



Inclusive Engagement for  
the Dane County Board of Supervisors

*Appendix*



**Appendix A: Outreach Survey**

Please indicate on a scale of 1 to 5 what you think of each of the following engagement approaches:



		Not very effective				Very effective
INFORMING	<b>Forums and information sessions:</b> Meetings that provide information and background context about the role of County Government, current issues that the county is working on, and strategies to address issues. Forums include presentations, panel discussions, and information sharing to inform community discourse and discussions.	1	2	3	4	5
	<b>Postcards in the mail:</b> Mailed information about upcoming meetings	1	2	3	4	5
	<b>Broadcasting meetings</b>	1	2	3	4	5
CONSULTING	<b>Listening sessions at neighborhood/community setting:</b> Small group discussions assure that everyone is heard and that diverse opinions are considered. For example, the opportunity to interact with your county board member at a neighborhood association meeting.	1	2	3	4	5
	<b>Public comment:</b> All public meetings should include a public comment period. Residents attend a meeting and have 3 to 5 minutes to address the committee or County Board.	1	2	3	4	5
	<b>Public official canvas:</b> When public officials go door to door there is an opportunity for 1:1 conversations.	1	2	3	4	5
	<b>Online surveys:</b> Survey questions on sites like Survey Monkey or POLCO allowing residents to weigh in on questions.	1	2	3	4	5
	<b>Social Media:</b> Information provided and the opportunity to comment on social media/Facebook/Twitter and message boards.	1	2	3	4	5
INVOLVING	<b>Discussions around specific issues:</b> Conversations focused on particular issues, where the people affected by the issue are invited, leading to better involvement of the people affected and improved follow-up action.	1	2	3	4	5



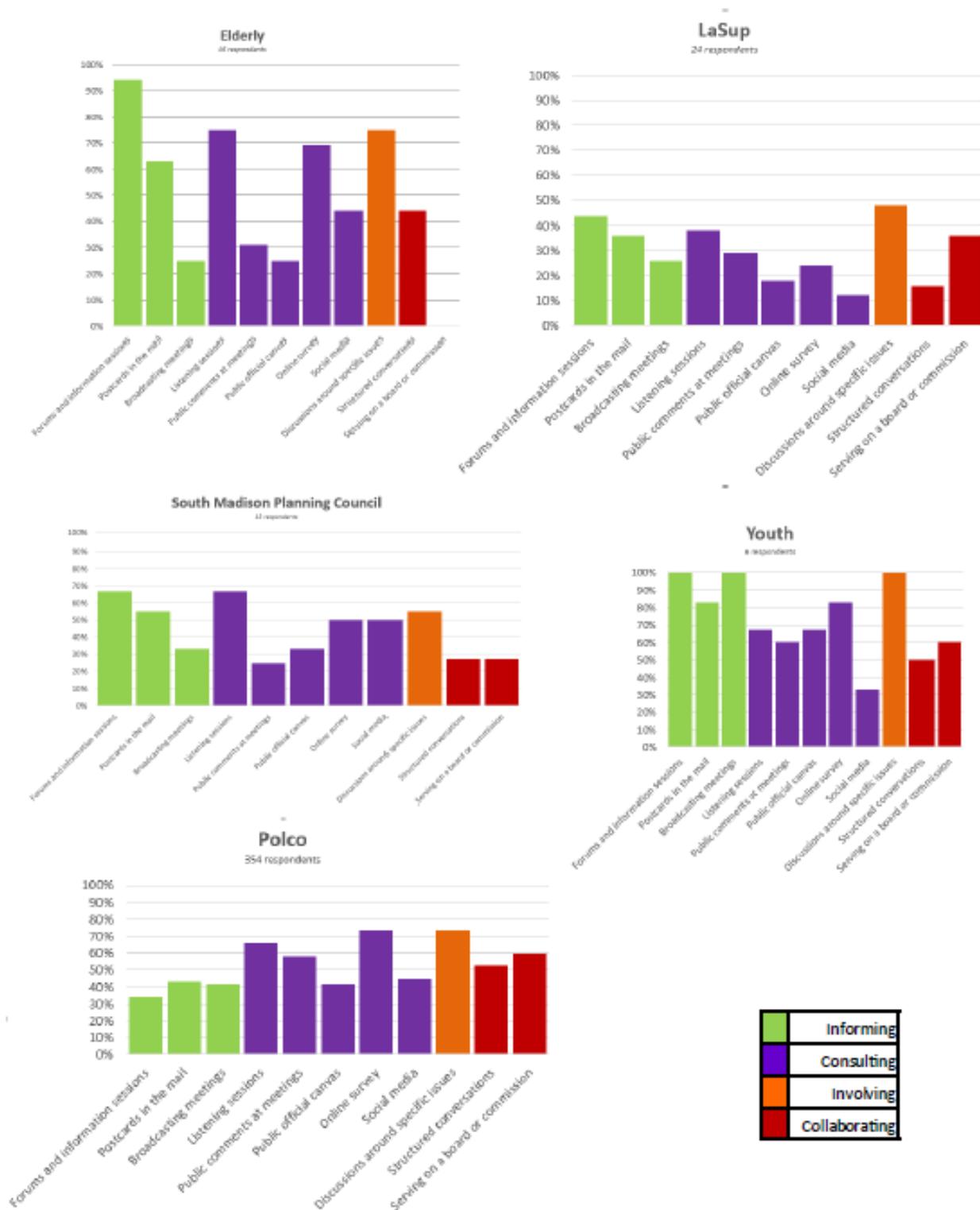
## Appendix B: Responses from Community Outreach on Engagement

Table 1: Community Response on effectiveness of Engagement Techniques

Engage Dane Outreach Percentage indicating measure is effective or very effective						Appendix Figure 1
Question	Youth <i>6 respondents</i>	Elderly <i>16 respondents</i>	South Madison Planning Council <i>12 respondents</i>	LaSup <i>24 respondents</i>	Polco <i>354 respondents</i>	
<b>INFORMING</b>						
Forums and information sessions	100%	94%	67%	44%	34%	
Postcards in the mail	83%	63%	55%	36%	43%	
Broadcasting meetings	100%	25%	33%	26%	42%	
<b>CONSULTING</b>						
Listening sessions	67%	75%	67%	38%	66%	
Public comments at meetings	60%	31%	25%	29%	58%	
Public official canvas	67%	25%	33%	18%	42%	
Online survey	83%	69%	50%	24%	73%	
Social media	33%	44%	50%	12%	45%	
<b>INVOLVING</b>						
Discussions around specific issues	100%	75%	55%	48%	73%	
<b>COLLABORATING/EMPOWERING</b>						
Structured conversations	50%	44%	27%	16%	53%	
Serving on a board or commission	60%	0%	27%	36%	60%	

**Table 2: Community Response on effectiveness of Engagement Techniques**

All residents of Dane County have the opportunity to respond to issue polls through an on-line public survey and engagement tool called Polco. Whereas the response rate to the Polco survey (364 respondents) was higher than that of face to face discussions with groups, this still represents a small percentage of the population.



## **Appendix C: Introduction to IAP2 Spectrum of Public Participation**

### **Introduction to the Spectrum of Public Participation**

The [Spectrum of Public Participation](#) was developed by the International Association for Public Participation (IAP2). This resource now forms the foundation for much of the research, outreach, and engagement efforts nationally and internationally. The spectrum is appropriate to guide public and inclusive participation efforts for government entities and non-profit organizations.

The spectrum (appended below) categorizes five broad categories of public participation: inform, consult, involve, collaborate, and empower. Each has a specified goal to participation, a promise made to the public, and example techniques. It also incorporates the “Public Participation Goal” (top row moving left to right) and the “Promise To The Public” (bottom row moving left to right).

On the top left side of the spectrum are methods noting ways in which government exchanges information with citizens, either by informing them about something (inform) or asking them to provide information about something (consult). These tend to be one-way communications, which - while providing means to share information with constituents or hear from constituents - do not provide opportunities for idea sharing, deliberation, and collective decision making.

As constituent participation practices move toward the top right side of the spectrum, they create opportunity for increasing public engagement and increasing levels of public impact. ‘Involve,’ ‘Collaborate’ and ‘Empower’ use approaches where deliberation and collaboration amongst various constituencies and public officials are encouraged. While these practices may take greater effort and time, they result in collaborative problem solving that lends toward more inclusive and informed decisions. Additionally, engagement puts responsibility for governance in the hands of residents and stakeholders. Participants are involved in problem identification, decision-making, implementation, and evaluation. Participatory engagement not only promotes shared governance and community building, it also provides means for stakeholders to understand civic involvement.

With communication technologies, a new array of stakeholder engagement techniques has emerged. These can serve to inform, consult, and (with care) involve a greater number of people in gathering information about an issue - but still lack the power of working collaboratively through structures that necessitate people coming together for conversation and decision-making.

In this report and in the Toolkit of Engagement Practices, we refer back to the spectrum of public participation when discussing various strategies to promote participatory engagement.

# IAP2 Spectrum of Public Participation

INCREASING IMPACT ON THE DECISION

	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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## Appendix D: Tools for Inclusive Engagement/Public Participation

**Table 1: Steps in Public Participation—Planning Checklist**

Step 1: Organize for Participation	
	<p>Explore the issue. How complex is it? Who will it impact? What is its history?</p> <p>Ensure that public engagement is possible and that public input will be considered</p> <p>Identify and commit needed resources</p> <p>Develop objectives for the issue</p>
Step 2: Identify and Get to Know Your Stakeholders	
	<p>Identify the range of stakeholder perspectives that need to be involved</p> <p>Plan additional efforts on how the engagement can be inclusive</p> <p>Invite key and diverse stakeholders to assist in planning engagement</p>
Step 3: Pick an Appropriate Level of Public Participation	
	<p>Determine what level(s) of participation is appropriate for the issue</p> <p>Review and select appropriate engagement tools</p> <p>Develop participation objectives</p>
Step 4: Integrate Public Participation into the Decision Process	
	<p>Explore whether decision-making authority will be given to the public on all or part of the decision areas, or will reside with public entities.</p> <p>Frame Consult, Involve and/or collaborate tools to truly reflect where you intend to use the input in the decision process</p>
Step 5: Match Public Participation Tools to Objectives Throughout the Process	
	<p>Develop an engagement timeline and process where objectives and tools are aligned</p> <p>Communicate and maintain clear expectations among all stakeholders</p> <p>Evaluate the public engagement process and its effectiveness</p>
Step 6: Provide Feedback and Follow up	
	<p>Share issue results with stakeholders and participants involved in the process</p> <p>Review evaluation of engagement efforts and provide and receive feedback from those involved including suggestions for strengthening or improving the engagement</p> <p>Provide follow up as promised and needed</p>

## Appendix D: Tools for Inclusive Engagement/Public Participation

**Table 2: Twelve Best Practices for an Inclusive Community Engagement Process**

Practices	Actions
Demystify government (Establish the Context)	<ul style="list-style-type: none"> <li>Inform constituents about what their county government does</li> <li>Inform constituents about current and anticipated issues that county government is currently addressing</li> </ul>
Determine purpose, scope, and timescale of engagement process and actions to be taken	<ul style="list-style-type: none"> <li>Identify stakeholders most affected by issues and how they will be involved in an inclusive process</li> <li>Identify available resources</li> <li>Assure process meets racial and social equity standards and practices</li> </ul>
Engage stakeholders early in the process	<ul style="list-style-type: none"> <li>Consult community leaders about appropriate design of process</li> <li>Engage constituents in problem identification and consult them about appropriate solutions</li> <li>Recognize experience, knowledge, skills, talents, and relationships that can assist in engagement and decision-making</li> </ul>
Identify people and organizations that represent various constituencies and build relationships with them	<ul style="list-style-type: none"> <li>Learn about issues that are important to diverse constituencies</li> <li>Attend community-driven meetings and gatherings to hear concerns of people in affected stakeholder group</li> <li>Go to people with highest stake in issue being addressed</li> <li>Establish relationships with leaders of community organizations that provide a public voice and/or meeting place for members of stakeholder groups</li> <li>Engage and involve leaders/organizations in developing a process and recruiting participants</li> <li>Maintain a presence in community</li> </ul>
Utilize multiple communication channels to reach diverse constituents	<ul style="list-style-type: none"> <li>Ask leaders/community organizations for tips on best strategies to reach specific audiences</li> <li>Promote event with personal and welcoming invitations</li> <li>Follow-up with specific audiences in-person, by phone or by other means</li> </ul>

Practices	Actions
Increase accessibility, identify barriers that might limit involvement in a participatory strategy	<p>Work with constituents to mitigate structural barriers to participation</p> <p>Provide community members with information and orientation about the issue and process</p> <p>Acknowledge and mitigate power differential to ensure fair treatment</p>
Create a welcoming environment	<p>Hold meetings in places that are familiar and comfortable for community residents</p> <p>Create conditions for all to participate, e.g., interpreters, hearing assistance devices, visuals)</p> <p>Provide food and childcare when appropriate</p>
Use methods of engagement that fit the purpose and are at the appropriate level of participation	<p>Use technological tools, such as surveys via smartphones, as a way to reach a larger audience</p> <p>Consider the purpose of engagement and audience to determine best methods for two-way conversation and engagement</p> <p>Offer multiple ways for constituents to contribute, e.g., social interaction and alternative forms of input</p>
Share necessary information with participants	<p>Provide relevant information and skill to build knowledge and confidence of participants</p> <p>Provide research and data for participants to fully understand issues being addressed</p> <p>Maintain communications before, during and after public engagement process</p>
Use intentional, inclusive facilitation for group conversation and decision-making	<p>Use facilitated processes and clear communication guide-lines to enable participants to best work with one another and be receptive to hearing diverse perspectives</p> <p>Assure internal group dynamics allow for clear communication and equal participation among participants when collaborating on making final decisions</p>
Communicate results of engagement back to participants and to the wider community and organizations/constituents affected	<p>Include personal (anonymous) experiences of constituents as additional data sources</p> <p>Integrate public engagement into decision-making process whenever possible</p> <p>Maintain communication with participants in the process, even after the engagement</p>
Monitor and evaluate whether the engagement has met its purpose	<p>Evaluate the outcome as well as the process</p> <p>Continue to include constituents (and part participants) in evaluation and monitoring</p>

