Salt Lake City Open Government Assessment Matrix

This spreadsheet contains goals, objectives, and actions related to the Salt Lake City Open Government Initivative started in 2009. The purpose of this spreadsheet is to organize the multi-pronged initiative in a coherent set of goals and to identify action items yet to be completed. The multiple goals and values associated with transparency have been grouped into three main goals or themes of the initiative: Expanded & Improved Processes, Culture of Transparency, and Provision of Information.

Items in GREEN are considered complete/implemented
Items in YELLOW are in progress
Items in RED require additional attention

Goal: *Expanded & Improved Processes* : Ensure Salt Lake City's public engagement processes are adequate, understandable, and fair to all parties involved. Listen to all the people affected by proposed actions. No person or group affected by the City's actions has a greater right to be heard than anyone else. Follow stated processes, be truthful, and welcome accountability. See the public and City employees as sources of creative ideas and effective solutions. Plan for and incorporate public input at the beginning of each major action. Let the public and employees know "why" decisions are made. Encourage candor and protect against retaliation.

Objective	Description	Source	Action	Description
Baseline Assessment and Department Specific Initiatives	Because every department is different, as are the various functions within a department, department specific approaches to greater transparency, openness and collaboration are likely to be more effective. In order for the City to identify the most beneficial areas to target and to measure progress, it is necessary to conduct a baseline inventory of current practices. In order to pursue both these points, on April 13, 2009, Mayor Becker requested the Chief of Staff and the Department Directors to submit to him by July 10, 2009 a written assessment of : (1) whether their services are accurately and completely described on slcgov.com; (2) whether there are categories of documents not currently available on slcgov.com that would help the public better understand the actions taken by their departments; and (3) whether there are additional ways their departments could obtain public input that would assist their departments in serving the public more effectively.	WP2009 2.3	**Departmental Baseline Assessments**	2010 Progress Report: On April 13, 2009, Mayor Becker asked all City Department Directors to review their Departments and Divisions and establish a baseline of how their services are described online, what official documents and records are and/or are not easily available to the public, and identify how each Department/Division can continue to expand its efforts to incorporate public input early in the decision making process. These baseline assessments are being used to assist the City in understanding ways the government can become more open and collaborative.
Best Practices and Guidelines	Other municipalities around the country have introduced open government initiatives. The Obama Administration is also undertaking a major open government initiative. Much is being written about transparency and e-government in academic circles. We will continue to research best practices and academic literature. Based on this research and the City's own experience, the Steering Committee will develop guidelines for the use of the individual departments in developing the open government initiatives appropriate for their activities.	WP2009 2.4	**Public Engagement Guide**	2012 Jan 17: The 22-page Public Engagement Guide is a new tool designed to assist city employees in determining the scope of public engagement necessary for a project and to plan for and conduct successful public engagement. The final draft was posted on Open City Hall for public input from Jan. 17, 2012 through Feb. 17, 2012
			Workgroup Gathering Best Practices	2012 Jan 17: The Public Engagement Workgroup has been gathering information on best practices from organizations such as National League of Cities and Towns and the International Association for Public Participation. This information will inform the transparency inititiave. Some information can be added to an "open government library" that employees can access.

Identification of All Key Interests	While many actions taken by the City require public notice, public notice may not always reach all affected or interested residents. <u>The City Policy on Open Government will</u> carefully address identification and advance notification of interest groups and methods that allow healthy dialogue of varied interests in a collaborative process so that varied impacts, opinions and options can be considered.	**WP2009 8**		Is this addressed specifically in city policy? Is the concept of "identification and advaced notification of interest groups" captured anywhere?
Public Participation – Information Gathering/Public Input	One of the most effective ways to provide transparency is through citizen participation and inclusion in government. The City already provides for citizen participation in a variety of contexts. Citizen advisory boards exist for a wide range of City activities—everything from the airport to sister city exchanges. Community Councils play a key role in the land-use planning process. This project <u>will look at how effectively</u> the City has provided for citizen participation as well as the method used and the weight given to citizen input that is received. This project <u>will also consider how</u> the City can more effectively obtain valuable public input at critical stages in the decision-making process. Timing of the current formal process will also be examined. Community concern has been expressed about the lack of opportunity to provide public input at key stages, the amount of time given for public comment, how public written material is incorporated for consideration, and the weight given to public input. <u>Will consider methods</u>, such as those developed by the International Association for Public Participation, for individualizing the public process to meet the needs of the particular issue.	**WP2009 10**	**Neighborhood Based Organizations Review By CED**	2012 Jan 17: In 2010, the Community and Economic Development Department, in conjunction with other city departments, conducted a review of how the city interfaces with various neighborhood based organizations (NBO's) and special interest groups. Various groups such as community council leadership were interviewed about communication with the city. The results are that review are informing potential improvements to city policy which will increase transparency government access.
			Continued Learning	2010 Progress Report: After the City has completed - - or gotten well in to - - several important public processes, we have analyzed what elements of the process worked to make the process more open and effective.
			Case Studies	2012 Jan 17: The Public Engagement Workgroup developed a template for project managers to use to capture a brief summary and review of the public engagement efforts of a completed project. The case studies could be made available in a public engagement library as a resource for others to learn from past projects. See "Other" below for example projects.
Feedback to Citizens	Feedback to residents on how their input did (or did not) affect a public decision can be important to the public. The project <u>will consider how</u> such feedback can be provided effectively.	**WP2009 12**		Has this been implemented anywhere?
Citizens' Advisory Committee on Transparency	The project <u>will consider whether</u> a citizens' committee should be appointed to advise the City on transparency issues in the future.	**WP2009 26**		Has this been considered?
			Public Involvement on the City's Nondiscrimination Ordinance	2010 Progress Report: Prior to the drafting of the proposed Nondiscrimination Ordinance, Mayor Ralph Becker and the Office of Diversity and Human Rights conducted extensive outreach to research and document instances of discrimination in Salt Lake City. The Dialogues on Discrimination then informed the drafting of Mayor Becker's nondiscrimination ordinance proposal. Following the proposal, draft summary documents were submitted to the public for comment and review. The public comment was compiled and integrated with the final ordinance proposal where applicable for consideration by the City Council. See also paragraph 16.
			Public Safety Building/Complex	2010 Progress Report: Throughout the location and bond process, Salt Lake City officials invited the public to discuss and comment on all aspects of the Public Safety Complex. Information regarding location, cost, scope, and mission of the Public Safety Building (PSB) and Emergency Operations Center (EOC) was available to the public for feedback. Salt Lake City will continue this tradition of public feedback on the Public Safety Building as the project moves forward.
			Alcohol Normalization, Public Outreach and Comment	2010 Progress Report: Salt Lake City engaged in an extended public process regarding its proposed alcohol normalization ordinance changes during the summer and fall of 2009. The process sought to ensure that community concerns were identified early, and that a full range of perspectives were heard and considered for incorporation into the proposed ordinance language. In addition to formal and informal conversations with stakeholders over the past year, the City gathered input through presentations to relevant boards and commissions, conversations with community councils, open houses, a telephone survey, eight neighborhood discussion groups, and an extended written comment collection period. The results informed the Mayor's final proposal sent to the City Council, which conducts its own review and public process. See also paragraph 16.
			North Temple Master Planning and Process	2010 Progress Report: During the redesign and construction of North Temple, including the Viaduct and Airport Trax Line, Salt Lake City held numerous public open houses and workshops to create a public vision of the future Grand Boulevard. Three community workshops were held throughout October, along with a multiple meetings with businesses and stakeholders affected by the construction. Plans for additional open houses to review plans which reflect the public comment were scheduled for January 2010.
			Reservoir Park Project Process	2010 Progress Report: Prior to construction in Reservoir Park in fall 2009, the Division of Public Utilities conducted over a year of public process to engage the community in design of the project. After initial meetings with community councils and interested stakeholders during summer/fall 2008, an *ad hoc* committee was created including representatives from the City and local neighborhood groups. The *ad hoc* committee served early on as a forum for brainstorming potential design approaches, and met weekly during construction to address community concerns. See also paragraph 16.

Other	Specific projects and Inititatives with expanded/improved processes		City Creek Fire Break	2010 Progress Report: Development of the City Creek Fuel Break project has highlighted the need for proactive and adaptive stakeholder engagement within the community for projects that may elicit diverse perspectives on project impacts and goals. Public interest and engagement was slow to develop as the Department of Public Utilities moved forward from the initial community council presentations and publications of the proposed project in the spring of 2009 with planned implementation that summer. Earlier stakeholder involvement and more active City solicitation of public input to evaluate alternatives was identified as a key factor generating public concern that the project was being rushed. In response to the public request and Public Utilities' commitment to community engagement, the project was delayed to allow additional public comment, background ecological data was collected, and a small three plot "demonstration" project is being implemented to observe impacts and obtain further public feedback.
			Universe Project Special Advisory Task Force	2010 Progress Report: The City continued to host and facilitate the Special Advisory Task Force created in 2008 to provide community input for the Universe Project proposed by the University of Utah next to the Stadium Trax station. Made up of representatives from locally-owned businesses, neighboring residents and other community organizations, the Special Advisory Task Force reviewed the proposed uses and preliminary design plans for the project. In fall 2009, the developer notified the University that it would not be exercising its option to go forward with the project under current economic conditions.
			Commercial Solicitation Public Comment	2010 Progress Report: On July 29, 2009, Salt Lake City released the proposed commercial solicitation ordinance for public comment and review. An email notice was sent to almost 100 stakeholders from various homeless and low income organizations. Comment was also solicited from Salt Lake City business organizations, community councils, and boards and commissions. The proposed ordinance was made available online at www.slcgov.com and covered extensively by multiple media outlets on numerous occasions. In response to public comment received, four recommendations were made to improve and further research the proposal.
			Gang Reduction Task Force	2010 Progress Report: In early 2009, the *ad hoc* Gang Reduction Forum transitioned into a standing gang reduction program. The SLC Gang Reduction Program is a multi-agency collaboration focused on effectively reducing gang activity in a comprehensive, long-term way. The Steering Committee, consisting of key partners in gang prevention, intervention and suppression solutions has been conducting a full assessment of the problem within the boundaries of Salt Lake City.
			Parks, Trails, and Urban Forestry Advisory Board	2010 Progress Report: In response to public interest, Salt Lake City created a Parks, Trails, and Urban Forestry Advisory Board to increase public involvement and awareness of improvements and changes regarding the City's parks, trails, and urban forest. The board has been tasked with: 1) providing and overseeing strong stewardship of the City's parks, trails and urban forest; 2) educating the public and advocating for the City's parks, trails and urban forest policies; and 3) encouraging and facilitating public involvement and input, and the incorporation of that input into the City's parks, trails and urban forest plans and policies.
			Salt Lake City Emergency Management 18 Month Action Plan	2010 Progress Report: Salt Lake City has adopted an 18 Month Action Plan for Emergency Management. One of its key objectives was an "overhaul of our public outreach to prepare our employees, citizens, and businesses to function and contribute during times of disaster, [including] organizing a healthy, viable volunteer coordination program." The program also established an Emergency Advisory Committee of public and private entities to facilitate openness and understanding of the City's potential activities during an emergency situation.
			Citizens Task Force Zoning Amendment Project	2010 Progress Report: Over the past year, the Salt Lake City Planning Division revised various sections of the Zoning Ordinance in order to clarify regulations, implement sustainability goals, promote progressive planning regulations, and provide predictability to the process for applicants and citizens. A citizen task force was established to ensure that public review and input opportunities from businesses, community councils, City boards and commissions, residents, and other interested stakeholders were incorporated into the final product.

Goal: *Culture of Transparency* : Expand the culture of open government within Salt Lake City. Practice the principles of transparency in your interactions with City employees and departments. Disclose onflicts of interest to the public.

Objective	Description	Source	Action	Description
Transparency of the Open Government Project	There is no better place to start with more "openness" in City government than with this project itself. Public input will be sought throughout the project.	**WP2009 1**	**Work Plan Feedback**	The proposed scope of work (work plan) was distributed for public comment at the outset to ensure public participation in determining what the "scope of work" of the project should be.
			Transparency Website	A transparency website (transparencyslcgov.com) was created to inform the public about the transparency initative.
			City Policy Feedback	The adoption of the City Policy on Open Government represented almost one year of public outreach, comment, and discussion on the scope, needs, and items that should be included in the policy. Specifically, the Open Government Steering Committee utilized a wide range of web tools, including online forums, surveys, wikis, and discussion boards. Additionally, a broad review of existing academic literature and comparables with other cities was conducted. The proposed policy was also placed online and emailed to stakeholders for potential comment and feedback. Finally, a number of meetings with the media, business leaders, and community advocates were held during the development of the policy.
City Policy on Open Government.	A variety of state and city laws address open government in particular contexts, but there is no overarching statement of City policy on open government. Adoption of a City Policy on Open Government will not only provide guidance to City employees on how to approach particular situations, but will stand as a commitment to the residents of Salt Lake City.	**WP2009 2**	**Adopted Policy on Open Government and Public Process**	2010 Progress Report: In November 2009, Mayor Ralph Becker and the Salt Lake City Council jointly adopted the Policy on Open Government.

Employee Engagement	In order for the open government initiative to succeed, the City's employees must understand the value of open government and be committed to providing more open government. This project will consider the best ways to achieve employee engagement.	**WP2009 2.1**	**Employee Transparency Survey**	2010 Progress Report: As part of the policy adoption, the Open Government Steering Committee released a survey to all City employees to rate how "open" their departments and divisions were. Just under 10% of the City's workforce responded, an impressive rate for an email survey. In general, the comments were similar to those received from the public survey, ranking Salt Lake City's openness roughly a "3" on a 1 – 5 scale. Organizational culture, including competition between teams, divisions, and departments, and lack of communication between management and employees, were commonly cited points of concern by employees. Additionally, many employees expressed a desire to be provided with more information and to be included earlier in the decision making process.
			Employee Book Club: "Transparency: How Leaders Create a Culture of Candor"	2010 Progress Report: Open government is as much about an organizational culture as it is systems and technology. The Employee discussion group has helped facilitate creating a culture of candor and openness within various City divisions. Additionally, this discussion group format was one of a variety of ways that the City has used to help employees understand the importance of transparency to the effective operation of City government.
			How We Do Business Policy Developed	2012 Jan 17: In 2011, the Administration and City Council developed an employee policy called "How We Do Business" that sets the expectation that employees will serve, inform, listen, include, collaborate, be proactive, problem-solve, and respond when working with the public.
			Public Engagement Guide	(See "Public Participation…" objective)
Internal Transparency	While our focus has been on providing greater transparency to the public, we must not lose sight of the benefits of greater transparency in the internal workings of City government. This project will consider ways to make the operation of City government more effective through increased internal transparency.	**WP2009 2.2**	**Transparency Discussions with Senior Staff**	2010 Progress Report: Numerous conversations and meetings have been held with the City's Department and Divisions Directors over the past year regarding the importance of transparency.
				Did we consider ways to increase internal tranparency?
Department Resources	The afternoon session of the December 17, 2009 retreat discussed how the City can foster an internal culture of openness and collaboration, and compiling a list of what resources the departments would like to go forward to do public engagement consistently and well.	**Department Director's Retreat**		Has this list been compiled?
Documentation and Records Management	Transparency is not possible without appropriate, easy-to-understand documentation of City actions. Guidelines will be developed on the types of City actions that need to be "documented" that are not being documented today and the types of information that will be included. Good documentation provides accountability and clarity as well as the basis for the actions that have been taken. A specific issue that will be addressed as part of Records Management will be the use by City officials and employees of private e-mail accounts and new social networking technologies to conduct City business. Guidelines will be developed to assure that the City has copies of all records constituting City business.	**WP2009 3**		Have the guidelines been developed?
Proactive Provision of Policy Information	The City currently responds to document information requests under the State Government Records Access and Management Act (GRAMA). The obligation to provide access to City documents under GRAMA is triggered only by a citizen request. While GRAMA ensures "the public's right of access to information concerning the conduct of the public's business," it does not create any affirmative obligation to provide documents independent of a request. Moreover, GRAMA only applies to existing documents. It does not provide a right to information that has not been embodied in a "document." Guidelines will be developed encouraging such proactive provision of information to the public.	**WP2009 4**	**GRAMA Request and Tracking System**	2010 Progress Report: The system will allow users to submit GRAMA requests online, document requests made, and track each request for official City records. This system will be used City-wide and assists the City in managing requests, tracking the status of requests, and ensuring requests are responded to in a timely manner. The system will be operational soon.
Integrity of Process	Open Government does not exist if the process that is actually followed is different from the process that is publicly documented. The overall Policy will address the importance of following publicly stated processes.	**WP2009 6**		Has this been captured in city policy? Is the City Policy on Open Government encompassing enough to capture specific items such as this?
Predictability and Consistency	Predictability and consistency are critical elements of effective government. Increased transparency should not only provide greater predictability and consistency but will also, through public documentation, provide the means to assess how consistent and predictable Salt Lake City government is.	**WP2009 7**		Has this been captured anywhere? How would we assess this?

Objective	Description	Source	Action	Description
Conflict of Interest and Campaign Finance	The City's current conflict of interest chapter was enacted in 1998 and has been amended several times since then. The basic model is "disclose" and "recuse." The project will consider whether the conflict of interest processes are sufficiently open. Similarly, the project will consider whether the various campaign financing disclosures filed with the City are sufficiently accessible to the public.	WP2009 16	**Conflict of Interest Advisory Opinions**	2010 Progress Report: Pursuant to Salt Lake City Code Section 2.44.210, the City Attorney is authorized, upon request, to issue advisory opinions on the application of the City's conflict of interest policies. Starting on January 2, 2009, the City Attorney made conflict of interest advisory opinions for the City's elected and executive positions available online through the Attorney's Office Website. Placing the advisory opinions and waiver decisions on-line is intended to facilitate accountability to the public.
				Is the conflict of interest process sufficiently open?
Handling Mistakes	Mistakes are a practical reality in an organization handling large numbers of broad and complex decisions. Sometimes mistakes are discovered in mid-stream, but sometimes they are not discovered until years after the original decision was made and corrective action is problematic. Guidelines will be developed for handling and exposing mistakes.	WP2009 18		Were guidelines developed?
"Free Thinking Zone"	Government entities, like other organizations, function most effectively when creative "outside-the-box" thinking is encouraged and supported. Unorthodox, controversial brainstorming may be discouraged if the proponent is concerned the idea will be subject to public scrutiny. A governmental entity's need for a "free thinking zone" is reflected in various exceptions in the Open Meetings Act and GRAMA. At the same time, there may be a significant interest in knowing what alternatives were considered, but not pursued. This project will consider how to strike the balance between openness and the need for a free thinking zone in order to best promote the public interest.	WP2009 21		Has this been considered?
Employee Privacy	GRAMA recognizes the importance of employee privacy by providing exemptions from disclosure in specific circumstances. Similarly, the Open Meeting law permits a closed meeting to discuss the performance of an individual employee. At the same time, the performance of a city employee necessarily has some public interest implications. The project will develop guidelines to facilitate a fair balance between the public interest in employee performance and the personal privacy of employees.	WP2009 22		Were guidelines developed?
Security Measures	The Utah Code provides that a municipality's records "regarding security measures designed for the protection of persons or property, public or private" are not subject to GRAMA. Similarly, federal laws prohibit disclosure of security information relating to facilities such as airports and the public water supply system. This project will recognize the legitimate public interest in the protection of security information.	WP2009 23		Has this been considered?
Defining the Harm from Disclosure	Both GRAMA and the Open Meetings Act recognize that in certain specific instances the public interest may actually be harmed by disclosure. This project will develop guidelines for assessing the harm to the City that could result from disclosure.	WP2009 20		Were guidelines developed?
Fraud Prevention and Detection	Large organizations should have a fraud policy to guard against violation of the public trust. In order to promote consistent development of controls that will aid in the detection and prevention of fraud and abuse of public resources, Mayor Ralph Becker signed City Policy 3.02.12 FRAUD PREVENTION AND DETECTION December 17, 2008, which went into effect January 6, 2009.	WP2009 29	**Fraud, Waste, and Abuse Website**	2010 Progress Report: On January 6, 2009, Salt Lake City launched its Fraud, Waste, and Abuse Website. Employees and the public are able to use the website to report possible incidents of fraud, waste, or abuse in the operations of Salt Lake City government. Reports and complaints may also be taken over the phone and made anonymously.

Goal: *Provision of Information* : Provide the public and its employees easy access to complete and understandable information that educates and informs. Go above and beyond the requirements when providing information to the public and employees. Increase the ease of access to tools and resources. Make the information on www.slcgov.com and the employee intranet site easily searchable, accessible, and sortable.

Objective	Description	Source	Action	Description
			Mayor's Office Hot Topics	2010 Progress Report: "Hot Topics" is published each week and lists the top issues and common questions the Mayor's Office is working on for the week. They are published on www.slcgov.com/hot.

Considerations Specific to the Executive Branch	The operations of the executive branch are rarely if ever subject to the Open Meetings Act. The project will consider whether there are ways to introduce greater transparency into the deliberations of the executive branch and for direct communication with citizens.	WP2009 13	**Official Administration and Council Transmittals**	2010 Progress Report: By means of an online portal, constituents will be able to access official transmittals and communications between the Mayor's Office and City Council. By utilizing the program, constituents will be able to search, sort, and filter Administration-Council transmittals based on a number of criteria, including topic, title, department, date, author, and key words found anywhere within the document. The program will allow immediate access to official materials and provides early notice on future Council discussions prior to the topic being scheduled on an agenda. The program will be operational soon.
			One-on-One Meetings with the Mayor and Mayor's Open Door Hour Each month, Mayor	2010 Progress Report: Ralph Becker opens the door to his office for both the general public and employees. During these sessions, anyone is invited to bring any issue before the Mayor. The meetings are generally 10 – 15 minutes each and are scheduled on a first-come, first-serve basis.
Considerations Specific to the City Council	The City Council and Council staff have developed a number of communication outreach initiatives, which include making the language of public hearing notices more understandable to the public. Council staff also has been taping announcements of upcoming public hearings to air on SLCTV and the City's website. The websites for the individual Council members are being enhanced to provide more information for constituents.	WP2009 15	**Salt Lake City Council Fast Facts**	2010 Progress Report: These are fact-based bullet points which highlight policy issues for the public and news media regarding topics in upcoming City Council Meetings that could generate a high level of interest for the community. The goal of the Fast Facts is to give the public and news media specific, easy to understand information regarding issues that will be considered by the City Council. Opportunities for public comment are emphasized in all Fast Fact documents up to the point that the Council makes a decision on the subject. Links are provided to other information/background on the topic to provide a more complete understanding of the issue.
			City Council – Decision Process	2010 Progress Report: Prior to 2009, the Council would commonly hold a public hearing, consider public comment, close the hearing, and then take action immediately following the public hearing. However, in 2009, to emphasize the importance of public hearings, the Salt Lake City Council changed their policy regarding public hearing items. When an item is scheduled for a public hearing, the City Council welcomes and considers all comments, closes the hearing, and in many cases delays their decision on the issue until the next City Council meeting, where the subject is placed under a new section of the Council agenda called "Potential Action Items." A delay in the Council's decision until one week after a public hearing provides: 1) additional time for the public to provide written comment through letters and e-mails and/or provide oral comments via the telephone, and; 2) additional time for the Council to consider all comments before reaching a decision. Note: As in the past, when an issue warrants more public comment aside from one public hearing, the City Council may choose to continue a public hearing to a future meeting to allow another opportunity for the public to comment before a hearing is closed.
Proactive Provision of Process Information	Residents and community councils are interested in giving input, making recommendations or giving feedback that matters to them, to their neighborhoods or to the city at large, but are often confused about the process of how to best communicate the information, where it should be given, or how it will be utilized. There seems to be some frustration in the community about how things get done at City Hall. For example, a recurring source of community frustration is a lack of clear information about how land use decisions are made administratively and how to appeal a land use decision once it has been made. A list of City processes warranting public explanation will be developed and appropriate explanations placed on the City website.	WP2009 5		Has the list been developed?
City Government 101	Providing increased access to information and city government processes is important, but information and participation are insufficient by themselves if citizens do not have the opportunity to understand how city government works. The open government project will consider ways to better inform the citizenry on how City government works.	WP2009 28		Has this been considered? (Related to previous item)
Administrative Rule Making	The notice provisions in the Open Meetings Act provide that the legislative process followed by the City Council in adopting an ordinance will be known to the public. However, the Open Meetings Act does not apply to administrative rule making by the executive branch. Current City policy does provide that draft administrative rules will be circulated "to a reasonable audience of affected customers for comment during the development process," but more specific guidance is necessary.	WP2009 14		Has this more specific guidance been developed?
"Understandability" of City Communications and City Code Provisions	Many parts of the City Code are not readily understandable to the average resident or business person, preventing proper adherence to the Code and precluding the notion of transparent government. A number of sections of the City Code evaluated with reading grade level software tested out at college graduate level and higher. The same problem is present in many of the City's everyday written communications with the public. Guidelines for drafting easily understood documents and ordinances with clear intent statements will be a part of the City Open Government Policy. We will also consider how to address the needs of citizens who do not speak English.	WP2009 19		In progress. What's the status?

Legal Advice of the City Attorney's Office	Legal advice is protected from disclosure by the attorney-client privilege, but as the "client," the City is always free to waive that privilege. The City may decide the public interest in some subject matter outweighs the need for confidentiality in the communications between City officials and their lawyers.	**WP2009 24**	**Public Legal Opinions**	2010 Progress Report: Written communications between the lawyers in the City Attorney's Office and City officials and employees concerning legal advice are generally protected from public disclosure by the attorney-client privilege. However, Salt Lake City has chosen to waive this privilege in instances of great public interest. Since January 2, 2009, legal opinions which the City has made public have been posted online through the Attorney's Office website.
Available Media	The City has available to it a variety of media to provide information to the public. The Open Government project will assess whether the City is using media to the fullest extent.	**WP2009 9**		Has this been assessed?
Websites	Greater use of the slcgov.com website will be based on two principles — information that is "user useful" as well as "user friendly." "Searchability" and "sortability" are also key functions for effective transparency. Redesign of slcgov.com to make it more "user friendly" will be pursued, consistent with budget limitations. A number of City departments and divisions have their own websites. An inventory of all City websites will be compiled and this project will assess whether adequate "linkage" among the various websites is being provided. Guidelines will be developed on the most effective way to use slcgov.com to its full capability for providing information, advance notice, training , receiving input, etc.	**WP2009 9.1**	**Review of SLC Website**	2010 Progress Report: In order to assist the City in providing information to the public more effectively on the City's website slcgov.com, Associate Professor Joel Campbell of the Department of Communications at Brigham Young University developed a list of 37 criteria that represent "best practices" for municipal websites. For example, Criteria #1 is "Government staff directory and organizational chart with ease of access to find information" and Criteria #4 is "Electronic 'reading room' or areas for frequently requested records." Salt Lake City was the first to receive an official "report card" based on Professor Campbell's criteria. It is expected this grading technique will be refined and applied to additional government websites over the coming months and years. Salt Lake City received a good number of A's, but we also got two F's (one of which we've already fixed) and two incompletes. Overall our "GPA" was 2.94, with 2.57 in the "Transparency" area, 3.71 in the "Accessibility and E-Government" area, and 2.91 in the "Citizen Engagement, E-Democracy" area. We didn't make the Dean's List, but this report card will be very helpful in identifying improvements to be made to the City's website. Professor Campbell's set of best practices criteria can also be very helpful to other government entities looking to improve their website. The city hosted a Partners of the Americas fellow for two months in 2009, who conducted an independent analysis of our open government initiatives. Ezedin Alarcon, Director of Transparency for the City of La Paz, Bolivia, complimented SLC on its extensive efforts to engage the public in decision making and provided suggestions for making www.slcgov.com more user-friendly.
			Redesign of www.slcgov.com	2010 Progress Report: As part of the Open Government Initiative, Salt Lake City implemented a consistent brand scheme across Department and Division websites. A common look and feel throughout the City's web presence will assist online visitors in accessing the City's services, navigating through and across Departments, and conducting research and information gathering. Additionally, the redesign of slcgov.com more fully utilized web 2.0 tools, including RSS feeds, blogs, wikis, site sharing, social networking, videos, etc.
				Have guidelines been developed?
			Development of Boards and Commission Website	2010 Progress Report: Salt Lake City has 26 public boards and commissions. Each year, hundreds of residents donate their time to serve on one of these boards and commission. The new website provides in-depth information regarding each board or commission, its activities, and its members. It also allows the public to easily access application information, meeting agendas, and meeting minutes.
			Conflict of Interest Advisory Opinions	(See "Conflict of Interest and Campaign Finance" objective)
ACCELA	The new software being introduced by the Community and Economic Development Department has a "public participation and access" module. Recommendations will be developed that enhance its use. The City will also review the alternate tracks available for computer literate and non-computer literate residents.	**WP2009 9.4**	**Acella and Citizen's Access Portal**	2010 Progress Report: Salt Lake City has now fully implemented Acella across various Departments and Divisions. By centralizing the databases and improving internal communication systems, the City has been working to develop and support a true One-Stop-Shop for construction and development applications and permits. Through Acella's Citizen Access Portal, constituents are able to log in and see all construction and land use applications, permits, and petitions. Additionally, constituents are able to see where each public planning and zoning related item is in the approval process and any comments associated with the item.
Channel 17	The City is increasingly making use of Channel 17 to cover City Council and Planning Commission meetings and to provide general information to the public. Extending coverage to additional public bodies will be considered. Guidelines will be developed on the most effective way to use Channel 17 to its full capability for providing information, advance notice, training, etc. Public input on how to use Channel 17 more effectively will be sought through the community councils and other groups.	**WP2009 9.3**		Have guidelines been developed?
Non-Electronic Media	Some citizens do not have access to or do not feel comfortable with electronic media. Therefore the City will consider how to use traditional means of communication such as the Salt Lake City Public Library system, to assure that the benefits of increased openness are realized by all citizens, not just those with electronic access.	**WP2009 9.2**		Have we considerd how to use traditional means of communication?
Newsletters and other media	An inventory of all such City communications will be compiled and an assessment made of whether there are any gaps or confusing duplication.	**WP2009 9.5**	**Planning Division Newsletters and Updates**	2010 Progress Report: The Planning Division publishes *Urbanus* a monthly electronic newsletter to keep the public, as well as City employees, informed of their current activities. The "Planning in Salt Lake City" brochure provides a simple, clear overview of the basic purpose and functions of the Planning Division.

				Has the inventory been compiled?
Additional Forms of Public Notice	Under current law, public notice consists of placement on the state website (effective October 2008), newspaper publication and posting at the City & County Building. State law encourages the City to consider additional forms of electronic notice. State and City law determine who must be given individual (usually through the mail) notice. The project will consider additional ways to give notice and/or broader individual notice to the many citizens in the city, including renters as well as homeowners.	WP2009 11		What additional methods of giving notice have been developed?
Financial Transparency	The City will build on the work done in the Spring of 2009 to make the budget process more transparent. This project will also follow the work of the Utah Transparency Advisory Board, which advises the State Division of Finance on what public financial information must be made available on the Internet. The Salt Lake City Council and Administration already make available to the public a wide range of budget information including City contracts. The project will look at how this information could be more easily accessible. We will also consider making more information available on City contracts.	WP2009 17	**Public Budget Workshops**	2010 Progress Report: Prior to the adoption of the FY 2009-2010 Budget, Salt Lake City conducted three Public Budget Workshops. These workshops were designed to educate the public about the City's budget process and receive feedback about the public's priorities. The workshops were offered at the Salt Lake City and County Building, Rowland Hall School, and Pioneer Police Precinct. The workshop and tutorial was also made available online at www.slcgov.com.
			Citizen Budget Survey	2010 Progress Report: In April 2009, Telephone surveys were conducted by Dan Jones and Associates to almost 700 City Residents to receive feedback and gauge citizen satisfaction or dissatisfaction with city services. In 2009 the survey includes a series of questions regarding the city budget.
			Increased Transparency in the Budget Process	2010 Progress Report: In addition to the public budget workshops and Dan Jones poll, City Officials utilized SLC TV17 to broadcast the City Council's budget discussion, met with Community Council Chair and Business organizations to discuss methods of increasing awareness of the budget process, and provided access to the Utah League of Cities and Towns' "Making Sense of Dollars" at all public library locations to increase awareness and understanding of the public budgeting process.
			Recovery.slcgov.com	2010 Progress Report: Salt Lake City's Recovery and Reinvestment website provides information on how Salt Lake City is investing federal funding within the City. All programs, plans and reports are be available for public review. The site also provides links to a variety of information regarding federal grants and available funds.

Transparency Process: The process started with the 2009 joint resolution of Mayor Becker and the City Council. Detailed goals and objectives were outlined in the 2009 Work Plan. Several objectives were met the following year and were reported in the 2010 progress Report. The following items are other process steps that were taken with the aim of achieving the above goals and objectives.

Action	Description
Department Director's Retreat	2010 Progress Report: The afternoon session of the December 17, 2009 retreat focused on open government. The Mayor's Office, City Council and every Department Director were present during the discussion. The initial conversation focused on what, in the experience of the Department Directors, makes for "good" public process. They then discussed how the appropriate public process would be designed for specific initiatives involving internal and external "publics". They concluded by discussing how the City can foster an internal culture of openness and collaboration, and compiling a list of what resources the departments would like to go forward to do public engagement consistently and well. One of the suggested resources was written public engagement guidelines/best practices, and the City is currently developing that document.
Open Government Working Groups	2010 Progress Report: Four working groups existed during 2009 to begin implementing the Open Government Policy and Work Plan. These included 1) Policy and Process which considered broad open government policy development; 2) Technology Working Group explored current technology and ways the City can use technology to become more open; 3) the Financial Working Group assessed how the City can comply with the state requirements in advance of the 2012 deadline and how to provide the City's financial data in the most effective way to be useful to the public; and 4) the Employee Engagement Group focused on ways internal transparency can improve employee productivity, morale, and outcomes. For 2010, the Open Government Steering Committee has reorganized itself into three as-yet-unnamed working groups, focusing on 1) transparency (making it easier for the public to "look in" on City government); 2) openness and collaboration (building capacity for the City to "reach out" to the public as part of its decision making process; and 3) internal culture (assuring that transparency, openness and collaboration are the way SLC does business).

Salt Lake Solutions	2010 Progress Report: Salt Lake Solutions is Mayor Becker's project-based approach to engaging the community in public decision-making. Salt Lake Solutions projects involve the community, all levels of government, business and non-profit organizations in solving problems and seizing opportunities that cannot be achieved without the integration of public and private support. In 2009, four Salt Lake Solutions projects were in progress: 1) renovation of the Fisher Mansion for community re-use; 2) institutionalization of community programming for Pioneer Park; 3) six-week Clear The Air Challenge; and 4) proposal to reuse the Jordan Park Greenhouse as a food security community center.