Raleigh Community Engagement Council Presentation

City of Raleigh – City Council
Mickey Fearn
March 16th, 2021

How did we get here?
Where are we now?
What are our next steps?

What are our next steps?

ML Fearn LLC mickeyfearn47@gmail.com

How did we get here?

- These recommendations and strategies are the result of hours of discussions with constituents, City Staff, elected officials, community organizations, and CE practitioners across the country – research of other jurisdictions. They offer a suite of strategies and activities that would be a part of a comprehensive approach to community engagement. It is the responsibility of the Council and City staff to prioritize and sequence the implementation of these recommended strategies, and to find the appropriate time and process to vet them with stakeholders.

What will we learn from this document?

This presentation provides a condensed version of the final Community Engagement Report. For more detailed information regarding proposed activities and recommendations, please refer to the report.

Where are we now?

With direction and the eventual approval of the City Council, we are poised to initiate the design and implementation of a myriad recommendations that address the complexity of our community engagement challenges.

Community Engagement Recommendations

- Recommendation 1: Assessment: How will we know if we are successful?

- Recommendation 2: Supporting community and neighborhood organizations.

- Recommendation 3: Customer Service: Increase the potency and capacity of the thousands of use transactions with constituents as a component of our engagement and communication's strategies.

Community Engagement Recommendations

- **Recommendation 4: Implement continuous learning and capacity building strategies and activities.**

- **Recommendation 5: Funding/Support: Community engagement is investment not expenditure.**

- **Recommendation 6: The generational implications of community engagement.**

- **Recommendation 7: Equity and Inclusion.**

Community Engagement Recommendations

- Recommendation 8: Create a community idea/innovation system.

- Recommendation 9: Stakeholder communication's strategy: As a leader, how you communicate is just as important as what and why you communicate.

- Recommendation 10: Community building, celebrations, and kinship - The more opportunities we give citizens to gather, the more they find common ground, shared vision, and shared purpose.

- Recommendation 11: The creation of a Community Engagement office or department reporting to the City Manager.

What are our next steps?

Form internal and external core groups who are charged with:

- Serving as communication conduits to their respective constituent groups. Getting information from the community and communicating to community regarding our activities and progress.

- Reviewing community engagement recommendations.

- Refining and enriching the recommendations.

- Making recommendations regarding constituents, groups and organizations who need to be included.

- Convening the external and internal groups together to discuss their respective thoughts and activities and to ensure that their respective activities are aligned with our values and with each other.

What are our next steps?

- Making progress will require prioritizing and sequencing actions. The proposed plan of action is very complex, and therefore will be difficult to digest. The core groups will work together to ensure we are "gifting" this to constituents in "digestible chunks."

- We will need to determine which of these activities will need to proceed linearly and which can be addressed concurrently.

- We will conduct a contradiction analysis which examines our current state, examines our recommendations, and determines what needs to remain committed and true, and what needs to change.

- Determine which of our recommendations require immediate funding.

- Determine how we support less urgent activities with existing human and fiscal resources.

Community Engagement as an organizational value lives in the heart of the organization. It is evident in all of the organizations policies, transactions, decisions & activities

Community Engagement as a set of disparate loosely connected actions . connected with planning, projects, or in response to episodic events.

CE

The homeostatic state

CE

Create a government, structure and culture that has community engagement at its core
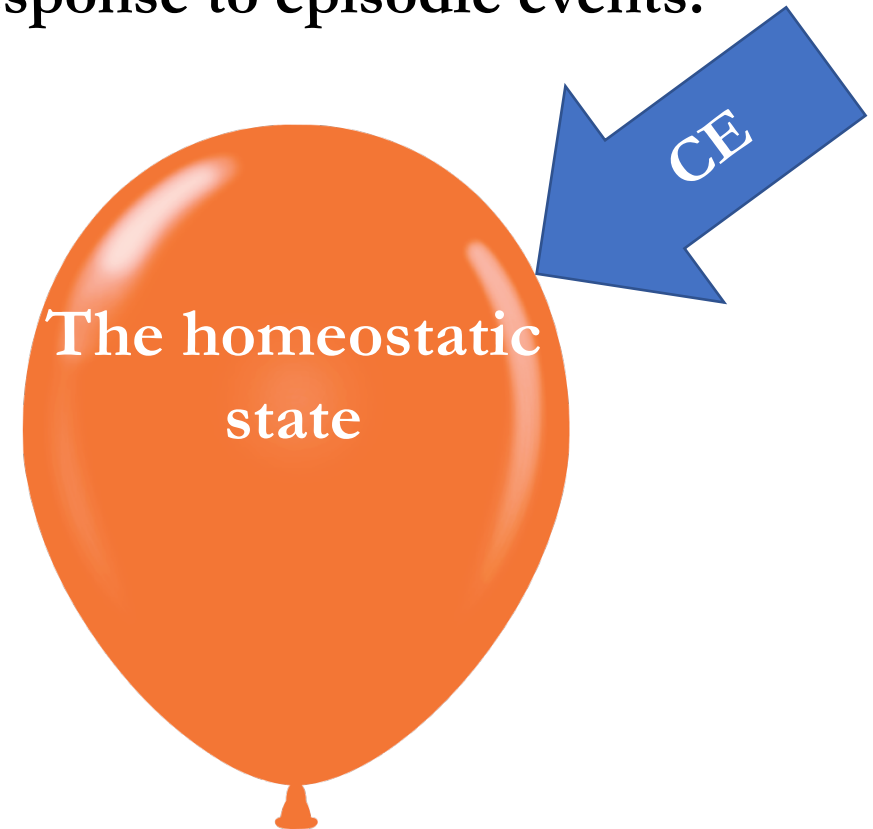
Community engagement: An Organization Value

Community engagement is not a set of disparate activities created to give the appearance that we will care what constituents, need, want, and feel or as a legal requirement of the project planning process. When community engagement is an organizational value. It functions in the heart of our organization. As an organizational value it should be evident in all:

- Products, programs and services,
- Policies, decisions and activities,
- Budget policies, processes and decisions,
- Personnel policies, processes and decisions, and
- Transactions

Core underlying values
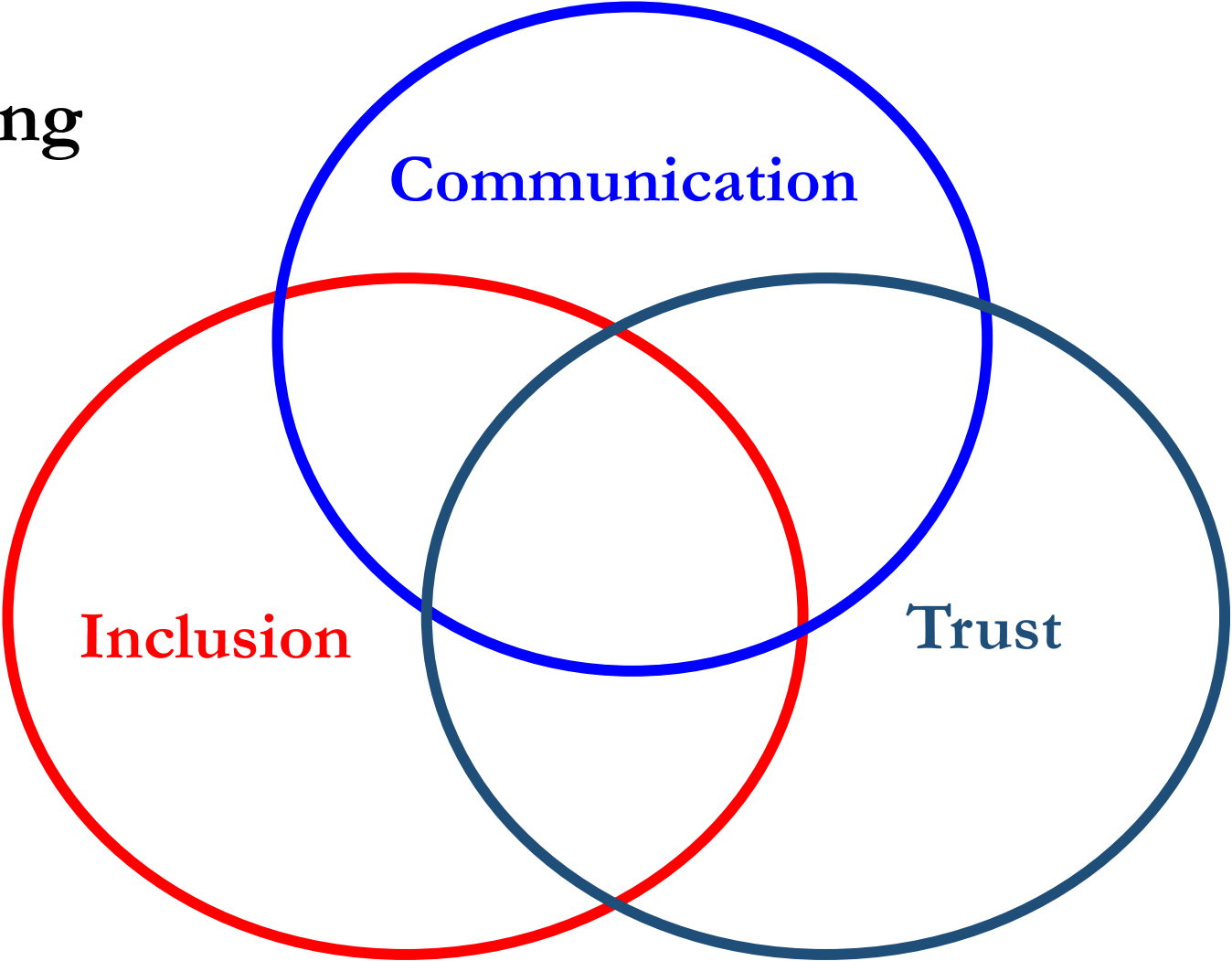
What is community engagement?

Community engagement is a way of ensuring that community members have access to valued social settings and activities, feel that they can contribute meaningfully to those activities, and develop functional capabilities that enable them to participate fully. (Seattle)

What is community engagement?

- The constant flow of energy, knowledge, and information between constituents and their government.

- Harnessing and focusing the collective intelligence, creativity, and energy of the citizenry, public servants, elected officials, and community organizations.

- Interactions between the City, constituents, and community organizations. Community engagement enables the community to offer opinions and propose ideas.

- Activities that engage constituents in providing energy, experience, and wisdom to contributing to the City making appropriate budget, policy, planning, and program decisions.

- The 1000's of daily transactions that occur between residents and their government.

- A vital component of the City's commitment to continuous learning.
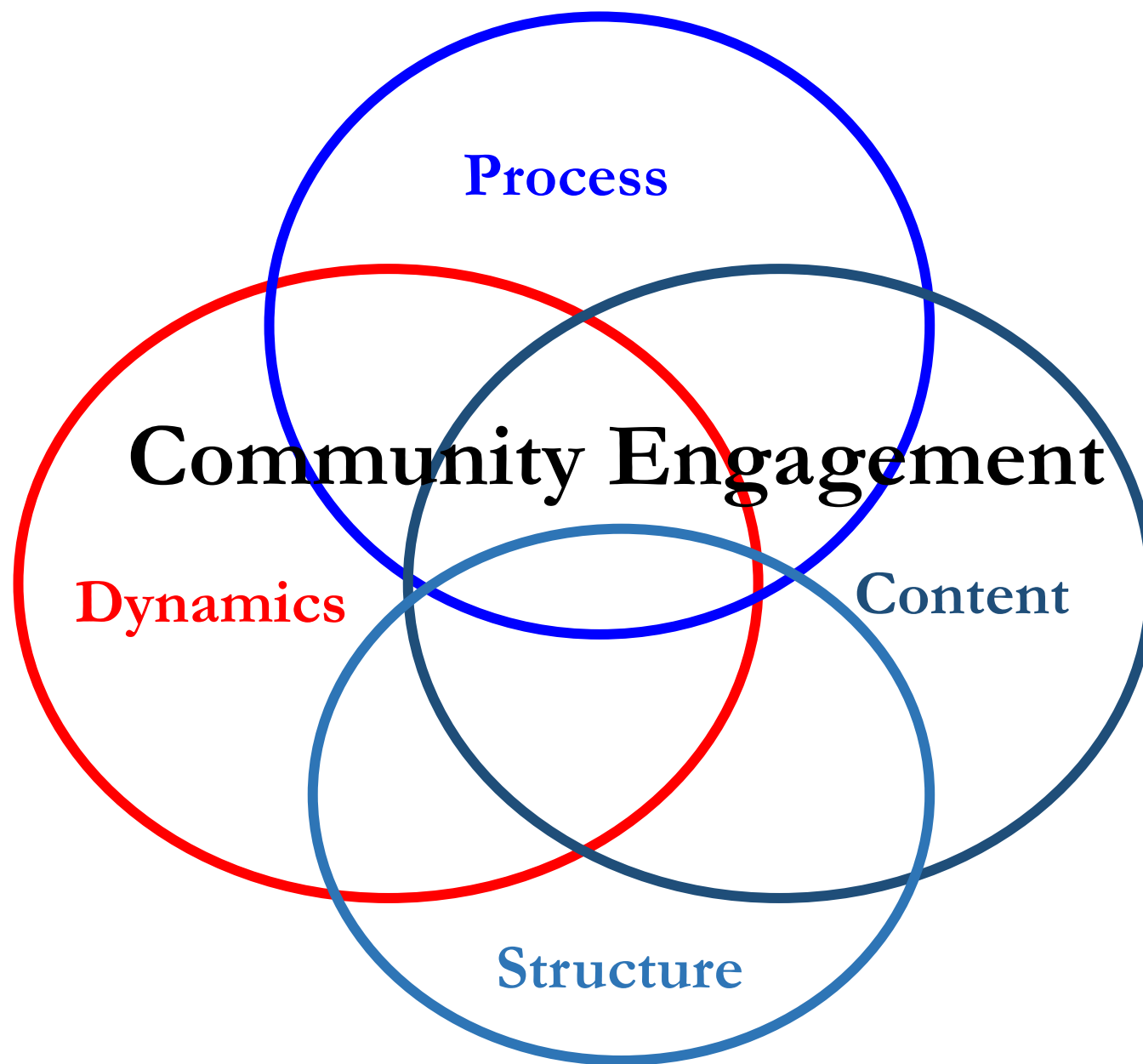
Preparing for the journey

You can't impose new strategies and ideas on a faulty foundation. Audit the structure and culture of City government and make necessary adjustments to create a foundation that will support community new strategies.

The structure of our work

- Hierarchy is another critical boundary that can affect collaboration within organizations. Some networks are similar to reporting relationships, which can constrain information flow and innovation. Others are more fluid and operate with less regard to the formal chain of command. What is good or bad practice depends on the kind of work the organization does. The benefit of network analysis is that it allows a manager to diagnose the extent to which hierarchy conditions information flow."

- Robert L. Cross & Andrew Parker: The Hidden Power of Social Networks

- "To this point, we have focused on collaboration within an organization. However, it's also crucial for managers to understand how new information and insights cross networks linking one organization to another."

The structure of our work

Even though the community engagement office needs to fit within the City's existing hierarchy and structure, our work will only be accomplished through internal and external, highly interactive, interdependent, collaborative social networks.

Organizational Structure and Culture

How the work is organized
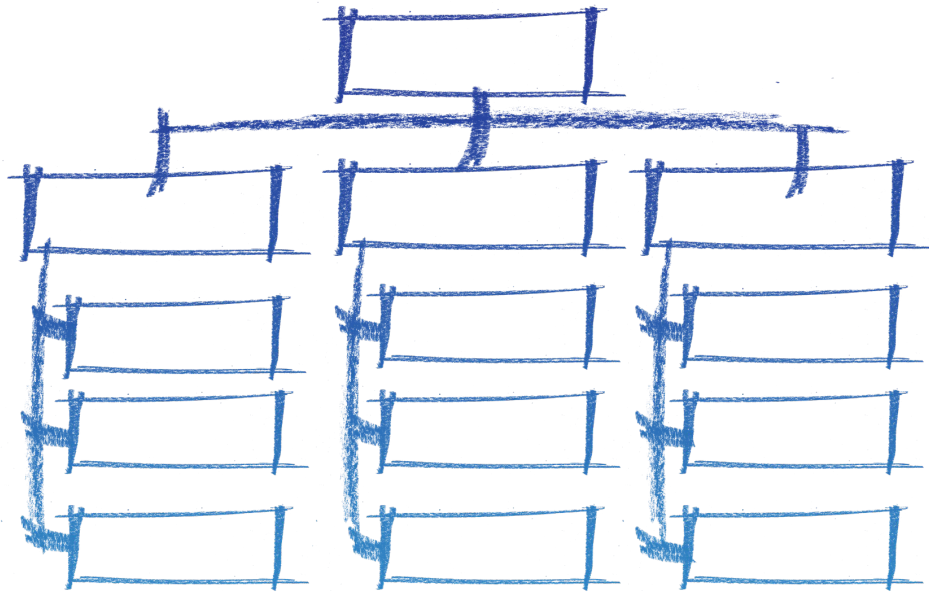
How the work really gets done-Interdisciplinary and Intersectional Social Networks

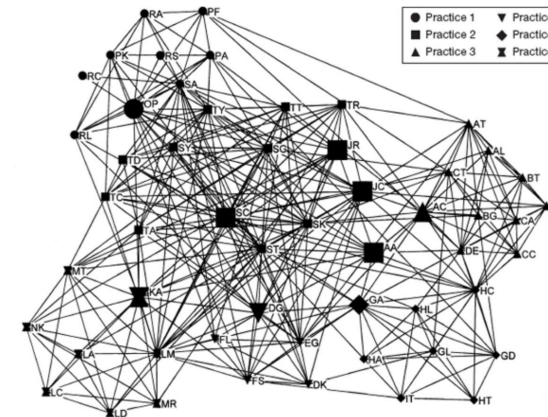The Hidden Power of Social Networks
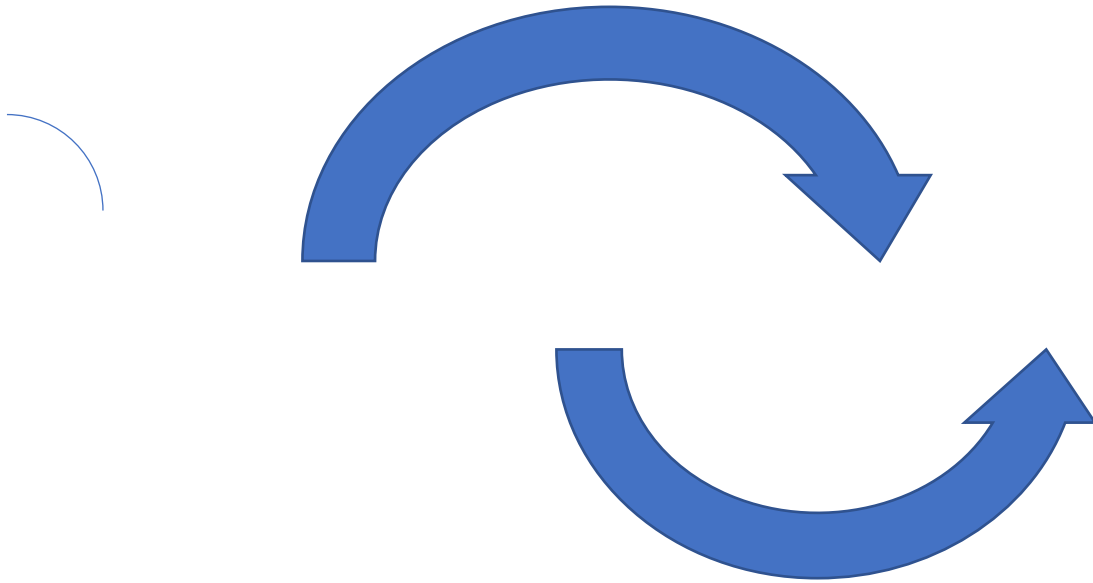
FIGURE 2-2a

Network of Top Fifty-Four Executives

● Practice 1	▼ Practice 4
■ Practice 2	◆ Practice 5
▲ Practice 3	✕ Practice 6

Evolution of Community Engagement

The Homeostatic State

The New Approach

Tipping Point

Force Field

Critical Mass
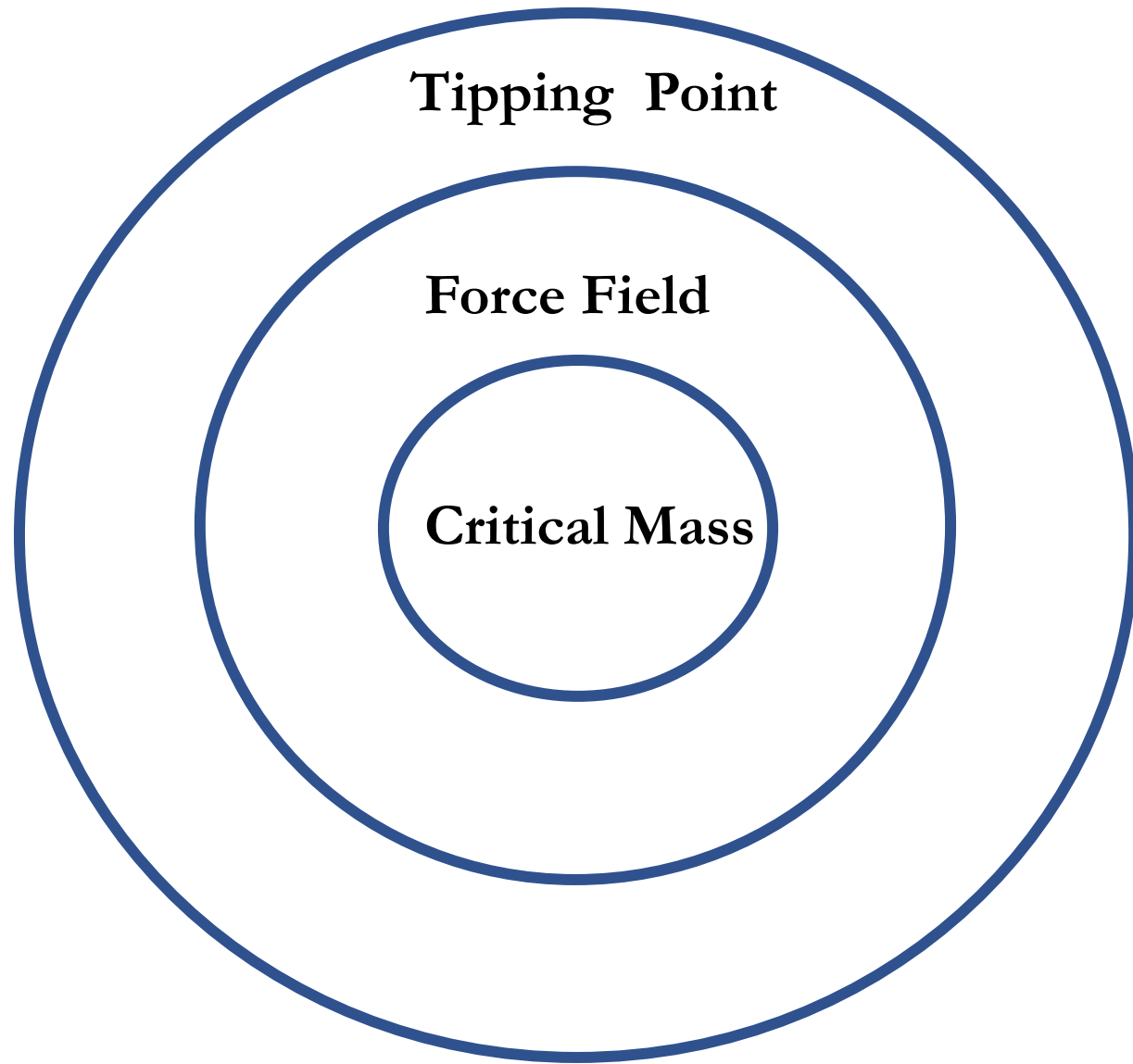
How we will create change

Questions? Feedback? Suggestions?