

Kansas City  
Public Engagement Plan  
Recommendations

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# Introduction

As a government entity, Kansas City is entrusted to administer and invest public resources to accomplish a variety of goals and objectives that benefit the city and the residents who live there. City Council believes that creating healthy, thriving, equitable communities requires engaged community stakeholders, residents, businesses, organizations, and institutions and all Kansas Citizens, regardless of station or circumstance, can provide valuable contributions in city policy decisions.

In order to bring the City closer to this goal, in 2023 Kansas City, City Council passed two resolutions:

**Resolution 230126** passed in February 2023 and directed the City Manager to develop and implement community engagement policies, processes, and procedures for significant infrastructure plans and projects in Kansas City.

**Resolution 230998** passed in December 2023 and provided more specific action items and expectations surrounding the development of a public engagement plan. The full text of these Resolutions can be found in the Appendix.

The creation of this document and the generation of the recommendations put forth is the result of these resolutions.

## Definitions

### **Affected Area**

A geographic area in which residents will directly experience impacts of construction and/or development. Examples include changes to traffic, construction noise, changes to parking, etc.

### **Community/Public Engagement**

A range of strategic and collaborative interactions between the city and the interested or affected individuals and organizations to address issues, solve problems, and make decisions that affect them. It is a two-way interaction that seeks to build relationships, share information, and gather input to ensure that the perspectives and needs of the community are considered in the decision-making process.

### **Project Manager**

A professional who organizes, plans, and executes projects working within constraints like budgets and schedules. They lead teams, define project goals, communicate with stakeholders, and see a project through to its end.

### **The Public**

The people, businesses, social groups, neighborhood associations, and other members of the Kansas City community who may be affected by city decisions.

### **Public Engagement Plan**

A systematic approach that will be used by city staff and city contractors to determine the appropriate level of public participation for a project. This plan will include tools to help facilitate engagement between the city and residents and accountability metrics to monitor adherence to the public engagement plan and public engagement strategy for the individual project.

### **Public Engagement Strategy**

A written, intentional plan for a particular project that outlines:

- The timeline for the project
- A list of stakeholders who will and/or could be affected by the project
- How these stakeholders will be involved in the project
- How results of public engagement will be reported.

### **Registered Neighborhood or Civic Organization**

A neighborhood or civic organization who has formally registered with the City via Neighborhood Direct and has met the requirements outlined in 88-505-11.

### **Stakeholders**

Any individual, group of individuals, organization, or political entity that has an interest in or is potentially impacted by a city policy, program, or project.

## **Purpose**

The purpose of the Public Engagement Plan is to set consistent and comprehensive standards of engagement for a variety of project types ranging from infrastructure projects to development to budgeting and strategic planning to ensure that the growth of the city is reflective of the character, values, and priorities of the residents of Kansas City. By redefining the city standard for public involvement in civic decision-making, Kansas City is centering the will of its residents as a priority. This Public Engagement Plan will not only offer tools and strategies to city staff to ensure appropriate and equitable public engagement becomes the standard, but also recommend accountability measures so that this high standard is maintained, and tools for residents to more effectively communicate with the city.

## **Public Engagement Principles and Values**

Kansas City recognizes the vital importance of collaboration between community members and city government in making decisions that will impact the community. Decisions that are developed collaboratively produce better results and better stand the test of time. To this end, Kansas City pledges itself to the following principles and values of public participation and civic engagement:

### **Inclusiveness and Equity**

For each project anticipated to have meaningful and/or significant impact on the public, the City will require the development of a communications and engagement strategy outlining a plan to reach out to all effected community members with an emphasis on ensuring the engagement of the population most affected by the project, especially those who are traditionally underrepresented.

### **Mutual Accountability**

The city and the public are mutually accountable for a fair process, honest and respectful participation, informed and fact-based discussion, outcomes that reflect input, and acceptance of the results. This is to say that in matters of public engagement, the city and the public are mutually expected to make a good-faith effort to work together and to act upon and accept the results of engagement efforts. This commitment acknowledges that public engagement is a two-way process requiring give and take both from the city and from the public.

### **Respect**

When taking part in public engagement, any organizing parties will articulate participation ground rules based on mutual respect from the beginning of the project. The baseline standard is that all participants act in good faith and that there is a common goal of gathering public input which will be used responsibly and reported upon at the project's completion.

### **Early Involvement**

There will be a mutual effort between the city and members of the public, especially those who are most affected by a project, to participate in the public engagement process from the beginning and throughout the project.

### **Sustained Collaboration**

In order to foster an environment in which sustained collaboration between the city the public is a welcoming and easier-to-understand process, the city will maintain a set of standard engagement procedures, tools, and educational materials for both City staff and the public with the goal being that public engagement principles and practices are widely known and understood. With this greater understanding and accessibility, residents will know how to participate and increase their degree of involvement, and city staff will be better equipped to receive public input and participation.

### **Consistency**

The City will develop consistent standards across city departments regarding the application of public engagement. This is to both foster a work environment wherein public engagement is valued and expected and to build trust within the community.

### **Follow-up and Evaluation**

Residents who participate in public engagement activities have the right to know how their input was used in a project. To this end, as a standard of public engagement, an after-action report summarizing all public engagement efforts for a project should be submitted to City Council upon a

project's completion. The summary of this report should also be made available to the public through Compass KC and/or the Speak Easy engagement platform.

Additionally, neighborhood leaders who have been contacted through the City's public engagement process should receive materials to record how they assisted in spreading the word about engagement opportunities in their neighborhood as well as a developer scorecard (where applicable) and should have the opportunity to submit the record of their efforts and scorecard to the final project report in Compass KC and/or the Speak Easy public engagement platform.

## Development Process for Recommendations

The recommendations presented in this document were developed over the course of one year and are the result of a combination of input from the residents of Kansas City, which was gathered via in person public input sessions and an online survey, and the current national and international standards of public participation outlined by the International Association for Public Participation (IAP2). The public input sessions were held in locations that covered the North (Northland Neighborhoods Inc.), Central (Rockhurst University), and South (MCPL Red Bridge Branch) areas of Kansas City, and were held in the evenings and on the weekend to allow for working residents to attend. Translation services were made available at all workshops.

## Summary of Data Gathered from Public Input Sessions and Survey

At the Public Input Sessions residents were given an overview of the IAP2 Spectrum of engagement and were asked to work in groups to identify various scenarios in their community and what level of engagement they would like for those scenarios. Residents were also asked to provide input on what barriers may exist to public engagement in these scenarios, what could help improve engagement for those scenarios, and on what timeline they would like to be notified and engaged.

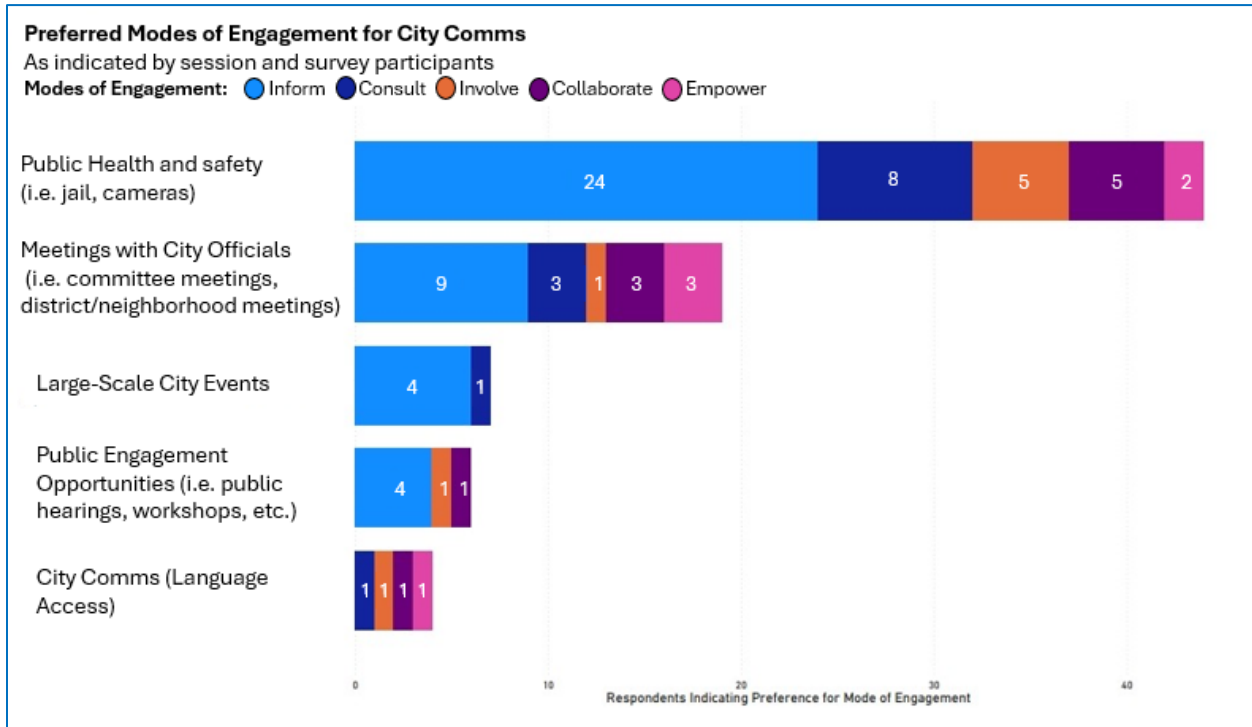
The survey was essentially an online version of the Public Input Sessions. Residents were presented information about the IAP2 Spectrum of Engagement and were given a series of scenarios to consider. Residents were then asked what level of engagement they would prefer for those scenarios. They were also given an opportunity to describe a scenario that may not have been listed and indicate what level of engagement they would prefer for that scenario as well. They were also asked what barriers may exist to communication in those scenarios, the timeframe in which they would like to be engaged in those scenarios, and what may make engagement easier in those scenarios.

Using the feedback from both the public input sessions and survey, scenarios residents came up with were then coded into five categories based on the most common responses: Communications; Development/Dangerous Buildings; Parks, Trees and Green Infrastructure; Streets, Sidewalks, and Transit; and Miscellaneous. In the analysis of this feedback, these main categories were also broken into sub-categories indicating the most common scenarios mentioned regarding those topics, and the levels of engagement most frequently requested for those specific types of scenarios.

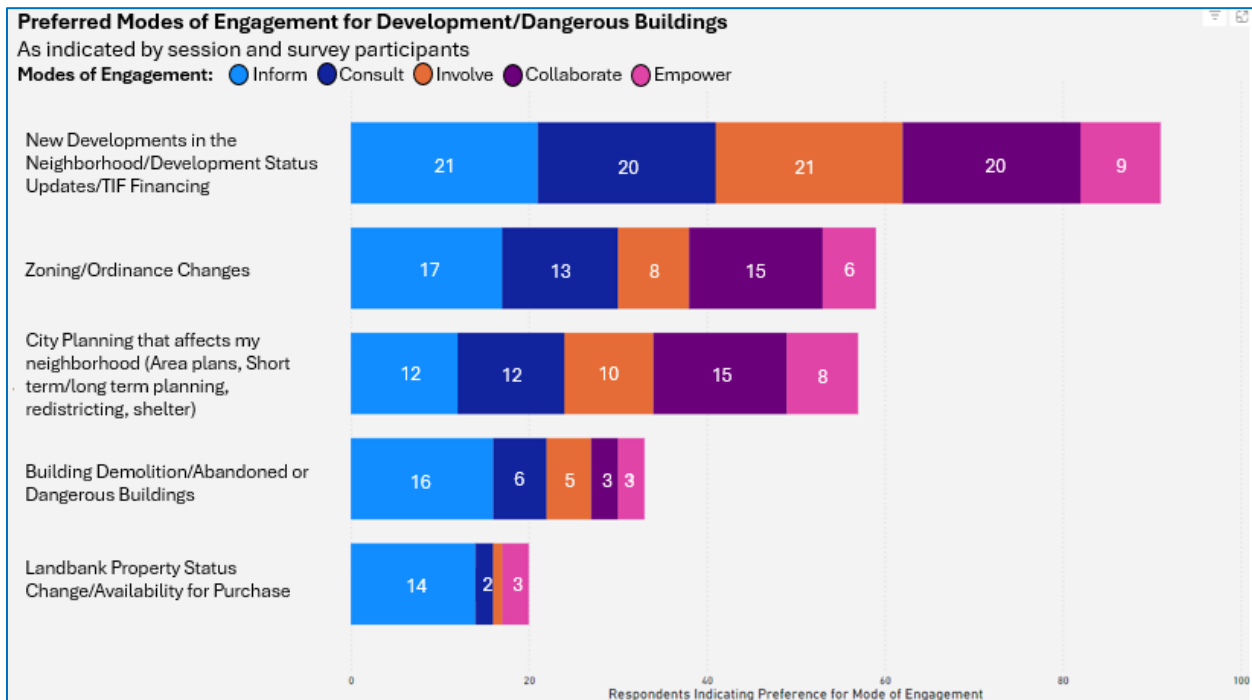
In the charts on the subsequent pages, each chart represents one of the five main categories. Each bar represents a sub-category, and the colors of the bars represent the levels of engagement the

public indicated that they would prefer regarding those topics. The white numbers in the bars are the number of times that topic came up for that level of engagement.

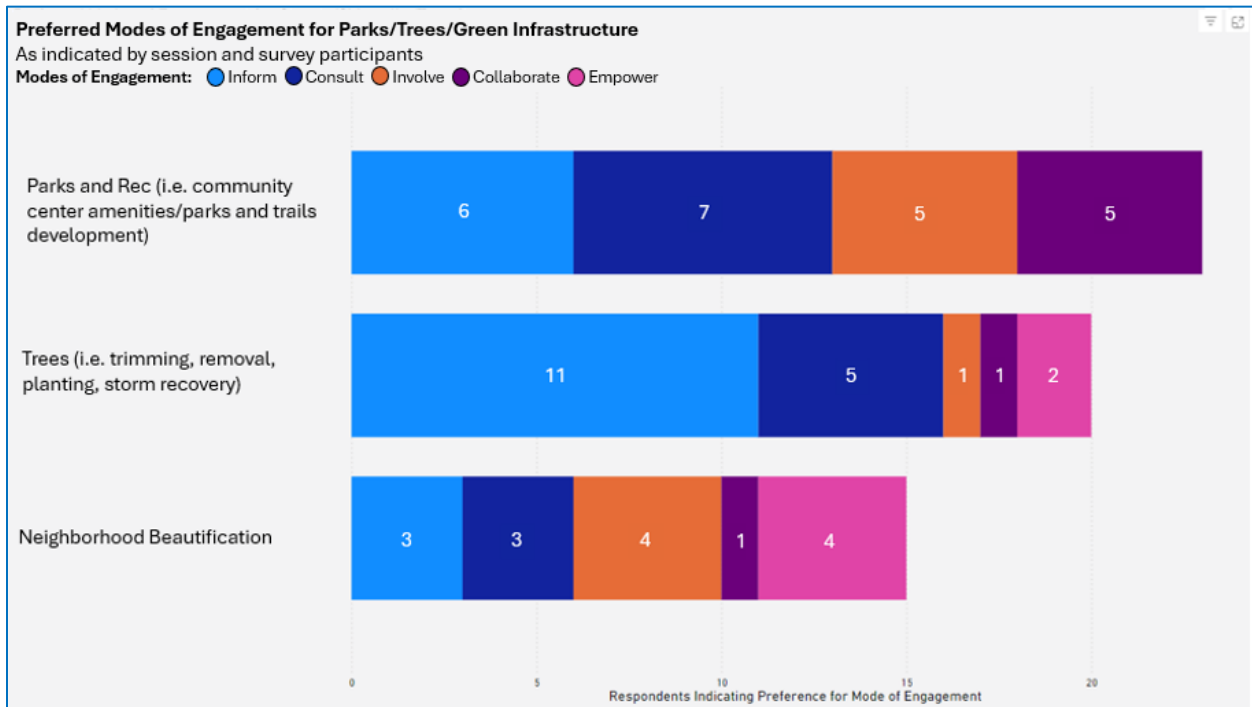
### Category - Communications



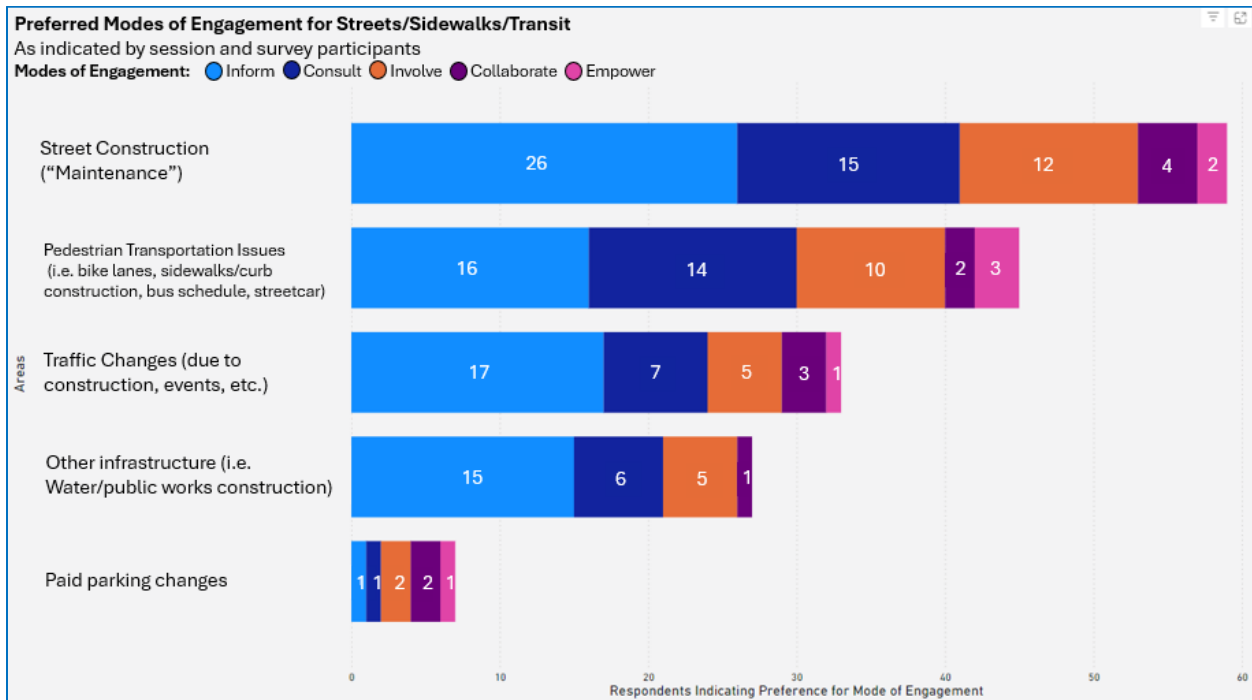
### Category Development/Dangerous Buildings



## Category: Parks/Trees/Green Infrastructure

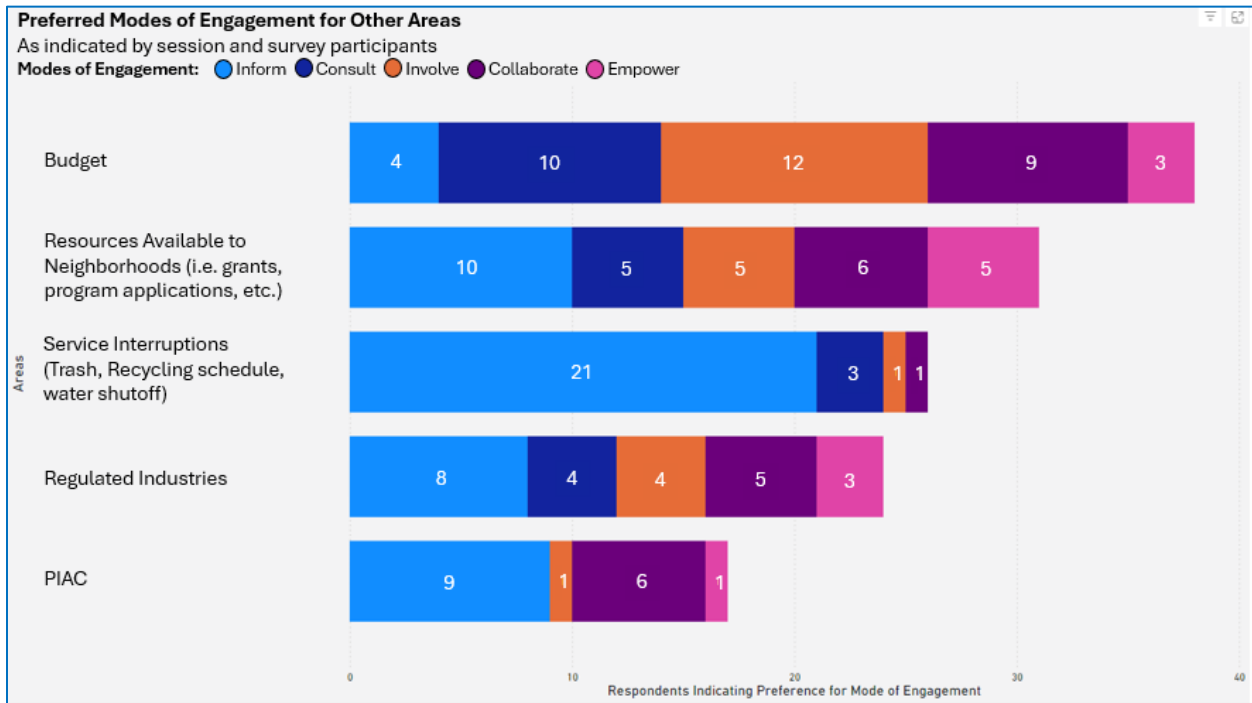


## Category: Streets/Sidewalks/Transit

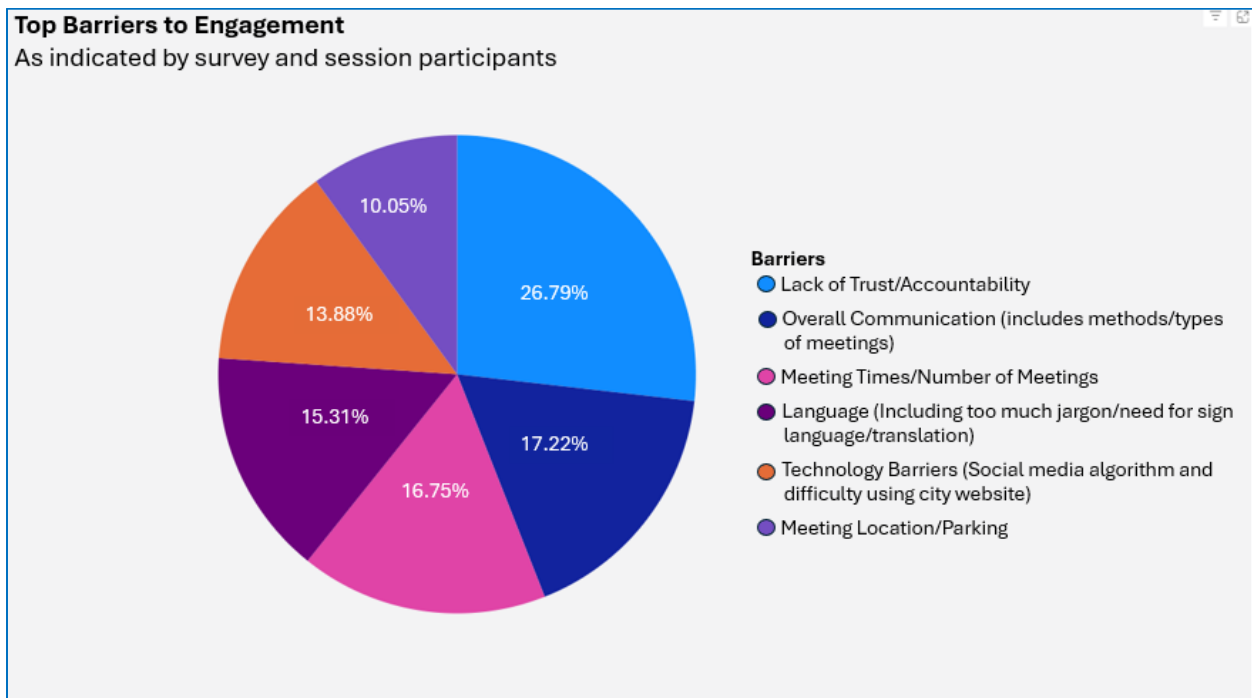




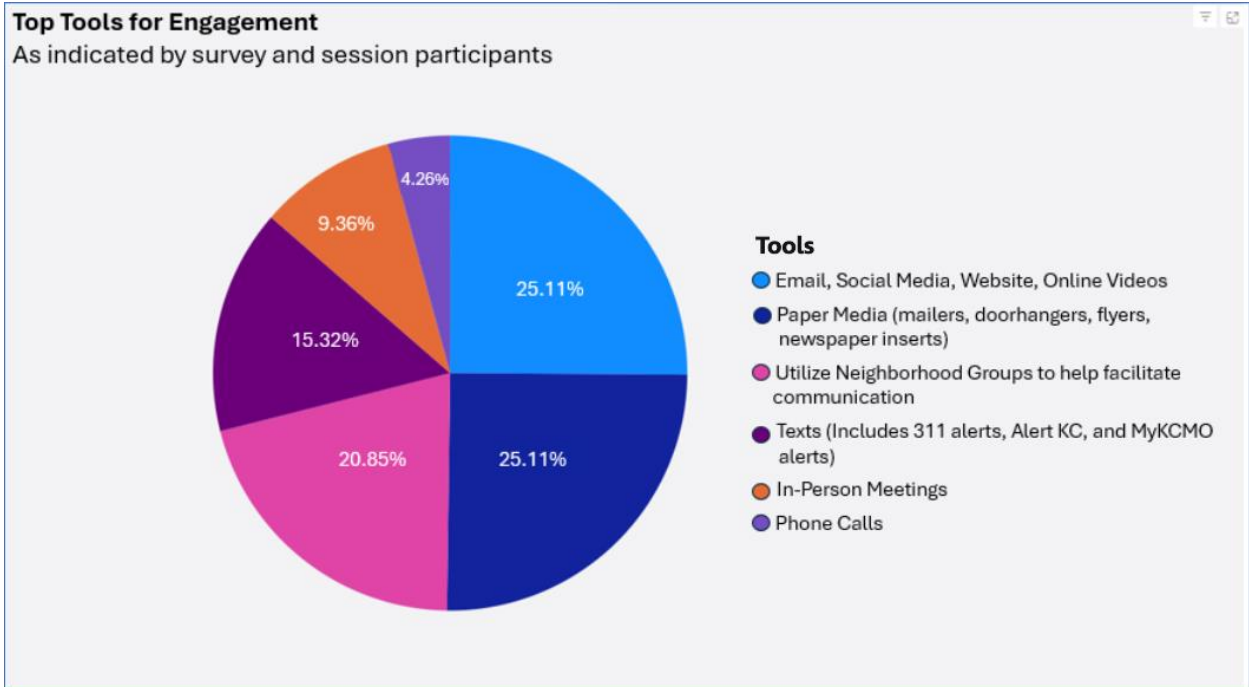
## Category: Miscellaneous



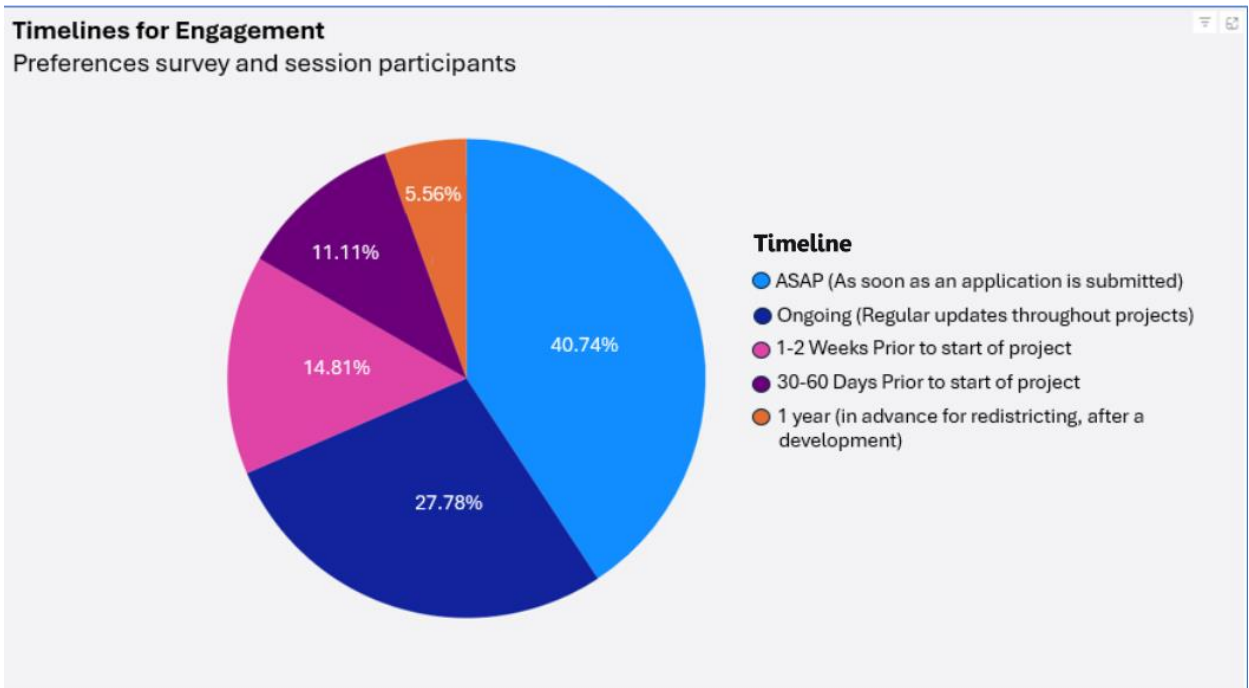
## The most commonly identified barriers to public engagement were:



## The most commonly recommended methods of engagement:



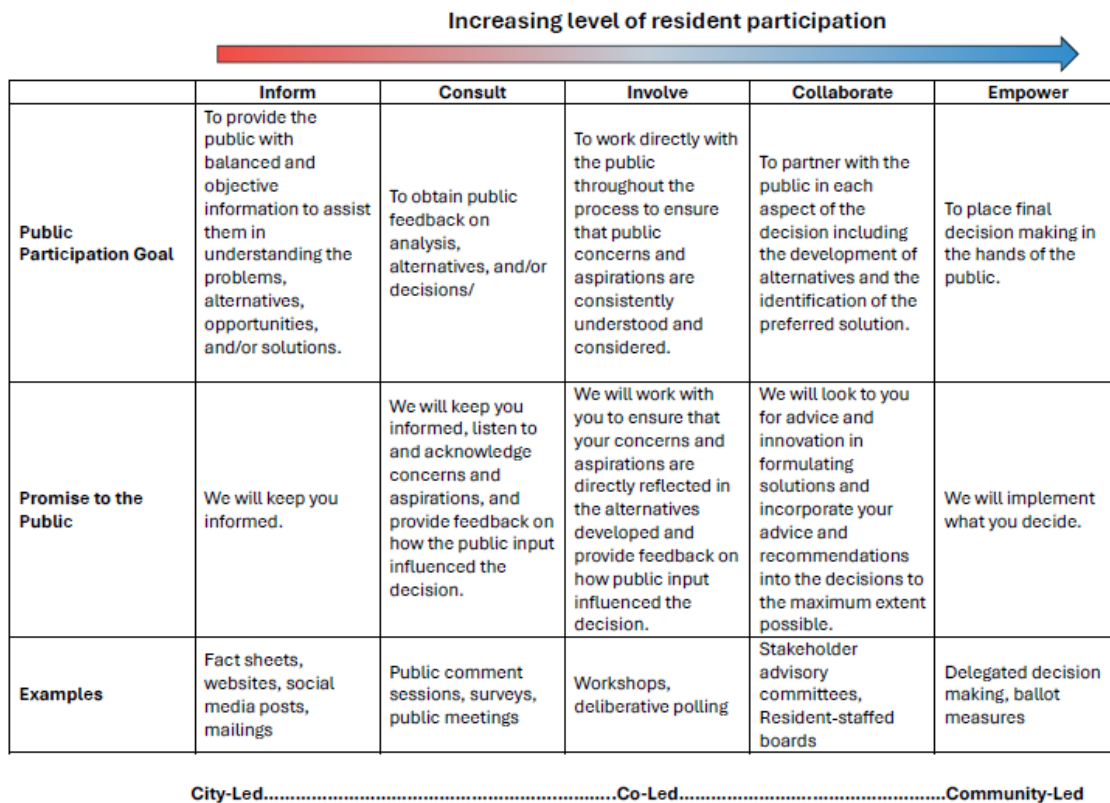
## Preferred timeframe for engagement:



# IAP2 Framework

The framework used in the creation of this plan comes from the International Association for Public Participation (IAP2). The International Association for Public Participation was founded in 1990 with the goal of promoting the values and best practices associated with involving the public in government and industry decisions which affect their lives. It is currently considered a professional standard for public engagement in many cities throughout the United States including but not limited to: Salt Lake City, Boulder, and Los Angeles.

In particular, the IAP2 Spectrum for Public Engagement® was an inspiration for this plan and serves as a guide in determining the level of public engagement that is appropriate for various projects and offers recommendations for actions to engage the public at various levels of participation. You will find the spectrum below in Figure 1.



<sup>1</sup>**Figure 1** (Above)– The International Association for Public Participation Spectrum of Public Engagement®, iap2.org with minor alterations for the City of Kansas City, Missouri.

The IAP2 Spectrum for Public Engagement® provides five levels of public participation: Inform, Consult, Involve, Collaborate, and Empower.

As one moves from the far left of the scale (Inform) to the far right of the scale (Empower), the amount of public engagement increases for a project. It should also be noted that as the level of

public engagement increases, so too does resident responsibility and the overall time it will take to complete a project. A project with a Collaborate level of engagement will likely require more of an investment in time from both staff and residents than a project with a Consult level of engagement.

It should also be noted that projects can span multiple levels of engagement. Informing residents is the baseline level of engagement that would be expected in every project, however the purpose of this plan is to encourage higher levels of engagement as is ethical, practical, and advisable, and to provide tools and guidance on how and when higher levels of engagement should be attempted.

## Recommended Updates to Public Engagement Policy and Procedures

Taking into consideration the input received from the public and current engagement practices, we would like to recommend the following:

1. Kansas City should formally adopt the IAP2 approach to engagement as the standard for engagement with our city. This approach would center the public engagement values and principles listed in the above section, would consider the “Inform” level of engagement as the basic requirement for all projects that may affect resident quality of life, and would encourage higher levels of engagement wherever possible through tools and accountability measures including a Developer Report Card where applicable. Examples of projects that may affect resident quality of life include but are not limited to: the city budget, area plans, redistricting, utility construction, neighborhood development, and major changes to public infrastructure or pay structures.
  - o This is to address the barrier of low trust by adopting a clear standard of public engagement and provide tools for city staff, developers, and residents to more clearly communicate with each other.
2. The city should expand the radius of notification for development, teardown of dangerous buildings, and regulated industries to 500 ft. as the standard.
  - o This is to create a consistent, expanded radius of notification for issues pertaining to development (i.e. notification of application, intent to construct, etc.) and Regulated Industries (alcohol, short-term rentals, cannabis, etc.) and to offer more residents an opportunity to provide input into those decisions.
3. When notices such as but not limited to Notices of Application or public meeting notices are sent, they should be sent not only to the owner but to the resident(s) of properties - if different - in the affected area.
  - o As Kansas City approaches 44% renter occupied dwellings we should adapt our notification process to account for so many residents who are not owners, but who

nonetheless hold a stake in the development of their neighborhood and the city at large.

4. The city should increase efforts to support and inform neighborhood leaders and explore the possibility of recruiting residents of the city to act as neighborhood liaisons who would serve as additional points of contact for their neighborhood.
  - o This is to build partnerships within the community and to address barriers of transportation and language. Neighborhood organizations are already local, organized groups whose expertise and connections can be leveraged to help engage residents more as a whole. Additionally, as more residents become liaisons between the city and residents in their neighborhood, they would be able to apply localized knowledge to more effectively share information in ways that are understandable to those in their community. This may also serve to reduce travel for residents who would like to get more information about various projects, as that information would be provided through the liaison.
  
5. Notifications regarding public hearings relating to construction on utilities (i.e. water, sewer, etc.) should be mailed to registered neighborhood and civic organizations in the affected area in addition to the property owners. There should also be consideration on how to inform residents who are not homeowners but renters. Notices of Intent to Construct on such projects would also be entered into public record with information to indicate the content of the notice, date it was mailed, and list of neighborhood organizations it was mailed to.
  - o This is to build trust and accountability and to give residents more of a notification when construction is happening in their area.
  
6. The deadline to respond to a Notice of Application should expand from 10 days to 15 days to account for transit time in the mail and to provide neighborhood leaders enough time to organize their fellow residents to formulate an appropriate response.
  - o While this would expand the overall timeline for development, it would also work to address the barrier of timing of notifications, and the timing and location of public meetings. The 15 days would allow residents more time to properly coordinate a time and location for the required public meeting that would work best for all affected residents.
  
7. The city should develop educational materials available to the public on how to effectively provide input at public hearings and should create more easily accessible instructions on how to apply to have a seat on a committee or board. As boards and committees are generally voluntary where they are not appointed, these applications should be included in a citywide directory of volunteer opportunities. The city should also re-examine the two-

minute time limit per person for public testimony and consider expanding that time to five minutes per person.

- o This is to empower residents with more, easier to access opportunities for direct involvement in the decision-making process.

8. Project notifications should be more comprehensive including at a minimum the following information:

- o Project start date
- o Anticipated project end date (Or project timeline)
- o Details on how to provide feedback including meeting dates and contact information
- o Directions on how to get more information about the project and project progress
- o Anticipated effect on traffic (if applicable)
- o Whether the project will require actions to be taken on the part of the resident (i.e. moving vehicles, plants, etc.)

In the case of water and sewage construction, in addition to the content already included in notifications, they should include estimated impact on traffic and should be sent to each contact of record for the registered neighborhood and/or civic organization(s) whose boundaries include the subject sewer district or districts or streets or other points between which the project is to be constructed.

9. To address the boundary of language access, the Office of Language Access should be fully staffed and receive funding adequate to address the issue of language access throughout the city both in person and in printed materials produced by the City. This should include not only translation services, but also efforts to expand use of sign language and reduction of jargon in public engagement materials.
10. The City should explore the use of alternative methods of communication and notification including but not limited to expansion of the use of the Alert KC text alert system and/or MyKCMO app as a possible method of notification regarding such things as large-scale city events that may affect traffic, storm recovery efforts, or traffic alerts regarding large-scale construction. The City should also explore expansion of the use of physical media (i.e. flyers and mail inserts) as a method of informing residents.
11. The City should add a disclaimer to the [kcmo.gov/news](http://kcmo.gov/news) page explaining how information is disseminated to local news outlets and conduct an audit of website and MyKCMO app accessibility and ease-of-use.
12. The City should create a more accessible database in which residents may check on the progress of approved PIAC projects, possibly as an extension of the Citizen Connect application tracker currently used by the City Planning and Development Department.

## Recommended Engagement Process

Where an IAP2 compliant engagement process is not already in use, this recommended process is to ensure uniform methods are used in the creation of a public engagement strategy, that stakeholder discovery and engagement is adequate considering the project in question, and that adequate follow-up is provided to residents. This recommended process is primarily built to expand upon the existing public engagement processes, and to recommend additional processes where applicable.

The Public Engagement Process should be broken into three phases: 1. Public Engagement Design and Planning, 2. Data Collection and Reporting, and 3. Reporting Engagement Efforts and Outcomes. While not all projects will require an extensive public engagement process, such as emergency situations or minor sidewalk repair, an effort will be made to attain more expansive levels of engagement wherever possible.

### Phase 1 – Public Engagement Design and Planning

This phase of the public engagement process should begin as soon as possible. Ideally it should be done concurrently with the completion of a development application or the inception of a project that will have a significant effect on the character or quality of life in the city or a neighborhood. In this phase the developer or project manager will:

- Create an anticipated timeline for the project including important deadlines and milestones such as application deadlines, public hearings, ground breaking, and goal completion date. These deadlines may be variable and may need to be updated throughout the development process, but at least a rough timeline should be created. As the rest of the plan is created, it should also include important engagement activities and the timeline expected for those.
- Identify which city department(s) and office(s) will be involved in this project as well as individuals and/or groups who are the ultimate decisionmakers in the project.
- Identify community stakeholders including those who have been historically overlooked.
- Estimate the level of participation appropriate for the project using tools provided in the Public Engagement Strategy Design Worksheet and Public Engagement Toolbox.
- Based on the estimated appropriate level of participation, brainstorm ideas for how public engagement efforts will meet that level of participation.

Directions on how to do this will be provided in a Public Engagement Strategy Design Worksheet which can be viewed in the Supplementary Documents for this plan.

### Phase 2 – Data Collection and Reporting

During this phase Developers and/or Project Managers will use the “Stay on Track” Worksheet to track how well they are adhering to the public engagement strategy developed in Phase 1. This is also the phase during which the actual Public Engagement happens, whether this is a survey, series of workshops or meetings, or a combination of several public engagement strategies. Data from these must be collected and prepared for inclusion in the “Closing the Loop” report in Phase

3. It is highly encouraged for Developers/Project managers to provide regular updates to identified stakeholders throughout the process. This may be on a project website, Speak Easy, via an email or paper newsletter, or through another method appropriate for the given project.

## Phase 3 – Reporting Engagement Efforts and Outcomes

This is the follow-up stage of the public engagement process. In this phase, Developers and/or Project Managers will compile a summary all public engagement documentation, analysis, and commentary into a final report to be submitted to committee at the end of this project. This report may include such things as the engagement timeline, public meeting minutes, a record of addresses and/or Neighborhood Organizations notifications were sent to and when, and any other relevant information to show how public input was utilized. This report should be added to the Compass KC case record and/or Speak Easy for public viewing.

## Accountability Measures

### **Record of Public Engagement**

As part of reporting for any development or construction project, a record of public engagement efforts should be attached to the project record in Compass KC and/or Speak Easy. This record should be viewable to the public and may include such things as:

- The Public Engagement Strategy Design Worksheet including project timeline.
- A copy of the Notice of Application and list of addresses and/or Neighborhood Organizations the notice was sent to, whether a response was received, and what date the response was received if applicable.
- A copy of the meeting minutes from the required public meeting and any subsequent optional public meeting including sign in sheet, information on which suggestions were made from the public, and information provided to the public about the project at the meeting.
- A copy of the Closing-the-loop Report/Summary detailing how public input was reported back to stakeholders who participated in the public engagement process.

### **Developer Scorecard**

As part of the engagement process, stakeholders in the project are to be provided with the Developer Scorecard and instructions on how to submit this scorecard to the appropriate committee. Copies of the scorecards that have been submitted both by the public and developers should be made publicly viewable with the project record on Compass KC.

### **Regular Project Updates**

In order to foster a well-informed community, on matters of development, zoning, road construction, and water department construction that affects flow of traffic, updates should be provided to Compass KC, Speak Easy, and/or neighborhood organizations within the affected area no less than once per month.



## Acknowledgements

Throughout the development of this plan, the City requested and received input from many residents and neighborhood organizations. We acknowledge their time, effort, and contributions here.

Sean Ackerson  
Sybil Alexander  
Rebeca Amezcua-Hogan  
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Thea Neal  
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Phyllis Ray  
Dawn Rice  
Taylor Rippe  
Anna Roseburrrough  
Lara Schopp  
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Laurel Shoger-Hall  
Brooke Snider  
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KC Neighborhood Advisory Council  
Rockhurst University  
Mid-Continent Public Library  
Northland Neighborhoods Inc.

## Acknowledgements

We would also like to acknowledge the many neighborhoods who were represented throughout this planning process.

49/63 Coalition	Sacred Heart
Blue Hills	Santa Fe Neighborhood
Briarwood West	Sherwood Estates
Brookside	Shoal Creek
Brookside Park	South Round Top
Brooktree	Southmoreland
Candlelight Ridge	Southtown Council
Center Planning and Dev.	Tri-Blenheim
Chaumiere	Volker
Country Valley	Waldo
East Meyer Cluster	Washington Wheatley
Eastwood Hills	Westside
Foxcroft	
Hyde Park	
Independence Plaza	
Indian Mound	
Longfellow	
Manheim Park	
Maple Park	
Marlborough	
Mt. Caramel	
Oak Park	
Red Bridge	
Rockhill Crest	
Rockhill Ridge	
Royal Oaks	

# Appendix

## Notice of Application

### NOTICE OF APPLICATION

To whom it may concern,

This letter serves as notice of our intent to file an application with the City Planning and Development Department in the City of Kansas City, Mo. The application is for consideration of a

- Permit
- Preliminary plat
- Development plan
- Rezoning from District \_\_\_\_\_ to District \_\_\_\_\_

Project Description:

City Code Engagement Requirements:

You are receiving this letter since city code requires a public meeting be held regarding our application(s) and that all contacts associated to any registered neighborhood or civic organization whose boundaries include the project property address are notified. We are contacting you and all other registered contacts for your neighborhood organization to initiate a dialogue about a public meeting. This meeting may be hosted by your organization or ours, and we would like to discuss this with you. Please consult with your neighborhood organization and then contact us (contact information provided below) as soon as possible to discuss meeting details. After discussion, please select one member from your organization to email the City of Kansas City, Mo. at [publicengagement@kcmo.org](mailto:publicengagement@kcmo.org) with written confirmation of who is hosting the meeting.

**Name:**

**Email:**

**Phone:**

**Title/Role:**

**Company/Employer:**

**Representing:**

If we do not receive the confirmation email referenced above within ten calendar days, we will host the meeting ourselves. And, as a registered contact, you will be invited. Our application requires approval from the Board of Zoning Adjustment or City Council following a recommendation from the City Plan Commission. After this meeting, the City Plan Commission will hold a public hearing at City Hall. If and when our application is docketed for City Plan Commission consideration, a notice of this hearing will be mailed to all property owners within 300 feet of our project address, as well as contacts with your organization that have provided a mailing address.

Sincerely,

---

# Public Meeting Notice

## Public Meeting Notice

Please join \_\_\_\_\_

for a meeting about \_\_\_\_\_

case number \_\_\_\_\_

proposed for the following address:

**Meeting Date:**

**Meeting Time:**

**Meeting Location:**

Project Description:

If you have any questions, please contact:

Name:

Phone:

Email:

You are receiving this notice in accordance with city code that requires a public meeting with neighborhoods for certain types of development projects. You can read more about the process requirements at [kcmo.gov/publicengagement](http://kcmo.gov/publicengagement)



If you would like further information on this proposed project, please visit the city's planning and permitting system, Compass KC, at [Compasskc.kcmo.org](http://Compasskc.kcmo.org). You may search by project type and address/case number to find project details.

Sincerely,

## Public Meeting Summary Form



CITY OF  
KANSAS CITY,  
MISSOURI

CITY PLANNING  
& DEVELOPMENT

### Public Meeting Summary Form

Project Case #

Meeting Date:

Meeting Location:

Meeting Time (include start and end time):

Additional Comments (optional):

## Resolution 230126

File #: 230126 Version: 1

Type: Resolution Status: Passed

File Created: 2/2/2023 In Control: Council

On Agenda: 2/9/2023 Final Action: 2/9/2023

Title: Sponsor: Councilmember Melissa Robinson RESOLUTION – Directing the city Manager to develop and implement community engagement policies, processes, and procedures for significant infrastructure plans and projects in Kansas City; and to report back to the City Council the City’s community engagement policies, processes, and procedures within sixty (60) days.

Sponsors: Melissa Robinson

Text: RESOLUTION NO. 230126

Sponsor: Councilmember Melissa Robinson

RESOLUTION – Directing the City Manager to develop and implement community engagement policies, processes, and procedures for significant infrastructure plans and projects in Kansas City; and to report back to the City Council the City’s community engagement policies, processes, and procedures within sixty (60) days.

Body

WHEREAS, the City has installed bicycle lanes on Truman Road without the proper community engagement which created animosity and distrust of city government; and

WHEREAS, creating healthy, thriving, equitable communities requires engaged community stakeholders, residents, businesses, organizations, and institutions; and engagement enables people to have a greater say in the planning design, and implementation of their community; and

WHEREAS, the City aims to provide services and solutions that are better suited to people’s needs and the City recognizes when people are allowed to have input into decisions that affect their lives, they are more committed and empowered to get involved in the hard work of making their community better after the planning process ends; and

WHEREAS, the City acknowledges that Public engagement builds community connections, increases an individual’s or organization’s skills to influence change, and helps individuals and organizations see their role in our mission to deliver quality, customer-focused municipal services with an emphasis on public safety, neighborhood livability, job creation, responsible planning for economic growth, infrastructure improvements, transportation systems, public health, and the environment; and

WHEREAS, the public engagement process should provide a timely framework for the notification and meeting process for nearby property owners and registered neighborhood/civic organizations to provide information and answer questions and hear any concerns about the significant infrastructure plan or project which may impact the area; and

WHEREAS, a definition of “community engagement” and the expectations as it relates to public engagement for certain types of significant infrastructure plans or projects shall be included in the policies, processes, and procedures; and

WHEREAS, collaboration with and support from neighborhood associations and residents is a critical step prior to city council approval and significant infrastructure plans and projects in Kansas City; and NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

Section 1. That the City Manager is hereby directed to develop and implement community engagement policies, processes, and procedures for significant infrastructure plans and projects in Kansas city.

Section 2. That the City Manager is hereby directed to report back to the City Council the City’s proposed community engagement policies, processes, and procedures within sixty (60) days of the passage of this resolution.

End

## Resolution 230998

File #: 230998

Version: 2

Type: Resolution

Status: Final Reading, Debate

File Created: 11/27/2023

In Control: Council

On Agenda: 12/7/2023

Final Action:

Title: Sponsor: Mayor Pro Tem Ryana Parks-Shaw RESOLUTION – Directing the City Manager to develop a Public Engagement Plan; and directing the City manager to report back to the City Council in 90 days for final approval of the plan.

Title

Sponsor: Mayor Pro Tem Ryana Parks-Shaw

RESOLUTION – Directing the City Manager to develop a Public Engagement Plan; and directing the City Manager to report back to the City Council in 90 days for final approval of the plan.

Body

WHEREAS, the City Council believes that all Kansas Citians, regardless of station or circumstance, and provide valuable contributions in City policy decisions; and

WHEREAS, creating healthy, thriving, equitable communities requires engaged community stakeholders, residents, businesses, organizations, and institutions; and

WHEREAS, the City Council previously adopted Resolution 230126 which directed the City Manager to develop and implement community engagement processes for significant infrastructure plans and projects in Kansas City; and

WHEREAS, the City Council aims to further enhance citizen participation and engagement to enable Kansas Citians to have a greater say in the planning, design, and implementation of their community; and

WHEREAS, the City seeks to provide services and solutions that are better suited to people’s needs and the City recognizes when people are allowed to have input into decisions that affect their lives they are more committed and empowered to get involved in the hard work of making their community better after the planning process ends; and

WHEREAS, implementing a Public Engagement Plan will provide a structured framework for the public to engage in meaningful dialogue; and



WHEREAS, such a plan will aim to improve transparency, inclusivity, collaboration and effective decision-making; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

Section 1. Directing the City Manager to develop a Public Engagement Plan to present to the City Council for final approval. In developing the plan, the City Manager shall:

- a) Determine and implement best practices and key principles for the purpose of more meaningfully engaging Kansas Citizens in the development of City policy, plans, and projects.
- b) It shall be the purpose of this policy to ensure public participation in the formulation of City public policy shall be welcomed and encouraged. Further, it is the purpose of this policy to ensure all Kansas Citizens, regardless of station or circumstance, shall have the opportunity to express their views on matters of public policy and that their views are given fair and respectful consideration.
- c) Ensure that, prior to the adoption of public policies which will significantly impact the quality of life of members of the community, the City has fully disclosed the nature of the proposed policy or action, the public has had reasonable opportunity to be informed, consulted, involved, or to collaborate on the proposed action, and the decision-making body has had sufficient opportunity to fairly consider and reflect before action.
- d) Develop and implement procedures to ensure expectations for public engagement are clear, adequate resources are available to meet expectations, and provide accountability metrics for staff.
- e) The public engagement process should provide a timely framework for the notification and meeting process for nearby property owners and registered neighborhood and civic organizations to provide information, answer questions, and hear any concerns about public policies which may impact the area.
- f) Direct city departments to conduct ongoing assessments of civic engagement performance by project in accordance with best practices and key principles to be identified in subsection (a), including but not limited to:
  - a. Assessing community evaluation of performance according to each principle;
  - b. Assessing the organizing and communication process;
  - c. Assessing project accountability and transparency;
  - d. Managing resources to provide appropriate facilitation training to staff involved in civic engagement work throughout the City; and
  - e. Incorporating internal and external evaluation methods for further measurement and insights into the quality of the civic engagement process as a whole and each department's performance in pursuit of the Civic Engagement Principles.
- g) Establish a Civic Engagement Interdepartmental Working Group to advise city departments, the City Manager, and City Council in these assessment processes and to

develop a proposed plan for future annual review of civic engagement performance in collaboration with the community.

- h) The City Manager shall develop policies in alignment with the plan to ensure implementation which may include an Administrative Regulation, Ordinance, or Resolution.
- i) The Public Engagement Plan shall strive to increase applications and participation from areas with historically low participation.

Section 2. That the City Manager is hereby directed to report back to the City Council within 90 days of the passage of this resolution.

End.

# Supplementary Documents for Public Engagement Plan

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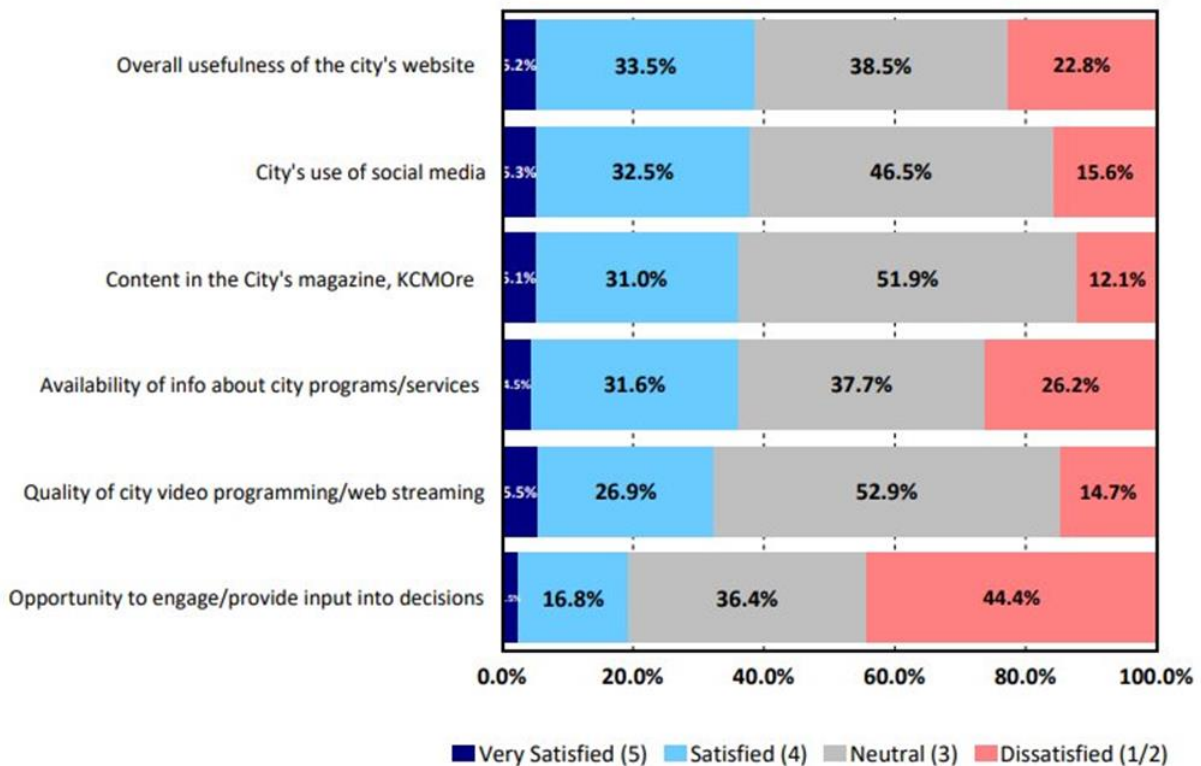
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# 2022-2023 Resident Survey Satisfaction Results for Public Engagement

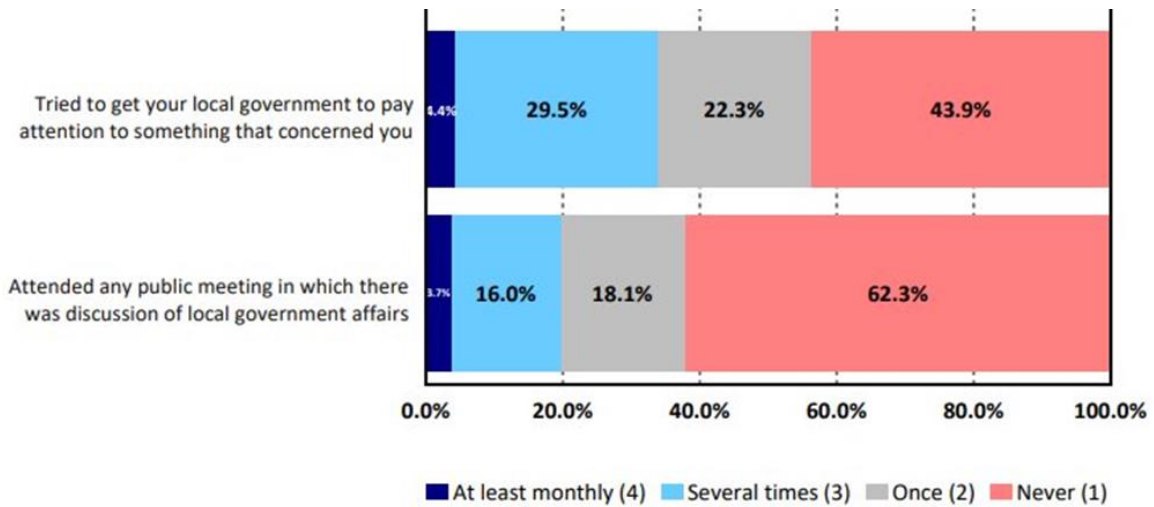
The Resident Satisfaction survey is conducted annually to gauge resident satisfaction regarding various facets of city life and services and perception of life in Kansas City as a whole. The results of this survey are used to identify areas where the City is seeing success and areas in which the City has room for improvement. Below are two charts focusing on public engagement and input.

## Satisfaction with Communication

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



In the above chart we see that 44.4% of residents were not satisfied with opportunities to engage/provide input into decision and that only 19.2% reported being either satisfied or very satisfied with those opportunities. This would indicate that this is an area for improvement for the City.



The chart above shows that the majority of surveyed residents have either never or only once tried to get local government pay attention to something that concerned them, and well over half of surveyed residents have never attended any public meeting in which there was discussion of local government affairs.

## Explainer on the Three Phases – Required, Phase 1

Engagement planning can quickly become overwhelming. There are numerous tasks and details to consider, making it hard to know where to start and what to do next. This explainer will guide you through the three phases of engagement planning, including specific tasks to help you create and carry out an effective engagement plan.

**Please note**, before considering your engagement plan, you should fully understand the scope of your project. This may include: **a project summary, project timeline, and project goals**. Having all of this project information in one place that is easily accessible to the contributing team members and, when applicable, to the public helps ensure everyone is on the same page and understands the project scope and goals, decision-making process, and any other supporting elements of the project.

- A **Project Summary** should be able to explain the scope and purpose of your project or initiative. This should include information about what problems the project is addressing, why changes need to be made, and how this project will make those changes. In addition, it should identify the need and use of engagement, specifically how the engagement outcomes will be used in the decision-making process. This includes information about who the decision-makers are and what the decision-making process looks like.
- The **Project Timeline** should identify important deadlines such as when decisions need to be made. It can be easier to start with the end in mind, working backward from the determined final date. Be clear on which dates are flexible and which ones are non-negotiable. Once your project timeline is determined, you will add your engagement timeline to this schedule. It is important to understand your timeline fully to know when decisions need to be made and required activities that lead to that point.
- It is important for every project to have specific and measurable **Project Goals**. Be sure to include both overall project goals and goals specific to engagement and messaging. Setting a goal for your community engagement will provide a benchmark. Establish outreach goals that include the community members and groups you are trying to engage. Keep track of what worked and what didn't and include that information in your **After-Action Report**.

### **Definition of the “Public” as per Salt Lake City’s Engagement guide:**

*“Any individual or group that can be affected directly or indirectly by the outcome of a decision.”*

## Statement on Inclusion and Fairness

During engagement efforts, it can be easy to gather the voices of those who are geographically close by, already involved, or have the time and resources to be involved. However, only hearing the voices that are easy to gather leads to solutions that may not effectively address or solve the problem. Effective engagement brings all voices to the table. This means seeking out people who may be overlooked or even actively excluded from the conversation. This includes finding ways to engage the public where they are at, providing opportunities that are accessible and fair for all. When planning engagement, be intentional about how, when, and where you are engaging to make it as inclusive as possible. Inclusive feedback leads to robust feedback. It is hard to make good decisions when we don't have all the data. Giving all voices an opportunity to be heard leads to better understanding of the issues and can bring about new innovative, and creative solutions, resulting in better decision making. Inclusive engagement is effective engagement. Throughout the planning process, think about how you can make the engagement more accessible, inclusive, and fair.

## Phases of Engagement

There are three phases of engagement, each of which are crucial to effective public engagement and ensuring accountability in our interactions with the public. These phases are:

- **Phase 1:** Engagement Plan Development
  - Decide Engagement Level
  - Plan Engagement Techniques
  - Create Message Strategy
- **Phase 2:** Engagement Logistics
  - Stay on Track
  - Gather Data
  - Make Changes
- **Phase 3:** Closing the Loop
  - Analyze Data
  - Share Engagement Results

We will cover each of these phases in detail including which tasks are expected to be completed in each phase, which documents are required and which ones may be used as supplementary planning references, and who resources are that could help at each phase of engagement.

## Phase 1 – Engagement Plan Development

This phase should begin directly after you have gained a full understanding of the scope of your project by developing your Project Summary, Project Timeline, and Project Goals and have reviewed the engagement standards for Kansas City. The purpose of Phase 1 is to make a deliberate plan for how you will engage with the public throughout the project. Whether it is asking for input, collaborating on ideas, or simply informing the public of decisions that have already been made, it is important to have a plan in place for public engagement.

It is important to remember that no one level or method of engagement is inherently better than another, as long as they are implemented according to the public's needs. Remember, there is no "right" way to engage. It's okay to fail and learn from mistakes as long as there is constant effort to improve outreach and participation for better informed decision-making. Be willing to make changes and updates as needed throughout the project.

There are some things to consider throughout this phase of the project:

- What are the participation process goals?
- How much influence will the input from engagement realistically have on the project?
- What is the desired gain from engaging with stakeholders?
- What does the public expect or need from engagement?
- What are the stakeholders' perceptions and level of interest?
- What key issues have been raised by the project team, community leaders, and other stakeholders?
- How will you engage difficult-to-reach or underrepresented stakeholders?
- What past participation processes have worked and what has failed?

### **Required Documents**

- **Public Engagement Strategy Design Worksheet**

This is the foundation of your Engagement plan. This worksheet will help you identify involved departments, roles for specific individuals, who are the decision-makers in the project, what level of influence the public may have in this project, internal/external engagement expectations, approximate level of community interest, recommended level of public engagement, and potential stakeholders who should be contacted.

- **Engagement Timeline**

Once you have your Project Timeline and understand which level of engagement you would like to aim for, you will need to create an Engagement Timeline. This will involve adding all planned engagement activities to your existing Project Timeline. When creating this timeline it is important to consider deadlines, the city's review process, time for analyzing engagement data, and time needed to prepare materials for your chosen methods of engagement.



Together these documents will form the core of your engagement plan. Once your project has been completed, these should be submitted as part of your **After-Action Report**.

## Supplemental Documents

- ***Participant Levels Diagram (Stakeholders)***  
This diagram can help you identify/define stakeholders and what level of participation they are likely to desire during the engagement process.
- ***General Threshold Applicability Guidelines For Civic Engagement***  
This provides some examples of project types, whether or not they require a public hearing, what type of output is generally expected from that type of project, typical length of project, and typical minimum level of engagement expected.
- ***Risks of Bad Engagement***  
Emphasizes the importance of well-planned and executed public engagement and outlines the risks associated with poorly planned, poorly executed public engagement.
- ***Community Network Analysis How-To***  
If you are struggling to identify potential stakeholders, this provides an exercise to assist in the stakeholder identification process. This process can also be used to identify potential trusted messengers.
- ***Engagement Methods Reference Guide***  
This guide offers ideas for several methods of engagement based on: Recommended Level of Engagement, Scale, Engagement Context, and Engagement Purpose. Once you know what level(s) of engagement are appropriate for your project, this can be a good guide for choosing which engagement strategies you would like to use.
- ***Community Engagement Techniques Reference Guide***  
This shorter guide offers specific examples of engagement techniques, overall uses of these techniques, considerations, and pros and cons of these techniques.
- ***Block Talks Sheet***  
This informational sheet provides details on an engagement technique that may be particularly useful for transportation, parks, and infrastructure projects.

By the end of Phase 1 you should:

- Have your engagement plan and timeline solidified;
- Know which individuals and groups you will be reaching out to for public engagement, and
- Know how you will measure/record engagement in each of your chosen engagement methods.

## Phase 2 – Engagement Logistics

This phase is focused on implementing the plan designed in Phase 1, ensuring you are tracking/recording engagement data in a way that will allow for easy analysis in Phase 3, and, if required, pivoting your engagement strategy.

### **Required Document**

- **Stay on Track Worksheet**

This worksheet includes several checklists to help you stay on track with the engagement plan that you developed using the Public Engagement Strategy Design Worksheet. It also has checklists to help you develop talking points, a social media plan, and your **After-Action Report**.

### **Supplemental Documents**

- ***Partner Organization Engagement Strategy Worksheet***

When there may be differing levels of anticipated interest between internal and external stakeholders, this form can help you strategize and think through what considerations may need to be put into place when engaging with these stakeholders.

- ***Survey Best Practices***

This checklist serves as a guide to best practices when conducting a survey. It also offers some advice for survey data cleaning and analysis. You can also always refer to the DataKC team for advice when designing surveys and/or analyzing survey results.

When building your engagement plan, think about the type of feedback you will be receiving and the means for transcribing the feedback in a way that is easy to analyze. When gathering feedback, make sure to note the method of engagement, who was reached, and how many people provided feedback. Always include some form of demographic questions as they will help in further analysis. In addition, try to record how many people you talked to in each Council District (if applicable). Open ended comments should be transcribed verbatim to the fullest extent possible, then categorized and paraphrased as is applicable to the project.

While analysis primarily takes place in Phase 3, make sure there is sufficient time for analyzing data after the engagement period ends and before decisions need to be made. It is recommended to give a minimum of two weeks for analysis, though larger projects and more comprehensive outreach efforts may require more time.

## Phase 3 – Closing the Loop

While this is the final phase, it is just as if not more important the first two. It is critically important to follow up with the Public after the engagement phase of your project is completed to let them know how public input was utilized. Without this final step, public trust is corrupted, and citizens may become less likely to engage with the City in the future. Additionally, as part of the Kansas City Public Engagement Plan, Closing the Loop is a metric for which project staff will be held accountable.

### **Required Document**

- **After-Action Report and Summary**

This report is a full description of engagement methods, feedback results, and analysis of results as it pertains to the project. This can include graphs and visuals to represent data. Make sure raw data is also accessible where applicable.

### **Sharing your After-Action Report**

If your project includes multiple rounds of engagement, it could be helpful to have multiple occasions of reporting back to the public. However, at a minimum it is required to have a final report at the end of your project which will be submitted both to the City and to the stakeholders who were involved in your public engagement. While the After-Action Report is comprehensive and required, you may choose other additional methods of presenting your After-Action Report to the public. This could include a:

- **Mini Report** – A simplified version of your full report, only sharing information that is absolutely necessary. This often includes infographics and visuals rather than just data.
- **Presentation** – Using information from the After-Action Report, add a verbal element to sharing results by being able to explain the trends and findings from the various feedback received and analyzed. (If presenting to Council, prepare engagement numbers broken down by council district if applicable)

**NOTE:** All methods are required to include the feedback received, how the feedback was used and/or how the feedback impacted the decision made, and what decision was ultimately made.

Email and social media are excellent ways to share these reports. Also, consider who was contacted during the engagement process. If there are specific points of contact, consider sending engagement reports directly to them to share with their community.

### **INTERNAL TOUCH-BASE AFTER ENGAGEMENT**

Take time to discuss with the project team what worked and what didn't for this project in regard to engagement. Discuss which goals were and were not met and why. Make sure findings and evaluations are recorded and shared with the Community Engagement Coordinator. Internal evaluations should take place throughout the project if there are multiple rounds of engagement. At the very least, an evaluation discussion should take place at the very end of the project, when all engagement results are shared with the public. Such discussions will help project managers and

the Community Engagement Coordinator to be more effective in their public engagement, whether it is for the project at hand or future projects.

## Public Engagement Strategy Design Worksheet

### Public Engagement Strategy Design Worksheet

This worksheet is the first step in developing your Public Engagement Strategy and will form the foundation of your engagement efforts. It will help you identify any involved departments, roles for specific individuals throughout the project, identify who the decision-makers are in the project, what level of influence the Public may have in this project, internal and external engagement expectations, predict approximate level of community interest, what level of public engagement is recommended, and which potential stakeholders should be contacted. Complete as much of the following information as you can. Only fill out the parts that are relevant to your project. Some of the worksheet pages are adapted from © International Association for Public Participation, iap2.org.

**Project Name:** \_\_\_\_\_

**Project Start Date:** \_\_\_\_\_ **Expected End Date:** \_\_\_\_\_

**Project Summary/Goals:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**I have created a project timeline that includes important dates and deadlines for the successful completion of this project.**  Yes  No

***If No, do not proceed further until you have developed a project timeline.***

**Project Lead:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Departments Involved:**

- |  |   |
|--|---|
| <input type="checkbox"/> City Manager's Office                 | <input type="checkbox"/> Aviation                             |
| <input type="checkbox"/> Convention & Entertainment Facilities | <input type="checkbox"/> Corporate Safety and Risk Management |
| <input type="checkbox"/> Fire Department                       | <input type="checkbox"/> Civil Rights & Equal Opportunity     |
| <input type="checkbox"/> Housing and Community Development     | <input type="checkbox"/> Health                               |
| <input type="checkbox"/> Neighborhood Services                 | <input type="checkbox"/> Human Resources                      |
| <input type="checkbox"/> Parks & Recreation                    | <input type="checkbox"/> Municipal Court                      |
| <input type="checkbox"/> Police                                | <input type="checkbox"/> Office of Environmental Quality      |
| <input type="checkbox"/> Public Works                          | <input type="checkbox"/> Regulated Industries                 |
| <input type="checkbox"/> Water                                 | <input type="checkbox"/> Other Divisions                      |
| <input type="checkbox"/> Other Divisions                       | Specify: _____  |
| Specify: _____   |   |

## IDENTIFYING YOUR ENGAGEMENT TEAM

Roles	Specific Individuals in These Roles	Responsibilities for Each Individual for this Step
1. Who are the ultimate decision-makers?		
2. Who has overall management responsibility for public participation?		
3. Who else on your staff is responsible for public participation?		
4. Who are the individuals who control the funding for your engagement?		
5. What external individuals might be important to the credibility of public participation? (Community members, organizations, etc.)		
6. What internal resources with special expertise will be important to the process, such as graphics or social media support?		
7. What outside resources with special expertise will be important in the process, such as independent technical experts, contractors, vendors, etc.?		

### Additional Thoughts

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## INTERNAL PERCEPTIONS AND EXPECTATIONS

**Directions:** Check the appropriate boxes based on the scale below (1 to 5). Then, follow the instructions at the bottom of the worksheet to score your assessment. Refer to the attached worksheet supplement (Page 10) for more details on the various levels of impact on the Engagement Spectrum.

Assessment Questions	Very Low	Low	Moderate	High	Very High
What is the legally required level of public participation?(For Development Chapter 88/Chapter 10)					
To what extent do internal staff members believe the public could help improve the outcome of this project? (Does your team think public engagement is important for this project?)					
At what level do internal staff members perceive public interest in this project?					
What is the potential for the public to influence the decision-making process?					
What level of media interest do you anticipate?					
What is the likelihood that decision-makers will fully consider public input?					
What level of resources are likely to be needed to support public participation? (Time, funding, etc.)					
What is the anticipated level of political controversy?					
<b>Scoring</b>					
1. Total the number of checks in each column.					
2. Multiply the total of checks in each column by the weighting number in each column.	X1	X2	X3	X4	X5
3. Enter the result for each column.					
4. Add the column scores together and enter in the next column.					
5. Divide the total score by the number of questions.	/8				
6. Enter the result in the next column. <b>This is the average score.</b>					

**Scale:**

- 1-2 = Very low to low; Spectrum recommendation: at least Inform
- 2-3 = Low to moderate; Spectrum recommendation: at least Consult
- 3-4 = Moderate to high; Spectrum recommendation: probably Involve
- 4-5 = High to very high; Spectrum recommendation: minimum Involve, consider Collaborate or Empower

What level of engagement does your score recommend? \_\_\_\_\_

## EXTERNAL PERCEPTIONS AND EXPECTATIONS

**Directions:** Check the appropriate boxes based on the scale below (1 to 5). Then, follow the instructions below to score your assessment

Assessment Questions	Very Low	Low	Moderate	High	Very High
How difficult will it likely be to reach the community members who should be informed and engaged about this project?					
What is the potential for public outrage related to the project/decision?					
How important are the potential impacts of this project to the community?					
How much do stakeholders care about the problem/opportunity to be addressed and the decision to be made?					
What degree of public participation do the stakeholders and community appear to want?					

<b>Scoring</b>					
1. Total the number of checks in each column.					
2. Multiply the total of checks in each column by the weighting number in each column.	X1	X2	X3	X4	X5
3. Enter the result for each column.					
4. Add the column scores together and enter in the next column.					
5. Divide the total score by the number of questions.	/5				
6. Enter the result in the next column. <b>This is the average score.</b>					

### Scale:

1-2 = Very low to low; Spectrum recommendation: at least Inform

2-3 = Low to moderate; Spectrum recommendation: at least Consult

3-4 = Moderate to high; Spectrum recommendation: probably Involve

4-5 = High to very high; Spectrum recommendation: minimum Involve, consider Collaborate or Empower

What level of engagement does your score recommend? \_\_\_\_\_



### Review Average Scores from the Expectations Worksheets

The results from the expectations worksheets give a general sense of the level of public participation that should be recommended to the decision maker. By no means should these worksheets be considered scientific, but they should offer a reasonable recommendation.

Depending on the project, a minimum level of public participation may be prescribed by regulation. In this case, the worksheet may be useful in determining whether the required level is sufficient or if another level on the IAP2 Spectrum® should be considered.

If any questions were registered at the "Very Low" level, careful evaluation should be given to the level of public participation, even if the average score was otherwise low. The minimum level of engagement for every project should at least be Inform.

### Summarize the Expectation Assessments

The Spectrum level expectations summary matrix below provides a visual summary of the expectations assessments. Plot the level as it was assessed for each of the key participants. Based on the plotting, what level of the IAP2 Spectrum® will you recommend?

Expectations of the Key Participants	Inform	Consult	Involve	Collaborate	Empower
1. What level is appropriate based on internal expectations?					
2. What level is appropriate based on external expectations?					
3. What level is recommended by the Community Engagement Coordinator? (Optional)					



## LEVEL OF COMMUNITY INTEREST

Some projects may be of great interest and/or importance to the community at large. This may include residents, employees, the business community, nonprofits, schools, etc. Some projects may be more controversial or have interest beyond just the City of Kansas City, MO (e.g. regional or state interest). Think about the type of comments and input you expect to get from various stakeholders. Answer these questions and be ready to incorporate these considerations into your engagement strategy.

***What decision is being made? Has a decision already been made?***

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***Who is the ultimate decision-maker? How much influence does the Public realistically have over the final decision?***

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***What type of input would be the most meaningful to this project?***

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***What are the biggest issues expected to come up?***

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***What does a successful outcome look like?***

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***How will we measure, report, and celebrate success?***

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***How will we gather input data?***

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***How will this data be used?***

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***Other notes:***

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## IDENTIFYING STAKEHOLDERS

- City Council     Specific Council Member \_\_\_\_\_

### Advisory Boards to be Notified and/or Consulted (Check any that may apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Air Quality Appeals Board                          | <input type="checkbox"/> Mayor's Commission on Reparations        |
| <input type="checkbox"/> Alcohol Beverage Advisory Board                    | <input type="checkbox"/> Port KC                                  |
| <input type="checkbox"/> Bicycle and Pedestrian Advisory Committee          | <input type="checkbox"/> KCATA                                    |
| <input type="checkbox"/> Board of Police Commissioners                      | <input type="checkbox"/> Housing Authority                        |
| <input type="checkbox"/> Convention Management Advisory Authority           | <input type="checkbox"/> Human Rights Commission                  |
| <input type="checkbox"/> Crossroads Arts Advisory Committee                 | <input type="checkbox"/> Equity Task Force                        |
| <input type="checkbox"/> Downtown Economic Stimulus Authority               | <input type="checkbox"/> Office of Environmental Quality          |
| <input type="checkbox"/> Downtown Transportation Development District (TDD) | <input type="checkbox"/> Historic Preservation Commission         |
| <input type="checkbox"/> Economic Development Committee                     | <input type="checkbox"/> Liquor Control Board of Review           |
| <input type="checkbox"/> Emergency Technology Board                         | <input type="checkbox"/> Jackson County Board of Equalization     |
| <input type="checkbox"/> Firefighters Pension System Board of Trustees      | <input type="checkbox"/> Tax Increment Financing (TIF) Commission |
| <input type="checkbox"/> Heart of the City TIF Advisory Committee           | <input type="checkbox"/> Other _____                              |
| <input type="checkbox"/> Industrial Development Authority                   | <input type="checkbox"/> Other _____                              |
| <input type="checkbox"/> Kansas City Futures Youth & Young Adult Council    | <input type="checkbox"/> Other _____                              |
| <input type="checkbox"/> Public Improvements Advisory Committee (PIAC)      |   |
| <input type="checkbox"/> Municipal Art Commission                           |   |
| <input type="checkbox"/> Ethics Commission                                  |   |

### Outside Organizations & Groups Invested in the Process/Project – Stakeholders

There are numerous organizations in KCMO that work with the community in a variety of ways. Are you planning to involve any of these groups? If so, what will their role be?

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Here is a sample list of organizations that may be interested in being involved with your project depending on the topic. This list is not comprehensive, it is only meant to give you an idea of organizations to contact. You should feel welcome to contact others not listed here.

- |  |   |
|--|---|
| <input type="checkbox"/> KC Neighborhood Advisory Council (KCNAAC)   | <input type="checkbox"/> Mid-America Regional Council (MARC)        |
| <input type="checkbox"/> Guadalupe Centers                           | <input type="checkbox"/> Northland Neighborhoods, Inc.              |
| <input type="checkbox"/> Historic East Neighborhood Coalition (HENC) | <input type="checkbox"/> Jazz District Renaissance Corporation      |
| <input type="checkbox"/> Blue Ridge Area Quality of Life Initiative  | <input type="checkbox"/> Blue Hills Community Services Corporation  |
| <input type="checkbox"/> Marlborough Community Coalition             | <input type="checkbox"/> KC Healthy Kids                            |
| <input type="checkbox"/> Bridging the Gap                            | <input type="checkbox"/> Ivanhoe Neighborhood Council               |
| <input type="checkbox"/> Center for Neighborhoods – UMKC             | <input type="checkbox"/> Local Initiatives Support Coalition (LISC) |
| <input type="checkbox"/> Community Assistance Council                | <input type="checkbox"/> The Whole Person                           |
| <input type="checkbox"/> KC Centurions                               | <input type="checkbox"/> BikeWalk KC                                |
| <input type="checkbox"/> KC Downtown Neighborhood Association        | <input type="checkbox"/> KC Tenants                                 |
| <input type="checkbox"/> South Kansas City Alliance (SKCA)           | <input type="checkbox"/> Other _____                                |
| <input type="checkbox"/> Greater Kansas City Chamber of Commerce     | <input type="checkbox"/> Other _____                                |
| <input type="checkbox"/> Visit KC                                    | <input type="checkbox"/> Other _____                                |

**Community Members**

When considering who in the community would care of be affected by your project, take into consideration the following:

- Who will be directly impacted?
- Who will be indirectly impacted?
- How does it hit on the public's values and beliefs?
- Is there a history of similar projects in this area? How were they received and what impact did they have?
- What are the potential impacts?
  - Financial
  - Transportation
  - Environment
  - Inconvenience
  - Change to Routine
  - What else?
- What stakeholders will be hard to reach/engage and how will you overcome that?
- What factors might prompt engagement?

**Additional Thoughts**

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## Public Engagement Strategy Summary

Who will you be reaching out to for public engagement?

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How will you engage these groups?

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When will you do this engagement? (You may attach an engagement timeline)

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How will you record/report public engagement feedback?

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How will you report how feedback was used/if and how it affected final decision-making or design?

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## Worksheet Supplement

	1	2	3	4	5
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<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 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 decision to the maximum extent possible.	We will implement what you decide.
<b>EXAMPLES OF TOOLS</b>	Fact sheets, websites, open houses, mailings, social media.	Public comment sessions, focus groups, surveys, public meetings.	Workshops, deliberative polling.	Stakeholder advisory committees, consensus-building, participatory decision-making.	Committees, advisory councils, resident juries.

It is important to remember that no one level or method of engagement is inherently better than another, as long as they are implemented according to the public's needs. Remember, there is no one "right" way to engage. Throughout the course of your project, you may encounter stakeholders who have different engagement needs. It is okay if you need to adjust your engagement strategy throughout your project, just be sure to document what changes were made and why.

## Stay on Track

The purpose of this document is to help you stay on track with the Engagement Plan you developed using the Community Engagement Project Worksheet. It also has checklists that will help you develop talking points, a social media plan (if applicable), and your After-Action Report.

### Engagement Plan

#### *Checklist for the Engagement Plan*

- Public Engagement Strategy Design Worksheet has been completed
- The Engagement Timeline has been created for this project (Examples of timeline events below. Note: These are examples only and are not required, you may use your own engagement methods for this timeline)
  - Creation of project webpage, email address, hotline/phone number
  - Schedule Neighborhood Association/District Problem Solvers presentations
  - Facebook Live Q&A
  - Language Translation
  - Surveys (When/how will they be conducted?)
- Project summary for public consumption has been created (What is the project, how will engagement be used, etc.)
- Engagement Methods have been selected (Examples below)
  - Project Webpage
  - Neighborhood Association Presentation
  - On-Site Community Conversation
  - Business Community Outreach
- Stakeholders have been identified and contacted.
  - Internal Stakeholder (Name) \_\_\_\_\_
  - Internal Stakeholder (Name) \_\_\_\_\_
  - Internal Stakeholder (Name) \_\_\_\_\_
  - External Stakeholder (Name) \_\_\_\_\_
  - External Stakeholder (Name) \_\_\_\_\_
  - External Stakeholder (Name) \_\_\_\_\_

**Note:** The Project Manager’s responsibility is to notify the Mayor’s Office, City Council’s aides, and other internal (advisory boards and commissions), and external (non-profits, and other non-government organizations) stakeholders affected by the project. The Community Engagement Coordinator can help identify the groups to contact. If applicable, the Project Manager is also responsible for requesting time on the Neighborhood Association/HOA agendas and scheduling meetings with external partners.

Most projects have multiple phases of public engagement. Every stage should include notifying applicable internal and external stakeholders and individuals who signed up for project updates.

## **Talking Points**

Talking points are the building blocks for all project messaging and engagement. Talking points will help with survey language, visual communications (flyers, postcards, etc.) and helps the team be on the same page about the project.

### ***Checklist for Talking Points:***

- All the project information is in one place (e.g. Project Scope, Goals, Timeline). This information is used to build all the materials for the project engagement.
- This project has a clearly outlined purpose and you can articulate the need for it.
- Main project messages have been created.
- If there will be planned improvements, those have been described in detail.
- If ongoing outreach and education will be a facet of this project, that timeline has been created and methods of outreach and education have been identified.
- A key statement and 3-point summary have been created to describe this project.
- We can clearly explain the project goals in layman's terms.
- We can clearly explain the project details in layman's terms.
- We can clearly explain the project's funding details in layman's terms.
- We have thought of and have a list of FAQs (This should include impact on traffic if there is an anticipated impact on traffic)
- We have contact information for anyone who might want more information about the project.

## **Social Media Plan**

To support and coordinate with the Kansas City Communications Department, a social media plan is a must. This plan helps to coordinate and schedule multiple competing social media posts. The project lead or Project Manager may contact the Communications Department to request posting on Kansas City accounts or share a social media plan.

### ***Checklist for Social Media Plan:***

- We know what design mediums we will be using (Examples below)
  - Copy/Text
  - Images/Graphics
  - Video
  - Maps
- Social Media Platforms
  - Nextdoor
  - Facebook
  - Instagram
  - X (Formerly Twitter)



- Post Schedule (When/How frequently do we intend to post on each platform?)

## **After-Action Report**

The After-Action Report is a full description of engagement methods, feedback results, and analysis of engagement results as it pertains to the project. This can include graphs and visuals to represent data and will need to be shared both with the Public (particularly any external stakeholders who were contacted during the engagement process) and with internal stakeholders.

It is critically important to follow up with the public after the engagement phase of your project is completed to let them know how public input was utilized. Without this final step, public trust is corrupted, and citizens may become less likely to engage with the City in the future. Additionally, as part of the City of Kansas City, MO Public Engagement Plan, Closing the Loop is a metric for which project staff will be held accountable.

### ***After-Action Report Checklist:***

- Title page
- Table of Contents: Give a list of everything that is in the report
- Executive Summary: Summarize the report, its findings, and how public input impacted final decision-making. Make sure it's polished. Some people only read the summary.
- Background: Explain the need for public engagement in context of this project.
- Methods: Explain who was included in your engagement, which engagement methods you chose and why. If any surveys were used as engagement methods, explain your survey method and analysis.
- Engagement Results: This is the main body, which provides important statistics and analysis of public input that was gathered during your engagement process and explains how this input impacted the final decisions made on the project.
- Appendices: Provides supporting material including the actual surveys and, if necessary, a glossary of terms.
- The completed After-Action Report has been sent to all stakeholders who were engaged in this project's public engagement process.

If your project includes multiple rounds of engagement, it could be helpful to have multiple occasions of reporting back to the public. However, at a minimum it is required to have a final report at the end of your project which will be submitted both to the City and to the stakeholders who were involved in your public engagement. This report must include: the feedback received, how the feedback was used and/or how the feedback impacted the decision made, and what decision was ultimately made.

## After-Action Report Summary

This Summary form is to assist in the development of your After-Action Report. The After-Action Report is a full description of engagement methods, feedback results, and analysis of results as it pertains to the project. This can include graphs and visuals to represent data. Make sure raw data is also accessible where applicable.

PROJECT INFORMATION	
Project Name and ID #:	Department/Division(s):
Project Manager:	Phone: Email:
Contacts/Team:	
Brief Description of the Project:	
Project Timeline:  (If attached separately, write "Attached")	
BUDGET	
Project Budget:	
Budget Spent on Engagement:	
Was there any engagement you wanted to do but couldn't afford?	
PUBLIC INVOLVEMENT	
Stakeholders Involved:	

How was the public involved? (*Inform, Consult, Involve, Collaborate, Empower? Methods used for each phase*)

**OUTCOMES**

What were the successes of your engagement?

What were the obstacles you encountered?

What lessons were learned throughout the engagement process?

What would you do differently in a similar project?

Have you reported back to the public to Close the Loop?      Yes      No

How did you report back to the public/external stakeholders?

Was the report back successful? (Did external stakeholders acknowledge the report back and/or did they have additional feedback after receipt of the report?)

Have you put a report out on the project website (if applicable)?	Yes	No
<i>**PLEASE SUBMIT A COPY OF THIS SUMMARY TO THE COMMUNITY ENGAGEMENT COORDINATOR AT OCE@KCMO.ORG AND PUBLICENGAGEMENT@KCMO.ORG**</i>		

# Developer Scorecard

## Using the Developer Scorecard

**Step 1:** Fill out the Project information on the next page.

**Step 2:** As you complete the subsequent score sheets, note that not all criteria may apply to your community or project. You should tailor this Scorecard to be relevant to your specific purpose(s) and area. Feel free to take notes in the empty space and add, change, or put NA (not applicable) for items in the scale that do not apply to your community or project.

**Step 3:** Hold conversations with your group around each criterion and give each one a score.

**Step 4:** Use the scoring table below to determine the letter grade for each criterion. You can also calculate a final score to give an overall letter grade for the project.

## Scoring

	Column 1	Column 2	Column 3	Column 4	Column 5
	Total Possible	Section Score	Calculation Col 2/Col1	Final Score Col 3 X 100	Letter Grade (A-F)
Community Engagement	48				
Housing & Neighborhood Development	40				
Safety	36				
Equitable Jobs Access	44				
Neighborhood Infrastructure	40				
Environmental Impact	32				
Food Access and Security	32				
Overall Grade (Total)	272				

Final Score	Letter Grade
100-90	A
89-80	B
79-70	C
69-60	D
59-0	F

**Overall Grade: \_\_\_\_\_**

## Project Information

Project Plan/Name:

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Location of Project/Plan:

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Is the project part of a bigger land use plan? (Circle) Y/N

Public Investment(s):

- Public Subsidy Funding amount and source
- Tax abatement amount and source
- Public land sale and amount
- Zoning changes/variances
- Infrastructure Improvements (sewer/water, street, sidewalk, etc.)
- Other: \_\_\_\_\_

## Contact Information

Name: \_\_\_\_\_ Organization: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Role: \_\_\_ Developer \_\_\_ Resident \_\_\_ Business Owner

\_\_\_ Nonprofit, Church, or Community Leader

\_\_\_ Other \_\_\_\_\_

## Description of Project

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## Community Engagement

Section Score \_\_\_/48

Equitable community engagement occurs when community members most affected are involved in the development process. This includes communities who have been historically excluded from engagement processes such as: low wealth individuals, people of color, indigenous people, people living with disabilities, families, senior citizens, and new immigrants. Additionally, it is important that neighborhood groups and community organizations are engaged in development projects.

Questions	Excellent	Good	Poor	No	Don't know
	4	3	2	1	0
1. Neighbors were engaged before the development process began.					
2. Throughout the project, or when significant changes occurred, developers and planners engaged with community members and responded to community priorities.					
3. Neighbors were given power in the decision-making process.					
4. The developer was transparent about outcomes and intentions.					
5. The developer has demonstrated accountability for community-engaged requests.					
6. The project was initiated by community members or neighbors themselves.					
7. The developer or the city has made a concerted effort to engage and educate neighbors about the proposed development and the processes around it.					
8. The developer or business has other developments throughout Kansas City, Missouri that have been generally well-received.					
9. Development connects to, highlights, and respects community characteristics, local history, points of interest, and key features.					
10. The developer provided neighbors the footprint and/or a visual design of the plan prior to development.					
11. The proposal matches the neighbors' vision of their community or even enhances the neighbor's ideals.					
12. The development was completed in a timely manner aligned with the initial timeline provided.					

### Additional Information

(Do you wish to clarify any answers or have additional comments related to this section?)

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## Housing & Neighborhood Development      Section Score \_\_\_/40

We want to ensure that all development makes affordable housing a priority. Equitable housing practices are important because when individuals and families have affordable, quality, and stable housing, they can make important choices about healthy food, health care, childcare, education, and other economic decisions without having the sacrifice other needs that impact livability.

	Excellent	Good	Poor	No	Don't know
Questions	4	3	2	1	0
1. The housing development is designated as affordable or preserves/increases affordable housing for people who make 30% of Area Median Income					
2. The project and project materials are appropriately designed to match the cultural landscape of the surrounding neighborhood.					
3. Developer Lease Agreement defines provisions for rent increases that assure the designated affordable housing units are maintained for at least 15 years (i.e residents who are at or below 50 % of the area median income are not charged more than 30% of their income)					
4. The development ensures they will not displace current residents.					
5. The development is consistent with the vision of the neighbors.					
6. The project commits to homeownership or wealth building for historically disadvantaged members of the community.					
7. The project redevelops vacant lots or vacant dwellings.					
8. Housing units will improve the infrastructure of the neighborhood, thereby improving the overall walkability.					
9. The developer has built previous units in KCMO and has a record of demonstrated accountability in maintaining their properties.					
10. The developers with previous units built in KCMO has eviction rates that remain low or only evict for "just cause".					

### Additional Information

*(Do you wish to clarify any answers or have additional comments related to this section?)*

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## Safety

Section Score \_\_\_/36

Ensuring that developments take into consideration the safety of not only the development itself but how the development contributes to the safety of the surrounding neighborhood can help ensure that any undue burden of crime in the surrounding neighborhood can be reduced.

Questions	Excellent	Good	Poor	No	Don't know
	4	3	2	1	0
1. The proposal has a plan to improve streetscaping where the development will occur. <i>Streetscaping includes sidewalks, lighting, traffic patterns, and greening.</i>					
2. The developer can show how and where their development plans tie into KCMO's Vision Zero plan.					
3. Pathways to mental health supports and social work for neighbors are increased through this proposal.					
4. Developer or business owner participates in community-based meetings, neighborhood watch events, and National Night Out events to promote neighborhood relationship building and overall safety.					
5. Developer works to improve the streetscape to slow down fast-moving traffic. <i>Using medians, pinch-points, speed humps, improving greening and art, etc.</i>					
6. Project partners with local pedestrian safety advocates to ensure the safety and accessibility of all pedestrians in the community.					
7. Transportation planners or transportation plans associated with the project are appropriate with the development pattern and have engaged neighbors.					
8. The developer has shown due diligence to maintain their buildings, green spaces, offices, businesses, or right of way.					
9. The development contributes to youth engagement in the community whether via work opportunities or gathering spaces.					

### Additional Information

(Do you wish to clarify any answers or have additional comments related to this section?)

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## Equitable Jobs Access

Section Score \_\_\_/44

Economic development opportunities should reflect residents and small businesses as a priority. Equitable economic development positively impacts livability in Kansas City. Projects should create and provide job opportunities that drive long-term wealth opportunities for individual residents and the community. Upward mobility for low-income residents and residents of color is essential for economic justice.

	Excellent	Good	Poor	No	Don't know
Questions	4	3	2	1	0
1. The development and/or business owner intends to hire from within the neighborhood.					
2. The development would like to hire and train young people.					
3. The developer and/or business owner intends to hire and train people with disabilities and pay them a living wage.					
4. The development can hire people who are immigrants or who speak Spanish, including those with ITIN numbers and protected statuses.					
5. The jobs that are created hire at a living wage with benefits and the right to unionize.					
6. The developer hires neighbors who are re-entering the workforce after incarceration.					
7. The project partners with workforce development or training programs to work to hire from within the neighborhood.					
8. If the developer or project uses short term work, priority is given to locals for contracts.					
9. The jobs that are available are not solely low wage jobs, but also provide opportunity for long-term employment and advancement.					
10. Lease agreements give priority to neighborhood business opportunities.					
11. New capital and investment opportunities are created to promote local small business development and entrepreneurial opportunities, especially for women and POC. These opportunities include affordable rental spaces for new businesses and skill-building for residents interested in starting their own business.					

### Additional Information

(Do you wish to clarify any answers or have additional comments related to this section?)

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## Neighborhood Infrastructure

Section Score    /40

Development does not occur in a vacuum and as such will inherently affect the surrounding neighborhood(s) in one way or another. To ensure this relationship may be a positive one, it is encouraged for developments to support or expand upon existing neighborhood infrastructure. This could include roadways, trails and walkways, public transit infrastructure, or maintenance of trees and walkways.

	Excellent	Good	Poor	No	Don't know
<b>Questions</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>
1. The developer has plans to work with current and future residents to either support or establish a neighborhood group to address maintenance concerns, but this group will not be burdensome or punitive like an HOA.					
2. The development plans to improve the sidewalks, pavement, alleyways, and roadways near the development.					
3. With previous developments, the developer has improved or maintained the project well.					
4. The development improves a designated brownfield or industrial area making it more welcome and safe for neighbors to enjoy.					
5. Project increases connections to all modes of public transit and makes walking, biking, and public transit an easy choice.					
6. Project improves the public transportation infrastructure. Development includes transit benefits such as shade trees and other shade options, trash cans, places to sit, appropriate lighting, etc.					
7. Project promotes traffic calming and pedestrian safety.					
8. Parking accommodates bicycle use and storage and does not limit access or passage to pedestrians and people with disabilities.					
9. Developers commit to long term maintenance of transit stops and corners, such as snow clearance, tree trimming, clearing access to transit for people with disabilities.					
10. The development improves and appropriately addresses current drainage to ensure there is no flooding in a roadway, alleyway, or walkway.					

**Additional Information**

*(Do you wish to clarify any answers or have additional comments related to this section?)*

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# Environmental Impact

Section Score     /32

Development should be made with the existing community and the environment in mind. Particularly considering the disproportionate environmental burden carried by residents of color in Kansas City, we are working towards a Kansas City where development and environmental justice go hand in hand, so all of our residents benefit from a healthy and sustainable environment.

Excellent  
Good  
Poor  
No  
Don't know

Questions	4	3	2	1	0
1. Development plans include cleaning or repairing any negative environmental impacts caused by development. These impacts include but are not limited to: pollution of air, water or soil; waste removal; replanting exposed soil to prevent erosion.					
2. The project's designed environment uses native plants and grasses, while removing and/or discouraging invasive plant species. It uses plants that are friendly to bees and butterflies, captures rainwater, and prevents soil erosion.					
3. Design includes environmentally responsible, resource efficient materials and processes throughout the project's life span.					
4. Management of property uses environmentally friendly practices and maintenance.					
5. Development promotes or maintains access to green spaces. Any green space disturbed by development is replaced or restored.					
6. The developer shares the results of their environmental assessment and research to prove their development will at least not increase the heat in an area and at best will reduce any heat islands in the area.					
7. The development includes greening with planned maintenance of green space.					
8. The development improves the heat resiliency in the neighborhood by planting native, resilient trees*, creating designated green space, or reducing the use of pavement, building energy efficient homes, or ensuring efficient HVAC systems for health and safety.					

**Additional Information**

*(Do you wish to clarify any answers or have additional comments related to this section?)*

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## Food Access and Security

Section Score \_\_\_/32

Easy access to nourishing, affordable, fresh food is crucial to promoting neighborhood stability, community equity, and overall resident health. Support for food access and security can come directly in the form of grocery stores, supermarkets, or community gardens and markets, or in the form of support for local food entrepreneurs.

Excellent    Good    Poor    No    Don't know

Questions	4	3	2	1	0
1. The proposal promotes a grocery store or supermarket in or near the neighborhood.					
2. The development is a culturally appropriate restaurant that speaks to the culture of the neighborhood. <i>Potential and current residents feel comfortable walking into the restaurant</i>					
3. The proposal would promote food entrepreneurship for people living in the area. <i>A community commercial kitchen or a food business hoping to hire from the neighborhood.</i>					
4. The proposal supports the development of community gardens or neighborhood grown foods.					
5. The project would help to maintain community gardens or development of them on vacant lots or dwelling units.					
6. The development would improve walkability and accessibility of the neighborhood because it centers food.					
7. The proposal highlights fellowship of neighbors through the use of food.					
8. The proposal reuses vacant land for farm stands or markets, promoting the sale of fresh and locally grown organic produce or goods.					

### Additional Information

(Do you wish to clarify any answers or have additional comments related to this section?)

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# Public Engagement Toolkit

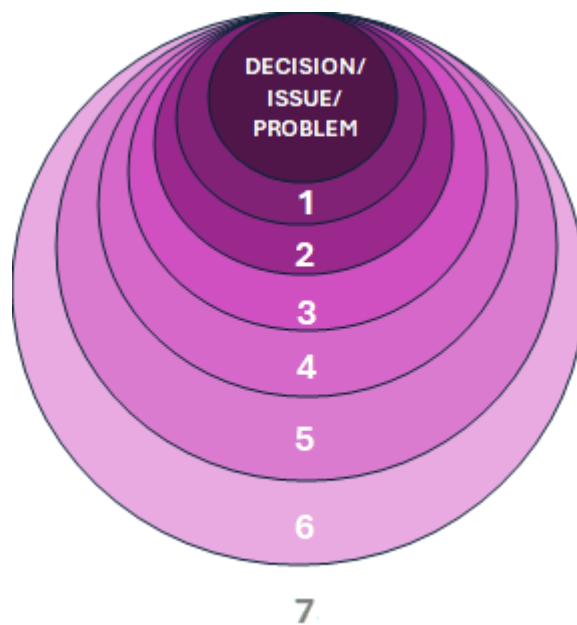
The following materials are supplementary and are intended to help guide staff and developers through the three phases. None of these are required, but are intended to inspire, assist, and guide, particularly if the person conducting public engagement does not have a great deal of experience in that field.

## Phase 1 Tools

### Participant Levels Diagram

**The closer a person or group is to the decision or issue, the more focus should be devoted to them in engagement efforts.**

*When utilizing this tool, it is important to remember that people may move between levels of interest through the duration of a project or initiative.*



### **Levels**

**1. DECISION MAKERS**

Make final decisions or have veto power over a decision.

**2. PLANNERS**

These individuals are in planning commissions, neighborhood communities, or funding agencies. They are extremely involved and have influence on decisions.

3. **ADVISORS**

These individuals will commit time and energy to have an influence on decisions. They care deeply about the issue and often participate in engagement at any opportunity.

4. **REVIEWERS**

These individuals are interested in the issue and will get involved in simple ways. They may get involved upon request, but it is not a priority for them.

5. **OBSERVERS**

Informed but unless they become concerned about the project, tend to not get involved.

6. **UNSURPRISED**

Aware of the project, but choose not to participate due to lack of time or interest. They are uninterested or unsurprised by decisions.

7. **UNINFORMED**

Don't know about the project or the associated decisions.

## General Threshold Applicability Guidelines

This document available separately due to formatting requirements.

# Risks of Bad Engagement





KNOW THE RISKS! BAD ENGAGEMENT CAN BE WORSE THAN NO ENGAGEMENT AT ALL! BAD ENGAGEMENT CAN LEAD TO:



### CIVIC DISENGAGEMENT

ACTIONS SPEAK LOUDER THAN WORDS. IT DOESN'T MATTER IF STAFF AND ELECTED OFFICIALS VERBALLY ENCOURAGE PUBLIC INVOLVEMENT IF ACTIONS SAY OTHERWISE. MIXED MESSAGES ARE BROADCASTED WHEN:

- CLAIMING TO WANT TO INCLUDE UNDERREPRESENTED GROUPS BUT USING ENGAGEMENT METHODS THAT EXCLUDE THEM.
- USING JARGON AND DIFFICULT-TO-UNDERSTAND LANGUAGE WITHOUT ANY DEFINITION, GUIDE, OR EXPLANATION.
- FAILING TO MAKE ENGAGEMENT EVENTS ADA COMPLIANT.
- ASKING THE PUBLIC FOR INPUT BUT CREATING THE IMPRESSION THAT THE INPUT IS NOT BEING CONSIDERED.

MIXED MESSAGES HARM THE CITY'S RELATIONSHIPS WITH THE PUBLIC, PRODUCING THE PERCEPTION THAT THE CITY IS CHECKING A BOX RATHER THAN VALUING THOUGHTFUL COMMENTS AND DISCUSSION. IF SECTIONS OF THE PUBLIC ARE IGNORED THROUGH BIASED ENGAGEMENT METHODS AND PUBLIC ENGAGEMENT ISN'T USED TO CREATE SOLUTIONS, THE PUBLIC WILL BE LESS LIKELY TO CONTINUE ENGAGING WITH THE CITY IN THE FUTURE.

### **LOSS OF PUBLIC TRUST**

IT IS IMPORTANT TO BUILD A RELATIONSHIP BASED ON TRUST BETWEEN CITY STAFF, ELECTED OFFICIALS, AND THE PUBLIC. SUCH A RELATIONSHIP IS BASED ON RESPECT, CONFIDENCE, AND TRANSPARENCY. PUBLIC OUTREACH EFFORTS THAT DON'T CLEARLY EXPLAIN TO THE PUBLIC WHAT OPTIONS ARE BEING CONSIDERED BY THE CITY AND HOW FEEDBACK WILL BE USED CAN MAKE THE PUBLIC FEEL IGNORED, TALKED DOWN TO, AND CONFUSED. TO AVOID LOSS OF PUBLIC TRUST, SCHOLAR JUDITH PETTS SAYS A PROPER ENGAGEMENT PROCESS "DEMANDS VERY CAREFUL (AND ADEQUATELY RESOURCED) ATTENTION TO [PARTICIPANT] RECRUITMENT, THE OPEN AND COLLABORATIVE FRAMING OF DEBATE, AND THE MODE OF PARTICIPATION OF OFFICIALS AND EXPERTS. MOST IMPORTANTLY, CLARITY OF IMPACT ON THE DECISION IS ESSENTIAL."

### **PROJECT DELAYS OR FAILURES**

THE PUBLIC SHOULD BE BROUGHT TO THE TABLE EARLY AND BEST PRACTICES SHOULD BE USED TO ENSURE FEEDBACK IS UNBIASED AND REPRESENTATIVE OF THE BROAD COMMUNITY WE SERVE. IF ENGAGEMENT ISN'T SOON ENOUGH OR EXECUTED IMPROPERLY, IT PUTS THE PROJECT IN JEOPARDY OF FAILURES AND DELAYS. DECISIONS MAY NOT BE PROPERLY MADE, LEADING TO THE FAILURE OF THE PROJECT. DECISIONS MAY TAKE LONGER TO DETERMINE WITHOUT ENOUGH PUBLIC FEEDBACK OR HAVING TO BACKTRACK TO GET THE VOICES NEEDED, LEADING TO DELAYED PROJECTS. TO PREVENT PROJECT FAILURE OR DELAYS, PUBLIC ENGAGEMENT SHOULD BE CONSIDERED WITH THE SAME CARE AS PROJECT DESIGN AND IMPLEMENTATION.

## Community Network Analysis How-To

### Community Network Analysis How-To (Establishing Neighborhood Contacts)

In order to ensure you are engaging all involved populations appropriately you may want to do a Community Network Analysis.

On the following page you will find a chart wherein each cell is labeled with a category of resident who may be impacted by a project. These categories are not exhaustive, but they should give you a good baseline of understanding for which groups may be impacted and who you will need to reach out to.

Start by writing in organizations or individuals who either have connections to these populations or may be able to connect you with these populations. When you are done, if any boxes look a little empty, you may need to do some additional research to find organizations or individuals who can help do outreach to these populations.

**If possible, individuals on the Planner and/or Advisor\* level of participation should be involved in this analysis to ensure we are leveraging all available community connections and resources effectively.**

\*If you are unsure if someone is on the Planner or Advisor level of participation, please refer to the Participant Levels Diagram.

### Community Network Analysis How-To (Establishing Neighborhood Contacts)

Un/Under Housed	LGBTQ+	Renters	People with Disabilities
Seniors	Youth	Professionals	Low-Income Residents
Neighborhoods/HOAs	Arts/Culture	Social/Service Groups	Business Owners
Health Care	Local media	Tourism/Recreation	Education
Faith Communities	Philanthropy	Green/Ecological	Homeowners
Other: _____	Other: _____	Other: _____	Other: _____

## Engagement Methods Reference Guide

This document available separately due to formatting requirements.

## Community Engagement Techniques Reference Guide

The following document offers suggestions, including the pros and cons, of several methods of Engagement. The focus areas of engagement this document addresses are: Sharing Information, Bringing People Together, and Collecting and Compiling Input.

This Guide is in no way comprehensive, but should provide ideas and inspiration for engagement techniques one may use throughout their engagement process.

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\*The techniques included in this Guide come from © International Association for Public Participation, [iap2.org](http://iap2.org). The techniques have been adapted to better suit the specific needs of the City of Kansas City, Missouri.

<b>TECHNIQUES TO SHARE INFORMATION</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Utility Bill Inserts</b>			
<b>Level of Engagement: Inform</b>			
Information flyer included with monthly utility bill	<p>Design a flyer to fit on a standard mail insert.</p> <p>Make it eye-catching and easy to read.</p>	Widespread distribution within the city limits of the Kansas City.	<p>Limited information can be conveyed.</p> <p>No guarantees people will read it or take the recommended next steps to get more information.</p>
<b>Briefings</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate</b>			
Use regular meetings of social and civic clubs and organizations to give yourself a platform for information and education. Examples of target audiences: Rotary Clubs, Business Associations, PTAs, Neighborhood Associations, etc.	<p>Keep it short and simple. Visuals and/or handouts are a plus. Use your short time wisely, then stick around to answer questions after the regular meeting if possible.</p> <p>Don't forget to brief your internal stakeholders before releasing information to the public!</p>	<p>Opportunity to reach a wide variety of individuals who are already invested in the City.</p> <p>Similar presentations can be used for different groups.</p> <p>Builds community goodwill.</p>	<p>Project stakeholders may not be in the room.</p> <p>Takes significant staff time and resources.</p>
<b>Centralized Contacts</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate</b>			
Identify designated contacts for the public and media. There may be more than one, depending on the complexity of the project.	<p>Make sure the person managing communications for the project is aware of which project team member to contact with media inquiries. Send all media inquiries to the PIO first.</p> <p>The public also needs a way to reach staff who can answer questions in a timely manner.</p>	<p>Questions and comments get directed to the appropriate person quickly.</p> <p>Gives people "accessibility" to the project team.</p> <p>Communications Manager provides a good filter to manage media.</p>	<p>Designated contact must be committed to and prepared for prompt and accurate responses.</p> <p>May not be able to answer or don't feel comfortable answering some questions.</p> <p>Significant staff time may be needed to respond to the public.</p>

<b>TECHNIQUES TO SHARE INFORMATION</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Hot Lines</b>			
<b>Level of Engagement: Inform, Consult</b>			
Identify a separate line for public access to pre-recorded project information and the ability to leave a message and/or live question takers.	<p>Make sure someone is assigned to update the hotline regularly.</p> <p>If messages are left, a staff member needs to respond quickly.</p>	<p>Controls information flow.</p> <p>Conveys image of “accessibility”.</p> <p>Easy to provide updates on project activities.</p>	<p>Outdated messaging on a pre-recorded line does more harm than good for reputation.</p> <p>Designated contact must be committed to and prepared for prompt and accurate responses.</p>
<b>Electronic Forums, Social Media Groups, and Email</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate</b>			
These all use electronic mailing lists. With forums and social media groups, anyone can register to receive all messages sent by any participant. With email, someone needs to create and maintain an electronic distribution list for the project.	<p>People read and share emails quickly, so be sure the most important information is at the very beginning with a good title line.</p> <p>Be sure to have the materials in a printed form well for anyone who prefers.</p> <p>This is a good way to notify stakeholders of new materials, new information, upcoming meetings, and invitations to engage.</p>	<p>You know you are reaching stakeholders who have a particular interest in your project.</p> <p>Sharing this type of transmission is very easy for people and can help your efforts to spread the word.</p>	<p>Social media groups must be consistently monitored. Expect negative comments as well.</p> <p>Email lists are difficult to maintain. Email addresses tend to change more frequently than postal addresses.</p> <p>You run the risk of “cluttering” the inbox of your stakeholders. Be judicious about how often you send emails.</p>
<b>Press Releases/Packets</b>			
<b>Level of Engagement: Inform</b>			
<p>Press Release: A statement or story prepared for distribution to media outlets.</p> <p>Press Packet: Provide resource and background information in addition to the press</p>	Work with the PIO to formulate a proper press release. The PIO maintains a distribution list of media and can send out releases for you.	<p>Informs the media of project milestones.</p> <p>Press release language is often used directly in articles.</p> <p>Ensure information is vetted and in proper</p>	<p>Media outlets get dozens of press releases ever day, so it could easily be missed or discounted.</p> <p>No control over where the information is placed.</p>

release. Good to include visuals.	Make sure materials are available in hard copy and electronically.	form for media consumption.	Messages can be interpreted or twisted in negative ways.
<b>TECHNIQUES TO SHARE INFORMATION</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Printed Public Information Materials</b> <b>Level of Engagement: Inform, Consult, Involve</b>			
<ul style="list-style-type: none"> <li>• Fact Sheets</li> <li>• Newsletters</li> <li>• Brochures</li> <li>• Progress Reports</li> <li>• Direct Mail Letters</li> <li>• Direct Mail</li> <li>• Postcards</li> </ul>	<p>Keep information short and simple so it is easy to read and digest.</p> <p>Make it visually interesting but avoid a “marketing” look.</p> <p>Include an avenue for engagement on your printed materials.</p> <p>Be sure to explain the public’s role and how public comments affect project decisions.</p> <p>Include contact information and web links.</p>	<p>Can reach large target audience.</p> <p>Encourages full understanding of a project and engagement opportunities.</p> <p>Facilitates documentation of public involvement process.</p>	<p>Only as good as the mailing list/distribution network.</p> <p>Limited capability to communicate complicated concepts, and leaves room for misunderstanding.</p> <p>No guarantee materials will be read.</p>
<b>Videos</b> <b>Level of Engagement: Inform</b>			
<p>You may consult with the Communications Department for Kansas City if you would like to create a video or recording of a public meeting for public distribution.</p> <p>We have access to our websites, social media, and YouTube, and Channel 2 for distribution of videos.</p>	<p>Make sure there is someone who can be interviewed on camera.</p> <p>Think about what visuals will make the story interesting.</p> <p>How can it be personalized to hit on values?</p>	<p>A good way to give a broader audience visual access to meetings and information.</p> <p>Opportunity to make a project more relatable and understandable.</p> <p>A good visual way to document engagement.</p>	<p>Can be difficult to gauge the impact on the audience.</p> <p>Must be planned well in advance with the Communications Department.</p>
<b>Information Kiosks</b> <b>Level of Engagement: Inform</b>			
A station where project information is available. May be staffed or not.	Best located in high-traffic pedestrian areas.	Gives public easy-to-access information and a good way to increase	Make sure the kiosk is secure and well stocked if it’s a booth type.

(Think booths at events or the CityPost kiosks)	Can be permanent or used temporarily.	awareness about a project.	CityPost information kiosks are geographically limited.
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<b>TECHNIQUES TO SHARE INFORMATION</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Websites</b>			
<b>Level of Engagement: Inform, Consult, Involve</b>			
<p>Websites provide information and links to all pertinent information. These can be updated quickly and are good tools for online engagement. But there is a responsibility to keep information updated at all times, and respond quickly to the public when needed.</p>	<p>A good home page is crucial.</p> <p>For long-term information, use <a href="http://www.kcmo.org">www.kcmo.org</a>.</p> <p>Put the newest information at the top of the page.</p> <p>Keep pages maintained.</p> <p>Work with the Communications Department to get a web page up and running.</p>	<p>A very effective way to put all information in one place, complete with visuals, information, videos, and engagement tools.</p> <p>Gives the public a forum for engagement and information gathering.</p> <p>Can be updated easily and quickly with the latest information.</p>	<p>Not all stakeholders use or have access to the Internet. They may also not know how to properly sign up or utilize engagement tools.</p> <p>Online engagement leaves the door open for negative feedback as well as positive.</p> <p>Large files/videos can take a long time to download.</p>
<b>Speak Easy</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate, Empower</b>			
<p>The Speak Easy platform provides a space to share information, solicit feedback via surveys, comments, and mapping, and can provide space to respond to resident input and deliver information about project outcomes.</p>	<p>To effectively solicit feedback on Speak Easy, you must be available to respond to resident comments and keep the page up-to-date. Be sure to factor in the time this will take in your engagement planning.</p>	<p>Residents can directly provide feedback on projects.</p> <p>Can be updated quickly with latest information.</p> <p>Has a wide variety of engagement methods available.</p>	<p>Residents must have an account to participate. This could be a barrier to someone without internet, or to someone who does not know how to sign up.</p>
<b>Add Your Own Tool</b>			
<b>Level of Engagement:</b>			



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<b>TECHNIQUES TO BRING PEOPLE TOGETHER</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Charrettes</b>			
<b>Level of Engagement: Involve, Collaborate</b>			
Intensive session where participants design project features.	Best used to foster creative ideas.  Be clear about how results will be used.	Promotes joint problem-solving and creative thinking.	Participants may not be seen as representative by larger community.
<b>Community Juries</b>			
<b>Level of Engagement: Collaborate, Empower</b>			
Small group of non-expert community members empaneled to learn about an issue and make recommendations.  Individuals may be more interested in attending if the conversation is specific and covers a topic they are concerned/passionate about.	Requires a skilled moderator.  Be clear about how results will be used.	Great opportunity to develop deep understanding of an issue.  Public can identify with the non-expert group.  Good way to pinpoint fatal flaws in a plan or gauge public reaction.	Takes a lot of staff time and resources.
<b>Conversation Cafes</b>			
<b>Level of Engagement: Consult, Involve, Collaborate</b>			
Open, hosted conversations set in cafes or other places where community members would ordinarily gather.	Make sure a staff member is there to take notes or record any feedback.	Relaxed setting is conducive to effective dialogue.  Maximizes two-way conversation.	Can take a lot of staff time and resources.
<b>Study Circles</b>			
<b>Level of Engagement: Consult, Involve, Collaborate</b>			
A highly participatory process for involving numerous small groups in making a difference in their communities.	Study circles work best if you have multiple groups working at the same time in different locations and then to come together to share.	Large numbers of people can be involved and still have their voices heard.	Participants may find that the results are hard to assess and may feel that the process didn't lead to concrete action.

	Study circles are typically structured around a study guide.	A diverse group of people can come up with opportunities for action and ideas for change.	It may be difficult to reach and engage some segments of the community.
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**TECHNIQUES TO BRING PEOPLE TOGETHER**

Technique	Think It Through	What Can Go Right?	What Can Go Wrong?
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**Deliberative Forums**  
**Level of Engagement: Involve, Collaborate**

<p>A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of community polarization. The goal of deliberation is to find where there is common ground for action.</p> <p>Measures informed opinion on an issue.</p> <p>Questions can be tailored to specific topics allowing for more detailed conversations.</p>	<p>Considerable planning and preparation may be needed. The deliberation revolves around 3-4 issues/options that are clearly defined and in a printed form for reference (the more visuals on printed materials the better).</p> <p>Process should be facilitated by a trained moderator.</p> <p>Deliberation should occur in a relatively small group, about 8-20 people. A larger public may need to break into several forums, requiring more moderators.</p> <p>Do not expect or encourage participants to develop a shared view.</p>	<p>Participants openly share different perspectives in a respectful way and end up with a broader view on an issue.</p> <p>A diverse group identifies the area of common ground, within which decision-makers can take next steps.</p> <p>Can tell decision-makers what the public would think if they had more time and information .</p> <p>Exposure to different backgrounds, arguments, and views.</p>	<p>Participants may not truly reflect different perspectives.</p> <p>Participants are not willing to openly discuss areas of conflict.</p> <p>Opinions are not shared in a respectful manner.</p> <p>This takes a lot of staff time and resources.</p> <p>Skilled moderators may be expensive.</p>
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**Focus Groups**  
**Level of Engagement: Consult, Involve, Collaborate**

<p>Message-testing forum with experts from various target audiences. Can also be</p>	<p>Hire a facilitator experienced in this technique.</p>	<p>Can involve a variety of people in major decisions.</p>	<p>Logistically challenging/Resource Intensive.</p>
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used to obtain input on planning decisions.  Participants often share common knowledge and can generate quality information.		Individuals are experts whose skills benefit the process.  Can lead to very detailed ideas, recommendations, and processes.	May be difficult to gain commitment from a variety of stakeholders. If stakeholders are too like-minded, the outcomes can be skewed. Other stakeholder groups may be unintentionally overlooked and feel unrepresented.
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**TECHNIQUES TO BRING PEOPLE TOGETHER**

Technique	Think It Through	What Can Go Right?	What Can Go Wrong?
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**Advisory Groups**

**Level of Engagement: Inform, Consult, Involve, Collaborate**

A group of experts or representative stakeholders selected to develop a specific product or policy recommendation.  May be ongoing and tasked with designing ideas rather than or in addition to specific policies.	Obtain strong leadership in advance.  Make sure membership has credibility with the public.  Define roles and responsibilities up front.  Be forthcoming with information.  Use a consistently credible process.  Make sure a staff member is present at each group meeting to take notes and keep records.	Findings of a task force of independent or diverse interests can have greater credibility.  Provides constructive opportunity for compromise.  Participants gain understanding of the entire project, hear other perspectives, and find ways to compromise.  Community feels that their collective voices have been heard through the group.	Advisory Group may not come to consensus or results may be too general to be meaningful.  Time and labor intensive.  General public may not embrace committee's recommendations.  Decision-Makers may not take group's advice and will need to explain why.
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**World Cafe**

**Level of Engagement: Consult, Involve, Collaborate**

Bringing people together in simultaneous rounds of conversation about questions that matter, but in a more naturally social, café-style setting.	Room setup is important. Allow for plenty of room between tables and provide table hosts to set guidelines and take notes (but not facilitate) the conversation. Four participants at each table is ideal.	Can foster meaningful discussion of a topic among participants who otherwise would not listen, talk, or share with one another.	The room can get very noisy during this type of event, so venue selection is important.
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<b>TECHNIQUES TO BRING PEOPLE TOGETHER</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Open Houses</b>			
<b>Level of Engagement: Inform, Consult, Involve</b>			
<p>An open house encourages people to tour at their own pace. The facility should be set up with several information stations, each addressing a separate part of the project or issue. Staff on hand at each station to guide people through exhibits and answer questions.</p> <p>There is typically no formal presentation and people can come and go at any time during the meeting.</p>	<p>Someone should explain format at the door.</p> <p>Have each participant fill out a comment sheet to document their participation .Use feedback as part of the process.</p> <p>Be prepared for a crowd all at once. Develop a meeting contingency plan.</p> <p>Encourage people to draw on maps or use sticky notes to actively participate.</p> <p>Set up stations so that several people (6-10) can view at once.</p>	<p>Fosters small group conversations in a relaxed setting.</p> <p>Ability to share a lot of information in one organized event through different stations, covering different aspects of a project.</p> <p>Ability to answer on-the-fly questions, eliminating follow up through email and phone calls.</p> <p>Attendees have a face and a name of an employee who becomes a credible contact.</p>	<p>If information is broken up into too many stations, it can be difficult for the public to gain full understanding of the whole project.</p> <p>Staff time and resource intensive. Can be difficult to document public input.</p> <p>Attendance is likely not a good representation of the entire community.</p>
<b>Public Meetings</b>			
<b>Level of Engagement: Consult, Involve</b>			
<p>An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments at the end.</p>	<p>Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public.</p>	<p>Ability to share a lot of information in one organized event. Everyone hears the same thing at the same time.</p>	<p>Wordy presentations can be a deterrent. Individuals lose focus if presenter is not adequately prepared and/or long-winded.</p>

	Review all materials and presentation ahead of time. Keep presentations concise, without any complicated jargon.	Allows for a controlled message with follow-up Q&A.  Helps to build understanding about the community's concerns and may help build consensus.	Can escalate out of control due to high emotions.  Not a productive venue for collecting community input and has limited engagement.  Time/staff intensive.  Often not well attended.
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<b>TECHNIQUES TO BRING PEOPLE TOGETHER</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Workshops</b>			
<b>Level of Engagement: Consult, Involve, Collaborate</b>			
An informal public meeting that may include presentations and exhibits but ends with interactive working groups.	<p>Know how you plan to use public input before the workshop.</p> <p>Make sure adequate staff is on-hand to answer questions, have conversations, and encourage feedback.</p>	<p>Participants feel stronger connection to the full group because they have talked to people at different stations/tables.</p> <p>Good questions help people move from raising concerns to learning new views and co-creating solutions.</p>	<p>Participants resist moving from station to station.</p> <p>Reporting results at the end becomes awkward or tedious for a large group.</p> <p>If information is broken up into too many stations, it can be difficult for the public to gain full understanding of the whole project.</p> <p>Requires a lot of preparation and staff time.</p> <p>Asks for a big time commitment from the public.</p>
<b>Fairs/Festivals</b>			
<b>Level of Engagement: Inform, Consult, Involve</b>			
Take advantage of events already happening to provide project information, raise awareness, and	<p>Focus on events that attract a local crowd rather than visitors.</p> <p>Consider whether attendees to the chosen</p>	<p>Staff can interact with the public in a relaxed environment.</p> <p>Attendees will be less likely to have pre-</p>	<p>Event hours can be long and often are not during normal work hours.</p> <p>Time and resource intensive.</p>

possibly collect feedback.  You can incorporate games and giveaways to make the information-sharing fun and attractive to crowds.	event will be receptive to your specific message.  Make sure adequate resources and staff are available.	conceived notions that may skew their responses.  Staff can capture info from individuals who don't normally engage.  Builds trust and promotes engagement.	Projects may be too complicated to explain in a casual environment. People may not have enough knowledge to give constructive feedback. .  Might be hard to capture resident-specific feedback.
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<b>TECHNIQUES TO BRING PEOPLE TOGETHER</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Tours and Field Trips/Block Talks/Walk Audits</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate</b>			
Provide tours for key stakeholders, elected officials, advisory group members, the media, and potentially the public.	<p>Know how many participants can be accommodated and make plans for overflow.</p> <p>Plan question/answer session.</p> <p>Consider providing refreshments.</p> <p>Demonstrations work better than presentations.</p> <p>Can be implemented as a self-guided tour with an itinerary and tour journal of guided questions and observations.</p>	<p>Opportunity to develop rapport with key stakeholders.</p> <p>Reduces outrage by making choices more familiar.</p> <p>Gives participants a first-hand view of possibilities and/or impacts to the designated location.</p>	<p>Number of participants is limited by logistics.</p> <p>If tour is in a public space, protestors could potentially gather and disrupt the event.</p> <p>Can be time and resource intensive for staff.</p>
<b>Neighborhood Block Parties</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate</b>			
Typically one portion of a block is closed to thru-traffic to allow for a block party to be set up. This can bring together hyper-local groups of neighbors to share their	Work with the neighbors in the area to figure out a good date/time/location for this type of event. You don't want to make your event an inconvenience	<p>A great way to engage with a very specific neighborhood.</p> <p>Builds transparency, trust, and credibility.</p>	<p>Weather can play a big factor in the success of the event.</p> <p>Other neighborhoods might wonder why they</p>

opinions and learn about a project.	for people. Plan on how you will invite neighbors, how you will present information, and what you hope to get from them. Think about having giveaways or food to entice people to come.	People feel that their voices are important and are being heard.	didn't get a block party too.  Can be hard to keep focus on the project.
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<b>TECHNIQUES TO COLLECT AND COMPILE INPUT</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Comment Forums</b>			
<b>Level of Engagement: Consult, Involve, Collaborate</b>			
Comments can be collected at public events, either on cards or on mobile devices.	<p>Make sure you have someone collecting any written comments and encourage participants to use comment cards.</p> <p>If using an online forum, be sure to designate someone to check the comments often and respond if warranted.</p>	<p>This is a great tool for documenting comments, thoughts, and ideas.</p> <p>Online: Provides an opportunity to collect input from those who might not be able to attend in-person meetings.</p> <p>Provides a mechanism for expanding stakeholder mailing lists.</p>	<p>Does not generate statistically valid results.</p> <p>Online: If comments are public, leaves an opening for negative feedback.</p> <p>Email: Only as good as the mailing list.</p> <p>Comment Cards: Sometimes hard to read handwriting.</p>
<b>Computer Based Polling/Surveys</b>			
<b>Level of Engagement: Consult, Involve, Collaborate</b>			
<p>Web-based responsive polls.</p> <p>You may want to consult with DataKC to ensure your survey questions are gathering the data you want in an easily-measurable way.</p>	<p>Appropriate for attitudinal research.</p> <p>Be precise in how you set up the page. Chat rooms or discussion places can generate more input that can be reviewed.</p>	<p>Instant analyses of results.</p> <p>Higher response rate than other communication forms.</p> <p>Allows for input from individuals who cannot attend meetings.</p>	<p>Hard to determine if the poll results properly represent the community as a whole.</p> <p>Cannot control who takes the poll or survey. Results can be easily skewed by special interest groups.</p>

<b>Interviews</b>			
<b>Level of Engagement: Inform, Consult, Involve, Collaborate</b>			
One-on-one meetings with stakeholders to gain information for developing or refining public participation and consensus-building programs.	Where feasible, interviews should be conducted in person.  Be sure to take notes.	Provides an opportunity for in-depth information exchange in non-threatening forum.  Provides chance to get feedback from stakeholders.  Can be used to evaluate potential community interest.	This can be very time consuming for staff.  May not give a rounded perspective unless there are multiple interviews with a variety of stakeholders.

<b>TECHNIQUES TO COLLECT AND COMPILE INPUT</b>			
<b>Technique</b>	<b>Think It Through</b>	<b>What Can Go Right?</b>	<b>What Can Go Wrong?</b>
<b>Mailed Surveys and Questionnaires</b>			
<b>Level of Engagement: Consult, Involve, Collaborate</b>			
Inquiries mailed randomly to sample population to gain specific information for statistical validation.	Make sure you need statistically valid results before making an investment.  Survey/questionnaire should be professionally developed and should avoid bias (Consult with DataKC).  Most suitable for general attitudinal surveys.	Provides input from individuals who might not otherwise engage with the project.  Provide input from cross-section of public, not just special interest groups.  Statistically valid results are more persuasive with political bodies and the general public.	Response rate can be low.  For statistically valid results, can be labor-intensive and expensive.  Level of detail may be limited.



## Phase 2 Tools

### Partner Organization Engagement Strategy Worksheet

Different communities and organizations may have different understandings of what public participation is and what its role is, and they may also have formal (and informal) approaches to it that can affect implementation of a plan. Knowing more about how ready organizational leaders and decision makers are to engage on a public participation process can help adjust, refine, and adapt the process to ensure its success.

### Readiness Assessment Tool

Question	Score	Considerations to be incorporated into the planning, implementation and learning
On a scale of 1 to 10 with 10 being the highest: <b>What is the level of alignment inside the organization with leaders and decision makers on:</b>		
The scope of the project?		
The purpose and objectives of public participation?		
The appropriate level of public influence?		
Adequacy of existing capabilities to implement the process/plan?		
Willingness to commit necessary resources to see the plan through?		
Willingness to commit necessary time to see the plan through?		
Willingness to accept the outcome of public participation (even if it is not		

what they might have guessed or wanted)?		
The understanding of historic development and engagement surrounding this area or project.		

## Survey Best Practices

Surveys are only one way to gather public input for a project, but there are ways to maximize the effectiveness of a survey when you have chosen this as a public engagement method. You may refer to the Community Engagement Coordinator and Data KC staff to ensure your survey is easily understandable and uses accessible language for the public. You may also consider hosting your survey on the Speak Easy engagement platform.

**Once a survey has been drafted, review each survey question against the checklist below to make sure we are following best practices.**

- Does the survey include an introduction explaining the purpose of the study and duration?
- Does the survey begin with a closed-ended question?
- Do you have questions at the beginning of the survey to identify whether or not the survey taker is the intended participant? (i.e. zip code)
- Do the questions go from general to specific?
- Are the demographic questions at the end?
- Are any sensitive questions toward the end of the survey?
- Do all questions relate to project objectives?
- Do you complete each topic before moving on to the next?
- Do the questions use layman’s terms (*i.e. avoid use of jargon, acronyms, or terminology unfamiliar to respondents*)
- Are the questions simple and concise?
- Do the questions avoid leading words?
- Do you ask questions before describing the rating scale?
- Are all possible answer options included, or did you include an “Other” option?
- Do you allow the respondent to select “Prefer not to answer” for sensitive questions, such as income?
- Do you list answer options vertically?
- Do you display the most positive answer options first?
- Do you include a midpoint answer on rating scales?
- Are you using closed-ended questions whenever possible for data analysis? Are open-ended questions voluntary?
- Do you want to collect people’s contact information (name, email, etc.) to give project updates? (*If yes, include a specific question for them to opt-in to submit their contact info and*

*receive these updates. We cannot email individuals other projects if they did not opt-in to receive those updates)*

- Does the survey take 10 minutes or less to complete? *(5 closed-ended questions take approximately one minute, and 2 open-ended questions take approximately one minute)*
- Have you previewed the survey on mobile? Does it function properly?
- Does the survey need to be translated into Spanish or another non-English language?
- Will you /project lead be able to make decisions identified in objectives based on the data

## **SURVEY DATA CLEANING AND ANALYSIS**

Before you analyze your survey results, data cleaning is a must-do. It helps you get the best quality data possible, so you can make more accurate decisions.

### ***Checklist for Data Cleaning and Analysis***

- Check for and remove duplicate responses
- Check for and remove incomplete responses
- Check for any outliers to the data
- Turn numeric data into graphics
- Review open-ended questions
  - You may need to create categories for open-ended questions for analysis.
- Remove personally identifiable information