

... with many

*Both alone and with many ...
we will transmit this City,
not only not less, but greater
and more beautiful than it
was transmitted to us.
– Oath of the Athenian
Citizen*

Communication and Citizen Participation: New Roles for Local Government and Citizens



*This is a course of Local Governance University (LGU),
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LGU is supported by the U.S. Education for Development and
Democracy Initiative (EDDI) and implemented by Research
Triangle Institute, North Carolina, USA*





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Acknowledgements

We recognize the contributions of many to the development and ongoing improvement of this workshop.

Ghana Ministry of Local Government and Rural Development, Accra, Ghana
Institute for Local Government Studies (ILGS), Accra, Ghana
Ghana Institute of Management and Public Administration, Accra, Ghana
Foundation for Local Government Reform (FLGR), Sofia, Bulgaria
Kumasi Metropolitan Assembly, Ashanti Region, Ghana
The Bulgarian cities of Blagoevgrad, Dobrich, Gabrovo, Haskovo, Stara Zagora, and Razgrad
The Municipality of Gliwice, Poland
City-County Communications and Marketing Association (3CMA), Washington, DC, USA
Research Triangle Institute (RTI), Research Triangle Park, North Carolina, USA
U.S. Agency for International Development in Ghana and Bulgaria
USAID Leland Initiative
Education for Development and Democracy Initiative, USAID Africa Bureau



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**Building Effective Communities:
New Roles for Local Government and Citizens**

Workshop Participant Workbook

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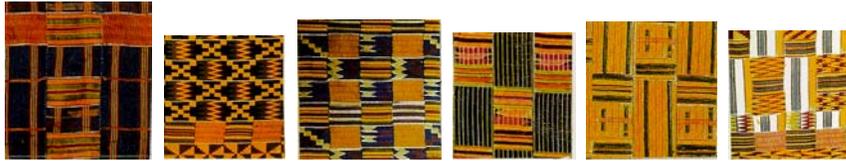
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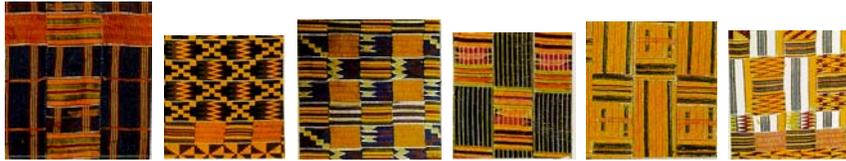
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Local Governance University (LGU)
www.rtilgu.org
Communication & Citizen Participation Workshop
Kumasi Metropolitan Assembly, Ashanti Region, Ghana
Workshop Agenda

In Person: 16-20 July 2001
On Line: 21 July-15 September 2001

Day 1: 16 July

9:00 Welcome and opening remarks

Participant introductions

Participant expectations

Program, goals, norms and role of facilitator/trainer

10:30 *Coffee Break*

11:00 Concepts of participation

- New roles for local government and citizens
- Characteristics of people acting in new roles
- Modes of communication and participation
- Overview tools and techniques

Identification and assessment of key relationships

12:30 *Lunch*

14:00 Customer Friendly Government

- Characteristics
- Friendly City Hall
- Participatory Budget Process: Charlotte, North Carolina

16:00 Values and vision exercise

Reflection and analysis

17:00 *Adjourn for the day*



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Day 2: 17 July

9:00 Communication and participation tools

Tell/Sell Tools: press releases, publications, meeting notices, Metropolitan Assembly agenda, meeting minutes

Test/Consult Tools: surveys, focus groups, meeting rules, public hearings, boards and commissions

10:30 *Coffee Break*

11:50 *Join Tools:* neighborhood partnerships, economic development planning, community problem solving

12:30 *Lunch*

14:00 Action Planning

- Review of Planning Model
- Selection of an Opportunity
- Development of Kumasi *With Many Action Plan*

18:00 Commitment to action and continued learning through LGU

Days 3-5: 18-20 July

Using the Internet and LGU at the Kumasi Community Learning Center

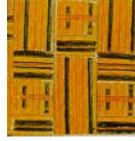
21 July-15 September

Action plan progress supported by on-line learning through LGU



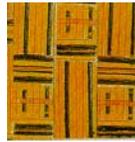
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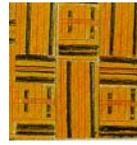
I ***ntroduction***



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Workshop Goals

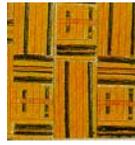
- Share citizen participation concepts and experience
- Review communication and participation tools and their practical applications
- Develop an action plan to strengthen communication and relationships between citizens and local government
- Produce results together



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Workshop Norms

- Be open to new views and ideas
- Be brief
- One person speaks at a time
- Participate actively
- Turn off cell phones
- Have fun!



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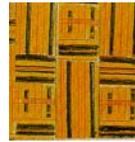
Role of the Facilitator/Trainer

The facilitator/trainer will:

- Present information about communication and citizen participation concepts and experience
- Help the group respect the workshop norms
- Ask questions to stimulate discussion about participants' ideas and experience
- Give instructions for group exercises
- Be open to ideas about how to achieve expectations and the workshop goals

The facilitator/trainer will not:

- Lecture
- Be a participant
- Impose his/her own ideas about content
- Evaluate or make judgments about participants' ideas or what has been gained from the workshop



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Trainer Lesson Plan for In-Person Kickoff (2 days)

Kumasi, Ghana 2001

Pre-Workshop Notes

30 minutes before workshop begins:

- *Coffee, tea, juice, biscuits or rolls are available as participants arrive.*
- **Flip Chart #1** – Welcome – is displayed on flip chart easel.
- **Name Tags** available at each table with multiple colors of magic markers.
- **Four Drawings** are displayed on the walls
- **Greeters** welcome participants, ask them to select a seat, prepare their name tag.

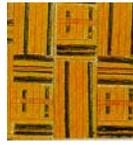
Session 1: Opening

Session Objectives

- Introduce participants
- Introduce workshop objectives, environment

Materials needed (in order they are used during the session)

- **Flip Chart #1** - Welcome
- **Drawings** of four objects: (microphone, telephone, table and chairs, woven Kente cloth)
- **Flip Chart #2** - Instructions for participant introduction exercise: *Please:*
 - * Go to the drawing that you think best illustrates how the Assembly communicates with citizens.
 - * Each person introduces himself by name and place of work to others in the group
 - * Remain by the object and discuss with the others why you have chosen this object
 - * Designate a spokesperson who will introduce each person in the group to the other participants and to make a brief summary (3 minute) of why the group chose the object
 - * You have 10 minutes.
- **Flip Chart #3** - Instructions for participant expectations. *Please:*
 - * By table/small group, discuss what each participant hopes to gain from the workshop.
 - * Identify the three most common expectations
 - * Designate a spokesperson to report to the group
 - * You have 10 minutes
- **Flip Chart #4** - Workshop Norms
 - * Be open to new views and ideas
 - * Be brief
 - * One person speaks at a time
 - * Participate actively
 - * Turn off cell phones



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- * Have fun!
- **Flip Chart #5** - Parking lot
- **Slide #1** - Workshop Goals
 - * Provide an introduction to citizen participation concepts
 - * Review participation and communication tools and how to use the
 - * Develop action plans for strengthening communication and participation
- **Slide #2** - workshop program
- **Slide #2a: LGU Home on Web Browser**
- **Slide #2b: Facilitator Dos and Don'ts**
- **Slide #2c: Oath of Athenian Citizen**

Session Process

9:00

10 min.1) **Opening remarks:** Mayor (preferred) or Key Assembly Official

9:10

5 min.2) **Trainers/facilitators introduce themselves**

9:15

30 min.3) **Ice breaker/ participant introductions**

- Introductory exercise
 - Trainer says: "Since this workshop is about participation, we have designed it to be participatory. We want you to participate actively. So, to start we have an exercise designed to help you get to know each other and be active. Our objectives are to enjoy meeting each other and begin to learn how we view relationships in our community."***
- Ask participants to look at drawings displayed on the walls.
- Display **Flip Chart #1** and communicate instructions to participants
- After 10 minutes, ask each spokesperson to present the group's results. Trainer should be prepared to remind presenters to first present the group members and to be brief.
- Participants return to their seats

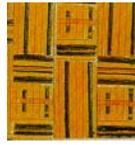
Trainer makes a content link: "You have just shared your views of how the Assembly communicates with citizens. In fact, communication between the Assembly and citizens and how it can be improved is the real topic of this workshop. Over the next 2 days, we will talk about why communication is important, its relationship to citizen participation and about various tools and experience in improving communication among all community stakeholders."

9:45

20 min.4) **Participant Expectations (contributed by table groups)**

Trainer explains: "It is important for us to know what you want to gain from the workshop to make sure the program responds to your needs."

- Read and show instructions - **Flip Chart ③**
- Ask for participant expectations, going from table to table. Write expectations on



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flip chart as you go. Keep flip chart papers posted in the front of the room for the next step.

Note: If participants are seated in a single table arrangement (a U or round table), the trainer can ask for pairs of participants to identify common expectations.

10:05

10 min. **5) Goals and program**

- Present the workshop goals, **Slide #1**
- Present workshop program, **Slide #2**, explaining briefly what will be covered in each session. Compare to participant expectations. Explain the in-person workshop on Days 1 and 2 and the on-line learning that begins on Day 3.
- Using a web browser or **Slide #2a of the LGU Home Page**, show LGU web site when discussing days 3 and beyond. Make it clear on-line learning is dynamic and tailored to match the results and lessons learned during Days 1 and 2.

10:15

10 min. **6) Review workshop norms, parking lot, and facilitator/trainer role**

- ◆ Review Workshop Norms, **Flip Chart #4**. Trainer asks: “*Are these clear? Does everyone agree with them? Do you want to discuss any additions?*”
- ◆ Post the Norms flip chart on the wall on a spot easily visible to all.
- ◆ Introduce the trainer/facilitator role, **Slide #2b**, by speaking in the first person, saying “*I will ...*” or “*I will not ...*”
- ◆ Introduce Parking Lot – **Flip Chart #5**. Explain (1) the parking lot is designed to help us capture thoughts may not directly apply to discussions under way (2) participants may post ideas or thoughts they want to capture for discussion at a future time. Just walk up to the Parking Lot and write your thought.

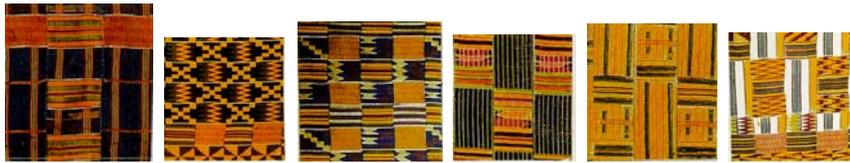
10:25

10 min. **7) Distribute (or have the participants walk to an area and get) participant workbooks.**

- ◆ Read the quote on first page from “*Oath of the Athenian citizen*,” **Slide #2c**
- ◆ Review briefly the notebook structure/organization
- ◆ Hold up the book and refer to sections

10:35

30 min. **COFFEE BREAK** (15 minutes)



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Session 2: Participation concepts

<p>Session Objectives</p> <ul style="list-style-type: none"> • Examine trends and evolving role of local government and citizens, globally and in Ghana • Discuss 5 modes of communication • Identify relationships between the Assembly and other stakeholders
<p>Materials Needed (in order they are used during the session)</p> <ul style="list-style-type: none"> • Flip Chart #6 - Session objectives (Please, see above objectives) • Flip Chart #7 - Instructions for identifying relationships exercise. <i>Please:</i> <ul style="list-style-type: none"> * Form small groups by stakeholder group: elected and appointed Assembly members; Assembly staff; NGOs, business and other citizen representatives; media * Identify relationships that are key to effective communication and participation in your community. * Rank the strength of the relationships from 1 to 5, 1 - least strong, 5 – strongest. * Select a spokesperson to present your group’s analysis. * You have 15 minutes. • Slides #3a-b – Characteristics of Local Government As Facilitator and Citizens As Active Owners • Slides #4a-b - Benefits and Costs of Citizen Participation • Slide #5 - What Is Communication? • Slide #6 - Modes of Communication and when to use them (text heavy graphic) • Slide #7 - Communication Modes with Tools (graphic with sample tools) • Slide #8 - Summary of Modes: All modes are legitimate...

Session Process

10:50

5 min.1) **Ice breaker:**

Trainer asks: *"How do the citizens in Kumasi Metro generally get information about what the Assembly is doing?"*

Trainer can summarize at end: *"There are many ways or few ways. The quality of a relationship depends in part on how much meaningful and useful information people in the relationship have. Let's now explore the basis for the relationship between local government and citizens."*

10:55

5 min.2) **Present Objectives**

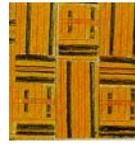
Flip Chart #6

11:00

30 min.3) **Lecturette**

- ◆ The new role for local governments: global trends, the context in Ghana
- ◆ New roles of government and citizens – **Slides #3a-b**
- ◆ Benefits and costs of citizen participation – **Slides #4a-b**

Note that citizen participation is about improving communication and building relationships in the whole community and within the institutions in it. The workshop is designed to model that process by involving representatives of many different groups (elected and appointed officials, NGO's, Assembly administrative and service staff, the media) and having them work together.



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Trainer asks, “*Is this concept clear? Are there any questions? Do you agree?*” Engage participants in a dialogue, then continue.

Trainer makes a transition comment: “*If we agree that improving communications is important, the question is **how do we do it?** There is not just one mode or way to communicate. Let’s start with a definition of communication.*”

4) Modes of communication

- ◆ Show and explain **Slide #5** - What Is Communication?
- ◆ Show and explain **Slide #6** - Modes of Communication
- ◆ Show and explain **Slide #7** - Communication Modes and Tools

Using Slide #7 (modes and tools) to engender discussion, the trainer asks: “*Are all sample tools clear? Are there any, in particular, on the slide you want to discuss? What tools are generally used in your community – by government, groups, and individuals in the room?*” Explain that governments operating in a conventional model typically emphasize tell/sell tools, while cities that are evolving toward the new model use the entire range of modes ... and they know when to use which modes and tools.

- ◆ Show **Slide #8** - Summary of Modes. Explain each bullet. Stress that all modes are legitimate and that successful, with-it communities know when to use which mode and tools.

11:30

30 min.5) Exercise : Identifying relationships

- ◆ Trainer reads instructions - **Flip Chart #7**. Trainer should cite a few examples, such as relationship between:
Assembly - Citizens
Assembly elected officials - Assembly staff
Citizens - Assembly council

Assembly staff - NGOs

Assembly staff - NGOs
NGOs - Citizens
Assembly staff - business community
Elected and appointed officials – business community

Trainer explains each relationship implies a two-way, interactive relationship, thus could be expressed as *Assembly-Citizens* or as *Citizens-Assembly*.

- ◆ The trainer identifies a table for each stakeholder group and asks the participants to move to their group table, work in small group as per instructions.
- ◆ Processing: Groups present their analysis of relationships. Trainer explains we will use the results of this analysis during action planning on Day 2.

12:00

10 min.6) Generalization



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Trainer asks: *"What is interesting or new to you about these concepts of citizen participation/local government communications?"*

12:10

5 min.7) **Application**

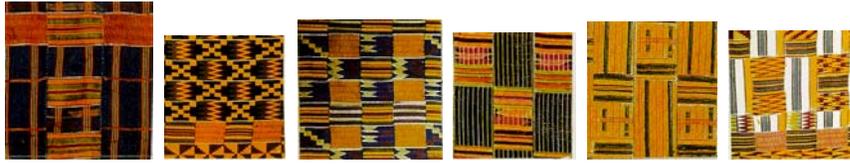
Trainer asks: *"How do you think you can apply these concepts?"*

12:15

5 min.8) **Closing**

Review session objectives. Trainer asks: *"Do you think we have achieved our objectives?"*

12:20 **LUNCH** (one hour)



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Session 3: Customer Friendly Government

Session Objectives

- Describe how local governments can use many modes of participation and various tools in an integrated way to serve and involve citizens
- Identify a vision and values supporting citizen participation in your community

Materials Needed (in order they are used during the session)

- **Flip Chart #8** - Session Objectives (please see above)
- **Slide #8:** Summary of Modes. All are legitimate...
- **Slide #9:** Characteristics of customer friendly government
- **Slide #10** - Shared vision and values
- **Slide #11** - Participatory budget process
- **Video Tape 1** - Charlotte Budget Process
- **Flip Chart #9** - Instructions for Vision and Values exercise
 - * Form small groups (random)
 - * By small groups discuss what you think should be the basic values of the city regarding communication and participation of citizens in local government affairs. Draw on city traditions and information from the workshop.
 - * Prepare a brief statement that represents the consensus view of the participants at the table. Write the statement on a flip chart for presentation.

Session Process

14:00

10 min. 1) **Ice breaker**

- ◆ Recall modes of participation from the morning session. Show modes and tools of communication – **Slide #7**
- ◆ Trainer asks participants: *"What modes of participation did you observe at lunch?"*

14:10

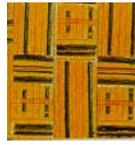
5 min. 2) **Present session objectives**

Flip Chart ©

14:15

30 min. 3) **Customer Friendly Government**

- ◆ Present Modes of participation: Putting it together, use **Slide #8**
- ◆ Emphasize last bullet: successful communities operate in all modes. Trainer makes a transition comment: *"Local governments that are using all modes are working in a customer friendly way."*
- ◆ Characteristics of customer friendly government, use **Slide #9**
- ◆ Shared vision and values, use **Slide #10**. Emphasize that a diverse community has many different perspectives on problems and opportunities.



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- ◆ Give examples of the vision and values of two cities - Phoenix and Krakow. Note how both statements reflect the local government commitment to participatory government.

14:45

60 min. 4) **Examples of customer friendly government** working in all communication modes

- ◆ Customer friendly city hall

Introduce by saying: *"The access that citizens have to city hall provides a demonstration of the Assembly's attitude and values regarding its relationship to citizens: it can be distant, cold and inaccessible or it can be open and demonstrate a customer service orientation."* Point out the story of the Gliwice, Poland, Customer Service Center. Encourage citizens to read it since Gliwice has inspired many communities.

- ◆ Participatory budget process, use **Slide #11**

Introduce by saying: *"The budget process is fundamentally about government and citizens working together to choose priorities which the city will fund. Therefore a customer-oriented government must engage citizens and community groups in a dialogue about the use of city resources."* Note that the diagram demonstrates how many tools are used to share information with citizens and city employees and to gather information from them.

- ◆ Charlotte, North Carolina budget, use **Video Tape 1**.

Provide background: *"Charlotte is a sister city of Kumasi! It is a city of just under 1 million people. It has a diverse economic base and a reputation for good management and a citizen orientation. However, as all cities, it has a wide range of service needs that its citizens demand. The video shows the beginning of a budget session of the city council that is shown on the local television station. The mayor will introduce the council and broadcast a video about Charlotte and its services. There is a video in the video. After the video, the mayor will lead a discussion about the budget and the schedule for its preparation."*

Ask participants to focus on the various types of communication that are used by the city of Charlotte to include citizens' perspectives. *"How does the city inform citizens, get citizen's opinions, and join with citizens to solve problems?"*

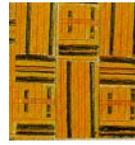
There will be a listing exercise at the end of the video. Ask participants to list the tools they see in the video on the page in their notebook entitled "Tools I Saw Used in Charlotte The page is the last one in Chapter 3. Hold up page.

After the video, ask the participants to spend a few minutes writing down the techniques they observed in their workbooks.

- ◆ Brainstorming: "What communication modes and tools did you observe in the video?" Ask for examples of what they observed. Record on flip chart.

15:45 **COFFEE BREAK** (20 minutes)

16:05



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30 min. 5) **Values and Vision Exercise**

Trainer makes a transition comment: *"As the Phoenix, Krakow, and Charlotte examples show, there are values and a vision that underlie a city's approach to governing. More and more frequently, city governments, such as Phoenix and Krakow, adopt explicit statements of their values. Sometimes the values are implicit, as in the case of Charlotte."*

- ◆ Read instructions to participants - **Flip Chart #9**
- ◆ Tape statements at front of room so they are visible by all tables.
- ◆ Report out. Ask a representative of each group to present read the group statement. Each representative should simply read the statement, not make a long comment on it. After each statement, ask participants to join you in applauding the team and their work. Ask if there are any clarification questions, but do not start a discussion of the value or correctness of the statement.
- ◆ When all statements have been read, ask if any participants would like to compare and contrast the statements, show the differences and similarities. If time is short, or if there are no volunteers, the trainer can make the comparisons, without making judgment on any particular statement. Draw attention to statements that reinforce the key messages of the seminar. Explain we will use these draft visions and values in action planning on Day 2.

16:35

10 min. 6) **Generalization**

- ◆ Review briefly the items of the session: characteristics of customer friendly government, vision and values and how they are expressed in the city hall, budget process and video.
- ◆ After having seen many examples that portray an integrated approach to communication, what have you learned? What is new about what you saw today?

16:45

10 min. 7) **Application**

The trainer asks: *"How can you use these techniques in Kumasi Metro?"*

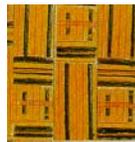
16:55

5 min. 8) **Closing**

Review objective – **Flip Chart #8** -- for the session. The trainer asks: *"Do you think we have achieved the session objective?"*

Let's congratulate ourselves for our hard work today (applaud, shake hands).
Provide any housekeeping information, such as location of dinner or reception and start time of tomorrow's workshop. **Remind people to arrive on time!**

17:00 **Adjourn**



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Session 4: Tell/Sell and Test/Consult Tools

Session Objectives:

- Define and discuss the types of communication tools that are involved in each of the modes of communication
- Discuss modes and tools most commonly used in Kumasi Metro.
- Identify modes and tools you think you should use more often in Kumasi Metro.

Materials needed (in order they are used during the session):

- **Flip Chart #10** - Session Objectives (Please, see above)
- **Slide #7** - Communication Modes and Tools
- **Slide #12** - Tell/Sell Tools - Effective When ...
- **Slide #13**-Giving information to citizens
- **Slide #14** - Test/Consult tools – Effective When ...
- **Slide #15** - Getting information from citizens

Session Process

9:00

5 min.1) Ice Breaker

- ◆ Reflections from the previous day's work
- ◆ The trainer asks: "What modes did you use or observe in your relationships with friends, family or colleagues last night/this morning?"

9:05

5 min.2) Present objectives

Flip Chart #10

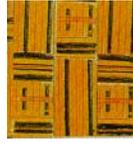
9:10

30 min. 3) Lecturette - Tell/Sell Tools

- ◆ Review modes of participation graphic – **Slide #7** -- Communication Modes and Tools
- ◆ Use **Slide #12** to review when it is most appropriate to use Tell/Sell tools. "These tools are most effective When ... Use **Slide #12**."
- ◆ Use and explain **Slide #13** -- Communicating information to to citizens
- ◆ Using **Slide #7** as a guide, discuss the Tell and Sell tools:
 - * Press release * Publications
 - * Council agenda * Meeting notice
 - * Council meeting minutes * Etc.

Ask which of these tools the participants would like to discuss in depth and review accordingly.

- ◆ Present the tool pages in the participant notebook and state that there are examples of many off these tools in the notebook for the participants to use later. After each tool page, check with the participants to see if they have any comments, questions or experiences they want to share about the Tell and Sell modes and the tools most commonly used in those modes.



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9:35

10 min. **4) Processing**

The trainer asks: *"How do these compare to tools that you have used? What other tell sell/ tools are you familiar with?"*

9:45

30 min. **5) Lecturette - Test/Consult**

- ◆ Begin with **Slide #7** - Communication Modes and Tools – to ensure flow to the Test/Consult modes and tools.
- ◆ Use **Slide #14** -- Test/Consult tools - Effective When ... - to discuss when these modes and tools are most effective
- ◆ Use and explain **Slide #15** - Getting information from citizens
- ◆ Using Slides #7 as a guide, present sample Test/Consult tools:
 - * Citizen surveys * Focus groups
 - * Assembly Meeting Rules * Public hearings
 - * Roundtables * Etc.

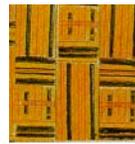
- ◆ Present the tool pages in this Test/Consult Chapter and state that there are examples of each tool in the notebook for the participants to look at later. If you know that a city is interested in a specific tool, go over the example. After each tool page, check with the participants to see if they have any comments, questions or experiences they want to share.

10:15

10 min. **6) Processing**

The trainer asks: *"How do these compare to tools that you have used? What other test/consult tools are you familiar with?"*

10:25 **COFFEE BREAK (20 minutes)**



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Session 5: Join Tools

Session Objectives: (Same as prior session)

- Define and discuss the types of communication tools that are involved in each of the modes of communication
- Discuss modes and tools most commonly used in Kumasi Metro.
- Identify modes and tools you think you should use more often in Kumasi Metro.

Materials Needed (in order they are used during the session):

- **Flip chart #10** - Session Objectives (same as prior session , please see above)
- **Slide #7**
- **Slide#16** -Join tools: Effective when ...
- **Gliwice Case Study from workbook for small group work**
- **Flip Chart #11** -Instructions for case study exercise. *Please:*
 - * Read the Gliwice, Poland, case study in Chapter 6
 - * Work in your group to answer these questions:
 1. What problem(s) caused the city to seek a new partnership with citizens?
 2. What tools/actions were used to involve people?
 3. What were the results?
 - * Prepare answers to 2-4 on flip chart and report the small group findings to the group.
 - * You have 20 minutes

Session Process

10:45

5 min.1) Ice Breaker

The trainer asks: *"How would you describe the kind of communication that is involved in the join mode?"*

10:50

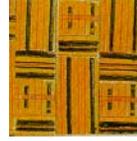
5 min. 2) Present objectives - Flip chart #10

10:55

30 min. 3) Lecturette

- ◆ Review modes of participation graphic – **Slide #7**
- ◆ Show and explain **Slide #16** - Join tools: Effective when ...
- ◆ Trainer reviews Join tools as tools in other modes:
 - * Partnerships * Boards and Commissions
 - * Neighborhood Councils * Vision Processes
 - * Study Groups * Etc.

Present the tool pages in Join Tools Chapter and state that there are examples of each tool in the notebook for the participants to look at later. If you know that a city is interested in a specific tool, go over the example. After each tool page, check with the participants to see if they have any comments, questions or experiences they want to share.



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11:25

30 min. **4) Small group work**

Before the session, the trainer selects case studies as a function of the size of the group - four tables, four case studies - making sure to include a mix of economic development and neighborhood case studies)

- ◆ Present instructions for small group work - **Flip Chart #11**
- ◆ Report out: Each group reports results of their work.

12:05

10 min. **5) Processing**

The trainer asks: *"How do these compare to tools that you have used? What other join tools are you familiar with?"*

12:15

10 min. **6) Generalization**

10 min. **7) Application**

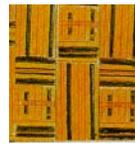
The trainer asks: *"How you will apply these communication tools to your work in your city?"*

12:35

5 min. **8) Closing**

- ◆ Review objectives for both morning sessions. Determine if people believe we have achieved them.

12:40 **Lunch** (one hour)



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Session 6: Participation Action Planning

Session Objective
Prepare draft community Action Plan
Materials Needed (in order they are used during the session):
<ul style="list-style-type: none"> • Video clip from Cote d'Ivoire, "Community Participation in Solid Waste/Sanitation" • Flip Chart #12 – Action Planning work instructions • Flip Chart #13 – Problem/Opportunity selection criteria <ul style="list-style-type: none"> Issue is important to citizens Action to improve can involve many stakeholders Action is likely to produce specific results in 3-6 months Result(s) can be measured • Slide #17- Action planning model • Slide #18 - Action planning steps • Slide #19 - Action planning worksheet

Session Process

14:00

15 min **Example of Community Action from Cote d'Ivoire.**

Introduce the video segment as an example of a community that prepared and implemented an action plan to involve citizens in keeping their community clean. Ask participants to watch video. Following the video, discuss briefly what participants think made the Cote d'Ivoire clean-up program successful over the short- and long-term.

10 min **Task instructions**

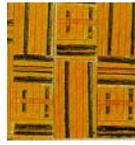
1. **Present the Action Planning Model**

- ◆ Show and explain the **Action Planning Model** – **Slide #17**.
- ◆ Show the **Action Planning Steps** – **Slide #18**.
- ◆ Recall the work that has already been done on the first day to identify a vision and values and to identify the strengths of key community relationships.

10 min **Brainstorm Kumasi Metro Issues**

- ◆ Review the rules of brainstorming:
 1. Give your ideas in a brief statement
 2. No discussion
 3. Every idea is valid/no judgment.
- ◆ Ask participants to brainstorm their ideas about the major problems facing the community that they can turn into an opportunity to improve communication and relationships in the community.

15 min **Select Priority Issue**



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- ◆ **Present the criteria for selecting a Kumasi Metro priority problem or opportunity:**

1. Issue is important to citizens
2. Action to improve can involve many stakeholders
3. Action is likely to produce specific results in 3-6 months
4. Result(s) can be measured

- ◆ Ask if the criteria are clear and if everyone agrees with them.
- ◆ Ask the participants to come up to the issues on flip chart and place a red dot beside the **ONE** they think is most important. After every one has voted. Identify the problem that has received the most votes.

45 min **Draft Action Plan in Small Groups**

- ◆ Show the Action **Planning Worksheet – Slide #19**
- ◆ Divide participants into groups.
- ◆ Ask each table to prepare an action plan for the priority problem.
- ◆ Groups have 45 minutes to prepare an action plan

Coffee break: Groups can agree to take the break whenever they choose during planning.

15 min **Group Reports and Analysis**

- ◆ Ask for a representative of each group to present the group's action plan. Congratulate them.
- ◆ As each group reports, trainer posts the action plans so they are visible.
- ◆ Compare the action plans, looking especially for common themes and actions.
- ◆ Next steps: *What actions can you take to move toward implementation?* Solicit ideas about specific actions they can take immediately. Trainer should record the ideas on a flip chart.
- ◆ Explain we will begin taking these steps using LGU to help.
- ◆ After a few key ideas, ask the participants to come up and sign the flip chart with the implementation ideas.

Evaluation of Kickoff

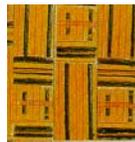
10 min

Trainer asks the participants to fill out the evaluation form in the back of the notebook.

Closing Ceremony/Kick off Adjournment

15 min

- On a center table, arrange participant certificates and flowers of many colors. Explain the symbolism: each flower is beautiful by itself and together they form a beautiful bouquet quite different from the individual flowers. Communities are like this bouquet. While each individual is beautiful alone, together they form a ... (localize the comparison to make it meaningful to the group).
- **Closing statement by mayor or representative of sponsoring agency.**
- Distribute certificates and flowers
- Review schedule and logistics for the Internet and Web training sessions to be conducted at the Kumasi Community Learning Center over the next two days.



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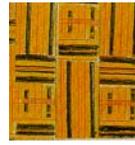


With Many Communication and Citizen Participation Workshop

Equipment Checklist (for in-person sessions, 30 participants)

B. Gadell, RTI

Quantity	Item
35	Participant Workbooks (extra for guests, etc.)
4	Drawings for Icebreaker: Person at Microphone, Telephone, People at Roundtable, Ashanti Cloth or other join mode image appropriate to locale
35	Blank Notepads and writing pens for participants (extra for guests, etc.)
2	Easels
3-4	Pads for Easels for recording and small group work
15	Magic Markers for recording and small group work. Mix of black, dark blue, dark green. Avoid red, yellow, orange since they are difficult to read.
2 (min.)	Rolls of masking tape (extra in case 1 disappears)
1 Box	Push pins or tacks in case you can't use masking tape on walls
1	Electronic projection device. Extra bulb.
1	Overhead projector for backup. Extra bulb.
1	Large screen for projecting. Substitute white wall or sheet if necessary.
1	Power strip
1	Extension Cord
1	PC Notebook (with a backup notebook if possible)
1 Set	PowerPoint Slides on Notebook
1 Set	Transparencies for backup
1	Video tape, Charlotte, NC, Budget Process
1	Video tape Côte d'Ivoire Citizen Participation-Sanitation
1 Set	Basic office supplies (just in case): Stapler and staples, tape, scissors, etc.



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When planning, don't forget these 6 room setup tips

by Tom Mucciolo

Space, the final frontier. What an appropriate motto for the modern presenter! Why? Because all too often the room itself is a presenter's last consideration.

When creating a space for use by several different presenters, however, there are a number of important parameters to consider. Let's look at the demands of three larger-than-normal spaces -- conference rooms, training rooms and auditoriums -- all of which can be improved by following a basic set of guidelines.

1. Light the presenter.

Good lighting is the key to a good presentation. The audience should see as much of the presenter's face as possible. You only need two "stage" lights to cross-light the presenter effectively. Add a dimmer pack and you can adjust the light level so the presenter can still see the audience while speaking. The goal is to create an unequal distribution of light, with most of the light in the room focused on the presenter, some light distributed over the audience and no light on the screen. *(Becky note: Never put participants in total darkness.)*

2. Get on stage.

Usually, when a person stands on the same level as the chairs, most people see only the top third of the presenter's body. In a setting of 25 people or more, it is preferable to use a platform or podium to raise the presenter two or more feet off the floor. Platforms make it possible for those in back to see more of the presenter. Besides, it is more difficult to communicate when less of your body is visible. *(Becky note: The key is to make certain the participants can see you while remaining essentially equal. Don't separate yourself too much by being on a stage! Better to roam the room than be separated from the people.)*

3. Avoid lecterns.

Whether or not to use a lectern is another issue. Lecterns cover about 75 percent of the body and restrict the movement of presenters, but many people like to use them to hold their notes or to hide behind. The best presenters avoid lecterns, but if you must use one, make sure it is angled 45 degrees to the audience and can be adjusted to the heights of different speakers. *(Becky Note: Avoid lecterns at all cost.)*

4. Project visuals high and large.

When visuals are used, make sure the image is large enough. Eight times the height of the image is the optimal viewing distance to read 24-point type. Here's a quick test: Stand back 8 feet from your notebook computer and view your presentation. If you can't read some of the text, the type size is probably smaller than 24 point.

Also make sure the bottom of the screen is at least 6 feet off the floor. This allows everyone in the room to see the full visual.

5. Place screen in the center.

The screen should be always be placed in the center of the viewing area. And because we read from left to right in the English language, the presenter should stand to the audience's left. In large venues, such as ballrooms, make sure the line of sight to the screen is unobstructed, and that the image is large and bright enough for people all the way in the back to see.



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6. Arrange seating carefully.

Where seating is not fixed, flexibility improves. Theatre-style seating is typical for large groups, but if the event is more than a half-day long, provide tables for a classroom-style approach. This will reduce the amount of people the space will hold by about 60 percent, but the comfort of your audience will be greatly enhanced.

Angling the chairs/tables (chevron seating) can also help increase the interaction among audience members. And, for smaller groups, interaction is increased when more people face one another, as they do in U-shaped arrangements. (*Becky Note: Chevron – close to what we did in Kumasi – is best for the CP workshop.*)

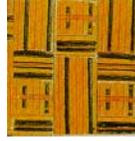
Forget the room at your peril

Most presenters ignore the importance of the room in which they are presenting. They take what they get when they arrive, and then, when the presentation fails, they wonder why.

As a presenter, it is your job to provide a room layout diagram to a meeting planner, a hotel AV group - or even a major presentation service -- to get what you want. To see a typical seating diagram, visit MediaNet's Web site (www.medianet-ny.com/layout.htm) and print a copy of our suggested room layout and other setup considerations.

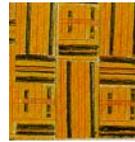
Tom Mucciolo is president of MediaNet Inc., a presentation skills company in New York. He can be reached at 212.682.2250 or tom@medianet-ny.com.

Originally published in the August 1998 issue of *Presentations* magazine. If you would like a copy of this issue contact the Circulation Department at 800.707.7749 or circwork@billcom.com.



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C *Concepts*



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Building Effective Communities: Emerging New Roles for Local Government and Citizens

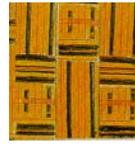
As Ghanaian local governments assume additional responsibilities and gain the authorities necessary to fulfill them, the relationships and interactions between citizens and metropolitan, municipal and district assemblies become increasingly significant.

Three global trends influence the shift toward action at the local level in Ghana and all over the world.

1. **Urbanization.** By the year 2001, for the first time in history, over half of the world's population will live in urban areas. The increased complexity of urban area challenges requires well-tuned local governing systems.
2. **Transition to democratic systems.** The 1980's brought dramatic shifts in many countries from highly centralized, often dictatorial regimes, to democratic systems committed to more effective and accountable government. Experience has shown that democracy best takes root at the local level where people are close to the issues and can conveniently get involved in decision-making.
3. **Globalization of the economy.** With the shift to market economies, the increasing flow of capital, goods and services across traditional national boundaries, and the effects of rapidly changing technology, decisions are increasingly made outside of national economic policy. Private firms setting up new operations have more choices when selecting one site over another. Local communities increasingly find themselves in intense competition with cities next door and all over the world.

The most successful communities in this new environment capitalize on the strengths of decentralized urban management and service delivery. They join the diverse talents, skills and perspectives of government and citizens to:

- Identify problems and opportunities,
- Choose priorities
- Define service delivery needs,
- Devise innovative and efficient ways to fund and deliver services, and
- Build communities that are attractive to both residents and new investors.



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Ghana's Unique Opportunities and Challenges

Ghana's communities have unique opportunities and challenges in this environment.

- National legislation supports increased local autonomy and opportunities for partnership between assemblies and citizens in their various roles as individuals, private business owners and workers, and members of NGOs. On the other hand, local government officials, businesses and interest groups are challenged with how to do it while keeping up with the practical application of legislative change and coping with challenges in the economy.
- Local governments are stretched to provide the basic services required by national laws and have little money for infrastructure maintenance and capital improvements.
- Journalists have gained editorial freedoms, access to information, and skills. They remain challenged to build professional skills, become financially viable and adequately cover issues and events at the national and community levels.
- People are busy working and making ends meet. Many hold down multiple jobs and have little time for and interest in "participating" in local government. Assemblies and NGOs are looking for practical ways to involve people.
- NGOs are growing in number and influence. They are searching for efficient and useful ways to help improve their communities.
- Local government support organizations -- such as the National Association of Local Authorities of Ghana (NALAG) and the Institute of Local Government Studies (ILGS) -- are maturing. They support local government development efforts while juggling multiple priorities, developing their skills, and working toward financial sustainability.

Operating in New Roles

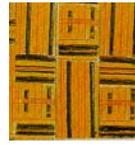
These global and local conditions underscore the importance of local governments and citizens assuming new roles.

Local Government as leader and facilitator in forging strong, effective partnerships that join diverse community interests to maximize opportunities and overcome challenges.

Citizens as active owners responsible with their local assemblies for defining government service priorities and determining their community's destiny.

Local governments as facilitative leaders share key characteristics. They:

Steer versus Row. Government recognizes it can't do it all, that its primary job is to govern and guide the community as a whole. They facilitate problem solving and delivery of key services rather than trying to be the sole source provider of all answers and services. Strategic thinking and effective policy direction transform government from reactive to anticipatory, from routinely administering services to effectively providing services or making certain they are provided. They find ways to leverage available resources. Interest groups, businesses and government join to determine the long-term direction of urban development and growth.



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Are Entrepreneurial. Local governments encourage competition in government service delivery. They contract services to the private and non-profit sectors to find the most cost effective service solutions. They build the capacity of their employees to improve service and work in innovative ways. They promote economic development by supporting private sector initiatives and corporate citizenship and by not intervening in – and reducing barriers to – private initiatives.

Focus on the Customer. They are driven by stated principles that support friendly government. They set goals based on customer expectations, priorities and willingness to pay. They revise services and procedures to focus on customer needs and determine quality based on customer requirements. They increasingly rely on consumers of government services to pay for the costs of those services through direct user charges.

Are Results Oriented. They set measurable objectives and fund outcomes, not just activity or inputs. For example, they monitor the malaria or HIV/AIDS rates and set goals to help reduce them, rather than measure just the number of shots or medications given at a polyclinic.

Involve Citizens in the Business of Government. They communicate with citizens in many modes. They share information freely, seek and use information and ideas from citizens. They partner with businesses, NGOs and media. They don't try to do everything for everybody. They make it easy and rewarding for citizens to share the responsibility of building a better community.

Citizens as active owners share key characteristics. They:

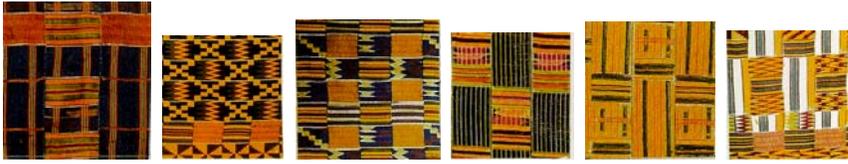
Create and seize opportunities to set the local government agenda, choose priorities and determine service delivery standards and costs.

Encourage innovation and government trial and error. They expect and tolerate mistakes. They allow government to take measured risks in the interest of improvement.

Behave like paying customers by telling assembly officials what services they need and want and identifying those they can tolerate at reduced levels or do without. They help government set service standards and tell service providers how they are doing. They tell government which services they are willing to pay for directly through user fees.

Focus on the big picture and community wide results, not just individual needs and interests. For example, citizens in the active owner role don't just call the district executive, regional minister, or Member of Parliament to complain about flooding in the local market. They help the local assembly organize a community initiative to analyze the problem and find creative and affordable ways to solving the problem.

Join in the business of government. They seek information and opportunities to get involved. They share time, skills, information and points of view, recognizing government doesn't have all the answers and perspectives. They recognize local government is people, both those elected or paid to work for a community and those living in it. They understand there is no clear line between representative and direct democracy.

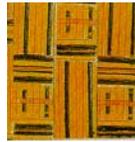


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How?

Local governments that take on this new role as facilitative leader are most effective when they work to build and continually strengthen relationships with citizens. They do this, quite simply, by doing, by bringing varied people together to choose priorities, work together, learn from the experience, and do it again and again.

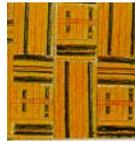
In 1998, a team of Bulgarian officials from five cities and two NGOs were seeking ways to improve service delivery to citizens. They visited counterparts in Poland and witnessed how two cities – Gliwice and Krakow – had shifted their focus to the customer and joined community talents to attract new business, including a new auto assembly plant. The Bulgarians agreed it was time their local governments behaved in these new ways and adopted the team slogan: “Heide” that means “Come On!”



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Characteristics of Local Government as Facilitative Leader

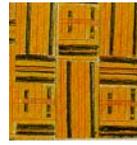
- **Steer versus row:** play a guiding and facilitating role, lead strategic thinking
- **Involve citizens in government:** citizens are partners in problem solving and maximizing opportunities
- **Focus on the customer:** know what citizens think, show that government serves citizens
- **Are entrepreneurial:** get the best service for the best cost
- **Are results oriented:** focus on impact rather than output or procedures



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Characteristics Of Citizens as Active Owners

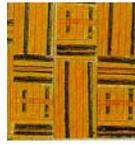
- **Create and seize opportunities** to set the local government agenda, choose priorities and determine service delivery standards and costs.
- **Encourage innovation** and measured risks in local government. Expect and tolerate mistakes.
- **Behave like paying customers** by telling government their priorities, which services they can do without and which services they will pay for through user fees.
- **Focus on the big picture** and not just individual issues or problems.
- **Join in the business of government.** They seek information and opportunities to share time, skills, information and points of view, recognizing government doesn't have all the answers and perspectives



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Benefits of Participation

- Citizens develop a better understanding of the complexity of issues.
- Local officials build understanding and support from those who have a stake in the decision or who will be effected.
- Government is better able to gather input and ideas from a broader audience.
- Entire community – not just local government -- shares accountability and understanding, “It’s our problem, not just the government’s problem.”



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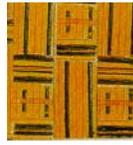
Costs of Participation

To Citizens...

- Time required to become involved and to follow even a single issue through to resolution
- Emotional demand, particularly when issue is lengthy or complex
- Potential for disappointment, frustration and disillusionment when participation does not bring desired result

To Government...

- Longer lead time for projects in order to include more people with information, ideas, views
- Potentially more difficult to reach resolution and make decisions
- Less apparent control over outcome



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Communication Is Relationships

- *Relationships* that help us achieve common vision and goals, solve problems and maximize opportunities.
- Ongoing *process*, not products or tools. Happening all the time in many ways.
- Goes by *many names*: Public relations, public information, community relations, promotion, marketing ...
- Not assigned to a person or group. *Responsibility, privilege* of all.



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Modes of Communication

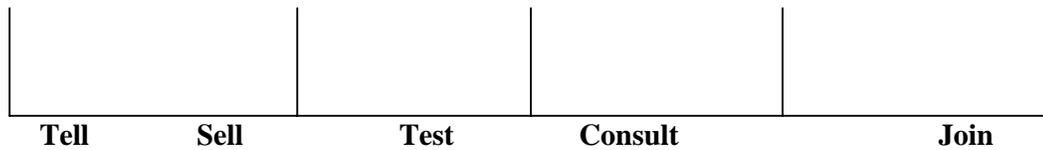
Government Oriented

Citizen Oriented

Information to Citizens

Information from Citizens

Partnerships



(Adapted from R. Tannebaum and W. Schmidt, "How to Choose a Leadership Pattern," Harvard Business Review, May/June 1973)

Tell: *"This is what the Assembly is doing."*

The speaker is providing information. Participation is limited to receiving information and asking questions for clarification. Information can be about decisions that have been made or results of municipal actions.

Sell: *"This is what we are going to do, and you (the citizen) are going to like it."*

The speaker is advocating or explaining a position or course of action. Participation is limited to asking questions for clarification and explanation of rationale.

Test: *"This is what the Assembly would like to do. What do you think about it?"*

The position or recommendation is essentially decided. Participation is to identify any traps, unforeseen consequences or major problems.

Consult: *"What do you think should be done?"*

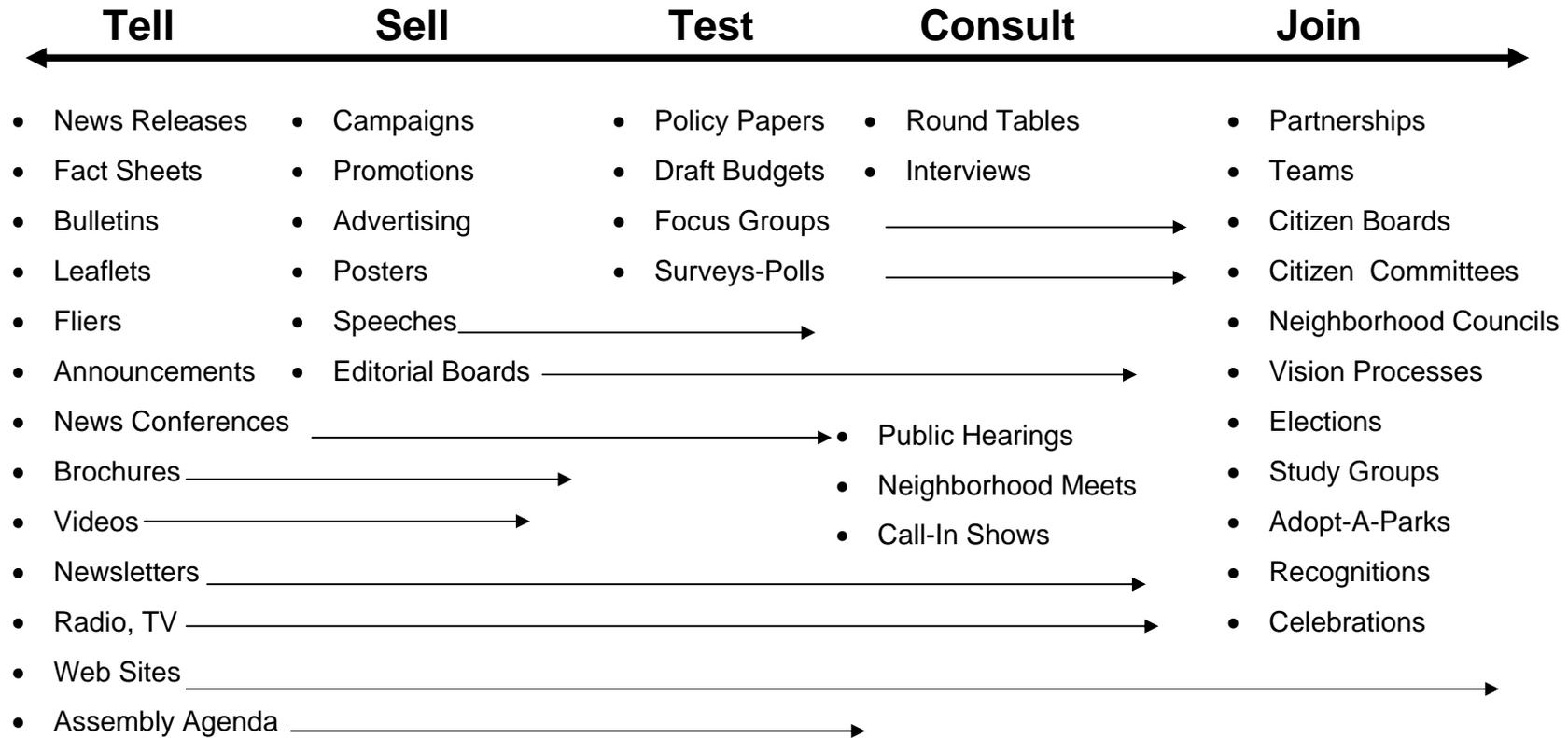
The problem or opportunity is identified with some solutions or options. Participation is designed to analyze options, consequences, implementation strategies and to solicit suggestions for improvement. Options can be ranked and additional options can be generated.

Join: *"What are you doing and how can we help or work together?"*

Concern is identified. Participation is designed to clearly identify the problem or opportunity, to generate and rank options, and to implement.

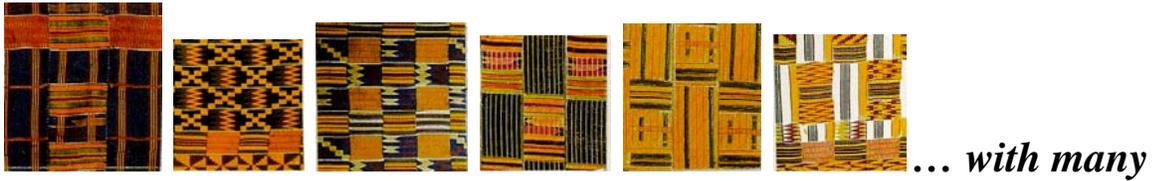


Communication Modes and Tools



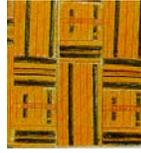
Source: Research Triangle Inc. (RTI), Center for International Development, Research Triangle Park, North Carolina, USA

Adapted from R. Tannebaum and W. Schmidt, "How to Choose a Leadership Pattern," Harvard Business Review, May/June 1973



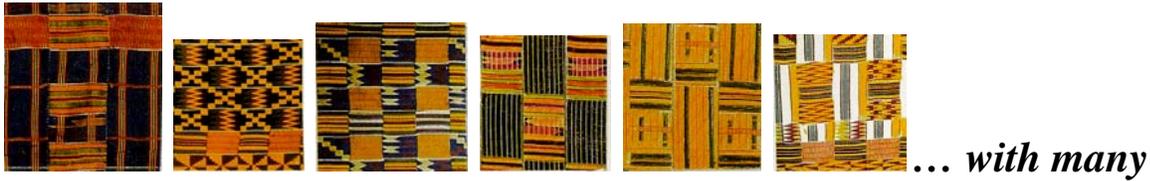
Communication Modes—Putting It Together

- All modes are legitimate
- Each mode has its purpose
- Successful communities operate in all modes



... with many

C *ustomer friendly government*



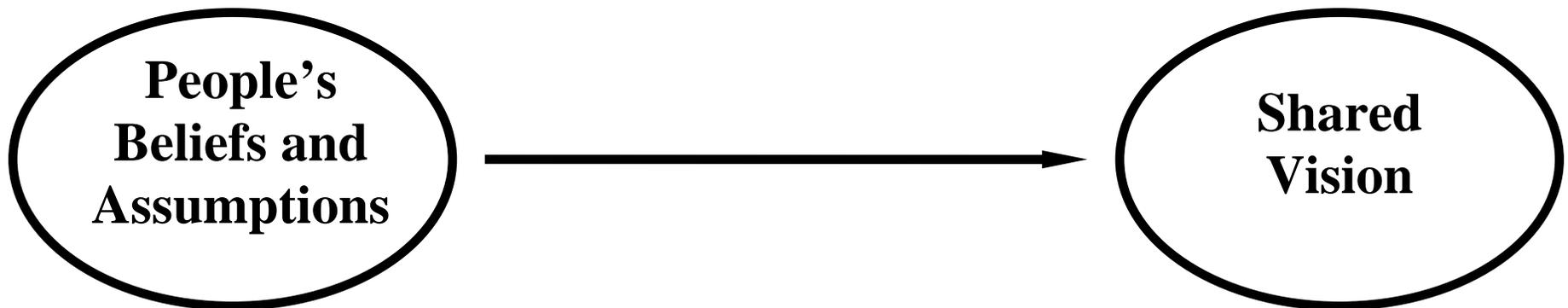
Characteristics of a Customer Friendly Local Government

- Uses all modes of communication
- Citizen focus and customer service are basic values
- Local government takes the initiative in developing a dialogue with citizens and community groups
- Local government looks for ways to make services more accessible to citizens and informs citizens about services
- Assembly staff are friendly, “a smile makes all the difference”
- Assembly offices and services are readily accessible to citizens



... with many

Shared Vision and Values Promote Progress



*Adapted from: "The Fifth Discipline," Peter M. Senge
Massachusetts Institute of Technology (MIT)*



... with many

City of Phoenix Vision and Values

- **We are dedicated to serving our customers.**
- **We work as a team.**
- **We each do all we can.**
- **We learn, change and improve.**
- **We focus on results.**
- **We work with integrity.**
- **We make Phoenix better!**

We are Dedicated to Serving Our Customers

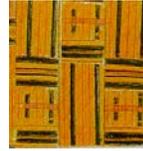
We succeed by focusing our attention on the customer. The city exists to serve the customer and our community. Their needs give us our direction and purpose. They need to feel and sense our commitment to them

We Work as a Team

Teamwork is the basis of our success. We use cooperation as our first tool in working with others -- employees, departments, the private sector. We involve people because we value their commitment and ownership. We view successful performance as a group activity. There is nothing we cannot accomplish together. One unit of the city cannot be successful at the expense of another. Our teamwork and cooperative spirit reaches out to the customer -- we include the customer in our team.

We Each Do All We Can

We are the city's most important resource. We are committed. We each have the opportunity and responsibility to develop and use our skills to the highest level. We value diversity. To be successful, we all contribute our ideas and creativity to improving the city. We are proud of the statement our work makes about us.



... *with many*

We Learn, Change and Improve

We are open to new methods and we listen and learn from others. We correct our mistakes and learn from them. We continually strive to be faster, smarter and better than we were the year before.

We Focus on Results

Each of us knows the level of our customer satisfaction, our response time in delivering services and the cost of those services. We use information about the results we provide so we can improve. There are times when bureaucracy is a barrier to achieving the desired result. Where rules do not add value, we want to change them to better focus on results and customer satisfaction.

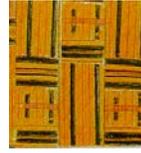
We Work with Integrity

Whenever we make a decision, provide a service or deal with customers, we act with honesty and integrity. People learn from interacting with us that they can continue to trust us. We treat all people equally and equitably.

We Make Phoenix Better

We work to make Phoenix better. Improving transportation, the environment, public safety, educational opportunities and other parts of our community is the reason we come to work each day. It's the reason we want to change and improve. Making Phoenix a better place to live and work is our bottom line. We care about our community.

**Annual Report Vision and Values
City of Phoenix Source 1996**



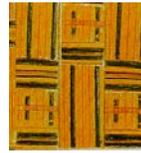
... with many

City of Krakow, Poland— Mission Statement

The role of the municipal government is to:

- *Meet in the most effective way possible the urgent current and future needs of Krakow residents*
- *Improve the quality and efficiency of services to the citizen, citizen groups and the self-government community as a whole*

Source: City of Krakow Annual Report 1996

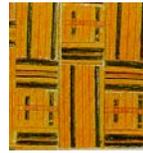


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City of Krakow, Poland— Reform Principles

- Activities related to city management undertaken directly in City Hall are those which require dealing with individual citizens and focus on day-today activities.
- Special institutions are created to deal with fields where specialist knowledge and expertise are needed and where autonomy from City Hall will clearly benefit effectiveness (such as Municipal Building Board and Municipal Roads Board).
- Municipal services in key areas -- such as water supply, sewage treatment, heat supply, basic public transport, waste collection and disposal -- are all provided by municipal companies.
- Respective obligations between the Municipality and the municipal companies are regulated by service delivery contract agreements. The City Board acts as a shareholder and designates representatives of the Local Government to the Supervisory Boards. The City Council approves annually updated multi-year development plans and tariffs charged by the companies.
- Remaining municipal companies active in other areas are privatized by dissolution and their tasks are contracted out to private companies through public tender.
- The needs of Krakow residents with respect to education, culture and social services are met through the municipal departments financed in large part from the city budget.

Source: City of Krakow Annual Report 1996



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Making Local Government Facilities Friendly

Ask: What does the customer need?

What does the customer want?

- Conduct survey
- Conduct focus group

What kinds of transactions do citizens have with city hall?

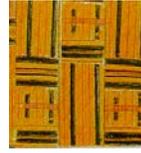
- Pay bills, taxes
- Get permits
- Ask for information
- Attend meetings

Where do citizens have to go?

- City hall, which offices?
- Other locations?
- Which city services are most used?
- What facilities are most used?

In which way can citizens conveniently conduct their business with city hall?

- In person
- By phone/fax
- By mail
- Via e-mail



... with many

Provide: Customer Friendly Improvements

Make the physical location friendly

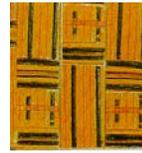
- Clean, bright and open reception and information areas
- Signs indicating departments and individuals
- Places to sit, write
- Like city services located together
- Frequently used services located on ground floor near main access

Show a customer orientation

- Courteous reception and phone answering
- Convenient office hours
- Easily understood instructions for requesting services
- Readily available forms for requesting services
- Simplified procedures - minimum necessary
- Open offices
- Smile

Take city hall to the citizens

- Neighborhood service centers
- Broadcast council and committee meetings on television and radio
- Brochures, announcements at public locations
- Internet, Web site and e-mail



... with many

Municipal Customer Service Center Gliwice, Poland

As seen by Deliana Simeonova, Local Government Initiative/Bulgaria, who had the opportunity in December 1997 to visit Gliwice and observe the Customer Service Center in action.

The Center as It is Today

On the outside, the City Hall in Gliwice looks much like other administrative buildings in Poland. What is peculiar is the entrance (in modern style) and what it leads to -- the Municipal Customer Service Center. Both residents and visitors to Gliwice assess as more than excellent this bright, hospitable and customer friendly center, where, as the director and her staff put it:

The customer is all that matters.

As citizens enter the Municipal Building, they see directly in front of them the Information Desk where city employees help them find who or what they need – be that a person, service, information or advice. Forms and applications that people need are also available at a desk in the middle of the hall. Comfortable seating areas with tables are provided so people can fill out forms in privacy or in consultation.

A big and beautifully made wall board, which coordinates in color and style with signs throughout the service center and building, show categories and locations of services offered by the Municipality and expedited at the Center. They include: registration of vehicles, issuance of construction permits, and the reception of all kinds of fees. The service counters themselves are also here -- very close by and fully accessible. A computerized database of municipal services is available for the Customer Service Center staff behind the counters and for the citizens through a personal computer available for public use.

Gliwice is the only city in Poland with a center of this kind. Numerous foreigners who visit say that Gliwice provides a model for local government customer service approaches.



... *with many*

What Makes It Different?

The center is like a one-stop-shop where, instead of wandering from floor to floor wasting time finding what you need, you can buy nearly everything conveniently from one counter. Communicating with the person behind the counter is pleasant. The staff welcomes you with a friendly smile. The desire and commitment to help the citizen customer is the basic norm of conduct here. The Center employees' professional, colorful and coordinated garments provide one more proof of the Municipality's attitude toward employees and citizens alike. The Municipal Building entrances and the center are accessible to disabled persons in wheelchairs.

This is an open and welcoming space; there are neither partition walls nor doors. This new open atmosphere is quite different from what it was in the past, which people from Gliwice have characterized in interviews:

The service model in the past was of a tzarist type. The official was like a judge, hidden behind a closed door while the citizens waited outside to be received.

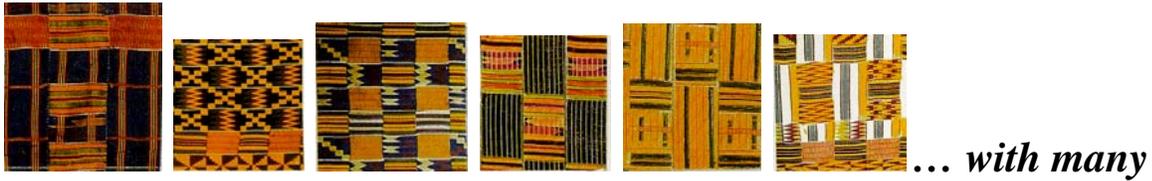
Efficiency of services has been improved many times over since the opening of the Center. The time that a service takes is shorter, and professionalism is much higher now. But most importantly, the system is constantly developing and improving. The feedback from the clients is used as a basis for changes and renovations. The people from the Municipality are convinced that this is the only way to make the system sustainable.

The Background

Similar to other cities of the same size, Gliwice used to offer a great number of services and information in premises scattered here and there throughout the city. Individual and corporate clients, potential investors and business partners were often faced with difficulties when they needed a particular service -- they didn't know where to go, whom to address and ask for a permit, registration or land ownership certificate.

The citizens complained to the Mayor and members of the Municipal Council that it was difficult to work with the Municipality despite the small Public Relations Office staff efforts to inform them of city activities and services. Public opinion surveys conducted in 1994 and 1995 showed that the citizens were not aware of which services were provided by the Municipality, the Central Government and the Vovoidship (regional government).

It was in this environment that the idea of setting up a Customer Service Center emerged, with a view to improving information and service delivery to individual citizens, businesses, NGOs, potential investors and others. Additional objectives were to promote understanding of local government and improve the Municipality's reputation.



The emerging idea of establishing the Center coincided in time with the planned renovation of the City Hall. This was a happy coincidence because it allowed the Municipality to develop parallel plans for renovation of the physical space and the introduction of a new customer service system. Implementation of the two was also performed in parallel.

The Mayor worked with the Municipal Council to reallocate existing municipal funds toward the Center's development. No funds from outside donors were used. The Municipal Secretary worked with a team to implement a Center plan which was strongly supported by the Mayor every step of the way.

The Service Center began operation initially on the ground floor of the Municipal Building so visiting citizen customers would find themselves in it the moment they entered. It was gradually expanded to the upper floors of the building where specialized services are offered. All services connected with financial activities, for example, are now provided in the upper level Center.

Building renovation works are still going on and before long the whole City Hall will have the friendly, affable and efficient look of the Center. Decisions are based upon a fundamental belief in respect for citizens and Municipal workers and a recognition that people work better in a clean, organized and friendly environment.

A Few Words about the City

Gliwice has a beautiful and historic old town square, developing private businesses and suburban residential areas that are of typical socialist architectural styles. Walking along the long main street one discovers a living city with ambition to keep pace with the new times.

Gliwice is the place of residence for 214,000 people. Located in southeast Poland, along the river Klodnicka in Upper Silesia, the city grew as a center of trade during the Medieval ages. Gliwice's history bears the imprint of its geographic location as a crossroads of water, road and railway transport lines. The city is part of Katowice, a region which has been conquered by many invaders. Here is the radio tower which transmitted a provocation that marked the beginning of World War II.



... *with many*

The Technical University of Silesia, founded 50 years ago in Gliwice, was a gift to the city in commemoration of the ordeals it endured during World War II. Major industries include coal mining, steel works, machine building, chemical works, agriculture and the rapidly developing field of high tech research. Gliwice has a technology incubator. In spite of its highly educated and skilled labor force and the relatively high employment rate, the decline in the output of coal mining and other industries, causes difficulties and uncertainty in the economic outlook and employment conditions. Many lands have been devastated by industrial development, mainly by the coal mining industries.

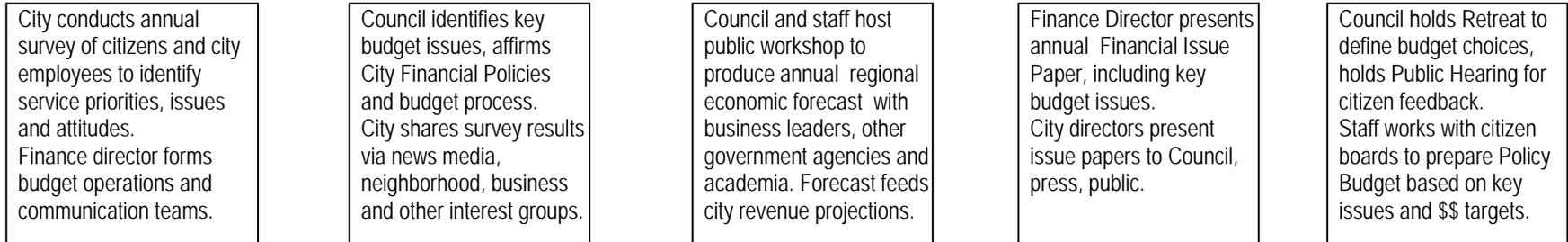
Irrespective of all difficulties, Gliwice leaves the impression of a city with a vibrant future. In respect to number of cars per capita, this is the city ranked second after Warsaw. A year and a half ago General Motors/Opel chose Gliwice as the location for its new assembly plant for Central Europe. This project alone will secure 2,000 new jobs. Gliwice residents are proud of their city and committed to its development. I met young people who prefer to study in nearby Krakow, but still they miss Gliwice for its warmth and community spirit.



... with many

Sample Participatory Budget Process

Process assumes budget adoption by September 15 for start of Fiscal Year on October 1



**November-
January**

February

March

April

May

June

July

August

September

Draft Policy Budget goes to Council, press, citizens via TV Shows, Press Briefings, Forums, Web. Budget communication team supports effort to involve citizens and city employees in choices.

Response to Policy Budget feeds proposed budget. City manager proposes budget to Council by July 30. Budget highlights brochure distributed in print and on Web.

Team continues public involvement campaign which includes :

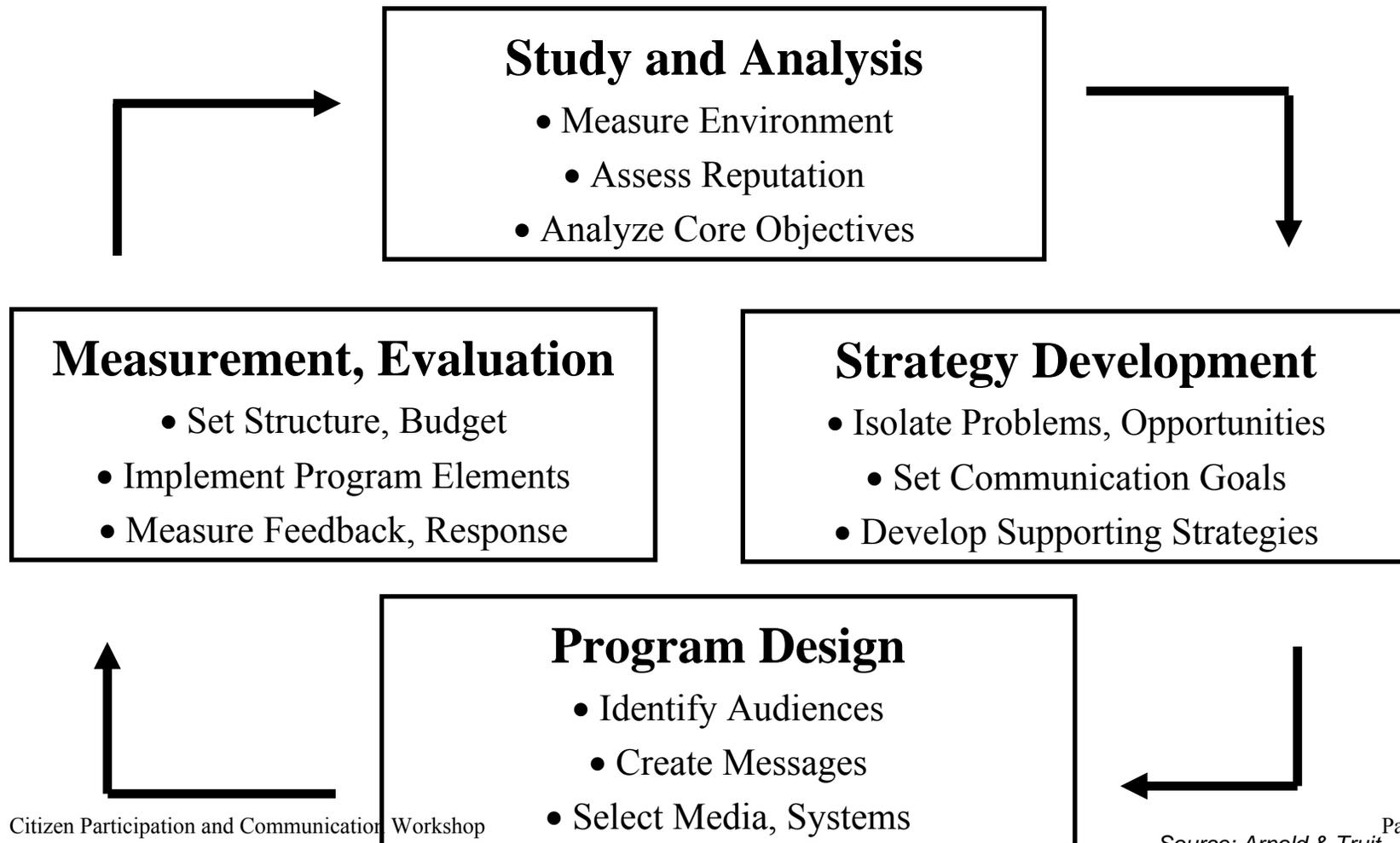
- Televised Council workshops on key choices and all proposed operations and capital budgets.
- Press attends weekly briefings, provides continual coverage
- City sponsors phone hotline, hosts weekly "Budget Call In" shows on cable television, sets up Budget Booth in shopping malls and "Virtual Budget" on the Web.
- Interest groups host Council and staff at budget forums.

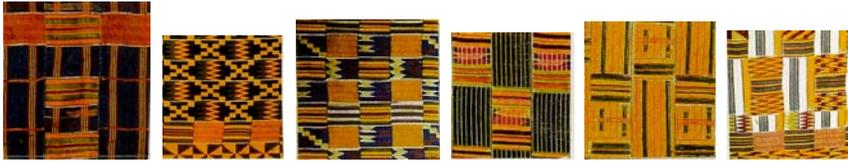
Public involvement campaign continues. Council hosts final public hearings. Feedback gathered supports Council in final choices and budget passage.



... with many

Strategic Communication Planning Model





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Tools I Saw Used in Charlotte

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

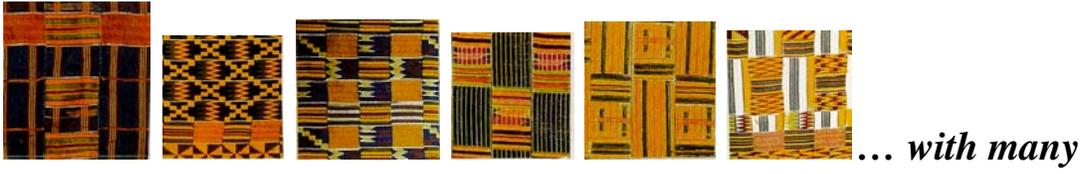
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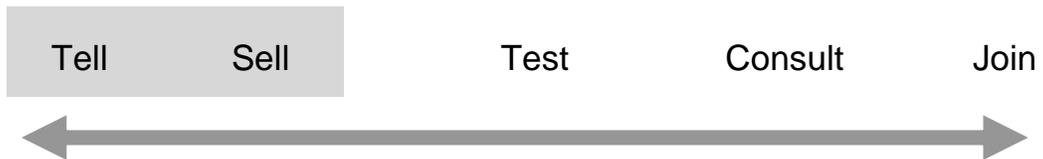
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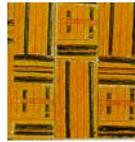
11. _____

12. _____



Tell/Sell Tools



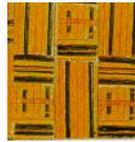


... with many

Unilateral: "Tell" or "Sell"

Tell: Effective When...

- People need knowledge for safety
- Events are routine
- People see knowledge as helpful
- Events accept as government's prerogative
- People will vote to approve
- Others?

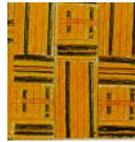


... with many

Unilateral— "Tell" or "Sell"

Sell: Effective When..

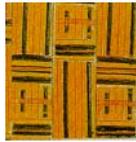
- People are not aware of benefits
- People are not convinced of benefits
- People likely to approve if they knew details
- Others?



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Communicating Information to Citizens

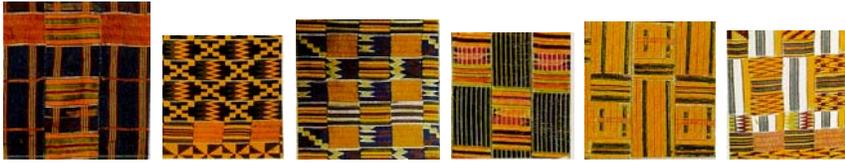
- **What** are we trying to tell?
- **Who** needs to hear it?
- **When** do they need to hear it?
- **How** should they be informed?



... with many

Getting Information from Citizens

- **What** information do we need?
- **Who** do we need to get it from?
- **When** do we need to get it?
- **How** do we get it?



... with many

Press Release—Notification of Public Meetings, Events and Activities

Tool: Press Release

When to Use: Notification of public meetings, events and activities

Description:

A short (1-2 page) written notification of the news media of important events of the city.

Steps:

1. All releases should be individually typed on a white 8.5 x 11 paper. Double-space between lines and leave margins of at least one inch on each side.
2. At the top, left-hand side of the page, type the name of your Agency and the address together with the name, address and telephone number of the person to be contacted in case additional information is required.
3. Type the release date in the upper right hand portion of the first page. Stipulate "FOR IMMEDIATE RELEASE" if at all possible. This means that the editor can use it at once. If you must ask for a specific publication date, it should read, "RELEASE AFTER 4 P.M. TUESDAY, MAY 11, 19__." "Hold" releases complicate an editor's task, so avoid when possible.
4. Begin the release one-third to half way down the page to leave blank space for the editor's copy marks. Indicate carry over to a second page by centering the work "MORE" at the bottom of the first page. At the top of the second page, type only the Agency's name in the left-hand corner.
5. Write the story so that the most important information goes into the first two paragraphs. Be sure that your first paragraph or two contains the five W's: Who, What, When, Where and Why.

Example:

- What: Hearing Topic
- When: Day, Date, Time of Meeting
- Where: Building address and any room number
- Why: State importance of topic to the community

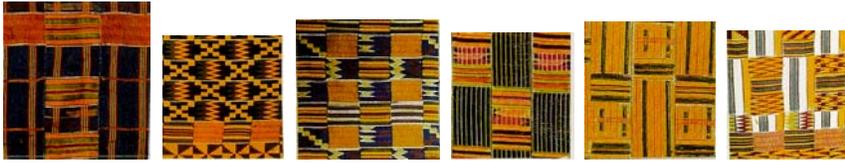
Tool

- Other: Where to get advance materials/ information, speaker sign-up times, who to contact with questions.

A newspaper will generally shorten a story by cutting off the last paragraph, then the next to last, and so on, if the story is too long for the space available. This means your story should be written so that it will not be confusing or inaccurate if the part at the bottom is cut off.

6. Be sure to attribute all quotations to an individual: mayor, the public works director, agency president, assistant director of any other pertinent sources.
7. Keep a photocopy of every release sent out. So that you may check on results of your publicity effort, keep a record of newspapers and broadcast media that received each release. Also, keep a scrapbook. It's the best way to estimate the amount of coverage you are getting.

*Source: adapted from Guide To Working With The Media,
American Public Works Association, May, 1994*



... with many

Sample News Release— Austin, Texas Hospital

MEDIA CONTACT:

Rocco Pelosi, 707-5933
City of Austin, Health and Human Services Department
2100 East Elmo, Bldg. E Austin, TX78744

FOR IMMEDIATE RELEASE:

April 10, 1997

Brackenridge Hospital Oversight Council invites public to monthly meeting on April 22

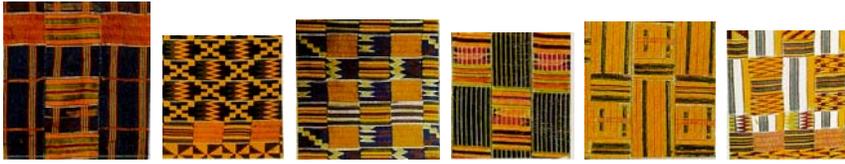
The Brackenridge Hospital Oversight Council invites the public to attend its regularly scheduled monthly meeting on Tuesday, April 22, 1997, from 6:30 p.m. until 8:30 p.m. at the South Austin Neighborhood Center, 2508 Durwood (next to the South Austin Health Center at 2529 S. First St.).

Agenda items include a discussion and review of the first year of operation of Brackenridge Hospital and Children's Hospital of Austin under the lease agreement with the Daughters of Charity Health Services of Austin (SETON)/

The public will have the opportunity to meet and talk with members of the Brackenridge Hospital Oversight Council as well as hospital staff members.

FOR INFORMATION:

Rocco Pelosi, 707-5933



... with many

Sample News Release— Austin, Texas Contest

Media contact: Jim Halbrook
Parks and Recreation Department, (512) 499-6745

Contest seeks identity for entertainment center

The new youth entertainment center currently under development in the Rosewood neighborhood needs a name. Community input in selecting a fitting name for the facility, currently known as the Central City Entertainment Center project, would be appreciated by the Parks and Recreation Department. The deadline for submitting an entry to the Name the Center contest is April 30, 1997. Prizes will be awarded.

"This contest is an opportunity for individuals to be creative and submit a name that will establish a unique identity for the new entertainment center," said Michael Bryant. Bryant, vice-chair of the facility's advisory board, stated that the names submitted should tie into the theme of "A tribute to the reduction of youth violence".

Currently, the site for the center, 1156 Hargrave, has been razed, and new facility construction is anticipated to begin in the Fall of 1997.

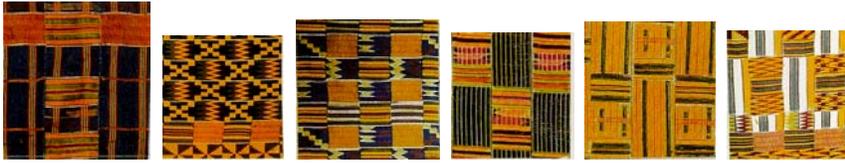
The *Name the Center* contest is open to children and adults. Participants must be Austin residents. Entrants should submit a name accompanied by a brief description on why it was chosen and how it ties into the theme of "A tribute to the reduction of youth violence". Although there are no limits on how many names may be submitted by an individual or group, each submission must be entered separately (one entry per letter or form). Self-mailing entry forms are available at Austin libraries and recreation and senior centers.

Entries will be reviewed by the new facility's advisory board and the Austin City Council has final authority to approve a name for the Center.

Prizes to be awarded include a \$500 savings bond, free passes to the entertainment center, an autographed Earl Campbell jersey and an autographed Ice Bats goalie stick.

Please include a name, address and phone number with each name submitted. Entries for the Name the Center contest may be either:

- Dropped off at the Conley-Guerrero Senior Activity Center, 808 Nile St.
- Faxed to 472-2174
- Mailed to Name the Center, Austin Parks and Recreation, 200 S. Lamar, Austin, TX 78704



... with many

Sample News Release— Stara Zagora, Bulgaria

For Immediate Release: December 5, 1997

Contacts:

Tsanko Yablanski, Mayor of the Municipality of Stara Zagora, 359 42/2-75-71

Ivailo Kalaidjiev, Deputy Mayor, 359 42/4-20-86

Tatiana Gancheva, Press and Public Relations, 359 42/2-75-41

Additional Information:

Frequently Asked Questions Brochure and Ceremony Program

The Sun Day Care center hosts ceremony celebrating natural gas heating

Student dancers, music and freshly baked bread added to warmth supplied by natural gas heat at the Sun Day Care Center today when citizens, government officials and international guests celebrated the center's new heating source and Stara Zagora's pioneer role as a municipal utility regulator and user of natural gas.

The Sun Day Care Center is the first municipal facility to use natural gas heating as a result of the cooperation between the Municipality and the U.S. Agency for International Development (USAID). Two more day care centers are equipped and will soon have natural gas heating. A total of 21 municipal sites will be converted by spring of 1998.

The ceremony opened with a greeting dance performed by the Zagorche Children's Group. Mayor Tzanko Yablanski recognized the many individuals and institutions who have contributed to the implementation of the natural gas conversion project.

"We are celebrating several accomplishments today," Mayor Yablanski said. "This day care center is the first of 21 that will have a cleaner and more efficient source of heat. Our community is making progress as a utility regulator charged with protecting the public interest while finding innovative ways to ensure the businesses and residents of Stara Zagora have more choices."

"We as a community have choices to make over the next few months," Mayor Yablanski said, "as we work toward a concession agreement that will provide for future use of natural gas. This work is not easy. Many communities in Bulgaria are watching and learning from our experience. We ask all citizens to

help us by learning more about this project and sharing their perspectives and questions as we continue the work.”

The mayor also recognized the contributions of the U.S. Agency for International Development (USAID) which is providing financial, technical and training support to the Municipality of Stara Zagora for the conversion of municipal sites. USAID direct financial help includes support for the conversion of boilers from traditional energy sources to natural gas. Technical assistance includes providing professional consultants and opportunities to learn about other European and U.S. communities’ experience in utility regulation, conversions to natural gas, financial analysis, consumer protection, communication and citizen participation in decision making. USAID has committed \$1 million to the project.

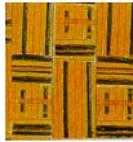
The students debate clubs of the Ivan Vazov, Romen Roland and Vasil Levski high schools participated in the ceremony with a presentation on natural gas, its environmental and economic advantages, applications and use in Stara Zagora.

Children from the kindergarten joined dignitaries in a ribbon cutting which included Avis Bohlen, U.S. Ambassador to Bulgaria; John Tennant, Resident Representative of USAID; and Mayor Yablanski.

Following the ribbon cutting, Sun Day Care Center students performed a “flame dance” and guests toured the center, including the area which houses the converted boilers.

In 1993 the Municipality entered into a joint venture agreement with Overgas Ltd. to develop and operate a company – Gazosnabdiavane -- that would distribute natural gas to industrial, commercial, municipal and residential customers. In August 1997 the City Council voted to divest interest in the joint venture and to begin a process leading to granting of a concession agreement to the gas provider.

Stara Zagora residents will have opportunities to participate in discussions about utility regulation and the terms of an anticipated agreement between the Municipality and a gas provider. These opportunities will be announced in the news media. Citizens may call the Municipal Press and Public Relations Office, 2-75-41, for information.



... with many

Sample—Dobrich, Bulgaria Notice of Council Meeting

MUNICIPAL COUNCIL OF DOBRICH URBAN MUNICIPALITY

(rubber stamp:
DOBRICH URBAN MUNICIPALITY
ZIP Code 9300 Switchboard 875
Our reference: 91-00-7
Date: February 19, 1998)

*Dobroudjanska Tribuna newspaper
Dobrich*

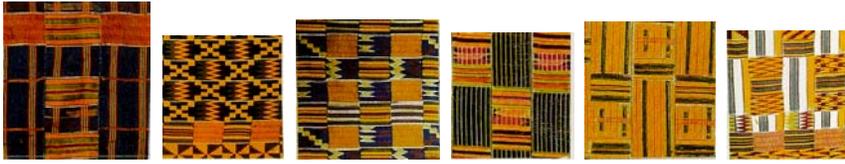
You are hereby requested to publish a notice of the forthcoming meeting of the Dobrich Urban Municipal Council in your issues dated February 20 and 23, 1998. The notice reads as follows:

"In pursuance of Item 1 of Article 23 (2) of the Local Self-Government and Local Administration Act, the municipal councilors of the Dobrich Urban Municipality are hereby convened to a regular meeting in the Council Chamber of City Hall at 9:00 a.m. on February 24, 1998."

CHAIRMAN OF MUNICIPAL COUNCIL:
(signed)

Engr. D. IVANOV

(stamped with the seal of the Chairman of the Dobrich Urban Municipal Council)



... with many

City Council Agenda and Meeting Notices

Tool: City Council Agenda and Meeting Notices

When to Use: To Inform Interested Parties of Potential City Actions

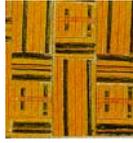
Description:

A written agenda and public notices of meetings date, time and location lets the City Council members, press and public know precisely what is up for decision when and where. The agenda defines the purpose of each meeting and helps keep the business on track. Sample agendas and notices are included in this workbook.

Steps:

1. Agendas are published at least 3 days in advance of meetings. Send out the agenda before the meeting to city officials, news media and interest groups. Send copies to libraries and other public places in diverse areas of the city. Increasingly, local governments are sharing electronic agenda copies via the Internet.
2. Have copies of the agenda available at Council meetings.
3. Make certain any background information for agenda items is also available for the press and public.

Tool



... with many

Sample City Council Agenda— Dobrich, Bulgaria

MUNICIPAL COUNCIL OF DOBRICH URBAN MUNICIPALITY

DATE OF MEETING: February 24, 1998, Tuesday

TIME: 9:00 a.m.

VENUE: CITY HALL COUNCIL CHAMBER

DRAFT AGENDA OF 28th MEETING

1. Briefing on implementation of Municipal Council resolutions.

Rapporteur: *Engr. Dimo Ivanov,
Municipal Council Chairman*

2. Allocation and provision of land plot for exhibition complex to Dobrich Fair Ltd.

Rapporteur: *architect Emilia Dobрева, Chairperson, Standing Committee on
Privatization and Management of Municipal Property*

3. Report on implementation of privatization program and receipts and expenditure account for 1997 and on draft privatization program and receipts and expenditure account for 1998.

Rapporteur: *architect Emilia Dobрева, Chairperson, Standing Committee on
Privatization and Management of Municipal Property*

4. Approval of legal status analyses and appraisals of units of non-residential municipal real property and self-contained parts of Comprehensive Services.

Rapporteur: *architect Emilia Dobрева, Chairperson, Standing Committee on
Privatization and Management of Municipal Property*

5. Initiation of procedure for privatization of unit of non-residential municipal real property on 31 Nezavisimost St.

Rapporteur: *architect Emilia Dobрева, Chairperson, Standing Committee on
Privatization and Management of Municipal Property*

6. Motion for voluntary partition of real estate constituting private municipal property.

Rapporteur: *architect Emilia Dobрева, Chairperson, Standing Committee on
Privatization and Management of Municipal Property*

7. Fixing the amount of fee for disposal of municipal solid waste.

Rapporteur: *Soultanka Mincheva, Deputy Mayor, Dobrich Urban
Municipality*

8. Motion to sell units of residential municipal real property: Block 37 on Dvadeset i Peti Septemvri Blvd., Block 55 on Russia Blvd., Block 18 on Panayot Hitov St., Block 34 in Balik Housing Development, Block 4 in Balik Housing Development, Block 17 in Balik Housing Development, Block 7 in Balik Housing Development.

Rapporteur: Sultanka Mincheva,
Deputy Mayor, Dobrich Urban Municipality

9. Motion to amend Municipal Council Resolution 27-3 of January 27, 1998 regarding rents for one-time use of municipal halls.

Rapporteur: Detelina Nikolova, Secretary, Dobrich Urban Municipality

10. Consideration of objections to the amount of the license tax, submitted to the Municipal Council of Dobrich Urban Municipality.

Rapporteur: Iliyan Kolev, Chairman, Standing Committee on Trade, Services and Tourism

11. Motion to supplement Municipal Council Resolutions 25-13 and 25-14 of November 25, 1997 regarding the establishment of Municipal Markets and Sports Facilities municipal enterprises.

Rapporteur: Engr. Toshko Stoev, Deputy Mayor, Dobrich Urban Municipality

12. Motion to adopt statute of symbols of Dobrich Urban Municipality, honorary titles and awards.

Rapporteur: Detelina Nikolova, Secretary, Dobrich Urban Municipality

13. Briefing on operation of local board for control of juvenile anti-social behavior in Dobrich Urban Municipality in 1997.

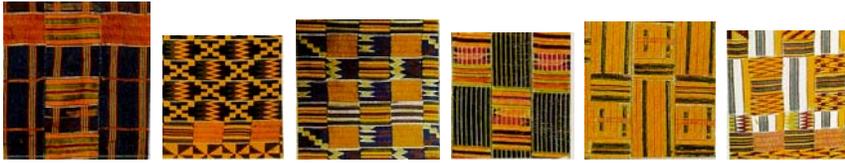
Rapporteur: Detelina Nikolova, Secretary, Dobrich Urban Municipality

14. Any other business.

CHAIRMAN OF MUNICIPAL COUNCIL: (signed)

Engr. D. IVANOV

(stamped with the seal of the Chairman of the Dobrich Urban Municipal Council)



... with many

Sample City Council Meeting Notice and Agenda—Austin, Texas

City Council Regular Thursday Meeting

NOTICE OF MEETING

NOTICE IS HEREBY GIVEN THAT THE CITY COUNCIL, GOVERNING BODY OF AUSTIN, TEXAS, WILL CONVENE AT 1:30 P.M. THURSDAY, THE 16TH DAY OF APRIL 1998, IN THE COUNCIL CHAMBERS AT 307 WEST SECOND STREET, AUSTIN, TEXAS, FOR THE FOLLOWING PURPOSE:

CONSIDER ITS REGULAR MEETING. (See Agenda Below)

BETTY G. BROWN

DEPUTY CITY CLERK, CITY OF AUSTIN, TEXAS

POSTED: April 10, 1998

4:30 p.m.

Agenda—Thursday, April 16, 1998

LIVE MUSIC: Sue Blankenberg and Captain Can

INVOCATION – Larry Bethune, University Baptist Church

THE CITY COUNCIL OF AUSTIN, TEXAS, WILL CONVENE IN A REGULAR MEETING AT 1:30 P.M. ON THURSDAY, APRIL 16, 1998, AT CITY COUNCIL CHAMBERS, 307 WEST SECOND STREET, FOR THE FOLLOWING PURPOSES:

1. Approval of Minutes for Regular Meetings of March 25 & 26, 1998 and April 8 & 9, 1998

CITIZEN COMMUNICATIONS: GENERAL

2. Greg Ericson, to discuss Texas Best Seminars.
3. Charles Nookburg
4. Velma Roberts
5. Donnetta Mohammad
6. Gus Pena, to discuss community concerns, City issues, and health clinics.
7. Troy Joseph
8. Horace Willis
9. Willis Earls
10. Marita Heydon
11. Patrece Robinson

READING OF CONSENT AGENDA

READING OF DISCUSSION AGENDA

CITIZEN COMMUNICATIONS: CONSENT AGENDA

ACTION ON CONSENT AGENDA

ITEMS CONTINUED FROM PREVIOUS MEETINGS

12. Approve a resolution authorizing an amendment to the contract with the Downtown Austin Alliance (DAA, formerly the Austin DMO, Inc.) for the Austin Downtown Public Improvement District to increase the annual contract in an amount not to exceed \$930,225 in 1998-99 and extend the term of the contract for an additional five years. (Funding in the amount of \$739,521 is available from 1998 assessments (at a 98% collection rate); \$36,717 from interest accrued in the Public Improvement District account; \$28,987 from unappropriated collections; \$100,000 City Annual Contribution (\$50,000 from Austin Convention Center Fund, and \$50,000 from the Water and Wastewater Utility Fund); and \$25,000 from Capital Metro Annual Contribution, and possible adjustment, and after the assessment roll hearing on December 11, 1997.)

13. Approve negotiation and execution of a twelve month contract with GOGGIO & ASSOCIATES, INC., San Francisco, California, to serve as interim project director and assist in implementation of the audit recommendations for the Health Department's Federally Qualified Health Center (FQHC) Clinics, in an amount not to exceed \$628,060, with two twelve month extension options in an amount not to exceed \$350,000 per extension, for a total contract amount not to exceed \$1,328,060. (Funding will be included in the 1997-98 Amended Operating budget of the Federally Qualified Health Center. Funding for the extension options is contingent upon available funding in future budgets.) Best proposal of seven. No M/WBE Subcontracting opportunities were identified. [Continued from April 9, 1998] (Recommended by Federally Qualified Health Center Board)

14. Amend Ordinance 970917-A, the 1997-98 Operating budget of the Health and Human Services Department, by: 1) increasing revenue in the Health and Human Services Department Disproportionate Share Fund in the amount of \$911,465; 2) transferring \$628,060 from the Health and Human Services Department Disproportionate Share Fund to the Federally Qualified Health Center Fund; and increasing operating expenditures in the Federally Qualified Health Center Fund by \$628,060 to fund the first year of a management services contract for the Health and Human Services Department's primary care clinic system. (\$911,465 in additional revenue is anticipated in the Medicaid Disproportionate Share Fund due to an increase above the previously anticipated level in the State's Dispro payment to Brackenridge Hospital. Of this additional revenue, \$628,000 will be transferred to and appropriated from the Federally Qualified Health Center Fund.) [Continued from April 9, 1998]

15. Approve a resolution authorizing a Memorandum of Understanding among the City of Austin, Travis County, and the Federally Qualified Health Clinic (FQHC) Board, designating the proposed clinic management contractor as interim project director of the Federally Qualified Health Centers. [Continued from April 9, 1998]

16. Approve a resolution that sets forth policy guidelines to further define the scope for the proposed management team and to reaffirm the Council's commitment to provide health care for Austin's indigent and working poor. (Councilmembers William Spelman and Beverly Griffith)

Annexation (Items 17-26)

17. Amend Ordinance 970917-A, 1997-98 Operating Budget of the Solid Waste Services Department, by increasing budgeted revenue by \$122,000 and budgeted expenditures by \$285,300 and decreasing the budgeted ending balance by \$163,300 to \$3,286,246, and authorizing an additional two full-time equivalents (FTEs) related to additional work associated with annexation, and four full-time equivalents related to the Brush Processing Center. [Continued from April 9, 1998]

18. Amend Ordinance No. 970917-A , the 1997-98 Operating Budget of the General Fund by: Increasing budgeted revenue to recognize annexation related revenue of \$5,378,041 from the following sources: Property tax (\$2,282,015), MUD Cash balances (\$3,000,958), and Interest income (\$95,068); Increasing budgeted expenditures by \$3,370,659 and Full-Time Equivalents (FTEs) as follows: Development Review and Inspection (\$47,694) and 4.0 FTEs, Police (\$1,556,353) and 19.0 non-sworn FTEs, Fire (\$289,428) and increasing sworn FTEs by 34.0 from 877 to 911 and increasing cadets by 10 FTEs, Emergency Medical Services (EMS) (\$619,273) and 13.0 FTEs, Public Works and Transportation (\$181,802) and 3.0 FTEs, Health and Human Services (\$191,384) and 4.0 FTEs, Parks and Recreation (\$484,725) and 5.0 FTEs; Increasing budgeted transfers by \$2,007,382 as follows: Capital Improvement Programs (\$1,739,069), Planning, Environmental and Conservation Fund (\$23,000), Support Services Fund (\$32,804) and Vehicle Acquisition Fund (\$212,509); and amending the related funds accordingly. (\$5,378,041 from annexation revenue.) [Continued from April 9, 1998]
19. Amend Ordinance 970917-A, the 1997-98 Operating budget of the Child Safety Fund by: 1) increasing the budgeted beginning balance by \$22,395 to reflect the audited ending balance for 1996-97; 2) increasing budgeted expenditures by \$22,395, related to additional workload associated with annexations. [Continued from April 9, 1998]
20. Amend Ordinance 970917-A, the 1997-98 Operating budget of the Transportation Fund by: 1) increasing Transportation Fee revenues by \$331,260; 2) increasing budgeted expenditures by \$331,260; 3) authorizing 11 additional full-time equivalent employees (FTEs), related to additional workload associated with annexations. [Continued from April 9, 1998]
21. Amend Ordinance 970915-A, the 1997-98 Capital budget of the Watershed Protection Department by appropriating: 1) \$610,000 for capital equipment and creating a new project known as Capital Equipment Additions for annexed areas; and 2) \$100,000 for drainage system evaluation capital facility needs assessments related to annexation. [Continued from April 9, 1998]
22. Amend Ordinance 970917-A, the 1997-98 Operating budget of the Watershed Protection Department by: 1) appropriating Municipal Utility Districts cash balances of \$439,041; 2) increasing Drainage Fee revenues by \$405,232; 3) increasing budgeted expenditures of the Stormwater Management Division by \$438,612; 4) increasing budgeted expenditures of the Environmental Resources Division by \$26,167; 5) increasing the budgeted ending balance by \$379,494; and 6) authorizing 10 additional full time equivalent employees (FTEs), related to additional contractual obligations and workload associated with annexations. [Continued from April 9, 1998]
23. Amend Ordinance 970915-A, the 1997-98 Capital Improvement Budget of the Parks Department by creating two new projects and by appropriating \$160,000 to the Southland Oaks Parks Improvements and \$650,000 to the Tanglewood Park Project to be funded by available Municipal Utility District cash of the Southland Oaks MUD and tax receipts of the Northwest Travis County MUD #1 as part of the annexation plan effective on January 1, 1998. [Continued from April 9, 1998]
24. Amend Ordinance 970915-C to create thirty-four additional firefighter positions. (Funding in the amount of \$439,428 is available from annexation revenues. [Continued from April 9, 1998]
25. Amend Ordinance 970917-A, amending the General Obligation Debt Service Fund, increasing budgeted revenue to recognize annexation related revenue for debt service associated with the drainage portion of bonded indebtedness from annexed Municipal Utility District by \$545,764, and increasing debt service requirements by \$545,764. (Funding is available from property tax collections in the recently annexed areas.) [Continued from April 9, 1998]
26. Amend Ordinance No. 970917-A, the 1997-98 Operating Budget, by transferring \$700,000 from the General Fund Contingency Reserve, transferring \$700,000 to the Support Services Fund and increasing the appropriation for the Law Department by \$700,000 to fund costs associated with outside counsel fees. [Continued from April 9, 1998]

ORDINANCES AND RESOLUTIONS - All of the following items may be acted upon by one motion. No separate discussion or action on any of the items is necessary unless desired by a Councilmember.
Water and Wastewater

27. Amend Ordinance 970915-A, the 1997-98 Capital Improvements Budget, by increasing appropriations for the Water and Wastewater Utility's capital budget by \$26,000,000 to provide capital improvements in the areas included in the annexation plan effective January 1, 1998. (Total appropriation increase for Water Utility's Capital Improvements Fund 3960 in the amount of \$6,000,000 and appropriation increase for Wastewater Utility's Capital Improvement Fund 4570 in the amount of \$20,000,000 to be funded by commercial paper and subsequently converted to revenue bonds.) [Recommended by Water and Wastewater Commission]

28. Amend Ordinance 970917-A, the 1997-98 Operating Budget, by increasing the budgeted beginning balance of the Water and Wastewater Utility by \$5,403,571 to recognize the audited beginning balance of \$44,609,126, increasing the budgeted revenues by \$1,464,804 and the budgeted requirements by \$4,883,971 to reflect the effect of annexations, authorize the addition of eighteen new full time equivalent positions (FTEs), and increase the budgeted ending balance by \$1,984,404, for total budgeted ending balance of \$21,394,823. [Recommended by Water and Wastewater Commission]

29. Approve a resolution authorizing execution of a contract with DATASTREAM, INC., Greenville, South Carolina, for the purchase of the MCS-II Plant Maintenance Management System software upgrade with Year 2000 solution for the Water and Wastewater Utility, in the amount of \$67,250. (Funding was included in the 1997-98 Amended Capital budget of the Water and Wastewater Utility.) Sole source. No M/WBE Subcontracting opportunities were identified. [Recommended by Water and Wastewater Commission]

Police

30. Approve a resolution authorizing negotiation and execution of a three year lease renewal with GLENN AND BRITTA M. HERZOG for horse stable facilities located at 8011 Boyce Lane for use by the Police Department's Mounted Patrol, in the amount of \$1,500 for the first two months and \$1,904.41 for each month thereafter, for a total amount of \$67,749.94. (Funding in the amount of \$8,713.23 is available in the 1997-98 operating budget of the Police Department. Funding for the remainder of the lease is contingent upon available funding in future budgets.)

31. Approve amendment of a service agreement with BOOTH RESEARCH GROUP, INC., 12689 Antelope Trail, Parker, CO 80138, to add development and administration of assessment centers for the ranks of Police Lieutenant and Police Commander in an amount not to exceed \$29,500 for a total contract amount not to exceed \$59,500. Reference RFP MO973000184/Contract No. S970392. (Funding in the amount of \$29,500 is available in the 1997-98 Police Department Operating Budget.) No M/WBE Subcontracting opportunities were identified.

Library

32. Approve a resolution authorizing execution of Change Order #8 to the construction contract with JORDAN-WHITFIELD, INC., Austin, Texas, for replacement of the existing canopy columns and footings as part of the renovation of the Ralph W. Yarborough Branch Library located at 2200 Hancock Drive increasing the contract in the amount of \$6,738, for a total contract amount not to exceed \$1,379,974. (Funding was included in the 1996-97 Capital budget of the Library Department.) No M/WBE Subcontracting opportunities were identified.

Information Systems

33. Amend Ordinance 970915-A, by amending the 1997-98 Capital budget of the Information System Office, increasing the appropriations by \$65,129 for the 9-1-1 RDMT Project, Mobile Data Communications and Automatic Vehicle Location Systems Initiative. (Funding is available from various local governmental agencies in accordance with the Interlocal Agreement between the City of Austin and those participating entities in the regional 9-1-1 RDMT Coalition.) [Recommended by Planning Commission and Council Telecommunications Infrastructure Subcommittee]

34. Approve a resolution authorizing negotiation and execution of an Interlocal Agreement between the City and the following governmental entities: Travis County, City of Pflugerville, Austin Independent School District, City of West Lake Hills, Capital Metropolitan Transportation Authority, and the Texas Department of Transportation for Phase II of an integrated regional emergency communication system to include Mobile Data Communications and Automatic Vehicle Location systems for the Austin-Travis

County area, in the amount of \$177,872. (Funding in the amount of \$112,743 was included in the 1997-98 Amended Capital budget of the Information Systems Office; \$65, 129 is available from the participating governmental entities.) [Recommended by Council Telecommunications Infrastructure Subcommittee]

35. Approve a resolution authorizing negotiation and execution of Amendment #4 to the Professional Services Agreement with RCC CONSULTANTS, INC., Houston, Texas, to provide Phase II detail system design, FCC licensing, Request for Proposal (RFP) preparation and evaluation for a Mobile Data Communications and Automatic Vehicle Location System, in an amount not to exceed \$177,872, for a total agreement amount not to exceed \$681,239. (Funding was included in the 1997-98 amended Capital Budget of the Information Systems Office.) [Recommended by Planning Commission and Council Telecommunications Infrastructure Subcommittee] 10% MBE, 35% WBE Subconsultant participation.

36. Amend Ordinance 970915-A, the 1997-98 Capital Budget of the Information Systems Office, by increasing the appropriations by \$57,300 for the 9-1-1 RDMT Regional Emergency Communications and Transportation Management Center Initiative. (Funding is available from Travis County, Capital Metropolitan Transit Authority and the Texas Department of Transportation.)

37. Approve a resolution authorizing negotiation and execution of an Interlocal Agreement between the City and the following governmental entities: Travis County, Capital Metropolitan Transit Authority and the Texas Department of Transportation for a professional services agreement for Phase I of an integrated regional emergency communications and transportation management center for the Austin and Travis County area, in the amount of \$300,000. (Funding in the amount of \$242,700 was included in the 1996-97 Capital budget of the Information Systems Office; \$57,000 is available from the participating governmental entities.) [Recommended by Council Telecommunications Infrastructure Subcommittee]

38. Approve a resolution authorizing negotiation and execution of a Professional Services Agreement with the RONALD VEGEMAST ENGINEERING, INC., Minneapolis, Minnesota, to provide a Phase I Comprehensive needs analysis for a Regional Emergency Communications and Transportation Management Center, in an amount not to exceed \$280,000. (Funding was included in the 1997-98 Amended Capital budget of the Information Systems Office.) Best qualification statement of eight. 8.6% MBE, 18.2% WBE Subconsultant participation. [Recommended by Council Telecommunications Infrastructure Subcommittee]

39. Approve a resolution authorizing negotiation and execution of a four month contract with STAFFWARE, INC., Austin, Texas, to assess and analyze the Year 2000 compliance status on the Police Department's mainframe applications and to propose solutions to meet the City's Year 2000 deadline and standards, in an amount not to exceed \$166,000 with an options to remediate the code to be fully year 2000 compliant in an amount not to exceed \$550,000, for a total contract not to exceed \$716,000. (Funding was included in the 1997- 98 Capital budget of the Information Systems Office.) Best proposal of seven. 15% MBE, 15% WBE Subcontractor participation.

Planning, Environmental and Conservation Services

40. Approve a resolution authorizing execution of a twelve month supply agreement with DEUTCHMAN PLUMBING, Austin, Texas, for the purchase of ultra-low flow toilets for City water customers for the Ultra Low Flow Outreach Program, in an amount not to exceed \$494,000 with three twelve month extension options in an amount not to exceed \$494,000 per extension, for a total contract amount not to exceed \$1,976,000. (Funding in the amount of \$247,000 was included in the 1997-98 operating budget of the Rebate and Incentive Fund for the Planning, Environmental and Conservation Services Department.) Single bid. No M/WBE Subcontracting opportunities were identified.

41. Set a public hearing for the limited purpose annexation of the Del Valle area. (Suggested dates and times: May 5, 1998 at 7:00 p.m. at Hillcrest Elementary School, 1701 Crozier Lane; and May 7, 1998 at 7:00 p.m. at City Council Chambers.)

Finance and Administrative Services

42. Approve a resolution authorizing ratification of a contract with HOUSTON-GALVESTON AREA COUNCIL OF GOVERNMENTS Cooperative Purchasing Program, Houston, Texas, for purchase of ten police sedans, in the amount of \$212,509.30. (Funding is available in the 1997-98 Vehicle Acquisition Fund.)

Human Resources

43. Approve a resolution authorizing an amendment to the Personnel Policies to establish the Serious Injury Supplement (SIS), in the estimated amount of \$117,000. (Funding is available in the 1997-98 operating budgets of various City departments.)

Emergency Medical Services

44. Set a public hearing regarding the application submitted to the Emergency Medical Services Department by American Medical Response of Texas, Inc., for non-emergency medical transfer franchise under Chapter 6-3 of the City Code. (Suggested date and time: May 7, 1998 at 6:00 p.m.)

Development Review

45. Approve an ordinance establishing specific development regulations to authorize platting and building extensions to Hillside Terrace and Ruxton Lane and eleven lots on approximately 2.5 acres of land in the Circle C North subdivision, establishing Interim SF-2 zoning for the 2.5 acres, and superceding all inconsistent city regulations including without limitation the SOS "Save Our Springs" water quality regulations, in recognition of the health, safety, and convenience needs of children and families of children who will attend Dan Mills Elementary School.

46. C14-97-0158 (Tracts 1-36, 40, 43 and 44) - Approve third reading of an ordinance amending Chapter 13-2 of the Austin City Code by rezoning property locally known as approx. 3300' along the west side of Mopac expressway south (Loop 1), approx. 200' north from its intersection of Slaughter Lane West; and approx. 1000' along the South Side of Convict Hill Road, west from its intersection with Beckett Road, previously known as Village of Western Oaks Municipal Utility District, from "I-RR", Interim Rural Residence and "I-SF-2", Interim Single Family Residence (standard lot) to "RR-CO", Rural Residence-Conditional Overlay District; "SF-2", Single Family Residence (standard lot) District; "SF-4A", Single Family Residence (small lot) District; "SF-6-CO", Townhouse and Condominium Residence-Conditional Overlay District; "MF-1-CO", Multifamily Residence (limited density)-Conditional Overlay District; "LO-CO" Limited Office-Conditional Overlay District; "LR-CO", Neighborhood Commercial-Conditional Overlay District; "GR-CO", Community Commercial-Conditional Overlay District; and "P-CO", Public-Conditional Overlay District zoning with conditions. First reading on March 26, 1998; Vote 6-0 with Spelmen off the dais. Second reading on April 9, 1998; Vote 7-0. Conditions met as follows: Conditional overlay incorporates conditions imposed by Council at second reading. Applicant: City of Austin. Agent: Development Review and Inspection Department. City Staff: Greg Guernsey, 499-2387.

47. C14-97-0158 (Tracts 37, 38, 39, 41 and 42) – Approve second/third readings of an ordinance amending Chapter 13-2 of the Austin City Code by rezoning property locally known as approx. 3300' along the west side of Mopac expressway south (Loop 1), approx. 200' north from its intersection of Slaughter Lane West; and approx. 1000' along the South Side of Convict Hill Road, west from its intersection with Beckett Road, previously known as Village of Western Oaks Municipal Utility District, from "I-RR", Interim Rural Residence and "I-SF-2", Interim Single Family Residence (standard lot) to "SF-2", Single Family Residence (standard lot) District; "SF-6-CO", Townhouse and Condominium Residence-Conditional Overlay District; "P-CO" Public-Conditional Overlay District zoning with conditions. First reading on April 9, 1998; Vote 6-0 with Spelmen off the dais. Conditions met as follows: Conditional overlay incorporates conditions imposed by Council at first reading. Applicant: City of Austin. Agent: Development Review and Inspection Department. City Staff: Greg Guernsey, 499-2387.

ITEMS FROM COUNCIL

48. Approve the creation of a Joint City/County Subcommittee to review matters of mutual interest and approve appointment of two councilmembers to serve on the subcommittee. (Councilmember Jackie Goodman)

49. Approve a resolution directing the City Manager to convene a community design workshop on Lamar Bridge pedestrian/bicycle improvements, to present the workshop results to council for approval, and to order engineering of the approved design. (Councilmembers Daryl Slusher and Beverly Griffith, Mayor Pro Tem Gus Garcia)

50. Direct the City Manager to analyze and present a plan to allocate appropriate police resources for the enforcement of public nuisance misdemeanor violations in the downtown and Guadalupe Street area. (Mayor Kirk Watson and Councilmember Willie Lewis)
51. Approve a resolution supporting the Self-Sufficiency Oversight Committee in providing guidance to the Coordinating Council regarding the development and operation of the proposed Shelter and Resource Center for the Homeless. (Mayor Kirk Watson and Councilmember Beverly Griffith)
52. Direct the City Manager to analyze the feasibility of the implementation and operation of a Community Court System. (Councilmembers Beverly Griffith, Daryl Slusher and Willie Lewis)
53. Direct the City Manager to evaluate the Day Labor Task Force Report and develop a recommendation for an implementation plan within 45 days. (Mayor Kirk Watson and Councilmembers Beverly Griffith and Daryl Slusher)
54. Direct the City Manager to analyze and develop alternatives for zoning overlays in the Central Business District which may restrict the types of uses allowed in the vicinity of proposed services for the homeless and explore the possibility of offering economic incentives to appropriate businesses and uses to locate in the vicinity. (Mayor Kirk Watson and Councilmember Willie Lewis)
55. Direct the City Manager to review issues regarding the sentencing of individuals for repeat convictions of numerous Class C misdemeanor offenses and an enhancement of the penalty for habitual offenders and develop a program of proposed amendments to state law for the 1999 legislative session. (Mayor Kirk Watson and Councilmembers Beverly Griffith and Daryl Slusher)
56. Approve a resolution supporting the further development and implementation of the proposed Homeless Self-Sufficiency Plan. (Mayor Kirk Watson and Councilmembers Beverly Griffith and Willie Lewis)

PUBLIC HEARINGS

- 57. 6:00 P.M.** - Public hearing on an ordinance granting a non-emergency medical transport franchise for Guardian Services, Inc. (Recommended by the Quality Assurance Team and the Urban Transportation Commission)
- 58. 7:00 P.M.** - Public hearing on an ordinance to amend the Land Development Code to define and establish regulations for adult health clubs, adult physical fitness studios and adult spas.

ACTION ON PUBLIC HEARINGS

59. Approve first reading of an ordinance granting a non-emergency medical transport franchise for Guardian Services, Inc. (Recommended by Quality Assurance Team and Urban Transportation Commission)
60. Approve an ordinance to amend the Land Development Code to define and establish regulations for adult health clubs, adult physical fitness studios and adult spas. (No fiscal impact.) [Recommended by Planning Commission]

EXECUTIVE SESSION (No Public Discussion on These Items)

The City Council will announce it will go into Executive Session, if necessary, pursuant to Chapter 551 of the Texas Government Code, to receive advice from Legal Counsel to discuss matters of land acquisition, litigation, and personnel matters as specifically listed on this agenda. The City Council may also announce it will go into Executive Session, if necessary, to receive advice from Legal Counsel regarding any other item on this agenda.

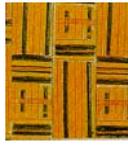
Private Consultation with Attorney – Section 551.071

61. Discuss issues relating to annexation.

Real Estate – Section 551.072

62. Discuss negotiations with the airlines for lease agreements at Austin Bergstrom- International Airport.

ADJOURN



... with many

Sample—NOTICE OF MEETING

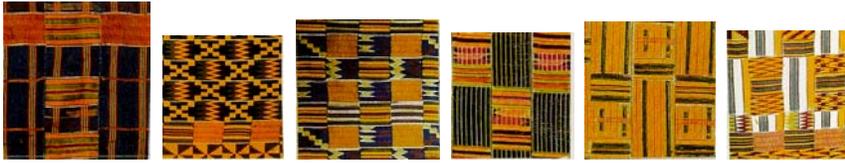
NOTICE IS HEREBY GIVEN THAT THE CITY COUNCIL AUDIT AND FINANCE COMMITTEE WILL MEET ON TUESDAY, APRIL 22, 1997 AT 1:30 P.M. IN THE CITY MANAGER'S CONFERENCE ROOM, THIRD FLOOR, CITY HALL, 124 W. 8TH STREET, FOR THE FOLLOWING PURPOSES:

1. Approval of March 25 minutes
- 10 min 2. Discuss and approve the selection of remarketing agents for the Combined Utility Systems Commercial Paper Program.
(Financial & Administrative Services Department)
- 10 min 3. Follow-up of Audit Recommendations (6 month status)
(City Auditor's Office)
- 15 min 4. Report on status of Audit Service Plan for FY 97 (City Auditor's Office)

THE CITY OF AUSTIN IS COMMITTED TO COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT. REASONABLE MODIFICATIONS AND EQUAL ACCESS TO COMMUNICATIONS WILL BE PROVIDED UPON REQUEST.

BETTY G. BROWN
DEPUTY CITY CLERK, CITY OF AUSTIN, TEXAS

POSTED: April 18, 1997
6:05 p.m.



... with many

City Council Minutes

Tools: City Council Minutes

When to Use: To Record Decisions

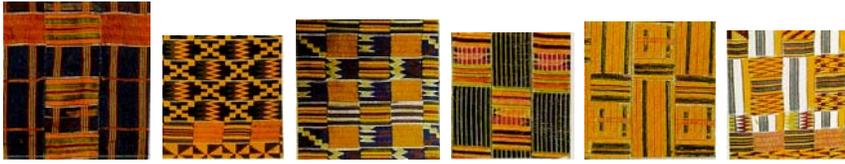
Description :

Minutes are the official record of the group's deliberations and decisions.

Steps:

1. Before the beginning of the meeting, the city official decides who will be the recorder for that meeting.
2. The recorder takes notes on the meeting, including accurately recording the current agenda, decisions made, and the agenda for the next meeting. The minutes should note which council members and staff were present.
3. The recorder summarizes the discussion, including public comment.
4. The recorder writes minutes and distributes them to the city officials, news media and public before the next meeting.
5. Council members read the minutes and approve the content at their next meeting.

Tool



... with many

Sample City Council Minutes— City of Austin, Texas

Approved City Council Minutes

REGULAR MEETING—THURSDAY, MARCH 5, 1998

Mayor Watson called the meeting to order, noting the absence of Councilmember Goodman.

1. Approval of Minutes for Regular Meetings of January 22, 1998; February 5, 12 & 26, 1998.

Minutes for January 22, 1998, February 12, 1998 approved, minutes for February 5, 1998 previously approved on February 26, 1998, minutes on February 26 postponed to March 12, 1998, on Mayor Pro Tem Garcia's motion, Councilmember Griffith's second, 5-0 vote, Councilmember Lewis off the dais, Councilmember Goodman absent.

CITIZEN COMMUNICATIONS: GENERAL

2. Claude Rivers Sr., to discuss a declaration of works.
3. Dorothy Turner
Absent
4. Velma Roberts
5. Leonard Lyons, to discuss ground transportation.
6. Gus Pena, to discuss City Government and it's responsibility to the taxpayers and residents.
Absent
7. Jimmy Castro, to discuss the 1998 Travis County Livestock show and rodeo.
8. John McMillan, to discuss expansion of the City's natural-resource recycling program.
9. Greg Ericson, to discuss Texas Best Seminars - Exposing Corruption.
10. John Kunkel, to discuss annexation implementation status.

READING OF CONSENT AGENDA

READING OF DISCUSSION AGENDA

CITIZEN COMMUNICATIONS: CONSENT AGENDA

ACTION ON CONSENT AGENDA

Water and Wastewater Utility

11. Approve a resolution authorizing Service Extension Request No. 1801 for wastewater service submitted by Lindsley Bratten for Deerwood II Tract which is located outside the city limits of Austin. (No fiscal impact.) [Recommended by Water and Wastewater Commission]

Resolution No. 980305-11 approved on Mayor Pro Tem Garcia's motion, Councilmember Spelman's second, 6-0 vote, Councilmember Goodman absent.

12. Approve a resolution authorizing Service Extension Request No. 1803 for water service submitted by Robert Solomon for Oak Hill Lane 7.8 Acres tract which is located outside the city limits of Austin. (No fiscal impact.) [Reviewed by Water and Wastewater Commission]

Resolution No. 980305-12 approved

13. Approve a resolution authorizing Service Extension Request No. 1805 for water service submitted by Glenn Jackson for Glenn Jackson Tract which is located outside the city limits of Austin. (No fiscal impact.) [Reviewed by Water and Wastewater Commission]

Resolution No. 980305-13 approved

Items 12 and 13 approved on Councilmember Spelman's motion, Mayor Pro Tem Garcia's second, 6-0 vote, Councilmember Goodman absent.

14. Approve a resolution authorizing negotiation and execution of a cost reimbursement agreement with Parkline 183 Venture for the construction of a 24-inch water main and appurtenances to provide permanent water service within and near the proposed Hunt Development tract with City cost reimbursement, in an amount not to exceed \$425,000. (Cost reimbursement in an amount not to exceed \$425,000 is contingent upon available funding in future budgets.) [Recommended by Water and Wastewater Commission]

Resolution No. 980305-14 approved

- 15a. Approve a resolution authorizing a construction contract to BAY MAINTENANCE COMPANY, INC., Horseshoe Bay, Texas, for Cameron/Berkman Rehabilitation Project Phase A and the Northeast Water Rehabilitation Project Phase B, in the amount of \$2,960,095.70. (Funding was included in the 1993-94 and 1997-98 Capital budgets of the Water and Wastewater Utility.) Low bid of three. 24.6% MBE, 1.6% WBE Subcontractor participation. [Recommended by Water and Wastewater Commission]

Resolution No. 980305-15 approved

Items 14 and 15a approved on Mayor Pro Tem Garcia's motion, Councilmember Spelman's second, 6-0 vote, Councilmember Goodman absent.

- 15b. Reconsider a resolution approving negotiation and execution of a professional services agreement with MALCOLM PIRNIE, INC., Austin, Texas, for program management consultant services for the water, wastewater and drainage service to annexed areas, in an amount not to

exceed \$2,600,000 and consider approving a resolution authorizing negotiation with another proposer for this professional services agreement.

Motion to reconsider on Mayor Pro Tem Garcia's motion, Councilmember Slusher's second, 3-3 vote, Mayor Watson, Councilmembers Griffith and Spelman voting "NO", Councilmember Goodman absent.

Mayor Watson stated that since the vote was a tie, item would not be reconsidered.

Finance and Administrative Services

16. Approve a resolution authorizing execution of a contract with HOUSTON-GALVESTON AREA COUNCIL OF GOVERNMENTS COOPERATIVE PURCHASING PROGRAM, Houston, Texas, for the purchase of ninety-four light duty trucks, sedans, vans and utility vehicles to be used by various City departments, in the amount of \$2,033,128.99. (Funding in amount of \$1,085,776.93 was included in the 1997-98 Vehicle Acquisition Fund; \$626,209.89 was included in 1997-98 operating budget of various City departments; \$238,915.67 was included in the 1997-98 Capital budget of the Water and Wastewater Utility; and \$82,226.50 was included in the 1997-98 Capital budget of the Solid Waste Services Department.)

Resolution No. 980305-16 approved on Councilmember Lewis' motion, Mayor Pro Tem Garcia's second, 6-0 vote, Councilmember Goodman absent.

Public Works

17. Approve a resolution authorizing filing of eminent domain proceedings for Water Quality and Drainage Easement containing 73,610 square feet of land, lateral Support (Slope) Easement containing 1,000 square feet of land, out of the J.C. Tannehill Survey No. 29, Abstract No. 22, in Travis County, Texas, owned by Horizon Worship Center of Austin, Texas, Inc. for the Loyola Lane Road Improvements Project, in the amount of \$39,817. (Funding is available in the 1991-92 Amended Capital budget of the Public Works and Transportation Department.)

Resolution No. 980305-17 approved

18. Approve a resolution authorizing execution of Change Order #3 to the construction contract with CHEROKEE CONSTRUCTION, INC., (MBE/MN), Austin, Texas, to extend the limits of the street reconstruction and overlay of Manor Road from Northeast Drive to Springdale Road, as apart of the Manor Road Reconstruction, Overlay, and Utility Adjustment Project, in the amount of \$150,000, for a total contract amount not to exceed \$1,436,691.53. (Funding is available in the 1996-97 Amended Capital budget of Public Works and Transportation Department.) 66% MBE Prime participation. 0% MBE, 25% WBE Subcontractor participation.

Resolution No. 980305-18 approved

Police

19. Approve a resolution authorizing negotiation and execution of a lease for an additional 1,079 square feet of office space located at 1106 Clayton Lane, for the Police Department's Office of Professional Standards, in the amount of \$13,642 per year. (Funding in amount of \$7,959 for the remaining seven months is available in the 1997-98 Federal Asset Forfeiture Fund of Police Department. Funding for the remainder of the lease is contingent upon available funding in future budgets.)

Resolution No. 980305-19 approved

Aviation

20. Approve resolution authorizing execution of a contract with GULF COAST REMEDIATION, Houston, Texas, for the removal and remediation of contaminated materials (Site Wide Remediation III Project) at Austin-Bergstrom International Airport, in amount of \$343,470 plus a contingency fund of \$34,347, for total contract amount of \$377,817.00 (Funding was included in the 1997-98 Capital budget of the Aviation Department.) Low responsive bid of seven. DBE participation: 41% MBE 0% WBE. (Recommended by Airport Advisory Board)

Resolution No. 980305-20 approved

21. Approve resolution authorizing increase to contingency fund of the contract with ADB-ALANCO, INC., Columbus, Ohio, for change orders to the Airfield Lighting Procurement Contract for Austin-Bergstrom International Airport, in the amount of \$84,000, for a revised contingency fund in an amount not to exceed \$136,455.72, for a total contract amount not to exceed \$684,000. (Funding was included in the 1997-98 amended Capital budget of the Aviation Department.) No DBE Subcontracting opportunities were identified. (Recommended by Airport Advisory Board)

Resolution No. 980305-21 approved

22. Approve a resolution authorizing an amendment to the professional services agreement with Kelley Drye & Warren, Washington, D.C., for legal representation of the City of Austin in connection with airport issues, in the amount of \$3,000, for a total contract amount not to exceed \$41,000. (Funding is available in the 1997-98 Operating Budget of the Aviation Department.) No M/WBE Subcontracting opportunities were identified.

Resolution No. 980305-22 approved

Development Review and Inspection

23. Set a public hearing on a ordinance amending the Land Development Code to define and establish regulations for adult health clubs, adult-physical fitness studios and adult spas. [Suggested date and time: April 2, 1998 at 7:00 p.m.]

Approved

City Clerk

24. Approve a resolution authorizing joint election agreements between the City of Austin, Austin Independent School District, Austin Community College, Barton Springs/Edwards Aquifer Conservation District, Round Rock Independent School District, Leander Independent School District, Pflugerville Independent School District, Eanes Independent School District and Del Valle Independent School District, for joint election on May 2, 1998. (Estimated savings of \$175,000 in election costs are expected to result from these agreements.)

Resolution No. 980305-24 approved

Library

25. Approve implementation of a sixty-day pilot project to remove

CyberPatrol software filtering programs from four publicly-accessible Internet terminals in the library system beginning March 9, 1998. (Funding in the amount of \$63,000 is available in the 1997-98 Operating Budget for the Library Department.) [Reviewed by Library Commission]

Approved

Emergency Medical Services

26. Approve a resolution authorizing execution of a contract with TAYLOR MADE AMBULANCES, Newport, Arkansas, to provide repair services and a twelve month workmanship warranty for an ambulance damaged in a collision, in an amount not to exceed \$60,000. (Funding is available in the 1997-98 operating budget of the Emergency Medical Services Department.) Sole source. No M/WBE Subcontracting opportunities were identified.

Resolution No. 980305-26 approved

27. Set a public hearing on application by Guardian Services, Inc., for a non-emergency medical transfer franchise under Chapter 6-3 of the City Code. Suggested date and time: April 2, 1998 at 6:00 p.m.

Approved

ITEMS FROM COUNCIL

28. Approve an ordinance setting out conditions for development of 84 acres more or less known as H.E. Brodie tract. (Councilmembers Daryl Slusher & Beverly Griffith).

Postponed one week applicant's request

29. Approve a resolution designating the March 25, 1998 Worksession as a Transportation Worksession, to deliberate and take action on transportation issues only. (Councilmember Daryl Slusher, Mayor Kirk Watson and Councilmember William Spelman)

Resolution 980305-29 approved

Items 17 through 29 approved on Mayor Pro Tem Garcia's motion, Councilmember Spelman's second, 6-0 vote, Councilmember Goodman absent.

4:30 P.M. - ZONING HEARINGS AND APPROVAL OF ORDINANCES

30. C14-97-0133 - Public hearing to amend Chapter 13-2 of the Austin City Code by zoning property locally known as Brodie Lane and Paisano Trail from "SF-2", Single Family Residence (standard lot) to "SF-4A", Single Family Residence (small lot). Planning Commission Recommendation: To Grant "SF-4A", Single Family Residence (small lot) District zoning for Tract 1 and "RR", Rural Residence District zoning for Tract 2, with conditions. Applicant: Joe W. McDaniel; Agent: The Faust Group (Bill Faust). City Staff: Deborah Reyes, 499-6369. (continued from 1-8-98, 1-22-98 & 2-5-98)

Ordinance No. 980305-A approved Planning Commission recommendation subject to exclusion of condition that the lots created along the south property line be comparable in lot width with the subdivision to the south, on Councilmember Spelman's motion, Councilmember Lewis' second, 6-0 vote, Councilmember Goodman absent.

31. C14-97-0139 - Public hearing to amend Chapter 13-2 of the Austin City Code by zoning property locally known as 511 Hearn Street from "SF-3", Family Residence to "NO", Neighborhood Office. Planning Commission Recommendation: To Deny "NO", Neighborhood Office District zoning. Applicant: Robert L. Ogden, P.E.. City Staff: Don Perryman, 499-2786.

Withdrawn

32. C14-97-0151 - Public hearing to amend Chapter 13-2 of the Austin City Code by zoning property locally known as 4100 to 4130 Duval Road and 4307 to 4311 Dorset Road from "MF-2", Multifamily Residence (low density) to "GO", General Office. Planning Commission Recommendation: To Grant "GO-CO", General Office-Conditional Overlay and "RR", Rural Residence zoning for any land within the 100-year flood plain with conditions. Applicant: Temujin 1, Ltd. (John Sean Cummings, Jr.); Agent: Jim Bennett. City Staff: Craig Alter, 499-2769.

Ordinance No. 980305-B approved

33. C14-97-0163 - Public hearing to amend Chapter 13-2 of the Austin City Code by zoning property locally known as 406 West 13th Street and 1303 San Antonio Street from "GO", General Office to "DMU", Downtown Mixed Use Combining District. Planning Commission Recommendation: To Grant "DMU-CO", Downtown Mixed Use Combining District-Conditional Overlay District zoning with conditions. Applicant: 1303 Partnership (Travis Phillips); Agent: Amelia Lopez-Phelps. City Staff: Ivan Naranjo, 499-2724.

Ordinance No. 980305-C approved

34. C14-97-0167 - Public hearing to amend Chapter 13-2 of the Austin City Code by zoning property locally known as Spicewood Springs Road from "SF-3", Family Residence to "LO", Limited Office. Planning commission Recommendation: To Grant "LO-CO", Limited Office-Conditional Overlay District zoning with conditions. Applicant: Managing Partners (Jerry Jones); Agent: Land Answers (Jim Wittliff). City Staff: Deborah Reyes, 499-6369.

Ordinance No. 980305-D approved

Items 32 through 34 approved on Councilmember Spelman's motion, Councilmember Lewis' second, 6-0 vote, Councilmember Goodman absent.

PUBLIC HEARINGS

35. **6:00 P.M.** - Public hearing on permanent and temporary use agreements through dedicated parkland known as Town Lake, Red Bud Isle, Deep Eddy, Austin High Tennis Center, and Sand Beach Reserve for the construction of the Ullrich Medium Service Transmission Main in accordance with Section 26.001 et seq. of the Texas Parks and Wildlife Code.

Motion to close public hearing on Councilmember Griffith's motion, Councilmember Slusher's second, 6-0 vote, Councilmember Goodman absent.

36. **6:30 P.M.** - Public hearing to change the name of Oak Cliff Drive to O.T. Arnold Drive. (Councilmember Willie Lewis)

Postponed

37. **7:00 P.M.** - Public hearing on Parks and Recreation Department's

Master Plan entitled "Long Range Plan for Land and Facilities" to comply with Texas Parks and Wildlife Department grant requirements.

Motion to close public hearing on Mayor Pro Tem Garcia's motion, Councilmember Slusher's second, 5-0 vote, Councilmember Goodman absent, Councilmember Lewis off the dais.

ACTION ON PUBLIC HEARINGS

38. Approve resolution authorizing permanent and temporary use agreements through dedicated parkland known as Town Lake, Red Bud Isle, Deep Eddy, Austin High Tennis Center, and Sand Beach Reserve for the construction of the Ullrich Medium Service Transmission Main in accordance with Section 26.001 et seq. of the Texas Parks and Wildlife Code. (No fiscal impact.) [Recommended by Parks Board and Water and Wastewater Commission]

Resolution No. 980305-38 approved on Mayor Pro Tem Garcia's motion, Councilmember Spelman's second, 6-0 vote, Councilmember Goodman absent.

39. Approve changing the name of Oak Cliff Drive to O.T. Arnold Drive. (Councilmember Willie Lewis)

Postponed

40. Approve a resolution adopting Parks and Recreation Department's Master Plan entitled "Long Range Plan for Land and Facilities" to comply with Texas Parks and Wildlife Department grant requirements. (No fiscal impact.) [Recommended by Parks Board and Water and Wastewater Commission]

Postponed to March 12, 1998

EXECUTIVE SESSION (No Public Discussion on These Items)

Executive session held at 12:15 p.m. to 1:30 p.m. on items 41, 42, 43, 44 and 45.

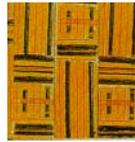
The City Council will announce it will go into Executive Session, if necessary, pursuant to Chapter 551 of the Texas Government Code, to receive advice from Legal Counsel to discuss matters of land acquisition, litigation and personnel matters as specifically listed on this agenda. The City Council may also announce it will go into Executive Session, if necessary, to receive advice from Legal Counsel regarding any other item on this agenda.

Private Consultation with Attorney - Section 551.071

41. Discuss legal issues relating to annexation.
42. Discuss The Summit at West Rim, Ltd., et al. v. The City of Austin, et al., Cause No. A 97-CA-875-SS, United States District Court for Western District of Texas.
43. Discuss L. S. Ranch, Ltd., and Circle C Land Corp. v. The City of Austin, Texas, Cause No. 97-1048, 207th Judicial District Court of Hays County.
44. Discuss Circle C Homeowners Association, Inc., et al. v. The City of Austin, Texas, Cause No. 97-12528, 353rd Judicial District Court of Travis County.
45. Discuss IBC Partners, Ltd., et al. v. City of Austin, et al., Cause No. 97-05393, 53rd Judicial District of Travis County.

ADJOURNED at 7:16 p.m. on Councilmember Slusher's motion, Mayor Pro Tem Garcia's second, 5-0 vote, Councilmember Goodman absent, Councilmember Lewis off the dais.

Approved on this the 12th day of March 1998 on Councilmember Lewis' motion, Mayor Pro Tem Garcia's second, 6-0 vote, Councilmember Goodman off the dais.



... with many

Sample Publications

1. Frequently Asked Questions, Stara Zagora

2. Phone Phoenix Guide to City Services

3. "At Your Doorstep" News for Neighbors

Frequently Asked Questions

about natural gas, the use of gas in Stara Zagora

and opportunities to get involved

This publication of the Municipality of Stara Zagora is the first in a series of fact sheets about natural gas use, related activities of the Municipality and how you can get involved in upcoming decisions.

Information sources for this fact sheet include: the Municipality of Stara Zagora, the U.S. Agency for International Development (USAID), the Local Government Initiative (LGI), the American Gas Association and the U.S. Environmental Protection Agency.

December 1997

? What is natural gas ...

Natural Gas

 Natural gas is a combustible, gaseous mixture. It was formed millions of years ago when organic matter consisting of dead plants and animals collected at the bottom of the oceans that covered most of the earth. Trapped in underground rock formations, the organic matter decayed and eventually became methane gas as it was heated and subjected to pressure from rock.

? How are natural gas deposits accessed ...

 Today, geologists are able to locate large quantities of natural gas, trapped under the earth's surface. When such deposits are found, rotary rigs are used to drill through the rock – sometimes up to 8 kilometers deep. Natural pressure brings the gas to the top of the well where it goes into gathering lines.

? How is natural gas transported ...

 From the gas field, the natural gas travels through pipelines to a cleaning or processing plant. Here it is cleaned of oil, water and other chemical impurities. After processing, the clean gas is fed into a system of underground pipes and is transported in pressurized or liquid form. This means conventional transport routes are not burdened with additional traffic.

? What is the chemical composition of natural gas ...

 Natural gas is a fossil fuel composed almost entirely of methane. It contains small amounts of other gases, including ethane, propane, butane and pentane. Methane is composed of a molecule of one carbon atom and four hydrogen atoms.

? What are the economic advantages of natural gas...

Advantages of natural gas

 Once pipelines are installed and gas heating systems are in place, gas heating is cheaper than heating by electricity or naphtha. Prices of oil and other energy sources historically rise higher and faster than natural gas prices. Natural gas resources worldwide exceed those of other energy sources.

? What are the environmental

 Natural gas is the cleanest burning fossil fuel. Its usage in place of

advantages of natural gas ...

other, more polluting energy sources supports a cleaner environment. Natural gas' inherent cleanliness results in numerous environmental benefits compared with electric systems.

Benefits include lower emission levels of air pollutants, carbon dioxide and solid wastes, such as sludge and ash. The use of natural gas results in no solid waste. For example, natural gas homes are responsible for 99% less sulfur dioxide, 90% less nitrogen oxides, 95% less particulate matter and 40 to 50% carbon monoxide less than comparable electric homes. Emission of carbon dioxide, the primary "greenhouse gas" are between 65 and 70% lower for the natural gas home than for a comparable all-electric home.

? What is the energy efficiency of natural gas ...

 On a full-energy-cycle basis, typical natural gas homes require about 35 to 45 percent less total energy production than that required for comparable all-electric homes. This energy efficiency advantage stems from the fact that only about 9 percent of the gas energy produced is used or lost from the point of production to the residence. In contrast, approximately 73 percent of the fossil fuel energy needed to generate and transmit electricity is used or lost in the process of energy production, conversion, transmission and distribution.

? Where is natural gas used ...

Natural gas applications

 Industrial customers use gas for industrial boilers and air conditioning. Production of electricity is a new use for industrial gas customers through a process called co-generation. In addition to electricity, this process also provides water heating, heating and cooling through use of the waste heat. Natural gas is used at home to operate stoves, clothes dryers, furnaces and water heaters, as well as fire place accessories, gas lights, grills, pool and spa heaters. Residential air-conditioning has also become another viable and cost effective use for natural gas.

Natural gas is also used as a fuel for vehicles. It is the most environmentally acceptable and economic alternative fuel for cars, trucks and buses.

? How many industrial sites in Stara Zagora are using natural gas ...

 A total number of 12 industrial sites are now using natural gas. The St. Dimitur Church and the Home of the Disabled also have natural gas heating. Forthcoming is the conversion of the bakery, the Hebros bank and the new building of the Sanitary Inspection Institute.

? Have any households in Stara Zagora been converted to natural gas heating ...

 Not yet. 30 requests for residential gas heating have been submitted to date. The municipality and the current gas supplier – Gazosnabdiavane – foresee residential use of natural gas in the future. There is no definite date set for the start of delivery of gas to homes. Factors, such as the pipeline delivery system, affordability and the conversion of residential heating systems, affect the timeline.

Stara Zagora residents will have opportunities in upcoming months to

participate in discussions about these and other questions. These opportunities to ask questions and share your opinions will be announced in the news media. You may call the Municipal Press and Public Relations Office, 2-75-41, for information.

? What is the natural gas usage in other countries ...

The first use of gas energy in the United States occurred in 1816 when gaslights illuminated the streets of Baltimore. By 1900, natural gas had been discovered in 17 states. Currently, natural gas provides about 25 percent of U.S. energy consumption.

In the United States, there are about 40,000 vehicles operated by gas. Some U.S. communities are using compressed natural gas (CNG) powered vehicles, including buses, to help them meet air quality standards. The Energy Policy Act of 1992 and President Clinton's April 1993 executive order call for conversion of the U.S. government fleet to alternative fuels, will also stimulate natural gas usage. The American Gas Association estimates that as many as 2 million natural gas vehicles could be on U.S. roads by 2010.

The German Clean Air Code specifies maximum pollutant emission levels, which differ for the various sources of energy and processes, depending on the state of the art. Even though the codes impose more stringent requirements on gas than on any other fuel, the capital outlay needed to satisfy these new standards is relatively low. As a result, a growing number of industrial and commercial energy users are converting their plant systems to use natural gas.

Safety

? Is transportation of natural gas safe ...

According to data from the U.S. Department of Transportation, natural gas and petroleum liquid pipelines – like those used in Stara Zagora – provide the safest method for transporting energy. For example, electric current is responsible for more than 100 deaths a year during its transmission to the home. In contrast, the U.S. National Transportation Safety Board reports only 15 pipeline accident fatalities in 1995.

? What is the flammability range and ignition temperature of gas ...

Natural gas has a very limited range of flammability. In concentrations in air below 5 percent and above 15 percent natural gas will not burn. It also has a very high ignition temperature, about 649 degrees Celsius. The high ignition temperature and the limited flammability range make accidental ignition or combustion unlikely. Generally, natural gas accidentally released in the open will disperse harmlessly into the air. However, when a gas and air mixture within the flammability range collects in a confined space, it can ignite accidentally. Government inspectors certify as safe all natural gas conversions taking place in Stara Zagora. Facilities must have this safety certification before they can operate the gas systems.

The Gasification Project in Stara Zagora

? Why did Stara Zagora choose to use natural gas in municipal buildings ...

 The Municipality of Stara Zagora chose natural gas to heat municipal facilities to take advantage of environmental and economic benefits. The Municipality is responsible for the conversion of municipal sites only. The conversion of industrial sites and, ultimately, homes is the responsibility of private property owners and business.

? How many municipal sites have been converted ...

 Three sites have been converted to date:

1. Sun day care center # 31, 2 Otez Paisii St.
2. Nursery # 6, 9 Dimitar Podvurzachov St.
3. Day care center # 29, 76 General Stoletov St.

? What is the total number of municipal sites which will be converted throughout the project?

 The municipality plans to convert a total of 21 municipal sites from naphtha and mazut to natural gas by the end of 1998. They include:

1. Day Care # 2, 35 Tzar Kaloyan St.
2. Day Care # 5, 1 Ticha St.
3. Day Care #7, 30 Knyaz Batenberg St.
4. The ex-day care center # 9, 2 Rozova Dolina St.
5. Mir Day Care # 20 , 1 Ticha St.
6. Day Care # 35, 43 Khan Asparuh St.
7. The Nadejda orphanage, 10 Rozova Dolina St.
8. Romen Rolan Language School, 62 Tzar Ivan Shishman
9. I van Vazov School, 102 General Gurko St.
10. Veselin Hanchev School # 9, 82 Angel Kunchev St.
11. Vasil Levski School, 60 Kolyo Stanchev St.
12. School # 5, 19 Stefan Stambolov St.
13. School # 10, 68 Avgusta Trayana St.
14. The Municipal Building, 108 Tzar Simeon Veliki St.
15. The city drama theater, Metodi Kusev Blvd.
16. Swimming Pool, 13 Graf Ignatiev
17. Policlinic II, 117 General Stoletov
18. Stoyan Kirkovich Regional Hospital, 2 General Stoletov

Since Stara Zagora is the first Bulgarian municipality to undertake such a project, officials may run into problems that could delay this bold schedule. In view of the benefits and despite the challenges, the Municipality has decided to be a leader in natural gas conversions. The Municipality will share regular information about the status of conversions. You may call 2-75-41 for information.

? What is the history of the project?

 In 1993 the Municipality entered into a joint venture agreement with Overgas Ltd. to develop and operate a company – Gazosnabdiavane -- that would distribute natural gas to industrial, commercial, municipal and residential customers. The passage of the Bulgarian Municipal Property Act in 1996 made the Municipality reconsider its status in the gas conversion project, to plan divestiture of interest in the joint venture and to assume the role of utility regulator to protect public interest and safety. In August 1997 the City Council voted to divest interest in the

? What is a concession agreement ...

Joint venture and to begin a process leading to granting of a concession agreement to the gas provider.

 A concession agreement is a contract between a public entity, like the Municipality of Stara Zagora, and a private company. Such agreements, sometimes called franchise agreements in other countries, give private companies the right to use public property, such as streets, when the company serves a public good and meets specific conditions. Concession agreements typically specify many conditions, such as availability of the company's product, safety terms and the process for setting rates the company can charge customers. Bulgaria's Municipal Property Act gives municipalities the right to grant concession agreements, thus becoming a utility regulator. Stara Zagora residents will have opportunities in upcoming months to participate in discussions about utility regulation and the terms of such an agreement between the Municipality and the gas provider. These opportunities to ask questions and share your opinions will be announced in the news media. You may call the Municipal Press and Public Relations Office, 2-75-41, for information.

? What is the role of a utility regulator ...

 A regulator's primary role is to protect the interests of citizens in their dual roles as owners of public facilities, including streets, and as customers of natural gas. Bulgarian municipalities do not have experience in regulation of public utilities. Stara Zagora is a pioneer in developing expertise in this complex area. Officials are working with technical experts provided by the U.S. Agency for International Development to learn from the experience of municipalities in other countries. To support its development as a regulator, the Municipality has involved local experts on a special municipal commission, called the utility commission. USAID is also helping the members develop expertise and learn from the experience of other regulators.

? What is the structure and the mission of the Utility Commission ...

 In accordance with the Municipal Property Act (article 70.1 and 70.2) the Municipality officially established a utility commission, officially called the Commission on Concessions, on June 6, 1997. The commission's role is to protect citizens' interests and safety. The commission has authority to regulate business activities, including organizing of concessions and negotiating concession agreements and providing oversight and control in implementation of concession agreements. Like most utility commissions in the U.S. and other countries, Stara Zagora's commission is comprised of diverse experts in technical fields and in citizen interests: an electric engineer, a water sewer engineer, a lawyer, two council members, and a tender specialist. The utility commission considers and recommends actions, such as a concession agreement, to the Municipal Council. The role and responsibilities of the commission will change over time as it gains

experience and as laws allow.

? Why is Stara Zagora a leader and innovator ...

 Stara Zagora is the first Bulgarian municipality to relinquish municipal participation in a joint gas utility venture and to form a utility commission to ensure the best use of public property and to ensure citizen interests are considered and addressed.

These actions represent a major advance in Bulgarian municipal government. The central government and other municipalities show serious interest in the actions taken by Stara Zagora to learn from our experience and to see if the process can be replicated in other Bulgarian cities.

USAID

? What is the participation of USAID in the gas conversion project in Stara Zagora?

 USAID, is providing financial, technical and training support to the Municipality of Stara Zagora for the conversion of municipal sites to natural gas heating. Direct financial help includes support for the conversion of boilers from traditional energy sources to natural gas. Technical assistance includes providing professional consultants and opportunities to learn about other communities' experience in utility regulation, conversions to natural gas, financial analysis, consumer protection, communication and citizen participation in decision making. This cooperative effort will promote the development of natural gas utilities in Bulgaria, particularly those whose services will enhance environmental quality in local communities. USAID objectives include helping Stara Zagora demonstrate how such a program could be done in other communities in Bulgaria.

For more information ...

The city is ready to answer questions and provide more information. Here are some handy telephone numbers:

	Safety questions	5-21-30
	Street questions	4-10-83
	Conversion schedule questions	4-20-86
	Concession agreement questions	4-20-86
	General municipal information	2-75-41

Overgas can provide information about their operations and plans in Stara Zagora. Overgas: 3-86-32

Published by the Municipality of Stara Zagora with the assistance of the Local Government Initiative (LGI) supported by USAID



... with many

Sample Publication **PHONE PHOENIX**

Phone Phoenix, pre-recorded telephone messages about the City of Phoenix's services and programs, reduces busy-signal blues and improves customer service by providing consistent, accurate and timely information. You can call Phone Phoenix 24 hours a day, seven days a week from your touch tone or rotary phone. Phone Phoenix features English and Spanish. Simply dial (602) 262-6262, listen to the directions and press the correct extension to get the information you want. If you already know your extension, you can press it at any time.

For Spanish messages, dial (602) 534-6262

After many of the messages, callers with touch-tone phones can press the star key to dial the department responsible for the service or program. Or, callers can hang up and dial the seven-digit number. City offices are open from 8 a.m. to 5 p.m. Monday through Friday. If you would like to receive a Phone Phoenix brochure listing all the numbers, call (602) 262-7176.

First, dial (602) 262-6262, then press any of these extensions:

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City of Phoenix Source 1995-97



Sample Publication

At Your Doorstep

Neighborhood News from the City of Austin, April 1997

A new look, still great information

Just like the change to daylight-saving time this month, it's time for a change in the look of our newsletter. It's still the same useful information, just a new face. Look for us also on the World Wide Web through the Austin City Connection, www.ci.austin.tx.us. Enjoy!

Streetscapes

The North University Neighborhood Association and the Eastwoods Association are involved in a City pilot project that requires permits to park on residential streets. [page 3]

Neighbor to Neighbor

Early voting is April 14-29 at neighborhood locations throughout the area for the upcoming City election. [page 5]

Kid Stuff

Florence Ponziano of the Montopolis neighborhood has won a national award for making her home a haven for needy children. [page 7]

ENVIRONS

Ozone season begins in April in Austin area

Get your head out of the ozone and pay attention to how you can protect Austin's air quality.

The ozone season in the Austin area is April through October, when sunlight and high temperatures can create high ozone levels.

Ozone near the surface, commonly referred to as smog, can have dramatic health effects as well as economic repercussions for this entire region if conditions worsen and certain provisions of the Federal Clean Air Act are imposed here.

These include tougher vehicle inspection standards, business and industrial restrictions, gasoline station controls, or possibly the loss of federal transportation funds.

By making simple changes now, we can avoid these federally enforced sanctions and maintain healthier air quality.

Exposure to ozone may cause chest pains, coughing, and wheezing or aggravate lung diseases such as asthma, chronic bronchitis, and emphysema. Ozone can also aggravate everyone's allergies and reduce the lung capacity in children

Areawide agencies and organizations have developed a coalition called the Clean AIR Force to continue a communitywide campaign for air quality improvement.

When a high ozone day is predicted in the Austin area, an ozone advisory is issued for the next day to the media, which notify the public that weather conditions are conducive to the formation of high levels of smog.

On Ozone Action Days, everyone is asked to take certain measures to reduce emissions.

How You Can Help

- * Limit your driving. Find other options or carpool.
- * Ride the bus. It is free on Ozone Action Days.
- * Minimize cold starts of your automobile by combining trips. Most emissions occur from cold engines.
- * Avoid traffic congestion. Drive during "off peak" hours and choose less congested routes.
- * Don't idle your engine. Avoid lines at drive-through windows.
- * Delay buying gasoline until the evening when it's cooler. Avoid spilling gasoline and don't top off the tank.
- * Don't mow your lawn or use gas-powered lawn equipment during the mornings.
- * Try not to use oil-based paints, varnishes, degreasers or lighter fluids.

Trade in your gas mower to protect your air

Tired of pulling the cord on your lawn mower to get it started?

The City's Electric Utility Department is starting a program that allows you to trade in your gas mower for an electric mower that creates less pollution and is easier to start.

On two Saturdays, April 19 and 26 residents can trade their gas lawn mower for up a \$90 discount on an electric mower. The gas mower will be dismantled and its metal recycled so that the mower cannot be used again. The promotion is available to everyone in the Austin area.

The promotions are 7 a.m. - 3 p.m. April 19 at 4411 Meinardus Drive near East St. Elmo Road; and 7 a.m. - 3 p.m. April 26 at 2412 Kramer Lane.

Electric mowers are easy to start, do not smell, do not require tune-ups or spark plugs, and do not affect our water quality by accidental spillage of gasoline and oil.

Most importantly, electric mowers emissions are a fraction of the emissions from a gas mower. Operating a gas mower for one hour is the equivalent to the emissions created while driving a car 2, 000 miles.

Take the bite out of fire ants this year

With all the rain we've had the first few months of this year, you may soon see fire ant hills popping up like wildflowers in your landscape.

But you could be harming Austin's waterways by using granular insecticides or other pesticides to get rid of your fire ants.

Pesticides frequently wash from our yards into storm drains that eventually feed into creeks, rivers and lakes.

And many people who have tried pesticides become dismayed because the mounds re-appear within a short time. That's because killing worker ants won't get rid of a fire ant colony because dead workers are easily replaced. You have to kill the queen ant to achieve long-term, fire ant control.

The City of Austin recommends that you use a fire ant bait instead of insecticides and/or pesticides.

Bait either kills the queen or works as a birth control method, preventing queens from producing more workers. The colony eventually diminishes in numbers and starves. It may take several weeks to see results, but bait products are worth the wait since you get longer-lasting results.

Bait products such as ASCEND, AWARD, or AMDRO are widely available in the Austin area. Just ask for them when you buy your lawn care products.

If you have a few problem mounds that need immediate attention, try drenching them with hot water. You should drench mounds mid-morning with at least a gallon of very hot water on the sunny side of the mound. Surviving ants will soon rebuild the drenched mounds, but the colony will scatter if the queen is killed. Also, drenching can be effective if done in conjunction with bait application.

Tips for applying fire ant bait:

- * Follow directions on the label.
- * Generally, apply between April and October, except during the hottest parts of the summer.
- * Make sure the soil is warm. Fire ants won't forage for food when it's too hot or too cold.
- * Fire ants forage best when soil temperature is between 70 and 95 degrees.
- * Toss out bait to small area first to see if fire ants are looking for food.
- * Make sure the soil is dry. Don't apply bait when it's dewy or after a rain.
- * Spread bait over yard at a rate of one pound per acre.
- * If using a seed spreader, try the lightest setting.
- * Usually, one application per year is enough; sometimes, you may need two.
- * Be patient. Bait takes anywhere from one week to several weeks to work

STREETSCAPES

City begins residential permit parking program

In response to complaints about university students parking in neighborhoods, the City of Austin has started a pilot project that requires permits to park on residential streets.

After discussions with representatives from the North University Neighborhood Association, the Department of Public Works and Transportation identified five streets for the pilot project.

The department later expanded the program to include the Eastwoods Association and the streets around the Eastside Café on Manor Road in the University of Texas area.

Petitions signed by 80 percent of the residents on the streets are required as well as the approval of the neighborhood association to include the streets in the project. Special parking signs have been made to restrict parking on the streets.

From 8 a.m. to 5 p.m. Monday through Friday, the only vehicles that are allowed to park on these streets are those with a residential permit parking sticker or a visitor hang tag issued by the City. Vehicles that don't have the appropriate identification are subject to ticketing or towing. (Please see, "Residents participate," page 3.)

RESIDENTS PARTICIPATE

To participate in the project, residents in the North University Neighborhood Association area purchased permits for \$42. The cost is based on the number of households in the area, as well as the costs for data collection, permits, signs and enforcement.

As of last month, the project had been fully implemented in the North University Neighborhood Association while the Eastwoods Association was working on getting approval from residents.

The Department of Public Works and Transportation will evaluate the project and make recommendations to the Urban Transportation Commission and the City Council before the summer.

IN MY BACKYARD

Eastwoods Association

Barbara Epstein's neighborhood in Central Austin near the University of Texas is a mix of land uses where residents work hard to maintain their neighborhood.

"We've tried to keep it as residential as possible in the face of intense scrutiny for development", says Epstein.

The neighborhood is bordered by 32nd Street, 26th Street, IH 35 and Duval Street.

Epstein said the neighborhood keeps close watch on zoning issues and has been successful at stopping people from converting homes into commercial establishments.

The neighborhood also gets involved in the upkeep of Eastwoods Park, and was successful at curtailing large events at the neighborhood park.

The Association is planning a tree planting in the park on Earth Day, April 22, to replace the old trees that have died.

"The whole purpose of the association is to preserve the residential character of the neighborhood and to make sure that the park is taken care of," says Epstein.

The association is involved in a pilot project by the City of Austin to implement a residential permit parking program in the neighborhood to stop University of Texas students from parking on residential streets.

The program was initiated as a result of the association's involvement in a zoning issue in the neighborhood. The City Council directed the staff to find ways to deal with the parking problems created by the students.

Epstein says the neighborhood is safe and enjoyable, but residents are learning that they need to get involved to stay on top of the issues affecting the neighborhood.

In its guidelines for the permit parking program, the Department of Public Works and Transportation said that restricting parking to just the residents will:

- * Increase the amount of on-street parking for residents and their guests.
- * Preserve the residential character of their neighborhood.
- * Preserve the safety of children and other pedestrians.
- * Protect residents from unreasonable burdens in gaining access to their residences.
- * Improve the quality of life in the neighborhood.

MORE GOOD STUFF

It's time to change batteries in smoke detectors

We will lose an hour's sleep, Sunday, April 6, when we spring forward for daylight-saving time. But don't you need to lose any more sleep wondering whether your smoke detectors are working and your home is safe from fire.

When you change your clocks twice a year, it is also a good time to be reminded that you should change the batteries in your smoke detectors.

A working smoke detector can double a person's chances of surviving a fire by providing the extra time that is critical for escape.

Most home fires erupt between 8 p.m. and 8 a.m., when people are sleeping. Most fire fatalities result from smoke inhalation since lethal amounts of smoke build long before the flames spread, lulling residents into a deeper sleep from which they may never awaken.

Nationally, 90 percent of all homes have smoke detectors, but it is estimated that one-third of those don't work because of worn or missing batteries.

The Austin Fire Department recommends that you test your smoke detectors weekly.

ZONE IN

The following zoning cases are tentatively scheduled for the April 24 City Council meeting:

- C14p-81-028 City of Austin - APD (Deputy Chief Ken Williams), by Southeast Steel Service (Jim Ruble), 4400 Ridge Oak Drive. Restrictive covenant amendment. (Taylor Slough). Not recommended. City staff: Antonio Gonzalez, 499-2243.
- C14-97-0011 Southeast Church of Christ (B.M. Taylor), by Griffin Engineering (Greg Griffin), 8900 Manchaca Road. From DR to GO. (Slaughter Greek). Not recommended. City Staff: Craig Alter, 499-2769.
- C14-97-0013 Janie and Benjamin Rosas, by Martinez & Wright (Mario Carlin); 8001 Brodie Lane, 3425 Dalton Street, 3426 Thomas Kincheon Street. From SF-3 to GR (Williamson). Not recommended. City Staff: David Wahlgren, 499-6455.
- C14-97-0014 Phillips and Copus (Allen Jacoby), by Larry Niemann (Connie Niemann), 7004 East U.S. 290, 7020 E. U.S. 290. From GR to CS (Little Walnut). Not recommended. City Staff: Michael Johnson, 499-6045.
- C14-97-0015 Phillips and Copus (Allen Jacoby), by Larry Niemann (Connie Niemann), 7000 block E. U.S. 290. From GR to CS (Little Walnut). Not recommended. City Staff: Michael Johnson, 499-6045.

The following zoning case is tentatively scheduled for the April 15 Planning Commission and May 15 City Council meetings:

- C14-97-0016 Maconda Park Co., LP. (Kent M. Stainback), by Bury & Pittman, Inc., (Jim Gallegos), 13201 North FM 620 Road. From GR to CS (Lake Greek). Recommended - City Staff: Craig Alter, 499-2769.

The following zoning cases are tentatively scheduled for the April 22 Planning Commission and May 22 City Council meetings:

- C14-97-0017 National Instruments (David Hugley), by Haynes & Boone, LLP. (Rick Reed), 11400 to 11800 N. MoPac Blvd. Northbound. From MF-2, MI to MI, PDA. (Big Walnut). Not recommended. City Staff: David Wahlgren, 499-6455.

- C14-97-0018 Local Union (Jimmy Sunvision), by John L. Carlson, 4818 E. Ben White Blvd. From GR, SF-2 to GR (Country Club). Not recommended. City Staff: Craig Alter, 499-2769.
- C14-97-0019 W.D. & Mildred Wislon, by Edith Mullins Livingston, 704 North Bluff Drive. From SF-3 to GR, NO. (Williamson). Not recommended. City Staff: Antonio Gonzalez, 499-2243.
- C14-97-0020 Robert Abbassi, 12200 N. MoPac southbound. From LR to GR. (Big Walnut). Not recommended. City Staff: David Wahgren, 499-6455.
- C14-97-0021 R. S. Shawell & Alfred Costanzo, by Crocker Consulting (Sarah Crocker), South Congress Avenue. From 1-SF-3 to LR. (Williamson). Not recommended. City Staff: Joe Arriaga, 499-2308.
- C14-97-0022 Imports 2001 (Robert L. Dickhout), by Minter, Joseph & Thornhill (Nikelle S. Meade), 2001 La Casa Drive. From NO to GR. (West Bouldin). Not recommended. City Staff: Joe Arriaga, 499-2308.
- C14-97-0023 Philip & Dorothy Vescovo (Philip Vescovo), by Law Office (David Shaw), 2002 W. Koenig Lane. From SF-3 to LR. (Shoal Creek). Not recommended. City Staff: Susan Villarreal, 499-6319.
- C14-97-0024 Austin Community College (Daniel Perez), 3201 to 3407 Webberville Road. From SF-3 to GO. (Boggy). Not recommended. City Staff: Antonio Gonzalez, 499-2243
- C14-97-0025 Austin Community College (Daniel Perez), 3201 to 3407 Webberville Road. From SF-3 to GO. (Boggy). Not recommended. City Staff: Antonio Gonzalez, 499-2243.

Budget News

It's almost budget season, and City Manager Jesus Garza is interested in getting information to your organizations about the budget process. The City Manager and members of his executive team are available to visit you during your neighborhood meetings to answer your budget questions. Interested? Please contact Michele Middlebrook-Gonzalez, Public Information Officer for the City, to schedule a presentation with a team member. She can be reached at 499-2410 or you may e-mail her at gonzalez@city_ball.ci.austin.tx.us.

NEIGHBOR TO NEIGHBOR

Early voting to start for City election

You can cast your ballot for the upcoming City election during early voting April 14-29 at neighborhood locations throughout Austin area.

The Mayor's seat and Places 2, 5 and 6 are up for election May 3 for the seven-member Council. Residents also will go to the polls to vote on propositions to issue bonds for water and wastewater improvements and the purchase of a new emergency radio system for the greater Austin area.

Early voting is 7:45 a.m. - 7:00 p.m. Monday through Friday and 10:00 a.m. - 4:00 p.m. on Saturdays. In addition to the early polling locations, a mobile van for early voting will operate in neighborhoods throughout the Austin area. Call the City Clerk's Office at 499-2210 for the location of the mobile van on each day of early voting. Voters can cast ballots at any early voting location.

If a runoff is necessary in the Council races, the run-off election will be May 31. Early voting for the runoff is May 12-27.

The six propositions on the ballot include authorizing the issuance of \$38,000,000 in tax-supported general obligation bonds for the purchase, acquisition and installation of emergency service equipment; and authorizing the issuance of \$35,000,000 in revenue bonds for improvements and extensions to the City's waterworks and wastewater system.

The remaining four ask voters to deauthorize, or cancel, approximately \$35,000,000 in previously approved revenue bonds which are no longer needed.

For more information, please call the Public Information Office, 499-2220.

Here's where you can vote:

Early voting polling places

Austin Recreation Center.....	1301 Shoal Greek Blvd.
Downtown.....	617 Congress Ave.
Westgate Mall (Suite 128).....	4521 Westgate Blvd.
Northcross Mall (Suite 615).....	2525 W. Anderson Lane
University of Texas (West Mall).....	Flawn Academic Center Lobby
Austin Community College.....	5930 Middle Fiskville Road
(District Administrative Office, across from Highland Mall)	
ACC-Northridge Campus.....	11928 Stonehollow Drive
ACC-Riverside Campus.....	1020 Grove Blvd.
Pan American Recreation Center.....	2100 E. Third St.
Rosewood Recreation Center.....	2300 Rosewood Ave.
South Austin Recreation Center.....	1100 Cumberland Road
Spicewood Springs Branch Library.....	8637 Spicewood Springs Road
University Hills Branch Library.....	4721 Loyola Lane
Oak Hill Elementary School.....	6101 Patton Road
Doss Elementary School.....	7005 Northledge Drive

Channel 6 to air council candidate forums

Don't have time to go to any of the Council candidate forums being sponsored in the community? Relax. Sit back and enjoy candidate forums live on the City's municipal channel, cable channel 6.

This year, Channel 6 has created production partnerships with the League of Women Voters, the LBJ School of Public Affairs Alumni Association and other professional organizations to televise three live and unedited mayoral and Council candidate forums.

The forums are scheduled for:

- 7 p.m. Tuesday, April 1, in City Council Chambers, 307 W. Second St.
- 6:30 p.m. Wednesday, April 16, at the Lower Colorado River Authority auditorium, 3701 Lake Austin Blvd.
- 7 p.m. Wednesday, April 23, in Council Chambers.

These forums also will be taped and replayed through election day. Channel 6 also provides live coverage of the election beginning at 7 p.m. Saturday, May 3.

Community Registry now available on-line

Want to know who your counterparts are in other neighborhood organizations in Austin?

With the City of Austin's on-line Community Registry, you can find the boundaries, contacts, phone numbers and mailing addresses for more than 330 neighborhood/community groups in the City.

The easy-to-use interactive database allows searches by ZIP code; and, where available, direct links to groups that have provided e-mail addresses.

The Community Registry is part of Services for Austin Neighborhoods at <http://www.ci.austin.tx.us/neighbor>. Copies of the listings also may be obtained by calling Rita Noak in the Public Information Office at 499-2584.

Neighborhood chit-chat

- * The Bouldin Greek Neighborhood Association will host a City Council candidate forum at 7 p.m. Wednesday, April 2, at Becker Elementary School, 906 W. Milton St.
- * The Great Hills Homeowner's Association is on the World Wide Web at www.greathills.org.
- * The Laurel Oaks Neighborhood Association will sponsor a forum for candidates in the race for Mayor at 7 p.m., Tuesday, April 8, at North Oaks Elementary School, 11104 Oak View Drive.
- * Ted Siff is the new president of the Old Austin Neighborhood.

KIDS STUFF

Montopolis resident wins award for helping children

Florence Ponziano of Austin has received a 1997 national Achievement Against the Odds award for making her home a haven for needy children in the Montopolis neighborhood.

The awards program, developed by the National Center for Neighborhood Enterprise in Washington, D.C., and sponsored by State Farm Insurance Cos., seeks to identify everyday citizens who have overcome significant challenges to improve their lives and community.

Ponziano received one of seven awards given this year. With just a ninth-grade education and a small monthly disability check, Ponziano has made her home a haven for children who would otherwise go uncared for and hungry.

In addition to providing shelter, food and clean clothes, the organization, said Ponziano, instills responsibility in the children and teaches them to give back to the community by volunteering their time. The children have named her home, "Comfort House".

How to keep your smoke detectors working properly

Minimum protection

- * One smoke detector outside each sleeping area (a common hallway, for example).
- * One detector on each level of your home if more than one storey.
- * An additional detector in each bedroom in case the fire starts in the bedroom.
- * Placement
- * Keep detectors about four inches away from the corner where the ceiling and wall meet.
- * Mount detectors three feet from the highest point on high-pitched or cathedral ceilings.
- * Avoid placing in the path of air conditioning or heating vents.
- * Maintenance
- * Check at least once a week by pushing the test button.
- * Clean periodically by removing the cover and dusting or vacuuming.
- * Change battery at least once a year.
- * A periodic chirp means that your battery is low and needs to be changed.

BIG IDEAS

Neighborhood library sparks community involvement effort

In Des Moines, Iowa, a deteriorating public library helped spark a community involvement effort that led to improvements throughout the inner-city.

Although all the other branches in the Des Moines public library system were spacious and modern, the Mid-City branch was housed in a corrugated-steel and brick building that was once a barber shop.

Nonetheless, when library administrators announced in 1990 plans to close the branch, residents were upset. Angered by what they said were years of neglect of the area by the City of Des Moines, residents and area activists formed the Mid-City Vision Coalition.

The group launched almost immediately a campaign for a new library. A businessman and former publisher of the Des Moines Register offered to donate \$740,000 on the condition that the City maintain it on a level with the other branches.

Still City administrators resisted. But the coalition galvanized citywide support and raised \$900,000 to build a library in the inner-city with no public money.

Spurred by its success, the coalition decided to tackle other problems that plagued the inner-city, including unemployment, drug-related violence and large numbers of working poor.

Fewer than one in three homes in the area were owner occupied, compared with a countrywide homeownership rate of 62 percent.

But by developing ties with businesses, neighborhood associations, City and school officials and non-profit agencies, the coalition has:

- * Prompted landlords and developers to upgrade existing homes and build new ones.
- * Sparked the development of a park next to the library.
- * Encouraged homeowners to improve their property.
- * Pressured a national pizza chain to resume deliveries in the neighborhood.
- * Brokered the creation of a year-round elementary school program with services for inner-city families.

The Northwest Area Foundation also provided a grant to help the coalition set up an office. Businesses donated most of the furniture, and a VISTA volunteer works in the office full-time.

Through the coalition's efforts, the City of Des Moines was awarded a \$3 million federal grant in 1994 to improve the area. The money helped develop a cultural center, a substance-abuse program and other neighborhood improvements.

The residents had learned that if they could build partnerships and credibility with contributors, they could raise money and generate the momentum that was needed to bring about change.

For more information, contact the Northwest Area Foundation at 332 Minnesota St. Suite E-1201, St. Paul, MN 55101-1373, (612) 225-3864.

This article was based on information from the Alliance for National Renewal.

MORE GOOD STUFF

It's time to change batteries in smoke detectors

We will lose an hour's sleep, Sunday, April 6, when we spring forward for daylight-saving time. But don't you need to lose any more sleep wondering whether your smoke detectors are working and your home is safe from fire.

When you change your clocks twice a year, it is also a good time to be reminded that you should change the batteries in your smoke detectors.

A working smoke detector can double a person's chances of surviving a fire by providing the extra time that is critical for escape.

Most home fires erupt between 8 p.m. and 8 a.m., when people are sleeping. Most fire fatalities result from smoke inhalation since lethal amounts of smoke build long before the flames spread, lulling residents into a deeper sleep from which they may never awaken.

Nationally, 90 percent of all homes have smoke detectors, but it is estimated that one-third of those don't work because of worn or missing batteries.

The Austin Fire Department recommends that you test your smoke detectors weekly

"At Your Doorstep" is a monthly newsletter published by the City of Austin Public Information Office. Material in this newsletter can be reprinted.

"At Your Doorstep" can also be found on the World Wide Web at <http://www.ci.austin.tx.us/neighbor/doorstep.htm>.

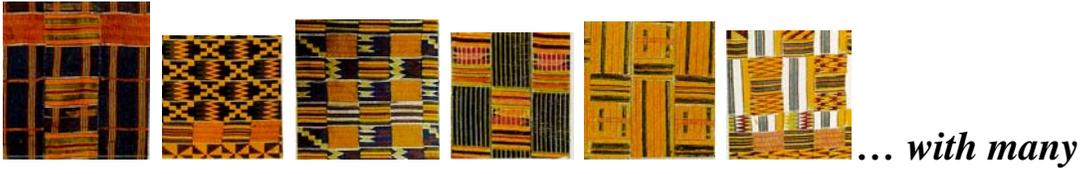
Please give us your comments or suggestions:

- * *call 512/499-2395*
- * *fax 512/499-2405*
- * *write Public Information Office
P.O. Box 1088
Austin, TX 78767*
- * *e-mail: cordova@city_hall.ci.austin.tx.us*

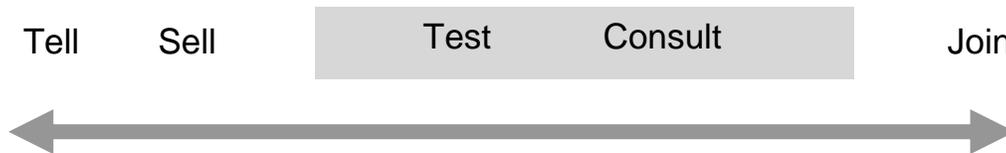
Thank you.

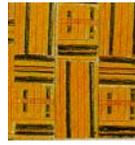
Editor: Carlos Cordova

Graphic Designer: Kay Owens



Test/Consult Tools





... with many

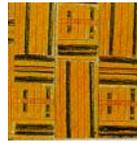
Interactive—"Test" or "Consult"

Test: Effective When...

- There may be no real choice
- Trust is high
- Issues are simple or straightforward
- All options are likely to be acceptable
- Consultation has already taken place

Examples...

- Questionnaire
- Focus group (selected sample)
- Public hearing



... with many

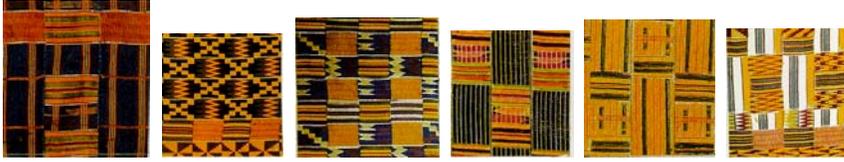
Interactive—"Test" or "Consult"

Consult: Effective When...

- There may be no real choice
- Trust is low
- Issues are complex
- Issues are not well understood
- Some options more acceptable than others
- Public understanding is low
- Public has not yet been involved

Examples...

- Public forum
- Advisory group
- Neighborhood groups



... with many

Citizen Surveys

Tool: Citizen Surveys

When to Use: To obtain citizen opinion and feedback on city services and issues

Steps:

Once you determine the purpose of the survey, the steps are:

1. Prepare a draft questionnaire.
2. Identify the major populations or subgroups for which the government wants to obtain data.
3. Determine the mode of administration (mail, phone, in-person interview) and who will be responsible for each task.
4. If survey is to be contracted, select the contractor and undertake the survey.
5. Analyze and report the data.
6. Use the data to steer decisions, planning and service improvements.

Each of these steps is described in detail in the attached material from Harry Hatry, et al, [How Effective Are Your Community Services](#), The Urban Institute, IC:MA, Washington, DC, 1992.

Chapter 13: "Surveying Customers"

Chapter 14: "Surveying the Business Community"

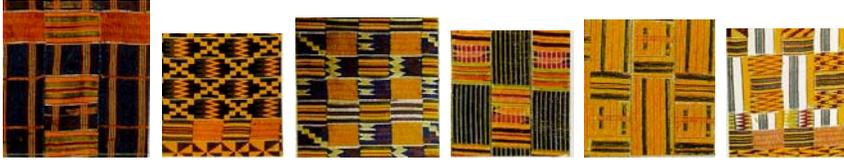
Examples of surveys are also provided from the same text:

Appendix 1: "An Illustrative Questionnaire For a Multiservice Household Survey"

Appendix 2: "An Illustrative Questionnaire For a Survey of Businesses"

Appendix 8: "An Illustrative Questionnaire For a Water Service User Survey"

Appendix 9: "An Illustrative Questionnaire For a Survey of Citizens Who Register Complaints or Request Service or Information"



... with many

Sample City Survey—Windsor

The Town of Windsor
First in Connecticut. First for its citizens.

February 13, 1998

Dear Caring Connection Customer,

As part of our commitment to improve our services, the Town of Windsor is conducting a survey of current and previous users of our Caring Connection Program.

As a recent customer, we are asking you to tell us how we are doing, what services might be needed, and how we can serve you better. Your comments are of great value to us.

Please take a few minutes to complete both sides of the survey. Your responses are strictly confidential. Please do not write your name or address on the survey.

You may return the survey in the enclosed envelope. No stamp is needed.

Thank you for completing this survey.

Your responses will help us to provide the highest quality services to our community.

Sincerely,
Margaret Ginnitti
Caring Connection

Town Hall, Windsor, Connecticut 06095-2994 FAX 860.285.1909

CUSTOMER SERVICE SURVEY

Finance Office

1) Please describe your customer relationship with the Windsor Finance Office.
Please circle all that apply.

- A. Business vendor
- B. Attorney
- C. State or federal agency employee
- D. Insurance benefits representative
- E. Town/School employee
- F. Retired town/school employee
- G. Other _____

2) When was your last contact with the Windsor Finance Office?

- A. Within the past month.
- B. Between 1 and 6 months ago
- C. More than 6 months ago.
- D. I do not remember.
- E. Never.

3) How do you typically communicate with the Windsor Finance Office?

- A. In person.
- B. By phone.
- C. By letter.
- D. All of the above.
- E. Other _____.
- F. Never contacted the Windsor Finance Office

4) If you have contacted the Windsor Finance Office by phone, how long did it take before you spoke with a person who could help you?

- A. Less than 1 minute.
- B. 1 to 5 minutes.
- C. More than 5 minutes.
- D. My voicemail message was returned in _____ hours.
- E. Never called the Windsor Finance Office.

5) Please circle the number which best describes your satisfaction with the following services provided by the Windsor Finance Office. *Please respond for only those services which you have received.*

1=Poor Service; 2=Fair Service; 3=Adequate Service
4=Good Service; 5=Excellent Service; 6=Not Applicable

Town payment of invoices	1 2 3 4 5 6
Town billing for services	1 2 3 4 5 6
Financial reporting	1 2 3 4 5 6
Employee benefits srvcies	1 2 3 4 5 6
Payroll services	1 2 3 4 5 6

6) Please circle the number which best describes your opinion regarding the following statements about the Windsor Finance Office

1=Not at All; 2=Very Slightly
 3=Somewhat; 4=For the Most Part
 5=Very Much So; 6=Not Applicable

The Windsor Finance Office staff is pleasant and helpful.	1 2 3 4 5 6
Service provided by staff is prompt and efficient.	1 2 3 4 5 6
The staff is knowledgeable and able to answer my questions.	1 2 3 4 5 6
The answers that I receive from staff are accurate.	1 2 3 4 5 6
The staff offers creative alternatives to meet my needs when possible.	1 2 3 4 5 6
I am pleased with the overall quality of service I've received.	1 2 3 4 5 6
Windsor's financial services are better than the financial services provided by other Towns.	1 2 3 4 5 6

7) What is your opinion about the overall quality of Windsor Accounting/Reporting as compared to two years ago?

- A. Better
- B. About the same
- C. Worse
- D. Don't know

For employees Only:

8) Please circle the number which best describes your opinion regarding the following statements about Windsor's Accounting/Reporting Process:

1=Not at All; 2=Very Slightly
 3=Somewhat; 4=For the Most Part
 5=Very Much So; 6=Not Applicable

A. Financial reporting information is received in a timely manner.	1 2 3 4 5 6
B. I feel comfortable approaching the office with questions about benefits.	1 2 3 4 5 6
C. Cost accounting information	

helps our team budget effectively. 1 2 3 4 5 6

For Business Vendors Only:

9) Please circle the number which best describes your opinion regarding the following statements about Windsor Accounting/Reporting Process:

(Please circle only those services which you receive)

1=Not at All; 2=Very Slightly
3=Somewhat; 4=For the Most Part
5=Very Much So; 6=Not Applicable

- A. Payments from the Town are received in a timely manner. 1 2 3 4 5 6
- B. Payments from the Town are accurate. 1 2 3 4 5 6
- C. Invoices from the Town are received in a timely manner. 1 2 3 4 5 6
- D. Invoices from the Town are accurate 1 2 3 4 5 6
- E. I would recommend doing business with Windsor to other Vendors. 1 2 3 4 5 6

10)Please use the space below for any suggestions you might have to improve the programs and services provided by Windsor's Finance Office:

***Thank you for taking time to complete this survey.
Please mail your responses to us in the enclosed envelope.***

CUSTOMER SERVICE SURVEY

Health Services

1) Please describe your customer relationship with the Community Health Services Office.
Please circle all that apply.

- A. Food service owner/operator
- B. Contractor
- C. Day care operator
- D. Engineer
- E. Attorney
- F. Health care provider
- G. Windsor homeowner
- H. Windsor tenant
- I. Other _____

2) When was your last contact with the Community Health Services Office?

- A. Within the past month.
- B. Between 1 and 6 months ago.
- C. More than 6 months ago.
- D. I do not remember.
- E. Never.

3) How do you typically communicate with the Community Health Services Office?
Please circle all that apply.

- A. Office visit.
- B. By phone.
- C. By letter.
- D. On-site inspection.
- E. Never contacted Community Health Services.

4) If you have contacted the Community Health Services Office by phone, how long did it take before you spoke with a person who could help you?

- A. Less than 1 minute.
- B. 1 to 5 minutes.
- C. More than 5 minutes.
- D. My voicemail message was returned in _____ hours.
- E. Never called Community Health Services.

5) Please circle the number which best describes your satisfaction with the following services provided by the Community Health Services Office. *Please respond for only those services which you have received.*

1=Poor Service; 2=Fair Service; 3=Adequate Service
4=Good Service; 5=Excellent Service; 6=Not Applicable

Code enforcement inspection	1 2 3 4 5 6
Property maintenance inspection	1 2 3 4 5 6
Disease investigation	1 2 3 4 5 6
Response to environmental inquiry	1 2 3 4 5 6
Response to inquiry on health matters	1 2 3 4 5 6
Clinic services (health fair, screening)	1 2 3 4 5 6
Health and wellness programs	1 2 3 4 5 6

6) Please circle the number which best describes your opinion regarding the following statements about the Community Health Services Office:

1=Not at All; 2=Very Slightly
 3=Somewhat; 4=For the Most Part
 5=Very Much So; 6=Not Applicable

The Community Health Services staff is pleasant and helpful.	1 2 3 4 5 6
Service provided by staff is prompt and efficient.	1 2 3 4 5 6
The staff is knowledgeable and able to answer my questions	1 2 3 4 5 6
The answers that I receive from staff are accurate.	1 2 3 4 5 6
The staff offers creative alternatives to meet my needs when possible.	1 2 3 4 5 6
I am pleased with the overall quality of service I've received.	1 2 3 4 5 6
Windsor's health services are better than the financial services provided by other Towns.	1 2 3 4 5 6

7) How would you rate our enforcement of the following regulations?

1=Poor; 2=Fair; 3=Adequate;
 4=Good; 5=Excellent; 6=Not Applicable

Food service regulations	1 2 3 4 5 6
Septic regulations	1 2 3 4 5 6
Well water regulations	1 2 3 4 5 6
Housing code regulations	1 2 3 4 5 6
Property maintenance regulations	1 2 3 4 5 6
Refuse and litter regulations	1 2 3 4 5 6

8) What is your opinion about the overall quality of Windsor's Community Health Services as compared to two years ago?

- A. Better
- B. About the same

- C. Worse
- D. Don't know

9) Please, indicate your gender:

_____ male _____ female

10) Please, circle the area of Town which best describes where you live:

- A. Wilson
- B. Deerfield
- C. Windsor Center
- D. Poquonock
- E. Hayden Station
- F. I do not live in Windsor
- G. Other _____

11) If you are a Windsor resident, how long have you lived in Town?

- A. Less than one year
- B. _____ years

12) Please circle your age group:

- A. 18 - 34 years old
- B. 35 - 50 years old
- C. 51 - 65 years old
- D. 66 years and older

13) Please use the space below for any suggestions you might have to improve the programs and services provided by Windsor's Community Health Service Office:

***Thank you for taking time to complete this survey.
Please mail your responses to us in the enclosed envelope.***

CUSTOMER SERVICE SURVEY
Town Clerk's Office

1) Please describe your customer relationship with the Town Clerk's Office.
Please circle all that apply.

- A. Real estate agent/appraiser
- B. Attorney
- C. Banker
- D. Geneologist
- E. Hunting/fishing/dog/marriage license holder
- F. Government agency representative
- G. Other _____

2) When was your last contact with the Town Clerk's Office?

- A. Within the past month.
- B. Between 1 and 6 months ago.
- C. More than 6 months ago.
- D. I do not remember.
- E. Never.

3) How do you typically communicate with the Town Clerk's Office?

- A. In person.
- B. By phone.
- C. By letter.
- D. All of the above.
- E. Never contacted the Town Clerk's Office

4) If you have contacted the Town Clerk's Office by phone, how long did it take before you spoke with a person who could help you?

- A. Less than 1 minute.
- B. 1 to 5 minutes.
- C. More than 5 minutes.
- D. My voicemail message was returned in _____ hours.
- E. Never called Community Health Services.

5) Please circle the number which best describes your satisfaction with the following services provided by the Town Clerk's Office. *Please respond for only those services which you have received.*

1=Poor Service; 2=Fair Service; 3=Adequate Service
4=Good Service; 5=Excellent Service; 6=Not Applicable

Voting/elections assistance	1 2 3 4 5 6
Land records recording/research	1 2 3 4 5 6
Licensing	1 2 3 4 5 6

Vital records recording/research	1 2 3 4 5 6
Publications/Town information	1 2 3 4 5 6
Special Events	1 2 3 4 5 6
Notary services	1 2 3 4 5 6
Windsor home page internet updates	1 2 3 4 5 6

6) Please circle the number which best describes your opinion regarding the following statements about the Town Clerk's Office:

1=Not at All; 2=Very Slightly
 3=Somewhat; 4=For the Most Part
 5=Very Much So; 6=Not Applicable

The Town Clerk's Office staff is pleasant and helpful.	1 2 3 4 5 6
Service provided by staff is prompt and efficient.	1 2 3 4 5 6
The staff is knowledgeable and able to answer my questions.	1 2 3 4 5 6
The answers that I receive from staff are accurate.	1 2 3 4 5 6
The staff offers creative alternatives to meet my needs when possible.	1 2 3 4 5 6
I am pleased with the overall quality of service I've received.	1 2 3 4 5 6
Windsor's health services are better than the financial services provided by other Towns.	1 2 3 4 5 6

7) Where do you find out about services and programs provided by the Town Clerk's Office? *Please circle all that apply.*

- A. The Journal Inquirer
- B. The Hartford Courant
- C. The Windsor Journal
- D. The Thrifty Reminder
- E. Public access television - WIN TV
- F. Windsor's Home Page
- G. Town brochure "*There's a lot to do in Windsor*"
- H. Friends or neighbors
- I. Other _____

8) What is your opinion about the overall quality of Windsor Town Clerk's Services as compared to two years ago?

- A. Better
- B. About the same
- C. Worse
- D. Don't know

9) Please circle the number which best describes your opinion regarding the following statements about the Windsor Town Clerk's Office:

1=Not at All; 2=Very Slightly;
3=Somewhat; 4=For the Most Part;
5=Very Much So; 6=Not Applicable

Land records and maps are easy to locate.	1 2 3 4 5 6
There is adequate space for my research needs.	1 2 3 4 5 6
The hours of operation are convenient for my schedule.	1 2 3 4 5 6
Extended hours on Tuesday provide the flexibility I need.	1 2 3 4 5 6
The newcomers guide and informational brochures are beneficial resources.	1 2 3 4 5 6

10) Please use the space below for any suggestions you might have to improve the programs and services provided by Windsor Town Clerk's Service Office:

***Thank you for taking time to complete this survey.
Please mail your responses to us in the enclosed envelope.***

CUSTOMER SERVICE SURVEY

Tax Collector's Office

1) Please describe your customer relationship with the Town Clerk's Office. *Please circle all that apply.*

- A. Attorney
- B. Real estate agent/appraiser
- C. Title searcher
- D. Commercial/Industrial developer
- E. Residential builder
- F. Public utility representative
- G. Windsor property owner
- H. Windsor motor vehicle owner
- I. Other _____

2) When was your last contact with the Tax Collector's Office?

- A. Within the past month.
- B. Between 1 and 6 months ago.
- C. More than 6 months ago.
- D. I do not remember.
- E. Never.

3) How do you typically communicate with the Tax Collector's Office?

- A. Office visit.
- B. By phone.
- C. By letter.
- D. All of the above.
- E. Never contacted the Tax Collector's Office

4) If you have contacted the Tax Collector's Office by phone, how long did it take before you spoke with a person who could help you?

- A. Less than 1 minute.
- B. 1 to 5 minutes.
- C. More than 5 minutes.
- D. My voicemail message was returned in _____ hours.
- E. Never called Community Health Services.

5) Please circle the number which best describes your satisfaction with the following services provided by the Town Clerk's Office. *Please respond for only those services which you have received.*

1=Poor Service; 2=Fair Service; 3=Adequate Service
4=Good Service; 5=Excellent Service; 6=Not Applicable

Tax billing and collection services 1 2 3 4 5 6

Real estate tax record	1 2 3 4 5 6
Personal property tax records	1 2 3 4 5 6
Motor vehicles tax records	1 2 3 4 5 6
Alternative payment plan assistance	1 2 3 4 5 6
Tax relief assistance	1 2 3 4 5 6
Response to tax inquiries	1 2 3 4 5 6

6) Please circle the number which best describes your opinion regarding the following statements about the Tax Collector's Office:

1=Not at All; 2=Very Slightly
 3=Somewhat; 4=For the Most Part
 5=Very Much So; 6=Not Applicable

The Tax Collector's Office staff is pleasant and helpful.	1 2 3 4 5 6
Service provided by staff is prompt and efficient.	1 2 3 4 5 6
The staff is knowledgeable and able to answer my questions.	1 2 3 4 5 6
The answers that I receive from staff are accurate.	1 2 3 4 5 6
The staff offers creative alternatives to meet my needs when possible.	1 2 3 4 5 6
I am pleased with the overall quality of service I've received.	1 2 3 4 5 6
Windsor's tax collection services are better than the financial services provided by other Towns.	1 2 3 4 5 6

7) Where do you find out about services and programs provided by the Tax Collector's Office? *Please circle all that apply.*

- A. The Journal Inquirer
- B. The Hartford Courant
- C. The Windsor Journal
- D. Public access television - WIN TV
- E. Property tax brochures/mailings
- F. Town brochure "*There's a lot to do in Windsor*"
- G. Friends or neighbors
- H. Other _____

8) What is your opinion about the overall quality of Windsor Tax Collector's Services as compared to two years ago?

- A. Better
- B. About the same
- C. Worse

D. Don't know

9) Please, indicate your gender:

_____ male _____ female

10) Please, circle the area of Town which best describes where you live:

- A. Wilson
- B. Deerfield
- C. Windsor Center
- D. Poquonock
- E. Hayden Station
- F. I do not live in Windsor
- G. Other _____

11) If you are a Windsor resident, how long have you lived in Town?

- A. Less than one year
- B. _____ years

12) Please circle your age group:

- A. 18 - 34 years old
- B. 35 - 50 years old
- C. 51 - 65 years old
- D. 66 years and older

11) Please use the space below for any suggestions you might have to improve the programs and services provided by Windsor Tax Collector's Office:

***Thank you for taking time to complete this survey.
Please mail your responses to us in the enclosed envelope.***

CUSTOMER SERVICE SURVEY

Public Works

1) Please describe your customer relationship with Windsor Public Works. *Please circle all that apply.*

- A. Business owner
- B. Civic organization leader
- C. School administrator
- D. Windsor homeowner
- E. Windsor tenant
- F. Other _____

2) When was your last contact with Windsor Public Works?

- A. Within the past month.
- B. Between 1 and 6 months ago.
- C. More than 6 months ago.
- D. I do not remember.
- E. Never.

3) If you have contacted Windsor Public Works Office by phone, how long did it take before you spoke with a person who could help you?

- A. Less than 1 minute.
- B. 1 to 5 minutes.
- C. More than 5 minutes.
- D. My voicemail message was returned in _____ hours.
- E. Never called Community Health Services.

4) Where do you find out about services and programs provided by the Town Clerk's Office? *Please circle all that apply.*

- A. The Journal Inquirer
- B. The Hartford Courant
- C. The Windsor Journal
- D. The Thrifty Reminder
- E. Public access television - WIN TV
- F. Town brochure "*There's a lot to do in Windsor*"
- G. Friends or neighbors
- H. Other _____

5) Please circle the number which best describes your satisfaction with the following services provided by Windsor Public Works. *Please respond for only those services which you have received.*

1=Poor Service; 2=Fair Service; 3=Adequate Service
 4=Good Service; 5=Excellent Service; 6=Not Applicable

Parks maintenance	1 2 3 4 5 6
Median maintenance	1 2 3 4 5 6
Sidewalk maintenance	1 2 3 4 5 6
Ball fields maintenance	1 2 3 4 5 6
Maintenance of town trees	1 2 3 4 5 6
Street cleaning	1 2 3 4 5 6
Snow plowing	1 2 3 4 5 6
Street repavement program	1 2 3 4 5 6
Curb repair program	1 2 3 4 5 6
Street drainage	1 2 3 4 5 6
Traffic sign maintenance	1 2 3 4 5 6
Community events set-up	1 2 3 4 5 6

6) Please circle the number which best describes your opinion regarding the following statements about Windsor Public Works Services:

1=Not at All; 2=Very Slightly
 3=Somewhat; 4=For the Most Part
 5=Very Much So; 6=Not Applicable

The Public Works staff is pleasant and helpful.	1 2 3 4 5 6
Service provided by staff is prompt and efficient.	1 2 3 4 5 6
The staff is knowledgeable and able to answer my questions.	1 2 3 4 5 6
The answers that I receive from staff are accurate.	1 2 3 4 5 6
The staff offers creative alternatives to meet my needs when possible.	1 2 3 4 5 6
I am pleased with the overall quality of service I've received.	1 2 3 4 5 6
Windsor's public works services are better than the financial services provided by other Towns.	1 2 3 4 5 6

7) What is your opinion about the overall quality of Windsor Tax Collector's Services as compared to two years ago?

- A. Better
- B. About the same
- C. Worse
- D. Don't know

8) Please circle the number which best describes your opinion regarding the following statements:

1=Not at All; 2=Very Slightly
3=Somewhat; 4=For the Most Part
5=Very Much So; 6=Not Applicable

- | | |
|------------------------------------------------------------------|-------------|
| A. Public Works is well prepared for winter storms | 1 2 3 4 5 6 |
| B. Calls for service are returned in a timely manner. | 1 2 3 4 5 6 |
| C. Efforts to beautify the Town have been noticeable/successful. | 1 2 3 4 5 6 |
| D. Windsor is well-kept, clean community in which to live. | 1 2 3 4 5 6 |

9) Please, indicate your gender:

_____ male _____ female

10) Please, circle the area of Town which best describes where you live:

- A. Wilson
- B. Deerfield
- C. Windsor Center
- D. Poquonock
- E. Hayden Station
- F. I do not live in Windsor
- G. Other _____

11) If you are a Windsor resident, how long have you lived in Town?

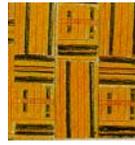
- A. Less than one year
- B. _____ years

12) Please circle your age group:

- A. 18 - 34 years old
- B. 35 - 50 years old
- C. 51 - 65 years old
- D. 66 years and older

13) Please use the space below for any suggestions you might have to improve the programs and services provided by Windsor Public Works:

***Thank you for taking time to complete this survey.
Please mail your responses to us in the enclosed envelope.***



... with many

Focus Groups

Tool: Focus Groups

When to Use: Focus groups are used for qualitative research and are particularly effective when the subject content is complex, technical, and/or based on opinion. The discussion in a focus group is intended to be flexible, allowing probing of participants' attitudes to discover their reasoning, beliefs, and values that underline their responses, and allowing unpredicted areas of concern to emerge. While they are a method of qualitative research and cannot be considered a statistically or quantitatively accurate reflection of the community at large, focus groups can provide insights that reflect the thinking of a significant number of people.

Description:

Focus groups are interviews held with small groups of people to discuss a topic of concern to citizens. They are an informal, inexpensive, and relatively efficient way to conduct consumer and opinion research.

Steps:

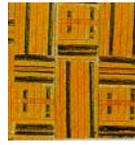
Planning for Focus Groups

1. To make sure that the information you receive and interpret from focus group discussion is on target, it's advisable to hold a series of groups. At least three covering the same topic(s) are generally recommended.
2. Participants can be recruited at random or by constituency (such as neighbourhood, recipients of a service).
3. Some potential participants may be intimidated by what they perceive to be a topic requiring specialized technical expertise and will need reassurance about the content of the discussion.
4. Recruit more participants than you will need. An ideal group is about 10 people, but you can expect some attrition.
5. Prepare a discussion guide to cover the topics you would like to explore.
6. Hold the groups in a comfortable setting.

Conducting the Focus Groups

7. A record of discussion is kept either by videotaping, audiotaping, or written recording on a flip chart. Always get permission from each member of the group before videotaping or audiotaping. Confidentiality of the discussion may be an issue for some participants and the final report should always be written without attribution to individuals.
8. Determine the basic questions to ask in advance. Questions should be open-ended and neutral. The questions should focus on the issues under consideration.
9. The process can begin with each individual writing answers to questions. Then the facilitator begins the discussion. The facilitator's job is to probe, to clarify the responses and to encourage participation of all those present. For example, if there is no clear sense of the group, press for the level of relative importance among the various roles people support for the City (e.g. if the City has \$100 to spend doing these two things, how would you divide it?).
10. The final product will be a summary report of the groups' discussion: the themes heard, areas of agreement, areas where differing points of view were expressed. Often group participants appreciate receiving a copy of the report along with your letter of thanks.

(Source: adapted from Tweed Kezziah)



... with many

Sample Focus Group Discussion Guide

Topic: New Directions for our City

7:00 WELCOME/OPENING

Thank people for coming
Introductions of facilitators and staff

Focus of tonight's session: to find out what you think about the appropriate role of City government in the life of the community

Introduction of participants

7:05 GROUND RULES

Description of format
Feel free to move around
We'll conclude at 9:00

Group Members' Responsibilities:

1. To say exactly what you think We don't need agreement: in fact if you disagree we really need you to say so.
2. To listen carefully and respectfully to the opinions of others.
All perspectives and point of view are valued.
3. To keep your remarks brief so that everybody has ample opportunity to participate, and to make sure that we accurately record what we intend.

Sometimes I'll challenge you and ask you to explain what you've just expressed; that doesn't mean I think you're wrong, just that we need to understand fully what you are saying.

The Record

We'll record the major things you say on a flip chart. Nothing that anyone says will be attributed to you by name; we'll prepare a discussion summary that says things like "One member of the group said..." or "Most everybody thought..."

When all the groups have been held, we'll prepare a report indicating where there were common themes and where there were differences. The report will be used as a basis for all the remaining steps of the process.

If there are issues that are important to you but do not directly pertain to the responsibilities of City government, we will put them on this separate list; we'll keep track of those issues too, and they'll be considered in the whole process. Anyone can suggest that an issue being discussed belongs on the list.

Is everybody okay with these ground rules?
Okay, let's begin.

7:15 DISCUSSION

Ask each participant to write answers to these questions:

What do you value most about living in the City of _____?

1. What do you think is the most important issue facing the City of _____ over the next 2 years?

Ask each person to report their responses and record them on a flip chart.

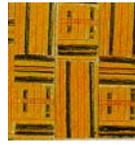
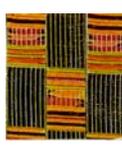
Then ask group:

1. Should the City be doing something to address this issue/solve this problem? (Use one cited issue as example) What?
2. What kinds of services do you think are solely the responsibility of City government?
3. What kinds of services should the City not be involved in at all?
4. What kinds of services should the City support in partnership with other agencies or organizations?
Who else should be involved?
Should the City take the lead or be a supporting convener in an advocacy role?
5. What should the City's role be in solving community problems? For example, if there is a significant loss of jobs?
6. Is the City's responsibility to keep neighborhoods attractive, or is it a neighborhood responsibility?
7. Anything else you want the City to know?

8:50 WRAP-UP / NEXT STEPS

Offer to send participants copies of the Summary Report.

THANKS to all participants.



... with many

Public Hearing

Tool: Public Hearing

When to Use: To receive comment on issues affecting many people or groups. When the issue or action is clearly defined and action is imminent.

Description:

A public hearing is an official meeting of the City government to receive comments from citizens on an issue or action the governing body is considering.

Steps:

1. Invite inclusively and targeted, depending on topic

- Include anyone affected by topic
- Invite well in advance
- For broad topics, such as budget, use: news release notices in markets, laundries, churches, schools
- For narrow topics, target with notices in places stakeholders go and announcements at other meetings

2. Prepare and share key information handouts in advance

- Post the meeting agenda
- Develop a fact sheet on hearing topic. Be brief, clear, simple. Use charts, graphs for complex financial information. Include where to get more information, public hearing date(s).
- Distribute Meeting Procedures and Rules, include sign-up procedures, speaking rules
- Distribute handouts in advance whenever possible. Also distribute at meeting to the audience and the news media

3. Plan and implement a room setup that promotes hearings goals

- Draw setup plan in advance, share with elected officials, staff, key citizen groups.
- Seat presiding officials, professional staff/sources together where they can be seen by everyone.
- Arrange audience seats as close to officials as possible.
- Stack extra chairs in available place to handle larger than expected crowd.
- If large room or more than 30 people expected, use sound system with microphones for presiding official, professional staff sources, citizen speakers.
- For large crowd, set up two locations for citizen input. As one person speaks, next speaker gets positioned to speak. Include microphones at both locations.
- Reserve “press area” with tables, chairs for new media (they may choose not to sit there).

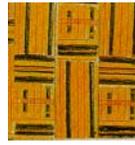
- Test audio/visual and equipment in advance. Make certain can be seen by all.
 - Include easels to handle site plans and other large materials.
 - Place table near entrance for extra copies of handouts. Label with sign saying, “Information: Help Yourself”.
 - Place table with chairs for sign-up staff. Label with sign saying, “Sign Up to Speak Here”.
 - Consider a public display area for project models, blueprints, and other material when appropriate.
4. **Agree on ground rules (Sample Hearing Rules)**
- Speakers’ allocated time (1-5 minutes standard).
 - If you will allow sign-up before the hearing, at designated time before the hearing, or will allow people to sign up throughout the hearing.
 - If persons may speak only one time at a hearing (typically, people may speak again at additional hearings on the topic).
 - If people may register others to speak or if people must sign up for themselves.
5. **Make it easy for people to sign-up to speak, for presiding official to call on them**
- Consider standard pre-numbered sign-up cards with place for speaker’s name, address, phone.
 - Consider using a standard box or container for completed sign-up cards at all hearings. Allows for organized delivery to presiding officials who calls on the speakers.
 - At sign-up table, assign one person to handle registration, another to answer lengthy questions.
6. **Support: assemble a support team as resources allow**
- All support staff should wear name tags.
 - Sign-Up: Lead person and backup person. Help people sign-up, answer questions, deliver sign-up cards to presiding official.
 - Greeters: To welcome people, direct them to materials and seats. Make people comfortable.
 - Press Relations: Assign employee to help press with needs, including finding best places for cameras, tracking down information sources.
 - Roving Players: To make last-minute copies, find documents/information, handle miscellaneous tasks.
 - Audio/Visual Support Person: To help with overhead or slide projector and other A/V.
 - Record meeting (audio or video) for public sharing and reference after the meeting. Can also use to assess hearing and design improvements for future hearings.
 - Security: If you anticipate hostile audience, consider security team who can also serve as greeters.
7. **Agree on agenda: Sample Public Hearing Agenda**
- Welcome and Brief Opening Remarks by presiding official
 - State hearing goals, expectations, procedures in opening remarks.
 - Hold up handouts and invite people to get one if they have not.
 - Invite people to sign-up if they have not.
 - Introduction of participating elected officials, professional staff, special guests.
 - **Recognition of other elected officials in attendance - as group, not necessarily**

individually.

- Brief, clear presentation of topic, issue at hand, typically by lead professional staff. 5-10 minutes standard. For broader topics, such as budget, may exceed this length. Hearing is an opportunity to deliver information *to* citizens, but the primary focus is to hear *from* citizens.
- Citizen Comments, typically 1-5 minutes per speaker
- Closing Remarks by presiding official
- Thank you for coming, participating
- Information about any follow-up, such as another hearing, decision date, informational materials, who to call for status report.

Sample Speaker Sign-Up Card

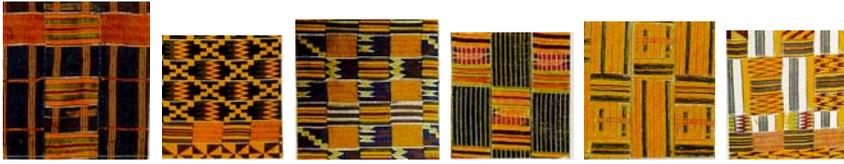
<p>Sign-Up Card</p> <p>Name: _____</p> <p>Address: _____</p> <p>Phone: _____</p> <p>Agenda Item Number (if applicable): _____</p> <p>Comments: _____</p> <p>Date: _____</p>



... with many

Tips for Preventing and Handling Difficult Moments in Public Hearings

1. Can prevent most people from exceeding the time limit by stating the speaking time norms clearly in all advance materials and at start of meeting.
2. In advance or at the meeting, suggests that large interest groups select one or two representatives to present their points, questions.
3. Place a big clock or timer in view of everyone to show them when allocated time begins and ends. Consider having an automated timer/buzzer that rings when speaker's time is up. This method takes burden off presiding official who is relieved of the duty of telling people their time is up.
4. If speaker doesn't stop talking when time is up, presiding official should ask them to "Please complete your remarks so others have a chance to speak".
5. Ignore hecklers if just one-time event. If they persist ask them to stop so people can be heard. If they continue, firmly but politely warn them they will have to leave if they do not stop disturbing everyone. Emphasize courtesy to fellow citizens.
6. If citizen speaker states incorrect information, clarify after they have finished remarks. Do not interrupt or argue, just provide correct information. Begin with, "To make certain there are no misunderstandings...".
7. Do not use gavel or pound on table if a citizen goes to microphone out of order. Restate the rules so everyone knows.
8. Remain polite no matter what happens. In most cases, citizens will behave as you behave.
9. Demonstrate your interest. Remain alert. Make eye contact with speakers. Smile.



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City and Council Rules

Tool: City Council Rules

When to Use: To encourage public comment on proposed actions

Description:

Generally a City Council resolution that lays out meeting norms and the ways citizens may sign up to speak.

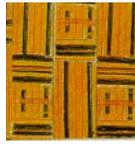
Steps:

1. Identify the type of public participation for each type of item the council will consider.
For example:
 - Formal public hearing
 - Comment on a specific agenda item
 - General comment on any item
 - General comment on issues or concerns
2. Discuss the rules and ask for public comment on them.
3. Adopt the rules. Sometimes there is a test period (of 30-90 days) to determine how well the rules work.
4. Publish the rules on every council agenda. Post in council chamber and other public places.

Sample Citizen Comment Sign Up Card

Citizen Comment Sign Up	
Name:	_____
Address:	_____
Phone:	_____ E-mail: _____
Topic to address:	_____
Agenda Item # (if applicable):	_____
<i>Thank you for participating.</i>	

Tool



... with many

Austin City Council Summary Rules for City Council Sessions

This is a summary of Austin City Council Meeting Rules
approved by Ordinance at the City Council meeting on Feb. 13, 1997

Wednesday Worksession

1:30 p.m. -- Meeting convenes. Issues briefings begin
Citizen communication:

- City Clerk reads the Wednesday consent agenda and discussion agenda
- City Clerk identifies items pulled from Thursday's consent agenda as of noon on Wednesday
- Council members may pull item from Thursday consent agenda at this time. They may set time for the item if they wish.

Council will consider consent items first, then discussion items
Department discussion items are scheduled as follows:

- Aviation (fourth Wednesday of the month)
- Electric Utility (second Wednesday of the month)
- Water, Wastewater Utility (first Wednesday of the month)

Action items must be considered at separate meetings

Convention Center, Drainage and Solid Waste Services must be scheduled on the fourth Wednesday of the month

Open public forum is held on Wednesday from 4:30 to 7:30 p.m. (No Council deliberation)

All Board of Director's meetings will be time certain on Wednesdays

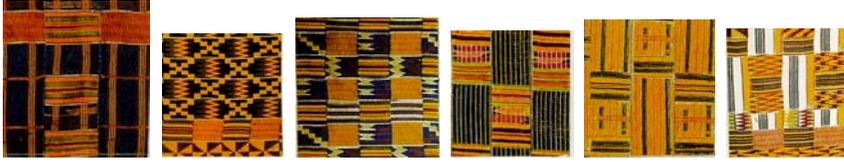
Thursday Regular Session

- Noon -- Executive Session of the Austin City Council

- 1:30 p.m. -- Meeting begins with public ceremonies, including proclamations and live music
- Citizen communication -- general
- Executive Session -- if scheduled
- City Clerk reads consent and discussion agenda
- Council will consider consent items first, then discussion items
- All General Fund action items will be considered on Thursday
- 4:30 p.m. -- Zoning begins
- 5:30 p.m. -- Dinner Break
- 6 p.m. -- Public Hearings begin
- 10 p.m. -- Adjourn
- No Finale Speakers

Other Provisions

- Up to four speakers can transfer time to another person
- Five people can pull an item from consent agenda
- If five people sign up for an item before the meeting begins, the item is automatically pulled
- Public hearing sign up continues until last speaker has finished
- All staff agenda items go through appropriate Boards & Commissions. Board and Commission actions cannot be scheduled in the same week as the Council action; exceptions require written justification.
- All public hearings must be set by Council motion
- Two copies of related Question & Answer sheets (Q&As), agenda back-up materials, and a list of items pulled from consent agenda are available to the public at the meetings
- Budget Hearings -- 5 consecutive all-day hearings with designated time slots in the Third/Fourth weeks of June



... with many

Citizen Advisory Boards

Tool: Citizen Advisory Boards

When to Use: To increase the amount and quality of citizen participation in governmental policy decisions and operations. To help resolve complex issues with multiple constituencies.

Description:

Small groups of citizens, usually 9-15, appointed by the elected Assembly or Council to help the local government with a specific issue, problem area, or opportunity. Advisory boards can be permanent (usually called Commissions or Boards) or temporary (usually called Task Forces or Blue Ribbon Committees).

Steps:

1. Identify the purpose of the board. What problem, opportunity, or issue do you want them to address. The purpose should be clear.
2. Determine whether the purpose and related tasks can be accomplished in a limited time, such as a few months or a year, or if it is ongoing

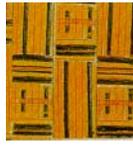
Examples of temporary citizen task forces and committees include:

- Mayor's Task Force on Opportunities for Youth
- Planning Committee for a Special Event
- Advisory Group on a Draft Community Environmental Protection Code

Examples of permanent bodies include:

- Planning Commission
 - Economic Development Commission
 - Building Codes Review Board
 - Arts and Culture Commission
 - Transportation Board
3. Write the charge to the citizen board in a formal resolution and adopt it at a public session of the assembly or council. The resolution should consider the following:
 - Name and purpose
 - Membership and how members are chosen
 - Special expertise needed on the board or commission
 - Products or services the board must deliver

- Timeframe for its existence
 - Public resources available for its use
 - Reporting responsibilities and ethical requirements
 - Meeting schedule and records requirements
 - Communication and citizen participation requirements, including open meetings and open records requirements
4. Choose participants according to previously announced and adopted criteria, such as:
 - Expertise needed on the board
 - Representation required for specific groups, sectors or topics (for example: representatives of the business community, non-governmental organizations - NGOs, schools and universities, neighborhoods, persons with disabilities)
 - A process that allows people to ask to be considered for membership, submit their qualifications
 5. Name a chairperson, vice chair and other officers the board may need. The Assembly may appoint these or allow the board or commission to select from among their members.
 6. Hold an orientation session for the new board or commission. Repeat orientation when a new member joins. Orientation should be public and cover the board's purpose and requirements, meeting schedule, logistics, and communications systems.
 7. Recognize board and commission members regularly for their help and participation. Many communities hold annual celebrations where they recognize citizens who serve on public advisory boards.



... with many

Public Boards—Building Blocks of Civil Society

By Engr. Venelin Ouzounov, Mayor of Razgrad Municipality

Why Public Boards?

Over the last few years, one of the priority tasks of the local authorities in Razgrad Municipality has been to enlist an ever broader public segment for solution of regional problems. The local leadership sees the establishment of public boards on various issues as a tested positive vehicle for attainment of this objective. To me as a Mayor, to my team and to the chiefs of departments and divisions in the municipal administration it is self-evident that the more experts, public organizations, non-governmental formations and members of the public are involved in addressing the problems of the municipality, the sooner will civil society evolve in this country.

The municipality's record of achievement over the last few years confirms our philosophy that public boards and their effective operation form an essential part and highlight of the credentials of the local executive authority.

What Public Boards Exist in Razgrad?

Our municipality has established public boards on:

- education,
- young people's leisure activities and involvement in management of the mayoralty,
- culture,
- physical culture and sports,
- social problems,
- health care.

Public Board on Education and Board for Work with Children

The way our children are taken care of today will determine the way they will take care of Razgrad tomorrow. We therefore pay particular attention to the operation of the Public Board on Education and to the Board for Work with Children. Through them we are able to get nearer to the world view, the requirements and the ideas of young people, to react adequately to their desire for social commitment. All experts who are members of those Boards and work for them appreciate the responsibility and significance of the problems we encounter there.

Thus, membership of the Public Board on Education varies from 20 to 50, depending on the problem addressed. Enlisting the local community in the person of parents, businessmen and representatives of non-governmental organizations, we activate and coordinate their efforts towards solving the problems of education in the municipality. With the mayor in the chair, the labor unions and the members of the City Youth Council with the Open Society Center attend meetings of the Municipal Council. Within just a year and a half the Board has developed several programs. The Municipal Council has approved its program for truancy deterrence in the compulsory school system for the period ending 1999.

The program for schoolchildren's leisure activities has been worked out jointly with the City Youth Council, which involves representatives of the students' boards, and with assistance of non-school experts.

A Schoolchildren's Labor Exchange, which has been functioning for a third year now, is an especially important aspect of the operation of the Board for Work with Children. Teenagers are particularly enthusiastic about the exchange because of the earning opportunities it offers. Mainly in summer, young people readily enlist in fruit picking and in archaeological excavations at the Abrytus historical landmark near Razgrad. The environmental expeditions and special-interest groups and clubs are instrumental in the kids' meaningful leisure activities. Duty teachers have also been recruited for these initiatives.

We are looking forward to the results of the PRONAR Program, launched last year and directly targeting teenage drug abuse. Thankfully, this problem has not assumed menacing proportions in the municipality, but there is no room for complacency. An exciting study will be conducted shortly with specialists of the Regional Center for Psychiatry, and we are planning meetings with parents and schoolchildren. We hope to achieve fine results, once our conclusions and proposals are considered directly by the Municipal Commission under the Deputy Mayor, Dr. B. Dimitrova.

One of the country's few City Youth Parliaments was established in Razgrad Municipality last year. This is not a mock-up or an artificial simulation of socio-political life in the country. The campaign training of our young parliamentarians, the election platforms, the very process of canvassing and voting has once again made us realize that our young generation is motivated for glorious deeds.

This is precisely why the Public Boards on education and for work with children have such a responsible mission to accomplish. We spare no effort and resources to encourage this motivation, to support and generate unconventional ideas. We do not treat them as kids but as partners. That is why we actively communicate not only with the 20 young parliamentarians who attend the meetings of the Municipal Council but also with the whole young army of representatives of the students' boards.

We are earnestly committed to adopting the positive experience of Razgrad's twin city of Armagh, Northern Ireland, and of its Center for Work with Children. Unfortunately, in this joint work and experience sharing we will have to re-invent the wheel! All rites and forms of students' self-rule apply to the Irish schoolchildren - and we have thrown all this out of the Bulgarian school several years ago.

Board on Urban Planning and Urban Development of the Municipality

Another aspect of our public activism is the institution of a Board on Urban Planning and Urban Development of the Municipality. Razgrad was subdivided conventionally into 26 micro-areas, with a member of the municipal administration in charge of each. Our representatives, jointly with the house managers and the representatives of the homeowner's associations, identify the problems of the respective micro-area on site and with the help of

the municipal units seek ways to solve them. Apart from their everyday after-work meetings, all municipal employees in charge of a micro-area hold reception hours on specified days each month, bringing the municipal administration and its leadership closer to the problems of the community. This is a chance not only to communicate with citizens but also to encourage their active involvement and partnership with the local authority.

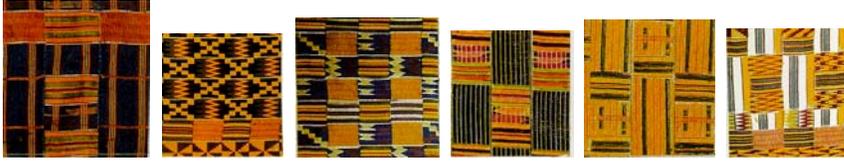
We must admit, though, that this partnership and sustained communication cuts both ways. It obliges the municipality not only to listen and record citizens' problems, but also to be instrumental in their solution. We are trying hard, despite the financial constraints of the municipality itself, to be efficient and tolerant with citizens. For the time being, we think we manage, which is evidenced by the fact of the invariably high attendance of the reception hours of the municipal representatives in the 26 micro-areas.

Public Board on Social Affairs

Just as everywhere else in Bulgaria, problems are particularly acute in the social sphere in Razgrad Municipality. The established Public Board on Social Affairs, apart from its social protection functions, seeks to maximize social justice and transparency in the distribution of social assistance. In this, it is helped by the established Councils monitoring the distribution of social assistance from the European Union and assisting, supporting and controlling the application of the Social Assistance Regulations. The two boards are organized and function under the chairmanship of the Deputy Mayor, Dr. B. Dimitrova. Both boards demonstrate the better interaction achieved between the local authority and the NGOs.

What Next?

A new Public Board on the Environment is to be established by the middle of this year, chaired by the Deputy Mayor for Economic Affairs, Engr. L. Tsonev. It will help us pool the efforts of the existing non-governmental organizations and clubs willing to handle environmental protection problems. Through its multifaceted activities, the Public Board on the Environment will help the municipality draft a program for implementation of our Strategic Plan for Regional Environmental Protection.



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Boards & Commissions

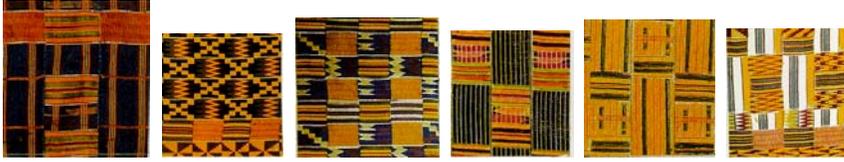
City of Austin Planning Commission

- Purpose:** To make and amend a master plan, recommend approval or disapproval of proposed zoning changes, control land subdivision and submit, annually, a list of recommended capital improvements.
- Authority:** City Charter, Article X, Section 1.1953.
- Membership:** Nine members who are appointed by the City Council. Members are required to file Annual & Semi Annual Statements of Financial Information.
- City Staff:** Nikki Hoelter, Development Review & Inspection, 512/499-2653
- Term:** Two year staggered terms. Vacancies are filled for the unexpired terms. Five terms are to expire July 1 of odd numbered years and four are to expire July 1 of even numbered years.
- Meeting:** First, Second, Third and Fourth Tuesday of the Month, 6 p.m., with the option to continue on Wednesday. City Council Chambers, 307 West Second. Quorum, five. Voting, majority.

Current Membership	First Appointed	Reappointment Date	Term Expires
<p>Ms. Margaret Armstrong 4305 Burney Drive 78731 512/345-6343 Geographic Area: Northwest Ethnicity: Anglo Nominated by: Council member Willie Lewis</p>	3/7/96	7/11/96	7/1/98
<p>Ms. Jean Mather 1611 Alameda Drive 78704 512/444-4153 Landscape Architect, Self Employed Geographic Area: South Ethnicity: Anglo Nominated by: Council Member Beverly Criffith</p>	7/1/93	8/14/97	7/1/99
<p>Mr. Arthur Navarro 2214 East Cesar Chavez Street 78702 512/472-7077 Broker, Self Employed Geographic Area: East Ethnicity: Hispanic Nominated by: Mayor Kirk Watson</p>	9/11/97		7/1/98

Ms. Rachael Rawlins 1904 Newning Avenue 78704 512/445-5310 Nominated by: Council member Bill Spelman	8/14/97		7/1/99
Mr. Ray Vrudhula, Assistant Secretary 12412 Copperfield Drive 78753 512/833-5100 President/CEO, TEK, USA Geographic Area: North Ethnicity: Asian American Nominated by: Mayor Pro Tem Gus Garcia	8/14/97		7/1/99
Mr. Joseph McCormicck, Chairman 815-A Brazos 78701 Geographic Area: Northeast Ethnicity: African American Nominated by: Consensus	7/28/95	7/11/96	7/1/98
Mr. Dave Sullivan, Parliamentarian 1710 Waterston Avenue 78703 512/476-7872 Planner/Supervisor, Texas Natural Resources Conservation Commission Geographic Area: Central Ethnicity: Anglo Nominated by: Council Member Daryl Slusher	9/8/94	8/14/97	7/1/99
Ms. Betty J. Baker, Secretary 201 East 2nd Street 78701 512/442-5371 Director/Heritage Marketing, Austin Convention & Visitors Bureau Geographic Area: Southwest Ethnicity: Anglo Nominated by: Council Member Jackie Goodman	8/14/97		7/1/99
Mr. Walter Brown, Vice Chair 2603 Crownspoint 78748 512/282-0153 Marketing & Client Relations Director, Faulkner Construction Co. Ethnicity: Anglo Nominated by: Consensus	7/28/94	7/11/96	7/1/98

No Vacancies



... with many

*Sample Citizen Advisory Commission
Agenda
City of Austin Planning Commission
Meeting*

City Planning Commission

May 26, 1998

**City Council Chambers
307 West Second Street**

CALL TO ORDER - 6:00 P.M.

_____ Dusty McCormick
Chair
_____ Betty Baker
Secretary
_____ Rachael Rawlins

_____ Walter Brown
Vice-Chair
_____ Ray Vrudhula
Assistant Secretary
_____ Maggie Armstrong

_____ Dave Sullivan
Parliamentarian
_____ Jean Mather
_____ Art Navarro

ORDER OF PROCEDURE

1. Chair announces request.
2. Staff presents a summary of the case.
3. Chair calls on those FAVORING the request.
 - a. Applicant's presentation (5 minutes)
 - b. Others favoring the request (3 minutes)
4. Chair calls on those OPPOSING the request.
 - a. Primary presentation (5 minutes)
 - b. Others opposing the request (3 minutes)
5. Applicant is given opportunity to answer objections stated. (3 minutes)
6. Staff summation and questions from the Commission.

7. The public hearing on a zoning/rezoning case may be closed and no further testimony is taken from the public.
8. If the public hearing is closed, the Commission shall make a recommendation to the City Council within 14 days or the case will be forwarded to the City Council without a recommendation. (Section 13-1-405)

All of the following items may be acted upon by one motion. The Commission does not consider items earlier than the time stated on the agenda; "Other Business" items can be taken at any time. After the posted time, the Commission Chairman may announce the item and, if there is no opposition, the item may be taken "by consent" for approval without discussion.

CITIZENS WISHING TO SPEAK BEFORE THE COMMISSION MUST REGISTER BY SIGNING A LIST AT THE ENTRANCE.

Any interested party aggrieved by a decision of the Planning Commission on a Hill Country Site Plan, Conditional Use Permit, replacement site plan, or a preliminary subdivision plan with an environmental variance may only appeal the Commission's decision to the City Council. The notice of appeal must be submitted in writing on a form provided to the Director of the Department of Development Review and Inspection within fourteen (14) days following the decision of the Planning Commission.

POSTED: May 22, 1998
TIME: 4:00 P.M.

(FACILITATOR: Susan Villarreal)

Planning Commission Agenda Posting and Postponement Policies

AGENDA POSTING POLICY:

- o Normally when placing an item on a future agenda, commissioners should inform the chair prior to a meeting and announce the item under Items from Commission at the end of the agenda.
- o If the topic is of a sensitive nature or may be considered outside the scope of the Commission's charge, then the chair may request that it be presented to the Executive Committee for consideration prior to being placed on the agenda.
- o An item that arises during the conduct of a meeting may be announced during the pertinent discussion or at the end of the meeting.
- o If no objection is raised to the posting of an item, a second and vote on the posting will not be required.
- o If disagreement arises on the posting of an item, the Commission will act

upon the posting by motion and vote.

POSTPONEMENT POLICY:

- o All postponement requests from the public normally should be made in writing by 10:00 a.m. the Monday before the Planning Commission meeting.
The request should be submitted to the case manager or the receptionist on the third floor of the Municipal Annex, 2nd and Lavaca. The date and time should be noted on the letter by staff.
- o The Commission will normally grant, upon voting, a first request notified as described above for postponement by an applicant or neighborhood association.
- o Second and/or subsequent requests for postponement, depending on the reasons, may or may not be granted by the Commission. The Commission must, however, vote on the request.
- o Individual Commissioners may request postponements to be voted on by the full Commission.

LDC WEB SITE: <http://www.ci.austin.tx.us>
PC AGENDA WEB SITE: <http://www.ci.austin.tx.us/planning/plpcagen.htm>

City of Austin
Planning Commission Roster
(Rev. 12-10-97)

Ms. Maggie Armstrong 345-6343 (H)
4305 Burney Drive
Austin, TX 78731 (APPOINTED BY COUNCIL MEMBER ERIC MITCHELL)
E-Mail Address: maggiearms@aol.com

Ms. Betty Baker (Secretary) 404-3091 (DP)
ACVB
201 E. 2nd Street
Austin, TX 78701 (APPOINTED BY COUNCIL MEMBER JACKIE GOODMAN)

Mr. Walter Brown (Vice-Chair) 441-1111 (W)
2603 Crownspoint 282-0153 (H)
Austin, TX 78748 (APPOINTED BY CONSENSUS)
E-Mail Address: wbrown@faulkcomp.com

Ms. Jean Mather 444-4153 (H)
1611 Alameda Drive
Austin, TX 78704 (APPOINTED BY COUNCIL MEMBER BEVERLY GRIFFITH)
E-Mail Address: jmather531@aol.com

Mr. Dusty McCormick (Chair) 302-4745 (H)
815-A Brazos, #465
Austin, TX 78701 (APPOINTED BY CONSENSUS)

Mr. Art Navarro 472-7077 (W)
2214 E. Cesar Chavez

Austin, TX 78702 (APPOINTED BY MAYOR KIRK WATSON)
E-mail Address: artnav@io.com

Ms. Rachael Rawlins 499-1860 (F)
P.O. Box 1088
Austin, TX 78767 (APPOINTED BY COUNCIL MEMBER WILLIAM SPELMAN)

Mr. Dave Sullivan (Parliamentarian) 239-1381 (W)
1710 Waterston
Austin, TX 78703 (APPOINTED BY COUNCIL MEMBER DARYL SLUSHER)
E-Mail Address: sully@moontower.com

Mr. Ray Vrudhula (Asst. Secretary) 331-8483 (W)
TEK USA 833-5199 (F)
10713 RR 620 North, Bldg. E, Suite 514
Austin, TX 78726 (APPOINTED BY MAYOR PRO TEM GUS GARCIA)

DEVELOPMENT REVIEW & INSPECTION DEPARTMENT STAFF:

Nikki Hoelter - Coordinator 499-2782 (W) 499-1860 (FAX)

NOTE: ALL WRITTEN AND FAXED CORRESPONDENCE CAN BE SENT TO PC TO THE
ATTENTION OF NIKKI HOELTER DEVELOPMENT REVIEW & INSPECTION,
P.O. BOX 1088, AUSTIN, TX 78767.

Planning Commission Standing Committees and Special Committees Roster

Annexation:

1. Jean Mather, Chair
2. Dave Sullivan
3. Betty Baker

CIP:

1. Betty Baker, Chair
2. Dusty McCormick
3. Ray Vhurdula
4. Dave Sullivan
5. Maggie Armstrong

Codes and Ordinances:

1. Dave Sullivan, Chair
2. Walter Brown
3. Maggie Armstrong

Comprehensive Plan:

1. Walter Brown, Chair
2. Dave Sullivan
3. Jean Mather
4. Maggie Armstrong

Consent - Consent:

1. Dusty McCormick, Chair
2. Walter Brown, Vice-Chair
3. Betty Baker, Secretary

Special Subcommittee:

Housing and Community Redevelopment:

1. Maggie Armstrong, Chair
5. Ray Vrudhula

2. Jean Mather
3. Dusty McCormick
4. Art Navarro

Note: Please see Zoning regions for definitions of zoning code abbreviations.

6:00 p.m.

A. REGULAR AGENDA

CITIZENS COMMUNICATION:

1. The first four (4) speakers signed up to speak will each be allowed a three minute allotment to address their concerns.
2. Discussion and action on an interlocal agreement with the City of Rollingwood for the provision of wholesale wastewater service. City Staff: Craig Bell, Water and Wastewater Department, 322-3610.
CONTINUED FROM 5-5 (PLANNING COMMISSION)
3. C10v-98-04 - (F#6088-9804) Vacation of a 20' alley at the 2600 Block of Guadalupe Street. City Staff: Mary Reza, Department of Public Works and Transportation, 499-7091.

CIP BUDGET AMENDMENTS

4. Consider amending Ordinance #970915-A, amending the 1997-98 Capital Budget for the Watershed Protection Department creating a new project named Walnut Creek Improvements and appropriating \$485,000 for preliminary engineering and design of flood control and storm sewer improvements in the Walnut Creek watershed as approved in the 5/2/98 Bond Election. City Staff: Vickie Schubert, Infrastructure Support Services, 499-7034.
5. Consider amending Ordinance #970915-A, the 1997-98 Capital Budget for the Convention Center Department and creating a new account named Waller Creek Tunnel/Erosion and appropriating \$1,332,000 for preliminary engineering and design of a flood bypass tunnel along Waller Creek. City Staff: Vickie Schubert, Infrastructure Support Services, 499-7034.
6. Consider amending Ordinance No. 970917-A, the 1997-98 Operating Budget of the Watershed Protection Department by: 1) increasing the budgeted beginning balance by \$819,827 to \$2,534,603, the audited beginning balance; 2) increasing the transfer to Drainage C.P. by \$183,000 for Maintenance Equipment Replacement; 3) eliminating requirements for GIS Contour Mapping by \$200,000 and adding a transfer to the Financial and Administrative Services Department GIS Development C.P. of \$200,000 1 4) increasing the budgeted ending balance by \$636,827.
Amend Ordinance No. 970915-A, the 1997-98 Capital Budget of the Watershed Protection Department by: 1) increasing transfers in from the Drainage Utility Fund by \$183,000; 2) reducing appropriation for Spoils Disposal Dewatering Facility by \$130,000; 3) increasing appropriations to Maintenance Equipment Replacement by \$313,000.
Amend Ordinance No. 970915-A, the 1997-98 Capital Budget of the financial and Administrative Services Department by: 1) increasing transfers in from the Drainage Utility Fund by \$200,000; 2) increasing appropriations to the Geographic Information System Development project by \$200,000 for enhancements to the City of Austin GIS Mapping. City Staff: Vickie Schubert, Infrastructure Support Services, 499-7034.

7. Consider amending Ordinance #970915-A, the 1997-98 Capital Budget for the department of Public Works and Transportation by creating a new project named Build Austin CBD Mobility Improvements and appropriating \$98,924 for design and construction. Ken Zimmerman, Department of Public Works and Transportation, 499-7138.
8. Consider amending Ordinance No. 970915-A, the 1997-98 Austin Bergstrom International Airport Capital Budget by increasing appropriations by \$325,000 to provide funding for environmental impact services; amend ordinance no. 970917-A, the 1997-98 Operating Budget of the Airport Capital Fund, by increasing the transfers out by \$32,000 to the Austin Bergstrom International Airport Capital Budget. City Staff: John Almond, Aviation Department, 369-6600.
9. Consider amending Ordinance No. 970915-A, the 1997-98 Capital Budget of the Department of Public Works and Transportation by appropriating \$672,709 to the Traffic Signal System Project. Ali Mozdbar, Department of Public Works and Transportation, 457-4870.
10. Consider amending Ordinance No. 970915-A, the 1997-98 Capital Improvement Budget, by increasing appropriations for the Water and Wastewater Utility's Capital Budget by \$65,000,000 for the acquisition of land including fee title and easements in the Barton Springs contributing and recharge zones to provide for the conservation and to maintain the safety and quality of a part of the City's water supply. City Staff Maria Alicia Garcia, CPA, Water & Wastewater 322-2942.

PUBLIC HEARING

11. Discussion and action on the 1998-99 Capital Improvement Plan. City Staff: Charles Curry, Financial Services, 499-2610.

SUBDIVISION CASES

PRELIMINARY

12. C8-98-0057 - PETERSON TRACT, By: Anna Faye Peterson for Estate of Harry Peterson, c/o JADCO, Bradshaw Road at Old Lockhart. (Onion). RECOMMENDED. City Staff: Joe Arriaga, 499-2308.

FINAL WITHOUT A PRELIMINARY

CONTINUED CASE

13. C8-97-0119.0A - JOE AND RAMONA HAJAR SUBDIVISION, By: Raymond Chan & Associates, Inc. (Raymond Chan), FM 620 Rd. and Broadmeade Ave. (Lake Creek). RECOMMENDED. City Staff: Tammie Williamson, 499-3056. CONTINUED FROM 5-19 (STAFF).

NEW CASES

14. C8-97-0261.0A - THE EARLEY ADDITION, By: Cleve Early, Mike McHone Real Estate (Mike McHone), 4300 Medical Parkway. (Shoal Creek). RECOMMENDATION PENDING. City Staff: Don Perryman, 499-2786.
15. C8-97-0144.0A - 151 ACRE TRACT (+- 136 ACRES), By: Anna Faye Peterson for Estate of Harry Peterson, JADCO (Joe Diquinzio), Slaughter Lane East at Old Lockhart Hwy. (Onion). RECOMMENDED. City Staff: Joe Arriaga, 499-2308.

16. C8-98-0077.0A - BARTON CREEK SECTION F, BLOCK A, LOT 1 (WQPZ), By: Barton Creek Club (Gregg Pate), Rust E & I (Paul J. Viktori), Barton Club Dr. & Barton Creek Blvd. (Barton Creek). RECOMMENDED. City Staff: Ivan Naranjo, 499-2724.

STATUTORY DISAPPROVALS

- 16.1 C8-98-0082.0A - RED RIVER PLACE, By: Red River 4810, Michael R. McHone, Red River. City Staff: Don Perryman, 499-2786.
- 16.2 C8-98-0083.0A - MADRONES, AMENDED PLAT OF LOTS 13 & 14, By: William & Susan Daniels, Floyd & Jo Ellen Hoelting, James E. Garon & Associates, State Hwy 71 and Southwest. City Staff: Bill Schoenemann, 499-2251.
- 16.3 C8-92-0104.02.5A - WILLOW RUN COMMERCIAL, By: Continental Homes of Austin, Burnet Rd. and Shoreline Dr. City Staff: Tammie Williamson, 499-3056.
- 16.4 C8-98-0084.0A - COMMONS FORD CANYON, By: Trent Baird, LOC (Cheryl Silverman), Commons Ford Rd. and Tumbleweed Trail. City Staff: Don Perryman, 499-2786.
- 16.5 C8-83-068.010.7C - RIVER PLACE SECTION 15, By: First Riverplace Reserve Ltd., Espey Huston (Terry Reynolds), River Place Blvd. and Big View Dr. City Staff: Don Perryman, 499-2786.
- 16.6 C8-83-068.010.6C - RIVERPLACE SECTION 14, By: First Riverplace Reserve, Ltd., Espey Huston (Terry Reynolds), River Place Blvd. and Big View Dr. City Staff: Don Perryman, 499-2786.
- 16.7 C8-98-0085.0A - UNITY SUBDIVISION (A RESUB OF MUNSON PARK), By: Unity of Austin, Urban Design Group (Norma Pena Raven), Loop Court and Wild Basin Road. City Staff: Don Perryman, 499-2786.

SITE PLAN CASES

NEW CASES

17. SP-98-0113C - RIATA CROSSING NORTH, By: Anderson Development, Bury & Pittman (Anthony Shaleesh), 12548 Huntsville Dr. (Big Walnut). RECOMMENDATION PENDING. City Staff: Tammie Williamson, 499-3056.

VARIANCE:

1. To exceed the cut and fill limit of 4 feet. [Sec. 13-7-16] - RECOMMENDATION PENDING.
 2. To exceed construction on slopes by 15%. [Sec. 13-2-590] - RECOMMENDATION PENDING.
18. SP-98-0114C - RIATA CROSSING SOUTH, By: Anderson Development, Bury & Pittman (Anthony Shaleesh), 12548 Huntsville Dr. (Big Walnut). RECOMMENDATION PENDING. City Staff: Tammie Williamson, 499-3056.

VARIANCE:

1. To exceed the cut and fill limit of 4 feet. [Sec. 13-7-16] - RECOMMENDATION PENDING.
2. To exceed construction on slopes by 15%. [Sec. 13-2-590] - RECOMMENDATION PENDING.

ZONING CASES

CONTINUED CASES

19. C14-98-0018 - OXFORD CUSTOM HOMES, INC. (Rick Linda), By: Austin Permit Service, Inc. (Melissa Whaley) 1706 West 6th Street. (Johnson Branch). FROM SF-3 TO LO-MU. RECOMMENDATION PENDING. City Staff: Don Perryman, 499-2786. CONTINUED FROM 3-3 (STAFF), 3-10 (STAFF), 4-7 (APPLICANT), 5-12 (NEIGHBORHOOD).
20. C14-98-0037 - CITY OF AUSTIN, PARKS AND RECREATION DEPARTMENT (Stuart Strong), By: Morales & Associates (Ponciano Morales III), 2106 Bergman Avenue. (Town Lake). FROM SF-3 TO P. RECOMMENDED. City Staff: Ivan Naranjo, 499-2724. CONTINUED FROM 5-12 (NEIGHBORHOOD).
21. C14-98-0050 - CANYON CREEK OPTION, LTD. (Fred Eppright), By: Land Strategies, Inc. (Paul Linehan), Southeast of Boulder Lane Extension. (Bull) FROM LR, GR, SF-6, MF-2 TO MF-2, GO. ALTERNATE RECOMMENDATION: MF-2-CO (TRACT 1), GO-CO (TRACT 2). City Staff: David Wahlgren, 499-6455. CONTINUED FROM 5-19 (STAFF)
22. C14-98-0041 - COURTLAND L. LOGUE, By: Ron Beard & Associates (Ron Beard, 900 Willow Street. (Town Lake). FROM SF-3 TO LO. ALTERNATE RECOMMENDATION: NO-CO. City Staff: Ivan Naranjo, 499-2724. CONTINUED FROM 5-12 (APPLICANT), 5-19 (NEIGHBORHOOD).

NEW CASES

23. C14-97-0153 - VAUGHN STENIS CO-OWNERSHIP (Wayne D. & Wanda R. Stenis), By: Armbrust Brown & Davis, L.L.P., North Capital of Texas Hwy and Spicewood Springs Rd. (Bull). FROM DR TO MF-1. RECOMMENDATION PENDING. City Staff: David Wahlgren, 499-6455.
24. C14-98-0046 - CAPITAL CITY CHRISTIAN CHURCH (Truman Whitaker), Republic Commercial Properties (Doug Hodge), 800' West of Parmer Lane and Dessau Road intersection. (Walnut). FROM DR TO GR. RECOMMENDATION PENDING. City Staff: Ivan Naranjo, 499-2724.
25. C14-98-0049 - ST. JOHN'S REGULAR BAPTIST ASSOCIATION (Rev. G.V. Clark), By: SDC Austin Communities (Leslie Donaldson), Blessing Avenue at Wheatley Avenue. (Buttermilk). FROM SF-3 TO MF-2. RECOMMENDATION PENDING. City Staff: Ivan Naranjo, 499-2724._

B. OTHER BUSINESS

ITEMS FROM COMMISSION

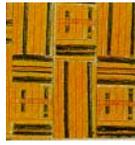
THE CITY OF AUSTIN IS COMMITTED TO COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT. REASONABLE MODIFICATIONS AND EQUAL ACCESS TO COMMUNICATIONS WILL BE PROVIDED UPON REQUEST. PLEASE CALL RON MENARD, DEPARTMENT OF DEVELOPMENT REVIEW AND INSPECTION, AT 499-2384, FOR INFORMATION; TEXT PHONE USERS, PLEASE ROUTE THROUGH RELAY TEXAS AT (800) 735-2989.

THE FOLLOWING IS A TENTATIVE PUBLIC SCHEDULE OF FUTURE ZONING CASES WHICH ARE SUBJECT TO CHANGE:

JUNE 2, 1998

1. C14-98-0051 - CHURCHILL DEVELOPMENT CORP. (A.J. Price), By: Garrett Associates, Inc., 11558 Spicewood Parkway. FROM I-RR TO SF-6. City Staff: David Wahlgren, 499-6455.
2. C14-98-0054 - SR DEVELOPMENT INC. (William Gurasich), By: Armbrust Brown & Davis, Elroy Road and Moores Crossing Blvd. FROM DR, MF-2, SF-2 TO SF-4, GR, P-SF-2. City Staff: Joe Arriaga, 499-2308.
3. C14-98-0055 - MC JOINT VENTURE (Willima Gurasich), By: Armbrust Brown & Davis, Elroy Road and S. FM 973 Road. FROM SF-2 TO MF-2, SF-4, GR. City Staff: Joe Arriaga, 499-2308.
4. C14-98-0056 - AUSTIN AIRPORT, L.C. (Mike Voticky), By: Crocker Consultants, 2751B E State Hwy 71. FROM UNZONED TO GR. City Staff: Joe Arriaga, 499-2308.
5. C14-98-0057 - CITY OF AUSTIN, DEVELOPMENT REVIEW AND INSPECTION DEPARTMENT (Ivan Naranjo), 3401 to 3409 Sellers St., 3300 to 3517 Gonzalez St., 3301 to 4600 Gonzalez St., 4600 to 4813 Gonzalez St., 3300 to 3314 E. 7th St., 3607 to 3617 Lyons Road, 680 to 699 Chericco St., 722 to 831 Gunter St., 681 to 831 Gunter St. 681 to 864 Springdale Road, 707 to 709, 710 to 730, 801 to 809 Springdale Road, 706 to 747 Mansell Avenue, 4600 to 4611 Milburn Ln, 4600 to 4611 Glissman Road. FROM LI TO SF-2. City Staff: Susan Villarreal, 499-6319.
6. C14-98-0058 - CITY OF AUSTIN, DEVELOPMENT REVIEW AND INSPECTION DEPARTMENT (Ivan Naranjo), 500 to 564 Tillery Street, 501 to 661 Tillery Street, 3013 to 3125 East 7th Street, 3022 to 3110 East 5th Street, 609 to 611 Springdale Road, 500 to 622 Springdale Road, 624 to 630 Springdale Road, 3200 to 3530 East 5th Street, 501 to 623 Vermont Road, 500 to 622 Vermont Road, 3300 to 3536 Hidalgo, 3301 to 3531 Hidalgo, 500 to 640 Allen Street, 501 to 641 Allen Street, 3200 to 3230 Holton Street, 3201 to 3231 Holton Street, 3201 to 3401 East 7th Street, 3507 to 3539 East 7th Street, 625 to 629 Gunter, 620 Gunter. FROM LI TO SF-2. City Staff: Ivan Naranjo, 499-2724.
7. C14-98-0059 - JAMES A. SPARKS, By: Michael Crane, 4016 Manchaca Road. FROM SF-3 TO LO. City Staff: Joe Arriaga, 499-2308.
8. C14H-98-0003 - CITIZEN 1ST BANK (Meredith Golden), By: City of Austin, Development Review and Inspection Department (Barbara Stocklin), 1310 to 1312 1st Street. City Staff: Barbara Stocklin, 499-6319 (HLC 5-18-98)
9. C14-98-0052 - CITY OF AUSTIN, WATERSHED PROTECTION UTILITIES, (Michael Heitz), By: City of Austin, Watershed Protection Utilities (Glen Taffinder), 9700 to 9927 Corley Drive. FROM I-RR, I-SF-2 TO P. City Staff: David Wahlgren, 499-6455.
10. C14-98-0053 - ST. EDWARD'S UNIVERSITY (David A. Dickson, Jr.), By: Dick Lillie & Associates, 3001 S. Congress Avenue. FROM LR TO MF-3. City Staff: Ivan Naranjo, 499-2724.

Source: Austin City Connection:
Last Modified, April 16, 1998 at 18:15



... with many

Dayton, Ohio, Priority Boards— Citizen Participation

Visitors often remark on how Dayton is very friendly and hospitable, an impression which can be traced to the vitality of our many neighborhoods. Dayton's neighborhoods are communities of people who have common visions, and who are personally involved with insuring their neighborhoods' well-being and growth.

Priority Boards

Neighborhood activism in Dayton is commonly known as the Priority Board System. The Priority Boards have become the most effective vehicle for Dayton's neighborhoods to integrate their needs and concerns with policy, service delivery, and budget systems of Dayton's city government. Dayton's resident volunteers -- Priority Board members, neighborhood associations, and other civic groups -- continually energize this nationally recognized system of citizen participation.

Overview of Dayton's Priority Boards

The job of a citizen is to keep his mouth open.
Gunter Grass

Brief History of Priority Boards

Dayton citizens have established a tradition of involvement in City government decision-making dating to 1967 with Dayton's selection as a Model City. It took further shape with the formation of elected neighborhood councils as part of the Planned Variation Program. Those councils, known as Priority Boards, were officially adopted by the Dayton City Commission on June 25, 1975. They now have a quarter century of experience behind them, and have emerged as the respected and official mechanism for citizen participation in City government.

In the first 10 years, Priority Boards provided a vehicle for communication between citizens and Dayton city government. Priority Boards provided government with representative indications of the needs and priorities of neighborhoods as well as assessments of service effectiveness. City government in turn utilized Priority Boards to channel information to neighborhoods about government actions.

Priority Boards have enabled Dayton residents to be involved in policy decisions and other actions affecting their neighborhoods. This involvement has ranged from budget recommendations to suggestions of new programs and capital projects, from zoning decisions to liquor license renewals and from urban planning to programming activities at neighborhood parks.

As a result of the Priority Boards, Dayton city government has been more responsive to its neighborhoods. City government officials have been in a better position to understand what citizens want and expect, while Dayton residents have developed a greater appreciation for the capacities of City government.

In the 1980s and 1990s, the Priority Board system has grown in both scope and sophistication. An innovative leadership development program provides a constant resource to identify and train new grassroots leaders. Citizen involvement in the City's budgeting, strategic planning and capital allocations has reached new levels of involvement with the establishment of the Citizens Financial Task Force in 1994. A national trend toward community-based housing and economic development has led to the formation and growth of neighborhood development corporations locally.

Priority Boards now include citizens from every Dayton neighborhood and representation from individual neighborhood groups. Each board has at least one relationship with a Neighborhood Development Corporation (NDC). Priority Boards elect members to the CND Task Force and its sub-committees and through that system are involved not only in Consolidated Plan programs, but also provide citizen review and input of the City's General Fund capital plans. The CND Task Force is the focal point for the development and implementation of the Consolidated Plan.

Dayton's Priority Board system has received considerable national and even international attention as a model of citizen participation. In 1992, *Governing Magazine* described Dayton as a city of remarkably assertive neighborhoods and neighborhood activists... every since Dayton set up a system of area councils called 'priority boards' that press neighborhood concerns on City Hall, pass judgement on its plans for their communities and play an active role in its budgeting process. Dayton, Ohio is the state of the art in citizen participation. Other national recognition has come from studies and publications, including *The Quickening of America*, *the Rebirth of Urban Democracy* and *Reinventing Government*.

The Priority Boards and the CND Task Force conduct all of their meetings in the evenings and on Saturdays either at City Hall or at locations in the neighborhoods.

What is the Role of the Priority Boards?

The City Commission's 1975 Information Resolution established Priority Boards as the official voice of Dayton's neighborhoods, although the City Commission carries the ultimate responsibility for public policy decisions. The Priority Board system is a unique asset which provides representative forums for consideration of differing interest and developing partnerships and consensus on complex issues. Through its communication networks, key parties are kept informed of actions which affect their neighborhoods and solutions are developed which balance the interest of all those affected. The following defines the roles performed by the Priority Boards:

- Through their Chairpersons, act as the official voice for their neighborhoods
- Identify and prioritize needs, goals and objectives that represent what citizens believe to be important in the preservation of high quality neighborhoods and present those priorities to City government, other local public agencies and Dayton's State Legislative Delegation.

- Through the Citizens Financial Task Force, Community and Neighborhood Development Task Force, and other established citizen review processes, identify and present the neighborhood view as to which public services require continuation and which could be cut or reduced; make recommendations as to neighborhood variations in service or expansions as appropriate.
- Identify and advocate the assets of their neighborhoods to community institutions, such as Board of Realtors and lending community
- Form partnerships with Neighborhood Development Corporations to assure desirable and affordable housing by preserving the existing housing stock, creating in-fill housing and increasing home ownership for all income groups
- Provide the vehicle and opportunity for all citizens to become involved in government decision-making, ensuring that the Boards reflect the broadest possible representation of their neighborhoods
- Provide the vehicle and opportunity for City government, public agencies and community institutions to disseminate information to neighborhoods on actions that concern citizens
- Make recommendations to City Commission, City Administration, and other agencies on any public action as well as on issues and decisions which affect neighborhood living conditions

What is the Role of Neighborhood Groups?

Neighborhood groups play a vital role in the functioning of the Priority Board system by communicating directly with the Boards and taking direct action in smaller, clearly defined neighborhoods. The City encourages involvement at every level in the citizen participation process with as much representation of the views and opinions of the community at large as possible. The neighborhood groups provide a vast personal and close knowledge of the community. Priority Board will work with their neighborhood groups to define the roles of each. Among the roles performed by neighborhood groups are:

- Act as the official voice of the neighborhood to the Priority Boards
- Identify and prioritize needs, goals, and objectives through the Need Statement Process that represent what the community believes to be important in the preservation of high quality neighborhoods and present those priorities to the Priority Board for action; Work with the Priority Board to take action on top priorities
- Function as a communication tool to all residents
- Identify key areas and assess housing needs with Neighborhood Development Corporation's and use that partnership to access funding available
- Address public safety issues by assisting in the implementation and networking of neighborhood watch groups
- Sponsor events and activities to put a positive focus on the community and show the advantages of City living

- Sponsor social activities that build a sense of community and reach out to all residents
- Develop close working relationships with adjacent business districts to improve the quality of neighborhood life

Why You Should Get Involved

The focus of citizen involvement in Dayton has been interaction between City government and Priority Boards in key funding, service and neighborhood issues. This has made Dayton government more responsive and geared service delivery to citizen priorities. To address today's problems and face the challenges of the future, citizens must participate directly in the solution of ALL community problems. This will include building the economic base, restoring and maintaining neighborhood vitality and fostering the quality of life for all citizens. More and more, it will require community involvement in human and social service arenas to address issues of self-sufficiency, families and children.

Community Decisions -- Dayton citizens should be involved in community decisions which affect their lives and neighborhoods. Dayton residents should participate in political and community decision-making processes to ensure some control and ownership of decisions and actions rendered.

Quality Neighborhood Life -- Citizens primarily determine the quality of neighborhood life and are the major factor in achieving neighborhood vitality. They have the greatest stake in neighborhoods and can best ensure the vitality of the area in which they live. Citizens are the senior partner in the neighborhood vitality effort working along with government and other community institutions. Government actions should support the efforts initiated by neighborhood residents and encourage cooperation of other community institutions with neighborhoods.

Neighborhood Leadership and Empowerment -- Direct work and leadership by citizens provides the best approach to achieving community goals and addressing community problems. Government actions should be tailored to empower and encourage neighborhoods to take control of their own destinies.

Communication Networks -- Communication among neighborhoods, City government and other community institutions revolves around Priority Boards. Priority Boards are uniquely situated to provide a communications infrastructure to their communities and ensure that information is communicated quickly and effectively.

Election Operations

The Priority Board election process is as follows:

1. Each candidate must obtain, on the prescribed form, signatures of twenty-five (25) registered voters living within his/her designated area.
2. In order to certify the candidate for election, signers registration must be verified using the Montgomery County Board of Elections records.
3. If only one person files for a seat, that person is declared the winner.

4. The election of representatives is conducted with ballots which are mailed to all registered voters in the particular area using mailing labels supplied by the Montgomery County Board of Elections.

5. After receipt of a ballot the registered voter to whom the ballot was mailed marks the ballot, signs the envelope where designated and returns the ballot in the envelope provided.

a) Only the person listed on the address label may sign their name where indicated.

b) Only one ballot shall be enclosed in each signed envelope. If more than one ballot is enclosed, all ballots in that envelope are invalid.

c) The envelope containing the ballot must be mailed and postmarked by the designated deadline date to be valid.

6. Division of Neighborhood Affairs personnel are responsible for verifying the validity of and counting the ballots.

7. Election results are announced the first Monday after the ballots are counted and verified.

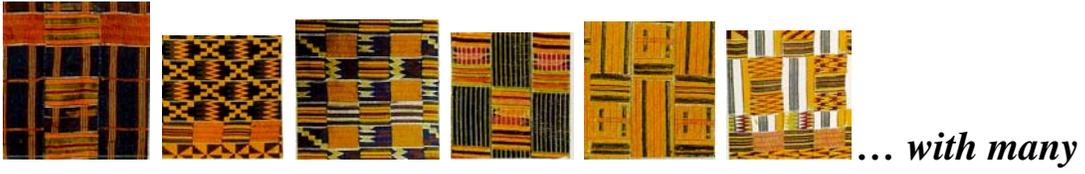
8. In the case of a tie vote, the winner shall be selected by flipping a coin, drawing straws or drawing a number out of a hat. The candidates shall meet together and the determination shall be done before the Priority Board Chairpersons Council or the City Manager. The selection shall be done no later than one week following the announcement of the election results, unless one of the candidates is unavailable.

Testimonials

We are proud of the City of Dayton for having a rich history in citizen involvement, as evidenced in Dayton's selection as a Model City in 1967, and its transition to today's Priority Board system, including the Neighborhood Leadership Institute, the Citizen's Financial Task Force, the Community and Neighborhood Development Task Force, Chairpersons' Council and most recently, the City Manager's OITF Review Team.

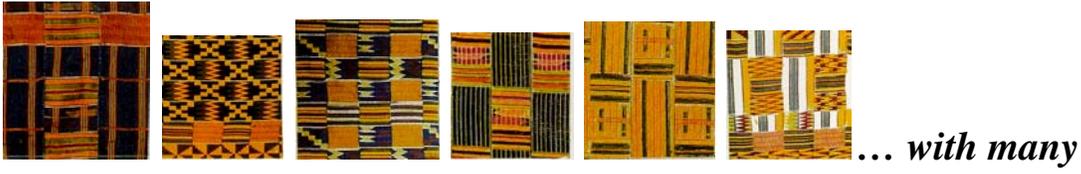
Dough Hahn, Chairperson
Southeast Priority Board

We feel very strongly that the City of Dayton remain the national leader in the field of citizen participation in government. We understand that we must all work very diligently as partners in community government to be able to maintain our place on the cutting edge of these initiatives. As we approach our 25th year of this valuable legacy, we must continue to build on the strengths of what we have worked so hard to learn, and groom more citizens to participate more fully in the critical task of enhancing the livability of our city.



Join Tools

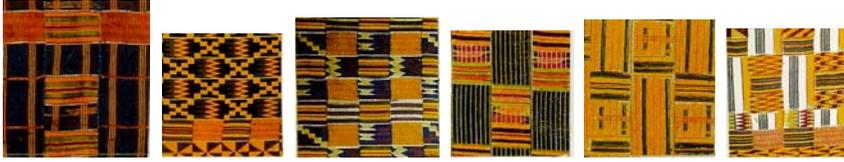




Developmental—"Consult" or "Join"

Join: Effective When...

- Diverse perspective will generate sustainable approach
- Outside events will influence the future
- Influential events cannot be controlled
- Economy of effort is required
- Positive action is required to obtain results



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Community Economic Development Planning

Tool: Community Economic Development Planning

When to Use: To address the need to improve the business climate, expand the job base, maintain and attract business investment

Description:

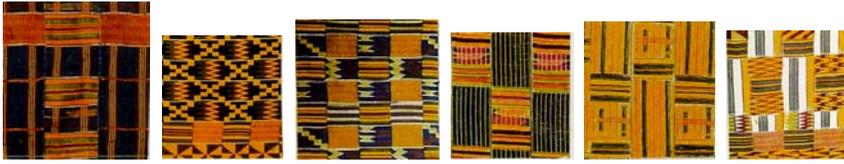
Generally, a strategic process that brings community, including regional, stakeholders together to identify the strengths and weaknesses of the community and to prepare a broad-based strategy for economic development. The strategy marshals the resources of the entire community, including the local government, industrial and commercial interests, the financial sector, academia, non-governmental organizations and others.

Steps:

1. Identify relevant stakeholders.
2. Conduct an analysis of strengths, weaknesses, opportunities and threats as they relate to the economy.
3. Prepare a plan that identifies the actions that all stakeholders, public and private, should take to implement the plan.

Samples and case studies follow this tool.

Tool



... with many

ECONOMIC DEVELOPMENT AND PLANNING

Initiating Community Partnerships for Local Development

Zselic Region, Somogy County, Hungary

Background

As a result of the transition to a market economy, many Hungarian communities, from one-industry mine and mill towns to underdeveloped rural areas, have recognized a need to diversify their economic bases, foster entrepreneurship, improve their infrastructure, encourage exports, entice new businesses to the area, enhance the skills of the existing workforce, and increase access to capital. To encourage local and regional economic development, Hungary recently enacted legislation requiring counties to establish County Regional Development Councils. Local areas, however, are still in need of practical tools to enable them to develop strategies and specific project ideas for implementation. The Ministry of Labor recognized a need for replicable community-based model that could be initiated in areas facing employment problems.

Innovation

Because County Labor Center regional employment counsellors already brought together municipalities, employers, local enterprise agencies, and other actors when responding to layoff situations, they were chosen by the Ministry of Labor to facilitate and organize local economic development (LED) initiatives. The counsellors were trained by the Ministry in LED techniques. The first step in implementing the LED model involves setting up a local team of mayors, local small business assistance agencies, Country Labor Centers, NGOs, businesses, chambers, regional training centers, regional development councils, entrepreneurs, banks and other interested community members. The team members then participate in a series of four workshops designed to help them craft a local development plan and generate ideas for specific projects.

Confronted with unemployment rates of 15-25 percent, the 19 towns and villages in the Zselic region (total population 18,000, with individual towns between 50 and 2,800) decided to adopt the LED model. The Somogy County Labor Center regional employment counselor helped kick off the effort by encouraging the local area federation, local government leaders, teachers, banks, local artists, county business leaders and tourism promotion agencies, local media, and others to participate in the process. Forty-five individuals participated in the first community assessment workshop, through which they identified problems, needs, assets, windows of opportunity, and additional information needed. In small groups, they tackled

questions of access to capital, the business environment, infrastructure, human resources, and quality of life. In the second workshop, they plan to consider economic renewal principles, including ways to support existing businesses, encourage new enterprises, and recruit compatible businesses. In the third workshop, the local participants will focus on generating specific project ideas based on the information they have gathered and analyzed in the first two workshops. The fourth workshop will provide mechanisms for evaluating and prioritizing those ideas.

Results

The citizens of the Zselic region have taken a significant first step towards completing a community assessment. At the end of this strategic planning process, they will have developed a blueprint for action. Ten other County Labor Centers have begun to work with local communities to establish similar LED teams that will participate in the workshop series. The ten sites cover from one to 42 communities, ranging in population size from 3,500 to 70,000. The first phase of the LED project should be completed by June 1997.

Summary

To encourage local and regional economic development, the Zselic region of Somogy County is participating in a local economic development (LED) initiative. The citizens of the region have participated in the first four workshops and have taken a significant first step towards completing a community assessment.

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ECONOMIC DEVELOPMENT AND PLANNING

Building Consensus Using Economic Development Planning

*Usti nad Labem, Prelouc, Koprivnice, Karvina, Roznov pad Radhostem, and Velke
Mezirici, Czech Republic*

Background

Though responsible for determining local economic development priorities, Czech cities have been hindered by the poor state of communications and coordination between municipal governments and the business community. One way to improve municipal-business relations is for cities, in cooperation with business leadership, to assume responsibility for delivering services to existing and new businesses. Six Czech municipalities chose to embrace this idea and prepared community-based economic development plans to build consensus among both public and private sector community leaders concerning critical issues affecting their communities. These cities also used the principles of strategic planning as a means of empowering communities to deal with local issues.

Innovation

Beginning in May 1995 six Czech municipalities, ranging in population from 10,000 to 100,000, undertook community-based economic development strategic planning processes. The mayors, in consultation with their city councils, appointed Strategic Development Commissions (SDCs) that consisted of municipal leaders from the public and private sectors and were chaired by recognized business leaders. Implementing the economic development planning process takes approximately six months. As the first step in the process, the SDC built consensus and involved the community. The SDC conducted a survey to gauge the community's business climate and develop a community profile. After reviewing results of the survey, the SDC identified critical issues, the core of the strategic planning process. The SDC then undertook further analysis to precisely describe the community's strengths and weaknesses and external "threats" and opportunities. Once this was complete, the SDC was divided into task forces for each critical issue to develop goals and action plans identifying specific objectives, projects, and strategies. The separate action plans were presented to the entire SDC for inclusion in the municipality's economic development strategic plan, which the municipal council then adopted as official city policy.

Typically, a strategic plan contained over 30 projects that addressed a community's identified critical issues. These included infrastructure, housing, economic development,

environment, public transportation, image, tourism, work force training, and other issues that contributed to economic development and empower municipalities to adjust to economic changes. The strategic plan represented the community's consensus on the allocation of resources to address these issues. The emphasis was on implementation of credible, realistic projects.

Results

The first economic development strategic plan was adopted by Usti nad Labem's Municipal Council in February 1996. Completion of the strategic planning processes in the six pilot cities has created a momentum to make changes in the local government decision-making process and the attitudes of community leaders. The sense of empowerment that is central to strategic planning has been welcomed by communities as an effective and useful contrast to the central, top-down planning approach used in the past. This process could be replicated in CEE cities where a level of development of both the public sector and private business community provides a basis for cooperation and institutional stability.

Summary

To improve competitiveness and create economic development capacity to deliver services to existing and new businesses, six Czech municipalities prepared community-based economic development plans. The first economic development strategic plan was adopted in Usti nad Labem in February 1996. Completion of the strategic planning process in the six pilot cities has created a momentum to make changes in the local government decision-making processes and the attitudes of community leaders.

For more information contact:

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Josef Jaluvka,
Mayor, Koprvinice Tel. 42-656-721-564
Ivan Barta,
Deputy Mayor, Karvina Tel. 42-69-93-517-227
Vaclac Mikusek,
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Frantisek Bradac,
Deputy Mayor, Velke Mezinci Tel. 42-619-26-04



Case Study—Economic Development Partnership

Gliwice, Poland: Communication and Citizen Participation

Prepared 14 July 1997, Becky Gadell, Research Triangle Institute (RTI)

Background:

Gliwice, Poland, is home to 214,000 people. Located in southeastern Poland on the Klodnica River in Upper Silesia, the town emerged in the Middle Ages as a trade center. Its location as a crossroads for road, rail and water has greatly influenced its history. The city, which is a part of the greater Katowice vovoidship, has been under the control of many, including Czechoslovakia, the Hapsburgs and Prussia. It is the site of the radio station provocation that began World War II. After the war, Gliwice returned to Poland.

Gliwice is also home to 50-year-old Silesian Technical University, a gift to the community for hardships endured during the war. Major industries include coal mining, steelworks, chemicals, metallurgy, machinery, agriculture and, increasingly, technical research. Despite a highly educated and skilled workforce and relatively high employment, declines in the mining industry and other industrial employers make employment and economic conditions in Gliwice volatile. Additionally, many lands have been ravaged by industry, primarily coal mining.

A year ago, General Motors/Opel (GM/Opel) selected Gliwice as the location for its new automobile assembly plant for central Europe.

The DM 470 million investment will provide:

- 2,000 new jobs
- An annual capacity of over 70,000 cars
- An industrial catalyst for related support services
- Potential for European integration.

In addition to bringing Gliwice these easily measured benefits, the GM-Opel success also heightened city leaders' awareness of the power of community teamwork in solving problems and maximizing opportunities.

Teamwork Key to Overcoming the Odds

Gliwice was a latecomer in the competition for the GM/Opel plant. Despite tremendous odds against its selection, the city formed in May 1995 a non-profit organization – the Gliwice Agency for Economic Initiatives (GAIG) – to spearhead the recruitment effort.

The city agency's strategy, driven primarily by practicality and instinct, was grounded in strategic partnerships that would allow them to gather relevant data and ideas, and submit their proposal package on a very tight timeline.

The GAIG, with the continual leadership and support of Gliwice Mayor Zygmunt Frankiewicz and the City Council, formed and led a team of diverse players that were essential to making Gliwice the right choice for GM. The partnership included representatives of:

- Local government, including elected leaders and key city departments, such as architecture and land use planning, capital investments and the Mayor's Office
- Private and public utilities
- Regional government agencies, including the special economic zone
- Academia, including the University and related research institutions
- Chamber of Commerce.

At the 2 October 1996 groundbreaking ceremony for the new plant, GM International Operations President Louis R. Hughes said, "None of this would have been possible without the vision, determination, involvement and enthusiastic support of local, regional and national government leaders." The company has acknowledged that key factors in the selection included Gliwice's:

- Community teamwork demonstrated throughout the recruitment process
- Open and honest discussion of its strengths and weaknesses
- Innovative and enthusiastic approaches to overcoming barriers and constraints.

What Next?

Gliwice local government recognized that landing the new plant was, although a great success, just the beginning of building a better economy. Quietly, people were asking, "what next?"

Gliwice community leaders also recognized that Experience proved they had made the right choice in assembling a cross while pursuing one opportunity they had discovered another: the power of a shared and compelling cause to get diverse people to work together. - functional team to work on the Gliwice proposal. The new challenge was:

To find ways to build on this success ... to continue to join diverse, creative and highly educated people and institutions to solve other problems, overcome challenges, and identify and take full advantage of new opportunities.

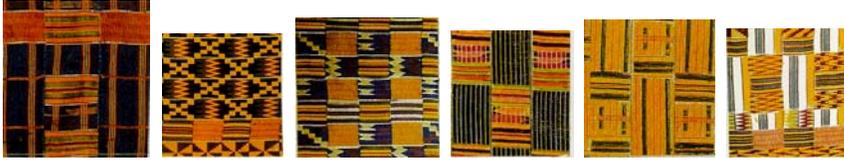
"We know the bell rings, but not in what church," said Piotr Popiel, assistant to the mayor.

Strategy for Learning While Doing

In late summer 1996, the Gliwice local government joined the US Agency for International Development (USAID)-funded pilot Local Government Partnership Program (Pilot LGPP). Key priorities for technical assistance included communication/citizen participation, economic development and financial management.

By Spring 1997, city officials have worked with a growing number of partners, including those involved in recruiting the GM/Opel plant, to:

- Develop the first phase of a comprehensive strategy for improved communication and partnership with citizens. The strategy:
 1. Recognizes that communication is, fundamentally, relationships.
 2. Is driven by city business goals, including improving city service delivery and maximizing economic development opportunities
 3. Includes measurable goals and tactics aimed at improving understanding and relationships among the government and the people, groups and institutions in four key areas: (1) *Citizens* -- individuals, interest groups and non-governmental organizations, (2) *City Employees*, (3) *Economic Development Partners*, and (4) *News Media*.
 4. Steers expansion of the city's public relations office into a comprehensive communication and public relations service integrated with municipal service delivery.
 5. Expand the GAIG in both scope and staff.
- Continue work on a technology incubator.
- Begin a collaborative strategy for development of a technology park.



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City Partnerships with Neighborhood Organizations

Tool: City Partnerships with Neighborhood Organizations

When to Use: To address infrastructure and service needs in a way that meets the priorities of the neighborhood.

Description:

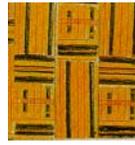
A partnership between a municipality and a neighborhood in which the two identify service priorities and the means to provide services in a cost effective and responsive way.

Steps:

1. Identify service needs by involving the neighborhood.
2. Build the organizational capacity in the neighborhood and in the municipality to continually plan and monitor service delivery on a neighborhood basis.
3. Address a comprehensive range of issues and services.
4. Increasingly, neighborhood associations (and coalitions of associations) are taking on formal roles in local government priority setting, land development, strategic planning and budget processes.

(Please see, Lessons Learned, on next page)

Tool

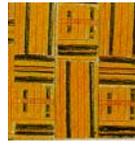


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Lessons Learned about Neighborhood Service Delivery

1. Identify basic service needs
What are the priorities from the neighborhood's perspective?
2. Develop a problem solving organization
Build the social and civic infrastructure as a continuous process along with the provision of physical infrastructure. Build organizational capacity to solve problems on a neighborhood basis.
3. Develop a neighborhood improvement philosophy
Neighborhood problems are not just government's problems. But government can help mobilize resources from other sectors as well.
4. Make neighborhood improvements comprehensive
Neighborhood improvements cut across many services, requiring problem solving in diverse areas.
5. Improve accountability
Evaluate service delivery on a neighborhood level and hold the neighborhood service team accountable for the quality of service in the neighborhood.
6. Use unified geographic service districts
Define specific service areas to improve accountability and to serve as the basis for organizing all services within the district.

*Adapted from "MIS Report", Volume 25, Number 4, April 1993
International City/County Management Association.*



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Case Study: Model for Sustainable Development Public-Private Partnership in Settlements Development

Elin Pelin, Bulgaria

Elin Pelin is a very small municipality located 25 km East of Sofia. It has 22 000 inhabitants living in Elin Pelin town and in the 18 surrounding villages. Being on the border of Sofia's industrial zone and especially to *Kremikovtsi* metallurgy plant, its soil, air and water are highly polluted. The place is of highest children mortality in Bulgaria. Unemployment is rapidly increasing. Valid for all settlements in the municipality, the infrastructure is in critical condition. The municipality has serious problems with collection, transportation and storage of the wastes. That's why even possessing valuable natural resources the region is not attractive for investments. Government subsidy is symbolic.

The model for Sustainable Development of Elin Pelin Municipality was initiated in January 1998, by Academic Society Association (NGO), Oasis Co. (small designing and construction company) and the Elin Pelin Local Authority.

The Model emerged as an effective strategy because all of the actors shared the awareness that the traditionally centralized urban management proved to be inefficient and incurs impossibly high costs. The Elin Pelin Local Authority operates with very limited funds and limited human resources as number and qualifications, that's why the professional assistance offered by Academic Society Association and Oasis Co. was highly appreciated. The establishment of the coalition between those organizations and the local authority can be considered a positive result as it inspired the local staff to improve their work. A positive trend is the achieved efficiency of inner information flow between the staff themselves, which was mostly due to the team-work spent on the Model.

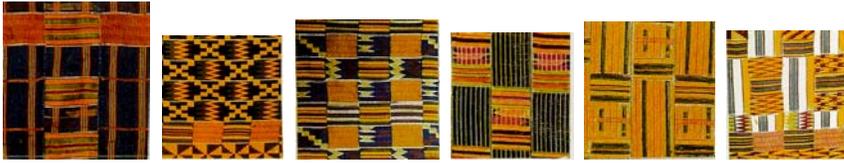
As a successful achievement may also be considered the collaboration between the Coalition and the University of Architecture, Construction and Geodesy, where the digitalization of the town cadastre is under elaboration as a diploma work done by two graduate students.

Community participation in the management and planning processes has been the fundamental strategy to ensure the optimum flow of benefits from the scarce funding

available. At the community level, programming and implementation are carried through the existing structures and communities groups. Community groups are used as channels for community programme activities, and particularly for the selection of the projects to be funded by direct grants.

The residents need a lot of training and also to be encouraged to participate in the operation of the Model. With a very limited funds an information board was arranged in the municipality. The regular Wednesday meetings of the working group on the Model are open for resident's participation. Many people come. They ask for an advice. They complain, suggest, listen or take part in the discussion.

Such an experience guides the working group's adoption of an incremental approach to an improved urban management. -- ***Boyka Vitanova, Sofia, Bulgaria***



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Improving Local Government Services Through Neighborhood Partnerships

Hattiesburg, Mississippi, USA

Background

Many city governments are faced with deteriorating conditions that build citizen resentment and economic decline. Lacking resources and efficient service organization, they are unable to deliver services that respond to what citizens want and promote economic and social development. To correct this situation, city officials must look to new ways to deliver services that allow citizens to become partners with the municipality in identifying problems and creating solutions. The results of these new modes of service delivery are more effective use of scarce municipal resources, leveraging other non-governmental resources, and greater civic engagement.

Innovation

In the mid 1980's, the City of Hattiesburg, Mississippi experienced many problems of urban decline, including rising crime rate, deteriorating housing conditions, and inequitable delivery of services to different parts of the city. Municipal service departments operated completely independently of each other. As a result, they were unable to develop a coordinated approach to solving problems.

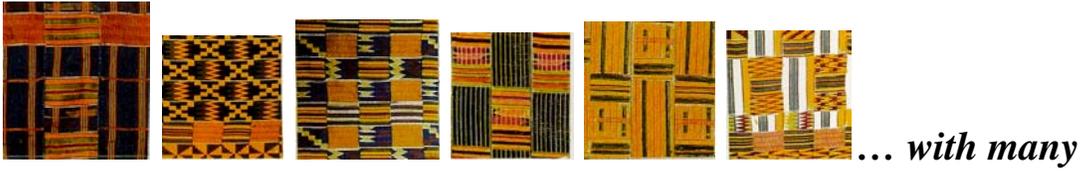
Following elections that produced a new council and new management structure, city officials established a comprehensive response called the *Neighborhood Improvement Program*. The program called on municipal service agencies to develop improvement plans neighborhood by neighborhood. Although a coordinating committee composed of department heads was created to manage the program, it ran into many problems. Department staff continued to assess neighborhood problems independently, frequently interfering with the work of other departments. Neighborhood residents, who had been ignored for years, angrily vented their frustrations to whatever department was available. Department heads found themselves overburdened by frequent meetings. Finally, the decision to proceed one neighborhood at a time produced results too slowly, particularly in the light of the residents' demands for action.

The city restructured its approach by creating six separate neighborhood service delivery teams, each responsible for identifying service problems and solutions in a specific neighborhood. The service teams were composed of mid-level service staff from each principal municipal department and representatives of the neighborhood. In addition, the city provided training to the service staff and the neighborhood representatives in team management and communications. City programs such as surveys for historic preservation, planting street trees, and neighborhood clean-up were re-designed to involve the neighborhood service teams.

This new approach allowed the city to have active neighborhood programs throughout the city. Service managers were evaluated on the delivery of services within their neighborhoods, increasing their accountability for the quality of service delivery in the areas for which they were responsible.

Results

The enthusiasm created by the neighborhood program allowed the city to work with private bank to coordinate community reinvestment programs. A partnership of local business leaders, neighborhood leaders, and city staff successfully applied for a development grant from the federal government. Other measurable results have been achieved by the city's neighborhood service delivery program. City services are organized to respond to the needs of various groups in the community. Service needs are now defined with the help of those who receive the services. And the city government has established itself as a facilitator and catalyst of development.

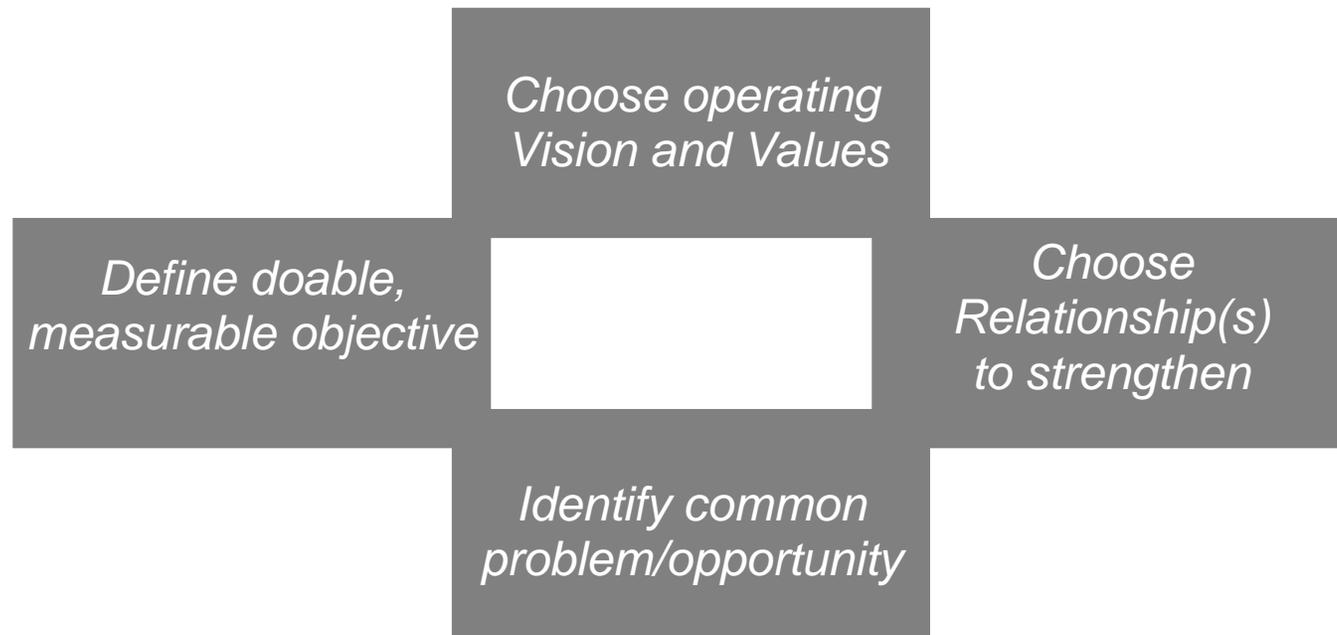


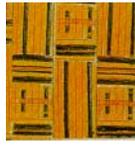
A *ction planning*



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Action Planning Model





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Building Effective Communities Action Planning Steps

1. Considering what you have learned thus far in this workshop:
 - Create an operating Vision and guiding Values for your community
 - Choose community relationships you wish to improve
 - Discuss the problem/opportunity selected by workshop participants

2. Define key objective that:
 - Will be meaningful and important to citizens
 - May involve many people, especially those in the relationships you have chosen to strengthen
 - Can produce specific, tangible results
 - Can be measured

3. Identify no more than three first step activities that:
 - *Are critical to achieving the key objective(s)*
 - Involve people in the targeted relationships and have the potential of involving many more people. Consider:
 - ◆ Local government elected officials, administration, service delivery staff
 - ◆ NGOs
 - ◆ Schools and universities
 - ◆ Business community
 - ◆ New media

4. Determine:
 - Who?
 - Does what?
 - When?

Group Action Planning Worksheet

Vision:

Values:

Relationships targeted for improvement:

Key Objective:

First Step Actions:

Action Step #1:

Who?

Does What?

When?

Action Step #2:

Who?

Does What?

When?

Action Step #3:

Who?

Does What?

When?



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Communication and Citizen Participation Workshop Municipality of Dobrich

May 12-13, 1998

*(This summary of results was prepared by the Dobrich European Club
which co-hosted the workshop with the Municipality of Dobrich.)*

Day 1: May 12 1998

Good morning, Dobrich! This was the motto with which Becky Gadell and Deliana Simeonova opened the workshop in the multi-purpose hall of the Hotel Bulgaria.

The workshop participants were representatives of the municipal authorities, non-governmental organizations, the media and the local business community as follows:

1. Boryana Andreeva - Municipality of Dobrich, tel. 242 97
2. Ganka Racheva Peneva - Municipality of Dobrich, tel. 273 65
3. Sevdalina Velikova Georgieva - Municipality of Dobrich, tel. 227 37
4. Dimitar Ganchev Novakov - Municipal Councillor, Dobrich, tel. 217 40
5. Genadi Iliev Hristov - Social Development Club, tel. 264 97
6. Tatyana Gicheva Dimitrova - Social Development Club, tel. 264 97
7. Silviyan Donchev Zhekov - Municipal Councillor, tel. 391 95
8. Stoyka Filipova Pavlova - Municipality of Dobrich, tel. 266 01
9. Lilyana Kostova Hristova - Democratic Union of Women, tel. 285 97
10. Monika Alexandrova Stoycheva - Solo TV, tel. 204 84
11. Kremena Kapralova Zhekova - Correspondent of the *Pari* newspaper, tel. 391 95
12. Dani Mihailova Mihailova - Radio Telecom Spectar, tel. 462 50
13. Radi Atanassov - Secretary
14. Rossen Hristov Baltadjiev - President, Amalgamated Roma Union, tel. 545 20
15. Sultanka Micheva Yankova - Municipality of Dobrich, tel. 226 50
16. Toshko Zhelyazkov Stoev - Municipality of Dobrich, tel. 265 33
17. Zhivko Stefanov Vassilev - Municipal Councillor, Dobrich, tel. 229 29
18. Darina Yordanova Yavasheva - Municipality of Dobrich, tel. 257 74
19. Lachezar Rossenov Georgiev - Municipality of Dobrich, tel. 227 37
20. Pravda Koleva Dimova - European Club, tel. 242 33
21. Tatyana Petkova - European Club, tel. 256 54
22. Dimo Ivanov - Chairman, Municipal Council Dobrich, tel. 244 44
23. Alexander Belchev - Radio Dobrich, tel. 390 50

Becky and Deliana presented the activities of the Local Government Initiative (LGI) programme and expressed their expectations concerning the work of the participants. They hoped that the audience would share with them their experience in citizen participation in local self-government, that they would participate actively in discussions of the workshop objectives, the principles, values and aims of the Municipality of Dobrich. Above all, they hoped that they would all find common ground for a topical problem and work out a strategy for its resolution in the course of the workshop.

The participants were asked to introduce themselves in an interesting and hitherto unknown method. On four flip charts different pictures were drawn - a bottle and a glass of *rakiya*, a table and several chairs, a telephone and a microphone. Each one of the participants was asked to choose a picture and stand next to it. The groups which formed around each of the pictures were given a short time to introduce themselves and to

select a spokesperson to explain:

1. Why they had chosen the picture they had, and
2. How the picture symbolised the work of the local authorities and its cooperation with the citizens of Dobrich.

On the basis of proposals from the group, the following expectations of the workshop emerged:

EXPECTATIONS:

- ⇒ Ways of motivating and involving citizens;
- ⇒ Communication barriers between citizens and local authorities;
- ⇒ More equitable dialogue between local authorities and citizens;
- ⇒ Opinions and proposals for bridging the gap between citizens and local authorities;
- ⇒ Ways and means of creating and maintaining a dialogue between the electorate and the elected officials;
- ⇒ Not only to see the problems, but to solve them together;
- ⇒ Ways and extent of citizen participation in local government;
- ⇒ How to open a dialogue;
- ⇒ Sit around one table at the end of the workshop.

Becky and Deliana introduced the group to the purpose and the norms of the workshop:

Workshop Purpose:

- ⇒ Provide an introduction to citizen participation concepts;
- ⇒ Review participation tools and practical applications;
- ⇒ Develop a strategy for improving citizen participation in Dobrich.

Workshop Norms:

- ⇒ Be open to new views and ideas;
- ⇒ Be brief;
- ⇒ One person speaks at a time;
- ⇒ Participate actively;
- ⇒ Have fun!

A presentation was made of the *modes and methods of communication* symbolised by the pictures at the beginning of the workshop, e.g.:

- ⇒ Tell, Sell, Test, Consult and Join

In the first exercise the group was asked to determine and evaluate the municipality's communication with the citizens.

Divided into three groups - Municipality, Media and Business community, and non-governmental organizations, the participants came up with the following results:

Group "Media and Business community" analysis

Communication:

- 1) material interests:
 - 1.1 entrepreneurial 3.5
 - 1.2 personal 5+
- 2) political interests:
 - 2.1 politicized material group 5++
 - 2.2 public-centred political 3
- 3) spiritual:
 - 3.1 formal (org.) 5
 - religious
 - cultural
 - 3.2 informal 4
 - non-governmental organizations
 - interest-based

Group "non-governmental organizations" [analysis of relationships between]:

- 1) Local authorities → Citizens 2
 - * tell [mode]
 - * office days
 - * complaints
 - * campaigns organised by the municipality
- 2) Local authorities ← Non-governmental organizations 3
 - * workshops
 - * printed matter
 - * joint projects
 - * changes in legislation
 - * experience of others
 - * participation in Municipal Council sessions
- 3) Local authorities ↔ Business 5
 - * information about local taxes and charges, commerce
 - * joint projects
 - * experience of others
 - * changes in legislation
- 4) Local authorities → Media 4
 - * editorial boards, sessions
 - * workshops
 - * joint projects
 - * activities (in the areas of culture, education, health and social welfare)

Group "Municipality of Dobrich" [analysis of communication modes, tools they use]

- 1) Tell - 3,5
 - * news releases - 5
 - * news-conferences - 3

- * fact sheets- 4
- * Web Sites - 2
- 2) Sell - 2,5
 - * campaigns - 3
 - * posters - 2
- 3) Test - 3
 - * policy papers- 4
 - * draft budgets - 3
 - * surveys - polls - 3
- 4) Consult - 2
 - * round tables - 3,5
- 5) Join - 4
 - * partnerships - 4
 - * citizen boards- 4
 - * joint concepts - 3
 - * celebrations - 5

After the results of the exercise were discussed, Becky Gadell presented *the Characteristics of Friendly Local Authorities*. They are as follows:

- ⇒ Use all types of communication;
- ⇒ Focus on citizens;
- ⇒ Local authorities initiate dialogue with citizens;
- ⇒ Citizens' access to services: information, cost, convenience;
- ⇒ Friendly staff

A Parking Lot board was put up in the room. Each participant could write on it a problem, topic, etc. which he remembered and wished to be discussed during the workshop. By the end of the second day the following was written in the Parking Lot:

- ⇒ media - radio, press, television, video
- ⇒ information boards
- ⇒ catalogues
- ⇒ discussions on a topic
- ⇒ briefings
- ⇒ sociological surveys
- ⇒ legal framework

In the second half of Day 1 (12 May) the participants were shown a video describing the work of the City Council of Charlotte, North Carolina, more specifically in the area of the budget process. Based on the video and a presentation from Becky Gadell and Deliana Simeonova, the participants were divided into three arbitrary groups and asked to write on the flip charts *three values or ideas* which would guide them in their work in Dobrich.

Group I

1. Safety
2. Sustainable city
3. Strong local self-government

Group II

1. The problems of citizens are our problems

2. The individual is not equal to the group - working in a team
3. Honesty and integrity in the dialogue with citizens

Group III

1. Encourage positive citizens' attitude to Dobrich (commitment, confidence, involvement, responsibility)
2. Improve the quality of services as a way of increasing trust in the institution (the municipality)
3. Forms and mechanisms of effective linkages between the city and citizens

At the end of Day 1, Mrs. Detelina Nikolova shared her impressions from the Customer Service Centre in Gliwice, Poland, and the services it provides. The presentation of Gliwice continued on the second day with a talk on the City's Community Relations by Mrs. Darina Yavasheva.

Day 2: May 13, 1998

The second day of the workshop was devoted to a more detailed discussion of the methods of communication and citizen participation:

Tell/Sell Methods: news releases, publications, agenda and minutes of City Council sessions.

Test/Consult Methods: public hearings, focus groups, surveys and opinion polls, neighbourhood councils.

Join Methods: partnerships with neighbourhood groups, economic development planning, joint solution of problems.

Becky Gadell answered the questions from the audience about modes of communication. After the discussion a schematic model was presented for developing an action strategy for a topical problem facing Dobrich. (Fig. 1)

All participants proposed topical problems for which to develop an action strategy. They are as follows:

- ◆ Dumping ground
- ◆ Unemployment
- ◆ Old Town
- ◆ City Park
- ◆ Green areas
- ◆ Cleanliness
- ◆ Stray dogs
- ◆ Neighbourhoods
- ◆ Silted-up Gully
- ◆ Street lighting
- ◆ Transport
- ◆ Crime
- ◆ Potholes
- ◆ Water sewage
- ◆ Building the city's image
- ◆ Water supply

Before selecting the problem to work on the participants were acquainted with:

Criteria for choosing an option

- Is likely to produce specific results;
- Has importance for citizens;
- May involve many people;
- May be measured.

The participants voted for the problem which they believed the workshop should focus upon and elaborate a strategy by placing a dot next to it. The problem which collected the largest number of points - 8 - was "Stray Dogs".

Divided into three arbitrary groups the participants were guided by the following plan presented by Becky Gadell and Deliana Simeonova:

1. Identify the objective of the City of Dobrich, i.e. the vision
2. Choose the guiding values
3. Identify the objective with the time frame for its attainment and within the selected option
4. Identify activities which involve:
 - the local authorities
 - NGOs
 - the business community
 - the media
5. Ask and answer these questions:
 - Who? Does what? When? How?

Results:

Group I:

PUT AWAY THE STRAY DOGS!

- 1) Motivating citizens
 - 1.1 Responsibility to one's pet
 - 1.2 Participate in campaigns for seizing stray dogs
- 2) Work jointly with NGOs in a fund-raising project for a dog ward
- 3) Persuade business people, and citizens, to contribute towards feeding the dogs in the ward

TIME FRAME: for 1) - 1 month; for 2) - 3 months; for 3) – continuous

Specific action items:

- ◆ Popularise objectives through leaflets, radio, articles in the press, etc.
- ◆ Joint working group to prepare the dog ward projects
- ◆ Make the owners of sites, such as collapsing buildings where stray dogs breed, to cope with the problem by means of e.g. higher fines adopted by the Municipal council and others.

Group II:

Vision: Dobrich is a safe and secure community

Values: Humanness and security

Key Activities:

1. Putting the stray dogs in the existing municipal ward and a creating a veterinary commission to look after their condition - 1-2 months
2. Mayor's ordinance to start the campaign - Finding funding - Creating a Fund, other incentives. Tender for the ward, using all means of communication - Local authorities

Who does What:

Volunteers and vets - NGOs

- ◆ finding funding
- ◆ convince

Registration of pet dogs

Municipal ordinance on pets and stray dogs

Group III:

Vision: Making Dobrich a clean, safe, convenient place attractive for investors and entrepreneurs, providing equal opportunities to all social groups

Leading values: safety, security, health

Objective and time limit for its attainment: Solving the problem with stray dogs - 3 years

Plan of action:

- Local authorities + News Media:
 1. Information campaign for the plans of the municipality and existing hazards (following consultations with veterinary specialists)
 2. Public discussion within one month after information is made available through leaflets and flyers
 3. Round table with representatives of the Organisation for the Protection of Animals, the business community, the media, citizens, local authorities, the police
 4. Consultations with veterinary specialists on possible action
 5. Campaign to convince citizens and organizations to look after dogs - only for guaranteed healthy dogs
- Local authorities + NGOs + Business + Media
 1. Raising funds for: maintenance of a dog ward, food, castration, removing vermin; security and lighting for premises used by security; preparations against oestrus in dogs; combining a dog ward with a hotel for dogs; creating an NGO to cope with stray dogs;
 2. Initiate the creation of a "Vietnamese" restaurant or promote Bulgarian-Vietnamese relations of mutual benefit. [This was a humorous, not a serious, proposal.]

The principles which guided the work of the three groups:

- ◆ Strategic approach
- ◆ Part of the overall system
- ◆ Everybody is responsible

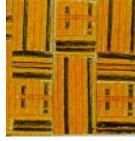
Immediate Action Items, Responsible Parties and Deadlines

At the end of the workshop the participants agreed upon the following specific action items and time frame concerning the problem "Stray Dogs":

1. Monika Stoycheva, Boryana Andreeva and Galya Radanova will sum up the proposals made by the three groups and will present them to the standing committees on Environment Protection,

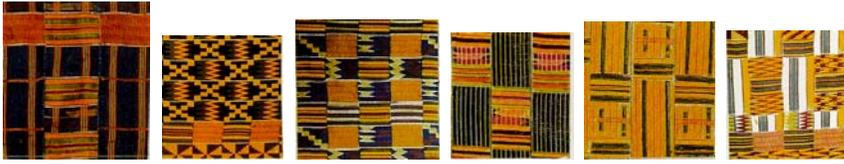
Health and Budget of the Dobrich Municipal council and to the Mayor's Office. *Time limit - 30 May 1998*

2. Liase with animal rights campaigners and veterinary doctors - Mrs. Pencheva - *by 30 May 1998*
3. Check what ideas we can find in the Internet to cope with the problem - Pravda Dimova and Mary Hatlidge
4. Write a letter to Brigitte Bardot to ask if she will get involved, help – [Mayor] L. Rossenov
5. Becky Gadell will talk to the World Bank and the USAID to check whether anyone is working on a similar project.



... with many

W *orkshop notes and handouts*



... with many

Workshop Evaluation

- Thank you for completing this questionnaire. Your evaluation will help us improve the quality of the approach and materials used in this workshop.
- Please circle your choices.
- Provide any comments you wish.

1. How *useful* were the sessions?

<i>Session Name</i>	<i>Not useful</i>	2	<i>Somewhat Useful</i>	4	<i>Very Useful</i>
Introduction (Opening exercise, expectations, norms)	1		3		5
Concepts	1		3		5
Customer Friendly Government Facilities, including vision and values, Charlotte video	1		3		5
Tell/Sell Tools	1		3		5
Test/Consult Tools	1		3		5
Join Tools	1		3		5
Action Planning	1		3		5

2. Were the exercises (small group work) *useful*?

<i>Not useful</i>	<i>Somewhat useful</i>	<i>Very Useful</i>
1	2 3	4 5

3. Was there enough time spent in small group work?

Yes

No

4. Was enough *time* spent on each topic? (Check the appropriate box)

Introduction

Yes

No

Concepts

Yes

No

Customer Friendly Government

Yes

No

Tell/Sell Tools

Yes

No

Test/Consult Tools

Yes

No

Join Tools

Yes

No

Action Planning

Yes

No

5. Did the workshop achieve the right balance between practical and theoretical information?

Yes

No

Comments?

6. Please rate and comment on the quality of the printed workbook of materials.

Not good

Good

Excellent

1

2

3

4

5

Comments?

7. Please rate and comment on the usefulness examples from other countries?

Not Useful

Somewhat Useful

Very Useful

1

2

3

4

5

Comments?

8. Do you have a different view of your role in your community due to this workshop?

<i>No</i>		<i>Somewhat</i>		<i>Yes</i>
1	2	3	4	5

Comments?

9. Do you feel better equipped to take a more active role in improving your community due to this workshop?

<i>No</i>		<i>Somewhat</i>		<i>Much better equipped</i>
1	2	3	4	5

Comments?

10. Would you recommend this workshop to your professional associates and friends?

<i>No</i>		<i>Maybe</i>		<i>Yes</i>
1	2	3	4	5

Comments?

11. Are you eager to use Local Governance University (LGU) on the Internet to continue the work started in this workshop?

<i>No</i>		<i>Maybe</i>		<i>Yes</i>
1	2	3	4	5

12. Any additional comments?

Thank you for joining us in this workshop!



... with many

A *nnex*

Annex A:

Slide Show Presentation



Communication and Citizen Participation: *New Roles for Local Government and Citizens*

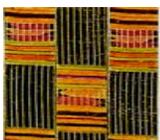
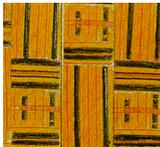
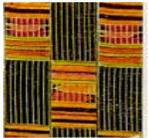
*Both alone and with many ...
we will transmit this City,
not only not less, but greater
and more beautiful than it
was transmitted to us.
-- Oath of the Athenian Citizen*

 You have
10 minutes

Instructions

Please ...

1. Walk to the drawing that best illustrates how you think the Assembly most frequently communicates with citizens
2. Introduce yourselves to each other
3. Identify the 3 most common reasons people selected this drawing
4. Select a spokesperson to share the 3 most common reasons and lead introduction of the people in your group

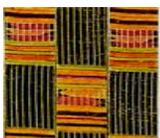
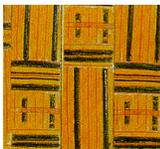
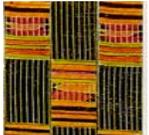


 You have
7 minutes

Instructions

Please, work in your group to:

1. Identify the 2 most important results you want or expect from this workshop
2. Select a spokesperson to present your group's 2 priority expectations





Workshop Goals

- Share citizen participation concepts, experience
- Review communication and participation tools and their practical uses
- Develop action plan
- Produce results together

Workshop Program

Day 1: Lakeside

09:00-17:00

- Introductions
- Concepts: New Roles
- Communication and Relationships
- Friendly Government
- Vision and values

12:30 -- Lunch

19:00 -- Dinner

Day 2: Lakeside

09:00-17:00

- Communication Modes and Tools
- Global Experience
- Action Planning

12:30 -- Lunch



Workshop Program

Day 3: CLC

09:00-17:00

- Using the Internet

12:30 -- Lunch

- Joining and Using Local Governance University

Day 4: CLC

09:00-17:00

- Identifying citizen participation experience on-line

12:30 -- Lunch

- Using LGU to Achieve Action Plan Results

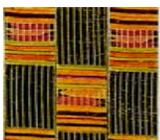
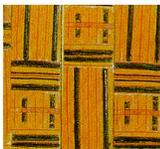
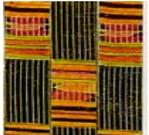
17:00 – Reception and Commitment Ceremony



Workshop Program

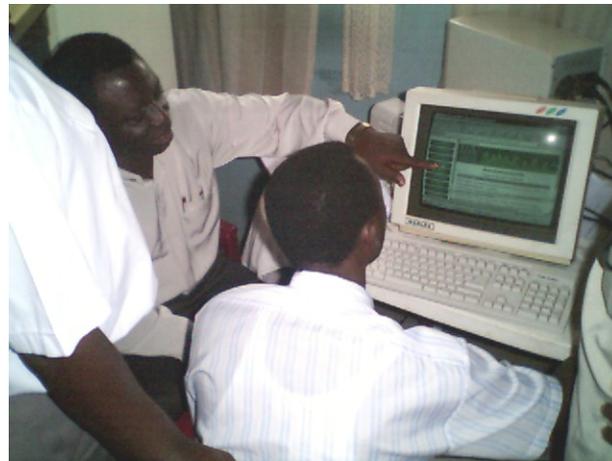
20 July – 15 September

- Work on-line using LGU
- Work in-person in Kumasi Metro





<http://www.rtilgu.org/>



*First class, in
Local Government
Finance, held in
Ashanti and
Central Regions*

Communication & Citizen
Participation Workshop

#2a



Facilitator/Trainer Dos & Don'ts

■ Does:

- Presents information
- Helps group respect norms
- Stimulates dialogue
- Provides instructions for group work
- Is open to ideas about how to achieve participant expectations

■ Does Not:

- Lecture
- Participate or impose ideas
- Judge participants' ideas or views



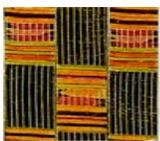
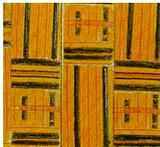
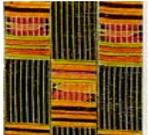
Oath of the Athenian Citizen

*Both alone and with many ...
we will transmit this City,
not only not less, but greater
and more beautiful than it
was transmitted to us.*



Local Government as Facilitator

- **Steer versus row:** play a guiding and facilitating role, lead strategic thinking
- **Involve citizens in government:** Recognize they cannot do it all. Make citizens partners in problem solving and maximizing opportunities
- **Focus on the customer:** know what citizens think, serve citizens
- **Are entrepreneurial:** deliver best services for best cost
- **Are results oriented:** focus on impact rather than output or procedures



Citizens as Active Owners

- **Create and seize opportunities** to set community priorities, local government agenda, public service standards and costs
- **Encourage innovation, measured risk:** Expect, tolerate local government mistakes
- **Behave like paying customers:** Tell government what service levels they expect, what they will pay, what they can do without
- **Focus on the big picture,** not just individual issues
- **Join the business of governance.** They seek and share information, views. They recognize government does not have all the answers and cannot do it all.

Benefits of Participation

- Citizens develop a better understanding of complexity of issues
- Government gains information and views from a broader audience
- Officials increase understanding and support among those who have a stake in and will be effected by decisions
- Entire community shares understanding and accountability, "It's *our* problem or opportunity, not just government's"
- Increased chance for sustainable action and results



Costs of Participation

To Citizens

- Time required to get involved
- Emotional demand, particularly when issue is complex
- Potential for disappointment when participation does not produce desired result

To Government

- Longer lead time for projects when you include more people, consider varied views
- Potentially more difficult to reach resolution and make decisions
- Less apparent control over outcome

Communication ...

- *Is Relationships* that help us achieve common vision and goals, solve problems and maximize opportunities
- *Is Ongoing Process.* It is not products or tools, such as a brochure or press release
- *Goes by Many Names:* public or community relations, promotion, public information, marketing
- *Is Not Assigned* to one person or group, responsibility and privilege of all

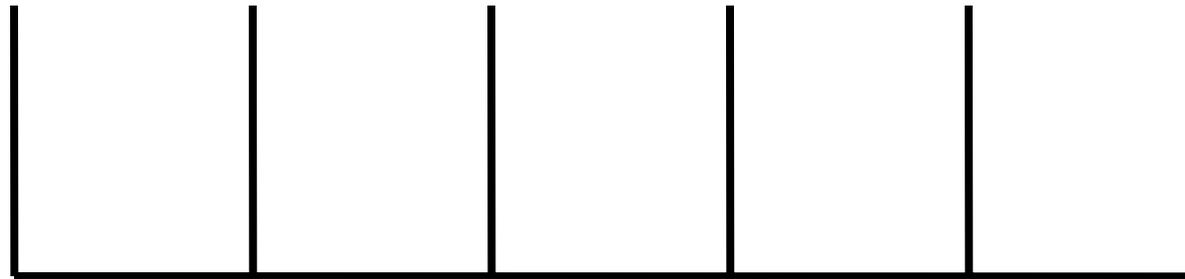


Modes of Communication



Government Oriented

Citizen Oriented



Tell

Sell

Test

Consult

Join

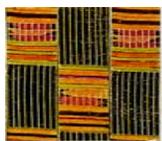
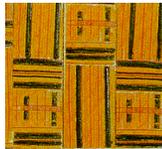
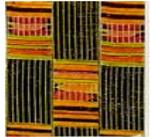
Tell

Sell

Test

Consult

Join



• News Releases

• Fact Sheets

• Bulletins

• Fliers

• Announcements

• News Conferences

• Brochures

• Videos

• Newsletters

• Radio, TV

• Assembly Agenda

• Web sites & services

• Campaigns

• Promotions

• Advertising

• Posters

• Speeches

• Editorial Boards

• Policy Papers

• Draft Budgets

• Focus Groups

• Surveys-Polls

• Round Tables

• Interviews

• Public Hearings

• Neighborhood Meetings

• Call-In Shows

• Partnerships

• Teams

• Citizen Boards

• Citizen Committees

• Neighborhood Councils

• Vision Processes

• Elections

• Study Groups

• Adopt-A-Parks

• Recognitions

• Celebrations

Communication Modes: Putting It Together

- All modes are legitimate
- Each mode has its purpose
- Successful communities operate in all modes and know when to use which modes(s)





**You have
15 minutes**

Relationships Exercise: Instructions

In your stakeholder group, please ...

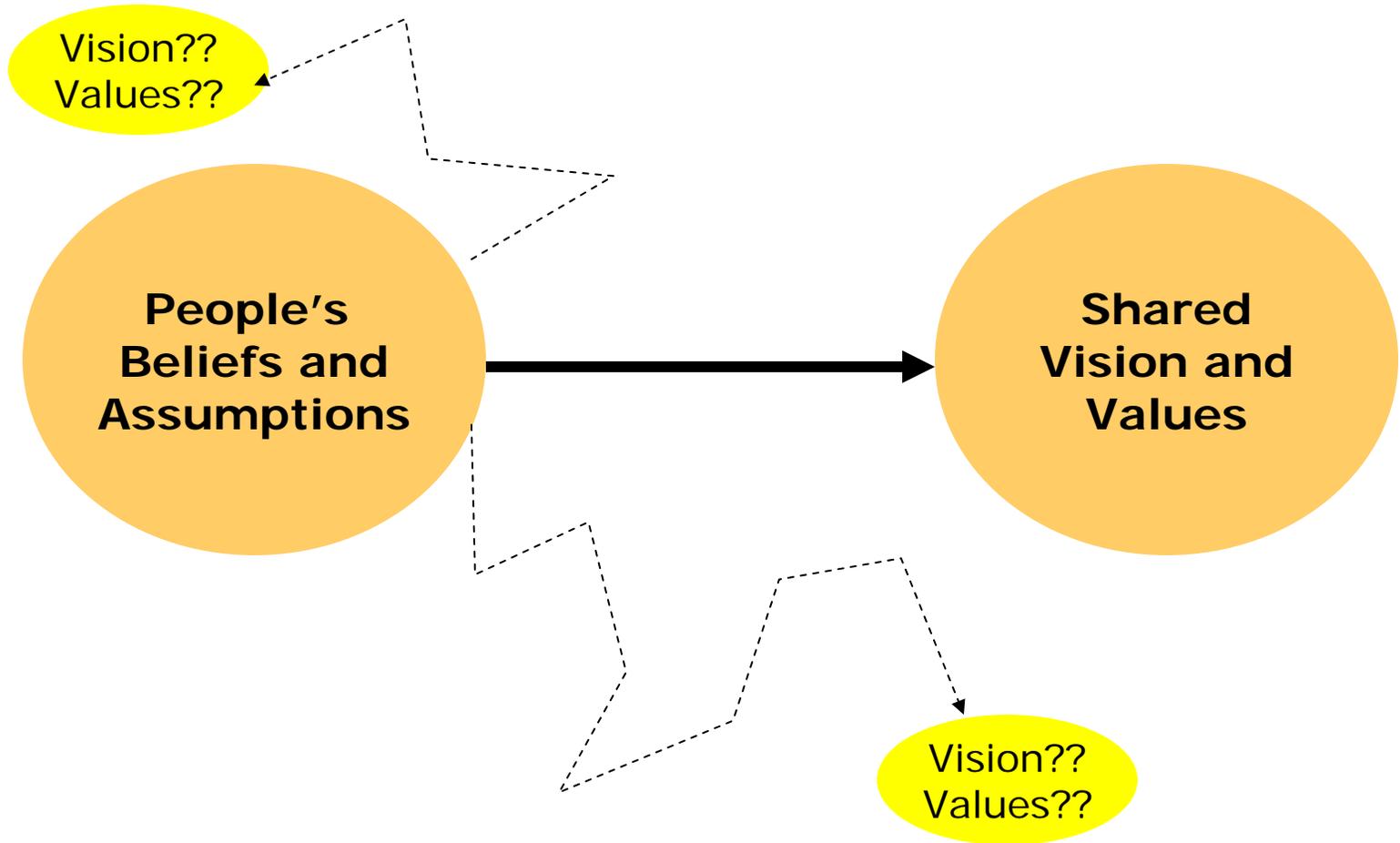
1. Identify 3 relationships that are key to effective communication and participation in Kumasi Metro. Consider:
 - Citizens-Assembly
 - Elected Officials-Staff
 - Assembly Staff-NGOs
 - Assembly Staff-Appointed Officials ...
 - Assembly-Citizens
 - Staff-Appointed Officials
 - NGOs-Citizens
2. Rate the strength of the relationships on a scale of 1 (very weak) to 5 (very strong)
3. Select a spokesperson to share results

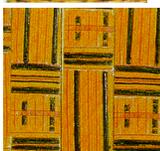
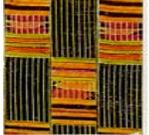
Characteristics of Friendly Local Government

- Use all modes of communication
- Citizen focus and customer service are basic values
- Government takes initiative to develop dialogue with citizens
- Assembly actively looks for ways to make services, offices, staff accessible to all people
- Staff is friendly: a smile is free and makes all the difference



Shared Vision and Values Promote Progress





City of Phoenix, Arizona Values

- We are dedicated to serving our customers
- We work as a team
- We each do all we can
- We learn, change and improve
- We focus on results
- We work with integrity
- We make Phoenix better!

City of Krakow, Poland, Mission Statement

*The role of the municipal
government is to:*

- Meet in the most effective way possible the urgent and current needs of Krakow residents
- Improve the quality and efficiency of services to the citizen, citizen groups, and the self-government as a whole





Making Government Facilities Friendly

Ask: What does the customer need?

- Find out what the customer wants
 - Conduct a survey
 - Conduct a focus group
- Identify the kinds of transactions that happen at assembly facilities?
 - Pay bills
 - Get permits
 - Ask for information
 - Attend meetings
- Where must citizens go for services?
 - Assembly Hall
 - Other locations?
 - Identify which services and facilities citizens use the most

Making Government Facilities Friendly

Respond: With improvements

- Make physical locations friendly
 - Offer clean, bright, open reception & information areas
 - Provide signs to services, offices, people
 - Provides places to sit, complete forms, do business
 - Place like services together or near each other
- Show a customer orientation
 - Courteous phone and reception manners
 - Office hours are convenient to customers
 - Instructions, forms, publications are easily understood
 - Forms and information readily available
 - Simplified procedures, minimal steps
 - Open offices
 - Smiling staff
- Take Assembly services to citizens
 - Offer neighborhood service centers
 - Assembly and committee meetings on radio or tv
 - Provide printed information at public locations, not just
 - Provide information and services on the Web



Participatory Budget Process

March-April

- Staff assesses, shares Citizen Survey results
- Assembly Reviews Financial Policies
- Assembly, citizens confirm Budget Priorities

May-June

- Assembly hosts Regional Economic Roundtable
- Staff presents Financial Forecast/Affordability Issue Paper to Assembly, Citizen Commissions, groups
- Staff Presents Draft Policy Budget in Assembly meetings, on television, the Web

June-July

- Citizen Boards review, provide feedback
- City conducts televised public hearings on Policy Budget
- Staff prepares, presents final proposed budget by July 30

August

- Assembly and staff meet with neighborhoods, business groups
- Staff hosts live budget reviews and call-in series on television, radio
- Assembly begins series of public hearings

September

- Continue public consultations, official public hearings
- Adjust budget based on citizen feedback
- City Council approves final budget by 15 September for start of fiscal year on 1 October



Charlotte, North Carolina, Budget Process

- While watching the Charlotte video, note modes and tools you notice local government and citizens using
- Record notes on sheet provided at end of Chapter 3 in your workbook





Instructions for Vision and Values Exercise

 You have
20 minutes

In your group, please ...

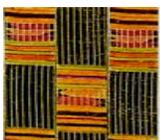
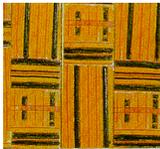
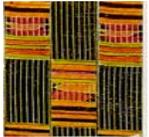
1. Drawing on what you heard today, identify what you think might be an appropriate vision and basic values for KMA
2. Prepare a brief Vision and Values statement
3. Select a spokesperson to present your group's statement

Objectives

1. Discuss the types of communication tools involved in each mode
2. Discuss tools most commonly used in KMA
3. Identify modes and tools you think you should use more often in KMA



Tell and Sell Modes



Tell effective when:

- People need knowledge for safety
- Events are routine
- People see knowledge as helpful
- Events are accepted as government prerogative
- People will vote to approve
- Other??

Sell effective when:

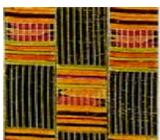
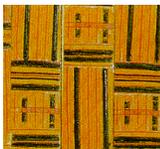
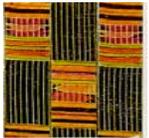
- People are not aware of the benefits of an action
- People not convinced of benefits
- People are likely to approve if they have details
- Others?



Communicating information to citizens:

- *What* are you trying to tell?
- *Who* needs to hear it
- *When* do they need to hear it?
- *How* should they be informed?

Test and Consult Modes



Test effective when:

- There may be no choice
- Trust is high
- Issues simple, straightforward
- Options like to be acceptable
- Consultation already has taken place
- Other??

Consult effective when:

- There may be no choice
- Understanding and trust are low
- Issues are complex
- Some options more acceptable than others
- Public has not yet been involved
- Other??



Getting information from citizens:

- *What* information do you need?
- *Who* has it?
- *When* do you need the information?
- *How* do you get it?

Join Mode

Join effective when ...

- Diverse perspective will generate sustainable approach
- Outside events will influence the future
- Influential events cannot be controlled
- Economy of effort is required
- Positive action required to achieve results





Participation in Cote d'Ivoire

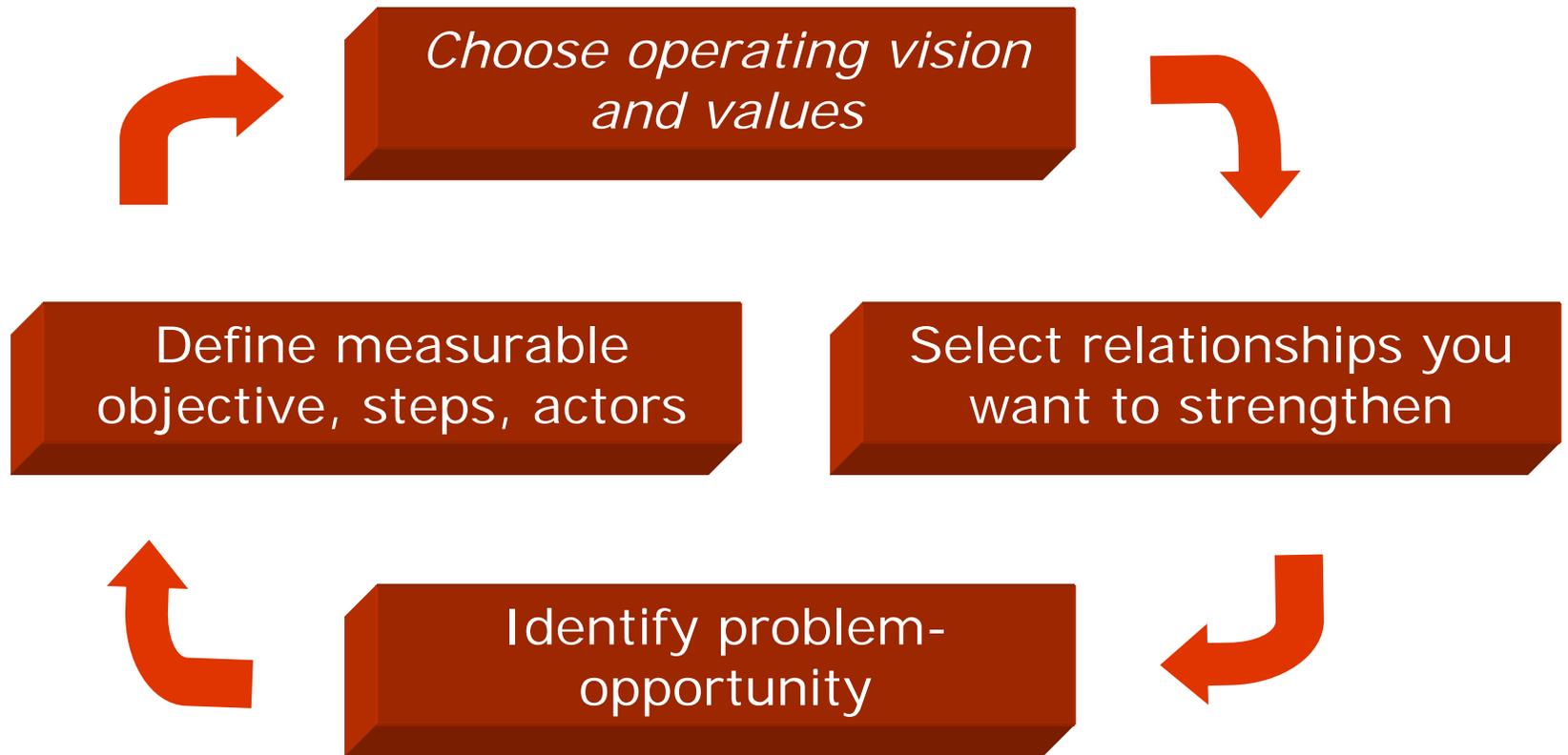
- While watching the video, note *Join Mode Tools* you notice local government and citizens using
- Record observations on worksheets provided at end of Chapter 8 in your workbook

Objective

- Prepare draft action plan



Action Planning Model





Problem-opportunity criteria

- Issue is important to citizens
- Action can involve many stakeholders
- Action is likely to produce visible result(s) in 3 months
- Results can measured

Brainstorming Norms

- State idea briefly
- No discussion
- No judgment. Every idea is valuable.



Schedule

Wednesday at CEDEP CLC

- 09:00 Using computers and the Internet
- 12:30 Lunch
- 13:30 Joining and using Local Governance University (LGU)

Thursday at CEDEP CLC

- 08:00 Breakfast
- 09:00 Finding useful Citizen Participation experience on the Internet
- 12:30 Lunch
- 13:30 Dialogue and Teamwork, in-person and on the Internet
- 17:00 Commitment and Celebration Reception

Friday at CEDEP CLC

- Independent work on the Internet (optional)

