

# CITY OF LONGMONT COMMUNITY ENGAGEMENT GUIDE



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# COMMUNITY ENGAGEMENT PHILOSOPHY

The City of Longmont works hard to provide the highest standard of services to our community. The City has long understood that effective and inclusive community member involvement and engagement is essential to good government, and that elected officials, staff and community members all play important roles in governing. Meaningful cooperation between city government and community members result in the best possible policy decisions.

## INTRODUCTION

In 2001, a staff committee, with community and City Council input, created a community involvement approach for the City. This approach formalized the process for how the City determines what types of community involvement will be most effective and how to achieve involvement that is meaningful, inclusive and productive for our entire community. A plan was developed to recognize and build upon the community involvement efforts that staff was already using, while creating new opportunities and approaches based on the work of the [International Association of Public Participation \(IAP2\)](#).

### Guidelines

The framework consists of the following four principles, which have been adapted from the [IAP2 model](#), to help guide City officials and community members in determining what issues are appropriate for some level of community involvement. Each principle represents an increased level of community involvement. This manual is designed to explain the philosophy of community engagement, as well as give a treasure box of tools and techniques that can be used.

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## Process

The City of Longmont’s community involvement process invites all public and private institutions, and all individuals affected by the City’s decisions to come together to think collectively and act cooperatively to identify issues and to find solutions to them. The City believes that building relationships between City officials and community members and data collect is an important part of community involvement which can help all partners share responsibility for sustaining solutions that are developed and implemented. The City of Longmont’s community

involvement process is a baseline of information and data collection (a pivotal part of any project; a process) which encourages things such as adaptability, cultural competency and informs decision makers and the community. The City has developed a framework for helping City officials and community members to determine what is the appropriate level of community involvement, identify different types of techniques that can be effective in drawing out meaningful public participation on issues.

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## Commitment to Equity

The City believes that community involvement that is accessible, inclusive and diverse is representative of our community and helps decision makers to be informed and consider equity in their decision making.

### **EQUITY PHILOSOPHY**

The City of Longmont’s Equity Team affirms equity as a fundamental value and seeks to build a community

where outcomes are independent of one’s identity. We recognize the social, economic and political forces that have historically and systemically shaped and limited access to opportunities and resources, and we commit to transforming systems to support equitable access to opportunities, resources and power. We will engage in the continual reevaluation and iterative transformation that is the foundation of an equitable community.

# The Americans with Disabilities Act (ADA)

## ACCESSIBILITY – CAPTIONS

All available remote meeting tools the City uses have live captions built into their applications.

It is not uncommon that the City has remote meetings that need to offer Spanish and English language service for communicating with the public. Neighborhood meetings are a good example. For these meetings, it's important to have a translator available who can communicate questions from Spanish to English and vice-versa.

It's also crucial for graphics displayed to the public to have relevant information displayed for both Spanish and English readers.

## ACCESSIBILITY – TRANSLATORS

Some meetings require all information to be shared in two or more languages, requiring a translator. Depending on the need, this may be adding another City staff member, or hiring a professional translator for the meeting.

While captions are helpful to readers with hearing disabilities, an American Sign Language (ASL) translator can be beneficial, as well. While a presenter is speaking, the person with the disability can highlight the ASL translator's feed to watch their signing and understand what is being discussed.

For additional languages, such as Spanish, it is important for the presenter and the translator to communicate on how they will present during the meeting, as they will need to pause to ensure ample time for the other to talk.

A recommended form of presenting is to pause between paragraphs or between slides of a presentation to allow the translator to repeat the content into the additional language.

## TRANSLATORS VS. INTERPRETERS

Translators work with written material while interpreters mediate languages orally or sign.

## LANGUAGELINE INTERPRETATION SERVICES

LanguageLine Services is under contract with the City of Longmont to provide on-demand language interpretation. This includes:

- Video interpretation (including for American Sign Language)
- Routine, non-emergency phone interpretation
- Emergency (Public Safety) phone interpretation.

## VIDEO TRANSLATION

*(for American Sign Language and all other languages)*

A new video translation component makes American Sign Language interpretation – as well as all other supported languages – available to employees. To do so, download the InSight app from the App Store:

- iPad: [InSight® for the iPad in the App Store](#)
- iPhone: [InSight® for the iPhone in the App Store](#)
- Android: [InSight® for Android devices in the Google Play store](#)
- Windows PC with Chrome or Firefox browser: <https://insight.languageline.com>

You will need to authenticate your device

- Use authentication code
- Device location

## PHONE INTERPRETATION

To access an interpreter over the phone:

1. Dial 1-866-874-3972
2. Enter your Client ID number
3. Press 1 for Spanish or 2 for all other languages

If you already have a caller on the phone, you can set up a conference call with LanguageLine by following these procedures:

1. Press the Conference button on your phone
2. Dial 1-866-874-3972
3. Hit the Conference button again

## GUIDELINES FOR CREATING ACCESSIBLE MEETINGS AND EVENTS

*Created in partnership between the Colorado Cross-Disability Coalition and the Office of the Governor*

It is the policy of the State of Colorado that all public meetings and events hosted by or permitted through a state agency are physically and programmatically accessible for all. These guidelines provide organizers with a brief overview of how to plan and stage accessible, inclusive events.

People with disabilities include those with physical, sensory, intellectual, perceptual, and mental health conditions and may require special accommodations to fully participate in public events. People who are older, pregnant, ill, or fatigued may also have accessibility needs. As accommodations may include items not described in these guidelines, organizers may need to do additional research.

### STEP 1: PLAN FOR ACCESSIBILITY

- Designate one person as Disability Coordinator for the event.
- Strive to include people with disabilities in logistical and program planning.
- Budget for accommodations, such as certified American Sign Language (ASL) interpreters, stage lifts or ramps, and signage and materials in alternative formats.

### STEP 2: CHOSEN ACCESSIBLE LOCATION

- Assess potential facilities in person and check all areas for accessibility—parking, pathways, entrances, elevators, registration areas, stages, seating, and restrooms.
- Lifting and carrying any individual does not constitute accessibility! Features of an accessible location include:
  - stage or speaker’s platform at grade or accessible by elevator, ramp, or lift;
  - public transportation to site within 200 yards;
  - one accessible parking space and one van accessible parking space per 25 participants;
  - sidewalks to facility at least 36” wide;
  - no routes or pathways with grass, gravel, or a rise more than ½”;

## WANT TO KNOW MORE ABOUT HOSTING PUBLIC MEETINGS?

*Turn to the Appendix to learn more about remote and hybrid meetings including:*

- Online Neighborhood Meetings
- The technology behind the meetings including Zoom, Teams and Webex
- Running a Virtual & In-Person Hybrid Meeting
- Security
- Equipment & Conference Rooms
- Remote Meeting Etiquette
- Accessibility – Captions

- passenger drop-off and pick-up at entrance;
- accessible building entrance, preferably main entrance used by everyone; and
- doors at least 32” wide and open to 90° angle.

### STEP 3: CREATE ACCESSIBLE ANNOUNCEMENTS

- All notices and announcements for the event or meeting must include a contact person (name, phone number, and email) to request disability accommodations.
- Include a paragraph detailing accessible meeting information as part of each notice, including meeting agendas, emails, and website postings.
- Always include the physical address, as it is required by transportation providers. If a map is included, indicate bus or transit stops (if applicable) and accessible parking, seating, toilets, etc. If posted on a website or via email, notices must be screen reader compatible.
- When posting as an attachment, use a word document or “smart PDF” or include all pertinent information in the body of the email message.

### STEP 4: CREATE AN ACCESSIBLE EVENT SPACE

- The stage or speaker’s platform must be at grade or accessible by elevator, ramp, or lift.
- Use directional and reserved seating signage with international disability symbols. Find temporary signage online by searching for “temporary accessibility signs.”

- Cover any wires and cords that run along the floor with tape or ramps.
- For large crowds, provide a quiet space for those who need it.
- Provide printed programs and other materials in alternative formats, upon request.
- Accommodations for people with mobility limitations include:
  - accessible microphones for speakers or presenters;
  - pathways of at least 36”;
  - reserved/marked wheelchair and companion seating near front or interspersed in audience;
  - one empty wheelchair space plus one companion chair per 25 participants;
- and reserved extra chairs for those who may require seating (e.g., those who cannot stand for long periods of time).
- Accommodations for people who are deaf or hard of hearing include:
  - one or more ASL interpreters for every 100 participants or upon request;
  - reserved seating or standing area with a direct sight line to interpreter;
  - interpreter positioned near speaker with adequate lighting and in full view of camera;
  - and for large events, a dedicated camera may be needed to project the interpreter on screen.

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## Collection of Demographic Data

Collecting demographic information during public interactions or surveys is an important component of ensuring that the City is providing equitable access to services that promote equitable community outcomes. As you craft your community involvement process, think about what to ask, how to ask, and what to do with the information once you have it.

- [More information on equity >](#)
- [More information on data governance >](#)
- For more information about community demographics, [see the Community Profile](#)

### GENERAL GUIDANCE

- Only ask questions that are relevant.
- Explain why each question is important.
- Ask demographic questions at the end of a survey.
- Put all response lists in alphabetical order.

#### FOR CITY OF LONGMONT EMPLOYEES

Be aware of your responsibility to protect respondent privacy. Reference the Data Governance Plan and Data Privacy and Protection Policies for more information. Use the demographic data standard questions. If your data collection is subject to a different data standard, consider including that in the information about the survey.

*See more about collection of demographic data in the appendix of this guide.*

- Let respondents know how their information will be stored, used, and protected.
- Close the loop with respondents: provide information about survey outcomes and what the City does as a result of their feedback if possible.





## Determining the level of community interest

Some projects may be of great interest and importance to the community at large. This may include community members, employees, the business community, nonprofits, schools, etc. Some projects may be more controversial or have interest beyond Longmont (e.g., regional or state interest). Think about the type of comments and input you expect to get from various stakeholders. Disclose the level of input, participation and decision-making influence. Specific questions to think about include:

- 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 is the impact of their input?
- How can you make the process equitable and inclusive?
- What are the resources you need to have an authentic and inclusive process?
- What are the biggest issues expected to come up?
- How will you sustain relationships that can help in future engagement efforts?

### DETERMINING THE MOST APPROPRIATE LEVEL OF COMMUNITY ENGAGEMENT

The levels of engagement are listed across the top and the variables are listed down the left side. The variables have not been weighted. However, if you feel, for example, that sharing information is the most important factor of your project, that may outweigh the fact that the project is not temporary, and you can use inform as your level of involvement.

#### QUESTIONS TO CONSIDER WHEN DETERMINING THE LEVEL OF INVOLVEMENT

- What are the project's major goals regarding input and engagement?
- Who are the stakeholders and what is their level of interest?
- Equity point have you identified all that stakeholders that are directly and indirectly impact by this project.
- What will you need for an inclusive and equitable understanding of their interest and impact of your project?

#### WHAT HELPS YOU DETERMINE THE APPROPRIATE LEVEL OF ENGAGEMENT?

You must consider the process and have an understanding of the interests and values of the community. The community does not want, or need, to be consulted for everything so it is important to use their energy, time, and focus on those interests and values. It is also helpful to use the Community Involvement Planning Sheet to guide your participant groups understanding of the scope of the project and the expected outcomes.

-Erin Fosdick, President & CEO Longmont Economic Development Partnership (LEDP)

- What previous methods of communication and engagement has been successful?
- What gaps or barriers in communications have you experienced in these types of projects or with stakeholders?
- Do you have some ideas on how to improve communication and engagement with new or existing stakeholders?
- Who is the decision-maker for the project? (i.e., staff, council, community members)
- How will you explain how the input influences the decision-making?

The answers to these questions may help you determine what levels of involvement to consider. The matrix can then be supplemental information to assist in your final determination.

Different phases of projects can call for different types of involvement.

- When you initiate a project, you may choose to *inform* the people to be affected that the project is beginning.

- Then in the next stage, you may need input from the stakeholders, or you may want feedback from them.
- This could involve *consulting* or *involvement* depending on what you are looking for. In this way, your project may use different levels of involvement at different stages.

## WHO MIGHT BE YOUR STAKEHOLDERS?

When designing a community involvement process, it's important to make sure that you include your "stakeholders", i.e., people who will be affected by any plans or decisions that are made. Consider those directly or indirectly affected. It is important to consider how to be inclusive of all voices and how to provide access for all voices to be heard.

The following are some examples of stakeholders:

- Individual neighbors/community members
- Neighborhood
- Citizen interest groups
- Ethnic, racial and LGBTQ+ communities
- Political leaders
- Neighborhood group leaders
- Individual businesses and associations
- Community groups and leaders
- Religious groups and associations
- Other impacted government or social services agencies
- Owners of a particular type of business
- Users of a particular service
- Nearby schools
- Public and non-profit interest groups
- Possible opposition groups

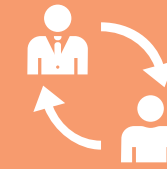
## HOW DO YOU KNOW THE RIGHT STAKEHOLDERS ARE AT THE TABLE?

Make sure a diverse audience is reached and that the demographic of the city at-large is appropriately represented in focus groups. Make sure that something like Chips and Buckets can be done in places where you can reach different types of people to collect a generally demographically representative amount of information. Use cultural brokers, where appropriate, to work with identified populations. Consult the Community Involvement team if there are ever any questions!

-Sandi Seader, Assistant City Manager



# LEVELS OF COMMUNITY ENGAGEMENT



**PARTNER**

## PARTNER

**The City and community work as equal partners.**

**City's Promise:** We will work with you as equal partners

**IAP2 Spectrum of Public Participation equivalent level:** *Collaborate + Empower. To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. To place final decision-making in the hands of the public.*



**INVOLVE**

## INVOLVE

**Community input and feedback influences the process.**

**City's Promise:** We will work to see that your issues and concerns are consistently understood and community input is reflected in the decision-making process

**IAP2 Spectrum of Public Participation equivalent level:** *Involve. To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.*



**CONSULT**

## CONSULT

**Obtain feedback from the community.**

**City's Promise:** We will consider your comments in the decision-making process

**IAP2 Spectrum of Public Participation equivalent level:** *Consult. To obtain public feedback on analysis, alternatives and/or decisions.*



**INFORM**

## INFORM

**Give information to the community.**

**City's Promise:** We will provide you with accurate, balanced, objective information

**IAP2 Spectrum of Public Participation equivalent level:** *Inform. To provide the public with a balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.*



# Our promise to the community at each level



## Community Engagement Level Details

	INFORM	CONSULT	INVOLVE	PARTNER
Promise at this level	We will provide you with accurate, balanced, objective information	We will consider your comments in the decision-making process	We will work to see that your issues and concerns are consistently understood and community input is reflected in the decision-making process	We will work with you as equal partners
How many people are impacted?	Varies	Varies	A significant number	A significant number
How long is the impact?	Temporary	Daily/minimal	Lasting	Lasting
Level of impact?	Minimal	Minimal to low	Moderate	Moderate to high
Direction of information flow?	From City to community members	Information is gathered from community members	Information is exchanged between community members and the City	Information is exchanged between community members and the City
Length of project?	Short	Short to moderate	Moderate	Moderate to long
Level of interest?	Low to moderate	Moderate	Moderate to high	Moderate to high
Objective?	Share information	Gather information	Share and gather information	Work together
Decision-maker?	City staff	City staff and/or council with community input	City Staff or council with community members' direction	Everyone

# Inform

This level of involvement is designed to provide balanced and objective information to assist in understanding the project, problem, alternatives, and/or solutions.

**Equity point:** Does the information need to be in another language and cultural relevant?

What is the information distribution paths to consider: flyers, social media?

This level of involvement is appropriate to use when:

- The issue will affect community members, but the impact will likely be temporary and/or minimal such as street repaving
- Seeking to provide information about a city services/ programs/facilities available to the public. Inclusive outreach is key to inform all sectors of the community.
- Information helps community members connect to city activities (events, neighborhood utility work, classes, facility hours and services, notices of upcoming public action).
- Information regarding rules, laws and/or ordinances can help community members understand the purpose.
- Accurate information is key to help promote understanding and/or address perceptions.
- Information should be available in multiple forms that accommodate diverse communities. It is important to understand the communication needs of the stakeholders language, large print, American Sign Language and other needs. (i.e., English and Spanish and the most widely used languages amongst community members) or provide options for non-English speakers other communication needs and provide the resources needed such as interpretation or translations.
- Informing level can sometime give you insights to needs or issues in addition to help establish a connects in the community.

## ADVERTISEMENT

Designing an advertisement can be a good way to provide important information to a large number of people. You may choose to advertise a number of different things

including your agency, a department, a project, a program, a decision- making process, or a specific meeting, but remember to be forthcoming in your ad. Unlike a commercial advertisement, a public sector agency cannot use an advertisement simply to “sell” an idea. Rather, an advertisement should be used to provide accurate information in an easy-to-understand format.

Advertisements can be placed in a wide range of places:

- Social media
- Newspapers: The Times-Call has an ad representative assigned to the City. This person can help you design your ad and coordinate publication.
- City Talk: A staff member from the City Manager’s Office coordinates this weekly ad.
- Local magazines
- Local radio stations
- Regional radio stations
- Businesses
- Community spaces and boards
- Television: You may also place a text message on Channel 16 or Channel 3. There is no cost for this service.
- The Longmont Public Media can also help you produce a television commercial for a fee.

The Citywide Communications Team can help get your message out, once you know what you are interested in advertising.

## BLOG

A blog (originally short for weblog) is a collection of short articles and photos (called posts) on a related topic. A blog can be used to group content that readers may want to refer to again during your project (Building a Resilient St. Vrain blog), to collect articles and information on a particular topic (Senior Services blog), or to offer a group of helpful tips (Composting, Recycling & Waste Services Tips & Tricks). Once you’ve created a post, it becomes a resource that can be shared via social media, e-newsletter links, or via your project webpage. The web content management system offers the capacity for creating blogs. The website coordinator can help you start and maintain a blog.

## EMAIL

Technology makes it possible and legitimate to use email as a way of not only communicating with community members but also to gather potentially important input.

When using e-mail, keep several things in mind:

1. Make sure that you use email selectively. It's best to allow community members to sign up to receive messages rather than placing them on a list without their consent. Also, make sure that you let them know how they can request being removed from your distribution list.
2. Make sure that the information contained in the communication is useful and pertains to their concerns and needs. Do not use this as an opportunity for "promotion."
3. Be receptive and ready to receive significant input in response.
4. When sending email to a large group, make sure that individual email addresses won't be visible to the entire group. Remember, not everyone has email so never use email as your only tool for reaching the community.

## OPEN HOUSE

Holding a one-day "open house" can be an effective way to generate interest and present information about your department or project to the public. An Open House is typically held in a central, public location and is highly promoted.

Holding an open house is a way to generate input from people who might not typically become engaged. Whether held at a community level or a city/state level, an Open House is an opportunity to attract a wide variety of participants, present information to them, generate input from them, and engage with them one-on-one. Be sure to provide opportunities for community members to sign up for further involvement opportunities and/or to be placed on a mailing list for future information.

## FLYERS, BROCHURES AND DOOR HANGERS

Flyers, brochures, and door hangers are tools for

communicating information about your department or project. Flyers can be posted or distributed, and brochures can be mailed and/or placed in appropriate locations for interested individuals to pick up.

Door hangers can be placed on residences or businesses. As with all public information materials, you must be sure to design them carefully and use language that is appropriate for the target audience. Avoid using jargon or technical terms. Always include contact information (telephone, web address) for people who may have questions or want to get more involved and remember that taxpayers are paying for these, so use good design and keep costs reasonable. Staff is highly encouraged to translate any materials into Spanish. If it's decided that translating documents into Spanish is not needed, it is recommended that this short statement be added to a prominent location on the document. The idea of the one-liner was meant to be added to publication to help people know that the materials can be translated in Spanish, or you can ask for someone to interpret the content. Here are the two options:

1. Si necesita esta información en español por favor llame al (phone number) o mande un correo electrónico a (email) para solicitar asistencia.
  - *English: If you need this information in Spanish, please call (phone number) or email (email) to request assistance*
2. Para una copia de esta publicación en español llame al (phone number) o envíe un correo electrónico a (email).
  - *English: For a copy of this publication in Spanish, please call (phone number) or email (email).*

## FORUM

A forum is a venue for public discussion about issues of public importance. Forums are generally significant events that require organization and planning. A forum can be a one-time event (like candidates' forum involving people running for city council), or it can be a regular event (like a once-a-month breakfast a chamber of commerce hosts for civic and political leaders). A forum provides an opportunity for invited speakers to make speeches and answer questions.

## MAPPING INFORMATION

Often, there are multiple factors and layers that contribute to the complexity of a community issue as well as to the public's understanding of an issue or project. It may be useful to map the available and relevant data as a graphical illustration. Types of data that may be relevant (and available in a format that makes mapping possible) include demographic, census, environmental, geographic, utilities, service statistics, project master plans and comprehensive plans.

Other options: map survey results, if your data falls along geographic lines, or use a large-scale map with overlaying transparencies to outline and illustrate the factors relevant to your project. This may help you and your staff to understand the complex variables that might affect your project, as well as the public to understand this (and your resulting actions / decisions).

Parks development services, as well as many other City departments, use mapping to illustrate conceptual plans through final master plans. It has been an essential method used to obtain public buy-in.

City of Longmont departments work in collaboration with the City's GIS Analyst to utilize a Geographical Information System for the organization. This GIS links relevant City databases into one system, which can be easily accessed throughout the entire organization.

## NEWSLETTER

A newsletter is a way to keep the public informed about a project or plan, communicate important information and notices, and provide an avenue for response and input. Newsletters can be developed for a department as a whole, a division, or for one specific project. It isn't necessary that you use a high-cost graphic designer, although they will definitely help you design a more effective layout.

In order to be most effective, your newsletter should contain several articles of varying lengths, as well as photos and graphics. In addition, make sure that at least one of your articles discusses some of the concerns and challenges of the project. This is a great opportunity to be open and honest, not simply try to sell your idea. This

article will help to assure the public that you are aware of some of their concerns and have considered a range of solutions. Make sure that you include a way for the reader to contact you about additional concerns and ideas they may have.

Visit the Communications Toolbox on Inside Longmont to look at 50 Ways to Deliver Your Message. Another example comes from Resilient St. Vrain, where they use newsletter to keep meeting participants informed as work progressed. [Click here to see their newsletter!](#)

## PODCASTS/RSS FEEDS

A podcast is essentially a series of digital audio programs which are distributed via the internet. A podcast can usually be played back on a variety of electronic devices (smart phones, tablets, laptops, desktop computers, etc.) Programming can include public meeting broadcasts, informational programs, and occasional live events.

RSS Feed is a format for sending news out through a process called syndication, which is similar to that method currently provided on many news-type sites. It's not just for news, because any type of information can be provided in this manner, since it helps the visitor to keep up to date with information on a particular page of a web site. It's designed to share headlines or other web content. The City of Longmont uses RSS Feeds to keep community members informed of news and important updates (through Longmont e-Alert). Contact the City's Web Coordinator for details.

## PARTICIPATION STYLE RADIO SHOW

A participation style radio show allows you an opportunity to both provide information and receive input. In addition, you are allowed to respond to questions by people who, in most cases, have been screened to ensure that their question and/or comment is relevant to the issue at hand. It is a way to reach a large audience (depending on the station and time slot) while still maintaining control of the information that is released. This method is especially effective for communicating with the Spanish speaking population. La Ley Radio 1170 AM is the local radio station that is broadcast in Spanish and a great resource for this strategy to inform.



Since a participation style radio is typically broadcast live, it's essential that you be well prepared and informed on the issue and all related issues. If you don't know an answer, do not make one up because this will do more harm than good for you in the long run. If there is a "host" of the show who is not from your organization, do your best to brief them on the issue so that they are prepared to interact well with you and ask you relevant questions. Radio stations may contact you about your department, division or a program you are working on. Please make the Public Information Officer aware of the request by contacting the City Manager's Office.

## **POSTER CAMPAIGN**

A poster campaign is truly a "public information" technique. Flyers or posters explain your project and illustrate the points you need to make. You should also address some of the concerns that you feel (or know) that the public has regarding your project or issue to let them know that you are aware of their concerns. This technique communicates information to people who may not regularly attend the traditional methods of public participation. The posters should be well designed and include contact information (telephone number, website, hotline) for people who may have questions.

It is important to consider the community in which the posters will be displayed and make them appropriate (including language and design) for diverse groups of community members and should be placed where your target audience will see them (businesses, grocery stores, the library, etc.).

## **PUBLIC MEETING**

A public meeting is more than an open meeting. It is an official meeting to which community members are invited to attend, but the term implies opportunities for them to be actively involved in its proceedings. Public meetings should be organized and always managed according to a written agenda (Either distributed or posted).

Be aware of the audience that you want to reach. Should notices be sent out in a language other than English? Should childcare be provided for the meeting? Are translators, interpreters, or signers needed? Design

your meetings to be convenient to the community (time/location) and include services that allow a wider audience to attend (e.g., dinner and/or childcare). It's also important to be sure to follow up on any commitments you make at public meetings. Public meetings include City Council, board meeting and project meetings.

## **PUBLIC SERVICE ANNOUNCEMENTS**

Public Service Announcements (PSAs) can present important information to a large number of individuals. PSAs can be broadcast over television (local network or cable), radio, or print media. PSAs are generally short informative announcements that convey a specific message.

They can increase people's awareness of your agency and its mission. Local cable providers, local networks, radio, or print outlets may be willing to donate airtime or space in their publication for your announcement. Consider placing announcements in other languages or closed caption. If you want to reach the Latino community; consider a PSA spot available on Spanish TV or radio stations and print media.

Ask your Public Information Team member for assistance in developing effective PSAs!

## **SEMINAR/WORKSHOP**

A seminar is an opportunity to provide in-depth information to the public and generate (potentially) well thought out discussion and ideas. A seminar or workshop can range in length from a couple of hours to a full day and should include presentations from you about your project or issue and group discussions pertaining to your project or issue. Depending on the issue stage, a seminar can be used to develop alternatives, evaluate options, prioritize criteria, further discussion, and educate the public. Typically, each seminar session consists of fewer than 25-30 individuals.

A seminar often involves staff and experts but can be planned and organized to recruit citizen participants as well. Send individual invitations with an RSVP date and follow-up via a fax and/or a phone call reminder. A breakfast/lunch format for daytime meetings can accommodate attendees and increase attendance.

## SOCIAL MEDIA

People today are more digitally connected via phones and tablets, and social media has become an expected way for government to communicate with community members. The City of Longmont maintains an active presence on social media platforms including Facebook and Twitter and has accounts with other social media outlets as well. Additionally, some departments host department-specific accounts. Effective social media messages can promote an upcoming event, direct readers to a survey or webpage, or raise general awareness of your program. Your department's public information staff or the City Public Information Office can help you design and publish a social media campaign.

## STUDY CIRCLES

A Study Circle consists of informal, face-to-face, sustained small-group discussion sessions about social and political issues. Study Circles have 5-20 participants and meet for three or more sessions. Leaders and participants do not attempt to "convert" each other; rather the focus is on learning and discussion of different perspectives.

## TRAVELING DISPLAYS AND PROGRAMS

Taking your message directly to the community members via a traveling display or program can be effective in getting your information out. Display boards, posters, and other informational brochures can help educate your target audience. Traveling displays or programs are well received by schools and other civic organizations. One example is the BookCycle, which brings books to the community on the back of a specially made bicycle!

## TELEPHONE/LIVESTREAM TOWN HALL

A telephone town hall or livestreaming a town hall meeting provides an opportunity to both provide information as well as to respond to questions and ideas. There are several different ways to design a telephone/livestream town hall. Overall, it allows you to create a "virtual town hall", which allows for an exchange of ideas and information without actually convening together, where people are able to vote via their telephones. This technique is especially helpful for getting large numbers of people to give feedback on a specified set of questions (multiple choice).

### IN ACTION!

I really like Telephone Town Hall. We used this during the Envision Longmont process when we realized we were not reaching people who were not online or involved in community groups. It's a way to use technology, but not in a way that's intimidating to people. You can reach a lot of people in a short amount of time. Even if they aren't asking questions when they're dialed in, they're participating and aware of the project.

-Erin Fosdick, President & CEO Longmont Economic Development Partnership (LEDP)

## TOWN MEETING

This term has come to mean two things: a general meeting sponsored by an elected official, or a regular, chartered meeting held by the City of Longmont. Each is an open, public meeting in every sense. It is managed according to a published agenda and is usually begun with a presentation made by public officials. Public reaction to the presentation is invited and encouraged. Agendas for town meetings should also include specific time for community members who attend to raise issues important to them, too.

## VIDEO INFORMATION

Using the local access cable television station is a way to reach a large number of people and provide a significant amount of information. Producing a high-quality video can range in cost, but it does not usually cost anything to have it aired repeatedly on the channel. A related technique is a "participation style TV show." Another way to use local cable television is to air broadcasts (either live or taped) of public meetings that you hold. This allows people who may not be able to attend the meeting to find out what happened.

Contact Longmont Public Media if you want to produce and air a television show on Channel 8. You can also obtain Channel 8's assistance to produce a video that you can take to speaking events, open houses, public meetings, informational booths, etc. The Longmont Channel broadcasts City Council meetings, Planning and Zoning meetings, and produces a variety of videos for the City.

## WEBSITE

Designing a webpage for your department and/or for a specific project can provide a significant amount of information to the public. Make sure that it is well designed and easy to navigate.

Also, be aware that not everyone has access to computers, knowledge of computers, or is comfortable navigating the Internet. Think about your target audience and decide if a

website is an effective tool to reach them. A good website will feature well-organized information, “frequently asked questions”, and contact information (e-mail, telephone). Be sure to publicize the web address well. Include the web and information that address on every piece of literature you distribute. In addition, make sure that you maintain your website and keep it updated.

If you are interested in putting information on the City’s website, contact your web committee member.

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## Consult

This level of involvement is designed to obtain feedback from the community on analysis, alternatives and/ or decisions.

This level of involvement is appropriate to use when:

- Your department is considering changes in existing services or use of amenities that could impact community access. The impact of an issue will have an effect on a person’s day to day life or the quality of lives in the neighborhood and there are options to be considered.
- There is a need to determine what the community wants or needs when developing new services, programs, policy and/or facilities. It is important to know which way the community is leaning or what it is thinking about an issue.
- It’s important to determine the scope of an issue and which community partners may have an interest or expertise in dealing with that issue. This will assist in exploring/understanding the alternatives.

### ADVISORY BOARDS/COMMISSIONS

The Longmont City Council has established more than 20 voluntary boards and commissions to review, discuss and make recommendations to City Council on a variety of important community issues. City Council appoints community members to serve on these citizen-based boards/commissions through a semi-annual application process. Each member serves a specific term, as determined by ordinance. Specific information about each committee and advisory board or commission can be found on the City’s website.

### BLUE RIBBON PANEL

The defining characteristic of this type of group is the members themselves. The members of a blue-ribbon panel are well-known experts in the issue area or prominent individuals whose recommendations tend to carry a lot of weight and respect within the community. In a blue-ribbon panel, the members tend to examine a rather specific issue and develop broad recommendations with little or no interference from the sponsoring organization. In addition, a blue-ribbon panel may be assembled to evaluate a specific plan/policy direction and deliver a “verdict” stating whether they, in their expert or prominent opinion, support the plan/policy.

### BRAINSTORMING SESSION

A brainstorming session is an opportunity to generate ideas. To be effective, brainstorming sessions should be relatively small, or be a larger group that breaks into small groups for the actual brainstorming process. A key to brainstorming is that any and every idea gets recorded, even if it is only a partially formed idea. A basic rule of brainstorming is that everyone agrees not to criticize or critique and of the ideas. Individuals are encouraged to expand and modify other’s ideas, but these get recorded as separate ideas. It is useful to appoint one person as a recorder (the recorder may choose to contribute ideas as well), to record each idea accurately. It is helpful to do the recording in a format that allows all participants to see the entire list of ideas (e.g., on flip chart paper, whiteboards or sticky wall). Interested individuals, experts, stakeholders, and/or community members are all appropriate brainstorming participants.

## BRIEFINGS WITH KEY INDIVIDUALS

Briefings are a way to keep key individuals or groups informed about the process and progress of your project or program development, as well as a way to gather their comments and input. Briefings can be designed to be very formal or informal. It may be helpful to schedule a series of regular briefings with key individuals or groups or hold just one or two prior to major decision points. Periodic briefings also allow you to gather input from individuals or groups before you head too far in a specific direction.

## COFFEE KLATCH

A coffee klatch is a small “coffee meeting,” typically held at someone’s home or at a coffee shop. Often someone in the neighborhood of the project or issue will volunteer to host the coffee klatch.

These meetings are generally informal and tend to be held in the evenings. This type of gathering allows you to convey a significant amount of information to the small group gathered and respond to everyone’s concerns and questions in a thorough manner. The setting of the coffee klatch is often more comfortable for people than many other traditional forums. Be sure to follow-up with the attendees of the klatches so that they know how their input was incorporated into processes and plans.

## CONFERENCE RETREAT

A conference or a retreat is a way to provide in-depth education and create opportunities for dialogue about a specific issue or set of issues. A retreat can be thought of as an extended workshop or seminar where interested individuals, stakeholders, experts, elected officials, and agency staff can assemble together to learn about the issues relating to your project, plan, or agency as a whole and dialogue, brainstorm, discuss, and deliberate about ideas, alternatives, priorities, and solutions. In planning a retreat, you must make sure that all the appropriate interests are invited and involved. You must also make sure that, if there are presentations scheduled, a wide range of perspectives and ideas are presented. In addition, you should provide professional facilitators to guide the discussions and deliberation sessions and to help give direction to the conference.

## CULTURAL BROKERS

This technique requires identification of key individuals who can offer helpful advice and information with respect to specific culture/language. This is a very informal technique and must be done in the very earliest stages of a project but can nonetheless yield helpful outcomes. When employing this strategy, identify several key individuals who represent differing perspectives. These may be community leaders, interested group leaders, experts, or community members with whom you have worked previously. Talk with them to help you identify issues and concerns that may relate to your project, as well as to get their advice about ideas and strategies for proceeding.

Identifying cultural brokers should never be your sole community involvement technique, but rather can serve as a starting point for ideas. In fact, cultural brokers can be utilized not only for your project planning, but also for your community involvement planning.

### IN ACTION!

During the flood of 2013, many of the community members of Royal Mobile Home Park essentially lost their homes to the disaster and were unconnected. Many did not speak English or spoke limited English and were not sure what to do next. The City made a conscious effort to move from information to engagement. We held meetings there and connected community members to resources, working alongside them to navigate systems that would help them with recovery and to access resources. At that point our engagement was at a deeper level, and we became their cultural broker, helping them fill out paperwork, serving as interpreters and helping look at options or resources based on the needs they identified, never forgetting that the primary decision-maker was the community member. They were the ones that made decision to apply for resources or to identify what paths of recovery they wanted to take – we were just here to help them work through the process.

-Carmen Ramirez, Community and Neighborhood Resources

## CRITICS COMMITTEE

The members of this type of committee should be made up of your project's fiercest critics and/or your biggest opponents. We recommend involving these individuals as early as possible. By involving them throughout the project, and honestly listening to and considering their concerns, there is a greater likelihood that they will support the final outcome. When using a critics committee, it may be necessary to move rather slowly to prevent the committee members from feeling "steam rolled." Using a critics committee can take a lot of patience but can be a very effective involvement strategy.

## FEEDBACK PANEL

A feedback panel brings together a group of people to examine and discuss an organization, a policy, a program, a plan, or a problem and provide feedback to the appropriate people.

Designed to be flexible, a feedback panel can be one or two days long, and can gather community members, stakeholders, "customers" of your organization, or others. Participants can provide initial feedback and advice based on their own experiences or can be asked to think about and respond to specific information and requests. A feedback panel allows you to gather information about specific ways to modify a service, improve performance, or deal with a challenging problem. A feedback panel is more in-depth and informed than a focus group, but not as much as a Community members Jury and is designed to allow you to hear from a small group of relevant participants.

## FOCUS GROUP

A focus group is an opportunity to bring together a group of people to get their input, ideas, and reactions. A typical focus group is 8 to 12 people, brought together for 1.5 – 2 hours. The group can be selected in a variety of ways, though is typically randomly selected (among your target audience if possible). In addition to gaining ideas and input, a focus group can also be used for "message testing" to help you learn about how best to communicate an idea or proposal to the public. You can utilize a skilled moderator to ensure that your focus group is productive and useful. Focus groups can be relatively expensive to conduct if using a professional focus group

facility. Focus groups are useful to help predict public reaction as well as to gather input from a small group of people, but it is often difficult to "bring the message" from a focus group to the larger public.

## GAMES & CONTESTS

Games and contests are special ways to attract attention and engage people who may not otherwise pay attention to your agency or project. Games can help people think about different alternatives and options. Games can be designed to help people think through trade-offs and priorities, in a different and inviting manner. Games can range from very "low tech" such as card games or board games, to specially designed "high tech" computer simulations. Contests, on the other hand, can generate publicity and interest, as well as generating ideas and input. Examples of contests include essay contests, poster contests, raffles, etc.

Chips and Buckets was used during the budget prioritization process at the City of Longmont. Chips and Buckets involved standing outside of community centers (such as grocery stores, the library, civic center, etc.) and giving community members poker chips that represented \$100.

Not only did the city use the Chips and Buckets method, but they also surveyed community members online and in demographically appropriate focus groups. After collecting citizen input, city staff found that the priorities that community members identified was consistent across all methods of data collection.

Another example comes from Fort Collins, CO, where city planners had community members use LEGOs to inform their city planning.

## IN ACTION!

“Budget prioritization isn’t always the most exciting thing to get people to participate in, but figuring out priorities the community members have is important. The average citizen does not think about being super involved in the budgeting process, so we tried to make participating meaningful for community members. Before involving community members, however, we asked city staff to identify outcomes that they wanted from prioritizing the budget. Once those were identified, those suggestions were taken to the boards and members of commissions in the city so they could also provide their input on what city staff had identified. Through this process, the city staff were able to break their priorities into five different categories. These are the five categories they brought to the community members, and the intent was to get the opinion from the community on how those five things ranked in importance to them.

In order to get community feedback, city staff implemented “Chips and Buckets”. Chips and Buckets involved standing outside of community centers (such as grocery stores, the library, civic center, etc.) and gave community members poker chips that represented \$100. The community members were asked to place their chips into buckets that represented each of the budget priorities that were determined previously. Turns out, kids love doing this! It was a great way to engage families.

Not only did the city use the Chips and Buckets method, but we also surveyed community members online and in demographically appropriate focus groups. After collecting citizen input, city staff found that the priorities that community members identified was consistent across all methods of data collection.”

-Sandi Seader, Assistant City Manager

## INTERACTIVE DISPLAYS AND KIOSKS

Interactive displays and kiosks can be set up to provide information in response to frequently asked questions. Generally consisting of a video or computer screen, associated software, and a computer, interactive displays are usually housed in a unit that vaguely resembles an automated teller machine.

Information is provided through presentations, and users are invited to direct the flow of information through the use of a touchscreen, keys, or mouse. Interactive displays can offer a variety of issues to explore, elicit specific responses (acting as a survey tool), and/or enable the user to enter a specific request or join a mailing list. Displays should be located in a public location or be mobile units as well. Interactive displays can reach people who generally do not participate in other forms of involvement. Interactive displays can be designed to be multi-lingual, and provide printouts of requested information, if applicable.

## POLLING

Option Power, Kahoot! and Mentimeter are tools that allows for real time polling from an audience that you are speaking to. These tools consist of computer programs to run the polling and individual remotes (can be a clicker or people can use codes to vote via their smartphones or computers) for participants in the audience to respond to poll questions. It is an instant way for everyone to be heard. If you are interested in learning more about how the tools works, contact the Community and Neighborhood Resources department.

## PUBLIC HEARING

Many government activities require that public hearings be held at various stages in the decision making or policymaking process. Public hearings must be announced well before the event. They are usually organized around a specific topic or issue and should be held at a time and place convenient to the public. They sometimes begin with a staff presentation, followed by an opportunity for the public in attendance to ask questions and make comments about the issue and what was presented.

Public hearings are used extensively throughout our organization. Many are required by the city code and have specific time-frames and procedures to follow.

All information presented in public hearings should be conveyed in both English and Spanish. The public hearing environment should be made comfortable to community members—by having speakers sit at a table instead of standing at the podium, provide a mechanism for more immediate response, provide timely follow-up, etc.

## **RESPONSIVE PUBLICATION/COMMENT CARDS**

A Responsive Publication is a technique that provides an opportunity to both inform the public and gather reactions and input. The publication usually has two main parts: information about the project or issue and a response form to be filled out. The information section of the publication should be written clearly and concisely, in language appropriate to the target audience. A simple graph, chart or picture can be used to illustrate information, in addition to written commentary. Include contact information for people who may want additional information. The response section should give the respondent space to answer a couple of questions and provide written comments. Ideally, the response section is a tear-off postcard with postage included. Another option is to create a response section that requires respondents to find an envelope and stamp, but this will reduce your response rate.

Questions included in a Responsive Publication should be very brief and few in number. There can be a space for the respondent to include name and address, but that should be marked “optional”. Also, it’s important to provide a space for respondents to mark if they are interested in receiving additional information or being invited to future meetings.

Be careful about drawing conclusions from the responses. Keep in mind that only those who choose to respond will be included in the responses (not a random sampling). This is by no means a technique to develop an exhaustive list of ideas or concerns, but it can help you gather some important information.

## **SITE VISIT**

A site visit provides an opportunity for individuals to visit a project site (or proposed site) to ask questions, gather information, and provide input. Depending on the nature of the project, a site visit can be used to view a proposed site to evaluate it or can be used to monitor progress of a project at an already determined site. During a site visit, a brief tour or presentation can be given, followed by questions, concerns, and input from the visitors. You may choose to set up some type of informal brainstorming, public meetings, or workshop to assist in the evaluation of the site, if appropriate. Exploring options to facilitate access to transportation (e.g., carpooling, vanpooling, etc.) will increase the breadth of participants. Make sure to include waivers if municipal vehicles are involved as part of this strategy.

## **SURVEY/QUESTIONNAIRE**

A survey is a useful tool for gathering information about the public’s attitudes and perceptions toward a specific issue or project. Surveys must be carefully designed, administered, and analyzed in order to produce accurate results, and information on creating a survey can be found on the intranet. A survey can be administered via telephone to randomly selected telephone numbers, or online via social media, email, etc. A survey may also be administered on a door-to-door basis or through the mail. A related tool is a questionnaire. The main difference between a survey and a questionnaire is that a survey is designed to be statistically significant and administered to a randomly selected population. However, both tools can provide information that should be used very carefully when drawing conclusions from the information gathered. A survey should be designed and administered by experienced professionals.

Every other year the City does a Citizen Satisfaction Survey. If you are interested in asking a question on the survey, please contact the Public Information Officer.

An online survey is usually used to gather information from the public in a format that can be easily converted into usable data. For example, the City of Longmont has used Survey Monkey, an online survey tool that allows data to be exported to Excel, PowerPoint or PDF formats,

Microsoft and Google Forms. Using an online survey can be helpful when:

- there are several policy choices that the decision makers want public input on,
- formal legislation trust requires a public hearing,
- there are questions of schedule, timing, etc. for a project, or
- controversial issues arise where the decision maker wants to hear various arguments from the public.

If you'd like to create a survey using Survey Monkey, use HelpSTAR to submit your request.

A questionnaire is a way to gather information in a relatively straightforward way. They can be distributed in the mail, at information points, at public meetings, at your offices, and so on.

Make sure to include instructions about what to do with a completed questionnaire (drop box, address, fax number, etc.).

If you determine that you need to have a statistically significant result, your questionnaire must be written, administered, quantified, and analyzed by professionals. Questionnaire can also be used more informally to gather general information. This type of "less rigorous" questionnaire should include sections for respondents to write their answers as well as any comments they might want to add. The results of this type of questionnaire are simply gathered and tabulated, but not quantified or analyzed. A questionnaire like this can give you good ideas and input, as well as provide a general picture of feelings, perceptions, and values.

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## Involve

This level of involvement is used when collaborating directly with the community to ensure that issues and concerns are consistently understood and considered. This level of involvement is appropriate to use when:

- The issue affects or has the potential to affect a significant number of community members; affects community members in more than one aspect/area (beyond geography); and/or has a lasting impact on people's property.
- Community ownership in the solution is helpful or needed.
- Longer-term strategic issues are being considered such as outreach efforts, goal setting, strategic plans, or new facilities.
- Involving the community may broaden the range of ideas, resources, and solutions that were not originally considered.

### DESIGN CHARETTE

A Design Charette is typically the first of a series of meetings where idea generation (charette ideas) are

condensed into several concept plans and then refined into final designs – all with public review and input. This tool is most useful when the project involves design of new facilities, redesign of existing facilities or where brainstorming for physical project improvements is needed. A Charette can resolve confrontational attitudes that may arise during the process, as well as giving community members who participate an opportunity to give early input into the planning process. The same "rules" that apply to a brainstorming session apply to a charette. The main rule is that the criticizing and critiquing of ideas is not allowed but building and expanding on ideas is allowed and encouraged. The environment and setting for a charette are important to encourage creativity over an extended period of time (this can mean food and beverages readily available and supplying areas where participants can rest for a bit if needed). Participants can move in and out and between groups as the charette progresses to encourage "cross-pollination" of ideas, perspectives, expertise, and energy.

[Click here for a video describing what design charettes are and how they are done.](#)



## **CIVIC EDUCATION/LEADERSHIP ACADEMIES**

A Civic Education Academy or Leadership Academy can be developed to help people to learn more about local government processes and how people can have a positive impact on issues important to their quality of life. Civic Education can include training in public speaking, group dynamics, local government process, elections, public policy development, etc. Communities have developed these academies to address specific needs/interests and reflect different levels of community involvement including citizen's police academies, neighborhood leadership colleges, citizen planning colleges and citizen universities.

The City of Longmont Police Department sponsors citizen and student police academies. Longmont Public Safety offers an annual Police, Fire, and Emergency Management Community members Academy which features different public safety staff members presenting information about their work and how the community can assist in making Longmont safer and get how to get engaged. Longmont Neighborhood Resources also sponsors a neighborhood leadership institute.

Community members of Longmont also have access to People Engaged in Raising Leaders (PERL), which is a training program designed to increase involvement among people of color on boards and commissions across Boulder County. Through this program, people of color are prepared to take on positions of leadership on boards and commissions, participate in their community civically, and gain the skills and tools necessary to better understand the process, structure, and make-up of boards and commissions.

## **COMMISSIONS**

A commission is similar to blue ribbon panel, task force, and working group and is usually made up of experts or prominent individuals who agree to study a specific issue for an extended period of time. The commission can develop either broad or specific recommendations, but they tend to come to their conclusions after significant study and deliberation. Whereas a blue-ribbon panel may only convene a handful of times, a commission meets over a longer time period. A commission is useful for understanding highly complex and nuanced issues. A

commission may also be convened to look at the entire agency/organization rather than just one specific policy/issue area.

## **PUBLIC SAFETY IN PARTNERSHIP WITH THE COMMUNITY**

Engagement with community members in a way that they know their voice counts, their thinking matters, and their humanness is valued is the foundational principle of public safety in partnership with the community. It involves a relationship-based approach for keeping people connected to the Public Safety Department, the Public Safety Department connected to the community, and the community connected to each other. Public safety improves overall when people have these relationships and have healthy two-way communication with those charged with protecting the public and with each other. The Longmont Department of Public Safety embodies this approach and fosters such relationships through a variety of strategies including purposeful outreach conducted by Police Officers, Fire Crews, and Professional Staff with a focus on building expertise, resources and capacity within neighborhoods and across the community.

## **DEPOLARIZING COMMITTEE**

This type of advisory committee is used when interests are so polarized and opposed to each other that it may be impossible for them to objectively assess a plan or issue on its merits. When an issue has become very adversarial, it's helpful to get the opposing and polarized parties together at the same table as members of the same committee.

The ground-rules and process of this type of committee meetings are of utmost importance so that individuals with opposing perspectives can begin to empathize and understand each other. It is important that the committee focuses on areas of agreement and is able to discuss areas of disagreement in a respectful manner. There are risks in using this type of committee. However, if it is successful, there is potential for improving the entire decision-making environment as well as raising the level of communication and respect amongst all parties involved. The relationships that are built through this type of committee can have a long lasting, positive impact on the community.

## LEADERLESS COLLABORATION

This is a process where the development of a vision among group members becomes the driving force for the continuation of project goals. There is no “appointed” leader of the group. This process is based on the principle that the development of community and trust among members can begin with a simple ritual of sharing a meal and/or sharing of stories/time, and then the group begins to work as a community united in a goal(s).

Creating and sustaining an atmosphere of common focus, like backgrounds, and “leveling of egos” (or addressing whatever keeps group members distanced from one another and unable to focus or complete tasks) is critical to the success of this strategy.

## MEDIATION

Mediation is an informal voluntary process for parties who have a conflict that they have been unable to resolve. Trained mediators meet with the parties to discuss their concern and the cause of the dispute. They assist the parties in reaching a solution that will work for them and end the dispute. The mediator(s) write down the specifics of the agreement. This agreement is binding and enforceable by those who sign it unless otherwise stated in the agreement.

## NEGOTIATION

Negotiation is a process to resolve conflict and disputes between parties unable to reach agreement. Essentially, negotiation is “bargaining” between two or more interests. The interested parties meet to resolve a dispute, sometimes with a facilitator, sometimes without.

Negotiation tends to be less formal than mediation. Negotiations can be designed in several different ways including one in-depth meeting, or a series of meetings over time. Your agency may, at times, be a third party to the negotiations.

Negotiation can help you decide what policy/project your agency should pursue. However, there may be occasions when your agency is one of the interests directly involved, which then requires that you involve a neutral third-party to help facilitate the negotiations, to ensure legitimacy to

the process. Negotiation is most effective if it occurs prior to polarization.

## TASK FORCE

A task force is a committee assigned a specific task to accomplish. The members of a task force can be experts, well-respected individuals, members of interest groups, and/or community members. A task force is a relatively generically defined tool. Blue Ribbon Panels, Commissions, and Working Groups are all more specifically defined tools related to a task force.

## VOLUNTEERISM

Volunteers can assist your organization in many ways. In addition to providing assistance in delivering services or implementing a plan, volunteers can also be mobilized to help you develop your plans. If you have a good volunteer program already established, these volunteers can be tapped to help you make decisions. Volunteers tend to be rather civic minded and active people, and their contributions can be not only useful, but they can also help to build support and confidence in your organization and plans. In addition, volunteers often have a close intimate knowledge of a current program and/or of the people that might be affected by your plans.

Consulting with volunteers can provide a perspective that might otherwise go unrecognized.

Volunteers can also act as a liaison between your organization and the community. Find ways to gather input from the volunteers in a manner that does not significantly add to the time and energy they are already contributing.

An example of this technique is the City’s Clean Up, Green Up program. This approach has been used for several years by the Parks and Open Space staff and begins with a meeting with the Longmont Times-Call newspaper staff to organize and posters for to be distributed throughout the community. Members of city advisory boards, neighborhood groups, youth groups, scouts and representatives from the St. Vrain Valley School District all participate in the cleanup process.

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## Partner

This level of involvement is designed to partnering with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. All participants' input is equally valued. This level of involvement is appropriate to use when:

- The City has a role to play as a community member - other people/groups have different parts of the solution and city/community partnerships are needed to define, design, implement, and/or sustain initiatives.
- A project requires follow through and resources from other people and groups.
- A decision will potentially affect everyone in the community and will have long range impact.
- Dealing with complex issues where many different groups need to be at the table.
- Issues that arise in the community where there is a more appropriate leader than the City (ex: Education).

### APPRECIATIVE INQUIRY

Appreciative Inquiry, as described by the Rocky Mountain Corporation for Positive Change, is a philosophy and a methodology for positive change. It is founded on the simple assumption that human systems – teams, organizations and people – move in the direction of what they study, what they focus upon and what they talk about with regularity.

The essence of Appreciative Inquiry is then the study of what “gives life,” energy and vitality to organizations, teams and people when they are at their best. Appreciative Inquiry does not assume that any person or organization is always at its best. It is based on the idea, and both research and experience show, that people learn, and organizations change most readily when they focus on, study, and engage in dialogue about strengths, patterns of success and who they are at their best.

For this reason, the Appreciative Inquiry process engages large numbers of people in dialogue and deliberations about their individual and collective strengths, their hopes and dreams for the future, as well as opportunities and plans for collaborative action. AI can be particularly

powerful with vulnerable community members, as it focuses on building on their strengths, or what is working, rather than focusing on deficit.

Longmont has been featured in the book *The Power of Appreciative Inquiry: A Practical Guide to Positive Change* for the appreciative inquiry process that was used to create the Focus on Longmont strategic plan.

#### IN ACTION!

Appreciative inquiry is something that can be influential and integrated into how we do business. It's a great skill to have for those that can help us overcome language barriers and access vulnerable populations – starting with our strengths as a community.

-Carmen Ramirez, Community and Neighborhood Resources Manager

### DELIBERATIVE DIALOGUE

Deliberative dialogue, as described by Scott London, is a form of discussion aimed at finding the best course of action. Deliberative questions take the form “What should we do?” The purpose is not so much to solve a problem or resolve an issue as to explore the most promising avenues for action. Deliberative dialogue differs from other forms of public discourse — such as debate, negotiation, brainstorming, consensus-building — because the objective is not so much to talk together as to think together, not so much to reach a conclusion as to discover where a conclusion might lie. Thinking together involves listening deeply to other points of view, exploring new ideas and perspectives, searching for points of agreement, and bringing unexamined assumptions into the open. The process usually revolves around a pressing question that needs to be addressed, rather than a problem that can be efficiently solved. A problem needs to be solved; a question cannot be solved, but it can be experienced, and out of that experience a common understanding can emerge that opens an acceptable path to action. In this spirit, deliberative dialogue among a group of people is aimed at establishing a framework for mutual

understanding and a common purpose that transcends mere ideas and opinions. While it may not produce consensus, it can produce collective insight and judgment reflecting the thinking of the group as a whole — personal disagreements notwithstanding. It is commonly assumed that the only alternatives to consensus are compromise and dissent. But deliberative dialogue offers another possibility by assuming that individuals' views may be to some degree amorphous and indeterminate until they have been, as Madison put it, "refined and enlarged" through the process of reasoning with others.

Longmont partners with Colorado State University's Center for Public Deliberation.

### IN ACTION!

Deliberative dialogue was really useful when we had conversations in the community around marijuana. We had an expert or advocate for three different angles of the marijuana argument: Don't Allow It, Allow it, Regulate It. People were grouped up and each group had a medical marijuana patient, a person who's opposed to marijuana, a physician, a parent, a community member to discuss. It enables people to be educated and see other people's points of view. We weren't asking for anyone to vote but asking different people to look at merits and drawbacks from varying viewpoints. While these are awesome discussions and great for contentious situations, they are time and resource intensive.

-Erin Fosdick, President & CEO Longmont Economic Development Partnership (LEDP)

## EAGER BEAVER

The members of this type of committee are "eager beavers" - individuals who are so motivated that they are willing to not only come up with ideas and recommendations, but also take responsibility for the implementation and follow-through on their recommendations. Essentially, these are community-members who have been identified as willing to "take the ball and run with it". This type of committee is useful when "volunteer power" is essential to achieve the goals of the program. Forming a non-profit, 501 c (3)

organization may be helpful for longer term or ongoing efforts. "Eager beaver" individuals or teams can also be helpful in securing additional funding for special programs.

The City's Adopt-a-Park Program is an example which has been used for many years as a way to allow community members to assist in maintaining public parks of particular interest to them.

## COMMUNITY PARTNERING

The participants/organizations in this type of strategy partner with City programs or Divisions such as the Museum to collaboratively develop and present programs, exhibits or services. This collaborative strategy may involve applying for grants and securing other sources of additional funding for programs.

## WHOLE SCALE

Whole-Scale sessions allow a "critical mass of the organization (or a sub-system) within the organization to define the criteria for the new culture while experiencing it directly." The approach consists of several different processes including those that clarify current reality, shape a vision for the organization, develop action plans to move forward, or address information, process, structure and relationship issues vital to the change process. The Whole- Scale approach can be used for different purposes, at different levels, and at different stages in the change process. In addition, the approach works in a wide variety of industries, government agencies, and non-profit organizations, across cultures. The core values underlying the Whole- Scale approach include creating:

- empowerment and participation,
- community,
- a shared preferred future,
- change in real time, as well as
- using reality as a key driver,
- building and maintaining a common database
- practicing action research
- transferring learning

## WORKING GROUP

A working group is a committee that works together to develop a specific plan or recommendation. Their work is usually relatively focused and can be very detailed, as opposed to broad ranging recommendations. Often, a working group is composed of interested community members and stakeholders but can include experts or prominent individuals as well. A working group gets down to the “nitty-gritty” of an issue/proposal/program and develops very detailed and specific plans and recommendations, which are generally followed by the sponsoring agency/ organization. Their recommendations are more than just “advice” and “food-for thought.” The recommendations of the working group are action plans that are typically implemented without significant deviation.

# OTHER RESOURCES

American Planning Association—Advancing the Art and Science of Planning: [www.planning.org](http://www.planning.org)

America Speaks—Engaging Residents in Governance: [youtube.com/@americaspeaksdotorg](https://youtube.com/@americaspeaksdotorg)

Everyday Democracy—Ideas and Tools for Community Participation: [everyday-democracy.org](http://everyday-democracy.org)

International Association for Public Participation: [www.iap2.org](http://www.iap2.org)

Jefferson Center—Originator of the Citizen’s Jury Process [www.cndp.us](http://www.cndp.us)

Municipal Research and Services Center: [mrsc.org](http://mrsc.org)

National Civic League – Civic Index: [nationalcivicleague.org](http://nationalcivicleague.org)

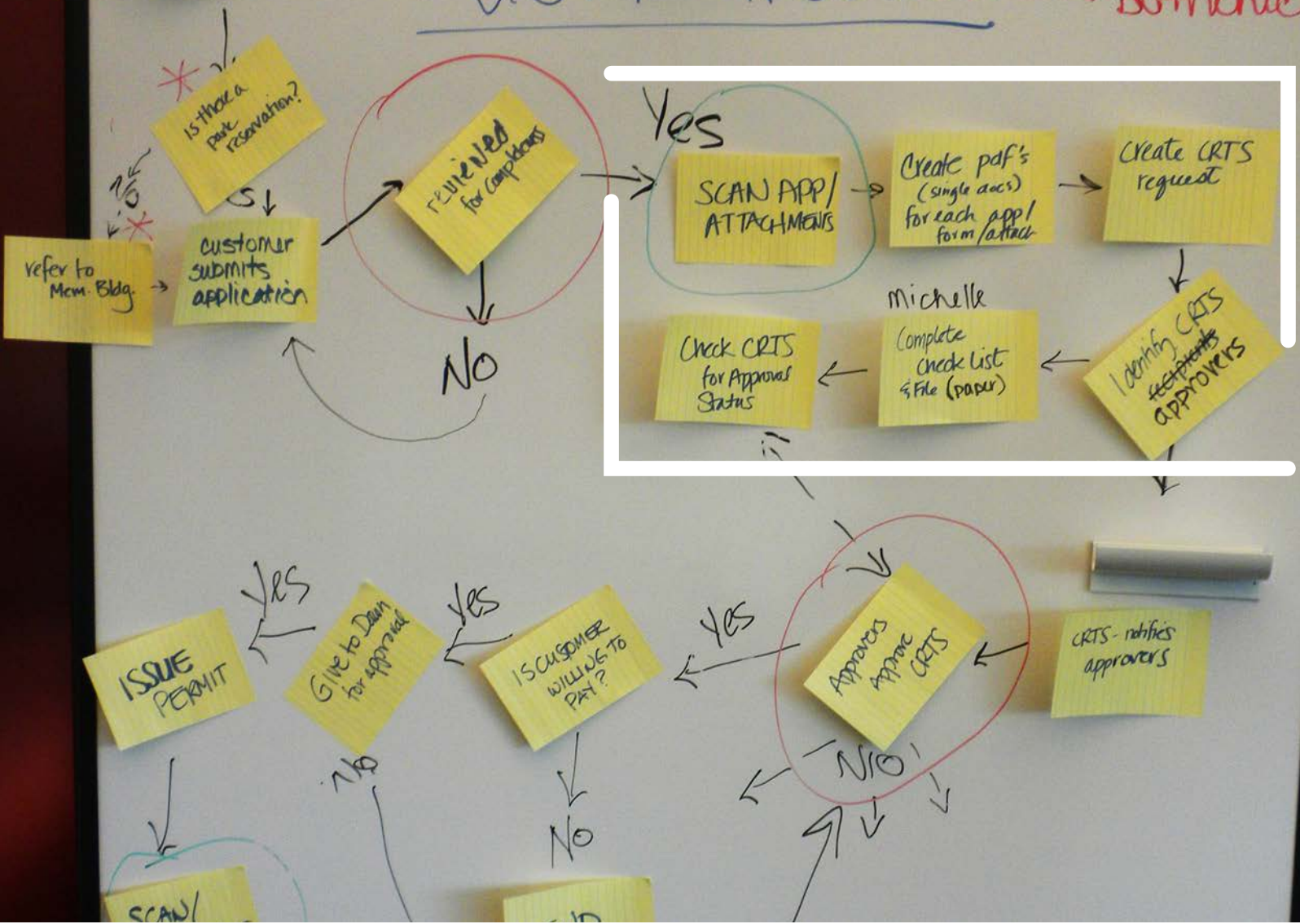
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Prior comment of City staff?  
 Customer receives application avail online

# UOPP Process

inefficient  
 both knees



## APPENDIX



# Collecting Demographic Data

Collecting demographic information during public interactions or surveys is an important component of ensuring that the City is providing equitable access to services that promote equitable community outcomes. This document provides guidance on what to ask, how to ask, and what to do with the information once you have it.

- For more information on equity: [Equity Team COL - Home \(sharepoint.com\)](https://sharepoint.com)
- For more information on data governance: Sharepoint Link
- For more information about community demographics, see the Community Profile: [Plans and Reports | City of Longmont, Colorado \(longmontcolorado.gov\)](https://longmontcolorado.gov)

## How to Use this Document

**Do not copy and paste all questions below.** For each possible question, ask yourself – how is this relevant? Select the response format that will make the most sense to your intended audience.

If you have equity or data questions consult with the Community Involvement staff.

## General Guidance

**Only ask questions that are relevant.**

- Explain why each question is important.
- Ask demographic questions at the end of a survey.
- Put all potential response lists in alphabetical order.
- Be aware of your responsibility to protect respondent privacy.
  - Reference the Data Governance Plan and Data Privacy and Protection Policies for more information.
- Let respondents know how their information will be stored, used, and protected.
- Note any other requirements. If your data collection is subject to a different data standard, consider including that in the information about the survey.
- Close the loop with respondents – provide information about survey outcomes and what the City does as a result of their feedback if possible.

## Race/Ethnicity/Culture

Which categories describe you? Select all boxes that apply. You may select more than one group. *Your response will assist the City of Longmont in ....*

African American or Black

American Indian or Alaska Native

Asian  
Hispanic, Latino, or Spanish Origin  
Middle Eastern or North African  
Native Hawaiian or Other Pacific Islander  
White  
Some other race, ethnicity, or origin. Please specify.

**Call out box:** The best practice is to combine race and ethnicity. You may have encountered ethnicity (specifically if someone identifies as Latino) as a separate question, this is not the standard that we follow.

What languages are used at home? Or What language(s) are you most comfortable using? Select all that apply. *Your response will assist the City of Longmont in...*

Free Response:

OR

American Sign Language  
Chinese  
English  
French  
German  
Nepali  
Russian  
Spanish  
Other

**Callout box:** “What languages are used at home?” may be useful to ask for younger demographics. If you want to know what language to communicate with, ask for that preference directly.

What category best describes your religion or worldview? *Your response will assist the City of Longmont in...*

Callout box: this question will rarely be asked.

Agnostic  
Atheist  
Buddhist  
Hindu  
Jewish  
Mormon  
Muslim  
Orthodox such as Greek or Russian Orthodox  
Protestant  
Roman Catholic  
Something Else  
Nothing in Particular

Prefer Not to Respond

Or

Free Response:  
Prefer Not to Answer

## Age

What is your age? *Your response will assist the City of Longmont in...*

Under 18  
18 – 25  
25 – 34  
35 – 44  
45 – 54  
55 – 64  
65 – 74  
75 or over

Or

What is your age?  
Free response:  
Prefer Not to Answer

**Callout box:** more or less detail on the categories is fine, but try to have the same breakpoints as described above.

## Ability Status

Have you been diagnosed with a disability impairment? *Your response will assist the City of Longmont in...*

Yes  
No

If answered yes, which of the following have been diagnosed?

A sensory impairment (vision or hearing)  
A mobility impairment  
A learning disability  
A mental health disorder  
A disability or impairment not listed above

Or

Hearing Difficulty (deaf or serious difficulty hearing)  
Vision Difficulty (blind or serious difficulty seeing)  
Cognitive Difficulty (difficulty remembering)  
Ambulatory Difficulty (trouble walking or climbing stairs)  
Self-care Difficulty (difficulty bathing or dressing)  
Independent Living Difficulty (difficulty doing errands alone)

## Gender/Sexuality

What is your current gender identity? *Your response will assist the City of Longmont in ....*

Free Response:  
Prefer Not to Answer

Or

What is your current gender identity? *Your response will assist the City of Longmont in ....*

Female  
Male  
Non-binary/third gender  
Prefer to Self-Describe  
Prefer Not to Answer

Preferred Reporting:

## Personal Relationships

What is your marital status? *Your response will assist the City of Longmont in...*

Single (never been married)  
Married/Domestic partner  
Separated  
Divorced  
Widowed  
Committed relationship  
Other

Does your household include children under the age of 18 the majority of the time?

Yes  
No

Do you act as a caretaker for someone?

Yes  
No

Call out: The specific question around children is specifically helpful when a survey focuses on services specifically for children. The caretaker question is broader to multiple ages and relationships of caretaking. Both questions can be asked in the same survey or just one or none of the questions depending on the purpose of your survey.

How many other people currently live with you?

- None, I live by myself
- 1 other person
- 2 or 3 other people
- 4 or more other people

### Economic

Which category best describes the total gross annual income of your household (before taxes)? *Your response will assist the City of Longmont in ....*

- Under \$25,000
- \$25,000 - \$49,999
- \$50,000 – \$74,999
- \$80,000 – \$99,999
- \$100,000 - \$149,999
- \$150,000 – \$199,999
- \$200,000 – \$249,999
- \$250,000 or more
- Prefer not to answer

**Callout box:** more or less detail on the categories is fine, but try to have the same breakpoints as described above.

Do you own or rent your home? *Your response will assist the City of Longmont in...*

- Own
- Rent
- Other Arrangement

What best describes your living space? (Check one)

- A house
- A duplex, tri-plex, or four-plex
- An apartment or condominium attached to four or more other homes
- A mobile home
- A recreational vehicle (RV)
- Unhoused
- Other type of home

**Callout box:** depending on your audience, you could add other types such as “assisted living facility,” “transitional housing,” “dormitory” or other

What category best describes your employment? Select all that apply. *Your response will assist the City of Longmont in...*

- Employed, working 40 or more hours per week
- Employed, working 1-39 hours per week
- Not employed, looking for work
- Not employed, NOT looking for work
- Retired
- Disabled, not able to work
- Student
- Self-Employed

What is the highest level of education you have completed? *Your response will assist the City of Longmont in...*

- Less than high school
- Completed some high school
- Completed high school (including GED)
- Completed some college
- Associate degree
- Bachelor’s degree
- Completed a professional certificate program
- Completed trade school
- Completed some postgraduate
- Master’s degree
- Ph.D., law or medical degree
- Other advanced degree beyond a Master’s degree
- Other: Free response option
- Prefer not to respond

## Other

Do you have another identity that you'd like to share with us? Examples include but are not limited to: Parental status, political group, generation, etc.

Free Response

## Resources

### General Guidelines

American College Personnel Association. (2013). *ACPA Standards for Demographic Questions*. Retrieved from <http://www.myacpa.org/sites/default/files/Proposal-Demographic-Questions-and-Responses-2.pdf>

Amplitude Research (n.d.). *Sample Demographic Market Research Questions*. Retrieved from <http://www.amplituderesearch.com/market-research-questions.shtml>

BrckaLorenz, A., Zilvinskis, J., & Haeger, H. (2014). *Categorizing Identities: Race, Gender, Disability, and Sexual Orientation*. National Survey of Student Engagement. Retrieved from <http://cpr.indiana.edu/uploads/Categorizing%20Identities%20Handout%20FINAL%20.pdf>

Rosenberg, S. (2017). *Respectful Collection of Demographic Data*. Retrieved from <https://medium.com/shenomads/respectful-collection-of-demographic-data-56de9fcb80e2>

### Gender

Human Rights Campaign (n.d.). *Collecting Transgender-Inclusive Gender Data in Workplace and Other Surveys*. Retrieved from <https://www.hrc.org/resources/collecting-transgender-inclusive-gender-data-in-workplace-and-other-surveys>

The Williams Institute. (2014). *Best Practices for Asking Questions to Identify Transgender and Other Gender Minority Respondents On Population-Based Surveys*. Retrieved from <https://williamsinstitute.law.ucla.edu/wp-content/uploads/geniuss-report-sep-2014.pdf>

### Race and Ethnicity

Jones, N. and Bentley, M. (2016). *2015 National Content Test Preliminary Results on Race and Ethnicity*. U.S. Census Bureau. Retrieved from <https://www2.census.gov/cac/nac/meetings/2016-10/2016-nac-jones.pdf>

U.S. Census Bureau. (n.d.). *Research to Improve Data on Race and Ethnicity*. Retrieved from <https://www.census.gov/about/our-research/race-ethnicity.html>

### Disability

U.S. Census. (n.d.). *How Disability Data are Collected from The American Community Survey*. Retrieved from <https://www.census.gov/topics/health/disability/guidance/data-collection-acs.html>

## Remote and Hybrid Meetings

During the COVID-19 pandemic, the world moved to virtual meetings in order to maintain business and communication, even when we could not meet in person. The benefits of these virtual meetings became obvious very quickly – no travel time or child care was needed to participate and there quickly became options for translators to provide options to participants in different languages. In many ways, virtual meetings became a great equalizer in community involvement as well, allowing people to participate who may have never jumped in the car to come to City Hall. However, not all community members find virtual meetings easier. Those who do not have internet access, equipment or are not comfortable with technology realize almost impossible hurdles to overcome without assistance. Yet in the end, in the Post-COVID world, it's critical to think about accessible ways to meet and interact with fellow team members and with the public virtually, as an additional tool in the community involvement toolkit.



## Online Neighborhood Meetings: Public Engagement



When thinking about how to engage the public, it's best to think through the pyramid of public engagement. Ask yourself: is your meeting to Inform, Consult, Involve, or Partner with the public?

### Informing the Public:

Informing is best used when a project or event does not require public input and your goal is purely informational. Sometimes you may use an inform tactic to invite community members to a session with higher levels of engagement.

#### **Ways to Inform:**

- Using a livestream
- Uploading a pre-recorded meeting to YouTube or the City's social media channels
- Sending a notice to residents asking for questions, then responding to those questions

#### **Examples of Informing:**

- Sharing a construction schedule with a neighborhood that has a Q&A section
- Showing businesses how to file their sales tax return online
- Explaining how and where to pay a parking ticket

### Consulting & Involving the Public

In a remote context, consulting and involving are often intertwined. This gives the public the opportunity to respond to the information the City has provided and share their thoughts and concerns. In most examples, the city has already made plans and the public has the opportunity to provide input before those plans are put into place.

Involving the public is more proactive and means there is ample time for plans to shift or change depending on the public's thoughts.

### Ways to Consult & Involve:

- A livestream or in-person meeting with a “Public Comment” opportunity
- Requesting questions and comments prior to an in-person meeting or project presentation
- Performing randomized calling for community members to answer a brief questionnaire

### Examples of Consulting & Involving:

- A remote neighborhood meeting, with a public-invited-to-be-heard opportunity
- Brainstorming options for neighborhood traffic design (or anything, in a breakout room or in a large group)
- Providing feedback for Council to consider when making a policy decision on a multi-faceted decision, such as the Vicious Dog Ordinance, which had members of the public defending and attacking the ordinance

### Public Invited to be Heard Slide

Here is an image of an English-only Public Comment Slide from a neighborhood meeting. The meeting ID will change depending on your Zoom meeting.



The slide is split into two columns. The left column is titled "INSTRUCTIONS public comment" and includes a small icon of a telephone with a red 'X' over it. The right column is titled "INSTRUCCIONES para comentarios públicos" and includes a small icon of a telephone with a red 'X' over it. Both columns have a warning message: "It's not time to call in yet. Please call in only when the indicated. Write down tonight's call-in information:" (English) and "Todavía no es hora de llamar. Por favor llame sólo cuando se indique. Anote la información de la llamada de esta noche:" (Spanish). Below the warning messages, there are three numbered steps: 1. Dial Toll Free · Marque sin cargo (1 (888) 788 0099); 2. Enter the Meeting ID · Ingrese la identificación de la reunión (828 7261 5681); 3. For Participant ID, press · Para identificación de participante, presione. At the bottom, there is a hash symbol (#) and the City of Longmont logo. The date "Thursday, January 27, 2022 · Jueves, 27 de enero, 2022" is printed at the bottom left.

When the public calls in, they'll be placed in a queue or waiting room. It is important to ensure everyone is muted when they enter. Remind listeners before unmuting them that if they're watching the livestream to mute it.

Because you can't predict exactly how many people will be in attendance, it's best to invite staff or project partners who know the meeting's contents well and can answer questions that are asked.

When 10+ callers call in, it's advised to have each caller state their comment or question, then have them wait in the queue. Have the staff or presenters respond to everything in bulk at the end, and then allow callers to hit \*9 to raise their hand (on Zoom) to have a 1-minute follow-up.

### Sending Notice Prior to a Meeting

To host a public meeting, giving the public notice beforehand is required. When sending a notice for public involvement, include an email or staff point of contact for members of the public to share their comments or questions ahead of time.

This will allow the staff to respond to questions and concerns, limiting repeat questions by callers. It also allows those who are unable to make the meeting to have their voices heard.

### Using Chat and Poll Functions

When Consulting or Involving the public, Zoom has a few built-in tools you can use.

Chat is best used when you have many people in the meeting and want to solicit questions. To maximize productivity, and minimize people arguing amongst each other, you can have any comments made in chat sent directly to the Host or the Moderator. They will then be able to read off the questions or comments and unmute the asker if they need to.

Chat can also be used as a means of attendance and as an easy way to take minutes for the meeting.

Polling is similarly helpful for decision making. You can create a poll in-meeting to record data on certain decisions.

### Partnering with the Public

Partnering with the community is a proactive approach to project planning. It is an on-going dialogue between city officials and members of the public to work in unity with one another from conception to completion of a project.

### Examples of Partnering with the Community:

- Gathering a regional group of leaders to share ideas on how to use funding
- Discussing the logistics of a new internship program with various community partners
- Host a meeting revolving around new park projects and invite neighborhood residents to discuss potential improvement plans with city officials

### Breakout Rooms

Breakout rooms are great for allowing a larger community to collaborate in small groups with one another. This can be useful for topics/projects with multiple options or viewpoints.

For Teams, breakout rooms are available in the in-meeting settings. For Zoom, breakout rooms must be enabled before the meeting begins.

It's recommended that you have an RSVP list for people to confirm who will be attending your meeting. This way you can prepare how many facilitators you'll need and if there will be groups that speak different languages.

Breakout groups can be determined randomly or be pre-determined. Pre-determined groups are recommended when working with communities of varying languages, so that groups can effectively communicate with one another.

If you're unsure whether participants would prefer a language specific group, ask them to type in chat their preference.

### **Facilitators**

You'll need at least one facilitator for each breakout room. The facilitator's role is to listen and take notes. This person may also write down ideas on the breakout room's whiteboard or use one of the additional engagement tools mentioned below.

It's important to include facilitators that speak the correct language for the breakout group they're assigned to.

### **Conflict**

With Partnership comes conflict. Groups will often have different goals or ideas when it comes to solving certain issues. After returning from breakout groups, have a facilitator (or group leader) share what their group talked about.

The host should give opportunities for different sides to produce pros and cons to each other's ideas.

### **Next Steps**

Once all sides or ideas have been discussed, it's important to offer the next steps for your group.

If there is not a clear consensus, you could use a poll to identify the top idea (or ideas). You can then determine which to move forward with based on the logistics or likelihood of them being possible.

Because this is a partnership – you and your team have a say as well! Make sure to communicate to each side why you're choosing one over the other and how all parties will be important in further executing the plan.

Once that has been determined, provide goals for next steps and a potential timeline.

### **Additional Engagement Tools:**

- [Jamboard](#) - Free collaborative whiteboard tool for groups
- [Mentimeter](#) – Live polling (requires sign-up)
- [Kahoot](#) – Game style interactive tool
- [Miro](#) – Visual Collaborative Platform
- [Poll Everywhere](#) – Live polling

## Technology – Zoom, Teams, & WebEx:

We utilize three main virtual meeting tools.

All of the below platforms offer the ability to call into meetings, save and record meetings, as well as chat with people during the meetings. All platforms have access to automatic captions in English and Spanish.

Note that these tools receive regular updates and their pros and cons may change.

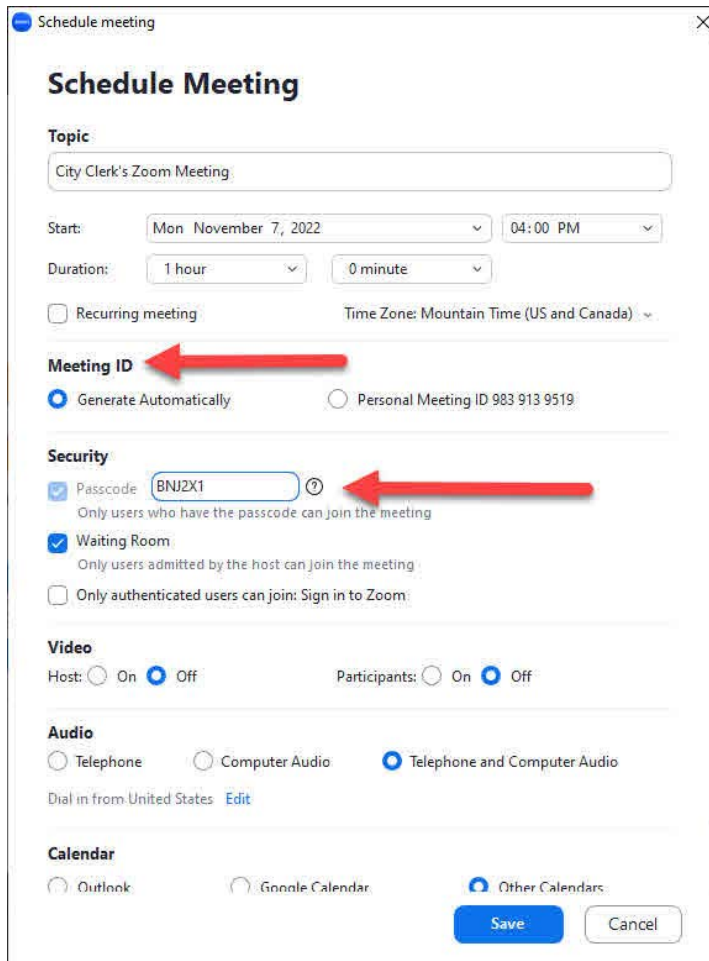
	Description	Unique Pros	Cons	Best Way to Use
Zoom	Zoom is preferred by the city for its ease of integration with PrimeGov and YouTube and is the preferred medium for including the public virtually.	<ul style="list-style-type: none"> <li>+ Connects with YouTube, PrimeGov, and other Streaming services easily.</li> <li>+ Simplistic, easy to use interface</li> <li>+ Includes tools to help manage public dialogue (ability to mute, rename and manage video)</li> <li>+ Allows for “break out groups”</li> </ul>	<ul style="list-style-type: none"> <li>- Minimal in-meeting customization. Requires using a web browser and modifying settings before a meeting is created.</li> <li>- Most City accounts are limited to 100 people. Reach out for how to access the account for meetings up to 500 people.</li> <li>- Currently, to add Zoom’s “Translation Captions” option the City would need to upgrade its Zoom account.</li> </ul>	<ul style="list-style-type: none"> <li>- When Livestreaming to other Platforms</li> <li>- Connecting with Public in settings of &lt;100 people</li> <li>- To Inform, Consult, Involve, or partner with the public the public</li> </ul>

<p>Teams</p>	<p>Teams is a do-it-all tool that neglects some of the specific capabilities the other platforms offer in exchange for simplicity.</p>	<ul style="list-style-type: none"> <li>+ Easily create virtual meetings in Outlook calendar</li> <li>+ Works well with Microsoft platform</li> <li>+ Offers Live Captions for multitude of languages.</li> <li>+ Can connect to Microsoft Translate, a free app that translates languages into another person's language (via text) in real-time</li> </ul>	<ul style="list-style-type: none"> <li>- Features like 'Lock Meeting' are hidden away</li> <li>- Doesn't play well with users outside of the city's network</li> <li>- 1000 Attendees Maximum</li> </ul>	<ul style="list-style-type: none"> <li>- For meetings with small groups</li> <li>- For Internal team meetings</li> <li>- For meetings with speakers of different languages</li> </ul>
<p>WebEx</p>	<p>WebEx is a great platform for extremely large audiences. WebEx offers the widest suite of controls for Hosts to work with.</p>	<ul style="list-style-type: none"> <li>+ Offers a shareable 'White Board' where users can add sticky notes and drawings at will while collaborating on projects or ideas.</li> <li>+ Customizable 'Welcome Messages' allow you to instruct new attendants without having to address them specifically.</li> <li>+ Offers Live Captions for several languages (fewer than Teams)</li> </ul>	<ul style="list-style-type: none"> <li>- More cumbersome interface</li> <li>- Panels are automatically reset for repeat meetings, resulting in tedious adding/subtracting.</li> </ul>	<ul style="list-style-type: none"> <li>- For massive meetings (1000+ people)</li> </ul>

## Consulting, Involving, and Partnering: How to Create a Zoom Meeting

1. Schedule a Zoom Meeting. When the meeting is created, make sure to copy the Meeting ID and Passcode. Invited guests will use these details to join the meeting. Callers will need the meeting ID to join via phone.

**Note:** You may need to manually change the passcode when creating a meeting. Avoid using “L” “I” “1” “0” and “O” as these are commonly mistaken for other letters or numbers.



**Schedule Meeting**

**Topic:** City Clerk's Zoom Meeting

**Start:** Mon November 7, 2022 04:00 PM

**Duration:** 1 hour 0 minute

Recurring meeting Time Zone: Mountain Time (US and Canada)

**Meeting ID**

Generate Automatically  Personal Meeting ID 983 913 9519

**Security**

Passcode BNJ2X1  
Only users who have the passcode can join the meeting

Waiting Room  
Only users admitted by the host can join the meeting

Only authenticated users can join: Sign in to Zoom

**Video**

Host:  On  Off Participants:  On  Off

**Audio**

Telephone  Computer Audio  Telephone and Computer Audio

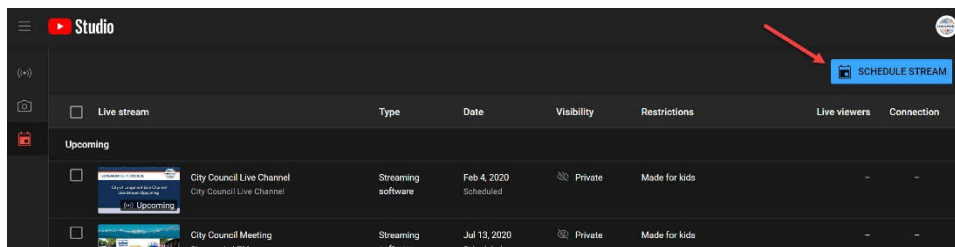
Dial in from United States [Edit](#)

**Calendar**

Outlook  Google Calendar  Other Calendars

[Save](#) [Cancel](#)

2. Create a YouTube livestream. Add a Title and Thumbnail. Ensure there is no 'Live Chat' on by mistake. Set to 'Public.'





## Create stream



Details

Customization

Visibility

### Details

Title (required) ?

Test Stream

Description ?

Tell viewers more about your stream (type @ to mention a channel)

### Category

Add your stream to a category so viewers can find it more easily

News & Politics

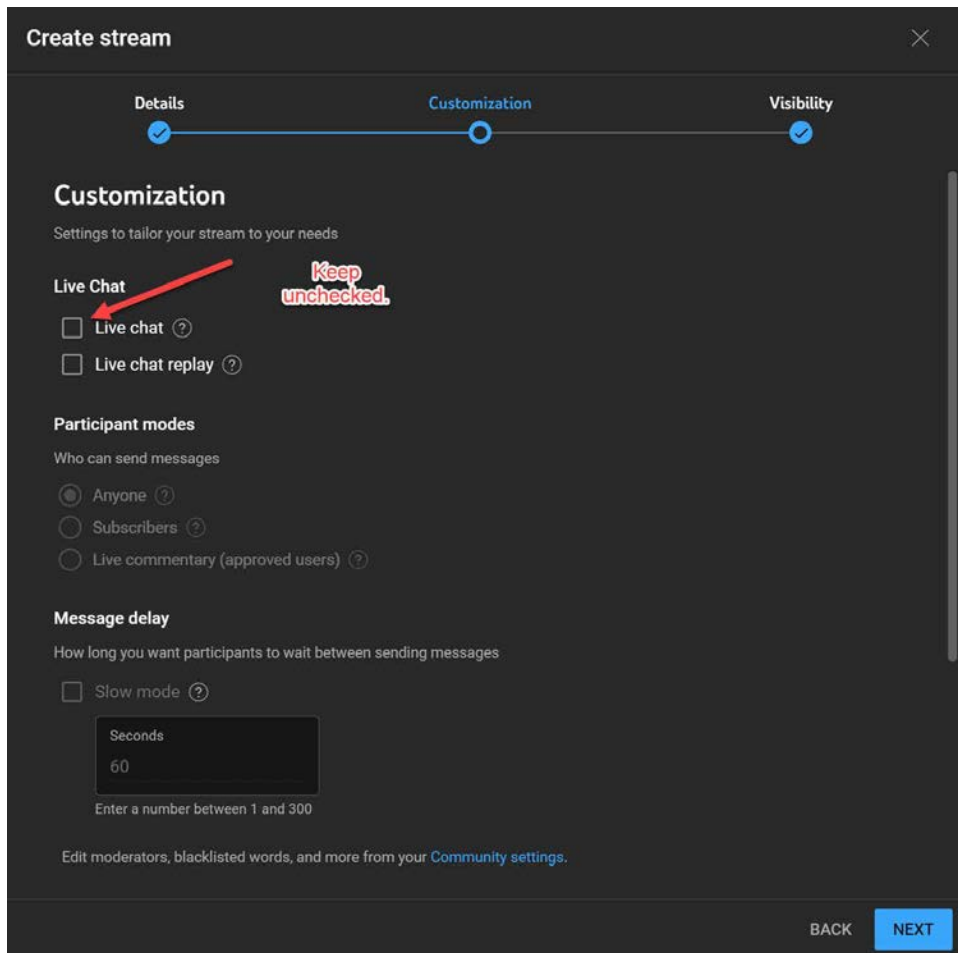
### Thumbnail

Select or upload a picture that represents your stream. A good thumbnail stands out and draws viewers' attention. [Learn more](#)



Upload thumbnail

NEXT




3. Connect the livestream to the Zoom meeting using the stream key YouTube generated. The 'Live Streaming Page URL' is the page the video will be live at.

# Stream the Zoom meeting to a Custom Streaming Service

Primegov Integration

### Streaming URL

### Streaming key

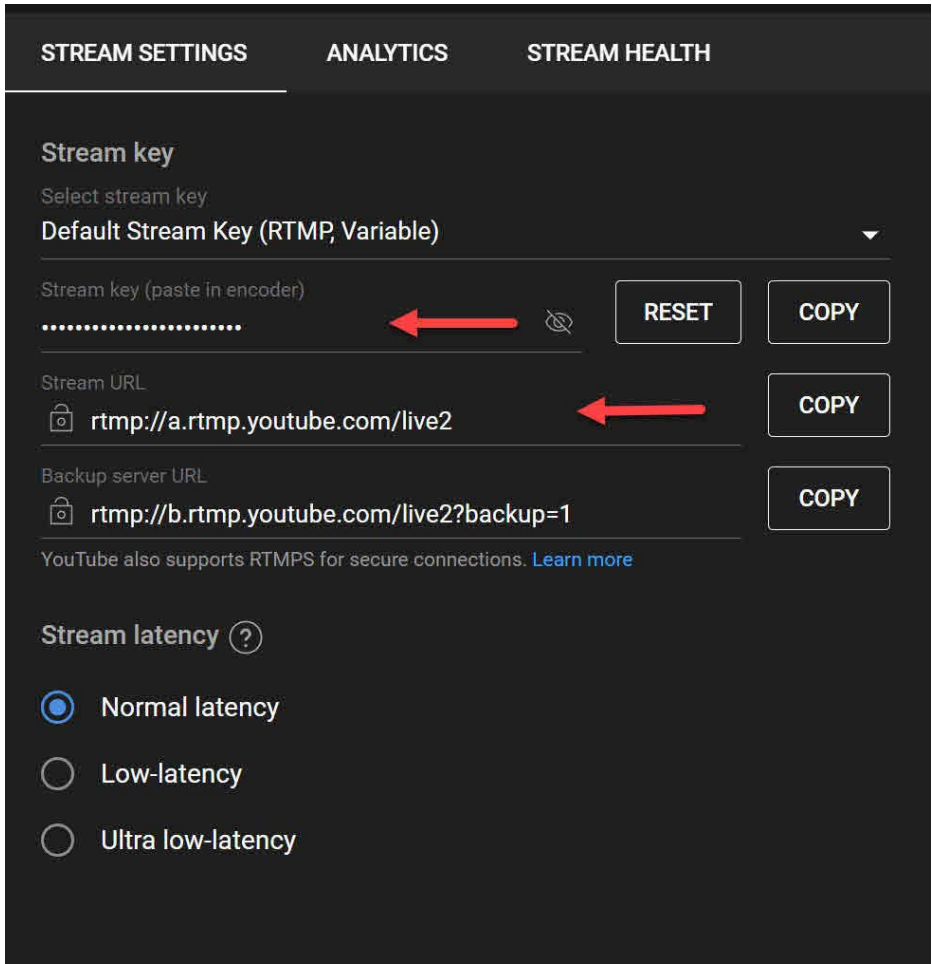
  Show

### Live streaming page URL

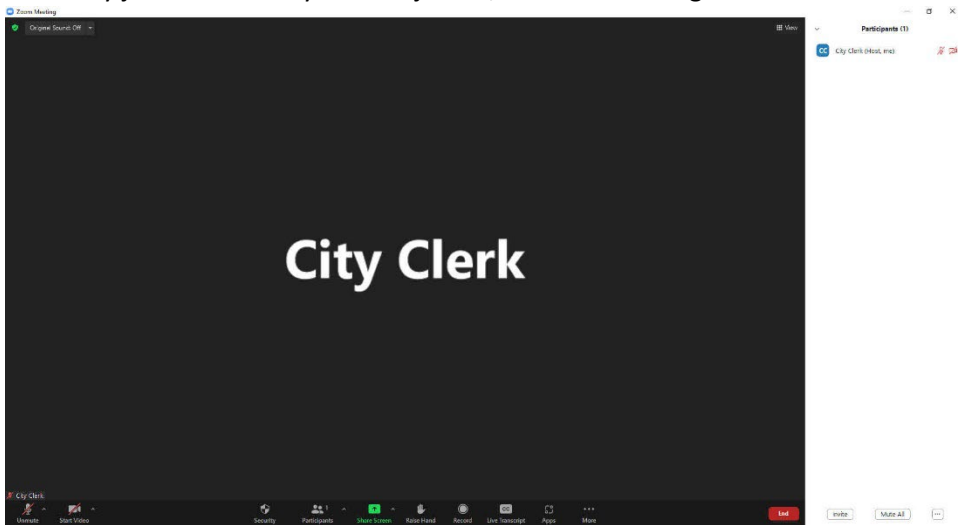
Everyone who uses this link can watch the live broadcast

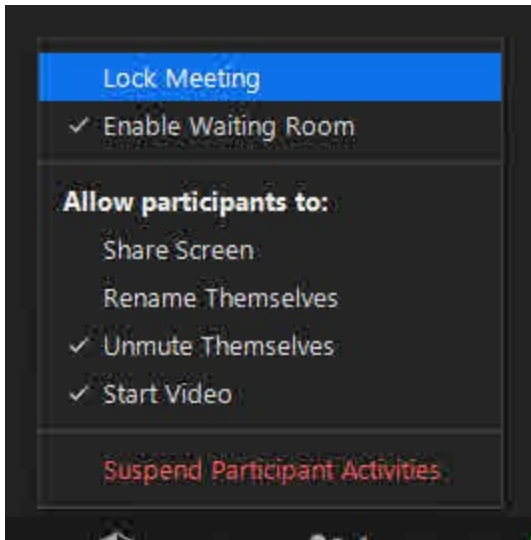
Custom streaming service requires authentication to broadcast

**Go Live!**

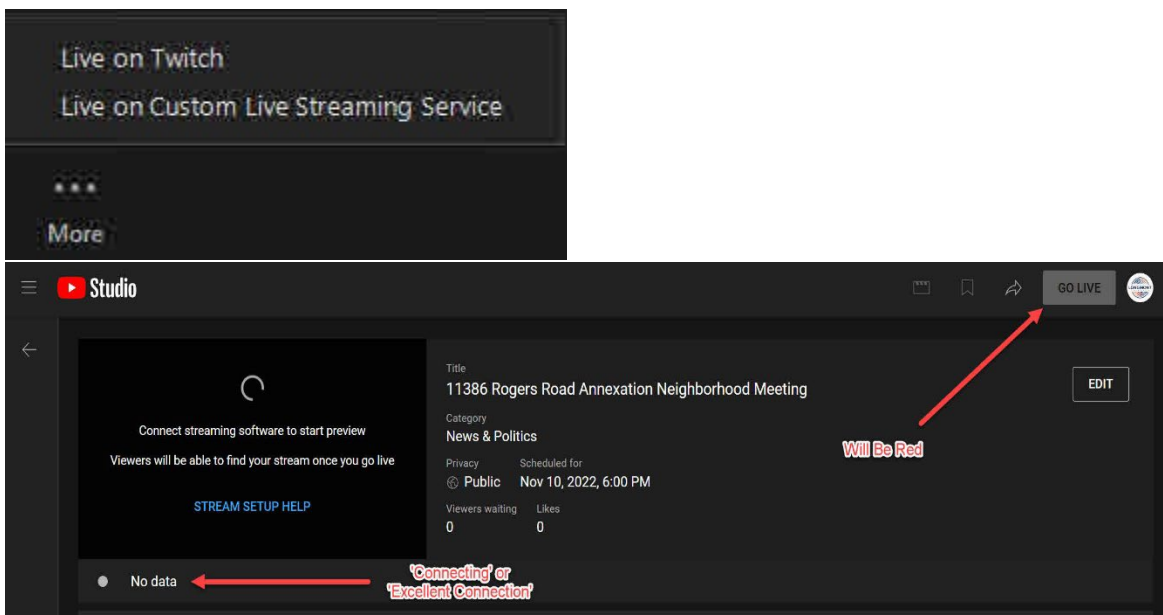


4. Start the Zoom meeting. Go to 'Security' and uncheck "Lock Meeting," so that invited guests and staff may join. Once everyone has joined, lock the meeting.





5. In the Participants tab, promote any city staff that were specifically invited to the meeting as 'co-hosts.' Applicants or presenters outside the city can be promoted at the discretion of the meeting Host. If they are NOT promoted, the Host will need to ensure that they're able to turn on their microphones and cameras when appropriate.
6. In Zoom, press the "..." and then go live by pressing 'Custom Live Streaming Service.' On YouTube, you should see the meeting connecting and buffering. Click on 'Go Live.'



7. When it is time for callers to join, put up a slide that shows what the meeting ID is and the number that callers need to use to call in and then unlock the meeting. City meetings often allow for five minutes for callers to call in. It is important to verbally remind people on the

Livestream around the four-minute mark, in case they missed the initial announcement to call in.

## INSTRUCTIONS

public comment

It's not time to call in yet. Please call in only when the indicated. Write down tonight's call-in information:



## INSTRUCCIONES

para comentarios públicos

Todavía no es hora de llamar. Por favor llame sólo cuando se indique. Anote la información de la llamada de esta noche:

---

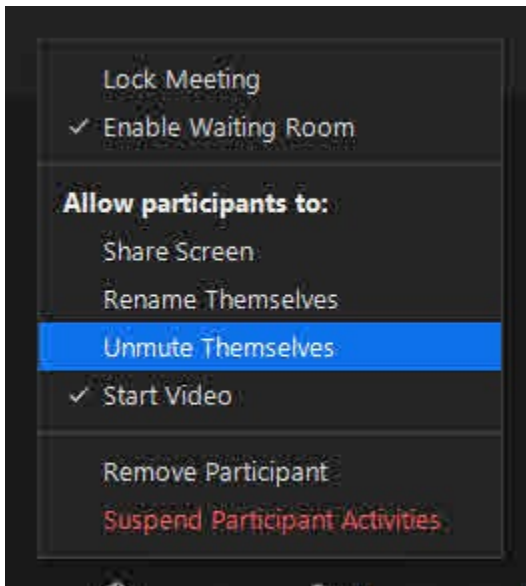


- 1** Dial Toll Free · *Marque sin cargo*  
**1 (888) 788 0099**
- 2** Enter the Meeting ID · *Ingrese la identificación de la reunión*  
**828 7261 5681**
- 3** For Participant ID, press · *Para identificación de participante, presione*  
**#**

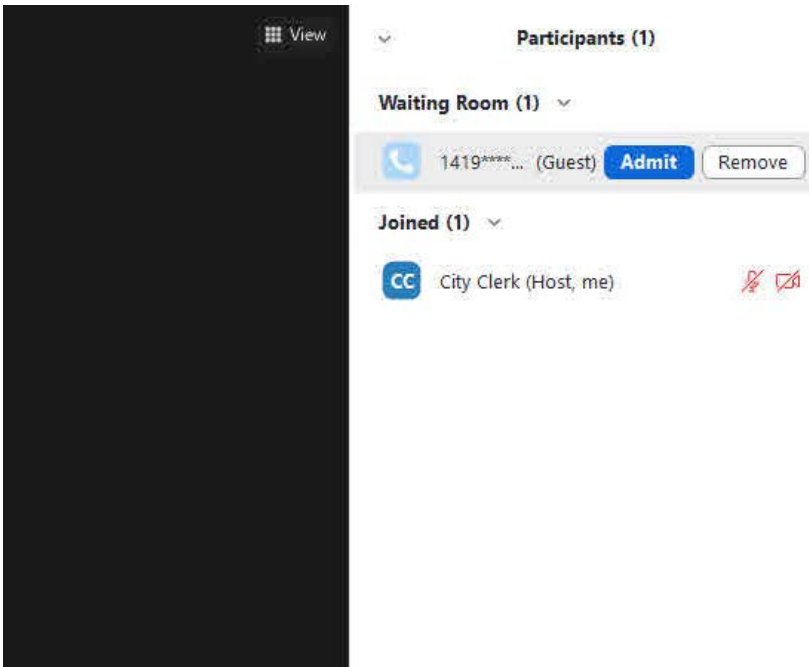
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8. Before admitting callers, make sure that the option for guests to unmute themselves is not check marked.

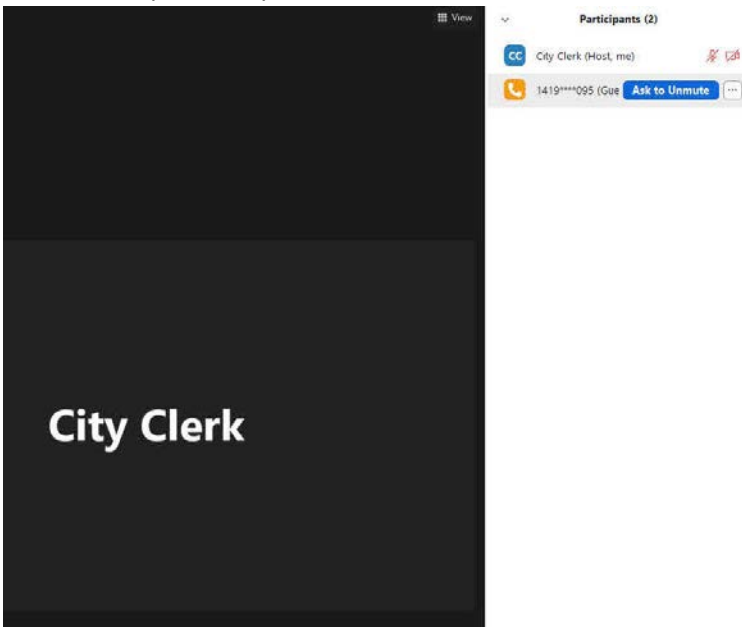


9. Admit callers from the waiting room. Mute them if necessary. Once all callers have been admitted and the five minutes is up, relock the meeting and note how many callers are in the meeting. Write-down the last 3 digits of their phone number in the order they show up on Zoom.  
**Note:** If additional callers join the order will shift, hence why it's important to lock the meeting once the five minutes are up and all callers have been admitted.



10. Tell all callers to mute their livestreams so they can hear you speak through the phone.

11. Starting from the top of the list, address a caller by the last three digits of their phone number and ask them to unmute. Ask for their name and address for the record, then give them 3 minutes to speak. Stop them at three minutes, then move on to the following caller.



12. Callers may stay on to ask follow-ups if there is time. Don't cross these numbers off until they have left the meeting.

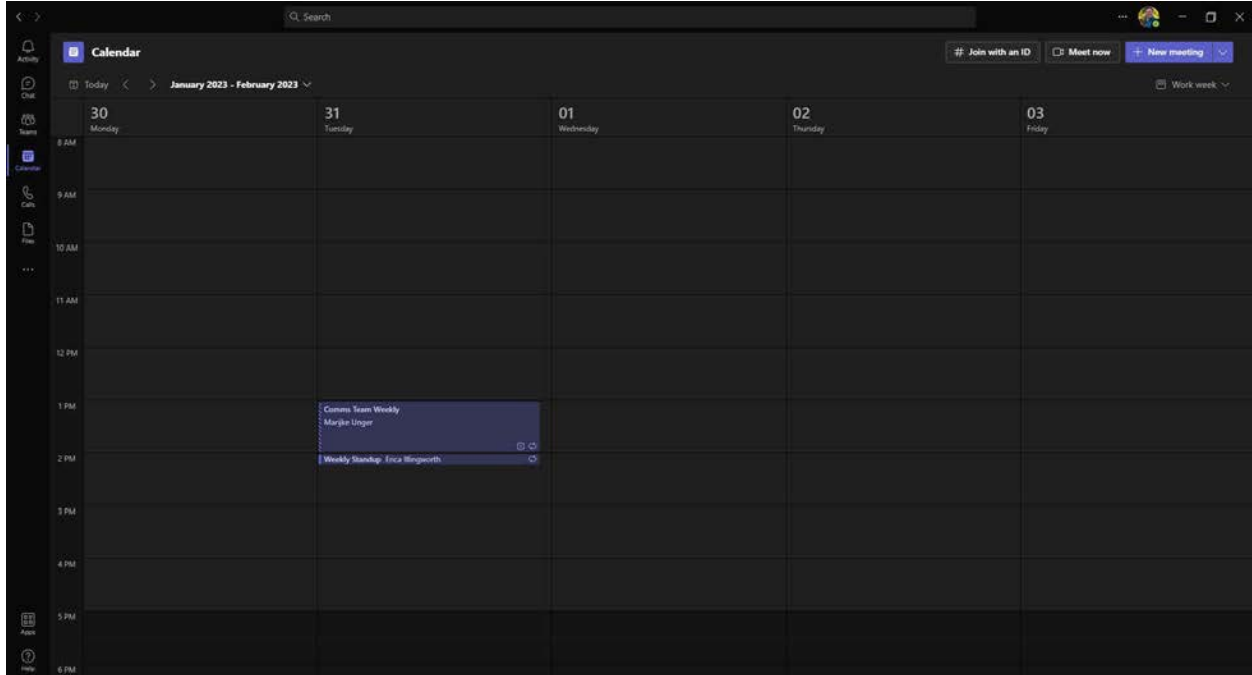
13. After all callers have spoken and any questions or comments have been addressed by staff and the team, then you may end the meeting.



## Creating Internal Remote or Hybrid Meetings with Microsoft Teams

Teams is the most convenient tool to use for internal remote or hybrid meetings.

Creating a Teams meeting is simple. As all city employees have access to Microsoft Teams, let's go through the process of creating a Teams meeting via Calendar.



1. Go to your Calendar. This can be done in your browser or on the Teams app. Click on when you would like to create a meeting by creating an event anywhere on the calendar.

Scheduling Assistant | Response options | Busy | Categorize

Save | Calendar

Add a title

Invite attendees Optional

1/25/2023 1:00 PM  All day  Time zones

1/25/2023 2:00 PM  Don't repeat

Search for a room or location  Teams meeting

15 minutes before

Add a description or attach documents

11 AM

12 PM

1 PM 1:00 PM - 2:00 PM

2 PM

3 PM

4 PM

5 PM

6 PM

7 PM

8 PM

9 PM

10 PM

11 PM

New meeting Details | Scheduling Assistant

Show as: Busy | Time zone: (UTC-07:00) Mountain Time (US & Canada) | Response options | Require registration: None

1 Add title

2 Add required attendees Optional

3 Feb 1, 2023 10:00 AM → Feb 1, 2023 10:30 AM 30m  All day

Does not repeat

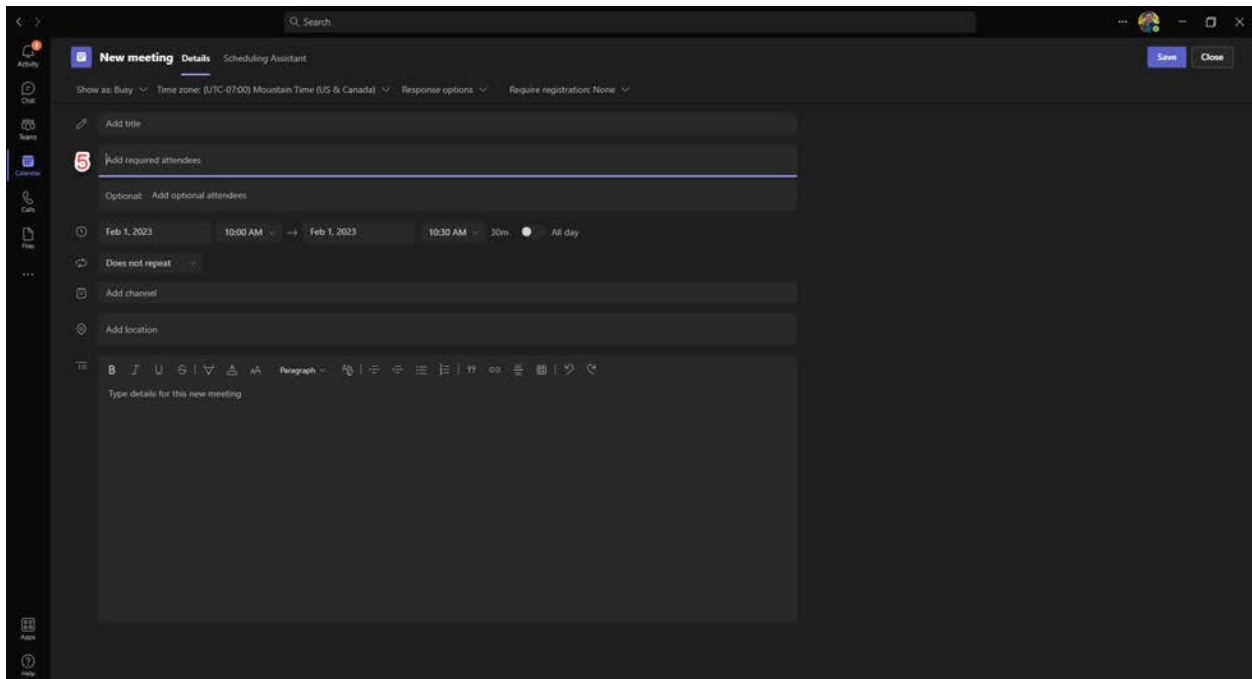
4 Add channel

Add location

**B** *I* U **G** | | | | | Paragraph | | | | | | | |

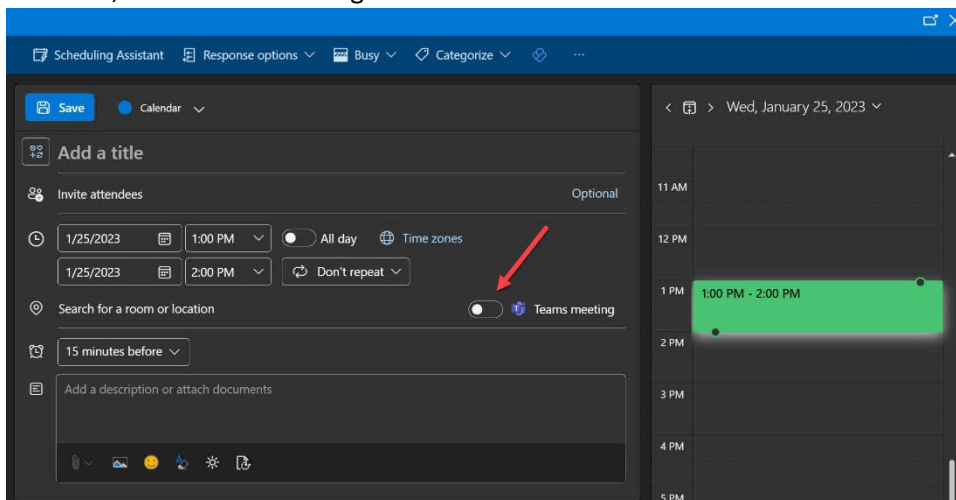
Type details for this new meeting

2. Add a title and confirm the date for the meeting.
3. If it is a reoccurring meeting, make sure to note that and by what interval it repeats.
4. Add any relevant information in the details section below. If you are meeting via Zoom or WebEx, it's important to put your Meeting ID and Password here.
5. Go to attendees and begin adding your guests. By default, Outlook Calendar and Teams calendar will create a remote Teams meeting.

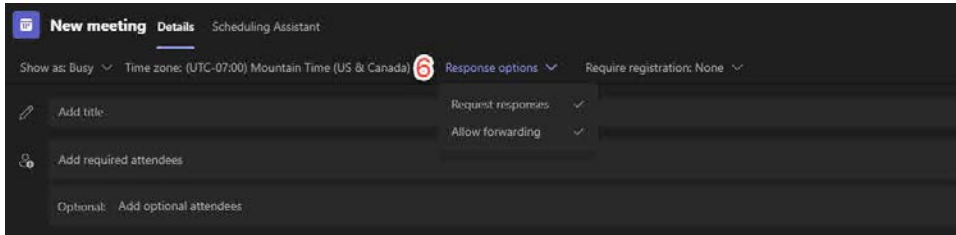


In Outlook Calendar you can turn this off if the meeting is meant to be in person, or you plan to use a different remote meeting option.

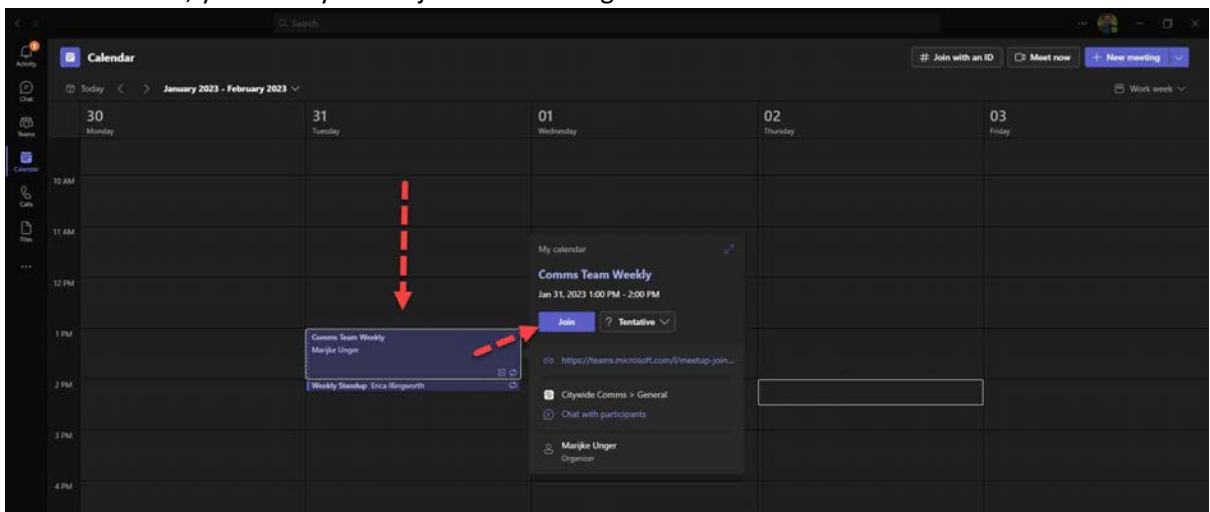
**IMPORTANT:** This must be done in meeting creation. Once a meeting is created with a Teams Meeting attached, that Teams meeting cannot be deleted.



- Depending on your meeting, you can adjust at the top whether your guests can forward the invite to others or not. In cases where you're sharing a meeting with a large number of guests, make sure to uncheck 'Request Responses'. Otherwise, you will receive an email each time someone accepts or rejects your invite.



- Finally, once you've created your meeting, you should see it on your calendar. If you click on the event in Teams, you'll see you can join the meeting.



## Running a Virtual & In-Person Hybrid Meeting

Hybrid meetings involve a group of facilitators or invitees in one central location (such as a conference room) with additional facilitators or invitees remote.

### Setup

When setting up a hybrid meeting it is important to establish the in-person location and its equipment as well as determine the remote meeting software to be used.

Only remote members need to receive the remote invite, unless it is in-person/remote optional, in which case you should send the virtual invite to everyone.

When determining an in-person location, make sure there is proper conferencing equipment available so that everyone in the room can easily be heard and seen by the remote participant. Ensure that whatever speakers and screens that the remote participants will be on is easily seen and heard throughout the in-person room, as well.

### Before the Meeting

Arrive 30 minutes early. Make sure that the in-person room equipment is working properly. Invite any remote presenters/required attendees to join early, ideally around 15 minutes beforehand, to test their mic and camera equipment and troubleshoot issues if necessary.

### Establishing Ground Rules

When a meeting begins that involves staff and the public, it's important to set clear ground rules on what is and is not appropriate behavior.

*Why? If ground rules are set, then someone can be removed for breaking those ground rules. If ground rules are not set, a person could argue that what they said or did was acceptable under Freedom of Speech.*

Here are a few ground rules to mention either verbally or as part of a slide in the presenter's presentation.

1. The meeting is being recorded and publicly distributed
2. Be respectful to staff and other participants
3. No profanity, rude language, or threats
4. Keep comments focused on the meeting/proposed topic
5. If there is audio feedback, background noise, or children in the background, you may be muted or have your camera turned off and placed back in the queue until these issues are resolved.
6. You have X amount of time to speak (typically 3 minutes).

For light offenses, you may interrupt the speaker to issue them a warning. If the speaker says something blatantly profane or threatening, or repeatedly breaks the rules, you may mute and kick the speaker from the meeting.

As well, be clear on whether the person speaking will have the opportunity to have a dialogue with the host/speaker. This should be consistent across all callers to not appear biased.

## Facilitation

It is important to keep track of the discussion in the central location as well as including those that are remote. Check for 'Raised Hands' or questions that remote participants may have asked in the Chat. If it is difficult for remote presenters to see into the room, choose appropriate times to interrupt them and let them know that there is a question or comment.

For presenting, it's advised that the facilitator run the presentation and share that presentation using the virtual meeting app (Zoom, Teams, etc.). This way, both those in-person and virtual will be able to see the presentation in real time. This will require the presenter to instruct the facilitator when to advance in the presentation.

## After the Meeting

Depending on the meeting and the application used, you may need to upload the footage to Sharepoint, YouTube, or the city's internal Vimeo page.

Determine where the meeting recording needs to go. If you don't have access to upload the video, you can share this with the Digital Video Livestream Specialist via Teams and they can upload it for you.

If you're meeting was livestreamed, the recording will automatically be on YouTube.

## Security

When running a meeting with public participants, it's important to implement some barriers to ensure the meeting runs smoothly and isn't taken over, intentionally or unintentionally

### The Basics

Meetings should have a password associated with them. The password should be at least six symbols long and include both numbers and letters. For recurring meetings, it's recommended to change these passwords every ninety days.

### The Waiting Room:

Both Teams and Zoom have waiting rooms, where the host can see the person's name or ID wishing to join before actually entering the meeting. If someone is unknown, they can be removed from the waiting room before interfering with the meeting.

### Chat:

Worried about participants using coarse or inflammatory language in the chat? Before a Zoom meeting, you can make it so that all chats go to you or your fellow moderators. This way, if questions are asked you can relay them, and if a derogatory comment is made, others won't see it.

Internally, the city uses the chat feature often. For external meetings with the public, we typically do not, to simplify the meeting for the facilitator and staff.

## Equipment & Conference Rooms:

It's critical for users in and outside the office to have the necessary equipment to properly communicate with their coworkers wherever they are.

For remote participants, they need:

- Webcam

Affordable, plug-and-play option that includes a mic:

[https://www.amazon.com/Logitech-Desktop-Widescreen-Calling-Recording/dp/B004FHO5Y6/ref=sr\\_1\\_4?crd=I5ME1MZXTGVK&keywords=webcam&qid=1665527511&qu=eyJxc2MiOiI1Ljc5liwicXNhIjoINS41NCIsInFzcCI6IjUuMzMifQ%3D%3D&srefix=webcam%2Caps%2C127&sr=8-4](https://www.amazon.com/Logitech-Desktop-Widescreen-Calling-Recording/dp/B004FHO5Y6/ref=sr_1_4?crd=I5ME1MZXTGVK&keywords=webcam&qid=1665527511&qu=eyJxc2MiOiI1Ljc5liwicXNhIjoINS41NCIsInFzcCI6IjUuMzMifQ%3D%3D&srefix=webcam%2Caps%2C127&sr=8-4)

- Headphones/headsets:

*Having a good headset is critical if you're working in a noisy environment. This will increase your vocal quality and will allow you to hear others in the virtual meeting better. While webcams have decent microphones, built-in microphones are prone to more issues and often offer lower quality audio.*

Occasional usage:

[https://www.amazon.com/Logitech-High-performance-Headset-Windows-Certified/dp/B0091F8F7A/ref=sr\\_1\\_1\\_sspa?crd=CBITYRNECYO5&keywords=logitech+headset&qid=1665527621&qu=eyJxc2MiOiI0Ljk5liwicXNhIjoINC4zOSIsInFzcCI6IjMuOTQifQ%3D%3D&srefix=logitech+headse%2Caps%2C117&sr=8-1-spons&psc=1](https://www.amazon.com/Logitech-High-performance-Headset-Windows-Certified/dp/B0091F8F7A/ref=sr_1_1_sspa?crd=CBITYRNECYO5&keywords=logitech+headset&qid=1665527621&qu=eyJxc2MiOiI0Ljk5liwicXNhIjoINC4zOSIsInFzcCI6IjMuOTQifQ%3D%3D&srefix=logitech+headse%2Caps%2C117&sr=8-1-spons&psc=1)

Virtual all the Time User:

[https://www.amazon.com/Logitech-Gaming-Headset-Blue-Technology/dp/B07PDFBJZD/ref=sr\\_1\\_5?crd=CBITYRNECYO5&keywords=logitech+headset&qid=1665527670&qu=eyJxc2MiOiI0Ljk5liwicXNhIjoINC4zOSIsInFzcCI6IjMuOTQifQ%3D%3D&srefix=logitech+headse%2Caps%2C117&sr=8-5](https://www.amazon.com/Logitech-Gaming-Headset-Blue-Technology/dp/B07PDFBJZD/ref=sr_1_5?crd=CBITYRNECYO5&keywords=logitech+headset&qid=1665527670&qu=eyJxc2MiOiI0Ljk5liwicXNhIjoINC4zOSIsInFzcCI6IjMuOTQifQ%3D%3D&srefix=logitech+headse%2Caps%2C117&sr=8-5)

- Laptop or Desktop with a minimum of 500gb SSD and 8gb of RAM.

Conferencing Equipment:

- Owl 3

*Offers a 360-degree camera with adaptive microphones ideal for small to medium-sized conference rooms*

<https://owllabs.com/products/meeting-owl-3>



- Logitech Conference Bundle

*Ideal for larger meetings or for meetings. This wall-mounted camera provides a zooming camera and microphones that can be spread around so that audio is clear wherever the speaker is in the room*

[https://www.amazon.com/Logitech-Conferencing-Bundle-Expansion-Meeting/dp/B01BBKZ520/ref=sr\\_1\\_6?crd=1W0QF7EUEJW91&keywords=conference+room+webcam&qid=1666141372&qu=eyJxc2MiOiI1LjQ3IiwicXNhIjojNS4yNCIsInFzcCI6IjQ1OTIifQ%3D%3D&s=electronics&sprefix=conference+room+webcam%2Celectronics%2C110&sr=1-6](https://www.amazon.com/Logitech-Conferencing-Bundle-Expansion-Meeting/dp/B01BBKZ520/ref=sr_1_6?crd=1W0QF7EUEJW91&keywords=conference+room+webcam&qid=1666141372&qu=eyJxc2MiOiI1LjQ3IiwicXNhIjojNS4yNCIsInFzcCI6IjQ1OTIifQ%3D%3D&s=electronics&sprefix=conference+room+webcam%2Celectronics%2C110&sr=1-6)

#### Available Conference Rooms:

##### **Civic Center:**

- Purchasing
- CMO
- HR

##### **DSC:**

- Twin Sisters
- New Conference Room Creative Station

##### **Waste Services Center:**

- Training Room

##### **Service Center: (Rooms being renamed soon)**

- Water Conference Room
- LPC Engineering Conference Room
- New LPC Conference Room

##### **Airport Road:**

- Small Northeast Conference Room

## Remote Meeting Etiquette

When participating in a meeting remotely:

- Keep your microphone off unless you are speaking.
- Press “Raise Hand” to get the attention of the host to ask a comment or question. You may also put questions in the Chat so that the host or presenter may respond on their timeline.
- Do not share your screen, pause or restart a meeting’s recording, or end the meeting early.

Distractions:

- When participating with the public, it’s important to keep any filters or generated backgrounds off. This helps showcase city transparency and is usually less distracting to the eye.
- If there are things occurring in your background (children, pets, ghosts, or otherwise) it’s best to turn off your camera to prevent distracting others.

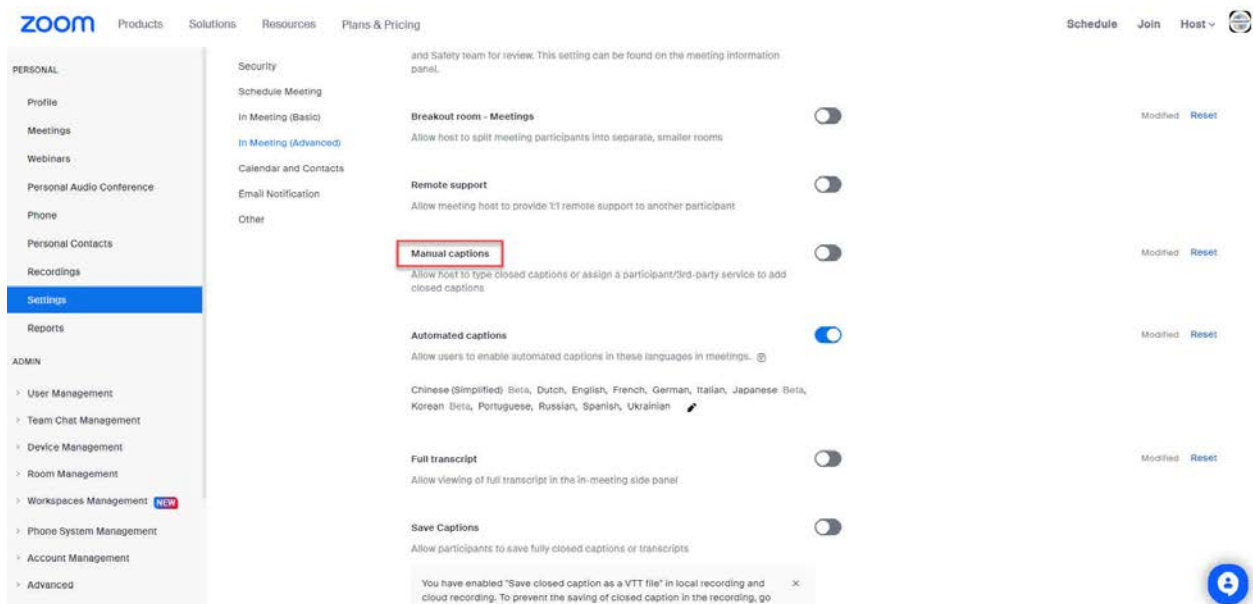
When leading or running a remote meeting:

- Set the example for guests, following the guidelines listed above
- Ensure you are a host or co-host in the meeting, capable of muting mics or turning off cameras when necessary
- Make sure to end the meeting for everyone when the meeting is over. This is different than ‘Leaving’ the meeting.

## Accessibility – Captions

All available remote meeting tools the city uses have live captions built into their applications. However, if you know in advance that there are speakers/listeners who are deaf, it's advised to have a Communication Access Realtime Translation (CART) captioner available to manually log captions, as auto-captions aren't perfect. With enough notice from a speaker/listener who is deaf, this may be required.

To enable this option, go to "Settings," "In Meeting (Advanced)" and Toggle "Manual Captions" to On, as seen below.



Another option is having an ASL interpreter on camera with the presenter, signing in real-time.

### Other Languages

It is not uncommon that the city has remote meetings that need to offer Spanish and English language service for communicating with the public. Neighborhood meetings are a good example. For these meetings, it's important to have a translator available who can communicate questions from Spanish to English and vice-versa. To access this feature requires a Zoom One Plus premium account.

It's also crucial for graphics displayed to the public to have relevant information displayed for both Spanish and English readers.

## INSTRUCTIONS public comment

It's not time to call in yet. Please call in only when the indicated. Write down tonight's call-in information:



## INSTRUCCIONES para comentarios públicos

Todavía no es hora de llamar. Por favor llame sólo cuando se indique. Anote la información de la llamada de esta noche:



- 1 Dial Toll Free · *Marque sin cargo*  
**1 (888) 788 0099**
- 2 Enter the Meeting ID · *Ingrese la identificación de la reunión*  
**828 7261 5681**
- 3 For Participant ID, press · *Para identificación de participante, presione*

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Thursday, January 27, 2022 · Jueves, 27 de enero, 2022



## Accessibility – Translators

Some meetings require all information to be shared in two or more languages, requiring a translator. Depending on the need, this may be adding another city staff member, or hiring a professional translator for the meeting.

While captions are helpful to readers with hearing disabilities, an ASL translator can be beneficial as well. While a presenter is speaking, the person with the disability can highlight the ASL translator's feed to watch their signing and understand what is being discussed.

**Note:** When adding a non-staff translator to the meeting, the meeting moderator will need to admit them and grant them permissions each time to share their camera and microphone.

For additional languages, such as Spanish, it is important for the presenter and the translator to communicate on how they will present during the meeting, as they will need to pause to ensure ample time for the other to speak.

A recommended form of presenting is to pause between paragraphs or between slides of a presentation to allow the translator to repeat the content into the additional language.

**Important:** If you need a translator or ASL interpreter for your meeting, reach out to Human Resources.

## Further Questions

If you have further questions about remote or hybrid meeting facilitation, or need someone to facilitate your meeting, please contact your Digital Video Livestream Specialist via teams or email at [dallas.stiles@longmontcolorado.gov](mailto:dallas.stiles@longmontcolorado.gov).