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Promising Practices for Long-Term Community Engagement

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Promising Practices for Long-Term Community Engagement

A Report Commissioned by the Washington County Board of Commissioners

August 2015

by Meg Merrick, Ph.D, Andrée Tremoulet, Ph.D, and Tina Dippert, GRA

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CHAPTER 1: INTRODUCTION

Why This Project, Why Now?

Washington County has initiated a planning process to rethink the structure and support system for its ongoing, long-term community participation program. The impetus for this planning process began with a fall 2014 announcement by the service provider that had supported the county's Citizen Participation Organizations (CPOs) and the Committee for Citizen Involvement (CCI) for several decades, Oregon State University Extension, that it would no longer continue this role effective fall 2015. The planning process has since evolved into an opportunity to take a thorough look at the program and plan a system of engagement for the 21st century.

Washington County contracted with Portland State University to conduct background research on best/promising practices for county-level public involvement models and prepare a report that includes an overview of best practices, a selection of best practices profiles that are most relevant to Washington County's needs, and a series of recommendations based on these findings. The results of our work are transmitted and presented in the pages that follow. It is hoped that this information will be a valuable resource to the Transition Team, elected officials and staff, and that it will stimulate imagination and expand the options considered in the planning process.

Those seeking the "perfect model" for Washington County's community participation program will not find it in

these pages. There is no silver bullet, no perfect model. There are, however, a series of choices to be made, each with its own benefits and limitations. The issues that challenge Washington County are the same ones that other programs are facing throughout the U.S. While no one program does everything perfectly, those that we have profiled do some things very well. We hope we have provided a sequence of big topics to tackle and a sample of ideas that the Transition Team can use to inspire new approaches.

The Neighborhood Movement Then and Now

Washington County's CPO program came into being during the heyday of what has been called the civic revival. It sprung from a belief that governance should involve not only elected leaders and professionals who provide public services, but also the broader community and the wisdom that comes from their lived experiences. It involved a transition in the role of community members from customers of local government services managed and provided by professionals to collaborators with elected officials and professional staff. This civic revival went by a number of names. Initially established in the 1970s as Community Planning Organizations to help address Goal 1 Citizen Involvement of Oregon's land use system, Washington County's CPO system was an award-winning exemplar of this broader movement.

But much has changed since the 1970s, both in Washington County and nationally. Structures, communication net-

Civic Revival

Terms

Citizen Politics (Boyte 2004)

Citizen-driven Administration
(Cooper 2011)

Collaborative Governance
(Sirianni 2009)

Community Governance
(Somerville 2005)

Deliberative Democracy
(Gastil and Levine 2005)

Democratic Governance
(Leighninger 2006; National League of Cities)

Local Democracy
(Leighninger and Mann 2011)

Neighborhood Governance
(Chaskin 2003)

Participatory Democracy
(Berry, Portney and Thomson 1993)

Public Work (Boyte 2011)

Shared Governance
(Leighninger 2006)

Strong Democracy
(Barber 1984; Berry, Portney and Thomson, 1993; Thomson 2001)

“We the People” politics
(Boyte 2011)

Empowered Participatory Governance (Fung 2004)

Principles

Broadening the concepts of
“politics” and “governance”

Ensuring broad and deep
participation

Governance as a “partnership”

Deliberative decision making

Building strong capacity in the
community to engage in governance

Government willingness and ability
to partner with the community

Source: Leistner, 2012

works and even the very notion of what constitutes a community have changed, and community engagement programs have had to evolve to keep pace or risk obsolescence. As part of its planning process, Washington County seeks to know where the practice of community engagement is headed in the 21st century. By sampling practices and examples from throughout the country, this guide offers a glimpse of how communities are addressing that question.

This chapter presents a “big picture view” of what is meant by community engagement and provides an overview of the topics covered in the subsequent chapters.

A Map of Public Participation

This report focuses on one aspect of the broader practice of community participation: long-term programs and structures that facilitate dialogue and collaboration among local government and communities on a broad range of issues. The map in figure 1 situates these programs within the range of community participation efforts in which local governments engage. It distinguishes between short-term efforts around specific plans or initiatives, and more permanent structures that sometimes have well-articulated (often in city or county code) roles in governance.

Short-term community participation efforts are typically focused and intense. Participants are asked to become deeply involved in discussions about a specific topic. Sometimes local government may have access to enhanced resources (e.g., additional funds and consultants) to facilitate that dialogue. The process typically involves intensive dialogue and a

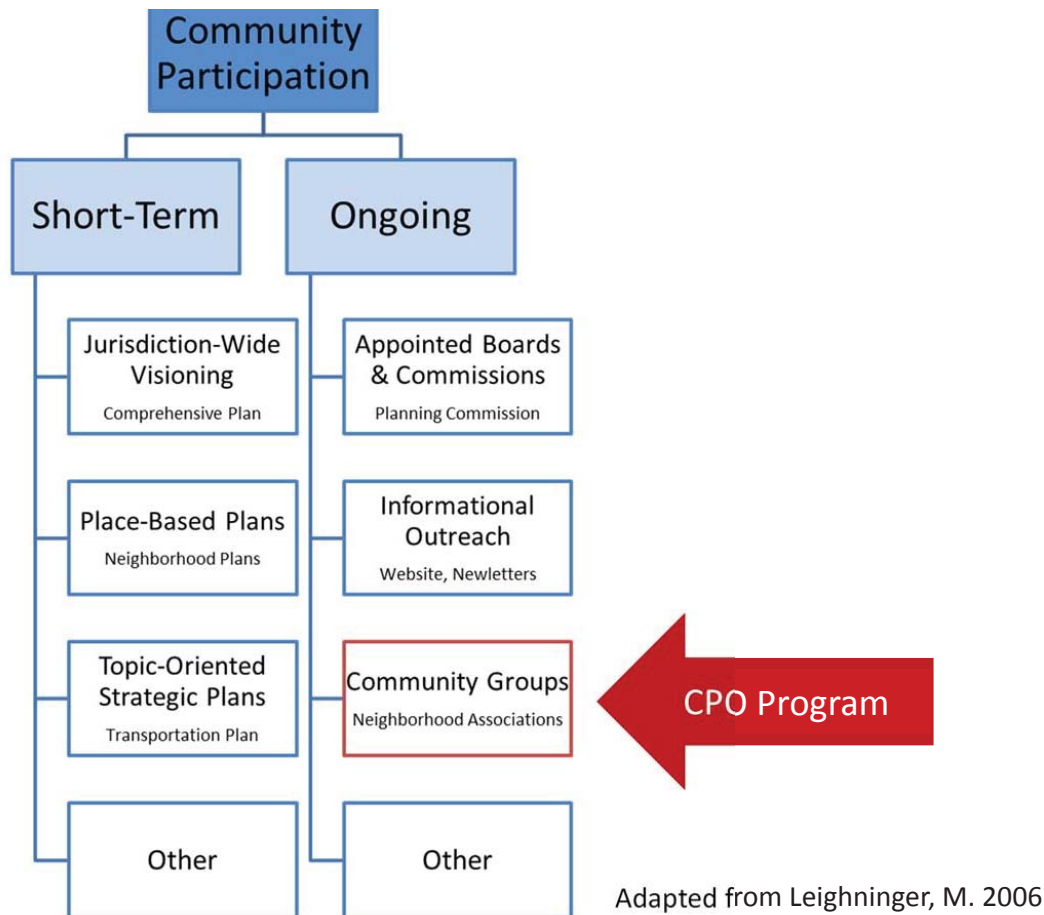


Figure 1

concluding point signaled by a decision, such as the adoption of a plan.

In contrast, long-term community participation often takes one of three forms: one-way informational outreach through methods such as websites, newsletters and social media; representative involvement through permanent governmental commissions and committees, and dialogic interaction with community groups on a variety of topics. This report is concerned with the third of these three forms and focuses on the interactive process.

The nature of long-term community participation is different than that of short-term. Instead of providing short

bursts of interaction like fireworks lighting the sky, ongoing participation requires building permanent structures like a road network through which communication can flow over time. Like any kind of infrastructure, it requires maintenance and periodic updates to accommodate changes in the larger environment and capture innovations and advances.

Many of the tools and techniques that are utilized for short-term efforts may also have a role in long-term community participation programs as well. Washington County's *Public Involvement Guidelines for Transportation Planning, Programs and Projects*, effective January 1, 2015, provides an excellent inventory

of community participation tools and techniques relevant to both.

Overview of this Report

Based upon our work, we have identified several key areas for the Transition Team to explore and consider in developing its recommendations. The key areas are:

■ **Constituencies:** identifying the communities that form the building blocks of the program.

■ **Purpose and Content:** refinement of the main purpose of the program.

■ **Civic Education and Leadership Development:** cultivation and support of community leadership.

■ **Digital Practices:** options for communicating in new ways to achieve greater inclusiveness.

■ **Staffing and Implementation:** options for providing professional support to sustain the program, and steps to give momentum to the new approach and embed it in how the county works

Inclusiveness, and particularly the inclusion of diverse populations, is a key theme of this report. Rather than having a specific chapter that deals with the topic in isolation, we chose instead to embed this issue throughout the report, so that it is addressed when considering a variety of topics, such as constituencies, leadership development and communication.

This report considers many of the key dimensions of diversity occurring in

Washington County, including culture, racial/ethnic identity, rural/urban and generation/stage of life.

Each chapter provides a discussion of the underlying issues and, as appropriate, examples of how other communities have addressed them. The final chapter concludes with a summary of key take-aways and ideas for next steps. The appendices include: a map series of the changing demographics of Washington County (Appendix A); a map series of the locations of communities of color in Washington County (Appendix B); a list of digital platforms and a matrix of examples (Appendix C); and an annotated bibliography of key references (Appendix D).

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CHAPTER 2: CONSTITUENCIES—THE BUILDING BLOCKS

One of the areas that the Transition Team will need to consider is what program model or structure might best serve the needs of Washington County. The structure of a community participation program is often built around the specific constituencies, or types of communities, it serves. This section proposes issues to consider in evaluating options and offers examples of structures used by other jurisdictions.

Issues

Currently, the building blocks of Washington County's CPO program are geographically-based community groups—the CPOs—and the Committee for Citizen Involvement (CCI), which serves as the “officially recognized citizen participation resource committee, which is representative of geographic areas and interests.” The CCI is charged with being “accountable to the CPOs they represent” and the Board of Commissioners (Washington County Resolution and Order No. 86-58).

As the Transition Committee seeks to create an updated structure for the County's long-term community engagement program, it has the opportunity to address the following issues:

- Broadening the spectrum of communities involved to better engage populations not fully involved currently, such as younger households, communities of color, new populations, rural populations and small community-serving businesses.

- Providing opportunities for engagement on a scale that this is meaningful to participants.

- Reaffirming efforts to include under-represented communities.

Broadening the Spectrum of Communities Involved

In the decades since the founding of the CPO program, the concept of community and the practice of community organizing have expanded to include more than a group of people associated with a particular geographic area. Also included are communities based on an individual's sense of identity (e.g., the Latino community) or interest (e.g., the cycling community). Sometimes individuals have a stronger sense of belonging to a community of identity or interest than a geographic community associated with where they live or work. In general, the stronger the sense of community, the more likely it is that an individual will feel comfortable being an active member. Thus, recognizing different kinds of communities beyond those defined by geography becomes a means for incorporating people who are not currently active in the County's CPO Program.

Some community participation programs have found ways to incorporate other kinds of communities as well as traditional neighborhoods. One example is the City of Portland's Office of Neighborhood Involvement.

Structure of Portland's Office of Neighborhood Involvement

Support of Geographic Communities	Support to Communities of Identity & Interest	Support to Community Problem Solving & Initiative
<ul style="list-style-type: none"> ❑ 7 district coalitions ❑ 95 neighborhood associations ❑ 41 neighborhood business associations 	<ul style="list-style-type: none"> ❑ Diversity and Civic Leadership Program for under-represented communities ❑ New Portlanders Program for immigrants and refugee communities ❑ Youth Program for young Portlanders ❑ Disability Program for members of the disability community 	<ul style="list-style-type: none"> ❑ Neighborhood Mediation Program ❑ Noise Control Program ❑ Graffiti Abatement Program ❑ Crime Prevention Program ❑ Marijuana Policy Program ❑ Information & Referral

Figure 2

Profile: Portland, OR

The City of Portland, through its Office of Neighborhood Involvement (ONI), incorporates the involvement of multiple types of communities in its structure. As figure 2 shows, the majority of ONI's programs generally fall into one of three categories: support to geographic communities; support to communities of identity and interest; and support for community problem-solving.

This structure provides for two scales of geographic community, neighborhoods

and districts, the latter being composed of groups of adjacent neighborhoods. Geographic communities also include neighborhood business district associations, which, while typically situated within a single neighborhood, have a different constituency (small business owners) and set of concerns.

This structure also provides entry points for people who identify with others from a particular culture, age, or disability, and creates a formal role for these groups to interact with city bureaus. For example, when a transportation staff person contacts ONI for advice struc-

turing public involvement activities for redesign of a street, he or she may be directed to contact not just the affected neighborhood association, but also the Disability Program and any culturally specific groups with a strong presence in that community. ONI may also help support the involvement of a participant in the Diversity and Civic Leadership Program, especially if this person is able to help voice the concerns of traditionally under-represented communities that may be impacted by the project.

ONI also provides programs that help communities build on their assets and resolve community problems, such as graffiti and crime. These programs help community groups tackle community-initiated projects such as those described in the next chapter.

Geographic Communities: Scale and Characteristics

Another issue to consider is how large or small to make the constituent elements of a community engagement program. Currently, the scale of Washington County's CPOs appears to have been driven by decisions made in the early 1970s, at least partially based on number of planners who were available at the time to staff geographically-based planning areas. When the County was developing its Community Framework Plan and Comprehensive Plan, it divided the unincorporated area into ten districts, each supported by one of the ten available planners. These Community Planning Organization areas were a means of organizing the citizen involvement program for the planning process. According to the brief history

of the CPO Program in the Handbook, "each area was large enough to include multiple neighborhoods but small enough for the County's planning staff to maintain a one-to-one, planner-to-CPO ratio." While the number of CPOs increased to include the cities, the size of the geographic areas remained about the same. In 2012, a CPO Boundary Change Task Force recommended a method for boundary changes. However, it does not appear that significant changes in the scale of the CPOs have occurred.

The current structure also allows for the creation county-recognized neighborhood associations that "work within and [are] a substructure to" the CPO Program (Resolution and Order No. 86-58). It is not apparent if there are any such associations today.

Thus, the Transition Team has the opportunity to consider possible ways to improve the existing structure by considering the benefits and drawbacks of large and small geographic units. *In Better Together: Restoring the American Community* (2003), authors Putnam, Feldstein & Cohen state that smaller groups are better for building bonds of trust and reciprocity, whereas larger groups are better for building mass and power.

Scale can also affect the engagement of communities of color. Portney and Berry's 1997 "Mobilizing Minority Communities: Social Capital and Participation in Urban Neighborhoods," a study of the involvement of communities of color in urban neighborhoods in four cities, found that minority participation rates in neighborhood associations increased

Small Scale	Large Scale
<ul style="list-style-type: none"> • Supports the development of bonds among members • Easier to listen & talk • Offers better footholds for small steps • Promotes sense of individual responsibility • Supports empathy 	<ul style="list-style-type: none"> • Helps build critical mass • Can help build power to achieve critical objectives

Source: Adapted from Putnam, Feldstein & Cohen, 2003.

Figure 3

as the percentage of minority population within the neighborhood increased. These neighborhood associations were seen as comfortable places, suggesting that providing for smaller geographical units—places where clusters of people of color live—might promote greater engagement of these communities.

Profile: Cupertino, CA

The City of Cupertino, California (population 54,200) is organized around small scale block clubs. A National League of Cities publication reports that the city currently has 350 such groups and aims to have 1,000 of them. The city supports block clubs through providing training for leaders and sponsoring city-wide meetings twice per year. Block clubs maintain email lists as communication mechanisms and hold two face-to-face events each year, such as a block party. The city utilizes this network to disseminate information. It has also successfully used this structure to support dispersed

discussion and deliberation about major public decisions, including the city budget. One of the benefits of this approach is that it has been attractive to the city's younger residents, perhaps because it involves minimal bureaucracy and maximizes human contact and the participants' sense of efficacy. (Leighninger & Mann, n.d.)

A number of jurisdictions provide program structures that support engagement both at a smaller-scale, like the block clubs of Cupertino, and at a large scale, like Washington County's CPOs. For example, according to a 2011 white paper prepared for by the Committee for a Better New Orleans, Birmingham, Alabama has 95 recognized neighborhoods and 22 communities (two to six neighborhoods per community) in a city of approximately 230,000. Atlanta, Georgia, a city of approximately 541,000, has 242 neighborhoods and 25 Neighborhood Planning Units (Committee for a Better New Orleans, 2011).

Both Portland and New Orleans have larger scale planning areas and smaller scale neighborhoods as well.

Engaging Under-Represented Communities

Community involvement programs across the nation struggle with reaching the full breadth of types of individuals and communities that could be involved. There is no one single solution this challenge. In the prior section, we suggested one way of honoring and including different populations: include communities of interest and identity as fundamental building blocks of the program so that people can be involved in the program through the community that is most relevant and comfortable for them. Another fundamental principle is to include under-represented populations by thinking through and designing the architecture of this program so that their concerns, contributions and values are reflected throughout the program and not just as an afterthought.

This section identifies communities that are yet to be fully engaged in the CPO Program and offers some general principles for outreach. Stakeholders and Transition Team members identified the following under-represented communities and populations:

- Communities of color, including new immigrants and historically under-represented communities

- Rural communities

- Small business community, especially neighborhood commercial districts

- Younger generations, including Millennials

It is important to recognize that each community is unique and must be approached in its own way.

Rural communities represent an underserved population. It is not uncommon for rural community residents in the US to feel that their interests are overshadowed by those of urban areas, which they believe receive more attention than theirs. Dukeshire and Thurlow (2002) suggest that an antidote to this lack of voice is forming a network of rural areas for issue identification and problem solving.

For example, in Nova Scotia, Canada, 200 rural community organizations formed Coastal Communities Network (CCN) to “provide a forum to encourage dialogue, share information, and create strategies and actions that promote the survival and development of Nova Scotia’s coastal and rural communities” (Dukeshire & Thurlow, 2002, p. 9).

It might be possible to develop a similar approach in Washington County in working with rural communities collectively as a type of geographic community distinct from unincorporated urbanized and cities with organized neighborhood programs.

Small businesses play an important role in community life. The National League of Cities describes this role as follows:

- They create new jobs and employ local residents.

- They can help create a unique sense of place that enhances community life.

■ Homegrown businesses may have deeper roots than those focused on a global economy.

As is the case with rural communities, a strategy for engaging small business communities is to provide a convenient forum where members can meet one another, identify common interests and concerns, and possibly move toward collective action. A 2010 MIT study of the small business community in Camden, New Jersey, recommends the following steps to engage small businesses:

■ Analyze the current landscape by mapping where small businesses are located and analyzing the sectors they represent. Note clusters and corridors.

■ Select a cluster or corridor and stop by the business to talk with owners about their concerns, needs and ideas. Ask about ways they think that the community could help support and sustain small businesses. Determine whether small businesses in this area know each other.

■ Strategize ways to build a small business network based on the responses received.

■ Once a network is in place, test out ideas to share best practices and information about resources. Look for opportunities for collective action. Connect small businesses to other city assets and institutions, including the area's neighborhood association.

Millennials, also known as Generation Y, are those born from the 1980s to the early 2000s. In 2015, this generation in-

cludes older teenagers through adults in their early 30s. Their defining feature is that they came of age in a digital world. In a report on this cohort, *Inspiring The Next Generation Workforce: The 2014 Millennial Impact Report*, author Derrick Feldmann provided this overview of how and why this generation gets involved with causes, which may be relevant to considering how to engage them in community activities:

■ Millennials engage with causes to help other people, not institutions.

■ Millennials support issues rather than organizations.

■ Millennials prefer to perform smaller actions before fully committing to a cause.

■ Millennials are influenced by the decisions and behaviors of their peers.

■ Millennials treat all their assets (time, money, network, etc.) as having equal value.

■ Millennials need to experience an organization's work without having to be on site.

■ One way to engage Millennials is through their workplaces. Among Millennials, a company's involvement with causes ranked third among reasons why a candidate applies for a job, after what the company does and the company's work culture.

Chapter 5 provides further information about engaging Millennials using technology.

As with other community engagement activities, outreach to communities of color requires resources, time and commitment. The Aloha-Reedville project, supported with funds from the US Departments of Transportation and Housing and Urban Development, was often cited as an example where a significant commitment of time and resources was made. In this county, the City of Beaverton is often commended for its multi-faceted approach to engaging communities of color on an ongoing basis, using existing resources. Their approach is profiled below.

Profile: City of Beaverton, OR

The City of Beaverton has multiple programs that it manages or sponsors which collectively support broad community participation and the engagement of communities of color in particular. It also adopted a Diversity, Equity, and Inclusion Plan in January 2015. Key initiatives are described below:

Neighborhood Program

<http://www.beavertonoregon.gov/index.aspx?NID=396>

The City of Beaverton established the Neighborhood Program in 1987 to encourage and support the involvement of all citizens in local government and community activities. The City currently recognizes eleven organized Neighborhood Association Committees (NACs). Program elements include a matching grant program, support for events (e.g., recycling and clean-up day), involvement in land use, transportation and other city matters, maintenance of a webpage for each NAC, a community calendar, help with problem solving, neighborhood

watch program information, and periodic Neighborhood Summits.

The Beaverton Committee for Community Involvement (BCCI) is a related entity (<http://www.beavertonoregon.gov/index.aspx?nid=277>). This committee monitors and evaluates citizen involvement programs and recommends programs for promoting citizen involvement in city government to the City Council, the Planning Commission, and planning staff. The committee consists of one representative from each recognized neighborhood association committee (NAC) and eight at-large members appointed by City Council.

Staff: One program manager and support specialists

Cultural Inclusion Program

<http://www.beavertonoregon.gov/index.aspx?nid=1217>

According to the city's website, the Cultural Inclusion Program (CIP) exists as a bridge between city government and historically underrepresented and underserved communities of color to promote racial equity. The program seeks to address racial disparities by building strategic partnerships to support greater engagement of these communities in city policy, leadership, and initiatives. It also drives internal racial equity work to ensure the city becomes a more welcoming, representative and responsive space for all communities to engage.

A related entity is the **Diversity Advisory Board (DAB)** (<http://www.beavertonoregon.gov/Index.aspx?NID=1318>), which advises the Mayor and City Council on equity and inclusion strategies to

strengthen connections among Beaverton's diverse communities and with city government. The board is composed of 13 members who are appointed for three year terms.

Two recent initiatives of the DAB of particular note are:

■ **The Diversity, Equity, and Inclusion Plan**, a community-led vision for creating a more equitable and inclusive Beaverton, was unanimously adopted by City Council on January 13, 2015.

■ The City of Beaverton's Diversity Advisory Board (DAB) will be piloting the first ever **Beaverton Night Market** on September 12, 2015.

The City of Beaverton's Cultural Inclusion Program was honored by National League of Cities (NLC) in March for enhancing and promoting cultural diversity. The city tied for first place with Cupertino, California in the City Cultural Diversity Awards for the population category 25,001-100,000.

Beaverton Organizing and Leadership Development (BOLD) Program

<http://www.beavertonoregon.gov/DocumentCenter/View/8982>

This is a key initiative of Beaverton's Cultural Inclusion Program. The City of Beaverton partners with the Center for Intercultural Organizing (CIO) to train approximately 20 leaders from immigrant and refugee populations using a popular adult education approach. Participants meet one day a month for three months to learn about topics such as community organizing, policy making and public involvement. The city re-

ceived 56 applications for its first class in 2014 and accepted 22 people of 11 different nationalities, including Taiwan, Colombia, Iraq and India. Some had lived in Beaverton for years and others just a few months.

Leadership Beaverton

<http://www.beaverton.org/bold/leadership-beaverton/>

Leadership Beaverton is a program of the Beaverton Area Chamber of Commerce, with the City of Beaverton serving as a sponsor. Its mission is "to engage a diverse network of citizens and business leaders that are inspired and empowered through education and awareness to take action to improve their communities." According to its website, Leadership Beaverton grew from a desire for more knowledgeable volunteers, board members and elected officials in the city. The purpose of Leadership Beaverton is to provide training so that better decisions are made in our community. Each summer 25 students are accepted for the program, which runs from September through May.

Participants dedicate one full day a month to an interactive community learning experience. Topics include Beaverton history, government, human services and quality of life.

Take-aways

■ It is important to identify the kinds of communities to include as the "building blocks" of the structure of the program. To reach under-represented populations, consider including communities of interest and identity as well as geographic communities (such as CPOs) as

building blocks. Most people, in their day-to-day lives, belong to multiple communities and are more likely to get engaged in the ones that are comfortable and convenient for them.

■ Washington County CPOs have different characteristics. The types of CPOs include:

- CPOs that represent cities with well-developed neighborhood programs (like Beaverton)
- CPOs that represent urbanized unincorporated areas (like Aloha and Reedville)
- CPOs that represent rural areas (both incorporated and unincorporated areas)

■ In considering geographic communities, scale matters. There are benefits and drawbacks to both large and small communities. One option might be a nested structure, with smaller neighborhood associations within larger-scale groups, such as CPOs.

■ Rural communities have concerns and capacities different from their urbanized neighbors. Rural communities may desire to network and develop a shared platform for identifying and taking action on what is important to them.

■ Millennials are more likely to get engaged if it involves helping people, not supporting institutions. A genuine call to help neighbors might have more appeal than a call to get involved with supporting their community.

■ The City of Beaverton is an excellent example of a jurisdiction that has taken a multi-dimensional approach to supporting the active engagement of a di-

verse range of communities. When the Transition Team considers implementation, it may be useful to examine some of these initiatives in depth.

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CHAPTER 3: PURPOSE AND CONTENT

The purpose of a program is its driving force. It influences the structure, activities and kinds of support required. The current re-examination of Washington County's CPO program offers an excellent opportunity to consider the history of the program, review how its purpose has evolved over time and compare the current purpose of the CPO Program to that of other public participation programs.

History of Washington County CPO Program

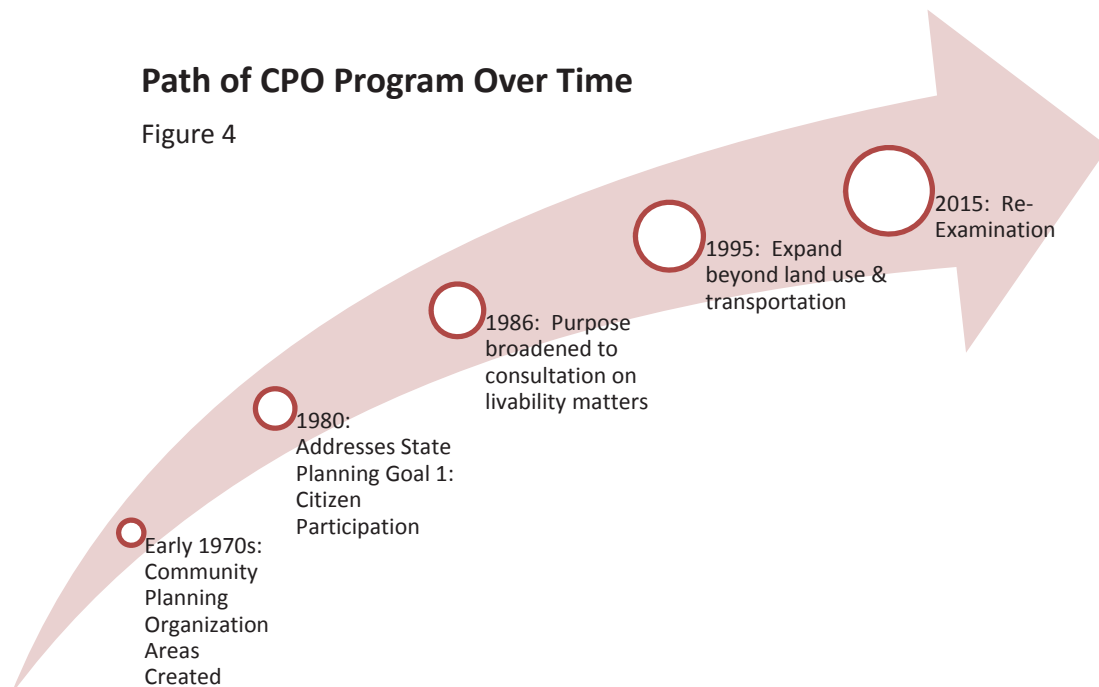
The origins of the CPO Program date back to the early 1970s and the development of Washington County's first Community Framework Plan and Comprehensive Plan. At that time, the planning staff divided the unincorporated area into ten planning districts. When the state later created Oregon's land use system and adopted the Planning

Goals, Washington County utilized its system of CPOs to help address Oregon Planning Goal 1 Citizen Involvement. Washington County Board Resolution and Order No. 80-108 made the CPO program an integral part of the county's citizen participation approach to matters of land use planning. It is not unusual for a founding purpose to have a lasting impact on a program, and thus the CPO Program's original land use focus and geographical divisions may continue to inform the form and design of the program today.

In 1986, the purpose of the CPO Program was expanded to include "advising and consulting with the County Board of Commissioners on matters affecting the livability of the community" (Resolution and Order No. 86-58). This suggests an expansion in focus from land use and planning to broader livability issues. In 1995, the issue of whether the

Path of CPO Program Over Time

Figure 4



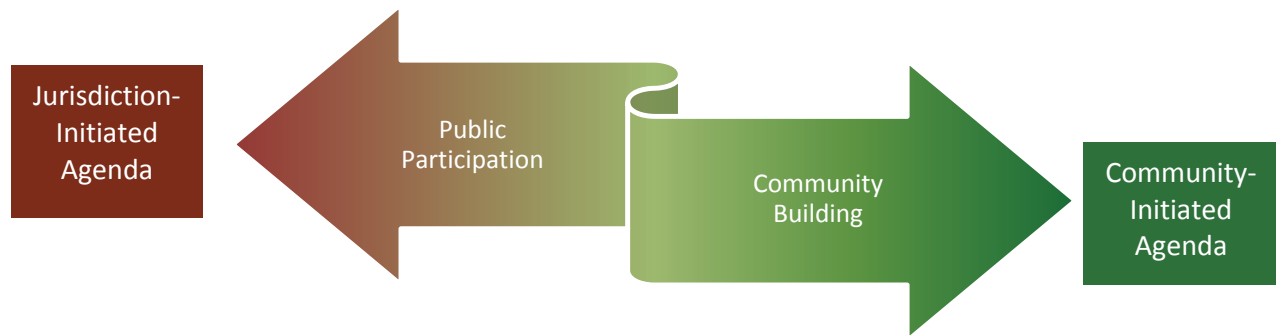


Figure 5. Who sets the agenda?

focus should be public input on land use and transportation or broader livability issues arose again. A Washington County Citizen Involvement Task Force recommended that the County “provide the option to each CPO to broaden its scope to community issues in addition to land use and transportation” (MO 95-271).

It appears that the current purpose of the Washington County CPO program remains advising and consulting with County government on issues affecting community livability. CPOs are expected to be able to accurately represent the views and opinions of “the people of the community” and provide a forum for engagement between County representatives and community residents (Resolution and Order No. 86-58).

Who Initiates? Public Participation and Community Building

During the heyday of the neighborhood movement, some neighborhood programs were established to help community members regain control of their neighborhood and tap the energies and

talents of neighborhood members. The programs were about community-led problem solving and planning. This approach is heavily influenced by community-organizing/empowerment perspectives.

Other programs were established as a way to ensure that affected community members had a say in shaping critical public sector issues. These other programs provided a way to capture the wisdom of the community in public decision-making and were more from the public participation perspective. These two contrasting purposes are illustrated in figure 5 and described below.

■ **Public Participation:** Provides a means for community members to receive information about public sector issues and consult with developers and the public sector about plans, policies and related actions.

- **Public sector role:** frames issues, establishes rules, initiates outreach, interacts with community, governing body typically makes decisions

- Community role: participates, deliberates

■ **Community Building:** Provides a means for community members to identify opportunities and problems, deliberate about possible solutions, recruit resources (including those of local government) and organize for action. The focus is on development of bonding social capital within a neighborhood and developing bridging links with resources (local government, civic groups, business associations, agencies, etc.) and other neighborhood associations.

- Community role: frames issues and opportunities, deliberates, invites government to help develop options and support action
- Public sector role: establishes framework, supports and collaborates on community-initiated action

It is useful to think of these purposes as opposite ends of a continuum. In practice, a program is likely to have some activities that feel more like public participation; other activities may feel more like community-building. In general, programs are likely to favor one approach over the other and thus fall somewhere along the continuum represented by the arrow in figure 5.

The Washington County CPO program has its feet firmly planted in public participation. It was created as a means to garner public input into the County's first Framework Plan and remains an integral part of how the County fulfills its obligations under State Planning Goal 1 Citizen Involvement. In practice, however, some CPOs also include oth-

er initiatives that have more to do with community building than public participation because they are community-initiated and reflect the community's efforts to identify and address their own opportunities and challenges, with or without the help of County government. One outstanding example is CPO 6's successful efforts to establish a library, business association and historical society for Aloha.

The current transition planning process provides the opportunity to consider the best mix of public participation and community building elements might best serve Washington County residents going forward.

Profiles of Two Programs

This section presents profiles of two programs that represent opposite ends of the Public Participation-Community Building spectrum and opposite approaches program content:

■ **Public Participation with Focused Content:** St. Johns County Neighborhood Association Bill of Rights, Florida

■ **Community Building with Broad Content:** Roanoke Neighborhood Partnership, Roanoke, Virginia

Profile: St. Johns County Neighborhood Association Bill of Rights

St. Johns County, Florida
<http://www.sjcfl.us/NBR/>

In 2007, St. Johns County on the northern Atlantic Coast of Florida (county seat is St. Augustine) adopted an ordinance creating a "Neighborhood Bill of Rights" modeled on one adopted by

Duval County to its north. The Bill of Rights created a mechanism for registering a neighborhood association with the County Administrator and provided it with designated benefits or “rights.” The scope of activities is focused on land use applications, publicly-funded construction projects, and the county’s budget process. In effect, the Bill of Rights grants the registered group the right to be notified and standing at public meetings. The benefits include:

- Prompt and courteous responses to questions, document requests and meeting requests from county staff. The standard was at least a preliminary response within two business days.

- Timely personal responses from county commissioners or their designees. No standard was provided.

- Advance notice and “reasonable opportunity to provide input” on public works and utility projects.

- Notification of certain kinds of land use applications within 10 days of its submission to the county.

- If requested, a county-scheduled meeting with the land use applicant, and documentation of the commitments or agreements reached.

- Right to submit testimony at quasi-judicial hearings on land use applications and to cross-examine the applicant.

- Opportunity to provide formal input to the county budget process.

- Opportunity to provide input into design of publicly-funded construction projects.

The registration process involves providing a map of a self-defined neighborhood association boundary and a designated agent for contact purposes. The area included inside the boundary must be “characterized by a substantial commonality of interest and history of identification as a neighborhood separate from others within St. Johns County” (St. Johns County, 2007, p.2). To keep the information current, associations must re-register each October.

Budget: Does not appear to have separate budget. County of approximately 209,000 residents (2013 estimate).

Profile: Roanoke Neighborhood Partnership/Roanoke Office of Neighborhood Services

Roanoke, Virginia

<http://www.roanokeva.gov>

/85256a8d0062af37/vwContentByKey/
N253NHWM292SNIEEN

Established in the early 1980s, the Roanoke Neighborhood Partnership was formed around the concept of community self-improvement: creating opportunities for residents to come together to improve and preserve the place where they lived. The range of actions undertaken by neighborhood associations focused less on interacting with local government about public policies and plans, but instead on identifying issues and assets and then organizing community-initiated projects to address them. This profile focuses primarily on

the formation of the Partnership, as the formative years are most relevant to a community participation program considering potential shifts in its purpose and content.

A central feature of the Roanoke Neighborhood Partnership was the Partnership Steering Committee, a group of approximately two dozen representatives of local businesses, nonprofit organizations, civic groups (e.g., the Junior League), the faith community (especially important in including African American community leaders), public agencies (e.g., Agricultural Extension Services) and the neighborhood groups themselves. They provided a resource base that neighborhood groups could tap in undertaking community projects. The Steering Committee also provided structure and guidance to the overall program. The Partnership Coordinator (a city staff person) facilitated the Steering Committee and subcommittee meetings, which were led by their own chairs. The Partnership Coordinator also helped neighborhood groups formulate requests to individual Steering Committee members for help with particular projects. Over time, many strong and positive working relationships formed between neighborhood leaders and Steering Committee members, at which point the Partnership Coordinator's job was to stay out of the way.

Neighborhood projects might range in complexity from community clean-up events and community history projects to creating a community center or establishing a housing rehabilitation program. Local construction companies

with their heavy equipment were instrumental in helping one low-income African American neighborhood clean-up some long-neglected vacant lots. They helped get the lots in a condition so that they could be maintained by a neighborhood volunteer using a riding lawn mower donated by Allstate Insurance Company/Sears. That neighborhood association successfully sought the help of the city in identifying the owners of the vacant lots, and that information, combined with their grass-roots knowledge of the families involved, allowed them to successfully request donations from owners of means and provide a helping hand to those without means. This small program, which continued for many years, changed the way that residents felt about their neighborhood and had a cascading effect on how others maintained their property.

The city's role in the Partnership was five-fold:

- To change the way that city department directors and managers worked with organized neighborhood groups out to improve their community
- To provide staff support to facilitate the activities of the Partnership
- To organize and facilitate a neighborhood planning process that assisted a select number of neighborhood organizations each year with identifying and prioritizing issues and opportunities, developing potential solutions accompanied with resources to help, and create two- to five-year action plans based on community priorities

■ To provide modest funding (approximately \$12,000 per year) for a matching mini-grant program that boosted the efforts of neighborhood groups

■ To use the “bully pulpit” and power of the Mayor and City Manager to elevate and support the work of the Partnership

Acknowledging the support role that government plays in promoting community livability, the former city manager of Roanoke, Virginia, Bern Ewert, stated, “You can’t pass laws to make a good neighborhood. Neighbors make a good neighborhood.”

While the Partnership was formed during the 1980s, the planning process could be re-imagined as a model utilizing modern technology and communication techniques. For example, an electronic crowd-sourcing application/bulletin board could be used to collect initial lists of problems to address, assets to preserve, opportunities to pursue and projects to undertake. In-person community workshops could be used to sort through the ideas and develop preliminary list of projects. Online sign-up boards could provide ways for people to volunteer for actual activities, with detailed event planning being handled by a smaller planning group.

Purpose: Promoting livability through community-initiated action. Community self-help, with outside support from city, businesses, civic groups and others. Founded on the belief that the responsibility of local government is “to provide a structure wherein all who wanted to could participate in the nurturing and care of the city.” The underlying premise is that “everyone cares about their neighborhoods and will take action in

behalf of their homes, community and city if the structure to do so is understood and accessible” (Schneekloth and Shibley, 1995).

Budget: One to two city staff persons, small mini-grant program (approximately \$20,000 in today’s dollars). City of approximately 100,000 residents.

Take-aways

■ Community building and public participation are different, but potentially complementary, functions of a community participation program. The Transition Team may wish to consider how it wants to balance public participation and community building activities going forward, keeping in mind the availability of volunteer time and energy and public resources to support the program.

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CHAPTER 4: CIVIC EDUCATION AND LEADERSHIP DEVELOPMENT

Our democracy depends on an informed and engaged public. How we learn about government and how we learn to engage with government are influenced by a number of factors including the cultures in which we live, the models and expectations that family members set, the behaviors of our friends and colleagues, the news media we consume, and the civics education we receive in school and elsewhere.

Civics education should not only enhance our political knowledge but it should also improve our political efficacy by informing our civic actions including when and how we vote and how we engage with local government. Gainous and Martens (2011) call this “democratic capacity.”

Given falling voter participation, some observers of the American system of government have questioned our educational system’s effectiveness in developing and promoting our democratic capacity. Recognizing that not all civics education classroom experiences are created equal, Gainous and Martens (2011) explored the degree to which the effectiveness of civics education is influenced by teachers’ instructional methods and the influence of the home environment on the development of democratic capacity.

The results of this study indicate that while certain instructional methods may be more effective in building democratic capacity among students, the most important factor is the home environment—meaning parents’ and caregivers’ ed-

ucational attainments, books and news resources in the home, and family political discussions and behaviors. These researchers suggest that the best way to increase our democratic capacity may be to redirect some resources from the classroom to civics education programs that promote greater news consumption in the home, encourage family political discussions and model political engagement, citing “Kids Voting USA” as an example.

What these findings point to is the importance of providing the right kinds of education and training opportunities, particularly for households with lower adult educational attainments and fewer resources—often communities of color. One avenue is to build the leadership capacity within these communities that support and increase their democratic capacity and civic engagement.

In 2014, the Meyer Memorial Trust published a report, *A Look at the Leadership Development Programs in Oregon*, which examined leadership development programs throughout the state with an eye toward developing capacity within communities of color. The report includes a catalog of programs focused on developing nonprofit and public service leaders, emerging and grassroots leaders, and community organizers.

This report identified 25 programs in Oregon that offer annual leadership development training academies and workshops that serve approximately 1,500 community members each year. Table 1 describes the programs and organiza-

Location	Organization	Community of Interest	Program Focus
Washington County, Forest Grove	Adelante Chicas (Youth Development) www.adelantemujeres.org/	Latina youth	Partners with local public schools to offer after-school programming, leadership, and community service opportunities for Latina youth and their families.
Washington County, Wilsonville	Cesar E. Chavez Leadership Conference www.cecleadershipconference.org/	Latino high school students	Pacific Northwest's largest Latino youth leadership conference. A one-day conference in March gathers over 1,500 high school students. Workshops focus on leadership, education, and career paths.
Washington County, Beaverton	Pan-Immigrant Leadership and Organizing Training (PILOT) Program, Center for Intercultural Organizing www.interculturalorganizing.org/	Emerging immigrant and refugee leaders	PILOT builds long-term relationships between diverse immigrant and refugee communities and trains in the basics of city government, community organizing, power analysis, issue selection and campaign planning, conflict resolution, and media strategies.
Washington County, Hillsboro	Promotores, Bienestar www.bienestar-or.org/programs/promotores/	Residents of Bienestar properties	Bienestar provides affordable housing for farm-workers and working poor families. The Promotores program develops community capacity for self-sufficiency by providing information, education, communication, and advocacy training.
Portland, OR	Latino Leadership Development Program, Hispanic Metropolitan Chamber hmccoregon.com/training/leadership/index.php	Latino leaders	Designed to enhance leadership and management skills of Latino leaders to continue their advancement in employment and promoting community leadership through volunteerism on public boards and commissions.
Portland, OR	Lideres@Leadership and Civic Engagement, Unid@s for Oregon Leadership Project, Latino Network www.latnet.org/programs/unidos-for-oregon/	Portland metropolitan area Latinos	The project works to increase Latino civic participation by learning about regional governance, social justice, environmental and social sustainability, civic engagement, and leadership.
Portland, OR	Oregon LEAD Program, Native American Youth and Family Center (NAYA) http://nayapdx.org/community/community-engagement-advocacy/oregon-lead-program/	Native populations	A year-long curriculum focused on Native professionals' different styles of leadership, community organizing, advocacy, communication, fundraising, and org. management.
Portland, OR	Asian Pacific Islander Community Leadership Institute, IRCO/Asian Family Center/APANO www.ircor.org/programs/health-and-community/asian-pacific-islander-community-leadership-institute/	Asian and Pacific Islander community	The Institute combines leadership skills workshops with hands-on community action projects to provide experiential learning for the benefit of Asian Pacific Islanders and the greater community.
Portland, OR	Connecting Communities Leadership Academy, Connecting Communities Coalition www.thecccoalition.org/leadership-academy/	Persons with disabilities	The goal of the leadership academy is to provide persons with disabilities the tools to participate as leaders in their local communities.
Portland, OR	Slavic Leadership Project, Slavic Network of Oregon www.coalitioncommunitiescolor.org/bridges-sla-ldp/	Slavic population	This is the only culturally-specific leadership development program targeted to the Slavic community. The training is focused on filling the lack of Slavic leaders who hold elected or policymaking positions.

Table 1. Source: *A Look at the Leadership Development Programs in Oregon, 2014*

tions that, according to the descriptions in the report, appear to be most relevant to building civic capacity and leadership with a focus on communities of color in Washington County.

Although this report provides only an overview of the types of leadership training that are offered, it is noteworthy that they cover both youth and adults and that much of the focus is learning-by-doing and learning through collaboration and partnership.

Finally, although research indicates that the most important influence on the development of democratic capacity is the home environment, the quality of civics education in the county's K-12 schools and the potential for experiential learning for students in county-wide and local issues in partnership with the county shouldn't be overlooked.

Additionally, there may be opportunities for K-12 civics projects that combine on-the-ground activities with community engagement digital tools (Westside Voices is one example) that could be modeled after programs like Kids Voting USA and supported by grants (such as the Spencer Foundation's New Civics program) or even Washington County businesses.

The Role of Facilitative Leadership in Diversifying Community Engagement

The inclusion and engagement of historically under-represented populations in public engagement processes are not only priorities for government nationwide, they are universally recognized as challenging: these community members are under-represented for many reasons,

some of which are deeply ingrained and complex.

As we have discussed, the engagement of communities of color in public engagement processes have been particularly challenging in long-term community engagement mechanisms such as Washington County CPOs. Portney and Berry's 1997 study that suggests that minority participation rates in public participation processes increase where there is a sense of community and where their numbers are higher aren't surprising, but they point to the challenge of diversifying engagement in the geographically large CPOs that are disconnected from many local communities (see maps in Appendix B), and that have historically been dominated by white leadership and participation.

The CPO Handbook specifically targets this issue and suggests that CPO leadership reach out to leaders of organizations and cultural groups in their areas because they may be unaware of the existence of the CPOs and how they could serve these community members' interests.

The CPO Handbook also stresses the importance of good facilitation and provides guidance about how to create a welcoming and safe atmosphere at CPO meetings so that all attendees can and do participate.

[CPO] leaders must commit to promoting dignity, respect and a welcoming attitude toward all involved citizens and staff.

These qualities of leadership are essential to building the foundation of trust

necessary to involve under-represented community members. This type of leadership is often called “facilitative” because it promotes trust by welcoming all viewpoints and, rather than framing issues as either/or choices, it embraces the “and,” as Cufaude (2005) states, “considering both what needs to be done and how that choice can be best implemented.” Facilitative leaders:

- Use active listening skills such as paraphrasing, summarizing, reflecting, and questioning
- Encourage participative discussion
- Encourage creative problem-solving through brainstorming and other idea-generation processes
- Encourage the consideration of alternatives and informed decision-making
- Manage contrasting perspectives
- Intervene with individuals or groups without taking control
- Draw out other people’s opinions
- Design meeting processes to accomplish a wide range of goals/objectives
- Encourage groups and individuals to reflect
- Lead or design inclusive group processes that respect others’ learning and participation styles
- Help to shape more powerful and strategic questions for exploration

(Cufaude, 2005)

But this type of leadership requires skill, training, and support. While it is essential that leadership skills are imparted to community members of color in order for them to effectively engage in political processes, facilitative leadership training, given the changing demographics of Washington County (see maps in Appendix A) and the largely, white, middle-class makeup of the CPOs today, is necessary for all leadership in the County’s public engagement program as it moves forward.

Take-aways

- The most important factor in building our democratic capacity is the home environment: parents’ and caregivers’ educational attainments, books and news resources in the home, and family political discussions and behaviors.
- Civics and leadership training are essential to building democratic capacity particularly for communities where adult educational attainment is lower and resources are limited.
- There are a number of programs that provide leadership and civics training to communities of color and the disabled community that serve Washington County’s residents including youth and adults.
- Existing partnerships could be leveraged and new partnerships built between the county and the Oregon’s leadership programs to provide a foundation for the county’s long-term community engagement program.
- These partnerships and partnerships with K-12 schools could provide oppor-

tunities for innovation and experimentation with hybrid models of engagement that include on-the-ground projects and digital tools supported by foundation dollars and local businesses.

■ Leadership skill and style matter especially when attempting to broaden the community engagement tent and facilitative leadership is considered the primary skill.

■ Facilitative leadership, that is so important to engaging under-represented community members, takes training and support that should be available to the entire community engagement leadership in the county.

Resources

Kids Voting USA. Kids Voting USA “is working to secure the future of democracy by preparing young people to be educated, engaged citizens.” It includes K-12 curricula and a digital voting platform, DoubleClick Democracy which was used for the 2012 Presidential election. Partners in this program include the League of Women Voters, the Campaign for the Civic Mission of Schools, the Center for Information & Research on Civic Learning and Engagement (CIRCLE), Mikva Challenge, the National Association of Secretaries of State (NASS), Nonprofit VOTE, and Rock the Vote.

A Look at Leadership Development Programs in Oregon, Meyer Memorial Trust. This report provides an overview of leadership development programs in the state of Oregon in 2014, and includes a catalog of programs focused on developing nonprofit and public service leaders, emerging and grassroots leaders, and community organizers.

Spencer Foundation: The New Civics Program. This program sees civic education not only as a grounding in historical and procedural knowledge of systems of government but as education whether in schools or elsewhere that develops skills, knowledge, and dispositions that lead to informed and reasoned civic action. Grants support research that deepens the understanding of educational and other influences on civic action. Funding opportunities: Measuring the Quality of Civic and Political Engagement (\$100,000 to \$400,000). <http://www.spencer.org/the-new-civics>

Civics Toolkit, State of Oregon. This is an Oregon-centric guide to elections civics. It is targeted to young adults ages 17 to 24. It cover the history of voting in Oregon and everything that you need to know before you register to vote. Modules include: The Making of Good Citizens; Federal Laws that Drive Elections; Did You Vote? Can You Complain?; Voter Eligibility; Oregon Elections; and Political Party Roles and Responsibilities. <http://sos.oregon.gov/elections/Pages/toolkit.aspx>

Westside Voices. Westside Voices is a community engagement tool open to all residents of the Westside of the Portland metropolitan area. Westside Voices provides an opportunity for residents to receive updates and weigh in on planning and community issues through short online surveys. Partners include, Clean Water Services, Washington County, Metro, Northwest Health Foundation, United Way of the Columbia-Willamette, Portland State University College of Urban and Public Affairs, and AARP. <http://joinwestsidevoices.org/>

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CHAPTER 5: DIGITAL APPROACHES

Most political observers believe that civic involvement via the Internet has huge potential. This is because a technology-enabled deliberative democracy theoretically offers (Coleman and Gotze):

- Access to balanced information
- An open agenda
- Time to consider issues expansively
- Relative freedom from manipulation and coercion
- A rule-based framework for discussion
- Participation by an inclusive sample of citizens
- Scope for free interaction between participants
- A recognition of differences between participants, but a rejection of status-based prejudice because of the elimination of visual cues

Prior to the widespread adoption of the Internet, public participation in policy-related processes largely depended on face-to-face meetings, open houses, and town halls. While these traditional methods have generally served us well, researchers and community members have argued that these methods have encountered challenges that the appropriate use of online technologies could overcome. According to Brabham (2013), these challenges include:

- The inclusion of diverse and under-represented populations
- The influence of poor facilitation
- The intimidating presence and influence of vocal and powerful special interest groups
- A lack of participation from community members who don't feel welcome at meetings

Brabham suggests that some of the advantages of Internet technology to address these challenges include:

- The asynchronous (not real time) nature of the Internet
- People's ability to contribute to discussions without "the burden of non-verbal politics"
- The Internet is interactive technology that encourages "ongoing co-creation of new ideas"

- Users can develop their own online identities or choose to remain anonymous
- The seemingly low cost of online surveys, blogs, and social media

Internet technologies are now an integral part of doing the business of government and are widely used to distribute information to the public through websites and email lists. And as the popularity of social media has increased, in addition

to the widespread adoption of tech-enabled handheld devices, the potential of social media (such as Facebook and Twitter) to reach a dramatically broader public is increasingly being utilized by politicians and government agencies.

One of the draws of social media in the political arena is their 2-way (multi-way) interactions where comments (information and feedback) and “likes” (votes) are viewable and counted in real time. Indeed, it is widely acknowledged that candidate Obama’s strategic (and early) utilization of digital technologies and social media, in particular, was instrumental to his first successful presidential bid.

The Internet and mobile technologies have opened up of host of opportunities to engage a broad public in the policy arena and firms have responded by developing an wide array of online engagement tools that include real-time virtual meetings and discussions, surveys and polling, interactive budgeting tools, planning games, comment-boards, and mapping.

Digital Approaches and Broadening Engagement

Internet Access and Social Media Use by Ethnic and Racial Minorities

A 2010 Pew Research Center report identified several trends in the use of Internet technology by people of color since the year 2000. They are:

■ **The Internet and broadband are being used by an increasingly diverse population.** Between 2000 and 2010, the proportion of black or Latino users

of the Internet nearly doubled from 11 percent to 21 percent. African Americans were still less likely to use the Internet than whites. On the other hand, English-speaking Latinos were nearly the same as whites in their use of the Internet and home-based broadband. However, foreign-born and Spanish-dominant Latinos were much less likely than whites and English-speaking Latinos to use these technologies. The Pew research suggests that one of the most powerful predictors of Internet use among Latinos in the U.S. is English language proficiency.

■ **Digital access is increasingly disconnected from the desktop**—it is going mobile—and blacks and Latinos are significant adopters of mobile devices, especially mobile phones. Compared with white cell phone owners, blacks and Latinos were significantly more likely to use their mobile devices to:

- Text message
- Use social media
- Use the Internet
- Use email
- Play games
- Listen to music
- Use instant messaging
- Post multimedia content online

■ **Racial and ethnic minority Internet users use social media at higher rates.** Among Internet users, seven of ten blacks and English-speaking Latinos use social networking websites as opposed to six of ten whites. Importantly, when Pew asked about government outreach using social media, the minority respondents were significantly more likely than whites to agree that this type of outreach “helps people to be more informed

about what government is doing” and “makes government more accessible” (Smith, 2010). The Pew researchers concluded that online venues such as social networking websites, blogs, and neighborhood listservs can be valuable tools for reaching racial and ethnic minorities on local issues.

Digital Media and Millennials

Numerous studies and commentators have expressed concern over the decline in traditional forms of political and community engagement among the younger generation, sometimes referred to as “Millennials,” or those born after 1979. While some data indicate that Millennials volunteer at a higher rate than other generations, evidence suggests that they do it differently, engaging in social media to connect with others and promote causes rather than face-to-face interactions (Gilman and Stokes, 2014; Feldman, 2014)).

Gagnier (2008) analyzed the results of the 2010 Democracy 2.0 Summit, sponsored by Mobilize.org whose mission is to empower and invest in Millennials to develop solutions to social problems. The purpose of the summit was to convene Millennials to identify their strengths and weaknesses related to volunteerism and to challenge them to figure out how to leverage their strengths for Democracy 2.0—the tech-enabled democracy of the 21st century. The participants agreed that their generation is typically:

- Technological
- Communication savvy

- Multitaskers
- Social networkers and interconnected
- Technology dependent
- Image conscious
- Like instant gratification

Not surprisingly, the participants shared their work via MySpace, Facebook, email, and the blogosphere. Gagnier’s conclusion was that Millennials are “seeking forms of self-definition and outlets in which they can generate their own solutions to our society’s problems.” She further concluded that organizations (including government) should capitalize on Millennials’ affinity for technology and networking.

Feldmann’s study, the *Inspiring the Next Generation Workforce: the 2014 Millennial Impact Report*, reiterates the Democracy 2.0 Summit’s findings about Millennials, and adds the fact that, in terms of volunteerism, Millennials want to be able to experience an organization’s work without having to be on site. In other words, at least initially, they prefer online communication and engagement to on site, face-to-face commitments.

Rural Communities and the Internet

In 2014, the Pew Research Center conducted a national survey to determine the state of “The Web at 25 in the US.” Up until recently, Internet and broadband access had been significantly lower in rural areas than in urban and suburban communities. Interestingly, although this survey indicated that there was still less access in rural areas in 2014

than urban and suburban areas, the difference had narrowed.

Among adults, 79 percent of rural respondents indicated that they used computers at work, school, or home, compared to 81 percent for both urban and suburban respondents. When asked about cell phone ownership, 88 percent of rural respondents said that they owned one, the same percentage as urban respondents—suburban respondents had the highest percentage of cell phone ownership at 92 percent. On the other hand, smartphone ownership was dramatically lower for all respondents, and rural respondents indicated significantly less smartphone ownership at 43 percent, while urban respondents had the highest rate of ownership at 64 percent and suburban smartphone ownership at 60 percent.

Perhaps most relevant to public engagement via the Internet, among adults, 83 percent of the rural respondents indicated that they use the Internet, email, or access the Internet using a mobile device, while 88 percent of urban respondents and 87 percent of suburban respondents said that they use the Internet, email or the Internet via mobile devices. This dramatic increase in access to the Internet via various devices among rural community members is especially meaningful in the context of increasing rural engagement in public processes particularly at the CPO level, where face-to-face meeting sites can mean significant travel time and distances for rural community members.

Dukeshire and Thurlow (2002), in their research on the challenges to rural engagement in Canada, have pointed to

potentially unwanted political and social visibility that can result from policy-focused engagement in small communities as one reason that rural community members resist involving themselves policy-related activities. One of the benefits cited by many observers of digital engagement processes is the option for anonymity that is available to participants using the Internet as the platform.

An Overview of Digital Tools

Websites and email are so pervasive in society generally and are so widely used by government to communicate with the public that these are not covered here. That said, some communicate and operate better than others. Once a community member has access to the Internet, there are questions of ease of use, the quality and quantity of the content that is offered, the effectiveness of the communication itself including the construction of the content (how well it is written and designed), whether it meets federal access requirements for handicap accessibility, the languages available and the quality of the translations, any additional ways that content is delivered (such as downloads and file types for download), and the transparency of content and authorship.

In recent years, there has been an explosion of online (often open source) platforms that are geared toward grassroots information sharing, brainstorming and communal decision-making, urban and community planning, budget and idea prioritization, virtual town halls and surveys. While some of these are free of cost, many require customization and maintenance that can vary, according to Rucker and Whalen's 2012 overview,

from a few hundred dollars a month to \$20,000 a year and more. An additional sometimes unanticipated cost is the creation of new content that is increasingly required to generate and maintain viewership.

Here are just a few examples of these platforms/applications (see Appendix C for a more complete list by type and some examples of use):

■ **Crowd Hall, Text Talk Act, and Open Town Hall.** Online town hall platforms.

■ **Poll Everywhere.** Real time polling for public forums.

■ **All Our Ideas.** Wiki surveys and crowd sourced information backed by social data collection research.

■ **Codigital.** Offers a scalable and engaging way for large groups to generate and refine ideas.

■ **Budget Simulator and Citizen Budget.** Involve community members in budgetary decision-making processes.

■ **CrowdGauge.** Reveals participants' values, priorities, and preferences via a game.

■ **Collabco, Crowdbrite, Engagement HQ, and MindMixer.** Offer suites of tools that include wikis, collaboration, focus group and other sets of online tools to promote community engagement in planning.

■ **PlaceSpeak.** A geographically based community engagement tool that requires users to input their home address-

es so that the program can link contributors to specific locations.

■ **Stickyworld.** Offers a highly visual interface for community forums.

■ **Recovers.** Designed to facilitate crowdsourcing natural disaster relief.

While some vendors specialize in single-purpose tools, others provide a suite of tools knowing that comprehensive community engagement is likely to require multiple approaches; not just surveys but town halls and digital budgeting, for example.

Some platforms, such as Nextdoor, that are designed specifically for grassroots, community-based social networking, have been widely adopted nationwide and feature everything from posts about lost cats to car thefts. These are important for government to know about and take advantage of for information sharing. They don't, however, offer the more sophisticated tools for facilitated idea generation, prioritization, and other types of analyses previously described.

The bottom-line issue is that at this point no one is questioning the potential of online tools to enhance community engagement efforts, but how these tools are incorporated into a long-term program, rather than short-term (often externally funded) projects, is harder to answer.

What follows are three examples of nationally recognized programs that have been initiated by one county and two cities that highlight these governments' commitments to digital engagement.

Examples: Some Nationally Recognized Programs

Top Ten Digital County, Montgomery County, MD

Montgomery County has embraced the use of innovative technology as a means of enhancing its community engagement program. It is the only county to be named a Top 10 Digital County by the Center for Digital Government since the award's inception in 2003, and has been named the top county in the nation three times. In 2015, Montgomery County was recognized for launching a new financial transparency suite (which also garnered a National Award of Excellence from the Government Finance Officers Association), an interactive fiscal plan calculator; and a new Geographic Information Systems (GIS) Web Portal. In addition, several of the systems that support existing functions were upgraded.

The openMontgomery initiative was implemented to provide citizens with greater accountability and transparency. As part of this initiative, the County offers openBudget which provides several options for the public to receive detailed data regarding the County's budget. Included are options to review the operating budgets for various departments and agencies, a "story book" view of the budget, an interactive fiscal plan, a capital budget publication and access to raw operating and capital budget data.

Montgomery County Office of Public Information also offers several additional options for keeping the public informed including a digital newsletter called the "Paperless Airplane," information regarding transportation through "Go-

Montgomery," and a local cable station, County Cable Montgomery.

Information regarding the CDG award: http://www6.montgomerycountymd.gov/apps/News/press/PR_details.asp?PrID=15067

Imagine Austin/Speak Up Austin Austin, Texas

"Imagine Austin" is a visioning process plan that was adopted in 2012 and was named as a best practice by the Alliance for Innovation for "Building a Community Vision with Sustained Community Engagement." The plan lays out a vision for how the city can grow in a compact and connected way. In addition, because of its emphasis on community participation, the plan differs from some municipal comprehensive plans by covering quality of life issues in addition to land use including creative economies and the advancement of healthy, affordable living.

The "Imagine Austin" website incorporates several ways for community members to engage with the government, including Facebook, Twitter and a blog. In addition, since no single ethnic or racial group represents the majority within the city, Austin uses Google Translate on its website to provide information in several languages.

Austin also offers "speakupaustin!," an innovative community engagement tool where community members can find information, share ideas, and participate in discussions. Portals for discussion, forums, and ideas enable citizens to submit concerns and ideas for others to consider. Participants are able to vote on ideas

which allows the city to prioritize issues. City staff and moderators monitor the site, acknowledge submittals, and notify when action has been taken. In addition, surveys which address significant citizen concerns, such as the impact of South by Southwest Music Festival (SXSW) on residents' livability, are available.

Imagine Austin: <https://www.austintexas.gov/departments/imagine-austin>

Speak Up Austin: <https://austintexas.granicusideas.com/>

Building the City of Choice Spokane, Washington

Spokane was recently designated an All-America City in recognition of its focus on youth engagement and educational support. A major component of this effort is the use of various tools including Telephone Town Hall Technology. Because the technologies are easy to use and readily accessible, Spokane has effectively increased its community outreach and citizen engagement.

Spokane's website not only informs citizens about the City's various services but it promotes government accountability by providing goals and performance measures. The website moves beyond simply informing citizens by engaging them in a number of online activities. For example, "MySpokaneBudget" shares the City's proposed budget and gives community members the opportunity to build, share, and submit their own city budgets.

Spokane has further engaged the public through the use of Telephone Town Hall Technology. Through this technology,

community members can participate in meetings without leaving their homes. In 2012, approximately 3,800 citizens accepted the invitation to a one-hour virtual meeting where they could learn about and comment on the proposed budget. In 2014, nearly 6,000 citizens participated in a discussion regarding community's budget priorities by using this technology.

Spokane, WA – "Building the City of Choice:" [https://my.spokanecity.org/2014 Proposed Budget: https://static.spokanecity.org/documents/blog/2013/10/14/budget-focused-on-citizen-priorities-future/2014-proposed-budget-summary-schedules-plus-summary-line-item.pdf](https://my.spokanecity.org/2014%20Proposed%20Budget%3A%20https%3A%2F%2Fstatic.spokanecity.org%2Fdocuments%2Fblog%2F2013%2F10%2F14%2Fbudget-focused-on-citizen-priorities-future%2F2014-proposed-budget-summary-schedules-plus-summary-line-item.pdf)

MRSC "Reaching Citizens Through Technology:" <http://mrsc.org/Home/Explore-Topics/Governance/Citizen-Participation-and-Engagement/Effective-Communication-and-Public-Participation/Reaching-Citizens-Through-Technology.aspx>

Digital Approaches: Some Caveats

While there is no doubt about the potential of digital technologies to broaden participation in public engagement processes, a number of questions have been raised about the capacity of these tools to provide meaningful public engagement, their effects on the behaviors of elected and public officials, as well as the issues of security and privacy of user-generated data. In addition, the availability of certain types of tools, such as online surveys, to nonprofessionals without statistical expertise, raises real questions about the validity of the data that are collected and

their misuse. Finally, as with all public participation, although the potential is there for broadening and diversifying participation, successfully engaging under-represented community members remains a challenge.

Coleman and Gotze, and others, have suggested that more research is needed to understand the ways in which community members are able to influence policy through the use of these tools. Related to this, these researchers have raised questions about the impacts of Internet-enabled public engagement on the practices of elected officials and how they accommodate the ways in which they respond to the public through online media. At this point, we don't have a thorough understanding of these important issues.

Another concern is the ease of use and navigability of these websites. It's not just a question of the material that is delivered, but the ease with which users can navigate through these websites, get the information they need, and perform the tasks that allow them to engage. User interface development and assessment are crucial to the success of public engagement online tools.

A critical component to the success of public engagement using these tools is understanding the appropriateness of a particular tool in relationship to the intended public engagement outcome. Here the use of the IAP2 (International Association for Public Participation) Spectrum of Public Participation (which has broad support among public engagement experts) as a metric is hugely beneficial. This approach has already been implemented by Washington County in

its *LUT Public Participation Guidelines* and should continue to be used as new tools are considered.

Finally, government should be aware of the importance of the confidentiality of participants and the security that is in place in terms of infrastructure, as user content is shared in these new online communities. Online civic engagement is in its infancy and we understand relatively little about its real costs and impacts.

The following case studies are provided to illustrate the challenge of representativeness and the importance of user interface design and testing to the success of online public engagement tools.

Caveats Case Study 1: Representativeness of Online Surveys, Metro's Opt-In and Westside Voices

Washington County has involvement in at least two ongoing online survey tools: Metro's Opt-In Panel and Westside Voices. Both of the efforts have been faced with the challenge of representativeness of the participants in relationship to the overall population. This case study focuses on Opt-In because it is a substantial initiative and the summarized participant data were available for analysis.

Since 2011, Metro has used its online survey panel, Opt-In, to engage community members in planning and community issues over which it has decision-making authority. It is considered to be a complement to Metro's other online engagement tools (Facebook, Twitter, and online newsfeed) as well as its face-to-face efforts (hearings, community meetings, and open houses).

The topics are determined by Metro's staff, collaborating organizations, and feedback from the survey itself. The responses of the survey are considered one input out of many in the decision-making process.

Metro stresses to potential participants the importance of their opinions and the advantages of the online survey approach and ensures the anonymity of the participants.

The Achilles heel of all online surveys is the representativeness of the respondents, which Metro openly acknowledges as a problem. Recent data from Metro indicate that there are nearly 22,000 people registered in the survey and nearly 7,500 were active (meaning that they responded to at least one survey in the last two years). The same data indicate that 30 percent of the active respondents came from Washington County, which reflects the county's percentage of the tri-county population in 2014 of 32 percent (ACS, 2014).

Unfortunately, none of the other available data are broken down by county, but the demographics of the active survey respondents are nevertheless indicative of the problem of representativeness. For example, although the population of the region is roughly 50/50 male and female, 67 percent of the active respondents over the last two years were female. In terms of race and ethnicity, 88 percent of the active respondents were white, 2 percent were Hispanic, 2 percent were Asian, and 1 percent were Black or African American. By contrast, according to the 2013 American Community Survey estimate, 77 percent of Washington County's population identified as white

alone, nearly 16 percent were Hispanic, 11 percent were Asian, and 2.6 percent were Black or African American.

In terms of educational attainment, 77 percent of the active respondents had a bachelor's degree or higher. In Washington County, according to the American Community Survey 2009-2013 estimate, 39.4 percent had a bachelor's degree or higher.

Eighty percent of the active Opt-In respondents lived in single-family dwellings whereas, 58.9 percent of the housing units in Washington County were single-family detached dwellings, with an additional 7.6 percent 1-unit attached dwellings (for a total of 66.5 percent "single-family dwellings"), according to the 2013 American Community Survey estimates.

Regarding political engagement and affiliation, of the active participants, 98 percent were registered to vote. Of these, 60 percent considered themselves Democrats (for Washington County in 2014, 37.6 percent were registered Democrats), 12 percent Republican (Washington County in 2014, 28.9 percent were registered Republicans), and 29 percent Independent (Washington County in 2014, 5 percent were registered Independent) with 4 percent refusing to answer this Opt-In survey question.

The demography of the active respondents to Metro's Opt-In survey over-represents populations who are highly educated, white, female, and those living in single-family houses. While Metro sees the Opt-In Panel as an important tool for public engagement and has put significant resources behind it, there is

little evidence to suggest that it has gone beyond successfully engaging the segments of the population who are already well represented in public engagement processes.

Opt-In Home Page: <http://optinpanel.org/>

Westside Voices: <http://joinwestside-voices.org/>

Caveats Case Study 2: User Interface Design, City of Portland's Map App

In order to more fully engage community members in the City of Portland's Comprehensive Plan update, the Bureau of Planning and Sustainability oversaw the in-house development of an online, interactive mapping tool that would allow a broad group of community members to learn about the proposals that were being considered and allow them to submit comments that would be, like sticky notes, attached to places on the map. In its geographic information systems (GIS) department, the City had the technical expertise to create the tool, and it was launched in spring 2014. There was a good deal of excitement within the Bureau about the promise of the tool and it was seen as a foundation for future place-based public engagement.

The concepts and options presented to the public for comment were sometimes abstract and complex. And although "centers" and "corridors" were outlined on the map, there was no additional visualization to illustrate the impacts of the proposals in the actual locations. While the interface was visually attractive, many users found it confusing without coaching. City staff initiated

training in some areas where input was critical and provided training to neighborhood groups upon request.

The result was that even though the website received a lot of clicks, many fewer successfully submitted comments. What this points to is the importance of user interface (UI) design and testing to the success of sophisticated, interactive tools like this. Such expertise is rarely available within government agencies.

Many users have questioned how their comments would actually be used in the planning process, since it wasn't apparent. Some planning staff have stated that it required a great deal of additional work to interpret how some of the comments related to specific places and policies, and analyzing and tabulating the comments were time-consuming.

Finally, even though the online delivery of this content gave it greater exposure than might have been the case in a series of open houses, the issue of the representativeness of the respondents especially in places that could be the most impacted by the proposals remains.

Map App: <http://www.portlandmaps.com/bps/cpmapp2/>

Take-aways

■ Online public engagement tools have greater potential than ever before to broaden and diversify community engagement participation particularly for communities of color and rural community members given their increased access and use of the Internet.

■ Recruitment is just as important in

getting community members to use online options for engagement as it is in traditional face-to-face approaches.

■ Millennials are more likely to get to know the county online than site-based approaches. They are tech savvy, engage and volunteer via social media, and like to problem-solve. Washington County should take advantage of these characteristics in its long-term community engagement strategy.

■ There is an increasing number of digital public engagement tools available (over and above websites, email, online surveys, and social media). They include digital town halls, brainstorming and idea generation and prioritization tools, real-time voting, planning games, interactive mapping, and budget scenario tools.

■ Many of these tools are open source—meaning that the source code is not proprietary and is available to anyone for modification.

■ Online public engagement tools vary in cost from free to tens of thousands of dollars per year.

■ There are additional, sometimes unrecognized, costs of site administration, content development, and training that bring community members to these sites and keep them there that must be considered.

■ The anonymity of users and the security of user content are important considerations that also have costs.

■ Online public engagement tools are in their infancy and not much is known

about their impacts including: the effects of user interface design on usability; the collection, analysis and interpretation of the data; the effects of these data on staff and elected officials and their actions.

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CHAPTER 6: STAFFING AND IMPLEMENTATION

Once the Transition Team has provided its recommendations and the Board of County Commissioners has acted on those recommendations, there will be a series of steps—communications with stakeholders, ordinance adoption, securing new resources/personnel to support the program, to name a few—that will be taken to implement the program. Consideration will need to be given to a number of factors related to staffing, implementation, and organizational change.

One key question related to program implementation is whether the program should be managed internally or externally. The decision to manage a long-term community participation program externally is unusual. While Silverman, Taylor and Crawford (2008) state that government is increasingly contracting out planning functions, including public participation—making the role of community members in planning processes “somewhat ambiguous”—these contracts tend to be focused on short-term projects rather than the kind of long-term program that the CPOs have represented.

Advantages and Disadvantages to External Program Management

The key advantages to external management of a community participation program are outlined as follows:

■ **Objectivity.** As a separate entity, an externally-managed program does not appear to carry with it a county-driven political agenda.

■ **Fixed, predictable costs.** Contracts are for a fixed price for a certain level of services. The special requirement of public engagement, its complexities and ambiguities can bring uncertainties that are difficult to predict in terms of budgeting. The burden rests on the contractor.

■ **Takes the burden off county staff.** County staff do not have to take on the special requirements of community engagement work including night time meetings or time-consuming travel in addition to complexities and uncertainties that can be stressful.

■ **The provision of expertise that isn’t available in the county.** Techniques and tools are constantly changing, especially in the digital realm of public engagement. It can be costly to train staff and commit to software in this fast-changing environment.

All of these are considerable advantages that must be taken into account when considering the external or internal staffing of Washington County’s long-term community engagement program. Some of the disadvantages to the current approach can be summarized as follows:

■ **Contractors may disengage from the program.** As an independent agency, OSU Extension was able to disengage from the program when it determined that staffing the CPO program no longer fit its mission.

In addition, when budgets are cut but the level of services requested are not,

independent contractors are less likely to be interested in competing for the work or, once engaged, cut the quality of the services in one way or another.

■ **The unique qualifications of OSU Extension make it difficult to replace.** OSU Extension's unique set of skills and mission were its strengths but also potential liabilities in terms of the long-term sustainability of the relationship. The skillset and mission that OSU Extension offered could be difficult to replace.

■ **Public sector vs. private sector external staffing.** The experiences that most governments have in contracting with private sector firms for public engagement services is with short-term, often externally funded projects. Therefore, the impacts of contracting the county's long-term community engagement program via the private or even non-profit sectors are unknown but could include the following considerations:

- **Cost.** While some have argued that the private sector can provide services in a more cost-effective manner than the public sector, because we could find no other examples of the contracting of long-term public engagement programs, it is uncertain how this would play out under different private sector scenarios.
- **Objectivity and the issue of trust.** The goals of objectivity and neutrality that are inherent to university-based research and service institutions, such as OSU Extension, may not be as clear in the nonprofit and profit-driven private sectors. This is not to say that this approach

is not embraced by some organizations and firms within these sectors but their objectivity may be questioned by community members who may perceive advocacy or profit-oriented motivations.

Advantages and Disadvantages to Internal Program Management

Nearly all long-term public sector public engagement programs are staffed internally, so there is more evidence in the literature about internally-managed programs. Key advantages to consider include the following.

■ **Public engagement values, skills, and experiences are more likely to be integrated across government programs and projects.**

In preparation for this report, we reviewed various CPO documents including the 2014 *CPO Handbook* and the County's 2014 *Land Use and Transportation (LUT) Guidelines*. We were struck by the comprehensive nature of the *CPO Handbook* and the inclusion of many public engagement best practices including the importance of engaging a diverse population, and ideas about how to deal with volunteer burn-out. But it was also clear that the program depended, overwhelmingly, on the traditional approach of face-to-face meetings with rather strict procedural requirements, such as *Roberts Rules*.

We were also struck by the innovative approaches to short-term, project-based engagement that are included in the adopted 2014 *LUT Guidelines*. Appended to these guidelines is a toolkit that identifies a various engagement

tools (including some innovative approaches) in relationship to the desired public engagement outcome according to the International Association for Public Participation (IAP2) Spectrum – a tremendously informative document for all community engagement activities in Washington County, not just land use and transportation.

■ **Relationships in the community are more likely to be shared among government programs and projects.**

Like the first item (discussed above), the separation between the long-term and short-term engagement programs, in terms of staffing, has made the sharing of the relationships that have been developed between the CPO program and the community and the county and the community, more difficult. The City of Portland's Office of Neighborhood Involvement (ONI) Coordinator, Paul Leistner, suggests that just as in the case above, where the sharing community engagement values, skills, and experiences becomes easier when all of the community engagement programs are staffed within government, so, too, is the sharing of relationships that various county agencies build with communities.

■ **Government is more accountable.**

When community engagement programs are staffed internally, because government has a greater degree of direct control over how resources are spent (the level of support, where that support goes, and how it is spent) the public is, potentially, more able to see the intentionality and commitment that government has to public engagement and collaboration. By its choices, government

is instrumental in either enabling or preventing productive engagement and creative problem-solving among community members.

Sirianni, in his 2009 book, *Investing in Democracy: Engaging Citizens in Collaborative Democracy*, identifies eight principles that characterize government actions that enable collaborative democracy or meaningful public engagement:

- Co-produce public goods
- Mobilize community assets
- Share professional expertise
- Enable public deliberation
- Promote sustainable partnerships
- Build fields and governance networks strategically
- Transform institutional cultures
- Ensure reciprocal accountability

Sirianni doesn't intend for these as either all-or-nothing or all-inclusive but a "selective menu" whose combinations of items might be relevant to some governance and policy issues but not others. Sirianni used these principles to analyze (and hold accountable) Seattle's neighborhood empowerment and neighborhood planning system. According to Sirianni, the most important ideas that led to the success of the program included (Leistner, 2013):

- Involvement and empowerment of community members

- A focus on relationship building
- An emphasis on facilitating culture change in city agencies
- Support for a wide range of community organizing

He also identified some key weaknesses in Seattle's system that are potentially relevant to the future of Washington County's community involvement program:

- The inability to engage a diverse population
- Political turnover – elected officials can influence the level of commitment to community governance moving the emphasis from empowering community members to centralizing power
- Disinvestment by the city government in the neighborhood program
- The unwillingness of government to adequately staff ongoing community involvement (Leistner, 2013)

Implementation and Organizational Change

Leistner, in his extensive 2013 review of the literature on civic engagement, found that many researchers identified changing the culture of local government as an essential factor in creating successful long-term community participation programs. He references an article by Sergio Fernandez and Hal Rainey entitled *Managing Successful Organizational change in the Public Sector* (2006) that finds "remarkable similarities" (p.

169) among the various approaches to institutionalizing change. Fernandez and Rainey distill the ingredients down to the following eight factors:

■ **Ensure the need:** Make sure that internal and external stakeholders understand and generally agree that a change is needed and offer a vision/image of the future about where the change might lead.

■ **Provide a plan:** Develop a course of action and timeline and communicate it widely. Include clear goals and coherent cause and effect logic.

■ **Build internal support for change:** Engage in a participatory way with internal and external stakeholders to present the need, vision and plan. Address and incorporate reasonable changes or refinements that address real concerns.

■ **Ensure top management support and commitment:** Ensure that leadership is prepared to be the champion the cause for change.

■ **Build external support:** Leadership can play a key role in championing the new way of doing business with external stakeholders.

■ **Provide resources:** "[C]hange is not cheap or without trade-offs. Planned organizational change involves a redeployment or redirection of scarce organizational resources toward a host of new activities" (p. 172).

■ **Institutionalize change:** "To make the change enduring, members of the organization must incorporate the new pol-

icies or innovations into their daily routines...so that new patterns of behavior displace old ones” (p. 172).

■ **Pursue comprehensive change:** Ensure that the change goes deeper than changing just one subsystem or department and instead touches many departments, perhaps some in more fundamental ways than others.

Two case studies describe how cities institutionalized change and worked with resistance among staff. Carmen Sirianni, in his Brookings Institution publication *Investing in Democracy: Engaging Citizens in Collaborative Governance* (2008), describes the neighborhood empowerment and planning process in Seattle, WA in the late 1980s and 1990s (see <http://www.brookings.edu/research/books/2009/investingindemocracy>). Lynda Schneekloth and Robert Shibley profile the Roanoke Neighborhood Partnership in their 1995 book *Place-making: The Art and Practice of Building Communities*.

Sirianni writes about how Seattle, after creating a Neighborhood Program, worked to bring about meaningful change throughout city departments so that they would work collaboratively with neighborhoods. He notes that “the more an agency tended to identify itself as expert rather than as generalist or manager, the more resistant it was to working with [community members]” (Sirianni, 2008, p. 104). In the Seattle case, the department that managed sewage, storm water and solid waste was among the most resistant. The transportation department, led by a director who enthusiastically embraced civic en-

gagement, had some longtime, skilled staff who were resistant to change. He addressed this by bringing in staff who were expert at working with the community. They acted as interpreters and advocates within the department.

One of the key factors in the success of the Roanoke Neighborhood Partnership was the role that City Manager Bern Ewert played. He was key internal champion for this effort. He approached the challenge of institutionalizing a new, collaborative way of doing business by changing the reward system in city hall for his top-level staff. Department directors and managers were rewarded in informal but significant ways for engaging with recognized neighborhood leaders and spending time truly listening to them and engaging in joint problem-solving. Ewert encouraged his leadership to view neighborhood leaders not as instigators but instead as people who had the welfare of their community at heart and who could serve as reporters and interpreters of what was actually occurring on the ground in their communities. He told department directors that, when a recognized neighborhood leader showed up with a complicated issue, they should meet with that leader directly instead of relegating the task to other staff who might not have the authority to respond effectively. He encouraged department directors to be creative in their approaches and to blend their professional expertise with the wisdom and experience that the neighborhood leaders could offer.

Ewert modeled the desired behavior himself. He met quarterly with neighborhood leaders in an informal setting

to share city updates, ask questions about how things were going and listen to concerns. City staff was available to take notes and follow up on items needing further investigation or action. Ewert used the power and authority of his office to raise the visibility and importance of the neighborhood program and to position neighborhood leaders as spokespeople in key settings within and beyond local government. For example, he invited the articulate leader of a low income, predominantly African American neighborhood to speak with his church's Sunday discussion group about the meaning of community. This discussion group happened to include a number of movers and shakers in the community.

Take-aways

■ There are advantages and disadvantages to contracting out the staffing of Washington County's long-term community engagement program.

- **Advantages:** Objectivity; fixed costs; lessens the burden on County staff; specialized expertise not available within the County.
- **Disadvantages:** Long term commitments are uncertain; public engagement values, skills, and experiences aren't easily shared between the contractors and County staff; relationships with the community and community organizations aren't easily shared between the contractors and County staff; there is a disconnect between public officials and the public engagement program in terms of accountability.

■ Putting in place a new kind of community participation program might represent a major change for the county. Consideration should be given to how it might affect how county departments do business.

■ It is important to identify key internal and external champions for this new approach.

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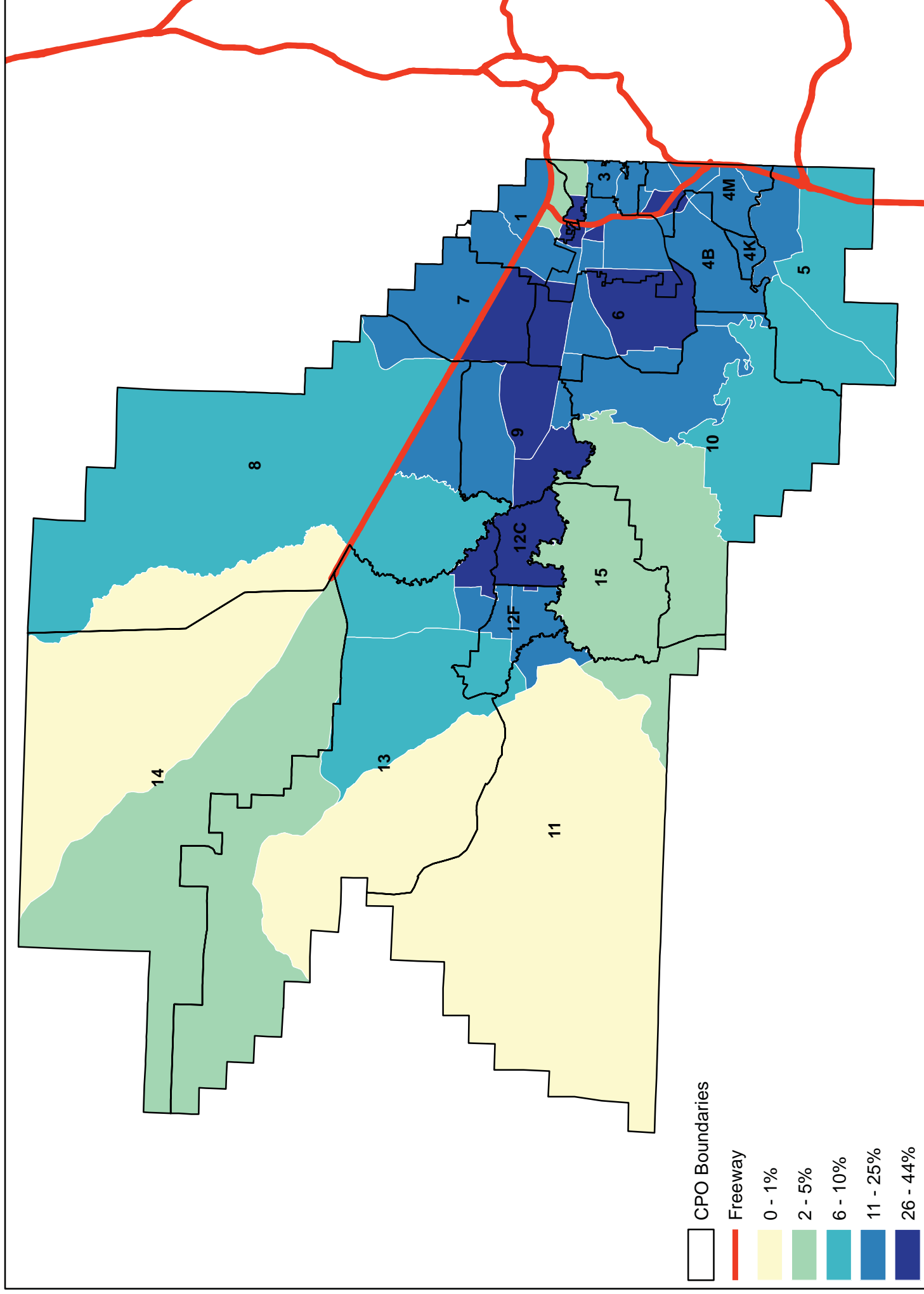
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APPENDIX A

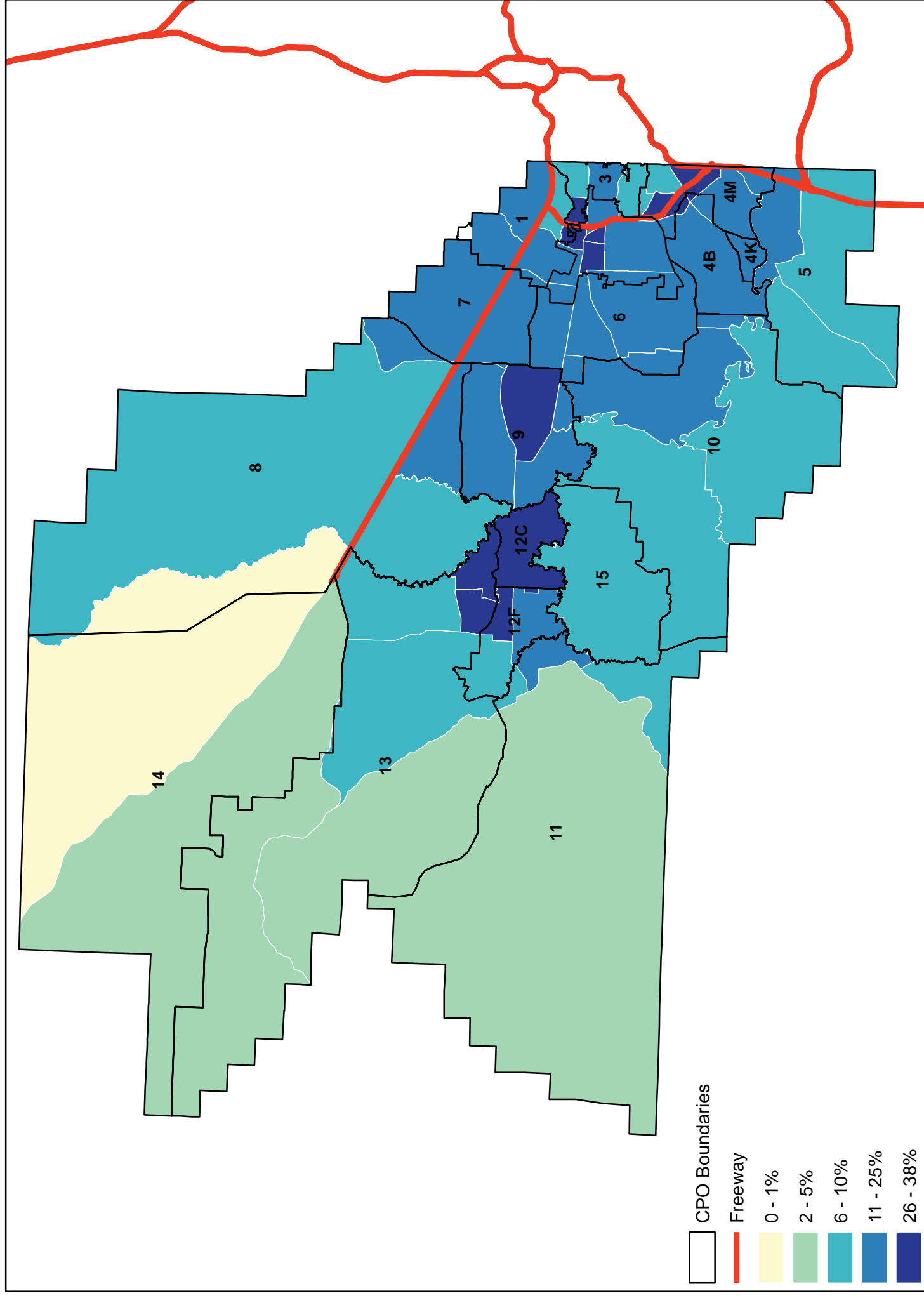
The Changing Demographics of Washington County

Maps prepared by Washington County

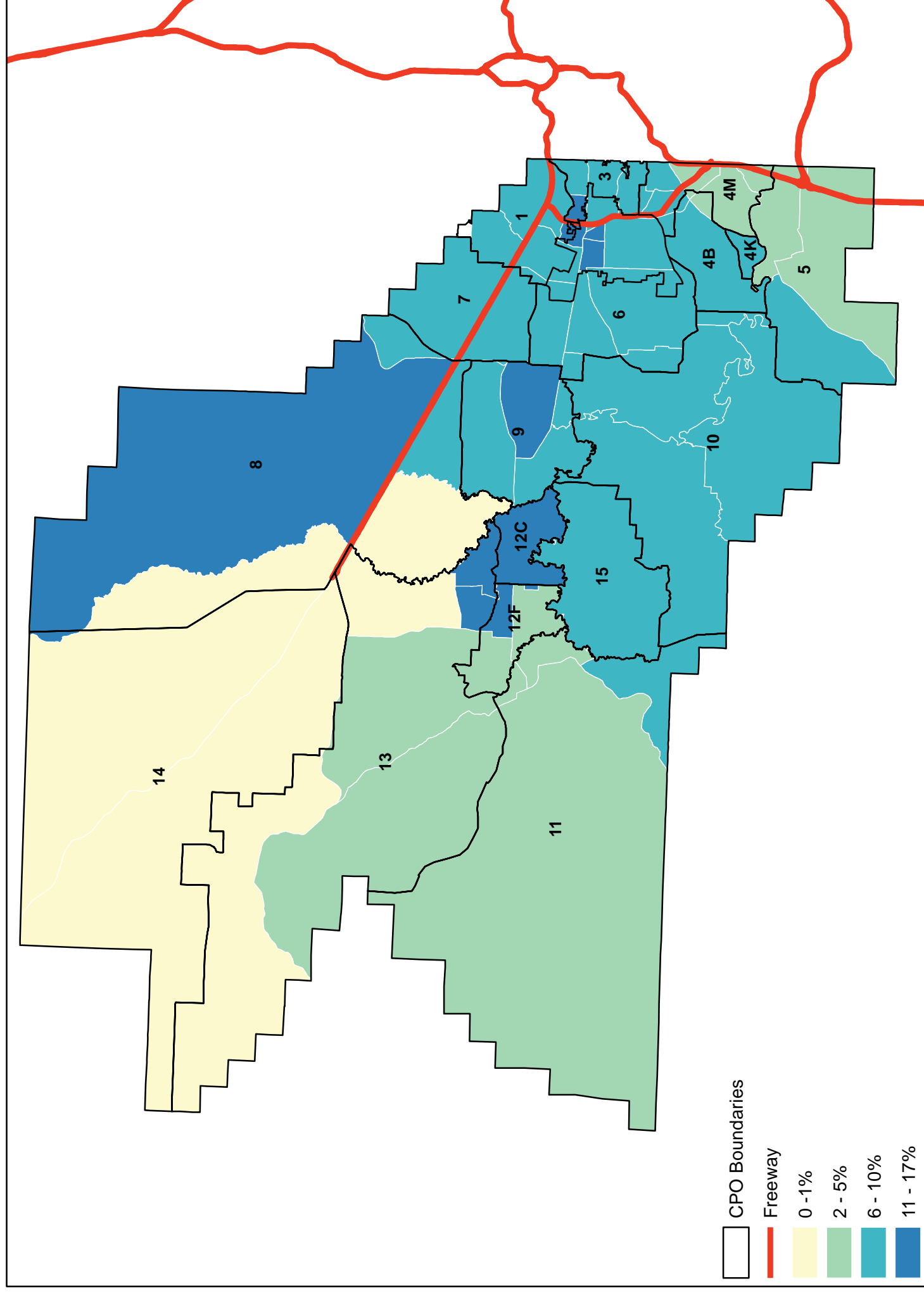
2010 Foreign Born Percentage of Population



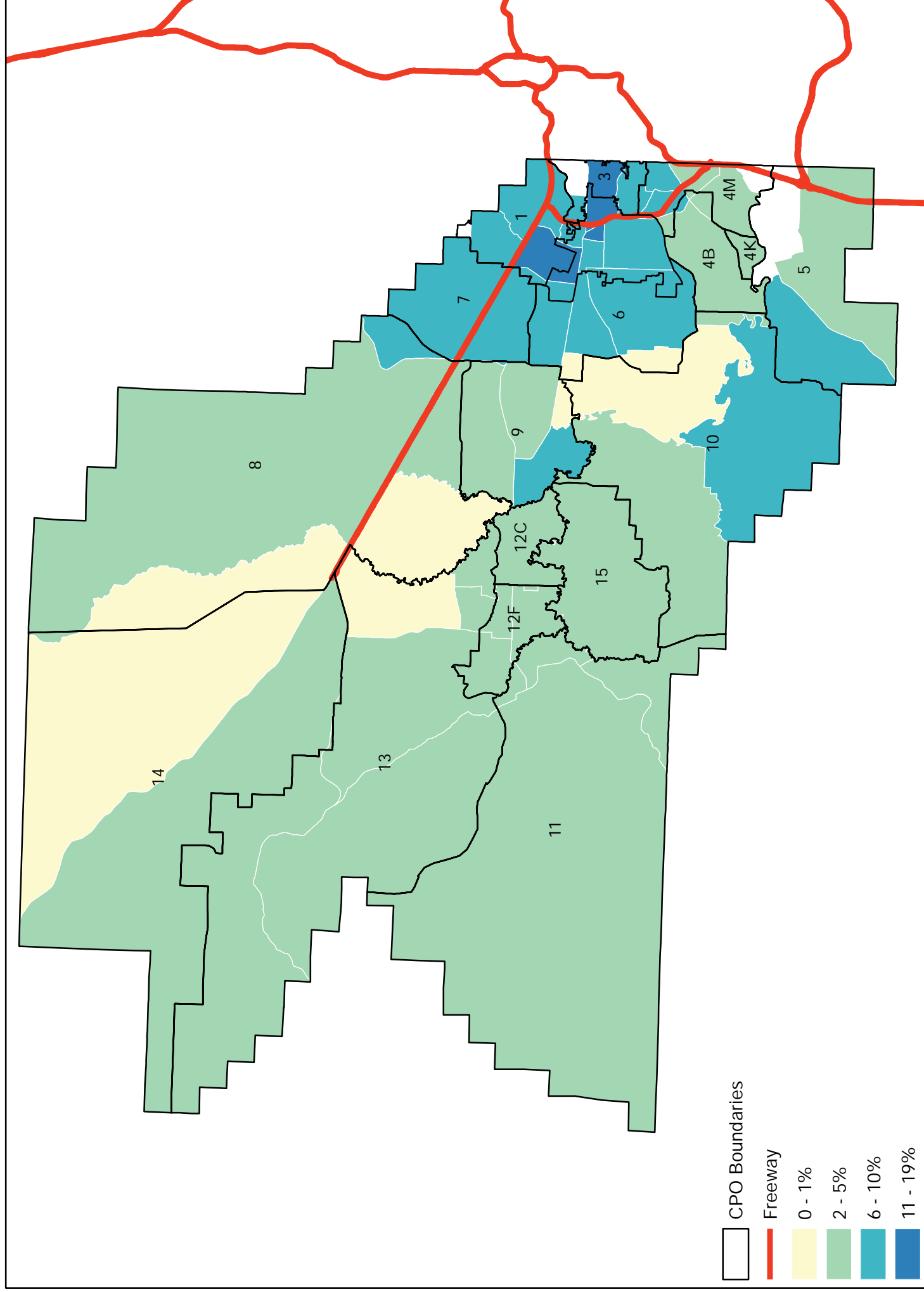
2000 Foreign Born Percentage of Population



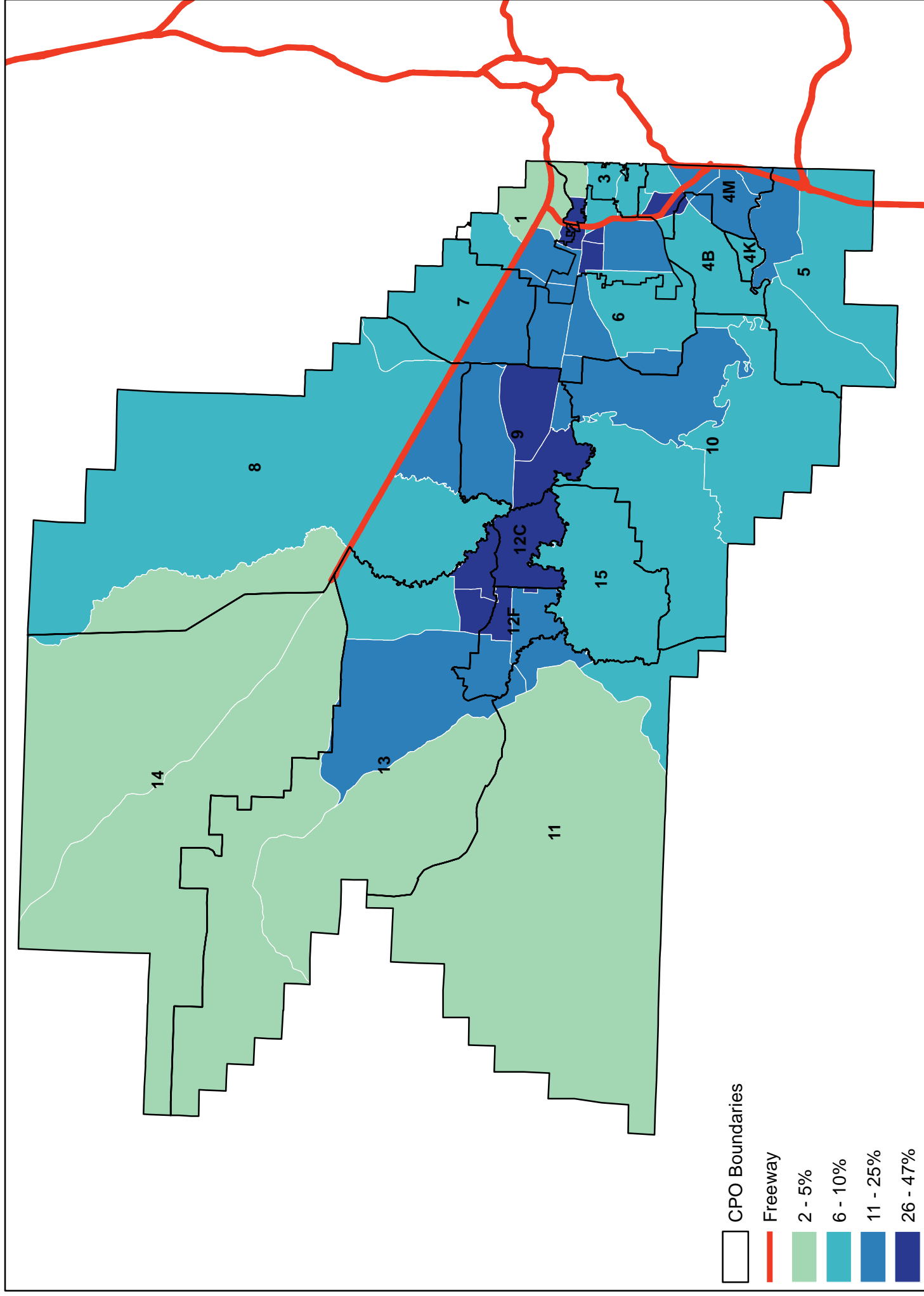
1990 Foreign Born Percentage of Population



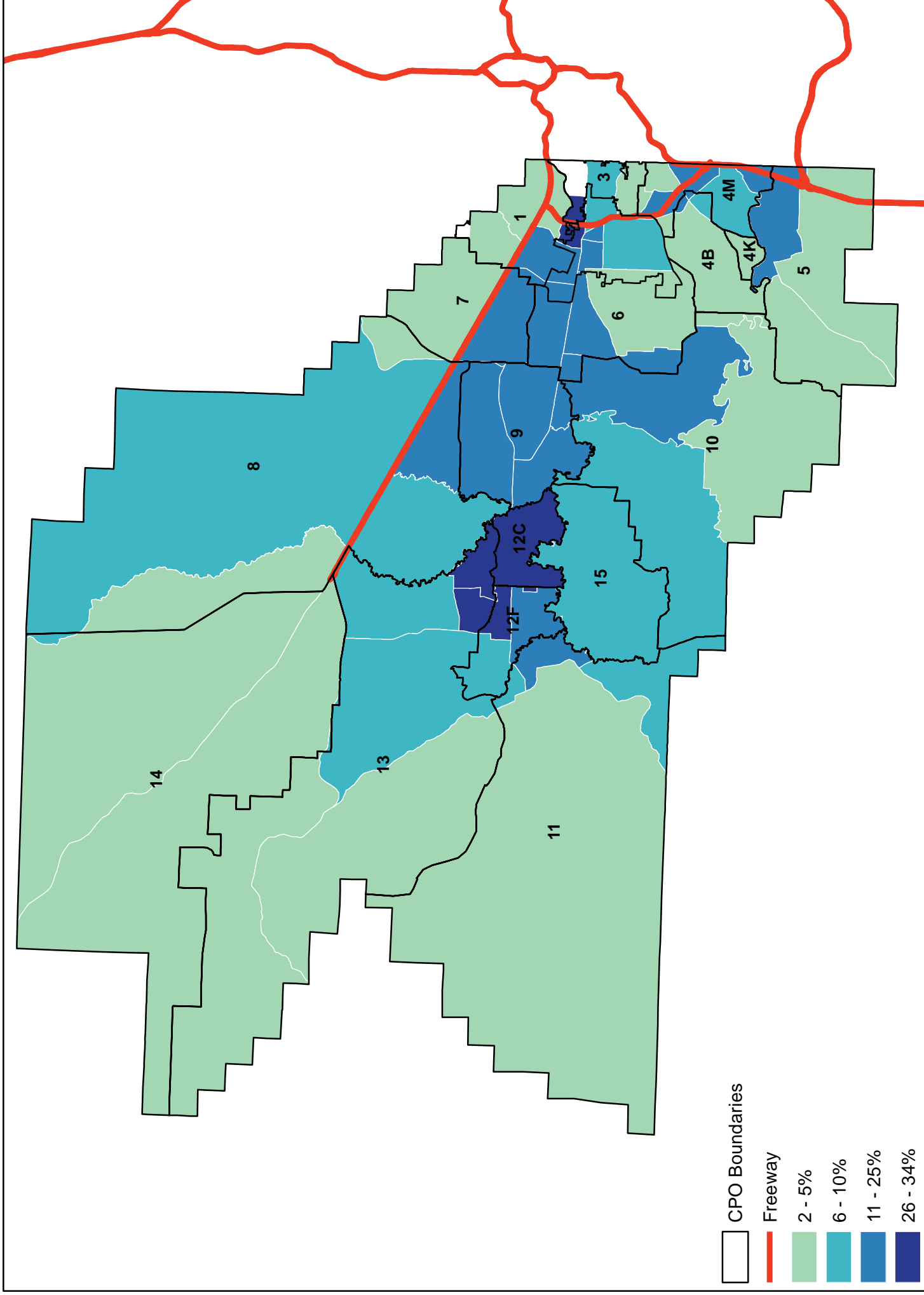
1980 Foreign Born Percentage of Population



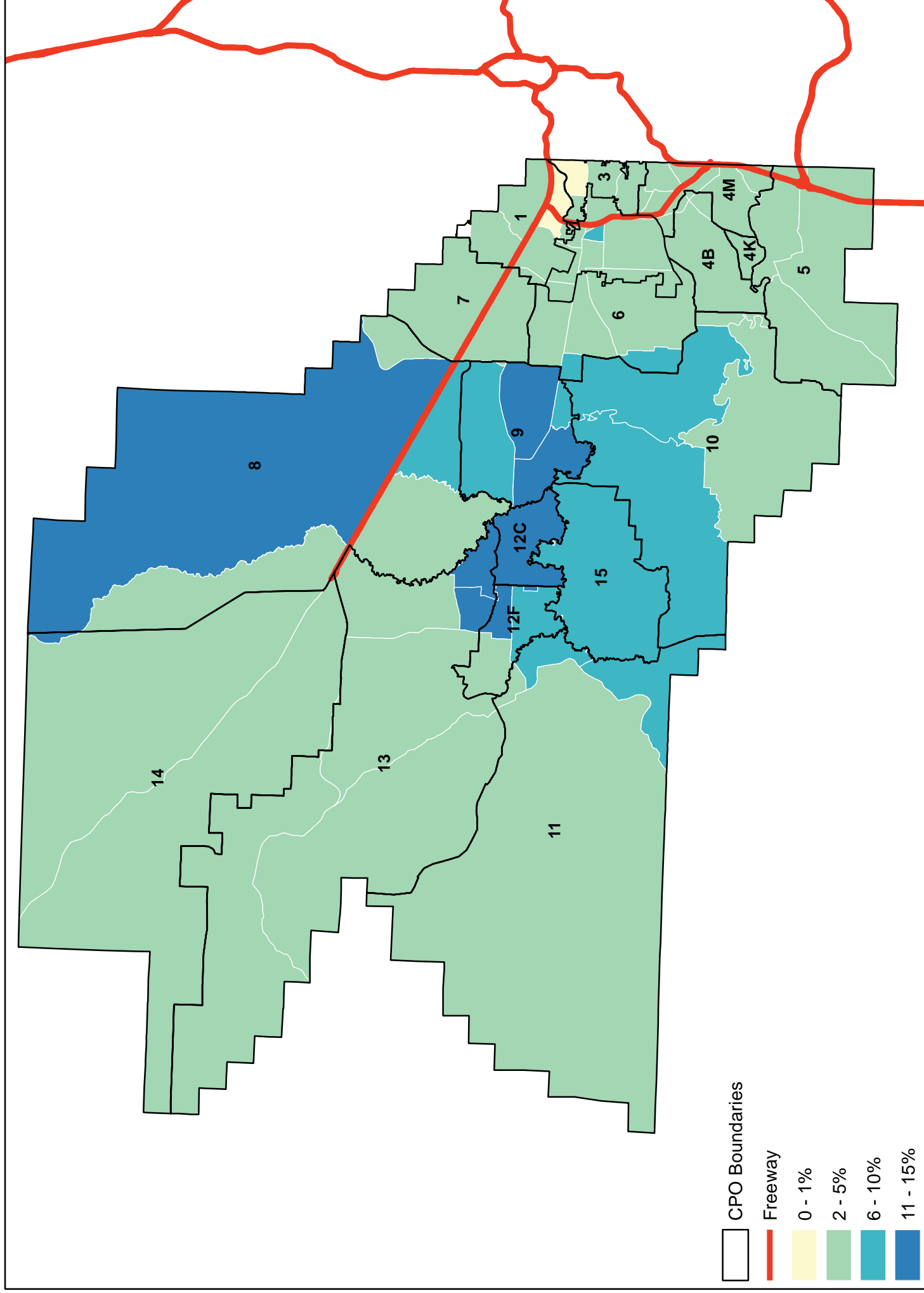
2010 Hispanic Percentage of Population



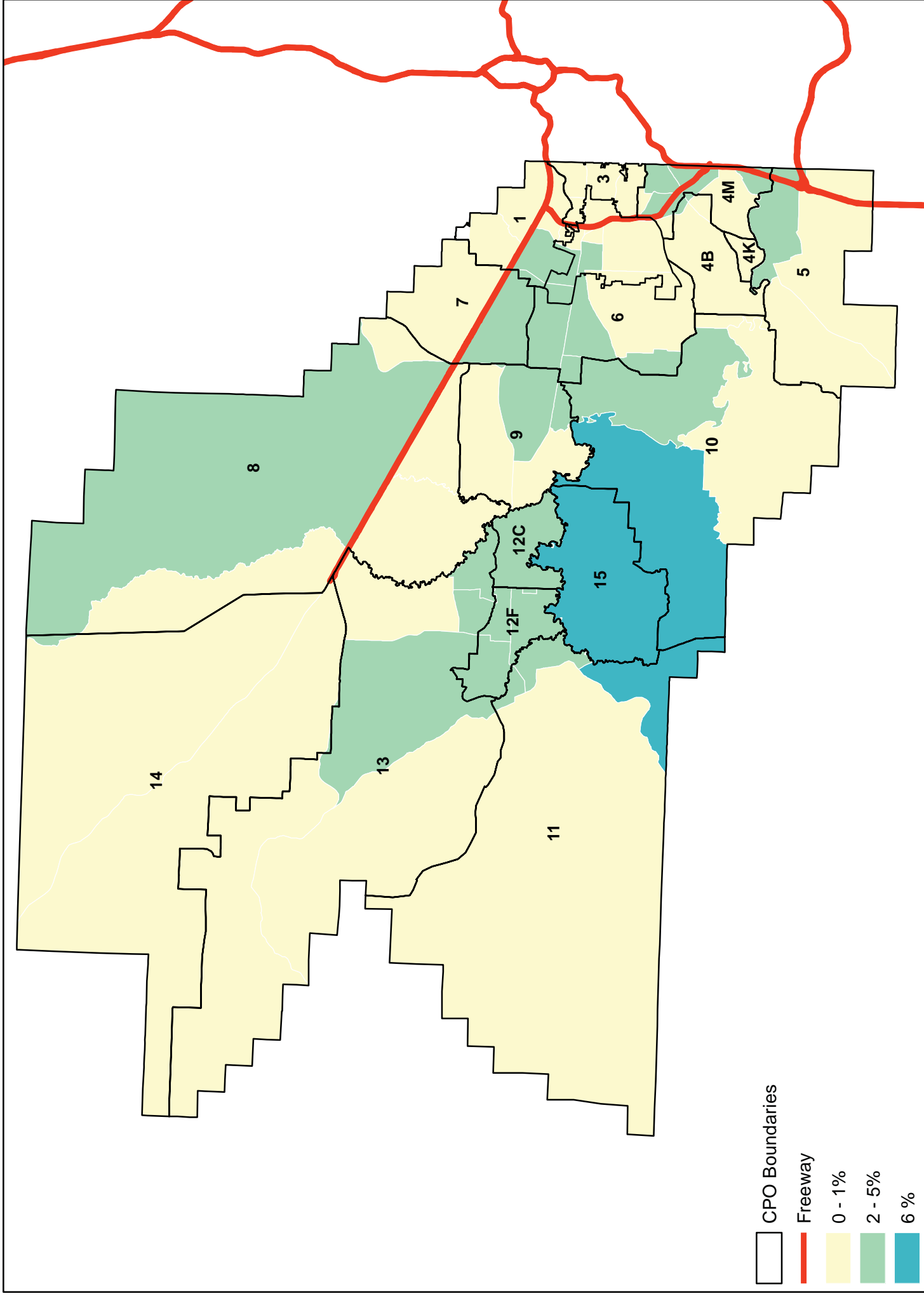
2000 Hispanic Percentage of Population



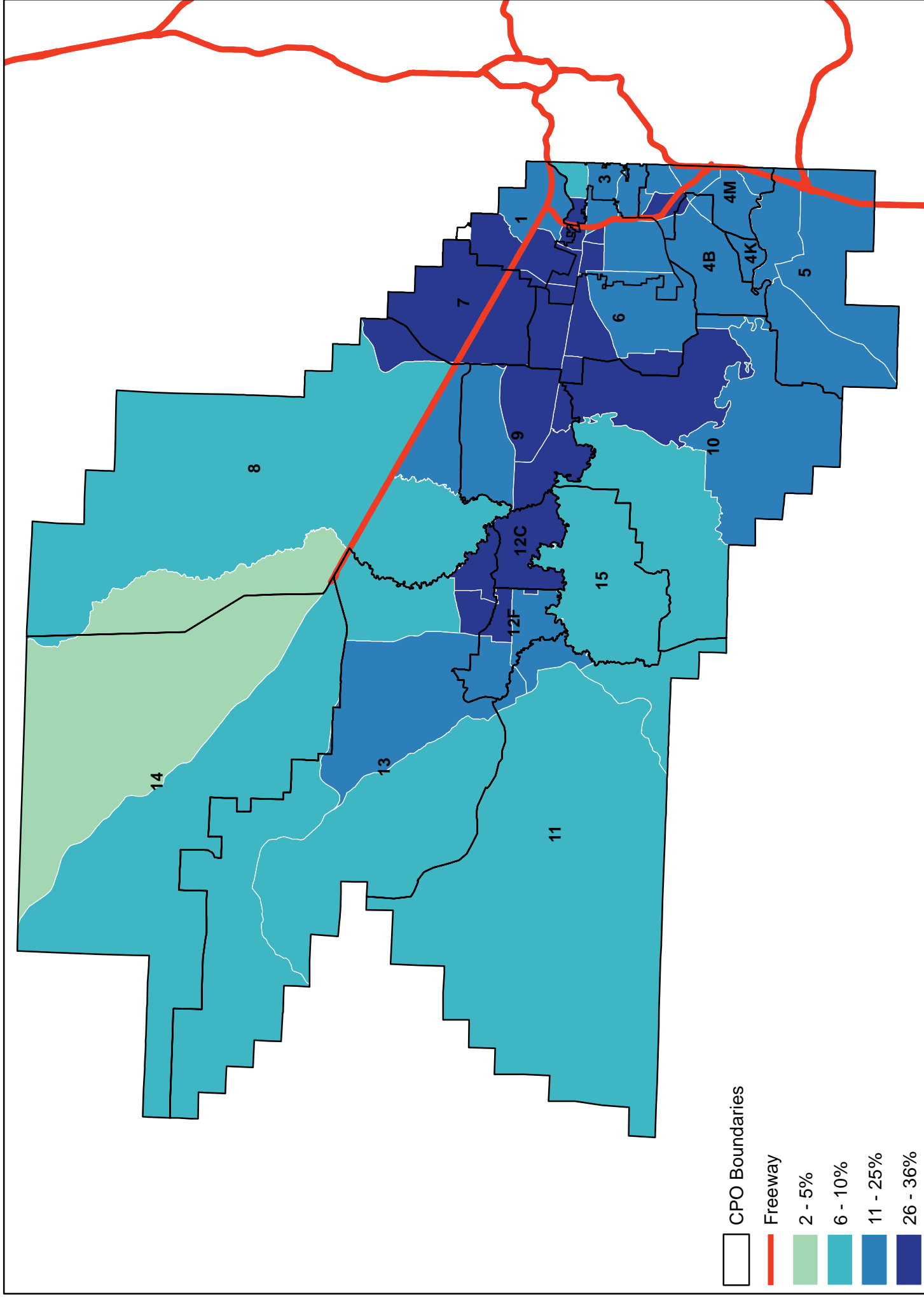
1990 Hispanic Percentage of Population



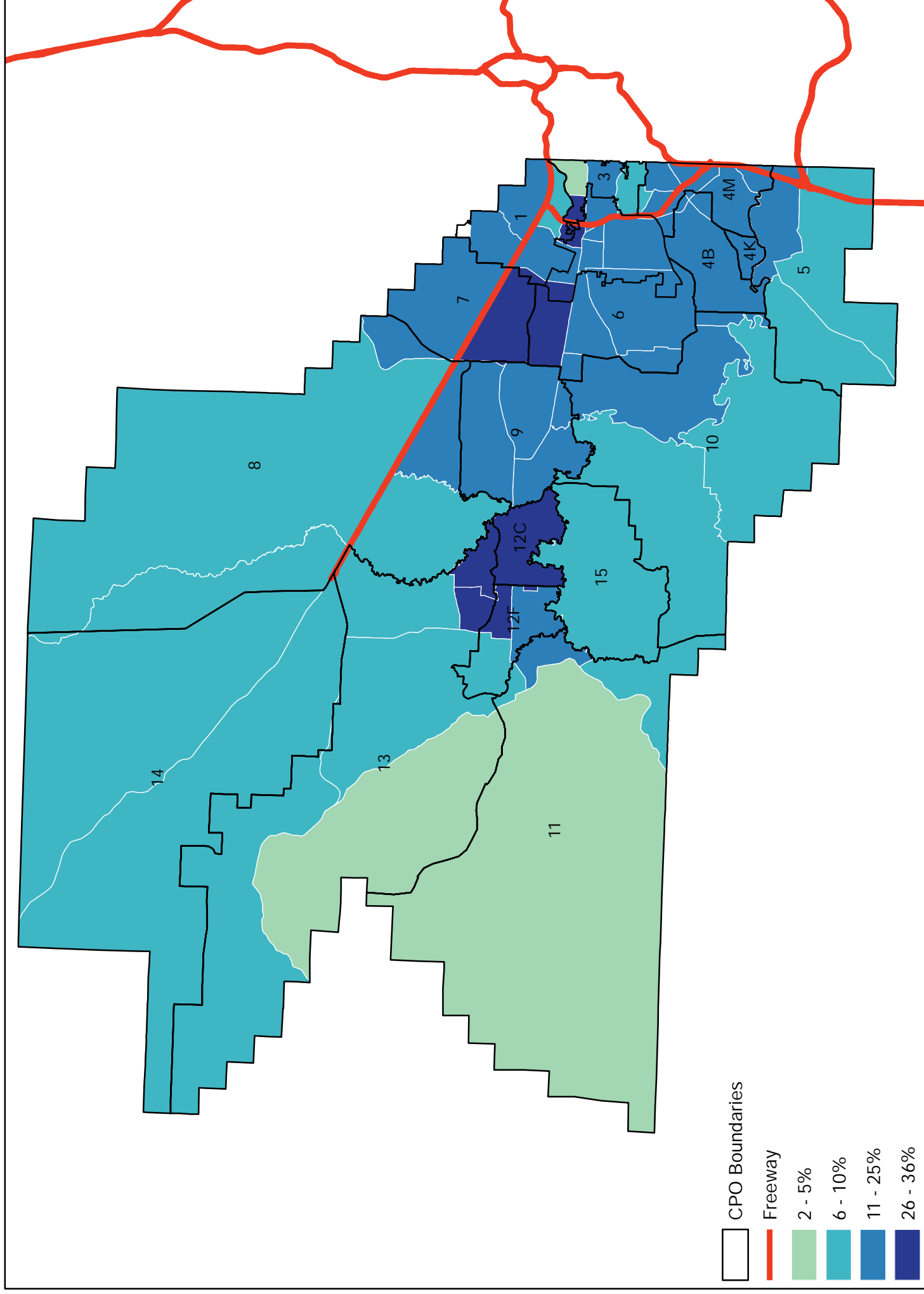
1980 Hispanic Percentage of Population



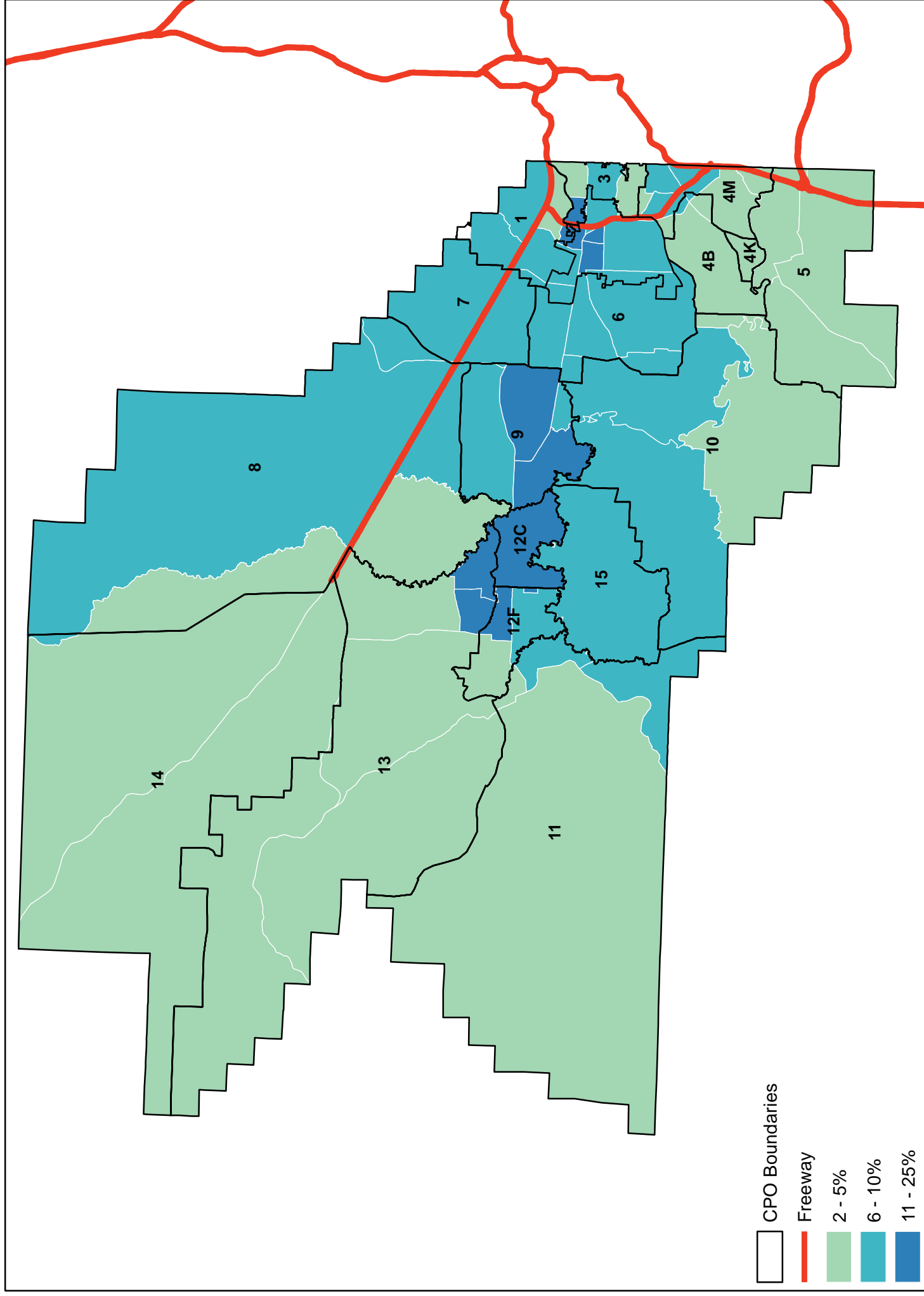
2010 Non-White Percentage of Population



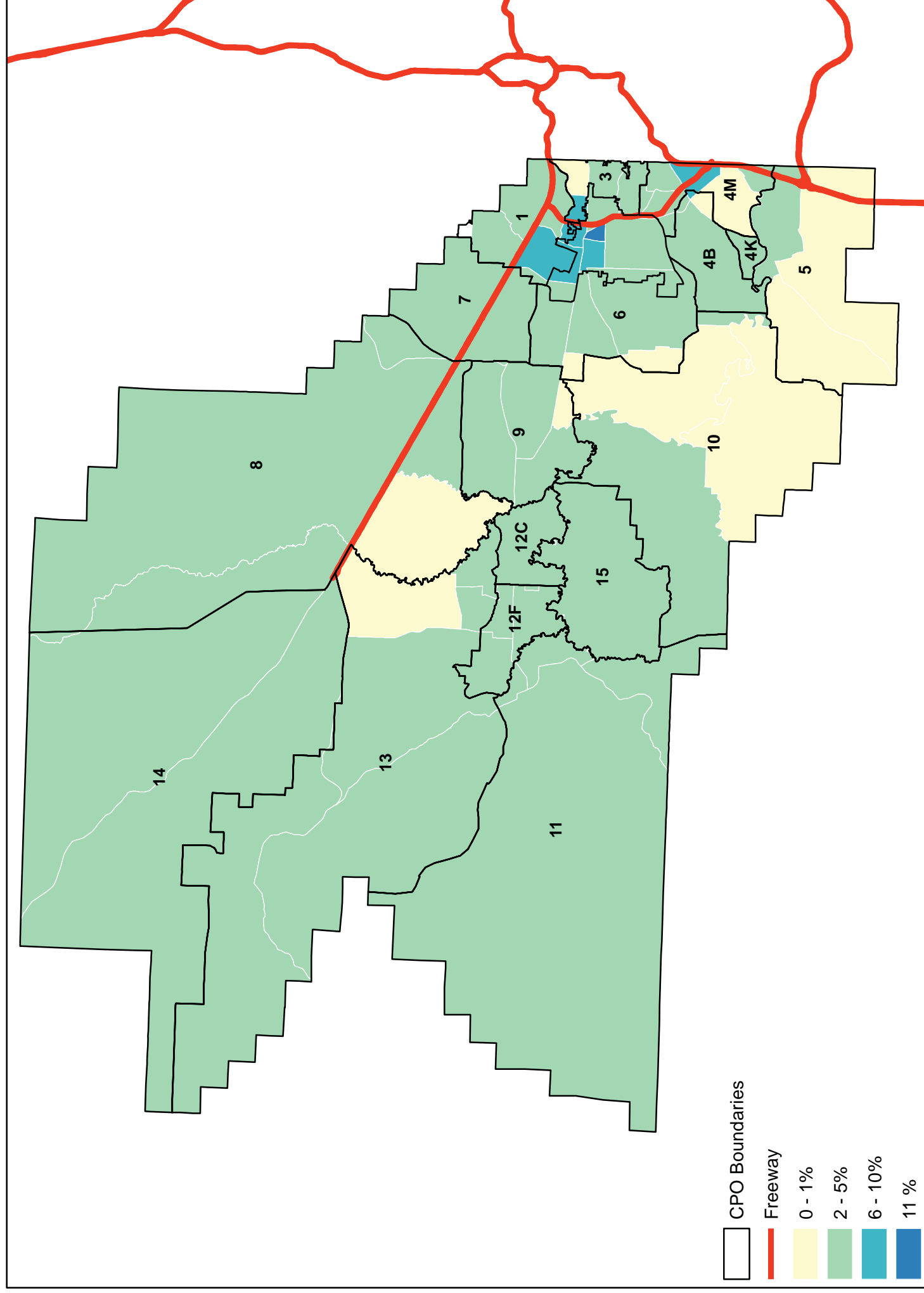
2000 Non-White Percentage of Population



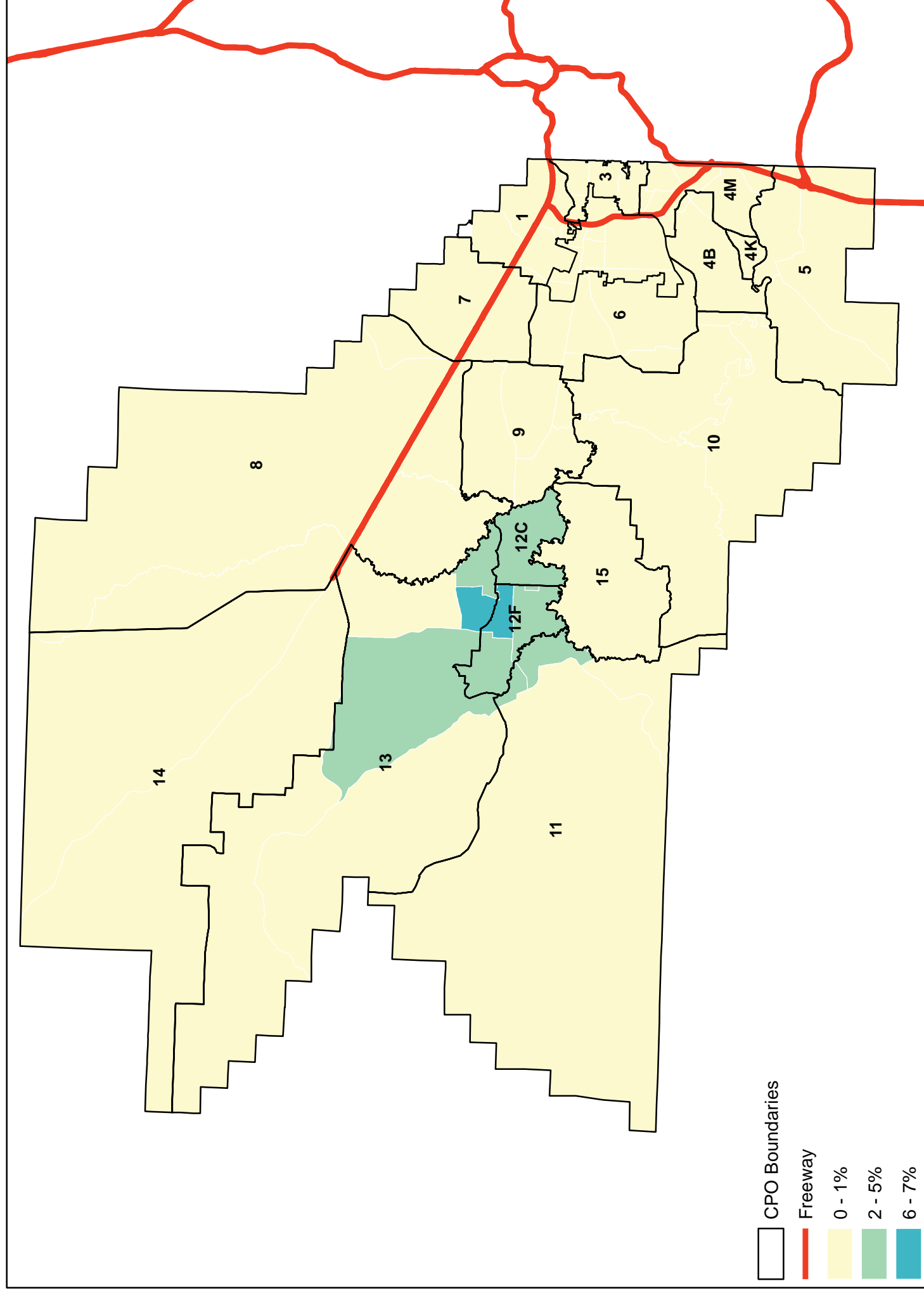
1990 Non-White Percentage of Population



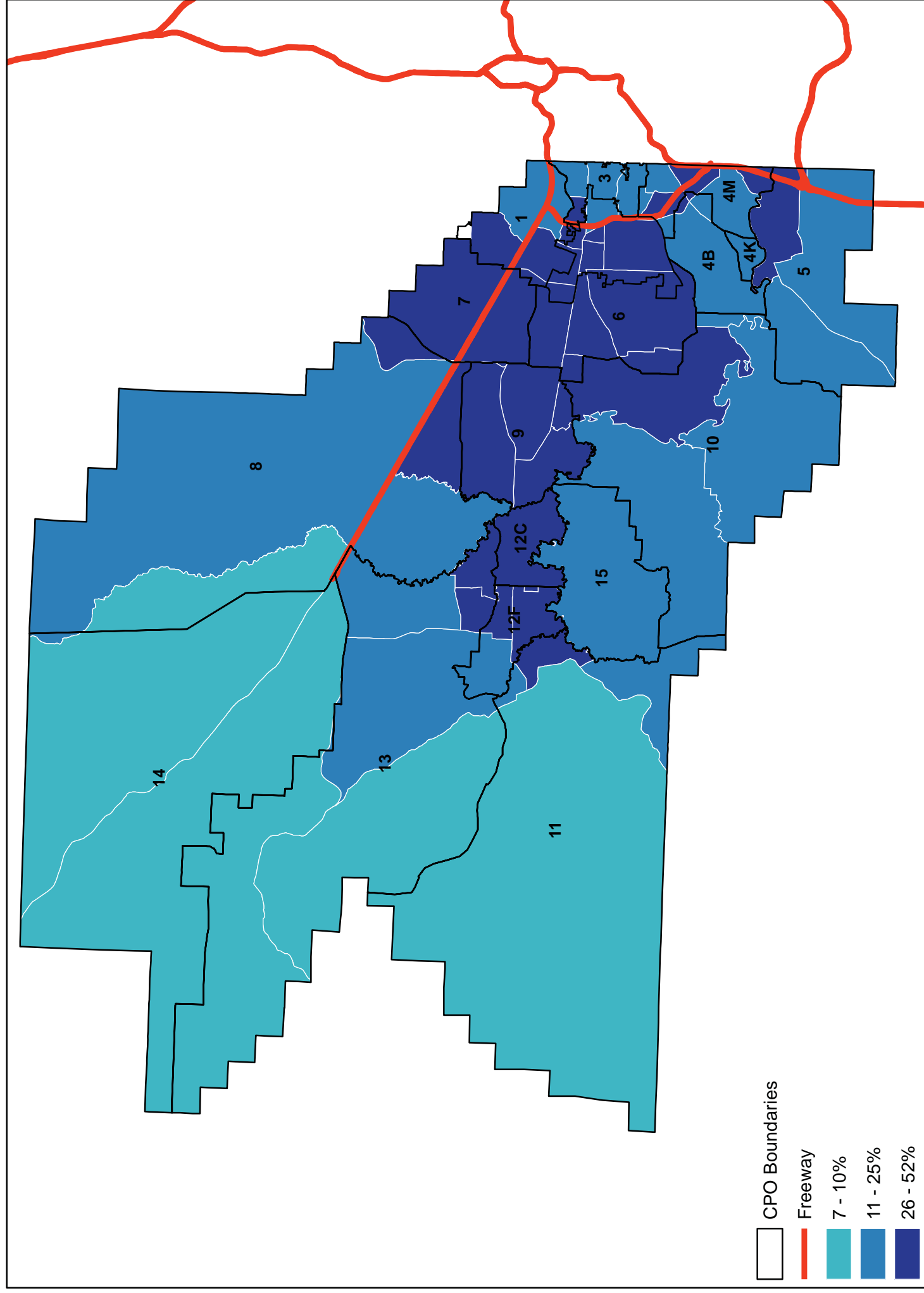
1980 Non-White Percentage of Population



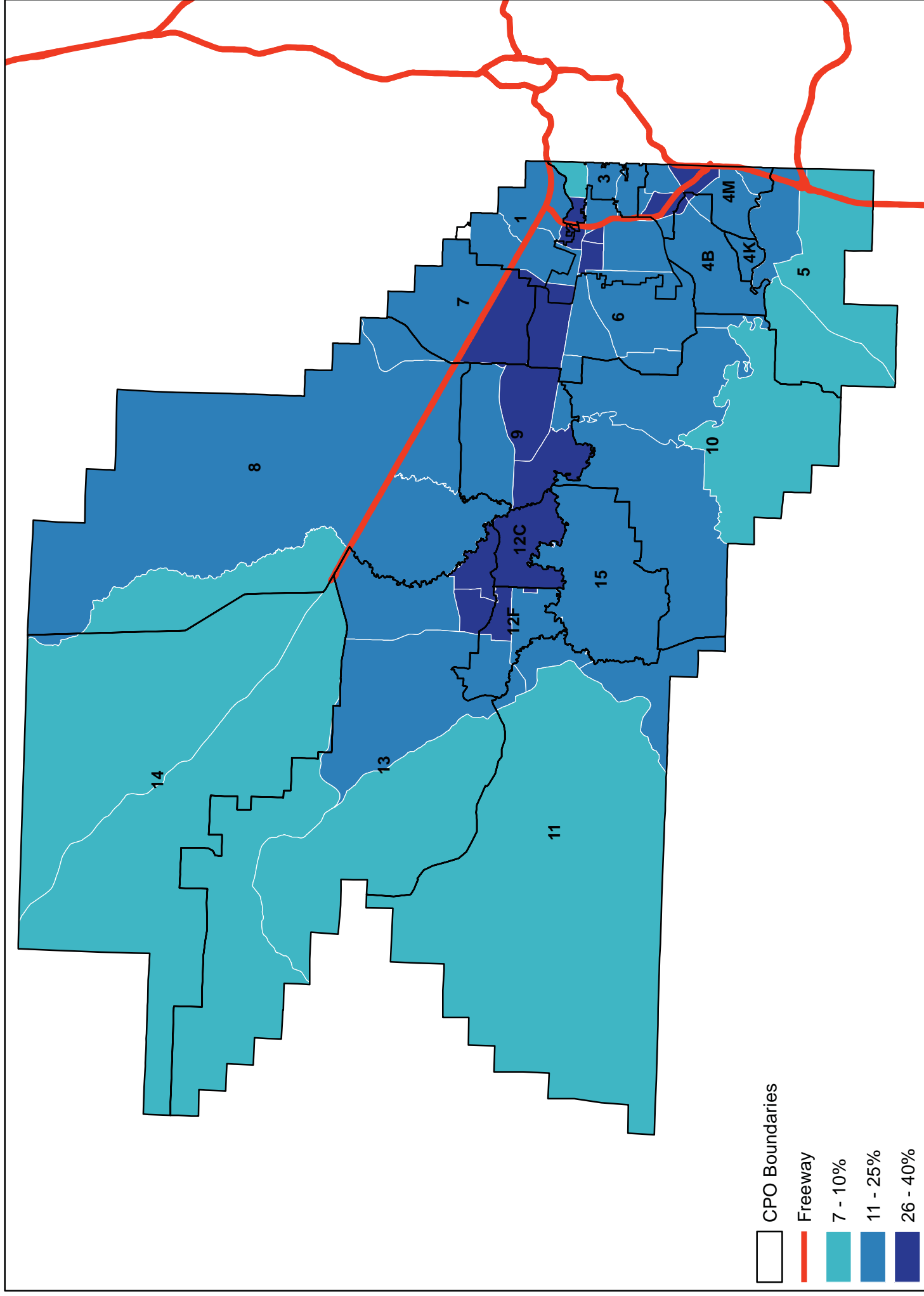
1970 Non-White Percentage of Population



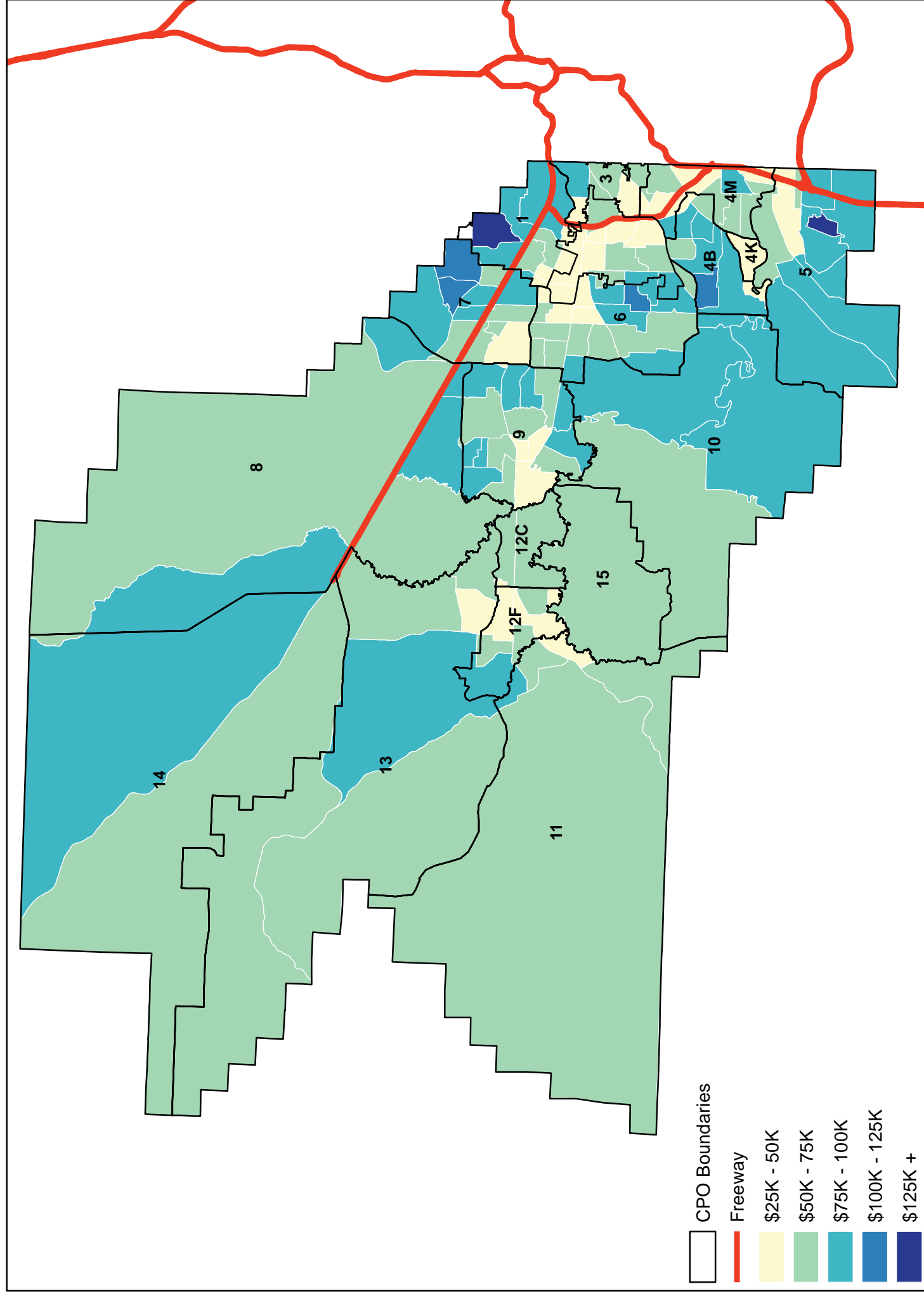
2010 Non-White And/Or Hispanic Percentage of Population



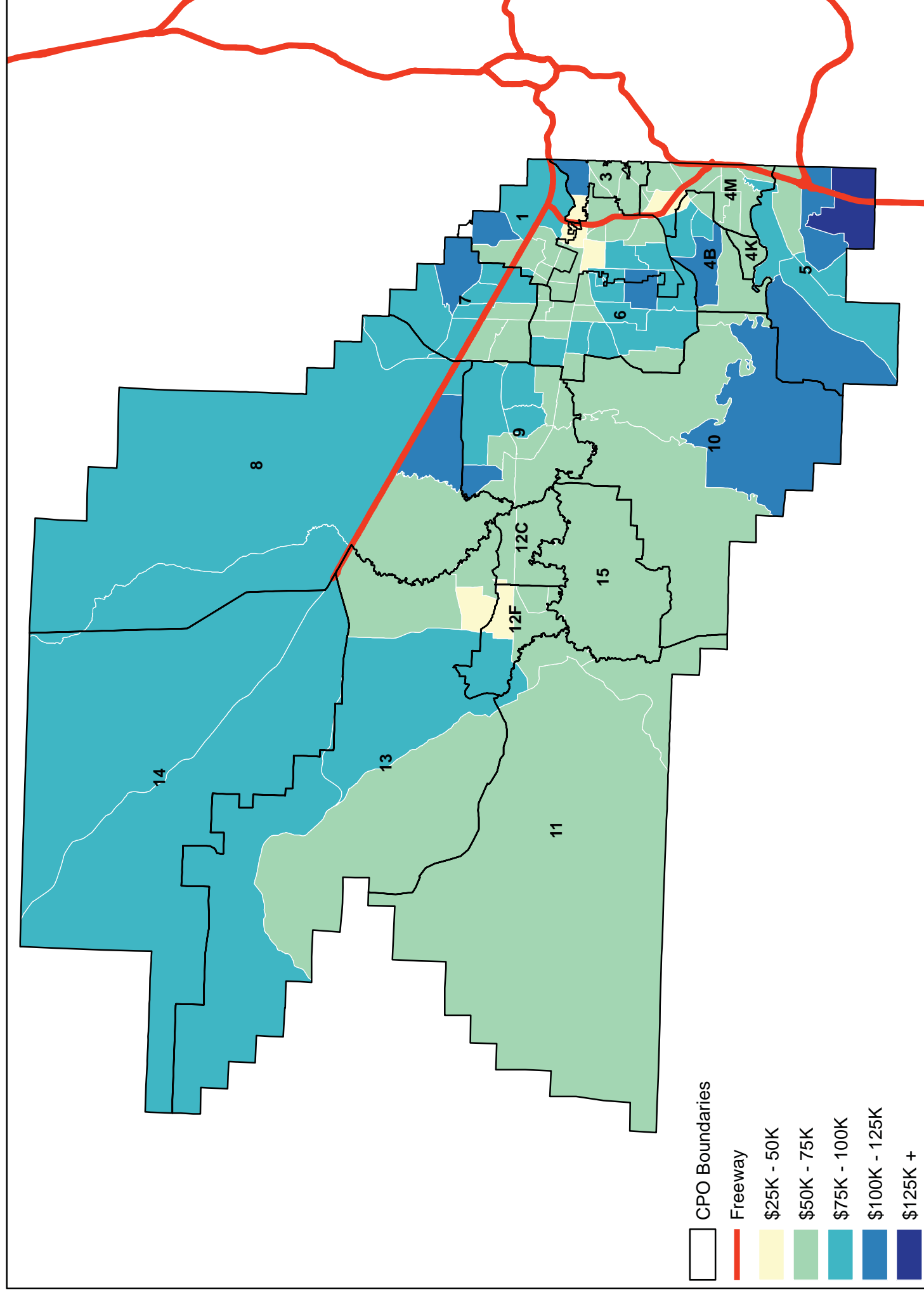
2000 Non-White And/Or Hispanic Percentage of Population



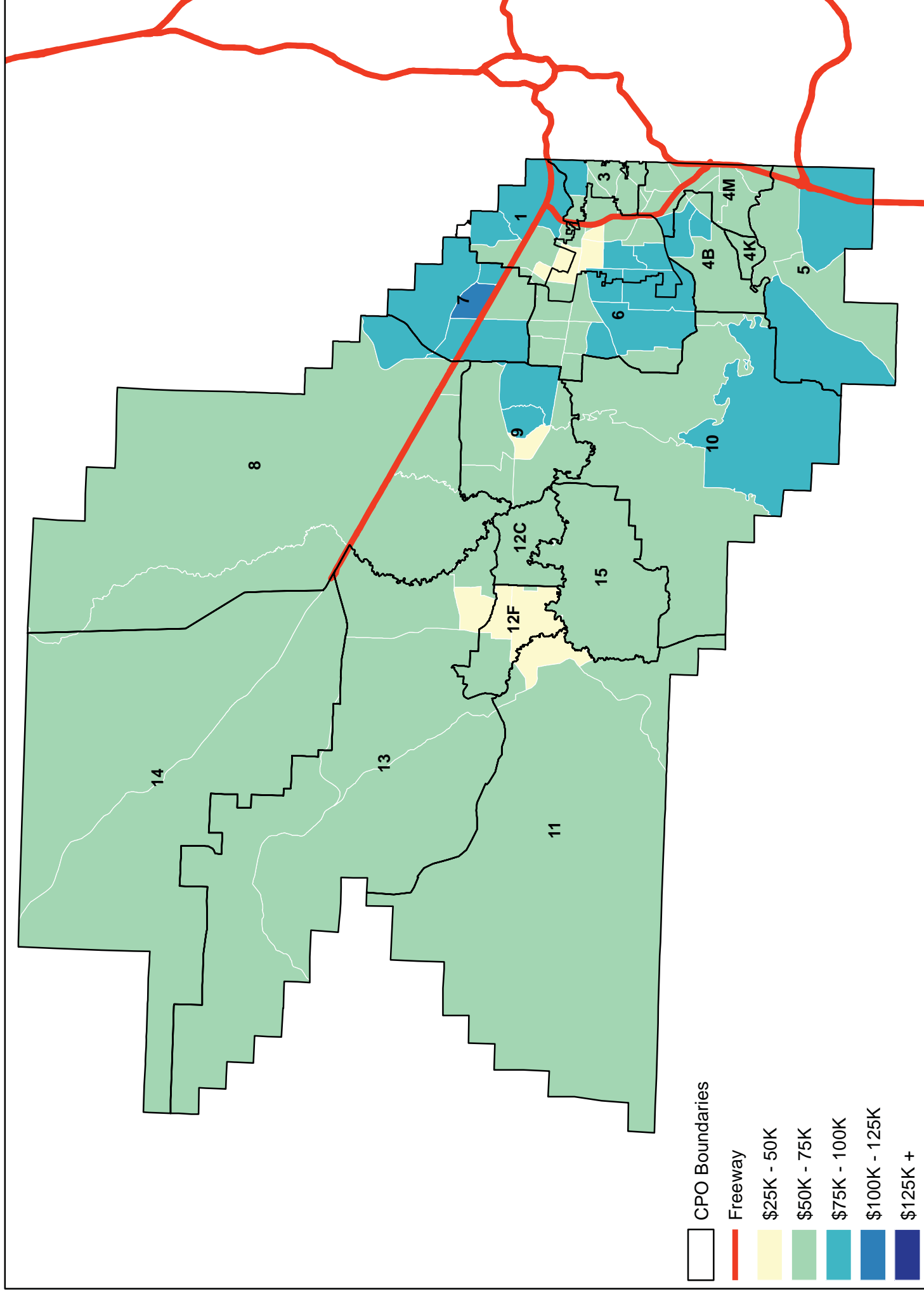
2008-2012 Median Household Income (in 2015\$)



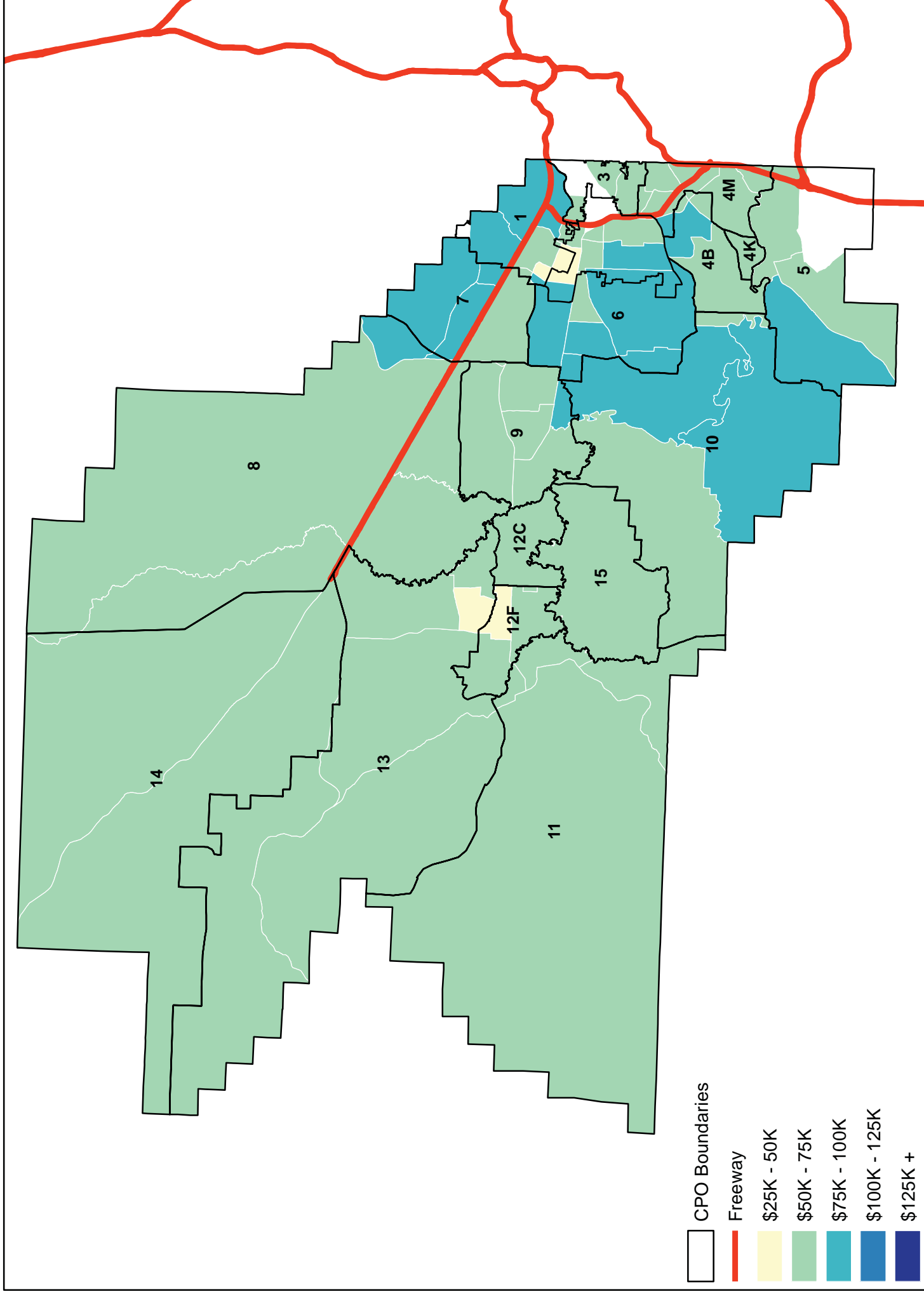
2000 Median Household Income (in 2015\$)



1990 Median Household Income (in 2015\$)



1980 Median Household Income (in 2015\$)



APPENDIX B

Locations of Hispanics, Asians, African Americans or
Blacks, and the Non-White Population
in Washington County, 2010
(People per Acre)

Maps prepared by the Institute of Portland Metropolitan Studies
Portland State University

Washington County CPOs Hispanic Population, 2010

CPO 13

CPO 12
FOREST
GROVE

CPO 12
CORNELIUS

CPO 9
HILLSBORO

CPO 7 SOMMERSET
WEST-ELMONICA S

CPO 7 SOMMERSET
WEST-ELMONICA N

CPO 1 CEDAR
HILLS-CEDAR
MILL S

CPO 1 CEDAR
HILLS-CEDAR
MILL N

CPO 6 COOPER
MTN-ALOHA N

CPO 6 COOPER
MTN-ALOHA S

CPO 3 GARDEN
HOME-RALEIGH
HILLS

CPO 10

CPO 4B
BULL MTN

CPO 4M
METZGER

CPO 5
SHERWOOD-TUALATIN N

CPO 5
SHERWOOD-TUALATIN S1

CPO 5
SHERWOOD-TUALATIN S2

CPO 15

CPOs

Urban growth boundary

Hispanic Population
Number of People per Acre

0.3 - 1

2 - 5

6 - 20

30 - 50

60 - 80

Washington County CPOs Asian Population, 2010

CPO 13

CPO 12
FOREST
GROVE

CPO 12
CORNELIUS

CPO 9
HILLSBORO

CPO 7 SOMMERSET
WEST-ELMONICA S

CPO 7 SOMMERSET
WEST-ELMONICA N

CPO 1 CEDAR
HILLS-CEDAR
MILL S

CPO 1 CEDAR
HILLS-CEDAR
MILL N

CPO 6 COOPER
MTN-ALOHA N

CPO 6 COOPER
MTN-ALOHA S

CPO 3 GARDEN
HOME-RALEIGH
HILLS

CPO 10

CPO 4B
BULL MTN

CPO 4K

CPO 4M
METZGER

CPO 5
SHERWOOD-TUALATIN N

CPO 5
SHERWOOD-TUALATIN ST

CPO 5
SHERWOOD-TUALATIN S2

CPO 5

CPOs

Urban growth boundary

Asian Population
Number of People per Acre

0.2 - 1

2 - 5

6 - 20

30 - 50

Washington County CPOs African American or Black Population, 2010

CPO 13

CPO 12
FOREST
GROVE

CPO 12
CORNELIUS

CPO 9
HILLSBORO

CPO 7 SOMMERSET
WEST-ELMONICA N

CPO 7 SOMMERSET
WEST-ELMONICA S

CPO 1 CEDAR
HILLS-CEDAR
MILL S

CPO 1 CEDAR
HILLS-CEDAR
MILL N

CPO 6 COOPER
MTN-ALOHA N

CPO 6 COOPER
MTN-ALOHA S

CPO 3 GARDEN
HOME-RALEIGH
HILLS

CPO 10

CPO 4B
BULL MTN

CPO 4M
METZGER

CPO 4K

CPO 5
SHERWOOD-TUALATIN N

CPO 5
SHERWOOD-TUALATIN S1

CPO 5
SHERWOOD-TUALATIN S2

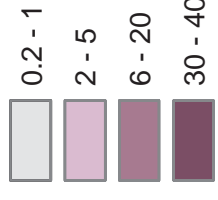
CPO 5

CPO 15

CPOs

Urban growth boundary

African American or Black Population
Number of People per Acre



Washington County CPOs Non-White Population, 2010

CPO 13

CPO 12
FOREST
GROVE

CPO 12
CORNELIUS

CPO 9
HILLSBORO

CPO 7 SOMMERSET
WEST-ELMONICA S

CPO 7 SOMMERSET
WEST-ELMONICA N

CPO 1 CEDAR
HILLS CEDAR
MILL S

CPO 1 CEDAR
HILLS CEDAR
MILL N

CPO 6 COOPER
MTN-ALOHAN

CPO 6 COOPER
MTN-ALOHA S

CPO 10

CPO 15

CPO 3 GARDEN
HOME-RALEIGH
HILLS

CPO 4B
BULL MTN

CPO 4M
METZGER

CPO 4K

CPO 5
SHERWOOD-TUALATIN N

CPO 5
SHERWOOD-TUALATIN ST

CPO 5
SHERWOOD-TUALATIN S2

CPO 5

CPOs

Urban growth boundary

**Non-White Population
Number of People per Acre**

0.47 - 1

1.1 - 5

5.1 - 20

21 - 30

31 - 120

APPENDIX C

Digital Engagement Tools Technology and Technique Review

Tool	Purpose	Type	URL
Citizen Space	Organize and publish all your consultations easily.	Planning Process	http://www.citizenspace.com/info
Collabco	Collaborative wikis, open discussions, digital focus groups and more tools facilitate collaboration and communication	Planning Process	http://collabforge.com/technology/
Community Planit	Play a game and simultaneously plan for your community in the process	Planning Process	https://communityplanit.org/
CoUrbanize	A tool for developers to list projects and for residents to comment/leave feedback for said projects.	Planning Process	http://www.courbanize.com/
Crowdbrite	A suite of tools for collaboration (e.g. online meetings), engagement (e.g. charrettes), and creation	Planning Process	http://www.crowdbrite.com/
DialogueApp	Solve policy challenges with input from citizens	Planning Process	http://www.dialogue-app.com/info/
EngagementHQ	Complete community engagement toolkit	Planning Process	http://engagementhq.com/
EngagingPlans	Create websites for your planning projects, including a tool for discussions.	Planning Process	http://urbaninteractivestudio.com/engaging-plans/
Granicus SpeakUp	Easy to use tools for citizen ideas and feedback	Planning Process	http://www.granicus.com/solutions/citizen-participation/
MetroQuest	Educate the public about your project through a series of fun and visual screens (e.g identifying and ranking priorities, rating scenarios/strategies, public comment)	Planning Process	http://metroquest.com/
MindMixer	Build better communities by involving people in the things they care about	Planning Process	https://rebrand.mysidewalk.com/
PlaceSpeak	Using geography, participants can find out about community consultations nearby and proponents can digitally connect and engage with people within specific boundaries	Planning Process	https://www.placespeak.com/
Recovers	Facilitates strategic, effective responses following local natural disasters	Planning Process	https://recovers.org/

Zilino	Host deliberative online forums and other types of well-designed, facilitated participatory processes.	Planning Process	http://beta.zilino.com/
	A scaleable, engaging way for large groups to generate and refine ideas	Brainstorming	http://www.codigital.com/
Codigital	Convene multiple stakeholders to decide together on a common agenda for change	Brainstorming	http://www.e-deliberation.com/
	A dynamic, holistic framework for stakeholder engagement, conflict resolution, and collective determination	Brainstorming	http://ethelodecisions.com/
Ethelo			
Loomio	Free, open-source software for anyone, anywhere to participate in decisions that affect them	Brainstorming	https://www.loomio.org/
Neighborland	A project ideation platform utilizing open ended questions to catalyze public brainstorming	Brainstorming	https://neighborland.com/
Stickyworld	A visual based forum platform	Brainstorming	https://cc.stickyworld.com/home
Community Almanac	A crowd-source wiki for people to share stories, local knowledge	Neighborhood Knowledge	http://www.communityalmanac.org/
	Social media for stuff that matters. A place where people are sharing perspectives and working toward common solutions		
Civic Commons		Neighborhood Chat	http://theciviccommons.com/
Front Porch Forum	A private social forum for neighbors to connect	Neighborhood Chat	http://frontporchforum.com/
NextDoor	A private social network for your neighborhood	Neighborhood Chat	https://nextdoor.com/
Our Common Space	Use this platform to share and connect with others in your community	Neighborhood Chat	https://www.ourcommonplace.com/info
	public consultation tool specifically focused on gathering insight about budgets	Prioritization/Setting Budgets	http://www.budgetsimulator.com/info
Budget Simulator			
CrowdGauge	A framework to gauge the values, priorities, and preferences of the crowd with a game	Prioritization/Setting Budgets	http://crowdgauge.org/

Citizen Budget	Online tool to involve residents in decision-making processes	Prioritization/Setting Budgets	http://www.citizenbudget.com/
Wejit	Creates a page for collaboration and community building for any topic	Prioritization/Setting Budgets	http://www.mywejit.com/were-moving-from-me-to-we
All Our Ideas	Wiki surveys + crowd-sourced data, backed by social data collection research	Surveys and Town Halls	http://allourideas.org/
Ask Them PPF	A free & open-source website for questions and answers with public figures	Surveys and Town Halls	http://www.askthem.io/splash
Cityzen	Facilitates social media and polling integration for your project	Surveys and Town Halls	http://cityzenpolls.com/
Crowd Hall	Easily host interactive town halls with your audience.	Surveys and Town Halls	https://crowdhall.com/
Open Town Hall	An online public comment platform for government	Surveys and Town Halls	http://www.opentownhall.com/
Poll Everywhere	Ask your audiences questions and view the responses in real time	Surveys and Town Halls	https://www.polleverywhere.com/
Textizen	Send, receive, and analyze questions via text messages so you reach the people you serve, with the technology already in their pocket	Surveys and Town Halls	https://www.textizen.com/
Community Remarks	Map based civic engagement tool for collaborative problem solving	Input via Maps	http://www.communityremarks.com/
Crowdmap	Make a web map to tell a story	Input via Maps	https://crowdmap.com/welcome
Shareabouts	Choose a template (e.g. street safety, participatory budgeting) and have your map up and running, ready to collect public input, in minute	Input via Maps	http://openplans.org/shareabouts
TellUs Toolkit	A cloud-based decision support system to help you engage stakeholders in a range of location based problems	Input via Maps	http://www.tellus-toolkit.com/
Tidepools	Re-skinable custom apps, time-based maps, and data feeds. A collaborative, mobile mapping, and social hub	Input via Maps	http://tidepools.co/

Engage your community by providing a platform to
map local assets, special places, or respond to place
based surveys

Vivid Maps **Input via Maps** <http://urbaninteractivestudio.com/>

Source: <http://blog.openplans.org/2014/12/21299/>

Technology and Technique Review

Tool/Technology	Website	Description
Visualization Tools		
Digital Storytelling	http://www.planningtool-exchange.org/tool/digital-storytelling	Digital storytelling is often used to collect oral histories on specific topics, places, or issues, though other projects are more open-ended. In a community planning process, digital storytelling can be an effective way of gathering and sharing information on what's important to community members and what makes a particular community unique. Individual or composite stories can be created to present and share the views of community members.
Lyons, CO Example	http://placematters.org/blog/2014/08/15/using-digital-storytelling-to-find-common-ground-in-lyons-co/	Used in response to a natural disaster that led to an affordable housing crisis. The engagement strategies decided on included a mix of "tech-y" and more traditional strategies, both of which have their benefits. When planning for a population where many have been displaced, digital strategies serve an important purpose. For instance, those that don't have the time or money to travel and go to a long meeting can still participate in the conversation. They also serve other populations; some might work non-standard hours and be unable to attend a meeting scheduled around traditional hours and still others may simply feel shy speaking up in a room full of people.
Victor, ID Example	https://www.orton.org/sites/default/files/resource/1901/%20Victor-CaseStudyFINAL.pdf	Evident that old timer vs. newcomer divide would need to be bridged in order to articulate a shared future.
		The Envision Victor project goals were to:
		<ul style="list-style-type: none"> • Identify, engage, and connect all segments of the Victor community, including newcomers and long-time residents, to get to know each other, describe and articulate the City's Heart & Soul, and enhance a sense of belonging in this place.
		<ul style="list-style-type: none"> • Enact a new model of planning and decision-making that is inclusive, values-based, and focused on engaging all of the City's residents.
		<ul style="list-style-type: none"> • Make land-use planning decisions that incorporate the visions and values of its citizens, incorporating past planning efforts, and using new technologies to look toward the future.
		<ul style="list-style-type: none"> • Strengthen the City's ability to integrate the ideas and values of its citizens into tangible products, such as a transportation plan, Capital Improvements plan, and Main Street plan.

Visualization Preference Surveys	Website	Description
Summary	http://www.planning.dot.gov/publicinvolvement/pi_documents/4c-g.asp	A visual preference survey is a technique that assists the community in determining which components of a plan or project environment contributes positively to a community's overall image or features. As the name implies, the technique is based on the development of one or more visual concepts of a proposed plan or project. Once the visual concepts are developed, they are used in a public forum or other specialized public gathering to provide the public with an opportunity to review, study, and comment on their preferences for the features depicted by the visual representations. Typical uses of visual preference surveys include helping the community define the preferences for architectural style, signs, building setbacks, landscaping, parking areas, size/scope of transportation facilities, surfaces finishes, and other design elements.
Yonkers, NY Example	http://www.surveygizmo.com/s3/1739778/lawrence-neighborhood	
Rule-Based 3-D Visualization		
CityEngine	http://www.esri.com/software/cityengine	Esri CityEngine improves urban planning, architecture, and design. Use its 3D visualization power to see the relationships of projects, assess their feasibility, and plan their implementation. CityEngine helps you make quality decisions that benefit your community for decades
Urban Canvas	http://www.synthicity.com/urbancanvas/	UrbanCanvas is a visualization and analysis tool that can inform design by facilitating early-stage prototyping with easy to use design tools, and intuitive, integrated analytics. It enables a broad set of users and stakeholders to engage in the planning and design process in its critical early stages and follow this through more detailed planning stages.

Visualization of transportation options, tradeoffs, and access	Website	Description
RPA Access to Jobs tool (with Conveyal)	http://fragile-success.rpa.org/maps/jobs.html	Leverage open data and open source tools to support transportation planning, public policy, and the social sciences.
	http://conveyal.com	Improve outcomes and communicate your multi-modal travel options with modern transportation demand management tools.
Transitmix, tool for iterative, real-time transit planning	http://www.transitmix.net	Plan bus routes in a fraction of the time.
		Sketch routes rapidly and see live cost calculations.
		Import routes via GTFS, edit visually, and export to GTFS.
		Overlay critical geospatial data such as population and jobs.
		Entirely web-based — share maps just by sending a link.
RideScout (iPhone/iPad)	http://www.ridescoutapp.com/	RideScout is a mobile app that helps you get from point A to point B faster and smarter. Available for iOS and Android, RideScout shows you real-time information about transportation options that are available right now. Download RideScout and get all transit, bus, bike, taxi, car share, ride-share, parking and walking directions in one view.
OpenBike	http://openbike.co/	OpenBike provides cyclists with more information about their bike routes. OpenBike collects information about bike routes on qualitative measures such as route safety, difficulty, and scenery from riders. In addition, the map shows bike accident and theft data from local agencies like the police and transportation departments. All the information is easily accessed on the map showing the areas to avoid and the secret routes you never knew. OpenBike is an interactive mapping platform that allows Front Range riders to view and provide meaningful feedback about the quality of a bike route in their community

Denver Code4Communities Hackathon		Open Bike is “Yelp” for bike routes. OpenBike collects information about bike routes on qualitative measures such as route safety, difficulty, and beauty to provide useful information to cyclists and government agencies. OpenBike is an interactive mapping platform that allows Front-Range bicycle riders to provide meaningful feedback about the quality of a bike route.
		OpenBike was first launched at the Colorado Code for Communities Hack-a-thon as part of Code for America. Originally named RadRoutes, OpenBike’s goal is to crowdsource discovery of the best bike routes for cyclists and provide useful information for route planning to governments. The team created a winning app for the event and has continued to build out the project since then with the help of a community of volunteers.
Equity, Access, and Long Term Planning		
HUD Location Affordability Portal	http://www.locationaffordability.info	The Location Affordability Portal provides estimates of household housing and transportation costs at the neighborhood level to help consumers, policymakers, and developers make more informed decisions about where to live, work, and invest.
Streetmix, interactive bi-section street design	http://www.streetmix.net/	Design, remix, and share your neighborhood street. Add trees or bike paths, widen sidewalks, or traffic lanes, learn how your decisions can impact your community. Interactive.

Aging in Place Tools	http://placematters.org/blog/2014/09/09/tools-for-aging-in-place/	One of the more pressing issues facing many communities is the changing needs of residents as they age. Driving becomes difficult, building design can be a burden, and the amenities seniors need can be very different than the needs of young families or singles. Lifetime Communities are places designed to take into account the changing needs of residents at all age levels. The challenge is that we don't have enough of these places in most parts of the U.S. PlaceMatters recently partnered with the Center for Aging at Indiana University to build the Lifetime Communities Tool, a survey that gauges current and prospective residents of Bloomington, IN on their lifestyle preferences while teaching them about the relationship between different aspects of the built environment and aging in place.
		The tool starts out by asking residents to choose a community type. Participants can explore community types to see what sorts of homes and transportation options fit within different community types. There's also lots of information tucked away about each type of community and home for those that want to dig deeper.
First + Final Mile Access to Transportation	http://www.walkscope.org/	WALKscope is a mobile tool developed by Walk-Denver and PlaceMatters for collecting data related to sidewalks, intersections, and pedestrian counts in the Denver metro area. This information will help create an inventory of pedestrian infrastructure, identify gaps, and build the case for improvements. Use the map to explore the data collected to date.
WALKscope		
	http://mobility.report	
	http://placematters.org/blog/2014/11/16/first-final-mile-connectivity-and-equitable-access-in-transportation/	

Idea Generation, Prioritization, and Communication	Website	Description
Brainstorm Anywhere, ideation and prioritization for multi-table meetings	http://brainstorm-place-matters.rhcloud.com	Collect thousands of ideas: Brainstorm Anywhere opens up the possibility to collect 1000's of ideas from many people in real time.
		Understand emerging themes: Have the tools to understand common themes and understand where consensus is emerging.
		Evaluate ideas:
		Use mobile phones or standard keypad polling to rank and rate ideas in large groups.
CrowdGauge, online prioritization and visualization tool	http://crowdgauge.org	An open-source framework for creating educational online games. It first asks users to rank a set of priorities, then demonstrates how a series of actions and policies might impact those priorities. The third part of the sequence gives users a limited number of coins, asking them to put that money towards the actions they support most.
Live Example	http://crowdgauge-duplicate.herokuapp.com	New River Valley, VA – Livability Initiative. Use of keypads to poll people
Keypad Polling, electronic polling	http://www.planningtool-exchange.org/tool/key-pad-polling	Keypad Polling is an electronic meeting support tool that allows users to respond to multiple choice questions using a wireless keypad. Cost \$110-\$1,000
UserVoice, ideation platform	https://www.uservoice.com/	UserVoice is a software-as-a-service provider of customer support tools that include:
		Feedback forums to understand the ideas users care about most.
		A support ticket system to track and respond to customer support requests.
		A knowledge base to answer common questions and help users find the information they need when they need it.
Field Papers, capturing data using paper maps	http://fieldpapers.org	Make yourself an atlas and print out anywhere in the world.
		Take it into the field and make your notes and observations.
		Capture your notes and upload pages you've photographed
Captricity, capturing data from hand-written surveys	http://captricity.com/	Moving to a paperless environment

Engaging Plans	http://urbaninteractive-studio.com/engaging-plans/	EngagingPlans helps local governments, elected officials, planning and engineering firms and non-profits educate, inform and learn from citizens and stakeholders. This one-stop hub forms the backbone of your project communications, keeping documents, events, news and FAQs clear and up-to-date in one accessible location.
		Whether you're visioning the future of your community, updating your comprehensive plan, improving regional transit or master planning a new town center, sharing progress and gathering public input are the foundation of a successful engagement strategy.
NationBuilder	http://nationbuilder.com/	Put people at the center.
		Learn. Starting with your email list, we'll match it to Facebook, Twitter, LinkedIn and Klout, so you can see faces and bios of everyone in your community right away.
		Listen. Your control panel will come alive with everything happening in your community in real time, even if it's on social media.
		Lead. Your website will no longer be constrained to a handful of content templates. Sure you'll get a blog, but you'll also get dozens of templates built to spur action, from events to donations.
MetroQuest	http://metroquest.com	Public involvement software, including blog for next generation of community engagement
Engagement Techniques		
Textizen, mobile phone polling -	https://textizen.com	Textizen's web platform sends, receives, and analyzes text messages so you can reach the people you serve with the technology already in their pocket, 24/7.
		Accessible to anyone: Over 90% of Americans have text. Open participation to people across demographics, no matter where they live.
		Input you can really use: Our SMS engine collects open and structured data, to inform any decision-making need.
		Activate once, connect forever: Send project updates, event reminders, or follow-up surveys to build a more informed, more connected constituency — one text at a time.

Public Coffee, mobile coffee truck engagement model	http://www.public-coffee.com	Public Coffee is on wheels in order to reach the entire city. Our plan is to visit various neighborhoods and encourage neighbors to enjoy their coffee together in the great outdoors. Public Coffee also wants to join forces with local groups and organizations so they can get their own projects up and running. This mobile shop provides a platform for more intentional face-to-face interaction all over Denver.
Book Download:	http://public-coffee.com/Public-Coffee.pdf	Many theories, conversations, programs, and events have contributed to creating Public Coffee's story. In the process of making our ideas a reality, we hit many theoretical and practical roadblocks as we were embarking on something with no similar model that could give us guidance. So we created a book! We encourage anyone with likeminded ideas to use and adapt these resources.
Tactical Urbanism and Pop-up Design		
Parklets, Park[ing] Day	http://parkingday.org/	PARK(ing) Day is an annual worldwide event where artists, designers and citizens transform metered parking spots into temporary public parks.
Placemaking	http://parkingday.org/	Placemaking is a quiet movement that inspires people to collectively reimagine and reinvent public spaces as the heart of every community. As both an overarching idea and a hands-on approach for improving a neighborhood, city, or region, Placemaking has the potential to be one of the most transformative ideas of this century. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.
Pop-up bike infrastructure	rethinkurban.com/2014/creative-change/3-steps-to-better-bike-lanes-right-now/	

Walk [Your City], Way-finding Signs	https://walkyourcity.org/	Walk [Your City] helps you boost your community's walkability, linking informational street signs for people with web-based campaign management and data collection to complement traditional approaches to wayfinding.
Crowdsourcing data tools and techniques		
WALKscope example	http://www.walkscope.org/	WALKscope is a mobile tool developed by Walk-Denver and PlaceMatters for collecting data related to sidewalks, intersections, and pedestrian counts in the Denver metro area. This information will help create an inventory of pedestrian infrastructure, identify gaps, and build the case for improvements. Use the map to explore the data collected to date.
LocalData, geospatial data capture tools	http://localdata.com	LocalData is a cloud-based mapping platform that helps cities and communities make data-driven decisions by capturing and visualizing street-level information in real time.
		Public sector and non-profit professionals use LocalData to quickly collect and map street-level qualitative and quantitative data. Design custom map-based surveys, manage data online and instantly visualize geospatial data without a data expert.
Github repository	https://github.com/Local-Data	GitHub is the largest code host on the planet with over 22.6 million repositories. Large or small, every repository comes with the same powerful tools. These tools are open to the community for public projects and secure for private projects.
The NCI Charrette System	http://www.charretteinstitute.org/	The NCI Charrette System™ is more than the charrette.
		It is a design-based, accelerated, collaborative project management system that spans the entire pre-construction period. It is a proven, flexible, three-step framework that can be customized for your project. The NCI Charrette System™ is used by public and private planners, designers, architects, developers and community activist to use for:
		☑Sustainable community and building design
		☑Regional and comprehensive planning
		☑Master planning
		☑Transportation/infrastructure planning
		☑Code/policy writing
		☑Development projects

Gaming:		
SimCity BuildIt (iPhone/iPad), city design		
MiniMetro, transit design	http://dinopoloclub.com/minimetro/	Mini Metro is an upcoming minimalistic subway layout game. Your small city starts with only three unconnected stations. Your task is to draw routes between the stations to connect them with subway lines. Everything but the line layout is handled automatically; trains run along the lines as quickly as they can, and the commuters decide which trains to board and where to make transfers.
		However the city is constantly growing, along with the transport needs of its population. How long can you keep the subway system running before it grinds to a halt?
Legos, simulating city design (pros/cons)	http://www.citylab.com/design/2013/02/imagine-playing-sim-city-real-life/4652/	Build cityscapes with Legos!

APPENDIX D

Annotated Bibliography

Annotated Bibliography

Austin, TX. (n.d.). Imagine Austin.

<https://www.austintexas.gov/department/imagine-austin>

The “Imagine Austin” website incorporates several methods for the public to engage with the government, including Facebook, Twitter and a blog. In addition, since no ethnic or demographic group represents the majority within the city, Austin uses Google Translate on its website in order to provide information in several languages.

Austin, TX. (n.d.). SpeakupAustin.

<https://austintexas.granicusideas.com/>

Austin offers “speakupaustin!,” an innovative community engagement portal in which residents are allowed to find information, share ideas and participate in discussions. Tabs for discussion, forums and ideas enable citizens to submit concerns and ideas for others to consider. Participants are able to vote on ideas thus allowing the city to prioritize issues. City staff and moderators monitor the site, acknowledge submittals and notify when action has been taken. In addition, surveys which address significant citizen concerns, such as the impact of SXSW on citizen’s livability, are available.

Beaverton, OR. (2014). Diversity, Equity and Inclusion Plan.

<http://www.beavertonoregon.gov/DocumentCenter/View/8942>

This plan addresses ethnic diversity and eliminating the barriers that exist specifically for communities of color, immigrants and refugees in Beaverton, OR. This plan was prepared in response to a dramatic shift in demographics in Beaverton, data that indicates institutional barriers are present that hinder the success of certain sectors of their community and the need to focus on cultural inclusion in order to incorporate underrepresented and underserved populations. Language access, individual and family support, public safety, economic opportunity, infrastructure and livability, health and wellness and city practices are among the issues considered. Goals and actions are recommended to ensure the Plan’s success.

■ Initiatives Under the Diversity, Equity and Inclusion Plan

- **Neighborhood Program.**

<http://www.beavertonoregon.gov/index.aspx?NID=396>

Program services encourage and support the involvement of all citizens in local government by educating citizens in public participation processes, promote neighborhood identity, and provide a forum for public citizen engagement. Beaverton has eleven neighborhood Association Committees (NACs) that are divided by geographical boundaries, similar to Washington County’s CPOs.

NAC's meet to share ideas and issues and work on projects that improve neighborhoods.

- **Beaverton Committee for Community Involvement.**
<http://www.beavertonoregon.gov/index.aspx?nid=277>
Duties of BCCI include: monitor and evaluate citizen involvement programs that the City Council may adopt and publicize, recommend programs for promoting citizen involvement in City government to the City Council, the Planning Commission, and planning staff and report to the City Council on a regular basis through written reports and minutes or attendance at City Council meetings.
- **Beaverton Cultural Inclusion Program.**
<http://www.beavertonoregon.gov/index.aspx?nid=1217>. The Cultural Inclusion Program (CIP) exists as a bridge between city government and historically underrepresented and underserved communities of color to promote racial equity. The program seeks to address racial disparities by building strategic partnerships to support greater engagement of these communities in city policy, leadership, and initiatives. It also drives internal racial equity work to ensure the city becomes a more welcoming, representative and responsive space for all communities to engage.
- **Beaverton Diversity Advisory Board.**
<http://www.beavertonoregon.gov/index.aspx?nid=1318>
The Board exists to advise the Mayor and City Council on equity and inclusion strategies that strengthen connections among diverse communities living in Beaverton and with the city government. The board is composed of 13 members who are appointed for three year terms. The Diversity Advisory Board (DAB) will be piloting the first ever “Beaverton Night Market” on September 12, 2015. The purpose of this program is to create a regular seasonal night market that fosters cross-cultural exchange, creates economic opportunity for emerging ethnic food and craft vendors, and showcases cultural traditions.
- **Beaverton Organizing and Leadership Development (BOLD) Program.**
<http://www.beavertonoregon.gov/DocumentCenter/View/8982>
BOLD is a key strategy of Beaverton's Cultural Inclusion Program. The City of Beaverton partners with the Center for Intercultural Organizing (CIO) to train approximately 20 leaders from immigrant and refugee populations.
- **Leadership Beaverton.** A program of the Beaverton Area Chamber of Commerce with the City of Beaverton serving as a sponsor, its mission is “to engage a diverse network of citizens and business leaders that are inspired and empowered through education and awareness to take action to improve their communities.”

Cufaude, J. (2005). The art of facilitative leadership: Maximizing others' contributions. *Systems Thinker*, Vol. 15:10. <http://partnersinperformance.us/wp-content/uploads/2015/06/The-Art-of-Facilitative-Leadership.pdf>

In this article Cufaude, a former higher education administrator and nonprofit association executive, discusses the spirit of facilitative leadership and its importance in making connections and helping others to make meaning out of their work. Facilitative leadership is important to issues of civic engagement as it allows for the full leverage of all talents, including those that are often underrepresented within a community. Cufaude illustrates how facilitative leaders are able to provide direction without taking the lead and thus promote participative engagement. By actively listening and encouraging others to share their viewpoints and gifts, a partnership based in trust is developed.

Christiansen, G., Stitely, A. and Hoyt, L. (2010). Strengthening local economies and civic life: the untapped power of small businesses *MIT Community Innovators Lab*. https://colab.mit.edu/sites/default/files/Strengthening_Local_Economies_and_Civic_Life.pdf

This guide illustrates the importance of considering the effect small businesses have on local economies as well as and civic development. Based on a literature review and interviews of sixteen small businesses in Camden, NJ, the authors share the understanding they gain regarding the role of small businesses in communities, including their ability to leverage their capacity to strengthen local economies and public life as well the obstacles small business owners face. The purpose of the authors is to encourage planners, policy-makers, and city administrators to consider the ideas and stories presented and then apply them to their own cities. In addition, they offer steps that can be taken to engage small businesses such as mapping to identify clusters and corridors, interview small business owners to identify concerns and ideas, build networks based on responses, and look for opportunities for collective action.

Coleman, S. and Gotze, J. (2001) *Bowling Together: Online Public Engagement in Policy Deliberation*. London: Hansard Society.

Coleman and Gotze employ theoretical and empirical approaches to analyze the technological capabilities of the Internet to develop models and tools for public participation. They reflect on the challenges involved in citizen participation, as well as the reticence often seen in officials and politicians regarding such engagement. They examine and assess the different technologies available via the Internet which could be used for public engagement and policy deliberation. In addition, the experiences a number of other countries incur with online participation and the deliberation and preparation of public policies are provided.

Committee for a Better New Orleans. (2011). *A Comparison of Outstanding Citizen Participation Programs with the New Orleans CCP Model.*

<https://nolacpp.files.wordpress.com/2010/11/white-paper-comparison-of-nolacpp-model-to-other-cities.pdf>

This paper examines Citizen Participation Programs (CPP) in cities across the United States to assist the citizens of New Orleans determine what a successful participation structure is and how it can work. Regardless of obvious differences in geographic locations culture and economies, certain features are common to all successful programs. Birmingham, AL, Atlanta, GA and Portland, OR are among the cities studied and all of these programs utilize both a district level and a neighborhood level structure to ensure effective communication between citizens and city government.

Dukeshire, S. and Thurlow, J. (2002). *Challenges and Barriers to Community Participation in Policy Development.* Rural Communities Impacting Policy Project. ISBN 0-9780913-2-9. <http://www.ruralnovascotia.ca/documents/policy/challenges%20and%20barriers.pdf>

Dukeshire and Thurlow contend that identifying, understanding, anticipating barriers that may stand in the way of community involvement is important when organizing and involving communities in policy activity. This paper outlines some of the more common barriers and challenges as perceived by rural communities and government. For example, their study suggests that rural communities may view the unwanted attention public participation brings to citizens as a barrier that discourages their involvement. By understanding such barriers and challenges the government can respond to and recognize the priorities of rural communities and offer alternatives such as digital engagement processes that allow for anonymity.

Feldmann, D. (2014). *Inspiring the Next Generation Workforce: The 2014 Millennial Impact Report.* http://cdn.trustedpartner.com/docs/library/AchieveMCON2013/MIR_2014

Feldmann's research team gathered information regarding what motivates Millennials to become involved in community activities. By distributing surveys through five corporate research partners, as well as providing surveys to respondents from more than 300 companies and organizations in the United States, the team sought to determine how Millennials became engaged and participated in public participation. Their findings indicate that Millennials are not necessarily concerned with receiving recognition for working for a cause and "doing good." Instead, they are more concerned with making a tangible difference through their workplace and thus gaining greater job satisfaction. In addition, because they were born into a digital world they are open to different forms of engagement, especially through the use of technology.

Fernandez, S. and Rainey, H. (2006, March/April). Managing Successful Organizational Change in the Public Sector. *Public Administration Review*, 168-176.

By conducting a literature review on organizational culture change in the public sector, Fernandez and Rainey found significant similarities among the models and frameworks for organizational change that they reviewed. Fernandez and Rainey identified eight factors that deserve special attention: ensure the need, provide a plan, build internal support for change and overcome resistance, ensure top-management support and commitment, build external support, provide resources, institutionalize change and pursue comprehensive change.

Fox, S. and Rainie, L. (2014). *The web at 25 in the U.S." Numbers, Facts and Trends Shaping the World.* Pew Research Center. http://www.pewinternet.org/files/2014/02/PIP_25th-anniversary-of-the-Web_022714_pdf.pdf

This report gives a review of how rapidly the Internet has penetrated our lives and impacted our relationships. In addition, the report explores current trends such as privacy, cybersecurity, and net neutrality. Economic change is also explored as digital tools are becoming faster and cheaper. The authors conclude by considering whether Americans feel that increased accessibility to digital information has helped them be better informed and thus assisted them to make better decisions.

Gagnier, C.M. (2008). Democracy 2.0: Millennial-generated change to American governance." *National Civic Review*, 97 (Fall), pp. 32-36. <http://web.b.ebscohost.com.proxy.lib.pdx.edu/ehost/pdfviewer/pdfviewer?sid=11dd094c-a54a-4fc6-bc28-1ccf5d65ea39%40sessionmgr114&vid=1&hid=115>

Gagnier, senior vice president of policy and strategic communications at Mobilize.org, a millennial-led organization that promotes participation by Millennials to assist in developing solutions to social problems, brings attention to the importance of ensuring Millennials are involved in building democracy and promoting good governance. The author reviews the take-aways from the 2010 Democracy 2.0 Summit and considers the characteristics and perceptions of Millennials in order to determine their strengths and weaknesses in public participation. Democracy 2.0 was unable to develop specific action measures or a roadmap that leads to concrete solutions of today's problems; however, the ability of this generation to capitalize upon its knowledge and affinity for technology and social networking was identified as a powerful tool for building democracy.

Gainouse, J. and Martens, A.M. (2011). The effectiveness of civic education: Are 'good' teachers actually good for 'all' students? *American Politics Research* XX(X): 1-35.

J. Gainouse, professor of political science at the University of Louisville, and A. M Martens explore the effectiveness of civics education in the classroom. The authors

utilize surveys to determine if such an education affects the likelihood of students to pursue citizen engagement such as political activity and increased voter participation. In addition, Gainouse and Martens recognize that not all classrooms are created equal and thus explore which students gain the most “democratic capacity” from civics education and how instructional methods and home environments influence its impact.

Gilman, H.R. and Stokes, E. (2014). The civic and political participation of millennials. *Millennials Rising*, @newamerica
http://www.newamerica.org/downloads/The_Civic_and_Political_Participation_of_Millennials.pdf

Gilman, a Civic Innovation Fellow at New America, and Stokes, a former fellow with the Roosevelt Campus Network, propose that policymakers must find ways to engage Millennials in democratic institutions and processes if they want to connect with this potentially powerful force. The authors contend that Millennials constitute a large portion of the population and believe in the potential for government to help with social issues; however, like many Americans, they also lack confidence in the government’s ability to function. Therefore, the authors provide a study of current trends in Millennial engagement, including their propensity to volunteer and to use social media over face-to-face interaction, to develop opportunities for greater political participation from this important population.

Leighninger, M. (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.

Leighninger contends that government is undergoing a dramatic shift as educated, yet skeptical, citizens are able to hinder the decision-making process. In addition, public officials and other leaders often face confrontation and a lack of resources as they face challenges with public policy important issues. Therefore, communities are looking for new ways for people and public servants to work together and this book uses stories of innovative approaches to deliberative democracy and the promotion of ongoing community participation.

Leighninger, M. and Mann, B. (n.d.) *Planning for Stronger Local Democracy*.
<http://www.nlc.org/find-city-solutions/city-solutions-and-applied-research/governance-and-civic-engagement/democratic-governance-and-civic-engagement/planning-for-stronger-local-democracy>

Planning for a Stronger Local Democracy serves as a guide for assisting public servants and local leaders engage the public in problem-solving and decision-making processes. To lay a solid foundation for involvement, the authors offer tools to determine what processes are already in place and to assess their effectiveness, and thus to determine the strengths and weaknesses of local governments.

Leighninger and Mann encourage leaders to take inventory of civic assets, consider the spectrum of civic engagement, review the diversity of the population and recognize its benefits, and to provide engagement skills training as approaches for building a stronger democracy. Examples of cities utilizing such approaches are provided (including Portland, OR), and steps for implementing approaches are recommended.

Leistner, P.R. (2013). *The Dynamics of Creating Strong Democracy in Portland, Oregon – 1974 to 2013*. Doctoral Dissertation, Portland State University.

Paul Leister is currently the Neighborhood Community Coordinator for the Office of Neighborhood Involvement in Portland, OR. In his dissertation, Leistner contends that communities that want to participate in community governance, and on a larger scale in participatory democracy, must develop a strategy that addresses three goals: involve more people in civic life, create community capacity to organize and to be involved in local decision-making, and improve the ability and increase the willingness of city leaders and staff to work in partnership with communities. Leistner also contends that such involvement should not only include traditional geographic-based communities, but alternatives such as shared identity.

Metro. (2015). Data 2013 to 2015 Opt-In survey respondent demographics.

National Assessment Governing Board. (2006). *Civics framework for the 2006 national assessment of educational progress*. U.S. Department of Education.

National League of Cities. (2013). *Supporting entrepreneurs and small businesses*. <http://www.nlc.org/find-city-solutions/city-solutions-and-applied-research/economic-development/small-business-and-entrepreneurship/supporting-entrepreneurs-and-small-business>

This tool kit was developed by the National League of Cities to provide city leaders with ideas for strengthening local democracy by cultivating a transparent and inclusive culture. Emphasis is also placed on shared responsibilities and mutual accountability in decision-making and problem-solving. Tools include key questions that helps assess the strengths and weaknesses of the citizen-government relationship in cities, models of innovative practices of city leaders, their staff and democratic governance practitioners from around the country and a guide that lays out a collaborative process for constructing a better framework for public engagement.

Oregon Secretary of State. (2014). *Voter registration by county*. <http://sos.oregon.gov/elections/Documents/registration/dec14.pdf>

This document provides the number of voters registered in each county. The document also indicates party affiliation.

OSU Extension. (2014). *CPO Handbook*. http://extension.oregonstate.edu/washington/sites/default/files/wccpoprogramhandbook2014_0.pdf

OSU prepared this handbook for Washington County to serve as a guide for effective leadership of the County's Citizen Participation Organizations (CPOs). The handbook is comprehensive and includes many traditionally-acknowledged best practices. The focus is more on formal processes and less on innovative practices.

Porras, K.A. (2014). *A look at leadership development programs in Oregon*. Meyer Memorial Trust. <http://www.mmt.org/sites/default/files/MMT%20Catalog%202014.pdf>

Meyers Memorial Trust Oregon Fellow, K.A. Porras, conducted an environmental scan of Oregon's leadership development landscape and produced this catalogue of 25 programs offered in the Oregon. The report reviews trends and opportunities for promoting sustained leadership growth within the state and focuses on those programs which develop leaders in nonprofits and public service.

Portland, OR. (n.d.) Portland Office of Neighborhood Involvement. <http://www.portlandoregon.gov/oni/28381>

The Portland Office of Neighborhood Involvement (ONI) offers a large range of services and programs to promote neighborhood livability through citizen involvement. ONI's Community Neighborhood Involvement Center is guided by a five-year plan to increase community involvement. The plan's three guiding goals include "increasing the number and diversity of people involved in their communities, strengthening community capacity and increasing community impact on public decisions." In addition, representing all populations is stressed and programs that promote the inclusion of those who are disabled as well as youth, minorities, refugees and immigrants.

Portnoy, K. and Berry, J. (1997). Mobilizing minority communities: social capital and participation in urban neighborhoods. *American Behavioral Scientist*, Vol. 40, No. 5: 632-644. http://isites.harvard.edu/fs/docs/icb.topic980025.files/Wk%206_Oct%207th/Portney%20and%20Berry_1997_Participation%20in%20Urban%20Neighborhoods.pdf

Similarly to Robert Putnam, Portney and Berry are concerned with America's disengagement from civic life. The authors study the involvement of communities of color as they are often underrepresented in conversations about social engagement, yet represent an important part of our communities. Portney and Berry look American cities, especially neighborhoods since that is where trust in community is normally developed. The authors contend that as a neighborhood's population increases, so does civic participation through neighborhood associations as these are seen as safe places for engagement.

Putnam, R., Feldstein, L. & Cohen, D. (2003). *Better Together: Restoring the American Community*. New York, NY: Simon & Schuster.

As opposed to Robert Putnam's highly acclaimed book *Bowling Alone* in which he contends people are choosing individual pursuits over group activities thus resulting in the disintegration of society, in *Better Together* Putnam, Feldstein and Cohen tell the inspiring stories of people who are attempting reverse this trend by bringing communities together or building bridges to others. In addition, the authors explore the strength of group size and contend smaller groups tend to promote trust while larger groups have the ability to gain power through mass.

Roanoke, Virginia. (n.d.) Roanoke Neighborhood Partnership/Roanoke Office of Neighborhood Services. <http://www.roanokeva.gov/85256a8d0062af37/vwContentByKey/N253NHWM292SNIEEN>

The website for the Roanoke Office of Neighborhood Services provides links to numerous services, promoting neighborhood partnerships. Programs that offer leadership development and neighborhood grants help empower citizens by providing them with resources and tools for meaningful involvement.

Rucker, D.G. and Whalen, P.F. (2012). Online public participation platforms and applications. *Wise Economy Workshop & New World Public Engagement*. <http://wiseeconomy.com/wp-content/uploads/2012/11/Online-Engagement-Platforms-White-Paper-WEW-NWPE-11-09-12.pdf>

This white paper provides an overview of some of the online platforms and services available for promoting local public participation. The authors point out that new providers come into existence on a regular basis and existing services are constantly changing and updating. Rucker and Whalen also offer that providers are in various stages of development and offer different levels of capacity and stability. Among the platforms summarized are MindMixer, Urban Interactive Studio (including Engaging Plans and Common Sights), Delib (applications include CitizenSpace, Budget Simulator and Dialog App), Crowdbrite, Change by Us, IdeaScale, PlaceSpeak, Open Town Hall, Citizen Participation Suite by Ganicus and MetroQuest.

Saint Johns County, Florida. (n.d.). *Neighborhood Association Bill of Rights*. <http://www.sjcfl.us/NBR/>

To enhance the efforts Saint Johns County makes for citizen participation, the County's government provides its citizens with a Neighborhood Bill of Rights. The Bill of Rights is an ordinance passed by the Board of County Commissioners and its purpose is to encourage citizen participation by giving neighborhoods and homeowner associations more notification, increasing accessibility to information and guaranteeing the right to participate in matters of concern to them.

Schneekloth, L. and Shibley, R. (1995). *Placemaking: The Art and Practice of Building Communities*. New York: Wiley.

Schneekloth and Shibley focus on the power of placemaking as an approach to creating stronger communities and use stories from Roanoke, VA to illustrate how this inclusive practice can change how people view the places where they live and encourage their involvement in neighborhood improvement. The authors discuss practices such as creating a “dialogic space,” “the dialectic of confirmation and interrogation,” and “framing action” to reinvigorate and improve livability in neighborhoods. By providing a structure for involvement that is easily understood and accessible to citizens, local governments can assist citizens to take action on their own behalf.

Silverman, M., Taylor, H. and Crawford, C. (2008). The role of citizen participation and action research principles in main street revitalization. *Action Research*, 6(1): 69-93.

Silverman, Taylor and Crawford take a look at the Village of Depew, a Buffalo, NY neighborhood, to examine the possibility of using various tools and techniques to encourage citizen participation in neighborhood revitalization. More importantly for this report, the authors discuss the role of university-based consultants in the local planning process.

Sirianni, Carmen. (2009). *Investing in Democracy: Engaging Citizens in Collaborative Governance*. The Brookings Institution: Washington, D.C.

According to Sirianni, the health of democracy in America depends on the willingness and ability of citizens and stakeholders to work together. Nonetheless, the government often puts obstacles in the way of civic engagement. Sirianni looks at three success stories: Seattle, WA, Hampton, VA and efforts to develop civic environmentalism at the EPA to illustrate how policymakers are overcoming these obstacles so they can become partners in collaborative problem solving. In addition, Sirianni offers principles that characterize effective governance and provides recommendations for federal policy.

Smith, A. (2010). *Technology trends among people of color*. *Internet, Science & Tech*. Pew Research Center. <http://www.pewinternet.org/2010/09/17/technology-trends-among-people-of-color/>.

Pew Internet Project Senior Research Specialist Aaron Smith analyzes current trends in the use of technology by minorities and offers that while there are some key differences, use of the Internet and technology is more representative of the diversity of the population, Internet and technology is becoming more mobile with the use of smart phones, especially among blacks and Latinos, and minority Internet users use social media more often and have a different attitude toward it than

white users. With regard to public participation, these trends are important as this study indicates minority Americans tend to use social technologies to share information and become involved through this type of outreach.

Spokane, WA. (n.d.). Building the City of Choice. <https://my.spokanecity.org/>

Spokane has recently been designated an All-America City as recognition for their community work with youth engagement and educational support. A major component for providing opportunities for such award-winning engagement is the use of various technologies, including a comprehensive website and Telephone Town Hall Technology. Because the technologies are easy to use and readily accessible, Spokane has been able to increase its community outreach and promote citizen engagement. Spokane's comprehensive website informs citizens of the city's various services and promotes government accountability by providing goals and performance measures. The website also moves beyond simply informing citizens by promoting their participation in various city activities. For example, "MySpokaneBudget" shares the city's suggested budget and gives citizens the opportunity to build, share and submit their own city budget. Spokane has also promoted further citizen engagement in the budgeting process by using Telephone Town Hall Technology, thus inviting citizens to attend and participate in meetings without leaving their homes.

State of Oregon. (n.d.) *Civics toolkit*. Secretary of State.
<http://sos.oregon.gov/elections/Pages/toolkit.aspx>

An Oregon-centric civics education is provided by the Oregon Secretary of State to increase citizens' knowledge of the voting process in the state. This toolkit targets students ages 17-24, thus reaching out to a younger population and preparing them for more meaningful citizenship in the future. The website includes ten lessons, including background information and student exercises.

Washington County, OR (1995) *Citizen Involvement Task Force* (MO 95-271).
http://www.co.washington.or.us/CPO/upload/CPO-background-summary-9-09-_final_2.pdf

MO 95-271 is included as an attachment to a document titled "Washington County Citizen Participation Organizations September 2009" which provides a summary of the history and activities of Washington County's CPO programs. MO 95-271 provides recommendations and strategies for the County regarding civic involvement activities.

Washington County, OR (2014). *Public Involvement Guidelines for Transportation Planning, Programs and Projects*.

<http://www.co.washington.or.us/LUT/TransportationServices/upload/LUT-Public-Involvement-Guidelines-for-Transportation-complete-adopted-version-R-O-14-115.pdf>

The purpose of this guide is to describe the means and opportunities for public involvement in Land Use and Transportation (LUT) planning efforts, projects and programs, and provide public information and involvement tools. The guide provides a comprehensive summary of the approaches taken by the State of Oregon and Washington County regarding public involvement as well as Oregon Public Meetings Law and an overview of transportation funding. The appendices include tools for articulating and assessing purpose and public involvement. Of special note is Appendix D: Toolkit of Public Involvement Tools and Techniques which includes a menu of innovative communication and community participation tools.

Washington County, OR (1986). *Resolution and Order No. 86-58*. <http://www.co.washington.or.us/lut/divisions/longrangeplanning/upload/rnrp-appendixc.pdf>

This Resolution and Order adopts the citizen participation policy for Washington County and provides for its implementation. Attached is the Citizen Participation in Washington County, WA – Policy and Implementation which includes sections regarding the commitment of the government and criteria and vehicles for citizen participation. Also included is a summary of the role of the Community Resource Development Program.

