

ADDENDUM No. 1

RFP No. 21-25

Ann Arbor Vision Zero Action Plan

Due: August 25, 2021 by 2:00 P.M. (local time)

The information contained herein shall take precedence over the original documents and all previous addenda (if any) and is appended thereto. **This Addendum includes thirty-four (34) pages.**

The Proposer is to acknowledge receipt of this Addendum No. 1, including all attachments in its Proposal by so indicating in the proposal that the addendum has been received. Proposals submitted without acknowledgement of receipt of this addendum may be considered non-conforming.

The following forms provided within the RFP Document should be included in submitted proposal:

- **Attachment C – City of Ann Arbor Non-Discrimination Declaration of Compliance**
- **Attachment D - Living Wage Declaration of Compliance**
- **Attachment E - Vendor Conflict of Interest Disclosure Form of the RFP Document**

Proposals that fail to provide these completed forms listed above upon proposal opening may be rejected as non-responsive and may not be considered for award.

I. QUESTIONS AND ANSWERS

The following Questions have been received by the City. Responses are being provided in accordance with the terms of the RFP. Respondents are directed to take note in its review of the documents of the following questions and City responses as they affect work or details in other areas not specifically referenced here.

Question 1: Should the proposer assume that the majority of public and stakeholder engagement will be done virtually, in-person, or hybrid?

Answer 1: In the short term the public and stakeholder meetings will be virtual, this is based on the City's current response to COVID-19 public health orders. If the public health concerns abate, the project can transition to a hybrid virtual/in-person or entirely in-person format. The proposer should be prepared to provide equipment, staff and other resources necessary to accommodate hybrid public engagement options. The proposer should bring recommendations about how to best maintain virtual participation opportunities alongside in-person formats.

Question 2: Tier 1 and Tier 2 Focus Corridors and Intersections include City, County, and State jurisdiction streets. Will conceptual designs be expected regardless of jurisdiction? If so, what coordination with other agencies is expected?

Answer 2: The team should include addressing the high crash locations regardless of ownership. Recognizing crashes are found on both City-owned and MDOT trunk lines, non-freeway roadways, in the City, solutions and conceptual design drawings are necessary to respond to the fatal and serious crashes in accordance with our Plan and Vision Zero policy, The City will need both problem identification and proposed solutions to engage in communication with MDOT for issues found

on their roadways. Preliminary communication with MDOT, the AAATA or the County can be necessary to explore a range of solutions to a defined problem.

Question 3: Is the creation/selection of the Vision Zero Implementation Committee members a sole responsibility of the Transportation Commission or a joint responsibility with a team including the consultant?

Answer 3: The Transportation Commission (TC) will serve as the principal Council appointed advisory body for transportation-related issues. As a citywide body responsible for all matters of transportation, a subcommittee is appropriate to be the primary public dialogue forum to address Vision Zero plan implementation. The subcommittee can include appointed TC members as well as other interested parties referred for that purpose. As such, we will be working with the TC, staff and the Consultant Team to identify the best group of stakeholders to participate in this task.

Question 4: Is there a DBE goal for the contract?

Answer 4: No.

Question 5: Does the City anticipate virtual or in-person proposal team interviews?

Answer 5: Virtual, unless there is a change in COVID-19 related health advisories.

Question 6: Can the City provide the internal Community Engagement Toolkit for us to review?

Answer 6:

Below please find a high-level overview of the City of Ann Arbor's Community Engagement Toolkit

The Community Engagement Toolkit ("Toolkit") is the City of Ann Arbor's organization-wide standard for planning effective engagement. To ensure that we maintain Ann Arbor's high-quality engagement processes which our community expects and deserves, all project teams should consult the Toolkit for city projects, policies and programs.

The Toolkit is an internal resource, available through the City's intranet site. Excerpts from the Toolkit are provided here for reference and background. City staff will provide access to the Toolkit, and project teams will complete all steps in a collaborative effort, including the consultant and internal staff team:

- Public Engagement Checklist
 - o This helps the team stay organized. Includes Toolkit Checklist, Meeting Reservation Checklist, and Public Notification Checklist (these are communication tools to get the word out)
- Action Plan
 - o This series of questions helps the team "get to know" the project
- Techniques menu
 - o These are ideas about how to engage with interested members of the community.
- Stakeholder Worksheet
 - o This is an extensive list of potential stakeholders to consider. Think about all who may be interested in or affected by the work.
- Debrief form
 - o Used after project completion to learn about how to improve for next time.

- International Association for Public Participation (IAP2) Spectrum of Engagement:
 - <https://iap2usa.org/resources/Documents/Core%20Values%20Awards/IAP2%20-%20Spectrum%20-%20stand%20alone%20document.pdf>
 - o IAP2 is the leading professional organization in the field of public engagement. The IAP2 spectrum will help with determining what level to engage the community.

Question 7: In general, what level of design (e.g. 30/60/90/100) is the City anticipating for conceptual designs? Should designs be in a CAD format?

Answer 7: Conceptual design is typically between five (5) to ten (10) percent. Recognizing the conceptual nature of high-level planning/design, CAD design although useful, may not be warranted in every instance. For example, a hardened centerline improvement may be presented conceptually and not need a CAD image. On the other hand, intersection improvement designs, may be introduced at a 5-10 percent design, but will need to advance to detailed drawings as the project moves through the project development process. As such, CAD drawings are useful to build additional detail as the design advances through PE, FD and Construction drawing preparation towards ultimate implementation.

Question 8: Is the Recommended Implementation Program limited to Tier 1 and Tier 2 corridors and locations, or will other corridors be identified during the engagement or crash analysis processes that might be added to the action plan? Overall, how many projects are anticipated

Answer 8: With the recently adopted Plan based upon current crash statistics, it is recognized most of the solutions will address the defined corridors and locations. As the draft work scope speaks to data and analysis, if new or additional high crash locations have emerged, it will be our responsibility to address those in this process. It is also important to note, the Plan also speaks to the establishment and expansion of the All Ages and Abilities Bicycling Network and quick build solutions that may not be part of the Tier 1 and Tier 2 Crash locations. The opportunity exists for the team to address the various focus issues include in the plan. As to a number of projects, the opportunity is to define a series of implementation actions that will provide at least five to six years of actions to align with the City budgeting and CIP process.

Question 9: Our company has implemented a telecommute policy in order to keep employees and their families safe during the COVID-19 outbreak and the recent Delta variant surge. As such, we kindly request the City of Ann Arbor accepts electronic signatures to RFP: 21-25 Ann Arbor Vision Zero Action Plan. If original signatures are required, would you please confirm that all signatures should be original including all attachment forms and cover letter?

Answer 9: Proposals submissions containing electronic signatures will be accepted.

Question 10: Can the City provide information (sign-in sheets, topic covered, etc.) on the Pre-Proposal Meeting held on August 6th?

Answer 10: Yes, see the pre-proposal meeting notes attached hereto.

Offerors are responsible for any conclusions that they may draw from the information contained in the Addendum.

Pre-Proposal Meeting Notes

Attendance:

<https://forms.gle/E8GDpBc35Gw45Aic6>

Name	Firm	Email
Eli Cooper	City of Ann Arbor	ECooper@a2gov.orgx
Eric Hanss	WSP USA - Detroit	eric.hanss@wsp.com
Andrew Ceifetz	WSP	Andrew.Ceifetz@wsp.com
Nick Nicita	Hubbell, Roth & Clark	nnicita@hrcengr.com
Drusilla van Hengel	Nelson\Nygaard	dvanhengel@nelsonnygaard.com
Patrick Cawley	Beam Longest & Neff	pcawley@b-l-n.com
Stacey Meekins	Sam Schwartz	smeekins@samschwartz.com
Andrew Wald	Interboro Partners	awald@interboropartners.com
Kristin Saunders	Toole Design	ksaunders@tooledesign.com
Jeromie Winsor	AECOM	jeromie.winsor@aecom.com
Oliver Kiley	SmithGroup	Oliver.Kiley@smithgroup.com
Sydney Weisman	City of Ann Arbor	SWeisman@a2gov.org
Cynthia Redinger	City of Ann Arbor	CRedinger@a2gov.org

Notes:

- Overview
 - Deadline overview
 - Budget overview
 - 6 tasks within RFP
 - Project management

- Community engagement (as part of VZ)
- Data and analysis reflection/follow up
- Identify action oriented implementation program (quick build projects, more detailed analysis going forward, also community engagement)
- Traffic calming for streets higher order than neighborhood streets
- Annual progress report
- Specific deliverables detailed in the RFP document
- Specifications for selection criteria (100 point allocations)
- Reminder that questions are due 10am 8/9
- Formal responses to RFP due 2pm at city hall
- Questions
 - Collaboration with other agencies
 - Send out participant list
 - Engineering vs. Planning language
 - Virtual engagement preferred for now

City of Ann Arbor Community Engagement Toolkit

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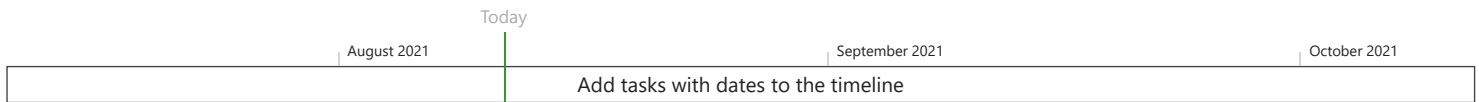
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Tasks



All Tasks Calendar Completed ...

<input checked="" type="checkbox"/>		Task Name	Description	Due Date	Assigned To
<input type="checkbox"/>		Note:	... Please use these reminders and checklists as a guide. Make sure to comply with any specific requirements for your unit or service area, as well as any legal requirements, Council direction, and the Open Meetings Act . For guidance regarding Boards and Commissions consult the Staff Liaison Guide . Consult the Communication Resources Library for templates to help throughout your engagement process.		
<input type="checkbox"/>		COMMUNITY ENGAGEMENT TOOLKIT	... Project Manager is responsible for completing each step of the Community Engagement Toolkit .		
<input type="checkbox"/>		Step 1: Prepare and Organize	... Schedule internal project team meetings for each of the following steps. Additionally, invite engagement staff to project kick-off meeting or other project coordination meetings		
<input type="checkbox"/>		Step 2: Understand and Plan	... If hiring a consultant: <ul style="list-style-type: none"> • Begin a preliminary review of Step 2 and 3 before issuing RFP/RFQ to help define scope and ensure consultant qualifications and proposals address the project's community engagement needs. • Include the Engagement Process Overview in any RFP/RFQ package. • Review Step 2 and 3 with the hired consultant to incorporate input, select engagement strategies, and set engagement process expectations. 		
<input type="checkbox"/>		Step 3: Identify Stakeholders and Audience	... Save the Stakeholder Worksheet to your files; attach a completed copy to your Action Plan.		
<input type="checkbox"/>		Engagement Strategy	... Refine your engagement strategy based on Step 2 and Step 3 results. Consider using a variety of engagement techniques, including but not limited to meetings, online surveys, focus groups, advisory committees, etc.		
<input type="checkbox"/>		Project timeline and team meetings	... Prepare a project timeline and schedule internal team meetings for each engagement effort: preparation (logistics, materials, assign roles – who will prepare display materials? Attend activities/events? Field public questions? Handle scheduling/logistics? Take notes? Prepare summary?) and follow-up (de-brief, next steps, changes to engagement strategy – as needed).		
<input type="checkbox"/>		Project description	... Prepare a description of each engagement effort to be used in public notifications. Resource: Community Engagement Specialist and/or Communications Specialist .		
<input type="checkbox"/>		Step 4: Promote and Engage	... Share your engagement opportunities with the public (see Public Notification Checklist below) and conduct your engagement with the community.		
<input type="checkbox"/>		Step 5: (Post-Engagement) Analyze Outcomes	...		
<input type="checkbox"/>		Action Plan Update	... Reflect the outcomes of your engagement process.		
<input type="checkbox"/>		Save files	... Save the Engagement Outcomes Worksheet to your files; do not attach to your Action Plan.		
<input checked="" type="checkbox"/>		MEETING RESERVATION	... Project Manager is responsible for completing or assigning to a team member each item	Due Date	Assigned To

CHECKLIST

below.

- Determine meeting date ... Determine meeting date based on staff schedules, project timeline, and avoiding conflicts with [a2gov.org/calendar](#), [holidays/observances](#), and [Commissions](#) that project area Councilmembers are on. Always avoid City Council, Planning Commission, and meetings for high-profile topics or community-wide projects, unless approved by manager or administrator.
- Schedule in-person meeting ... Choose a public space. Resource: [Public Meeting Venues Map](#). Considerations: Accessibility (parking, public transit, ADA entrance, convenience for target audience), cost, size (anticipated audience), acoustics, seating, electrical outlets, technology (internet, A/V). Submit reservation request forms, as applicable. See [Public Meeting Venues Map](#) for facility contact information.
- Schedule electronic meeting ... Submit a HelpDesk ticket to obtain a Zoom account, if needed, or work through the Zoom meeting contact for your unit.
 - Log-in at [zoom.us](#); schedule webinar.
 - Populate meeting details; keep default settings for general public meeting.
- Follow Public Meeting Notification checklist ... After approval from venue and/or electronic scheduling is complete.
- Public Notification Checklist** ... Project Manager is responsible for completing or assigning to a team member each item below; steps must be completed in this order. Provide meeting notifications two (2) weeks in advance and allow one (1)-week minimum preparation time for production of postcard (1, 2), [flyer](#), [project webpage](#), survey, etc. Always include (when applicable):
 - Logistics: date, time, place, project area map (if applicable)
 - Purpose of the project, and expectation of engagement activity.
 - Standard language for special accommodations (see [Clerk's template](#) for standard language)
 - Project manager name and contact information (phone, email, project website)

If an engagement activity needs to be cancelled due to inclement weather (consistent with AAPS determinations), or other extenuating circumstance, the Project Manager is responsible for completing, or assigning to a team member, communications of the cancellation through all the below notification channels (postal mailing and resident newsletter subject to time available prior to cancellation).

- Public Meeting Calendar: [calendar.a2gov.org](#)** ...
- Identify title, location, time, date, description, and "go-live" date. ...
- Post to calendar ... Post to [calendar.a2gov.org](#).
Resource: [Communications Specialist](#) and Community Engagement Specialist.
- City Council & Mayor ... Determine [affected wards](#) and include in [email](#) to Administrator's Assistant. CC: your supervisor or manager. Informational Resource: [Engineering Memorandum: Communications to/from Councilmembers](#)
Resource: [Administrator's Assistant](#)
- Clerk's Office** ... Prepare Clerk's [standard template](#). Send to cityclerk@a2gov.org to be posted in the City Hall entrance lobby display case. [Cancellation notice](#)
Resource: CityClerk@a2gov.org

find template and add my project info ... July 29 Hill, James

A2gov.org Project Webpage ... Provides a dedicated space for project updates, use as needed.

Task Name Work with ... [Website Template](#) Due Date Assigned To

	Communications Specialist to create website	
<input type="checkbox"/>	Submit HelpDesk ticket to request short link URL for use in meeting notifications	... HelpDesk ticket template - include current URL and preferred short link (e.g., a2gov.org/seventh).
<input type="checkbox"/>	Provide routine website updates	... Provide project update content, upcoming meeting details, agendas , presentations , summary , and other project materials to Communications Specialist or assigned web editor for website updates. Engagement follow-up materials to be provided to the community no more than two weeks after an engagement activity.
<input type="checkbox"/>	Internal Email Notifications	...
<input type="checkbox"/>	Notify team members and communicate roles	... Team members may include city staff, consultants, partner organizations, etc. Roles may include present information, field questions, and record discussion.
<input type="checkbox"/>	Keep internal stakeholders informed, as appropriate	... May include other Units/Service Areas, Managers, Service Area Administrators, City Administrator.
<input type="checkbox"/>	External Email Notifications	...
<input type="checkbox"/>	GovDelivery	... Public email subscription tool. Benefits: opt-in subscription via project website, bulk add email addresses from excel, auto filters invalid email addresses and duplicates.
<input type="checkbox"/>		<ul style="list-style-type: none"> • Work with Communications Specialist if access is needed, a new topic needs to be created, or if this task is being delegated • Populate the subscription list with email addresses that have been collected to date, including stakeholder worksheet results. • Prepare email text and send notification (if you have GovDelivery access and will be doing this task yourself) or request that Communications Specialist distributes project notifications and updates. • Upon project completion request that Communications changes your Gov Delivery topic to dormant.
<input type="checkbox"/>	Outlook email distribution list	... Outlook email distribution list : May be appropriate for low-interest and/or local area projects, though GovDelivery is generally preferred. Completed by Project Manager.
<input type="checkbox"/>		<ul style="list-style-type: none"> • Create an Outlook Distribution list. • Send project notifications and updates to the distribution list as needed.
<input type="checkbox"/>	Email merge	... Email merge : Use mail merge to send bulk emails, with a personalized greeting. This is helpful when making your first contact to stakeholders for a project. Completed by Project Manager. Alternatively, talk to a Communications Specialist about using a customized greeting in GovDelivery.
<input type="checkbox"/>		<ul style="list-style-type: none"> • Send project notifications and updates; use the email address and stakeholder name columns from the Stakeholder Worksheet. Resource: Community Engagement. REMINDER: You cannot CC or add attachments to an email merge.
<input type="checkbox"/>	Postal Mailing	... To distribute information directly to a target audience.
<input type="checkbox"/>	Determine appropriate mailing area	... Consider: <ul style="list-style-type: none"> • Properties directly adjacent to the project limits and those who use this as a primary access route. • A buffered distance from the project limits. • Occupant address and/or property owner Tip: Request that apartment management offices notify tenants. • Addresses from the Stakeholder Worksheet.
<input type="checkbox"/>	Prepare mailing list	... Provide project limits and work with GIS staff. Allow a minimum of 2 business days after request for GIS staff to prepare mailing list.
✓ <input checked="" type="checkbox"/>	Task Name	Description
		Work with Community Engagement Specialist and Communications Specialist for content
		Due Date
		Assigned To

<input type="checkbox"/>	Prepare draft postcard or letter	<ul style="list-style-type: none"> work with Community Engagement Specialist and Communications Specialist for content review, approval, and formatting. Templates: postcard 1, postcard 2; letter. Engineering resource: Project Management Analyst
<input type="checkbox"/>	Complete mailing distribution	<ul style="list-style-type: none"> Determine whether mailing can be completed by internal staff or external <ul style="list-style-type: none"> Internal: Request Administrative Assistant support to complete mailing, including formatting and printing postcard/letter and labels, labeling and stuffing envelopes. Dollar Bill is a vendor often used for printing and mailing services: Request cost estimate/quote from store@dollarbillcopying.com 5 business days before mailing deadline, follow the Request template. Communications Specialist can provide other vendor contacts upon request. <p>REMINDER: Must be mailed to arrive 14 days prior to meeting date. Mail run: 3:00 p.m. from City Hall; 5:00 p.m. if using vendor Mail Shoppe (317 S Division St), must show City of Ann Arbor badge, mailing will be charged to your Unit.</p>
<input type="checkbox"/>	▲ Social Media	<ul style="list-style-type: none"> Facebook, Twitter, NextDoor, etc.
<input type="checkbox"/>	Postings for project notifications and updates	<ul style="list-style-type: none"> Work with the Communications Specialist to determine whether to post to city accounts and/or use a paid social media advertisement (consider project budget). <ul style="list-style-type: none"> Project Manager to provide text for requested postings; include the final copy of mailed postcard or letter.
<input type="checkbox"/>	▲ Additional communication tools	<ul style="list-style-type: none"> Primarily for high impact/city-wide projects
<input type="checkbox"/>	Press Release	<ul style="list-style-type: none"> Prepare template with project details, secure supervisor/unit manager approval, then work with Communications for distribution. Press release content will be posted to the City of Ann Arbor home/news Web pages, and distributed to News Topic Gov Delivery subscribers by Communications.
<input type="checkbox"/>	Paid advertisement for a Public Hearing	<ul style="list-style-type: none"> Must be publicized at least 18 hours in advance of a public hearing. Contact cityclerk@a2gov.org to post in the Washtenaw Legal News. Contact the attorney's office for guidance on advertisement requirements.
<input type="checkbox"/>	Printed advertisement/infographic	<ul style="list-style-type: none"> Work with Communications to prepare, print and post a flyer/poster/etc. with project info and meeting/event details. Post to the North Hallway Display Case (different from the entrance lobby display case) and/or distribute to businesses, points of interest, etc. within your project area.
<input type="checkbox"/>	Resident Newsletter	<ul style="list-style-type: none"> Resident Newsletter: Content due the 20th of month to Communications
<input type="checkbox"/>	Other newsletters for focused audiences	<ul style="list-style-type: none"> Parks and Recreation Weekly, Quality Water Matters, Water Matters (quarterly, to city utility customers via water bills), A2 at Your Service (twice a year); work with Communications for all newsletter distribution.
<input type="checkbox"/>	Stakeholder relay of information	<ul style="list-style-type: none"> AAPS parent newsletter/school flyer; AAATA riders; AADL blog; getDowntown website, or other. Work with Communications.
<input type="checkbox"/>	CTN feature or other video	<ul style="list-style-type: none"> CTN feature or other video: Contact ctn@a2gov.org and Communications.
<input type="checkbox"/>	▲ OTHER PUBLIC ENGAGEMENT CONSIDERATIONS	<ul style="list-style-type: none"> Project Manager is responsible for completing or assigning to a team member each item below.
<input type="checkbox"/>	Collect demographic questionnaires (in-person and online)	<ul style="list-style-type: none"> Collect demographic questionnaires (in-person and online); use electronic entry through a tablet or laptop when possible at in-person engagement. Use the electronic form to input any paper copies after in-person engagement. Include demographic questions at the end of online surveys. Demographic questions are always optional, anonymous, and results will only be shared as an aggregate summary for the engagement activity. Make sure to set question parameters correctly for on-line surveys.

- | | | |
|--------------------------|--|---|
| <input type="checkbox"/> | Gather feedback | <p>Resource: Communications Resource Library Community Engagement Specialist, 1/1/21</p> <ul style="list-style-type: none"> • In-person: TurningPoint clickers - anonymous feedback, verbal discussion, timed public comment (3 min./speaker), written feedback forms (general, general 2, sample 1, sample 2). • Online: A2OpenCityHall; TurningPoint Mobile Response; Zoom Polling; SurveyMonkey; ESRI map-based surveys |
| <input type="checkbox"/> | Use templates for public engagement materials | <p>*** Consult the Communications Resource Library for templates to use throughout your engagement process. Your cooperation to use existing templates will help achieve organization-wide consistency in materials produced by the City of Ann Arbor.</p> |
| <input type="checkbox"/> | Schedule CTN broadcast/recording for public meeting if appropriate (ctn@a2gov.org). | <p>*** Note: roundtable discussion does not transmit well due to audio challenges.</p> |
| <input type="checkbox"/> | Comply with applicable requirements for federal funding | <p>*** If project is receiving federal funding comply with applicable requirements, for MDOT jobs complete pg. 4 of MDOT Form 5400-LA (accompany with city sign-in sheet and demographic questionnaire). Resource: Project Management Analyst.</p> |
| <input type="checkbox"/> | Prepare/Gather materials in advance of in-person meetings/events and return borrowed equipment within one business day of your meeting | <p>***</p> <ul style="list-style-type: none"> • Welcome sign, directional signage/arrows • Sign-in sheet • Agendas • Handouts • Written feedback forms (general, general 2, sample 1, sample 2). • Two copies of meeting presentation materials (may be offered to meeting participants with visual impairments) • Business cards • Flip-chart pads • Meeting kit (name tags, pens/pencils, markers, colored dots, post-it notes, index cards/paper, masking tape, scissors) • Easels • Laptop • Projector • Screen • Slide remote • Portable PA System (microphone bag, extension cords, batteries) • MiFi for wireless internet connection • TurningPoint Audience Response Clickers |

Community Engagement Action Plan - New Item

1) Name of project/policy/program *

2) Timeframe for the project/policy/program:
From the start of planning to implementation

3) Do any city master plan documents provide direction for the project/policy/program? Please explain:

4) Lead unit: *

5) Staff lead 1: *

5a) Staff lead 2:

5b) Staff lead 3:

6) Internal team members:

- 7) Are you using an outside consultant?
- Yes, outreach/facilitation
 - Yes, environmental
 - Yes, surveying
 - Yes, planning
 - Yes, design
 - Yes, other
 - No
 - Specify your own value:

If a consultant is being hired, please continue completing this action plan prior to issuing the request for proposal. Doing so will help generate more accurate proposals.

8) What are the project/policy/program goal(s):

- 9) Why are you doing this project/policy/program?
- Council resolution/direction
 - Ordinance
 - City Master Plan
 - Asset Management
 - Resident-driven
 - Specify your own value:

- 10) Is this project/policy/program required?
- Yes, legal requirement
 - Yes, per Council direction
 - Not required, being conducted as a best practice

11) Is there a formal approval/adoption process?
If yes, list the approving/adopting bodies.

- 12) Is funding for public engagement budget available for this
- Yes
 - No
 - Unsure

project/policy/program?

Unsure

12a) If you have a budget available for this project/policy/program, provide budget and resource details (e.g., dollars available), if possible.

[Empty text box for budget details]

12b) If you have a budget available for this project/policy/program, provide considerations: print and mailing, advertising, refreshments, staff time (charge code).

[Empty text box for budget considerations]

13) Has this topic been addressed before? If so, what was the outcome?

- Yes (explain outcome in field below)
- No
- Unsure
- Specify your own value:

[Small text box for specifying own value]

14) List any other communities w/similar project/policy/programs. Describe similarities and and identify any plans for benchmarking.

[Large empty text box for listing other communities]

Benchmarking/Comparison research helps determine the best approach when pursuing something new and different – learn from what others have already done! We can also learn new ideas to refresh routine project types. If hiring a consultant for your project/policy/program, revisit this question once the consultant is on board for additional insight.

15) List project/policy/programs that may coincide/conflict.

[Large empty text box for listing conflicting programs]

If hiring a consultant for your project/policy/program, revisit this question once the consultant is on board for additional insight.

16) What is the probable level of difficulty in addressing the problem/opportunity? *

[Dropdown menu]

Difficulty may include technical feasibility and/or anticipated community response.

17) What is the likely level of concern from those affected by the project? *

- Very Low
- Low
- Moderate
- High
- Very high

18) ^ List who may be affected and any potential concerns that affected people may have.

[Large empty text box for listing affected parties and concerns]

19) What is the potential Very Low

for public controversy? *

- Low
- Moderate
- High
- Very high

20) List the existing or potentially divisive issues.

21) To what extent does the project have the potential to lead to disproportionate benefits or negative impacts among affected individuals or stakeholder groups? *

- Very Low
- Low
- Moderate
- High
- Very high

22) A 2-part question: Who will this project/policy/program benefit? Who might be negatively impacted?

23) Do impacts of the project/policy/program raise potential equity concerns? If so, how might they be prevented/addressed through engagement efforts?

For more background on social equity issues, visit (copy and paste into a new browser tab) planning.org/knowledgebase/equity/

24) Determine the level of impact/interest.

- High impact/interest-Citywide.
- High impact/interest-Local area/neighborhood.
- Low impact/interest-Citywide.
- Low impact/interest-Local area/neighborhood.

Will the interest in/impact of the project be shared by many residents, or will it be more localized? What best defines the level of interest and/or impact you anticipate your project to generate? For definitions and examples, go to a2central.a2gov.org/celevel (copy and paste into a new browser tab).

25) Determine how much stakeholders care about the problem/opportunity to be addressed and the decision to be made. *

- Very Low
- Low
- Moderate
- High
- Very high

The response may vary for different stakeholder groups; try to think generally. Or, focus your response on the stakeholder group that you believe is most affected.

26) Discuss and determine the level of influence you believe community participants have over decisions on this project. *

- Very Low
- Low
- Moderate
- High
- Very high

27) ^ Discuss and describe here the

aspects of the project community members have influence over.

(If level of influence differs for various questions/objectives and stages of the project/policy/program, explain here.

28) ^ Discuss and describe here the decision-making process and identify the decision-makers throughout each point of the process, Please list (including the final decision maker).

29) Discuss and record here the extent that decision-makers are interested in being involved in the engagement process. *

- Very low
- Low
- Moderate
- High
- Very high

The response may vary for different decision makers; try to think generally. Or, focus your response on the final decision maker.

30) ^ Discuss and describe here what decision-makers need from the community to make their decisions.

31) ^ Discuss and define here the public participation objectives and where they apply in the decision process. What do you wish to achieve from public participation?

What will you accomplish? Objectives are specific, realistic targets. Use active tense and strong verbs.

32) After completing this questionnaire, the project lead will receive an email with the estimated level of participation anticipated. Please select "yes" to acknowledge.

- Yes
- No

For more details, see the International Association for Public Participation Spectrum: (copy and paste into a new browser tab) iap2usa.org/resources/Documents/Core%20Values%20Awards/IAP2%20-%20Spectrum%20-%20stand%20alone%20document.pdf. Participation levels include - Inform: provide information | Consult: provide advice and feedback | Involve: identify and address needs and wants throughout the process | Collaborate: co-create solutions and proposals | Empower: make the decision

Save	Cancel
------	--------

A sample menu of engagement techniques is provided; other ideas and creativity are encouraged. This listing focuses on options to bring people together. There are a wide variety of additional tools and tips to gather feedback, interact with your participants, and facilitate an engaging event. Please also consider:

- Community requests for particular engagement styles.
- Your International Association for Public Participation (IAP2) Techniques for Effective Public Participation training manual, if applicable.
- Your Community Engagement Specialists and Communications Specialists as resources to help develop your engagement strategy.
- Provisions in the Public Engagement Checklist apply to many items listed below. Visit the [Community Engagement Toolkit](#) for instructions to access the checklist.

Working Group

Includes staff and representatives of partner organizations/agencies. Provides guidance and feedback to the core project team. Completes specific tasks and assignments toward the final work product. Operates with a defined charter stating role, purpose and expectations/responsibilities.

Advisory Committee

Works very closely with the Working Group throughout the course of the project, sharing background information, reviewing assumptions and providing feedback at important P3 milestones. The broad base of the Advisory Committee provides a management tool for keeping the project on target. May be City Council or staff appointed. Operates with a defined charter stating role, purpose and expectations/responsibilities.

Interviews

May be helpful to gather candid and more detailed feedback from individuals most affected by the P3.

Focus Groups

Provide opportunities for small groups of stakeholders with similar interests to review materials and provide comments at important P3 milestones. Could include a presentation to an existing stakeholder group/agency/organization.

Board and Commission Presentation and/or Working Sessions

Engage relevant Boards and Commissions early in the process, and at critical points of recommendation or approval. Work with [Board/Commission](#) staff liaison for scheduling.

Public Meetings and Events

Can be community-wide, or within a designated project area. Scheduled in advance, “pop-up” style, or part of an existing community event which can help reach a diverse cross-section of the community (e.g., presentation booth/tabling at Green Fair, Huron River Day, Juneteeth, etc.). In-person, online, etc. Generally held at important P3 milestones.

Community Workshops and Open Houses

Hands-on meetings that may involve the entire community. May include a brief introduction from the project leader followed by activities/exercises (often set-up as stations around a large, open, room) and small group discussion.

Lecture/Forum Series

Helpful to introduce the community to new ideas, provide a common understanding and context, and, reference future involvement opportunities. Particularly for large-scale projects that address a

wide range of topics. The Ann Arbor District Library organizes many events: contact [Richard Retyj](#), AADL community relations/marketing manager or the [Events team](#).

Online Survey

Multiple choice, open-ended, map-based, etc. Various platforms are available.

- [Survey Monkey](#); contact [Satterlee](#) ext. 41105
- [A2 Open City Hall](#); contact [Wondrash](#) ext. 41511
- [TurningPoint Web-based Survey](#); contact [Coleman](#) ext. 43728
- [ESRI map-based surveys](#); contact [Bedogne](#) ext. 45515

Social Media (Facebook, Twitter, Nextdoor, etc.)

Live meetings, survey/polling, and other engagement options may be available. Work with your Communications Liaison.

Educational/Informational Materials

Provide information to the public about your P3; may include frequently asked questions. Examples: [dog park packet](#); [South State Street Corridor project information sheet](#); [street millage FAQs](#).

Animoto Slideshow

Turns a project's photos (and video clips) into video presentations with music to share during a presentation or to post online. If your P3 has a Web page, you can embed a video on that page. Contact [Mortson](#) ext. 42193.

Video Recording

Video content can be featured on CTN's YouTube channel as way to explain information about your P3. Embed the video on your P3 webpage, if applicable.

- CTN FYI: Share information, advertise engagement opportunities. Functions as a "video press release."
- Public Service Announcements: Storytelling about the P3, where to find more information, advertise engagement opportunities. Includes more video production (as compared to FYI).

Community Engagement Toolkit
Step 3 - Stakeholder Analysis

Stakeholder Groups and Member Organizations	Person(s) Representing or Resource (linked to email address when available)	Email address	Audience/Description, Other Contact Information	Primary Issues/Items	Funding Potential (Y/N)	Working Group (task oriented) (Y/N)	Advisory Committee (staff or City Council appointed) (Y/N)	One-on-one Interviews (Y/N)	Focus Groups (small groups of similar interest) (Y/N)	Community-at-Large (Public Meetings) (Y/N)	Resource Person (as-needed) (Y/N)
Yellow highlight indicates organizations with potential to assist with reaching diverse and/or under-represented populations. Note: Contact information will change over time. Please submit any known changes to Joanna Satterlee. (Updated August 2019.)											
Residential Neighborhood Groups/Citizens at Large											
List from A2gov.org	*It is important to involve residents impacted by your P ³ early in the process. Follow the link to the left to find the full list of residential associations.	List from A2gov.org									
Student Organizations											
List from Maize Pages			College-age audience, can be filtered for cultural/ethnic orgs								
City Units											
Assessing											
City Administrator											
City Attorney's Office											
City Clerk											
Communications											
Community Television Network (CTN)											
Customer Service											
Emergency Management											
Engineering											
Fifteenth District Court, Specialty Courts (Street Outreach, Veterans Treatment, Mental Health, Domestic Violence, and Sobriety courts)	Street Outreach Court: Joseph Royal, Probation Agent, 734.794.6761 ext. 47535 JCRoyal@a2gov.org; Veterans Treatment Court: Paul Graveline, Veterans Ct. Coordinator, 734.794.6761 ext.47544 PGraveline@a2gov.org; Mental Health Court: Karen Finney, Mental Health Ct. Coordinator, 734.794.6761 ext.47542 KFinney@a2gov.org; Domestic Violence Court: David Oblak, Probation Agent, 734.794.6761 ext. 47538 DMOblak@a2gov.org; Sobriety Court: Laura Hill, Sobriety Ct. Coordinator, 734.794.6764 ext. 47607 lahill@a2gov.org	See email addresses in cell to the left									
Finance (Assessing; Treasury; Customer Service)											
Fire Department											
Forestry											
Human Resources											
Information Technology (ITSU)											
Parks and Recreation, including NAP, parks planning, Greenbelt											
Planning & Development											
Police Department											
Public Works			Divisions include: Forestry, street maintenance, traffic-signs-signals, trash-recycling-compost, water-sewer; fire hydrant flushing								
Purchasing											
Solid Waste											
Stormwater											
Sustainability and Innovation											

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Systems Planning												
Transportation												
Treasury												
WTP / Water Quality												
WWTP												
City Unions												
AAPOA	Eric Ronewicz, President	ERonewicz@a2gov.org										
AFSCME	Curtis Morris, President	CMorris@a2gov.org	734-780-4151									
Ann Arbor Police Professional Assistants	Renee Wagner, Steward	RWagner1@a2gov.org										
Assistant Fire Chiefs	Marc Tyler	mt Tyler@a2gov.org										
COAM	Earle Fox, President	efox@a2gov.org										
Deputy Police Chiefs												
International Association of Fire Fighters	Chris Buscemi	cbuscemi@a2gov.org										
Police Service Specialists	Susan Casey	scasey@a2gov.org										
Teamsters	Chuck Fojtik	CFojtik@a2gov.org										
Boards & Commissions												
ALT Committee	Eli Cooper, Transportation Program Manager	ecooper@a2gov.org	Transportation									
Ann Arbor Housing Commission (AAHC)	Jennifer Hall, Executive Director AAHC	jhall@a2gov.org	Provides desirable housing and related supportive services for low-income individuals and families on a transitional and/or permanent basis									
Ann Arbor Public Arts Commission (AAPAC)	Craig Hupy, Public Services Area Administrator	chupy@a2gov.org										
City Council	Sara Higgins, Assistant to the City Administrator	shiggins@a2gov.org										
Commission on Disability Issues	Zach Damon, Chair	zdamon05@aol.com										
Downtown Development Authority (DDA)	Maura Thomson, Interim Executive Director	mthomson@a2dda.org										
Energy Commission	Josh MacDonald, Sustainability Analyst	JMacDonald@a2gov.org										
Environmental Commission	Galen Hardy, Engagement Specialist	ghardy@a2gov.org										
Historic District Commission (HDC)	Jill Thacher, City Planner	jthacher@a2gov.org										
Human Rights Commission	Denise Jeanes, ICPOC management assistant	djeanes@a2gov.org										
Independent Police Oversight Commission	Denise Jeanes, ICPOC management assistant	djeanes@a2gov.org										
LAC (Land Acquisition Committee)	Remy Long, City Contractor	rlong@a2gov.org										
PAC (Parks Advisory Commission)	Colin Smith, Parks and Recreation Services Manager	csmith@a2gov.org										
Planning Commission	Brett Lenart, Planning Manager	BLenart@a2gov.org										
Transportation Commission	Kayla Coleman, Systems Planning Analyst	kcoleman@a2gov.org										
Agencies/Public Groups												
Amtrak	Derrick James, Amtrak Senior Manager State Relations and Business Development	JamesDe@amtrak.com	312.544.5118									
Ann Arbor Area Transportation Authority (AAATA)	Matt Carpenter, CEO	mcarpenter@theride.org										

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Ann Arbor Campus-Community Coalition (A2C3)	Mary Jo Desprez, Chair, Director, Wolverine Wellness	maryjod@med.umich.edu	734.763.1320. Through the involvement of a broad-based coalition of community members, promotes a lifestyle free from alcohol and other drug harm, consequently improving the quality of life on U-M campus and within the community. AAPD is/has been a member of this coalition															
Ann Arbor Senior Center	Brittany Ruthven, Recreation Supervisor	bruthven@a2gov.org	This is a City of Ann Arbor Parks and Recreation facility															
Ann Arbor District Library (AADL)	Josie Parker, Library Director	parkerj@aadl.org																
Ann Arbor Public Schools (AAPS)	Dr. Jeanice K. Swift, Superintendent of Schools	swift@aaps.k12.mi.us																
	Marios Demetriou, Assistant Superintendent for Operations	demetriou@aaps.k12.mi.us																
Ann Arbor Railroad (AARR) - owned by WATCO	Ron Chadwick, General Manager: 419-340-4801; Steve Ayala, Roadmaster: 419-206-8172	rchadwick@watcocompanies.com	sayala@watcocompanies.com															
Concordia University	Suzanne Siegle	suzanne.siegle@cuaa.edu																
DTE Energy	Molly Luempert-Coy, Regional Manager – Corporate and Governmental Affairs	molly.luempert-coy@dteenergy.com																
Eastern Michigan University Campus Life Administration	Lucas Langdon, Director	llangdon@emich.edu																
Huron Valley Ambulance/Emergent Health	Rebecca Torres, Supervisor	rtorres@emergenthealth.org	One of the city's HVA contacts for road and lane closure notifications															
Michigan Department of Transportation (MDOT)	Andy Hodges, Brighton Transportation Service Center	hodgesa@michigan.gov																
	Jeff Martin, MDOT Office of Rail	MartinJ23@michigan.gov	517.373.0187															
	Kari Martin	martink5@michigan.gov	517.750.0407															
Norfolk Southern Railroad (also has its own police force)																		
Sexual Assault Prevention and Awareness Center (SAPAC)		sapac@umich.edu/sapac1	Promotes healthy relationships, teaches non-violence and equality, supports survivor healing, and fosters a respectful and safe environment for all members of the U-M community. SAPAC provides related educational and supportive services for the U-M community.															
Spin Scooters	Ellen Gottschling Community Partnerships Manager, Midwest	ellen.gottschling@spin.pm	May 2019 launch of Spin Scooters in Ann Arbor. Has expressed interest in "... partnering with local community organizations or advocacy groups and finding community events to participate in. ..." 812-240-0150															

Community Engagement Toolkit
Step 3 - Stakeholder Analysis

University of Michigan Communications	Rick Fitzgerald, Assistant Vice President for Public Affairs	rickfitz@umich.edu	734.615.1563. The public affairs team is a professional staff of six that handles crisis communications for the university, media inquiries for the central administration and communications planning for major university initiatives. The internal communications team is a staff of five dedicated to the University Record, the official news source for the campus community. It publishes online daily, pushes out a daily email newsletter and offers a print edition weekly.																	
University of Michigan Architecture Engineering & Construction	S. Gott, University Planner	suegott@umich.edu																		
University of Michigan Dean of Students	Laura Blake Jones, Associate Vice President, Student Affairs	laurabj@umich.edu																		
University of Michigan Dean of Students	Sarah Daniels, Associate Dean of Students	smjd@umich.edu																		
University of Michigan Erb Institute for Global Sustainable Enterprise	Andrew Hoffman, Managing Director	ajhoff@umich.edu																		
University of Michigan Office of the Vice President for Government Relations	Michael Rein, Community Relations Director	reinm@umich.edu	734.763.5554																	
University of Michigan Graham Institute	Don Scavia, Director	scavia@umich.edu	Catalyzes and facilitates sustainability-focused collaborations involving faculty, students, and external stakeholders. We link knowledge to real-world impact by supporting collaborative teams spanning multiple topics, disciplines and sectors.																	
University of Michigan Office of Campus Sustainability	Andy Berki, Director	aberki@umich.edu																		
University of Michigan Public Safety, Housing	John Seto, Director, Housing Security	jseto@umich.edu	734.763.8885. John Seto is a former AAPD chief. A full-service, 24-hour public safety department with primary responsibility for ensuring a safe and secure environment for all residents, staff and guests utilizing University Housing residence halls, apartments and facilities. Housing Security officers maintain a daily and nightly presence																	
VA Ann Arbor Healthcare System	Brian Hayes, Public Affairs Officer	brian.hayes@va.gov																		
University of Michigan Healthcare System	Mary Masson, Director of Public Relations - UMHS leadership and administration	mfmasson@med.umich.edu																		
University of Michigan Public Safety, Police	Melissa Overton, Deputy Chief of Police & Public Information Officer	mbolyard@umich.edu	734.763.3434																	
Washtenaw Area Transportation Study (WATS)	Ryan Buck, Executive Director	buckr@miwats.org																		
Washtenaw Community College	Rachel Barsch, Supervisor of Student Activities	rbarsch@wccnet.edu																		

Community Engagement Toolkit
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Washtenaw County Bar Association	Elizabeth C. Jolliffe, President	elizabeth@yourbenchmarkcoach.com	734.663.7905. A voluntary professional organization of over 700 attorneys, judges and paralegals in Washtenaw County. Dedicated to serving our members and the community at large. Provides continuing legal education seminars, numerous networking opportunities and public service programs.											
Washtenaw County Correctional Services	Eric Kunath, Corrections Commander	kunathe@washtenaw.org	734.973.4748. Division of Washtenaw County Sheriff's Office. Offers programming aimed at reducing recidivism by providing a variety of programming, working with religious leaders and also Community Mental Health, meant to meet the needs of inmates housed in the facility.											
Washtenaw County Health Department	Susan Ringler-Cerniglia, Communications and Health Promotion Administrator	ringlers@washtenaw.org	734.544.6759											
Washtenaw County Office of Community and Economic Development	Andrea Plevak, Director	pleveka@washtenaw.org												
Washtenaw County Parks Commission	Coy Vaughn, Director	vaughnc@washtenaw.org												
Washtenaw County Prosecutors Office	Eli Savit, Washtenaw County Prosecuting Attorney	prosecutor@washtenaw.org	734.222.6620											
Washtenaw County Public Works/Solid Waste	Theo Eggermont, Public Works Manager	eggermontt@washtenaw.org	734.973.4613											
Washtenaw County Road Commission	Sheryl Siddall, Director	siddalls@wcroads.org												
Washtenaw County Sheriff	Jerry Clayton	wyattk@washtenaw.org												
Washtenaw County Water Resources Commission (WCWRC)	Evan Pratt, Commissioner Harry Sheehan, Environmental Manager	pratte@washtenaw.org sheehan@washtenaw.org												
Neighboring Cities/Townships														
Ann Arbor Township	Mike Moran, Supervisor	moran@aatwp.org												
Pittsfield Township	Mandy Grewal, Supervisor	supervisor@pittsfield-mi.gov												
Scio Township	M. Jack Knowles, Supervisor	JKnowles@ScioTownship.org												
Superior Township	Kenneth Schwartz(?)	kenschwartz@superior-twp.org												
City of Ypsilanti	Frances McMullan, City Manager	fmcmullan@cityofypsilanti.com												
Ypsilanti Township	Brenda Stumbo, Supervisor	No direct email available: https://ytown.org/index.php/employees-contact-1/970-contact-brenda-stumbo												
Non-profit Organizations														
Alpha House	Ellen R. Schulmeister, Executive Director	eschulmeister@alphahouse-ihn.org	Provides temporary shelter, food and support services in a caring atmosphere of dignity and safety. More than providing just a bed and a roof for families, their goal is to support the families in securing and maintaining their own homes.											
American Institute of Architects Huron Valley Chapter	Daniel E. Whisler AIA, President 2013	dwhisler@p-wa.com												
Ann Arbor Area Community Foundation	Neel Hajra, President and CEO	nhajra@aaacf.org	Mission: enriching the quality of life in our region through its knowledgeable leadership, engaged grant making, and creative partnerships with donors to make philanthropic investments and build endowment											

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Ann Arbor Center for Independent Living	Alex Gossage, Interim Executive Director	Alex@aacil.org	Assists people with disabilities in overcoming barriers and meeting their goals										
Ann Arbor Chinese Center of Michigan	Submit events/news to: secretary@aaccom.org	principal@aaccom.org	Provides a communication channel to serve local Chinese society (also known as Ann Arbor Chinese School).										
Ann Arbor Community Center (AACC)	Rev. Yolanda Whiten	Yolandawhiten@sbcglobal.net	Provides emergency services, educational and tutoring programs as well as recreational, social and cultural activities for people of all ages										
Ann Arbor Tree Conservancy	Lynn Borset	lmborset@umich.edu											
Area Agency on Aging	Robin Burke	robin@legacylandconservancy.org	734.213.6704 3941 Research Park Drive, Suite B, Ann Arbor, MI 48108. AAA serves older adults and people with disabilities in southeast Michigan (including an access center in Ann Arbor). Services: help people access the services and programs they need to remain living independently and with dignity in their own home or with family caregivers. We provide funding and management for many government programs available for seniors and can help people access the government services that are available to help seniors and the elderly.										
Avalon Housing	Aubrey Patiño, Executive Director	apatino@avalonhousing.org	Provides support services to tenants and to individuals and families living in public housing and in units owned by private landlords										
Avantika-Chinmaya Mission Ann Arbor	Acharya Sharada Kumar	sharada@chinmaya-aa.org	4760 Packard Rd. 734.434.1740 Hindu congregation										
Bicycle Alliance of Washtenaw	Nate Phipps	bikewashtenaw@gmail.com	The Bicycle Alliance of Washtenaw is a joint project of area organizations and enthusiasts aimed at bringing the Washtenaw area bicycling community together.										
Bethel African Methodist Episcopal Church	Pastor Mashod Evans	office@bethelameannarbor.org	734.663.3800 900 John A. Woods Dr. In addition to the community at large, serves undergraduate and graduate students of all educational disciplines and religious denominations, at college and university campuses in the Ann Arbor area.										
Blue Ocean Faith	Pastor Emily Swan Pastor Ken Wilson	N/A	734.931.0130 2309 Packard Rd. LGBTQ+ membership										
Builders and Remodelers Association of Greater Ann Arbor (BRAG)	Maureen Sloan, CEO	msloan@bragannarbor.com											

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Catholic Social Services of Washtenaw County	David Garvin, Vice President, Programs and Facilities		General: 734.971.9781. Vision: Help people live safe, meaningful and independent lives, in a more just community. Core values: Dignity of all creation. Compassion. Preferential option for people who are disadvantaged. Community stewardship.										
Chinese American Society of Ann Arbor		Only online presence is via Facebook	Chinese American Society of Ann Arbor (CASAA) was formed in 1994 to promote cross cultural friendship, fun, educational, charitable and learning opportunities.										
Common Cycle	Clark McCall	info@commoncycle.org	Community-based organization empowering Ann Arbor to ride bicycles by providing access to education, workspace, and resources.										
Community Action Network (CAN)	Derrick Miller, Executive Director	canadminassistant@gmail.com	Direct email: dmiller@canannarbor.org. Provides services and support to children, youth and families from under-resourced Washtenaw County neighborhoods. Operates Ann Arbor Parks and Recreation facilities Bryant and Northside community centers										
Dawn Farm	James Balmer, President		734.485.8725 (general phone number). Dawn Farm is a Michigan addiction treatment center with an emphasis on the recovering community as the most important source of healing and recovery support for its clients.										
GetDowntown	Chris Simmons, Program Director	chris@getdowntown.org	Provides commuting programs and services to downtown Ann Arbor employees and employers. A program of TheRide, get Downtown's partners include the City of Ann Arbor and the Ann Arbor DDA.										
Ginsberg Center for Community Service & Learning	Mary Jo Callan, Director	mjcallan@umich.edu	Via principles of community engagement, cultivates and stewards mutually beneficial partnerships between communities and U-M in order to advance the public good										
Greater Fountain Church of God in Christ	Pastor Samuel Peppers	fcogic@sbcglobal.net	734.665.5477 530 W. Stadium Blvd. African-American membership										
Home of New Vision	Glynis Anderson, Chief Executive Officer		Main office phone: 734.975.1602. Provides gender-specific programs and specialized services to empower, protect, encourage, and enrich the lives of men, women, their families, and communities affected by the disease of addiction.										

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Huron River Watershed Council (HRWC)	Rebecca Esselman, Executive Director	resselman@hrwc.org																	
Intentional Communities of Washtenaw (ICW)	Martha Bloom, Treasurer/Contact	mlbloom@comcast.net	Promotes stable and sustainable quality of life for adults with developmental disabilities, designed to reduce isolation and develop skills to live interdependently in a community setting.																
Jewish Family Services of Washtenaw County	Susan Fisher – President	info@jfsannarbor.org	Provides direct and support social services, including: Refugee Resettlement, ESL, Employment/Career services for all non-English speaking clients in Washtenaw County, Case Management, Family Life Education, Mental Health Referral program, Volunteer Services, Senior Services																
League of Women Voters of the Ann Arbor Area	Sue Smith, President	http://lwvannarbor.org/contact.html	The League of Women Voters is a nonpartisan political organization encouraging informed and active participation in government. It influences public policy through education and advocacy.																
Michigan Ability Partners	Jan Little, CEO	jlittle@mapagency.org	Creates opportunities for Veterans, people with disabilities, mental illness, addictions and homelessness, providing housing, job placement and financial management for these at-risk individuals.																
Michigan Immigrant Rights Center (Ypsilanti office)	Managing Attorneys: Susan Reed, Ruby Robinson	mirc@michiganimmigrant.org	A legal resource center for Michigan's immigrant communities. MIRC works to build a thriving Michigan where immigrant communities experience equity and belonging. The Michigan Immigrant Rights Center is a program of Michigan Statewide Advocacy Services (MSAS) and Michigan Advocacy Program (MAP) .																
Muslim Social Services	Lamia Sharmeen, PhD - President	admin@muslimsocialservices.com																	
Neutral Zone	Lori Roddy, Executive Director	lori@neutral-zone.org	734.214.9995 This is a diverse, youth-driven teen center dedicated to promoting personal growth through artistic expression, community leadership and the exchange of ideas.																
Peace Neighborhood Center	Bonnie Billups, Jr., Executive Director	info@peaceneighborhoodcenter.org	Provides programs for children, families and individuals who are affected by social and economic problems.																
Programs to Educate All Cyclists (PEAC)	John Waterman, Executive Director	jwaterman@bikeprogram.org	734-658-8347 Empowers individuals with disabilities through cycling, active transportation, and self-advocacy education.																

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Recycle Ann Arbor	Bryan Ukena, Interim Chief Executive Officer	bryanukena@recycleannarbor.org																	
Safe House	Barbara Niess-May, Executive Director	barbaran@safehousecenter.org	734.973.0242, x203																
Shelter Association of Washtenaw County (Delonis Center)	734.973.0242, x203	shelterassociation@ewashtenaw.org	734-662-2829 Works with the community to allocate the necessary resources to provide housing and support based on the Housing First Model. Part of their values statement: We are motivated to find new services, resources and opportunities that will enhance the quality of life of all those we serve. Cultivate long-term, engaging partnerships with active stakeholders to promote community in all areas of civic life.																
The Ann Arbor Chapter of the Links, Inc.	Linda King, President	linksincaa@gmail.com	A professional women's volunteer service organization committed to enriching, sustaining and ensuring the cultural and economic survival of African Americans and other persons of African ancestry.																
The Ecology Center	Mike Garfield, Director	michaelg@ecocenter.org																	
The Huron Valley Group of the Sierra Club	Nancy Shiffler, Chair	hvg.chair@michigan.sierraclub.org																	
The Interfaith Council for Peace and Justice	Jane Pacheco, Program and Development Coordinator		ICPJ commits to nurture a community in which compassion and respect foster actions that dismantle systems of violence while simultaneously creating systems of peace, justice, and ecological sustainability. (Director: Chuck Warpehoski.)																
The Jim Toy Center	Travis Radina, President		Serving the Lesbian, Gay, Bisexual, Transgender & Ally Community of Washtenaw County. Vision: The Jim Toy Community Center is a resource center that exists to provide information, education, social events, and advocacy by and for the Queer and Ally community in the Washtenaw County area. JTCC welcomes all who support its mission to participate in its activities																
Treeline Conservancy	Joe O'Neal President Melinda Morris, Vice President	ioneal@onealconstruction.com melindamorris333@gmail.com																	
United Way of Washtenaw County	Rella Bitner, Community Service Liaison, (UAW)	rbitner@uwwashtenaw.org	734.677.7218																
Washtenaw Association for Community Advocacy		info@washtenawaca.org	Provides information, referrals and assistance for people with intellectual and developmental disabilities																
Washtenaw Biking and Walking Coalition (WBWC)	Chair Erica Briggs (info@wbwc.org); additional contact person Larry Deck (info@wbwc.org)	info@wbwc.org																	
Washtenaw Contractors Association (WCA)	Gretchen Waters, Executive Director	gwaters@wcaonline.org																	
Watershed Group; Malletts Creek	Jesse Gordon	jgordon@umich.edu																	
Watershed Group; Allen Creek	Vince Caruso	vrcaruso@comcast.net																	

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Watershed Group; Millers Creek	Steve Kapeller	skapeller@barr.com											
Ad-Hoc Individuals/Organizations/Grassroots with whom to consult when topic is applicable													
University of Michigan Professor of Urban Planning and Professor of Urban and Regional Planning	June Manning Thomas	thomasju@umich.edu	Also author of the book, <i>Redevelopment and Race</i> . Could be a resource to consult with especially for engagement with planning issues.										
Michigan Association of Planning, Michigan State University Extension	Harmony Gmazel, Michigan Association of Planning's current Social Equity Chair	gmazelh@anr.msu.edu	Could be a resource to consult with especially for engagement with planning issues.										
Nixon Area Alliance		info@nixonarea.org	Dedicated to preserving the community, environmental, and recreational quality of life in Ann Arbor, focused on its northeast and surrounding areas.										
Safety on Seventh/Save our Streets	Christopher Hewett	christopher_hewett@yahoo.com	Address ever-increasing vehicle speeds on our neighborhood streets and increase safety for all users of our local transportation corridors.										
A2 Safe Transport	Claire Duvernoy	duvernoy@med.umich.edu	Want to support, encourage, facilitate, and advocate for efforts by AAPS and the City of Ann Arbor to make the necessary changes to ensure that our city is safe for pedestrians. Ensure the city prioritizes pedestrian safety, particularly for vulnerable children trying to get to and from school each day. Cell 734-709-6661										
Business Organizations/Commercial Neighborhoods													
A2Y Chamber Ann Arbor/Ypsilanti Regional Chamber	Diane Keller, President & CEO	diane@A2YChamber.org											
Ann Arbor Area Board of Realtors	Nancy Merdzinski, Executive Officer	NancyMerdzinski@AAABoR.com											
Ann Arbor Area Convention & Visitors Bureau	Mary A. Kerr, Bureau President	mkerr@annarbor.org											
Ann Arbor Art Fair - South University	Maggie Ladd, Director	southu@gmail.com											
Ann Arbor Art Fair - State Street	Frances Todor-Hargreaves	frances@a2state.com											
Ann Arbor Art Fair - Street Art Fair, the Original	Maureen Riley	mriley@artfair.org											
Ann Arbor Art Fair - Summer Art Fair	Karen Delhey	karen@theguild.org											
Ann Arbor Downtown Development Authority	Susan Pollay, Executive Director	spollay@a2dda.org	734-994-6697										
Ann Arbor SPARK	Paul Krutko, President & CEO	Paul@AnnArborUSA.org											
Briarwood Mall	Denise Murray	dmurray@simon.com											
Kerrytown District Association	Karen Farmer, Executive Director	kerrytowndistrict@gmail.com	734-945-7276										
Main Street Area Association	Sandra Miller	sandra@mainstreetannarbor.org											
Main Street Biz	Rob Spears, Operations	rspears@cabrioproperties.com											
S. University Area Association	Maggie Ladd, Director	southu@gmail.com	Also is the contact for Ann Arbor Art Fair South U										
State Street District	Frances Todor-Hargreaves, Executive Director	frances@a2state.com	Also is the contact for Ann Arbor Art Fair - State Street										
Washtenaw Area Apartment Association (WAAA)	Alice Ehn, Executive Officer	info@wa3hq.org	734-663-1200 This group represents landlords in the city so consider contacting this group if you have a significant rental population in your project area.										

Community Engagement Toolkit
Step 3 - Stakeholder Analysis

Women's Council of Washtenaw County	Constance Pearson-Ramirez, President	N/A 3135 South State Street, suite 205, Ann Arbor 48108	A professional organization that supports women in business by providing superior and pertinent education programs. WCWC strengthens and mentors its members through networking and community involvement while cultivating strong, professional relationships.										
Washtenaw Economic Club	N/A	washtenaweconclub@wccnet.edu	The goal of the Washtenaw Economic Club is to be a forum for identifying and discussing economic issues that directly impact the business community and for discussing ways in which economic analysis plays a role in the decision making process for the business community.										
Commercial associations list from A2gov.org													
Limited English Proficiency Audiences													
Ann Arbor Assembly of God	Pastor Bill Peppard Pastor Jeong-Seog Lee	a3ogoffice@gmail.com a2korean@gmail.com	2455 Washtenaw Ave. 734.769.4157 (English) 734.945.7956 (Korean)										
Ann Arbor Chinese Christian Church	Pastor Dennis Wong (Chinese) Pastor Cendal Engle (Youth)	aaccadmin@gmail.com	1750 Dhu Varren Rd. 48105 734.668.9128 Chinese congregation (Mandarin and Cantonese programs)										
Ann Arbor Hope Christian Reformed Church	Pastor Joseph Hun-Suk Bae Pastor David Sung	pastorbae@gmail.com	2500 S. Main St. 734.678.6462 Korean congregation										
JW Barton Ponds (Mandarin Chinese), Delhi West, and North Maple Congregations			2211 N Maple Rd. 48103 734.996.1244 Chinese portion of overall congregation at at the Kingdom Hall of Jehovah's Witnesses										
Ann Arbor Taiwanese Presbyterian Church	Pastor Ho-Tek Tan	tanhotek@gmail.com	1432 Washtenaw Ave. 734.922.5341 Tiwanese congregation										
Chinese Christian Fellowship Church in Ann Arbor	Pastor John Shen	deacons@ccfcaa.org	4205 Washtenaw Ave. 734.256.5138 Chinese congregation										
Crossroads Community Baptist Church	Monica Slesinski	ccbcaabusiness@gmail.com	2580 Packard 48104 734.971.0773 Includes deaf, Hispanic and Japanese congregations										
Korean Bible Church of Ann Arbor	Pastor Kim Suk-Hyun	N/A	4220 Packard Rd. 734.973.2454 Korean membership										
Korean Church of Ann Arbor	Pastor Joo Hyoung Lee	opencoaa@gmail.com	3301 Creek Dr. 48108 734.971.9777 Korean congregation										
Korean Presbyterian Church of Ann Arbor	Pastor Jae Joong Hwang	N/A	2141 Brockman Blvd. 48104 734.660.5712 Korean congregation										
Korean United Methodist Church of Ann Arbor	Rev. Hyun-jun Cho Rev. Steve Khang	kumcaa.info@gmail.com	1526 Franklin St. 48103 734.662.0660 Korean congregation										

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St. Mary's Student Parish (Spanish)	Lanette Mele	lmele@umich.edu	331 Thompson St. 48104 734.663.0557 Catholic campus ministry at U-M. Ministries include graduate/young professional; Hispanic/Latino; LGBT outreach										
St. Thomas the Apostle Catholic Church	Fr. William Ashbaugh	N/A	530 Elizabeth St. 734.761.8606 ASL congregation										
Others?													

Step 5 – Analyze & Record Engagement Outcomes.

This **internal document** provides the valuable opportunity to reflect on the effectiveness of the strategies used, the impact your key stakeholders made, participation rates, etc. **Recommended:** Bring your internal team back together for this step. This completed worksheet does not need to be attached to your action plan. Instead, please save in your own files.

1) Were the engagement goal(s) you established in step two of your community engagement action plan accomplished?

- Yes Most Were Some Were No: _____

2) Did the level of impact/interest change at any point during the process? If so, what is the new level?

- High Impact/Interest – Citywide
 High Impact/Interest – Local/Neighborhood
 Low Impact/Interest – Citywide
 High Impact/Interest – Local/Neighborhood
 Level Didn't Change.

What prompted the change in level?

- Internal direction from City Council or supervisor.
 Public interest/reaction/feedback differed from originally anticipated.
 Elements of project/policy/program changed from original action plan/new factors/constraints/etc. were added, etc.
 Other: _____

3) In general, what best describes the overall/majority tone of the feedback and reactions you experienced through your engagement efforts (directly or indirectly)? Check all that apply.

Resident satisfaction:

- Partnership/alliances formed with individuals/groups not previously identified as stakeholders.
 Satisfied throughout the entire information/engagement process.
 Eventually became satisfied during the information/engagement process.
 Dissatisfied throughout the entire information/engagement process.
 Eventually became dissatisfied with the information/engagement process.

Content of resident feedback:

- Generally positive/constructive.
 Generally negative/critical.
 Neutral, opinion not expressed/evident.

Resident participation:

Public meetings —

- Attendance rate was as expected.
 Attendance rate was higher than expected.
 Attendance rate was lower than expected.
 No public meeting(s) held.

Online engagement —

- Response rate to online survey/A² Open City Hall was as expected.
- Response rate to online survey/A² Open City Hall was higher than expected.
- Response rate to online survey/A² Open City Hall was lower than expected.
- Did not conduct online survey/A² Open City Hall.

Media coverage —

- Generally positive media coverage (news media or social media).
- Generally negative media coverage (news media or social media).
- No news media or social media activity to report.

4) Rate the effectiveness of the community engagement strategies used (type "X" in applicable field for each strategy).

	Very Effective	Effective	Somewhat Effective	Not Effective	Unsure	Does Not Apply
A ² Open City Hall						
Online Survey						
Random Sample Survey						
GovDelivery Email Updates						
Outlook Email Updates (staff-maintained list)						
Public Meeting(s)						
Stakeholder/Focus Group						
Press Release (i.e., media coverage achieved?)						
Social Media (i.e., comments/interactions occur?)						
Other:						
Other:						

5) Knowing what you know now, what additional methods, if any, would you have included in your engagement strategy (see question 4 above, and/or note other methods not listed)?

- A. _____
- B. _____
- C. _____
- D. _____

6) Were you able to reach typically underrepresented or underserved populations in the community? If yes, which?

- Special needs/disability citizens.
- Advocacy groups.
- Non English-speaking citizens.
- Low-income citizens.
- Cultural/Racial/Religious minorities.
- Other: _____.

7) Were any stakeholders missing from the engagement process that, in hindsight, should have been included? If yes, who, and how, would that stakeholder have been valuable?

A. Name of individual/agency/organization/group: _____

- Technical expertise.
- Active or influential community member.
- Funding/Resources.
- Other: _____

B. Name of individual/agency/organization/group: _____

- Technical expertise.
- Active or influential community member.
- Funding/Resources.
- Other: _____

8) What lessons were learned during this engagement process (e.g., new findings, “aha moments” or recognition/understanding of different perspectives)?

- A. _____
- B. _____
- C. _____

9) Did any feedback, constructive criticisms or ideas shared during your engagement efforts impact or change the path or direction of your project/policy/program?

Feedback, Constructive Criticisms, Ideas Shared (include from whom/contact information, if available, for follow-up opportunities)	Outcome
A.	
B.	
C.	

10) Now that the community engagement action plan has been executed, what are the next steps for this P³?

- Project/policy/program is complete; proceeded while engagement strategies were implemented.
- Project/policy/program will proceed as planned.
- Project/policy/program will be modified based on public input and:
 - Will proceed.
 - Will require additional engagement efforts.
 - Will not proceed.
- Other: _____

11) Are there any other notes you would like to capture related to the strategies and/or outcomes of your community engagement action plan?

Final Step: Save this worksheet to your files.

INTERNAL DRAFT DOCUMENT