



# **Voice of the Customer**

## **City of Madison**

### **[ Final Report ]**

Prepared by EQT By Design | January 18, 2021



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# Introduction

Organizationally, the City of Madison (City) seeks to operate with excellence. Performance Excellence as a system recognizes the role the public plays in improving City services. In alignment with the system vision, the City seeks to design ways to further engage the public with intent to receive meaningful feedback from those who have been identified as “historically and traditionally marginalized populations.”

EQT By Design (EQT) was hired to work with the Voice of the Customer (VOC) team to complete a feasibility study for an annual community survey sponsored by the City of Madison. The feasibility study was to consist of three components:

1. Document the City’s community engagement strategies;
2. Prepare a public participation and community engagement plan for pre- and post-survey; and
3. Develop the request for proposal (RFP) for the community survey itself.

After EQT completed its first phase of work, EQT recommended the VOC team **develop a vision, framework, and strategy infrastructure that can support the City’s community engagement and public participation strategies before implementing a community survey.** Moreover, EQT contends that the community survey is a tool that can complement understanding the outcomes of Imagine Madison, but it should **not** be *the* solution. In fact, we believe if the City develops a community engagement and public participation infrastructure and framework that is communicated and implemented both internally and externally, **it has the potential to do more than an annual community survey.**

## About EQT By Design

EQT By Design, based in Madison, Wisconsin, is a woman- and BIPOC-owned business with experience in strategic advising and planning to help organizations develop and design their equity-centered engagement and strategic planning strategies. EQT believes that success is, by design, relationships and networks with connected, engaged and diverse community members. Our strength lies in connecting and bridging perspectives made up of racially, ethnically, and linguistically diverse community members, as well as other intersectionalities.

Through a design-thinking process, we identify and address gaps in relationships, connections, and perspectives. Relationship-building grows an entity’s base and opens doors to new possibilities. Taking action on these connections and diverse perspectives can evolve into

knowledge-informed solutions for organizations, which can support their diversity, inclusion, and equity-centered goals and outcomes.

## EQT Process Design

EQT analysed the City's readiness to implement an annual community survey by working through the following focus areas:

- **Assessment.** EQT sought to better understand the context, challenges, and opportunities that set the stage for reaching the City's project goals around equity and inclusion.
- **Process Design.** EQT worked with the City's VOC sponsor and project manager, as well as with the VOC work team, to think through the contract deliverables and implement measures that facilitated a smooth, comprehensive, and sustainable process design.
- **Engagement.** People-centered inclusive engagement is at the heart of what we do. We believe a fully engaged community is a healthy, whole community that ensures well-being for ourselves and others. It was this belief - along with the results of the internal and external stakeholder survey results - that affirmed our recommendation to reconsider the approach of an annual community survey at this juncture.
- **Advising.** EQT actively worked with key City employees, utilized results of data from both internal and external stakeholder surveys, and looked at best practices in other cities to develop a roadmap for the City. This roadmap will help the City understand and plan where it is going, what is needed to reach its goals, and how to keep moving forward.

EQT appreciates the opportunity to offer insight and guidance to the City on how to develop a community engagement and public participation framework that can transform the way it learns from its residents. Following is our report and roadmap that addresses the City's need for a vision, framework, and strategy for City stakeholders to review, digest, and consider.

Please note this report offers beginning insights into and a roadmap for implementing a public participation practice and framework for the City. Additional work will be necessary to continue to develop and implement the roadmap, which will guide City staff, council, community, and residents. The recommendations offered by EQT are intended to develop a foundation for the City. Once the City is ready to continue its path forward, EQT is happy to support the City in this work.

## Executive Summary

*In its own words, the City's mission is to "...provide the highest quality of service for the common good of our residents and visitors." To make this mission possible the City needs to hear from its community in order to understand and reflect the common interests and needs. It is through effective community engagement and public participation that the City can honor its service promise and achieve success!*

A key component of a feasibility study is determining the readiness of an organization to accomplish its goal. EQT applied its engagement readiness model to the City's desire to create an annual community survey. This included a readiness assessment process and reaching out to 63 internal and external stakeholders, as identified by the VOC. In addition, EQT asked that the VOC work team<sup>1</sup> be expanded and that an Advisory team<sup>2</sup> be created to better support this scale and scope of work, as well as to capture and be informed by their insight and perspective.

### EQT Engagement Readiness Assessment

EQT believes organizations seeking effective, inclusive engagement need the following key components (see Figure 1).

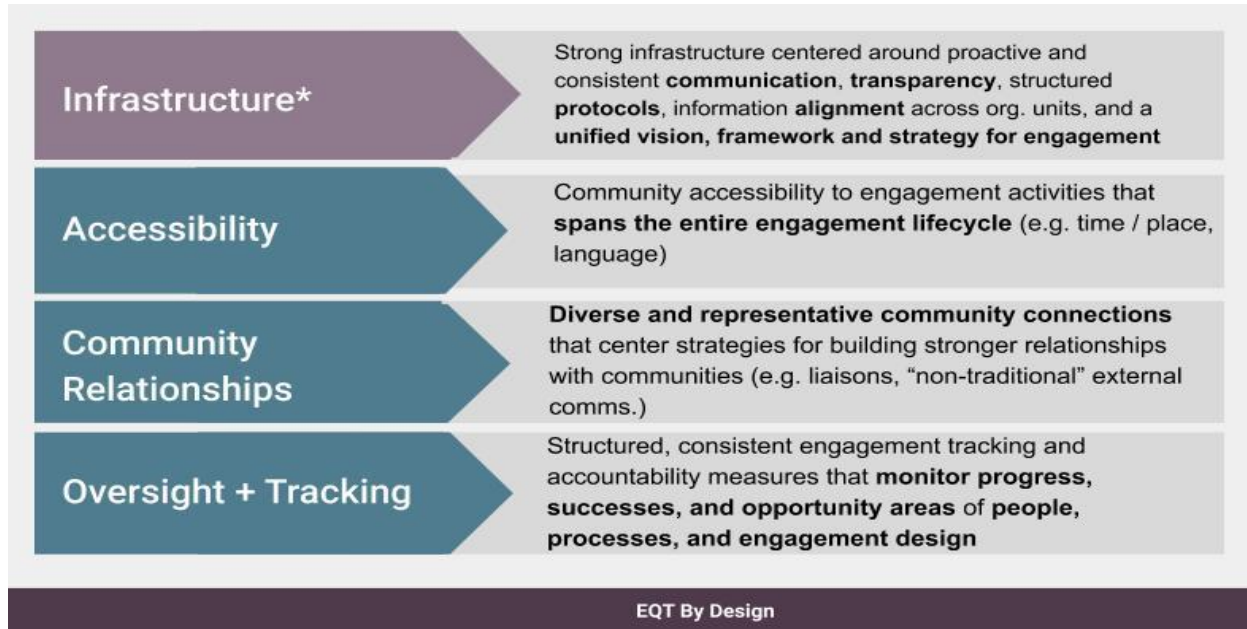
1. Strong infrastructure centered on communication and a unified vision, framework, and strategy;
2. Relationships that reach community members that are representative and informative.
3. Communication that connects the information between what is learned and what is implemented as a result of that knowledge; and
4. Structured tracking and accountability in place that informs engagement for both the organization, as well as the community the organization serves.

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<sup>1</sup> Primarily composed of RESJI Community Connections team with additional City staff who participate in engagement work invited from other City departments.

<sup>2</sup> Many were supervisory, but not all. They represented key departmental members from across the City.

Figure 1. EQT Engagement Readiness Assessment



EQT’s assessment of the City’s readiness for engagement was missing a key component - an infrastructure that can support, frame, and facilitate the effort and impact of the City’s engagement work. Moreover, the interviews with key internal and external City stakeholders confirmed and supported EQT’s assessment. As one stakeholder revealed:

*“(The) City does [engagement] in a haphazard way and not intentional and very siloed (by dept, projects) and there is no collective City engagement strategy... and often times the community thinks we do not have our act together because so many members of community are approached by different City areas and departments.”*

## Stakeholder Results

To gain acceptance and seek alignment around public participation, the stakeholder assessment data and theming revealed that the City must inform the public about its commitment, process, design, and system of community engagement and public participation. Having listened to and been informed by the stakeholder information and analysis, a question emerged for EQT: **“How can the City be informed about how it's doing when no standard has been established to frame and assess progress?”** This is specific to the engagement and well-being of its residents and community.

This led EQT to its overall recommendation and key finding: **Without a vision, framework, and strategy for how the City does community engagement and public participation**, it is impossible to assess, evaluate, and be informed by progress because there is no foundation in place by which to make that measurement and assessment.

Therefore, EQT believes that in order to conduct a feasibility study for a community survey, the City should first implement a community engagement and public participation vision, framework, and strategy and then seek input and feedback from the community about these foundational components. EQT defines vision, framework, and strategy as follows:

- A **Vision** which focuses purpose and centers community voicing.
- A community engagement and public participation **Framework** that:
  - Provides a shared understanding of public participation,
  - Aligns information that is accessible internally and externally,
  - Supports an overall City organizational culture of community and public participation, and
  - Connects the dots on what is learned from the engagement and how it impacts “the highest quality of services for the common good of our residents and visitors.”
- A **Strategy** that lays out a plan and roadmap to guide and inform the City on next steps and offer clarity on how the City approaches community engagement and public participation.

# Process + Design Evolution

## Background

Among many other existing community engagement strategies, from 2016-2018, City staff engaged with the community as part of its comprehensive plan to develop a 20-year vision for growth. The City branded this comprehensive plan - Imagine Madison. Imagine Madison and its update touched over 15,000 residents. This input and the resulting set of strategies and actions recommended are now being bridged into a framework of outcomes. These outcomes aim to reflect what matters most to Madison residents based on the Imagine Madison planning process.

To monitor progress on the outcomes defined in Imagine Madison, the City seeks to implement Results Madison, a measurement and outcome budgeting framework. Results Madison will measure progress on a set of City-wide indicators at the community level (e.g. public perception of safety) and performance measures at the service level for each City agency (e.g. number of police calls for service).

A number of the proposed City-wide indicators and performance measures require community input in order to demonstrate progress on delivering the outcomes that matter most to Madison residents. An internal employee feedback survey was implemented in 2018. An annual community survey for residents is believed to be a potential complimentary engagement mechanism to gather input from the community, which would be used to inform future planning efforts through the City's budget process. EQT was hired to help the City develop the planning efforts to inform this annual community survey.

## EQT Support

In December 2019, the City asked EQT to assist in the development of an annual community survey. To aid in that work, we needed to first complete the following:

- Document the City's community engagement strategies
- Assess internal City engagement strategies and identify themes
- Review and assess City community engagement guide

EQT used its engagement readiness assessment tool (Figure 1), as well as data from 63 internal and external City stakeholders, to inform our initial recommendations, which ultimately impacted EQT's scope of work and the VOC contract deliverables.



## Initial Scope of Work Impact

Based on the internal stakeholder assessment and the growing implications of COVID-19 that began to unfold in February and March 2020, EQT recommended the City take a different approach. More specifically, the internal stakeholder input made it clear that, internally, the City was not on the same page about community engagement and public participation strategies. Further, it would be disingenuous to ask questions of the community if there is not a clear vision, framework, and strategy the City uses to assess its own progress and growth. Asking the community to offer insight about the City's engagement and ability to collect data did not seem appropriate at this juncture.

In addition, COVID-19 was disrupting engagement strategies and impacting the well-being of community members across the City. Coupled with other critical, unaddressed needs due to health- and economic-related issues, conducting a community survey did not seem prudent or appropriate.

As a result, EQT recommended the scope of the contract be modified to re-center around a generalized plan for engagement rather than a community survey.

## Revised Scope of Work

EQT developed a revised scope of work to create an engagement plan centered on Imagine Madison that would better incorporate a holistic strategy for hearing from City residents. This new scope included the following (see Table 1):

- Developing a plan for City staff to understand and ensure representation from populations not traditionally heard from (herein called the **Vision and Community and Public Participation Roadmap**)
- Proposing a generalized engagement plan focused on the lifecycle of engagement (herein called the **Community and Public Participation Roadmap**)

**Table 1. Revised Scope of Work<sup>3</sup>**

| Representation + Cultural-responsiveness   | City-wide Vision  | Unified, equity-centered City engagement strategy  |
|--|---|--|
| EQT will develop a plan for City staff to understand and lead culturally responsive community engagement strategies that ensure representation from populations not traditionally heard from | EQT will work with City staff and community stakeholders to develop a City vision for engagement through the framework of Imagine Madison | <p><b>Strategy Development:</b> EQT will create an engagement plan centered around Imagine Madison that will include a holistic strategy for hearing from City residents, including: focus groups, 1:1's, surveys, and other means of engagement</p> <p><b>Strategy Implementation:</b> EQT will propose a generalized pre-post engagement plan focused on the entire lifecycle of engagement, including how the City prepares for engagement in a manner that capitalizes on the lessons learned and strategies developed in response to COVID-19</p> |
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Armed with a refocused purpose for the VOC and approval from the Mayor, EQT moved forward using the information it learned from the internal stakeholder assessment to design the external stakeholder assessment and begin developing the City's vision, strategy, and roadmap for community engagement and public participation.

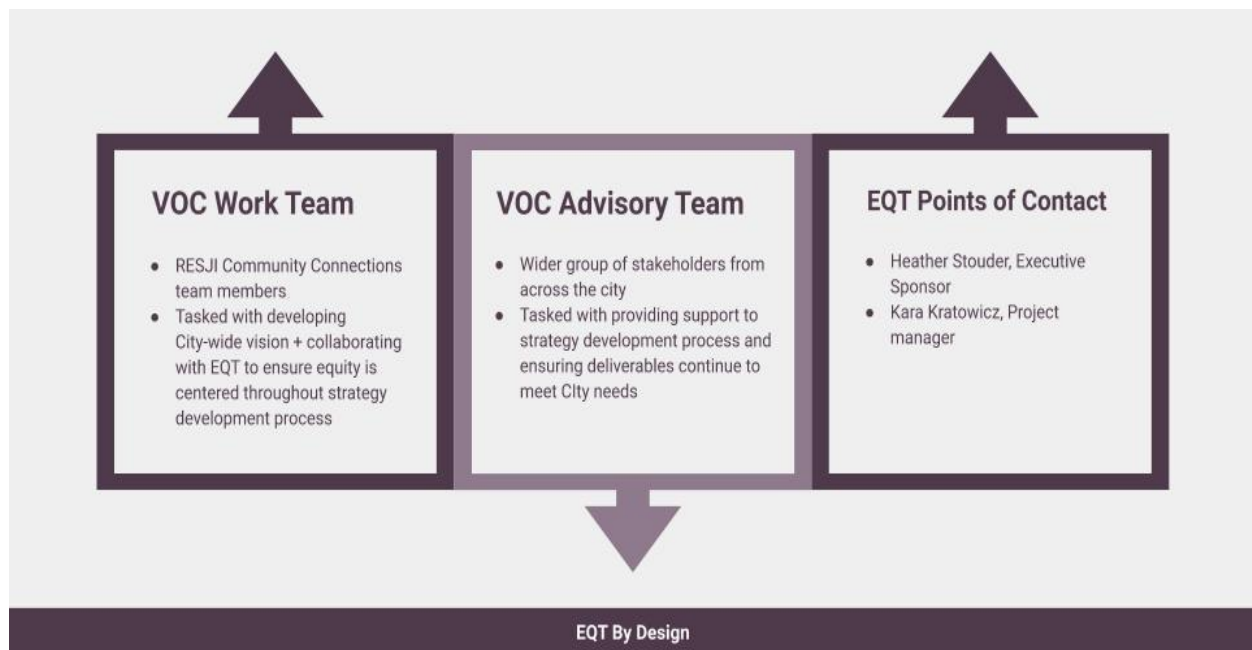
<sup>3</sup> Tables in this report represent data from the internal and stakeholder analysis and theming.

## VOC Engagement Analysis

EQT partnered with the City VOC work team, VOC advisory team, as well as the project sponsor and manager to implement the revised scope of work. EQT focused its efforts to analyze the data, be informed by City employees, and leverage its own expertise in developing recommendations and a roadmap that centered a vision, framework, and strategy for how the City navigates community engagement and public participation.

Important to this process was the involvement and engagement of Mayor Satya. The Mayor opened up the June 2020 VOC work team and advisory team meeting to give an update on the shift in scope of work. She led the meeting to set the new scope and direction of the VOC project along with explaining the roles and responsibilities of key City staff to advise and inform EQT throughout the project (see Figure 2 and Figure 3).

**Figure 2. VOC Project Stakeholders**



**Figure 3. VOC Work Team and Advisory Team Members**

| VOC Work Team   | VOC Advisory Team   |
|---|---|
| <ol style="list-style-type: none"><li>1. Annie Weatherby Flowers - Library</li><li>2. Erin Nunez - Municipal Courts</li><li>3. Jule Stroick - Planning (IAP2)</li><li>4. Kirstie Laatsch - Planning</li><li>5. Nancy Rodriguez-Saiz - CDD</li><li>6. Tariq Saqqaf - NRT</li><li>7. Linda Horvath - Planning (IAP2)</li><li>8. Kwasi Obeng - Common Council</li><li>9. Byron Bishop - DCR</li><li>10. Donna Collingwood</li><li>11. [MPD] - Matt Tye /reassigned</li></ol> | <ol style="list-style-type: none"><li>1. Leslie Orrantia</li><li>2. Linda Vakunta</li><li>3. Lindsay Bessick</li><li>4. Amy Barilleaux</li><li>5. Brian Chaney Austin</li><li>6. Melissa Gombar</li><li>7. Tresa Martinez</li><li>8. Michael Ring</li><li>9. Brad Wollman</li><li>10. Sarah Edgerton</li><li>11. Laura Larsen</li><li>12. Katie Crawley</li><li>13. Bill Fruhling</li><li>14. Brian Grady</li><li>15. John Patterson</li><li>16. John Strange</li><li>17. Eric Knepp</li><li>18. Yang Tao</li><li>19. Frances (Liz) Tatar</li><li>20. Heather Stouder (Exec Sponsor)</li><li>21. Kara Kratowicz (PE)</li><li>22. Melissa Gombar</li><li>23. Sarah Edgerton</li><li>24. Mary Beth Weitzel</li><li>25. Mick Rusch</li></ol> |

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## VOC Analysis on Stakeholder Representation

Interviews and surveys were sent to 63 internal and external stakeholders based on recommendations from the VOC work team and advisory team, as well as EQT's recommendations. The intent was to leverage the insights of a small but representative list of stakeholders.

The internal stakeholder assessment occurred in February 2020 and the external stakeholder assessment was implemented in July 2020. These stakeholder assessments established a foundation necessary to understand how to best advise and inform the scope of work, as well as provide insight into City engagement practices from the interviewee's perspective as an individual or group representing the City.

## Internal Stakeholder Assessment

Following is an overview of the internal stakeholders EQT interviewed, the interview process and analysis, as well as what we learned from these assessments, beginning with an overview of the interview logistics noted in Figure 4.

Figure 4. Internal Stakeholder Interview Logistics

| EQT Internal City Stakeholder Interviews  |  |
|---|--|
| Interview Groups...   | Process...   |
| <ul style="list-style-type: none"><li>• Mayor's Office/ Communications</li><li>• RESJI Community Connections</li><li>• Police Engagement</li><li>• Innovation Team Leads</li><li>• Taskforce on Govt Structure (TFOGS)</li><li>• Planning Department</li><li>• Budget</li><li>• Alders</li><li>• Common Council</li></ul> | <ul style="list-style-type: none"><li>☐ 25 people interviewed</li><li>☐ 60-90 minute sessions (in-person and by phone)</li><li>☐ 3 key area of questions<ul style="list-style-type: none"><li>a. Engagement</li><li>b. Service delivery impact of engagement</li><li>c. Tools that gather / reflect engagement perspective</li><li>d. Open ended: Future State</li></ul></li></ul> |
| EQT By Design   |  |

### *Internal Stakeholder Interview Questions*

EQT's stakeholder interview questions included four segments:

1. **General Engagement:** This section provided an opportunity to dialogue with the stakeholder about their thoughts on engagement.
2. **Service Delivery Informed by Engagement:** This section provided an opportunity to dialogue with the stakeholder about their thoughts on City service provision as informed by engagement practices.
3. **Tools to Gather and Apply Data from Engagement:** This section provided an opportunity to dialogue with the stakeholder about what tools they use to engage residents.
4. **Future State Needs and Barriers:** This section provided an opportunity to dialogue with the stakeholder about innovative ideas they had around the future of City engagement. Stakeholders were asked to share their thoughts about the future needs and barriers.

### *Internal Stakeholder Assessment Highlights*

Key highlights and insights from the internal stakeholder interviews are noted in Table 2.

**Table 2. Internal Stakeholder Assessment Highlights**

- *“Engagement is based on processes and a purpose founded decades ago, not effective for today’s challenges and issues of today”*
- *“Have to make sure to circle back about the results”*
- *“Silos ...how do we get out of and be more cohesive”*
- *“Who has final say, who is the expert, what gets moved forward and based on what factors”*
- *“Learn what is valued. Pull out elements. Group with existing data and build threads that cross engagement”*

### ***Internal Stakeholder Assessment Themes***

EQT identified the following themes (see Table 3) in seeking a foundational understanding and perspective about how City internal stakeholders viewed, involved, and participated with City engagement processes and practices. It was this feedback and the resulting themes which fundamentally changed the VOC scope of work for EQT as was mentioned in the [Executive Summary](#) and [Process Design + Evolution](#) sections of this report.

Further with this insight, EQT also asked the City to invite more internal stakeholders to the VOC work team to help inform next steps and recommended that a VOC advisory team be established to help understand the larger cross-City cohesiveness that would be needed to approve milestones and adopt emerging recommendations.

Ultimately, these themes gave a perspective and sense of where infrastructure is necessary for the City to systematically create a roadmap for how the City can do community engagement and public participation. These themes will also ground and shape the City’s engagement strategy vision and guiding principles.

**Table 3. Internal Stakeholder Assessment Themes Summary**

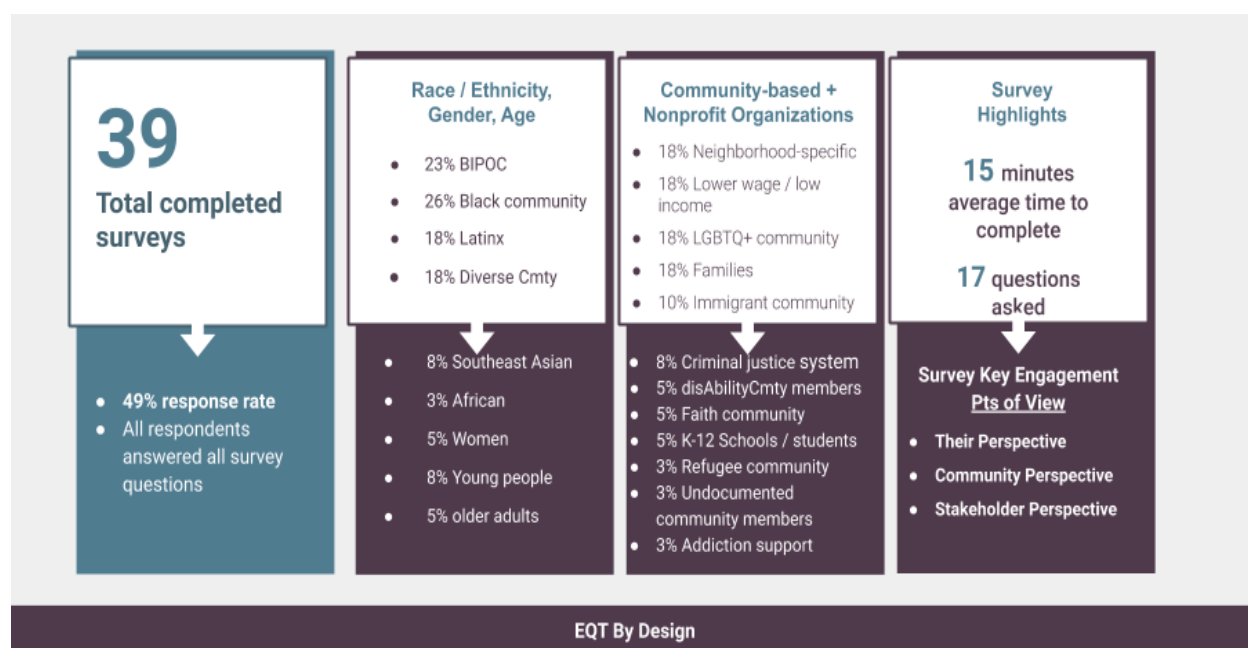
| Theme                                | Feedback  |
|--------------------------------------|---|
| <b>Communication</b>                 | Internally and externally communication is inconsistent and there is not a cohesive message as it pertains to engagement process, impact, purpose, and goals.   |
| <b>City of Madison Culture</b>       | The City's overall culture in terms of information transparency, accessibility, silos, and collaboration was mentioned often when speaking about impact to engagement.  |
| <b>Cultural Competency</b>           | Cross-cultural communication and impact: How does one learn, gain knowledge, and support? How are we ensuring external communications are culturally relevant and equitable? Where does cultural voicing sit and how is that space balanced and weighted into decisions?  |
| <b>City Voice vs. Resident Voice</b> | How do we ensure the voice of the resident/community is embedded and reflected in ideas, recommendations, and resources that ultimately result in change? How do we move from the "squeaky wheel gets the oil" where only a small group of voices are centered to an equitable representation of perspectives contributing to community change? |
| <b>Effective</b>                     | How are we measuring and monitoring impact? Inconsistent measures and no real oversight for how it is done. Each area has its own protocol.   |
| <b>Engagement</b>                    | Inconsistent definitions, intentions, purpose, and valuation. How does one weigh individual vs. community?  |
| <b>Expertise vs. Experience</b>      | Whose, what, and how is expertise and experience weighted and counted?  |
| <b>Process/Transparency</b>          | What is the process, and who leads it? Who ensures accountability and communicates it out both internally and externally?   |
| <b>RESJI Commitment</b>              | Not visible and is inconsistent when it comes to outcomes and impact. There is what is said and what actually happens. Some do it and others don't. How do City staff learn and understand their cultural competency and how are they being held accountable for upholding these practices?   |

## External Stakeholder Assessment

In addition to pivoting the scope of the work, the internal stakeholder assessment also shaped the process design for the external stakeholder assessment. The external stakeholder assessment questions were shifted to better seek information about awareness and satisfaction with how the City engages the community, engages stakeholders, and shares information with the community and its stakeholders. This assessment also included questions about the various engagement methods the City employs, as well ways in which the City can best support the community.

An overview of the external stakeholder assessment is provided in Figure 5

**Figure 5. External Stakeholder Assessment Overview**



### External Stakeholder Assessment Highlights

The external stakeholder results support what EQT learned from the internal stakeholder survey. These results also informed EQT's recommendations for the City's community engagement and public participation vision, framework, and strategy. Highlights from the external stakeholder assessment can be found in Table 4.



**Table 4. External Stakeholder Assessment Highlights**

|  |
|--|
| <i>"...We are committed to working with the City of Madison and deeply value the support we receive as an entity but would like to see more strategies from the city, from the Mayor, that really are inclusive of the community's needs. This can't happen if City staff just are not familiar (enough) ..."</i>  |
| <i>"I think the processes are not clear to the public. So more concrete education would be great. Also more advance notice on when city council meetings discussing a particular topic are occurring would be very helpful. As well as information on how to best influence the decisions being made at those meetings."</i>   |
| <i>"I think one of the most successful engagement projects I've seen was the Imagine Madison efforts, it engaged communities at a more grassroots level and left the planning for events to the groups that received contracts. Information was shared between each phase so that people could actually see how their ideas and input was being used to craft plans, goals, etc... The Public Market has been the only "true" diversity effort by the City that has proven to be diverse and lots of time and effort has been put in already."</i> |
| <i>"To make decisions on behalf of the community, it is important to have folks at the table that represent the community. This includes inviting folks to the table and when necessary, building a bigger table!"</i>   |

### **External Stakeholder Assessment Results**

This next section provides a more detailed overview of the external stakeholder assessment questions and feedback.

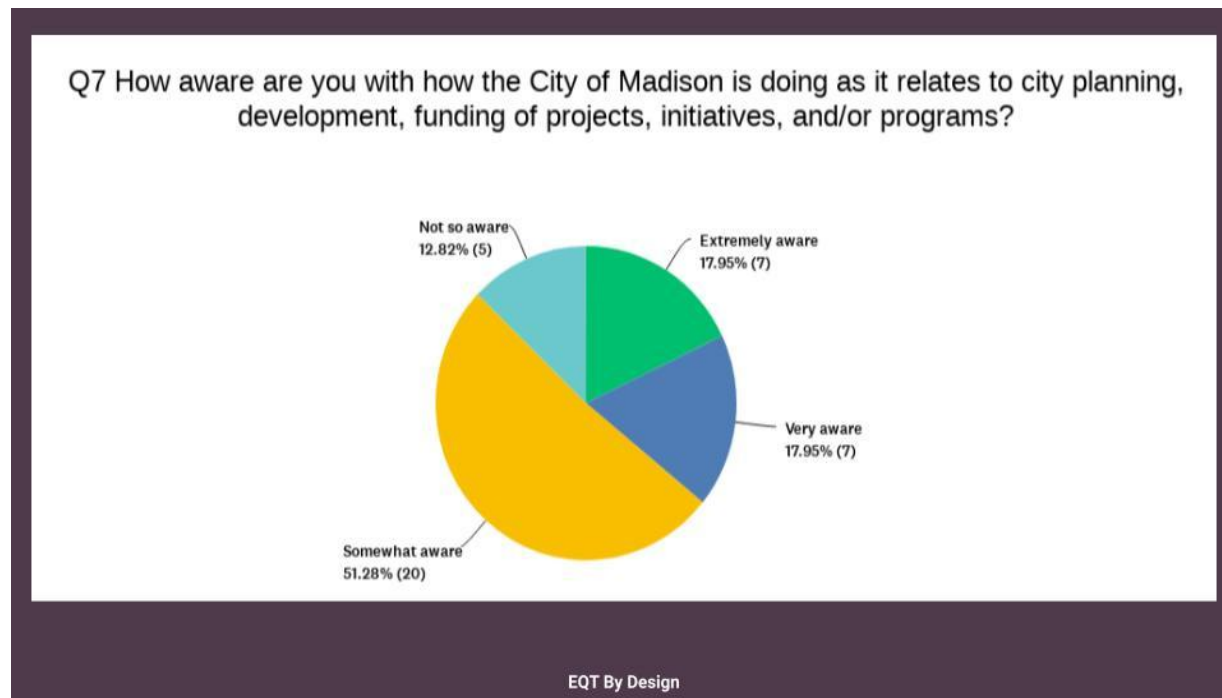
#### **AWARENESS OF HOW CITY IS DOING?**

**Survey results found that only 36%** of respondents were “extremely or very aware” of what the City is doing, planning, funding etc (see Table 5). If the City is going to ask the community for feedback, the community needs to know and understand what the City is doing so they can adequately evaluate and be informed by the data. This is particularly important if the design will include connecting with community stakeholders who are presently or have been historically underserved.

Establishing a **communication strategy will be vitally important** alongside having a framework that establishes a pattern of trust **and cohesive information and engagement gathering**

**techniques.** It will also be critical for City staff to be trained and grounded in the framework to ensure collective impact and outcomes for how the City receives feedback from the community.

**Table 5. Awareness Survey Question**

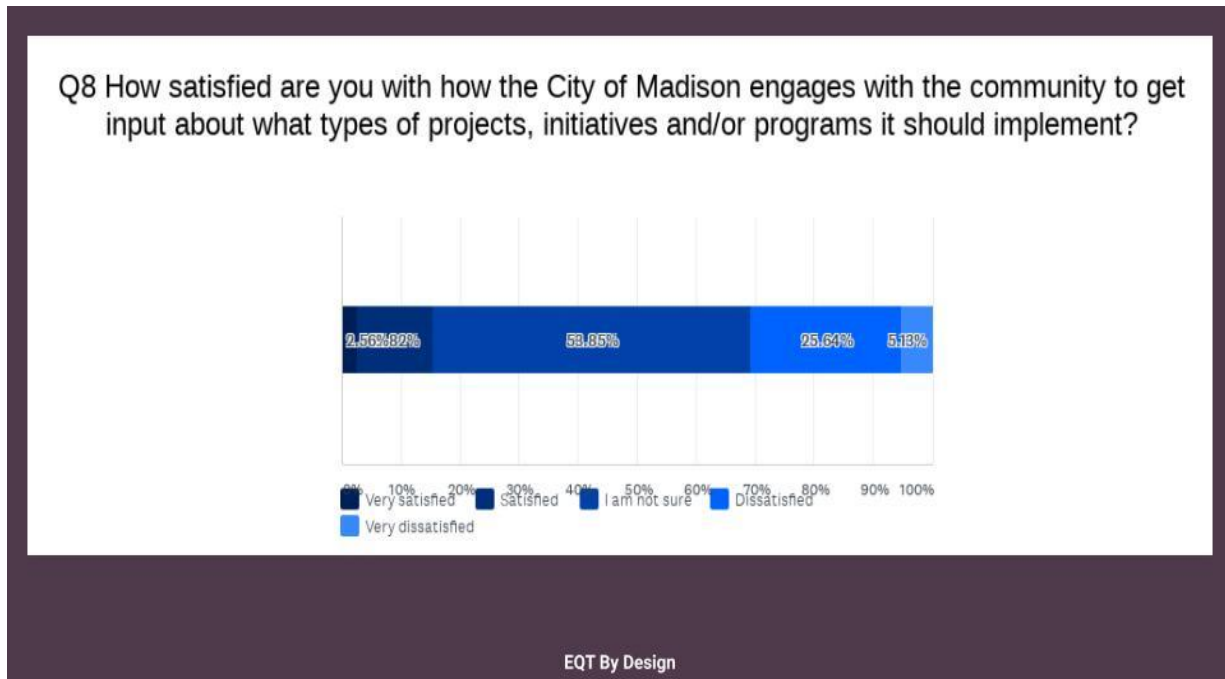


### ***SATISFACTION OF CITY ENGAGEMENT?***

**Only 15% of the respondents stated they were “satisfied”** with how the City engages with the community to provide feedback (see Table 6). This was the most impactful statement learned from the process because it speaks to the lack of connection between the City and its constituents.

How can the City live its values of excellence, particularly in civic engagement and stewardship with this level of satisfaction? This of course has been decades in the making and why **a strong foundation, message, and roadmap** for public participation and community engagement **can achieve the outcomes the City states in its vision - “Our Madison: Inclusive, Innovative and Thriving.”**

**Table 6. Satisfaction Survey Question**

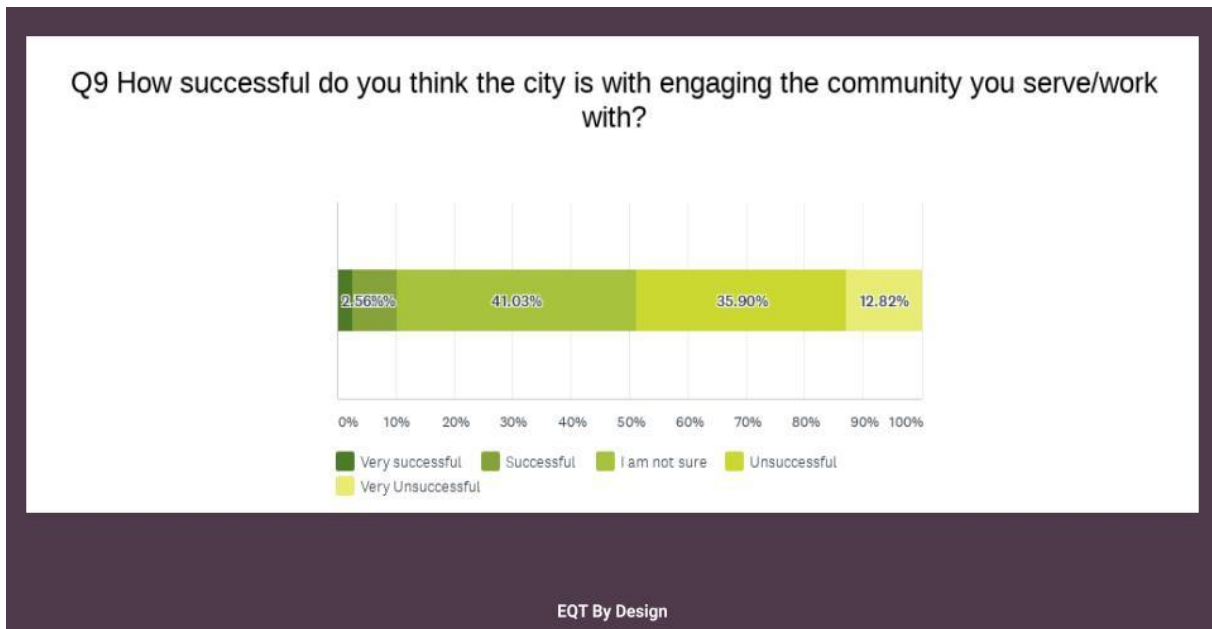


### ***SUCCESS OF CITY ENGAGEMENT?***

When asked how successful stakeholders thought the City was in engaging the communities they primarily work with or serve, the overarching response was dissatisfaction with the City's engagement with the community (see Table 7). This response is not surprising; however, **what was important to learn was the amount of advice, time and input these external stakeholders provided to the City.** This speaks to community engagement in the sense that there is support - not skepticism or lack of interest - around how the City is doing, as well as a desire to support change.

**Both internal and external stakeholders want the City to be successful with community engagement and public participation!** *That* is what is most important about these results.

**Table 7. Success Survey Question**



***WHAT CAN THE CITY DO OR CHANGE TO SUPPORT THE COMMUNITY?***

External stakeholders were also asked to provide specific feedback on what the City can improve or change to better support the community around community engagement and public participation (see Table 8).

**Table 8. Stakeholder Change Feedback**

| Relationship-building + Collaboration   | Diversity in Voicing + Representation   | City Engagement Accessibility   |
|---|---|---|
| <ul style="list-style-type: none"> <li>Build stronger collaborations with community-based organizations</li> <li>Develop deeper relationships and more trust with City residents (communication, transparency, more consistently circle back to community members about the impact of their feedback - perception that feedback is not seriously considered)</li> </ul> | <ul style="list-style-type: none"> <li>Ensuring BIPOC voices and youth voices are centered (and ensuring they have access to the City)</li> <li>Employ more staff that reflect the community (language, culture)</li> <li>More diverse City committee and commission members</li> </ul> | <ul style="list-style-type: none"> <li>Education about how access to the City works (including in different languages)</li> <li>City processes: Cumbersome rules, online links don't always work, language accessibility</li> <li>Stipends or employer PTO for participation</li> <li>"Approach the communities where they live"</li> </ul> |

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*Ultimately, where you find critique is where you find change.*

EQT's internal and external assessment reflects where stakeholders believe the City can focus its efforts to ensure it is in alignment with and supportive of the community's voice. Using insights from the stakeholder assessments, EQT's expertise and experience in this work, as well as input from the VOC work and advisory teams, EQT developed a series of recommendations to guide the City in building a more cohesive infrastructure for community engagement and public participation. This roadmap will help facilitate the change necessary to gain the insight - and hopefully with time - the *trust* of the community to inform City service that centers "the common good of residents and visitors."

## Vision, Framework + Strategy

**You cannot measure success if you have no standard by which to measure.** This is EQT's most *significant and vital* key finding. Creating a community engagement and public participation policy and practice for the City will ground and build the knowledge needed to inform how the City is doing now and into the future. Developing this infrastructure will also provide the City with the capacity to continue to evolve and meet the needs of the community.

While the City is not able or designed to speak to every individual, it is poised and capable of creating systems, policies, and programs that are representative of the communities it serves.

**The City's work has to start with a roadmap that establishes a vision, framework and strategy,** which can be used to measure and assess progress and outcomes that improve the current state of the City in its community and public participation engagement efforts. This framework also guides and **establishes accountability and responsibility for both the City and the community in understanding their roles in community and public participation.**

EQT utilized feedback and insight from the internal and external assessments, as well as input from the Mayor, VOC work team, VOC advisory team, and project sponsors, to develop this vision, framework, and strategy. An overview of this roadmap is provided in Figure 6.

**Figure 6. EQT Community and Public Participation Roadmap**

| ROADMAP SEGMENTS |   |   |
|------------------|---|---|
| <b>VISION</b>    | <i>City Vision</i>                            | Reflects Voice of the Customer  |
| <b>FRAMEWORK</b> | <i>Guiding Principles (Community Voicing)</i> | <ul style="list-style-type: none"> <li>Community Engagement</li> <li>Shared Understanding of Public Participation</li> <li>Information Alignment</li> <li>Organizational Culture</li> <li>Community Relations</li> <li>Accessibility</li> <li>Accountability</li> </ul> |
|                  | <i>Engagement Spectrum</i>                    | Inform   Engage   Collaborate   |
|                  | <i>Resource and Practice Guide</i>            | <ul style="list-style-type: none"> <li>Supports City practice of public participation</li> <li>Shareds tools and process design for staff</li> </ul>  |
|                  | <i>Roles and Responsibilities</i>             | <ul style="list-style-type: none"> <li>Mayor</li> <li>City Staff</li> <li>Stakeholder Community</li> <li>Common Council</li> <li>Boards, Committees, Commissions</li> </ul>   |
| <b>STRATEGY</b>  | <i>Next Steps</i>                             | <ul style="list-style-type: none"> <li>Identifies recommended steps to implement the Vision and Framework</li> </ul>  |

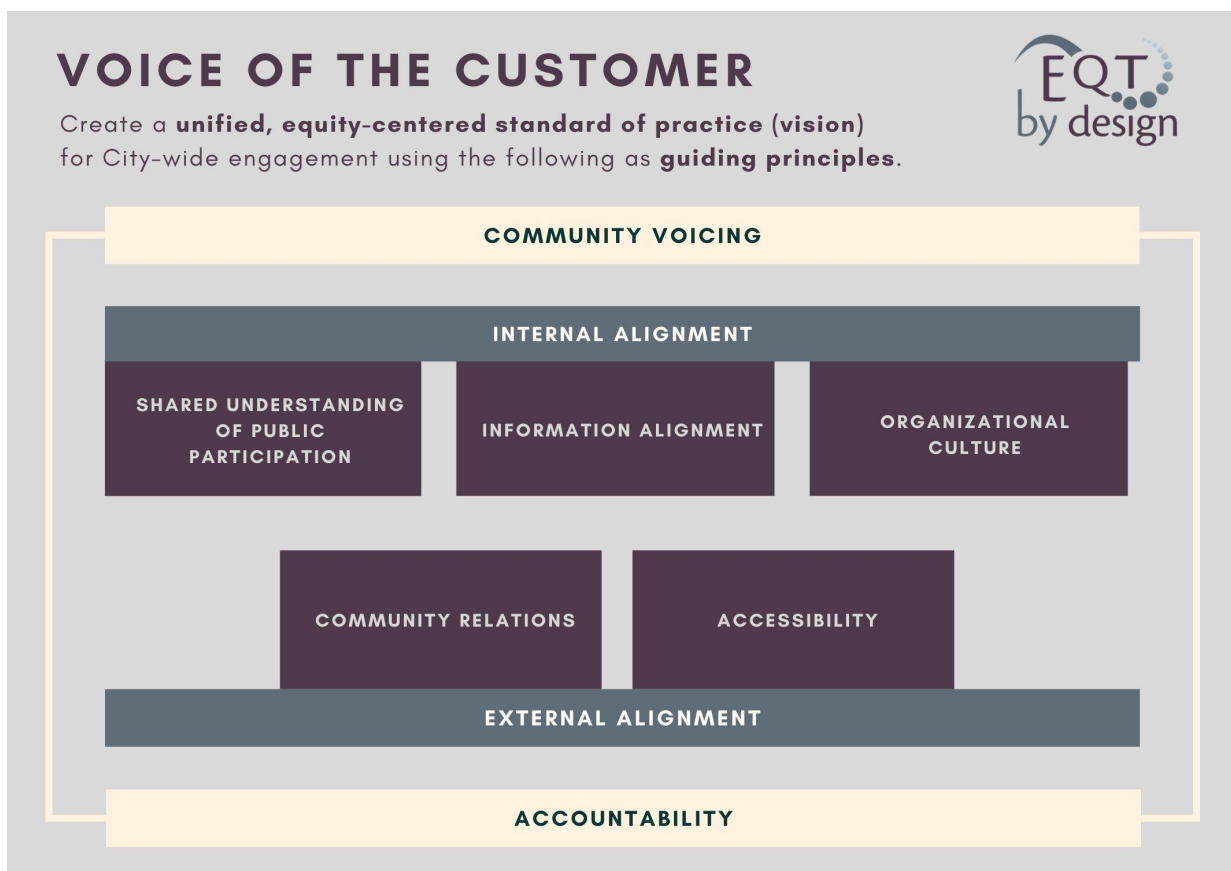
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## Vision for the City

### Vision that Voices the Customer

One of EQT's key recommendations is that **the City aim to create a unified, equity-centered standard of practice (vision) for City-wide engagement** (see Figure 7). This vision needs to be led by *community voicing*, grounded in *accountability*, and reinforced by internal and external strategies centered around *developing a shared understanding* of public participation, which is what internal and external stakeholders stated loud and clear. Additional vision data from the VOC work team can be found in [Appendix C](#).

Figure 7. City Vision that reflects the Voice of the Customer



Furthermore, as stated by one of the internal stakeholders, "[there are] too many ways to report a problem and [they are] not triaged to figure it out." This statement also holds true for engagement. **There are too many ways in which engagement is accomplished within the City with no overarching guidance, guidelines, accountability, or cohesiveness that is clear** for both internally-focused City stakeholders and external community stakeholders. This reinforces the need for recommendations that can ground and support a vision, framework, and strategy for the City's community and public participation efforts.

## *Framework for Community and Public Participation*

### **Guiding Principles**

As EQT analyzed the internal and external assessment data, key themes emerged that underpin the voicing that was expressed throughout the VOC project. EQT recommends the City adopt these themes as guiding principles that will be used to inform a unified vision for the City around community and public participation (see Figure 8).

The ultimate goal is to “connect the dots.” If the dots of understanding are connected then trust and belief of the systems and the process comes. It is vital that both internally and externally **stakeholders understand the connections made between what is learned from community and public participation and how it is or will be implemented** and used towards change, growth, and vision.

**Figure 8. Recommended Guiding Principles**

1. **Community Voicing** - An equitable representation of City resident / community voices and perspectives is deeply embedded and reflected in ideas, recommendations, and resources that ultimately result in transformative change and impact across the City.
2. **Internal Alignment**
  - a. Shared Understanding of Public Participation - Consistent definitions, intentions, purpose, and valuation of public participation across City units. In addition, the following speaks to important components of achieving alignment.
  - b. Communication + Collaboration - Intentional, streamlined internal communication and collaboration around public participation processes, leadership, and accountability that leverages the experience and expertise of City staff and mitigates siloes.
  - c. Organizational Culture - An internal culture centered around racial equity and inclusion that ultimately supports the City’s equity-centered public participation strategy.
  - d. Policy + Strategy Alignment - Policies, systems, and strategic initiatives that support City-wide development and implementation of equity-centered public participation efforts.
3. **External Alignment**
  - a. Community Relations - Externally consistent, transparent, and proactive relationship-building efforts and messaging as it pertains to engagement process, impact, purpose and goals that is culturally relevant and has an equitable impact across the City.



- b. **Accessibility** - City public participation opportunities are streamlined and accessible for residents.
4. **Accountability** - Consistent measures, protocols, and internal oversight for each City unit around public participation that monitors impact.

## Engagement Spectrum Strategy Screen

Figure 9 establishes another EQT key finding for how the City should design and message its community and public participation strategy. This engagement spectrum strategy screen lays the foundation and approach for each key component of the engagement spectrum. Adopting this tool will help the City better communicate how it is developing and practicing community and public participation, as well as help develop a frame that both internal and external stakeholders can use to actively assess, engage and hold the City accountable.

**Figure 9. Community and Public Participation Strategy Screen**

| Public Participation Strategy Screen                      |  |  |   |
|---|--|--|---|
| Strategy  | Inform   | Engage   | Collaborate   |
| Goal is to...   | Build Awareness and Inform   | Ask and Gather   | Share and Learn   |
| Promise   | Listen, acknowledge, provide feedback on how input influenced the decision.  | Will reflect needs and aspirations in alternatives and in the decision.  | Build alternatives and decisions reflecting needs and aspirations.  |
| Influence level   | Send, Receive  | +Inform, Feedback, Affirm  | +Involve, Act, Change   |
| Racial Equity Social Justice Lens                         | Equity consciousness that addresses Reach (location), Accessibility (physical, digital, language), Voice/Representation (Identity), Historical inequity, and Decision Making (it is transparent what is learned and what is decided).  |  |   |
| Decision Design<br><i>Appropriate Level of Engagement</i> | Informs City decision-making<br><br>(Informative)<br><i>Operational in nature</i>  | Understand stakeholder impact of City decisions<br><br>(Consultive)<br>←-----→                                       | Understand impact, outcome and change of City decisions<br><br>(Collaborative)<br><i>Vision, Longterm, innovate</i> |
| Scale of Engagement                                       | <ul style="list-style-type: none"> <li>Limited (<i>minimal needed to inform the planning process</i>)</li> <li>Moderate (<i>some input needed to aid the planning process</i>)</li> <li>Broad (<i>most groups and stakeholders are taken into account for the outcomes</i>)</li> </ul> |  |   |
| Engagement Type   | One Directional<br>Provides info to a constituency;<br>- postcard, factsheet, ad, listerv etc.   | Two way feedback loop:<br>brings information back and forth  | Common Ground:<br>Seeks solutions, ideas, and agreements  |
| Engagement Examples                                       | Street Repair, Tree Trimming, Water Utility, Funding, Polling, Fees  | Oscar Mayer Redevelopment, Library Bubbler, Street Redesign, Neighborhood Plans, New Bike Paths, New Funding Streams | Imagine Madison, Public Market, Parks Master Planning, COVID 19 Neighborhood Testing                                |

\* This table was informed by EQT's work with the VOC work team

EQT recommends the City publicly share this strategy screen and use the City staff Resource and Practice Guide (more about this reference later) to complement how the City will apply and support the engagement strategy frame proposed by EQT. Figure 10 describes the various components of the engagement spectrum and strategy.

**Figure 10. Strategy Screen Components**

- ✓ **Strategy** - names the type of engagement using
- ✓ **Goal** - what the outcome of the engagement will accomplish
- ✓ **Promise** - sets expectations and outcomes of engagement.
- ✓ **Influence** - describes impact of engagement
- ✓ **RESJ Lens** - specifics for engagement strategy reach and voice. It requires active knowledge and practice of engagement. And, it requires communication between what is learned from the engagement, which is connected to what is decided, to go BACK out to those engaged and in general to the public.
- ✓ **Decision Design** - establishes scope of engagement impact in terms of decision making
- ✓ **Scale** - based on resources, time, and reach needed to gather information. This is an additional component that requires active knowledge and practice
- ✓ **Type** - explains the communication style used for the engagement strategy

### *Strategy Screen Examples*

To complement EQT's proposed strategy screen, we have provided examples of types of decisions and projects that would fall within each spectrum category in Figure 10. EQT would also encourage the City to review the [Resources + References](#) section of this report to learn more about key resources and best practices.

## **Roles and Responsibilities**

Analysis of both the internal and external assessment data underscored that stakeholders are unclear about their role, responsibilities, and level of accountability within the City's community and public participation work (see Table 9). Establishing language and frames for both the City and the community would help create trust and build accountability for the City's engagement strategies.

**Table 9. Internal + External Stakeholder Quotations**

|  |
|--|
| <i>"I think the processes are not clear to the public. So more concrete education would be great. Also more advance notice on when city council meetings discussing a particular topic are occurring would be very helpful. As well as information on how to best influence the decisions being made at those meetings."</i> |
| <i>"Who has final say, who is the expert, what gets moved forward and based on what factors."</i>  |

EQT recommends the City establish and define roles and responsibilities for the various stakeholders impacted by the engagement and public participation process. These stakeholders include:

1. Mayor
2. Common Council
3. Boards, Committee, Commissions
4. Neighborhood Resource Teams
5. City Employees
6. Participants and Community

Establishing, defining, and providing language around these roles can increase accountability, create more clarity, and ultimately build more trust and understanding around the City's community and public participation process.

## Resource and Practice Guide

When EQT was hired to support the VOC project, we were introduced to the Resource and Practice Guide for Public Participation, which was developed by the RESJI Community Connections Team. The RESJI team's Resource and Practice Guide serves as a great tool for the City's community and public participation work. With this said, there are two areas where EQT's perspective differs from those outlined in the Resource and Practice Guide:

1. **Modified IAP2 Spectrum:** EQT does not believe the City can authentically and fully represent the IAP2 spectrum, which led to our decision to propose a [modified version](#) that we felt was a more realistic approach for the City. Empowerment as defined by IAP2 is outside of the City's control as a governmental body. As such, EQT believes this should not be included as an option in the spectrum.

2. **Sharing of Modified IAP2 Spectrum:** EQT also believes this simplified spectrum should be promoted to and shared with the public *in place of* the full IAP2 spectrum. While we fully support the use of the full IAP2 spectrum as an internal education tool for City staff, we do not believe the full spectrum should be shared with the public.

Through both the internal and external stakeholder assessments, EQT learned that the City's community and public participation efforts lacked a unifying vision and framework, which are key components to sustaining engagement strategies and practices. **The RESJI team Resource and Practice Guide ultimately leverages and supports EQT's recommendations and roadmap for community and public participation.** Alongside EQT's vision, framework, and strategy, this resource guide is a great tool the City can use to establish clear and consistent staff protocols for City-wide engagement. We encourage the City to establish and support these recommendations as we believe it can transform how the City learns and understands its residents and communities.

## Roadmap + Next Steps

To help move the City forward, EQT has developed a series of next steps that are divided into two sequenced phases. These next steps were informed by feedback and insight from the internal and external assessments, as well as input from the Mayor, VOC work team, VOC advisory team, and project sponsors.

These next steps must be informed by a collaborative group of internal stakeholders. We offer a frame but the specifics and details must be customized by the voice of those who do the work and by those who are impacted by the results of this work (external stakeholders). We highly recommend that once the City comes to consensus on an engagement strategy and framework that it be shared with the public.

### Phase 1 Next Steps

| Recommendation   | References   |
|--|--|
| 1. Adopt language and policy about engagement to present to the public.  | EQT recommendation to support Vision and Guiding Principles (Figures 7 and Figure 8) |
| 2. Develop a cross functional team to implement the community and public participation roadmap.  | EQT recommendation to support Guiding principles #2 and #4                           |
| 3. Share City engagement strategy with the public and gather feedback as a pre-engagement strategy (this should be completed <i>prior to</i> implementing a community survey). | EQT recommendation to support Vision and Guiding Principles #1 and #3                |
| 4. Support and provide resources to promote the RESJI Resource and Practice Guide (see <a href="#">Appendix B</a> ).   | EQT recommendation to support Guiding Principle #2c                                  |

## Phase 2 Next Steps

| Recommendation  | References  |
|---|---|
| 1. Create a decision making matrix to complement use of engagement strategy (Fig. 9) This will assist in determining what engagement strategy to use for projects.  | EQT recommendation supports Framework.<br><br><i>NOTE: This recommendation should complement the RESJI Resource and Practice Guide,</i> |
| 2. Develop an external communication plan for community and public participation (see <a href="#">Appendix A</a> ).   | EQT recommendation to support Vision and Guiding Principles #1 and #3   |
| 3. Create a City website that shares City commitments around community and public participation, including how community members can engage with the City. This website should also provide the community with information on the following topics and groups: <ul style="list-style-type: none"> <li>a. Results Madison</li> <li>b. Performance Excellence</li> <li>c. Voice of Customer (VOC)</li> <li>d. Task Force on Government Structure (TFOGS)</li> <li>e. Racial Equity and Social Justice Initiative (RESJI)</li> <li>f. Neighborhood Resource teams (NRT's)</li> </ul> | EQT recommendation to support Guiding Principle #2  |
| 4. Create a database that lists City engagement activities, including activity purpose, results, actions, and next steps for City staff. Ensure this database is accessible to the community and connects the implemented engagement strategies to ways in which community voicing was leveraged.   | EQT recommendation to support Vision and Guiding Principles #1 and #3   |

As we stated in the introduction of this report, EQT contends if the City develops a community engagement and public participation infrastructure and framework that is communicated and implemented both internally and externally, **it has the potential to do more than an annual community survey as was originally proposed in the initial scope of work.**

EQT understands the need for the City to implement a decision-making matrix around community and public participation efforts. However, we caution the suggestion that there is a “recipe” for how this can be done. Ultimately, community and public participation requires education, practice, listening, and careful monitoring of results around how the community reacts to the City’s engagement work.

This process and strategy is not just about how people come to the City which is important. It is also about how the City GOES TO and INTO the public. Ultimately, how does the City meet, reach, educate and connect for its residents what it is doing and why is where trust begins. That is how the City will meet its mission to “...provide the highest quality of service for the common good of our residents and visitors.”.

As a final reminder, these next steps proposed by EQT will take time to develop and implement. Like any change management strategy, it will take three to five years to truly know the progress made. EQT appreciates the opportunity to have informed and advised the City on their first next steps to develop a community and public engagement strategy. As always, EQT is available to support and assist the City as it moves forward on its next steps.

## EQT Resources + References

City of Arlington - Engage Arlington 2018 (**example of framework / plan**)

<https://arlingtonva.s3.dualstack.us-east-1.amazonaws.com/wp-content/uploads/sites/21/2018/03/Six-Step-Public-Engagement-Guide-for-Capital-Projects.pdf>

City of Fort Saskatchewan 2012 (**example of framework / plan**)

<https://www.footsask.ca/en/your-city-hall/resources/Documents/Report-Plans-Studies/Public-Engagement-Framework.pdf>

City of Guelph - Community Engagement Framework 2015 (**example of framework / plan**)

[https://guelph.ca/wp-content/uploads/CEF\\_Framework\\_2015.pdf](https://guelph.ca/wp-content/uploads/CEF_Framework_2015.pdf)

City of Vancouver 2020 (**example of website**)

<https://vancouver.ca/your-government/how-we-do-community-engagement.aspx#role>

Edmonton, Canada (**example of communication**)

[https://www.edmonton.ca/city\\_government/documents/PublicEngagementFramework.pdf](https://www.edmonton.ca/city_government/documents/PublicEngagementFramework.pdf)

Institute for Local Government (**advice, best practices**)

<https://www.ca-ilg.org/inclusive-public-engagement>

Kingston, Canada - Website for “Getting Involved” (**example of website**)

<https://getinvolved.cityofkingston.ca/>

Wilmington Area Planning Council 2020 (**example of framework / plan**)

<http://www.wilmapco.org/2020PPP.pdf>



# Appendix

# APPENDIX A

## External Communication Plan Components

Following is a list of components that should be included in an external communication plan for the City's public participation and engagement strategies. This communication plan should be appropriately communicated to the community and publicly available through a communication strategy and platform (i.e. website).

EQT has provided a [list of resources](#) in this report that provide examples of other cities that have adopted this type of external communication plan. We encourage the City to review these examples as it is crafting its own messaging plan for the community.

### 1. What is Community and Public Participation (purpose and goals)

- Vision and Goals
- Strategy

### 2. Why Public Participation

- No commitment and agreement across the City, Mayor, alder, community on engagement ... a structure can't cut across decades of no central process, vision, strategy for engagement
- Government is not designed to talk to individuals - system and process is *vital*, which is why having an engagement plan is important

### 3. How To Make it Meaningful and Change and Trust

- Addressed by implementing EQT's community and public participation roadmap segments and explaining it to the public

### 4. Communication commitment

- Talking internally as one
- Land internally as one message
- This project can't happen faster

- Feeling frustrated about lack of clear path forward

## 5. Systems Change

- Centering community
- Clear communication
- Everyone brings expertise
- Model the change management
- Roles and Responsibilities
  - *Staff, committee, and alders ... the lines have become blurred*
  - *Should work with and not against each other to co-create and ensure all of City needs met*

## 6. Types of Decisions

- Share examples on the types of decisions that can be made

## 7. Spectrum of Community and Public participation Engagement Strategy

- The above would reinforce accountability and information alignment. This would be the outward-facing message to the public about the City's engagement. Internally, staff can have a more detailed version offered through the RESJI Resource and Practice Guide addressed and discussed earlier in this report.

# APPENDIX B

## RESJI Resource and Practice Guide

The RESJI Resource and Practice Guide City can inform City staff on how to consistently practice community and public participation, as well as offer a resource pipeline for establishing a sustaining and systemic practice. Ultimately, this resource guide:

- Supports the practice of public participation
- Shares insight and ideas around tools and engagement strategies for staff

The Resource and Practice guide can be viewed here:

[https://www.cityofmadison.com/civil-rights/documents/RESJI\\_PublicParticipationResourceGuide.pdf](https://www.cityofmadison.com/civil-rights/documents/RESJI_PublicParticipationResourceGuide.pdf).

# APPENDIX C

## VOC Vision + Strategy Screen

### Community and Public Participation Roadmap

| ROADMAP SEGMENTS |  |   |
|------------------|--|---|
| VISION           | City Vision                            | Reflects Voice of the Customer  |
| FRAMEWORK        | Guiding Principles (Community Voicing) | <ul style="list-style-type: none"> <li>Community Engagement</li> <li>Shared Understanding of Public Participation</li> <li>Information Alignment</li> <li>Organizational Culture</li> <li>Community Relations</li> <li>Accessibility</li> <li>Accountability</li> </ul> |
|                  | Engagement Spectrum                    | Inform   Engage   Collaborate   |
|                  | Resource and Practice Guide            | <ul style="list-style-type: none"> <li>Supports City practice of public participation</li> <li>Shares tools and process design for staff</li> </ul>   |
|                  | Roles and Responsibilities             | <ul style="list-style-type: none"> <li>Mayor</li> <li>City Staff</li> <li>Stakeholder Community</li> <li>Common Council</li> <li>Boards, Committees, Commissions</li> </ul>   |
| STRATEGY         | Next Steps                             | <ul style="list-style-type: none"> <li>Identifies recommended steps to implement the Vision and Framework</li> </ul>  |

EQT By Design

### Vision Specifics + Proposed Strategies

The following table provides *vision specifics and proposed strategies that were offered by the VOC work team (in their own words) through EQT-led exercises* throughout the VOC project. With the exception of the content noted in the grey table boxes, **please note the ideas put forth in this table contain direct, raw data from the VOC work team.**

Each vision area, as well as proposed strategies for realizing that vision area, contain a reference column. Each reference column indicates how this feedback shared by the VOC work team is aligned and can be best incorporated with EQT's community and public participation roadmap. EQT is providing this data for future use as the City determines its path forward and settles on next steps.

| Vision Area   | Reference   |
|---|---|
| <b>COMMUNITY VOICING</b> - An equitable representation of City resident / community voices and perspectives is deeply embedded and reflected in ideas, recommendations, and resources that ultimately result in transformative change and impact across the City.   | <b>Vision and Guiding Principles</b>  |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>• Voices and perspectives of the City’s broad and diverse community members are lifted up and centered in outcomes.</li> <li>• Youth voices are centered (and they have strong access to the City).</li> <li>• Weight feedback of those most impacted or most vulnerable (multiply marginalized)</li> <li>• Clear articulation of resident concerns.</li> <li>• Resident concerns are prioritized with staff working to ensure equitable. representation and participation (counter to squeaky wheel).</li> <li>• Underrepresented groups are heard and their ideas are respected / used.</li> <li>• Residents are involved in all phases of engagement.</li> <li>• Residents feel valued through engagement, as opposed to used.</li> <li>• The City has a more diverse City committee and commission members.</li> </ul> <p><b>Proposed Strategies</b></p> <ul style="list-style-type: none"> <li>• Utilize and incorporate feedback from NRT’s</li> <li>• Design mechanism for the public to “communicate” an idea, city to problem solve, present solution, create community dialogue, and close the circle on what happens next.</li> <li>• Do not crowd out voices - Create platform to analyze voices from different communities, geographies. Share info with policy makers and public that is presented by relevant variables in an understandable manner</li> <li>• Community teams of residents and others to provide expertise of policy and project</li> </ul> |   |
| <b>INTERNAL ALIGNMENT: Shared Understanding of Public Participation</b> - Consistent definitions, intentions, purpose, and valuation of public participation across City units.   | <b>Engagement Spectrum, Resource and Practice Guide, Roles &amp; Responsibilities</b> |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>• City staff are equipped with tools to ensure public participation</li> </ul>  |   |

|   |                          |
|---|--------------------------|
| <p>language and purpose is clear and utilizes an inclusive process.</p> <ul style="list-style-type: none"> <li>• The City has a public participation strategy for each department organized by major activity or project.</li> <li>• Shared language around different aspects of public participation.</li> <li>• All departments receive the same training in public participation strategies and techniques. Each department tailors strategies depending on their specific needs.</li> <li>• Engagement language, tools, and techniques are consistent.</li> <li>• Involvement (two-way) dialogue implemented in ALL appropriate instances/applications, rather than just one-way.</li> </ul> <p><b>Proposed Strategies</b></p> <ul style="list-style-type: none"> <li>• <b>Create a City-wide database and tools to support shared understanding and consistent implementation of public participation efforts</b> <ul style="list-style-type: none"> <li>○ Multi-media public participation platform with emphasis on “tough, and non-risk adverse questions” that are easily accessible to city and public.</li> <li>○ Reduce “Digital Saturation” of where people can provide input (do not do it by agency/department - one stop shop). City-wide database (clearinghouse) with info on public participation strategy/platform - start/end dates, purpose and strategy, contact person, and RESULTS for others to view/use. Make accessible to internal and external groups. Tough, intelligent questions.</li> <li>○ Interactive map showing current and past public participation processes with link to file with info on the project and results. Make accessible on website for access by city and non-city individuals/groups.</li> </ul> </li> <li>• <b>Develop City-wide protocols to support various departments with public participation work and ensure consistency across City units</b> <ul style="list-style-type: none"> <li>○ Require public participation strategy (multi-prong) to be prepared for projects with Internal appointed team for “peer review”. Spread knowledge across agencies/departments by having others involved and part of job position/duties. Get away from guarded approach - ask the tough questions.</li> <li>○ Create a city-wide public participation framework that is approved by Mayor and Common Council. Adopt as “ordinance” to have teeth.</li> <li>○ Implement training for staff to develop clear understanding of public participation spectrum with ability to choose appropriate levels of public participation.</li> </ul> </li> </ul> |                          |
| <p><b>INTERNAL ALIGNMENT: Communication + Collaboration</b> - Intentional,</p>  | <p><b>Vision and</b></p> |

|   |  |
|---|--|
| streamlined internal communication and collaboration around public participation processes, leadership, and accountability that leverages the experience and expertise of City staff and mitigates siloes.  | <b>Framework</b>                         |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>• The City states clearly that we value both City staff expertise and experience.</li> <li>• City collaboration as it relates to information sharing, accessibility, silos, and co-collaborating is more consistent.</li> <li>• The City utilizes cross-department teams of staff from varying backgrounds to learn, problem-solve.</li> </ul> <p><b>Proposed Strategies</b></p> <ul style="list-style-type: none"> <li>• <b>Develop and implement consistent ways of communicating about public participation efforts across City departments</b> <ul style="list-style-type: none"> <li>○ Strong message from Mayor’s Office and elected officials and setting the tone of what transparency/process looks like and how it is part of the system - set the example for others to know how it should be done.</li> <li>○ Institute report out of public participation strategy startup and then results at Department Head meetings and CCOC meetings.</li> <li>○ Multiple departments collaborate on their engagement regularly and share residents’ feedback interdepartmentally</li> </ul> </li> <li>• <b>Develop cross-departmental work teams</b> <ul style="list-style-type: none"> <li>○ Multi agency teams work cooperatively for projects and programs.</li> <li>○ Create an “engagement” team with expertise on engagement platforms/ approaches, analysis, reporting, funding, and authority to design engagement processes that take risks and involve dialogue.</li> <li>○ Group of staff meets regularly (4-6 times per year) to talk about public participation topics, troubleshoot, lessons learned, etc. I could see RESJI Community Connection team transitioning to this.</li> </ul> </li> </ul> |  |
| <b>INTERNAL ALIGNMENT: Organizational Culture</b> - An internal culture centered around racial equity and inclusion that ultimately supports the City’s equity-centered public participation strategy.  | <b>RESJI Resource and Practice Guide</b> |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>• Differences between cultures and communities are honored within management and leadership.</li> <li>• The City employs more staff that reflect the community as it relates</li> </ul>   |  |



|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>to language, culture, etc., especially at the management level</li> <li>• Employees feel welcome and supported and included.</li> <li>• Voices of those most impacted (marginalized City staff) are amplified.</li> </ul> <p><b>Proposed Strategies</b></p> <ul style="list-style-type: none"> <li>• Build “institutional” buy-in at all levels of the organization. Willingness to do something different. City-wide training of staff (all rank and file) of what public participation is, why do it, how to do it, and how it leads to a better policy/project with the emphasis of cross-agencies team approach. Focus on multi-focus platforms and “non-guarded” approach.</li> <li>• Final decisions are made by Mayor, CC, and other policy makers. A well-thought out multi-public participation process can provide the “origins” of the input to the policy makers. If this question coming from the tension between city agencies/departments level of involvement in public participation and/or “value” between resident input and city staff? If it is, that is where the Mayor and Common Council come into play with setting the value of public participation into the decision making process.</li> </ul> |   |
| <p><b>INTERNAL ALIGNMENT: Policy + Strategy Alignment</b> - Policies, systems, and strategic initiatives that support City-wide development and implementation of equity-centered public participation efforts.</p>  | <p><b>Vision and Framework</b></p>            |
| <p><b>EXTERNAL ALIGNMENT: Community Relations</b> - Externally consistent, transparent, and proactive relationship-building efforts and messaging as it pertains to engagement process, impact, purpose and goals that is culturally relevant and has an equitable impact across the City.</p>   | <p><b>Vision and Framework + Strategy</b></p> |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>• City residents receive proactive communication about and have a clear understanding of how they can engage around what’s happening in the City.</li> <li>• The City utilizes diverse and culturally competent staff to connect with City residents</li> <li>• The City has strong connections and collaborations with community-based organizations, as well as deep and trusting relationships with City residents.</li> <li>• Voices of those most impacted (marginalized City residents) are amplified.</li> <li>• Good attendance at BCC meeting, via zoom, FB live, in person or others.</li> <li>• Visible and consistent RESJI commitment around public participation outcomes, impact, and internal accountability measures for City staff.</li> </ul>   |   |

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• City consistently and continually brings RESJI commitment to the forefront so residents are aware of City's RESJI commitment and can hold City accountable.</li> <li>• Mitigating siloes between community partners and City.</li> </ul> <p><b>Proposed Strategies</b></p> <ul style="list-style-type: none"> <li>• Monthly communication blast - a community and public relations email/website - which describes current activities and updates on how city is using past results. City of Minneapolis has "Neighborhood and Community Relations" news blasts that touches on current activities.</li> <li>• Utilize and incorporate feedback from NRT's</li> <li>• Success looks like residents knowing what issues the City has prioritized addressing</li> <li>• Reduce "Digital Saturation" of where people can provide input (do not do it by agency/department - one stop shop). City-wide database (clearinghouse) with info on public participation strategy/platform - start/end dates, purpose and strategy, contact person, and RESULTS for others to view/use. Make accessible to internal and external groups. Tough, intelligent questions.</li> <li>• Interactive map showing current and past public participation processes with link to file with info on the project and results. Make accessible on website for access by city and non-city individuals/groups.</li> </ul> |   |
| <p><b>EXTERNAL ALIGNMENT: Accountability</b> - Consistent measures, protocols, and internal oversight for each City unit around public participation that monitors impact.</p>  | <p><b>Vision and Framework builds the foundation for measurement + Strategy</b></p> |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>• Departments share information consistently and plan and act in concert with each other.</li> <li>• Survey results show satisfaction with engagement strategies (through community survey or post-engagement evaluation).</li> <li>• Visible and consistent RESJI commitment around public participation outcomes, impact, and internal accountability measures for City staff.</li> <li>• City consistently and continually brings RESJI commitment to the forefront so residents are aware of City's RESJI commitment and can hold City accountable.</li> <li>• We need to advocate for a shared feedback database or at least more proactive sharing of feedback that relates to the work of other</li> </ul>   |   |

City agencies.

**Proposed Strategies**

- **Create City-wide public participation department / internal body to oversee City-wide public participation efforts**
  - Create an independent agency with autonomy to work with agencies/departments on multi-platform strategy. Need to have authority to provide structure, funding, and oversight to create powerful, thoughtful, intelligent, well-thought out public engagement processes.
  - An independent hire or consultant with the role/review of RESJI strategy and outcomes
- **Develop internal tracking tools and oversight mechanisms**
  - Develop approved policy by Mayor and Common Council on the City's purpose and role (across agencies/departments) in public participation, tracking, and oversight. Tie to 5-year employment contracts.
  - Annual independent review and/or evaluation of the City's public participation efforts, which is submitted to Mayor and Common Council
  - Annual tracking/evaluation of "policy or funding or other actions" taken based on public participation results organized by by project and communicated to City staff and residents
  - Create live database showing activities and programs and outcomes
  - Annual Report and Tracking System that is accessible by the public
  - Implement agency-wide check-ins (bi-annual?) around use of RESJI tools and follow-up to ensure proper implementation/follow-through, including electronic documentation
  - Well-thought out, multi-focused strategy should provide a way to solicit, analyze responses. Need a strong analytical team that understands about "data". Authority to ask tough questions and build in dialogue about the content.
  - Suggest that we share our vision and strategy screen with internal and external reviewers to get a check on whether our work resonates/is understandable for people who will be using the materials as public participants and city staff
  - Imbed into systems - Build report out of public engagement and how it influenced decisions in staff reports coming in front of CC and boards and commissions
  - Create ways for Dept Heads/Managers to keep at forefront -

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| <p>agenda item at Dept Head meetings? Create Dept Head/Manager Team (similar to previous Guidance Team) to work on alignment and collective impact.</p> <ul style="list-style-type: none"> <li>● <b>Develop external / community feedback loops that are consistently leveraged to gather input from the community on the City’s public participation efforts</b> <ul style="list-style-type: none"> <li>○ Evaluation as part of the process - end all projects with evaluation (multiple ways to solicit input). Could be electronic (QR codes, survey) or person-to-person (focus groups, etc).</li> <li>○ Check in mechanism with community to determine level of awareness and support before decisions.</li> <li>○ Build relationship and feedback mechanism for internal and external clients to critique multi-focused strategy before rolled out.</li> <li>○ Independent review (Satisfaction Focus Groups) that will pinpoint by public of what worked and what should be tweaked</li> <li>○ Create feedback loop data system/data points to measure and track. Annual reports. Outcome reports spanning multiple years</li> </ul> </li> </ul> |                        |
| <p><b>Accessibility</b> - City public participation opportunities are streamlined and accessible for residents.</p>   | <p><b>Strategy</b></p> |
| <p><b>Vision Specifics</b></p> <ul style="list-style-type: none"> <li>● The City provides education about how access to the City works (including in different languages)</li> <li>● City processes have cumbersome rules, online links don’t always work, language accessibility is challenging - these are addressed</li> <li>● The City provides and/or encourages stipends or employer PTO for City resident / community participation</li> <li>● The City approach communities where they live</li> </ul> <p><b>Proposed Strategies</b></p> <ul style="list-style-type: none"> <li>● Annual Report and Tracking System that is accessible by the public</li> <li>● Leverage text messaging capabilities to engage with City residents</li> </ul>   |                        |

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