Toward Robust Community Engagement for the City of Detroit:
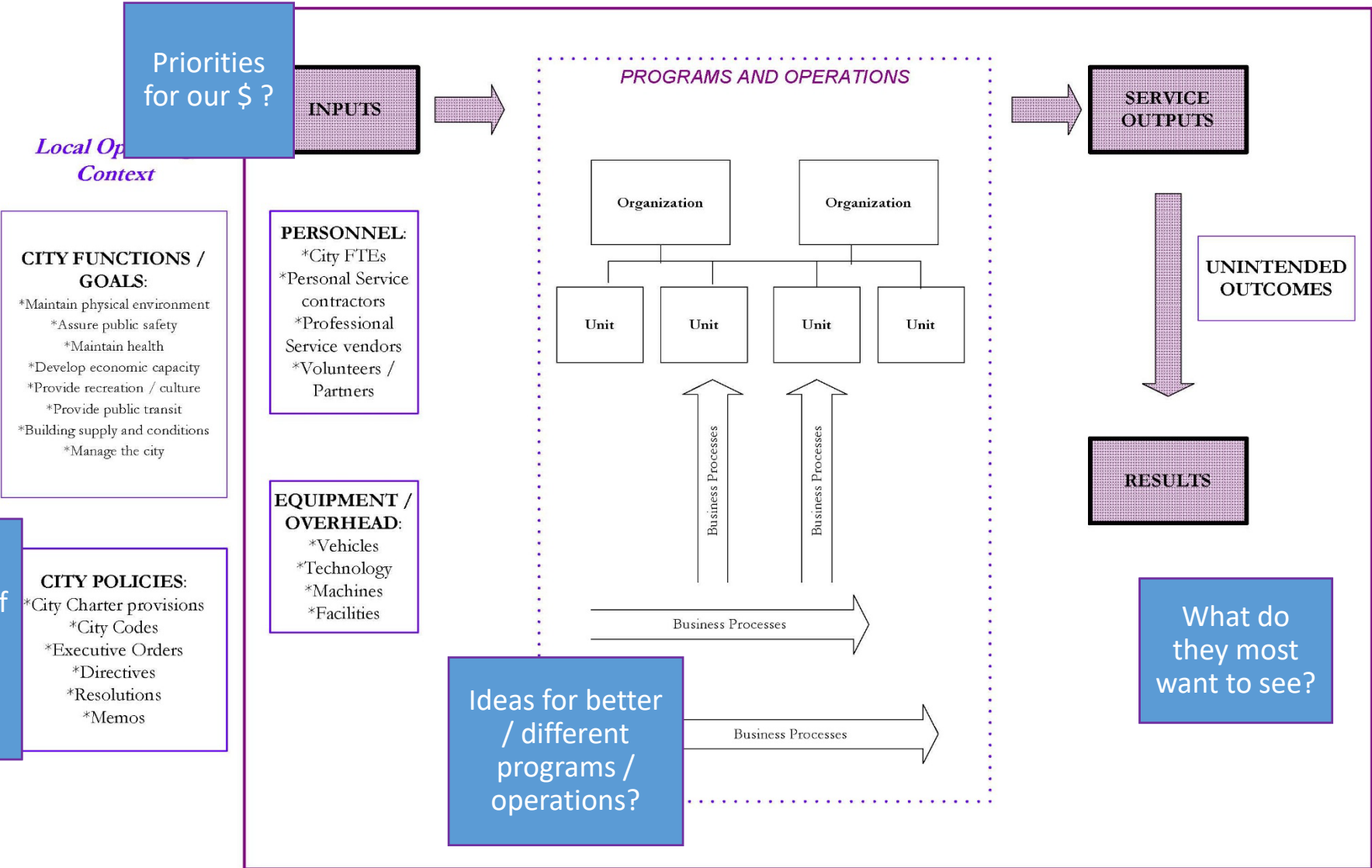## Concepts (p.1-2), Current State (p.3-4), Other Cities (p.5-10), next (p.11-12)

- Best practices call for broad participation in resource plans, and for public resources to be allocated and managed using info about constituent needs and preferences

- We have committed under biennial budgeting to offer more transparency, and committed under outcome budgeting that the community will inform strategies and priorities.

- "Constituents" / "the community" = city government stakeholders, broadly understood as residents, taxpayers, neighborhood groups, service providers, business operators, nonresident workers and patrons

- "Engagement" = info FROM constituents, based on info GIVEN them. Input Education

- Ideally, various segments of the community inform every step of policy and service delivery processes

Concepts: Policy and Service Delivery Model

Priorities for our $?

INPUTS

PROGRAMS AND OPERATIONS

SERVICE OUTPUTS

An ideal system measures views of various segments of the community – directly or indirectly – at every step of policy and service delivery processes.

Local Operating Context

CITY FUNCTIONS / GOALS:
*Maintain physical environment
*Assure public safety
*Maintain health
*Develop economic capacity
*Provide recreation / culture
*Provide public transit
*Building supply and conditions
*Manage the city

PERSONNEL:
*City FTEs
*Personal Service contractors
*Professional Service vendors
*Volunteers / Partners

Organization

Organization

Unit

Unit

Unit

Unit

UNINTENDED OUTCOMES

Business Processes

Business Processes

RESULTS

What is the highest/best use of City resources? Role of City government?

CITY POLICIES:
*City Charter provisions
*City Codes
*Executive Orders
*Directives
*Resolutions
*Memos

EQUIPMENT / OVERHEAD:
*Vehicles
*Technology
*Machines
*Facilities

Business Processes

What do they most want to see?

Ideas for better / different programs / operations?

Business Processes

Existing City of Detroit Community Engagement checks a number of boxes

education | outcomes | $ priorities

Administration tools

PDD community plans * *

Annual Public Budget Meetings * *

OCFO Budget-in-Brief *

Mayor's district meetings *

DON's community call-in a * *

Specialized reports, decks *

City Council's tools

Community Budget Priorities meetings *

Council district meetings *

Legislative Boards (CPC, HDAB, ZB) *

Public comment in session *

Un/underused tools

On-line or in-person Interactives

ex: "your budget" or "your tax receipt"

Community surveys

(ex: U-M DMACS)

Description of What We Need From Community Engagement

Overall purposes of city government

- What outcomes the City should target?
- What services are needed to produce the outcomes?
- How will the outcomes be measured?
- What policies should guide these strategies?

Services we should emphasize

- How much money to spend on each?
- How well each service is delivered?
- What are the results of each service?

Other Cities' Community Engagement Tools: interactives

Open Gov – Denver budget visualization tools:

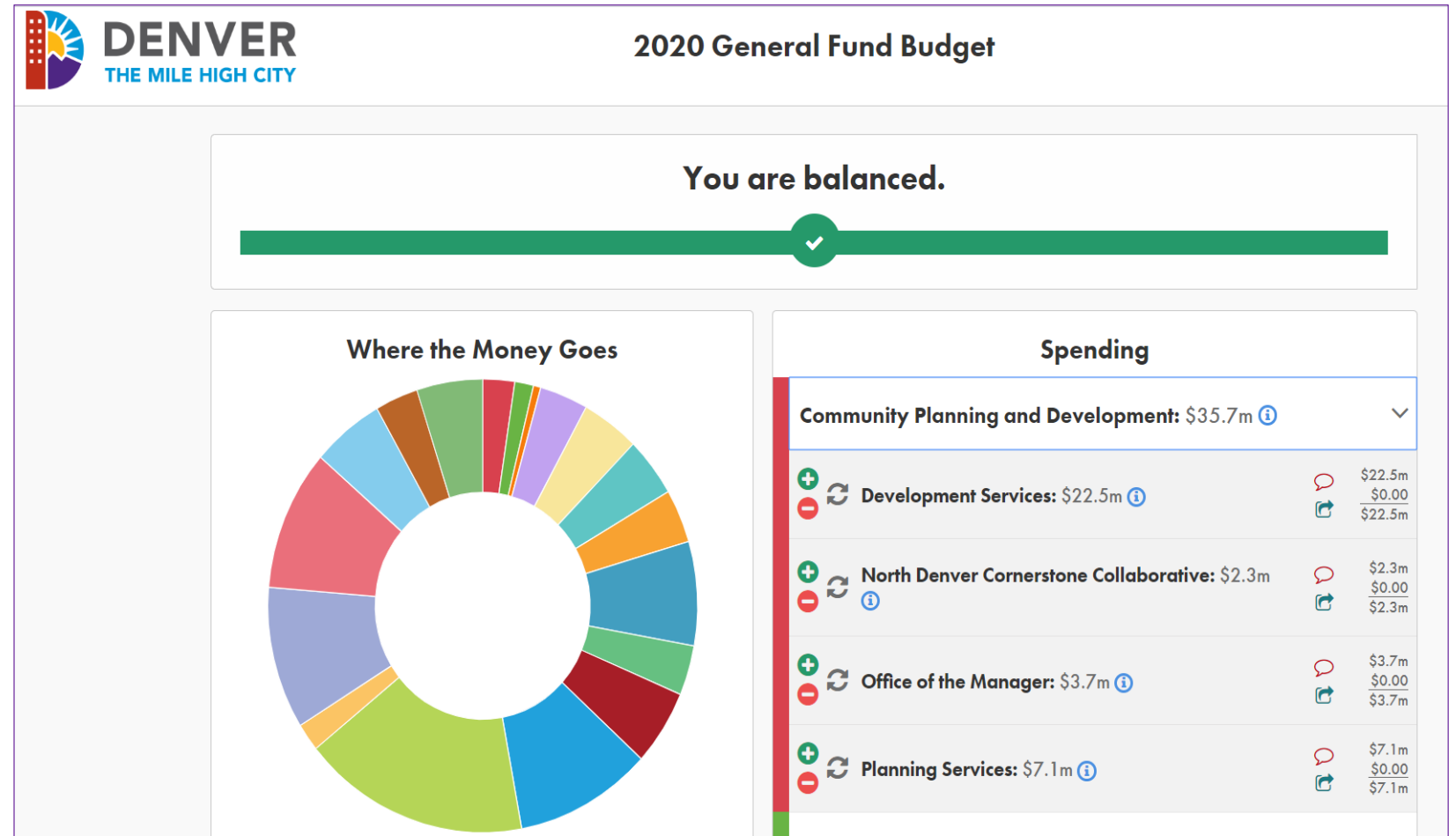- "How Your Tax Dollars are Spent"
- "Tax receipt" (next page)

Open Baltimore:
City service data (next page)

Links:
https://budget.sandiego.gov/transparency#

https://data.baltimorecity.gov/browse?category=City+Services

https://denver.abalancingact.com/tax receipt#:~:text=

Other Cities' Community Engagement Tools: Interactives

YOUR 2019 CITY AND COUNTY OF DENVER TAX RECEIPT

Affordable Housing	$13.92
Social Impact Bond	$2.58
Denver Housing Division	$0.56
Dedicated Resources for Affordable Housing	$10.78
Capital Projects	**$139.85**
Bond Principal and Interest Property Tax Mill	$75.90
Capital Improvement Projects	$22.75
Improvement and Maintenance Property Tax Mills	$41.20
Community Planning and Development	**$23.05**
Board of Adjustment for Zoning Appeals	$0.24
Planning, Permitting, Inspections and Administration of Community Planning & Development Dept	$22.81
Courts/Legal	**$42.85**
Office of the Municipal Public Defender	$1.55
City Attorney	$23.75
Denver County Court	$17.55

ARE THESE THE RIGHT PRIORITIES? TRY AN INTERACTIVE SIMULATION TO MAKE YOUR OWN BUDGET AND SHARE IT WITH PUBLIC OFFICIALS.

Internal City Services
- Facilities Management
- Fleet Management
- Human Resources
- Other Internal City Management

Parks, Recreation & Culture
- Cultural Facilities
- Denver Public Library
- Other Cultural Programs
- Parks Planning, Management, and Admin of Parks & Rec
- Recreation Centers and Programs

Public Safety
- 911 Emergency Services
- Fire Department
- Police Department
- Safety Programs $16.09
- Sheriff Department $101.31

Public Works $86.11
- Capital Projects Management $9.38

311 Customer Service Requests — City Services — API Docs — Updated March 11, 2020 — Views 47,363
Tags 311, csr, service request, sr

One Day Liquor Licenses — City Services — API Docs — Updated March 10, 2020 — Views 5,800
Tags liquor, event, festival, license, permit

311 Rat Rubout - 2010 — City Services — Updated March 11, 2020 — Views 2,849
311 Service Requests since January 1, 2010
Tags csr, 311

Environmental Citations — City Services — Updated March 11, 2020 — Views 7,624
The Environmental Control Board is a regulatory agency with an administrative court charged with the responsibility of adjudicating civil citations in accordance with Article 1, Section 40 of the Baltimore City Code. API Docs
More
Tags citations, environmental

One Day Liquor Issue Date Desc — City Services — Updated March 10, 2020 — Views 1,941
Tags permit, license, festival, event, liquor

Hamilton Graffiti Removal — COMMUNITY — City Services — Updated March 11, 2020 — Views 2,760
311 Service Requests since January 1, 2010
Tags csr, 311

BALTIMORE:
https://data.baltimorecity.gov/browse?category=City+Services

OPTIONS:

1. Meetings for different constituencies: Austin
2. Meetings in different geographies/districts
3. Neighborhood-initiated Meetings

CONTENT:

1. Structured to Unstructured presentations
2. Structured to Open mic feedback

What it is: Community Budget 101 is designed to offer an opportunity to invite the Bureau of the Budget and Management Research to your organization's meeting to provide a brief and beneficial overview of the City's budget. During the presentation, we will provide an overview of the budget and budget process and have participants engage in an activity that provides some insight into the tough decisions that have to be made around the budget.

How it works: Look at the calendar and pick a date, time and location that works for your organization. All you need to do is let your members know about the presentation and encourage them to come with questions. We will do the rest!

How do I request Community Budget 101: Send an email to **Budget@BaltimoreCity.gov** and we'll be in touch within 2 business days.

Austin 2021 Budget Engagement Meetings:

LGBTQ Quality of Life Advisory Commission
Saturday, January 11th, City Hall, 1pm

Hispanic/Latino Quality of Life Resource Advisory Commission
Saturday, January 25th, South Austin Recreation Center, 10am

African American Resource Advisory Commission
Tuesday, January 28th, Millennium Youth Entertainment Center, 6:30pm

Commission on Seniors
Tuesday, February 4th, Gus Garcia Recreation Center, 1pm

Commission for Women
Wednesday, February 5th, City Hall, 6pm

Mayor's Committee for People with Disabilities
Friday, February 7th, City Hall, 5pm

Asian American Quality of Life Advisory Commission
Thursday, February 13th, Asian American Resource Center, 6:30pm

Commission on Immigrant Affairs
Saturday, February 22nd, Asian American Resource Center, 2pm

Human Rights Commission
Monday, February 24th, Learning Research Center, 5:30pm

Other Cities' Community Engagement Tools: Meeting formats and Content

Cincinnati: **biennial budget "continuation budget"**

- **Feb 20 Presentation:** present cost of endorsed budget
- **Budget Process:** community engagement, revenue estimates, establish dept budget targets, receive capital & operating budget requests, recommendations
- "Community" = employees, Community Councils,

OUTCOMES
1. Capital requests integrated with Operating Budget Requests – "Neighborhood Project Suggestions" and "Community Budget Requests" invited each summer before Budget Development process
2. City Council Budget and Finance Committee weekly meetings
3. Neighborhood Summit

After Recommendations Completed:
1. Budget and Finance Committee 3 Public hearings

Thousand Oaks Calif.: **digital engagement approach augmented by pop-up workshops** at a farmer's market and shopping mall.

- **stakeholder analysis** defined target audiences, project messaging and logo
- **project webpage** w/ background, FAQ, email subscription, calendar, budget tool
- **digital engagement platform -** Citizen Budget from Open North - developed questions re: public priorities. Visual budget, slider to adjust for each listed service and potential impacts of choices, comment fields. (550+ participants)
- **pop-up workshops** at farmer's market, Mall, etc: trivia spin wheel and prizes, analogue budget tool with multi-colored balls and labeled buckets, piggy bank coloring games, hop scotch, bucket toss game. (1000+ participants)
- **marketing campaign:** social media, digital/print/radio ads, posters, flyers, p.r., PSA video, utility bill insert.
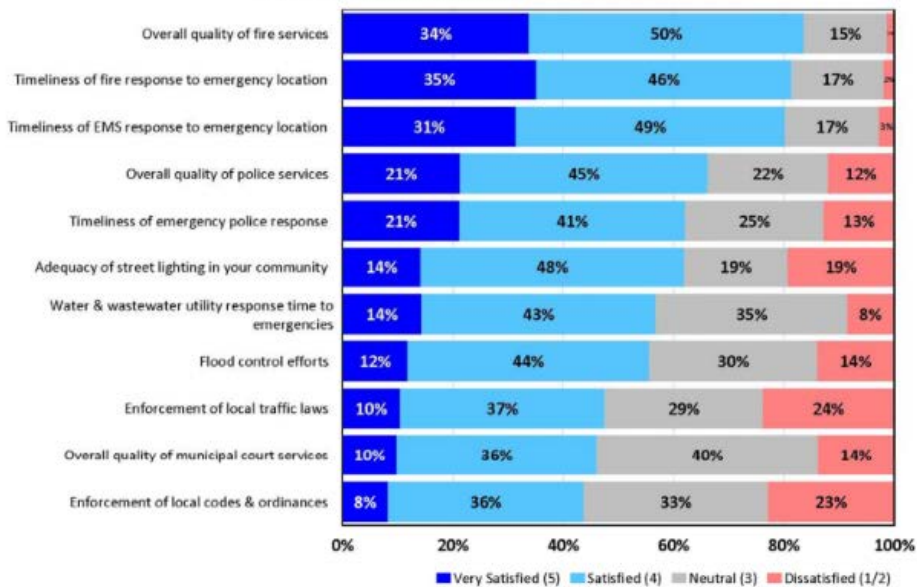
City of Austin Community Surveys:
- Organized by strategic outcome
- Service level detail confined to satisfaction
- Independently administered
- Not annual, but building long-term trends
- Usage of city services; demographics

Q7. Safety

by percentage of respondents (excluding "don't know")

	Very Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (1/2)
Overall quality of fire services	34%	50%	15%	
Timeliness of fire response to emergency location	35%	46%	17%	
Timeliness of EMS response to emergency location	31%	49%	17%	3%
Overall quality of police services	21%	45%	22%	12%
Timeliness of emergency police response	21%	41%	25%	13%
Adequacy of street lighting in your community	14%	48%	19%	19%
Water & wastewater utility response time to emergencies	14%	43%	35%	8%
Flood control efforts	12%	44%	30%	14%
Enforcement of local traffic laws	10%	37%	29%	24%
Overall quality of municipal court services	10%	36%	40%	14%
Enforcement of local codes & ordinances	8%	36%	33%	23%

Source: ETC Institute (2019) (n=2049)

Residents Generally Feel Good About Public Safety Services, Particularly Fire and EMS.

Austin excerpt

Safety:
Please rate your satisfaction with following (scale)
- Overall quality of fire services
- Timeliness of Fire response to emergency location (How quickly firefighters respond to emergencies)
- Flood control efforts   - Timeliness of EMS response to emergency location
- Overall quality of police services
- Timeliness of emergency police response (How quickly police respond) *(reworded in 2018)*
- Overall quality of public safety services (i.e. police, fire and ambulance) *(removed in 2018)*
- Enforcement of local traffic laws
- Code enforcement of weed lots, abandoned vehicles, graffiti and dilapidated buildings
- Adequacy of street lighting in your community *(added in 2016)*
- Enforcement of local codes and ordinances
- Overall quality of municipal court services (i.e. traffic /parking ticket, misdemeanor court cases, fine collection)
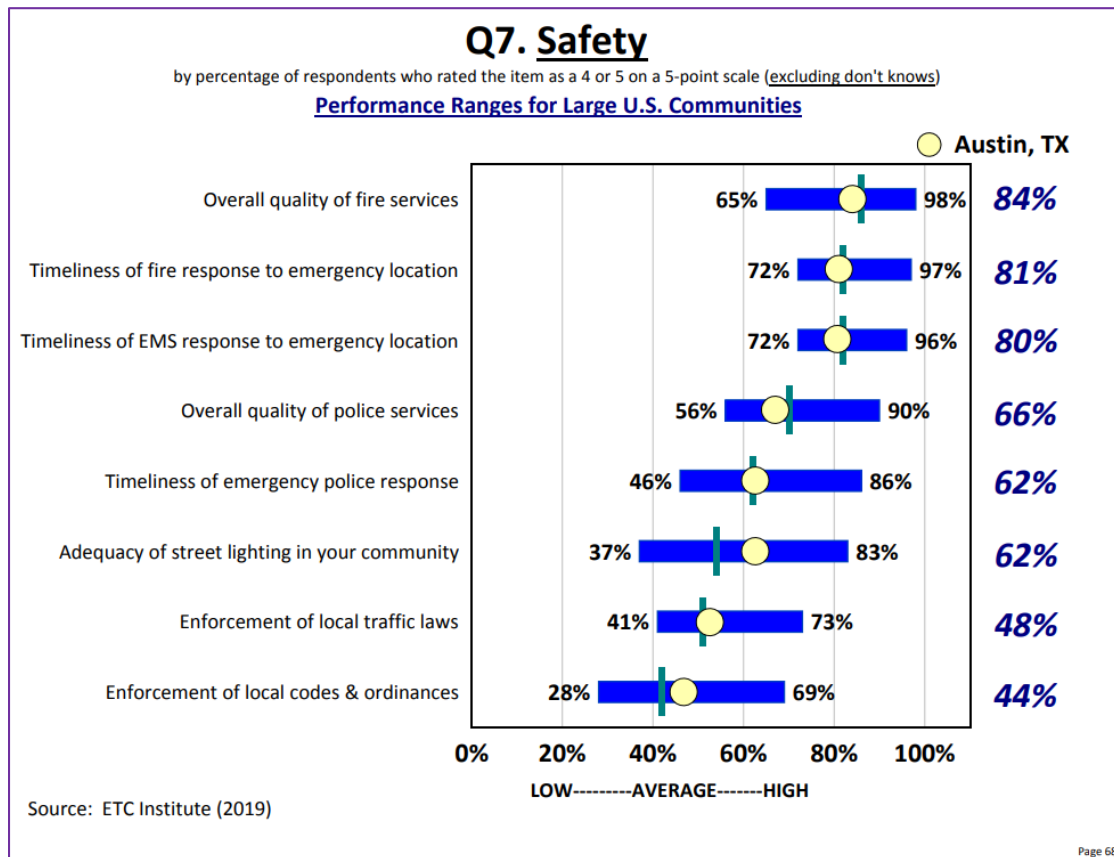- Water / wastewater utility response time to emergencies

Please rate your level of agreement w/ the following (scale)
- I feel safe in my neighborhood during the day   - I feel safe in my neighborhood at night
- I feel safe in my home *(added in 2018)*   - I feel safe walking alone downtown during the day
- I feel safe walking alone downtown at night   - I feel safe in my workplace *(added in 2018)*
- I feel prepared to help myself, family, and neighbors to respond to disasters / major emergencies *(added 2018)*
- I have access to information and education on disasters and other major emergencies *(added in 2018)*
- I trust Austin Police Department (APD) *(added in 2018)*   - I trust Austin Fire Department (AFD) (added 2018)
- I trust Emergency Medical Services (EMS) *(added in 2018)*   - I feel safe in city parks
- I am confident that in case of an emergency, my response will be delivered effectively *(added in 2018)*
- I have sufficient knowledge and understanding of community laws, codes, and ordinances *(added in 2018)*
- I feel I was treated fairly during enforcement process (arrests, tickets, warnings, code violations) *(added in 2018)*
- I feel I was treated fairly during my judicial process (traffic /parking ticket, fine collections, misdemeanor court case) *(added 2018)*
- Which 3 items listed in the Safety section do you think are most important for the City to provide? *(added 2018)*
- If you are dissatisfied with any of the items listed within the Safety section, why? (added in 2018)

Other Cities' Community Engagement Tools: Survey Research

City of Austin Community Surveys:
- Growing body of national-level data

Q7. Safety
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)
Performance Ranges for Large U.S. Communities

○ Austin, TX

Item	Low	High	Austin
Overall quality of fire services	65%	98%	84%
Timeliness of fire response to emergency location	72%	97%	81%
Timeliness of EMS response to emergency location	72%	96%	80%
Overall quality of police services	56%	90%	66%
Timeliness of emergency police response	46%	86%	62%
Adequacy of street lighting in your community	37%	83%	62%
Enforcement of local traffic laws	41%	73%	48%
Enforcement of local codes & ordinances	28%	69%	44%

0% 20% 40% 60% 80% 100%

LOW---------AVERAGE-------HIGH

Source: ETC Institute (2019)

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Setting the Standard
(more that 15% above the national average)
- City of Austin as a place to work (+27%)
- Quality of residential yard waste collection (+23%)
- Bulky item pick-up/removal services (+22%)
- Quality of residential curbside recycling services (+20%)
- Overall quality of services provided by City (+19%)
- City of Austin as a place to live (+19%)
- Condition of streets in your neighborhood (residential streets) (+18%)
- Overall quality of customer service provided by City (+18%)
- Overall effectiveness of communication by City (+16%)

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Proposed Tools for Community Engagement for the City of Detroit

Public education

- Dashboards, OCFO decks, annual agency reports
- Interactive budget (online and on-site pop-up's)
- Agency presentations

Strategic discussions of outcomes

- Public Workshops by function
- "Guidance Documents" to approach issues

Service priorities

- U-M DMACS survey
- City Council district forums

Possible Tools for Community Engagement for the City of Detroit

Guiding principles of future community engagement system:

1. Same feedback tools will be used to guide the operating budget, capital plan and other City resource planning
2. Standard list of City services and overarching citywide strategic outcomes will guide executive branch planning
3. Unified system will integrate legislative and executive efforts

ELEMENTS:

Existing DMACS, U-M annual survey of Detroit (no cost to us):
- "Changes you'd like to see in your area" / satisfaction with each service
- Similar to ICMA/National Research Center "Community Survey" ($17k/yr)

Catalog of City Services and Strategic Outcomes
- Official list for each department, so all public input is on the same page, regardless of who holds the meetings
- Could become an Annual Report of City Services (GASB SEA)

Open Gov Reporting/Transparency on a single citizen-oriented page:
Annual budget-in-brief style info
Quarterly "how are we doing" reports
Other finance decks, annotated with "plainspeak"

POSSIBLE INPUT PROCESS:

STEP 1. establish/edit broad strategic outcomes
DONs community call-in meetings:
- Biennially: discuss 5 citywide strategies to help us rank order services and outcomes under each; held by district (3,000 to 12,000 invitees per district)
- Administer Text survey of their highest priorities among choices we provide – checking out tech platforms for this

DMACS and other Public meeting reports

STEP 2. establish budget priorities for services
Interactive "your budget" on-line and pop-ups
- City Council Community Budget Priorities meetings
- Community Planning meeting public services components

STEP 3. propose responses to challenges
Annual Public Budget Meetings presenters focus on service delivery strategies

Before Budget is voted on:
City Council Public hearings, with direction to web info

Decision Points for Community Engagement for the City of Detroit

1. INTEGRATED SYSTEM? Same tools used to guide the operating budget, capital plan and other City resource planning – WITHIN EXEC BRANCH and ACROSS EXEC AND LEGISLATIVE BRANCHES
   - Standard list of City services
   - overarching citywide strategic outcomes

2. SCOPE AND REACH? Year-round activities engaging greater numbers and varieties
   - different operating units have different natural constituencies (ex: CPC and Zoning Boards; DPD Community Relations; Recreation Center users)
   - Representative samples of all Detroit communities

3. SPEND MONEY OR NOT?
   - Piggyback onto UM Survey vs spend about $15,000 per year to administer our own
   - Staff person dedicated to coordinating

EXAMPLES:

Existing DMACS, U-M annual survey of Detroit (no cost to us):
- "Changes you'd like to see in your area" / satisfaction with each service
- Similar to ICMA/National Research Center "Community Survey" (estim $17k/yr procurement)

Catalog of City Services and Strategic Outcomes
- Official list for each department, so all public input is on the same page, regardless of who holds the meetings
- Could become an Annual Report of City Services (GASB SEA)