



ANNUAL REPORT 2017

LETTER FROM THE EXECUTIVE DIRECTOR



The Jefferson Center was founded almost 50 years ago on the belief that by providing citizens with the resources to understand tough issues, they can help lead transformational change. In 2017, we believe this mission is as relevant as ever. In a year that saw growing levels of distrust in government and the media, many citizens felt overlooked, but didn't know how to make their voices heard.

Throughout this year, we noticed something at our engagement events around the world: people were energized at the chance to *do something*. When given the opportunity, citizens were excited to meet with their neighbors, learn more about the issues that affect their communities, and create change. In a time where we haven't stopped hearing about polarization and division, it was incredible to see the exact opposite happening. It seems clear to us that the best way we can restore trust in one another and our institutions is to unleash the diversity of our communities.

In 2017, we traveled to 4 different countries, hosted 7 multi-day community engagement events, grew our team, and helped countless people understand and give input on decisions that impact their lives. We also helped communities across Minnesota adapt and respond to the local impacts of climate change, empowered community members to reimagine their role in local government, and rebuilt trust between local media and their audiences.

We're excited to continue this work in 2018 by hosting rural energy dialogues, helping Ohioans envision their vibrant future, and exploring how we might make an even bigger impact on a national scale.

We're continually amazed by the capacity of individuals to advance big ideas and create change in their communities. We look forward to building new partnerships and collaborations as we expand the boundaries for how and where democracy happens.

All of this is possible with your support. Together we will continue empowering people around the world to design democratic solutions to the challenges we face.

Thank you for believing in our mission!

A handwritten signature in black ink, appearing to read 'Kyle B.', written in a cursive style.

Kyle Bozentko
Executive Director

OUR MISSION

The Jefferson Center is a nonprofit, nonpartisan organization that partners with citizens, communities, and institutions to design and implement informed, innovative, and democratic solutions to today's toughest challenges.

HOW WE DO IT

Co-define

We build relationships with nonprofits, universities, governments, community members, and others to gain a deeper understanding of the issue at hand.

Co-design

Working with partners, we develop a specialized engagement process, like a Citizens Jury, to unleash creative ideas. We provide participants with the expertise, tools, and time they need to connect, build off each other's ideas, and develop solutions.

Co-create

Our partners, with our support, take these community-designed solutions and advance actions in their local community, reform practices and processes, and guide policy development and decision-making.



THE CITIZENS JURY

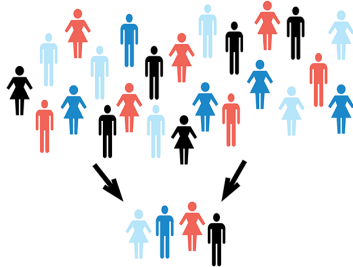
Our primary tool for deliberation and education is the Citizens Jury, which was invented by our founder Ned Crosby. Today, the Citizens Jury serves as the basis for citizens assemblies, citizens panels, and other community engagement programs around the world. Here's how it works:

DEFINE PURPOSE AND SCOPE

We involve partners, community members, and other stakeholders to define the purpose and scope of citizen engagement on a specific issue.

RECRUIT AND DELIBERATE

1. Recruit Participants



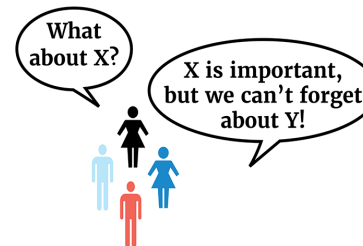
We randomly invite thousands of individuals in the target community and select participants to ensure demographic diversity, creating a microcosm of the larger community.

2. Provide Education



We provide the Jury with unbiased background information and expert speakers to inform their conversations.

3. Facilitate Deliberation



We facilitate productive, creative deliberation over many days to allow the Jury to understand the issues and generate quality recommendations.

4. Support Recommendations



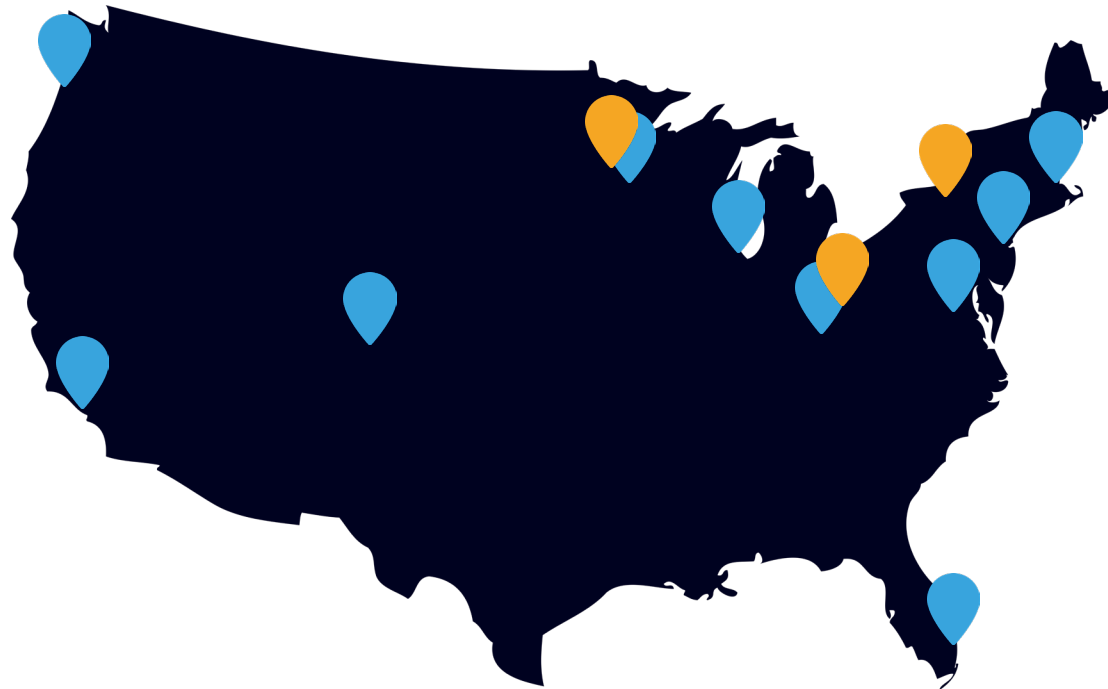
The Citizens Jury creates recommendations to address the issue through dialogue and voting.

SUPPORT, AMPLIFY, AND IMPLEMENT

We work with participants, sponsors, community members, community organizations, businesses, public officials, and others to support, amplify, and implement group recommendations.

OUR WORK IN 2017

UNITED STATES



AUSTRALIA



UNITED KINGDOM



JAPAN



 Implemented programs

 Built the democracy field through presentations, conferences, and trainings

OUR PROGRAMS

Campaigns, Governance, & Media



OBJECTIVE

To research, pioneer, and advocate for the most effective ways to make campaigns more responsive, local media more trustworthy, and our democracy more participatory.

Patient Engagement & Policy



OBJECTIVE

To promote new opportunities for patient engagement in clinical settings and expanding patient participation in healthcare policy.

Climate & Community Resilience



OBJECTIVE

To empower rural communities to address the local impacts of a changing climate and enhance resiliency.

MINNESOTA COMMUNITY ASSEMBLY PROJECT



“We discovered that strangers within this city have similar thoughts and concerns about the issues our community faces, but we’re all invested in making Willmar a better place. Our diversity helped us generate new, stronger ideas.”

WILLMAR COMMUNITY ASSEMBLY,
STATEMENT TO NEIGHBORS

How would you re-imagine your local government?

We worked with Hamline University and Forgeworks to empower citizens in Red Wing and Willmar Minnesota to learn about potential reforms to the administrative, electoral, and participatory structures of their local government.

GOALS

- Empower community members to guide the future of civic engagement
- Promote active civic participation among citizens in their communities
- Identify the community’s idea of “good government”, and give local governments a chance to reflect that idea

IMPACTS

-  Community members in Willmar Minnesota presented their top two recommendations, better public meetings and digital engagement, to City Council
-  The City of Red Wing has invested in MetroQuest, an online engagement tool which citizens can use to make their voice heard on local decisions, based on the recommendation of participants
-  The City of Red Wing has committed to redesigning their website to make city information more accessible, based on the recommendation of participants.

FUNDERS

TheJoyceFoundation

 WILLIAM + FLORA
Hewlett Foundation

YOUR VOICE OHIO



“Sometimes there is a disconnect between the stories people want and need from us and the stories we are telling.”

JORDYN GRZELEWSKI,
YOUNGSTOWN VINDICATOR REPORTER





How could collaboration between newsrooms restore trust in the media?

After hearing Ohio citizens didn't feel represented by local news coverage, we launched a collaborative of more than 50 print, radio, and tv news outlets to deliver more responsive community-driven journalism. The program will test, evaluate, and refine storytelling and engagement practices that will strengthen the relationship between journalists and their communities.

GOALS

- Create a model for community conversations that could be used to help citizens, leaders, and journalists navigate local issues
- Help over 50 newsrooms better understand the information needs of their communities
- Help collect reader's stories and questions that journalists can share with political candidates

IMPACTS

-  32 Ohio media organizations in Ohio have joined the collaborative in 2017
-  We conducted 3 community conversations, with over 150 people in attendance in 2017
-  Your Voice Ohio has heightened collaboration and story-sharing among newsrooms
-  Changes in reporting practices as a result of community input, like supplying addiction resources at the bottom of every page and avoiding triggering images

FUNDERS



RURAL DIALOGUES PHASE 1: CLIMATE



“You can go into a situation with your mind made up, but with the right information you can really change your mind, and I think that’s where we come in when we go home and talk to our neighbors.”

WINONA COUNTY CLIMATE DIALOGUE PARTICIPANT





How can rural communities address extreme weather and a changing climate in order to remain a healthy, resilient, and prosperous?

The first Rural Dialogues, which took place in Stevens, Winona, and Itasca County from 2014-2016, tasked residents with learning more about the local impacts of climate change and recommending ways their communities could respond. In 2017, we continued working with the Institute of Agriculture and Trade Policy and local leaders to bring their recommendations to life.

GOALS

- Recognize innovation and leadership capacity of rural communities and the role they play in our climate system
- Use recommendations as a starting point for ongoing community conversations and action
- Support communities as they pursue outlined recommendations (2017 and beyond)

IMPACTS

-  Delegates from Morris, Minnesota have participated in a renewable energy exchange with representatives from Saerbeck, Germany.
-  The Itasca Clean Energy Team and the Grand Rapids Public Utilities Commission are moving forward with construction of a community solar garden
-  In Winona County, Xcel Energy and Semcac (local community action agency) partnered to provide home energy audits and energy squad visits to 197 low or fixed-income households in 2017
-  In Morris, city-owned lights have been changed to LEDs

FUNDERS



RURAL DIALOGUES PHASE 2: ENERGY



“It was inspiring to me to see that many people who had not discussed these things together in the past had uncovered shared energy goals.”

OUR ENERGY FUTURE: STEVENS COUNTY PARTICIPANT



How can we drive representative energy policy that works for everyone?

Rural communities play a huge role in our agriculture, climate, and energy future. In order to help these communities shape policy and action, our Energy Dialogues in Winona, Itasca, and Stevens County Minnesota allow residents to learn more about their energy system, identify key concerns and unique opportunities, and lay out plans for action.

GOALS

- Inform representative energy policy at the state, regional, and federal levels
- Host 3 community forums on local energy use, storage, and generation
- Work with community leaders to bring goals to life
- Create rural network of community members and energy leaders

IMPACTS

-  Community event in Stevens County drew 50 residents to discuss the future of local energy
-  Citizens Juries on community energy planned in Itasca and Winona County in 2018

FUNDERS



THE MCKNIGHT FOUNDATION



CLEARING THE ERROR



“Both doctors and patients are responsible for ensuring a timely and accurate diagnosis. Clear, consistent communication and patient persistence are instrumental in ensuring diagnostic quality.”

CITIZEN JURY ON DIAGNOSTIC ERROR



What actions can patients take to improve diagnostic quality?

In collaboration with the Maxwell School of Citizenship and Public Affairs at Syracuse University and the Society to Improve Diagnosis in Medicine (SIDM), from 2015-2017, we used Citizens Juries to engage healthcare consumers and professionals to develop effective strategies for reducing diagnostic error.

GOALS

- Recommend strategies patients could pursue to reduce errors in diagnosis
- Identify potential obstacles to those strategies and ways health systems could improve patient-doctor relationships
- Provide SIDM with patient-generated data to inform their education and advocacy

IMPACTS

-  Concluded the research process with a panel of 17 healthcare professionals in Syracuse, NY, to provide feedback on the recommendations generated by the Citizens Jury
-  Designed and delivered pilot curriculum for SIDM to use in educating patients regarding the Citizens Jury recommendations

FUNDERS



OUR TEAM

In 2017, the Jefferson Center welcomed a new staff member, Annie Pottorff, and board member, George Cheung.

STAFF

Kyle Bozentko, Executive Director

Larry Pennings, Associate Director

Dawn Dettinger, Project Administrator

Andrew Rockway, Program Director

Camille Morse Nicholson, Program Coordinator

Annie Pottorff, Communications Coordinator

Katherine Sims, Research Analyst

Doug Oplinger, Your Voice Ohio Project Manager



BOARD OF DIRECTORS

Pat Benn, retired teacher and union leader

Paul Becker, partner, Ironwood Software

George Cheung, public affairs consultant

Tom Eckstein (Chair), principle, Arundel Metrics, Inc.

Judith Healey, philanthropic consultant and author

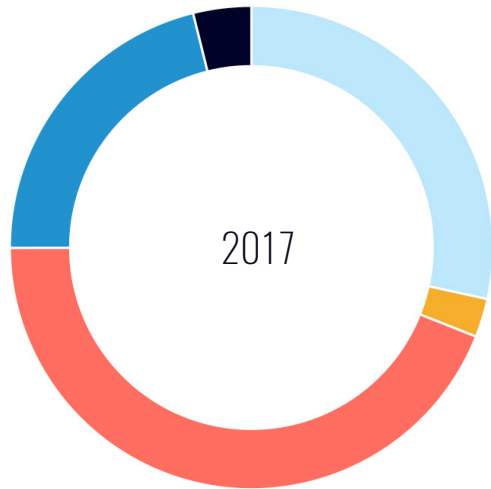
Matthew Holm, Xcel Energy Foundation

Greg Halagan, Jeffrey Slocum & Associates

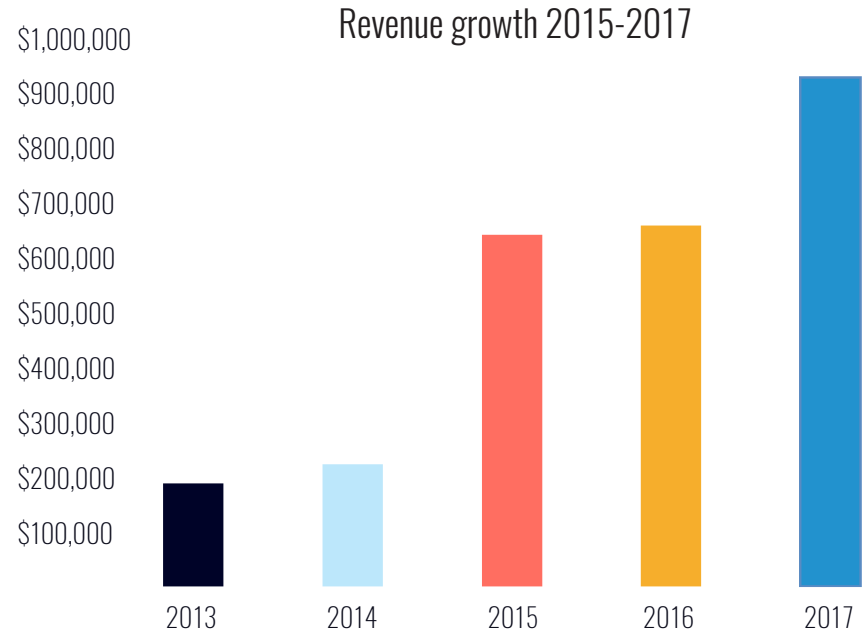
Mark Ritchie, former Minnesota Secretary of State



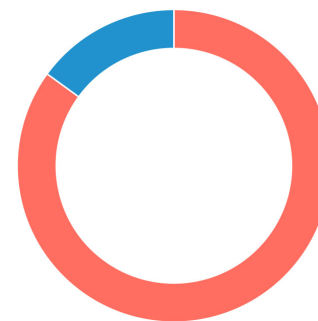
FINANCES



Total Revenue = \$921,170



Expense Allocation





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