Public Engagement Working Group Meeting #2: Minutes

Wednesday, November 7th, 2018

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1. Introductions → (Slides 1-5)
   - Why are we here?
     - At last meeting spoke about vision and guiding principles development, and re-capped Panel on Public Engagement
     - Review purview of Public Engagement Strategy
   - What’s the purpose of tonight? Review agenda.
   - Principles
     - Review of last meeting’s breakout session and principle exercise. Collected over 20 principles.

2. Principles → Review the consolidated principles from the last PEWG meeting’s exercise. Collected over 20 principles, shortened to six. (Slides 6-11)
   1. Value human relationships with the community to foster respect and build trust
   2. Acknowledge legacies of injustice to build a new foundation based on trust
   3. Listen with empathy and mindfulness
   4. Let it be a fun, collaborative process by highlighting the uniqueness of communities and their residents
   5. Center equity and fairness, always.
   6. Build credibility through transparency to ensure a legitimate process.

3. What are your thoughts about these principles? (Slides 12-13)
   - **Question from PEWG Member**: How does this coordinate with the Registered Community Organization (RCO) program?
     - Response: The purpose of the RCO legislation is to make sure that groups that represent the community have a voice when interacting with developers. The Public Engagement Working Group process is setting guidelines and expectations for the City so that residents know what to expect around how engagement occurs. The DCP is currently offering to attend community group meetings to discuss the RCO legislation. This is a topic for further follow up.
   - **Statement from PEWG Member**: “Fun” may not be the best word to describe public engagement, as it should also be a serious process.
   - **Statement from PEWG Member**: Make something a fun, collaborative process but might not fit as an underlying principle for everything if people don’t know the context.
• **Statement from PEWG Member:** Reject term “fun” because it suggests a lack of seriousness

• **Question from PEWG Member:** In neighborhoods like the Hill District where there are multiple community-oriented groups, will they all be part of future planning? Just because they’re all Hill doesn’t mean they all agree about development in the neighborhood. Creates a dynamic of ‘Who’s in Charge (Now)?’
  - Response: The RCO process is a related but separate project, and if they have a lot of questions, City staff would be happy to come out and discuss/explain. We’re in education and conversation phase with groups about how it would apply in neighborhoods right now. If your organization reaches out to us, we will come to your neighborhood and answer questions about the RCO legislation.

• **Question from PEWG Member:** Would it be for the community? There are so many community meetings now, people are meeting’d out. So then it’s for the organizations, and once decisions are made people want to know who made that decision. There’s never a happy medium. She supports the fun.

• **Question from PEWG Member:** The idea that as people engage with the City there should be a commitment to both gathering and sharing the best available relevant information, in whatever process we’re working in. There’s something about the quality of information that’s circulating through the networks, from grassroots to professional consultants that are committed to gathering and sharing that info.
  - Response: We’ll be putting guidelines to principles, that’s a next step and PEWG members will have a lot of opportunity to add things, fix things, etc.

• **Statement from PEWG Member:** However you define participation, is even back in the day when five guys sat in a room to make decisions they could apply those principles and say they’re making a plan. You have to have a participatory process where you encourage more rather than less, and you have to measure it. We can have the best faith that the best will come out of this, but still have to expect something could happen. There’s a flaw that there’s not something about requiring a participatory process in the principles.
  - Response: Should engagement be both participatory AND reflect the community?

• **Statement from PEWG Member:** However you define participation, but if you don’t have it up there you can get around having it.

• **Statement from PEWG Member:** They’re fantastic principles but they don’t mean much – they all assume participation, you have to add a specific piece that guarantees participation. These don’t guarantee participation, themselves.
- **Statement from PEWG Member:** Last month we heard a lot about accountability and we don’t see anything about that in the principles. Accountability needs to be incorporated.

- **Question from PEWG Member:** With most boards you have to have a quorum to make decisions. With regards to defining participation – WHO participated? Define certain x, y, z – diverse, or inclusive – or what the characteristics are of participation. When we hear participation, we think “someone is there,” and it could just be five people. Define something like a quorum for decision making, and that requires you actively go out and seek participation.

- **Question from PEWG Member:** Re: Wordsmithing – at the October breakout group, talked a lot about healing. She can see how the second point in the green leans into that concept. Is fun really the word you want? From City perspective may not want to include the word “healing” because that connotes an apology, but have a recognition that very specific communities in Pittsburgh are deserving of healing right now. More people might be willing to participate if they feel that need / desire is finally being recognized.

- **Statement from PEWG Member:** Re: Participation – there’s a difference between outreach and recruitment. Outreach is just putting the info out there, it’s still a challenge to get people to show up. Philly Be Heard has 7,000 people and the Mayor’s office can call upon them to turn out for meetings. They offer incentives (Giant Eagle food cards) so their time is recognized. There’s a registry with 4k people but it costs $7,500 to activate it. If people show up for jury duty and are turned away, offer them a way to do their civic duty.

- **Statement from PEWG Member:** Bring people & communities into conversations to review strategy of outreach at the very beginning, not when it’s all done.
  - Response: DCP has prepared meetings in a box that PEWG members can do with their own communities to get feedback. We’ll talk more about that toward the end of the meeting. There will also be another public meeting later on before the Public Engagement Strategy is finalized, too, for further review.

- **Statement from PEWG Member:** When you go into the communities, bring in the strategies and principles and get their feedback at the beginning so there’s agreement at the community-level.

- **Question from PEWG Member:** What happens at communities is that developers have plans and communities are the last ones to find out what they really are. Is there a way to get the list to think about if they really do this in their own communities?
Response: These are going to be evolving over the next couple months so they can be tweaked every time we talk to the group and work toward writing the first draft.

- **Statement from PEWG Member:** There’s one more thing we don’t see is the concept of stewardship, the City being steward of the community and the people.
- **Question from PEWG Member:** Does that have to do with the idea of nurturing capacity? **Agreement from group.**
- **Statement from PEWG Member:** With the word “injustice,” change to “legacies of inequity.” What is justice for a progressive could be injustice for a conservative. Different meanings for different people. Inequities are things we have a more common understanding of.
- **Question from PEWG Member:** Re: principle of acknowledging legacies of injustice – acknowledging the past is vital, but couple this with a commitment to doing better in the future, the way organizations have a commitment to constantly evolve and constantly do better. If you get in the habit of apologizing for what you did wrong you just make a habit of doing the same thing and just apologizing, instead of continuing to do better.
- **Recognizing** that we have to more on in the agenda due to time constraints, you can add additional comments about the principles on a survey we will send to PEWG Members after the meeting.

4. **Outline of Public Engagement Strategy Document → (Slides 14-17)**
   - See slides for outline.
   - Thoughts: The principles are never going to stand alone without being framed in the intent of what the PEWG is. The outline shows components of what we’ll be writing over the next few months. Principles are the bedrock of what go into guidelines and tools. Guidelines are what you’ll be working on today, practices that reflect principles. Tools are what we’ll be working with in December that get to specific techniques and methods. Two users for this end product: Internal (to City) and External (General Public). Creates understanding of what to expect from the City, helps with accountability piece, and gives frame of reference that’s a bit more concrete to the average resident. **(no questions)**

5. **Activity → (Slide 18)**
   - Breakout Session explanation (see slides). Can also comment on principles at that time. 20 minutes to do first half. Each group should shoot for at least five guidelines.
   - **PEWG Member:** What would be a guideline?
     - On the worksheets for the activity, there are 2-4 examples guidelines for each principle. See below for more information/detail.
Activity @ PEWG2: Review principles & create guidelines.

General comments on the principles for public engagement:

1. **Value human relationships with the community to foster respect and build trust.**
   - Database? Incentives?
   - Healing
   - City as stewards of people & community
   - Nurture capacity

2. **Acknowledge legacies of injustice to build a new foundation based on trust.**
   - Inequities
   - Acknowledge past, healing: commitment to do more: always better.

3. **Listen with empathy and mindfulness.**

4. **Let it be a fun, collaborative process by highlighting the uniqueness of communities and their residents.**
   - Review at beginning of planning to affirm: inform
   - No actual requirement for participation

5. **Center equity and fairness, always.**

6. **Build credibility through transparency to ensure legitimate process.**

Comments on Principle 1 (text on following page):

What guidelines would achieve this principle?
These can be concrete standards or more broad practices. Think about what questions the meeting organizer should be able to answer with regards to the principle of valuing human relationships with the community.

Example 1. Involve existing community organizations and groups...
- Who can influence decisions & who are potential partners?
- Who will be impacted by the plan or project outcomes?
- Who are beneficiaries & who can contribute resources?
- Who is less likely to participate without significant effort and outreach? ...

- Are there gaps in information that can be filled through local knowledge?
- Are there existing community networks that can help with communication and outreach?

Example 2. Involve people early enough in the process to make a difference.

Use community organizations as a source to recruit people
- Who can we ask to go to the meeting?
  - community organization
  - Young Black Pd, PUMP, PYLTH, CDRS, Black Watch, Community Councils
- Create database
  - organization name, represented group, mission, contact info
- Use knowledge of other City agencies, like Mayor’s Office of Community Affairs

Involving people continually
- Aging meetings
  - meet with people individually (call)
  - Introductions & greetings
    - layout of room

Design meeting format to be effective
- set boundaries for appropriate engagement

What do respect & trust mean?

How can we value human relationships?

What are your group’s proposed guidelines?

1 2 3 4 5
Value human relationships with the community to foster respect and build trust.

What guidelines would achieve this principle?

1. Look at communities as people and organizations
   a. Learn about people on a personal level (family, various associations)
   b. Recognize people as individuals with various involvements (employee, volunteer, family member)
   c. Be aware of less visible communities and networks (marginalized; only on social media; unconventional locations including sports, barbershops, libraries, etc.)
   d. Relational and network-based engagement

2. Use community organizations as a source to recruit people
   a. Don’t just share information, invite specific people to go
   b. Ask the question, “Who can we ask to go the meeting?”
   c. Example Community organizations
      i. Young Black Pgh
      ii. PUMP
      iii. Pgh the Wave
      iv. CDCs
      v. Black Watches
      vi. Community Councils
   d. Create a database that uses knowledge of other city agencies, including the Mayor’s Office of Community Affairs and includes:
      i. Organization name
      ii. Represented group
      iii. Mission
      iv. Contact Information

3. Involve people and organizations continually
   a. Attend meetings
   b. Meet with people individually (e.g. coffee)

4. Design meeting format to be effective and for a purpose
   a. Introductions and greetings
   b. Layout of room
   c. Set boundaries for appropriate engagement
   d. Set ground rules (e.g. don’t interrupt)
   e. Tell stories and give reasons
   f. Actively listen to understand

What do respect and trust mean?

How can we value human relationships?

What are your group’s proposed guidelines?
Comments on Principle 2 (text on following page):

What guidelines would achieve this principle?
These can be concrete standards or more broad practices. Think about what questions the meeting organizer should be able to answer with regards to the principle of acknowledging legacies of injustice.

Example 1. Ensure there is value for the participants by using appropriate engagement tools that are mutual and reciprocal in approach.

Example 2. Show how community engagement influences outcomes by demonstrating how feedback was included in policy and planning development and provide an explanation when it is not. This helps reduce distrust, skepticism, and the sense that participation was wasted time or futile.

- Provide regular feedback to all those involved on the options, decisions and actions that have been considered and agreed on;
- Provide this feedback within an agreed time, in an agreed format and from an identified source;
- Let participants know what difference their input has made and how their opinions are being considered and why some input was not incorporated;
- Thank people for participating & provide details of future activities.

What does it mean to acknowledge legacies of injustice?

- Establish community-led meeting norms/"housekeeping"
- DCP commits to a process of comm. research to learn about past projects (??), processes &
- Acknowledge utilize comm. learning asset

What does it mean to acknowledge legacies of injustice?

- Proactively facilitate community reflection on difficult topics

How does acknowledgement build trust?

- Use existing plans (city & comm. level) at big. of long-term planning process

What are your groups proposed guidelines?

- DCP commits to a process of comm. research to learn about past experiences & capture current comm. convos.
- Establish community-led meeting standards comm. convos.
- Engage community assets to proactively facilitate community convos that draw out comm. reflection on difficult topics.
- Use existing plans at big. of long-term planning process.
Promote healing and reconciliation of inequities to build a new foundation based on trust.

What guidelines would achieve this principle?

Did not think that the provided examples related to this value, more so the transparency value.

Learn more about “Undoing Racism” from The People’s Institute for Survival and Beyond (PISAB).

What does it mean to acknowledge legacies of injustice?

How does acknowledgment build trust?

What are your group’s proposed guidelines?

- Engage community assets to proactively facilitate conversations that draw out community reflection on difficult topics (i.e. union project, university students, etc.)
- DCP commits to a process of community research to learn about past experiences and capture current community conversations
- Establish community-led meeting norms and housekeeping
- Use existing plans at beginning of long-term planning process.
Listen with empathy and mindfulness.

What guidelines would achieve this principle?
These can be concrete standards or more broad practices. Think about what questions the meeting organizer should be able to answer with regards to the principle of listening with empathy and mindfulness.

Example 1. Have a clear purpose.
- Why do you need to engage the community?
- What are the limitations of this engagement effort?
- What would successful engagement look like?

Example 2. Be genuine in the desire to engage people.
- Why are the opinions of the group of people in the room important to this project?
- Can you allow time for the group to ask questions?

Example 3. Develop realistic expectations for the engagement by acknowledging the engagement’s limitations.
- What are the engagement’s limitations?
- How have you accounted for these limitations?

Example 4. Create a list of negotiable and non-negotiable factors for the project. Communicate these clearly from the beginning and throughout the process.

What do empathy & mindfulness mean?
- People feel are heard
- Understanding beyond listening
- Mapping what we are hearing

What does listening mean?
- Different types of responses/engagement

What are your group’s proposed guidelines?
- Humorizing ice break
- Ground breaking
- 2-thanks. I use
- Light yoga
- Co-facilitate with community leaders
- Leaders
- Continuity of context
- Clear ground rules
- Demonstrating deep impact of input
- Honesty from leaders
- Strong facilitation skills
- Training with community leaders
Listen with empathy and mindfulness.

What guidelines would achieve this principle?

- Establish ground rules – respectful discourse
- Enforce ground rules
- Creating a safe environment
- Lack of defensiveness – create an environment without people feeling attacked
- Create familiarity among the audience
- Humanize the audience
- Be ready with unexpected issues – not related to the content of the meeting
- Acknowledge people’s talent and wisdom
- Facilitator’s honesty/genuineness
- Following up with unknown issues
- Equity in the involvement process/community – bringing community into the pre-planning process
- Finding common ground
- Understand the crowd/will of the group
- Every idea is respected

What do empathy and mindfulness mean?

- People feel they are not heard
- Understanding beyond listening (wisdom in what is being said)
- Mapping what we are hearing (include input in following meetings/materials)
- People who are quiet are waiting for an opportunity to speak (1-1 conversations rather than large group)
- Balance people’s needs for the voice versus community-wide listening (one person with an agenda, find a balance)

What does listening mean?

Different types of responses/engagement

Four types of listening

- 1 person talking, other people only pretending to listen
- 1 person talking, other person judging what they’re saying
- 1 person talking, listening and relating to what they are saying
- 1 person talking, recognizing the wisdom in the other person, not judging or relating

What are your group’s proposed guidelines?

- Humanizing ice breakers
  - Current book you’re reading
  - 2 Truths, 1 Lie
  - Light Yoga
- Co-facilitate meetings with community members/leaders
  - Identify community leaders/block leaders for further engagement
- Continuity of Content: clear ground rules, demonstrate impact of input
- Honesty from leaders
  - Strong facilitation skills
  - Training with community leaders
Comments on Principle 4 (text on following page):

Let it be a fun, collaborative process by highlighting the uniqueness of communities and their residents.

What guidelines would achieve this principle?
These can be concrete standards or more broad practices. Think about what questions the meeting organizer should be able to answer with regards to the principle of letting it be a fun, collaborative process.

Example 1. Provide opportunities that are social and enjoyable so people want to participate.
- Can you provide food at this meeting?
- What opportunities are there for youth to participate?
- How can you remove jargon from your presentation?

Example 2. Find ways for people to participate in a simple and enjoyable way without major responsibilities, long-term commitments or protracted debates. Consider engagement ideas that build social connections & draw people to the engagement activity.

- If 1st try is the big town hall, is too late!
- Meet at different times to accommodate people
- People are meeting
- Facebook live or alternative options useful

What do fun & collaborative mean?
- un stuffy
- happy

How do we find the uniqueness of a community?

1. Incorporate education in a fun way that everyone can understand
2. Use pictures!

What are your group’s proposed guidelines?

1. Meet people where they are (physically) and understand people are at different levels of understanding
2. Do your research to understand the community & engage before the process begins
3. Understand people’s constraints that keep people from participating and try to improve (childcare, etc.)
4. Incorporate activities that make people happy - food, icebreakers, good visuals (not boring text)
5. Build a communication network - empower people to spread info themselves
Let it be a fun, collaborative process by highlighting the uniqueness of communities and their residents.

What guidelines would achieve this principle?

- Make sure we take it seriously
- Recognize the time and effort of participants
  - Don’t take for granted
- People on many different levels
  - Meet them where they are through basic education
  - Use easy to understand language
- Know your audience
- Plans can make it seem like decisions already made!
  - Don’t show finished products
- Start engagement earlier
- Educate and be truthful
- Get a sense of who community is and where they’re at in terms of understanding and comfort level
- If 1st meeting is the big town hall – too late!
- Meet at different times to accommodate people
- People are meeting’ed-out
- Facebook Live or alternative options useful
- Reach out in small ways before the actual process
- Door-knocking/Grassroots
- Tell people to inform their neighbors – gives people ownership, make it a chain
- Communication network – make people important
- College students – credit for reaching out
- Art, show and tell

What do fun and collaborative mean?

- Fun – unstuffy, happy
- Collaborative – don’t talk down to people

How do we find the uniqueness of a community?

What are your group’s proposed guidelines?

1. Meet people where they are (physically) and understand people are at different levels of understanding
2. Do your research to understand the community and engage before the process begins
3. Understand people’s constraints that keep people from participating and try to improve (childcare, etc.)
4. Incorporate activities that make people happy – food, icebreakers, good visuals (not boring text-heavy powerpoints), make them want to participate
5. Build a communication network – empower people to spread information themselves
6. Incorporate education in a fun way that everyone can understand, use pictures!
7. Actually use the guidance that people give you!
Comments on Principle 5 (text on following page):

What guidelines would achieve this principle?
These can be concrete standards or more broad practices. Think about what questions the meeting organizer should be able to answer with regards to the principle of centering equity and fairness.

Example 1. Develop a clear commitment to community members and stakeholders as part of engagement.
- How often will you involve and inform the community?
- How and when will feedback be available?
- How and when will decisions be made?
- How will you document, record, and share the ideas that are generated?
- How will you work with community members and/or stakeholders to find solutions to potential conflicts that may arise?
- How will community and stakeholder’s input influence, contribute to, and improve outcomes?

Example 2. Provide skilled, culturally competent facilitators, translators, interpreters and representatives.
- Are surveys & questionnaires designed to ensure content & methods that are relevant to different cultures & groups?
- Are all materials translated into relevant languages?
- Given limited local government resources, this is another reason to ask existing community organizations for help with interpretations, translation, and facilitation.

Example 3. Practice inclusivity...

Example 4. Build democratic representation...

What does equity mean?
Process, product, have to have built destiny capacity in the community.

What makes a process fair?

What are your group’s proposed guidelines?

Align resources with community needs.

Trust but verify.
Original Value: Center equity and fairness, always.

Edited Value: Always place equity and fairness at the core of the process.

What guidelines would achieve this principle?

- Community develops standards
  - Community as an active partner, not a recipient
- Two-way communication
  - Show that the community is being educated and informed throughout the process
  - Way to provide information and resources for employment, etc. so community members have access to jobs, etc. (and/or what education and training needed to get jobs)
- Development includes and serves the community

What does equity mean?

- Process and product have to build existing capacity in the community

What makes a process fair?

- Encourage a clear commitment to community ownership of the process
- Trust-building through communication (helps developer better understand neighborhood and social context)
- Trust but verify (get the numbers, not the vague promises)

What are your group’s proposed guidelines?

- Trust but VERIFY
- Community shall help develop standards for equity and fairness
- Two-way education – show the community is being educated and informed throughout the process AND community is an educator (developer can also learn)
- Commitment to a clear commitment to community ownership of the process and product
- Align resources with community needs
Comments on Principle 6 (text on following page):

**Build credibility through transparency to ensure legitimate process.**

**What guidelines would achieve this principle?**
These can be concrete standards or more broad practices. Think about what questions the meeting organizer should be able to answer with regards to the principle of building credibility through transparency.

Example 1. Advertise public meetings two weeks ahead of time when possible.
- How should meetings be advertised?

Example 2. Publish a summary of every engagement within two weeks.
- What feedback was collected and how is it being used?
- Where are the meeting minutes and follow up information?

Example 3. Develop new and existing leaders by viewing engagement as an opportunity to provide structured leadership development opportunities.
- How can leadership development be a part of this engagement from the outset?
- How can we use existing community leadership to communicate about this project and associated engagement opportunities?

**STATING THE GOALS OF THE PROCESS, OR THE MEETING**
- How do we capture what was good?
- Do we meet the goals? How did we reach our outcomes? (Document the outcomes)

**IDENTIFY ROLES FOR PARTICIPANTS IN THE PROCESS**
- What is your role?
- How does this fit in long term?
- Making sure all the process is documented so people can get the information (history of project leading to that point)
- Be clear on what people can influence.

**What makes a process legitimate?**
- Acknowledge who isn’t participating & how to engage
- Be flexible & adaptive in the process

**What are your group’s proposed guidelines?**
What guidelines would achieve this principle?

- Explicit statement of the steps in the process
- Structure process to include measurable (data)
  - How do you capture what was said?
- Assessing and scoring the engagement
  - Reporting this publicity, letting people know
  - Outreach, relationship to Public Engagement principles
- Acknowledge that different people process things differently: allow different types of engagement
  - Acknowledging the different ways people are contributing to the process (collect their stories)
- Stating the goals of the process, of the meeting
  - Following up on how that was/wasn’t achieved
  - Did we meet the goals?
  - How did we reach our outcomes? (document the outcomes)
- Identify roles for participants in the process
  - Team analogy
- Get people up to speed even if they weren’t involved in earlier part of the process
- Be thoughtful in planning the process
- Communication and documentation

What do credibility and transparency mean?

- What’s in your control and what’s out of your control – acknowledge this in the process
- How does this fit in long-term?
- Making sure all of the process is documented, so people can get the information and history of the project leading to that point
- Be clear on what people can influence

What makes a process legitimate?

- Acknowledge who isn’t participating and how to engage
- Be flexible and adaptive in the process

What are your group’s proposed guidelines?
6. Meeting-In-a-Box Explanation → Hand out one to each attendee (Slides 18-25)
   • See slides for detail
   • PEWG Member: Are there any groups you want us to reach out to, specifically?
     ○ Response: Aim for people most important to your life or community.
     ○ Response: Something cool would be to incorporate kids!
   • PEWG Members can tailor outreach (and terms) to your audience. Ex, if talking with kids, replace “network” with “friends.” The DCP can also tailor worksheets to your preferences—reach out if you need a poster changed in some capacity. Can also hand out more boxes if you want to do it more than once.

7. Closing remarks → (Slides 26-29)
   • The DCP will work to have a draft of the Public Engagement Strategy to PEWG Members by January 30th, 2019. We need to have feedback from the Meetings-In-A-Box no later than the end of 2018 so the results can be integrated.
   • Next meeting is on the first Wednesday of December (12/5/18)