# AGENDA FOR THE
# ENGLEWOOD CITY COUNCIL
# STUDY SESSION
# MONDAY, MARCH 5, 2012

I. **Tour of Englewood Depot**
City Council will meet at the Englewood Depot for a tour at 5:00 p.m. and concludes at 5:30 p.m.

II. **Centennial Park Trail Loop Renovation**
At 6:00 p.m. in the Community Room, Parks and Recreation Director Jerrell Black and Open Space Manager Dave Lee will discuss the Centennial Park Trail Loop renovation.

III. **Humane Society – 6:20 p.m.**
Deputy City Manager Mike Flaherty and HSSPV CEO Nick Fisher will provide an update for the Humane Society of South Platte Valley.

IV. **Communications/Citizen Engagement – 7:00 p.m.**
Deputy City Manager Mike Flaherty and Communications Coordinator Leigh Ann Hoffhines will discuss communications and citizen engagement.

V. **City Manager's Choice**

VI. **City Attorney's Choice**

Please Note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood, 303-762-2407, at least 48 hours in advance of when services are needed. Thank you.

**MEMORANDUM**

To: Gary Sears, City Manager

Through: Jerrell Black, Parks & Recreation Director

From: Dave Lee, Open Space Manager

Date: February 29, 2012

Subject: Centennial Park Trail Loop Renovation

Jerrell Black, Parks and Recreation Director and I will be at the City Council Study Session on March 5, 2012 to update Council on the Centennial Park Trail Loop Renovation project.

This project will replace the existing 8 foot wide asphalt trail with a 10 foot wide concrete trail around Centennial Lake. The project also includes replacement of a bridge with an ADA accessible bridge, shoreline improvements for fishing and installation of new landscaping around a waterfall and pond on the western shore of the lake. Educational signage depicting local wildlife and fish that are found in the lake will also be installed as part of the project.

The renovation project is being funded by an Arapahoe County Open Space Grant and Shareback funds.

Centennial Park

N Scale: 1 inch = 200 feet

# Memorandum

City Manager's Office

**TO:** Mayor Penn and Members of City Council

**THROUGH:** Gary Sears, City Manager

**FROM:** Michael Flaherty, Deputy City Manager

**DATE:** March 1, 2012

**SUBJECT:** Humane Society of the South Platte Valley – Supplemental Funding Request

The purpose of this memorandum is to summarize a discussion between representatives of the Humane Society of the South Platte Valley (HSSPV) and the cities of Englewood and Littleton regarding the financial condition of HSSPV and its request for supplemental funding.

**Background:**

On October 20, 2011 Nick Fisher, HSSPV Chief Executive Officer, made a formal request from the cities of Englewood and Littleton for an advance of $10,000 on their 2012 contract. Mr. Fisher explained that the primary factor for this request was their inability to meet their 2011 cash flow requirements. Mr. Fisher pointed out that while the HSSPV had been able to keep operating expenses well under budget; their adoption revenues did not met expectations. Mr. Fisher requested advance payments of $10,000 from each city to allow the HSSPV to meet their financial obligations for the remainder of 2011. He has also provided a review of the 2011 budget that described their current financial condition and steps that the HSSPV was taking to address the immediate situation. Both the cities of Englewood and Littleton agreed and the request was granted by each city in December.

Both Englewood and Littleton officials were concerned with the financial stability of the HSSPV and following the approval of the advance in October, scheduled a meeting on November 18, 2011. In attendance at that meeting were the city managers and mayors from the cities of Littleton and Englewood and Nick Fisher, Executive Director, and two members of the HSSPV Board of Directors.

The group reviewed the current financial situation of the HSSPV and discussed a pending 2012 budget shortfall, projected at $80,000, and optional long-term remedies. Based on year-end review of the HSSPV budget, the primary reason for the shortfall was that the cost of animal care for Littleton and Englewood, the two largest users of the shelter, are not being fully covered by the annual payments. In addition, due to the financial condition, staffing levels, the HSSPV

personnel must focus almost exclusively on day to day operations of the shelter and are not able to devote sufficient time to the areas of fund raising and development of long term financial viability.

The group requested that Mr. Fisher draft a proposal for funding and submit to the cities of Englewood and Littleton. The group requested that the proposal include actual cost attributable to each city for service provided, as well as funding for dedicated marketing and funding staff. I have attached a copy of Mr. Fisher's 2012 Budget Narrative, along with copies of the HSSPV 2012 Profit and Loss/Budget Statement (as amended to include accurate funding levels from both cities and marketing staffing costs for HSSPV). Also attached are the HSSPV statistics for 2011. The funding proposal is outlined below:

**Funding Proposal**

- Actual Cost of Service: The cost per animal that Englewood and Littleton are paying is below the actual cost of providing the service. Note from the 2011 statistics that the number of animal cases originated each by Englewood and Littleton are nearly equal and the combined total is nearly 80 percent of the total agency (government jurisdictions) animal cases. It should also be noted that non-agency cases reported in the HSSPV statistics are slightly over 50 percent of the total 2011 cases. Non-agency cases are originated primarily by individual community members that interact with HSSPV, including surrender of pets and delivery of stray animals. While the report does not break down these cases by jurisdiction, due the proximity of the shelter to Englewood and Littleton, those individuals are very likely to reside nearby and are non-agency cases are estimated to be similar in proportion to the governmental agency cases.

  During the November meeting with the managers and mayors, it was discussed that the actual cost per animal to HSSPV is much higher than $200, on which our current contracts are based. HSSPV calculated the actual cost per animal in 2011 based on the number of animal cases, approximately 2000 and the HSSPV budget of $625,500, resulting in an actual cost per animal in 2011 of $313. Based on the number of animals that were serviced in 2011 and applying the actual 2011 cost/animal, the actual cost of services for each of the cities in 2012 would be approximately $91,000, $41,000 greater than the currently contracted amount of $50,000. Using that same formula, the other governmental jurisdictions that contract with HSSPV, with the exception of Sheridan, are currently paying very close to the per animal cost of $313. Without supplemental funding in 2012 from Englewood and Littleton, the HSSPV is facing a cash deficit of approximately $75,000.

- Related Revenue Issues: In 2009, when HSSPV proposed their original business plan, participating government agencies were projected to fund 25% of an $800,000 budget, this funding would have been comprised of four agencies (Littleton, Englewood, Centennial and Arapahoe County) paying $50,000 each. To date two of the agencies who tentatively agreed to contract with the HSSPV have not participated. This has resulted in the HSSPV having a smaller base of revenue and animals to work with. While they have attempted to address this issue through fund raising efforts, the HSSPV current staffing resources have not been able to secure funding to cover the cost of services that are not currently being covered by the participation government agencies.

- HSSPV Board Recommendation: The Board of Directors of the HSSPV came to a consensus that in order to make their organization financially stable they need to ask Englewood and Littleton to fund the proportion of the HSSPV budget based on each city's animal case volume. The participating government agencies currently fund only 22% of the HSSPV 2011 government agency related budget. If Englewood and Littleton increase their contributions in 2012 from $50,000 to $91,000 it would raise the government agency revenues to approximately 40% of the total HSSPV budget, which the Board believes to be a sustainable ratio.

- Sharing of Cost by Participating Agencies: The HSSPV will approach other participating government agencies and ask them to pay their fair share of the total costs. As indicated above, the revenue received from other agencies, with the exception of Sheridan is currently close to their proportional usage. HSSPV officials are meeting with City of Sheridan officials in the next few weeks to discuss their contribution. HSSPV will also monitor usage by the other agencies to confirm that they continue to pay their fair share. In addition, HSSPV continues to pursue contracts with other jurisdictions, including Arapahoe County. In the event that additional government participants are brought in, the cost/animal cost could be reduced as long as HSSPV has capacity.

- Options for Generating Additional Revenue: In addition to animal care, the additional funding is proposed to be used to generate revenue that could allow the HSSPV to improve their financial outlook in the future through fundraising and grants. However, with the current economy, the HSSPV has struggled financially. The city officials present at the meeting on November 18, 2011, suggested that the HSSPV provide a budget allocation to for marketing and development efforts.

At this time there are very limited options for Littleton and Englewood for provision of appropriate and proximate services that are currently being provided by HSSPV to our Code Enforcement Division and our community. City staff is very pleased with the services provided by the HSSPV. As stated in Mr. Fisher's narrative, the HSSPV needs to secure and maintain financial stability and he feels that the proposed funding plan is appropriate and necessary at this time. While the proposed supplemental funding for 2012 is substantial, it is based on actual costs and proportional usage by Englewood and Littleton. Staff will continue to work with HSSPV to insure that costs are fair and appropriate and will strongly encourage HSSPV to continue to pursue the participation of other government agencies and other funding sources in order to provide for long-term financial stability as well as fair and stable cost for participating agencies. Staff will also initiate discussions with HSSPV on our respective 2013 budgets to insure that the 2013 contract amount is fair and accurate and to avoid any future supplemental requests.

# Humane Society of the South Platte Valley
# 2012 Proposed Budget Narrative
# December 2011

## Budget Plan

During our meeting with the City Managers and Mayors of Littleton and Englewood a concept was proposed for determining what our base budget is, and then asking the participating government organizations to fund a percentage of that base budget.

Consensus by the managers, mayors and humane society board and management was the need for additional staff in the areas of fundraising and development and a volunteer manager should be included in our base budget projections.

During the development of this base budget the humane society board felt we needed to expand our spay neuter clinic to be able to generate more revenue. Our board felt that we could accomplish this by exercising our option to lease the B unit of our current facility. This would give our spay neuter operation better visibility within the community and we felt we could market the clinic better to generate more revenue through public surgeries. We have talked with a granting organization about providing some of the funding for the relocation of the clinic to the other unit and have had a positive response.

When we first proposed our original business plan in mid 2009 the cities were projected to fund 25% of an $800,000 budget, this funding would have been comprised of four agencies paying $50,000 each. To date two of the agencies who committed to contracting with the humane society have not participated. This has left the humane society scrambling to make up that funding by trying to increase our donations through fundraising events and grants. With the current economy, the humane society has struggled financially and as we all agreed, we need help from the government organizations through increased funding to help stabilize our organization financially.

The consensus of our board was that in order to make the humane society a financially stable organization we needed to ask the cities assistance in funding 40% of the base budget. The cities through their contracts currently fund approximately 20% of our current budget. This proposed budget plan would have Englewood and Littleton increasing their contributions through their agreements in 2012 to $91,000 each.

There is genuine concern about losing the smaller government agencies if we were to ask them to increase their contracts to reach the 40% level immediately. It would require some of them to double their annual contract amounts. We have not had discussions with any agencies pending the meetings with the city's of Englewood and Littleton. Our goal is to gradually increase the contract amounts of the smaller agencies over time (hopefully by 2014) to reach the 40% objective.

Our ultimate goal is to be able to start working towards building a new shelter. In order to achieve that vision and dream we need to cultivate donors to participate in a capital campaign. We all feel that the south Denver and Arapahoe County and North Douglas County communities would support us in a capital campaign. We need to be able to show financial stability and we feel that this is the best plan to help us to this. The immediate goal is to be able to build community awareness and run our operation without having to deal with the cash flow crises and worry about our year-to-year survival.

## Income

**Appeals**-Two appeals have been budgeted. Both appeals are projected to make $10,000 each. One appeal is projected to happen in the spring and the other in the fall.

**Contributions**-Actual contributions in 2011 were generally over $5000 per month. With the addition of a Development Manager we are projecting that $5500 per month should be easily achieved.

**Grants**-With the addition of a Development Manager our hope is that we can increase our grant funding. Grants have a great opportunity for growth. Four grants have been included in the budget; Bates ($10-15K), Tiger Tree Foundation ($15K), PetSmart Charities ($38K) and the Best Pets/Prince Foundation ($15K) plus one other grant for $10K, which comprises the $93,000, budgeted.

**Events** – A spring fundraiser is projected to make $20,000 and the Woof and Wag is projected to make $30,000.

**Government Contracts** –See the narrative above.

**Program Service Revenue** – Adoption Revenue is projected at $12000 per month. In 2010 we averaged over 100 adoptions per month. In 2011, our adoptions dropped to 88 per month. We are hoping with the addition of staff to help with marketing and volunteers that we will build more positive community awareness, which will increase our adoption numbers.

S/N Income is projected at $4000 per month, with the addition of the B Unit of the building and a grant to help relocate our S/N Clinic to the other unit to help bring in more public surgeries per month. $4000 per month equates to 14 public surgeries per week.

Microchip and Vaccine Revenues are projected to be slightly higher than 2011 based on more public surgeries and the opportunity to provide these services to more customers.

Retail Sales are projected to be much higher at $2000 per month. This is based on the board and management's desire to put more focus and emphasis on retail sales of pet related goods and apparel. With the utilization of more volunteers via the Volunteer Manager we hope to increase this income area dramatically.

Other Program Service Revenue line items are projected to be close to or the same as 2011 budget numbers. The exception is Surrender Income where we have seen a slight increase over what was budgeted for 2011.

## Cost of Sales

**Appeal Expenses** -$1500 has been projected for each appeal.

**Event and Merchandise** – $5000 is budgeted for a spring fundraiser and $10,000 for Woof and Wag expenses. $800 per month is being budgeted for the purchase of merchandise, collars, leashes, etc.

## Expenses

**Shelter Expenses** – Most shelter expenses remain at 2011 budget levels. Expenses will increase slightly for Outside S/N Expense and Clinic Medical Supplies due to the increase in surgeries.

**Payroll Expenses** – Additional positions were added in the base budget. A part time Development Manager, a part time Volunteer Manager and making the Surgical Technician a full time position.

**Occupancy** – We are looking at leasing the B Unit of the building to enhance our S/N Clinic and provide additional office and retail space for our operation. The monthly lease payment for the building is estimated to increase to $8,000 per month. Utilities would increase to $1500 per month with the additional space. The storage trailer, trash and other occupancy expenses are budgeted in line with the 2011 amounts.

**Office Expense** – Bank/CC Fees are budgeted at $500 per month. Sales Taxes have been increased based on higher merchandise sales. All other office expenses were kept at 2011 budget levels.

**Insurance** –This is our general liability, auto and our umbrella policies, which are being budgeted at the same levels as 2011. Our health and dental insurance costs are projected to be about $4500 a month by adding an extra full time employee.

**Professional Fees** – This would include adding an accounting service at $500 a month and the payroll service.

# Humane Society of the South Platte Valley
## Profit & Loss Budget Overview
January through December 2012

| | Jan 12 | Feb 12 | Mar 12 | Apr 12 | May 12 | Jun 12 | Jul 12 | Aug 12 | Sep 12 | Oct 12 | Nov 12 | Dec 12 | TOTAL Jan - Dec 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Income | | | | | | | | | | | | | |
| Contributions and Grants | | | | | | | | | | | | | |
| Appeals | | | | | 10,000.00 | | | | | 10,000.00 | | | 20,000.00 |
| Contributions | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 5,500.00 | 66,000.00 |
| Events | | | | | 20,000.00 | | | 30,000.00 | | | | | 50,000.00 |
| Grants | 28,000.00 | 3,000.00 | 3,000.00 | 13,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 13,000.00 | 3,000.00 | 3,000.00 | 18,000.00 | 96,000.00 |
| Total Contributions and Grants | 33,500.00 | 8,500.00 | 8,500.00 | 18,500.00 | 38,500.00 | 8,500.00 | 8,500.00 | 38,500.00 | 18,500.00 | 18,500.00 | 8,500.00 | 23,500.00 | 232,000.00 |
| Government Contracts | | | | | | | | | | | | | |
| City of Cherry Hills Village | 5,250.00 | | | | | | | | | | | | 5,250.00 |
| Town of Parker | 21,000.00 | | | | | | | | | | | | 21,000.00 |
| Town of Columbine Valley | 500.00 | | | | | | | | | | | | 500.00 |
| City of Sheridan | | | 10,000.00 | | | | | | | | | | 10,000.00 |
| City of Lone Tree | 5,500.00 | | | | | | | | | | | | 5,500.00 |
| City of Englewood - 40% | 91,000.00 | | | | | | | | | | | | 91,000.00 |
| City of Littleton - 40% | 91,000.00 | | | | | | | | | | | | 91,000.00 |
| Total Government Contracts | 214,250.00 | | 10,000.00 | | | | | | | | | | 224,250.00 |
| Program Service Revenue | | | | | | | | | | | | | |
| Adoptions | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 144,000.00 |
| Redemptions | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 18,000.00 |
| Daily Care | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 450.00 | 5,400.00 |
| Surrender | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 16,800.00 |
| Euth/Disposal | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 325.00 | 3,900.00 |
| Microchip | 200.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 3,500.00 |
| Spay/Neuter | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 48,000.00 |
| Vaccines | 500.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 750.00 | 8,750.00 |
| Retail Sales | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 24,000.00 |
| Total Program Service Revenue | 22,375.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 22,725.00 | 272,350.00 |
| Total Income | 270,125.00 | 31,225.00 | 41,225.00 | 41,225.00 | 61,225.00 | 31,225.00 | 31,225.00 | 61,225.00 | 41,225.00 | 41,225.00 | 31,225.00 | 46,225.00 | 728,600.00 |
| Cost of Goods Sold | | | | | | | | | | | | | |
| Appeal Expense | | | | | 1,500.00 | | | | | | 1,500.00 | | 3,000.00 |
| Event Expense | | | | | 5,000.00 | | | 10,000.00 | | | | | 15,000.00 |
| Merchandise Expense | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 9,600.00 |
| Total COGS | 800.00 | 800.00 | 800.00 | 800.00 | 7,300.00 | 800.00 | 800.00 | 10,800.00 | 800.00 | 800.00 | 2,300.00 | 800.00 | 27,600.00 |
| Gross Profit | 269,325.00 | 30,425.00 | 40,425.00 | 40,425.00 | 53,925.00 | 30,425.00 | 30,425.00 | 50,425.00 | 40,425.00 | 40,425.00 | 28,925.00 | 45,425.00 | 701,000.00 |

# Humane Society of the South Platte Valley
## Profit & Loss Budget Overview
January through December 2012

| | Jan 12 | Feb 12 | Mar 12 | Apr 12 | May 12 | Jun 12 | Jul 12 | Aug 12 | Sep 12 | Oct 12 | Nov 12 | Dec 12 | TOTAL Jan - Dec 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Expense | | | | | | | | | | | | | |
| Shelter Expense | | | | | | | | | | | | | |
| Auto | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 2,400.00 |
| Cleaning Supplies | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 6,000.00 |
| Clinic Medical Supplies | 1,000.00 | 1,000.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 1,200.00 | 14,000.00 |
| Outside Spay/Neuter Expense | 2,000.00 | 2,000.00 | 2,000.00 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 26,250.00 |
| Emergency Vet Services | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 10,800.00 |
| Equipment | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 1,200.00 |
| Microchip Supplies | 500.00 | 500.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 11,000.00 |
| Misc | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 1,200.00 |
| Uniforms | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 300.00 |
| Vaccines and Medicine | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 1,700.00 | 20,400.00 |
| Total Shelter Expense | 7,025.00 | 7,025.00 | 7,725.00 | 7,975.00 | 7,975.00 | 7,975.00 | 7,975.00 | 7,975.00 | 7,975.00 | 7,975.00 | 7,975.00 | 7,975.00 | 93,550.00 |
| Payroll Expenses | | | | | | | | | | | | | |
| Salaries and Wages | 26,600.00 | 26,600.00 | 39,850.00 | 26,600.00 | 26,600.00 | 26,600.00 | 26,600.00 | 26,600.00 | 26,600.00 | 26,600.00 | 39,850.00 | 26,600.00 | 345,700.00 |
| Payroll Taxes | 2,660.00 | 2,660.00 | 3,985.00 | 2,660.00 | 2,660.00 | 2,660.00 | 2,660.00 | 2,660.00 | 2,660.00 | 2,660.00 | 3,985.00 | 2,660.00 | 34,570.00 |
| Total Payroll Expenses | 29,260.00 | 29,260.00 | 43,835.00 | 29,260.00 | 29,260.00 | 29,260.00 | 29,260.00 | 29,260.00 | 29,260.00 | 29,260.00 | 43,835.00 | 29,260.00 | 380,270.00 |
| Occupancy | | | | | | | | | | | | | |
| Storage Trailer Rental | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 960.00 |
| Facility Lease | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 96,000.00 |
| Repairs and Maintenance | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 250.00 | 3,000.00 |
| Trash/Disposal | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 4,800.00 |
| Utilities | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 18,000.00 |
| Total Occupancy | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 10,230.00 | 122,760.00 |
| Office Expense | | | | | | | | | | | | | |
| Sales Tax | | | 600.00 | | | 600.00 | | | 600.00 | | | 600.00 | 2,400.00 |
| Bank/CC Fees | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 6,000.00 |
| Dues and memberships | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 75.00 | 900.00 |
| Office Supplies | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 4,800.00 |
| Postage and Shipping | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 300.00 |
| Telephone | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 700.00 | 8,400.00 |
| Total Office Expense | 1,700.00 | 1,700.00 | 2,300.00 | 1,700.00 | 1,700.00 | 2,300.00 | 1,700.00 | 1,700.00 | 2,300.00 | 1,700.00 | 1,700.00 | 2,300.00 | 22,800.00 |
| Insurance | | | | | | | | | | | | | |
| Auto Insurance | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 2,400.00 |
| D&O Insurance | 1,500.00 | | | | | | | | | | | | 1,500.00 |
| General Liability Insurance | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 7,200.00 |
| Health Insurance | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 54,000.00 |
| Umbrella Insurance | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 960.00 |
| Workers Compensation Insurance | 839.00 | 839.00 | 839.00 | 839.00 | 839.00 | 839.00 | 839.00 | 839.00 | 0.00 | 0.00 | 0.00 | 839.00 | 7,551.00 |
| Total Insurance | 7,719.00 | 6,219.00 | 6,219.00 | 6,219.00 | 6,219.00 | 6,219.00 | 6,219.00 | 6,219.00 | 5,380.00 | 5,380.00 | 5,380.00 | 6,219.00 | 73,611.00 |
| Professional Fees | | | | | | | | | | | | | |
| Accounting | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 7,800.00 |
| Total Professional Fees | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 650.00 | 7,800.00 |
| Total Expense | 56,584.00 | 55,084.00 | 70,959.00 | 56,034.00 | 56,034.00 | 56,634.00 | 56,034.00 | 56,034.00 | 55,795.00 | 55,195.00 | 69,770.00 | 56,634.00 | 700,791.00 |
| Net Income | 212,741.00 | -24,659.00 | -30,534.00 | -15,609.00 | -2,109.00 | -26,209.00 | -25,609.00 | -5,609.00 | -15,370.00 | -14,770.00 | -40,845.00 | -11,209.00 | 209.00 |

# Agency Outgoing Stats Summary For Date: 1/1/2011 To 12/8/2011

Report Generated: **Thursday, December 08, 2011 7:57:27 PM**

| Type | Status | Cherry Hills Village Animal Control | Englewood Code Enforcement | Littleton Animal Control | Lone Tree Code Enforcement | Sheridan Code Enforcement | Town Of Columbine Valley | Town Of Parker Animal Services | Non Agency | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Bird | Adopted Offsite | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | DOA | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | Euthanized By Offsite Vet | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| **Total Bird** | | **0** | **1** | **1** | **0** | **0** | **0** | **0** | **1** | **3** |
| | | | | | | | | | | |
| Bird (Wildlife) | DOA | 0 | 3 | 10 | 0 | 0 | 0 | 0 | 0 | 13 |
| | Euthanized | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| **Total Bird (Wildlife)** | | **0** | **4** | **10** | **0** | **0** | **0** | **0** | **0** | **14** |
| | | | | | | | | | | |
| Cat | Adopted | 0 | 3 | 0 | 0 | 2 | 0 | 1 | 27 | 33 |
| | Adopted Altered | 0 | 1 | 0 | 0 | 3 | 0 | 0 | 9 | 13 |
| | Adopted Offsite | 0 | 6 | 2 | 0 | 3 | 0 | 1 | 113 | 125 |
| | Adopted Offsite (Altered) | 0 | 5 | 1 | 0 | 1 | 0 | 2 | 41 | 50 |
| | DOA | 1 | 21 | 24 | 0 | 0 | 0 | 0 | 2 | 48 |
| | DOA - Final Disposition | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 |
| | Euthanized | 0 | 6 | 1 | 0 | 8 | 0 | 4 | 71 | 90 |
| | Euthanized By Offsite Vet | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 2 |
| | Reclaimed | 0 | 6 | 2 | 0 | 0 | 0 | 2 | 10 | 20 |
| | Transfer Out | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 5 | 6 |
| **Total Cat** | | **1** | **56** | **30** | **0** | **17** | **0** | **11** | **278** | **393** |
| | | | | | | | | | | |
| Dog | Adopted | 3 | 11 | 9 | 1 | 6 | 0 | 9 | 104 | 143 |
| | Adopted Altered | 1 | 24 | 10 | 0 | 5 | 0 | 11 | 55 | 106 |
| | Adopted Offsite | 1 | 4 | 5 | 0 | 1 | 0 | 6 | 83 | 100 |
| | Adopted Offsite (Altered) | 0 | 11 | 4 | 0 | 2 | 0 | 2 | 45 | 64 |
| | Adopted Unaltered | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 |
| | Agency Transfer Out | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | DOA | 0 | 5 | 1 | 0 | 2 | 0 | 0 | 4 | 12 |
| | DOA - Final Disposition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| | Escaped | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| | Euthanized | 0 | 5 | 0 | 0 | 0 | 0 | 1 | 31 | 37 |
| | Euthanized By Offsite Vet | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 2 |
| | Reclaimed | 4 | 115 | 70 | 14 | 21 | 1 | 26 | 58 | 309 |
| | Transfer Out | 1 | 4 | 3 | 0 | 1 | 0 | 2 | 32 | 43 |
| **Total Dog** | | **10** | **180** | **102** | **15** | **39** | **1** | **58** | **416** | **821** |
| | | | | | | | | | | |
| Ferret | Adopted Offsite | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| **Total Ferret** | | **0** | **0** | **0** | **1** | **0** | **0** | **0** | **0** | **1** |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Guinea Pig | Adopted Offsite | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 |
| **Total Guinea Pig** | | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **2** | **2** |
| | | | | | | | | | | |
| Kitten | Adopted | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 7 |
| | Adopted Altered | 0 | 6 | 2 | 1 | 0 | 0 | 1 | 49 | 59 |
| | Adopted Offsite | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 6 | 7 |
| | Adopted Offsite (Altered) | 0 | 2 | 8 | 0 | 0 | 0 | 1 | 69 | 80 |
| | Adopted Unaltered | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3 | 6 |
| | Euthanized | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | Euthanized By Offsite Vet | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| | Reclaimed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| **Total Kitten** | | **0** | **10** | **10** | **1** | **0** | **0** | **5** | **136** | **162** |
| | | | | | | | | | | |
| Mammal | DOA | 3 | 19 | 114 | 0 | 5 | 0 | 0 | 0 | 141 |
| | DOA - Final Disposition | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 |
| | Euthanasia In Field | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | Euthanized | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total Mammal | | **3** | **26** | **115** | **0** | **5** | **0** | **0** | **0** | **149** |
| | | | | | | | | | | |
| Puppy | Adopted | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 16 |
| | Adopted Altered | 0 | 4 | 1 | 0 | 2 | 0 | 2 | 62 | 71 |
| | Adopted Offsite | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | 19 |
| | Adopted Offsite (Altered) | 0 | 3 | 1 | 0 | 1 | 0 | 2 | 106 | 113 |
| | Adopted Offsite (Unaltered) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 7 |
| | Adopted Unaltered | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 |
| | Euthanized | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| | Euthanized By Offsite Vet | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| | Reclaimed | 0 | 2 | 2 | 1 | 1 | 0 | 1 | 2 | 9 |
| | Transfer Out | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 13 | 14 |
| | Unassisted Death | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3 |
| | Unassisted Death - In Foster | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 |
| Total Puppy | | **0** | **10** | **4** | **1** | **4** | **0** | **5** | **237** | **261** |
| | | | | | | | | | | |
| Rabbit | Adopted Altered | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| **Total Rabbit** | | **0** | **0** | **0** | **1** | **0** | **0** | **0** | **0** | **1** |
| | | | | | | | | | | |
| Reptile | Transfer Out | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| **Total Reptile** | | **0** | **1** | **0** | **0** | **0** | **0** | **0** | **0** | **1** |
| | | | | | | | | | | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Reptile (Wildlife) | DOA | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| **Total Reptile (Wildlife)** | | **0** | **0** | **2** | **0** | **0** | **0** | **0** | **0** | **2** |
| | | | | | | | | | | |
| Rodent | Adopted Offsite | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| **Total Rodent** | | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **1** | **1** |
| | | | | | | | | | | |
| **Total All Animals** | | **14** | **288** | **274** | **19** | **65** | **1** | **79** | **1071** | **1811** |

# Memorandum

## City Manager's Office

TO: Mayor Penn and Members of City Council

THROUGH: Gary Sears, City Manager
Michael Flaherty, Deputy City Manager

FROM: Leigh Ann Hoffhines, Communications Coordinator

DATE: February 29, 2012

SUBJECT: March 5th Study Session: Communications & Citizen Engagement

Deputy City Manager Mike Flaherty and I will be in attendance at Monday's Study Session to present general information on our communications and citizen engagement efforts.

Our goal has always been to provide consistent, accurate, and timely information through as many avenues as possible so citizens and businesses can access the information through a variety of means. We will provide a brief overview of our current methods and will outline our future plans to increase communication and citizen engagement opportunities.

We look forward to your feedback and guidance at the Study Session. If you have any questions in the meantime, feel free to contact us.

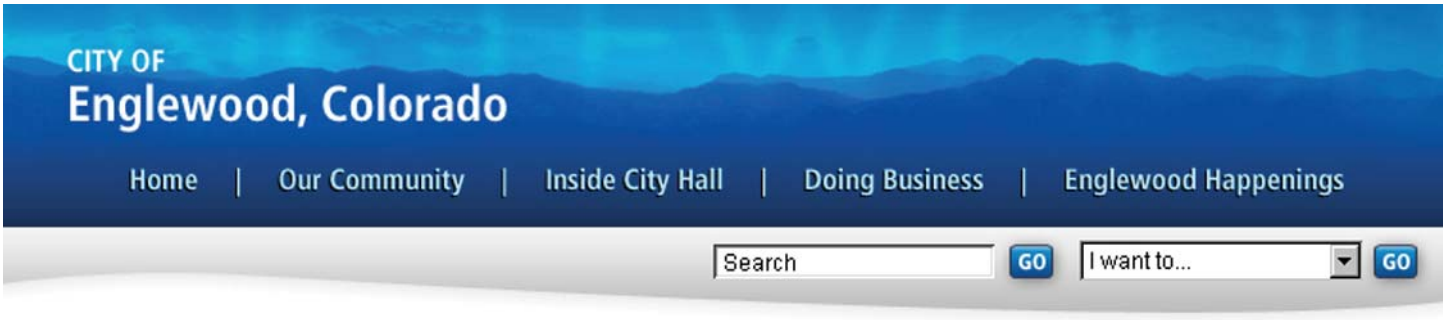
Attachments: Tips on working with the media
Website statistics
Excerpt from "A Manager's Guide to Evaluating Citizen Participation" by Dr. Tina Nabatchi, professor at the Maxwell School of Citizenship and Public Affairs, Syracuse University

## Tips on working with the media

Here are some basic tips we try to use when interacting with the media:

- Be well prepared before addressing the media. Try to anticipate questions a reporter might ask and keep in mind the message you are trying to convey.
- Provide organized and concise answers, making your most important points first.
- Always be cooperative and honest. Your credibility is key – don't give the media any reason to doubt it.
- Avoid a "No Comment" response. It can be perceived as an admission of guilt or an assumption that you are attempting to conceal the truth.
- Don't be afraid to say "I don't know." If you don't know the answer to a question, refer the reporter to someone who does. It's also perfectly acceptable to say "I don't know, but I will find out for you." If you realize you misstated something or gave an incorrect answer, be sure to follow up quickly with accurate information.
- Try to respond to negative questions with a positive answer.
- There is no such thing as "off the record." If you don't want it printed, don't say it.
- Choose your words carefully. A harmless comment can be damaging when it is quoted out of context.
- Be proactive – if there is a crisis that could be damaging to you or the organization, it may be better to share the information with the public before the media does. Breaking bad news can help shape the story before the story shapes you.

Compiled from a variety of sources, including:
- Institute of Leadership & Management
- University of Florida Media Relations Training Program
- Colorado Non-Profit Association
- Online Public Relations.com




# Some quick website stats:

Over the last few years, usage of the website has increased significantly.

| | Website Visits | Total Pageviews |
|---|---|---|
| In 2009 | 1,617,341 | 2,352,075 |
| In 2010 | 2,090,949 | 2,837,566 |
| In 2011 | 2,307,369 | 3,030,267 |

| e-Notifier Statistics | No. of Subscribers |
|---|---|
| Englewood Citizen Newsletter | 330 |
| Community Meeting Notices | 211 |
| City Council Agendas | 197 |
| Planning & Zoning Commission Agendas | 151 |
| Planning & Zoning Commission Minutes | 140 |

**Top Five most visited web pages:**

- Job Openings
- Pirates Cove
- Library
- Englewood Recreation Center
- Calendar of Events

**www.englewoodgov.org**

# Understanding Citizen Participation

## What is Citizen Participation?

Citizen participation can be broadly defined as the processes by which public concerns, needs, and values are incorporated into decision-making. Citizen participation happens in many places (e.g., civil society, electoral, legislative, and administrative arenas) and can take many forms (e.g., methods may range from information exchanges to democratic decision-making). The box, *Understanding Key Factors in Citizen Participation,* describes several other features by which participation processes may vary.

Citizen participation may be indirect or direct:

- **Indirect participation**, such as voting or supporting advocacy groups, occurs when citizens select or work through representatives who make decisions for them.
- **Direct participation** occurs when citizens are personally and actively engaged in decision-making.

This report focuses on the evaluation of direct citizen participation in public administration, namely, processes that:

- Are organized or used by government agencies
- Are designed to achieve specific goals
- Involve some level of interaction between the agency and participants

Direct citizen participation in public administration can be broadly defined as "the process[es] by which members of a society (those not holding office or administrative positions in government) share power with public officials [i.e., public managers and other agency officials] in making substantive decisions" related to a particular issue or set of issues (Roberts 2008a).

The International Association for Public Participation (IAP2) has identified core values for the practice of public participation. The following list is adapted from one on IAP2's website (http://www.iap2.org/):

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. The participation of those who are potentially affected by or interested in a decision should be sought out and facilitated.
3. Public participation should seek input from participants in designing how they participate.
4. Public participation includes the promise that the public's contribution will influence the decision.
5. How public input affected the decision should be communicated to participants.

### Understanding Key Factors in Citizen Participation

Citizen participation can take a wide variety of forms depending on the presence and extent of many key features.

- **Size.** Size of a process can range from a few participants to hundreds or thousands, and online processes potentially involve millions.
- **Purpose.** Processes are used for many reasons: to explore an issue and generate understanding, to resolve disagreements, to foster collaborative action, or to help make decisions, among others (NCDD 2008).
- **Goals.** Objectives can include informing participants, generating ideas, collecting data, gathering feedback, identifying problems, or making decisions, among others.
- **Participants.** Some processes involve only expert administrators or professional or lay stakeholders, while others involve selected or diffuse members of the public.
- **Participant recruitment.** Processes may use self-selection, random selection, targeted recruitment, and incentives to bring people to the table.
- **Communication mode.** Processes may use one-way, two-way, and/or deliberative communication.
- **Participation mechanisms.** Processes may occur face-to-face, online, and/or remotely.
- **Named methodology.** Some processes have official names and may even be trademarked; others do not employ named methodologies.
- **Locus of action.** Some processes are conducted with intended actions or outcomes at the organizational or network level, whereas others seek actions and outcomes at the neighborhood or community level, the municipal level, the state level, the national level, or even the international level.
- **Connection to policy process.** Some processes are designed with explicit connections to policy and decision-makers (at any of the loci listed above), while others have little or no connection to policy and decision-makers, instead seeking to invoke individual or group action or change.

6. Public participation should recognize and focus on the needs and interests of all participants, including decision-makers.
7. Public participation should provide participants with the information they need to participate in a meaningful way.

While the above descriptions make citizen participation sound tidy and scientific (which might be reassuring to public managers), in reality it is often messy and malleable. For example, many of the assumptions behind the IAP2 and other organizing principles for citizen participation do not always hold (see Table 1). Moreover, administrators may develop a participatory process with a specific goal or set of goals, but then have to revise the process to bring individuals and organizations to the table (and to make them happy once there). While this need to be responsive might help ensure broader participation, it might also mean that administrators have to compromise their original goals for the project. Thus, while methodical, systematic participation might be the desire, disorder and change are often the reality. Despite this reality, direct citizen participation is an important aspect of public administration, and it is here to stay.

## Why is Direct Citizen Participation in Public Administration Important?

Citizen participation is an accepted foundation of democracy. In modern democracies, citizen participation in government has traditionally meant indirect participation through voting. Indeed,

**Table 1: Assumptions and Realities about Citizen Participation**

| Assumption | Reality |
|---|---|
| Participation is led by government. | Participation may be organized in multiple sectors (e.g., civic, electoral, legislative, administrative). It may be directed and led by government, government may be one of many players, or government may not be involved at all. |
| Participation is focused on decision-making and helps direct government allocation of resources. | Participation can be done for reasons other than decision-making. Even when focused on decision-making, participation might not (and often need not) address resource allocation issues. |
| Participation is periodic and temporary. | Some participation processes are one-shot endeavors. Others are used repetitively, either for a continuing issue or in different settings but the same context (e.g., public participation under NEPA). Still other processes are long-term and ongoing. |
| Citizens want to actively participate in the work of government. | Citizens may not want to be involved in decision-making, and even if they do, may face real barriers (e.g., time, money) to participation. |
| Citizens can and want to help design how they will be involved in the participatory process. | In addition to interest levels and other barriers, citizens may not understand the various features of participatory design. Moreover, their expectations for participation might not be compatible with the requirements of laws, administrative rules, and other mandates. |
| Citizens understand their individual needs and interests, and are aware of the needs and interests of other relevant parties. | Citizens may not have (or have access to) information needed to assess their own needs and interests, let alone those of others. Even if they do have this information, citizens might give undue weight to personal rather than broader needs and interests (e.g., the "not in my backyard" phenomenon). |
| Government has sufficient time, financial, and other resources for engaging the public to solve complex public problems. | Contemporary government is operating under conditions of resource scarcity, and notions of "doing more with less" may be incompatible with expectations for broader citizen participation. |

until relatively recently, the focus of citizen participation was on gaining and guaranteeing the rights of all citizens to vote for representation in government (Keyssar 2000). Once these rights were established, the focus shifted from an emphasis on "the representative nature of government" to an examination of "direct participation by the citizenry in day-to-day activities of the state" (Stewart 1976).

Over the last few decades, demands for direct citizen participation in the United States have grown at the local, state, and national levels. Many calls for more direct participation are aimed at administrative agencies because they represent the most permeable area of government—where major decisions affecting the public are made and where citizens have the most potential influence. Moreover, the executive branch is where much of the actual work of government gets done and where officials are perhaps most easily held accountable.

At least two sets of arguments are behind calls for increased direct participation, including those based on normative ideals and those based on more pragmatic claims about the potential benefits of participation:

- **Arguments based on normative ideals.** Participation is intrinsically good, and it is the right thing to do regardless of other outcomes. Participation is an important part of democracy—it fosters legitimacy, transparency, accountability, and other democratic

values. Moreover, citizens should have a say (and want to have a say) in decisions that affect their lives, and, when done well, citizens actually like to participate. Administrative agencies make numerous decisions that affect the public, and citizens need to have a voice in those decisions. Therefore, participation should be a regular feature in the work of administrative agencies regardless of any benefits it may (or may not) produce.

- **Arguments based on the pragmatic benefits of participation.** The old (or traditional) ways of dealing with public problems no longer work because they do not account for the "new political conditions facing leaders and managers" and the new "expectations and capacities of ordinary people" (Leighninger 2012). Citizen participation offers a potential solution because it has many instrumental benefits for citizens, communities, and policy and governance. Participation creates and fosters better citizens because it promotes education about government and policy and improves basic civic skills and dispositions. It helps build healthy communities because it raises awareness about problems, develops the motivation, leadership, and capacity to address those problems, and builds social capital. It creates better policy decisions and improves governance because it generates more information, builds consensus, and increases buy-in and support of (potentially unpopular) decisions. Given these beneficial outcomes, participation should be a regular feature in the work of administrative agencies.

Not everyone agrees that participation is normatively desirable or that it always has instrumental benefits—many have suggested that too much participation can undermine the representative system of government and potentially harm citizens, administrators, and policy and governance. Unfortunately, empirical evidence does little to resolve this debate—suggesting at least one reason why more and better evaluation of citizen participation processes is needed: evaluating participation can help public managers maximize the benefits and minimize the challenges or drawbacks of participation.

Some public managers employ citizen participation because they realize it can have "positive benefits to the substance, transparency, legitimacy, and fairness of policy development as well as the general view of government held by citizens" (Lukensmeyer and Torres 2006). They also see the potential for a specific gain to be realized through participation in a particular issue or decision. However, it is fair to say that citizen participation, particularly at the federal and state levels, has traditionally been conducted in response to legal requirements or mandates (Bingham 2010; Bingham, Nabatchi, and O'Leary 2005).

A host of legislation at all levels of U.S. government directs managers to use citizen participation in a variety of administrative contexts (for discussion, see Bingham 2010). While it is beyond the scope of this report to detail all federal legislation requiring participation, there is now mandatory public participation in policy arenas such as the environment, planning, land use, housing, and emergency management, among others. Not surprisingly, the phrase "public participation" or a related term (such as public involvement) appear over 200 times in the United States Code and over 1000 times in the Code of Federal Regulations (Bingham 2010). Also note that President Obama's (2009) Open Government Memorandum and Open Government Initiative (http://www.whitehouse.gov/Open) call for more public participation in federal policy-making. Thus, regardless of normative desires or idealistic visions, public participation is important in public administration because it is often a legal requirement, and therefore a reality in the work of many public managers and public agencies. Beyond meeting legal requirements, however, public participation can also serve many purposes for public managers.

## What are the Goals of Citizen Participation in Public Administration?

Citizen participation can have many goals. When determining goals, public managers must be mindful not only of their own needs, but also the needs (and interests) of potential allies, stakeholders, and citizens. For example, participation can be used to:

- **Inform the public:** let citizens know about issues, changes, resources, and policies
- **Explore an issue:** help citizens learn about a topic or problem
- **Transform a conflict:** help resolve disagreements and improve relations among groups
- **Obtain feedback:** understand citizen views of an issue, problem, or policy
- **Generate ideas:** help create new suggestions and alternatives
- **Collect data:** gather information about citizens' perceptions, concerns, needs, values, interests, etc.
- **Identify problems:** get information about current and potential issues
- **Build capacity:** improve the community's ability to address issues
- **Develop collaboration:** bring groups and people together to address an issue
- **Make decisions:** make judgments about problems, alternatives, and solutions

Scholars and practitioners have developed numerous models, frameworks, and typologies for understanding citizen participation (e.g., Arnstein 1969; Cooper, Bryer, and Meek 2006; Creighton 2005; Fung 2006; NCDD 2008), but perhaps the most prevalent is the International Association for Public Participation's Spectrum of Public Participation (IAP2 2007).

The IAP2 Spectrum of Public Participation presents a five-point continuum of participatory processes: inform, consult, involve, collaborate, and empower. Each point along the spectrum represents a different purpose for citizen participation and has a different level of citizen empowerment or shared decision-making authority. The five points, from lowest to highest shared decision authority, are discussed briefly below (all quotes are from IAP2 2007 unless otherwise noted). Figure 1 presents an adapted version of the spectrum, including the goals and promise at each point, along with some general (i.e., unnamed) and specific (i.e., named) processes (see IAP2 2006 for a more complete list of techniques, tools, and processes that can be used at points along the continuum). It is important to note that the many examples that fall in the same category have fundamental differences in both their design and their assumptions about how and why public engagement should be done.

### Inform

At the first level of the spectrum are processes that inform, or "provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions." At this level, the public has virtually no shared decision-making authority; thus, the promise made by government to the public is simply, "We will keep you informed." Some examples of informational processes include static websites, mailings, bill stuffers, fact sheets, 311 call centers, and open meeting webcasts. Social media tools such as Facebook and Twitter are also sometimes used to inform the public.

### Consult

At the second level are processes that consult with the public, or "obtain public feedback on analysis, alternatives, and/or decisions." Consultation processes provide minimal, if any,

**Figure 1: Modified Spectrum of Participation***

Increasing Level of Shared Decision Authority

| | Inform | Consult | Involve | Collaborate | Empower |
|---|---|---|---|---|---|
| **Goal of Public Participation** | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions | To obtain feedback on analyses, alternatives and/or decisions | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution | To place final decision-making in the hands of the public |
| **Promise to the Public** | We will keep you informed | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible | We will implement what you decide |
| **Examples** | Websites, Mailings, Bill Stuffers, Fact Sheets, 311 Call Centers, Open Meeting Webcasts, Social Media Tools (e.g., Facebook or Twitter) | Public Meetings, Focus Groups, Citizen Surveys, Public Comment Devices, Interactive Websites | Public Workshops, National Issues Forums, Deliberative Polling®, Wikiplanning | Citizen Advisory Committees, 21st Century Town Meeting®, Citizens Jury® | Delegated Decision-Making Processes, Participatory Budgeting |

**This chart is adapted from the IAP2 Spectrum of Public Participation (IAP2 2007).*

shared decision authority, and promise only to "listen to and acknowledge [citizens'] concerns and aspirations, and provide feedback on how public input influenced the decision." Some face-to-face examples include traditional public meetings and focus groups. Other consultation processes are done remotely through citizen surveys or various public comment devices; still others are done through specific interactive websites such as SeeClickFix.com, FixMyStreet.com, or LoveLewisham.org, as well as through numerous other general websites that use social media and Web 2.0 technologies.

## Involve

At the third level are processes that involve the public, or "work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered." Involvement processes promise that public "concerns and aspirations are directly reflected in the alternatives developed;" thus, they have an inherent level of shared decision authority, though this can range from low to moderate. Public workshops are a general example of face-to-face involvement processes, and National Issues Forums (e.g., Melville, Willingham, and Dedrick 2005) are a specific example. Deliberative Polling® (e.g., Fishkin and Farrar 2005) is a specific example that may be done face-to-face or online, and wiki-planning (www.wikiplanning.org) is a specific online example.

## Collaborate

At the fourth level are processes that collaborate with the public, or "partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution." Collaborative processes promise that public "advice and recommendations" will be incorporated "into the decisions to the maximum extent possible;" thus, they have a moderate to high level of shared decision authority. Some citizen advisory committees may be structured as collaborative processes. The America*Speaks* 21st Century Town Meeting® (Lukensmeyer, Goldman, and Brigham 2005) and the Citizens Jury® (Crosby and Nethercut 2005) are specific examples of face-to-face collaborative processes.

## Empower

At the highest level are processes that empower the public, or "place final decision-making in the hands of the public." Empowerment processes have the highest level of shared decision authority because the promise made is that the government will implement what the public decides. Participatory budgeting, which may be done online or face-to-face, can be an empowerment process, particularly when done in the style of Porto Alegre, Brazil, where citizens make neighborhood-level decisions on budgeted items (see, Abers 1998; Baiocchi 2001; Wampler 2007). Other processes that guarantee delegated decision authority can also be considered empowerment processes.