



**Strength in Unity—
A Proposal to Create a Flourishing Citizen Engagement
Culture in the City of Cincinnati**

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* The contact persons for CEAT and this report are Peter Hames (phames@fioptics.com), Jeanne Nightingale (jnightingale@fuse.net) and Sue Wilke (suewilke@cinci.rr.com).

The statue of Cincinnatus, located in Sawyer’s Point, is below the Cincinnati City flag that proclaims Juncta Juvant—Strength in Unity.

Background.

In *Plan Cincinnati*, the comprehensive plan adopted November 21, 2012, the *Live* section's first goal is to "Build a robust public life." (p. 149). The purpose of that goal is to achieve future population growth and social vitality through "an active, engaged citizenry and an atmosphere that is welcoming to an array of backgrounds, including immigrant populations." (p. 149)

One strategy to accomplish that goal is to "Create a welcoming civic atmosphere," building "...stronger communities by increasing civic engagement." (p. 153). Quoting the *Plan*, "When people feel like they are truly a part of their community, they are more likely to feel optimistic and actively participate in improving their neighborhood...When all of our residents are involved and creatively engaged at the neighborhood and city level, our city can be extraordinary." (p. 153). Specifically, *Plan Cincinnati* recommends, within the next one to three years, the following action steps:

- Researching "successful community-engagement methods used by local organizations and best practices from across the country." (p. 154).
- Developing a "... a civic engagement strategy to help increase the capacity of the public to participate in the decision-making process." (p. 154).

The Citizen Engagement Action Team.

To assist in making our city extraordinary and quickly move the city forward toward comprehensive citizen engagement, a group of some thirty active citizen volunteers, representing twenty-nine neighborhood and civic organizations (see Attachment 1, p. 7), came together to take these short-range action steps in 2013. We named ourselves the Citizen Engagement Action Team (CEAT).

At this point, we pause to explain why we chose to use the word "citizen" rather than "civic" engagement. A "citizen" is a person and we want persons to be engaged in their city. The dictionary classifies it as a noun, naming a thing. The dictionary classifies "civic" as an adjective and, as an adjective, it only relates to describing a type of engagement activity.

CEAT has been meeting since January. Our goals are:

- Increase community awareness of the need for a change in Cincinnati's approach to citizen engagement;
- Build support for adoption of citizen engagement principles and policy for in the community and among community organizations;
- Secure passage of citizen engagement principles and policy in Cincinnati.

This proposal is the first step to accomplishing our goals and we are pleased to present a series of recommendations to elevate citizen engagement (CE) as a value in the City of Cincinnati, becoming part of the city government's mission, values, policies and operations culture. Our methodology was to review the CE literature and to survey a sample of cities, including those with which Cincinnati often compares itself. Fifteen cities were surveyed in the last few months. Attachment 2 (p. 8) contains the list of cities surveyed and Attachment 3 (p. 9) has a copy of our survey instrument.

During our research, we found a number of cities, including Minneapolis, Minnesota; New Orleans, Louisiana; Portland, Oregon; Raleigh, North Carolina; and Seattle, Washington, with very robust CE programs. Many others are also moving in this direction with good examples for consideration. In addition to the work of our team to gather information and data, we intend to take this proposal to community groups, including community councils, for further feedback.

The Citizen Engagement Action Team Recommendations.

Based on our research, literature review, and materials review, we propose that city government—including the mayor and city council—and Cincinnatians work together to implement the following recommendations:

1. Adopt a Citizen Engagement Policy and Principles.

It is clear, and supported by our review of models and best practices, that standards of excellence for public participation must be in place for successful CE.

These standards must exist throughout the city governance processes. Additionally, a culture of improved public participation practices that serve both city government and community needs and concerns must be in place. Efforts should also be made to build trust, meaningful partnerships and collaborations between community stakeholders and city government. Cities with successful models of CE have laid the foundation by establishing some form of CE policy and a set of principles to guide the work of CE.

We recommend, as a first step, the City of Cincinnati adopt a policy of CE and a set of principles for effective implementation. Our team has crafted and is providing a draft policy and set of principles contained in Attachment 4 (p. 11) based on our review of best practices and similar documents. We recommend that they be adopted by the City of Cincinnati and that they form the foundation for all future CE work. Additionally, our survey of cities indicated a number of cities have a vision and mission statements that include citizen or public participation as important components. We suggest the City of Cincinnati use our policy and principles to create a vision and mission statement to guide our city in the coming years. Cities like Minneapolis, New Orleans, Portland, Raleigh, San Antonio and Seattle have taken such steps and can serve as models.

2. Create a Citizen Engagement Infrastructure.

Across the United States, public participation practices have been steadily shifting local governments toward a more open and participatory process. Typically, these processes engage community stakeholders in a timely fashion by engaging early, often and meaningfully until a final decision is made that is supported by majority consensus.

Decisions in these cases reflect the collective wisdom of citizen residents and public administrators. Cities such as Minneapolis, New Orleans, Pittsburgh and Portland have taken the step of developing a comprehensive public participation plan as a roadmap to developing effective public participation practices. These plans require that specific government departments (e.g., public safety, planning) establish goals to create successful public participation.

A number of cities (Indianapolis, Minneapolis, New Orleans, Portland, Raleigh, Seattle) have established offices to implement their plans or guide improved public participation efforts. Called offices or departments of neighborhood services/neighborhood engagement/neighborhood involvement, these organizations:

- Ensure implementation of policies and principles,
- Define the roles and responsibilities for government and citizens in the public participation process,
- Provide tools and guidelines for effective public participation activities, and
- Promote improved public participation and information sharing between city government and community stakeholders.

They also facilitate the ability of the general community, at the neighborhood level, and public administrators to come together to build collaborative relationships.

We recommend, as a second step, the City of Cincinnati create its own CE plan and that it be the responsibility of the city manager to oversee implementation of this plan throughout city government and with those businesses and organizations that receive city funding. This should be done in conjunction with the establishment of the city's CE policy and principles that provide the foundation for a culture of CE. We also recommend that the city manager establish a CE advisory committee, using an "open appointments" process, to assist in implementation, training and evaluation efforts. Longer term, we recommend the establishment of an office of CE.

3. Create a Citizen Engagement Academy for Training and Development.

Training is an important aspect of ensuring effective CE. Training of community members, as well as public administrators, would ensure both are working effectively toward implementation of the city's engagement plan. Citizens gain a better understanding of how city government works, are able to collaborate on projects, and learn how to build new relationships between community and government. The cities we surveyed have addressed training in a number of ways but the most common is the existence of some form of training academy. Seattle calls theirs the Peoples Academy for Community Engagement (PACE); Cleveland had its Non-Profit Center for Citizen Education; Dayton has a Neighborhood Leadership Institute. Indianapolis not only has a Citizens Academy but also has a process for neighborhood leaders to be mentored by city leaders. Indianapolis and Portland have created service learning and civic engagement programs partnering with their local colleges and universities.

Other methods of training include annual conferences, establishing neighborhood resource centers, community building institutes, and holding citywide dialogues. Raleigh and Pittsburgh have also focused on developing youth civic leadership. New Orleans and Raleigh have developed manuals for administrators to use in implementing effective public participation. New Orleans, in particular, has produced a public participation document that includes an excellent public participation tools matrix (See Attachment 6, p. 25, for a reference).

We recommend, as a third step, the City of Cincinnati establish a CE academy, building on successful models from other cities. We are aware that Cincinnati had a form of academy in the past but the new version must have a strong focus on CE not just instructions on the role and organization of city government. Additionally, we recommend the city research and develop manuals for effective CE for both public administrators and citizens, including youth. Finally, there should be further exploration into new partnerships with our local universities and colleges for community education and training, in addition to the Community Building Institute at Xavier.

4. Implement a Strategy on How to Use Social Media to Implement Citizen Engagement.

Social media provides a powerful opportunity for citizens to be engaged 24x7. "Citizens who are engaged and can make sound decisions about their future and who are acting together with others in their community to address common problems are necessary to make democracy work, as it should. The question that naturally arises is "What does it take to get citizens involved?" Researchers and practitioners had revealed three conditions:

- a. Citizens need to have an understanding of an issue and how it might affect them
- b. Citizens need to feel they have a voice and a process for putting into words how they feel about an issue

- c. Citizens need to be connected with others who share their concerns” (Bill Muse, President National Issues Forum, Cincinnati Neighborhood Summit, February 16, 2013).

Social media provides a number of technology tools to address these conditions. They are a means by which city governments can learn what the public is thinking and for the public to provide input, consultation and collaboration on issues. Social media will help governments engage with citizens in ways they never could before. All of the cities we surveyed were using social media although for some the focus is on pushing information out versus taking information in (see Attachments 5, p.15, and 7, p. 27). Several cities are exploring or in the process of implementing new methods of social engagement like MindMixer (see Attachment 8, p. 30, a white paper prepared for the City of Charlotte, NC on these new electronic engagement tools).

We recommend, as a fourth step, the City of Cincinnati develop and implement a strategy on how it intends to use social media as a way to implement the CE policy and principles. The policy should focus on using social media to make city services and decision making more transparent and accountable. It should also include methods to measure the success of new social media efforts. The goal of social media should be to increase CE, consensus building, government accountability, and responsive and cost-efficient communication.

5. Develop an Annual Report Card on Results and Accountability for Citizen Engagement.

In the spirit of “what gets measured gets done,” the city must define what success looks like and how to measure it. We recommend the city develop an annual report card to update the community on results and to promote ongoing improvement. The CE advisory committee should be tasked to help determine appropriate measures of success and accountability.

Attachment 1

CEAT Member Neighborhoods/Affiliations

Avondale Comprehensive Development Corporation
Cincinnati Human Relations Commission
Cincinnati
Citizens for Civic Renewal
Clifton Town Meeting
College Hill Forum
Community Building Institute, Xavier University
Downtown Residents Council
East Price Hill
East Walnut Hill
Invest in Neighborhoods
Kennedy Heights
Launch Cincinnati
League of Women Voters
Lower Price Hill
Mt. Auburn
Mt. Lookout
North Avondale Business Association
North Avondale Neighborhood Association
Northside Community Council
Over the Rhine Community Council
Paddock Hills Assembly
Pleasant Ridge
Price Hill
Spring Grove Village
University of Cincinnati Division of Professional Practice and Experiential Learning
Walnut Hills
West End
Woman's City Club

Attachment 2

Cities Surveyed

Charlotte, NC*
Cleveland, OH*
Columbus, OH*
Dayton, OH*
Indianapolis, IN*
Louisville, KY*
Minneapolis, MN*
New Orleans, LA
Pittsburgh, PA*
Portland, OR
Raleigh, NC*
San Antonio, TX
San Jose, CA
Seattle, WA
Saint Paul, MN

* Cities with which Cincinnati often compares itself.

Attachment 3

Citizen Engagement Action Team: Citizen Engagement Policy and Practices Survey

City name:

Hello, my name is Jane Doe/John Smith. I am calling from Cincinnati, Ohio because I am doing research on citizen engagement. I am working with a group of community members who are calling a sample of cities to learn about their citizen engagement values, policies and organization. By citizen engagement, I mean the city's efforts to work with citizens, through actions like contacting, informing, consulting, and involving them in decision-making. In some cases, these efforts may be required by law (e.g., zoning notice). In other cases, it is a matter of city policy to involve citizens in, for example, neighborhood planning.

Is there a staff person and/or agency responsible for citizen engagement? If yes, are you that person? If not, can you give me that person's contact information? If no one has that responsibility, please give me the name of the person who is most knowledgeable on your citizen engagement efforts.

Name: _____ Title: _____

Phone: _____ Email: _____

My survey will take about 10 minutes to complete. There may be some questions that you are unable to answer at this moment but would be able to send me an email answer. Here is my email address:

First, thank you for taking the time to answer my questions. Are you ready to begin?

1. What form of government does your city have?
Circle one: City council - manager? Mayor - city council?

Does your city have a policy/set of principles that guide your citizen engagement efforts?
If yes, may I have a copy? Is it approved by the city council? Or, does the chief administrative officer approve it?

If no policy/principles, how do you decide when and how to involve citizens?

2. Does the city provide funds to citizen organizations (e.g., community council, neighborhood owners assn., etc.) for their participation in governance activities?

If yes, what is the source of funds (e.g., Community Development Block Grant? General fund revenues? Other?)?

If no, what are the citizen organizations' income sources?

3. Does the city provide leadership-training classes for citizens? Do you have, for example, a citizen academy that provides leadership training? Do you have a curriculum that you can send to me?
4. To what extent do you use social media (e.g., Facebook, Twitter, blogs, city web page, e-commerce, YouTube, etc.) to engage your citizens?
Which do you use and for what purpose(s)?
 - Facebook:

- Twitter:
- City blog:
- City web page (e.g., www.5916000.com for service requests, council agendas and minutes, etc.)
- Other

5. Is your city divided into geographic citizen participation districts? If yes, how many districts do you have? Was that system set up by city council action? May I have a copy?

If no, how are your citizen organizations structured?

How do these organizations collaborate or work with each other?

Is there a formal relationship between them and the city? Y or N? How is the relationship formalized (e.g., contract, MOU, letter of agreement, handshake)? May I have a copy of any document?

6. What steps have you taken to ensure that you have diverse citizen involvement in your citizen engagement efforts?

7. What system/procedures do you have for appointing citizens to boards, commissions, committees and task forces? May I have a copy?

8. Do you have a citywide volunteer program? If no, do separate departments (e.g., parks, libraries, etc.) have their own volunteer programs?

9. To whom—a city, an association, a foundation—do you look for guidance in citizen engagement? Guidance could be a model ordinance, best practices, research/studies? If yes, do you have contact person's information?

10. Based upon your experience, do you have any advice for Cincinnati as it prepares to create a new model of citizen engagement?

Would you like a copy of our recommendations? Y or N

Thank you for your time and assistance.

Attachment 4

Proposed City of Cincinnati Citizen Engagement Policy and Principles¹

Whereas, “The mission of the Cincinnati City Council is to provide, in a democratic and transparent manner, efficient and effective services that will make Cincinnati a better place in which to live, work and play;”² and

Whereas, citizen engagement enhances city government’s democratic processes, transparency and effectiveness; expands its range of options; improves the quality of its decisions; and enlists the problem-solving capacities of the general public and organizations outside city government; and

Whereas, the city council acknowledges that those affected by local government agencies’ decisions should have the opportunity to participate in making those decisions; and

Whereas, there have been dramatic changes in technology, especially through broadcast media and the Internet, allowing for greater transparency of government decision making and operations; and

Whereas, the city does not have an adopted statement of policy and principles regarding the engagement of citizens in the governance of the city.

Now, therefore, be it ordained: the Cincinnati City Council hereby adopts the following policy and principles to be implemented throughout city government, including the city council, the city administration, city boards, commissions and committees, partner governmental agencies, and partner businesses and nonprofits.

Section One: Definitions

- a. “Citizen engagement” includes equivalent terms such as “public engagement,” “citizen participation” or “community engagement” and legal notice requirements. Citizen engagement methods include, but are not limited to, any form of in-person, technology-aided, or online communication that provides for discussion, dialogue, and/or deliberation among participants, encouraging citizens to meaningfully engage in the policy and/or problem-solving process.
- b. “Policy process” is defined as “A course of action produced as a response to a perceived problem or issue involving a constituency, formulated by a deliberative political process and adopted, implemented and enforced by a public agency.”³

Section Two: Citizen Engagement Policy

- a. It is hereby declared to be city policy that active engagement and participation—to assemble, to deliberate and to take action on public problems or issues—of community members is important and highly valued by the city.
- b. The purpose of this citizen engagement policy is to provide broad, inclusive, deliberative and meaningful participation in the policy process with the general public and stakeholders from the public, private, and nonprofit sectors. This policy should be broadly construed to promote the fullest opportunity for citizens to meaningfully participate in governance, the policy process and to provide their city government and all related authorities with the benefits of their collective expertise and information.

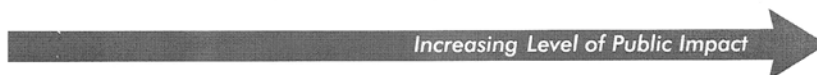
- c. The city, including its offices, departments and partner authorities, may use any process that meets the principles for citizen engagement set forth in Section Three in addition to notice and comment or public hearings required by law.
- d. The city shall adopt and make publicly available a Citizen Engagement Policy Manual to guide the city and its partners in the use of strategies satisfying the citizen engagement principles set forth in Section Three.

Section Three: Citizen Engagement Principles

- a. **Right To Involvement:** Those who are affected by a decision have a right to be involved in the problem-solving/ decision-making process regarding that decision.
- b. **Careful Planning and Preparation:** Actively pursue citizen groups, through adequate and inclusive planning and outreach, ensuring that the engagement design and the needs of the participants are met. Citizens are provided with the information they need to participate in a meaningful, that is, consequential way (see the IA2P Spectrum of Public Participation and Health Canada Public Involvement Continuum below), and are involved in designing how they participate.
- c. **Inclusion and Demographic Diversity:** Actively reach out to equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy. Seek out and facilitate the involvement of those potentially affected by or interested in the decision.
- d. **Collaboration and Shared Purpose:** Support and encourage participants, including government, community institutions, and other key stakeholders to work together to advance the common good. Promote sustainable decisions by recognizing and communicating the long-term needs and interests of all citizens.
- e. **Openness and Learning:** Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options.
- f. **Transparency and Trust:** Be clear and open about the process and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed. Annually report on and rigorously evaluate citizen engagement efforts and activities for effectiveness.
- g. **Impact and Action:** Ensure each participatory effort has potential to have a real impact and that participants are aware of that potential. Communicate to all participants how their input affected the decision making.
- h. **Sustained Engagement and Participatory Culture:** Establish and maintain a culture of ongoing and quality citizen engagement (see the Spectrum and Continuum below) within departments, offices, programs, local agencies, business partners and institutions.
- i. **Accountability for Results and Financial Support:** City leaders and staff are held accountable for ensuring meaningful citizen engagement in the policy making and work of city government and providing the resources to ensure ongoing success.

Adopted this eighteenth day of December 2013. Certified: _____

IAP2 Spectrum of Public Participation

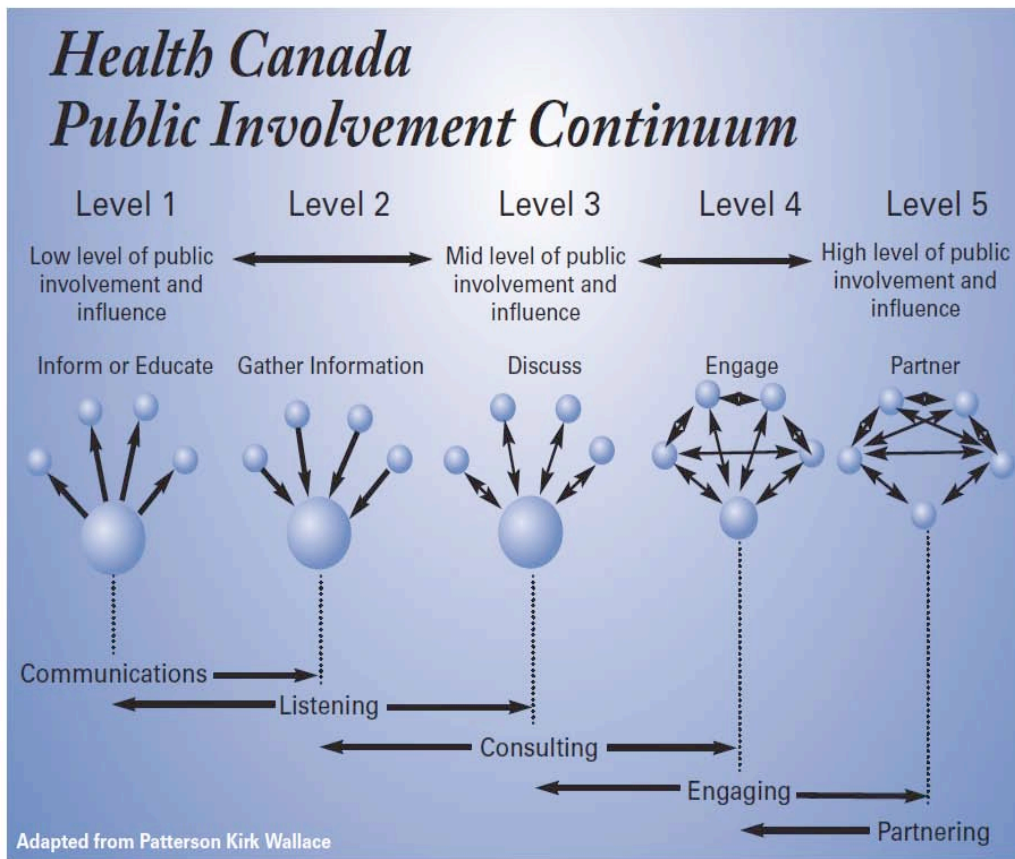


	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> ▪ Fact sheets ▪ Web sites ▪ Open houses 	<ul style="list-style-type: none"> ▪ Public comment ▪ Focus groups ▪ Surveys ▪ Public meetings 	<ul style="list-style-type: none"> ▪ Workshops ▪ Deliberative polling 	<ul style="list-style-type: none"> ▪ Citizen advisory committees ▪ Consensus-building ▪ Participatory decision-making 	<ul style="list-style-type: none"> ▪ Citizen juries ▪ Ballots ▪ Delegated decision

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http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf

Appendix A: Health Canada Public Involvement Continuum



http://www.hc-sc.gc.ca/ahc-asc/pubs/_public-consult/2000decision/index-eng.php#a10

1. This proposal was prepared by the Citizen Engagement Action Team, a group of more than 40 volunteer citizens, from a number of community organizations, whose goal is to help the city improve its current citizen engagement actions. Adoption of this policy and these principles will be an important step in achieving that goal.
2. Cincinnati City Council: Your Legislative Body (<http://www.cincinnati-oh.gov/council/>)
3. *The Public Policy Cycle Web Site* | Page: <http://profwork.org/pp/study/approaches.html> © Wayne Hayes, Ph.D. | TM ProfWork | wayne@profwork.com | Initialized: June 16, 2001 | Last Update: 5/26/2009

Attachment 5

City Survey Results: Summary of Citizen Engagement (CE) Models

City Survey Criteria

Below are the five criteria that formed the basis of the ten questions that we asked of the cities in the survey.

1. Policies and Principles. Does your city have policies and/or a set of principles that guide your CE efforts?
2. Structures. What are the specific city structures or community organizations (internal or external to city government) that foster active CE?
3. Funding. How are these organizations governed and financed?
4. Training. What models of citizen training exist? How are these organized? How are these funded?
5. Systems in Place. What other existing structures/media tools to promote CE exist in the city?

We surveyed two sets of cities: a group of cities that Cincinnati often compares itself to in such surveys and a group of cities that have noteworthy CE efforts. Cities often compared to Cincinnati in surveys:

Charlotte, NC
Cleveland, OH
Columbus, OH
Dayton, OH
Indianapolis, IN
Louisville, KY
Minneapolis, MN
Pittsburgh, PA
Raleigh, NC

Other noteworthy CE cities surveyed:

New Orleans, LA
Portland, OR
San Antonio, TX
San Jose, CA
Seattle, WA
St. Paul, MN

Summary of Surveyed Cities

Charlotte, North Carolina

1. Policies and Principles. Charlotte has a city vision, mission and guiding principles, but not focused only on CE.
2. Structures. Decentralized approach, no formal structure, spans departments. Has hired a new consultant to study possible creation of a strategy for public involvement.
3. Funding. Has Neighborhood Matching Grants with a budget of \$200,000 for neighborhoods.
4. Training. Holds neighborhood symposia with training. Community University offered training but was poorly attended.

5. Systems in Place. Creation of a speaker's bureau to present on topics of interest. Currently studying technologies for a best practices toolbox and updating their social media policy. Has a capital improvement plan process that invites input from citizens.

Cleveland, Ohio

1. Policies and Principles. The Citizens League, 1896-2003, seeks to achieve integrity, efficiency, and transparency in local and county government by promoting citizen education and involvement.
2. Structures. Citizens League historically targets political corruption and solicits candidate evaluations. Revived in 2010 to advocate for and safeguard structural and cultural change demanded by voters. Citizens voted to reject inefficient governmental structure and corrupt political culture. Barriers to involvement: apathy and cynicism. Citizens deeply involved in political reform. Annual planning meeting focused on Cuyahoga County Charter Review Commission. The Evergreen Cooperatives of Cleveland are serving as a model for some economic and wealth development projects in Cincinnati.
3. Training. Programming planned to coordinate county good government efforts and creating a nonprofit center for citizen education. The Cleveland City Club holds special forums to educate citizens.
4. Funding. City funds Office of Sustainability and annual citizen summits for *The Green City on a Blue Lake*. The next summit is October 3 – 4, 2013.
5. Systems in Place. Office of Sustainability leverages Cleveland's wealth of assets by collaborating with the community to improve the economic, environmental and social well being of its citizens. Sustainable Cleveland 2019 is a ten-year initiative that "engages people from all walks of life, working together to design and develop a thriving and resilient Cleveland region." The office collaborates with The Civic Commons, "a civic engagement utility and consultancy serving community leaders, institutions and the growing desire of citizens to be engaged and empowered on key civic decisions."

Columbus, Ohio

1. Policies and Principles. No specific CE principles or policies.
2. Structures. The city's Consolidated Plan was prepared in 2009 using community outreach. Citizens were engaged in the planning process using stakeholder focus groups, online and hard copy surveys, and public comment on the draft document that gathered input on needs and priorities.
3. Funding. Some City funded programs.
4. Training. City sponsored service learning programs, team building and workshops in building stronger neighborhoods.
5. Systems in Place. The Buckeye Civic Engagement Connection, Ohio State University Extension Division, sponsors courses for students focused upon poverty and student experiences. They hold an Annual Conference in Leadership and Civic Engagement. The Columbus Foundation's Power Philanthropy project encourages nonprofits to register and connect with similar organization on projects. The Buckeye Civic Engagement Connection Internship – is a pathway out of poverty for vulnerable youth. A social media application is

the Central Ohio Regional Issues Forum, an online tool allowing citizens to engage in meaningful dialogue about their community. FirstLink connects people to community resources and maintains a subscriber-based list of nonprofit organizations.

Dayton, Ohio

1. Policies and Principles. The Community Engagement Strategy (CES) is designed to foster open communication and collaboration among Dayton's residents, business owners, stakeholders and city government. The CES outlines the roles and responsibilities of all parties in an effort to ensure transparency, collaboration and accountability. In addition, Dayton has a set of ideals governing a desirable engagement system: to empower neighborhoods to address their issues; to engage businesses and neighborhoods to address issues as a citywide concern; to cultivate neighborhood leadership and innovative problem solving. They want to build collaborative efforts that appeal to a wide spectrum of citizens connecting them with good communication tools via their CE initiative.
2. Structures. Bottom up grassroots focus with seven Priority Boards in place for 40 years. These boards cover geographical areas of city and are represented by a chair and elected City council members. The boards have neighborhoods associations within them. They hold monthly meetings and recommend key priorities for the city. Board chairs meet periodically to share information. City takes issues out to the boards for feedback. Because their citizen participation system is losing effectiveness, the city has begun its Citizen Engagement Initiative (*Dayton Listens to You*), an overhaul of its current structure.
3. Funds. City budgets for neighborhood mini-grants that revitalize and build communities.
4. Training. The Neighborhood Leadership Institute is held annually for 12 weeks. There is an application process and vetting for individuals, already involved in community, who want to move beyond the neighborhood level.
5. Systems in Place. Uses Facebook and Twitter for 17,000 people. They are exploring MindMixer software and Nation Builder. Seeking technology to attract younger residents and are also concerned about those without access.

Indianapolis – Marion County, Indiana

1. Policies and Principles. No statement of CE principles/policies.
2. Structures. City-county form of government has a system organizing the city-county's 120 registered neighborhoods into ten geographic districts, each serviced by the Neighborhood Services Department. A mayor's neighborhood liaison staff person supervises each district. A neighborhood liaison administrator manages the department. Neighborhood associations are self-governing and are recognized when they register with the city. About 100 are not yet registered since they may be too small or unorganized. Each district gets notices of relevant events (e.g., land use changes, state alcoholic beverage permits, quality of life plans). The liaisons involve citizens based on experience with issues and level of neighborhood activism. Some neighborhoods are more active than others and the active ones are contacted.
3. Funding. City provides funds to these citizen organizations. The Metropolitan Community Development Department sends planners to work with communities to develop quality-of-life plans and work on funded capital improvement projects. The department uses John McKnight's asset-based community development (ABCD) tools.

4. Training. The Citizens' Academy involves police ride-alongs and helps officers become oriented to neighborhoods. This is also a part of their community policing approach and reinforces crime-watch activities. The Indiana Neighborhood Resource Center runs in conjunction with the Indianapolis Community Building Institute. City leaders mentor neighborhood leaders. Upon graduation, participants get community leadership certificates. Merrimack College published a policy paper on the core competencies of civic engagement.
5. Systems in Place. The mayor's office has a communications team that oversees the use of social media to ensure consistency between departments. The Department of Neighborhood Services enjoys sending out notes of congratulations for accomplishments. They organize a "Trivia Tuesday" contest of "Twit Pics" based on pictures of city landmarks. Several citizen participation apps in place. Volunteer programs are active in the parks department (e.g., Keep Indianapolis Beautiful). The Indianapolis Urban League offers civic engagement and leadership empowerment programs. Indianapolis Public Allies works to strengthen nonprofits, communities and civic engagement. The Indianapolis Neighborhood Resource Center offers service learning and civic engagement programs.

Louisville, Kentucky

1. Policies and Principles. *Vision Louisville* contains guiding principles and team values. Louisville declared itself a *Compassionate City* and signed the International Charter for Compassion in 2011.
2. Structures. Mayor's strategic plan was just adopted—*A Vision Louisville*—a 25-year plan. Many activities of Charter for Compassion are focused on promoting compassion and it will also be used to engage citizens.
3. Funding. An external agency funds neighborhood activities.
4. Training. Their Citizens' Academy is connected to police department as a part of its community policing approach.
5. Systems in Place. Give-A-Day is a citywide effort that partners with local United Way. Also, a citywide volunteer recruitment program. The mayor seeks citizen input on Sustain Louisville Plan for Greener City using Twitter and Facebook. *Living Cities Inc.* selected Louisville for an initiative to learn new ways to increase and encourage civic engagement with urban millennials living in poverty. *Living Cities* is also working with OpenPlans to develop and implement technologies to encourage CE.

Minneapolis, Minnesota

1. Policies and Principles. The city council adopted IAP2's list of core principles: right to be involved, citizen's thoughts respectfully considered, recognition of all needs and interests, facilitated involvement, participants design participation, right to adequate information, right to know how citizen input is implemented (see Attachment 4, p. 11).
2. Structures. City of Minneapolis defines the primary purpose of CE as the empowerment of people to influence city government decisions that shape their city and their lives. Building community, outreach and education, in turn, are all important for the city. CE is the way the city connects and works collaboratively with communities in the development and implementation of policies, programs, and services. Managing these CE activities is the department of neighborhood and community relations.

3. Funding. Minneapolis funds Neighborhood and Community Relations Department and Commission to manage their CE activities.
4. Training. Minneapolis held a Civic Engagement Training Institute, produced by Alliance for Children and Families, that included courses in how to turn tension into an integrated public policy and civic engagement approach; how to fund CE; how to engage youth. The University of Minnesota's Humphrey School of Public Affairs offers courses on CE and leadership development.
5. Systems in Place. Facebook with the Civic Engagement Training Institute. *A Tale of Two Cities: Civic Health in Miami and Minneapolis-St. Paul*, a report by the National Conference on Citizenship, describes why Miami's civic health is the lowest and Minneapolis-St. Paul's is the highest.

New Orleans, Louisiana

1. Policies and Principles. City has a new set of principles that were approved and published in 2012. City believes that the old models of governance do not adequately meet needs of the 21st century. A belief that meaningful participation is key to finding solutions to complex problems. Tagline: *There is a wisdom in government and a wisdom in neighborhoods*. The city published a comprehensive manual—*New Orleans Neighborhood Participation Plan*—on CE (see Attachment 6, p. 25).
2. Structures. New Neighborhood Engagement Office established by mayor in 2011. The office manages the neighborhood participation plan. The city's 72 neighborhoods are divided geographically into five council districts. The office is staffed by four neighborhood liaisons and includes advisory boards and task forces.
3. Funding. Neighborhoods get funding from private foundations and nonprofits. The city's CDBG funds professional development and tools for community organizing. Economic development grants can be used if neighborhood has a project to promote community.
4. Training. The city is developing a curriculum for a six to eight week academy that will be offered twice a year using an application process open to 30 residents. This is modeled on a successful citizen program offered by the police department.
5. Systems in Place. Office of Neighborhood Engagement promotes collaboration across neighborhood boundaries. Quarterly neighborhood leaders meetings are held. There is an annual summit, showcasing success stories focused on engagement. The city has a website for citizens to consult. New Orleans community's goal includes integrating the diverse neighborhoods. They are working on a process for making the citizen's voice heard which has not always been the case.
6. Advice for Cincinnati. "Citizen input cannot simply be mandated" according to a city contact. "Rather, the city needs many different forums to provide for and build community involvement."

Pittsburgh, Pennsylvania

1. Policies and Principles. The City of Pittsburgh says it values and encourages citizen participation. It has a citizen participation plan (CPP), which used a combination of civic and community engagement methods to include citizens and civic society in the planning process. The CPP is part of the HUD Consolidated Plan requirements for federal funding. No other stated policy was found.

2. Structures. The city has a number of boards, authorities and commissions that consider active citizen participation as vital. Leaders actively seek diversity and balance in making appointments. Mayor created the *Serve PGH Initiative* in 2011 to promote high-impact volunteerism and to address city's most pressing needs.
3. Funding. Publicly funded CE initiatives.
4. Training. Civic Leadership Academy created by mayor. Offers free course in local government. Fosters more informed, effective and inspired community and civic leadership. It includes tours, hands-on demonstrations, and fun activities that give an up-close and personal view of how the city is governed. In two sessions per year, they learn of services provided by city departments that make for a safer, more livable city. Also, there is a Youth Civic Leadership Academy, a free summer program, which provides an interactive opportunity for high-school students to learn about their local government.
5. Systems in Place. The city has a Citizen Participation Five-Year Plan 2010-2014. It used a combination of civic and community engagement methods to include citizens and civic society in the planning process. Ensures that citizens have a voice in the city's development. Strengthens cooperation with other jurisdictions and partnerships among all levels of government and the private sector. Goals and objectives are assigned a priority, which the city will address, in a ranking system of high, medium and low needs. We also found a useful manual for citizens (*Developing Effective Citizen Engagement: A How-to-Guide for Community Leaders*), published in 2008, by the Center for Rural Pennsylvania, http://www.rural.palegislature.us/Effective_Citizen_Engagement.pdf.

Portland, Oregon

1. Policies and Principles. City Office of Neighborhood Involvement promotes "a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities." Set of Public Involvement Principles (see IAP2 Principles in Attachment 4, p. 11) adopted by the City of Portland in 2010. The principles are a roadmap to guide government officials in establishing consistent and effective public involvement across city government and in ensuring better city decisions that more effectively respond to the needs and priorities of the community.
2. Structures. In addition to the Office of Neighborhood Involvement, *The Portland Plan* was adopted April 2012. A 25-year comprehensive plan update with five-year action plans, *The Plan's* Community Involvement Committee (CIC) "is charged with serving as the 'eyes and ears' of Portland's many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the Portland Plan as it evolves."

The CIC interacts with Bureau of Planning and Sustainability (BPS) staff, particularly the District Liaisons, as well as the Office of Neighborhood Involvement's Public Involvement Best Practices Program, Diversity and Civic Leadership Program, and other initiatives designed to promote inclusive and meaningful public involvement in Portland. The CIC will continue the community's participation in the Portland Plan, a process that "began with visionPDX, which captured and fleshed out our shared values of sustainability, equity, accessibility, community connectedness and distinctiveness."

3. Funding: CE initiatives are publicly funded. There is a Neighborhood Small Grants Program 2013.

4. Training. Public Involvement Advisory Council which strengthens and institutionalizes the city's commitment to public involvement and assists city bureaus in creating consistent expectations and processes for public involvement activities. Offers resources and information to promote improvement of these efforts.
5. Systems in Place. Portland State University offers a course on CE. Defines CE as "the interaction of citizens with their society and their government." Tagline: "Let Knowledge Serve the City." Portland Pulse newsletter provides updates on the workings of the social infrastructure that makes a community work.

Raleigh, North Carolina

1. Policies and Principles: Raleigh began a strategic planning process for Citizen Advisory Council to develop a vision, a set of values, a stated mission and purpose, to be followed by establishing a set of goals, projects, and tasks. *Vision*: A better city through citizen participation. *Values*: Service, accountability, integrity, leadership, inclusivity, civic pride, openness. *Mission*: To stimulate meaningful civic participation. *Purpose*: To promote citizen participation in city government and advise Raleigh City Council on matters affecting well being of citizens.
2. Structures: There are 19 Citizens Advisory Councils (CAC), within corporate limits, that comprise the City of Raleigh's citywide CAC. They receive some staff support from the city. Any resident can participate in the CAC where they reside.
3. Funding: City does provide funds to citizen organizations for participation in governance activities.
4. Training: City offers a Neighborhood College and Citizen Leadership Academy. The sessions build resident capacity. There is a formal relationship between these CACs and city council. They follow the asset-based community development (ABCD) model, designed by John McKnight, that is inclusive of all residents. A public participation manual is provided. Residents interested in appointment to a board or commission can go to *Fill a Vacancy* website to learn about the process, which is also outlined in the city's municipal code. The volunteer program matches residents' experience with position they seek.
5. Systems in Place: Annual Youth Ambassador Civic Engagement Dinners: students are community members who are natural leaders. They believe every action they make on behalf of their community will increase the capacity of their environment and the people who interact with them. The city publishes the *Neighborhood-Based Organization Tool Kit: A How-To Guide for Forming Organizations and Improving the Quality of Life in Your Community*, which includes tips for neighborhood leaders. (see Attachment 6, p. 26)
6. Advice for Cincinnati. Begin at neighborhood level, based on contiguous neighborhood-based organizations, and then move to a regional model. It is easier to work from bottom up than top down when involving residents. Despite rapid population growth, Raleigh has made great strides to revitalize neighborhoods.

San Antonio, Texas

1. Policies and Principles. Statement of a Citizen's Bill of Rights: right to be valued, accessible and an accountable city government. San Antonio is a city that is committed to improving its resources for members of the community. The mission of SA 2020 is to catalyze the entire

San Antonio community into a passionate, focused, and sustained action to achieve the shared goals that will transform San Antonio into a world-class city by 2020

2. Structures. SA 2020 connects citizens to opportunities that contribute to their aspirations for their city. SA 2020 is a vision for the city's future, created and led by citizens. The city holds Great Cities Dialogues. San Antonio mayor serves as honorary chairman at the Hispanic Institute's Civic Engagement and Leadership Initiative to support grassroots advocacy.
3. Funding. SA 2020 is publically funded.
4. Training. Course offered by a consortium of state colleges and universities. Civic Engagement 2.0: Reimagining, Strengthening, and Deepening our Civic Work is part of a national initiative called the American Democracy Project that focuses on higher education's role in preparing the next generation of informed and engaged citizens. University of Texas at San Antonio offers a research initiative to establish measures of San Antonio's Social Capital and Civic Engagement. Leadership training: Join a Pair Conversations is a 21st Century Town Meeting for Leadership Engagement. St. Mary's University offers a Civic Engagement and Career Development Center.
5. Systems in Place. I Am SA2020 is a blog that citizens can use to contribute to the community vision. It is a list of goals created by the people of San Antonio in 2010 based on their collective vision for San Antonio in the year 2020. SA2020 is also a movement to get the entire city involved in making this community vision a reality.

San Jose, California

1. Policies and Principles. Four goals of the city's *Strong Neighborhoods Initiative* (SNI)—established through neighborhood discussions—were to remove barriers to neighborhood action, stabilize neighborhoods in crisis, promote neighborhood action, and funnel resources to those needs priority ranked by the neighborhoods themselves.
2. Structures. Established by city council in 2002 and implemented by the city manager and the redevelopment agency, the *Strong Neighborhood Initiative* (a 19-neighborhood initiative) is cited as a strong example of city-led democratic governance. Over the last ten years, it has transformed neighborhoods across San Jose. Seen as an investment in social capital, this business plan brings community members and leaders together with the city to launch a comprehensive revitalization program that focuses on building clean, safe and prosperous neighborhoods. The key is successful community engagement. The city participates in the annual National Citizen Survey that rates the city's services.
3. Funding. As of 2010, over \$104 million of redevelopment funds and \$32 million of city funds have been invested in this initiative to improve physical capital and service in those neighborhoods. Since many of the *Strong Neighborhood Initiatives* were tied to an \$80 million redevelopment fund, it struggled to survive when the money ran out and the state took back the local funds. Some of the activities are being maintained by the city manager's office with reduced staffing. Community is building on the success of the initiative with an online engagement initiative
4. Training. Residents of the 19 target neighborhoods are involved in skill building, planning, prioritizing, and implementing projects to meet the neighborhood-identified needs.
5. Systems in Place. A diverse and highly motivated group of San Jose citizens and leaders used innovative budget games to make tough budget choices that provided feedback

regarding budget priorities to the mayor and city council. The budget games enabled citizens to collaboratively tackle complex issues through the mechanics of games to develop solutions to complex problems. The San Jose Neighborhood Associations and the Youth Planning Commission were involved in completing the games.

Seattle, Washington

1. Policies and Principles. City policy emphasizes inclusive outreach to ensure racial and economic justice. Mayor released executive order on an inclusive outreach and public engagement process, a policy designed to increase equal access to information, resources and civic processes. City recognizes diversity as both a strength and an opportunity; affirms that a healthy democracy requires outreach and public engagement that takes into account communities' racial, cultural, and socio-economic complexity; and states that an inclusive public engagement is about building strong relationships and partnerships. Seattle claims to have always understood and valued citizen participation. Active involvement has made Seattle one of the most livable cities in the world, according to the city's website.
2. Structures. Seattle has a neighborhood district program, supported by the Seattle Department of Neighborhoods (DON) staff, with 13 district councils. Representatives from each council comprise the City Neighborhood Council (CNC). It operates as an umbrella to neighborhood organizations, coordinating the Neighborhood Matching Fund, Neighborhood Budget Prioritization, and Neighborhood Planning programs. The CNC also serves as a forum for discussion of neighborhood issues and policies.
3. Funding. Started in 1988, the Neighborhood Matching Fund program gives communities the opportunity to come together, share resources, and work together on projects, generating good interneighborhood relationships.
4. Training. DON developed a pilot program in 2012 for a Peoples' Academy for Community Engagement (PACE). PACE is "is our civic leadership development program dedicated to building the skills of community members in a multicultural participatory learning environment. Participants learn hands-on strategies in community organizing, community building, neighborhood planning, leadership, and outreach specifically to underrepresented communities. It focuses on the city of Seattle's governmental structure and processes and the role of its neighborhoods. PACE's vision is "a city government of *all* people, by *all* people, and for *all* people."
5. Systems in Place. In 1994, the comprehensive plan was updated when Seattle's citizens embarked on one of the most ambitious citizen-based neighborhood planning projects in America (according to the city's website). Seattle Planning Commission held extensive study on changes in citizen participation over time. Seattle says that it has a long history of civic involvement. DON's communication manager coordinates social media for all departments. Seattle is a member of the national Volunteer Match Program to match up neighbors and volunteer opportunities.

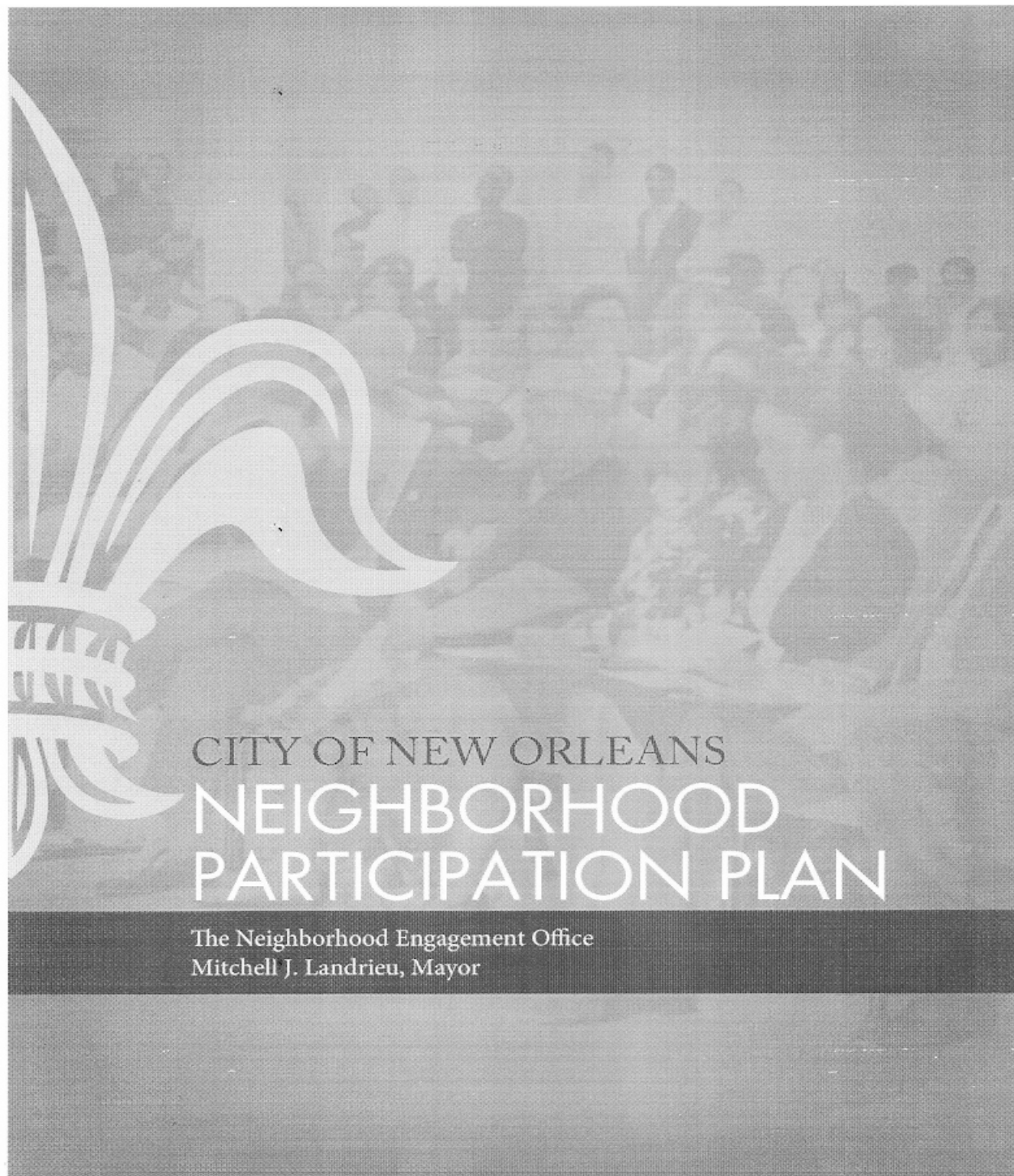
St. Paul, Minnesota

1. Policies and Principles. Long history of citizen participation since early 1970s when citizens demanded a formal voice in city government. They have formulated a set of urban design principles. Minneapolis-St. Paul is considered to be the most engaged American community, although they are separate cities. (Survey conducted by the Bureau of the Census for the Bureau of Labor Statistics.)

2. Structures. Formation of 17 nonprofit district councils, which are the most visible part of system, was the result of a series of town hall meetings in response to the Community Development and Housing Act of 1974. They play a large role in land-use, and determining city's operating and capital improvement budgets. They also engage in many collaborative projects with other nonprofits and serve as an important focus for broad civic engagement. In addition, the city has 30 citizen advisory boards.
3. Funding. Participation system has very little centralized administration save for one citizen coordinator. All money allocated to participation goes directly to district councils. United Way funds are allocated to community centers in eight of these districts. Grants from McKnight Foundation Neighborhood Self-Help Initiatives have increased operating budget by as much as 50% for qualifying districts. Councils must follow CDBG and city guidelines.
4. Training. Citizen participation coordinator works to train newly involved citizens who serve the district councils. Members of the many citizen task forces are trained. Macalester College has a Civic Engagement Center that often partners with the city.
5. Systems in Place. The city has an open appointments process for those wishing to volunteer for city boards, commissions and committees. Peak Democracy's interactive website—Open Town Hall—is an online public forum for St. Paul government. A subscription service is available for citizens to vote on projects. Long-Range Capital Improvement Budget Committee (CIB). Eighteen members with additional citizens serving on CIB's three task forces. The financial services office provides staff for the committee. Individual citizens are assigned to task forces that rank projects in order and votes on a funding amount. During the evaluation period, bus tours to the affected areas and meetings with the district councils are arranged. Block clubs serve as communication links to residents, in addition to crime watch activities. There is a Neighborhood Partnership Program designed to fund small business ventures.

Attachment 6

New Orleans and Raleigh Manual References



<http://www.nola.gov/nola/media/Neighborhood-Engagement/Files/City-NPP-Book.pdf>

NEIGHBORHOOD-BASED ORGANIZATION TOOL KIT



A HOW-TO GUIDE

FOR FORMING ORGANIZATIONS AND IMPROVING
THE QUALITY OF LIFE IN YOUR COMMUNITY



RALEIGH COMMUNITY SERVICES DEPARTMENT
310 West Martin St., Suite 201
Raleigh, NC 27601

Attachment 7

Citizen Engagement and the Use of Social Media

Introduction.

Social media—including the Internet, Facebook, Twitter, and LinkedIn—are ubiquitous. Most local governments, including the City of Cincinnati, already use it. In this section, we look at the usefulness of social media, how it is used in local governments and how its effectiveness might be improved in Cincinnati.

This section presents two brief articles about the relevance of social media to CE and why social media is important. It presents examples of resources to consider regarding the use of social media and its relationship to CE.

To begin, we present an excerpt from William Muse’s presentation on CE at the 2013 Cincinnati Neighborhood Summit.

“What does it take to make democracy work as it should?” The most important answer to that question is citizen involvement. Citizens who are engaged and can make sound decisions about their future, and who are acting together with others in their community to address common problems are necessary to make democracy work as it should.

The question, then, that naturally arises from these conclusions is, “What does it take to get citizens involved?” Researchers and practitioners have revealed three conditions:

- Citizens need to have an understanding of an issue and how it might affect them.
- Citizens need to feel they have a voice and a process for putting into words how they feel about the issue.
- Citizens need to be connected with others who share their concerns.”¹

The social media toolbox—filled with digital tools—is available for connecting with citizens. From an International City-County Management Association webinar on social media in local government:

Social media is new, it’s exciting, and it can help us connect with more people in more ways than we thought possible just two years ago. For these reasons and others, social media can at times seem overwhelming and confusing. So here’s a brief look at what social media is, what it can do for you and your local government, and some tips for success.

First, what is social media? Social media, sometimes called Web 2.0 technology, is a loosely defined term that means a set of technologies with community and social dimensions. It is interactive, social, dynamic, user-centered, collaborative, and interoperable. Social media includes social networks (Facebook), blogs, micro blogs (Twitter), social content like photos and videos (Flickr, YouTube), podcasts, wikis, email lists (Listserv, RSS feeds), and message boards.

So why should local governments use social media? Because that’s where your citizens are.

- Sixty-five percent of online adults (18+) are using social media.
- The average social media user has 195 friends.
- The average Facebook user is connected to 60 pages, groups, and events.
- There are more than 100 million active users currently accessing Facebook through their mobile devices.
- Facebook is now the #1 channel on the Internet, surpassing Google.

- Twitter gets more than 300,000 new users every day.
- More than a third of users access Twitter via their mobile phone—a 62% increase since last April.

Social media provide local governments with new ways to reach the public and share information, photos, and videos. Citizens today are “multi-channeled,” and you should be too. They no longer get their information from one or two media sources like the newspaper or radio. They get information from the multitude of Web 2.0 sources and they increasingly expect their local governments to engage them through these channels.

And perhaps more importantly, social media can increase citizen feedback and engagement. Social media is all about engagement and discussion and it will help you and your government engage your citizens in ways you never could before.

Tips for Social Media Success

- Determine your strategic goals in using social media. To inform? To engage? Both?
- Develop a social media policy to ensure consistency, quality, and accuracy of information. Your policy should also address legal concerns and personal usage by government employees.
- Push information—news, announcements, project updates, town hall meeting notices, registration processes, senior programs, youth sport leagues, immunizations, alerts for weather and emergencies, and updates.
- Enable active participation in the content you post by allowing for comments, questions, opinions, requests for service, or education.
- Engage users that post questions and comments by responding to their comments or “retweeting.”
- Ask questions, set up polls or quizzes, and drive discussion for broader citizen feedback.
- Drive citizens to you website. Provide links in your posts on Facebook and your tweets on Twitter to pages on your website or specific web pages on your site for more information.

Measure Success

It’s important to measure the success of your social media practices, to see what’s working and what’s not. Go beyond output measures—page views/followers—to real program metrics, such as offline actions like percentage increases in event attendance and program registrations, drives to specific web pages, reduction in specific types of calls to your 311/CRM system.

Consider four areas to measure: exposure, engagement, influence, and action. The goal of social media should be to increase citizen engagement, government accountability, and responsive and cost-efficient communication.”²

ICMA has an extensive involvement in CE because it is a high priority for the membership. ICMA shared a number of social media examples, related to CE, which are listed below.

- A Knowledge Network Question about social media success stories: http://icma.org/en/icma/knowledge_network/kn/Question/22169
- An article from PM Magazine about E-democracy: <http://webapps.icma.org/pm/9407/private/feature1.cfm?author=Evelina%20Moulder>
- Social Media Strategy and Implementation guide: http://icma.org/en/Article/100259/Social_Media_Strategy_and_Implementation
- A story from NASPAA about Relationships between Professors and students and public administrators and citizens: <http://www.naspaa.org/jpaemessenger/Article/VOL18->

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- Tamarac, FL’s Social Media and Web 2.0 initiatives:
http://icma.org/en/icma/knowledge_network/documents/kn/Document/303447/City_of_Tamaracs_Social_Media_and_Web_20_Initiatives
- Hampton, VA’s I VALUE Campaign—Reaching Out to Residents to Balance the Budget
http://icma.org/en/icma/knowledge_network/documents/kn/Document/304295/I_VALUE_Campaign_Reaching_out_to_Residents_to_Balance_the_Budget
- How Social Media and GOV 2.0 are Revolutionizing Public, Private Sector Collaboration:
http://icma.org/en/icma/knowledge_network/documents/kn/Document/301851/How_Social_Media_and_GOV_20_are_Revolutionizing_Public_Private_Sector_Collaboration

And, they gave these city examples showing different social media platforms.

- Blog: <http://blog.cityofbelvedere.org/>
- Twitter: <http://twitter.com/CityMinneapolis>
- Facebook: <http://www.facebook.com/cityofsancarlos>
- Podcast: <http://www.morgan-hill.ca.gov/index.aspx?NID=757>
- YouTube: <http://www.youtube.com/cityofwinstonsalem>
- Flickr: <http://www.flickr.com/photos/phillycityrep3>

Conclusion and Recommendation

There is almost no end to the resources available for inclusion in the social media toolbox. Below are the names of some cities that are noteworthy and award winning. They are also among the cities that Cincinnati often uses for comparison purposes. Of special note are Indianapolis, Louisville, Minneapolis, New Orleans, Portland, Raleigh, and Seattle.

Cincinnati already has a website and app for reporting and requesting city services. It also has a powerful geographic information system (Cincinnati Area Geographic Information System—CAGIS) that could be of service to the citizens, if they knew how to use it—public training for community councils and other interested citizens would seem to be in order. The city has also committed to using Nextdoor.com, starting with the police department. Yet another opportunity—see Code for America⁴—is the “civic hack-a-thon,” a chance to engage the technically proficient (typically younger people) in creating apps (e.g., Boston’s Adopt-A-Hydrant) that benefit the city. A small chapter of the open data movement—Open Data Cincy—exists in Cincinnati.

We believe the city should develop a strategy on how it intends to use social media as a way to implement the CE policy that we recommend. This policy should focus city resources upon using social media to make city services and decision-making more accessible, transparent and accountable.⁴

-
1. Muse, William, National Issues Forums, Citizen Engagement workshop presentation, 2013 Cincinnati Neighborhood Summit, February 16, 2013.
 2. This article was adapted from a recent ICMA webinar, *Social Media for Local Government: Unleash the Potential and Avoid the Pitfalls*, March 24, 2011.
 3. *Ibid.* .
 4. <http://commons.codeforamerica.org>

Attachment 8
White Paper: Online Public Participation Platforms and Applications



Wise Economy Workshop &
New World Public Engagement

Online Public Participation Platforms and Applications

Della G. Rucker, AICP, CEcD
Patrick F. Whalen

Version dated November 9, 2012

Introduction

This white paper was developed to orient readers who are interested in local public participation to some of the existing online platforms and services available at this time, and create a base level of understanding with regard to each approach's strengths and most appropriate applications

The reader should note that the field of online public participation is a young one, and that new providers appear on a regular basis and may not be captured by this white paper. Existing providers also update their applications regularly and may add substantial capacities within a short time frame. Finally, the reader also note that online public participation providers are generally early stage firms, and vary widely in terms of their internal capacity and stability.

CEAT Team Members

The following citizens participated in the development of these materials and recommendations:

Kathy Atkinson, Walnut Hills
Ernie Barbeau, Kennedy Heights
Samantha Brockfield, West End and Invest in Neighborhoods
Reginald Brazzile, Avondale Comprehensive Development Corporation
Christina Brown, Cincinnati Human Relations Commission
Valerie Daley, Community Building Institute, Xavier
Ozie Davis, Avondale Comprehensive Development Corporation
Beth Ewing, North Avondale Business Association Trustee
Bob Garlock, Cincinnati
Buddy Goose, Clifton Town Meeting
Galen Gordon, Launch Cincinnati and Over The Rhine
Sarah Gideonese, Woman's City Club
Peter Hames, Over the Rhine Community Council
Dr. Ericka King-Betts, Cincinnati Human Relations Commission
Susan Lenard, Downtown Residents Council
Freeman McNeal, Mount Auburn
Michael Moran, Clifton Town Meeting
Jeanne Nightingale, Lower Price Hill/Women's City Club
Lina Orr, Paddock Hills Assembly
Gary Robbins, Spring Grove Village
Barry Schwartz, Northside Community Council
Michael Sharp, UC Division of Professional Practice/Experiential Learning
Phyllis Slusher, College Hill Forum
Jeff Stec, Citizens for Civic Renewal and Price Hill
Mike Wagner, CNBDU/Invest in Neighborhoods
David Weaver, Mt. Lookout and ISEECONNECTIONS
Sue Wilke, Northside Community Council
Maura Wolf, North Avondale Neighborhood Association