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# PUBLIC ENGAGEMENT GUIDE





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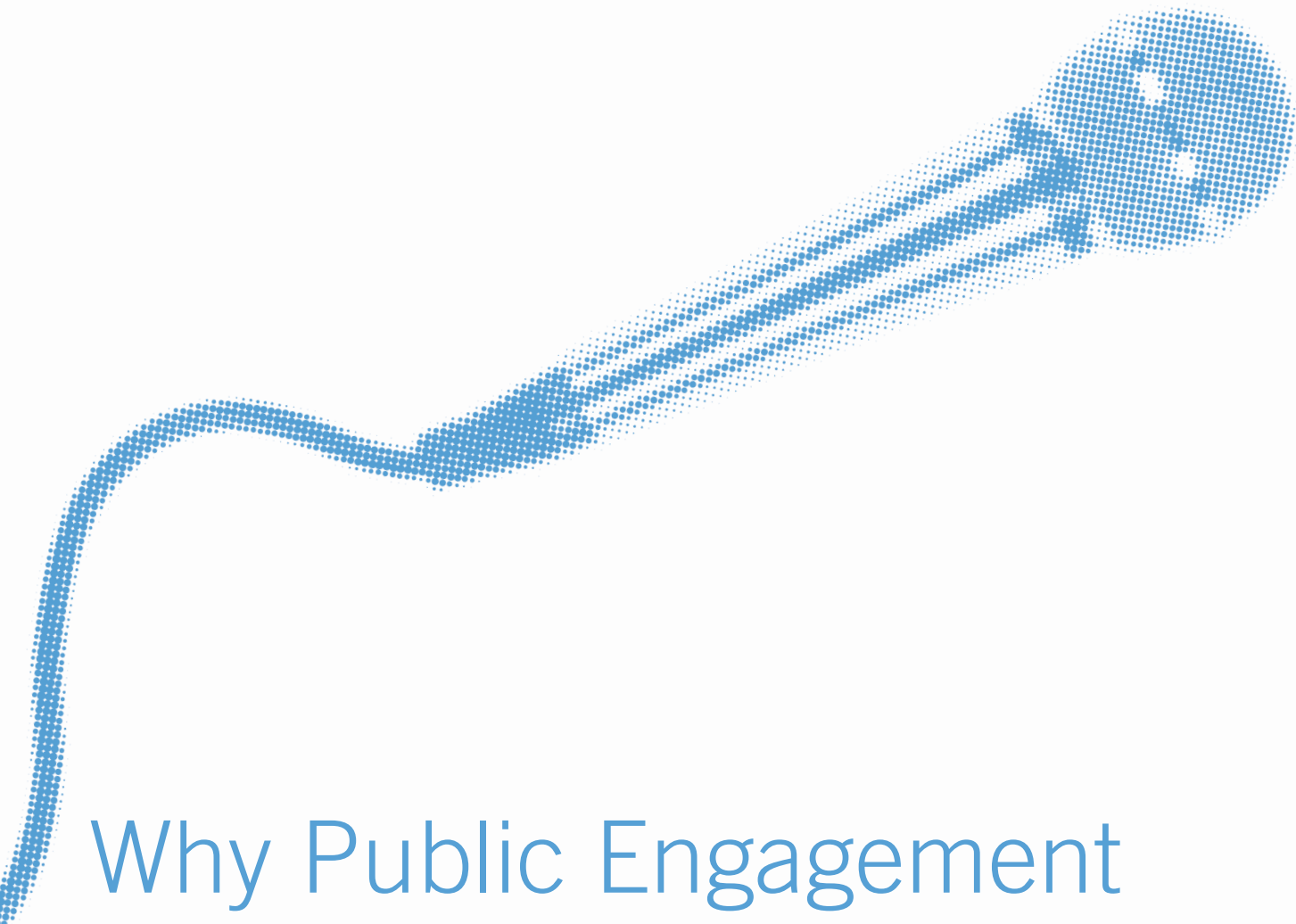
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# Why Public Engagement

The City of Fort Collins places a high value on the involvement and engagement of our citizens. Local government has the advantage of being closest to the people it serves. It protects and enables the lives of the community's residents every day by providing basic needs from sidewalks and roads, to cultural enrichment, like festivals and healthy natural spaces.

The City of Fort Collins has a variety of avenues that residents use for requests, inquiries, complaints, and input. This flow of information is most effective when it works both ways and is fostered at each step. Our processes need to provide opportunities for citizens to take part in the conversation, to learn, and to work with others, not just provide input. They are

an extension of our efforts and should take part as collaborative problem solvers.

Civic engagement creates and maintains a community that is educated, aware, motivated, engaged, and fulfilled. A complete public engagement plan can make all aspects of a campaign run more smoothly even when the feedback received is negative; it saves time and headache to know it earlier rather than later. By exercising effective public engagement practices, city government becomes a vehicle for participatory democracy creating citizens who act instead of watch.

# Purpose and Support

Fort Collins residents have high expectations when it comes to public involvement. **Never underestimate the level of public interest in your project.** By using this guide across all City departments and with all actions or projects, we can help to make engagement efforts successful, useful, and meaningful. Public engagement is NOT merely checking a box, but is a means to help deliver the best government services possible to our community. **We have a responsibility to bring people together and provide safe, welcoming spaces for all.**

This guide is a living document meant to help anyone at any level of involvement within the City work together to understand and develop broad Public Engagement Plans that align with the City's Strategic Plan.

All documents and tools referred to in this guide are available in either the Appendix, on the Public Engagement and Project Management page, or both. There are variations of worksheets and templates so you can find the one that works for you.

## The Purpose of this guide is to help City employees:

1. Lay out a comprehensive Public Engagement Plan and complete documents.
2. Determine the appropriate level of public engagement.
3. Identify stakeholders and create an engaged and representative group of involved citizens.
4. Create outreach, education, and engagement methods that represent the City's "brand."
5. Implement timelines and strategies that fit individual projects and ensure the public access to accurate information.
6. Share successful tools and methods with all City employees.
7. Ensure each project team is internally supported.
8. Supplement the Public Engagement and Project Management page on CityNet and help utilize resources.
9. Spread awareness of performance measures by which public engagement programs can be measured.
10. Streamline the processes of public engagement both internally and externally.

## Support Network

- Annie Bierbower, Civic Engagement Liaison
- Ginny Sawyer, Policy and Project Manager
- Travis Paige, Community Engagement Manager
- Public Engagement Team (listed on Public Engagement and Project Management page)

The links and additional materials associated with this guide are designed to constantly evolve. If you have ideas, concerns or questions, or need support developing a piece of a Public Engagement Plan, please refer to the people listed above and discuss them at round tables.

## Get Some Help! Public Engagement Round Tables

### What is it?

Round Tables are gatherings coordinated by the Public Engagement Team. They will provide support, discussion time, trainings, and guest speakers. They are opportunities to collaborate with each other and receive assistance.

### How will this help?

- Assistance completing worksheets or templates
- Present a Public Engagement Summary
- Voice concerns and discuss ideas
- Have plan reviewed for possible development areas
- Receive insight and support from team that specializes in public involvement
- Brainstorm and coordinate outreach

### How do you attend?

Want the scoop on public engagement? Subscribe to Project Buzz, the newsletter that informs you about training opportunities, resources, tips, videos, articles, and whatever else comes our way that could help you. Plus invites to Round Tables!

[citynet.fcgov.com/cpio/projectmanagement.php](http://citynet.fcgov.com/cpio/projectmanagement.php)

# Getting Started

There may not be a checklist for the perfect public engagement plan, but there are principles and pieces that are present in every well designed plan that will increase the likelihood of achieving your goals.

## Principles of Public Engagement

In order to ensure that public engagement activities are meaningful, the following key principles are critical:

### 1. Careful Planning and Preparation

Through adequate and inclusive planning, ensure that the design, organization, and convening of the process serve both a clearly defined purpose and the needs of the participants.

### 2. Inclusion and Demographic Diversity

Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.

### 3. Collaboration and Shared Purpose

Support and encourage participants, government and community institutions, and others to work together to advance the common good.

### 4. Openness and Learning

Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate public engagement activities for effectiveness.

### 5. Transparency and Trust

Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed.

### 6. Impact and Action

Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential.

### 7. Sustained Engagement and Participatory Culture

Promote a culture of participation with programs and institutions that support ongoing quality public engagement.

(Adapted from a collaborative project by the National Coalition for Dialogue and Deliberation, the International Association for Public Participation [IAP2], the Co-Intelligence Institute, and other leaders in public engagement)

## Things to Remember About Public Engagement:

- Not a silver bullet for complex issues.
- Not suitable for every situation.
- Using it incorrectly or at inappropriate times can do more harm than good.
- Once feedback is received, there must be follow through or participants may feel that their contribution was ignored or pointless.
  - Note: This doesn't mean that feedback is automatically implemented, but why or why not and how must be communicated.
- Engagement strategy must be considered during the initial stage of project planning.
- Input (if part of outreach) should be open during the planning stages to allow it the chance to help inform and/or influence decisions.

## Public Engagement is a Dialogue, Not a Presentation

- The City and public both speak and listen
- Ideas are shared and discussed
- There is a flow of information, insights, and opinions
- Additional resources are available and conversation can continue

	INFORM & CONSULT	INVOLVE	COLLABORATE
CONSIDER THIS OPTION WHEN ...	<ul style="list-style-type: none"> <li>Routine or fairly routine matter</li> <li>Time and/or budget constraints</li> <li>Clear legal process</li> <li>Manageable level of controversy</li> <li>Fairly simple set of interests</li> <li>Most issues have been heard, addressed through earlier processes</li> <li>Parties have tried but are unable to come to resolution</li> </ul>	<ul style="list-style-type: none"> <li>Active and mobilized groups with competing views</li> <li>Strong need for dialogue (not just input)</li> <li>Need for multiple types of input designed for different groups</li> <li>Fair amount of controversy</li> <li>Complex issues</li> </ul>	<ul style="list-style-type: none"> <li>Intense controversy, mobilized groups with competing views</li> <li>Need for education and buy-in by key constituencies</li> <li>Long-term, far-reaching effects</li> <li>Multiple jurisdictions</li> <li>Parties willing to meet, discuss (vs. referendum, court, etc.)</li> <li>Recommendation likely to be followed by decision makers</li> </ul>
MAY NOT BE BEST OPTION WHEN ...	<ul style="list-style-type: none"> <li>Unclear or competing jurisdictions</li> <li>Policy matters with unclear effects</li> <li>Strong controversy or polarized parties</li> <li>Public input will have no effect</li> <li>Need for two-way dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Intensive input will not satisfy need of public to influence the decision</li> <li>Time and/or budget constraints</li> </ul>	<ul style="list-style-type: none"> <li>Too expensive for amount of controversy</li> <li>No negotiating room</li> <li>Other groups or individuals may intercede to invalidate any forthcoming proposals</li> <li>Key parties unwilling to meet</li> </ul>
POTENTIAL TOOLS & TECHNIQUES	<ul style="list-style-type: none"> <li>Fact sheets</li> <li>- FAQs</li> <li>Public comment (via web, in writing, hearings)</li> <li>Newsletter</li> <li>Media releases and events</li> <li>Informal surveys</li> <li>Presentations to civic groups, B&amp;Cs, HOAs, at Open Houses, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Workshops, charrettes</li> <li>Stakeholder meetings</li> <li>Focus groups</li> <li>Techniques from Inform and Consult</li> </ul>	<ul style="list-style-type: none"> <li>Citizen advisory committee</li> <li>Participatory decision-making</li> <li>Consensus-building</li> </ul>
CITIZEN ROLE	<p>Citizen Role: Residents engage to be informed and to influence</p>	<p>Citizen Role: Residents engage to advocate and to help frame issues</p> <ul style="list-style-type: none"> <li>- Residents engage to understand technical issues and how to effectively advocate</li> <li>- Residents engage to help define problem and find solutions</li> </ul>	<p>Citizen Role: Residents are collaborators</p> <ul style="list-style-type: none"> <li>- Residents engage to identify different stakeholder interests</li> <li>- Residents engage to make informed decisions and forge effective compromises</li> </ul>

Adapted from IAP2

## How to Create a Public Engagement Plan (PEP)

This is the roadmap for you and your team. It will take time and thought, but is a vital resource through a project. There are several examples on the Project Management page under Real Life Examples.

Prior to any public engagement plan, a statement of purpose should be developed outlining the overall goal of the project or program. Every plan should start with the question, "Why are we doing this?" There is a place to include your statement of purpose on the Stakeholder Assessment Worksheet which is explained later in this guide.

## 6 Characteristics of Successful Plans

1. Clear Purpose
2. Education
3. Outreach
4. Audience
5. Records
6. Follow Up

## Determine the Appropriate Level of Public Engagement

Public engagement does not mean inviting as many people as possible or making a profile on every social media platform. Sometimes one event is sufficient, other times you'll need several. Use the table above to determine the appropriate level of engagement.

**Determining the accurate level of engagement is the foundation for your entire plan.**

The level of public engagement can range from keeping the public informed to involving the public's participation in the decision-making process. Involving the public early and at the appropriate level helps create buy-in for both the process and the final decision.



# Stakeholders

## Stakeholders and Decision Makers

The term “stakeholder” refers to anyone who has a stake, or interest, in an outcome. This includes people who will benefit from the project, people who could be negatively impacted, and those who are simply interested.

Who are the decision makers and when will formal decisions be made? Identify who will make the formal decisions about the project. For many of our activities City Council will be the ultimate decision makers. It is important that your public audience knows and understands the decision-making process. This helps to avoid false expectations. Take a moment to brainstorm all of the potential stakeholders of your project and consider their values.

## Who Should Be Involved and Why?

Stakeholder lists will be different for each and every project. This is something that must be created by the Project Team and can be supplemented by the Public Engagement Team and at round tables.

**Stakeholders’ time is precious; use it wisely and strategically.** Ask the questions on the following page and then complete the Stakeholder Assessment Worksheet (Appendix pg. 24 and online).

We want to ensure that stakeholders on both the individual and organizational level do not experience “over-outreach.” This is a likely possibility with the City because there are so many projects happening at the same time that all involve the public at some level. There may be five projects that need to include the elderly population, but we need to ensure that five different departments are not reaching out to the same organizations over and over again in a short timeframe.

## How to Avoid Over-Outreach

- Submit Public Engagement Summaries so team can see if there are projects with overlapping stakeholder groups, timelines, etc.
- Attend Round Tables for group discussion
- Utilize the Public Engagement Team/Support Network to help develop stakeholder groups or when questions arise

View the Full Calendar to see what other public events are planned and if there is an opportunity to work together.





## How to Create a List of Stakeholders:

### 1. Who will be impacted positively or negatively?

- a. Consider geography – who lives, works, or plays nearby?

### 2. Who NEEDS to know about this?

- a. Is there a legal requirement?
- b. Is there a group with an imperative interest (i.e., historical groups being aware of Butterfly Building Project)

### 3. Who can or will contribute to this conversation?

- a. Who are the experts?
- b. Where are the outside sources that discuss this same topic?

### 4. Who or what is missing?

- a. Each stakeholder list should include
  - i. Experts
  - ii. Clubs
  - iii. Personal interest groups
  - iv. Citizens
  - v. Professionals
  - vi. Hard-to-reach populations

### 5. Who could stop this project?

- a. Is there anyone who will dislike this idea or be impacted to an extreme extent?

### 6. Who could make it better?

- a. How could this be more entertaining to the public?
- b. Who would have a unique perspective?

### 7. What questions would I ask as a citizen?

- a. If you were on the outside of this issue, what would you want to know?

### 8. Whose life or schedule stands to be altered by an aspect of this project?



From your answers, develop your Stakeholder Assessment Worksheet. This spreadsheet of organizations and individuals will also include up-to-date contact information. Though the general public has a stake in the outcome and are considered stakeholders in the broad sense of the term, your stakeholders are a distinct list of people, businesses, and organizations that are affected by the project and should be strategically engaged. While the broader “public” should be informed and included on a project, the stakeholder groups generally spend more time and effort contributing throughout the project.

Think about both external and internal stakeholders. External stakeholders include other governmental agencies, non-profit community groups, special interest groups, businesses, and individual residents. Internal stakeholders may be other City departments or committees that could be impacted or included.

## Some tips for engaging with internal and external stakeholders:

- Go to them whenever possible.
  - Ask to attend existing meetings or events rather than creating another time commitment.
- Plan to involve external stakeholders adequately throughout the project, whether that's a simple notification or involving them directly in planning and implementation.
- Prepare for your list to grow as the project progresses and individuals or groups show interest in the project.
- Be flexible enough to involve new stakeholders at any time.
- Don't forget internal stakeholders! The City is filled with experts on a multitude of topics. Early and systematic consideration of the internal stakeholders for your project can help to identify issues before they become critical.
  - Involve other City departments during your planning phase. Consider an e-mail or initial coordination meeting to present project basics to various departments and to ask if there are special communication needs.
  - Check calendars and ask around so that the City does not inadvertently overschedule an evening or compete for stakeholders. Always view the Full Calendar.

## Hard-to-Reach Stakeholders

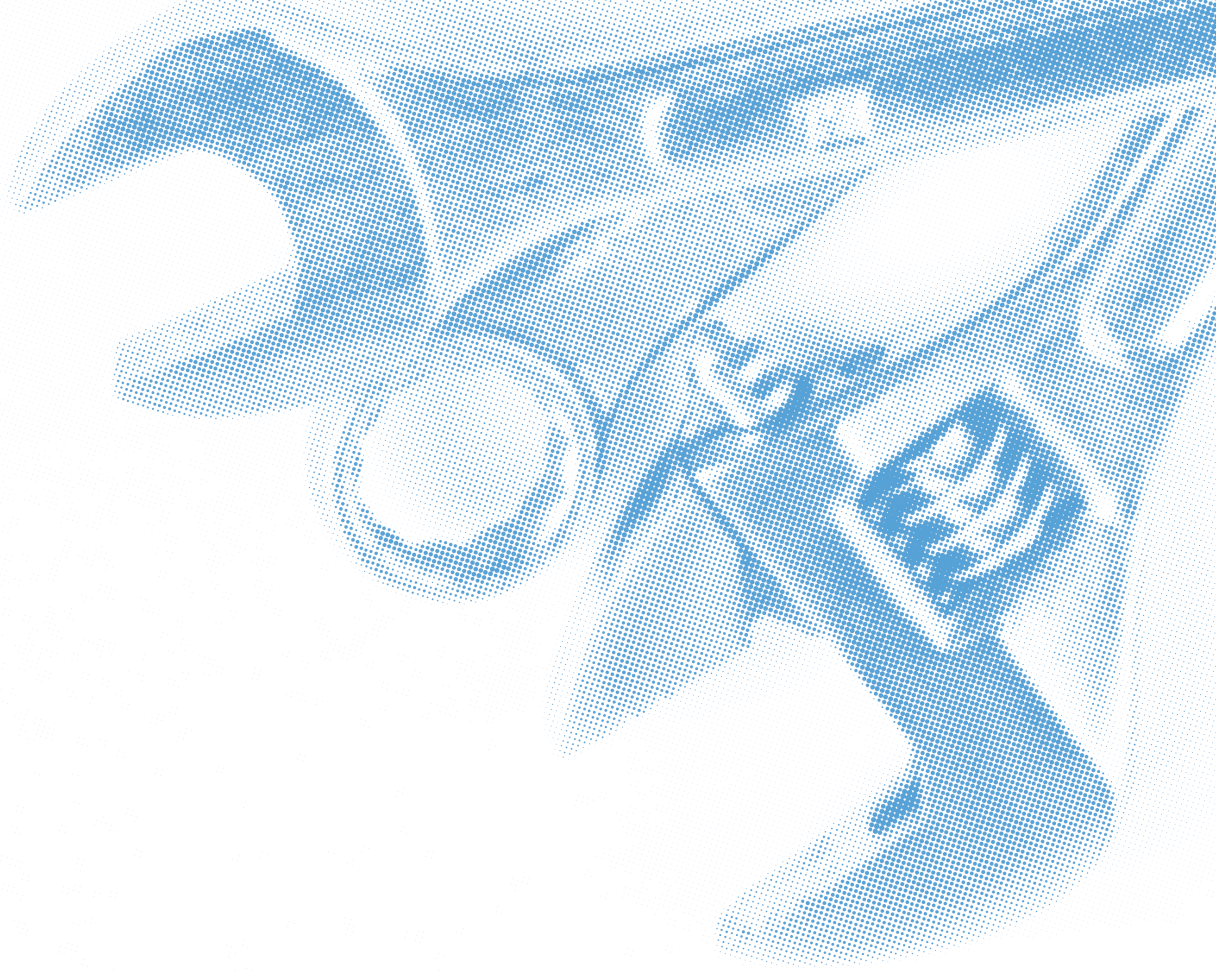
Some groups face barriers that can make establishing relationships or communicating with them more difficult, but the City of Fort Collins places a high value on comprehensive involvement. Extra consideration is needed to ensure equal access to information for all citizens.

The City has identified several “hard-to-reach” groups such as youth, low English proficiency speakers, low income, people with disabilities, and the elderly. We are placing extra emphasis on establishing relationships with them. An awareness of barriers many people face is vital when creating a Public Engagement Plan. These barriers should always be considered. The average Fort Collins family who works, speaks fluent English, has a sustainable income, and has no problems with their day-to-day life (lights comes on, water comes out of the faucet) are just as hard to reach until they have a personal stake in an issue or experience a problem.

The City's Civic Engagement Liaison works specifically to build relationships with these identified groups and can help if needed, but consider the following questions during your planning stages:

- Will the meeting need a translator?
- Would people from different cultures feel welcome at this event?
- Are there technology or literacy skills needed that may be difficult for people with less education or from another generation?
- Is there a history of mistrust or neglect?
- Is the event held in an ADA compliant location?
- Are informational sessions held at a variety of times to accommodate people with alternative work schedules?
- Would it be appropriate for children to accompany a parent to the event if child care is an issue for a single parent?

Should childcare be provided? The City is working to create partnerships to assist with this. Contact Annie Bierbower for details.



# Tools and Resources

In order to use and understand this guide, be sure to review the [Public Engagement and Project Management](#) page; the two tools are designed to work together. The [Worksheets and Project Management Templates](#) will ensure your project has the necessary elements and involvement of other departments, which may supplement your project. For example, many projects need to include [Graphics for print materials](#) or the [City Attorney's Office](#) for legal advice. It will also help define how to assemble a team and the role of each member.

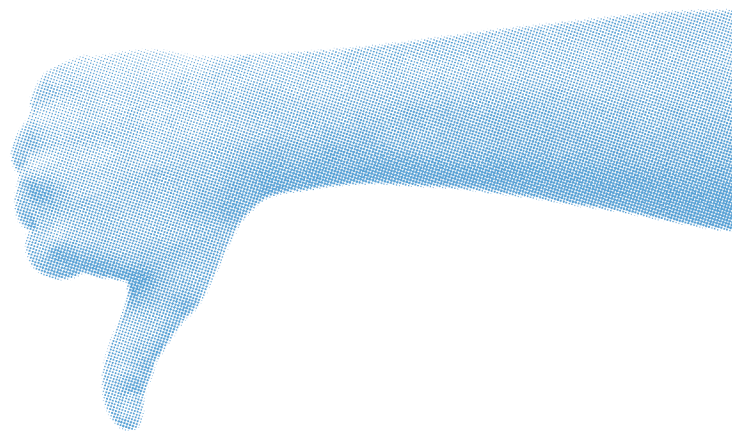
The page provides the required documentation, but we strongly encourage the use of the other resources as well. **It may take a few minutes to review the tools, but they will save you time and effort.** Plus, the Support Network will be available at any time to assist you.

## Do You Need These?

- Advice and open discussion at a Round Table
- Help creating a Stakeholder Assessment Worksheet or list
- Information on locations around town and in City buildings where you can host events
- Connecting with Stakeholders
- Planning templates, worksheets, and examples of plans and/or summaries

It's all on the [Public Engagement and Project Management](#) Page or available through the Public Engagement Team.





## DO

- Complete the project plan and answer the “Why?” prior to going to the public for input (avoids confusion and poor results).
- **Trust your resources!** The Graphic Design team has more than 75 years of combined experience and Public Relations Coordinators know effective communication. They want what is best for your project too, so don't be afraid to take their advice and put aspects of the project in their hands.
- Develop a strategy for public engagement at the beginning of the project and include CPIO early on in this process.
- Identify and involve key stakeholders as early as possible.
- Use plain language and relate the information to the needs of your audience.
- Manage the expectations of residents, stakeholders, staff, and City leaders.
- Target your messages to a range of audiences.
- Use multiple methods to gather input and engage various audiences.
- Determine who will lead the engagement process.

## DON'T

- Underestimate the level of interest in your project.
- Use technical jargon or acronyms that aren't generally understood.
- Forget to involve City Council, boards, commissions, and key stakeholder groups in conversations about the project and in invites to public meetings.
- Set unrealistic expectations about how input will be used.

## Engagement Tools and Methods

Which tools are best depends on the level of participation chosen and the groups you would like to engage. This is where the Involvement Spectrum and Stakeholder Assessment Worksheet are essential. Use your evaluation of the level of impact and the group's potential level of concern to prioritize your outreach and choose appropriate methods.

## Invite Innovation

Getting the community truly involved may be one of the most challenging parts of a project, but it can also be the most fun. It offers endless room for new ideas and creativity. The list below and the Engagement Toolbox in the Appendix are far from exhaustive and the sky is the limit when it comes to ways to get people excited about a project. Gamification is effective and popular. Think of turning a focus group into a game of Trivial Pursuit to educate participants or make the subject line in a newsletter a riddle-like question to spur interest. Can you incorporate an informational tour, 3-D model, or other props into your event?

## Managing Gathered Information

Create a system for collecting and managing the information you receive and conversations you hear. You will need to determine the purpose of the information first, which will determine what details you need to capture. Often times, a spreadsheet will be sufficient. You can then summarize or present the data in whatever way is needed. Consider the following:

1. Do you need to create codes to track feedback from different groups?
2. Do you need exact numbers to create a summary report or graph?
3. How will this be delivered to the public?

Note: Specific quotes and comments can be useful and engaging for creating presentations and in further stages of outreach (i.e., using comments as social media posts)!

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## Tracks of Communication and Examples

Inform (One way out)	Compile (One way in)	Interactive (Revolving)
Press Releases	Surveys (term not used externally)	Expert Panels
Fact Sheets	Comment Boxes	Online Meetings
Educational Resources	Public Forum (Council podium)	Focus Groups
Print Materials (posters, pamphlets, etc.)	Interviews	Advisory Committees
Advertising	Telephone Polls	Social Media

*(Adapted from IAP2)*

Use the following questions and review the Engagement Toolbox to choose appropriate tools that will help you achieve project goals:

1. Does this satisfy the public's expectations and needs?
2. Do we have the resources (funds, time, staff, etc.) to properly execute the use of this tool?
3. Is the tool appropriate for the stage of the project and intended level of involvement?

# Successful Facilitation

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**Facilitator:** noun

fa-cil-i-ta-tor |fə-ˈsi-lə-, tī-tər|

one that facilitates; especially: one that helps to bring about an outcome (as learning, productivity, or communication) by providing indirect or unobtrusive assistance, guidance, or supervision

*The workshop's facilitator kept discussion flowing smoothly*

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Our role is to provide a safe, welcoming, and informative space for public deliberation. As such, we are all facilitators. As difficult as it may be, our opinions cannot be included. This is hard when you have spent months and hundreds of hours on a project you are passionate about, but **as facilitators we must act only as catalysts for productive conversations.** Effective facilitator skills are essential to successful public deliberation, especially when dealing with contentious issues. There must be a leader in the room who enables all opinions to be heard and stimulates conversation.



Dr. Martin Carcasson is the Founder and Director of Colorado State University's Center for Public Deliberation. He and his team of students work closely with the City to provide assistance with facilitation. He will be active in future round tables and trainings, but all City staff running public events should know the basics.

1. Facilitators set and enforce ground rules. They design the conversation, set an expectation of respect, and make it known that all voices are equal. If someone is using disrespectful or hurtful language, it is your responsibility to ask them to stop.
  - a. Try: "That term makes me uncomfortable and might be hurtful to others. Could you please refrain from using it?"
2. Facilitators allow everyone space to speak. If someone is dominating the conversation do not try and stop them from talking, but rather get others involved. As City employees, this can be difficult because world class customer service is a vital part of our job, but remember, if you are giving undivided attention to just one person, you are giving terrible customer service to the other dozen in the room who also chose to give their time.
  - a. Try: "Those are good points. Let's be sure to hear what others have to say as well."
  - b. Try: Setting talk times or breaking the event into smaller groups.
3. Skilled facilitators have the ability to look beneath emotional responses and bring to light the underlying interest, need, or concern.
  - a. Consider: Someone may be speaking loudly and seem angry, but they are actually scared an aspect of their life is going to change.
4. Room setup creates the stage of the event. It gives participants clear direction and helps facilitate a feeling of equality if done properly. This can include everything from lighting to background noise.
  - a. Consider: Using smaller groups and circular formations when possible.
  - b. Consider: Don't isolate speakers by putting them on stages or behind podiums. This sets a tone of "us vs. them."

5. Attitude and context are everything! If you set the conversation in a negative tone or come at it from the wrong angle, it is doomed from the beginning.
6. Facilitators must maintain neutrality at all times. Do not give any preferential treatment.
  - a. Consider: We often nod our heads and say "uh huh" as a way of participating during conversations, but this could be construed as agreement.
  - b. Try: Statements like, "I hear what you're saying" or "that is an interesting perspective."
  - c. Try: Someone on staff should actively and openly take notes or record the conversations. This shows that responses are being taken into account and have a future purpose.
7. Asking purposeful questions is an understated art form. **Facilitators are allowed an outside perspective, which should be used to see who ISN'T speaking and what's NOT being said.** Where are the gaps in the conversation?
  - a. Consider: If the group is stuck on a seemingly impossible resolution ask, "What would we need to make that happen?" instead of telling the group that isn't an option.
  - b. Try: Empowering, open ended questions that show you value their opinion, such as, "You have a great deal of experience in XXX. What do you think?"
  - c. Try: Summarizing thoughts and issues by saying, "I'm hearing that the group is concerned that ..."

# 6

## Basic Steps to a Public Engagement Plan

- |            |                   |
|------------|-------------------|
| 1. Outline | 4. Listen         |
| 2. Notify  | 5. Follow Through |
| 3. Educate | 6. Adapt          |

### Step 1: Outline

- Create a clear and complete project/program/activity outline defining goals and outcomes from the department, project manager, or other city employee requesting public engagement.
- Identify the decision makers and dates when formal decisions will be made.
- Determine the level of public engagement based on the scope and impact of the project.
- Determine which “public” to target and how to engage them.
- Develop a timeline to achieve the remainder of the public engagement steps.
- Determine how public engagement results will be measured and archived.
- Determine how the results will be shared with the public.

### Creating an Internal Timeline

- Provide a minimum two-week notice period for public engagement activities; ideally, provide at least 30 days to community organizations so they have time to give notice to their members. Get CPIO involved early also. Press releases are typically sent out at least two weeks prior to public events and editorial calendars for social media and other communication tools can start long before then.
- Work backward from target dates for final decisions to determine how much time the public engagement effort will require.
- For small projects, begin planning your public engagement effort at least two to three months before final decisions are to be made; medium and large projects will require additional time. If you need to go before Council, try to get on the calendar three to six months prior, depending on the political sensitivity of the project.

### Reaching the Public

It is important to determine who exactly constitutes “the public” in relation to your project. You will need to decide how best to reach the greatest number of people who are the most affected by the project—educating them about the project and inviting their input—given your limited resources. A blend of “active” and “passive” methods of public engagement should be considered.

Active methods: Require approaching and reaching out directly to individuals or groups.

Passive methods: Require the public to approach the City for information about the issue or project.

Notification can be accomplished through a variety of mediums and techniques, such as initial visits to community organization meetings, open houses, e-mails to individuals and groups, letters through the mail, phone calls to community leaders, and posting on the department webpage.

Information about your project can be made available to anyone who comes seeking it by posting it on online. Your department pages on the City website can provide descriptions of your issue/project and also list the project timeline and methods for providing input, such as meeting dates/locations and contact information for key staff including their phone numbers, e-mail addresses, and physical mailing addresses. Websites are now optimized for mobile use, which is how a majority of people are accessing information.

**Suggested web tools that can help project managers communicate ongoing issues and regularly analyze public feedback:**

- A form requesting feedback
- A Q&A or FAQ that anticipates and answers questions, even tough or controversial ones.
- Listings of policies, the rationale behind them, and how they fit into the grand scheme of a department's operations.
- Listings of internal policies, such as policies on recording an event

**Available Tools**

- Online surveys
- Interactive applications (e.g., participatory budgeting)
- Social media (Facebook, Twitter, Instagram, Flickr, YouTube, NextDoor)
- CPIO Tool Kit for brand awareness and templates

**RECORD:** Don't forget to include metrics about input received through these additional outlets in project summaries delivered to City Council.

While the Internet is an excellent tool for public engagement, public engagement should also include active efforts to reach out directly to the public. Some examples of active outreach are sending flyers or e-mails directly to stakeholders and presenting at community or City board meetings. Often, active outreach is accomplished through collaboration with local community organizations. When possible, meet

with these organizations where they live – in other words, travel physically to locations where they meet so it's most convenient for them and they will be more likely to attend.

**Note:** All our projects are important, but not all are newsworthy. Consider what, if any, aspects of your project are vital or interesting to the general public. Is it imperative? Engaging? Entertaining? If not, it may not be a good fit for social media platforms and different tools should be considered.

Community and neighborhood organizations can be vehicles through which public engagement occurs. However, take care to not assume that a community or neighborhood organization fully represents all of the interests of the community at large. You should practice diversity when choosing tools and doing outreach.

**Creating an External Timeline**

A timeline is a valuable tool both for planning an effective public engagement process and for educating the public on the overall project process. Share the timeline with the community early in the process to avoid complaints about being “left out of the loop.”

**Develop a one-page timeline for the public:**

- Outline the “who, what, when, where, why, and how” of the overall process.
- List dates related to formal decision-making processes and deadlines related to the project.
- Work backward from target dates for final decisions to determine how much time the public engagement effort will require.
- Include brief descriptions of each item that can be easily understood by the public.
- **Define any technical terms or use alternative simple, lay language.**
- Share the draft timeline with other staff members for feedback on the process and the clarity.
- Keep electronic versions of information up-to-date and provide important changes in schedule or issues.
- Include the timeline in the Public Engagement Plan and, after the project is finished, the Public Engagement Summary to be provided to City Council (Samples of a project timeline and a Public Engagement Summary are located in the Appendix of this guide.)



## Step 2: Notify

After planning has been completed, the second step in the public engagement process is to sufficiently notify the public about the project and the public engagement plan. Sufficient notification requires getting the word out early, and to as many of your stakeholders as possible, that the City is working on the issue or project. The notification step sends the message to the public that “this project may affect you” and educates community members on the public engagement and decision-making processes planned for the project. Depending on the scope and type of project, initial notification may include:

- Postcards
- Letters
- Emails (through City and external distribution lists)
- Social media
- Temporary signage (e.g., roadway variable message signs)
- News releases

Always demonstrate for the public how this can affect them.

## Step 3: Educate

The third step is to educate the public about the project. The public cannot provide input without a clear understanding of the project. It is easy for a project manager who is daily involved in the project to forget that it may not be as easy for community members to grasp what is being proposed. Education allows for meaningful discussion and dialogue to occur and can prevent myths that may emerge, either inadvertently or strategically by opponents, about the costs and benefits.

Take time to clarify the decision-making process, the scope and impacts of the project, and the variables and alternatives to be considered. Summarize in lay terms but also provide opportunities for people to read entire reports/documents on your website for additional information.

## Step 4: Listen

The fourth step is to gather public input and show the public that you are listening. Once educated on the project, the public can provide informed opinions. The methods you choose for obtaining public input will depend on the nature and scope of your project. Consider the costs and benefits of one-time, one-way input versus involvement and dialogue over time.

### **Plan where to store public input and how to organize it.**

Create folders on the City’s drive so it is in a safe place and can be accessed by other members of your team. As input is received, move it into those folders immediately or create spreadsheets/databases so nothing is missed. This includes saving emails on the network drive – not in Outlook– with public comment that will be relevant for the length of the project. This input should be provided to City Council if your project is going before City Council. By carefully recording and archiving all public input, you can reassure community members that opinions will be considered as decisions are made.

### **Second, determine how verbal input will be recorded.**

You may receive phone calls and attend meetings where members of the public voice their opinions. Generally, in government business, only items in writing and verbal comments during formal meetings and public hearings are considered “official” but project managers are encouraged to be flexible in receiving verbal input in addition to those formal methods.



### **Third, consider what types of questions you will ask the public.**

People can be quick to come to conclusions about whether they are in favor of or opposed to a project and community groups will often want to take a vote to that end. However, many projects involve a number of components each with more than one alternative.

Ask open-ended (not yes/no) questions and ask follow-up questions as to why someone is opposed to the project. Ask whether they have suggestions on addressing those concerns.

- Many projects are flexible enough to allow modifications in response to public deliberation. Projects can be shaped and molded by public opinion to the point where individuals who disliked the initial proposal may come to accept or even like the final proposal.

When possible and early on in the process, provide a list of alternative approaches to a policy or project and their associated pros and cons. Allow the public to comment on the list and add other alternatives, pros, and cons.

- This provides an opportunity for the public to discuss each alternative, the community values underlying each, how desirable the new policy or project is, the intended consequences, and potential unintended consequences. When presenting the list of alternatives, remember the “do nothing alternative,” which is the option to keep things as they are.

### **Fourth, approach the public with an open and willing attitude.**

Avoid communicating in ways that would suggest reluctance, as though the public engagement is required of you against your will. Pay special attention to your nonverbal cues. Some members of the public may have cultivated an attitude that public engagement is “just a formality” and that the proposed project will move forward regardless of public input. It is important to overcome this barrier by approaching the public in a way that conveys you are willing to alter or even halt (the “do nothing alternative”) the project if there is enough input to warrant it.

Listening and summarizing can be the hardest part of a project. It is important to show community members that you are listening by summarizing what you have heard, thanking them for their time, and reassuring them that they have been heard and their input will be considered.

## **Step 5: Follow Through**

The fifth step is to follow through by sending the public input to the decision makers and to follow through again by providing the public with the rationale for the decision in light of all relevant facts and opinions. Whatever input methods are used, communicate to individuals and groups that you have heard them. Acknowledge them. Throughout the process, summarize questions and concerns that have been heard. An issues summary and/or frequently asked questions (FAQ) sheet may be useful. Describe how input will be communicated and presented to the decision makers. This is often accomplished through staff reports or memos, but other methods may be used as well.

Depending on the amount of public input received, you may need to summarize it for decision makers in a way that provides a succinct report while preserving the intent of individual comments. General categorization of individual comments is an effective way to communicate results. If community groups provide unified opinions, write a brief explanation of the individuals who participated in forming that opinion including the number of people who were present. This will help decision makers gain an understanding of the strength and representation of a group's opinion.

## Step 6: Evaluate & Adapt

The sixth step is to evaluate the effectiveness of our public engagement strategy, adapt, and be flexible. During implementation of your public engagement plan, regularly assess whether goals and expectations related to public engagement are being met, and revise the plan as needed. This may require changes such as pushing back decision dates, creating additional education material in response to confusion or erroneous rumors that have surfaced, meeting an additional time with a community group to provide sufficient time for discussion on the topics, adding time for a new group of stakeholders not previously identified to catch up with others in the process, or expanding the public engagement process because the level of impact was found to be greater than previously thought.

**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.**

### **Some questions to consider when evaluating your public engagement activities:**

- Did you satisfy the goals you set at the outset of the planning process?
- Did your engagement activity adhere to the Principles of Public Engagement set out in this guide?
- Did you effectively assess all stakeholders?
- Did you include potential participants in the design of your engagement activity?
- Were the tools you chose most appropriate given your unique circumstances and constraints?
- Were individuals and stakeholders given adequate opportunity to participate in all aspects of the process?
- Were the needs of persons with disabilities considered?
- Were conversations relevant and valuable?
- Were you able to use it in any way? How?
- Were all critical issues addressed?
- Did you effectively record and analyze the input received?
- Did you allocate sufficient resources (time, human, and financial)?
- Was the activity completed within your budget?
- Were participants provided with feedback regarding how their contribution was/will be used?
- Were participants generally satisfied with the activity? Were organizers?

Adapted from The City of Fort Saskatchewan, 2012)



**Also, some tips to track and evaluate engagement:**

- Create separate tracking links for online surveys to determine which channels of communication are most effective.
- Ask demographic questions in surveys and at events to determine how representative participants are of the audiences you're trying to reach.
- Debrief individual events and the project as a whole with internal and external participants.

Source: OPE Public Engagement Guide

During your project, consider gathering feedback from the public and your internal workgroup on the quality of the process and whether it is meeting community member expectations. After your project is complete, consider “debriefing” both internally and externally with discussions about how public engagement for future similar projects can be improved.

- What went well?
- What didn't go well?
- What recommendations do you have for the future?

The City is collecting case studies from which to learn lessons on public engagement best practices. All City Departments are encouraged to regularly write case studies and contribute them to the collection for future reference. For details of these case studies, contact Annie Bierbower.

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## Appendix

Internal Expectations Worksheet

Stakeholder Assessment Worksheet

Stakeholder Mapping Diagram

Sample Public Engagement Plan

Sample Project Timeline

Engagement Toolbox:  
15 Participation Techniques

Additional Resources  
and Motivation

# Public Participation: Internal Expectations Worksheet

Check the appropriate boxes for each question then calculate average score.

If internal staff and Council have differing opinions about the level of public participation, complete one worksheet from each group's perspective and discuss implications.

Assessment Questions	Very Low	Low	Moderate	High	Very High	Comments
1. What is the legally required level of public participation?						
2. To what extent do internal staff members believe the public could help improve the outcome of this project?						
3. At what level do internal staff members perceive public interest in this project?						
4. What is the potential for the public to influence the decision-making process?						
5. What level of media interest do you anticipate?						
6. What levels of resources are likely to be available to support public participation?						
7. What is the anticipated level for controversy?						
Total checks in each column						
Multiply number of checks by the weight	x1	x2	x3	x4	x5	
Enter column score						
Total all columns; divide total score by the number of questions	Total score _____ ÷ 7 = _____ Average score					
Are we the right entity to address this issue? If not, who should?						

If Average Score = 1 – 2 “A” Level (Inform & Consult)  
 2 – 3 “B” Level (Involve)  
 3 – 5 “C” Level (Collaborate)



# Stakeholder Assessment Worksheet

**Project:**

Level of Public Participation from IAP2 Spectrum:

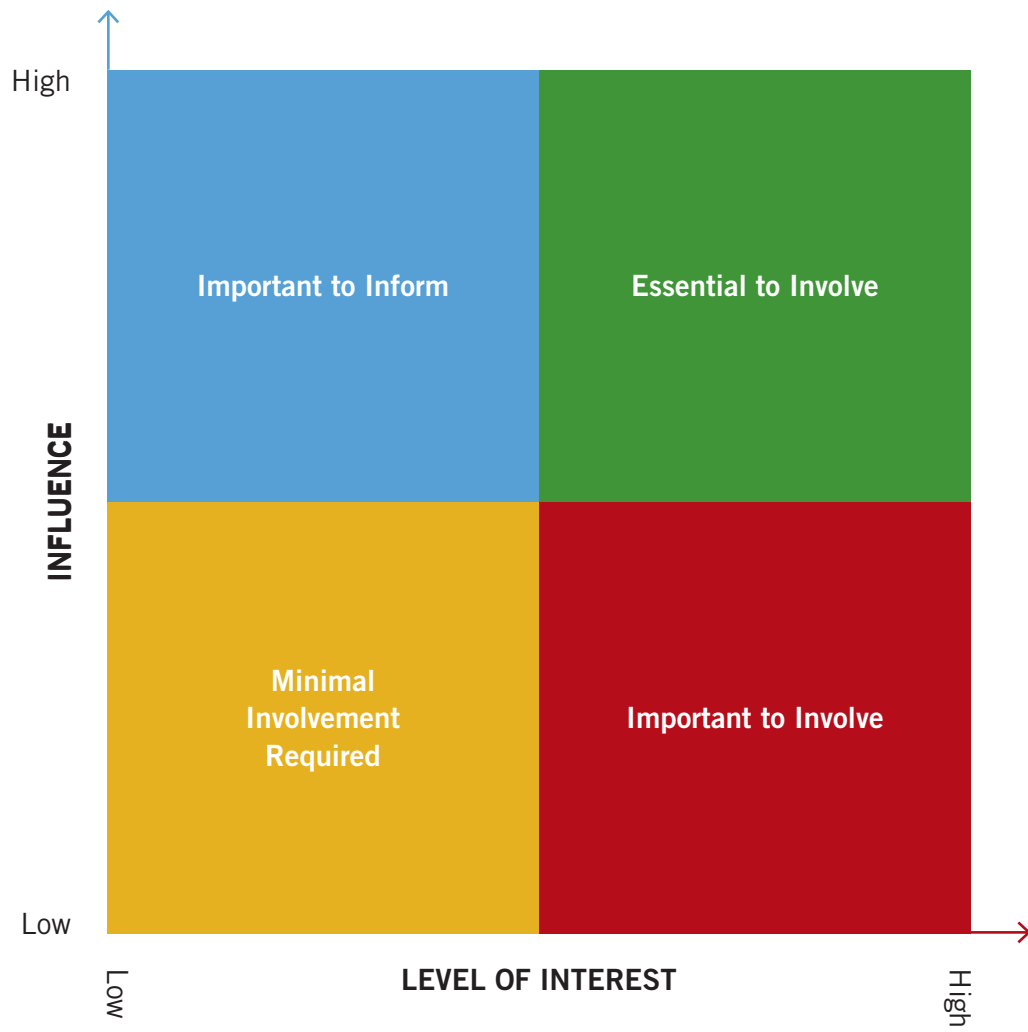
Internal Communications Lead (Interdepartmental questions):

External Communications Lead (Stakeholder contact and questions):

Purpose Statement (what do you intend to gain or share through outreach):

[illegible]

**Figure 5** Stakeholder Mapping: Where does each stakeholder group land?



## EXAMPLE

# PUBLIC ENGAGEMENT PLAN

**Project Title:** Midtown Plan

**Project Lead:** Megan Bolin

**Overall Public Involvement Level:** Collaborate

**Bottom Line Question:** How should Midtown look and feel as properties and vacant land develops, especially considering its proximity to the Mason Corridor and MAX service/transit stations?

**Key Stakeholders:**

- Midtown neighbor
- Property owners
- Business owners
- Business tenants
- Boards and Commissions
  - Identify specific boards and commissions for Council benefit
- Developers
- South Fort Collins Business Association
- Fort Collins residents
- CDOT
- Various City of Fort Collins departments

**Timeline:** June 2012 – March 2013

## PHASE 1: Document Existing Conditions – Collaborate

**Timeframe:** June–September 2012

**Key Messages:**

- Between now and March 2013, City staff will be engaging specific stakeholders to help determine the future of the midtown corridor.
- Citizens have an opportunity to weigh in on the improvements, usage, and key aspects of the corridor.

**Tools and Techniques**

- Focus Group meetings—invited via email and phone calls
- Targeted stakeholder survey sent via email and available on the project's website
- Attend standing board meetings with the Auto Dealers group, the South Fort Collins Business Association and various Boards and Commissions
- Website: *fcgov.com/midtown*
- July Economic Enewsletter
- August City News (part of the Economic Health feature article)
- September's In the City article (In the Coloradoan, authored by Darin)

## PHASE 2: Develop Design Alternatives – Collaborate

**Timeframe:** October 2012– December 2012

**Key Messages:**

- The midtown corridor plan and vision is in the process of being developed.
- City staff want to hear from all citizens on their desires for what this area should include, how it should function, and how it should look.

**Tools and Techniques**

- Online survey, *fcgov.com/midtown*
- Community workshop
- Internal team design charrette (City staff and consultants)

## PHASE 3: Draft and Finalize Plan – Inform

**Timeframe:** January – March 2013

**Key Messages:**

- The Midtown Plan seeks to complement current and forthcoming investment by developing a vision and associated land use tools to guide the design of future redevelopment, and identify opportunities to further enhance streetscapes and multi-modal connectivity.

**Tools and Techniques**

- Online survey once draft plan has been created for public comment/feedback
- City Council Work Session on January 8 to review elements of the plan
- Present plan to the public in an open house format
- Submit final plan to City Council for adoption, allowing for public comment at the Regular Meetings



# Sample Project Timeline

This sample project timeline is a rough sketch of a process that requires Planning Commission input and a decision by the City Council.

A timeline such as this may be made available to the public to provide an overview on project timing and opportunities for public education and input. The basic public engagement steps from this guide are noted in parentheses at the end of each item to illustrate the generally linear but sometimes repetitive and circular progression of the steps throughout the process. A project timeline like this can be made during the PLAN step and modified through the project as you implement the ADAPT principle.

## January 2011

Initial meeting with stakeholders. Additional meetings to be held throughout the process. (NOTIFY)

## January 2011

Notify the public about the project and timeline. Initial meeting with community groups to describe the purpose of the project and the public engagement effort. (NOTIFY)

## January 2011 – April 2011

Online public comment begins. Visit Open City Hall [atslcgov.com](http://atslcgov.com) or e-mail comments to [mayor@slcgov.com](mailto:mayor@slcgov.com) (NOTIFY, EDUCATE, LISTEN)

## February 2011

Presentations to neighborhoods directly affected and other community groups upon request. (EDUCATE, LISTEN)

## March 2011

Open House at City Hall, 451 S State Street, 1st floor hallway. (EDUCATE, LISTEN)

## March 2011

Dialogue meeting with adjacent residents. (EDUCATE, LISTEN)

## March 2011

Focus groups with stakeholders and residents. (EDUCATE, LISTEN)

## April 2011

Planning Commission briefing, public hearing, and decision on recommendation. (LISTEN)

## April 2011

Public input summarized and transmitted to the Mayor. (FOLLOW THROUGH)

## April 2011

Staff report with Administration recommendation and Planning Commission recommendation sent to the City Council Office. (FOLLOW THROUGH)

## May 2011

City Council briefing, public hearing, and decision. (May include additional public engagement and discussion) (EDUCATE, LISTEN, FOLLOW THROUGH)

# Engagement Toolbox:

## 15 Participation Techniques

### Internal Co-creation – We’re on the Same Team

These 15 techniques were chosen strategically from the dozens available. The list is far from exhaustive, but these were chosen because they fit the goals of the City, are innovative, and/or under-utilized.

Open Houses are over-utilized, especially since there are so many other options. Please consider alternative methods when planning outreach. Also review the calendar to see if there is an event that covers a similar topic or involves the same stakeholders. We need to work together more rather than compete for the community’s time.

Several City staff members have been trained extensively on these tools and many more through courses, research, and experience. This number will continue to grow with additional opportunities for trainings. If you are interested in more information on how to use a tool or participating in trainings contact Ginny Sawyer, Annie Bierbower, or members of the Public Engagement Team.

Technique	Consider	Why it Works	Potential Issues
<b>Briefings</b>			
<p>Use existing meetings of social groups, clubs, and organizations as a platform to provide information, education, and have discussions</p> <p>Groups often need speakers and look for ways to be more involved</p> <p>Which groups are stakeholders for your project? Examples: Rotary Club, parent groups, Kiwanis, businesses, HOA's, special interests groups</p>	<p>KISS – Keep It Short and Sweet</p> <p>Be engaging by including visual aids, props, and opportunities for interaction</p> <p>Excellent tool for the “go-to-them” approach</p>	<p>Control of information</p> <p>Reaches wide variety of individuals who may not have been attracted to another format</p> <p>Opportunity to expand mailing lists</p> <p>Similar presentations can be used for different groups</p> <p>Excellent relationship-building tool</p>	<p>Can get mixed groups of stakeholders, so need to speak to multiple interest areas and concerns</p> <p>Some organizations have tight agendas, so time may be limited</p>
<b>Expert Panels</b>			
<p>Public meeting designed in “Meet the Press” format</p> <p>Panel of media or communications staff interviews experts from different perspectives</p> <p>Can be conducted by a neutral moderator and include the option for the community to submit questions beforehand</p>	<p>Agree on ground rules beforehand</p> <p>Be clear about the topics that will be discussed</p> <p>Choose your “experts” wisely – Can they answer a variety of questions? Are they comfortable with public speaking?</p> <p>Be sure questions are unbiased and include difficult topics</p>	<p>Encourages education to a diverse audience and potentially the media that will cover the story</p> <p>Presents opportunity for balanced discussion of key issues</p> <p>Provides opportunity to display the facts, showcase the complexities of an issue, and dispel scientific misinformation</p>	<p>Requires substantial preparation and organization</p> <p>May enhance public concerns by increasing visibility of issues</p> <p>Success easily affected by participating parties</p>

Technique	Consider	Why it Works	Potential Issues
<b>Electronic Forums, Social Media Groups, and E-mail</b>			
Utilization of electronic mailing lists and social media platforms that members can easily join and leave  Can provide access to an array of information formats such as video, photos, and links to more resources	Online resources are useful but should be supplemented by hard copy versions  The Internet is saturated and competitive  Extra effort needs to be taken in order for messages to stand out or for stakeholders to read an email	Easily accessible for most people including hard-to-reach populations such as low income and homeless – these groups often rely heavily on their mobiles because they do not have access to full computers. Take this into account when writing emails and creating social media content  Very inexpensive or free way to directly reach stakeholders	Be careful not to overuse social media platforms  People can easily suffer from “over-outreach” and not all projects warrant groups, emails, or social media posts  Substantial effort is needed to maintain accurate email addresses and engagement  Won't attract older generations or people that aren't tech savvy
<b>Response Summaries</b>			
An ongoing form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation  Use publicly and openly to announce and show how all comments were addressed	Strongly supports the City's goals of transparency and co-creation  Demonstrates active listening and how responses are being incorporated  Can also address why some ideas would not work	Can be time consuming to stay on top of comments and keep stakeholders up to date, especially if there is a large audience or social media comments are included
<b>Television – Cable 14</b>			
Television programming and video creation to be shared through television and online platforms such as YouTube	Video creation and recording is openly available to you through Cable 14 but must be paid for by your department or project  Video is the fastest growing method of information – the brain interprets images much more quickly than it does text  Capability to access is video through mobiles has made it even more effective	Our team at Cable 14 is creative and highly experienced  Can be used in multiple areas and reach several stakeholder groups at once  Many people will take the time to watch rather than read  Provides opportunity for positive media coverage at ground breakings and other significant events	Difficult to gauge impact on audience  Needs several layers of involvement and planning  Cable 14 is available but their schedule often fills quickly, be sure to reach out well in advance if you plan to use their services
<b>Community Facilitators</b>			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities, and limitations up front  Select and train facilitators carefully	Promotes community-based involvement and co-creation  Capitalizes on existing networks and relationships  Enhances project credibility	Can be difficult to control information flow  Extra effort is needed to maintain expectations
<b>Interviews</b>			
One-to-one meetings with stakeholders to gain information for developing or refining public participation and consensus-building programs	Conduct in person when possible, particularly useful when considering candidates for committees  Plan your questions well	Provide in-depth and personalized information in a non-threatening environment  Build deeper relationships and gives interviewees a sense of empowerment	Can be time consuming and difficult to schedule multiple interviews  Extra efforts needed to accurately record conversations and thoughts
<b>Charrettes</b>			
Intensive session where participants design project features	Best used to foster creative ideas  Be clear about how results will be used	Promotes co-creation and problem solving  Opportunity for innovation and pilot projects	Participants may not be seen as representative by larger public — don't assume their opinion is representative of entire group

Technique	Consider	Why it Works	Potential Issues
<b>Citizen Juries</b>			
<p>Small groups of citizens empaneled to learn about an issue, cross-examine witnesses, and make a recommendation</p> <p>ALWAYS non-binding with no legal standing</p>	<p>Requires skilled moderator</p> <p>Commissioning body must follow recommendations or explain why not</p> <p>Be clear about how results will be used and that it is NOT a vote</p>	<p>Great opportunity to develop deep understanding</p> <p>Pinpoint fatal flaws or gauge public reaction</p>	<p>Resource intensive</p> <p>Extra emphasis is needed to manage expectations</p>
<b>Surveys and Polls</b>			
<p>Questions created to gather a sampling of opinion for targeted feedback</p> <p>City does not externally use the term “survey” unless it is statically valid</p> <p>Externally say questionnaire, feedback form, poll, etc.</p>	<p>If you need statically valid results, a consultant is needed, which can be expensive</p> <p>Take great care in formulating the questions – have several people review them to ensure they are clear, won’t be misinterpreted, and will gather useful information</p> <p>Most suitable for general attitude gauging</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Gathers input from cross-section of the public</p> <p>Higher response rate than mail-in surveys</p> <p>Easily shared and can be very engaging and fun</p>	<p>Statically valid surveys are expensive and time consuming</p> <p>“Over-surveyed, under-represented” is a common phrase or thought from some groups within Fort Collins so be sure to thoroughly consider if you need a survey, what is the purpose of the questions, and how the results will be used</p>
<b>Coffee Klatches – Kitchen Table Meetings</b>			
<p>Small meetings within a neighborhood usually at someone’s home or welcoming communal space</p>	<p>Be sure to be extra polite, appreciative, and supportive</p>	<p>Relaxed setting is conducive to open dialogue</p> <p>Maximizes two-way communication</p>	<p>Often need existing relationships and trust to organize</p>
<b>Fairs and Events</b>			
<p>Central event with multiple activities to provide project information and raise awareness</p>	<p>All issues – large and small – must be considered</p> <p>Make sure adequate resources are available</p> <p>Think about the thought process and interest of your stakeholders – what would make them picture themselves at your event</p>	<p>Focuses public attention on one element</p> <p>Conducive to media coverage</p> <p>Allows for different levels of information sharing</p> <p>Good opportunity for interactive activities</p>	<p>Public must be motivated to attend</p> <p>Can be expensive</p> <p>Can quickly lose a crowd if not done well</p>
<b>Study Circles</b>			
<p>A highly participatory process for involving numerous small groups in making a difference in their communities</p>	<p>Work best if multiple groups work at the same time in different locations and then come together to share</p> <p>Structured around an actual study guide</p>	<p>Large numbers of people are involved without having them all meet at the same time and place</p> <p>A diverse group of people agrees on opportunities for action to create social change</p> <p>Allows for strategic discussion of targeted information</p>	<p>Participants may find that the results are hard to assess or feel that the process didn’t lead to concrete action</p> <p>May be difficult to get segments of the community to commit</p>



Technique	Consider	Why it Works	Potential Issues
<b>Symposia</b>			
A meeting or conference to discuss a particular topic involving multiple speakers	<p>Provides an opportunity for presentations by experts, professionals, and a variety of people highly involved</p> <p>Requires upfront planning to identify appropriate and interesting speakers</p> <p>Needs strong publicity</p>	<p>People learn new and diverse information</p> <p>Educational foundation for informed participation and discussions</p> <p>Great tool for early in your outreach or at points of contention</p>	<p>Experts might not represent different perspectives</p> <p>Controversial presenters may draw protests or negative views</p>
<b>Tours and Field Trips</b>			
Provide tours for key stakeholders, elected officials, advisory groups, and the media	<p>Know the number of participants to accommodate and plan</p> <p>Include refreshments and transportation options when possible</p> <p>Can be self-guided with additional tools such as recordings or maps</p> <p>ALWAYS consider safety precautions</p>	<p>Often seen as a special treat or “reward” for extra involvement</p> <p>Opportunity to provide rapport and a feeling of being an “insider”</p> <p>Reduces outrage and misinformation by making choices more familiar</p>	<p>Number of participants can be limiting logistically</p> <p>Potentially attractive to protestors</p> <p>Transportation and liability come into play</p>

*Modeled from IAP2's Public Participation Toolbox*

# Additional Resources & Motivation

## **Public Engagement and Project Management Homepage**

*[citynet.fcgov.com/cpio/projectmanagement.php](http://citynet.fcgov.com/cpio/projectmanagement.php)*

## **Resource Guide on Public Engagement by the National Coalition for Dialogue & Deliberation**

*[ncdd.org/files/NCDD2010\\_Resource\\_Guide.pdf](http://ncdd.org/files/NCDD2010_Resource_Guide.pdf)*

## **Colorado Chapter of the International Association of Public Participation**

*[iap2usa.org/colorado](http://iap2usa.org/colorado)*

## **Video: How to Manage Stakeholder Expectations**

*[youtube.com/watch?v=0EkufUCo5qI](https://youtube.com/watch?v=0EkufUCo5qI)*

## **Video: TED Talk Dave Meslin: The Antidote to Apathy**

*[ted.com/talks/dave\\_meslin\\_the\\_antidote\\_to\\_apathy?language=en#t-1471](http://ted.com/talks/dave_meslin_the_antidote_to_apathy?language=en#t-1471)*

## **Video: Difficult People and How to Deal**

*[youtube.com/watch?v=Rx6Abkn--Zc](https://youtube.com/watch?v=Rx6Abkn--Zc)*

## **CPIO Library**

We have a physical library of books on civic engagement that range from using gamification, to inspirational stories and innovative methods. Contact Annie Bierbower, Civic Engagement Liaison, to inquire about particular topics, pitch a book you think we should own, or check out a book.

## **Public Engagement Team**

