IBM Center for
The Business of Government

Using Online Tools to Engage — and be Engaged by—The Public

Matt Leighninger
Deliberative Democracy Consortium

TABLE OF CONTENTS
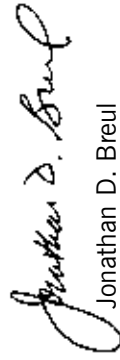
Jonathan D. Breul

Melissa Marroso

On behalf of the IBM Center for The Business of Government, we are pleased to present this report, *Using Online Tools to Engage—and be Engaged by—The Public*, by Matt Leighninger, Executive Director of the Deliberative Democracy Consortium.

President Obama's widely publicized Open Government Initiative has generated a great deal of buzz among federal agency managers as well as the public, especially as it relates to the use of online tools to extend active engagement beyond the traditional bounds of public hearings and comments on draft regulations.

While all federal agencies have developed open government plans, many managers find themselves unfamiliar with what tactics and tools work best under different scenarios. Mr. Leighninger's report begins to pull back the veil on how online engagement tactics and tools can be used, and when they work best.

His report is also a bit of an experiment for us. For the first time, we have created both a hard copy and an electronic interactive version. The hard copy version of this report can be a valuable reference for managers at all levels of government. We hope the online version of this report becomes a ready resource for you. We will be adding to and revising this report over time based on evolving best practices. As Mr. Leighninger notes, online tools are "a moving target" and we hope we can move along with it!

We trust this report—both hard copy and online—will provide practical and concrete tactics and tools for busy public managers as they actively pursue efforts to better engage both their employees and citizens in uncovering innovative approaches, making better decisions, and delivering more effective services to the public.

Jonathan D. Breul
Executive Director
IBM Center for The Business of Government
jonathan.d.breul@us.ibm.com

Melissa Marroso
Social Media Consulting
IBM Global Business Services
melissa.l.marroso@us.ibm.com

How Should This Report be Used?

This report's structure displays many of the capabilities of online technology. The electronic version includes a link that allows you to submit additional online tools, examples, and comments. We will then use this input to prepare periodic revised editions of this report.

The report can be read straight through—that is, it has a central thread of reasoning for you to follow—but you can also skip immediately to the sections that interest you the most, and delve deeper to find (within or outside the report) the information that will be most helpful to your work. Using these functions will help you understand the different ways in which public managers can use online technologies to engage the public. The report also exemplifies the mindset of 21st century citizens, who are increasingly expert at skipping and delving through content, as well as developing new ways to engage their government.

Engaging the Public in a Wired World

Deciding how best to use online tools to engage the public may be the ultimate moving target for public managers. This is not just because of the rapid development of new tools, or "apps," for engagement. The main challenges now facing government managers are understanding:

• The increasing complexity of how people organize themselves online

• Citizens' evolving expectations of government

These challenges are faced by public officials in an environment of dramatically increasing social media activity, where the worldwide community of Facebook users now exceeds the population of the United States. In this changed environment, users are organizing themselves into networks and communities defined by shared interests, relationships, or geography.

The concern about the "digital divide," which used to focus on the relatively simple question of how many (and what kinds of) people had Internet access, has become more complicated as different populations coalesce within different online arenas and technologies. Before selecting the best way to communicate with citizens, it is important to understand:

• Where they are online
• How they prefer to be engaged
• What they expect from government

The most challenging term to define in "using online tools to engage the public" is neither "online" nor "engage," but "public."

It is also important to understand that engagement is now a two-way street: more than ever before, citizens have the capacity to engage their government and to insert themselves into policymaking processes. The Internet has accelerated this shift, but it has been evident for some time in traditional face-to-face settings, first in local politics and increasingly at the state and federal levels.

Faced with these new citizen capacities and expectations, government leaders have realized the need to be more proactive in their approach to the public, resulting in a wave of civic engagement efforts over the past 10 years.

To engage a large and diverse group of citizens, public managers and other leaders have employed targeted, network-based recruitment. To ensure that the process is productive, they have employed techniques like impartial facilitation, ground rules set by the group, and discussion guides or agendas that lay out a range of policy options. Ten years ago, these engagement initiatives were primarily face-to-face efforts; now they commonly employ both online and face-to-face formats. Public managers should use the lessons learned from this work, the most basic of which is that engagement efforts must be built around the needs, goals, and concerns of the potentially engaged, not just the engagers.

Because of the nature of their training and their work, public managers tend to think in terms of situations, tactics, and tools. Whatever the crisis or the opportunity, managers should assess the situation and find the tactics and tools that will fit the task. This report is intended to help public managers do just that. Managers also need to carefully define the public or publics that they are trying to reach. Without such definition, using online tools can be like walking blindfolded into an unfamiliar room where the movers keep rearranging the furniture.

Public managers should keep in mind that short-term thinking and tools cannot replace the careful, collaborative planning and building of long-term engagement infrastructure. Productive engagement is based on long-term relationships between government and citizens. One-time, time-limited strategies can provide initial connections, but in order to ensure that engagement produces positive results for all involved, there needs to be a solid, broadly supported plan for interactive communication between public managers and citizens.

In managing 21st-century citizen engagement, public managers need to:

- Develop a long-term plan for public engagement (that includes online as well as face-to-face communication) in the issue area in which they are operating

- Respond to short-term needs, crises, and opportunities in ways that reflect the ideas contained in the long-term plan, that draw on the extra-governmental allies involved in the planning, and that help to build the long-term resources and assets necessary for the plan's success

The Need for High Tech and High Touch

While this report focuses on online engagement, it is important to note that working productively with the public also requires face-to-face

engagement. The two forms of communication have unique strengths and limitations: nothing can beat the convenience and choice of online tools, and nothing can beat the emotional impact of a face-to-face conversation.

The practical experiences of public managers and academic research support the notion that online and face-to-face engagement complement and reinforce one another well; one does not replace the other. In their report for Public Agenda, *Promising Practices in Online Engagement*, Alison Kadlec, Scott Bittle, and Chris Haller argue that "There's a growing body of evidence that suggests the most powerful applications merge online and face-to-face interaction, switching seamlessly from one to the other."

In addition, a number of successful practices have emerged from the online and face-to-face engagement efforts of the last decade:

- Assembling a large and diverse critical mass of citizens (or in some cases, a smaller, demographically representative set of people, intended to serve as a proxy for the larger population)

- Involving citizens in structured, facilitated small-group discussions, interspersed with large forums for amplifying shared conclusions and moving from talk to action. These have traditionally been face-to-face meetings, but increasingly they are being held online, and other online tools are being used to inform and complement them.

- Giving participants the opportunity to compare values and experiences, and to consider a range of views and policy options. This allows people of different opinions to decide together what they think should be done about a public issue.

- Producing tangible actions and outcomes. There is some variation here: some efforts focus on applying citizen input to policy and planning decisions, while others also seek to effect change at other levels, including changes within organizations and institutions, actions driven by small groups of people, individual volunteerism, and changes in attitude and behavior.

INTRODUCTION

The Challenge of Attracting Participants

One of the most common mistakes in online (and face-to-face) engagement is a failure to proactively recruit participants. "The phrase 'If you build it, they will come' definitely does not apply to social media," argues digital strategist Qui Diaz. Indeed, it has been woefully inadequate for face-to-face meetings as well; depending on the level of controversy, official meetings and hearings tend to attract either a lonely handful of attendees or a mob of people who rail at public officials and leave more frustrated than they were before.

While it is true that the Internet provides an atmosphere where sites, tools, or video clips can suddenly "go viral," reaching a huge audience because they have been tagged, or linked to, or talked about by just the right combination of people, this is not a common occurrence and public managers certainly can't assume that it will happen. "The Internet is full of engagement 'ghost towns,' many of them created by government," says Steve Clift of e-democracy.org. So in addition to being part of a comprehensive, well-thought-out plan, any online engagement effort should be prefaced by careful thinking about how to recruit participants.

This is another area where the combination of face-to-face relationships and online connections can make a huge difference. A personal, one-to-one appeal from someone you already know is still far and away the most effective means of recruitment, and those relationships are usually based on face-to-face interaction. But because of the growth of social media, it is easier than ever to tap into networks of people who already have these kinds of relationships. Online tools can also help public managers involve people more meaningfully in the planning and publicizing of events and processes.

Successful engagement initiatives tend to use these recruitment strategies:

- **Map the networks** of people within the public that managers want to engage—for example, the residents of a particular community, the stakeholders on the issue they are working on, or the people who are likely to be most affected by a certain policy or decision. Managers need to consider all the different kinds of online or face-to-face groups and organizations, based on workplace, faith community, ethnicity, or shared interest.

- **Reach out to leaders** within those networks, groups, and organizations, and work with them to understand the goals and concerns of their members and constituents. Managers should determine whether their goals for engaging the public match the public's goals for getting engaged. Managers need to ask "Who is not at the table, who ought to be here?"

- **Use conversations** to develop a recruitment message that will appeal directly to people's core interests. Managers should ask the leaders of various groups and networks to recruit participants, using individualized messages—telephone calls, personal e-mails—as much as possible.

Using One-Time, Time-Limited Initiatives to Plan for Long-Term Engagement

When public managers are using an online engagement tool as part of a one-time, time-limited initiative, there are a number of ways that they can use the lessons and momentum of their work in their planning for long-term engagement infrastructure:

- Writing up the exercise and what the manager and the organization have learned from it.

- Conducting a more comprehensive evaluation of the project, and making that evaluation publicly available.

- Using the lessons learned from the initiative to set up an online space where different organizations and institutions can use the technologies employed in the initiative. For example:

  - Adding Wiki tools so that both leaders and citizens can post documents for public comments and joint editing

  - Adding polling tools so that both leaders and citizens can create and respond to surveys on relevant issues, with the results displayed for public comment

  - Adding crowdsourcing tools so that both leaders and citizens can issue calls for helpful ideas on specific issues and challenges

  - Adding mapping tools so that land use options can be presented by citizens, developers, planners, and public officials for discussion and assessment

- Publicizing the outcomes and policy impacts of public engagement efforts, both online and in traditional media

- Connecting online engagement efforts with face-to-face deliberations and other kinds of meetings

The Uncertain Legal Landscape for Public Engagement

Much of the legal framework for citizen participation predates the rise of social media and other online technologies. In fact, most of the laws governing public engagement at the local, state, and federal levels are several decades old, and do not reflect recent innovations. This has created some confusion about what legal public engagement is supposed to look like.

On some kinds of policies, such as bond issues, budgets, and zoning decisions at the local level, and in most issue areas at the state and

federal levels, public managers continue to follow the traditional practice of public hearings, written notices, and comment periods. They sometimes also rely on advisory committees made up of non-governmental stakeholders (at the federal level this work is codified in the Federal Advisory Committee Act of 1972). Generally speaking, these formats aren't considered very effective for eliciting or structuring public engagement. Some officials have experimented with new ways of improving public hearings. Others have stuck with the traditional formats, partly because they believe the laws on participation do not allow for such changes.

There are now several major questions confronting public managers as they begin to increase their use of new tactics and tools to engage citizens. First is the issue of the attribution by public officials and employees when tweeting or blogging online. "Many public employees have now started to add disclaimers to their online accounts (on social networking sites), stating that these are their opinions and not the opinions of their organization," says Ines Mergel, a professor of public administration at Syracuse University. "A huge amount of training is necessary in this area. People withdraw instead of actually participating because they fear retaliation." Second, public managers are uncertain about how the laws on public meetings and public information should be applied in online environments. Third, they are uncertain about how geo-location technologies (such as Google Earth and SeeClickFix) will be treated in light of an individual's right to privacy.

In most of these areas, there simply are no easy answers. This is not only because the laws vary, and are interpreted differently by different legal experts, but because in many places, the laws have yet to be written. Writing about geo-location technologies, legal expert Kevin Pomfret states that these online tools "will never reach [their] full potential until consistent and transparent laws and policies surrounding location privacy are developed!" The best that public managers can do is to consult the legal resources available to them—including legal staff within agencies, but also Guides from independent organizations such as the National Academy of Public Administration—and incorporate those recommendations as part of a long-term public

engagement plan that will guide both recurring activities and short-term initiatives.

Deciding on the Right Tools in Response to Differing Scenarios

Within the context of a long-range strategic civic engagement plan, there are different short-term online tactical tools that will make sense in different scenarios. Part I of this report presents the most common scenarios in which public managers seek to engage the public, suggests the tactics and online tools that make the most sense for those circumstances, and identifies the situations where face-to-face interaction may be crucial.

One of the variables that is hardest to assess is how easily these tasks and tools can be scaled up to engage thousands or even millions of people. Historically, it has been easier to do public engagement at the local level, since public managers are dealing with smaller numbers of residents, and officials and employees are better able to interact with citizens directly (either online or face-to-face). Now, managers at the state and federal level are facing many of the same pressures and opportunities as their local counterparts, and are trying to apply the same successful principles.

A general rule of thumb—and one that applies to engagement at any level of government—is that tasks that require only a one-way flow of information are easier to organize and scale than activities based on two-way interaction. Surveys that produce a batch of results for managers, for example, or "serious games" that provide educational information for citizens, can reach large numbers of people more easily than projects that engage citizens in deliberation or action planning.

There are two caveats, however: first, the number of participants in any engagement effort is heavily dependent on the effectiveness of the

recruitment strategy. Second, the more meaningful and productive forms of engagement that have emerged in the last twenty years rely heavily on well-structured interaction between citizens and government, and among citizens themselves; to many of the practitioners and public officials who are experienced with this work, one-way transmissions of information don't count as engagement at all.

The table on the following pages summarizes the ten tactics most commonly used to foster engagement with the public, matching up scenarios with the tactics and online tools that seem most appropriate in each situation.

The table is followed by Part I which presents five of the most common situations, or scenarios, where public managers might seek public involvement. Following these scenarios, Part II presents details of how to use each of the ten tactics described, including specific tools that others have found useful.

INTRODUCTION

Ten Tactics for Engaging the Public

Tactic	Why Do It?	Online Tools
Collaboration		
1. Develop documents collaboratively via Wikis (Wikis)	You are trying to encourage citizens to take shared ownership of an issue and participate in addressing it	• Wikispaces, free at basic level: www.wikispaces.com • Wikiplanning,™ fee for service: www.wikiplanning.org
2. Create shared work space for citizens (Shared Workspace)	You are trying to encourage citizens to take shared ownership of an issue and participate in addressing it	• Google Docs, free: docs.google.com • Dropbox, free at basic level: www.dropbox.org • GoogleGroups, free: www.googlegroups.com • Ning, fee for service: www.ning.com • BigTent, fee for service: www.bigtent.com • CivicEvolution, fee for service: www.civicevolution.org
3. Facilitate large-scale deliberation online (Large-scale Deliberation)	• You are in the midst of a high-profile situation in which people do not agree about what should be done • You are trying to encourage citizens to take shared ownership of an issue and partici-pate in addressing it • You are trying to educate and inform citizens about a particular issue or decision	• Ascentum Choicebook,™ fee for service: www.ascentum.ca • DialogueApp, fee for service: www.dialogue-app.com • Zilino: www.zilino.com • Microsoft TownHall, fee for service: www.microsofttownhall.com • IBM MiniJam and InnovationJam, fee for service: www.ibm.com/ibm/jam/
4. Use "serious games" to generate interest, under-standing, and input (Serious Gaming)	You are trying to educate and inform citizens about a particular issue or decision	• Second Life, free at basic level: www.secondlife.com • Zynga, fee for service: www.zynga.com • Persuasive Games, fee for service: www.persuasivegames.com

Ten Tactics for Engaging the Public (continued)

Tactic	Why Do It?	Online Tools
Survey Attitudes		
5. Survey citizens	You want the immediate opinions of citizens	• SurveyMonkey, free at basic level: www.surveymonkey.com • SurveyConsole, free at basic level: www.surveyconsole.com • SurveyGizmo, fee for service: www.surveygizmo.com
6. Aggregate opinions expressed on social media networks (Aggregate Opinions)	You want the immediate opinions of citizens	• ThinkUp, free: www.thinkupapp.com • CitizenScape, fee for service: www.citizenscape.net • Business Analytics, fee for service: www.ibm.com/software/analytics/ • COBRA, fee for service: www.almaden.ibm.com/asr/projects/cobra/
Prioritize Options		
7. Gather and rank ideas and solutions (Idea Generation)	You need ideas and information from citizens on a given issue or issues	• IdeaScale, free at basic level: www.ideascale.com • Spigit, fee for service: www.spigit.com • Bubble Ideas, fee for service: http://bubbleideas.com/ • Delib Dialogue App, free at basic level: www.dialogue-app.com • Google Moderator, free: www.google.com/moderator/
8. Work with citizens to identify and prioritize problems that government can fix (Identify Problems)	You need ideas and information from citizens on a given issue or issues	• SeeClickFix, free at basic level: www.seeclickfix.com • OpenStreetMap, free: www.openstreetmap.org • OpenLayers, free: http://openlayers.org • WikiMapia, free: http://wikimapia.org • Twitter, free: www.twitter.com
9. Help citizens to visualize geographic data (Mapping)	You are trying to educate and inform citizens about a particular issue or decision	• GoogleMaps, free: www.googlemaps.com • Virtual Earth, free: http://virtualearth.com • WorldKit, free: http://worldkit.org/ • CommunityViz, fee for service: www.communityviz.com • MetroQuest, fee for service: www.metroquest.com
10. Help citizens to balance budget and revenue options (Identify Priorities)	You are trying to educate and inform citizens about a particular issue or decision	• Budget Simulator, fee for service: www.budgetsimulator.com • Budget Allocator, fee for service: www.budgetallocator.com • Demos-Budget, fee for service: www.demos-budget.eu

Part I: Scenarios

Scenario 1: You want to know the immediate citizen reaction to a particular, well-known issue or decision.

Scenario 2: You are in the midst of a high-profile situation in which different sets of people do not agree about what should be done.

Scenario 3: You need new ideas, and more information, from citizens to help make government more effective and/or efficient.

Scenario 4: You are trying to encourage citizens to take shared ownership of an issue and participate in addressing it.

Scenario 5: You are trying to educate citizens about a particular issue or decision.

SCENARIO

1

You want to know the immediate citizen reaction to a particular, well-known issue or decision.

Basics

Factors to consider: A key consideration here is whether to use a demographically representative sample of public opinion, or obtain a general sense of what the most active and interested citizens think. Survey tools can provide the former (if a random selection process is used), while aggregation cannot. Surveys, however, can be limiting in that the language and questions are dictated by the survey developer; aggregation is more likely to reveal the terms and ideas people are already using to describe an issue or problem.

Important to include face-to-face elements? No.

Relevant tactics: Tactic 5. Survey Citizens
Tactic 6. Aggregate Opinions
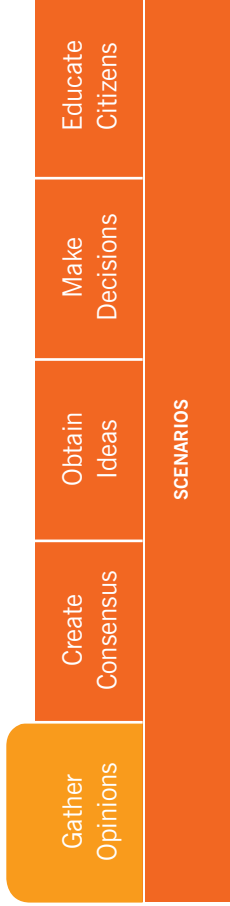
Gather Opinions	Create Consensus	Obtain Ideas	Make Decisions	Educate Citizens

SCENARIOS

You are in the midst of a high-profile situation in which different sets of people do not agree about what should be done.

Basics

Factors to consider: It is very difficult to overcome polarization among different segments of the population if you do not bring those people together in a structured environment. Even the most carefully constructed compromises rarely suffice in these situations: citizens rarely accept compromises if they didn't get the chance to participate when the agreements were being negotiated. When people hear firsthand why people with different opinions believe as they do, when they have a chance to analyze the same information, and when they are able to consider different arguments or policy options, they are usually able to find a substantial degree of common ground.

Important to include face-to-face elements? Yes.

Relevant tactics: Tactic 3. Large-Scale Deliberation

Gather Opinions	Create Consensus	Obtain Ideas	Make Decisions	Educate Citizens
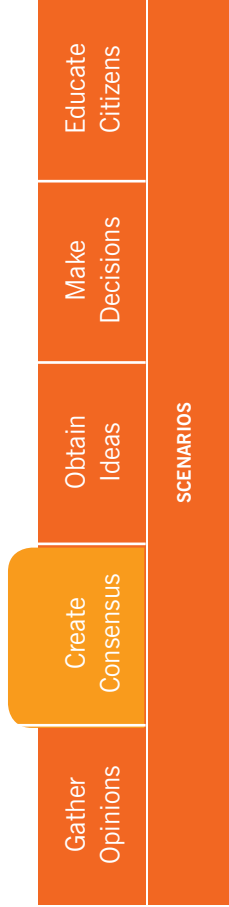
SCENARIOS

SCENARIO 3

You need new ideas, and more information, from citizens to help make government more effective and/or efficient.
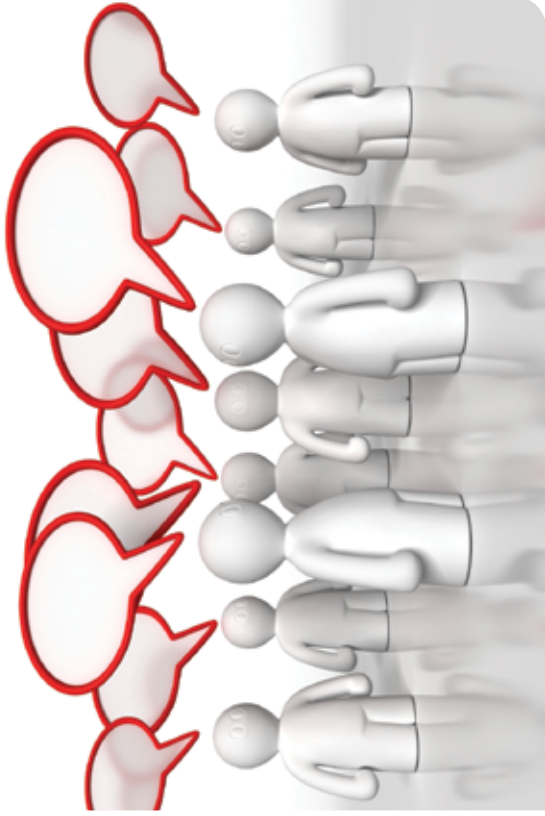
Basics

Factors to consider: The key question here is whether you are looking for "out of the box" thinking about how government should operate (which could include extensive, fairly sophisticated proposals on topics you didn't expect) or for more mundane details about everyday problems (potholes, graffiti) that public employees are already trying to manage. If the former, you need tools for gathering and ranking ideas—and you need to be open-minded about the variety of suggestions you will receive, and how you will use or respond to them. If the latter, you need tools to help citizens identify and prioritize problems, including a feedback loop that explains whether and when government can fix them.

Important to include face-to-face elements? No.

Relevant tactics: Tactic 7. Idea Generation
Tactic 8. Identify Problems
Tactic 10. Identify Priorities
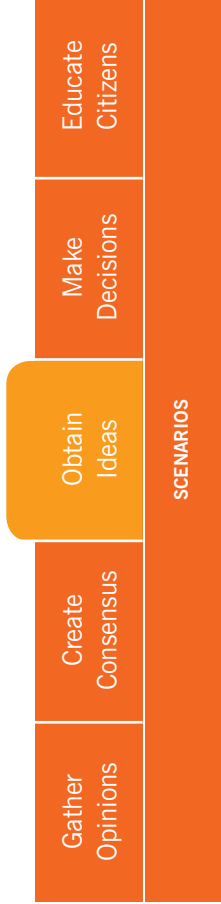
Gather Opinions	Create Consensus	Obtain Ideas	Make Decisions	Educate Citizens

SCENARIOS

You are trying to encourage citizens to take shared ownership of an issue and participate in addressing it.

Basics

Factors to consider: Recommending solutions for others to implement is relatively easy; deciding to take action yourself, even in minor ways, takes a higher degree of commitment. Building that level of ownership usually requires bringing people together in an information-rich environment where they can decide what they want to do, how they will remain connected—and how they will hold each another accountable for the commitments they make.

Important to include face-to-face elements? Yes.

Relevant tactics: Tactic 1. Wikis
Tactic 2. Shared Work Space
Tactic 3. Large-Scale Deliberation
Tactic 10. Identify Priorities

FORUM

Gather Opinions	Create Consensus	Obtain Ideas	Make Decisions	Educate Citizens

SCENARIOS

SCENARIO

5

You are trying to educate citizens about a particular issue or decision.
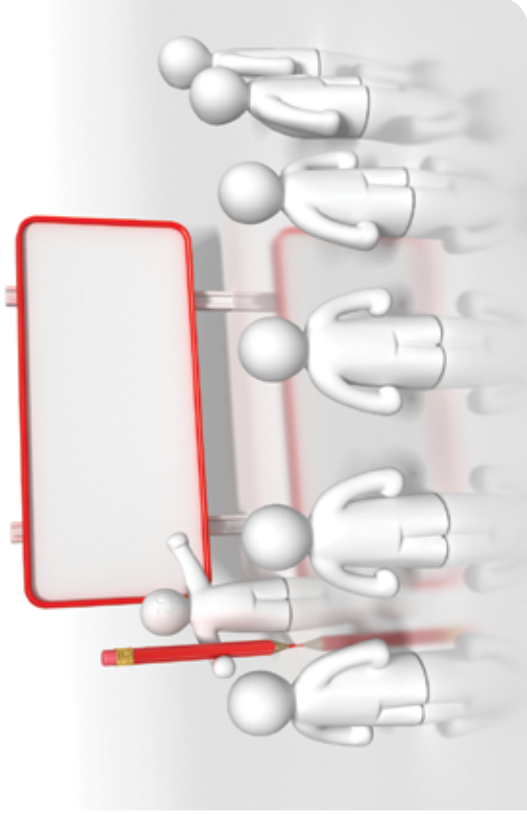
Basics

Factors to consider: Most people are visual and experiential learners: they learn better in interactive environments where they can envision how different proposals will affect their lives, and where they can test the strengths and weaknesses of different ideas. Informing citizens tends to make them more aware of the pressures and tradeoffs facing public managers, but it also tends to make them more determined to express their preferences to government—so citizen education should not be considered a one-way transmission of facts, but a robust two-way conversation.

Important to include face-to-face elements? Yes.

Relevant tactics: Tactic 3. Large-Scale Deliberation
Tactic 4. Serious Gaming
Tactic 8. Identify Problems
Tactic 9. Mapping
Tactic 10. Identify Priorities

Gather Opinions	Create Consensus	Obtain Ideas	Make Decisions	Educate Citizens

SCENARIOS
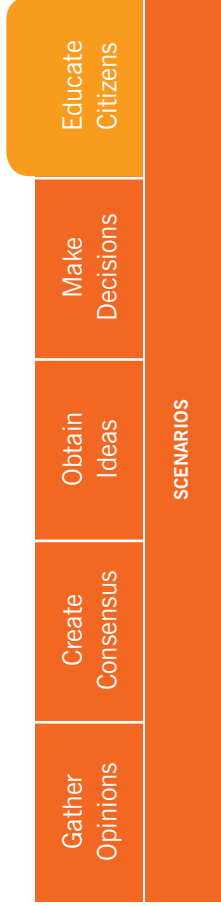
Part II: Tactics and Tools

Tactic 1: Develop documents collaboratively via Wikis

Tactic 2: Create shared work space for citizens

Tactic 3: Facilitate large-scale deliberation online

Tactic 4: Use "serious games" to generate interest, understanding, and input

Tactic 5: Survey citizens

Tactic 6: Aggregate opinions expressed on social media networks

Tactic 7: Gather and rank ideas and solutions

Tactic 8: Work with citizens to identify and prioritize problems that government can fix

Tactic 9: Help citizens to visualize geographic data

Tactic 10: Help citizens to balance budget and revenue options

Develop documents collaboratively via Wikis

Basics

What is the tactic: The "Wiki," a website that allows a group of people to write and edit any number of interlinked web pages using a web browser, is one of the staples of Web 2.0 technology. Wikis have been used in a wide variety of environments, the most famous of which is Wikipedia, the online encyclopedia. Wikis have also been incorporated in large-scale public engagement projects like the San Jose example on the following page.

Use this tactic when: You want to incorporate citizen ideas into a document (a plan, a report, or a statement on a public challenge or opportunity) in a way that is transparent and will help build broad public support.

Using this tactic online allows people to: Edit the document on their own time through a process that tracks changes and contributors openly and automatically, while minimizing staff time required for coordination.

Limitations

If the online editing space is not connected strongly enough to the rest of the participants' daily activities (for example, if the editing process does not automatically generate updates that go straight to the participants' e-mail boxes, and/or it does not include face-to-face meetings), then participation will wane, sometimes dramatically.

Example: New Zealand

The government of New Zealand wanted to raise awareness of and increase public participation in the revision of the country's 1958 Police Act. In 2007, the Police Act review team opened a Wiki-based collaborative effort to rewrite the Act. They started by posting the contents of the original law, allowing anyone to edit it as they would a Wikipedia article. The Wiki was monitored by as many as four full-time employees at any given time.

Ultimately, the Wiki served to build consensus among ideas which the review team offered to legislators for consideration in their own drafting of the new legislation. The online initiative attracted extensive participation in New Zealand and media coverage from around the world.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Example: San José, California

The City of San José used Wikiplanning™ to incorporate the input of thousands of residents and employees into the 2040 Envision San José planning process. The Envision San José Wikiplanning site attracted almost 4,500 online participants in under four months, with online participants posting over 100 images, completing 2,784 surveys, and leaving 240 pages of posted comments. The more traditional public workshop engagement process attracted 600 people for face-to-face meetings over a two-year period. The process engaged communities that have largely been underrepresented in past planning efforts—especially 18- to 25-year-olds and people of color. Recruitment was accomplished through an extensive invitation strategy built on contacts made available through the steering committee and city council members, affinity groups, arts and culture organizations, and social networking sites. The majority of respondents (88%) reported learning of the process via an e-mail invitation, through a newsletter, or from a friend. Online participants signed in with their e-mail address and zip code, and were then directed to their community's online forum. Once there, they could view a video welcome by a community leader and an activity guide introduced by the project's team leader. Activities for participation included online surveys with instantaneous results, a blog or message board, a mapping exercise, a page where pictures could be posted and commented upon, and background information including maps, plans, and recorded and video presentations. Participants could read all the comments left by their peers, as could the elected leaders. The costs of compiling the report were minimal, because the log of comments and the results of the survey were cumulative, and written by the participants.

Online Tools

Wikispaces, free at basic level:
www.wikispaces.com

Wikiplanning,™ fee for service:
www.wikiplanning.org

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Create shared work space for citizens

TACTIC

Basics

What is the tactic: Closed online "work spaces" can make it easier for a group of people to communicate, plan, write, and make decisions.

Use this tactic when: Small groups of citizens, or some combination of citizens and public employees, are working together on an idea or a plan.

Using this tactic online allows people to: Stay connected with one another and continue working together without having to be in the same place at the same time. It can either replace or complement face-to-face meetings. It can also encourage use of related online tools for editing, polling, and research.

Limitations

If the online work space is not connected strongly enough to the rest of the participants' daily activities (for example, if the editing process does not automatically generate updates that go straight to the participants' e-mail boxes, and/or it does not include face-to-face group meetings), then participation will wane, sometimes dramatically.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				**SURVEY ATTITUDES**		**PRIORITIZE OPTIONS**			

Example: Geraldton-Greenough, Australia

Twenty-one small action teams used CivicEvolution to work on ideas that have emerged from "2029 and Beyond," an initiative that has engaged 4,000 residents in planning for the future of Geraldton-Greenough, a city in Australia. The CivicEvolution platform guides participants through a process of recruiting collaborators, brainstorming solutions, discussing pros and cons, identifying resources, and planning for action. The action team ideas range from establishing a youth council to developing a new workforce plan for the city to creating a botanical garden. "2029 and Beyond," which also uses an array of face-to-face processes, was named one of the seven global finalists for the 2011 Mohn Prize in "Vitalizing Democracy."

Online Tools

Google Docs, free: docs.google.com

Dropbox, free at basic level:
www.dropbox.org

GoogleGroups, free:
www.googlegroups.com

Ning, fee for service: www.ning.com

BigTent, fee for service:
www.bigtent.com

CivicEvolution, fee for service:
www.civicevolution.org

[+] Submit additional online tools, examples, or comments

1	2	3	4	5	6	7	8	9	10
Wikis	Shared Work Space	Large-Scale Deliberation	Serious Gaming	Survey Citizens	Aggregate Opinion	Idea Generation	Identify Problems	Mapping	Identify Priorities
	COLLABORATE			SURVEY ATTITUDES			PRIORITIZE OPTIONS		

TACTIC

Facilitate large-scale deliberation online

Basics

What is the tactic: Tools that create a more direct exchange between citizens, engaging them in discussion and dialogue on policy options.

Use this tactic when: The objective is for citizens to learn more about the issues, communicate with one another across divisions, wrestle with policy options, and find common ground on a particular decision, issue, or plan. The objective is to galvanize citizen-driven action efforts in addition to gathering recommendations for government.

Using this tactic online allows people to: Participate in a way that is generally more convenient and versatile than face-to-face deliberation. People who are geographically very far apart can be brought together; citizens who are more comfortable in online environments can be included in the process; and "asynchronous" deliberation can take place (in other words, people can participate on their own time rather than having to be in a certain place at a certain hour).

Limitations

Lacks the emotional power and empathy level of face-to-face deliberation. May also fail to generate the same political power of a concentrated group, if the participants are too spread out geographically to create sufficient critical mass.

Example: Germany

The German BürgerForum (Citizens' Forum) 2011 is designed to develop ideas that will "promote and strengthen social cohesion and equal opportunities in an increasingly diverse society." Over 10,000 citizens, selected randomly from 25 German cities and towns, took part in the project. BürgerForum is supported by the Bertelsmann Foundation and the Heinz Nixdorf Foundation; it builds on the experience gained from a series of 350-strong citizen's forums on Europe and the economy, conducted by the foundations in 2008 and 2009. In the first phase, participants clustered in 400-member online forums, centered on the 25 locations. They take part in moderated online discussions broken down into sub-topics, culminating in proposals for social cohesion and equal opportunity.

The discussions will be self-moderated, with assistance and training from specialist teams. After the regional forums had concluded their deliberations, all of the national participants debated the results on an Internet discussion platform with 100 moderators, in order to create a single national outcome document. The final project outcome will not be formally bound into any specific political or government decision-making process, but will be made available to all public bodies and any other interested organization, as well as the citizens themselves, to build into whatever practical follow-up projects they wish.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Example: Ontario, Canada

In Ontario, the North West Local Health Integration Network (LHIN) worked with Ascentum to organize "Share Your Story, Shape Your Care," an engagement initiative that received the International Association for Public Participation (IAP2) inaugural Innovation of the Year Award for 2009. The LHIN manages delivery of health services and sought to involve local communities in setting a care plan for the future. Ascentum built a suite of online and in-person tools to involve local patients, health care workers, and stakeholders. These included an online deliberative Choicebook,™ a stories- and ideas-sharing platform, and a creative community Conversation Guide to empower people to host their own dialogues on local health care solutions at home, at work, or in their neighborhoods. By the time the initiative had ended, the LHIN had engaged over 800 people across Northwestern Ontario, learned more about patients' and health professionals' experiences with the health care system, identified clear public values and priorities for the future of local health care, and gathered hundreds of ideas on how to provide services differently and more effectively.

Online Tools

Ascentum Choicebook,™ fee for service: www.ascentum.ca

DialogueApp, fee for service: www.dialogue-app.com

Zilino: www.zilino.com

Microsoft TownHall, fee for service: www.microsofttownhall.com

IBM Jam, fee for service: http://www.ibm.com/ibm/jam/

+ Submit additional online tools, examples, or comments

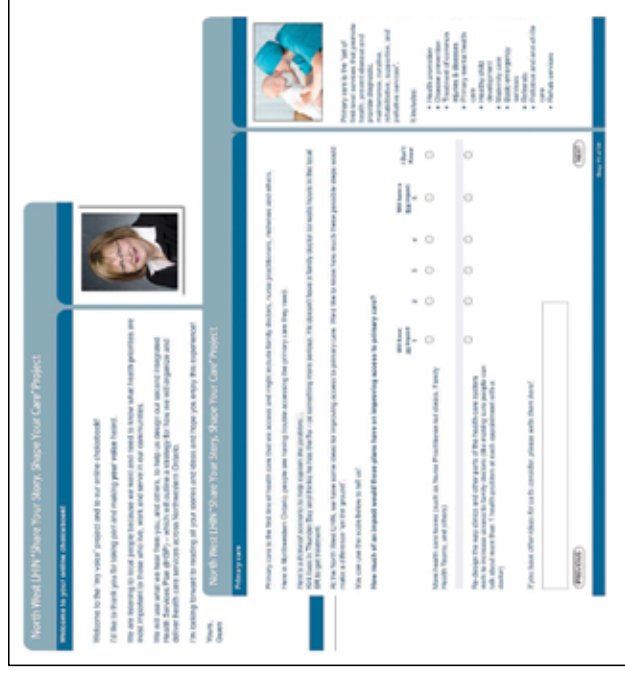| 1	2	3	4	5	6	7	8	9	10
Wikis	Shared Work Space	Large-Scale Deliberation	Serious Gaming	Survey Citizens	Aggregate Opinion	Idea Generation	Identify Problems	Mapping	Identify Priorities
COLLABORATE				SURVEY ATTITUDES			PRIORITIZE OPTIONS		

4 | Use "serious games" to generate interest, understanding, and input

Basics

What is the tactic: Online games give citizens a chance to test their knowledge or come up with their own solutions to public problems. When cleverly designed and disseminated, they can spread virally.

Use this tactic when: Publicizing public engagement opportunities, encouraging creative thinking, and giving citizens a more informed, realistic sense of the trade-offs involved in policymaking.

Using this tactic online allows you to: Offer a convenient and versatile alternative for involvement, resulting in broader participation.

Limitations

Needs to be surrounded and supported by some of the other tactics in order to have value.

Example: Spokane, Washington

In 2010, over 1,000 people played the "Thousand Visions Game," created by the city of Spokane, Washington, to help involve residents in transportation budgeting and planning for the region. Participants chose funding options, selected projects, and balanced the budget to produce their own regional vision. This information is being used to determine the priorities and funding options necessary to achieve the unified regional transportation vision.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

23

Example: Maryland

The Maryland Budget Game, a joint project of the Maryland Budget and Tax Policy Institute and the University of Baltimore, allows users to develop their own proposals for balancing the state budget. The game presents different budget options in a range of policy areas, along with background information and factors to consider. The game calculates a short-term budget, and predicts a long-term balance, based on the options chosen by the user. It also builds in predictions for how different interest groups will react to particular budgets.

Online Tools

Second Life, free at basic level:
www.SecondLife.com

Zynga, fee for service:
www.zynga.com

Persuasive Games, fee for service:
www.persuasivegames.com

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Survey citizens

TACTIC

5

Basics

What is the tactic: Online survey websites that make it easy to design and disseminate surveys.

Use this tactic when: A quick reading of where people stand on a particular issue or decision is needed.

Using this tactic online allows you to: Reach more people with less time, effort, and expense than required by traditional polling. The survey can also help connect users to other opportunities for engagement. After answering the questions, the respondent can be presented with links to activities including the other types described in this report.

Limitations

An online survey is not the same as a scientific opinion poll, unless the user builds in other aspects of traditional polling, such as random selection of participants. And as with traditional polls, question wording influences how people respond.

In designing the survey, questions can be added that collect demographic data to provide a better idea of who is responding, and how well they represent the broader community. But regardless of demographics, this type of survey will tend to oversample informed, active citizens and undersample those who are currently less engaged in public life.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Example: Four-State Region

An online survey has been one of the key components of the "Power of 32" initiative, a two-year process to allow residents of a 32-county, four-state region to participate in creating a shared vision for the region's best future. The 32 counties included in the project—fifteen in south-western Pennsylvania, ten in northern West Virginia, five in eastern Ohio, and two in western Maryland—represent the economic region centered on metropolitan Pittsburgh. Power of 32 includes face-to-face community conversations as well as online elements.

Online Tools

SurveyMonkey, free at basic level:
www.surveymonkey.com

SurveyConsole, free at basic level:
www.surveyconsole.com

SurveyGizmo, fee for service:
www.surveygizmo.com

Keypad polling (usually done in face-to-face meetings where participants vote on the same question at the same time, using handheld keypads. It can be linked to online polls, or to live keypad polling being conducted simultaneously in other places)

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

6

Aggregate opinions expressed on social media networks

TACTIC

Basics

What is the tactic: Aggregation tools allow the user to listen in on existing online discussions of public issues rather than try to bring citizens to a new online space.

Use this tactic when: Sampling the state of online conversation about a particular issue or decision, either by testing how often certain terms are used, by finding more in-depth posts and statements expressed online, or both.

Limitations

The technology of aggregating opinions expressed online is still being developed. Even when it is more fully operational, aggregation seems unlikely to provide a representative sample of public opinion, not just because of "digital divides," but because the people participating in most online discussions are a self-selected group that is not necessarily representative of the larger population.

Example: White House

The White House is now using ThinkUp to track the "ripples"— comments, retweets, related posts, and so on—that emanate from the various social networking sites used by the administration. The platform is designed to help users search, sort, filter, export, and visualize these online discussions.

Example: Singapore

The government of Singapore is monitoring citizen reactions to policy decisions using a social media tool called Business Analytics. The software, developed by IBM, looks for key words or phrases in social media sites. By compiling lists of positive and negative terms, it aims to identify trends in public sentiment.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
	COLLABORATE			SURVEY ATTITUDES			PRIORITIZE OPTIONS		

Example: United Kingdom Local Governments

Five local councils in the United Kingdom were the first municipalities to use Citizenscape, a web platform that connects existing social web-sites, such as community forums and sites like Facebook and Twitter, to participatory tools such as ePetitions, webcasts, or consultations. Citizenscape is designed to provide an immediate picture of what online users in a community are talking about.

Online Tools

ThinkUp, free: www.thinkupapp.com

CitizenScape, fee for service: www.citizenscape.net

Business Analytics, fee for service: www.ibm.com/software/analytics/

COBRA, fee for service: www.almaden.ibm.com/asr/projects/cobra/

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES			PRIORITIZE OPTIONS		

Gather and rank ideas and solutions

Basics

What is the tactic: Crowdsourcing, which allows participants to propose and then vote on ideas or solutions, is perhaps the best-known online engagement technique.

Use this tactic when: Tapping into the skills and knowledge of people outside government by asking them for ideas and solutions, then bringing even more citizen skills and knowledge into the mix by asking the "crowd" to rank the ideas that emerge.

Using this tactic online allows you to: Cast an extremely wide net, inviting suggestions not only from the local jurisdiction but potentially from all over the world. The ranking system will help to sift through the proposed ideas.

Limitations

Unless accompanied by a broad-based recruitment effort, or limited to a certain set of people (rather than being left open to anyone on the Internet), these tools can be co-opted by special interests.
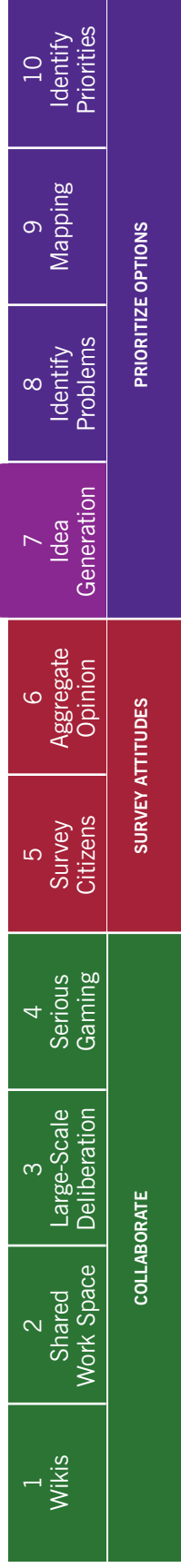
Example: Department of Homeland Security (DHS)

Between July 16 and October 4, 2009, more than 20,000 stakeholders from all 50 U.S. states and the District of Columbia participated in the National Dialogue on the Quadrennial Homeland Security Review (QHSR). The comments and ideas solicited were used directly to inform the study groups tasked with writing the QHSR report for submission to Congress.

The online dialogue was structured in three phases:

- An initial forum of participant ideas on the goals and objectives developed by DHS study groups across six topic areas

- A deeper discussion into how best to prioritize and achieve the proposed goals and objectives

- A review of the final products of each study group with participant feedback and identification of next steps.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Example: Manor, Texas

The city of Manor, Texas, operates a web portal called Manor Labs, which asks residents to make problem-solving suggestions and then vote for the ones they like best. The process is open to anyone, not just Manor residents.

When users register on the site, they get 25,000 "Innobucks," a virtual local currency. Users earn more Innobucks for activities such as commenting, voting, or submitting an idea. If users earn enough, they can shop at the Manor Labs store for prizes like a Police Department T-shirt, a gift certificate at a local restaurant, or a chance to serve as "mayor for a day." A department head evaluates the winning ideas, and reviews each idea on a series of metrics, including whether it is sustainable and how much, if anything, it will cost to implement. If the idea fails in any of these areas, the city provides details explaining why it was rejected. Several ideas have been implemented so far, including an RSS feed to notify residents of new construction, maintenance, and repair work, and an automatic debit system to pay utility bills online.

Online Tools

IdeaScale, free at basic level:
www.ideascale.com

Spigit, fee for service:
www.spigit.com

Bubble Ideas, fee for service:
http://bubbleideas.com/

Delib Dialogue App, free at basic level:
www.dialogue-app.com

Google Moderator, free:
www.google.com/moderator/

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES			PRIORITIZE OPTIONS		

Work with citizens to identify and prioritize problems that government can fix

Basics

What is the tactic: Instant citizen reporting of public problems using increasingly sophisticated cell phones and Geographic Information Systems (GIS) mapping.

Use this tactic when: Harnessing the power of citizens to be intelligent sensors of the world around them, giving them the chance to report problems—potholes, water leaks, broken streetlights, graffiti, extensive litter—that public employees need to know about.

Using this tactic online allows people to: Transmit precise data quickly and easily. The same system can also allow residents to prioritize problems and also to organize citizen-driven efforts to fix some problems, like graffiti.

Limitations

Doesn't address limits of government resources—if a public works department doesn't have enough manpower to fix the city's potholes, asking citizens to identify them won't help, and may create unrealistic expectations and increased frustration.

Example: Twitter Vote Report

During the 2008 election, the Twitter Vote Report mobilized citizens into a network of poll watchers who could share information and monitor election procedures. Sponsored by a broad array of organizations, the initiative employed phone hotlines as well as text messaging and Twittering. The hashtag #votereport was used to aggregate messages on Twitter.
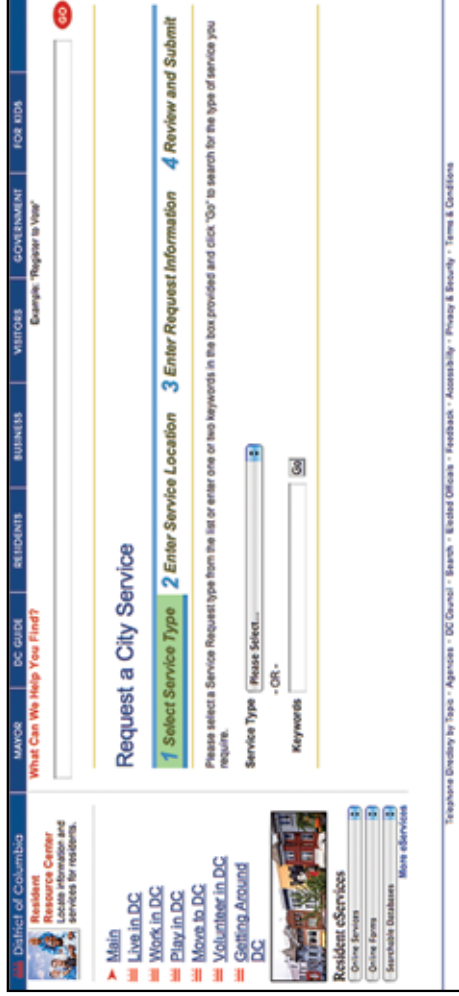
National Public Radio used the aggregated information in a story assessing the performance of poll workers and election officials. "Perhaps one of the greatest successes," according to Public Agenda's *Promising Practices in Online Engagement*, "was the ability of Twitter Voter Report to provide a venue to ask questions and build a database of information to give voters the help they needed. Questions poured in … from 'how can I know whether my voting rights are being ensured,' to 'where should I go to cast my ballot.' Twitter Vote Report helped to facilitate answering such questions by enabling peer-to-peer communication right at the polling place."

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
	COLLABORATE			SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Example: Washington, DC

DC 311 is an iPhone and Facebook combination application that enables users to report physical problems in Washington, DC. It allows iPhone users to document physical issues by taking photographs of graffiti, potholes, and other problems. The report is located using Global Positioning System (GPS) capabilities of the phone and automatically uploaded to the city's 311 database. The system also allows Facebook users to view and submit service requests by category and by location on Google Maps.

Online Tools

SeeClickFix, free at basic level:
www.seeclickfix.com

OpenStreetMap, free:
www.openstreetmap.org

OpenLayers, free:
http://openlayers.org

WikiMapia, free: http://wikimapia.org

Twitter, free: www.twitter.com

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Help citizens to visualize geographic data

TACTIC

Basics

What is the tactic: Interactive maps can incorporate economic, environmental, demographic, traffic, and other data, along with architectural and land use design tools, to depict different planning options.

Use this tactic when: Citizens need to see how their neighborhoods and communities will look in order to better understand the possibilities and ramifications of planning decisions.

Using this tactic online allows people to: Reshape their visions on the fly.

Limitations

Needs to be surrounded and supported by some of the other tactics described in this report in order to have value.

Example: New York City

Envisioning Development is a website that provides "teaching tools about land use and urban development in New York City." Designed by a nonprofit called the Center for Urban Pedagogy, the online and face-to-face tools help New Yorkers navigate the arcane Uniform Land Use Review Procedure, which governs all land use decisions in the city. One of the tools is an interactive neighborhood-by-neighborhood map that shows median income, income distribution, and average rents for a range of apartment sizes.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
	COLLABORATE			SURVEY ATTITUDES		PRIORITIZE OPTIONS			

Example: Western Land Trust Alliance

The "Heart of the Rockies" collaboration, an alliance of land trusts in Wyoming, Montana, Idaho, Washington State, Alberta, and British Columbia, used CommunityViz to identify the private land most critical for conservation, and establish shared 10-year conservation goals. At an initial set of plenary meetings, workshops, and small-group meetings in 2002, participants formulated three criteria to be used in the land analysis: biological importance, strategic ranchland, and lands of importance to local communities. Data on watersheds, wildlife species, farmland soils, forest productivity, conservation easements, population demographics, historic sites, land ownership characteristics, and other variables were fed into the CommunityViz software, which generated maps to help citizens and stakeholders develop priorities efficiently and effectively. Meeting participants could see a clear visual representation of their values in one set of maps, and use "slider bars" to test the impact of different factors. By 2007, the land trusts had completed 368 private land conservation projects, conserving 411,000 acres of land, using the process.
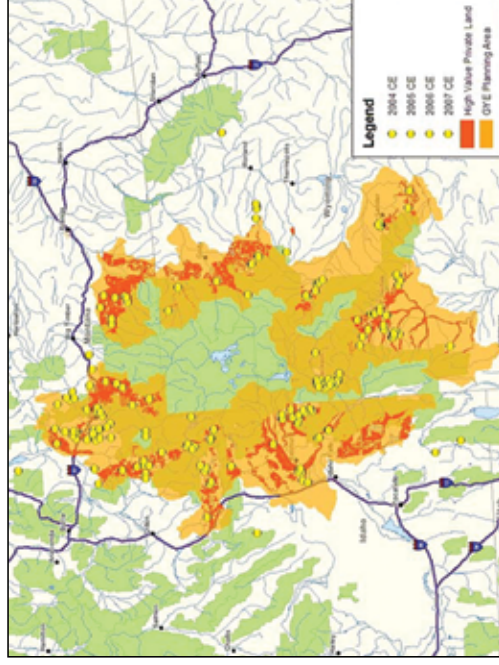
Online Tools

GoogleMaps, free:
www.googlemaps.com

Virtual Earth, free:
http://virtualearth.com

WorldKit, free: http://worldkit.org/

CommunityViz, fee for service:
www.communityviz.com

MetroQuest, fee for service:
www.metroquest.com

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES			PRIORITIZE OPTIONS		

TACTIC

Help citizens to balance budget and revenue options

Basics

What is the tactic: Making available public budget websites that allow participants to get a bird's-eye view of a budget, and let them see how different choices affect the bottom line.

Use this tactic when: Giving citizens a more informed, realistic sense of the trade-offs involved in budget decisions, and obtaining from them a better understanding of their budget priorities.

Using this tactic online allows people to: Try different combinations of service cuts, service enhancements, and revenue options in order to balance the budget.

Limitations

Needs to be surrounded and supported by some of the other tactics described in this report in order to have value.

Example: Chicago, Illinois

The Participatory Budgeting Initiative in Chicago's 49th Ward gives residents the opportunity to allocate $1.3 million of the ward's capital budget. Citizens gather in face-to-face meetings and an online forum to discuss budget options and vote projects into implementation. The process begins with a series of neighborhood assemblies that generate ideas and volunteers; representative committees then prioritize and hone the ideas. Their lists are then proposed for commentary on an online forum, and presented at another set of neighborhood assemblies. The entire ward then votes on the ideas.

In the 2009-2010 budget cycle, the representative committees (of 16-20 residents each) submitted a list of 36 proposals to better the ward's infrastructure. The voting process in April 2010 attracted 1,652 of the 49th Ward's residents, resulting in the recommendation of 14 of the original committee proposals to the City of Chicago. The winning ideas included sidewalk repairs, bike lanes, a dog park, a community garden, and underpass murals. The process, which is now in its second year, is led by a steering committee composed of over 40 community leaders from various local charities, churches, businesses, and non-governmental agencies.

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
	COLLABORATE			SURVEY ATTITUDES			PRIORITIZE OPTIONS		

Example: Belo Horizonte, Brazil

In 2006, the Brazilian city of Belo Horizonte launched a system of "Digital Participatory Budgeting" (e-PB) to parallel its face-to-face participatory budgeting (PB) process. Citizens were able to make spending decisions for a fund of US$11 million. Online voters could choose among four public works projects for each of the nine districts of the city.

The Internet makes it easier for citizens to take part, reducing the time and cost of participation; the traditional PB required citizens to attend meetings at a certain time and place, whereas with the e-PB citizens were free to vote online within a period of 42 days. The e-PB was heavily promoted and the website provided detailed information on the proposed works. Further information could be obtained by e-mail and a designated address was set up to respond to queries. The online platform of the e-PB allowed users to interact and deliberate with one another. A discussion forum featured nine different threads, one for each district; active participation reached a total of 1,210 posts. The available data shows nearly one-third of the voters would not have participated without the option of casting their votes through the Internet.

Online Tools

Budget Simulator, fee for service:
www.budgetsimulator.com

Budget Allocator, fee for service:
www.budgetallocator.com

Demos-Budget, fee for service:
www.demos-budget.eu

+ Submit additional online tools, examples, or comments

1 Wikis	2 Shared Work Space	3 Large-Scale Deliberation	4 Serious Gaming	5 Survey Citizens	6 Aggregate Opinion	7 Idea Generation	8 Identify Problems	9 Mapping	10 Identify Priorities
COLLABORATE				SURVEY ATTITUDES		PRIORITIZE OPTIONS			

RESOURCES

Amsler, Terry, and JoAnne Speers. 2005. *Getting the Most Out of Public Hearings*. Sacramento, CA: Institute for Local Government.

Bittle, Scott, Chris Haller, and Alison Kadlec. 2009. *Promising Practices in Online Engagement*. New York, NY: Public Agenda.

Clift, Steven. *Sunshine 2.0*. Forthcoming. Washington, DC: League of Women Voters of the USA.

The Collaboration Project. 2011. *Tools for Online Idea Generation: A Comparison of Technology Platforms for Public Managers*. Washington, DC: National Academy of Public Administration.

Fung, Archon, and Elena Fagotto. 2009. *Sustaining Public Engagement: Embedded Deliberation*. Dayton, OH: Kettering Foundation.

Ganapati, Sukumar. 2010. *Using Geographic Information Systems to Increase Citizen Engagement*. Washington, DC: IBM Center for the Business of Government.

Gotze, John, and Christian Bering Pederson, eds. 2009. *State of the eUnion: Government 2.0 and Onwards*. 21gov.net.

Hicks, Robin. 2010. Singapore to Mine Citizen Sentiment in Social Media. FutureGov.

Ho, Alfred. 2007. *Engaging Citizens in Measuring and Reporting Community Conditions*. Washington, DC: IBM Center for the Business of Government.

Institute for Local Government. 2010. *Social Media and Public Agencies: Legal Issues To Be Aware Of*. Sacramento, CA: Institute for Local Government.

Leighninger, Matt. 2011. *Citizenship and Governance in a Wild, Wired World*. National Civic Review, Spring 2011.

Leighninger, Matt. 2009. *Democracy, Growing Up: The Shifts That Reshaped Local Politics and Foreshadowed the 2008 Presidential Election*. New York, NY: Center for Advances in Public Engagement at Public Agenda.

Leighninger, Matt. 2006. *The Next Form of Democracy: How Expert Rule is Giving Way to Shared Governance—And Why Politics Will Never Be the Same*. Nashville, TN: Vanderbilt University Press.

Mann, Bonnie, and Matt Leighninger. 2011. *Planning for Stronger Local Democracy*. Washington, DC: National League of Cities.

Pomfret, Kevin. 2010. Location and Privacy—What is the New 'Reasonable?' Spatial Law and Policy.

Ryan, Deborah. 2010. Wikiplanning: Engaging the Public in New Ways Online. *Planning and Technology Today*.

Scola, Nancy. 2010. Expert Labs Rolls Out ThinkUp, A Government Social Media Dashboard. *TechPresident*.

Smith, Aaron. 2010. *Government Online*. Washington, DC: Pew Internet and American Life Project.

Smith, Aaron. 2010. *Mobile Access 2010*. Washington, DC: Pew Internet and American Life Project.

Smith, Aaron. 2009. *The Internet and Civic Engagement*. Washington, DC: Pew Internet and American Life Project.

Vander Veen, Chad. 2010. Manor, Texas, Crowdsources Ideas for Running the Town. *Digital Communities*.

Yankelovich, Daniel, and Will Friedman, eds. 2011. *Toward Wiser Public Judgment*. Nashville, TN: Vanderbilt University Press.

Matt Leighninger is the Executive Director of the Deliberative Democracy Consortium (DDC), an alliance of the major organizations and leading scholars working in the field of deliberation and public engagement. The DDC represents more than 50 foundations, nonprofit organizations, and universities, collaborating to support research activities and advance democratic practice, in North America and around the world. Over the last seventeen years, Matt has worked with public engagement efforts in over 100 communities, in 40 states and four Canadian provinces.

Matt is a Senior Associate for Everyday Democracy, and serves on the boards of e-democracy.org, the National School Public Relations Association, and The Democracy Imperative. He has advised a number of national associations on their public engagement strategies, including the National League of Cities, NeighborWorks America, Centers for Disease Control, and the League of Women Voters. Matt has also been DDC's representative to LogoLink, a network of civil society organizations in the Global South.

He has written for publications such as *The Christian Science Monitor, The National Civic Review, Public Management, School Administrator,* and *Nation's Cities Weekly.* His first book, *The Next Form of Democracy: How Expert Rule is Giving Way to Shared Governance—and Why Politics Will Never Be the Same,* traces the recent shifts in the relationship between citizens and government, and examines how these trends are reshaping our democracy.

He is a graduate of Haverford College, and holds a Master's in Public Administration from the School of International and Public Affairs (SIPA) at Columbia University.

To contact the author:

Matt Leighninger
Executive Director
Deliberative Democracy Consortium (Washington, DC)
131 Chedoke Avenue
Hamilton, ON
L8P 4P2
Canada
905-972-0550

Website: www.deliberative-democracy.net
e-mail: mattl@deliberative-democracy.net

IBM Center for
The Business of Government

Reports from

For a full listing of IBM Center publications, visit the Center's website at **www.businessofgovernment.org.**

Recent reports available on the website include:

Collaborating Across Boundaries

Environmental Collaboration: Lessons Learned About Cross-Boundary Collaborations by Kathryn Bryk Friedman and Kathryn A. Foster

Managing Innovation Prizes in Government by Luciano Kay

The Promise of Collaborative Voluntary Partnerships: Lessons from the Federal Aviation Administration by Russell W. Mills

Strategies for Supporting Frontline Collaboration: Lessons from Stewardship Contracting by Cassandra Moseley

Conserving Energy and the Environment

Breaking New Ground: Promoting Environmental and Energy Programs in Local Government by James H. Svara, Anna Read, and Evelina Moulder

A Guide for Local Government Executives on Energy Efficiency and Sustainability by Nathan Francis and Richard C. Feiock

Fostering Transparency and Democracy

Using Geographic Information Systems to Increase Citizen Engagement by Sukumar Ganapati

Improving Performance

Project Management in Government: An Introduction to Earned Value Management (EVM) by Young Hoon Kwak and Frank T. Anbari

Strategic Use of Analytics in Government by Thomas H. Davenport and Sirkka L. Jarvenpaa

Managing Finances

Strategies to Cut Costs and Improve Performance by Charles L. Prow, Debra Cammer Hines, and Daniel B. Prieto

Managing Risk in Government: An Introduction to Enterprise Risk Management (2nd Edition) by Karen Hardy

Strengthening Cybersecurity

A Best Practices Guide to Information Security by Clay Posey, Tom L. Roberts, and James F. Courtney

Cybersecurity Management in the States: The Emerging Role of Chief Information Security Officers by Marilu Goodyear, Holly T. Goerdel, Shannon Portillo, and Linda Williams

Transforming the Workforce

Engaging a Multi-Generational Workforce: Practical Advice for Government Managers by Susan Hannam and Bonni Yordi

Implementing Telework: Lessons Learned from Four Federal Agencies by Scott P. Overmyer

Using Technology

Using Wikis in Government: A Guide for Public Managers by Ines Mergel

An Open Government Implementation Model: Moving to Increased Public Engagement by Gwanhoo Lee and Young Hoon Kwak

How Federal Agencies Can Effectively Manage Records Created Using New Social Media Tools by Patricia C. Franks

IBM Center for
The Business of Government

About the IBM Center for The Business of Government

Through research stipends and events, the IBM Center for The Business of Government stimulates research and facilitates discussion of new approaches to improving the effectiveness of government at the federal, state, local, and international levels.

About IBM Global Business Services

With consultants and professional staff in more than 160 countries globally, IBM Global Business Services is the world's largest consulting services organization. IBM Global Business Services provides clients with business process and industry expertise, a deep understanding of technology solutions that address specific industry issues, and the ability to design, build, and run those solutions in a way that delivers bottom-line value. To learn more visit: ibm.com

For more information:
Jonathan D. Breul
Executive Director
IBM Center for The Business of Government
600 14th Street NW
Second Floor
Washington, DC 20005
202-551-9342
website: www.businessofgovernment.org
e-mail: businessofgovernment@us.ibm.com