Nantucket Citizens’ Academy

Nantucket Town Manager’s Office

Gabriel Buonomano, Lauren Flanagan, Garrett Sheehan, Hannah Shell

07 Dec. 2021
1. Problem Statement
2. Goals & Objectives
3. Methodology & Findings
4. Recommendations
5. Q & A
U.S. ranks 13th in voter turnout of developed countries in 2012 federal election. (Statista, 2016)

<table>
<thead>
<tr>
<th>Country</th>
<th>Year</th>
<th>Voter Turnout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>2014</td>
<td>87.2%</td>
</tr>
<tr>
<td>Turkey</td>
<td>2015</td>
<td>84.3%</td>
</tr>
<tr>
<td>Sweden</td>
<td>2014</td>
<td>82.6%</td>
</tr>
<tr>
<td>South Korea</td>
<td>2012</td>
<td>80.4%</td>
</tr>
<tr>
<td>Israel</td>
<td>2015</td>
<td>76.1%</td>
</tr>
<tr>
<td>France</td>
<td>2012</td>
<td>71.2%</td>
</tr>
<tr>
<td>Germany</td>
<td>2013</td>
<td>66.0%</td>
</tr>
<tr>
<td>Canada</td>
<td>2015</td>
<td>62.1%</td>
</tr>
<tr>
<td>Greece</td>
<td>2015</td>
<td>62.1%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>2015</td>
<td>61.1%</td>
</tr>
<tr>
<td>Spain</td>
<td>2016</td>
<td>60.9%</td>
</tr>
<tr>
<td>Poland</td>
<td>2015</td>
<td>53.8%</td>
</tr>
<tr>
<td><strong>United States</strong></td>
<td>2012</td>
<td><strong>53.6%</strong></td>
</tr>
<tr>
<td>Japan</td>
<td>2014</td>
<td>52.0%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>2015</td>
<td>38.6%</td>
</tr>
</tbody>
</table>
“Only 9% of [citizens] had attended a public meeting in the preceding two years.” (Morse, 2012)
Of all registered voters on Nantucket:

11% attended 2021 Annual Town Meeting

17% voted in 2021 municipal elections
Defining a Citizens’ Academy

**Purposes**
- Knowledge
- Involvement
- Community Relations

**Attributes**
- Engaging
- Small class size
- Limited duration
- Personal interaction
Goals & Objectives
Creating an Interactive Citizens’ Academy Model

1. Identify Current Practices
   - Interview academy facilitators

2. Solicit Public Opinions
   - Interview community members
   - Survey the public

3. Solicit Department Opinions
   - Interview department staff

4. Develop and Refine Model Curriculum
   - Academy logistics
   - Detail curriculum model
   - Department Session Template
   - Evaluation of Success
Methodology & Findings
Objective 1: Identify Best Practices

- Research existing academies
- Interview academy facilitators

Content & Delivery
Implementation
Marketing
Measuring Success
Common Academy Attributes

- 20-25 participants
- 6-12 sessions
- 2-3 hours each
- After work
- Hands-on activities
Interviews of Citizens’ and Citizens’ Police Academies

Deb Brunelle & Susan French
Barnstable, MA Citizen’s Academy Facilitators

Katharine Labrecque
Lexington, MA Citizens’ Academy Facilitator

Keith Mansfield
Nantucket Citizen’s Police Academy Facilitator

Topics

Facilitators

Budget

Small groups

Outreach

Feedback
Objective 2: Input from Public

- Interviews of Public Figures
- Public Survey

Knowledge of Government

Municipal Involvement

Academy Interest

Academy Preferences
Interviews of Public Figures

Jason Graziadei
N. Magazine Senior Writer, Nantucket Current Editor

Shantaw Bloise-Murphy
Nantucket Chamber of Commerce Business Manager

Peter Morrison
Nantucket Civic League Co-President

Brooke Mohr
Nantucket Affordable Housing Trust Vice-Chair

Topics

Public Outreach

Content & Delivery

Facilitation

Translation

Diversity & Inclusion
The public agrees that citizen knowledge & engagement of Town Government needs to be improved.

Strongly Disagree | Strongly Agree
---|---
Nantucket should increase citizen participation
Nantucket should increase citizen knowledge
I want to engage more with local government.
Participation in municipal events drastically varies between the general public and municipally involved citizens.

<table>
<thead>
<tr>
<th>Event</th>
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<tbody>
<tr>
<td>Town Boards, Commissions, Councils, and/or Work Groups</td>
<td>P</td>
<td>M</td>
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<td>Town Voting Polls</td>
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<td>M</td>
</tr>
<tr>
<td>Weekly Select Board Meetings</td>
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<td>M</td>
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<tr>
<td>Town Meetings</td>
<td>P</td>
<td>M</td>
</tr>
</tbody>
</table>

P = General Public Respondents  
M = Municipally Involved Respondents
There is a demand for a citizens’ academy. An academy with both in-person and online components is preferred.

A citizens’ academy is an efficient method of improving civic engagement.

Attend in-person?

Attend online?

![Bar chart showing attendance preferences](image)
Objective 3: Input from Town Officials

Interviewees
- Elizabeth Gibson & Gregg Tivnan
- Florencia Rullo
- Katie Cabral
- Graeme Durovich
- David Gray & Sean Mooney
- Brian Turbitt & Rick Sears
- Jason Bridges
- Kristie Ferrantella
- Kimal McCarthy
- Janet Schulte

Topics
- Department Info
- Common Questions
- Academy Suggestions
- Measuring Success
Objective 4: Project Deliverables

- Academy Session Template
- Department of Public Works Model Session
- Evaluation of Success: Feedback Questionnaires
1. Key questions
2. Case study
3. Interactive activity

Department Name & Mission
Key Members and Structure
Functions and Services
Budget
Challenges
How to Learn More & Get Involved
DPW Academy Session Model

- Nantucket Citizens' Academy
- Department of Public Works

- Powerpoint Presentation
- Informational Pamphlet
- Case Study
  - Solid Waste/Recycling Facility Process
- Facilities Photo Tour
Academy Evaluation of Success

- Feedback Questionnaires
  - Post-session & Post-academy
- Pre/Post-Academy Assessment

How much do you know about Nantucket Town Government?

<table>
<thead>
<tr>
<th>Question</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Q2</td>
<td>✗</td>
<td>✔</td>
</tr>
<tr>
<td>Q3</td>
<td>✗</td>
<td>✔</td>
</tr>
</tbody>
</table>
Recommendations
Develop an Academy Budget and Hire Facilitators

Facilitators

Presenter Compensation

Childcare

Food & Venue

Transportation

Materials
Academy Structure & Logistics

<table>
<thead>
<tr>
<th>Months</th>
<th>Jan/Feb/Mar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day</td>
<td>Mon/Tues</td>
</tr>
<tr>
<td>Time</td>
<td>6-9PM</td>
</tr>
<tr>
<td>Duration (per session)</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Duration (entire academy)</td>
<td>5 sessions (weekly)</td>
</tr>
</tbody>
</table>

Town Government Overview

Specific Department Sessions

Graduation Ceremony

Conduct survey again to obtain more residents’ feedback
Future Work

Create short informational videos

Expand academy target audience
- Seasonal residents
- Businesses
- Students

Involve HS students in academy
Acknowledgements

- Elizabeth Gibson
- Gregg Tivnan
- Dominic Golding
- Fred Looft
- Florencia Rullo
- All of our interviewees and survey distributors
- All survey participants
- Nantucket Yacht Club
- Nantucket Land Council
- Nantucket Atheneum
- Young’s Bicycle Shop
- ReMain Nantucket
Thank You

Questions?

To contact Team Citizens’ Academy, please email gr-ack21-tmo@wpi.edu
Slide 1:

Retrieved September 1, 2021, from https://www.nantucket-ma.gov/

Slide 3:


Slide 4:


Slide 5:


Slide 7:

Retrieved October 4, 2021, from https://nantucket.net/nantucket-lighthouses/

Slide 9:

Retrieved September 1, 2021, from https://www.nantucket-ma.gov/
Slide 10:


Town and County of Nantucket (ACK). (n.d.). *Nantucket Police Department Seal.*

Slide 11:

Conversation Prints Staff. (n.d.). *ConversationPrints Blank United States MAP Glossy Poster Picture Photo America USA Cool.* Amazon.
Retrieved December 5, 2021, from https://www.amazon.com/UNITED-STATES-GLOSSY-PICTURE-america/dp/B01H7TNZGW


Slide 12:


Slide 13:

Survey poster photograph taken by Hannah Shell
Slide 14:

Slide 18:

Slide 21:
Facilities tour photograph taken by Hannah Shell with permission from the Nantucket Department of Public Works

Slide 23:
Sunset photograph taken by Lauren Flanagan
https://doi.org/10.2753/pmr1530-9576360104.


Additional Slides

More survey data and figures
Citizens have notable preferences for what departments and issues they want to learn about.

Departments of most interest
- Planning & Land Use Services (52.7%)
- Town Admin (41.8%)
- Diversity, Equity, and Inclusion (27.5%)
- Finance (27.5%)
It is important to have **multiple avenues** to reach citizens when conducting **public outreach**.

[Bar chart showing frequency of responses for various public outreach methods, including Public Information Boards, Public Events, Newspapers and Magazines, Social Media, Electronic News, and Newsletters, Town Website, Town Meeting Voter’s Guide, Town Meeting, Weekly Select Board Meetings, Board/Committee/Commission Meetings, and Word of Mouth. The chart uses colors to indicate the level of usefulness: Not at all useful, Slightly useful, Somewhat useful, Very useful, Extremely useful, Unsure, and No response.]
Civically Engaged Citizens’ Knowledge of Departments

- Water Department
- Town Clerk
- Sewer Department
- Public Works
- Police Department (including Harbor Master &...)
- Planning & Land Use Services (PLUS) (including...)
- Natural Resources
- Information Technology & GIS
- Human Resources
- Health and Human Services (including Veteran...)
- Fire Department
- Finance Department (including Assessor, Tax...)
- Diversity, Equity and Inclusion Office
- Culture & Tourism
- Airport
- Administration (including Housing)
The General Public’s Knowledge of Departments

- Water Department: 41% of respondents
- Town Clerk: 28% of respondents
- Sewer Department: 29% of respondents
- Public Works: 28% of respondents
- Police Department (including Harbor Master & Emergency Management): 31% of respondents
- Planning & Land Use Services (PLUS) (including Energy Office, Building...): 29% of respondents
- Natural Resources: 29% of respondents
- Information Technology & GIS: 16% of respondents
- Human Resources: 14% of respondents
- Health and Human Services (including Veteran Services, Our Island Home...): 30% of respondents
- Fire Department: 28% of respondents
- Finance Department (including Assessor, Tax Collector, & Treasurer): 28% of respondents
- Diversity, Equity and Inclusion Office: 20% of respondents
- Culture & Tourism: 8% of respondents
- Airport: 23% of respondents
- Administration (including Housing): 41% of respondents

Frequency of Responses (% of Total)
Survey Participant Demographics

Please indicate which position(s) you have held.

38 responses

- **Employee**: 10 (26.3%)
- **Board Member**: 13 (34.2%)
- **Commissioner**: 10 (26.3%)
- **Committee Member**: 25 (65.8%)
- **Prefer not to disclose**: 0 (0%)
- **Consultant**: 1 (2.6%)
Survey Participant Demographics

- Yes, I am a seasonal resident: 21 responses
- Yes, I am a year-round resident: 79 responses
- No, I am not a visitor: 0 responses
- Prefer not to disclose/Other: 2 responses

Number of responses
Survey Participant Demographics

- 65+: 16
- 50-64: 14
- 35-49: 3
- 21-34: 2
- under 18: 1
- 18-20: 0
Survey Participant Demographics

- **Prefer not to disclose**: 9.1%
- **White/Caucasian**: 89.9%
- **Native Hawaiian/Other Pacific Islander**: 0.0%
- **Hispanic/Latino**: 2.0%
- **Black/African American**: 0.0%
- **Asian**: 0.0%
- **American Indian/Alaska Native**: 0.0%
Survey Participant Demographics

Educational Level

- No response: 0
- Prefer not to disclose: 2
- Graduate degree: 57
- Bachelor's degree: 34
- Associate degree: 1
- Some college or equivalent but no degree: 5
- High school degree or equivalent: 2
- Less than a high school degree: 0

Number of responses (out of 103 total responses)
Create a Pre & Post Academy Quiz for Improvement

How much do you know about Nantucket Town Government?

1. What is the name of the current Town Manager?
2. Veteran services fall under which Town department?
3. Which department manages potholes?

Before  After

Number of Correct Answers

Before

After
Participation in municipal events drastically varies between the general public and municipally involved citizens.

<table>
<thead>
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<td></td>
</tr>
<tr>
<td>P</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>M</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td><strong>Town Voting Polls</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>M</td>
<td>3</td>
<td>31</td>
</tr>
<tr>
<td><strong>Weekly Select Board Meetings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>M</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Town Meetings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>M</td>
<td>2</td>
<td>24</td>
</tr>
</tbody>
</table>

P = General Public Respondents  M = Municipally Involved Respondents
What is/are your preferred learning style(s)? Select all that apply or provide your own.

89 responses

- Traditional classroom lecture/pr... 44 (49.4%)
- Reading material 39 (43.8%)
- Multimedia 46 (51.7%)
- Discussion-based 52 (58.4%)
- Group activities 22 (24.7%)
- Hands-on 29 (32.6%)
- Online 2 (2.2%)
- Zoom meetings 1 (1.1%)
- Online 1 (1.1%)
Lack of time and expertise are citizens’ greatest limits to participating in government.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am already sufficiently informed.</td>
<td>3</td>
<td>47</td>
</tr>
<tr>
<td>Lack of time or scheduling.</td>
<td>40</td>
<td>6</td>
</tr>
<tr>
<td>Lack of interest</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Lack of childcare</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Lack of transportation.</td>
<td>0</td>
<td>20</td>
</tr>
<tr>
<td>Lack of expertise or knowledge.</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Lack of sufficient/appropriate accomodation</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Lack of appropriate accomodation.</td>
<td>0</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reason</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe people are already considered.</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Lack of time or scheduling is not a problem</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Lack of interest</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>Lack of childcare</td>
<td>17</td>
<td>83</td>
</tr>
<tr>
<td>Lack of transportation.</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Lack of expertise or knowledge.</td>
<td>18</td>
<td>82</td>
</tr>
<tr>
<td>Lack of sufficient/appropriate accomodation</td>
<td>5</td>
<td>19</td>
</tr>
<tr>
<td>Lack of appropriate accomodation.</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Libby Gibson &amp; Gregg Tivnan</td>
<td>Nantucket Town Manager &amp; Assistant Town Manager for Strategic Projects</td>
<td></td>
</tr>
<tr>
<td>Florencia Rullo</td>
<td>Nantucket Town Admin Public Outreach Manager</td>
<td></td>
</tr>
<tr>
<td>Katie Cabral</td>
<td>Nantucket Town Admin Office Manager, Customer Service Representative</td>
<td></td>
</tr>
<tr>
<td>Graeme Durovich</td>
<td>Nantucket DPW Recycling/Solid Waste Coordinator</td>
<td></td>
</tr>
<tr>
<td>Brian Turbitt &amp; Rick Sears</td>
<td>Nantucket Director of Municipal Finance &amp; Assistant Finance Director</td>
<td></td>
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<tr>
<td>Jason Bridges</td>
<td>Nantucket Select Board Chair</td>
<td></td>
</tr>
<tr>
<td>Kristie Ferrantella</td>
<td>Nantucket Select Board Vice Chair</td>
<td></td>
</tr>
<tr>
<td>Kimal McCarthy</td>
<td>Nantucket DEI Director</td>
<td></td>
</tr>
<tr>
<td>Janet Schulte</td>
<td>Nantucket Office of Culture &amp; Tourism Director</td>
<td></td>
</tr>
</tbody>
</table>
All Academies that were Studied In-Depth

- Minneapolis, MN
- Monroe, IN
- High Point, NC
- Citrus County, FL
- Lakeland, FL
- Suffolk, VA
- Barnstable, MA*
- Nantucket, MA
- Danvers, MA
- Lexington, MA

*Studied both Citizens’ and Police academies