



CENTER FOR DIALOG & RESOLUTION

Helping People Reach Agreements

Citizens' Forum Report

June 30, 2018

"civilitas" - which became "civility" in English - was the conduct becoming citizens in good standing, willing to give of themselves for the good of the city. The civil person is someone who cares for his or her community and who looks at others with a benevolent disposition rooted in the belief that their claim to well-being and happiness is as valid as his or her own.

- PM Forni

Civility is thus an urban concept, a public virtue – one that refers to how one should behave in the city or in a close proximity with other people, such as strangers or neighbours and colleagues.

- 2009 Young Foundation report

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REPORT HIGHLIGHTS

The goal of the Citizens' Forum project was to observe, consult, and develop new methodologies for the City of Tacoma's Citizens' Forum. While observing, we invited the public to give their opinions and recommendations. The Center for Dialog & Resolution (CDR) used Communication System Analysis and a variety of proven conflict analysis tools throughout this process and we share with the City Council and the public.

Recommendations include:

- *Commitment to Civility* pledge with guidance for listening and speaking in Public Comment and Citizens' Forum; Appendix 9
- Proposal to rewrite Rules Of Procedure9B; Appendix 9
- Tracking system for Citizens' Forum testimony that allows for increased transparency and support to citizens learning to navigate their city; Appendix 10
- Specific ideas to improve communication during the citizens' forum.

Observations and Facilitation Strategies:

- Reflections during Citizens' Forum on current Rules Of Procedure9B, including the definition of *courtesy*;
- Provided a feedback channel for the attending public to comment (which were incorporated in to the reflections process) on the Rules Of Procedure9B based on the conduct observed during Citizens' Forum (February – May 2018).
- CDR mediators and members of the public observed both in the room and via television, using the observation form.
- Graphic representation of testimony was captured by graphic facilitator, Tim Corey. (Feb, March and April, 2018). See Appendix 2
- A verbal summary of the testimony at the conclusion of each Citizens' Forum (February – May, 2018);
- Created an email as a channel for those unable to attend in person;
- Reviewed previous Citizens' Forum video for content of messages, conduct for delivery (speaking), and information about reception (listening).

Listening Observations:

- Community Focus groups: we held three with graphic facilitation.
 - ✓ Public exchanged ideas of what being heard and respected looks like and explored creative ideas to improve citizen engagement. Appendix 3
- Online survey: developed from the input gathered from the community focus groups
 - ✓ We saw commonalities in defining what respectful and courteous behavior looks like, and ideas of what "being heard" looks like;
 - ✓ We heard that many citizens engage when they feel strong emotions, and those get expressed in council chambers. Appendix 4
- Conversations with the community: individuals chose to engage in private and confidential conversations that echoed many of the themes.
 - ✓ A common theme raised about the delicate process to keep those citizens engaged enough to show up and voice their concerns, while at the same time trying not to overshadow with repeated testimony, hearing the same issue over and over can really disengage a person;
 - ✓ Requests for new ways to do follow up with citizens so they know their issues were heard and are being acted upon.

Outside Research:

- After researching other cities experiences and definitions of civility, we found a variety of Pledges For Civility used across the country. See Appendix 7

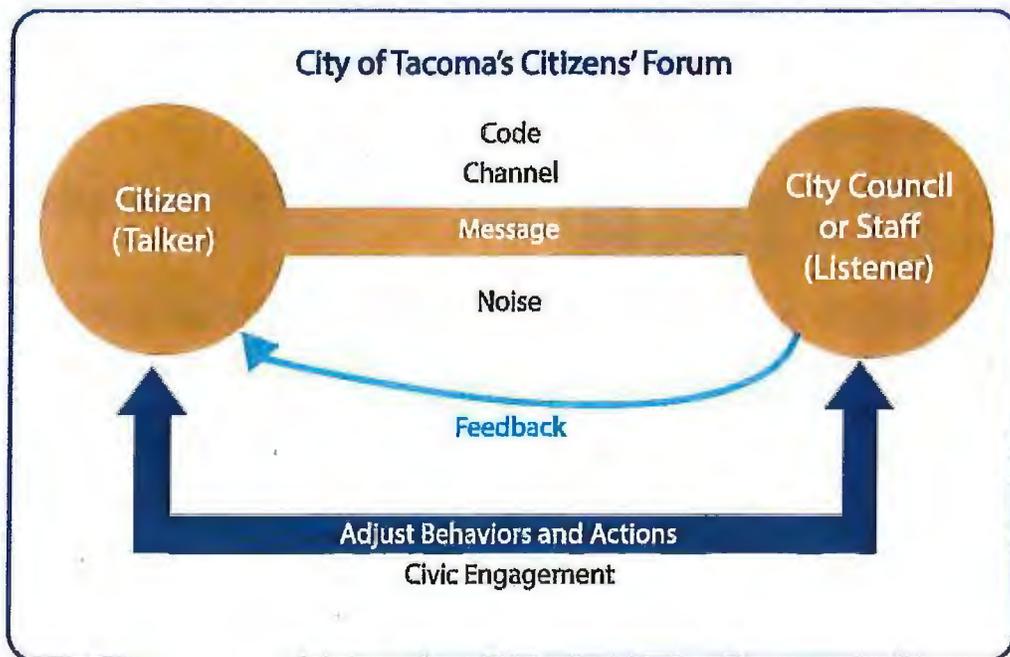
BACKGROUND AND CONTEXT

Citizens' Forum is a public forum that is guided by City of Tacoma Rules Of Procedure Rule 9C, and responds to the 1st Amendment of the Constitution: right to petition the Government.

City of Tacoma Rules Of Procedure Rule 9C = On the second Tuesday of each month, time shall be reserved for citizens' comments. The purpose of this forum is to assist the Council in making policy decisions; therefore, items of discussion shall be limited to matters over which the City Council has jurisdiction. A speaker's remarks shall be limited to up to three minutes per person, per Citizens' Forum.

1st Amendment = Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.

Citizens' Forum is a communication process between the public, City Council, and City Manager. It is a time reserved for citizens' to comment. The dynamic then is a one-way transmission of a message: the public speaks and the city listens.



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Using elements of our communication model theory, the following is a synthesis of our observations and the recommendations from the public. Note the key elements highlight in bold.

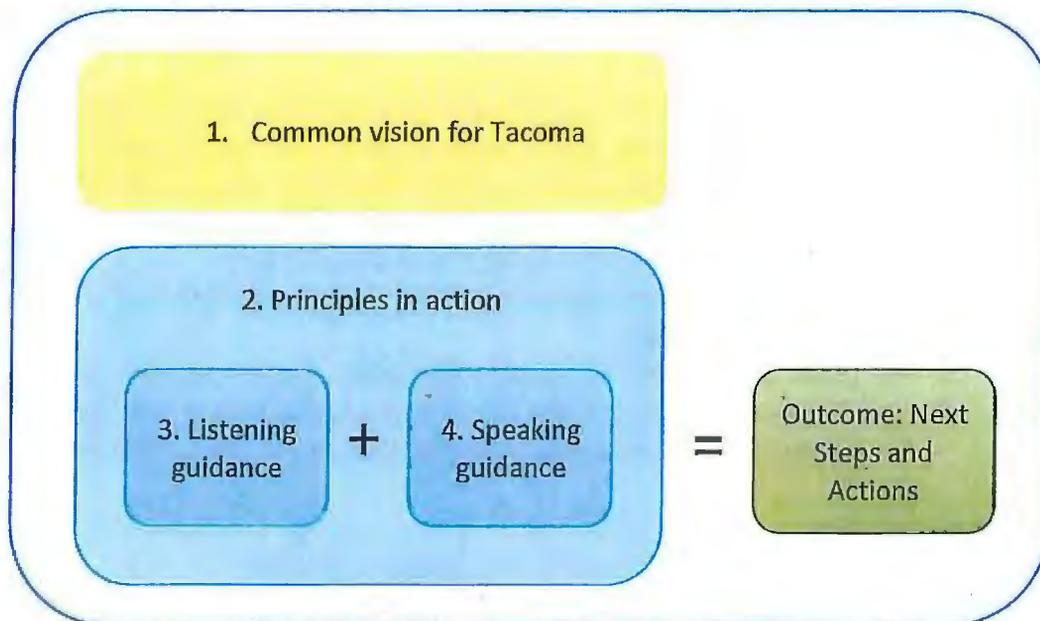
- A **speaker** transmits their message to the **listener** through a specific **channel**, using a **code**. **Noise** interferes with the effective transmission of the message whether that noise be environmental, psychological or physiological. **Feedback** is a key element that allows for a check as to the effectiveness of the transmission.
 - A. **Code** includes both the choice of words spoken and the non-verbal's, paying attention to the tone and behavior of the speaker. Rules 9B in the Rules of Procedure, attempts to guide this choice of words and conduct.
 - B. **Channel** is the in-person testimony of the public, who sign up prior and speak at a podium into a microphone to the City Council which gets broadcast on TV Tacoma. This has traditionally not included a back and forth exchange.
 - C. **Noise** is the interruption of transmission or reception of a message:
 - **Environmental** example is in council chambers where the podium placement and sound system make it hard to hear the speaker when in the audience
 - **Physiological** includes both the speaker and listener. Examples to note are if the speaker is nervous about public speaking, staying and being aware of time limit, or maybe has strong emotions about the message to be shared. A listener example is having a reaction to the content or nature of the message.
 - **Psychological** beliefs, assumptions, past experiences, values, and motivations can all support or interfere with the effective transmission of a message.
 - D. **Messages** range from: opinions about recent or pending policy decisions, complaints about services, expressions of appreciation, disagreements, and specific requests. Most often the message invites a response to the complaint, request, navigation, and/or inquiry.
 - E. **Feedback** is ONLY WHEN the speakers receives verbal comments of the presiding officer and the non-verbal conduct of the city council members.
 - F. **Civic Engagement** is the opportunity for the public to communicate with City Council and City Manager.

A. CODE: words and conduct at Citizens' Forum

The proposed *Commitment to Civility* is a code of conduct. This commitment clarifies the expectations of the conduct to be used during public testimony.

- I honor civility when I ...
 - listen so that others feel heard, and;
 - speak in ways that others can hear.
- The principles of equity, inclusion, excellence, service, and integrity are what ground our commitment to civility.

The **Commitment to Civility** for City of Tacoma Citizens' Forum is based on four elements. These elements synthesize the comments gathered and the public plans that have already been stated.



- 1. Common Vision.** *“Tacoma is a livable and progressive International city, regarded for the richness of its diverse population and its natural setting.”* This shared vision from Tacoma 2025 Strategic Plan compliments the comments received and can be used as the common ground that serves as context for the communication in public. Citizens engage with city council when they want or need the city to improve.

When a citizen complains about lack of services or disagrees with a proposed policy. The common vision can serve as a context for those comments and offer insight into the choice of words, requests and complaints.

- 2. Principles in action.** *Principles That Guide Us* are the shared values from the Tacoma 2025 Strategic Plan. During our consultation, we heard many descriptions of how citizens expect decision making in their city. We synthesized the common actionable comments made about how to implement the principles. These principles allow for a respectful communication *especially* when we have a difference of opinions.

Community Consultation =	Tacoma 2025 Guiding Principles
Respect all humans =	Equity and Inclusion
Offer constructive input and actions =	Excellence
Share responsibility =	Service
Steward public resources =	Integrity

- 3. Listening Guidance.** *“Listen so that others feel heard”* was the most common request. The testimony during December 2017 and in the comments after Citizens' Forum was, *“We do not feel heard”*. We have synthesized the comments we have heard into the Listening Guidance in our proposed Commitment to Civility. A summary of the behaviors people hoped to see are as follows:

→ **Pay Attention:**

- ✓ Be present – schedule breaks if needed
 - Observation: City council members have biological needs during long city council meetings.
 - The public understands this reality and suggests a scheduled break before initiating Citizens' Forum so ALL can be prepared for a productive listening session. This has happened many times in past 6 months and the public commented on how much better it felt to have a break and then all present.
- ✓ Stay present – it is recommended not to be focused on digital devices
 - Observation: Often council members are focused on their digital devices or paper in front of them during testimony.
 - The public understands the need to take notes. Yet the request is that the council members be aware of their non-verbal conduct and how best to show the speaker they are actually paying attention to the them, while using digital devices.

→ **Acknowledge The Speaker:**

- ✓ Look at speaker, make eye contact – even if no comments are made
 - Observation: Many city council members are focused on their digital devices or paper in front of them.
 - The public requests when a person comes to the podium the council acknowledge their presence with non-verbal cues.
- ✓ Acknowledge each speaker individually, encourage them to share their testimony
 - Observation: The presiding officer, the Mayor, often publicly acknowledges the speaker and that is appreciated.
 - The public requests this continue or find a way to share the acknowledgment amongst all the council members.

→ **Value Testimony**

- ✓ Appreciate the person after testimony.
 - Observation: Sometimes the presiding officer thanks people for their testimony and it appears that when not thanked there is disagreement.
 - Public recommends finding a way to authentically thank, even when testimony may highlight a strong difference of opinions.
- ✓ Be willing to learn something new.
 - Observation: Often the public is in a position to make a comment without the benefit of the presentation and/or realizes that the council has already made their decision and the vote is really a formality. This gives a feeling that the testimony has no value.
 - The public requests when decisions are to be made that the public is informed of how the past input has guided the decision making.
 - Public understands that the council will make decisions following their input, and they feel their testimony can be of value to hear new ideas and perspectives that can be valuable and incorporated in to the decision making process.
- ✓ Summarize the testimony given.
 - Observation: The nature of Citizens' Forum is that the public speaks, yet when there is no feedback from the council it makes people feel not listened to, or unheard.

- Request: some form of summary at the end of all of the testimony really helped everyone to see they were heard and remind them of the breadth of topics explored.
- Many appreciated the graphic representation of their testimony by Tim Corey in the room. For highly controversial issues, it might be useful to consider this in the future.

→ **Offer Next Steps:**

- ✓ Provide next steps.
 - Observation: Citizens' Forum one-way communication is sparse, sometimes the Presiding officer or City Manager will connect the member of the public with staff person to connect.
 - Request: clarify to the public when the Council or City Manager believe the issue is more operational and not policy. This clarifies why some get personal staff attention and others are not connected to staff.
 - Observation: Dialog is not available during Citizens' Forum nor Public Comment. Yet these are engaged members of the public who would like to be involved in future decisions.
 - Request: clarify to the public next steps for policy issues or places to give input. The simple idea is to use email addresses given to follow up on future issues to track citizen input policy making process.
 - Request: communicate
 - a. how the issue was resolved;
 - b. how input affected decision making; and/or,
 - c. where the continued public policy dialog will happen.
- ✓ Provide a staff or a system to connect with for next steps and/or guidance to answer questions, send information, or resolve a complaint.
 - Observation: Comments and input made during citizens forum feel like they go nowhere.
 - Request: connect citizens to the department or the committee that is dealing with their issue(s) and track citizen input.

4. Speaking Guidance: Speak so others can hear

→ **Use respectful tone**

- ✓ Pay attention to your tone, especially when emotions are involved.
 - Observation: Both public and council members are unaware of how much tone impact the other. When emotions are high, people are making assumptions about the intent behind the tone.
 - Request: Improve audio system so members of public do not have to speak loudly being misinterpreted as angry.
 - Request: Be gracious with nervous speakers. If possible assume good intent and let the speaker know how tone has an impact.
- ✓ Choose respectful words
 - Observation: when someone wants to complain about the lack of service or unfairness of a policy decision, words matter.
 - Request: Be gracious with nervous speakers. If possible assume good intent and let the speaker know how the words have an impact.

- ✓ Be willing to learn how to moderate your tone & words when emotional.
 - Observation: members of public are nervous about speaking in public. Member of the public would not show up if they were not enthusiastic, passionate and sure they have a perspective that is not being taken into consideration.
 - Request: City Council and public be willing to hear form one another when words and tone sound harsh and insulting. Provide and allow for space to rephrase or acknowledge emotions in the room in a respectful way.
- ✓ Citizens' testimony guide to relieve some of the nervousness.
 - Observation: members of the public wait in the audience and have the testimony in writing in front of them.
 - Request: create a "how to speak so others can hear" advocacy guide that will help them reflect on how to best deliver their message.

The following steps are an example for simple guidelines of effective testimony:

1. Introduce yourself and your intention

- ✓ Be human, share your name and your hope for your testimony.

2. Describe concern(s) or issue(s)

- ✓ Share the facts (date, place, ordinance, policy, etc.)

3. Share how it impacts you

- ✓ Share your story of how this has impacted your life and what you want different
- ✓ Share your thoughts and or your feelings about the situation
- ✓ Share solutions

4. Request action

- ✓ Clarify your testimony on what follow-up looks like

B. CHANNELS: options for effective communication.

1. As mentioned before, Citizens' Forum is a channel for the public to transmit messages to the City Council and not for back and forth communication. That lack of mutual engagement can add to the sense of *not being heard*.

One of the most powerful ways to deepen public engagement will be to help the public navigate the variety of channels that already exist in the city. Many asked how to know BEFORE it is on the agenda, when it is too late for input from the public.

Ensure follow-up whenever possible is the most powerful way to acknowledge, validate, and increase public satisfaction with their experience in Citizens' Forum. This can be aligned with existing tracking systems. (See section E. Civic Engagement)

→ BEFORE Citizens' Forum:

- Allow email/written participation in Citizens' Forum to address access issues (create an online form that guides Citizens' Forum testimony—and printed forms at city offices);
- Create a tracking system for each person who signs up to testify during Citizens' Forum;
- Offer guidance on navigating city system for answers or opportunities for engagement;
- Offer forms that give guidance for civil conduct and effective testimony during Citizens' Forum.

→ DURING Citizens' Forum:

- Provide staff contact when appropriate, expanding on what the city manager already offers to some of those who testify;
- Use email addresses and a tracking system to track, share with public, and confirm follow up.

→ AFTER Citizens' Forum:

- Use tracking system, refer speaker to the right channel in the city, for example:
 - If a complaint is about city department actions, make a referral;
 - If it is policy related, make sure staff has contact information and can offer next steps in the policy's decision-making process;
 - If disagreement with decision or action, share the appeal process;
 - If no follow up is necessary, let person know their comments are appreciated and they know the department or area for more information.
- Whenever possible, let people know how their input had an impact on services, decisions, processes, and in general improving how the city does business.

2. Members of the Public mentioned Town Halls as another channel for communication.

- These could be quarterly around the city, to address geographic specific issues.
 - The idea being that the District Council Member, the Mayor and other at-large Council Members to be present, staff and more of a dialog be facilitated to explore ideas.
 - Not having the full council present reinforces that NO decisions will be made, it is an exploration of issues.
- Town Halls might be useful for *hot topics* that impact a certain sector or the whole city.
 - This would NOT be decision making, yet there could be more questions and answers to explore the issues.
 - The hope is background information could be brought, members of the public can express how the issues impacts them and Council members can explore options without having to commit to any decisions.
- Access issues to the city council chambers:
 - Observation: Time, transportation, fear of public speaking, lack of child care, were mentioned about the access to City Council members during Citizens' Forum. The vast majority asked to keep the 2nd Tuesday Citizens' Forum at the end of City Council meetings as very important. The value of the regular date, the sense of community and learning that happens among the public was highly valued. Many mentioned that given the increased incivility in the public, they have come to depend upon the televised version of the Citizens' Forum, therefore the broadcast has a powerful impact on accessibility.
 - Recommendation: alternative methods of Citizens' Forum testimony: online form, written testimony, or sign up for phone testimony.

C. NOISE obstacles to effective communication:

1. Environment.

- Observation: Members of the public appreciate hearing and learning from other citizens who testify.

- Recommend a different audio set-up, as it is very hard to hear the microphone. In addition, the speaker talks with their back to the audience and it is very hard to hear.
- Observation: Noise in the audience or talking among the council members is distracting. People applaud even if asked not to.
 - Recommend that all listeners stay as quiet as possible to not distract speakers.
 - Issue: Applause is invited during the rest of the city council meeting as a means for the public to express appreciation and then not allowed during public testimony feels like a limitation of freedom of expression.
 - During the regular agenda of City Council meeting the applause can be seen as directed to the City Council Members as public servants. Thus the public expressions of appreciation are invited. Yet during Citizens' Forum or Public Comment the speaker is a member of the public. Thus applause or other public expressions (applause or boo's) could become an additional factor in making them nervous and limit future public engagement.
 - How to show reactions to the testimony? Yet create an inclusive atmosphere for the opposite opinion to also be expressed.
 - To respect members of the public speaking:
 - Recommend: find visual ways to express agreement/disagreement with verbal testimony yet not interrupt with sound. Offer an alternative: visual and not auditory: use the deaf ASL sign for applause: waving the air is a visual and not auditory way to show appreciation. <https://www.youtube.com/watch?v=6qimgUv8fAI>
 - To respect members of the public speaking:
 - Recommend: asking public to refrain from public displays of disagreement or agreement when members of the public speak.
 - Observations from public: Asking for no applause in citizens' forum has a negative impact because many will not comply with request. That then gives a strange feeling of not following the code of conduct and opens the door to non-compliance.

2. Physiological.

- Observation: Nervousness about speaking in public, the time clock, the microphone, looking for acknowledgement from Council all translates into physical discomfort.
 - Recommend: giving a "How to make effect testimony" guide to all members of the public. This will help all understand the commitment to civility, give them specific ways to prepare their message and help them speak so others can hear them.
 - Recommend: highlight the intent is to hear from the public and appreciate their thoughts.
 - Recommend: offer graciousness for nervous public speaking, give people the chance to improve their communication.

3. Psychological.

- Observation: All people are nervous and anxious when experiencing a new situation. Public speaking creates plenty of anxiety in all.
 - Recommendation: City council show as much empathy as possible for all who speak and encourage them to find new ways to communicate when nerves provoke

- unacceptable behavior. After modeling behavior, giving space for the person to improve their language and behavior, anxiety will decrease. Hopefully supporting the mental health of all present.
- Observation: Many members of the public have held onto past comments or treatment and impose that intent on all council members.
 - Recommend: Verbally express the Commitment to Civility before each citizens' forum. Invite both council members and members of the public to read along. This can be handed out or put on the large screen. Revisiting the expectations of all helps everyone live up to the expectations and builds trust.
 - Recommendation: Highlight the vision of Tacoma and appreciation for how public input helps make decisions that improve Tacoma for all. This helps to build trust and overcome assumptions based on past experiences.
 - Observation: When expectations are clear, most people feel more confident in their actions.
 - The Center for Dialog & Resolution's operational definition of conflict, "Conflict arises in the gap between what happens is different than what was expected to happen". We believe this maxim can help the Council and members of the Public interact with greater confidence: clarify expectations.
 - Recommend: hold every person to the same standard. Watch the time and enforce equally. If council is going to interrupt someone for use of profanity, allow them the opportunity to clean up their language. Also, allow graciousness to be present letting someone apologize for inappropriate or disrespectful statement and to rephrase. If unable, use careful summary of content and not the inflammatory language to help them understand the expected language.
 - Recommend: City Council members to increase their awareness of how every non-verbal gesture during the Citizens' Forum communicates their intent to listen to the public. In the absence of verbal communication, the public interprets the non-verbal. Consider being transparent about the need to whisper to a colleague (for clarity), to use digital device (to take notes or to look up background info about testimony), to excuse oneself (for biological needs), to explain dry eyes (perceived eye rolling) goes a long way to clarify. Every gesture is being analyzed by the public. The way to overcome any perceived slight is to clarify and reiterate intent to listen and to take action, when appropriate.

D. MESSAGES:

1. **Content:** Most of the messages from the public can be categorized as:
 - Complaints or compliments about city services or actions of city staff or council members;
 - Opinions about a policy decision and information on how that policy impacts them as members of the public specifically;
 - Requests about changes or future policy decisions with information about process for decision making or data about the impact of the policy;
 - General opinions about the state of affairs in the city, often with no clear request for action.
2. **Observation:** Most members of the public do not know what is under jurisdiction of City Council or of City staff.
 - Recommendation: find a way that in the moment or after testimony to clarify how the follow up will take place.

3. **Expectations:** Most members of the public want the council to listen to their input, use it to inform decisions, take action, and report back. They expect not to be welcomed and to have confrontation.
 - Observation: Most members of the public show up because of a perceived disagreement and expectation they will not be well received. This raises their stress and emotional level.
 - Recommendation: creating a welcoming environment, with expectations for behavior, expressing appreciation for their input and channel the follow up will create good will and increased positive public participation.
 - Recommendation: “Please” and “thank you” are phrases that do not commit the council to agreeing or disagreeing with public message yet create good will.

E. FEEDBACK: ensure effective communication.

Two levels of feedback are important elements for effective communication.

1. **Summarize:** this technique is based on reflecting back to the speaker what was heard, the impact the issue has on them, and the action they requested. A full and powerful summary can go a long way to help build trust. This can be done in the moment of each testimony or as an aggregate at the end of Citizens’ Forum.
 - The value of reiterating the message received validates and acknowledges the speaker’s contribution. This confirms a sense of being heard and builds trust in the communication channel.
 - The experience from February to May, a summary of testimony was done at the end of the Citizens’ Forum and it seemed to be sufficient.
 - Without verbal interaction, the public can only draw conclusions from the non-verbal feedback observed and make interpretations based on their own assumptions.
2. **Follow Up:** “Retro-action”. Members of the public appreciate a response to their testimony. A response may be different if a question was asked, input was given on a pending policy, a complaint about city service, or a disagreement with a decision.
 - When the issue is about a city function and not a policy, it is appreciated for city staff to provide a sense of next steps. Often members of the public have tried, yet do not know how to navigate the system to get a response.
 - Members of the public appreciate hearing from the council on how public input impacted their decision making process. This is especially true in cases where they know the council makes a decision that is contradictory to their input. In these cases, the public profoundly appreciates hearing how their input may or may not have made a change in the nature of the policy.
 - Inform and request public input in a proactive manner. By the time a policy is on the agenda for a decision, most members of the public recognize that their comments about pending policy are too late to influence decisions. The idea would be to identify those interested in certain policies and invite participation earlier in the process.

F. CIVIC ENGAGEMENT: satisfaction ensures an engaged public.

Citizens’ Forum is an opportunity to increase the public’s satisfaction with the work of the City.

Members of the public recognize they show up and testify when there is a problem. Interpreting testimony (complaints) as insights into what the citizenry is interested in will help to better understand what the public wants to improve.

We understand that the content of testimony is not always under the jurisdiction of the city council. Yet, embracing the engagement of every member of the public will ensure their future engagement.

In politics and public service, you cannot please all of the people all of the time. Yet, with authentic communication, you can increase their satisfaction on these three levels: procedural, psychological, and substantively.

Tracking System Recommendation: Each person who testifies at Citizens' Forum or sends an email with the sample subject "Citizens' Forum testimony" receives a unique tracking identification. This identification will be used by city staff to track the follow up. See Appendix 10.

We understand the City of Tacoma 311 Customer Service portal ensures every single person who contacts them a response, we suggest exploring this system to track issues brought before the City Council. There are multiple ways this tracking system will help make members of the public more satisfied and help a future of positive engagement and transparency.

Within this tracking system, we suggest a report be regularly (weekly) generated and shared from the to the council members, helping them stay up to date on requested follow ups and their constituents. On the issues over which the Council does have jurisdiction, they can use this report as a tool to weigh-in public comment when making policy decisions.

This captured information and tracking tool helps the public feel heard and their issue is addressed. Yet it is in the aggregate tracking data that will offer powerful insight into where there is energy for civic engagement and the key issues that motivate the public to engage with their political leaders.

The proactive use of a tracking system is powerful. When a member of the public testifies about a policy decision that has been made and they only became aware of it because it impacted their neighborhood. In the moment, the tracking method would highlight the policy decision, the department who implements it, and options to appeal or request an exception to policy. The member of the public may feel heard, yet substantively their issue was not resolved. In one year into the future, the council have heard from multiple citizens on the implementation of this policy. The council agrees with staff to study and review if changes in the policy are warranted. Here is the power of transparency, every citizen who testified for or against this policy could be notified by the tracking system to engage in the study and review process. The future policy decision will be informed by the experience of staff in implementation and the citizens positively and negatively impacted by the policy. This level of deep communication with citizens will impact future trust and belief that the best is being done.

1. **PROCEDURAL satisfaction:** process allows for full and fair participation.
 - Clarify the process, especially testimony where people are dissatisfied with a city process. Often explaining the limits of regulations and the steps to make change are all people need to be satisfied and to have learned for future engagements;
 - Giving people the procedural information (from ground up) to navigate a resolution is a powerful tool.

2. **SUBSTANTIVE satisfaction:** when the issue at hand is resolved.
 - A tracking system of each person's testimony will offer the most profound sense of substantive satisfaction;

- Often answering a question, letting people know how their input will or can be used, giving them some sense that the content of their testimony will be acted on is what is necessary;
 - In each community focus group, members of the public expressed they could be satisfied even if council did not change their actions to match the opinion. They want to know if the council heard and considered their different perspective on the issue(s). This was often referred to as transparency: "... just let me know you considered my input, even if the decision did not go my way";
 - When an issue is expected to have a big impact, by keeping a list of engaged and concerned citizens, they can be invited to share their ideas early, such as a subject specific town hall – not instead of but in addition to community focus groups, as community focus groups require an application process and a commitment to volunteer hours.
3. **PSYCHOLOGICAL satisfaction:** occurs when the person can resume their normal activities and not have to deal with the issue at hand.
- A tracking system informs the person that the city has taken up their issue, they have a timeline for a response, and they do not have to continue to push.
 - If the person returns to testify on their issue, the tracking system can allow the city staff to immediately remind the person their issue is being dealt with and the timeline for resolution, helping to increase their trust with the City.
- If the person returns to testify about how upset they still are, the council has an objective measure of what was done to address the issue. Sometimes letting the person know they have been heard, one more time is the best that can be done.

MISCELLANEOUS OBSERVATIONS:

1. Many requested a name change because not all who testify are "citizens". Yet no real options were offered...PUBLIC FORUM is very close to Public Comment and would lead to confusion.
2. Public know City Council will not always agree with opinions or suggestions made by the public.
3. Citizens would like to hear how their input was considered in the decision-making process.
4. The synthesis of the focus groups and online survey were remarkably similar to the other city's pledges.
5. The national context offers a similar angst of engagement with government and not feeling heard or represented (see Appendix for examples of other cities initiatives for civility).
6. Citizens often engage with the City Council when they disagree or believe they have been harmed by a policy or action of the City.
7. Members appreciate a response to their testimony.

Conclusion and Resources

1. The steps are simple, yet essential:
 - ✓ Listen, with authenticity
 - ✓ Learn from public
 - ✓ Follow Up with the necessary information to address the issue(s) raised
 - ✓ Track communication to ensure a resolution or end
2. The impact can be huge:
 - ✓ People appreciate the open forum to express themselves;
 - ✓ Public wants to be engaged, yet do not know the different channels available to them;

- ✓ Trust comes with clarified expectations, transparency in process, commitment to address as much as possible, and saying no when necessary;
- ✓ Being heard feels good and it is easier to be civil if you felt heard

B. Specific requests:

- ✓ Keep Citizens' Forum platform and change the name from *citizen* to *public*, to be more inclusive;
- ✓ Add town halls to allow for more back and forth communication;
- ✓ City Council adhere to the civility pledge along with the public.

Citizens' Forum Report

List of Appendix

Appendix 1: Public Reflections

Appendix 2: Graphic Recording Citizens' Forum (2/13, 3/20, 4/10)

Appendix 3: Graphic Recording Community Focus Groups (3/15, 4/2 & 4/2)

Appendix 4: Online survey data

Appendix 5: Mediator Observations

Appendix 6: Survey on Draft of Commitment to Civility

Appendix 7: Resources, Other City Civility Projects & Bibliography

Appendix 8: City Documents

Appendix 9: Recommendation for Commitment to Civility

Appendix 10: Elements for a Tracking System

APPENDIX 1: Public Reflection during Citizens' Forum

What do you like about the Citizens' Forum?

Feb 18

- I like the more respectful tone, the new mediation rules and the visual depiction of _____?_____ citizens unified
- Appreciate getting the chance to hear public opinions freely.

March 20

- It gives citizens a chance to express their views, which makes for better understanding
- Town hall input, allowing all council members to hear concerns
- Note taking was a piece of art! I loved it!
- Hearing from the community
- I appreciated the visual representation mural being made during the meeting. People have different learning styles. I understand that the CDR will not always be present at meetings after their contract is up, but I wonder how this practice can be sustained? Students?
- An opportunity for people to be heard publicly

April 10

- A chance to speak
- The ability to speak to city issues that are important to you
- A chance to voice our concerns to ALL city council members. To make aware our concerns.
- The chance for the community to engage and give their voice. The end comments that recapped all that was said.

May 8

- Being about to speak publically about improvements to Tacoma
- Opportunity to listen, learn, speak
- The opportunity to speak on what is important to me even if it is not on the agenda
- Mayor Woodards and Council Members are available and willing to talk to citizens in attendance during recess. Lots of issues are brought up. An opportunity for citizen comments.
- Variety of voices heard-engagement of the audience
- Diversity of issues
- Opportunity to speak to council about non-agenda items
- I like that I can openly discuss any city business.
- The ability to speak to elected officials
- Mayor Woodards allowed speaker to continue for a few minutes more seconds instead of cutting her off. I have seen improvement with council members paying attention not looking at cell phones and taking extended bathroom breaks.

What would you change about the Citizens' Forum

Feb 18

- More often. Two times a month. People should be able to make comments on any issue, even if it is not on the nights agenda
- Later time for starting meeting so more citizens can participate

- Find a method to express support (clapping feels appropriate and if this is removed it will limit the ability of citizens to show their opinions. As an audience member, I personally felt extremely limited.
- Change the visual depiction. It's not needed. It says "see we are listening to you. We drew a picture of all the things you said."; Tools that "facilitate" community participation aren't necessarily the best ways to engage the community. This is my first council meeting and the intro from CFDR set the tone that the audience was to be "restrained"; The space for civic engagement is already shrinking. There should be more support of welcoming socialization without restriction. Many times policy makers are extremely detached from the realities people face. Allow community members to share as they see fit.

March 20

- Nothing at this time
- seems much better than 6 mos. Ago
- Be committed to ensuring that all people are respected even if that means reminding presenters of the rules.
- Its very hard to hear when council members or citizens are speaking. The mics are very low
- Body language and attentive listening
- Unsure at the moment

April 10

- I don't
- Sometimes I'm not sure but it helps when they give you eye contact and don't sit with their iPhone
- We don't! Unless we see change or unless city council members come out to our community meetings .
- Eye contact. When citizens get passionate or loud, the city council always look away. Curious.

May 8th

- No more LNG speakers 2. Once 3 min expired, why do some speakers get to continue speaking.
- `more conversational
- Stop telling us not to clap! Ask the Puyallup tribe to honor our council with a flag! Show respect
- Have a 30second warning buzzer. Less insane and shorter 3 min buzzer.
- I felt a lot of respect towards myself and other young folks that wanted to speak, but less towards long-time Tacoma residents. I feel that considering their stake in the city and that many of them come to every meeting that they deserve the respect I receive as a college student with privilege of interest in environmental issues that don't affect me as deeply as they do them.
- The three minutes buzzer only needs to go off once. It doesn't need to repeat.
- 5 minutes instead of 3 would be great
- Move it to the beginning, notify the participants of responses.
- I don't understand why Camarata was laughing and covering his mouth several times when citizens were speaking. It felt disrespectful

How do you know the City Council is listening?

Feb 18

- I don't

- I don't yet
- Difficult to gauge

March 20

- I don't. Let them respond to the speakers
- results
- If they lean in they are listening
- Eye contact; not leaving constantly
- They are looking at citizens when they are speaking. Body language is open.
- Eye contact

April 10

- I don't
- Sometimes I'm not sure but it helps when they give you eye contact and don't sit with their iPhones
- We don't! Unless we see change or unless city council members come out to our community meetings.
- Eye contact. When citizens get passionate or loud, the city council always look away. Curious.

May 8

- We don't!
- eye contact, not talking to each other, responding
- I like Dep. Mayor Ibsen recapping what issues were talked about. But still nothing mentioned about LNG or Puyallup Tribe Flag!
- Maintain eye contact and engaged posture, non verbal response. Affirmation and acknowledgment following a comment. Mayor Woodards' interactions and responses to comment.
- Affirmation and response to comments. Flexibility with time to point. When they are NOT talking to each other during the comments.
- don't know for sure. Council members show some negative facial expressions
- the eye contact was great, but I really don't feel like I know if they are listening or not
- I don't!
- They watch you when you talk. They answer a question occasionally. There are still 2 council members who continuously look down instead of giving eye contact.

What do you propose to improve civic engagement?

Feb 18

- Direct response on issues that were brought up during citizens' forum. Develop a petition system requiring a response at council meetings after a certain number of signatures
- Follow up with council responses to expect
- Online suggestion box, social media outreach, student outreach, publish comments from each council member (online or in the next citizen forum/ city council agenda)

March 20

- squeaky wheel

- Keep people in the room that takes notes. Like the guy making the very important work ???
- Better outreach to communities with not much citizen's engagement. How can the city support a group of community members to do outreach peer to peer interactions? mean more and more effective
- Is public comment further shared publicly? I.e.: posted on internet or elsewhere?

April 10

- not spending 25,000 to draw on paper
- A response to comments. For example, when the resident asked the council if they'd heard Teresa Powers' court hearing n LNG will they follow through. She's considered an expert by the courts.
- Try and get more people involved. Safe streets need to encourage more citizens and educate the citizens in open forum.
- The comments made by council members during the final reading of ordinances acknowledged those who spoke during the public comments. Mirroring this on some scale after citizen's forum will inspire communication between the public and council

May 8

- Vote in New City Council members and Mayor. Why is videoing of Citizens' Forum going on? I did not give consent of myself being videoed!
- put up the Puyallup flag
- I'll have to think about that!
- A way for citizens to respond non-verbally in favor/against statements. Time for council members to respond to comments.
- An opportunity to participate in citizen's forum without sitting through the whole meeting: 2+ hours is far too long for most busy working people.
- council members need to give a meaningful response to speakers at Forum
- The city needs to update how they reach the public. A small ad in a newspaper is outdated.
- No absentees of elected officials.
- I appreciate Mayor Woodards comments to speak to them after meetings, set up private meetings, and write the council. Get the message to the residents to exercise their voice and rights. I truly hope our mayor does carefully listen to the recorded comments regarding the LNG.
- Planned/timed bathroom break/time to leave respectfully

Your reflection of when rules were followed:

May 8th

- A speaker changed "bullshit" "BS"

March 20

- Speakers followed the time limits on speaking. Would like for the mayor to remind members to speak louder and into the mic.; Meeting was very well run. Keep it up. It is good to see elected officials getting along as they work;
- Time limits; City jurisdiction topics
- While I was present, citizens were respectful and kept their comments short, concise, and easy to understand.

- Respectful; Mostly attentive expressions of concern; Good eye contact; Mayo Woodards / welcoming & attentive. Council member McCarthy / distracted? Little eye contact (perhaps due to health tonight)

April 10

- I like it when there are rules to engage and people are respectful. When city council sits looking at their cell phones, taking long breaks, talking while a citizen is talking- that's also disrespectful (my experience with last year's council). This current council has been very attentive tonight.
- Orderly meeting!!!
- Apology from citizen to council members he felt he offended. This seemed to cause city council to pay more attention.

May 8

- speakers are calm
- when council members listened and actually responded

Your reflection of when rules were not followed:

February 18

- People clapped
- Mayor Woodard remarks regularly clapping was not a matter under discussion; Deputy Mayor & the Mayor talking to each other displaying a lack of respect for community members who were speaking; Lady who gave intro from CFDR more concerned about taking photos of the visual citizen forum @ 6:08 pm while citizens were speaking;

March 20

- Some clapping is still going after speaker has presented a crowd pleasing comment. This happened at the regular meeting, not at the citizens forum.
- Not issue, but some rambling - nothing you can do about it
- Persons singled out during public participation and no member of the council attempted to reinforce or remind presenter of rules to respectful or refrain from derogatory comments.
- Continuing to talk after beeper starts (irritation); Does being strident fit in the "not courteous" category re: geology = frowns all around; Rambling (port withholding records) (people talking on multiple topics) (MSNBC) (PSC wants dialog); interesting reactions to being asked specific question - Are they not allowed to dialog?

April 10

- Meeting turns into chaos. One attendee was out of control. He should not be allowed to return.
- Some comments were a bit random. One speaker went on lots of tangents

May 8

- Chaos! Subjects that city has no control over is being spoken. A child being taken away! Rule 9. Speakers going over 3 minutes time continues.
- council members talking to each other instead of listening to citizens. 2 citizen swore
- Quickly tense when rules on time were pushed: I realize this is important to have a time limit but treatment when people go overtime seems very disrespectful, even when they are efficiently trying to say what they need to say.
- Deputy Mayor Ibson says thank you before speakers are finished.

- some speakers went over time.
- There was no more celebration of our shared conscience.
- I appreciated mayor Woodards giving one of the first speakers a bit more time to speak. However, with that setting a precedent, more took over their time. So nice try on our mayor's part, but I see we need to follow timelines

CITIZENS' FORUM

FEBRUARY 13TH 2019
FINAL DRAFT

WHAT ARE THE VIEWS OF BENIGNA TACOMA CITIZENS?

LEARNING FROM BOTH SIDES

RESPECT
COMMUNICATING WITH EACH OTHER

OUR RELATIONSHIP TO CITY COUNCIL

• POINT OF VIEW INCLUDE FACTS NOT JUST EMOTIONAL RESPONSE

WE NEED TO CONTINUE FORUM

LEARNING FROM BOTH SIDES
• IMPROVE CITY ENGAGEMENT
• MORE MEETING TIME UP

RESPECT
• OUR CONSTITUTIONAL RIGHT TO CLIP

TAKE A PEOPLE FIRST APPROACH
• EQUITABLE HOUSING OPTIONS
• ENGAGING PRAC OF COLOR

HOUSING JUSTICE

• DISCRIMINATION
• Gentrification
• CRAMMING MORE HOUSES
• HIGH RISES
• 140 HOMES
• ECO SPACES

END TO REZONING!

EVACUATION OF ELDER

• AFFORDABLE AND STABLE HOUSING

ALASKA LNG INITIATIVE

WE LOVE THIS PLACE

MAJOR FLAWS IN EIS

• BUILD WITHOUT PLANNING

• MOST COMPLEX EVER BUILT COULD DESTROY OUR WAY OF LIFE

• MORE INCOMPLETE EIS NEED SUPPLEMENTAL EIS

• HIGHER SAFETY ISSUE

• NO ONE NO TRADE ONE FOUL FUEL FOR ANOTHER FOUL FUEL

LET'S NOT CREATE MORE HOMELESSNESS
• REMOVE BARRIERS TO HOUSING

PLEASE REVIEW RESIDENTIAL TENANT LAND LOAD ORDINANCES

• AFFORDABLE AND STABLE HOUSING

• REQUEST NEW EIS

• STOP CONSTRUCTION OUR CITY

• LIMITED COMMUNITY NOTIFICATION ONLY WITHIN 400 FT

• WE DON'T COME HERE TO COMPLAIN THE PLANT IS NOT TACOMA U

• BETTER COMMUNICATION WITH OUR ELECTED LEADERS

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RIGHT ON! MEANS RIGHT DECISIONS

REVALUATION

• MULTIPLE TRIBES WANT PROJECT STOPPED

• CITY DESIGN OF EIS MAY NOT BE BEST APPROACH

• WHY A LACK OF SMOKE?

• OFFSHORE DRILLING

• SOUND TO COMPLETE

• ELECTRIC VEHICLE PROGRAMS

• BATTERY STORAGE COST REDUCTIONS

• CHARGE TO MAINTAIN

• SLIDE

• EARTHQUAKE LIST

• DISRESPECT OF TREATY RIGHTS

• THEY ARE NOT PRESENT WOULD LIKE THEM INTO

• 1/10th of 1% FOR ARTS

• I DON'T SUPPORT THIS

• WHERE DOES COUNCIL STAND ON THIS ISSUE?

• LINK VIOLATION OF TREATY OF 1854

• WE DON'T COME HERE TO COMPLAIN THE PLANT IS NOT TACOMA U

• BETTER COMMUNICATION WITH OUR ELECTED LEADERS

• REQUEST NEW EIS



Citizens' Forum Survey Results:

(Question #1)

	Total Reponses	Percentage
I am completing this survey because ...	197	100.00%
I live in Tacoma	174	88.80%
I have a business in Tacoma	30	15.30%
democracy is participatory	145	74%
member of a neighborhood council	27	13.80%
member of a business district	11	5.60%
concerned person	126	64.30%
care about civic engagement	153	78.10%
care about fellow community members	131	66.80%
care about the environment	130	66.30%
I don't understand what "member of a neighborhood council" means; are you asking whether the respondent attends council meetings or if he sits on the board?	1	0.00%
new to the area	1	0.00%
I am involved in several community groups and helped to organize the Latino Town Halls that encouraged bilingual community involvement and expression in 2016.	1	0.00%
ich kümmere mich um die Gesundheit aller menschen [TRANSLATION = I take care of the health of all people.]	1	0.00%
I would like to see City Counsel member attend Neighborhood meeting more often than when they are running for the position	1	0.00%
I care about the direction our city is going.	1	0.00%
COT doesn't pay attention to the will of its citizens making any chance to explain that a valuable one.	1	0.00%
I believe in an open and transparent that discusses issue on public	1	0.00%
I run a Neighborhood Safe Streets Group	1	0.00%
I am a US citizen, registered voter, and concerned citizen...etc.	1	0.00%
I would like to see a values based economy. A good read on this is Viking Economics by George Lakey.	1	0.00%
I believe all citizens should have open access to elected officials.	1	0.00%
No LNG in 253—no to more fossil fuel infrastructure.	1	0.00%
I care about all our citizens living in safe, clean and truly affordable housing.	1	0.00%
Proctor neighborhood has been my family's home for 100+ years!	1	0.00%
It's not clear to me the current C. Forum is effective.	1	0.00%
Theres things we can do together to make tacoma really blossom. People are hesitant to come to tacoma but we can change that only if we work together	1	0.00%
I live within the LNG blast zone.	1	0.00%
run a nonprofit organizations that employs 7 people in Tacoma, own and resorted historic building in South End	1	0.00%
This is an abomination of our First Amendment Rights when our voices cannot be heard at a City Council meeting. The agenda does not reflect what currently goes on during your meetings.	1	0.00%

I visit Tacoma often and support clean air and water!		0.00%
Transparency and eliminating nepotism in government. Awarding of this contract to the Center for Dispute Resolution without communit consent or a bidding process is a key example.	1	0.00%

(Question #2)

	Total Responses	Percentage
Members of the public feel heard when the City Council ...	192	100.00%
look at speaker at podium	146	76.00%
verbally acknowledge speaker	160	83.30%
remain present / scheduled breaks	89	46.40%
Responds to the speaker	1	0.00%
Engages with the speaker	1	0.00%
does not appear to be checking emails/computer for long periods of time. From time to time is one thing, but not fully engaged with their electronic device rather than the speaker. Also announcing periods of known breaks for individual members would be good too.	1	0.00%
body language is receptive to the info the person is trying to communicate	1	0.00%
Say thank you. If speaker has questions, connect them with a staff member	1	0.00%
die Bürhier aufmuntert für Ihre Gesundherit mehr selbst zu sorgen [TRANSLATION = Encouraging citizens to take care of their own health more.]	1	0.00%
Shows interest.	1	0.00%
Send a different council person to the neighborhood meeting	1	0.00%
Does not chew gum.	1	0.00%
Shows up for meetings.	1	0.00%
Has an expression of actually listening rather than looking glazed over	1	0.00%
When they don't smirk and use their phones.	1	0.00%
The amount of looking at phones and bailing on citizens speaking is insulting....even those who can't speak worth a lick deserve The Council's attention.	1	0.00%
Actually pays attention	1	0.00%
Doesn't limit comment to topics on the agenda!	1	0.00%
When they can repeat back the idea the presenter presented	1	0.00%
...is respectful, i.e. pays same due as all other speakers.	1	0.00%
Not use the facility infamously known as the Evergreen state college.	1	0.00%
puts computers and other electronic devices away	1	0.00%
Turns off their Smartphone or similar device, puts it aside and focuses on the speaker.	1	0.00%
When they can reach out to their council members online and get an anuthentic response.	1	0.00%
When their issues are addressed / responded to. No disrespect, but those first 3 - shld go w/out saying!	1	0.00%
Acts on Comments, which they never do.	1	0.00%
City council meetings are scheduled at times more accessible to working people.	1	0.00%

Takes action after many public comments about the same concern.	1	0.00%
When council members dont pass notes or engage in any type of communication with eachother rather its verbal or body language when the speaker speaks and also when council takes notes for themselves on what the speaker talks about as they speak	1	0.00%
if an issue is raised by multiple people it would help if there would be acknowledgement of the significance the issue on a larger scale than just the individual speaker. And if there were answers/comments the council would make afterwards that address the issues raised it would be helpful. It is very frustrating to get silence, which appears as dismissal. Yes, it will make the forums longer ... but if someone feels the points they were going to make have been addressed by the council they will feel less the need to speak. Currently, if people feel the issue has been raised but the council is dismissing/ignoring it they feel the need to say it again, but this time more emphatically. Address the issue and people will be less frustrated.	1	0.00%
thanks members for participating	1	0.00%
tells the truth and acts on it	1	0.00%
Listens with intent to address concerns	1	0.00%
I have the distinct feeling that matters are already decided before the City Council meeting even begins. I've been to the preceding meetings with council to know this is true. It's all for show! Responds to Tacoma residents' concern and doesn't sit there like mannequins with zero body language in kind. It's insulting to those who have profound concerns. Each member of the city council must actively listen to speakers with eye contact, their ears, and body language, an acknowledgment to each speaker and some kind of remedial action overall to speakers -- quit fiddling with their cell phones.	1	0.00%
And takes into consideration that citizens concerns	1	0.00%
Are given adequate time voice their concern/issue/position	1	0.00%
Acts on behalf of public	1	0.00%

(Question #3)

	Total Responses	Percentage
Members of the public expect the following actions after providing input at Citizens' Forum ...	194	100.00%
deliver summary at end of forum	88	45.40%
communicate where to find information	147	75.80%
share how input was used to make a decision	159	82.00%
deliver a general summary of all speakers at the end of the forum	1	0.00%
acknowledgement of citizen comments on the subject and how they will be considered / responded to.	1	0.00%
Personal follow up if requested and/or appropriate	1	0.00%
On agenda for future meetings	1	0.00%
are promised that follow up will occur, and given a timeline	1	0.00%
do get back to the person with more info if they say they would	1	0.00%

Provide staff contact for speakers with questions	1	0.00%
engages the community to find solutions and takes action	1	0.00%
verbal acknowledgement is fine; citizens shouldn't automatically expect action based on what they say	1	0.00%
Better alignment with community values.	1	0.00%
Explain why input was not used in policy decision (especially if input is provided by a large group of people or seems like a consensus of the community)	1	0.00%
Be more inclusive of citizen comments that differ from their personal views.	1	0.00%
I'm not sure one should expect any specific type of action but an acknowledgement they were heard and on point feedback would be the polite way to operate.	1	0.00%
communicate where to find updates regarding topics expressed	1	0.00%
Doesn't pull a prepared resolution out seconds after the end of public comments	1	0.00%
Make Public Comment available on TV/Recorded Online	1	0.00%
Video is good. Not everyone can attend.	1	0.00%
Is respectful, ie pays same due as all speakers.	1	0.00%
Express appreciation for all of the input.	1	0.00%
Share "next steps" if there are any, or a general statement that reflects the topic, e.g. "several members have expressed concerns about the lack of affordable housing in Tacoma and we are considering a work group on this topic. We will post information on any topics presented tonight on the website if there is any future action relating to affordable housing."	1	0.00%
Publicly Publish unedited record of minutes.	1	0.00%
Do not set aside issues or positions not consistent w/ council's agendas.	1	0.00%
communicate where to find updates regarding topics expressed, share how input was used to come to a policy decision, This last point above is the MOST important.	1	0.00%
deliver a general summary of all speakers at the end of the forum, communicate where to find updates regarding topics expressed, share how input was used to come to a policy decision	1	0.00%
communicate where to find updates regarding topics expressed, share how input was used to come to a policy decision	1	0.00%
deliver a general summary of all speakers at the end of the forum, communicate where to find updates regarding topics expressed, share how input was used to come to a policy decision	1	0.00%
communicate where to find updates regarding topics expressed, share how input was used to come to a policy decision	1	0.00%
Address the citizens concerns verbally. If answers aren't available immediately, then at the next forum.	1	0.00%
Hold a meeting that includes questions from the public then answer them on the spot.	1	0.00%
Call a Town hall regarding persistent issues.	1	0.00%
Don't do nothing then act like the community's out of control.	1	0.00%

We dont understand how the issues and problems are supposed to get resolved when city council does the things tarika powell pointed out in court.	1	0.00%
all of the above. and maybe a page online where the forum was documented and further responses/questions could be posted by the council and the public. The public's questions/comments need to be addressed.	1	0.00%
do something to solve the problem	1	0.00%
Show they have some kind of empathy toward speakers' concerns for the general public.	1	0.00%
Provide follow up on action taken/status/feedback regarding each citizen's topic just as agenda items are addressed	1	0.00%
Answer questions from citizens before the next citizens forum via website, email or some other media.	1	0.00%
Keep a record of citizen input for decision making purposes, at least a tally of pro and con and a note about particularly innovative or wise ideas and sources on issues	1	0.00%
Citizens will be allowed to address items not on the agenda.	1	0.00%
Do something	1	0.00%

(Question #4)

	Total Responses	Percentage
Citizens' Forum is important to me because ...	193	100.00%
hear and learn from others	174	90.20%
speak to council as a whole recorded and televised	130	67.40%
I think it is important for the Council to hear directly from citizens in this way	93	48.20%
Forces Council Members to Listen	1	0.00%
provides an opportunity to engage with citizens	1	0.00%
It is important for Council Members to be open to public questions and discussions about City issues.	1	0.00%
We live in a democratic nation. This is not difficult!!	1	0.00%
I am representing my neighbors unable to be engaged at this level.	1	0.00%
Reminds the council that they work for us and we DO care.	1	0.00%
It's the only chance to voice a concern on the record	1	0.00%
It allows me to approach the Council openly about topics not on agenda.	1	0.00%
It helps government make informed decisions on how to serve the public.	1	0.00%
More voices = more solutions	1	0.00%
I hear and learn from other community members	1	0.00%
Citizen forum isn't important to me.	1	0.00%
All communication should be in formal hearing mode.	1	0.00%
It gives everyone a voice & is a reminder to our representatives to whom they are accountable.	1	0.00%
Citizen in attendance will not chant, yell out, or any other social justice distraction.	1	0.00%

It's an opportunity to define our values as a community. These values should drive decisions. Jobs? What kind of jobs? And so on.	1	0.00%
It is critical that Councilmembers hear from citizens of Tacoma regardless of whether or not citizens agree with individual Councilmember agendas. Remember, Councilmembers are elected to represent ALL citizens within their District and do not have the luxury to pick and choose whose voice they will listen to.	1	0.00%
They are held in each district	1	0.00%
Opportunity for non-campaign contributors to make believe they are part of the city	1	0.00%
It is a venue where I can learn about issues in our community.	1	0.00%
Public servants need to be held accountable to the community.	1	0.00%
It gives the community an opportunity to be involved in city government at a bare minimum	1	0.00%
Occasionally the local news will also attend and report.	1	0.00%
I am able to inform others in the community of concerns not addressed by the city council		0.00%
Because, as a person of color it may just be the only place to "have heard" and/or address issues of hate crime and institutional marginalization.	1	0.00%
Regarding citizens. That's us who elected the council	1	0.00%
It is crucial for public servants know how to serve its citizens by directly listening to them and to provide a platform for each citizen to have a voice	1	0.00%
It could provide an open minded council an opportunity to learn first hand from it's constituents.	1	0.00%
Because of my schedule I always watch the late night replay. I find this to be very important.	1	0.00%
Brings community problems to light	1	0.00%

Question #5:

Describe what productive communication will look like in Citizens' Forum

**Total Responses
105**

- | | |
|---|---|
| 1 | The citizen comments will be summarized, made part of the administrative record, and substantive comments/suggestions responded to. |
| 2 | Purposefully listening to the public speaker, with some acknowledgement and understanding/empathy shown by City Council Members |
| 3 | People being respectful to each other while sharing opinions/ideas |
| 4 | Would prefer format that was not dias/podium where everyone felt more equal, able to discuss speaker concerns as a group |
| 5 | General civility; question & answer session |

6 Citizens can speak on whatever topic is of concern to them. 2. The Council members' body language, questions, and statements would reveal that they understand their obligation to consider the input without being defensive. 3. The Council members would model respectful, civil discourse for the public. 4. All Council members would reveal their connection to the topic at hand if there is a slightest bit of conflict of interest. 5. Citizens' Forum would be a part of every weekly meeting. That would establish that it is important to the Council to hear/understand their constituents' concerns.

7 Action

8 Some form of summary - monthly or quarterly - on items shared and where additional information on the topic or how their information was used - if at all - would be helpful.

9 I do think things have gotten very aggressive and non-congenial and even at times almost verbally assaultive toward council members. But even so I do think that people's emotions are real and need to be acknowledged and taken into account by the policy-makers and our representatives. I want to see the council really appear that they are listening and responding in a very receptive way, even when the voices seem repetitive and sometimes abusive. They could be setting up special forums to discuss topics that are important to the citizens.

10 Active listening by council. It's not a conversation.

11 aufmerksam machen - 2. Interesse wecken - 3 engagement wecken
[TRANSLATION = 1. draw attention- 2. arouse interest- 3. arouse engagement]

12 When all the parties involved are able to effectively communicate about common. Goals.

13 Council members engage in question and answers with the public.

14 Being able communicate my point of view

15 As referenced in an above question option, a bit of "reflective listening" on the part of Council members and the Mayor, i.e. paraphrasing, restating or summarizing themes heard during the Forum. I will also describe what it does NOT look like ... Do NOT (as the previous mayor would frequently do) begin a Citizens Forum with a defensive and dismissive "prebuttal" regarding hot topics of the day that are anticipated to come up during the Forum. It sends the message that "we know what you're going to say and we don't care because we already have an opinion about you and what you have to say". It paints everyone there with the same brush; it's demeaning and disrespectful.

16 Verbal acknowledgement is enough. Speakers who aren't civil should be barred from speaking. Real conversations should take place at neighborhood council meetings.

17 In the forums I have seen, you get the distinct impression that the decisions were made long before general citizen input was asked for. They seem to pay lip service to hearing a public voice, but the input is discounted before it is even spoken.

18 "deliver a general summary of all speakers at the end of the forum

19 communicate where to find updates regarding topics expressed

20 share how input was used to come to a policy decision"

21 Dialogue, voting, information

- 22 A citizen speaks politely for 3 minutes, and Council Members respond in kind. Citizens should be escorted out by security if they do not speak courteously and in the time frame provided.
- 23 Give people their full first amendment rights--it will create better decisions & outcomes. If people are unhinged, maybe it's because the City is making bad decisions, which it often seems to.
- 24 Community participants will understand that name-calling and personal attacks are not constructive; council members will strive to actively listen to what community members are saying and will provide some form of response. (In current forums, I feel like I'm participating in an almost meaningless performance of a democratic process). I.e., the forum should serve as an important piece of the democratic functioning of this city and not be relegated to status of an annoying token.
- 25 Timely responses to questions or concerns expressed.
- 26 Well, change the protocol so feed back can be provided. Change back the opportunity to speak during public comments for those of us that arrive late. Council shut down this option. There have been situations where I didn;t expect to want to speak but somethign comes up durign a the meeting that changed my mind. Being told the sign up period was closed is nto appropriate. Council Members need to participate in training for themselves on how to be good listeners. They are there to repsresent all residents yet they often mre recenity appear to be favoring outside interests or only those that fit their personal bias.
- 27 Engaged council members who acknowledge the citizens in a positive way. Council members who can tell citizens where to engage with the city when it comes to their concerns. Uninterrupted time to speak. Limited "government" speak-such as just telling everyone that the city "is working" on something.
- 28 Having a public comment and information session that allows ample time for thoughtful decisions to be made.
- 29 Because it has to be open to all it will never be productive; there are too many different views and too many people that share their views in an incoherent manner for it to be deemed "productive". The Council could make it more productive by being open to ideas they don't share and when the will of the people is different than theirs, the plastic bag ban being a prime example, they should bend to the will of the people.
- 30 Two way discussions of topics before the a direction is choisen not after wards
- 31 Council will actually listen and consider community member input.
- 32 printed summary in next meet's agenda packet, summary of action or next step if applicable
- 33 Following traditional ways to keep it a comfortable environment. Don't make changes that could limit public comment, particularly on Non-Agenda issues. It is the elected officials responsibility and duty to LISTEN whether they want to hear it or not. They are our representatives and complaining about doing their job of listening to the public and saying it's a privilege and not a right is incredibly disrespectful to the people who they represent.
- 34 A clear agenda with time allowances for speakers.

- 35 Opportunity to speak on what matters to me. Opportunity to be heard. Having a voice in community issues. Offering solutions and ideas. Making problems known.
- 36 Giving enough time for speakers to fully present their views. Asking questions is good.
- 37 Dialogues, not monologues. We learn and make meaning through discourse.
- 38 Allow the public to testify on ALL ordinances, resolutions and amendments like at the Pierce County Council. Citizen Forum actually detracts from real participation in that it formally segregates comment from a real ability to engage and influence decision.
- 39 When city representatives actively listen to citizens and don't just treat the forum as a necessary exercise on the way to executing whatever they planned to do prior to the meeting.
- 40 People's issues will be summarized at end of meeting. Past issues will be addressed as to their status towards accomplishment
- 41 Respectful, ideas and commentary on issues beyond those prescribed on the council agenda.
- 42 Communication is a two way street. Currently the public gets to talk, but there is never an interaction back from the Council. That makes the public uncertain if they were heard, so they come back over and over, saying the same thing. Productive communication would involve having a LIMITED response back from the council after public comments. For example, after each speaker, there could be the opportunity for one or two (limited to that) Council members respond briefly to the comments. Yes, that takes more time initially, but I strongly believe we then wouldn't have to hear the same public comments over and over and future meetings. Once addressed, people will feel heard AND get more information about a topic.
- 43 For one thing something like this survey would be broadly announced so citizens would be aware of it and are able to participate.
- 44 See above.
- 45 Rules about topics and length of time speaking are clearly stated and not designed to unnecessarily constrain citizens from sharing their opinions on topics coming before the council as well as issues that need to be brought to the council's attention.
- 46 I think the value in Citizens Forums and similar meetings is that ordinary citizens can talk directly to the people who have power. It often feels like ordinary citizens have no influence and powerful business interests have a lot of influence (this is not just a City of Tacoma thing, this is, like, all of American politics). So a conversational feel is important, but more important is action taken that reflects the influence ordinary citizens have had. I am impressed with actions the City Council has taken to oppose the Northwest Detention Center, including the community bond fund that's been started, and would like to see more of that kind of thing, especially around the LNG plant.
- 47 Council actively listening, making sure citizen feels heard, relaying to all updates and how input affected policy decisions.
- 48 Constructive commentary on issues and concerns facing Tacoma residents.
- 49 "Communication goes both directions—citizen to council and council to citizen

- 50 *Comments regarding an action item are cut off one meeting before the vote so the council has time to consider comments before voting. This is made public in the agendas.
- 51 *Have better information to citizenry about work sessions and other opportunities to be informed about council business."
- 52 Courtesy and open body language exhibited by all Councilmembers. No eye rolls, snickers or other derisive and dismissive gestures. Also, this is no time to check messages or social media. Keep phones off and should not even be on the table except in extreme emergency. Listen attentively and with an open mind. Someone may know more than you. Remember, once the election is over, YOU are responsible to each and every citizen living in the district you were "hired" to represent. Listen. Respect the speaker. Ask clarifying questions. Ask speaker to leave contact information so you can get back to them about their issue. Citizens' Forum is probably the most important aspect of your job and each and every Councilmember must treat the speakers seriously. Most were not paid to show up and you were.
- 53 speakers being "heard" and acknowledged
- 54 Respectful engagement and swift feedback (citizens and city council).
- 55 Respectful attention and active dialogue.
- 56 Eye contact, acknowledge thanks for comments, respectful interaction to clarify data, facts, desired outcome between citizen and council member (s).
- 57 If several speakers share a common view, the electeds will feel compelled to do more research on the topic.
- 58 Summarized suggestions brought forward at previous meeting are read at the beginning of meetings.
- 59 There should be respectful two way communication.
- 60 There should be respectful two way communication.
- 61 There should be respectful two way communication.
- 62 There should be respectful two way communication.
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- 65 There should be respectful two way communication.
- 66 There should be respectful two way communication.
- 67 There should be respectful two way communication.
- 68 There should be respectful two way communication.
- 69 There should be respectful two way communication.
- 70 There should be respectful two way communication.
- 71 Council should look at the speaker, pay attention, and have the option to ask questions for clarification. Members may need some training on how to do this without arguing.
- 72 There is engagement with the council and citizens.
- 73 Certainly respectful, thoughtful, cogent and professional comments have a more positive impact.
- 74 Apply the golden rule

- 75 Council mbrs. exchange information to educate citizens on topics to help citizens understand existing policy(s) and process to improve policy if it does not meet current & future needs. Affirmative acknowledgement is not enough, mutual exchanges backed by action oriented follow-up (emphasis on follow-up) demonstrates effective communication.
- 76 Better notification of forum
- 77 back and forth and truly listening to input
- 78 The council members are engaged by and with those who elected them - their constituents & fellow citizens.
- 79 Respect shared. Members of public forum listen to citizens and take input into consideration. Citizens understand they can voice their concerns but this doesn't mean they get their way.
- 80 The traditional 3 minutes of public testimony once a month allows community sentiment on important issues to be raised to elected officials and televised to the public. Also, 3 minutes at any council meeting on an agenda item is importantly civically. These should be maintained intact. It is the single most important means of keeping our local government democratic and accountable to popular will.
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- 86 City Council hearing from the public and taking actions to address the public concern. With advisory commentary and action plans posted in easily accessible statements on the city Council web page.
- 87 If necessary there should be a moderator to ensure the Council is listening to speakers. Contact information should be collected of those in attendance. That information should be used to distribute meeting notes. Those notes should include resolutions to issues brought before council along with a timeline of when, how and by whom issues will be addressed.
- 88 Citizens will communicate their concerns and the city council will address those concerns whenever possible by making policy changes, or redirecting funding where appropriate.
- 89 "The council needs to be able to answer the concerns raised. As it is now, it's like we are talking to a brick wall. (And sometimes that wall is staring at its phone in its lap)
- 90 "City council engaging with speaker on whatever they talk about. City council collecting data and looking into scientific facts concerning what speaker talks about, especially if there are multiple community members and/or peoples of Sovereign Nations addressing the same issues then do what's in the best interest of the public.
- 91 Replies/rebuttal/dialogue are an important element of civic communication. I have been to many Citizens' Forum and have never heard a council member ask a question of the speaker after they spoke. It is hard to believe the council is either that knowing or that uninterested. And rarely have I heard the council discuss the issue afterwards. Usually there is no response at all.
- 92 when responses from council members are not simply canned talking points.
- 93 Communication between the City and the Citizens must be respectful. The City needs to listen to concerns, and show they care.
- 94 Both citizens and council listen to each other respectfully, citizens are acknowledged for the time, effort and courage it takes to address the council on issues of importance to them. Council keeps an open mind and expresses willingness to consider opinions brought before it.
- 95 The citizens' wishes won't be ignored and dismissed by the council.
- 96 Respecting the Public (they DO PAY YOUR Salary!!!) Listen to the Public's concerns and take them into consideration, Never blow them off.
- 97 Respect and active listening from the City Council and an obvious response or even a parroting of what each speaker is trying to convey for being understood. There is little respect for the very people who put the elected council members in office drawing healthy salaries of taxpayer monies. Please do NOT split our communities up at our neighborhood councils and not get to the crux of very excruciating matters at our general City Council meetings. We are being ignored and we have a profound sense of corruption within our local government.

- 98 Clearly stated, and outlined, decorum and expectations, as well as consequences for negating the agreed upon and community established rules of "dialogue".
- 99 Respectful listening. Note taking. Ample time to present. Deeper inquiry into concern or presentation. Our city is diverse. Our attention to that needs to be more than a nod
- 100 Have a format citizens follow to keep on track, i.e. state topic, state concern/opinion, state action requested/desired from council, provide supporting evidence/data. Allow sufficient time
- 101 Respect from council and community alike. Listening, learning, staying. Followup communication for questions that are asked.
- 102 People getting to state what they've been dealing with or thinking about is crucial. Elected officials need to be face to face with people to hear their concerns.
- 103 Every voice heard
- 104 Council would practice active listening, including feedback.
- 105 "Citizens should be encouraged not to fill entire time slot if they notice they are repeating others' ideas but otherwise it should continue as it has with record keeping and summaries of trends and explanations of decision making with basis in citizen input. Also, the Puyallup flag should be flying in Council Chambers and other meeting halls, with a word of regard for the Puyallup people, who left this area in such pristine condition from which Tacoma has benefitted greatly..
- 106 A spreadsheet or chart of citizen input could be made publically available on City webpage with records of emails, as well as forum comments (whether pro or con issues) so that citizens feel heard. Their voices should have more influence than that of sponsors and investors.
- 107 Citizens should not be threatened by Council Members but thanked for their contributions and time. Neither should Council be threatened by Citizens.
- 108 When a citizen speaks to you month after month, learn the individual's name.
- 109 "Citizens will be allowed to address items not on the agenda. As the City Council sets the agenda, by limiting speech to what is on the agenda, citizen concerns are not being heard equally. This tactic amounts to censorship.
- 110 Public addresses concerns and solutions are implemented
- 111 Public Comments or what has been called "Citizen Forum" should be at every council meeting. It also may be reasonable to take comments at the end of Study Sessions on the topic discussed. Regular dialogue and reduce or eliminate frustration and perceived limitations of access.

<i>Question #6:</i>	Total Responses
Provide other methods of engagement that can be incorporated into Citizens' Forum and add additional comments you may have ...	68
1 Provide terminals or live web address that the participating public can use to submit questions and/or comments to City Council. Live editing to remove objectionable input.	
2 If a public speaker has come multiple times on the same subject, then please have personal follow up with that citizen.	

- 3 Rotate them at various venues throughout the city at various dates/times (ie daytime, weekends). Make them family friendly so youth can start engagement process. This is who we are planning for!
- 4 Brief recap of topics; thanks for participating
- 5 Citizens' Forum would be a part of every weekly meeting. That would establish that it is important to the Council to hear/understand their constituents' concerns.
- 6 Action and context
- 7 Have some kiosks or ipads available for some citizen comments to be submitted electronically for meetings running longer, have citizen forum communication summaries available online so others can see what has been shared at Council Meetings. Assign a staff member to respond with general correspondence to those who took the time to speak and give their contact information. General correspondence as to not form a sense of entitled or unhealthy communication, but something that says thank you etc.
- 8 Texts to a site that allow people to write comments rather than get up and talk in to a mike (this should be allowed in any language with an offer to translate it into English for the council members. Video testimony could be made and sent as well. Other forums throughout the city like the Latino Town Halls could be important, but take money and time and effort to pull off. BUT they are worth it to get the citizens of Tacoma engaged.
- 9 ich bin weltweit engagiert den Menschen das leben leichter zu machen
[TRANSLATION = I am committed worldwide to make life easier for people.]
- 10 Effective use of media to transmit information.
- 11 Listening is a good start. Accepting points of view for what they are and asking questions.
- 12 Staff should create a table (or log) of actionable comments voiced at each Forum. This should be reviewed regularly at senior leadership team meetings. Issues raised by citizens should be assigned to an appropriate department for follow-up review and consideration. Subsequent action steps (even a simple response to the commenters) would be noted on the log and this table (or log), updated as needed, which would then be included in the Study Session packet on a monthly basis. In this way, people could see that what they have to say is being heard, acted on and occasionally making a difference. This is not at all to say that the City staff or Council actually would always or should do what people say they want done. It is more a way to formalize, document and demonstrate to the public that what people say isn't being ignored. The City I worked for and retired from as a department director did this and it was a very effective tool for both the staff and the Council. // Another engagement idea would be to incorporate live feedback on a topic. For instance, using "clicker" devices issued to meeting attendees, and/or engaging viewers using an Insta-poll texting system. // Finally, I would encourage you, the City staff and the Council, to consider the community engagement principles outlined in this paper from Dartmouth College: <https://is.gd/jaCgVS>
- 13 Written communication to include in records on issues. Follow up to see if issues are actually relevant to community members. Limit the number of times a single speaker can address council on same issue.
- 14 How about a "go to meeting type link" for the public, Online real time

- 15 Why doesn't the council or portions of the council just make scheduled visits to the Neighborhood Councils? Those are informal visits in a civil structure that's already developed, they allow for a lot of productive back-and-forth, and if those visits became regular, you'd see more participation on the neighborhood council level. At a recent NENC meeting, 50 people were there when two or three council members came to speak and answer questions. And it's not the same 50 you see in council chambers.
- 16 Ask for input on the problem, potential solutions, and potential negative affects to the community involved at the start of the process, not in the middle or the end.
- 17 Spread surveys like this to specific Facebook groups like this one. People engage more on social media. You can do live videos, have votes, and take the information collected into consideration when making changes.
- 18 Council could meet in various schools in the Districts to facilitate availability to all parts of the City. Citizen Forum could then be available to more citizens in more areas.
- 19 CC members routinely visiting Neighborhood Councils. They are volunteering their time to better their communities. CC should respect & elevate their role.
- 20 I liked the idea of council members discussing topics with their constituents in a neighborhood meeting (as a supplement to the forums but not as an alternative). Maybe a summary of issues raised at these meetings could be incorporated into discussion of same topics at citizen's forum. It would be great if citizens could get tips on effective forum contributions (it's hard to condense what you need to say into 3 minutes).
- 21 Council members attend other community engagement events.
- 22 "They need to understand that meetings may not be pleasant. For example if someone shows extreme frustration and a deeper voice it is very likely they have been pushed to the limits. Council Members choose to run for this position and choose to run for additional terms. It must not be all that bad so they had better sit there and show some compassion and understanding for different points of view. To use Lauren Walker as an example, her body language, scowl looks and comments about feeling ""icky"" over bad actions made by others at a differnt time when Narrowsmoor was seeking a conservation district is simply out of line. Her double standards are outrageous. Being a council member is not all about just them.
- 23 City Council needs to have Town Hall meetings on a quarterly basis. "
- 24 Maybe a few week time period before the meeting during which citizens can submit their questions so that council members will be able to set an agenda that is very specific to the group and be able to give us more targeted information.
- 25 The Council needs to quit insisting on unanimous votes and shunning those members whom don't capitulate. I hate Councilman Ibsen's politics, I actually find him to be a very rude and condescending individual, but the fact the entire council endorsed his opponent because he votes his conscience is not a productive form of governance.
- 26 It would be great if councilmember return calls and emails
- 27 Limit to three minutes, and/or five for a group speaker

- 28 "Submit a question to ask for responses from the council.
- 29 DO NOT LIMIT COMMENT TO AGENDA ITEMS. There are many important issues that will never come up on the agenda, even though they should. If we had to wait then important issues in neighborhoods would never have a voice, like Portland Avenue Community Center and park. If I had to wait for it to be on the agenda it would have been sold and we would never have gotten thought about as a neighborhood. Things, places and ideas may not have value to some but to some they have immense value. Limiting speech in any way sets a dangerous precedent."
- 30 Brainstorming solutions to problems; community members buy into solutions they choose
- 31 Use more Social media for updates, speak on campuses (UWT),
- 32 Allow the public to testify on ALL ordinances, resolutions and amendments like at the Pierce County Council. Citizen Forum actually detracts from real participation in that it formally segregates comment from a real ability to engage and influence decision.
- 33 City Council should define and publicize and change/improve over time what the citizens should expect from council members in terms of public behavior and public engagement. Then, council members should model all of those expectations and monitor to ensure that each council member is modeling those items.
- 34 Developing citizens commissions to study and make recommendations on important issues. City leaders are not perceived as being transparent or responsive. They are perceived as being self-serving and solely ambitious. Citizens speaking out has become a futile exercise. The epitome has been the mockery and denigration of citizens with views that oppose their own views. The city leaders have been condescending directly or through their mouthpieces in the community. This has occurred repeatedly with hot issues, eg LNG, neighborhood development (Proctor as a prime example), and TPU (Click!). There is also a lack of diversity regarding POVs. The council has just about become an arm, perhaps 2 arms, of the local Democratic Party and their leadership. Whatever certain people (who are also tied in with the corporate and certain nonprofits) decide about policy and leadership, that is what goes. As a result, we have missed out on having certain outstanding community leaders come to the fore in our city government. I've observed this occurring over the decades and it's most disappointing. The existing leaders will not step out of the lines. As such, I also think this strategy to engage and "repair" the rift is a sham. The City Council is wasting time and money again with another "consultant". Nothing will change. I've been closely and actively involved in campaigns in this town. It's an inside job. Their people get in and the rest are inconsequential. Citizens of Tacoma are fed up. Strickland had everyone's support and trust. She lied and locked down the whole council. She now has what she wants. Woodards is locked down herself. This is very sad. It'll change eventually with the influx of newcomers. Otherwise we will see nothing different nor effective arise from this process because CDR is simply a tool of the council. Blah blah blah

- 35 For larger and important issues, a task force would be created that included both council members and concerned citizens.
- 36 See above answer.
- 37 Blog posts of email input by citizens.
- 38 Perhaps life surveys on a screen people can join on their smartphone. Ask a question, see some responses.
- 39 Create a feedback loop using existing technologies like your website, inexpensive and accessible to most.
- 40 Right now the city council meetings don't seem like hearings because there's no indication that the speakers have actually been heard. It seems like the council is really operating under a 'deliberative' model and just going through the motions of appearing like a 'hearing'.
- 41 Platforms like citizens forum do not work unless citizens believe the city council is working for/with them. Therefore it's a conflict of interest regarding civic engagement when city council is acting as lead agency in controversial projects like LNG. It immediately erodes trust and engagement.
- 42 Followup actions on topics discussed
- 43 Written summary of comments and actions re specific issues, ie LNG plant, from previous council meetings to avoid endless repetition. Somehow incorporate information/ updates from neighborhood councils into a Forum issue for both full Council and citizens who speak. Bring citizens, neighborhood councils and full Council into the same information and action space.
- 44 Phone number like "Go to" conference call.
- 45 It might help to have a facilitator when particularly controversial issues are swirling. We would rather have the mayor engaged and listening rather than trying to run the process. And no matter what, a smile and thank you to the speaker can help everyone feel heard.
- 46 televising neighborhood council meetings and have rotating council member attendance
- 47 There are other opportunities for citizen participation--particularly at the council committee level where policy evolves. Perhaps, making those meetings more public and transparent and at times that would accommodate greater public participation.
- 48 Arrange a forum/mtg. with all or district specific neighborhood/business block group Leaders & thought leaders to exchange common / chronic issues with an eye toward problem / resolution. It's my thought, this could potentially reduce the existing drain on city resources and go a long way toward neighborhoods "self-resolving" most safety/livability issues.
- 49 All notices posted on the neighborhood councils website / Facebook
- 50 We can have council members have separate citizen's forums/conversations in their districts but need a general one as well.
- 51 Continued efforts to create systems of effortless communication such as this google form. I am able to provide feedback from the comfort of my own home.
- 52 A response to individuals that speak on topics of concern for the public from City Council and City leadership, whether good or bad.
- 53 Online participation during live streaming. Someone should be assigned the job to read comments and to raise questions at the meetings that are being posted.

- 54 The citizen's forum being at 4 or 5 pm makes it difficult for people to attend if they have work. If it could even be at 6, that would be better. A lot of voices end up unheard because they can't make it in time to sign up for the comment period.
- 55 The Puyallup Tribe's flag should be with the other flags in council chambers. Honor the People who's land you are occupying.
- 56 Eye contact, body language, facial expressions, note taking (not passing), Q&A, try new ideas through community outreach programs to get community more involved, advertlse whats going on in city council meeting, post meeting info with agendas in various social media outlits with good advanced notice, add a sign language interpreter, add differant language interpretation devices, stop calling it citizens forum because it should be a community forum and not limited to citizens of the United States by its name, call and attend meetings with community leaders, attend local community and college workshops concerning complaints, dont just show up to events for a photo op, try to genuinely listen to understand all sides to the issues by investigating for yourself- dont just listen to what companies have to say because companies will always act on the best interest of the buisness, change the yes culture in tacoma, dont disregard the openion of a community member even if you disagree with them
- 57 I understand listening and interacting with the pressing throng on a myriad of issues, some complexly significant, some redundantly boring, some paranoid or hallucinogenic can be a taxing responsibility. I feel for you. But without dialog the public becomes frustrated. I recommend asking and answering questions and not just saying "Thank you for speaking. The next speaker is ..." This questionnaire is a good start. I wish you well. Cheers to Tacoma.
- 58 It would be helpful if there were opportunities for citizens can ask questions of leaders, knowing that answers will be forthcoming; if not immediately, then within a reasonable period of time and in a public way (if not in a forum, perhaps online, i.e. on the record.) Part of the problem I see with the Citizens Forum is that members of the public, even large groups, can bring concerns, and by design are met with stony silence or threats to limit speech when people become naturally aggitated with feelings of not being heard. People feel that the council goes and does what it had already decided to do and appears to not have taken legitimate and widespread concerns into consideration. There is never an opportunity where the Council is required to respond.
- 59 Take the citizens's wishes into account and act on them.
- 60 All of the above under the "other" categories. Bring us together -- do not separate us out to where we definitely feel and think we're being ignored at this meetings. It is insulting, degrading, and against our First Amendment Rights!
- 61 "Community outreach. Council member attendance at specific to neighborhood or situations of local concern. LISTENING actively to the citizens perceived problem and suggested solutions.
- 62 "
- 63 Hold community question/answer discussion forums. Would like interactive discussion. Not just making statements.

- 64 I saw firsthand where a people was shown favoritism - allowing that person, who showed up late, an opportunity to speak when others were denied. Last year, there was a large women's march lead by indigenous people. Council knew they planned to attend the council meeting. So, council had a very short meeting and ended the meeting 5 minutes prior to the people showing up. I considered this to be extremely disrespectful to the community. They knew how close the march was when they adjourned because others attending let them know. INCLUSION and RESPECT are big issues that need to be addressed.
- 65 Again, I find that the televised council meetings are so valuable. There are some things happening in Tacoma that I would never know about unless I watched the council meetings.
- 66 Robust discussion with ample time to make our point.
- 67 "Citizen crowd and their signs should be televised so that the general public knows how concerned people are about issues (like justice for Jackie, the LNG Plant, Active Transportation, the housing crisis, the detention center in the port), in particular when First People's gather; their drumming and songs need to be heard. As well, the TNT and Tacoma Weekly should report regularly on Citizen Forum, as our local press.
- 68 On hot issues, a form could be circulated that asks simply, are you for or against? Then perhaps, so many folks would not take to the podium. Something like this could be sent to constituents via email for council to discover and act on our views.
- 69 Try to represent people before monied interests. Do whatever you can to learn our views. Ask us what we think!"
- 70 City Council can actually start listening to members of the community. There was no reason to spend taxpayer money on the study. Community members came out in droves to protest awarding the money to a local business without a formal bidding process. But city council members went ahead anyway.
- 71 Listen, respond, react
- 72 Use the Neighborhood Councils as regular monthly Town Hall meetings with one of the City Council members assigned to each neighborhood council. This is where grassroots issues can be discussed in more depth and suggestions for resolutions of issues can take shape.

Appendix 5: Mediator Observations

Mediator Observations-during Citizens' Forum

- Several people talk past timer, then annoyed when Mayor upholds time limits.
- Respectful yet angry. Emotion seem to be in check, yet annoyed not to get answer immediately.
- Loud voices, passionate comments, talking facts yet expressing emotions (Geological hazards)
- Asking why city taken no action.
- No applause, yet Mayor cannot enforce, so it looked weak and distracted from other civil behavior.
- Deputy Mayor and Mayor, members of audience commented on lack of respect.
- Member of audience busy taking video and photos of speakers and chart. Did not feel respectful. Asked to stop and finally sat down.
- Interesting to see some public complain to me (mediator/observer) about emotions expressed by some members of public were disrespectful African American) but did not feel their own emotions lacked respect. This from white member of public.
- Public seemed to think Maralise was supposed to hold all to the correct conduct. I clarified the role of center was to observe and asked then to write down their comments.
- Powerful emotions are expressed, could be seen as anger but I do not believe there was a lack of respect.
- Content seems to be complaints: mediator reframe: poorly worded requests. Wow, I can see now how powerful to say Thank you...even if they are complaining.
- The public seems to respond with joy when they see the mind map on the wall and hear the summaries at the end. Interesting to hear how much they appreciate some a simple thing.
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APPENDIX 6: Survey on Draft of Commitment to Civility

Timestamp	Proposed Civility Pledge ... "I honor civility in this forum when I listen so others feel heard. I honor civility when I speak so others can hear. We pledge to be grounded in the principles of equity, inclusion, excellence, service and integrity."	Civility pledge guiding principles ... "Respect all humans (EQUITY & INCLUSION), Offer constructive input (EXCELLENCE), Share responsibility (SERVICE), Steward public resources (INTEGRITY)"	Civility pledge practical guidance ... "Practice listening so others feel heard, Pay attention, Acknowledge speaker, Value testimony, Offer next steps, Practice speaking so others can hear, Use respectful tone, introduce yourself and your intention, Describe concern or issues, Share how it impacts you, Request action	Proposed Rules For Procedure 9B ... "Civility. All speakers during public comment or Citizens' Forum shall be civil with their words and behavior. Speakers and listeners shall respect all people and avoid insults. Speakers shall focus their comments to pertinent facts and subject matter. The presiding officer makes the determination of what is disruptive."
2018/06/19 5:04:04 PM MDT			If members of the City Council are also pledging to this, then it would be extremely helpful when a person from the public is speaking of they did 3 things: eye contact to show that they are listening, no side sotto voce conversations with other members while someone is talking and last, to acknowledge the speaker when he/she is done and indicate in some way that they understood the speaker.	
2018/06/20 7:59:04 AM MDT	What's next? Loyalty Oaths?			

<p>2018/06/20 10:37:30 AM MDT</p>		<p>All could be explicitly limited to protected classes. I don't respect many many humans—you don't either. Drug dealers, gang members, sex offenders, those exploiting others' quality of life for their own profit, shitty landlords, PSE, US Oil, the Point Ruston owners, etc. etc.</p>	<p>Tone policing?? Really? Someone's tone, anger, etc. is often an indication of the importance of the issue to them. It could be life threatening or threatening to their economic lives. There are civility pledges and loyalty oaths—this whole exercise seems tilted to the latter.</p>	<p>The portions of the rule dealing with criticism is off. There are many examples, but for example, if a candidate takes special interest money, such as from fossil fuel companies, or PACs materialized funded by opaque fossil fuel companies' criticism of this and how it influences their behavior and votes should absolutely be fair game. Also, ethics, conflicts of interest, poor performance or ignoring constituents should absolutely be fair game too.</p>
<p>2018/06/20 11:27:20 AM MDT</p>	<p>Reminds me of the form that Japanese Americans in the internment camps were forced to sign to pledge their allegiance to the country and forswear any loyalty to the emperor of Japan. If someone has to sign this in order to exercise their free speech rights, I would remind you about the <i>Lozman v. City of Riviera Beach, Florida</i> case recently decided by the Supreme Court. Prior restraints on political speech are piling up in the dustbin of history and Tacoma's will have the same outcome.</p>			
<p>2018/06/21 3:28:35 PM MDT</p>	<p>ok</p>	<p>ok</p>	<p>ok</p>	<p>Change "Citizens' Forum" to "Tacoma Residents' Forum".</p>

<p>2018/06/22 7:06:54 PM MDT</p>	<p>Sounds good but people won't do it. Citizens have been asked repeatedly to do this been and they refuse. What about waving the distracting signs behind speakers? What about naming council members; children and making threats. Do you really think this little pledge will do anything?</p>	<p>People won't do it - especially the Redline group who clearly think only of themselves. They were at last Citizens forum - none of this will impact their behavior.</p>	<p>Council isn't supposed to respond?? Is this changing? Describe respectful tone.</p>	<p>Describe/define civility. If presiding officer determines disruptive - then what? Ask them to leave? Have them removed? And what if council is offended and presiding officer does nothing? This is a joke. Total waste of money. We could do better with a kindergarten behavior expectation chart.</p>
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APPENDIX 7: OTHER CIVILITY PROJECTS AND BIBLIOGRAPHY

Other Civility Projects

- Inclusive Public Engagement: Institute for Local Government (ILG) 501 (c) (3)
 - <http://www.ca-ilg.org/>
- Responding to Emotions and Conflicts in Public Hearings
 - <http://www.ca-ilg.org/post/responding-emotions-and-conflicts-public-hearings>
- Sample codes of civility in public hearings and sample pledge
 - [http://www.ca-ilg.org/sites/main/files/file-attachments/tips for promoting civility in public meetings 1.pdf](http://www.ca-ilg.org/sites/main/files/file-attachments/tips_for_promoting_civility_in_public_meetings_1.pdf)
- Promoting Civility at Public Meetings: Concepts and Practice
 - <https://www.smgov.net/departments/council/agendas/2011/20111108/s2011110808-A-4.pdf>
- The Civility Project
 - <https://www.civility-project.com/>
- The Civility: Project Pledge
 - <https://www.civility-project.com/the-pledge.html>
- The Civility Project: Pledge Cards
 - <https://www.civility-project.com/uploads/2/3/0/8/23083132/print-at-home-pledge-card.pdf>
- League of Minnesota Cities: Focus on Civility in Local Government
 - <https://www.lmc.org/page/1/civility.jsp>
- League of Minnesota Cities: Ethics Resources (with links to Values and Code of Conduct documents)
 - <https://www.lmc.org/page/1/ethics-resources.jsp>
- League of Minnesota Cities: City Civility Look-up
 - <https://www.lmc.org/page/1/civilitylookup.jsp>
- Duluth, Minnesota “Speak your Peace”
 - <http://www.dsaspeakyourpeace.org/>
- Town of Kenneth City Core Values of Civility
 - [http://www.kennethcityfl.org/vertical/sites/%7B5B2961C3-5126-4AF3-B318-408F7A21F1A1%7D/uploads/Town of Kenneth City Core Values of Civility.pdf](http://www.kennethcityfl.org/vertical/sites/%7B5B2961C3-5126-4AF3-B318-408F7A21F1A1%7D/uploads/Town_of_Kenneth_City_Core_Values_of_Civility.pdf)
- Tacoma 2025 Citywide Vision and Strategic Plan
<http://cms.cityoftacoma.org/tacoma-2025/tacoma-2025.pdf>
- Rules of Procedure of the Council of the City of Tacoma
<http://cms.cityoftacoma.org/cityclerk/files/documents/CityCouncilRulesOfProcedure.pdf>

Books and Articles

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- Robert, H. M., & Robert, S. C. (2011). *Robert's Rules of Order Newly Revised*. Philadelphia, PA: Da Capo Press.

Graphic Facilitation

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<http://www.colibrifacilitation.com/connect/>

See Following Pages
for Appendix 8



City of Tacoma

747 Market Street, First Floor,
Tacoma WA 98402

Legislation Details (With Text)

File #: RES39882 **Version:** 2 **Name:** RES - Amend Council rules - Rule 9
Type: Resolution **Status:** Adopted as amended Substitute
File created: 11/30/2017 **In control:** City Council
On agenda: 12/12/2017 **Final action:** 12/12/2017

Title: This is the second reading of a resolution amending Rule 9 of the Rules of Procedure of the Council of the City of Tacoma relating to Public Comment/Public Forum to suspend Citizens' Forum on the second Tuesday for one-year to allow for a revised Citizens' Forum pilot project; authorizing the one-time use of up to \$25,000 of Council Contingency Funds, to assist in evaluating and developing the pilot project; and directing the City Manager to negotiate an agreement with the Center for Dialog and Resolution for said purpose. [Council Member Walker Lee]

Sponsors: Lauren Walker Lee

Indexes:

Code sections:

Attachments: 1. Substitute Resolution No. 39882, 2. City Council Action Memorandum, 3. Council Consideration Request, 4. Resolution No. 39882

Date	Ver.	Action By	Action	Result
12/12/2017	2	City Council	amended	Pass
12/12/2017	2	City Council	moved as a substitute	Pass
12/12/2017	2	City Council	adopted as amended	Pass
12/5/2017	1	City Council	set over for final reading	

This is the second reading of a resolution amending Rule 9 of the *Rules of Procedure of the Council of the City of Tacoma* relating to Public Comment/Public Forum to suspend Citizens' Forum on the second Tuesday for one-year to allow for a revised Citizens' Forum pilot project; authorizing the one-time use of up to \$25,000 of Council Contingency Funds, to assist in evaluating and developing the pilot project; and directing the City Manager to negotiate an agreement with the Center for Dialog and Resolution for said purpose. [Council Member Walker Lee]



City of Tacoma

747 Market Street, First Floor,
Tacoma WA 98402

Legislation Details (With Text)

File #: 18-0068 **Version:** 1 **Name:** MOT - Citizens' Forum
Type: Action Item **Status:** Adopted
File created: 1/25/2018 **In control:** City Council
On agenda: 1/30/2018 **Final action:** 1/30/2018
Title: A motion may be considered to conduct Citizens' Forum at the City Council meetings of February 13, March 13, April 10, and May 8, 2018 after Unfinished Business on the Regular Agenda.

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
1/30/2018	1	City Council	adopted	Pass

A motion may be considered to conduct Citizens' Forum at the City Council meetings of February 13, March 13, April 10, and May 8, 2018 after Unfinished Business on the Regular Agenda.



Req. #18-0521

RESOLUTION NO. 40017

1 BY REQUEST OF MAYOR WOODARDS

2 A RESOLUTION relating to the *Rules of Procedure of the Council of the City of*
3 *Tacoma*; amending Rule 9, relating to Public Comment/Public Forum, by
4 amending Section C, "Citizens' Forum," to reinstate Citizens' Forum on the
5 second Tuesday of every month.

6 WHEREAS, at the November 28, 2017, Study Session, former Council
7 Member Walker Lee shared a Council Consideration Request to consider changes
8 to the *Rules of Procedure of the Council of the City of Tacoma* related to Citizens'
9 Forum, and

10 WHEREAS, on December 12, 2017, the City Council approved Resolution
11 No. 39882, to amend the Rules of Procedure by suspending Citizens' Forum on the
12 second Tuesday of each month to allow for a Citizens' Forum Pilot Program, and

13 WHEREAS the amendment stated that "Citizens' Forums shall be held
14 monthly at a date and location to be determined by the City Council," and

15 WHEREAS, through the same resolution, the City Council authorized the use
16 of \$25,000 of City Council Contingency Funds for a professional services agreement
17 with the Center for Dialog and Resolution to consult, facilitate, and develop new
18 methodologies for Citizens' Forum, and further, to develop an online survey and
19 explore creative engagement options, and

20 WHEREAS, in February, March, April, and May of 2018, the consultant
21 facilitated Citizens' Forums, conducted community focus groups and an online
22 survey to receive input and recommendations from residents, and the consultant
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will share recommendations and explore with the City Council and staff how best to incorporate them, and

WHEREAS this will include communication strategies and conflict dynamics, as well as new methodologies, and

WHEREAS the consultant will present a final draft to the City Council and community by June 30, 2018, and

WHEREAS Mayor Woodards desires to reinstate Citizens' Forum on the second Tuesday of each month to ensure consistency in providing opportunities for residents to share their views to assist the City Council in making policy decisions;

Now, Therefore,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:

That the *Rules of Procedure of the Council of the City of Tacoma* is hereby amended as follows: Rule 9, Section C, Citizens' Forum, is hereby amended to reinstate Citizens' Forum on the second Tuesday of each month, as more specifically set forth in the attached Exhibit "A."

Adopted _____

Mayor

Attest:

City Clerk

Approved as to form:

City Attorney



EXHIBIT "A"

RULES OF PROCEDURE OF THE
COUNCIL OF THE CITY OF TACOMA

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RULE 9 – PUBLIC COMMENT/PUBLIC FORUM

* * *

C. Citizens' Forum – Second Tuesday. ~~Citizens' Forums shall be held monthly at a date and location to be determined by the City Council. On the second Tuesday of each month, time shall be reserved for citizens' comments.~~ The purpose of this forum is to assist the Council in making policy decisions; therefore, items of discussion shall be limited to matters over which the City Council has jurisdiction. A speaker's remarks shall be limited to up to three minutes per person, per Citizens' Forum. Where necessary, due to the number of persons who want to address the Council, the presiding officer shall retain authority to limit all persons' remarks to an equal period of less than three minutes. To further ensure equal opportunity for the public to comment, each person may address the Council only one time during the Citizens' Forum portion of any meeting. Comment shall not be made in support of or opposition to any matter on the Council Agenda for which the time for public comment has passed.

* * *

Appendix 9: Recommendation for Commitment to Civility
City of Tacoma: Citizens' Forum
June 30, 2018

PROPOSED Commitment to Civility:

I honor civility when:

- * I listen so that others feel heard.
- * I speak in ways that others can hear.

The principles of equity, inclusion, excellence, service and integrity ground our commitment to civility.

GUIDANCE TO LISTEN AND SPEAK IN WAYS THAT HONOR CIVILITY:

In keeping with the 'Commitment to Civility', we commit to:

#1. Uphold Tacoma's common vision: Tacoma is a livable and progressive international city, regarded for the richness of its diverse population and its natural setting.

#2. Follow the guiding principles:

- ✓ Respect all humans (EQUITY & INCLUSION)
- ✓ Offer constructive input & actions (EXCELLENCE)
- ✓ Share responsibility (SERVICE)
- ✓ Steward public resources (INTEGRITY)

#3. Practice listening so others feel heard:

- ✓ Pay attention
- ✓ Acknowledge speaker
- ✓ Value testimony
- ✓ Offer next steps and actions

#4. Practice speaking so others can hear:

- ✓ Use respectful tone
- ✓ Introduce yourself and your intention
- ✓ Describe concern or issues
- ✓ Share how it impacts you
- ✓ Request action

#5. Follow the Rules of Procedure

PROPOSED RULES FOR PROCEDURE, 9B:

Civility. All speakers and listeners during Public Comment or Citizens' Forum are asked to be civil, to respect others and to refrain from personal insults. Free speech rights are held by all, yet disruptive conduct is not allowed. Public comment on agenda items must be focused to pertinent facts and subject matter. The presiding officer makes the determination of what is disruptive.

CURRENT RULES FOR PROCEDURE, 9B:

Courtesy. All speakers during Public Comment or Citizens' Forum, in the discussion, comments, or debate of any matter or issue, shall be courteous in their language and deportment and shall not engage in or discuss or comment on personalities, or indulge in derogatory remarks or insinuations in respect to any member of the Council, or any member of the staff or the public, but shall at all times confine their remarks to those facts which are germane and relevant, as determined by the presiding officer, to the question or matter under discussion.

Appendix 10: Elements for a Tracking System

See Section F: for explanation.

General Channels:

- List serve** = Request to be included to receive agenda's, minutes, and any other pertinent information via email for any or all of the committees, boards, commissions, or meetings.
 - Tacoma First 311:** A Customer Support Center <https://www.cityoftacoma.org/tacomafirst311>
 - TV Tacoma: how and what can be found here** <http://www.cityoftacoma.org/cms/one.aspx?objectId=18251>
 - COT Website** <https://www.cityoftacoma.org/>
-

1. CITIZEN

- **[Channel]** Meet or email with Council Members
- **[Channel]** Attend meetings you can provide a voice (committees, boards, commissions, Standing committees, Council meetings, Citizens' Forum)
- **[Channel]** Monitor* meetings, including those that you cannot provide input (Committee of the Whole, Study Session, City Council)
(Monitor = Follow and stay up-to-date by utilizing one of the general channels)*

2. CITIZEN: COMMITTEES, BOARDS, & COMMISSIONS

Purpose: Advise and make recommendations to the City Council and/or City staff.

- **[Channel]** Public comment
- **[Channel]** Request to meet with Chair(s)
- **[Channel]** Request to meet with the assigned City staff
- **[Channel]** Email Chairs and the assigned City staff
- **[Channel]** List serve
- **[Channel]** Website

1. COUNCIL STANDING COMMITTEES

- **Functions and Purpose:**
 - Be a **link** between the Council and City departments and other bodies responsible for the implementation of Council policies and plans.
 - **Serve as the primary mechanism of communication and support** between the Council and other bodies, and thus inform the Council of pertinent information related to the function of these other bodies.
 - **Provide a means for monitoring the implementation** of Council policies and plans, and for identifying needs for new policies.
 - **Provide a structure for communication** among City departments and for the integration of services across departments.
 - **Express their actions as recommendations** to the Council as a whole. No activity of a Council Committee may serve to limit information reaching the Council in a timely way, or to substitute its judgment for the actions of the Council as a whole.
 - **Review proposed ordinances and resolutions** referred to them and make recommendations regarding their adoption to the City Council.
 - **Receive briefings** from assigned citizen Committees, Boards and Commissions and ensure work plan alignment with that of City Council Strategic Goals and Priorities.
 - **Review and forward applications** for citizen Committees, Boards, and Commission seat vacancies, as listed in Appendix D, to City Council for appointment.
- **[Channel]** Has the ability to do three actions:
 - Recommend for adoption
 - Forward without recommendation
 - Not recommend

- [Channel] Remove matter from committee
 - If approved, it gets released from said committee and placed on the next available Council agenda for appropriate action
- [Channel] Public comment
- [Channel] Request to meet with chair(s)
- [Channel] List serve
- [Channel] Website

4. COMMITTEE OF THE WHOLE

Purpose = primarily for considering current problems of the City and coordinating the work of the Standing Committees of the Council

- [Channel] Follow agenda items
- [Channel] List serve
- [Channel] Website

5. STUDY SESSION

- [Channel] Follow agenda items
- [Channel] List Serve
- [Channel] Website

1. CITY COUNCIL MEETING

- [Channel] Public Request for Presentation (Rule 8E)
 - Apply by submitting a complete Application to Make a City Council Presentation.
 - At least 2-weeks prior to requested Council meeting
 - Mayor, CM, &/or staff designee will determine if the proposed presentation meets the intent of this policy - if there is uncertainty, they will go to the Committee Of The Whole for guidance
 - Presentation is limited to 5-minutes
 - Council will hear two presentations per meeting
 - The City retains the right to decide if you can present
 - Once your presentation is approved, you will be added to the appropriate Council agenda
 - If not approved to present, the applicant will be notified the reasons why
- [Channel] Public comment (Rule 9A)
- [Channel] Citizens' Forum (Rule 9C)
- [Channel] Website

7. CITY COUNCIL - CITIZENS' FORUM

Purpose = to assist the Council in making policy decision; therefore, items of discussion shall be limited to matters over which the City Council has jurisdiction

- [Channel] Speak at podium
- [Channel] Find others with like interests and learn from each other

8. CITY COUNCIL: 1st READING

Purpose =

What are the rules/can happen between 1st reading and 2nd reading?

9. CITY COUNCIL: 2nd READING

Purpose =

10. CITY COUNCIL APPEAL

Need rules for Rule 12A, 12B, & 12C