Tie into TIERS:
A Guide to Practical Public Engagement

League of California Cities
Annual Conference

September 12, 2018
Speakers

- **Lydia Romero** - City Manager, City of Lemon Grove (Presiding)
- **Melissa Kuehne** – Communications Manager, Institute for Local Government
- **Jay Eastman** - Principal Planner, City of Riverside
- **Christina Gilmore** - Assistant to the City Manager, City of Mountain View
The Institute for Local Government

ILG is the non-profit research and education affiliate of

www.ca-ilg.org
ILG’s Mission

- Promoting good government at the local level
- Practical, impartial and easy-to-use materials
ILG’s Program Areas

- Public Engagement
- Sustainable Communities
- Ethics
- Collaborations & Partnerships
- Local Government Basics
ILG’s Public Engagement Program

RESOURCES AVAILABLE ONLINE

- Tipsheets
- Guidebooks
- Case Stories
- Webinars

Coaching, Training, Technical Assistance

www.ca-ilg.org/engagement
Setting the Context:
TIERS
Public Engagement Framework
An Overview of Public Engagement

Who
- Your agency’s targeted audience; keeping in mind the various populations who will be impacted by the decision at hand.

What
- A mix of engagement ‘elements’ (or activities) chosen after thoughtful analysis.

Where
- At locations that make sense given who you are trying to reach. (Go to them)

When
- Within a timeframe that allows for adequate planning, execution, analysis of data received so it is useful to the decision making body.

Why
- Better identification of the public’s values, ideas and recommendations can lead to improved local agency decision-making, with better impacts and outcomes.

How
- Through intentional activities such as surveys, in person and/or online engagement; focus groups, tabling at community events, social media.

www.ca-ilg.org
IAP2 Public Participation Spectrum
https://iap2usa.org/

Inform  Consult  Involve  Collaborate  Empower
Increasing Participation - Engaging Beyond the Usuals

- Immigrant communities
- Racial/Ethnic Minorities
- Low-Income Individuals, Transient Population
- Working Families, Renters
- People with Disabilities
- Seniors, Youth
Shaping the Future Together: A Guide to Practical Public Engagement for Local Government
City of Mountain View Overview

• Population: 81,527

• Most common languages spoken other than English
  – Spanish
  – Chinese
  – Russian

Source: 2018 California Department of Finance population estimate
Source: Data USA: https://datausa.io/profile/geo/mountain-view-ca/#demographics
Communication Channels

- AskMV CRM
- The View
- Open Town Hall
- Social Media
- Cable Access
- Website
- Community meetings and events
Multilingual Community Outreach

- Simultaneous and written translation services
- Community Outreach
  - Increase civic engagement
  - Promote City programs
Impetus for Spanish Language Leadership Academy

• 2015 – Concerns about housing affordability and rent escalation

• 2016 – Citizen-led rent control

• What we learned
  – Limited or no interaction with local government
  – Language access essential
  – Opportunity to help improve resident’s understanding of local government and City services
THINK

Step 1: Self-Assessment
- Public Engagement Project Assessment
- Agency Assessment

Step 2: Consider PE Approach
- Draft PE Approach for Specific Effort
- Draft PE Approach for Agency Wide Application

Step 3: Contemplate Community Landscape
- Create/update List of Local CBOs and others
- Identify diverse locations to hold meetings w/ target audiences in mind
Spanish Language Civic Leadership Academy: THINK

• Objectives
  – Educate and increase awareness of City functions, services, activities and issues
  – Develop residents’ understanding of their role in City government
  – Prepare individuals to serve on Council Advisory Bodies and Committees

• Target Audience
  – Mountain View residents
  – Spanish speaking residents

• Staff time
• Budget
INITIATE

Step 1: Draft Public Engagement Approach
Choose a mix of in person and online activities
Consider: timeline, budget, staffing, who will facilitate, how will data be gathered, what might go wrong

Step 2: Develop Outreach Plan
Create an Outreach Plan
Consider what you know from your “community landscape”

Step 3: ‘Reality Check’
Are there local, state or federal laws or regulations you need to consider?
Internal “politics”/larger “Politics”
• Public engagement and outreach beyond the usual's
  – Community based organizations
  – School Districts
  – Adult Education/ ESL classes
  – Faith based organizations

• Held focus groups with target audience
  – ASK: What do you want to learn about the City?
Step 1: Implement PE Approach
- Execute your plan
- Ensure roles are clear; adjust as appropriate

Step 2: Implement Outreach Plan
- Implement your plan, prioritizing outreach
- Ensure targeted audiences are represented (authentically) within your plan

Step 3: ‘Reality Check’
- Are there internal organizational “politics” or challenges that have changed?
- Check in with key community leaders on a regular basis to understand new or coming issues
Spanish Language
Civic Leadership Academy: ENGAGE

• Outreach Plan
  – Internal
    • City Manager
    • City Council
    • Department Heads
    • City Staff
  – External
    • Media
    • Website, Press Release
    • Community-based organizations, School Districts, etc.
    • Leveraged community relationships
Step 1: Evaluate PE Approach
Evaluate your plan
Consider: What worked? What could have been better? Is training needed?

Step 2: Evaluate Outreach Plan
Evaluate your outreach plan
Consider: What worked? Is training needed? Are there community leaders to build stronger ties with? Ask for help

Step 3: What Barriers Did You Overcome?
Internal organizational barriers?
Other political barriers?
Spanish Language
Civic Leadership Academy: REVIEW

• Internal/External Barriers
  – Childcare
  – Food Costs
  – Session format
  – Language/Literacy
  – City Facilities
  – Transportation
  – Preferred communication amongst participants
**Step 1: Internal Organizational**

Consider beneficial organizational shifts

For example: PE assigned within job description(s); commitment to train electeds and staff; ongoing communication strategies; periodic surveys

**Step 2: External: Your Community**

Consider beneficial shifts in external relations

For example: Set and track metrics related to in-person and phone meetings with diverse and underrepresented community members; engage with local leadership programs

**Step 3: Policy Change**

Consider policy review/change/adoption

Commitment to review PE related policies if they have not been systematically reviewed in 10 yrs; Adopt a resolution demonstrating commitment to PE
Spanish Language
Civic Leadership Academy: SHIFT

• Organizational Shifts
  – Increased staff participation
  – Raised City Council awareness

• Policy Changes
  – Council adopted “Community for All” goal
  – Clarified City policy regarding support of immigrant populations
  – Clarified/expanded advisory body membership opportunities
• Enhanced relationship with community
  – Sense of trust and safety

• Knowledge of City functions

• Increased community engagement, participation, and volunteerism

• Expanded Programs
  – Ambassador Program
  – Spanish Language CERT training
City of Riverside

Population: 327,728 (12th in California)

- White: 56.0%
- African American: 7.0%
- Asian: 7.4%
- Hispanic/Latino: 48.0%

Size: 81 square miles
Foundation: 1869 (official)
Council Wards: 7
50 miles
City Organization

City Clerk
Community & Economic Development
General Services
Finance
Fire
Human Resources
Innovation and Technology
Library
Mayor’s Office & Council Members
Museum
Parks, Recreation, and Community Svs
Police Department
Public Works
Public Utilities
City Organization

City Clerk
Community & Economic Development
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Human Resources
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Police Department
Public Works
Public Utilities

Planning Division
Neighborhoods Division
Historic Preservation
Building Division
CBDG Administration
Housing Authority & Homeless Services
Successor Agency
Code Enforcement
City Organization

City Clerk
Community & Economic Development
General Services
Finance
Fire
Human Resources
Innovation and Technology
Library
Mayor’s Office & Council Members
Museum
Parks, Recreation, and Community Svs
Police Department
Public Works
Public Utilities

- Sewer Systems
- Engineering Services
- Street Services
- Landscape & Forestry
- Solid Waste Services
- Administration (Parking & Animals)
City Organization

City Clerk
Community & Economic Development
General Services
Finance
Fire
Human Resources
Innovation and Technology
Library
Mayor’s Office & Council Members
Museum
Parks, Recreation, and Community Svs
Police Department
Public Works
Public Utilities

Mayor & staff
Councilmember Ward 1
Councilmember Ward 2
Councilmember Ward 3
Councilmember Ward 4
Councilmember Ward 5
Councilmember Ward 6
Councilmember Ward 7
# IAP2’s Public Participation Spectrum

The IAP2 Federation has developed the Spectrum to help groups define the public’s role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

## Increasing Impact on the Decision

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<td>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</td>
<td>To obtain public feedback on analysis, alternatives and/or decisions.</td>
<td>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision making in the hands of the public.</td>
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<td>Promise to the Public</td>
<td>We will keep you informed.</td>
<td>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.</td>
<td>We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</td>
<td>We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</td>
<td>We will implement what you decide.</td>
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- **Empower**: We will implement what you decide.
## Council Community Meetings

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Northside Specific Plan & RPU

- RPU Owned Properties
- General Fund Property
- Pellissier Ranch
- Ab Brown Sports Complex
- Former Riverside Golf Course
Jay Eastman, AICP
Principal Planner

Community & Economic Development Department

Thank You
**THINK**

**Community Landscape**

**Purpose of this template:** To document the wide variety of potential stakeholder groups in your community. This will help to ensure those you target in your **outreach plan** are reflective of the diversity in your community.

**Directions:** Fill out sheet to the best of your ability. After initial attempt, connect with stakeholders to fill in gaps, check assumptions.

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<tr>
<th>Example Type</th>
<th>Fill in if applicable</th>
<th>Examples</th>
</tr>
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<tbody>
<tr>
<td>Adult education</td>
<td></td>
<td>Community College, Adult training programs</td>
</tr>
<tr>
<td>Agricultural groups / associations</td>
<td></td>
<td>Almond Growers Association</td>
</tr>
<tr>
<td>Arts groups</td>
<td></td>
<td>Music, visual, dance, theatre, ethnic, etc.</td>
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Your Experience

Thinking about your community landscape

Who are your community members?

Who are the community group based organizations (CBOs)?
Questions?
TIERS Templates & Learning Lab

Assessment

Community Landscape

Meeting Logistics

Outreach

Facilitation Plan
Contact Information/Stay in Touch

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