

Transparency and Public Participation



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OVERVIEW



- What is Public Engagement?
- What are the Practical Applications?
- What are the Benefits and Challenges?
- What is the Connection to Transparency?
- What Can Oakland Learn from Others?

WHAT IS PUBLIC ENGAGEMENT?



The Basic Premise:

People should have a voice in the decisions that affect them.

WHAT IS PUBLIC ENGAGEMENT?



Essential Characteristics

- Elected officials & staff LISTEN to the community
- Community members talking to one another
- Early involvement before decisions are made
- All affected communities/stakeholders are involved
- Follow-up from government to the community

WHAT IS PUBLIC ENGAGEMENT?



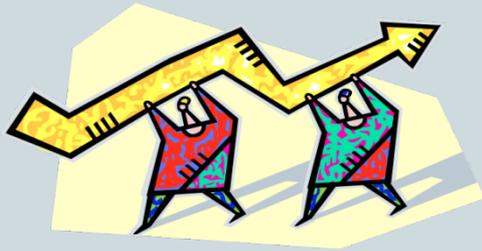
What it is NOT

- Selling the community on a preferred solution
- Staff answering questions in front of the room
- A process where the City controls the outcome
- Testimony at a regular Council/Commission meeting

WHAT IS PUBLIC ENGAGEMENT?



A Spectrum of Engagement



Empower >
Collaborate >
Consult >
Inform >

(Increasing levels of public influence)

WHAT IS PUBLIC ENGAGEMENT?



A Spectrum of Engagement

- **Inform:** Provide information to the public
- **Consult:** Ask the public for input on pre-set options
- **Collaborate:** Involve the public in developing solutions
- **Empower:** Let the public solve the problem within guidelines set by the City

WHAT IS PUBLIC ENGAGEMENT?



Purpose Determines Process

- **Inform:** Help the public understand an issue
- **Consult:** Determine how the public feels about an issue
- **Collaborate:** Partner with the public to create alternatives
- **Empower:** Give the public the power to make the decision

WHAT IS PUBLIC ENGAGEMENT?



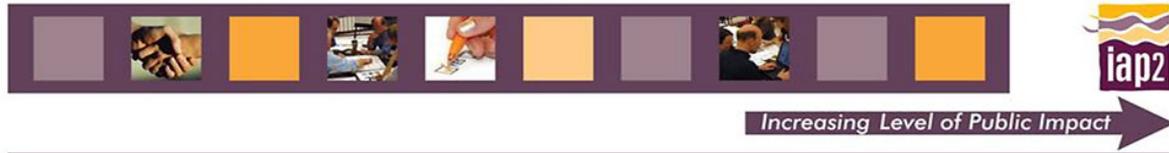
Process Determines Tools

- **Inform:** Fact sheets, website, open houses
- **Consult:** Public comment, focus groups, surveys
- **Collaborate:** Workshops, task forces, advisory committees
- **Empower:** Citizen juries, ballots, delegated decisions

WHAT IS PUBLIC ENGAGEMENT?



IAP2's Public Participation Spectrum



	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	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.
Promise to the public	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.
Example techniques	<ul style="list-style-type: none"> ■ Fact sheets ■ Web sites ■ Open houses 	<ul style="list-style-type: none"> ■ Public comment ■ Focus groups ■ Surveys ■ Public meetings 	<ul style="list-style-type: none"> ■ Workshops ■ Deliberative polling 	<ul style="list-style-type: none"> ■ Citizen advisory Committees ■ Consensus-building ■ Participatory decision-making 	<ul style="list-style-type: none"> ■ Citizen juries ■ Ballots ■ Delegated decision

WHAT IS PUBLIC ENGAGEMENT?



Scope of the Field

- Principles
- Community Assessment
- Process/Meeting Design
- Technology
- Outreach
- Evaluation

WHAT IS PUBLIC ENGAGEMENT?



Where Does It Apply?

- Planning
- Budgeting
- City Commissions

BENEFITS OF PUBLIC ENGAGEMENT



- More credible and legitimate decisions (trust)
- More durable decisions (lawsuits & ballot challenges)
- More cost effective implementation (fewer missteps)
- Better decisions (community wisdom & creativity)
- Opportunity for community building (civic capacity)

CHALLENGES OF PUBLIC ENGAGEMENT



- Lack of mutual trust (history of bad experiences)
- Requires new mindset (“citizens” vs. “customers”)
- Requires new skills (internal & external agreement)
- May take longer and cost more (short term)
- Perceived loss of control (from outcome to process)

TRANSPARENCY & PARTICIPATION



Before Participation

- Scope of public influence over the decision
- The design and timing of the process itself
- How to participate effectively in the process
- Information necessary for informed participation

TRANSPARENCY & PARTICIPATION



After Participation

- What the community said during the process
- How community input was conveyed to policymakers
- How input affected the decision (accountability)
- What the City learned from the process (evaluation)



The Problem

- Lack of public support for new housing
- Limited community input at public hearings
- Contentious meetings and unheard voices
- Not enough housing to meet the need



Civic Engagement Strategy

- New forums to ask the same questions
- Advisory group to frame the choices
- 1,000 people engaged with 3 methods
- Report results to policymakers & leaders

CASE STUDY:



THRESHOLD2008
Building the Public Voice San Mateo County



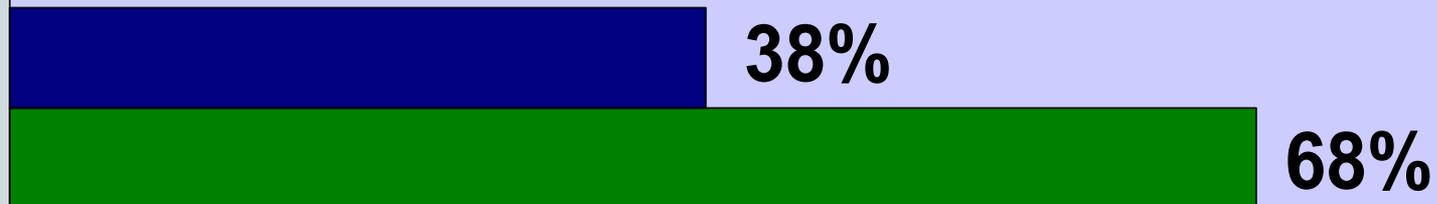
Dialogue at the Center





Featured Outcome

**"We should create more housing
in San Mateo County"**





Lessons

- Value of informed dialogue, diverse participants
- People work to achieve the common good when they believe in the process
- Transparency about the process is key to trust
- Importance of the advisory committee

CASE STUDY: SAN FRANCISCO PLANNING



The Project

- Assess the Planning Department's practices
- Create an engagement guide for planners
- Train planning staff to use the guide

CASE STUDY: SAN FRANCISCO PLANNING



Lessons

- Community is skeptical about transparency
- Staff need institutional support
- The importance of relationship building
- The importance of documentation

CASE STUDY: CITY OF PORTLAND



Building Institutions

- Community-City Joint Committees (2003-07)
- Public Involvement Advisory Council (2008)
- Public Involvement Principles (2010)
- City Comprehensive Plan (2012-14)

CASE STUDY: CITY OF PORTLAND



Public Involvement Principles

- Partnership
- Early Involvement
- Building Relationships and Community Capacity
- Inclusiveness and Equity
- Good Quality Process Design and Implementation
- Transparency
- Accountability

CASE STUDY: CITY OF PORTLAND



PIAC Accomplishments

- Public Involvement Impact Statement for City Council
- Public Involvement Baseline Assessment for Bureaus
- Guidelines for Bureau Budget Advisory Committees
- Resources for Comprehensive Plan Implementation

CASE STUDY: CITY OF PORTLAND



Lessons

- Early Collaboration between City and Community
- Recover the Outcomes of Previous Processes
- Systematic Approach: Assessment, Principles, Law
- Importance of Tools and Resources to Support Staff

INGREDIENTS FOR SUCCESS



- Leadership
- Resources
- Relationships
- Skills

CONCLUSION



Thank You

Questions?