Adaptive Engagement

CAPTURING THE BEST ELEMENTS OF ENGAGEMENT IN A DIGITAL-FIRST WORLD
What are your favorite aspects of in-person engagement?

- Conversations
- Immediate follow-up and clarification of responses
- Personal connections
- Opportunity to build relationships, make new ones and connect with people I know
- Questions answered quickly
- Neighbors talking to neighbors
- Looking at the physical reaction and emotional reactions of persons
- Meeting interesting people
- One on one convos
What are your favorite aspects of in-person engagement?

Discussion

Conversations

seeing their physical reaction to discussions

The personable component of it

Looking people in the eyes and conversing

easier to connect

Meeting community members

break down barriers

the personal aspects of seeing people face to face
What are your favorite aspects of in-person engagement?

- Accountability: sometimes calls or emails go unanswered
- Seeing and meeting community members
- Informal connections
- Meaningful connections
- 2-way exchange of information
- Interacting with people. Hearing first-hand accounts and stories. Allowing the ability to educate and correct misunderstandings.
- Gauging emotions and reactions
- Happy hour afterwards
- Building relationships
What are your favorite aspects of in-person engagement?

- Personal connection
- Talking directly with people
- Informal conversations before and after
- Reading body languages
- non verbal communication
- Observing/feeling/participating in group energy around an idea.
- Personal connection
- making connections
- Being able to discuss and ask questions!
What are your favorite aspects of in-person engagement?

- Personal interaction
- The informal chit chat part where people see you as a person
- Making a connection with people.
- body language
- seeing peoples reactions
- Building relationships
- Being able to answer people’s questions
- Can read others body language along with what is said
- Conversations
What are your favorite aspects of in-person engagement?

<table>
<thead>
<tr>
<th>The snacks!</th>
<th>Real People</th>
<th>personal connections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Interaction</td>
<td>Having conversations with people in the community</td>
<td>Build relationship</td>
</tr>
<tr>
<td>Ability so solve issues and get community buy in</td>
<td>Talking it through</td>
<td>Personal connections and being able to read their facial expressions.</td>
</tr>
</tbody>
</table>
What are your favorite aspects of in-person engagement?

- Physical conversation with body language and facial recognition
- Making eye contact
- Immediate feedback from stakeholders.
- Personal connections
- the interaction itself and understanding issues
- Reading the room
- Facial expressions & body language.
- Large maps!
- Diversity
What are your favorite aspects of in-person engagement?

- Clarity
- Connections
- serendipitous moments
- Person to person understanding and convos
- Able to understand emotion/reaction of the topic
- See someone’s face and their reactions
- Seeing someone’s perspective change as you talk to them. Changing their minds or seeing them expand their perspective/mood.
- social interaction and hearing the narratives instead of just seeing the data
- Building relationship
What are your favorite aspects of in-person engagement?

- Ability to address false rumors
- Funny stories
- Learning different perspectives
- Energy and engagement of people when together
- Meet familiar faces and inspire each other with chatting
- Hearing new ideas
- Drawing on maps
- It seems to bring in more people
- Seeing facial expressions and body language reactions. Impromptu discussions.
What are your favorite aspects of in-person engagement?

- Collaboration
- The ability to hear from people of all corners of the world
- The chance to connect with project partners informally.
- personal connections seeing body language
- Enthusiasm
- Being able to better read body language
- Personal connection
- Actually seeing the expressions up close on other human beings' faces -- "reading" them
- Hearing comments of other attendees
What are your favorite aspects of in-person engagement?

- Personal connection
- Meeting new people.
- Extracurricular conversation that feeds into direct conversation
- Conversation
- The support and buy-in for innovation
- Getting people together for unexpected conversations
- Hands-on activities.
- Non-verbal cues
- Building relationships
What are your favorite aspects of in-person engagement?

- Dialogue
- Meet people
- Getting to hear what matters most to people
- Immediate follow up conversation
- Face to face
- Transfer of knowledge; EQ on person's intent
- Discussion
- Conversations
- Providing immediate personal feedback
What are your favorite aspects of in-person engagement?

- Conversations and connections
- build relationships
- Hearing new perspectives
- back and forth
- organic conversations that take different turns
- meet interesting people
- Face to Face contact with participants. Excitement of the room. Discussion
- Personal connections
- Energy.
What are your favorite aspects of in-person engagement?

- Opportunity for in depth discussions
- Conversation
- Full attention of participants
- Following up on ideas and questions
- Ability to do a deeper dive with follow up questions, discussions.
- I remember faces better than names
- Questions answered quickly
- Interactive design
- Body language
What are your favorite aspects of in-person engagement?

- Finding out why they think the way they do
- Building trust
- Closer connections
- Discovering new facts and opinions
- Casual conversations
- Energy
- Learning from each other
- Spontaneous interaction
- Personal connections
What are your favorite aspects of in-person engagement?

- Non-verbal cues
- Real interest in the community and what's happening there
- Engaging face to face
- You can get a better understanding of the non-verbal signs that someone is expressing. Also, you can often speak a bit more off the record as opposed to a Zoom meeting, where you can't pull someone off to the side.
- Understanding different cultures and backgrounds.
- Building relationships
- The snacks!
- Being relatable to people
- Spontaneity
What are your favorite aspects of in-person engagement?

- Learning what people are thinking
- Interaction
- Collaboration
- Community participation
- Establishing personal relationships
- Meeting people
- Focused attention, consensus building, non-verbal communication
- Meeting people with opposite aims and sorting the problem together.
- Accountability
What are your favorite aspects of in-person engagement?

- Being able to ask questions. And "why"
- Listening
- Being able to interact with participants before and after - many people are shy
- The unspoken body language
- Showing empathy
- Confrontation
- Give and taken
- Identifying community issues
- Travel time
<table>
<thead>
<tr>
<th>What are your favorite aspects of in-person engagement?</th>
</tr>
</thead>
<tbody>
<tr>
<td>usually suspects control event</td>
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<tr>
<td>logistics</td>
</tr>
<tr>
<td>People that talk at you but don’t listen</td>
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<tr>
<td>Talking to people at Happy Hour</td>
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<tr>
<td>Bullies</td>
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<tr>
<td>people sometimes don’t feel comfortable sharing their thoughts</td>
</tr>
<tr>
<td>no one showing up!</td>
</tr>
<tr>
<td>It becomes an opportunistic situation for the public to complain off topic</td>
</tr>
<tr>
<td>a few people dominating the conversation</td>
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</tbody>
</table>
What are your favorite aspects of in-person engagement?

- When people don’t accept valid data as valid data. Facts aren’t debatable
- Poor attendance
- Night meetings!
- 6 people showing up
- Interactive web sites that remain accessible after the event
- Angry people
- Start earlier and provide longer time for feedback
- Manners.
What are your favorite aspects of in-person engagement?

Learning how

New opportunities
Key Components of In-Person Engagement
Start with “Why”

The Golden Circle

WHAT
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY
Very few organizations know WHY they do what they do. WHY is not about making money. That’s a result. WHY is a purpose, cause or belief. It’s the very reason your organization exists.

The Golden Circle of Community Engagement...
Personal Connection and Community Buy-In

- Personal connection with other community members
- Sense of an invested community
- Recognition of diverse ideas and perspectives
- Expansion to underrepresented demographics
Accessibility

- Access to conversations with local and regional subject matter experts
- Small group discussions in settings that promote dialogue and mutual understanding
- The ability to read body-language and respond
  - Are we missing half the conversation?
Validation

- Opportunity to meet others with similar views
- Confirmation that your input was heard by decision-makers or community leaders
- The ability to see and hear a response
  - Has our laugh track been muted?
What are your least-favorite aspects of in-person engagement?

- I like talking to people
- Happy hour
- verbal abuse
- Angry people
- Physical touch
- awkward conversations
- the “scary” people
- Beratement
- Angry participants.
<table>
<thead>
<tr>
<th>Least-Favorite Aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>The loudest voice taking over</td>
</tr>
<tr>
<td>sometimes you don't want to engage</td>
</tr>
<tr>
<td>Getting covid</td>
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<tr>
<td>Confrontation</td>
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<tr>
<td>close talkers</td>
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<tr>
<td>conflict</td>
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<tr>
<td>time investment</td>
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<tr>
<td>Turnout</td>
</tr>
<tr>
<td>Long drives home in the dark and snow afterward</td>
</tr>
</tbody>
</table>
What are your least-favorite aspects of in-person engagement?

- Awkwardness :-)  
- Too much animosity  
- Being singled out  
- See same people I’ve seen before  
- Vocal minority  
- Arguments  
- Grandstanding people  
- Potential Conflict  
- angry people
<table>
<thead>
<tr>
<th>Least-Favorite Aspects of In-Person Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>want to listen</td>
</tr>
<tr>
<td>Commute time</td>
</tr>
<tr>
<td>Having to go somewhere</td>
</tr>
<tr>
<td>uncomfortable angry people</td>
</tr>
<tr>
<td>Often takes more time</td>
</tr>
<tr>
<td>Being talked at</td>
</tr>
<tr>
<td>&quot;squeaky wheels&quot; overpowering others</td>
</tr>
<tr>
<td>Inconvenient times or travel</td>
</tr>
<tr>
<td>NIMBYs</td>
</tr>
</tbody>
</table>
What are your least-favorite aspects of in-person engagement?

- Rude people
- Not being able to properly communicate why something is a good idea.
- Travel and setup time getting stuck in bad conversation
- There are always a few people who won’t let you go. They monopolize my time.
- Off topic complainers
- Small number of people dominating conversation
- Taking heat about drainage when we need to talk about planning
- Racist people
- Folks that are nasty
What are your least-favorite aspects of in-person engagement?

<table>
<thead>
<tr>
<th>Tendency to reduce to personal attacks</th>
<th>Inability to listen</th>
<th>Angry people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confrontation</td>
<td>Difficulty finding time to attend</td>
<td>Tuning out</td>
</tr>
<tr>
<td>Spitting</td>
<td>Low attendance</td>
<td>Disruptive people</td>
</tr>
</tbody>
</table>
What are your least-favorite aspects of in-person engagement?

- Stress
- Yelling
- Negative attitudes
- High amount of white guys, homeowners
- Same people always show up
- Vacant room - no one attends
- Overtaking the meeting with one speaker
- The long drive to the meeting
- When people try to jump the rails and go on a random tangent
What are your least-favorite aspects of in-person engagement?

- Confrontation
- People leaving early
- Collaboratively planning is almost impossible
- No one shows up
- Lack of listening to one another
- Juggling attendance with busy schedule
- Giving up my evening from home.
- One person taking the mic long time
- People not turning up
What are your least-favorite aspects of in-person engagement?

- Disproportionate representation
- When one person or a group take over a meeting
- Citizens that want to use the forum for another topic
- People that just want to complain
- Token engagement just to get it out of the way.
- The vocal minority can out talk the general majority
- Frustration of participants not being able to participate
- Time taken travelling there and back
- Anger
What are your least-favorite aspects of in-person engagement?

- beratement, loud voice taking over
- People who won’t stop talking.
- Having to really watch your body language, especially facial expressions, when someone expresses a stupid idea.
- NIMBY blinders
- Group think
- negative nelly’s
- Non-participation
- people who attempt to discredit the process
- Watching kids
What are your least-favorite aspects of in-person engagement?

- Loud people opposed to everything
- No one shows up
- Grand standing
- It's exhausting. You have to be "on" all the time.
- Disrespectful behavior
- Conflict
- I'm an introvert...
- People going on about things unrelated to the actual topic
- Being put "on the spot"
What are your least-favorite aspects of in-person engagement?

- Conflict
- Limits to only those who "have time"
- Conflict
- Lack or turnout
- Dealing with unreasonable people that won't act politely
- The same 25 old white guys show up. Single issue participants.
- Beratement, angry person, people getting rude
- Often takes more time
- People just there to vent
What are your least-favorite aspects of in-person engagement?

- Creeps
- Participants not taking in info objectively
- People showing up to share grievances
- disorganization
- Presentations that drag on. Listening to consultants who seem out of touch with stakeholders
- Being talked at
- Not being able to solve a person’s “problem”.
- Folks with a preconceived agenda
- people with an axe to grind only
What are your least-favorite aspects of in-person engagement?

- I can’t leave. Even if meeting is over, they chase me down and keep me in the parking lot. I always back in for quick getaway.
- Transcribing all the public comment afterward
- Parking
- Timing of meetings (usually in the evening)
- Dominating voices
- Lack of access to people with disabilities
- Vocal minority
- Bullies
- Planning for the right type engagement
What are your least-favorite aspects of in-person engagement?

- Meetings for no reason over and over
- Few attendees. Same ones attend. Only those with the extreme viewpoints attend. Not the majority.
- Inconvenient
- Not a safe environment to share ideas
- Failed equipment
- Racist people
- Argumentative
- Night meetings!
- Lack of turnout, angry uninformed people, what’s snow?
What are your least-favorite aspects of in-person engagement?

- No one showing up
- STP same ten people / the usual suspects
- Not recording the results
- Grandstanding
- Lack of interest
- When no one shows up
- Close talkers
- Difficulty of addressing the anger especially when they make stuff up
- Driving to unfamiliar locations late at night.
<table>
<thead>
<tr>
<th>NIMBYs</th>
<th>Know it alls</th>
<th>lack of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>So much complaining</td>
<td>Disrespectful attendees</td>
<td>same people showing up all the time</td>
</tr>
<tr>
<td>Derailing a meeting</td>
<td>Close minded individuals</td>
<td>People not willing to listen</td>
</tr>
</tbody>
</table>
What are your least-favorite aspects of in-person engagement?

- Evenings and no one seems to think I have a family.
- People not reading or participating
- When the smartest guy in the room shows up
- People who don’t understand institutional racism and how it manifests in communities of color
- Angry participants. Confrontation. Arguments. Listening to mansplainers – and I’m the only woman or maybe one of two.
- people on their phones
- Confrontation
- Lack of others
- Grand standing
What are your least-favorite aspects of in-person engagement?

- Lack of civility
- Drained afterwards
- Gender bias treatment - insulting, speaking to the men, not me
- More robust follow up, so people feel like the time they spent participating was worthwhile
- You have to drink when you get home
- Disconnection
- Offer meetings in various languages
Replicating In-Person Engagement Online: Take the Good and Leave the Bad
Real-Time Response

- Using Mentimeter, Bang the Table, Mural, Konveio, SMS capabilities, or other engagement platforms to provide real-time feedback on community input
- Identify the most pressing issues and immediately target key conversations
- Facilitate live discussion through chat features
Face-to-Face Connection

- Encourage video or audio public comment submissions
- Stakeholder roundtables held via video conferencing
- Digital open houses and document review periods
- Intimate personal stories via video and storytelling features
- The power of the written word
Staging

- Use clear and concise timelines to show the process online
- Make sure people have access to documents, minutes and videos that help to create on- and off-ramps
Use a Variety of Tools

- Synchronous + Asynchronous
- Deep Dive + Surface Responses
- Multiple Choice + Essay
- Maps + Non-Maps
- Images + Text
- Right Brain + Left Brain
- Break Down Surveys
Improving Public Engagement
Optimizing Outreach
How do we improve engagement? How can it become better, safer, and more fruitful?

- **Equity**
  - think like a participant, not a planner
  - engage all age groups; youth have really good ideas that are often ignored or hidden

- **multimedia**
  - improve listening
  - use more interactive tools

- **Increased transparency prior to a meeting**
  - include everyone and use an equity lens
  - just use emojis

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*Mentimeter*
How do we improve engagement? How can it become better, safer, and more fruitful?

- Less token engagement by higher ups. We just need to "get this out of the way" and more focus on involving all groups.
- Make it engaging and exciting
- Multiple tools and social media outreach
- Video
- Have it be more than perfunctory! People on all sides need to feel invested.
- Upvoting tools
- Access diverse populations
- Hybrid approach (digital and in person)
- Talk less, listen more
How do we improve engagement? How can it become better, safer, and more fruitful?

- Combo of styles to reach a variety of people and perspectives
- Encourage webcams, if possible.
- How to improve/enhance/increase trust
- have elected officials/community leaders advocate the event
- Plain language
- Mixture of online and in person
- multi-generational
- outreach to more diverse audiences
- Clear information and instructions for engagement
How do we improve engagement? How can it become better, safer, and more fruitful?

- Increase types of engagement to capture all (Diverse) perspectives.
- Clear ground rules
- Flexibility
- Translated materials
- Inclusion
- Personal conversations, follow ups 1-1
- Internet access for all
- Conflict resolution
- More interactive tools
How do we improve engagement? How can it become better, safer, and more fruitful?

- Partner with schools and other institutions
- Coordinate multiple efforts seeking input rather than making community attend 5 different meetings
- Give poor people free smart phones
- Hold meetings outside of normal work hours
- Bring the conversation to the people
- Even playing field
- Digital divide barriers to be overcome
- TikTok
- You have to meet people where they are, whether that is digital or in person. Small break out digital sessions.
How do we improve engagement? How can it become better, safer, and more fruitful?

- how can this be done in a community where residents speak multiple languages?
- seeking out different people who might not otherwise attend a community meeting.
- start with goals and consider creative solutions.
- prioritize those who stand to be most impacted.
- talk to various populations.
- outreach to those without Internet access to make sure process is more inclusive.
- know that some people’s digital connections are poor.
- equitable access to opportunities to engage and diversify the tools and methods to improve the opportunities.
- mute button.
How do we improve engagement? How can it become better, safer, and more fruitful?

- Engagement sites, promote them!

- Low income access to computers

- Don’t forget those without smartphones!

- Engaging to get people to respond or just show up

- Interactive tools

- Make sure the technology is accessible and works

- Make it engaging

- Use verbage that creates an open and positive environment; it starts with the presenters

- We need to commit to the process internally and not do token engagement.
How do we improve engagement? How can it become better, safer, and more fruitful?

- Reduce political influence
- Keep everything positive
- Follow up - make sure people know they were heard.
- Ask the right questions - be clear on the Why and clear on decisions already made
- varied approach depend on audience trying to reach
- Need to have good slides. You have been cutting in and out.
- use both social media and standard media like tv
- Less presentation, more discussion
- Talk with, not to
How do we improve engagement? How can it become better, safer, and more fruitful?

- more mailings
- start earlier and have longer time for input
- Walking tours,
- diversity of folks reached and tools used, as each individual has a different preferred method of involvement
- Lots of visuals
- More times to do meetings. Not just 1 at 6PM.
- reach more diverse audiences
- Improve reaching all stakeholders
- internet access everywhere
How do we improve engagement? How can it become better, safer, and more fruitful?

- Use multiple tools to engage different stakeholders
- Personal conversations
- Offer at convenient times
- door to door engagement
- Provide different forums/platforms for people to provide input
- try to make it fun
- Integrated live and digital
- Think about goal, make the type of engagement most useful
- don't require sign-up on website/questionnaire
How do we improve engagement? How can it become better, safer, and more fruitful?

- Interactive meetings, not webinars
- Getting politicians to listen to the input.
- Casual conversations - focus groups
- Social responsibility on how we talk on digital platforms. A better civil conversation.
- Become better listeners.
- Really need to identify the groups in your target audience who have Internet access and/or who are comfortable using digital tools. Some may not have access due to income or remoteness.
- Outdoor Pop-up meetings
- Let people participate on their own schedule
- Add a “Like” button
<table>
<thead>
<tr>
<th>How do we improve engagement? How can it become better, safer, and more fruitful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit who is participating and build engagement around missing voices</td>
</tr>
<tr>
<td>I like the idea of putting up videos that people can review at any time.</td>
</tr>
<tr>
<td>diversify</td>
</tr>
<tr>
<td>Like the online tools</td>
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<tr>
<td>Incentives for people to engage &amp; participate</td>
</tr>
<tr>
<td>Use transit system to help with messaging (on-bus ads, etc)</td>
</tr>
<tr>
<td>Pop-up and demonstration products</td>
</tr>
<tr>
<td>Arm our senior citizens with tech</td>
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<tr>
<td>SEAMLESS – online forms/surveys</td>
</tr>
</tbody>
</table>
How do we improve engagement? How can it become better, safer, and more fruitful?

You need to have clear directions. Code of conducts. And methods to keep people “on task” and not on “their agenda”

SocialPinpoint

Make sure you make sessions accessible. Seniors don’t go out at night nor do they like the CBD.

Keep it positive. Describe the positives of proposals, not just the negatives

On topic. Never anonymous.

Civil

It will be safer if digital. Will fuel conspiracy theories.

hybrid
How do we improve engagement? How can it become better, safer, and more fruitful?

- confusing

Primarily electronic - less costly, broader opportunities for participation,
Case Studies
Imagine Cache, Cache County, Utah

- Bang The Table’s platform allows for an “all-in-one” approach to digital engagement across three projects, using:
  - SMS
  - Questionnaires
  - Mapping Tools
  - Visual preference questionnaire
Have Your Say Hurricane, Utah

- Integrated Twitter Feed
- Automated Project Lifecycle
- Interactive Community Idea Map
Our Big Sky, Montana

- Channeling high numbers of in-person engagement into digital participation
- Using a variety of tools and techniques to develop a funding structure for community priorities

What projects, developments, or partnerships would you like to see happen in Big Sky?
In three words or less, what does engagement look like in the post-covid environment
THANK YOU!