CITY OF BROOKHAVEN

ENTERPRISE-WIDE COMMUNITY ENGAGEMENT PLAN

Brookhaven
GEORGIA

December 2022

The following City of Brookhaven Vision & Mission Statements were established upon City incorporation in 2012.

VISION
Brookhaven will be nationally recognized as a beautiful community where multiple generations can live in safety, flourish in business and succeed in a historic, sustainable environment with exceptional education and transportation options.

MISSION
In support of the Brookhaven vision, the City government shall: encourage and maintain a beautiful community, meet public safety needs, develop an environment for business success, promote sustainable projects and activities, identify and preserve historic and neighborhood resources, facilitate educational opportunities, and improve transportation conditions, connectivity, and options while listening to and communicating with the public.

MAYOR & CITY COUNCIL
John Ernst, Mayor
Linley Jones, District 1
John Park, District 2
Madeleine Simmons, District 3
John Funny, District 4

CITY ADMINISTRATION
Christian Sigman, City Manager
Steve Chapman, Deputy City Manager
Patrice Ruffin, Assistant City Manager
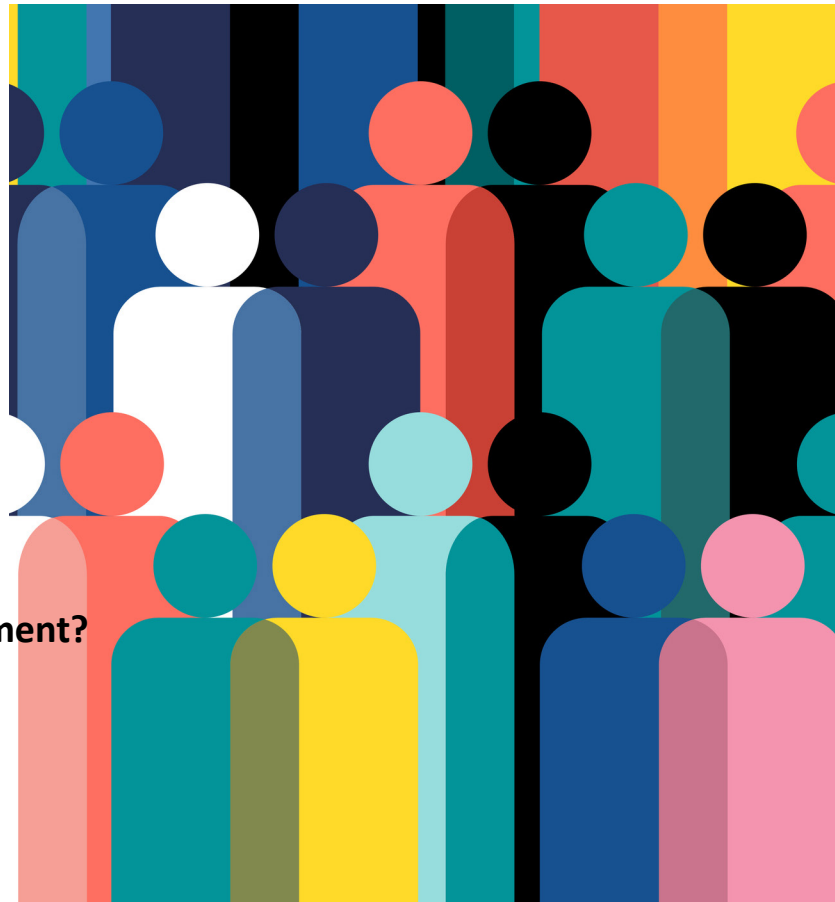Chris Balch, City Attorney

DEPARTMENT HEADS
Renee Areng, Explore Brookhaven
Linda Abaray, Community Development
Brian Borden, Parks & Recreation
Burke Brennan, Communications
Patty Hansen, Strategic Partnerships
Susan Hiott, City Clerk
Michael Johnson, Economic Development
Greg Klima, Facility Services
Oscar Medina, Finance
Robert Mullis, Information Technology
Don Sherrill, Public Works
Brandon Gurley, Police
Lillian Young, Human Resources

At the time of the adoption of this plan, the Charter Review Commission is reviewing the Vision and Mission statements to ensure diversity, equity, inclusion, and belonging are to highlight the City's commitment in this regard. The plan will be updated upon adoption of the new statements.

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The City of Brookhaven offers a variety of opportunities for the community to submit inquiries and participate in its departmental projects, programs, and processes. Past examples of these opportunities include pop-up surveys at festivals and shopping centers for the Character Area Study (2016) and the City Centre Master Plan (2022), project websites for capital improvement program projects (ongoing), and direct feedback email addresses for processes such as the budget (annually) and the Community Development Block Grant program.

Even with these continuing opportunities, a more focused, enterprise-wide approach to community engagement has been identified as a key goal of the City. This Community Engagement Plan outlines that enterprise-wide approach.

PURPOSE
With an understanding of the City's existing community engagement programs and its various guiding policy documents in mind, this Community Engagement Plan will serve as a toolkit for all City departments to encourage wholistic citizen involvement. This plan is intended to be a flexible, working document and will be updated as necessary. The plan has been designed to address the varying needs for city projects, programs, or processes and to:

- Consider a range of approaches to meet the diverse needs of the Brookhaven community;
- Convey to community members and other stakeholders how they can most effectively contribute; and
- Provide opportunities for community involvement at every level of local government.

The purpose of this Community Engagement Plan is to:

1. Define what community engagement means for the City of Brookhaven;
2. Highlight the City's core community engagement principles;
3. Provide City employees a complete public engagement framework including a full suite of resources, strategies, methods, support, and performance measures;
4. Ensure the City offers the appropriate level of public engagement for every project, process, and program;
5. Identify diverse groups of stakeholders that should be engaged at every stage of a project, process, or program;
6. Incorporate the City's brand into each engagement opportunity; and,
7. Ensure public engagement is streamlined internally and externally.

ACCESS = EQUITY

ACTION ITEMS

The development of this Community Engagement Plan **ensures the City's processes reflect its values** through the following action items:

1. The City will ensure sufficient **data collection** is completed as part of every engagement type to document key equity information including but not limited to race, ethnicity, gender, age, socioeconomic indicators, etc.
2. The City will work to identify more individuals and organizations that serve as **community leaders** (e.g., community organizers, clergy, social service agencies, current and former commission/board members), especially for groups identified as difficult to engage (e.g., people from culturally and linguistically diverse backgrounds, disadvantaged and homeless people, younger people, older people, those with disabilities) to ensure all neighbors and businesses have a seat at the table
3. The City will maintain a **proactive presence** in the community by attending events held by groups and organizations within all demographic categories to seek input and feedback and to provide departmental/operational information to the wider public
4. For community engagement completed as part of a planning or project process, all departments will be required to complete **pre- and post-engagement worksheets** to outline and frame the engagement effort and to ensure accountability in meeting performance measures
5. The City will complete an **annual analysis** of all engagement efforts to determine if community engagement performance measures have been met to ensure accountability

Consistent focus on the City's community engagement purpose and action items will allow for continuous empowerment of all members of the Brookhaven community to take ownership of the work needed to move the City toward fulfilling its vision and mission.

OVERVIEW

In 2021, the City Manager's Office was reorganized with a key goal of focusing on enterprise-wise initiatives and values, one of which is community engagement. Additionally in 2021, the Brookhaven Social Justice, Race, & Equity Commission (SJREC) submitted its recommendations to City Council. Two of the SJREC cross-cutting recommendations provided that the City should:

> "Establish a broad and diverse citizen-led group to provide accountability and sustain robust community engagement to ensure broad and diverse community insight and perspective, implement ongoing opportunities for exposure, dialogue, and training on principles of social justice, racial equity, and inclusion, and monitor implementation of the City of Brookhaven's equitable policies and practices," and,

> "Incorporate and commit to deliberate, strategic inclusion of Brookhaven's diverse racial and ethnic groups in all Brookhaven planning processes, boards, commissions, and other efforts. Prioritize increased engagement of Hispanic and immigrant communities."

Specifically, as it relates to the Police Department, the SJREC recommended the following:

> "Foster greater community trust by 1) annually surveying the Brookhaven community on their perceptions of BPD, **2) redesigning BPD's community engagement approach to be program and goals oriented**, 3) regularly training officers on principles of community policing, and 4) contracting an external auditor to review complaint data."

In furtherance of this recommendation, the City's January 2022 Communications Strategic Plan & Handbook noted that "social unrest and reckoning have placed a spotlight on the need to not only deliver information, but to ensure that the information reaches all audiences in the community and to strive for better engagement and listening." That document also identified the following ongoing objectives:

- Develop an engagement and listening plan that strives to include all residents of Brookhaven; and
- Develop communications and engagement campaigns for high profile programs and events in 2022 such as Brookhaven 10-year Anniversary, Special Tax District, City Centre, Peachtree Creek Greenway (PCG) Phase II, Parks Bond projects, Tree Ordinance, Solis Parkside on Dresden (Connolly) Development, and others as needed.

Further, the Administration's April 2022 SJREC Recommendations Implementation Plan outlined the following tasks:

> The Administration will incorporate equitable policies such as those recommended in the *All-In Cities Policy Toolkit* from PolicyLink and the *Planning for Equity Policy Guide* from the American Planning Association. Historically, the City of Brookhaven has held targeted community engagement efforts around its planning processes within the Buford Highway Corridor including Spanish-speaking team members, translated survey materials, and pop-up events within the community. Additionally, the City has attempted to diversify its planning and zoning boards

across racial, gender, and age cohorts; however, incorporating more targeted equitable policies will enhance these previous efforts.

Some of the policy toolkit and policy guide recommendations that can be studied for incorporation into the City's planning processes and operations include:

1. "Ensure meaningful community participation, leadership, and ownership…community ownership and control of land and assets is critical for equitable development without displacement as neighborhoods attract new investment."[1]
2. "Create healthy, opportunity-rich neighborhoods for all."[2] Key strategies include increasing access to healthy food, building and maintaining high-quality parks and greenspace in low-income areas, and leveraging federal resources such as Community Development Block Grant (CDBG).
3. "Expand democracy and the right to the city."[3] Key strategies include "[e]ffectively engage diverse communities in planning and participatory budgeting processes, and integrate their arts and culture throughout government activities" and "[i]nclude[ing] immigrants in civic life by providing language access, services…"
4. "Institute Principles of Effective Community Engagement and Use Targeted Community-Specific Strategies."[4]
5. "Implement Principles of Participatory Planning." [5] Key strategies ensure "that the full community participates."

PROCESS

In summer 2022, City Council, department heads, and assigned staff representatives were asked to complete two surveys: 1) a department-level survey on existing/prior community engagement efforts; and, 2) the Nexus Community Partners community engagement assessment. The surveys were used to get our team thinking about the ways in which each department interacts with the public and to take a deeper dive into efficacy of these interactions and how they can be improved.

Based on feedback received from staff, it was clear that the departments have very active relationships with members of the Brookhaven community (Figure 1). Staff provided the following overarching comments about the City's existing community engagement efforts:

- There is opportunity to enhance community engagement efforts and develop new relationships
- The City needs to regularly educate the community on how to get involved
- Community members should be provided better documentation and clearer expectations about projects, programs, and processes
- The City should reevaluate and adjust its approach periodically
- Staff should be trained in and practice cultural competency
- Staff has found that most often the appropriate people are at the table
- There is some involvement of community members with shaping events (e.g., meeting locations, individuals invited) but not in implementation of projects/programs in some departments
- Feedback about community engagement efforts is gathered from the community occasionally

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[1] *All-In Cities: Building an Equitable Economy from the Ground Up*, PolicyLink, p. 7 (2016)
[2] *All-In Cities: Building an Equitable Economy from the Ground Up*, PolicyLink, p. 8 (2016)
[3] *All-In Cities: Building an Equitable Economy from the Ground Up*, PolicyLink, p. 8 (2016)
[4] *Planning for Equity Policy Guide*, American Planning Association, p. 9 (2019)
[5] *Planning for Equity Policy Guide*, American Planning Association, p. 9 (2019)

1. What kind of relationship does your department have with members of the Brookhaven community?
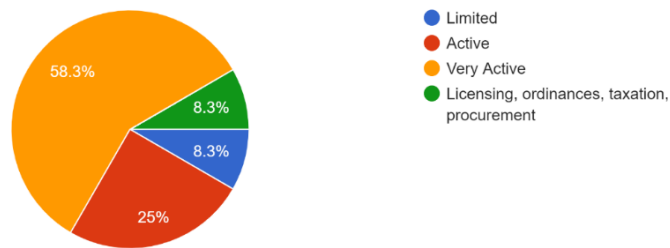12 responses

- Limited
- Active
- Very Active
- Licensing, ordinances, taxation, procurement

58.3%   8.3%
         8.3%
    25%

Figure 1. Department-Level Survey on Existing/Prior Community Engagement Efforts Responses.

Further, the Nexus Community Partners Community Engagement Assessment Tool provided the following findings about staff impressions of existing engagement efforts in the City:

▪ The relationship to community members is limited to a few individuals (outreach) versus expanded to include a broad range of potential leaders (community engagement). Staff felt the City has only begun to talk about community engagement from a wholistic view.

▪ The City is usually engaging people to accomplish a specific goal (outreach) versus creating spaces for people to be empowered (community engagement). Staff felt the City has been doing primarily outreach.

▪ Ideas are generated by staff and/or the institution generates solutions (outreach) versus staff or the institution engaging in continual self-reflection based on community feedback (community engagement). Staff felt the City was working toward community engagement.

At the elected-official level, perceptions of the City's existing community engagement program included the following.

5. How do the city's organizational policies and structures support engagement?

The city's policies and structure allows for community engagement as the council does it work. It welcomes public input at several levels.

I think this could be improved. For example, if a department head is occupied and a lower level staff person is assigned to respond to a community member, they should be trained on customer service at the same level department heads and other public facing staff members are trained.

Information to provide for citizen responses is prompt and reliable.

Figure 2. City Council Survey on Existing/Prior Community Engagement Efforts Responses.

Complete results of the internal assessments can be found in the Appendix to this document.

Community Engagement can be defined in many ways depending on the agency, project, level of need, etc. The following are varying examples of definitions of community engagement:

Community engagement is "to involve, commit to, interact, or work actively with, and/or give attention to...a group of people with a set of common characteristics, interests, or history, and/or people living together in a particular area."[6]

Community engagement is "the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices."[7]

"Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good."[8]

The International Association for Public Participation (IAP2) Federation defines community engagement as "any process that involves the community in problem-solving or decision-making and uses community input to make better decisions."[9]

For the City of Brookhaven, additional elements to be incorporated in the definition of community engagement include:
1. Cultural Humility – "the idea that although we can never achieve a complete understanding of a person or community's experiences, we can humble ourselves and constantly try."[10]
2. Community Empowerment – "the process by which people gain control over the factors and decisions that shape their lives. It is the process by which they increase their assets and

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[6] University of Michigan – Ann Arbor (U-M), Community Engagement: Collaborating for Change, https://learning.edx.org/course/course-v1:MichiganX+CommunityX+2T2021/home

[7] Centers for Disease Control and Prevention and the Agency for Toxic Substances and Disease Registry, Principles of Community Engagement, 2nd Edition, NIH Publication No. 11-7782. June 2011. Xv. https://www.atsdr.cdc.gov/communityengagement/pdf/PCE_Report_508_FINAL.pdf

[8] Swearer Center. "Community Engagement: Defining Community Engagement." Brown University Swearer Center: Carnegie Classification for Community Engagement. https://www.brown.edu/swearer/carnegie/about (March 21, 2018)

[9] The International Association for Public Participation, https://iap2usa.org/

[10] Fisher-Borne, M., Cain, J. M., & Martin, S. L. (2015; 2014). From Mastery to Accountability: Cultural Humility as an Alternative to Cultural Competence. Social Work Education, 34(2), 165.

attributes and build capacities to gain access, partners, networks and/or a voice, in order to gain control."[11]

Broadly, the types of community engagement and various methods that can be utilized by the City include:

Types[12]			
Exploration *To encourage people and groups to learn more about themselves, their community, or an issue, and possibly discover innovative solutions*	Conflict Transformation *To resolve conflicts, to foster personal healing and growth, and to improve relations among groups*	Decision Making *To influence public decisions and public policy and improve public knowledge*	Collaborative Action *To empower people and groups to solve complicated problems and take responsibility for the solution*

Methods			
TO SHARE INFORMATION	TO BRING PEOPLE TOGETHER	TO COLLECT & COMPILE INPUT	OTHER
- Print (mailers, newsletters, activity guide, fact sheets, brochures) - E-newsletter - Press releases - Videos - Information kiosks - Websites - Social Media - Radio - Variable message boards - Open houses	- Charrettes - Forums - Focus groups - Public Meetings - Community Events - Task Forces - Steering Committees - Open houses - Workshops - Online platforms - Policy roundtable - Consensus-building events	- Pop-ups - Comment forms - Online platforms - Stakeholder interviews - Surveys and questionnaires - Resident panel - Networking - Focus groups	- Meeting in a Box - Community coalitions - Citizen committees - Neighborhood associations

LISTEN SO OTHERS CAN BE HEARD

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[11] World Health Organization, https://www.who.int/teams/health-promotion/enhanced-wellbeing/seventh-global-conference/community-empowerment#:~:text=Community%20empowerment%20refers%20to%20the,common%20interests%2C%20concerns%20or%20identities.

[12] The Engagement Streams Framework (2005) was developed by Sandy Heierbacher and members of the National Coalition for Dialogue & Deliberation (NCDD). Visit www.ncdd.org/streams for various downloadable formats of this resource, and see NCDD's website, at www.ncdd.org, for many more resources and tips.

core principles

As an enterprise-wide initiative, the City has identified the following core principles as it relates to community engagement[13]:

1. Community engagement should align with the City's mission and vision statements.

2. Engagement efforts should always focus on the best interests of the community.

3. Engagement should be open, honest, and meaningful. This means participants are provided with the information they need to fully participate, decision-making is transparent throughout all phases of the planning/project process, and the public's contribution will influence outcomes.

4. Approaches to engagement are inclusive of those who are affected by a decision, giving them the opportunity to be involved in designing how they participate to ensure an understanding of all community perspectives.

5. Information shared should be timely and relevant.

6. Information shared should be accurate, easy to understand and accessible to sustain an informed public and strengthen community understanding of planning/project terms and processes.

7. Cultural humility should be at the forefront of every engagement to tap into the collective intelligence of the community.

8. City staff will be equipped to engage with the community effectively every time.

9. City departments will collaborate and communicate about community engagement efforts to ensure cohesiveness within and between City departments.

10. Each community engagement effort will communicate to participants how their input affected the decision.

DESIGNING WITH A COMMUNITY INSTEAD OF FOR A COMMUNITY

[13] Developed from International Association for Public Participation, iap2.org.

ACTION ITEMS

The development of this Community Engagement Plan **ensures the City's processes reflect its values** through the following action items:

1. The City will ensure sufficient **data collection** is completed as part of every engagement type to document key equity information including but not limited to race, ethnicity, gender, age, socioeconomic indicators, etc.
    a. Routine surveys and feedback mechanisms from the community are critical to ensure accountability. It is also critical for the city staff to hear and act on that feedback.
2. The City will work to identify more individuals and organizations that serve as **community leaders** (e.g., community organizers, clergy, social service agencies, current and former commission/board members), especially for groups identified as difficult to engage (e.g., people from culturally and linguistically diverse backgrounds, disadvantaged and homeless people, younger people, older people, those with disabilities) to ensure all neighbors and businesses have a seat at the table
3. The City will maintain a **proactive presence** in the community by attending events held by groups and organizations within all demographic categories to seek input and feedback and to provide departmental/operational information to the wider public
    a. Go where people are, not expect them to come to us (e.g., pop-ups, homeowners/civic association meetings)
    b. The plan also needs to clarify reaching out to community members in impactful ways…where they are; and when they are in places where they can be effectively communicated with. Being sensitive about the "messengers" used to provide information and receive feedback will be critical as well.
    c. Incorporate opportunities for everyone to provide feedback on projects and processes
    d. Rotate topics important within city (e.g., planning, police, paving, parks)
4. For community engagement completed as part of a planning or project process, all departments will be required to complete **pre- and post-engagement worksheets** to outline and frame the engagement effort and to ensure accountability in meeting performance measures
    a. Determine the desired outcome of the specific engagement, how success will be measured, and who impacted stakeholders are
    b. Establish minimum engagement standards but also identify specific engagement techniques and communication tools based on impacted neighborhoods, type of project, etc.
5. The City will complete an **annual analysis** of all engagement efforts to determine if community engagement performance measures have been met to ensure accountability
    a. Cultural sensitivity training for staff and volunteers during 2023 to encourage incorporation of these action items into the culture of City staff

Every department should review this framework periodically in regard to daily departmental operations and as the pre- and post-engagement worksheets are being completed for planning- and project-specific engagements.

BEFORE

Ask

1. What is the purpose of the engagement?
   - What input/feedback are we looking for?
   - How will the input/feedback be used?
   - How will we identify success?
   - International City/County Management Association (ICMA) – the Art of Community Engagement (May 2021)[14]:
     - Be clear about the goal (what it is and what it isn't)
     - Create a "personality" around the content of your engagement
     - Take risks and try something new
     - Showcase people in the government and in the community; instead of talking about the work, show the work
2. Is the engagement in alignment with mission and vision statement?
3. Who is being engaged (stakeholder mapping)?
   - Difficult to engage groups
   - Impacted
   - Need to know
   - Experts (from within and outside community)
   - Outside sources
   - Older people
   - Younger people
   - People with disabilities
   - People from culturally and linguistically diverse backgrounds
   - Disadvantaged and homeless people
4. How does the community want to be engaged?
   - Have we ensured the approach is utilizing cultural humility?
5. What engagement tools are appropriate?
   - Notification methods
   - Outreach methods
6. What barriers are there to a successful engagement?
   - The capacity and ability of different stakeholders to participate
   - 'Hard to reach groups' such as young people, older people, minority groups or socially excluded groups
   - Levels of community infrastructure
   - Contested or divided communities
   - Gaps in information
   - Literacy and numeracy levels and dominance of oral culture
7. What are the benefits to the City and the participants?
8. Will the engagement build organizational capacity?

DURING

Do
   - Outline Project & Timeline
     - Define the Scope

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[14] Grant, J., et al., *The Art of Community Engagement*, PM Magazine, International City/County Management Association, https://icma.org/articles/pm-magazine/art-community-engagement.

- State the Objective
- Develop Goals
- Create a Timeline
- List of Things to Consider
- Determine Level of Engagement
  - Determine Methods of Engagement (PPP)
  - Develop a Promotional Strategy
  - Ensure community-specific strategies utilized
- Identify and utilize resources
  - Identify "Community leaders"
  - Identify project/issue champions
  - Asset mapping
- Identify and Notify Stakeholders
  - Identify Stakeholders (PPP)
  - Stakeholder mapping
  - Ensure community members have ownership of project
- Provide Background Information
  - Explain why engagement is being undertaken
  - Be clear about what the project is and is not
- Engage the Community
  - Go to the community
  - Engage community how it wants to be engaged
- Require documentation of public engagement as part of procurement process

Don't
- Underestimate public interest
- Set unrealistic expectations
- Use technical jargon unnecessarily
- Overuse social media

AFTER

YOUR PROCESS REFLECTS YOUR VALUES

- Evaluate Feedback & Process
  - What worked?
  - What didn't work?
  - What could've been done differently?
  - What went better than expected?
  - Revise process as needed
- Follow through with the Public
  - Create a Post-Engagement Plan
  - Summarize the rationale for decisions in light of all of the facts, including public opinion. Document the rationale and make it available to the public. If possible, provide rationale for why one alternative was chosen over others and why decisions were made to move forward in light of opposition, if there was any.

- Pre-engagement form (see Appendix A)
- Post-engagement form (see Appendix A)
- Stakeholder Mapping
  - What is a Stakeholder Map?, PlaybookUX, https://www.youtube.com/watch?v=HP2MZscvFl8
  - Complete Stakeholder Mapping Guide, Miro, https://miro.com/blog/stakeholder-mapping/
  - Stakeholder Mapping 101: A Quick Guide to Stakeholder Maps, Project Manager, https://www.projectmanager.com/blog/stakeholder-mapping-guide
- Asset Mapping
  - Asset-Based Community Development: PAS QuickNotes 97, American Planning Association, https://www.planning.org/pas/quicknotes/97/asset-based-community-development/
  - Sharing knowledge and donuts - Community asset mapping | Liz Hannum | TEDxBrookings, https://www.youtube.com/watch?v=wYP0U9Tj1Y8
  - *Blueprints for Successful Communities*: Quitman, Georgia Asset Mapping, Georgia Conservancy, https://www.georgiaconservancy.org/blueprints/quitman
  - Intro to Asset-Mapping, DePaul University, https://resources.depaul.edu/abcd-institute/resources/Documents/IntroAssetMapping.pdf
  - An Introduction to Community Asset Mapping, Greater East Grand Region Economic Council, https://www.eastgrandregion.org/wp-content/uploads/2020/09/Intro_to_Community_Asset_Mapping-1.pdf
- ICMA – How to Facilitate Inclusive Community Outreach & Engagement (May 2021)[15]
  - 7 steps
  - Set rules…bottom of page 29, first column
  - How to ask inclusive questions…bottom of page 29, second column
- ICMA – Stimulus Funding for Maximum Impact (May 2021)[16]
  - 3 ways community engagement can help with spending funds: 1) incorporate community input into allocation decisions, 2) get residents and council on board with funding strategies, 3) measure impact of funding decisions with good performance management
- Language Translation Services
  - We Love Buford Highway
  - Latin American Association
  - Center for Pan Asian Community Services
  - Other partners
- Links
  - Atlanta Regional Commission (ARC) Regional Transportation Community Engagement Plan https://cdn.atlantaregional.org/wp-content/uploads/arc-cep-engagement-procedures-purple-final.pdf
  - Result in the Center: Theory of Aligned Contributions http://ceelo.org/wp-content/uploads/2016/11/Handout_RBL_PP_RBLinvitational.pdf

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[15] https://icma.org/articles/pm-magazine/how-facilitate-inclusive-community-outreach-and-engagement
[16] https://icma.org/articles/pm-magazine/stimulus-funding-maximum-community-impact

appendix

A – Pre- and Post-Engagement Worksheets
B – Department Survey on Existing/Prior Community Engagement Practices
C – Nexus Community Partners Community Engagement Assessment Tool
D – City Council on Existing/Prior Community Engagement Practices

Appendix A
Pre- and Post-Engagement Worksheets

City of Brookhaven
Pre-Engagement Worksheet

This worksheet is intended to assist each department outline and frame its approach to community engagement as part of various planning and project efforts. Departments should complete all relevant sections in the worksheet prior to commencing an engagement. Some of the worksheet sections are adapted from the International Association for Public Participation.

Project Name:_____

Project Begin Date:_____ Expected End Date:_____

Project Description:_____

_____

_____

Lead Department:_____ Staff Lead:_____

1. What is the purpose of the engagement? What input/feedback are we looking for? How will the input/feedback be used? How will we identify success?

_____

_____

_____

2. Is the engagement in alignment with mission and vision statement?

_____

_____

_____

3. Who is being engaged? Who are the ultimate decision-makers? Who are the community leaders and experts?

_____

_____

_____

4. How does the community want to be engaged? Have we ensured the approach is utilizing cultural humility?

5. What engagement tools are appropriate (notification methods, outreach methods, etc.)?

_____

_____

_____

6. What outside resources with special expertise will be important in the process, such as independent technical experts?

_____

_____

_____

7. What barriers are there to a successful engagement?

_____

_____

_____

8. What are the benefits to the City and the participants?

_____

_____

_____

9. Will the engagement build organizational capacity?

_____

_____

_____

City of Brookhaven
Post-Engagement Worksheet

This worksheet is intended to assist each department document the outcomes of each community engagement effort and ensure accountability in meeting adopted performance measures.

Project Name: _____

Lead Department: _____   Staff Lead: _____

1. Did the process address the core community engagement principles?

   _____

   _____

   _____

2. What engagement techniques were used?

   _____

   _____

   _____

3. How was data collected and used?

   _____

   _____

   _____

4. What worked?

   _____

   _____

   _____

5. What didn't work?

   _____

   _____

   _____

6. What could've been done differently?

_____

_____

_____

7. What went better than expected?

_____

_____

_____

8. How did staff make sure that the engagement process was open, honest, and meaningful?

_____

_____

_____

9. How did staff reach out to, and encourage, all sectors of the community to become engaged?

_____

_____

_____

10. Was the engagement process appropriate for the community and the circumstances of the project?

_____

_____

_____

11. Was the community informed early in the process?

_____

_____

_____

12. Was the engagement process flexible, offering various ways for the community participate and adjusted if needed?

13. Was the decision-making process transparent?

14. How did staff follow through with the public following the engagement?

15. What were the internal and external barriers and challenges that emerged as staff delivered the engagement process?

16. Has staff captured and shared these learnings so that they can be applied to the next community engagement process?

Appendix B
Department Survey on Existing/Prior Community Engagement Practices

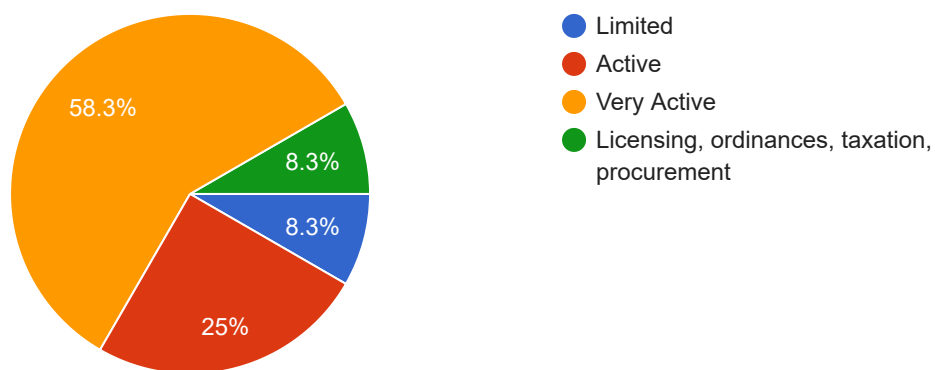# Department Survey on Existing/Prior Community Engagement Efforts

12 responses

Publish analytics

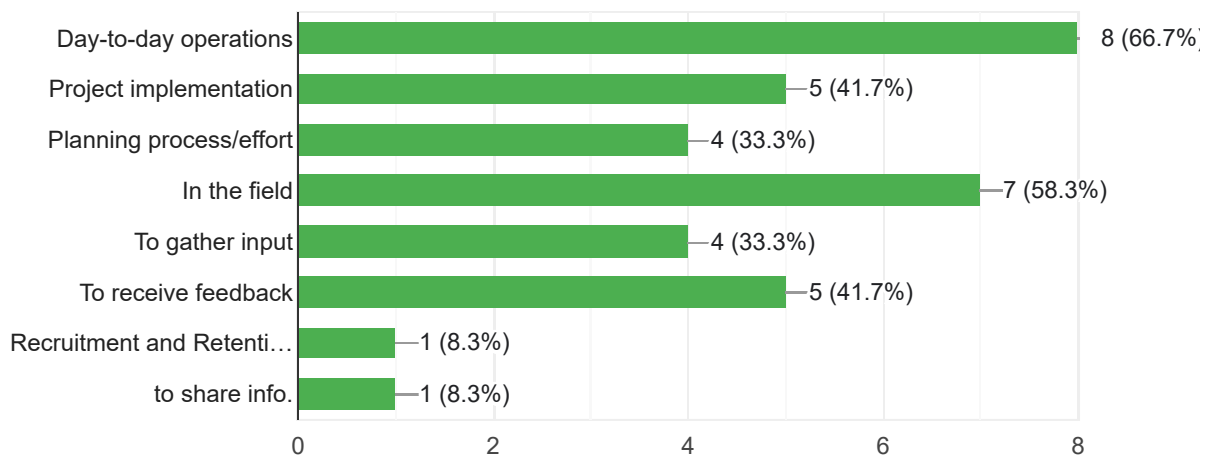1. What kind of relationship does your department have with members of the Brookhaven community? | Copy

12 responses

- Limited
- Active
- Very Active
- Licensing, ordinances, taxation, procurement

58.3%
8.3%
8.3%
25%

---

2. Why does your department typically engage with the community? (check all that apply) | Copy

12 responses

Category	Value
Day-to-day operations	8 (66.7%)
Project implementation	5 (41.7%)
Planning process/effort	4 (33.3%)
In the field	7 (58.3%)
To gather input	4 (33.3%)
To receive feedback	5 (41.7%)
Recruitment and Retenti…	1 (8.3%)
to share info.	1 (8.3%)

3.   How does your department interact with the community? (check all that apply)

Copy

12 responses

In Person — 11 (91.7%)
Phone — 11 (91.7%)
Email — 11 (91.7%)
Website — 8 (66.7%)
Virtual Meetings — 7 (58.3%)
Council meetings — 1 (8.3%)
Social Media — 1 (8.3%)
various social media — 1 (8.3%)

(scale: 0, 5, 10, 15)
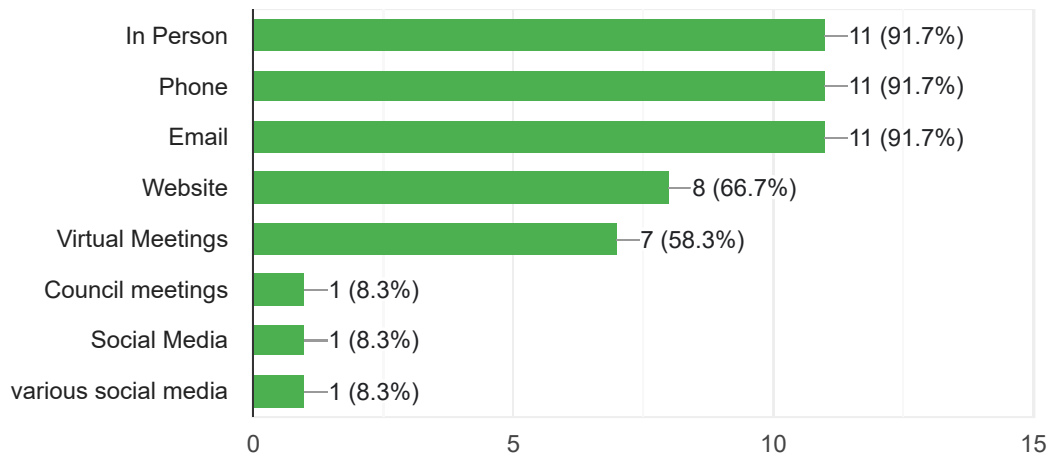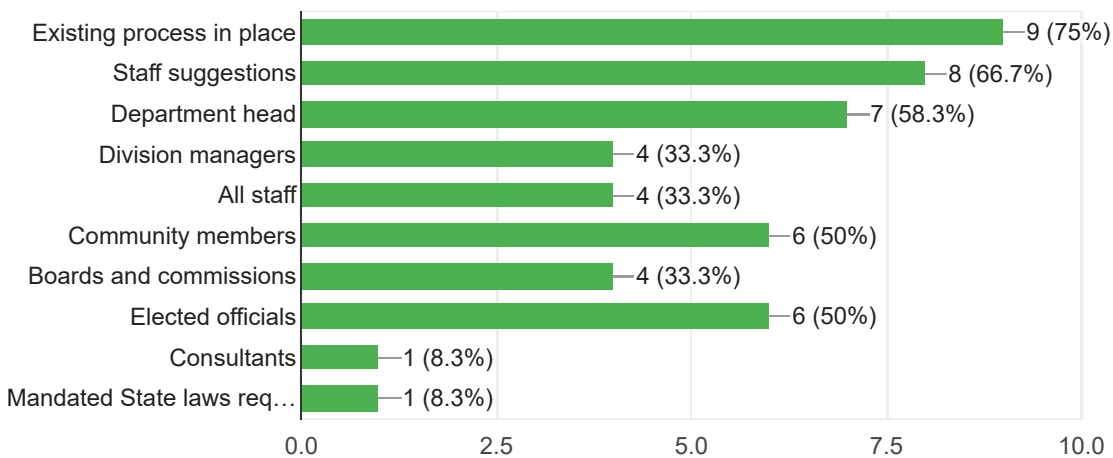
4.   How do ideas about your department's community engagement approach get generated? (check all that apply)

Copy

12 responses

Existing process in place — 9 (75%)
Staff suggestions — 8 (66.7%)
Department head — 7 (58.3%)
Division managers — 4 (33.3%)
All staff — 4 (33.3%)
Community members — 6 (50%)
Boards and commissions — 4 (33.3%)
Elected officials — 6 (50%)
Consultants — 1 (8.3%)
Mandated State laws req… — 1 (8.3%)

(scale: 0.0, 2.5, 5.0, 7.5, 10.0)

5. How do your department's organizational policies and structures support engagement?

11 responses

Set organizational policies and structures support engagement by offering feedback from community

We are organized to encourage engagement

We work with community with their open records requests, and providing information about posting of meetings and agendas, all mandated under State Law. We participate in GMA, Georgia Municipal Clerks Association, Georgia Records Association, for training, obtaining mentoring, support, staying abreast of state law changes, etc.

Our responsibility of providing safety to the community involves heavy interactin with the community through many various programs

Establishes chain of command or order in which engagement occurs, establishes time line in which engagement should occur, provides standard responses where needed.

We have set goals for communication with the community

The retention, training, and employee services components applicable to our community engagement are in place. However, there is opportunity to enhance.

Customer service remains a priority: returning of calls and emails within 48 hours, attending events/meetings where the public will be present and have opps to network with me, hosting events sharing updates on operations, website updates with policies and projects.

The Parks & Recreation Department provides various recreational events and activities for the community to participate in throughout the year.
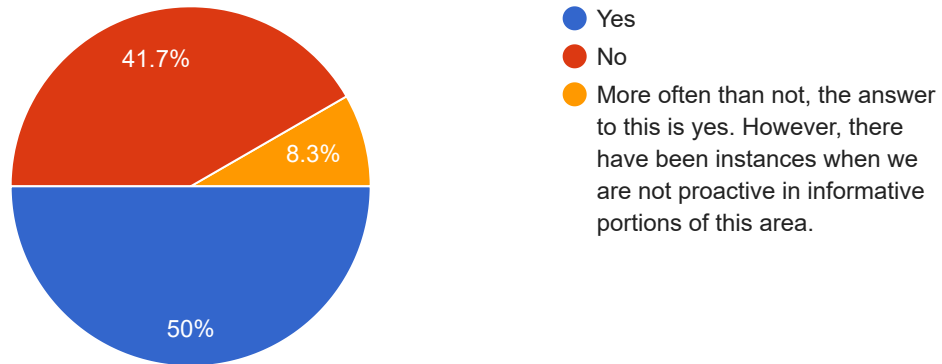
Our policies emphasize importance of high quality interactions and the process is reinforced via recognition of those who are more engaging.

Not sure they do...except IT systems.

6.   Are community members provided education about the community engagement process, evaluation, or research methods being used ahead of time?

12 responses

- Yes
- No
- More often than not, the answer to this is yes. However, there have been instances when we are not proactive in informative portions of this area.

41.7%

8.3%

50%

7. What kind of learning has occurred, for both the community and the department, as a result of community engagement efforts?

12 responses

Communication methods provide feedback for both sides.

Ongoing presentations and communications

Most people only get involved when it effects them. There is a need to regularly educate the community on how to get involved

We have instructions on the website and information about State laws for Brookhaven residents. We received extensive training from GMA and GMCA and GRA. We have friends and mentors all over Georgia who can help us if needed.

Crime prevention, self defense, school safety and church safety.

Better documentation, clearer expectations

Seasonal and disaster-related preparations.

Unable to answer without statistical data - Opportunity exists

Clarity surrounding economic development efforts, completed projects, and plans/policies.

As a department we have expanded our community engagement to include a Spanish version of the Parks & Recreation Departments quarterly activity guide. Staff host various events and activities at the City's various parks located around the City.

We have received feedback from stakeholders on the effectiveness of our programs. This leads to re-evaluation and adjustment where necessary.

Cultural competency

8.   In the past, has your department found that the appropriate community members at the table?

12 responses

Yes

No

Yes and ever evolving

Yes, I believe we usually have the correct community members at the table.

This question is vague. I would say appropriate community members are at table. Residents have a right to get records and information from the City. Clerks strive to give super customer service and be accessible to the public for their requests. We have an outstanding pool of clerks in our organizations and GMA staff to help us engage and learn more.

Yes, numerous groups from Citizen Police Academies to volunteers, etc.

no always

Yes.

Yes. During the last several years the City has held many master planning sessions related to improving the parks here n Brookhaven. Each meeting there has been representatives from these that come to the meetings and provided valuable feedback and input on what they would like to see incorporated into the park master plans.

Yes, we do a good job in ensuring that we include appropriate parties routinely.

9. Does the process and structure of meetings allow for all voices to be heard and equally valued? For example, where do meetings take place, at what time of day or night, and who leads the meetings?

12 responses

Yes

Council meeting for ordinances. Website communication for operations. Policy for procurement

Yes, meeting are typically held in the evenings and occasionally at lunch as well. meetings can be attended in person of virtually. meets are held by staff, consultants or board members.

We provide information out to the public about the upcoming City meetings. I think the City provides excellent information, i.e. videos, streaming, minutes, agendas, press releases, etc. GMA offers countless ways to be involved in governance. GMCA and GRA provides many meetings and conferences.

Everyone is equal and we are available whenever the pubic requests our participation.

Meeting locations vary depending on need. Type of meeting and time vary depending on need. Could be led by Community, Consultants, Department or Council

We typically do not hold meetings.

Yes. Meetings take place during normal business hours and I share departmental updates during City Council meetings.

Yes. Our meetings related to the City's Park Bond projects were done in a public format setting with the meetings being led by the engineers and designers for the various projects. The majority of the meetings took place at either the Lynwood Park Recreation Center or the Briarwood Recreation center. Several of the meetings did take place at City Hall. All of the meetings were held in the evening to allow for the largest participation from the community.
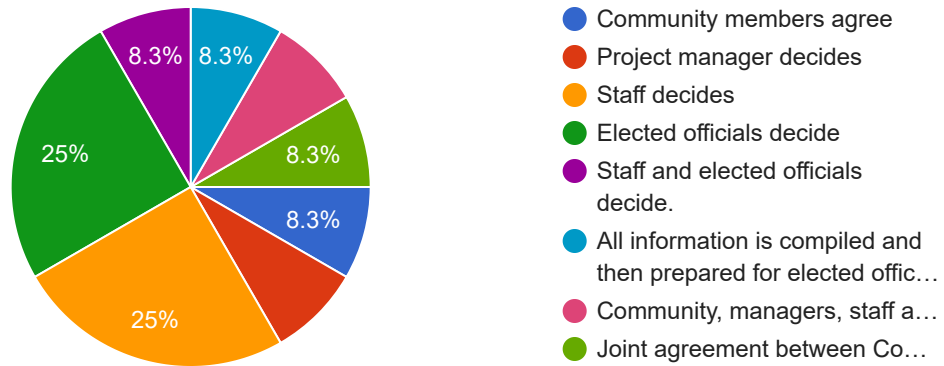
Yes, the majority of our meetings occur on a planned, small-group setting during business hours when that is convenient to the affected public. We also engage in after-hours meetings that are open to the community so that all may attend.

Rarely for day-to-day efforts, very good on planning efforts

10. What is the mechanism for decision-making or coming to consensus during community engagement efforts?

12 responses

Legend:
- Community members agree
- Project manager decides
- Staff decides
- Elected officials decide
- Staff and elected officials decide.
- All information is compiled and then prepared for elected offic…
- Community, managers, staff a…
- Joint agreement between Co…

11. How are conflicts handled?

12 responses

Elected officials, management

Conflict resolution and compromise when appropriate

By setting criteria at the beginning of the meeting to be respectful and then listening to the everyone and their opinions. Facilitator will step in if needed.

Follow the State mandated laws always. Clerks call and discuss with requesters, community any concerns they may have. Discussion of the issues.

By discussions and eventual agreement of whats best for everyone

Additional meetings with Community, City Management, City Council

Through mediation and informing the complainant

The situation of conflicts has not presented itself at this time.

The community is able to reach me via various means (by phone and email) to voice their concerns. Depending on the issue, I either handle it or route the individual to the right Department Head.

Conflicts are handled through compromise between those involved in the discussion.

Providing of open forums where all parties are heard.

Iterations, tweaks to staff recommendations

12. How are community members involved in developing projects and/or community engagement programs? Has the community helped conceptualize projects, establish project goals, and develop or plan projects?

12 responses

n/a

We approach our partners, hotels, restaurants, etc to own the idea prior to implementation

They are engaged through stake holder meetings, public meetings, project websites and board or commission meetings. Yes, they have help conceptualized projects.

We listen to Brookhaven residents, and have developed and purchased software to help make their requests easier. We listen to our peers, professional organizations, and work with others who have projects in common with Brookhaven.

Through our Police Foundation, HOA or business meetings which discuss best practices and results.

Citizen Advisory Groups, Input from Public forums

No

Other than the SJREC, No

Not as applicable to my Department since many of my projects are confidential and do not require interaction with the community until a certain stage.

The community members are involved in community engagement when projects are going through the concept design phase. The community is made aware of these meetings through the multiple press releases that are released in both English and Spanish through the City's Communications Department.

Almost all department-sponsored events are developed with input and assistance of civic organizations with whom we have established relationships. As new relationships are formed with newly identified organizations, they are invited to join in planning of these events.

Yes.

13. How do community members help your department assure that projects and/or community engagement programs are culturally sensitive?

12 responses

website and public comment communication

We insist on inclusion

Having our process reviewed by staff and feed back from the race and social justice committee

They let us know their opinions. We record in our record. Sometimes, I get phone calls complaining that they can't get through to a department or staff member, and I try to help them get their questions answered and find out where the breakdown is. Professional organizations provide information based on laws.

By getting involved in our programming - from ideas to initiation to evaluation.

By assisting with scheduling meetings in locations that would provide proper interaction. Distribution of materials written in languages other than English

no

Initially working with the SJREC is a first step. There is an opportunity to develop new relationships.

I rely on goals that have been shared from the electeds and City leadership to guide this area for me, as well as what has been outlined in the Social Justice, Race, and Equity Commission.

We developing projects, staff works to make sure that the community is involved and that all culturally sensitive aspects of the project are taken into consideration when developing

We ask for input and have them assist in the shaping of the event.

Ad hoc....happenstance

14. How are community members involved in implementing projects and/or community engagement programs?

12 responses

Feedback through various channels such as phone, email, website, council meetings.

We keep them on track

e-mail, website, mailings, yard signs, e-blast, council/board meetings, news paper ads

Brookhaven residents often serve on committees, they write us, attend public hearings, attending other meetings, seeing website, calling City Hall, etc. Our professional organizations have meetings, zoom conferences, in person conferences, newsletters, and much more.

They assist us in whatever Programs we have going at the time. This includes volunteering cooking at programs such as National Night Out to wrapping presents for our Shop with a Badge program

Involvement in Advisory Groups

they are not

Not within HR at this time

For my Department, I look to the City's approved plans to gain clarity on what the Community has expressed it desires. I'm also aware that the City hosts task forces to gather input from the community as they did with the Affordable Housing Task Force.

Community members are not typically involved in implementing projects. Community members are involved in engagement programs by teaching and leading classes that are taught at the recreation center's.
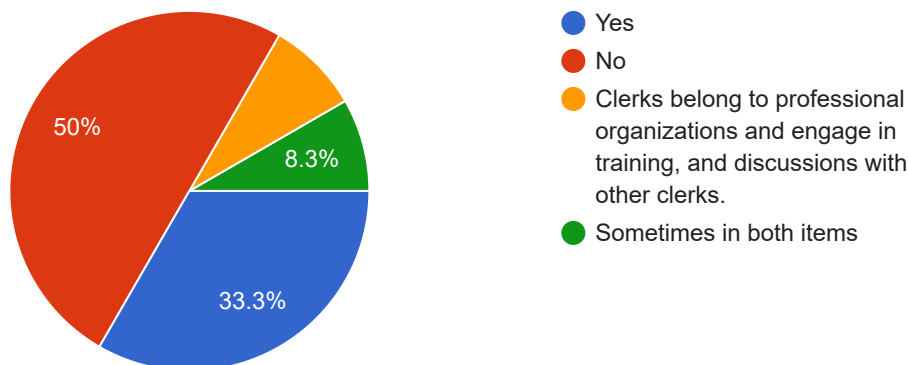
Community members are not only invited but work with our department in partnership during the implementation program. This way, we build and execute a program together and create more ownership in the program.

non-existant

15. Do community members assist with the development of community engagement materials or the implementation of project activities?

12 responses

- ● Yes
- ● No
- ● Clerks belong to professional organizations and engage in training, and discussions with other clerks.
- ● Sometimes in both items

50%
8.3%
33.3%

16. How are community members involved in program evaluation or data analysis?

10 responses

Community member are not involved in data analysis or evaluation.

Explore Brookhaven implements all research and evaluations

personal preference process, feedback cards/website

Clerks have professional organizations; e-serve - discussions to gain knowledge. GMA, also.

They many times are participants provide feedback and / or evaluations which we utilize.

Advisory groups / input at public forums / feedback after meetings

They are not

Oftentimes a committee (typically within my Devt Authority Board) is formed to assist during the drafting process of proposed policies.
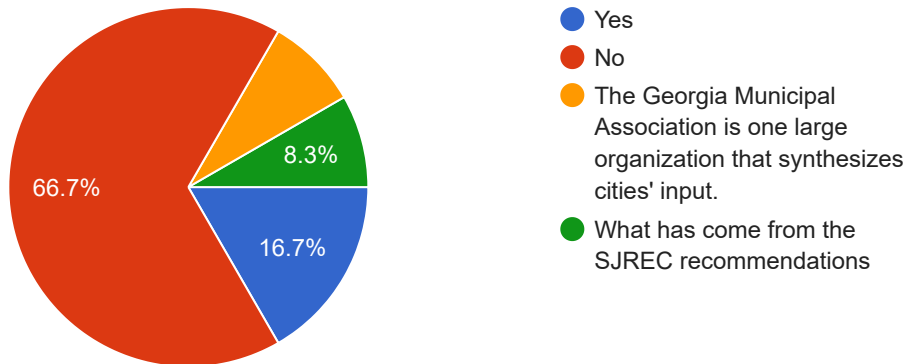
Staff will send out surveys to the program participant's to gather feedback on the program that they have participated in.

If there is an interested person and they are willing to learn the issue, they dig in. But this is rare as most folks rely on rhetoric

17. Do community members help interpret or synthesize conclusions based on input or data gathered during community engagement? ⎘ Copy
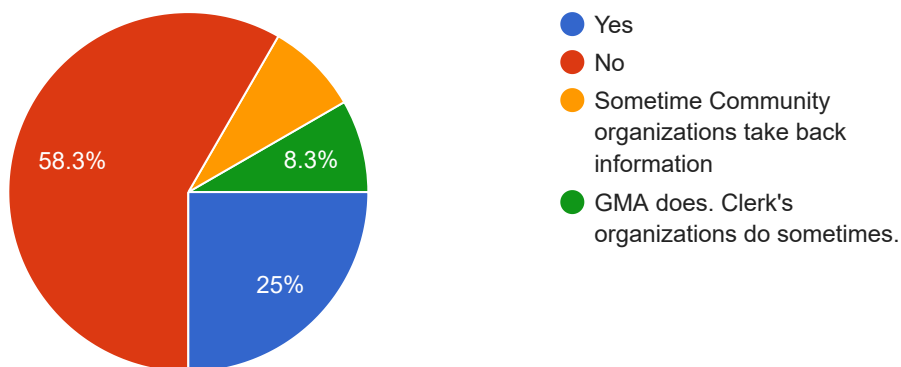
12 responses

- ● Yes
- ● No
- ● The Georgia Municipal Association is one large organization that synthesizes cities' input.
- ● What has come from the SJREC recommendations

66.7%

8.3%

16.7%

18. Do participating community members help develop or disseminate materials to the larger community? ⎘ Copy

12 responses

- ● Yes
- ● No
- ● Sometime Community organizations take back information
- ● GMA does. Clerk's organizations do sometimes.

58.3%

8.3%

25%

19. Are community members coauthors on publication or final products? ⎘ Copy

11 responses

- ● Yes
- ● No
- ● We repost many partners social and web presences
- ● It depends. GMA has many publications and products.
- ● Only on Commissions and Task Forces

9.1%

9.1%

9.1%

9.1%

63.6%
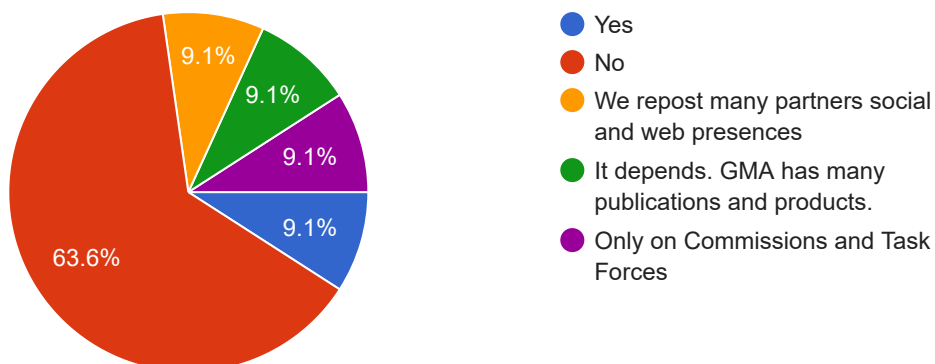
20. How could you improve your department's community engagement processes?

12 responses

Research other entities for engagement processes improvement. Surveys to community.

It is ever evolving as we meet new industry partners and community leaders

Making it easier for people to participate, providing helpful hints on questions they should be asking.

Having more time to think about it and concentrate on processes, which is hard to do when there is a lot of day to day tasks and state law deadlines to be completed.

We're currently hiring more officers to interact with our community which is essential.

Target different focus groups, utilize other forms of media for advertising, Interpreters as required.

More information sessions with Public, More information on individual disaster mitigation at home.

The HR department has the opportunity to work with the Chamber of Commerce to create new meaningful relationships with community partners as it pertains to employment, training, and employee services. The HR department also has the ability to partner with external community sources in its recruitment & selection process during panel interviews, internship programs, trainings offered to local businesses, and services that can be provided to the COB employees

Increased community input for plan updates and cross-collaboration with other Departments to ensure goals are aligned and to offer my assistance and expertise where it may be beneficial as they go through their comm engagement efforts.

Continue to work with our Communication's Department to continue to publicize the departments programs and activities. Continue to have staff to continue to push out program activities and events through the departments various social media outlets and the quarterly activity guide.

Create less of an emphasis on large, resource consuming projects and instead focus on more frequent engagement that is smaller in scale but more impactful in the long run.

Having a game plan

Appendix C
Nexus Community Partners Community Engagement Assessment Tool

COMMUNITY ENGAGEMENT ASSESSMENT TOOL

Q: WHAT KIND OF RELATIONSHIP DO YOU HAVE WITH COMMUNITY MEMBERS?

OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
• Relationships are primarily TRANSACTIONAL, for the purpose of completing a project.		3	2	1	4	• Relationships are FOUNDATIONAL, continually built between and among people and groups. Staff/institutions continually build the relationships they need to know their community.
• Relationships are often NOT INCLUSIVE of all racial or cultural groups in the community.		2	1	3	3	• Relationships reflect the DIVERSITY within the community.
• Relationships can be LIMITED to a few community members, often giving influence to those with the loudest voices.		1	7	1		• Relationships are built not just with current leaders, but also with people with an interest and/or POTENTIAL TO BE LEADERS.
• Relationships are SHORT-TERM, so staff have to rebuild them as other projects or issues come up.		1	2	3	4	• Relationships are transformational and LONG-TERM, so community leaders/members can engage in projects and issues as they come up.

Q: WHY ARE YOU ENGAGING PEOPLE?

OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
• To accomplish a project or a SPECIFIC GOAL defined by the organization.		5	1	3	1	• To create space for people to CONNECT, RAISE CONCERNS, BUILD POWER and ACT IN THEIR OWN INTERESTS.
• To SEEK BUY-IN OR APPROVAL of something the organization has already planned.		2	3	2	2	• To CREATE SPACE for the community's assets to be recognized and utilized.

COMMUNITY ENGAGEMENT ASSESSMENT TOOL

Q: HOW ARE YOU GETTING PEOPLE INVOLVED? WHEN?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	**COMMUNITY ENGAGEMENT**
• Primary activities with community include **FLYERING, SURVEYS, FOCUS GROUPS, WORKSHOPS,** etc.		3	2	2	2	• Primary activities with community include **LISTENING SESSIONS, ONE-TO-ONE MEETINGS, CELEBRATIONS, LEADERSHIP DEVELOPMENT, COMMUNITY-BUILDING PROJECTS,** etc.
• Information is given or feedback is requested **AFTER A PROJECT IS PLANNED.**		3	1	1	4	• Planning is done **WITH THE COMMUNITY** from the beginning

Q: HOW DO IDEAS GET GENERATED?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	**COMMUNITY ENGAGEMENT**
• **STAFF/INSTITUTIONS GENERATE IDEAS** they think the community will support.		4	2	2	1	• Staff/institutions **SUPPORT COMMUNITY MEMBERS** in generating their own ideas.
• Staff/institutions generate **SOLUTIONS TO A PROBLEM** they have defined.		2	1	6	1	• Staff/institutions engage in **CONTINUAL SELF-REFLECTION** to respond to and incorporate people's ideas, feedback, talents, and challenges into the work.

COMMUNITY ENGAGEMENT ASSESSMENT TOOL

OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
Q: HOW DO YOUR ORGANIZATIONAL POLICIES AND STRUCTURES SUPPORT ENGAGEMENT?						
• The organizational culture is primarily focused on **OBTAINING SPECIFIC OUTCOMES.**		3	2	3	2	• The organizational culture is focused on learning and it values **EMERGENT AND LONG-TERM OUTCOMES.**
• Board and staff may **NOT REPRESENT** the community.		2	1	2	4	• Board and staff **REFLECT** the community.
• The organization **ADHERES TO WAYS OF OPERATING** that reflect the **DOMINANT CULTURE,** such as using Robert's Rules for meetings, prioritizing staff to speak, etc.	1	4	1	1	2	• The organization **CREATES SPACE FOR DIFFERENT CULTURAL WAYS,** such as offering cultural foods and social spaces/times, giving elders a special role, etc.
• Racism and power may not be discussed or may be **DEALT WITH SUPERFICIALLY.**		1	3	1	3	• The organizational culture supports discussions to **UNDERSTAND AND DISMANTLE** structural racism, to help heal historical trauma and to claim individual and community power.
• The organization adheres to **ORGANIZATION-DRIVEN** policies and structures.		2	2	2	2	• The organization demonstrates a willingness to revisit organizational policies and structures to **RESPOND TO COMMUNITY NEEDS AND IDEAS.**

Appendix D
City Council on Existing/Prior Community Engagement Practices

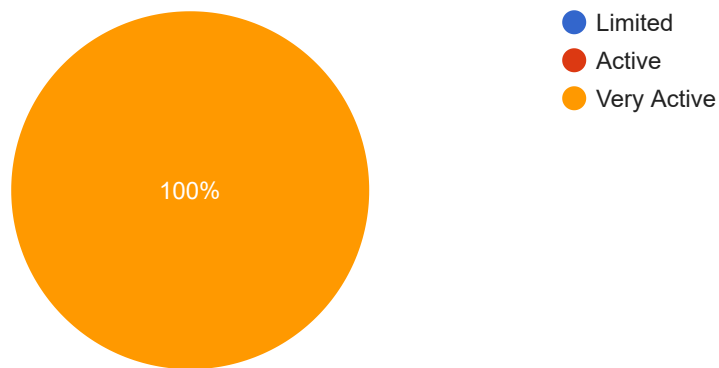# City Council Survey on Existing/Prior Community Engagement Efforts

3 responses

Publish analytics

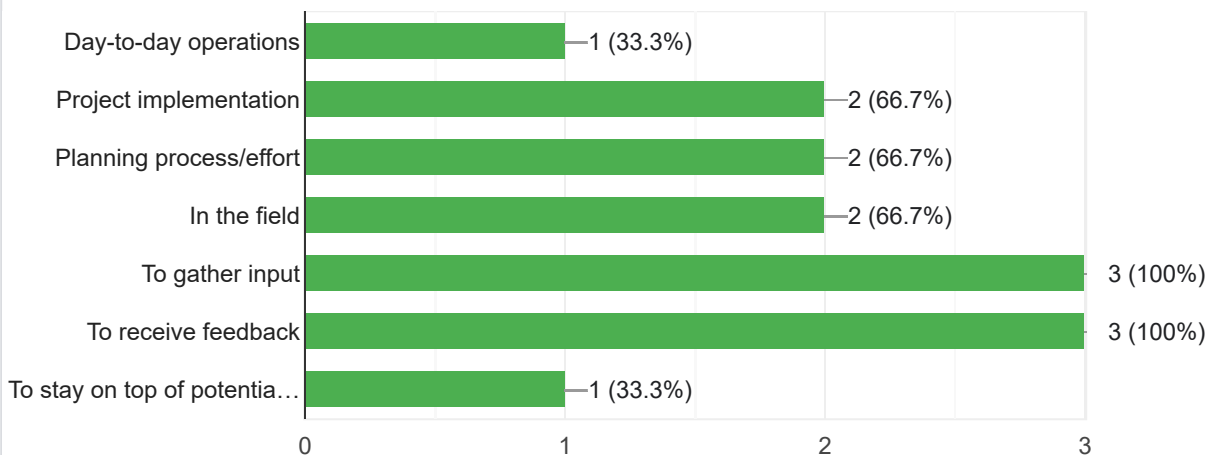1. What kind of relationship does your department have with members of the Brookhaven community?

Copy

3 responses

- Limited
- Active
- Very Active

100%

---

2. Why do you typically engage with the community? (check all that apply)

Copy

3 responses

Category	Value
Day-to-day operations	1 (33.3%)
Project implementation	2 (66.7%)
Planning process/effort	2 (66.7%)
In the field	2 (66.7%)
To gather input	3 (100%)
To receive feedback	3 (100%)
To stay on top of potentia…	1 (33.3%)

3. How do you interact with the community? (check all that apply)

3 responses

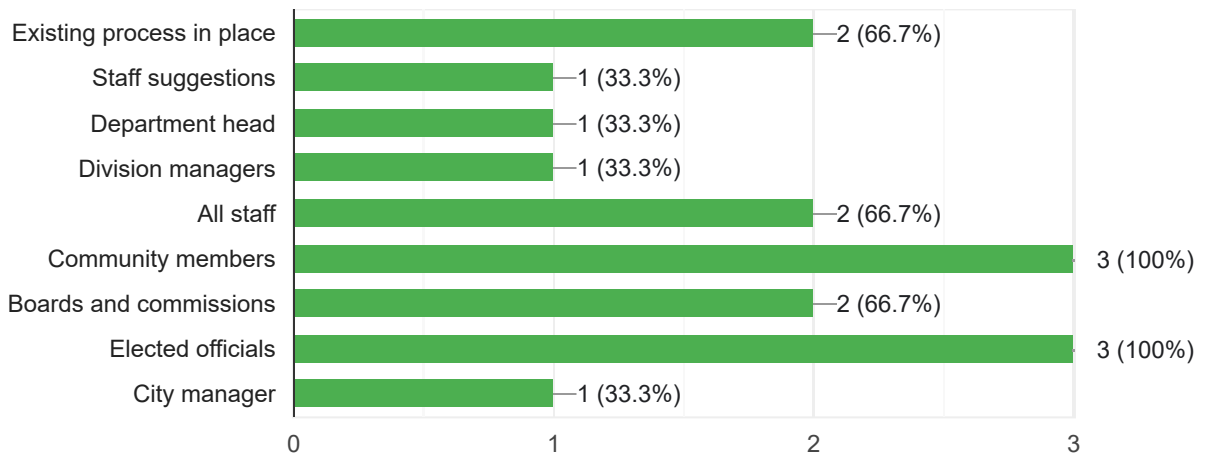| Option	Count
In Person	3 (100%)
Phone	3 (100%)
Email	3 (100%)
Website	1 (33.3%)
Virtual Meetings	3 (100%)
Social media	1 (33.3%)
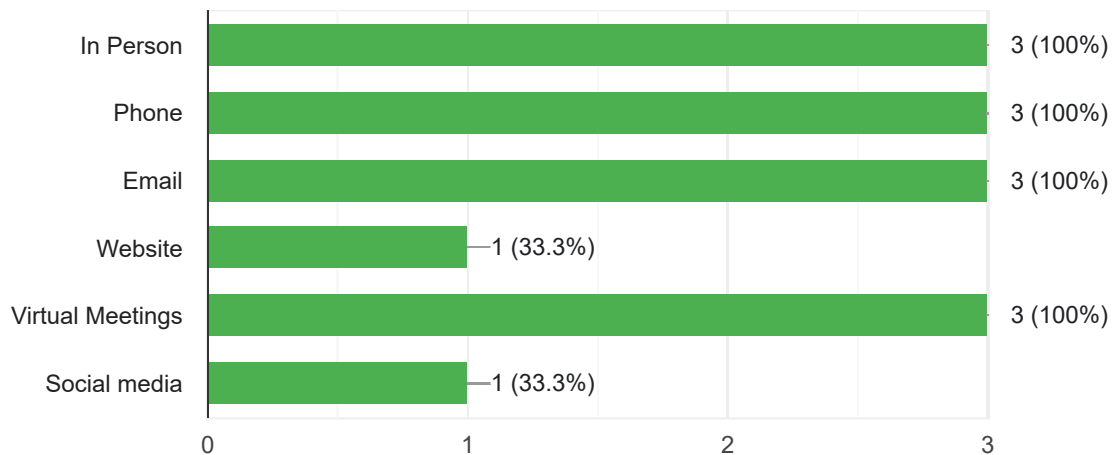
4. How do ideas about community engagement approach get generated with your constituents? (check all that apply)

3 responses

Option	Count
Existing process in place	2 (66.7%)
Staff suggestions	1 (33.3%)
Department head	1 (33.3%)
Division managers	1 (33.3%)
All staff	2 (66.7%)
Community members	3 (100%)
Boards and commissions	2 (66.7%)
Elected officials	3 (100%)
City manager	1 (33.3%)

5. How do the city's organizational policies and structures support engagement?

3 responses

The city's policies and structure allows for community engagement as the council does it work. It welcomes public input at several levels.

I think this could be improved. For example, if a department head is occupied and a lower level staff person is assigned to respond to a community member, they should be trained on customer service at the same level department heads and other public facing staff members are trained.
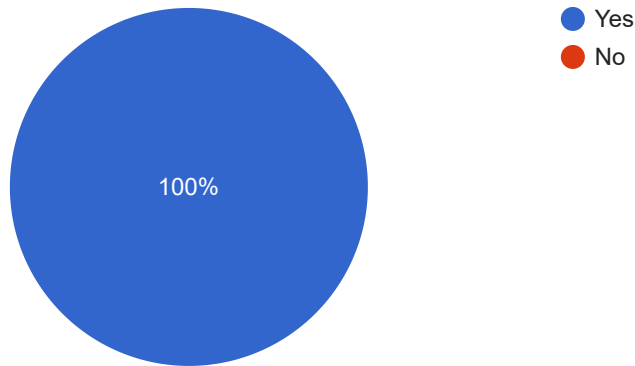
Information to provide for citizen responses is prompt and reliable.

6.   Are community members provided education about the community engagement process, evaluation, or research methods being used ahead of time?

Copy

3 responses

Yes
No

100%

7.   What kind of learning has occurred, for both the community and elected officials, as a result of community engagement efforts?

3 responses

As I've viewed the production of several planning efforts, the city and/or consultants always provide some form of education as it seeks input from the community during the planning process. Additionally, as the policy makers analyze matters that may come before them, there are ample opportunities for the community to be educated about the particular subject matter. And, for instances where the administration is carrying out the day-to-day operations of the city, the administration has been very effective with educating the elected officials about the area(s) where input is needed from the elected officials.

The more communication on the front end, the less issues on the back end.

Community views and concerns

8.   In the past, have you found that the appropriate community members at the table?

3 responses

Yes.

If this is in the context of meetings with community groups, yes.

Often they are. Sometimes not.

9.   Does the process and structure of meetings allow for all voices to be heard and equally valued? For example, where do meetings take place, at what time of day or night, and who leads the meetings?

3 responses

Yes, the process and structure of meetings does allow for all voices to be heard and equally valued. What may assist is, providing an options of days and times to attend the meetings.
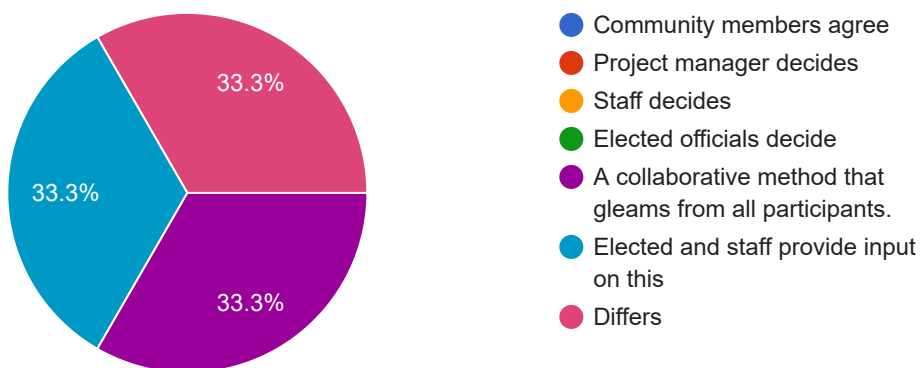
Yes, I think evening meetings are the best option. I do think the City could do more pop ups at places like the Brookhaven Farmers Market or Food Truck nights, since those gather large crowds. Get in front of people with information of what is happening in the City.

Yes. Various locations.

10. What is the mechanism for decision-making or coming to consensus during community engagement efforts?   Copy

3 responses

- Community members agree
- Project manager decides
- Staff decides
- Elected officials decide
- A collaborative method that gleams from all participants.
- Elected and staff provide input on this
- Differs

11. How are conflicts handled?

3 responses

Conflicts are best handled by a facilitated discussion to hear all perspectives and collaboratively defining what is success. Then, the facilitated conversations should derive to a solution that takes into consideration all parties input to drive to a result that achieves success as defined by all parties involved.

By a majority

Explanations provided and input acknowledged.

12. How are community members involved in developing projects and/or community engagement programs? Has the community helped conceptualize projects, establish project goals, and develop or plan projects?

3 responses

From my observation, community members are engaged at the onset of projects. Yes, the community has been involved with conceptualizing a project, defining project goals and the development of the projects. As always, there's always room for improvement. New planning tools have invoked methods that will lend to the city advancing its community engagement processes.

Yes, I think we have an engaged community.

Far more frequent before the pandemic but now supplanted in part by social media.

13. How do community members help you assure that projects and/or community engagement programs are culturally sensitive?

3 responses

Culturally sensitivity is only achieve when there's diversity amongst the community members involved with projects. So, involving a diverse community will continue to contribute to be culturally sensitive.

Most of our engaged community members are inherently (or trained) culturally sensitive people.

Providing input.

14. How are community members involved in implementing projects and/or community engagement programs?

3 responses

From my observation, community members are engaged at the onset of projects. Yes, the community has been involved with conceptualizing a project, defining project goals and the development of the projects. As always, there's always room for improvement. New planning tools have invoked methods that will lend to the city advancing its community engagement processes.
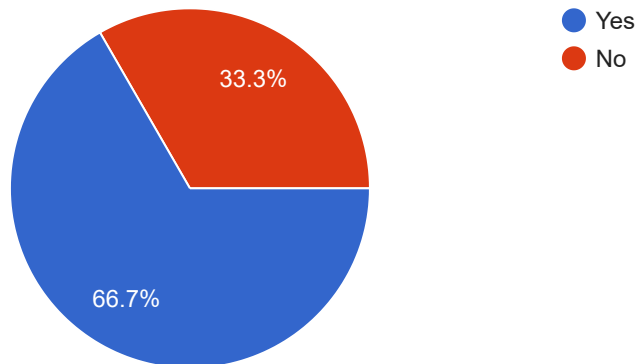
Often they take the initiative.

Committees and neighborhood associations

15. Do community members assist with the development of community engagement materials or the implementation of project activities?

Copy

3 responses

- Yes
- No

33.3%

66.7%

16. How are community members involved in program evaluation or data analysis?

3 responses

This is somewhat the administration's role. I don't see that community members should be involved with data analysis. However, I would expect that the professional staff or a consultant would analyze the data and present the results as it contributes to the planning process, or the project.
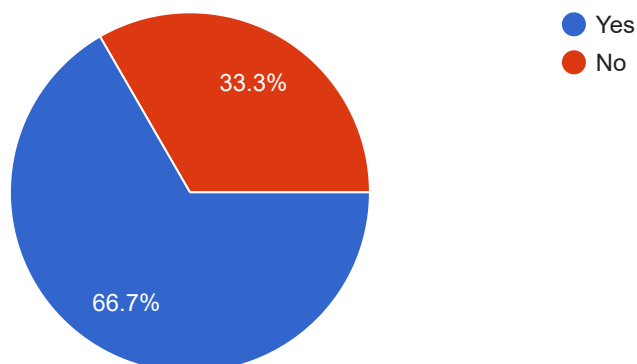
Only if they take the initiative

See above.

17. Do community members help interpret or synthesize conclusions based on input or data gathered during community engagement?
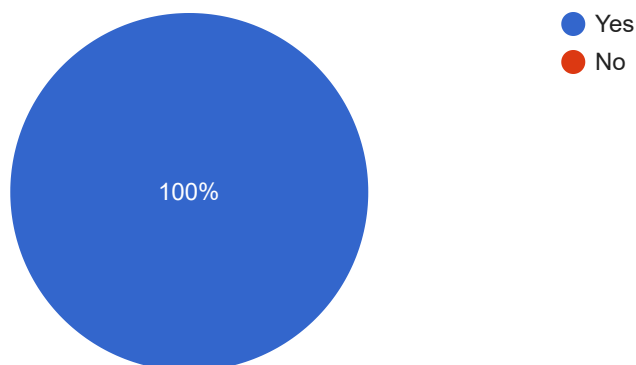
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3 responses

- Yes
- No

33.3%

66.7%

18. Do participating community members help develop or disseminate materials to the larger community?

3 responses

- Yes
- No

100%

19. Are community members coauthors on publication or final products?

3 responses

- Yes
- No

66.7%

33.3%
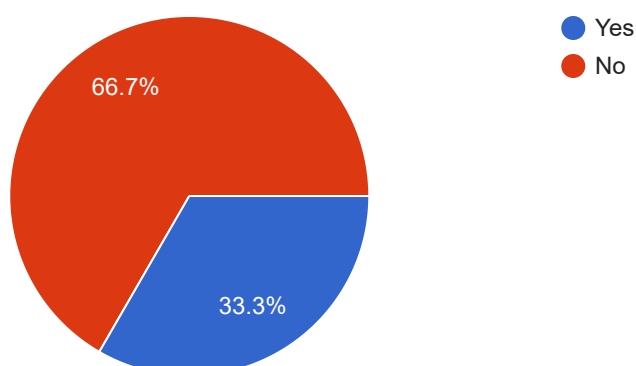
20. What improvements could be made to the city's community engagement processes?

3 responses

From my observation, community members are engaged at the onset of projects. Yes, the community has been involved with conceptualizing a project, defining project goals and the development of the projects. As always, there's always room for improvement. New planning tools have invoked methods that will lend to the city advancing its community engagement processes.

Better customer service training throughout. Global thinking of how something might conflict with or impact the community (example allowing the city centre draft master plan pass planning commission with city hall in Brookhaven park). Having staff out in the community more rather than communicating only behind city hall doors. :)

Support for regular Councilmember email/newsletters to the district.