

CITY OF GOLDEN



COMMUNITY ENGAGEMENT PLANNING GUIDE



City of
Golden

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Community Engagement Planning Guide

This document serves as a guide to all City of Golden (COG) employees for planning, strategizing, implementing, and documenting community engagement activities. This is a living and evolving document meant to help anyone at any level of involvement within the City to understand their role in two-way engagement with members of the public. These guidelines are based on the principles outlined in the City's Communications & Community Engagement Strategic Framework.

The expectation moving forward is for employees to use this guide as a reference for community engagement projects, and utilize the worksheet included at the start of each project.

DEFINITIONS:

Community Engagement - Community engagement is the process of working collaboratively with community groups to address issues that impact the well-being of those groups. It seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, and/or implementation.*

**Sources: Penn State Center for Economic and Community Development and Financial Times Lexicon*

Community engagement is generally characterized by the use of a spectrum of tools and philosophies that enlist the public in understanding, thinking about, influencing, and contributing to City initiatives, plans, actions, decisions, and processes. Community engagement can inform community members about City matters, help people understand how and why decisions are made, give people a voice in the community, and enlist help in shaping decisions. The City of Golden enlists a variety of avenues that residents use for requests, inquiries, complaints, and input. This flow of information is most effective when it works both ways and there is a broad and diverse participation with varying viewpoints and perspectives. Engagement methods that can easily be skewed by the efforts of special interest groups should be carefully evaluated or monitored, as results will not typically reflect the opinions of the overall community. Engagement efforts should not be expected to represent a clear majority as an official vote of the people.



Public Participation - Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. Public participation is the process by which an organization consults with interested or affected individuals, organizations, and government entities before making a decision. Public participation is for two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions.*

**Sources: © International Association for Public Participation, iap2.org and Creighton & Creighton, Inc.*

Community - In Golden, the community is made up of residents, businesses, visitors, elected officials, City staff, and people who identify with Golden. While the population of Golden is roughly 20,000 people, approximately 70,000 people have Golden mailing addresses, and even more consider Golden their hometown. Additionally, people who work or play in the City also have an interest in what happens in Golden. The Golden community is comprised of all of these groups.



Community Engagement Evolution

In 2009, the City began a grass roots engagement project through a two-year innovative community evaluation of Golden's Heart and Soul community values. Extensive public discussion and input was solicited in the course of public events, activities, workshops, block parties, chili socials, and meetings in 2009 and 2010. From the lifelong resident to the youngest residents of Golden, from college students to young families, the City collected their stories to serve as the building blocks for the values of Golden. Gathering the voices, experiences and stories of the residents was the first step in Golden's journey of self-discovery.

The document that came out of this process was Golden Vision 2030; it became the basis of the guiding principles, Heart and Soul community values, and the policies and regulations that would follow.

2030 Vision for Communication and Community Engagement:

"Golden residents are well informed about the functions, actions, and processes of City government. The public understands how and why decisions are made and contribute to the decisions of city government by weighing in on issues that impact them. City government consults and engages with the public to understand their interests, issues, opinions, and perspectives, and factors that into plans and decisions."

Principle related to responsive government:

"Our city government is responsive, approachable, good at listening, welcomes participation and involvement, is fair to all parts of the city and is accountable."



City Council adopted Golden Vision 2030 in 2010. For nearly a decade to follow, Golden Vision served us well in helping to think through and make the best decisions for the Golden community. In 2018, the next step was taken by creating a framework for community engagement. The Communications & Community Engagement Strategic Framework was designed to ensure consistent messaging by adopting a set of commitments that City Council and City employees can use as guiding principles.

That leads us to this document, the creation of a Community Engagement Guide. The intent of this guide is to ensure the City makes the process of two-way communication with the public easy, understandable, comfortable, and well planned out. When the City and the community are confidently and collaboratively working together, we can proactively address issues and find solutions that are the best fit for Golden.



Communications & Community Engagement Strategic Framework

FRAMEWORK COMMITMENTS

- Commitment 1:** Sustain an informed public
- Commitment 2:** Seek understanding of community perspectives
- Commitment 3:** Tap into the collective intelligence of the community
- Commitment 4:** Ensure transparency in City decisions, actions, and decision-making processes
- Commitment 5:** Equip City staff to communicate, collaborate, and engage with the community effectively
- Commitment 6:** Enhance collaboration, communication, and cohesiveness within and between City departments

GOALS FOR EACH COMMITMENT:

Commitment 1: Sustain an informed public

Informing the public about City matters is a basic responsibility of government. The public should have readily accessible information about City events, processes, actions, and proceedings. When people clearly understand facts about city functions, actions, and processes, they can more confidently and effectively engage with the City.

- Goal 1.1** Provide timely, accurate, helpful, and easily accessible information to the community via methods and platforms designed to reach a wide audience.
- Goal 1.2** Facilitate increased interaction between City Council and the Golden community.
- Goal 1.3** Make it as easy as possible for residents to communicate with the City.
- Goal 1.4** Clearly inform community members about how they can interact with the City and provide easily accessible ways to be involved.



Commitment 2: Seek understanding of community perspectives

Community engagement can be an exploration of diverse perspectives and a quest to understand the needs, desires, concerns, and ideas of the public. Golden City Council is committed to ensuring City actions and decisions are consistent with community values and therefore should consult with the public to understand public perspectives ahead of specific projects, actions, or efforts.

- Goal 2.1** When appropriate, consult with the community to understand their perspectives in visioning or planning for significant projects and/or initiatives.
- Goal 2.2** Use community engagement processes to strengthen City decision-making and actions through deepened understanding of community needs.

Commitment 3: Tap into the collective intelligence of the community

Community members have a wealth of information and ideas. Involving them in helping to think through issues can help the City make better decisions. Working with the community to develop solutions can produce highly imaginative and relevant results that might not have emerged otherwise.

- Goal 3.1** Consider involving community members in all phases of a project, including defining problems, visioning, exploring issues, developing and evaluating alternatives, and finding solutions.
- Goal 3.2** Build capacity within City departments to assess, plan for, and facilitate community involvement in processes. This could be accomplished through specific engagement guidelines as well as dedicated time, staffing and resources.

Commitment 4: Ensure transparency in City decisions, actions, and decision-making processes

Transparency and trust are tightly intertwined concepts. When decision-making processes and reasoning are clearly outlined, explained, observed, and understood, people are better able to trust that a decision was best for the community at the time.

- Goal 4.1** Have a plan in place to proactively help the community understand how and why decisions were made.



Commitment 5: Equip City staff to communicate, collaborate, and engage with the community effectively

Effective communication and community engagement requires a set of skills and tools that can be learned and applied.

- Goal 5.1** Provide resources, training, and guidance to help staff effectively navigate public engagement process.
- Goal 5.2** Ensure staff who are doing community engagement work have a high level of competence related to effective communication, public process design, and meeting facilitation.

Commitment 6: Enhance collaboration, communication, and cohesiveness within and between City departments

The foundation of excellent communication and engagement begins with effective internal communication between City staff and City leaders.

- Goal 6.1** Ensure staff has a high level of competence related to effective internal communication, collaboration, and conflict management.
- Goal 6.2** Encourage effective cross-departmental communication, collaboration, and coordination.



Employee Role in Public Engagement

Employees in Golden wear many hats. We assist where needed and take on tasks that may not be part of our traditional job description. We are a team and we help each other in order to make the organization successful and beneficial to the public.

As a result, any member of the COG staff could at some point be part of the public engagement process, interact with the public, or be asked to support an engagement effort. Everyone has talents to bring to the table, and we encourage positive interaction with fellow employees and the public.

So how do you know if you need to use this guide? Put yourself in the role of a resident, commuter, or visitor to Golden. In the back of this guide is a worksheet. Look on p. 64 for the part labeled “Level of Community Interest.”

If you are wondering whether or not your project warrants public engagement, start by answering the questions on that page. That should help you to determine your next step. If you are still unclear, set up a meeting with the Communications Manager to discuss the best process for your project.

“People need to hear that you care before they will care about what they hear.”

BUILDING TRUST

The advantage of being in a small town like Golden means we have more opportunities to interact and work with the community. The first time a person hears from you shouldn't be when you're in crisis mode. It is important to build trust ahead of time by being transparent and available to the public.

Proactive communication is like putting coins in a piggy bank. Slowly, over time, you add coins to the bank. If something does go wrong, you may have to take coins out. But because you had coins in there ahead of a crisis, you won't be bankrupt in the end. Take this principal and replace “coins” with “public trust.”

Ways to build trust:

- Be sure you are prepared with accurate information.
- Provide and update information often.
- Be honest.
- Empathize with feelings and fears.
- Admit any complications, risks, or uncertainties.
- Acknowledge the inconveniences placed on the public.
- Take action when you can.
- Don't “stack the deck” - give people all options and a chance for them to form their own opinions.

You can't plan for specific complications, but you can have a plan in place to handle any unknown issues that may arise.



SEVEN CORE VALUES FOR THE PRACTICE OF PUBLIC PARTICIPATION*

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

*© International Association for Public Participation, iap2.org.

"There is no power for change greater than a community discovering what it cares about."
- Margaret J. Wheatley

STAKEHOLDER VALUES

In order to get the most out of the community engagement process, it's important to understand the values of the people who will be affected by the outcome of your project. We all have many shared values, such as right vs. wrong, just vs. unjust, good vs. evil. However, the interpretation of these values can vary greatly amongst the community and ultimately, how the outcome is perceived.

The best way to figure out the values of your stakeholders is to ask them. Once you identify your stakeholders, ask what is most important to them, what they hope to see as the outcome of a project, and what are their concerns.

Understanding how personal values relate to the overall community values is important in designing a process that works for both the project team and external stakeholders. Look for where values overlap and where they differ. Finding those shared values is a great way to build a foundation for collaboration and problem-solving.



Sample List of Personal Values

Here are some examples of what might be important to community members:

| | | | |
|----------------|--------------------|----------------------|-----------------|
| Abundance | Equity | Intention | Resourcefulness |
| Accountability | Ethics | Job Security | Respect |
| Adaptability | Experience | Justice | Responsibility |
| Ancestry | Fairness | Kindness | Risk-taking |
| Appreciation | Faith | Knowledge | Safety |
| Attractiveness | Family | Leadership | Science |
| Authenticity | Financial Security | Learning | Security |
| Balance | Fitness | Legacy | Sincerity |
| Beauty | Flexibility | Leisure | Spirituality |
| Belonging | Forgiveness | Logic | Stability |
| Charm | Freedom | Love | Status |
| Collaboration | Fun | Loyalty | Stewardship |
| Commitment | Future Generations | Maturity | Strength |
| Community | Generosity | Meaningful Work | Success |
| Compassion | Giving Back | Nature | Sustainability |
| Competence | Grace | Openness | Teamwork |
| Connection | Gratitude | Optimism | Thrift |
| Contentment | Growth | Order | Time |
| Contribution | Happiness | Parenting | Tradition |
| Cooperation | Health | Passion | Travel |
| Creativity | History | Patience | Trust |
| Culture | Home | Peace | Truth |
| Determination | Honesty | Personal Fulfillment | Understanding |
| Dignity | Honor | Pleasure | Uniqueness |
| Diversity | Hope | Popularity | Usefulness |
| Efficiency | Humility | Power | Vision |
| Effort | Humor | Pride | Vulnerability |
| Empathy | Inclusion | Recognition | Wealth |
| Empowerment | Independence | Relaxation | Well-being |
| Enlightenment | Influence | Reliability | Wilderness |
| Environment | Initiative | Reputation | Wisdom |
| Equality | Integrity | Resilience | Youth |



WICKED PROBLEMS

As we talk about values and our role as employees in the engagement process, this is something to keep in mind. The term “wicked problems” is becoming part of the engagement language. A wicked problem is defined as a social or cultural problem that is difficult or impossible to solve due to:

- 1) Incomplete or contradictory knowledge.
- 2) The number of people and opinions involved.
- 3) The large economic burden.
- 4) The interconnected nature of these problems with other problems.

Dr. Martín Carcasson, founding director of the Center for Public Deliberation at Colorado State University, says that communities can overcome challenges and bridge divisions when they focus on addressing “wicked problems” instead of seeing individuals with different viewpoints as “wicked people”. Dr. Carcasson states, “We have to change the conversation. We need to change the game, not just play a bad game better.”

Solutions to wicked problems are not as simple as black and white; they are not a definitive yes or no. They fall into the grey area of better or worse; livable or unlivable. It is important to identify any potential wicked problems you may face before beginning a public input process. Consider whether it is possible to come up with a solution that can please the majority. If not, are there other steps in the process that might mitigate the response to a decision? Think about where public feedback can be useful and give the community a chance to have meaningful participation.



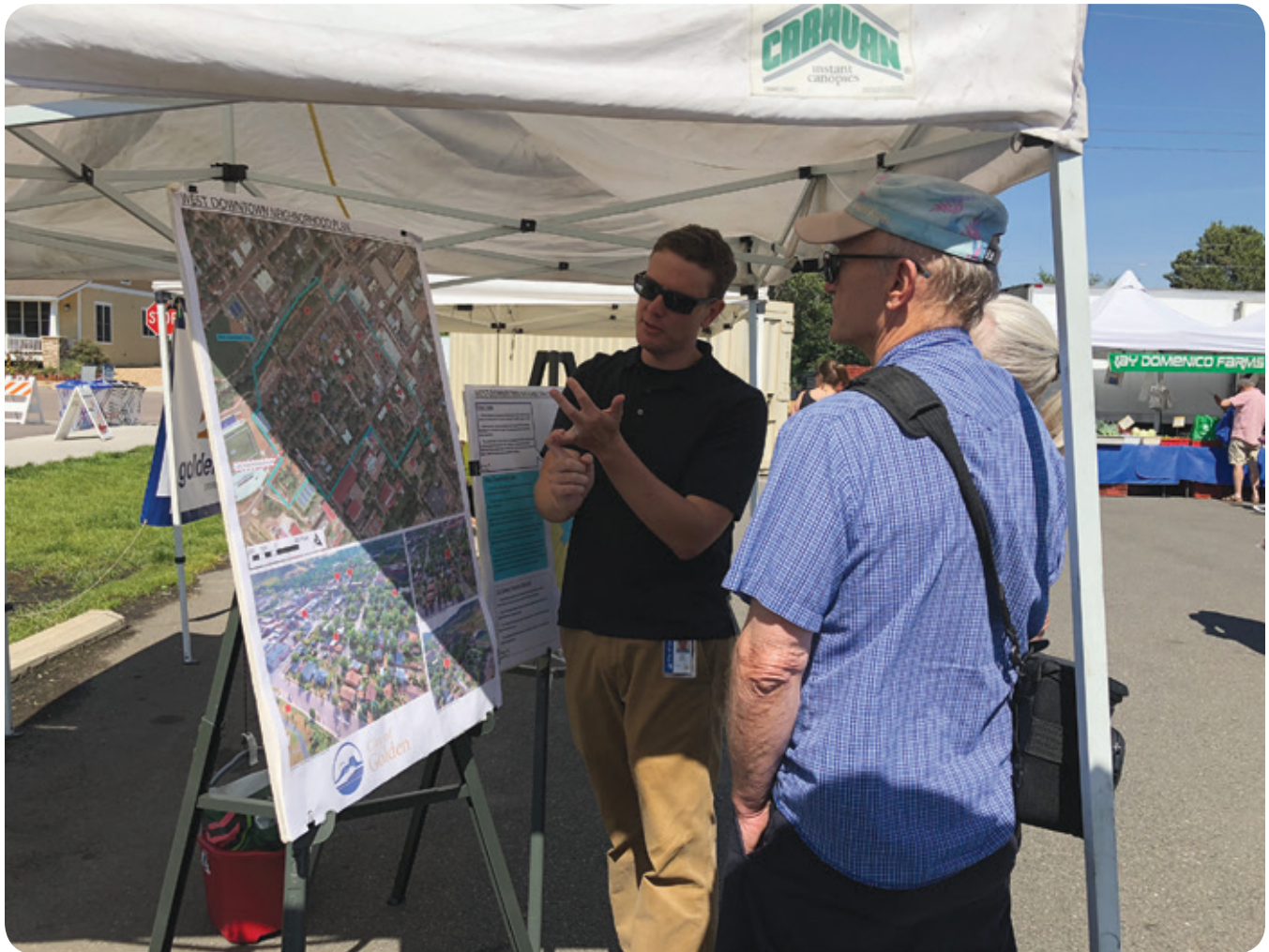
The Wicked Problems Mindset

- Presume wicked problems not wicked people.
- Be more comfortable with uncertainty.
- Focus on improving the conversation not winning the argument.
- Put your energy toward identifying, engaging, and negotiating inherent tensions.
- Emphasize the ongoing conversation and creative learning process.

DO NOT ASSUME PEOPLE KNOW

Because we work in our jobs every day, we often forget that people outside of our realm may not have any idea how things work or why we do what we do.

What may seem obvious to us can be a complete mystery to the public. To ensure you are using the best terms, explanations and language for the general public, pretend you are talking to your own family and friends. How would you explain it to your loved ones, who don't necessarily know the details of your job or how things work? If you can clearly explain something to them, then you can feel confident the majority of the population will also understand.



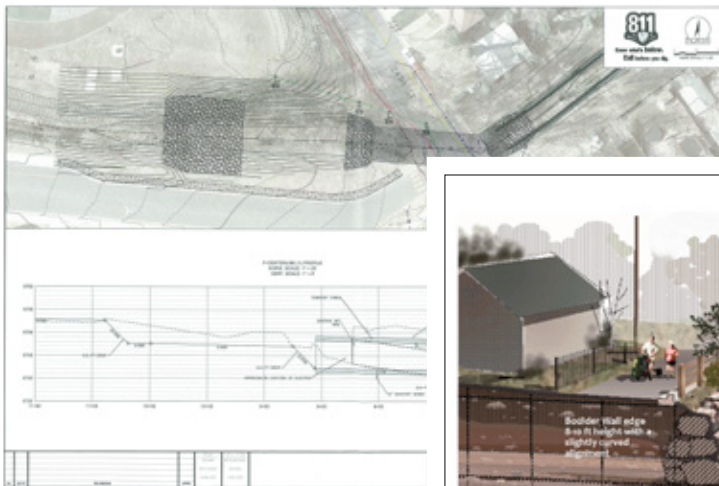
CASE STUDY:

When presenting information, be sure you are showing the whole picture and not just parts. City Engineer Joe Puhr gave us a great example from which we all can learn:

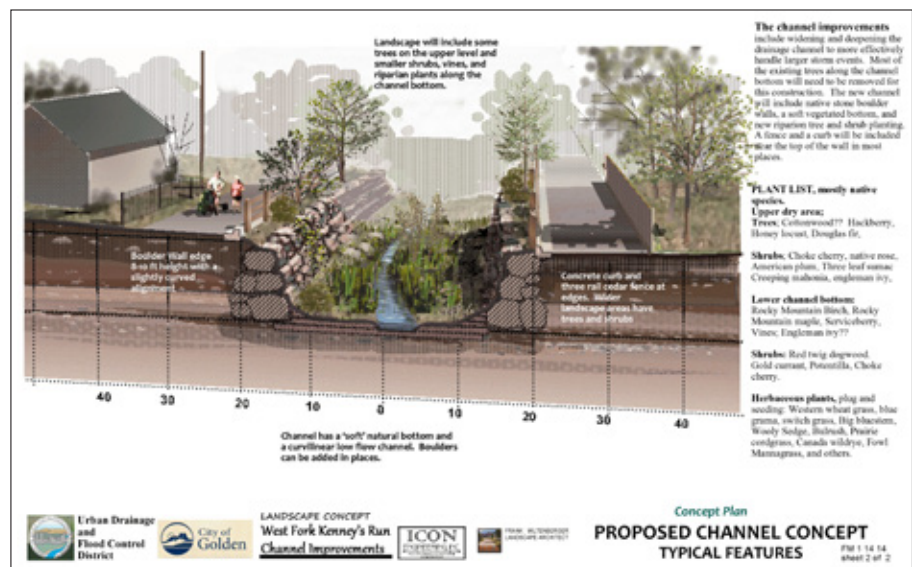
The Kenny Run channel improvements and culvert replacement project offered a lesson in the public process and effective messaging. We held a public meeting to present our planned changes to the channel between 24th and 23rd Streets on W. Fork Kenny Run. The channel historically was characterized by large trees and heavy vegetation. It made for a rather pleasant neighborhood area, but one that was terrible at flood conveyance (the primary function of drainage ways). At the public meeting the City engineers along with Engineers from Urban Drainage and Flood Control District as well as design engineers from a consulting firm, were prepared to wow the public with our project. We made the terrible assumption that the public would be able to visualize the final product based on rather drab construction drawings (see Example 1), and further assumed that the public would understand the reasons for and benefit of the project. We were woefully mistaken. The comments from that public meeting were universally negative. Comments largely centered on the destruction of habitat and the removal of trees. Many other comments questioned the use of City funds for such a project.

The project team paused in our efforts and deliberated on how to proceed. We realized that we had failed to convey the benefit of the project and failed to provide any real visualization of the final product. We scheduled another public meeting and reached out to all the attendees who had provided contact information. We appeared at the next public meeting equipped with an exhibit of floodplain reduction and renderings to help communities visualize the final product (see Example 2).

The effort was successful. While there were still some detractors, a majority of the meeting attendees saw the benefit and were supportive of the project. It was a valuable lesson learned. Never assume people can visualize the final product and always show the benefit of a project. Do not assume that because the benefit and reason for the project are obvious to you, that it is obvious to all.



Example 1: Bad



Example 2: Good



Community Engagement Planning - Where Do I Start?

This section explains the steps to follow as you plan out the public's role in your project.

THE STEPS ARE:

√ Check when completed.

Step 1: Outline Project & Timeline

Step 2: Determine Level of Engagement

Step 3: Identify and Notify Stakeholders

Step 4: Provide Background Information

Step 5: Engage the Community

Step 6: Evaluate the Feedback & Process

Step 7: Follow Through with Public

WHAT TO DO:

- Download the worksheet pages located on pages 61 - 70.
- Fill out the worksheet pages that correlate to each step. Use this guide to help you along.
- Set up a meeting with the Communications Manager to go through your completed worksheet.
- Revise your plan with any necessary changes.
- Ready, Set, Engage!



STEP 1: OUTLINE PROJECT & TIMELINE

The Project Manager starts by consulting with members of their department to define the project and staff involvement. Download the worksheet located on pages 61- 70.

The worksheet will help you think through the following:

- Determine why public input is important in the project outcome.
- Identify the decision-makers and dates when formal decisions will be made.
- Based on decision target dates, form a plan that can realistically be accomplished and done well within the time frame.
- Consider who will be impacted by the project.
- Decide if you are asking for feedback from the entire community or just those in the affected areas.

Caution: Do not pick your engagement techniques before going through the process of determining the appropriate level of engagement.

Start by filling out the first two parts of the worksheet:



1 - Project Details (pg. 61)

2 - Roles and Responsibilities (pg. 62)



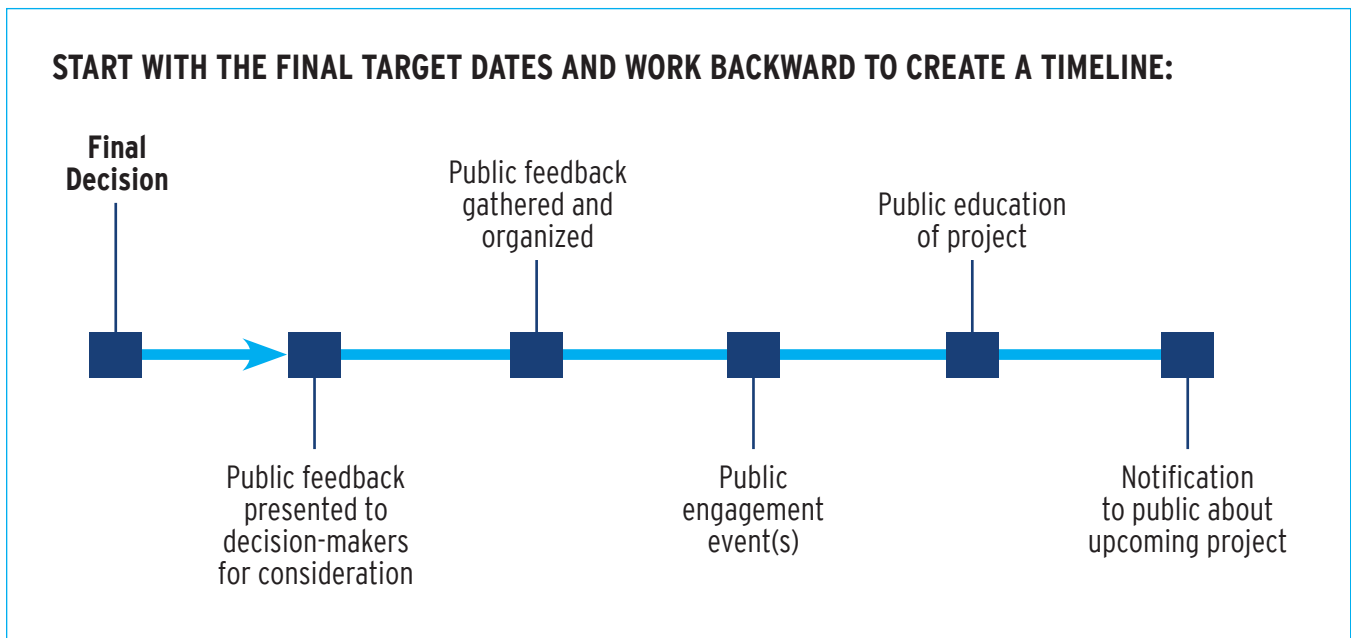
CREATING AN INTERNAL TIMELINE

Provide a minimum two-week notice period for public engagement activities; ideally, provide at least 30 days to the community and various organizations who can help spread the word.

The engagement process should not be compromised due to time constraints. Consider adjusting target dates to ensure the engagement process can be properly completed.

CREATING AN EXTERNAL TIMELINE

Here are the basic steps when you are working backward from target dates. Once this timeline is created, it is important to share with the public so they are also aware how much time they have to provide feedback. The Guiding Golden website has the ability to have that timeline on the project page, and it can be updated as needed.



STEP 2: DETERMINE LEVEL OF ENGAGEMENT

Now that you have a summary of the project and the expected responsibilities for employees, it's time to figure out how much community engagement will be useful to the project.

The chart below is a format commonly used to determine proper levels of community engagement. The International Association for Public Participation (IAP2) is a solid and frequently-used resource for municipalities in regards to best practices. This is a modified version of IAP2's engagement spectrum, designed with language specific to Golden.

For this part, you will use two sections of the worksheet:




1 - Internal Perceptions and Expectations (pg.63)

2 - Gauging the Level of Community Interest (pages 64 - 65)

RANGE OF POSSIBILITY

The arrow on this chart is one-way, which might lead you to believe you must start with Inform and end with Empower. The arrow simply shows you the progression from least to highest levels of engagement. This is designed to be non-linear. Allow yourself the flexibility to jump back and forth between levels as needed, and only use the ones that fit for your project.

| | | LEVEL OF IMPACT ON DECISIONS  | | | | |
|----------------|----------------------|--|---|--|---|---|
| | | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
| DESIRED RESULT | | To provide the public with a look at the full project overview, complete with all documents and details needed to form an educated opinion based on balanced and objective information. All engagement begins with this. | To hear public feedback on the project, alternatives, opportunities, solutions, pros and cons. | To work directly with the public throughout a process to ensure that public concerns and aspirations are consistently understood and considered. | To create smaller groups from the public (ie. task forces, committees) who are at the table with the decision-makers. | To give the public the power to make the final decision. The most common example of this is a vote. |
| | COMMITMENT TO PUBLIC | We will be transparent and timely in sharing information and updates with the public. We will be sure you know where to go for information and updates. | We will keep you informed and updated through the entirety of the planning process, collect and consider your feedback, and demonstrate how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are heard, considered, and are reflected in the planning process. We will let you know how we used public feedback and how it influenced decisions. | We will look to you for advice, perspective, and innovation in formulating solutions. We will incorporate your suggestions and recommendations into the decisions to the maximum extent possible. | We will implement what is decided by the majority vote. |

Modified from © International Association for Public Participation, iap2.org.

It is important that the engagement level is part of the initial planning process for a project, to best determine what type of conversation is suitable between the City and the public.

Understand the difference between “inform,” which is a one-way flow of information to the public, and “involve,” which is a two-way conversation where public feedback is encouraged.

Ask yourself:

- Can we stand behind the level of engagement we use?
- Can the public really have an impact on the project outcome, or is the project past the point where feedback would be useful? Re-think the process if public input cannot be used in decision-making.



STEP 3: IDENTIFY AND NOTIFY STAKEHOLDERS

At this point, you have identified staff roles and expectations and your anticipated community interest in the project. Now it is time to narrow down who specifically will find the project interesting and impactful. Be sure to also look at how your project fits with existing City plans.

Before you can notify the public of an upcoming project, you should identify your stakeholders (who will need/want to hear your message). The public's time is a gift and it is important to use it wisely, strategically, and without exhaustion.

**For this part,
use two sections
of the worksheet:**



1 - Identifying Stakeholders
(pages 66 - 67)

2 - Review Existing City Plans
(pg. 68)

IDENTIFYING YOUR STAKEHOLDER GROUPS

"Stakeholders" are most easily summed up as anyone who would be impacted by the project. While the broader public should always be informed and included on a project, stakeholder groups are a distinct list of people, neighborhoods, businesses, and organizations that are affected by the project and should be specifically engaged. These are also the people who generally will spend more time and effort contributing to the project.

Who are potential stakeholders?

Take into consideration a cross-section of the community to include people of all races, colors, national origins, genders, languages, and incomes. Expect that your list will grow as the project progresses and individuals or groups show interest in the project. Be flexible to involve new stakeholders at any time.

A sample list of potential stakeholders may include:

- Business leaders
- Civic organizations
- Community organizations
- Faith-based communities
- Neighborhood associations
- Individuals with disabilities
- Older adults
- Youth and young adults
- Home owners and/or renters
- University population
- Partner organizations
- ESL community
- Populations traditionally under-represented

If you need ideas on where to find specific densities of people, consider partnering with GIS staff members for power-mapping or heat-mapping. GIS can overlay data on a map to help seek out specific demographics.



Who will be impacted positively or negatively?

- Consider geography - who lives, works, plays, or commutes in the project area?
- Think about both external and internal stakeholders. External stakeholders include anyone outside of the City organization. Internal stakeholders can be other City departments, City Council, City employees, and Boards and Commissions that could be impacted, included, or asked questions.

Who NEEDS to know about this?

- Is there a legal requirement?
- Which groups/individuals are directly impacted versus groups indirectly impacted?

Who can or will contribute to this conversation?

- Who are the experts?
- Are there outside resources who can speak to the project/topic?
- What other government agencies have done similar projects and what can we learn from them?

Who could stop this project?

- What is the potential for backlash on a project and who could potentially be negatively impacted?
- Remember it is just as important to hear/understand the oppositional views so they can be addressed.

Who might be hard to reach?

- Specifically identify hard-to-reach stakeholders such as youth, the elderly, and people with low English proficiency, low incomes and/or disabilities. Collaborate with groups or organizations who work with these types of stakeholders to figure out the best ways to reach/engage them.

Don't forget internal stakeholders!

- The Communications Manager and Communications team should always be kept in the loop on projects. The team also serves as a resource for implementing all stages of engagement.
- City Councilors not only represent the community, they are part of the community. They are a great resource for gauging public interest and feedback. They should also be kept apprised of communications going out to neighborhoods.
- The City is filled with experts on a multitude of topics. Early and systematic consideration of the internal stakeholders for your project can help to identify issues before they become critical.
- Involve other City departments during your planning phase. Consider using the Intranet, an email, or initial coordination meeting to present project basics to various departments and to ask if there are special communication needs.

Once you identify your stakeholders, determine the best notification methods (see "City Tool Box").



STEP 4: PROVIDE BACKGROUND INFORMATION

The public cannot provide helpful feedback if they don't have the background and information about a project. It is important to make sure information is available to anyone who wants to see it. Guiding Golden has the ability to host all of that information for online users. Also make sure the information can be provided in a printed format for anyone who does not use the internet. Think about what materials will best describe the project and where those materials will be best seen. For instance, what you put on the website might not be the same as what you would use at a community meeting.

For this step use:

- City Tool Box
(pages 29 - 32)



INFORMATIONAL MATERIALS MAY INCLUDE:

- Documents
- Memos
- Videos/Photos
- Council meetings (minutes/video)
- Maps
- Links to City web pages with information on a given topic
- Historical data/information
- What else?



STEP 5: ENGAGE THE COMMUNITY

Your project mission should serve as an invitation to the public. Remember that community members choose to receive information in different ways, and there is no one-size-fits-all. Very few tools or techniques result in successful public engagement on their own. Typically, a variety of tools are needed. Use as many avenues as you can to reach the most amount of people. However, be sure that all roads lead back to ONE place for the most updated information. In many cases, this will be www.GuidingGolden.com.

The “Tools” we reference are existing city resources available to you for information sharing, engaging, and gathering.

The “Techniques” are broken down into three groupings, and will help you to think through various ways to inform and engage.

THE THREE TECHNIQUE SECTIONS:

- To share information
- To bring people together
- To collect and compile input

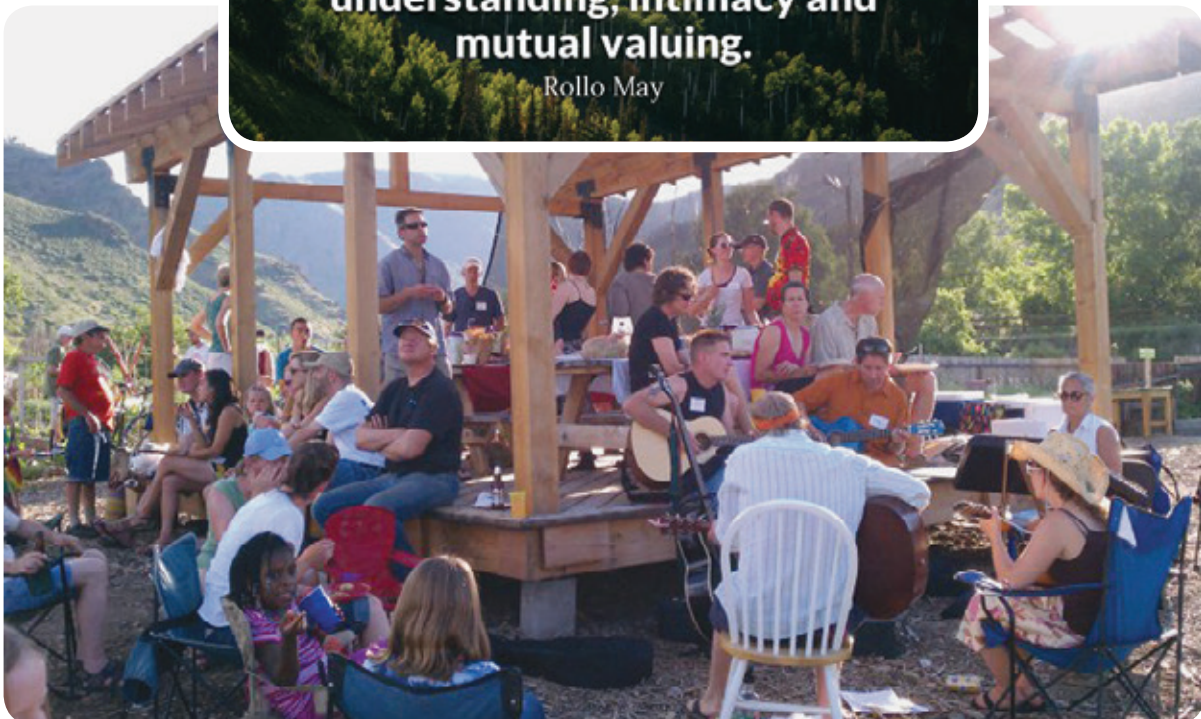
For this step use:



- **City Tool Box**
(pages 29 - 32)
- **Techniques to Share Information**
(pages 34 - 37)
- **Techniques to Bring People Together**
(pages 38 - 44)
- **Expected Methods of Involvement**
(pg. 69)

Communication leads to
community, that is, to
understanding, intimacy and
mutual valuing.

Rollo May



STEP 6: EVALUATE FEEDBACK & PROCESS

“We asked, you said, we did”

There are two types of evaluations needed. The first is to collect and evaluate the data you received from the public.

- Assign one person to be in charge of all collected data
- Decide in advance how data will be collected (spreadsheets, Word documents, graphs/charts, etc.). Your method will depend on how the data will be used by the decision-makers. For instance, will Council need to see each direct quote, or is a summary of opinions a better way to present the information?
- Make sure to assign staff to collect data throughout the process, instead of trying to compile it at the very end. This helps to ensure records are being kept while things are still fresh on their minds, and any questions about the feedback can be answered in a timely fashion.
- Consider what types of questions you will ask the public, and what the public may ask of you. Understand you will receive positive and negative feedback, so decide how you will present both sides.

For this part, use:

- **Post Participation Evaluation** (pg. 70)



The second type of evaluation takes place once the project is complete. Consider how the process can be refined to ensure meaningful public engagement in the future. Simply using a set of techniques or tools won't guarantee meaningful results. Answering these questions will help those working on future projects.

- What worked?
- What didn't work?
- What could've been done differently?
- What went better than expected?

The project manager must designate someone to collect and organize all public feedback. It is imperative that the information be stored in a way that can be easily accessed by staff and the Communications team. A summary of public feedback and how it was used needs to be available to the community as well.

METHODS OF EVALUATION

You can measure the quantity and response to many public engagement activities including:

- Website activity - hits, downloads, comments submitted.
- Emails and phone calls received.
- Attendance at public hearings and meetings.
- Timeliness of informational materials on the Web.
- Validity and accuracy of mailing and email lists used.
- Spreadsheets/Word Docs/other familiar methods to store the documentation. Think of something to which you can easily add information and then present it to the decision-makers.



STEP 7: FOLLOW THROUGH WITH THE PUBLIC

Once public feedback has been collected and considered, summarize how their opinions, thoughts and ideas were considered, and explain the rationale for how decisions were made. Whenever possible, make this information available to the public using the same tools and techniques you used to collect the feedback in the first place. Provide rationale for why one alternative was chosen over others and why decisions were made to move forward.

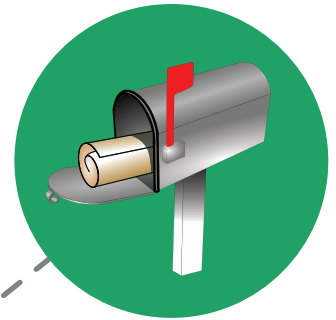
When the public takes the time and effort to give us their feedback, we need to make sure we let them know how valuable they are and how much we appreciate their effort. Put in the time to let our community know they have been heard. The best ways to share this information is by using the same tools you used to inform and engage.

For this part:

- **Review the entire worksheet**
(pages 61 - 70)
- **City Tool Box**
(pages 29 - 32)



CITY TOOL BOX







-&- Community Engagement Techniques



CITY TOOL BOX

These are tools the City currently has available for your use. Once the tools are chosen, it is the responsibility of the project manager and their staff to pick dates, locations (when appropriate), and designate someone to ensure the tools are kept up-to-date with the latest information.




The Communications staff can assist with creating a timeline and providing training on the various tools. Keep in mind this is a fluid list and tools can be added or subtracted at any time.

| Tool | Description | Reach | Engagement Level |
|--|--|--|---|
| <p>Golden Informer</p>  | <p>Printed newsletter that goes out monthly - 11 months of the year</p> | <p>Delivered by post office to every address within the City limits - appx. 10,000 addresses</p> | <p>Entire community:</p> <ul style="list-style-type: none"> • Inform • Involve |
| <p>Postcards</p>  | <p>Mailed to specific addresses</p> | <p>This is best used if a project has a smaller scope and affects certain areas more than others.</p> | <p>Selected residents and businesses:</p> <ul style="list-style-type: none"> • Inform |
| <p>Water bill inserts</p>  | <p>A flyer that goes out with monthly water bills</p> | <p>Will reach everyone who receives a water bill from the City (this may leave out some renters) Appx. 5,500 addresses/month</p> | <p>Every business and household:</p> <ul style="list-style-type: none"> • Inform |
| <p>Social Media</p>  | <ul style="list-style-type: none"> • Facebook • Twitter • NextDoor • YouTube | <p>Facebook:</p> <p>City of Golden - <i>CityofGolden Colorado</i></p> <p>Police - <i>GoldenCOPolice</i></p> <p>Fire - <i>GoldenCOFire</i></p> <p>Visit Golden - <i>VisitGoldenCO</i></p> <p>Twitter - <i>@CityofGolden</i></p> <p>NextDoor can target specific neighborhoods, but only reaches those signed up for the service</p> | <p>Public inside Golden:</p> <ul style="list-style-type: none"> • Inform • Consult • Involve • Collaborate • Empower <p>Public Outside Golden will be reached as well. May be useful or may not.</p> |



| Tool | Description | Reach | Engagement Level |
|---|---|--|--|
| E-newsletter  | Newsletter sent electronically through email to subscribers once per week (every Tuesday) | 1,800 subscribers currently | Anyone can sign up for the e-newsletter, but the information is very Golden specific, so likely it is mostly residents and business owners |
| City of Golden Website  | cityofgolden.net Government website | Can reach anyone who goes to the site. We can create a dedicated URL that will go to a city page to simplify the path to information | Inform |
| Guiding Golden Website  | GuidingGolden.com Golden's Community Engagement website | This is typically where we put all information about a project and ways to engage online. See pages 49 - 53 for a comprehensive look at options and ideas for using this tool. | <ul style="list-style-type: none"> • Inform • Consult • Involve • Collaborate • Empower |
| Golden Media/ Press Releases  | Golden Transcript, local e-newsletters and blogs | Communication Manager has a list of these contacts to specifically reach Golden residents. | Be sure to deliver a consistent message to the media, but keep in mind it is the discretion of each reporter to decide how much detail they want to provide to the public. |
| Broader Media/ Press Releases  | TV stations, regional/state newspapers, online news sites, and blogs | Communication Manager has a list of these contacts to reach the broader community outside of Golden | Inform - keep in mind this is not guaranteed. It is to the discretion of the media outlet |
| GCO.tv  | Golden's cable channel run by the City | Only for cable subscribers at the moment, but soon the channel will be live-streamed so anyone can watch it online as well | <ul style="list-style-type: none"> • Inform |



| Tool | Description | Reach | Engagement Level |
|---|---|--|---|
| <p>City Videographer</p>  | <p>City employs a videographer who can put together simple videos for social media, longer videos, and record public meetings</p> | <p>Depends on where the video is released. Social media, GCO.tv, YouTube, websites are some options</p> | <ul style="list-style-type: none"> • Inform <p>This is a good way to personalize/humanize/visually explain a particular project.</p> |
| <p>Variable Messaging Boards (VMB)</p>  | <p>Electronic signs that can be placed on streets or thoroughfares</p> | <p>There are five VMBs owned by the city. Use is to the discretion of the Streets and Police departments</p> | <p>Inform - this only allows for very basic information: who, what, where, when</p> |
| <p>Intranet</p>  | <p>City's internal communication channel for employees</p> | <p>This can be used for alerts or heads up on parts of the project that may impact other departments</p> | <ul style="list-style-type: none"> • Inform • Engage |

Community Engagement Techniques*

The following pages contain information on various engagement processes. It also gives you insight on how to think through each technique, what can go right, and what can go wrong.

Additionally, you will find pros and cons to various engagement techniques.

CONTENTS

- Techniques to Share Information**..... p. 34
- Techniques to Bring People Together** p. 38
- Techniques to Collect and Compile Input**..... p. 46

**The techniques included in this section come from © International Association for Public Participation, iap2.org. The techniques have been adapted to better suit the specific needs of the City of Golden.*



TECHNIQUES TO SHARE INFORMATION

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|---|--|---|
| Utility Bill Inserts | | | |
| Information flyer included with monthly utility bill. | <p>Design a flyer to fit on a normal size sheet of paper (8.5" x 11").</p> <p>Make it eye-catching and easy to read.</p> | <p>Widespread distribution within the City limits of Golden.</p> <p>Economical use of existing mailings.</p> | <p>Limited information can be conveyed.</p> <p>No guarantees people will read it or take the recommended next steps to get more information.</p> |
| Briefings | | | |
| Use regular meetings of social and civic clubs and organizations to give yourself a platform for information and education. Examples of target audiences: Golden Rotary, Golden Civic Foundation, Golden Lions Club, Golden Optimists, Downtown Business Association, PTAs, etc. | <p>Keep it short and simple. Visuals and/or handouts are a plus. Use your short time wisely, then stick around to answer questions after the regular meeting if possible.</p> <p>Don't forget to brief your internal stakeholders before releasing information to the public!</p> | <p>Opportunity to reach a wide variety of individuals who are already invested in the Golden community.</p> <p>Similar presentations can be used for different groups.</p> <p>Builds community goodwill.</p> | <p>Project stakeholders may not be in the room.</p> <p>Takes significant staff time and resources.</p> |
| Centralized Contacts | | | |
| Identify designated contacts for the public and the media. There may be more than one, depending on the complexity of the project. | <p>Make sure the Communications Manager is aware of which project team member to contact with media inquiries. Send all media inquiries to the Communications Manager first.</p> <p>The public also needs a way to reach staff who can answer questions in a timely manner.</p> | <p>Questions and comments get directed to the appropriate person quickly.</p> <p>Gives people "accessibility" to the project team.</p> <p>Communications Manager provides a good filter to manage media.</p> | <p>Designated contact must be committed to and prepared for prompt and accurate responses.</p> <p>May not be able to answer or don't feel comfortable answering some questions.</p> <p>Significant staff time may be needed to respond to the public.</p> |



TECHNIQUES TO SHARE INFORMATION

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|---|--|--|--|
| Hot Lines | | | |
| Identify a separate line for public access to pre-recorded project information and the ability to leave a message. | <p>Make sure someone is assigned to update the hotline regularly.</p> <p>If messages are left, a staff member needs to respond quickly.</p> | <p>Controls information flow.</p> <p>Conveys image of “accessibility.”</p> <p>Easy to provide updates on project activities.</p> | <p>Outdated messaging on a pre-recorded line does more harm than good for reputation.</p> <p>Designated contact must be committed to and prepared for prompt and accurate responses.</p> |
| Electronic Forums, Social Media Groups, and Email | | | |
| These all use electronic mailing lists. With forums and social media groups, anyone can register to receive all messages sent by any participant. With email, someone needs to create and maintain an electronic distribution list for the project. | <p>People read and share emails quickly, so be sure the most important information is at the very beginning with a good title line.</p> <p>Be sure to have the materials in a printed form as well for anyone who prefers.</p> <p>This is a good way to notify stakeholders of new materials, new information, upcoming meetings, and invitations to engage.</p> | <p>You know you are reaching stakeholders who have a particular interest in your project.</p> <p>Sharing this type of transmission is very easy for people and can help your efforts to spread the word.</p> | <p>Social media groups must be consistently monitored. Expect negative comments as well.</p> <p>Email lists are difficult to maintain. Email addresses change more frequently than postal addresses.</p> <p>You run the risk of “cluttering” the inbox of your stakeholders. Be judicious about how often you send emails.</p> |
| Press Releases and Press Packets | | | |
| <p>Press release: a statement or story prepared for distribution to media outlets.</p> <p>Press packet: provide resource and background information in addition to the press release. Good to include visuals.</p> | <p>Work with the Communications Manager (CM) to formulate a proper press release. The CM maintains a distribution list of media and can send out releases for you.</p> <p>Make sure materials are available in hard copy and electronically.</p> <p>Use correct style and format (AP Style).</p> | <p>Informs the media of project milestones.</p> <p>Press release language is often used directly in articles.</p> <p>Ensures information is vetted and in proper form for media consumption.</p> | <p>Media outlets get dozens of press releases every day, so it could easily be missed or discounted.</p> <p>No control over where the information is placed.</p> <p>Messages can be interpreted or twisted in negative ways.</p> |



TECHNIQUES TO SHARE INFORMATION

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|---|---|---|--|
| Printed Public Information Materials | | | |
| <ul style="list-style-type: none"> • Fact Sheets • Newsletters • Brochures • Progress Reports • Direct Mail Letters • Direct Mail Postcards | <p>Keep information short and simple so it is easy to read and digest.</p> <p>Make it visually interesting but avoid a “marketing” look.</p> <p>Include an avenue for engagement on your printed materials.</p> <p>Be sure to explain the public’s role and how public comments affect project decisions.</p> <p>Include contact information and web links.</p> | <p>Can reach large target audience.</p> <p>Encourages full understanding of a project and engagement opportunities.</p> <p>Facilitates documentation of public involvement process.</p> | <p>Only as good as the mailing list/distribution network.</p> <p>Limited capability to communicate complicated concepts, and leaves room for misunderstanding.</p> <p>No guarantee materials will be read.</p> |
| Videos | | | |
| <p>Golden has an in-house videographer who can produce videos and record presentations, so people who could not attend in person have access.</p> <p>We have access to our Comcast cable channel, YouTube, our websites, and social media for distribution of videos.</p> | <p>Make sure there is someone who can be interviewed on camera.</p> <p>Think about what visuals will make the story interesting.</p> <p>How can it be personalized to hit on values?</p> | <p>A good way to give a broader audience visual access to meetings and information.</p> <p>Opportunity to make a project more relatable and understandable.</p> <p>A good, visual way to document engagement.</p> | <p>Can be difficult to gauge the impact on the audience.</p> <p>Must be planned well in advance with the Communications Department.</p> |
| Information Kiosks | | | |
| <p>A station where project information is available. Can be staffed or not.</p> | <p>Best located in high-traffic pedestrian areas. Can be permanent or used temporarily during short-term events.</p> | <p>Gives public easy-to-access information and a good way to increase awareness about a project.</p> | <p>Make sure the kiosk is secure and well stocked. Need to designate someone to check on it so that supplies do not run out or equipment isn’t broken.</p> |



TECHNIQUES TO SHARE INFORMATION

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|---|---|--|--|
| Websites | | | |
| <p>Websites provide information and links to all pertinent information. These can be updated quickly and are good tools for online engagement. But there is a responsibility to keep information updated at all times, and respond quickly to the public when needed.</p> | <p>A good home page is crucial.</p> <p>For engagement, use www.GuidingGolden.com.</p> <p>For long-term information, use www.cityofgolden.net.</p> <p>Put the newest information at the top of the page.</p> <p>Keep pages maintained.</p> <p>Work with the Communications Department to get a web page up and running.</p> | <p>A very effective way to put all information in one place, complete with visuals, information, videos, and engagement tools.</p> <p>Gives the public a forum for engagement and information gathering.</p> <p>Can be updated easily and quickly with the latest information.</p> | <p>Not all stakeholders use or have access to the Internet. They may also not know how to properly sign up or utilize engagement tools.</p> <p>Online engagement leaves the door open for negative feedback as well as positive.</p> <p>Large files/videos can take a long time to download.</p> |
| Add Your Own Tool | | | |
| | | | |

**Adapted from © International Association for Public Participation, iap2.org.*



TECHNIQUES TO BRING PEOPLE TOGETHER

Small Group Options

Due to the size and population of Golden, there are more opportunities to have these types of meetings.

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|--|--|--|
| Charrettes | | | |
| Intensive session where participants design project features. | Best used to foster creative ideas. Be clear about how results will be used. | Promotes joint problem-solving and creative thinking. | Participants may not be seen as representative by larger community. |
| Community Juries | | | |
| Small group of non-expert community members empaneled to learn about an issue and make recommendations. Individuals may be more interested in attending if the conversation is specific and covers a topic they are concerned/passionate about. | Requires a skilled moderator. Be clear about how results will be used. | Great opportunity to develop deep understanding of an issue. Public can identify with the non-expert group. Good way to pinpoint fatal flaws in a plan or gauge public reaction. | Takes a lot of staff time and resources. |
| Coffee Klatches | | | |
| Small meetings within neighborhoods, usually at a person's home. | Make sure a staff member is there to take notes or record any feedback. | Relaxed setting is conducive to effective dialogue. Maximizes two-way communication. | Can take a lot of staff time and resources. |
| Study Circles | | | |
| A highly participatory process for involving numerous small groups in making a difference in their communities. | Study circles work best if you have multiple groups working at the same time in different locations and then come together to share. Study circles are typically structured around a study guide. | Large numbers of people can be involved and still have their voices heard. A diverse group of people can come up with opportunities for action and ideas for change. | Participants may find that the results are hard to assess and may feel that the process didn't lead to concrete action. It may be difficult to reach and engage some segments of the community. |



TECHNIQUES TO BRING PEOPLE TOGETHER

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|---|--|--|--|
| Deliberative Forums | | | |
| <p>A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of community polarization. The goal of deliberation is to find where there is common ground for action.</p> <p>Measures informed opinion on an issue.</p> <p>Questions can be tailored to specific topics allowing for more details conversations.</p> | <p>Considerable planning and preparation may be needed. The deliberation revolves around 3-4 issues/ options that are clearly defined and in a printed form for reference (the more visuals on printed materials the better).</p> <p>Process should be facilitated by a trained moderator.</p> <p>Deliberation should occur in a relatively small group, about 8 - 20 people. A larger public may need to break into several forums, requiring more moderators.</p> <p>Do not expect or encourage participants to develop a shared view.</p> | <p>Participants openly share different perspectives in a respectful way and end up with a broader view on an issue.</p> <p>A diverse group identifies the area of common ground, within which decision-makers can take next steps.</p> <p>Can tell decision-makers what the public would think if they had more time and information.</p> <p>Exposure to different backgrounds, arguments and views.</p> | <p>Participants may not truly reflect different perspectives.</p> <p>Participants are not willing to openly discuss areas of conflict.</p> <p>Opinions are not shared in a respectful manner.</p> <p>This takes a lot of staff time and resources.</p> <p>Skilled moderators may be expensive.</p> |
| Focus Groups | | | |
| <p>Message-testing forum with experts from various target audiences. Can also be used to obtain input on planning decisions.</p> <p>Participants often share common knowledge and can generate quality information.</p> | <p>Hire a facilitator experienced in this technique.</p> | <p>Can involve a variety of people in major decisions.</p> <p>Individuals are experts whose skills benefit the process.</p> <p>Can lead to very detailed ideas, recommendations, and processes.</p> | <p>Logistically challenging.</p> <p>May be difficult to gain commitment from a variety of stakeholders. If stakeholders are too like-minded, the outcomes can be skewed. Other stakeholder groups may be unintentionally overlooked and feel unrepresented.</p> <p>Resource-intensive.</p> |



TECHNIQUES TO BRING PEOPLE TOGETHER

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|--|--|--|
| Task Forces | | | |
| A group of experts or representative stakeholders selected to develop a specific product or policy recommendation. | <p>Obtain strong leadership in advance.</p> <p>Make sure membership has credibility with the public.</p> | <p>Findings of a task force of independent or diverse interests can have greater credibility.</p> <p>Provides constructive opportunity for compromise.</p> | <p>Task force may not come to consensus or results may be too general to be meaningful.</p> <p>Time and labor intensive.</p> |
| Ongoing Advisory Groups | | | |
| <p>A group of representative stakeholders assembled to provide public input to the planning process.</p> <p>This is different than a task force in that it's designed to come up with ideas rather than specific policies.</p> | <p>Define roles and responsibilities up front.</p> <p>Be forthcoming with information.</p> <p>Use a consistently credible process.</p> <p>Interview potential committee members in person before selection.</p> <p>Make sure a staff member is present at each group meeting to take notes and keep records.</p> | <p>Participants gain understanding of the entire project, hear other perspectives, and find ways to compromise.</p> <p>Community feels that their collective voices have been heard through the group.</p> | <p>General public may not embrace committee's recommendations.</p> <p>Members may not achieve consensus.</p> <p>Decision-makers may not take group's advice and will need to explain why.</p> <p>Time and labor intensive.</p> |
| World Cafe | | | |
| Bringing people together in simultaneous rounds of conversation about questions that matter, but in a more naturally social, cafe-style setting. | Room setup is important. Allow for plenty of room between tables and provide table hosts to set guidelines and take notes (but not facilitate) the conversation. Four participants at each table is ideal. | Can foster meaningful discussion of a topic among participants who otherwise would not listen, talk, or share with one another. | The room can get very noisy during this type of event, so venue selection is important. |



TECHNIQUES TO BRING PEOPLE TOGETHER

Large Group Options

An in-person meeting is traditionally the best way to inform and engage the community at large. Face-to-face communication is one of the best ways to develop understanding between the City and the public.

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|--|--|--|
| Open Houses | | | |
| <p>An open house encourages people to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate part of the project or issue. Staff on hand at each station to guide people through the exhibits and answer questions.</p> <p>There is typically no formal presentation and people can come and go at any time during the meeting.</p> | <p>Someone should explain format at the door.</p> <p>Have each participant fill out a comment sheet to document their participation. Use feedback as part of the process.</p> <p>Be prepared for a crowd all at once - develop a meeting contingency plan.</p> <p>Encourage people to draw on maps or use sticky notes to actively participate.</p> <p>Set up stations so that several people (6-10) can view at once.</p> | <p>Fosters small group conversations in a relaxed setting.</p> <p>Ability to share a lot of information in one organized event through different stations, covering different aspects of a project.</p> <p>Ability to answer on-the-fly questions, eliminating follow up through email and phone calls.</p> <p>Attendees have a face and a name of an employee who becomes a credible contact.</p> | <p>If information is broken up into too many stations, it can be difficult for the public to gain full understanding of the whole project.</p> <p>Staff time and resource intensive. Can be difficult to document public input.</p> <p>Attendance is likely not a good representation of the entire community.</p> |
| Public Meetings | | | |
| <p>An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments at the end.</p> | <p>Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public.</p> <p>Review all materials and presentation ahead of time. Keep presentations concise, without any complicated jargon.</p> | <p>Ability to share a lot of information in one organized event. Everyone hears the same thing at the same time.</p> <p>Allows for a controlled message with follow-up Q&A.</p> <p>Helps to build understanding about the community's concerns and may help build consensus.</p> | <p>Wordy presentations can be a deterrent. Individuals lose focus if presenter is not adequately prepared and/or long-winded.</p> <p>Can escalate out of control due to high emotions.</p> <p>Not a productive venue for collecting community input and has limited engagement.</p> <p>Time and staff intensive.</p> <p>Often not well attended.</p> |



TECHNIQUES TO BRING PEOPLE TOGETHER

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|---|---|---|
| Workshops | | | |
| An informal public meeting that may include presentations and exhibits but ends with interactive working groups. | <p>Know how you plan to use public input before the workshop.</p> <p>Make sure adequate staff is on-hand to answer questions, have conversations, and encourage feedback.</p> | <p>Participants feel a stronger connection to the full group because they have talked to people at different stations/tables.</p> <p>Good questions help people move from raising concerns to learning new views and co-creating solutions.</p> | <p>Participants resist moving from station to station.</p> <p>Reporting results at the end becomes awkward or tedious for a large group.</p> <p>If information is broken up into too many stations, it can be difficult for the public to gain full understanding of the whole project.</p> <p>Requires a lot of preparation and staff time.</p> <p>Asks for a big time commitment from the public.</p> |

TIPS AND TRICKS:

- Break down information into stations throughout the room.
- Display visuals that help tell your story.
- Make sure you have a staff member at each station.
- Provide the public with Sticky Notes for feedback.

TIPS FOR CREATING MESSAGES:

- Determine who will lead the education/engagement process.
- Use plain language (not jargon or acronyms) and make sure the information is relevant to your audience.
- Set realistic goals and then manage expectations of residents, stakeholders, staff, and City leaders in how information will be processed and used to influence the outcome.

- Don't underestimate the level of interest your project could create.
- The project manager is responsible for ensuring the proper resources are in place (funds, time, staff, etc.) to properly execute a plan.



TECHNIQUES TO BRING PEOPLE TOGETHER

Non-Traditional Options

Younger generations are typically more willing to consume information and engage in these ways, rather than the more traditional ways.

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|--|--|--|
| Online Platforms | | | |
| <p>These include web-based meetings, Guiding Golden, Social Media, etc.</p> <p>Online engagement gives people access to information in advance of public meetings, helping to make other types of meetings more productive.</p> | <p>Tailor your message to the audience.</p> <p>Use tools such as videos, photos, maps, surveys, and other polling devices to help engage the community.</p> | <p>Cost and time efficient.</p> <p>Information can be updated and supplemented daily if needed.</p> <p>Gives people access to information in advance of public meetings/hearings, helping to make those forums more productive.</p> <p>Can include a broader audience.</p> <p>People can participate at different times or at the same time.</p> | <p>Moderation of online conversations can be difficult and time consuming.</p> <p>Negative comments could outweigh positive comments.</p> <p>If information gets outdated, people will stop using this as a resource.</p> <p>Some people do not own or use computers. Some stakeholder groups will be left out if this is the only form of engagement.</p> |
| Fairs and Events | | | |
| <p>Take advantage of events already happening to provide project information, raise awareness, and possibly collect feedback.</p> <p>You can incorporate games and giveaways to make the information-sharing fun and attractive to crowds.</p> | <p>Focus on events that attract a local crowd rather than visitors. Golden-centric events include Movies and Music in the Park, National Night Out, Golden Bicycle Cruise, etc.</p> <p>Events with larger visitor crowds include Buffalo Bill Days, 4th of July, Candlelight Walk, etc.</p> <p>Make sure adequate resources and staff are available.</p> <p>Work with City Special Events Coordinator to work out a plan: events@cityofgolden.net</p> | <p>Staff can interact with the public in a relaxed environment.</p> <p>Attendees will be less likely to have pre-conceived notions that may skew their responses.</p> <p>Staff can capture info from individuals who don't normally engage.</p> <p>Builds trust and promotes engagement.</p> | <p>Event hours can be long and often are not during normal work hours.</p> <p>Time and resource intensive.</p> <p>Projects may be too complicated to explain in a casual environment. People may not have enough knowledge to give constructive feedback.</p> <p>Might be hard to capture resident-specific feedback.</p> |



TECHNIQUES TO BRING PEOPLE TOGETHER

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|---|---|--|---|
| Tours and Field Trips | | | |
| <p>Provide tours for key stakeholders, elected officials, advisory group members, the media, and potentially the public.</p> | <p>Know how many participants can be accommodated and make plans for overflow.</p> <p>Plan question/answer session.</p> <p>Consider providing refreshments.</p> <p>Demonstrations work better than presentations.</p> <p>Can be implemented as a self-guided tour with an itinerary and tour journal of guided questions and observations.</p> | <p>Opportunity to develop rapport with key stakeholders.</p> <p>Reduces outrage by making choices more familiar.</p> <p>Gives participants a first-hand view of possibilities and/or impacts to the designated location.</p> | <p>Number of participants is limited by logistics.</p> <p>If tour is in a public space, protestors could potentially gather and disrupt the event.</p> <p>Can be time and resource intensive for staff.</p> |
| Neighborhood Block Parties | | | |
| <p>Typically one portion of a block is closed to thru-traffic to allow for a block party to be set up. This can bring together hyper-local groups of neighbors to share their opinions and learn about a project.</p> | <p>Work with the neighbors in the area to figure out a good date/time/location for this type of event. You don't want to make your event an inconvenience for people. Plan on how you will invite neighbors, how you will present information, and what you hope to get from them. Think about having giveaways or food to entice people to come.</p> | <p>A great way to engage with a very specific neighborhood.</p> <p>Builds transparency, trust, and credibility.</p> <p>People feel that their voices are important and being heard.</p> | <p>Weather can play a big factor in the success of the event.</p> <p>Other neighborhoods might wonder why they didn't get a block party too.</p> <p>Can be hard to keep the focus on the project.</p> |

**Adapted from © International Association for Public Participation, iap2.org.*





TECHNIQUES TO COLLECT AND COMPILE INPUT

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|---|--|---|
| Comment Forms | | | |
| <p>Comments can be collected at public events, either on cards or on mobile devices.</p> <p>Guiding Golden allows for web-based or email-based public comment.</p> | <p>Make sure you have someone collecting any written comments and encourage participants to use comment cards.</p> <p>If using Guiding Golden, be sure to designate someone to check the comments often and respond if warranted.</p> | <p>This is a great tool for documenting comments, thoughts, and ideas.</p> <p>Online: provides an opportunity to collect input from those who might not be able to attend in-person meetings.</p> <p>Provides a mechanism for expanding stakeholder mailing lists.</p> | <p>Does not generate statistically valid results.</p> <p>Online: if comments are public, leaves an opening for negative feedback.</p> <p>Email: only as good as the mailing list.</p> <p>Comment cards: sometimes hard to read handwriting.</p> |
| Computer-based Polling/Surveys | | | |
| <p>Web-based responsive polls.</p> <p>Guiding Golden has this function.</p> | <p>Appropriate for attitudinal research.</p> <p>Be precise in how you set up page; chat rooms or discussion places can generate more input that can be reviewed.</p> | <p>Instant analyses of results.</p> <p>Higher response rate than other communication forms.</p> <p>Allows for input from individuals who cannot attend meetings.</p> | <p>Hard to determine if the poll results properly represent the community as a whole.</p> <p>Cannot control who takes the poll or survey. Results can be easily skewed by special interest groups.</p> |
| In-Person Focus Groups | | | |
| <p>Focus groups with standardized questionnaire or methodology such as "stated preference."</p> | <p>Make sure use of results is clear before technique is designed.</p> | <p>Provides traceable data.</p> <p>Can reach broad, representative public.</p> | <p>Takes a lot of staff time and resources.</p> |



TECHNIQUES TO COLLECT AND COMPILE INPUT

| Technique | Think It Through | What Can Go Right? | What Can Go Wrong? |
|--|---|--|---|
| Interviews | | | |
| One-on-one meetings with stakeholders to gain information for developing or refining public participation and consensus-building programs. | Where feasible, interviews should be conducted in person. Be sure to take notes. | Provides an opportunity for in-depth information exchange in non-threatening forum. Provides chance to get feedback from stakeholders. Can be used to evaluate potential community interest. | This can be very time consuming for staff. May not give a rounded perspective unless there are multiple interviews with a variety of stakeholders. |
| Mailed Surveys and Questionnaires | | | |
| Inquiries mailed randomly to sample population to gain specific information for statistical validation. | Make sure you need statistically valid results before making an investment. Survey/questionnaire should be professionally developed and should avoid bias. Most suitable for general attitudinal surveys. | Provides input from individuals who might not otherwise engage with the project. Provide input from cross-section of public, not just special interest groups. Statistically valid results are more persuasive with political bodies and the general public. | Response rate can be low. For statistically valid results, can be labor-intensive and expensive. Level of detail may be limited. |

**Adapted from © International Association for Public Participation, iap2.org.*





Guiding Golden Best Practices

[GuidingGolden.com](https://www.guidinggolden.com) is currently the most effective tool used by the City of Golden to engage the public in an online forum. This is a great place to put all the detailed information about a project, give the public a project timeline, update information frequently, and provide to the public a variety of ways to be involved.

Sometimes you don't need an entire project section on Guiding Golden. There are times you simply need to answer someone's question in a public forum. Ask Golden, a section on the Guiding Golden website, gives you that platform. With assistance from the Communications Department, you can present a question and then give an answer. This is also a place where the community can submit questions for us to answer.

For anything beyond the simple Q & A, you will work with the Communications team to initially create a page on Guiding Golden. They can help you determine which tools would be most effective on a project and get them implemented.

However, it is up to individual project managers to maintain, update, and respond to the public on Guiding Golden on a regular basis.

The Communications team can also answer questions on how to respond, what tools might work, and to make major changes to your project page.

GUIDING GOLDEN PROVIDES SEVERAL LEVELS OF ENGAGEMENT TOOLS:

- **Open Environment Tools** allow participants to engage with each other, and all comments are visible to the public.



- **Pro:** This is the most open type of forum to allow for full expression, conversation and sharing of ideas.



- **Con:** By opening up the floor, you are inviting both constructive and destructive thoughts/ideas/criticisms.

- **Mixed Environment Tools** allow participants to see the contributions of others, but there is little opportunity for online conversations to take place.



- **Pro:** This gives everyone a chance to have their say, without fear of negative feedback to their opinions.



- **Con:** This limits the ability for the public to engage each other in a conversation.



- **Controlled Environment Tools** give you the opportunity to collect feedback but it is not visible to the public unless you decide to make it so.



- **Pro:** Allows you to collect and store all feedback out of public view, until you decide what you want to do with the data. Also may allow for more honest feedback if it's not immediately in the public view.



- **Con:** Although residents get the opportunity to give you their opinions, it doesn't feel as much like engagement because they cannot see what's happening with their information. If you choose to use this method, it is very important to be sure you follow up on the website to let people know how the data was used and why.

A complete description of each tool available on Guiding Golden is on the next few pages.



What Tool for What Purpose on Guiding Golden?

EngagementHQ Tools Spectrum

Managing your project communications



Open environment

Participants can engage with each other. Comments, images and ideas are visible to the community



FORUM

The Forums tool creates a space for discussion, dialogue and debate. People share their experiences with others, ask questions in a safe and interactive environment.

IDEAS

Ideas provides "virtual" post-it notes for individuals to add their ideas to a collective board. People like the ideas that inspire them most, helping align your priorities with what matters most to the community.

PLACES

Places is a simple way to gather community feedback and ideas directly on a map. Participants drop a "pin" in the area of concern, add photos and then fill in a quick survey.

Mixed environment

Participants can see other participant contributions. However, there is little peer-to-peer interaction. Some data may be visible to the public, other data is just accessible by admin.



STORIES

When we tell or hear a story, neuroscience tells us that we experience things on a higher and more resonant level. Stories helps your community better understand, empathize and relate to others as well as your project goals.

GUESTBOOK

Guestbook keeps things simple; people are only able to upload comments, which are moderated to manage what appears publicly. No other interaction is enabled.

QUESTIONS

Questions is an issues management and communications risk mitigation tool. It is a managed space for your community to ask you questions and for you to respond either publicly or privately.

Controlled environment

Participants cannot engage with each other. Data is stored in the backend and only accessible by admin.



POLLS

Polls encourage people to give a quick answer on one question, selecting from multiple choice answers. They are able to instantly see the Poll results, piquing their interest and giving you real time insight.

SURVEYS

The Surveys tool gives people an opportunity to voice their opinion in a convenient and guided way, which has historically shown higher response rates than other formats.

To select the right tool for your consultation, first decide on the type of engagement environment you are comfortable operating in: Open, Mixed or Controlled.

OPEN ENVIRONMENT – Participants can engage with each other. Comments, images and ideas are visible to the community.

MIXED ENVIRONMENT – Participants can see other participant contributions, but there is little peer-to-peer interaction. Some data may be visible to the public while other data is just accessible by admin.

CONTROLLED ENVIRONMENT – Participants cannot engage with each other. Data is stored in the backend and only accessible by admin.

Each of these environments has a range of tools that are suitable for use on their own or in combination with others as part of a more thought out methodology. You can also change the name of any tool used to better suit your needs.

Understanding what you want to learn from the community and how you want to learn it will be a key determining factor for your tool selection. Remember, your engagement tool selection and methodology are only the vehicle for collecting your feedback. Think about what you would like to learn from your community before you select your tools to engage with them.



OPEN ENVIRONMENT TOOLS

These tools allow participants to engage with each other. Comments, images and ideas are visible to the community.

Forums

Forums allow the community to interact with each other in threaded conversations. You can even use them to like or dislike someone else's comments. For open discussion, nothing beats a forum. This tool promotes openness and a willingness to trust your community to discuss the issues that matter most to them. This tool is supported by Engagement HQ 24/7 moderators.

Ideas

This tool allows you to propose a question and get the community to contribute ideas. Ideation is an important part of designing a solution to a problem and this tool facilitates brainstorming. This tool works great as part of a broader methodology.

Places

If you're looking to capture information about an issue that requires you to identify geographic information, Places is the best tool for you to use. Places allows you to collect pin marker responses to capture the information you need. You can use this tool to get the community to identify service requirements, issues or even for options testing. You can even highlight areas for comment, create different categories and customize the experience to suit your needs.

MIXED ENVIRONMENT TOOLS

Participants can see other participant contributions, but there is little peer-to-peer interaction. Some data may be visible to the community while some data is accessible only by the administrator.

Stories

Empathizing with the community is essential for understanding the "lived" experience in relation to an issue or event. This tool allows people to share rich-media including videos and images. It also allows the contributor the option to receive comments on their contribution and also a sentiment tracking feature so that people can like or dislike these comments. Use this tool as part of a design thinking methodology to understand the community's needs and desires.

Guestbook

Use this tool if you would like the community to be able to respond to an issue without promoting debate in the same way a forum works. This tool operates in a mixed environment and can be pre- or post-moderated, giving you control over how the messages are curated.



Questions

This tool is great for building a community knowledge bank of questions and allows you to curate responses to publish publicly. Use this tool if you want to open yourself up to queries about your consultation and also for creating centralized “get in touch” pages as part of your site.

News Feed

News articles are a great way to keep your community informed about your consultation when they visit your web page. This could be a medium to communicate important information, highlight events and showcase projects. It is also a way to close the loop by providing feedback on the information received during a consultation. News Feed is unique as it can be used to both provide information and gather feedback, but gathering feedback is optional. The News Feed tool can also be useful for organizing information on your page.

CLOSED ENVIRONMENT TOOLS

Participants cannot engage with each other. Data is stored in the backend and only accessible by the administrator.

Polls

Polls are a quick and easy way to gauge sentiment or options preferences. The best way to use polls is unverified so people can quickly get involved. You might consider using polls as part of an ongoing engagement strategy to continually drive traffic to your engagement space.

Surveys

This is one of EHQ’s most commonly utilized tools. Use surveys when you are trying to quantify a decision, perspectives or collect information. While surveys can also be used for qualitative responses, it is recommend you use the Forum tool for deeper conversations as it operates in a more transparent environment.

Surveys are also the likely tool you will use for accepting formal submissions by utilizing the file upload tool type. Keep in mind that surveys operate in a closed environment so all of the responses will be hidden to your community. This will mean you must report back on the outcomes and input captured with the survey tool to ensure you maintain trust with your community.

These tools can be used in any combination and at anytime, however you should always think about what is interesting, what you want to learn and the risk environment of your project before diving in.



Crisis Management*

HOT BUTTON ISSUES/TOPICS

No matter how hard you try to plan for every scenario, there will always be times you are taken by surprise by public perception. It is important to do our best to be proactive rather than reactive, but it's good to have a game plan should we need to address something unanticipated.

Once a topic has reached the point to address it, the first step is to work with the Communications Department to put the question and an answer to the question in the "Ask Golden" section of www.GuidingGolden.com. Once the response is posted, be sure to alert the Communications Department so they can inform City Council and Management Team to the response, and where people can go to find it.

If an issue continues to escalate in the community, then it's time to look at additional communication methods. You will find those in the Levels of Response section on p. 57.

INDICATORS OF TROUBLE:

There are several good ways to find out if an issue is arising in the community. Look for these indicators yourself, but also listen to the public, fellow staff members, the Communications Department, and City Council to let you know when they hear concerns.

- **Online neighborhood chatrooms - It is more and more common to find neighbors posting information to share with each other in local online forums. Typically, if something is being said that causes concern, either a council member, staff person, or member of the community alerts us to it. If you get that alert, it's reasonable to assume the misinformation has spread and you need to step in.**

At the present time, NextDoor is the most popular online forum among many Golden communities. As a government, we cannot monitor what is written between neighbors on this site. However, our council members can monitor their own neighborhoods, employees who live within the city can see conversations, and our City Manager and Police Chief are also residents who can help spot rumors or issues that may need to be addressed.

- **Emails - When either city staff or the council members get a series of emails from various people asking or commenting on a particular subject, it's time to take action.**

We make our city email address easily accessible to people. These emails are seen by the City Manager's office and the Communications office, who will pass the emails along to the appropriate department or division for response. Keep in mind, for every email you get, there are likely many more people who are hearing the same thing and not writing to us. Take these matters seriously, address the emails quickly, and potentially use some other communication tools to post the accurate information.

- **Guiding Golden - we encourage our community to use this site to reach out to us, give us their feedback, and we can answer any questions they may have. The Communications Department monitors the site overall, but if you have a particular project, you need to make sure someone on your team is regularly monitoring the site so you can quickly act accordingly.**



- **Word of Mouth - LISTEN. If someone tells you about a rumor they heard, don't dismiss it. Start looking into where it came from and how it can be addressed.**

The problem begins when the information gets passed down the line and big errors appear as people add their own interpretation or experiences.

- **Media - If something hits the newspapers, TV channels, or even hyper-local e-newsletters and blogs, you have a guaranteed audience of people who have now heard misinformation. Act on this right away.**

The word "media" no longer refers just to newspaper or TV reporters. Anyone who has built an audience can be considered in the media realm. This includes Golden residents or business owners who send out e-newsletters or blogs on a regular basis. It is important that the media in general knows where to go to find accurate information about the city.

Sometimes, people will take their complaints directly to the broader media. You may get an unexpected email or phone call from a reporter asking questions. Look at this as an opportunity to get the story straight. The best thing to do is listen to their questions, tell them you will look into it, and then contact the Communications Manager to talk through a response. Your responses to media need to be timely... within a few hours, if possible. Many have deadlines and if you miss those, you miss the opportunity to give out factual information.

WHEN YOU ARE IN CRISIS MODE

If the genie is out of the bottle, don't try to put it back in... just work on making sure the genie is heard, and provided with good information. Risk or crisis communication is not based solely on the evidence and facts you have. Now, you are dealing with emotions. The stronger the emotions, the more difficult it is for people to hear and process information. At that point, only the loudest voices get heard.

The main reasons people get tense:

- Feeling they have little to no control over a situation.
- Fear of the consequences/result.
- Feeling that the project leaders do not have their best interest in mind.
- Feeling left out of the planning process.
- Lack of understanding of a situation.
- Facing the unknown.
- Fear of change.

Understanding the mindset is crucial when you are addressing an issue and working to get your message heard above all others. Many of these factors can be avoided with proper engagement on the front end of a project.

**Some information in this section came from <https://consultationmanager.com/risk-communication-5-steps-to-reduce-public-outrage/> and the article "Communicating about risk: strategies for situations where public concern is high but the risk is low" by Claire Hooker, Adam Capon, Julie Leask via the Public Health Research and Practice website www.phrp.com.au.*



LEVELS OF RESPONSE:

Sometimes all it takes to quell a rumor is a conversation. If you react early enough, a simple email, phone call, or in-person meeting can clear the air and subside any mis-information.

If rumors spread wider than one person, you will need to gauge the necessary level of response. Meet with the Communications Manager right away to begin the conversation.

We are a very responsive city, and best practices are to respond to an inquiry from the public within 24 business hours of when it was received.

Response Spectrum



| Low | Moderate | High | Very High |
|---|---|--|--|
| <p>Ask Golden Once a topic has reached the point to address it our first step will be to put our response on the “Ask Golden” page of GuidingGolden.com and then send the information to City Council and Management Team. That way they will be armed with a response, and also have a place to send people for an answer. Work with the Communications Department to accomplish this.</p> | <p>NextDoor Although we cannot monitor conversations, we can start one. You don’t necessarily want to react to every specific rumor, but you can put out information that will reach this audience to share our message, facts, and ways for people to reach us if they have more questions.</p> | <p>City Websites/ Social Media Establish one source for all updated information. Then use the various City tools to inform and engage the community in a conversation. If you are using community engagement tools, such as Guiding Golden or social media, it is crucial that you designate someone on your project team to monitor those sites regularly.</p> | <p>Public Meetings If the more subtle forms of response do not work, it might be necessary to hold public meetings. If this is the case, you want to be sure you have experts on hand to answer all questions, and possibly a moderator if there are very distinct sides to an issue.</p> |



OVERSEE THE MESSAGE, NOT THE REACTION

No matter how well you plan, it is the public who will determine how well your message is received. Don't try to control how people think or feel. Instead, provide timely, evidence-based information on the front end and keep your messaging consistent so you don't cause confusion.

Many best practices refer to this formula: **Risk = Hazard + Outrage**

Dr. Peter Sandman, creator of the formula and renowned communications risk consultant, says the public response to a "hazard" is not the magnitude of the hazard itself, but the level of public "outrage" (concern) about it. Perceptions are not always based on fact, which is why we must address rumors and make sure the public has access to good information. The earlier this can be done, the better.

Although every situation is different, the uncomfortable feeling that misinformation is being spread is a good indication that it's time to take action. If you aren't certain what to do, set up a meeting with the Communications Manager to discuss the situation and possible solutions.



Community Engagement Project Worksheet

This worksheet is intended to help you outline and frame your approach to community/ organizational involvement on a project. Complete as much of the following information as you can. Only fill out the parts that are relevant to your project. Some of the worksheet pages are adapted from © International Association for Public Participation, iap2.org.

Project Name: _____

Project Begin Date: _____ **Expected End Date:** _____

Project Summary: _____

Always consult the Communications Manager before implementing a public outreach plan.

Communications

Staff Lead: _____

Lead Department:

- City Manager's Office
- Community & Economic Development
- Public Works
- Fire Department
- Police Department
- Parks & Recreation
- Finance
- Shared Services
- City Attorney's Office
- Other Divisions
Specify: _____

Other Involved Departments/Divisions:

- Planning & Development
- Streets/Fleet
- Utilities
- Golden Community Center/Splash/Fossil Trace/Cemetery
- Public Safety
- Finance
- City Clerk
- Sustainability
- Environmental Services
- Shared Services
- Other Divisions
Specify: _____



ROLES AND RESPONSIBILITIES

| Roles | Specific Individuals in these Roles | Responsibilities for each Individual for this Step |
|---|-------------------------------------|--|
| 1. Who are the ultimate decision-makers? | | |
| 2. Who has overall management responsibility for public participation? | | |
| 3. Who are the public participation staff members? | | |
| 4. Who are the key technical staff members for this decision? | | |
| 5. Who are the key managers for this decision? | | |
| 6. Who are the individuals who control the resources? | | |
| 7. What individuals outside the decision process might be important to the credibility of public participation? | | |
| 8. What internal resources with special expertise will be important to the process, such as graphics support? | | |
| 9. What outside resources with special expertise will be important in the process, such as independent technical experts? | | |

Additional Thoughts



INTERNAL PERCEPTIONS AND EXPECTATIONS

Directions: Check the appropriate boxes based on the scale below (1 to 5). Then, follow the instructions in the worksheet to score your assessment. Refer to page 20 for more details on the various levels of impact on the Engagement Spectrum.

| Assessment Questions | Very Low | Low | Moderate | High | Very High |
|---|----------|-----|----------|------|-----------|
| What is the legally required level of public participation? | | | | | |
| To what extent do internal staff members believe the public could help improve the outcome of this project? | | | | | |
| At what level do internal staff members perceive public interest in this project? | | | | | |
| What is the potential for the public to influence the decision-making process? | | | | | |
| What level of media interest do you anticipate? | | | | | |
| What is the likelihood that decision makers will fully consider public input? | | | | | |
| What level of resources are likely to be needed to support public participation? | | | | | |
| What is the anticipated level of political controversy? | | | | | |

Scale:

1 - 2 = Very low to low; Spectrum recommendation: at least Inform

2 - 3 = Low to moderate; Spectrum recommendation: at least Consult

3 - 4 = Moderate to high; Spectrum recommendation: probably Involve

4 - 5 = High to very high; Spectrum recommendation: minimum Involve, consider Collaborate or Empower

| Scoring: | | | | | |
|---|----|----|----|----|----|
| 1. Total the number of checks in each column | | | | | |
| 2. Multiply the total of checks in each column by the weighting number in each column | X1 | X2 | X3 | X4 | X5 |
| 3. Enter the result for each column | | | | | |
| 4. Add the column scores together and enter in the next column | | | | | |
| 5. Divide the total score by the number of questions | /8 | | | | |
| 6. Enter the result in the next column. This is the average score: | | | | | |



LEVEL OF COMMUNITY INTEREST

Some projects may be of great interest and/or importance to the community at large. This may include residents, employees, the business community, nonprofits, schools, etc. Some projects may be more controversial or have interest beyond just Golden (e.g. regional or state interest). Think about the type of comments and input you expect to get from various stakeholders. Answer these questions, and be ready to discuss with the Communications Manager.

What decision is being made? Has a decision already been made?

Who is the decision-maker?

What input or type of input would be most meaningful?

What are the biggest issues expected to come up?

What does a successful outcome look like?



How will we measure, report, and celebrate success?

How will we gather data?

How will the data be used?

Other notes:



IDENTIFYING STAKEHOLDERS

City Council

Advisory Boards to be Notified and/or Consulted *(check all that apply)*

- | | |
|---|---|
| <input type="checkbox"/> Community Sustainability Advisory Board | <input type="checkbox"/> Mobility & Transportation Advisory Board |
| <input type="checkbox"/> Downtown Development Authority | <input type="checkbox"/> Economic Development Commission |
| <input type="checkbox"/> Fire Pension Board | <input type="checkbox"/> Planning Commission |
| <input type="checkbox"/> Golden Urban Renewal Authority | <input type="checkbox"/> Public Art Commission |
| <input type="checkbox"/> Historic Preservation Board | <input type="checkbox"/> Citizens Budget Advisory Committee |
| <input type="checkbox"/> Local Liquor Licensing Authority | <input type="checkbox"/> Investment Advisory Committee |
| <input type="checkbox"/> Parks, Recreation & Museums Advisory Board | |

Outside Organizations & Groups Invested in the Process/Project Stakeholders

There are numerous organizations in Golden that work with the community in a variety of ways. Are you planning to involve any of these groups? If so, what will their role be?

Record notes here:

Here is a sample list of organizations that may be interested in being involved in your project depending on the topic.

- Golden Chamber of Commerce
- Jefferson County Public Schools
- Visit Golden
- Golden Merchants
- Cultural Facilities (Foothills Art Center, Miners Alley Playhouse, Quilt Museum, CO Railroad Museum, etc.)
- Jefferson County Economic Development Corp.
- WestConnect Corridor Coalition
- Leadership Golden
- Non-profit organizations (Lions Club, Golden Rotary, Golden Civic Foundation, Golden Optimists, Golden Schools Foundation, etc.)
- Sports leagues and recreation programs
- Senior Resource Center
- Politicians who represent Golden area
- Groups who work with traditionally under-served populations
- Jefferson County - Govt/Sheriff
- CDOT
- JeffCo Open Space



Community Members

When considering who in the community would care or be affected by your project, take into consideration the following:

- Who will be directly impacted?
- Who will be indirectly impacted?
- How does it hit on the public’s values and beliefs? (See sample list of values on p. 11)
- What are potential impacts?
 - Financial
 - Transportation
 - Environment
 - Inconvenience
 - Change to routine
 - What else?
- What stakeholders will be hard to reach/engage; and how will you overcome that?
- What factors might prompt engagement?

Additional Thoughts



REVIEWING EXISTING CITY PLANS

The City (and our partners) have engaged the community in a variety of planning processes and projects in the past. There may be current, relevant data and input that can be used for your project. Determine how your project is related to any existing City plans or projects and consult that project manager (or department) to find information that was gathered as part of that outreach effort. Here are some current plans and reports that had a community outreach component and may have additional data that could be useful for your project. Contact the relevant department, which is noted below, for additional information.

- Golden Vision 2030
- Parks & Recreation Master Plan
- Golden Sustainability Goals
- Clear Creek Corridor Master Plan
- 2019 Community Livability Report
- Various Neighborhood Plans
- Transportation Master Plan
- Annexing Study Area Report



CONNECT with SUSTAINABILITY in Golden

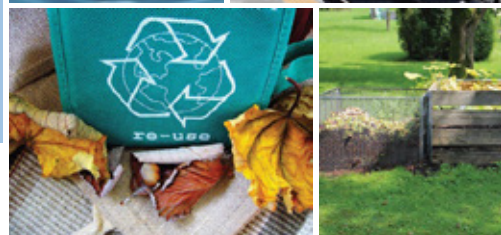
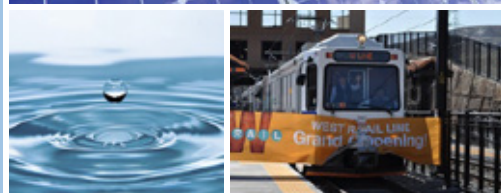
Instagram - Follow [@a_greener_golden](https://www.instagram.com/a_greener_golden/) ([instagram.com/a_greener_golden/](https://www.instagram.com/a_greener_golden/)) for great Golden Sustainability Program photos and updates.

Facebook - Stay up to date on sustainability programs and events by following City of Golden on Facebook [facebook.com/CityofGoldenColorado](https://www.facebook.com/CityofGoldenColorado) & Twitter twitter.com/CityofGolden.

Golden Sustainability Blog - Check out the "What's New" webpage [cityofgolden.net/live/sustainability-initiative/whats-new/](https://www.cityofgolden.net/live/sustainability-initiative/whats-new/) for the latest information on Golden Sustainability efforts and great tips to create a more sustainable lifestyle.

Sustainability Email List - Passionate about sustainability? Sign up online [bit.ly/GreenerGolden](https://www.cityofgolden.net/live/sustainability-initiative/education-outreach/) to receive email updates on ways to share ideas, participate in projects, and contribute your knowledge to Golden's Sustainability Initiative.

More info: <https://www.cityofgolden.net/live/sustainability-initiative/education-outreach/>



EXPECTED METHODS OF INVOLVEMENT

There are numerous ways to get community participation in a project. Start thinking what level is right for your project. Record notes and ideas for the various levels here:

| TYPE/LEVEL OF INVOLVEMENT | EXAMPLE STRATEGIES |
|--|---|
| INFORM (provide information) | <ul style="list-style-type: none"> • Provide information in City publications (i.e. <i>Golden Informer</i>). • Create flyers or bill inserts. • Give updates on-line & on social media. • Have an informational meeting. • Create Guiding Golden Page with background information. |
| Notes on informing strategies: | |
| CONSULT (gather feedback) | <ul style="list-style-type: none"> • Pick an engagement tool to use on Guiding Golden. • Social media. • Conduct stakeholder interviews. • Host a focus group. • Administer a survey. |
| Notes on consulting strategies: | |
| INVOLVE/COLLABORATE (seek continued input and feedback/ information exchange, advice, perspective, and innovation) | <ul style="list-style-type: none"> • Host community meeting(s). • Set up a project committee or task force. • Keep Guiding Golden updated with the latest information, push people to this location for online engagement. |
| Notes on informing strategies: | |
| EVALUATION (communicate how public feedback was used in the decision-making process) | <ul style="list-style-type: none"> • Collect and create metrics from public feedback. • Golden Informer article. • Guiding Golden. |
| Notes on evaluating strategies: | |



POST-PARTICIPATION EVALUATION

| Evaluation Steps | What worked? | What didn't work? | What could've been done differently? | What went better than expected? |
|---|--------------|-------------------|--------------------------------------|---------------------------------|
| Technique used | | | | |
| How info was gathered | | | | |
| How data was used | | | | |
| How did you follow through with the public? | | | | |

Additional Thoughts



THANK YOU

A big thank you to the following organizations for sharing their Community Engagement plans and providing us with information and inspiration to create our own. As Community Engagement evolves, the wheel is being re-invented. The amazing collaboration between cities and agencies in Colorado allow us all to learn from each other and use best practices for the betterment of our relationships with our communities.

Thank You:

City of Golden employees

Golden City Council

City of Boulder

Denver Regional Council of Governments (DRCOG)

Jefferson County Sheriff's Office

City of Parker

City of Lakewood

City of Fort Collins

National Coalition for Dialogue & Deliberation (NCDD)

City of Manitou Springs

Engagement HQ

Connected Realities, LLC

A special thank you to the International Association for Public Participation (iap2). The City of Golden is a member of this valuable organization, and its trainings and guides are a main source for many of the plans, best practices, techniques, tools and worksheets included in this plan.

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