CIVIC ENGAGEMENT GUIDE

CONTENTS

INTRODUCTION

Communities work best when residents, businesses, and institutions are engaged and working together. Salt Lake City values diverse perspectives and encourages community members to be informed and involved in shaping how decisions are made.

The goal is to improve outreach and participation for better informed decision-making. Assuring stakeholders know what is going on and getting them involved early in the process will help generate good decisions.

This Civic Engagement Guide is a step-by-step tool designed to provide simple steps for broadening public outreach. The pages that follow provide tools and resources for determining the level of outreach needed, the target audience, timing, and adding new voices to the conversation. It will help you think about engagement throughout the entire project.

For questions about this Guide or assistance in implementing its principles, please contact the Civic Engagement Team.

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STEP-BY-STEP TOOL DESIGNED TO PROVIDE SIMPLE STEPS FOR BROADENING PUBLIC ENGAGEMENT

OPEN GOVERNMENT

Engaging the public in City decision-making processes is not only good practice, it is a requirement of City Code. In 2009, the Mayor and City Council adopted a Joint Resolution on Open and Transparent Government and the Open Government Initiative. The Resolution states, "An open government facilitates communication and collaboration, both internally with employees and externally with constituents, leading to a more responsive, efficient and effective government."

Under the Open Government Initiative, a City policy on transparency and open government was adopted and requirements regarding public engagement and noticing were codified.

Salt Lake City Code requires public engagement. The Recognized Community Organizations section of the City Code (Section 2.60.050) reads:

A. Education: The City shall adequately educate the public on City policy, procedures, and actions.

B. Each City department shall strive to utilize best public engagement practices to educate, engage, and receive input from the public at a level that is consistent with the scope of impact of a proposal or project.

C. ... See full ordinance (http://sterlingcodifiers.com/codebook/index.php?book_id=672&chapter_id=48685#s928304)

D. Notice Procedures: The City departments shall develop policies and procedures to show how they will provide notice and early participation opportunities for pending major city actions. These include, but are not limited to, public meetings, development projects, planning activities, grant and funding opportunities, which may have a significant impact on the membership of a registered community organization. Notice shall be given to affected community based organizations in a timely manner, including information on the time frame for a response.

E. and **F.** See complete ordinance in above link.

ENGAGEMENT PLANNING

As you begin to think about the design of the public outreach for your project or initiative, the questions that follow will help you think about engagement throughout the entire planning process, including informing the public about next steps and communicating how their input influenced the outcome.

Purpose of Project or Initiative

- What is the goal or intent of the project?

- What would you like to accomplish through this engagement process?

Does a Decision Need to be Made? If so, Who Makes the Decision?

- Elected officials, administrators, boards or commissions, work groups, ad-hoc committees?

- Does this project have a legal requirement to engage the public in the decision-making process?

INFORM

CONSULT

COLLABORATE

Determine when formal decisions will be made and what required activities must lead up to that point. This information will help you understand more about the scope of the project and how much additional public engagement should be done. It also forms the foundation for a timeline, which can be shared with the public.

Keep in mind that in addition to the legally required engagement, you are always encouraged to conduct more outreach using various methods.

How Will the Public's Participation Affect the Decision or Process?

This is a key question to answer before writing an engagement plan. Determine what you want or need from the public throughout the overall process, as well as from specific engagement events, such as workshops or open houses. For example, are you simply notifying the public about a decision that has been made (inform), are you asking for ideas or feedback about various options (consult), or are you partnering with them to identify solutions (collaborate)?

What Type of Interaction is Needed?

Involving the public early and on the appropriate level helps create buy-in, both in the process and the final decision.

Inform

- One way communication - outreach to citizens.
- Provide public with information, balanced perspective, increase awareness or understanding.

- ex. street fair

Consult

- Get ideas on finite number of options - limited time discussion.
- Take public feedback on project or other issue proposal.

- ex. proposing a change to a waste pickup program with options still being determined

Collaborate

- Interactive process, incorporating recommendations as much as possible.
- Partner with the public to develop alternatives and identify preferred solutions.

- ex. writing a new master plan

ENGAGEMENT PLANNING CONTINUED

When Does Outreach Need to Happen?

Determine at what points in the process the public needs to be engaged. Keep in mind that the City's review process can take time. Create a timeline for the project and include outreach points. Start early and stay in touch. Include a time for thanking participants and reporting out about how engagement affects decisions. Different projects need different engagement timelines. For projects that will have a big impact or will take a long time to complete, more outreach at different points in the process will be necessary.

Who Needs to be Engaged?

Think about who will be affected by this decision. Design your outreach to speak to that specific population. Does this affect the entire City, one neighborhood, a single block or a specific interest group? The Mayor's Community Empowerment Team has a detailed, updated stakeholder list. Consult them and the Civic Engagement Team when determining who to inform.

What Engagement Methods Will be Used?

Using the Outreach Matrix, on the next page, determine what level of outreach is appropriate. Plan accordingly using methods listed under Engagement Tools on Page 9. These tools will help to determine what methods to use when engaging the public on your project.

What is the Desired Outcome for Successful Engagement?

Do you want to introduce new ideas or keep residents informed? Do you want more attendance or participation from diverse groups? Setting a goal for your community engagement will provide a benchmark. Establish outreach goals that include the community members you are trying to engage. Activities should be aimed at making sure this goal is met. Keep track of what worked and what didn't, and include that information in an After Action Report. This will be valuable for future engagement and building best practices.

Ask yourself if you would attend your engagement activity. If the answer is no, change the activity to be more engaging to the audience it is targeting.

CREATE A TIMELINE FOR THE PROJECT AND INCLUDE OUTREACH POINTS

Engagement Planning Worksheet & After Action Report can be found on the CET Share Point:
http://cedsite/CE/Templates/Forms/AllItems.aspx

ENGAGEMENT TOOLBOX

Salt Lake City has several common engagement tools used on a regular basis. These are a great way to start engagement, but new ones can always be added.

Branding and logos, if budget allows, are a good way to build recognition and familiarity.

The Civic Engagement Team is available to brainstorm ideas for marketing and branding and has resources to help design for smaller projects.

ENGAGEMENT MATRIX

COMMUNICATION OBJECTIVE			
PROJECT TYPE	**INFORM**	**CONSULT**	**COLLABORATE**
◆ Minor City Project ◆ Program Update ◆ Service Delivery Change	Yes	No	No
◆ New Project ◆ Program Expansion or Change ◆ New Program	Yes	Yes	Maybe
◆ Land-Use Decision ◆ Development Project	Yes	Yes	Maybe
◆ New Law ◆ Major Plan or Policy ◆ Significant Issue	Yes	Yes	Yes

ENGAGEMENT TOOLS

INFORM : PROVIDE INFORMATION TO THE PUBLIC

- ○ Boards & Commissions
- ○ Community Calendar
- ○ Consultants
- ○ E-Notification
- ○ Informational Material
  - ◆ Postcards
  - ◆ Door hanger
- ○ Media Stories
- ○ On-Site Signage

- ○ Press Conference
- ○ Press Release
- ○ Property Notice
- ○ Public Notice
- ○ SLCtv
- ○ Social Media
- ○ Utility Bill Notice
- ○ Website

CONSULT : GATHER INFORMATION

- ○ *Inform Tools and...*
- ○ Community Meeting
- ○ Event Booth
- ○ Focus Group
- ○ Online Survey
- ○ Open House
- ○ Public Hearing

- ○ Site Visit
- ○ Survey
- ○ Workshop

COLLABORATE : DEVELOP IDEAS

- ○ *Inform/Consult Tools and...*
- ○ Advisory Committee
- ○ Charrette
- ○ Ideation

A GLOSSARY OF TERMS CAN BE FOUND IN THE BACK OF THIS GUIDE

Media Relations

Work with Mayor's Communications Team and department communication officers to advertise with local media and determine need for press releases or events.

OUTREACH EVENTS

Outreach events are used to expand involvement opportunities for community members by providing a chance to ask questions and provide comments on an issue or have involvement in the decision-making process. Outreach events should encourage participation, make the public feel welcome, and provide a clear understanding of the public's role in the process.

BEST PRACTICES

- Determine the purpose of the event in the larger project design and decision making process.

- All events should be preceded by notifying the public to promote the event. Getting the word out in order for good participation is critical. Outreach methods are listed in the "Inform" section of the Engagement Toolbox on page 9.

> **MAKE THE PUBLIC FEEL WELCOME, AND PROVIDE A CLEAR UNDERSTANDING OF THEIR ROLE IN THE PROCESS**

- Outreach to diverse populations, particularly those directly affected by the project or initiative, is key to getting representation and feedback from all communities. (non-native speakers, seniors, disabled, etc.). The Mayor's Community Empowerment Team and the Civic Engagement Team can help with outreach ideas.

- Advertise events well ahead of their date - minimum two weeks - with ongoing reminders. All events should be posted as an event to the @SLCgov Facebook page, Twitter, Nextdoor, and the City's online calendar.

- When determining a location for your event, consider the following:
    - Space large enough for number of attendees expected
    - Proximity to stakeholders you are trying to reach
    - Some people are intimidated about going to certain locations, like City & County Building, police stations, etc. Alternatives could be a community center or library
    - On-site event, such as the location of a future amenity

- Ensure that an effective facilitator or emcee is chosen to lead the gathering and enough staff support is on hand to usher participants, answer questions, and provide information.

- Have project contact information available at the meeting for the public to refer to in case of questions later (website, email, and phone contact).

OPEN HOUSE

An open house is an informal public gathering to introduce a project, service proposal, or other idea, with no formal staff presentation. Staff are there to answer questions, take comments, and listen to the public's concerns.

An open house is typically set up with a sign in table to capture attendance and email addresses. The public should have a clear understanding of the distinction between an open house and a workshop ahead of the event. No formal presentation is necessary, as attendees will be coming and going at different times. Comments cards or other means of gathering feedback should be made available.

When to Hold an Open House: Open houses are held during the planning process, when drafts and plans are available for relevant feedback. They should take place during hours when most of the public or affected audience is available to participate - usually sometime between the hours of 4:00 and 8:00pm. Times may differ depending on target audience.

What to Include: Information areas or stations should be clearly labeled and include visual aids (poster boards, etc.). An area for providing comments should be provided - large format paper, comment cards, dot exercise, or other means.

Be sure to provide contact information so that people can ask questions or get additional information at a later date (website, email, and phone).

Checklists of items to include in an outreach event are available on page 20.

WORKSHOP

Workshops are typically designed for attendees to stay from start to finish, and feature a presentation on the project or initiative from staff or a consultant. Attendees participate in small group exercises to develop ideas or have discussions. Following the small group exercises, attendees reconvene to share their ideas and discussion outcomes with the larger group. Workshops should include an even balance of staff presentation and group discussion/participation.

When to Have a Workshop: Workshops are a good tool for collaboration and should happen early in the planning process so that feedback can be incorporated into the decision-making process. Workshops should not take place until there is a determined set of ideas or options to discuss and explore.

What to Include: Discussion groups and exercises should be arranged around the parts of the plan or initiative where the public has an opportunity to weigh in on options and help develop alternatives or solutions. Groups should be facilitated by city staff or consultants. Always let the public know what happens next in the process and how their feedback will be used.

COMMUNITY OR NEIGHBORHOOD MEETING

Community or neighborhood meetings are similar to workshops in that they involve staff presentation and public discussion. Staff bring their presentations directly to the intended audience, which could include a special interest group or an affected neighborhood.

When to have a Community Meeting: Community meetings should occur early in the planning process so feedback can be incorporated throughout the planning process. Meetings should be held during hours when most people in the affected group are available. In the case of community council meetings, city staff is invited to a previously-scheduled meeting and asked to present.

What to Include: Staff should come with a prepared presentation that includes a project overview, the parameters for making a decision and the community's role in the process. A project flier with contact information should be provided to attendees. Depending on the project, staff should also bring comment cards and/or a short exercise.

Checklists of items to include in an outreach event are available on page 20.

ONLINE SURVEYS

An Online Survey is another great way to engage the public. They can be used on their own or in conjunction with in-person outreach events, such as open houses and workshops. Use of this tool allows those who are not able to attend meetings the opportunity to receive the same information and provide feedback.

When to use an Online survey: It is recommended that you use an Online survey any time you host an in-person outreach event. Online Surveys can also be used on their own when appropriate. The types of surveying and topics available are varied and provide opportunity to collect feedback via polls, priority lists, comment on maps, and more.

What to include: The experience of using an Online survey should mirror the in-person outreach event and can use many of the same materials. Topics can include graphics, images, slide presentations and video.

Consult with the Civic Engagement Team to develop topic and language for an Online survey.

EVENT TABLING

Salt Lake City has numerous festivals, markets and community fairs that are the perfect opportunity to engage with the public. Take advantage of the special and recurring events that happen throughout the year.

To participate in one of these events, contact Braley on the Civic Engagement Team at braley.bullard@slcgov.com.

An interactive activity to stimulate involvement and interest is required, as opposed to simply handing out information.

The Civic Engagement Team can help brainstorm ideas and activities.

Checklists of items to include in an outreach event are available on page 20.

Tabling with Activity

On-site Engagement

CLOSING THE LOOP

Reporting back to engagement participants on what you heard and how their feedback influenced the decision-making process is just as important as the engagement itself.

How to Record Feedback

During the engagement planning process, consider how you will gather and analyze the feedback received.

When building your engagement plan, think about the type of feedback you will be receiving and the means for transcribing the feedback in a way that is easy to analyze. This is another reason to mirror the engagement you do in person to your Online engagement - it makes analyzing feedback much easier.

Feedback will be received in different ways, including: telephone, email, comment cards, surveys, and in person. All comments should be transcribed verbatim, to the extent possible. Comments taken over the phone may need to be paraphrased or put in a "for or against" context, if applicable.

How to Report Back on What You Heard

When your engagement has ended and feedback has been gathered and transcribed, it is time to report back to the public on what you heard. This can be done in the following ways:

- Email to engagement participants. Using the email addresses on sign in sheets or list servs for the project, draft an email to all who participated. Thank them for their participation and provide them with a summary report of the feedback received, and if a decision was made, how feedback influenced that decision.

- Create an Online Survey announcement. Post an announcement to your Online survey platform subscribers that links to the outcome report for that topic. These reports are automatically generated by your Online survey platform. The Civic Engagement Team can help you with this.

- Social media posts on Facebook, Twitter and Nextdoor can be used to inform the public about the outcome of an outreach campaign.

All comments should be recorded and retained. The original comment cards or other documentation do not need to be retained, as long as the information has been transferred to another source (spreadsheet, etc.) for retention. Identifying information must be removed from comments. Remove names, addresses, and other distinguishing information included in comments in order to protect people's privacy.

VENUES

LOCATION	SMALL (UP TO 50)	MEDIUM (UP TO 100)	LARGE (OVER 100)
Salt Lake City & County Bldg. 451 S State Street. SLC 84111	X	X	
Main Library 400 S 210 E, SLC 84111 Website: www.slcpl.org/rooms/	X	X	X
Public Safety Building 475 S 300 E, SLC 84111 Email: psbcommroomres@slcgov.com	X	X	
Branch Library Multiple Locations in City Website: http://www.slcpl.org/forms/BranchMtgRoomApp.pdf	X	X	
Tracy Aviary: Education Center 589 E 1300 S, SLC 84111	X		X
Rivers Bend Senior Center 1300 W 300 N, SLC 84116 Phone: (385) 468-3015 Email: cleach@slco.org	X	X	X
Central City Recreation Center 615 South 300 East, SLC 84111 Phone: (385) 468-1550 Website: slco.org/central-city/room-rentals/	X	X	
Liberty Senior Center 251 E 700 S, SLC 84111 Phone: (385) 468-3166 Email: jdecola@slco.org Website: http://slco.org/liberty	X	X	X
Forrest Dale Golf Course 2395 S 900 E, SLC Phone:(801) 483-5420	X		
Tenth East Senior Center 237 S 1000 E, SLC UT 84102 Phone: (385) 468-3145 Email: sashby@slco.org			X
SLC Sports Complex 645 South Guardsman Way, SLC UT 84108 Phone: (385) 468-192	X		
Northwest Community Center 1255 Clark Ave, SLC 84116 Phone: (385) 468-1305		X	
Sorenson Unity Center 1383 S 900 W, SLC 84104 Phone: (385)535-6533 Website: sorensonunitycenter.com/facility-use/	X		
The Leonardo 206 E 500 S, SLC 84111 Phone: (801) 531-9800 ext123 Email: events@theleonardo.org	X	X	X
Salt Lake City Comm. College South City Campus 1575 South State, SLC 84115		X	X
Salt Lake City Schools Phone: (801) 974-8365			X
Youth City Facilities: Ottinger Hall, Fairmont Park, Liberty Park: Website: http://www.slcgov.com/youth-city/youth-family-general-information	X	X	X
Salt Lake Fire Stations 1 & 11 (Station 3 when Complete) Email: jessie.killinger@slcgov.com	X		

OUTREACH DESCRIPTIONS

Advisory Committee: Leadership group formed to generate ideas and develop plan for project or initiative.

Boards and Commissions: Presentations at meetings and passing information through board members and commissioners to other residents and stakeholders.

Charrette: Stakeholders attempt to resolve conflicts and map solutions in an intense design or planning activity.

Community Calendar: Found on the City's website, slcgov.com, shares dates of public meetings, community events, etc.

Community Meeting: Presentation of City projects and initiatives at meetings of outside groups, by invitation.

Consultants: Outside groups, acting as advocates and liaisons, to communicate City projects and initiatives to community groups, businesses and residents.

E-Notification: Self-subscribe lists such as: Constant Contact, City Council newsletters, Planning Division listserv

Event Booth: Table or booth at festivals, markets, events, etc. with informational material and interactive activities.

Focus Group: Stakeholder group brought together to discuss City project or initiative.

Flier: Fact sheet, postcard, door hanger, banner, poster to be distributed via direct mail, email or in person. Should include details of project/event: who, what, where, when, why and contact information.

Ideation: Event held to invite generation of ideas around a specific initiative.

Media Stories: Newspaper, television or radio spots about a specific initiative.

On-site Signage: Banner or sign placed on project site. May be official notice required by ordinance to be posted on affected property.

Open City Hall: Web-based forum for generating citizen interest, knowledge and participation in City decisions.

Open House: Informal public gathering to introduce a project, service proposal or other idea using information centers and materials; on site staff to answer questions, hear comments, etc. No formal staff presentation. See Best Practices section for more information.

Public Hearing: Public comment period during an open meeting.

Paid Media: Ads on television, radio, newspaper, social media.

Press Conference: Media event announcing a project or initiative. This should be arranged with the Mayor's Communications Team.

Press Release: Announcement to media outlets, usually 2-3 days prior to an event or initiative. Arrange with Mayor's Communications Team.

Public Notice: Official notice published in newspapers or direct mail to inform public of new City ordinances, amendments, public hearings, etc.

SLCtv: Salt Lake City television channel 17 provides government educational information to citizens and visitors of Salt Lake City.

Social Media: (Twitter, Facebook, Instagram, Nextdoor) Easily share information across a wide variety of platforms. A sponsored or boosted Facebook post is a relatively inexpensive way to expand viewer reach.

Site Visit: Trip to project site to tour, educate and discuss.

Survey: A list of questions aimed at extracting specific data from a particular group of people. May be conducted by phone, mail, via the internet and sometimes face-to-face.

Utility Bill Notice: Message added to utility bill newsletters mailed or emailed to customers by the City.

Website: Use SLCgov.com site to provide information about project/initiative/events. If possible, project-specific web pages are a good place to house information.

Workshop: Community gathering, used for presenting information, and then facilitating public engagement using small group exercises and discussion questions. (See Best Practices section for more information).

CHECKLIST

Workshop/Open House/ Community or Neighborhood Meeting Checklist

- ○ Space large enough to comfortably accommodate the expected audience. Consider seating for those who cannot stand for long ` periods
- ○ Water. Other refreshments or snacks are options.
- ○ Sign in sheets w/ name, email address, (phone and physical address where applicable)
- ○ Sign-in table & chairs for event staff
- ○ Staff for sign-in table, guides, and/or roamers
- ○ Hand sanitizer at sign in table
- ○ Pens for sign in and comments
- ○ Visual aids, such as poster boards, plans, maps, graphics, etc.)
- ○ Staff at each station to describe boards, plans, maps graphic, etc.
- ○ Name tags for staff
- ○ Contact information
- ○ Project Information
- ○ Comment Cards & Collection Box
- ○ Easels
- ○ Technology Needs- Computer, Screen, Microphone, Speakers
- ○ Welcome Poster
- ○ Direction signage to get to meeting
- ○ Signage to venue like sandwich board

ACCESSIBILITY

○ Include ADA language as follows in **all announcements**: *"People with disabilities can request reasonable accommodation with 48 hours advance notice. Accommodations may include alternate formats, interpreters, and other auxiliary aids. Please contact Moana Uluave-Hafoka, Coordinator for Disability Rights, moana.uluave-hafoka@slcgov.com, 801-535-7697, or TDD 711."*

○ There must be at least one Accessible Route throughout every event. Accessible Routes cannot have stairs along the pathway and elevation changes greater than ¼ inch vertical or ½ inch beveled must be ramped.

○ Accessible Routes must have adequate width throughout the event for mobility device access. Sidewalks must be at least 48 inches wide; Accessible Routes within the event must be at least 36 inches wide.

○ Event activities should be oriented near Accessible Routes as much as possible.

○ Inaccessible Routes such as stairs must have posted signage indicating the direction to an Accessible Route.

○ Any types of cords, hoses, fencing or other similar items must be ramped or have signage posted indicating the direction to an Accessible Route.

Engagement Planning Worksheet

Used in conjunction with the Civic Engagement Guide, this worksheet is designed to help you plan the public outreach for a project from its inception through completion.

PROJECT INFORMATION

Project Name:	**Department or Division:**
Project Manager:	**Phone:** **Email:**

Contacts/Team:

Brief Description of Project:

Project Timeline:

What type of project is this? (*check all that apply*)

☐ CIP ☐ Ordinance ☐ Policy ☐ Master Plan ☐ Element Plan ☐ Other:_____

☐ Strategic/Visioning/Starting From Scratch   ☐ Maintenance/Management/Stewardship

☐ Implementing an adopted plan/ Building for the future   ☐ Emergency/Responding to urgent need

What is the goal of this project?

Why has this project been proposed at this time?

Who has signed-off/approved this project?

Does a decision need to be made? If so, who makes the final decision?
(Elected Officials, Administration, Boards/Commissions, Work Groups, Ad-hoc Committees)

Does this project have a legal requirement to engage the public?

Budget, if any, for engagement:

ENGAGEMENT PLAN

Key Issues:

Key Messages:

When does outreach need to happen? (timeline)

Who needs to be informed? (Stakeholders/advocates/opponents)

Which levels of engagement are needed? (See Matrix: *check all that apply*)

☐ Inform   ☐ Consult   ☐ Collaborate

What engagement methods will be used? (expand on how you are going to use inform, consult, collaborate)

What is the desired outcome for successful engagement?

Is this a single engagement event or will there be multi engagement projects needed?

Have you considered ADA needs as a part of your engagement plan?

What is your outreach number goal?

Are you planning an Open City Hall or Qualtics topic?

AFTER ACTION REPORT MUST BE COMPLETED POST PROJECT ENGAGEMENT

AFTER ACTION REPORT Fall 2017

Used in conjunction with the Civic Engagement Guide & Engagement Planning Worksheet, to recap the engagement process for you project.

PROJECT INFORMATION

Project Name:	**Department/Division:**
Project Manager:	**Phone:** **Email:**
Contacts/Team:	
Brief Description of Project:	
Project Timeline:	

BUDGET

Budget, if any for engagement:

How was budget allocated?

Engagement efforts not paid for out of budget allocation:

PUBLIC INVOLVEMENT

Stakeholders:

How was the public involved and what methods did you use?

☐ Inform   ☐ Collaborate   ☐ Consult

Obstacles encountered:

OUTCOMES

What were the successes of your engagement?

What lessons were learned throughout the engagement process?

How did you report back to the public?

PLEASE RETURN TO THE CIVIC ENGAGEMENT TEAM UPON COMPLETION