**

**POLICY & ENGAGEMENT**

**DONOR STORIES**

**WAYS TO GIVE**

**FINANCIALS**

**OUR TEAM**

## IMPLEMENTING VITAL CONDITIONS AS A FRAMEWORK FOR REGIONAL JOURNALISM COVERAGE

The Vital Conditions framework is being used as a guiding lens for regional journalism and beat reporting, focusing on the essential factors that enable communities to thrive, such as housing, education, and belonging. By aligning storytelling with these conditions, journalists can produce impactful, solutions-oriented reporting that highlights systemic challenges and drives meaningful community change.



Media workshop on Vital Conditions as a framework for storytelling and coverage

“**Journalism thrives when stories empower communities to create meaningful change.**”

The Wheel of Vital Conditions outlines seven interconnected factors essential for community well-being, providing journalists with a practical framework to identify, report on, and connect stories that address systemic issues and inspire solutions.



**BUILDING COMMON GROUND THROUGH DATA**  
Insights on Vital Conditions in the IE

UCR Center for Community Solutions | iecf

**COMMUNITY HEALTH NEEDS ASSESSMENT 2025**

Loma Linda University Medical Center  
Loma Linda University Children's Hospital  
Loma Linda University Medical Center - Murrieta

**Fostering Thriving Communities**  
Reframing Community Health through the Vital Conditions Framework

For the first time, LLUH has fully integrated the Vital Conditions for Health and Well-being Framework into our Community Health Needs Assessment. From the survey questions we asked to the way we analyzed and structured this report, the seven Vital Conditions serve as our foundation. This integration reflects a broader shift already underway across our Community Benefits work—shaping how we invest, measure impact, and collaborate with partners. The framework helps us identify “multi-spheres” programs and investments that generate benefits across multiple areas of well-being. It also reveals gaps and blind spots, enabling us to address unmet needs and strengthen cross-sector collaboration through a shared language. By organizing this report through the lens of the Vital Conditions, we aim to tell a more complete story—one that reveals how the conditions that shape health are deeply interconnected.

**“THIS FRAMEWORK DOESN'T JUST HELP US UNDERSTAND WHAT'S MISSING—IT HELPS US IMAGINE WHAT'S POSSIBLE. IT SHIFTS OUR FOCUS UPSTREAM FROM SYMPTOMS OF DISEASE TO THE BUILDING BLOCKS OF HEALTHY, THRIVING COMMUNITIES—LAYING THE FOUNDATION FOR LASTING IMPACT.”**

JANINE PATTERSON, COMMUNITY BENEFIT DIRECTOR, LOMA LINDA UNIVERSITY HEALTH



# Pursuing Your Paths

**What questions  
are on your mind?**

**What will you discuss  
with your teams?**





# Learn More

[Thriving Together At a Glance](#)

[Vital Conditions](#) ([webinar](#))

[Shared Stewardship](#); [Unsung Stewards](#); [Stewards Rising](#)

[Belonging and Civic Muscle](#) ([webinar](#))

[Three Horizons](#) ([webinar](#))

[Movement to Thrive Together Hub](#)

## Spotlight Communities

[Communities Rising](#) (National Civic Review)

[BeWell Palm Beach County](#)

[Contra Costa Together](#)

[Imagine Fox Cities](#)

[Inland Empire Vital Conditions Network](#)

[Healthy Communities Delaware](#)

[North Sound ACH](#)



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[Share feedback and sign up for more](#)