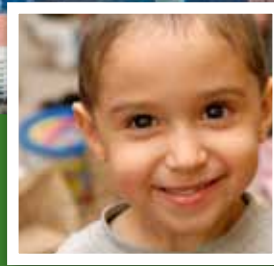


GOLDEN GOVERNANCE:

BUILDING EFFECTIVE PUBLIC ENGAGEMENT IN CALIFORNIA



National Conference on Citizenship
Chartered by Congress



ABOUT THE PARTNERS

CALIFORNIA FORWARD

The nonprofit, nonpartisan California Forward was launched in 2008, after five foundations realized the only way to tackle the state government dysfunction was to create an organization to help reshape the future of the state by fundamentally changing the way government operates. Our mission is to work with Californians to help create a “smart” government— one that’s small enough to listen, big enough to tackle real problems, smart enough to spend our money wisely in good times and bad, and honest enough to be held accountable for results.

CENTER FOR INDIVIDUAL AND INSTITUTIONAL RENEWAL

CIIR will serve as a catalyst to help individuals change the way they think about their public sector institutions and help the institutions to be better able to meet the challenges of the 21st Century.

The goal of CIIR is to facilitate, in a meaningful way, one or more pilot projects, which can re-focus public sector institutions on service to the public responsively and effectively, creating independence and a sense of community for those they serve.

DAVENPORT INSTITUTE FOR PUBLIC ENGAGEMENT AND CIVIC LEADERSHIP

The Davenport Institute for Public Engagement and Civic Leadership, based at Pepperdine University’s School of Public Policy, supports and promotes civic participation in local policy-making as a way of forming better policy and better citizens. To this end we consult with and train municipal and civic leaders as they seek to engage their residents in difficult public problem solving. In an era of increasingly complex policy-making, we view public engagement as a vital civic leadership skill – one that requires both a knowledge of processes and a renewed regard for the public as prospective partners in resolving public challenges.

NATIONAL CONFERENCE ON CITIZENSHIP

At the National Conference on Citizenship (NCoC), we believe everyone has the power to make a difference in how their community and country thrive.

We are a dynamic, non-partisan nonprofit working at the forefront of our nation’s civic life. We continuously explore what shapes today’s citizenry, define the evolving role of the individual in our democracy, and uncover ways to motivate greater participation. Through our events, research and reports, NCoC expands our nation’s contemporary understanding of what it means to be a citizen. We seek new ideas and approaches for creating greater civic health and vitality throughout the United States.

We would like to thank the following individuals who generously gave of their time, through a series of interviews, to share their insights and experiences. Their contributions were instrumental to shaping the content of this report:

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Richard Raya, California Forward

Fred Silva, California Forward

Steve Weiner, Common Sense California



A 21ST CENTURY VISION FOR PUBLIC ENGAGEMENT

The current financial crisis presents a golden opportunity to rethink and restructure governance in California. Given the fact that there are now (and will be in the foreseeable future) fewer financial resources available to government agencies, *everyone must do more with less.*

Opportunities now exist to call upon individuals to reconsider their role in their own governance and to move them from passive consumers to empowered actors. This movement has great potential to build stronger communities and redefine the relationship between citizens and their government. Engaging citizens in public policy deliberations and public service delivery can increase productivity while reducing costs.

In short, government in the 21st Century is not here to tell us what to do, but rather to serve as our partner to help achieve our common goals. The 21st Century public sector leader should act as a convener, catalyst and facilitator of structured discussions in order to solve public problems.

This new approach presents new opportunities, as well as significant changes to the current role of local government. As such, it is incumbent upon local leaders and elected officials to understand the role they must play in advancing effective public engagement. In the end, this fundamental shift will increase the skills and civic capacity of the general population in ways that make for a true public/private partnership – one that is deeply fulfilling, meaningful, and effective for all participants.

On Behalf of Report Partners: California Forward, Center for Individual and Institutional Renewal, Davenport Institute and the National Conference on Citizenship



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FROM THE BEACH TO THE BALLFIELD: THE CITIZEN RETURNS

While the focus of our report will be California, we begin our discussion about the significant changes occurring in local governance by shifting our attention from our beautiful beaches to those 5,000 miles south and west in Hawaii...

The sun-washed Polihale State Beach Park in Kauai seems an unlikely place to see the changing face of governance, but there we catch a glimpse of the new relationship forming between governments and citizens – one that is more participatory and inclusive. While formally a Hawaiian State Park, Polihale's main feature is a 12-mile strip of beach, which sits just below the Na Pali cliffs in the southwestern portion of the island. Its remoteness and terrific surfing waves have made it a popular tourist spot.

When a tropical storm blew through the island in December 2008, it washed out most of the two-mile road that snakes from the park's entrance, through some old sugar cane fields to the magnificent beach, which included a couple of bridges and other facilities. Within a few weeks, the state's Department of Land and Natural Resources (DLNR) sent out a team of engineers to assess the damage and devise a solution.

By February, the DLNR was ready to return to Polihale and conduct an information meeting to discuss next steps with the community. Officials from the Department announced that reconstruction would cost \$4 million and take more than a year to complete. Even this estimate seemed optimistic, given the state's cash-strapped condition. Local resident and surfer Bruce Pleas, who attended the meeting, worried, "The way they are cutting funds, we felt like they'd never get the money to fix it."

While community residents – including many who depend on the park for their livelihood – sat bewildered by the news, DLNR representatives hoped they could shave a few months off the forecasted timeline with monies from a proposed Recreational Renaissance Fund, which sat in the State Legislature. Community members could "participate" by calling their elected representatives to demand they pass the measure. As DLNR's chairperson Laura Thielen noted at the time: "We are asking for the public's patience and cooperation to help protect the park's resources during this closure, and for their support of the 'Recreational Renaissance' so we can better serve them and better care for these important places."

The government's response was typical of many large institutions – public, private, nonprofit – facing a crisis: to look in (at internal resources), or to look up (to higher levels within the organization for financial or logistical support). Citizens become a "mass" to be lobbied in order to pass spending measures. However, as revenue-challenged governments seek to deliver consistent levels of service, many are recognizing the importance of looking out (to citizens and civic organizations) for support. This is what the DLNR missed. To put it mildly, the DLNR's approach did not sit well with residents. As Ivan Slack, co-owner of Na Pali Kayaks, which promotes tours of the coastline, put it: "If the park is not open, it would be extreme for us to say the least. Bankruptcy would be imminent."

So it was Slack who led a group of his fellow residents to compose their own plan to open the park earlier. The DLNR's initial review suggested this was no simple beach cleanup, but rather a significant construction project that included bridge building, road grading and reconstruction of bathroom facilities. In response, area restaurants supplied food, and nearby Martin Steel donated about \$100,000 worth of steel. Along with hundreds of volunteer work hours, the project – again, originally forecast to take nearly a year to complete – was finished within three weeks.



As Troy Martin of Martin Steel described it: “We shouldn’t have to do this, but when it gets to a state level, it just gets so bureaucratic; something that took us eight days would have taken them years. So we got together – the community – and we got it done.” It would be easy to dismiss this story (or even appreciate it) as anomalous, but those who work with local governments know that it is a window through which one can see a new relationship developing between stressed local governments and citizens.

ON THE DIAMOND...

Closer to home, the University of California, Berkeley’s baseball program also faced a dire fate. After a 118-year history at the school, the program was slated for termination at the conclusion of their spring 2011 season due to statewide budget cuts.

Within months of the announcement, team coaches, current and former players, and interested community members worked through the Cal Baseball Foundation to present a plan to school administrators under which the team would cover its own \$1 million annual budget. Facing near-term extinction, the team’s head coach, David Esquer, told the *Wall Street Journal*, “We have to try to be creative.”¹

From offering naming rights to the baseball field, to Cal players cold-calling potential donors, to proposing exhibition games with the San Francisco Giants, the team was able to raise nearly \$10 million in six months. By May, Chancellor Robert Birgenau took the team off the chopping block. And by June, the team had concluded one of its most successful seasons on the diamond, reaching the College World Series.

Cal’s Athletic Director, Sandy Barbour, noted this collaboration, much like the Kauai story, between community and institution is a sign of more to come: “I absolutely think that in this new financial reality for higher education, we will need to look more to philanthropy and business development.”

Former Cal player (now Detroit Tigers outfielder) Brennan Boesch noted that, in the end, the decision to cut the Cal baseball program did not belong to the university, but to the community: “If you have enough people that are passionate enough, you can take power away from the university and put it in the hands of people that care more about the program.”

From beaches to ballfields, government agencies are working with residents in new ways to make decisions and provide services. For municipal and civic leaders, this shift necessitates a new view of their own role and that of the people they serve.



THE OLD MODELS OF PUBLIC ENGAGEMENT: MUNICIPAL AND CIVIC

The late senator and political scientist Daniel Patrick Moynihan is purported to have quipped, “Citizen engagement is the device whereby public sector officials induce non-public individuals to act in a way the public officials desire.” Reading the quotation brings a wry smile to those who have felt “engaged” by their governing institutions in ways that seem more manipulative than inclusive. It recalls the words of an anonymous federal official who noted that his agency’s public engagement efforts follow the “Three I’s Principle: Involve, Inform, Ignore.”

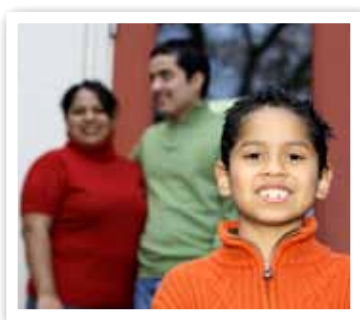
A Quick Historical Overview: Citizen/Government Relations

Time Period	Governmental Form	Public Involvement
Early History	Town Hall	Community Minded/Involved
1800’s to 1930’s	Political Bosses	Controlled by Bosses
1940’s, 50’s, 60’s	City Fathers	Passive Acceptance
1970’s to Recent	Vending Machine	Customer
Recent to Future	Community as Partner	Citizen Accountability

For their part, non-governmental organizations (NGOs) should not feel smug about their ostensible public status. In their 2009 report, “The Organization-First Approach,” the Harwood Institute for Public Innovation uncovered a near-pervasive distrust of the public by leaders of civic organizations. One leader of a healthcare nonprofit interviewed for the study declared, “We don’t really even ask if our programs are right for a community. Instead, we ask, ‘Where do we think we can get our programs adopted?’” Another said flatly, “We know what works. The challenge is convincing the community what works.” The report left Kettering Foundation President David Mathews to conclude, “People who have a democratic bent don’t want to be informed, organized, or assisted as much as they want to shape their own lives... Unfortunately, they have had difficulties finding organizations that understand this agenda.”

Part of this disconnect between organizations and constituents occurs when NGOs centralize decision-making and standardize service-delivery processes. This dynamic has been described most thoroughly by political scientist Robert Putnam. In his best-seller, *Bowling Alone*, Putnam names these NGOs “tertiary associations,” noting that these “new organizations are sufficiently different from classic ‘secondary associations’ that we need to invent a new label.” Participation in these “tertiary” groups does not demand direct involvement in local problem solving. As Putnam notes, “the only act of membership consists in writing a check for dues or perhaps occasionally reading a newsletter.”

This concept of government and nonprofit institutions as experts while the citizens are simply uninformed consumers is precisely the old model of governance. This model cannot be sustained as communities gain access to increasing amounts of information and tools of empowerment. Throughout the country, but particularly in California, there are signs that this is changing.



WHY NOW? WHY CALIFORNIA?

For years, a diverse group of government officials, civic leaders, academics and communications professionals have extolled the virtues of public engagement. In its early stages, these practices were promoted as good government and important platforms for re-igniting democracy in response to a disengaged public. But there is a “new normal” of decreasing municipal (and nonprofit) revenues and increasing expenditure obligations. By virtue of this dynamic, teamed with a public who can easily communicate and organize through the internet, public leaders have come to see legitimate public engagement as a necessity for certain decisions to be sustainable.

The fiscal pressures facing municipal leaders across the country and in California cannot be overstated. In one of the states hardest hit by the recent economic crisis, California’s local governments have struggled with historically low revenues with no significant improvement in sight. The state continues to lurch along with double-digit unemployment, recently passing Michigan, moving up to the ignominious second position (behind only Nevada) in that measure.² This leads to discussions about changing service delivery models in a way most public officials – elected and staff – have never seen.

California’s civic sector leaders are confronting a similar challenge: *how* to do more with less to stay operational in this “new normal.” This requires a more collaborative strategy both with the public and besieged political leaders. As the Harwood report noted, some NGO executives, “had worked for years on issues without the kind of success they wanted and, in order to make a breakthrough, a new approach was needed.”

This new approach is currently taking shape throughout the state. Constrained budgets and a more informed public have catalyzed both public sector and civic sector organizations to begin making some of their important decisions in more inclusive and participatory ways. They are not only creating more informed public policy, they are opening new doors for citizens to participate in the livelihood of their communities. Beyond just participants, citizens are now being viewed as assets and co-creators of their own communities. In this way, public officials are demonstrating that

“The civic engagement process, and the introduction into the civic arena of deliberative democracy, is essential at this time in California. The gap between service expectations by the public and the public sector’s inability to deliver those services needs to be bridged.”

Mayor Dennis Donohue
City of Salinas

participatory governance is a leadership skill – part of their overall “toolbox” that includes listening, mediation, marketing, and coalition-building. What follows is a collection of success stories and lessons learned which can help inform and guide meaningful public engagement in this new era.

EFFECTIVE ENGAGEMENT

STORIES OF SUCCESS: HOMELESSNESS IN SACRAMENTO COUNTY

Over most of the last five years, homelessness has been on the rise in Sacramento County.³ Unfortunately, even as demand for services to the homeless increases, the same budget cutbacks that are affecting local governments throughout the state make it difficult to provide those services.

With scarce resources and great need, Sacramento Mayor Kevin Johnson did what many city officials are beginning to do – he looked to the community for help. He established the “Sacramento Steps Forward” program, part of a ten-year plan to eradicate homelessness in the county. A key aspect of Sacramento Steps Forward is the Winter Sanctuary Program which looks to community involvement for its success.

Winter Sanctuary is described as a “rotating, nightly, interfaith shelter,” and is led by Volunteers of America and Sacramento Steps Forward. The Sacramento Steps Forward website describes how it worked: “The program involved the participation of 24 different interfaith congregations throughout the Sacramento area. Each night, a scheduled congregation would open its doors to up to 100 homeless individuals. Guests received a sleeping bag and then were bused to and from the staging area.” As an article in PublicCEO noted, “During a twenty week period between December 1, 2010 and March 31, 2011, Winter Sanctuary sheltered 550 unduplicated guests.”⁴

Mayor Johnson also called upon volunteers and faith groups to pay for and prepare two meals (breakfast and dinner) for guests. In addition to food and shelter, local congregations provided games, conversation, haircuts and other services to their homeless guests. By the end of the winter, two thousand volunteers participated in the program while other Sacramento residents, businesses, and civic associations provided additional financial support.

Given the program’s success during the winter of 2010-2011, the city immediately began preparing for the next winter. In July, Sacramento Steps Forward announced that Ben Burton, former executive of the Miami Coalition for the Homeless Inc., would serve as their new executive director. Currently, he is working to fundraise and recruit congregations and organizations willing to serve as hosts or partners for the 2011-2012 Winter Sanctuary program. They aim to be ready to serve as soon as the weather turns cold.

Adopting a more participatory view of public leadership has not been easy, but those who practice it describe its benefits, including more credible and creative policy solutions and faster program implementation. San Mateo County Manager Dave Boesch outlined this progression to Dr. Barnett Pearce as part of his survey study of California’s municipal leaders, entitled *Aligning the Work of Government to Strengthen the Work of Citizens*: “When I first got into [public administration] 30 years ago, public agencies weren’t sure they wanted much civic engagement or public involvement. The decision-making process was more efficient and streamlined...We have gone through a sort of evolution in our thinking, recognizing better today that to be successful and to have broad public awareness and support we have to be deliberate in engaging our community.” This “marketplace of governance” demands greater coordination not only at the higher stakeholder levels, but also in collaboration with the general public.



Partnership Wheel (Fig. 1)

Unlike the framework presented in the Stakeholder Wheel (Fig. 2, p. 9), the Partnership Wheel reflects a more participatory process. By putting the problem at the center, all members of the community feel greater ownership of the issue. The municipality or civic organization can take the lead in convening a discussion about it, but all participants understand they have a significant role in the solution. The new question asked by the convener is: “How can we solve this problem together?”

“We are leaving the era of expert rule, in which elected representatives and designated experts make decisions and attack problems with limited interference, and entering a period in which the responsibilities of governance are more widely shared.”

Matt Leighninger

The Next Form of Democracy



Do you have a ‘Story of Success’ from your community? Heard of one?

NCoC and the Davenport Institute have launched a new blog to collect more ‘Stories of Success’ from around California. Join the conversation at GoldenGovernance.org.

“For years, we who are involved in local government have treated citizen engagement as an option to enhance policymaking and community building in local government. I would argue that now engagement no longer is an option; it is imperative. It is made mandatory by the challenging and often confusing context of contemporary local governance, increasingly characterized by the ad hoc presence of foundations, non-governmental organizations, private firms...in processes and decisions that significantly affect community development.” —John Nalbandian, University of Kansas

The Internet has impacted government decision-making in significant ways – particularly at the local level. From neighborhood blogs to email campaigns, citizens can connect with each other to either support or impede policy decisions. Additionally, if technology is used appropriately, the government can engage their broader population to assist in solving public problems, including disaster preparedness, emergency response, and public safety. As Daly City’s City Manager Pat Martel explains, “We all have to learn and develop new skills to be responsive to the communities of today as opposed to 30 years ago and when I started...There is a different mindset today, a need to be responsive to the public in a different way.” Increasingly, an axiom is developing among civic leaders: **“Engage your citizens, or they will engage you.”**

STORIES OF SUCCESS: SAN RAMON CPR APP

San Ramon Fire Chief Richard Price was eating lunch with members of his team when they heard sirens and saw a team of medics pulling up to the grocery store next door. Someone had gone into cardiac arrest. Not realizing there were trained responders nearby, store managers had called 911. But by the time medics arrived, it was too late to administer CPR. A life could have been saved if only there had been a way to ask for help.

That got Price and his team thinking of how to prevent such a situation in the future. Turning to the popularity of mobile technology, the team recruited students from Northern Kentucky University’s College of Informatics to develop code for an iPhone app. The app could be downloaded by anyone who had CPR training. Then, if someone went into cardiac arrest within 500 yards of their location, the phone would send a notification – a virtual cry for help.

The fire department then created a movie trailer to promote the app throughout the East Bay to encourage residents to download the app. “Are you willing to help save a life?” asks the clip, offering a link to download the free application.

According to an article about the application on the Discovery Channel’s news webpage, the application is used to communicate with more than 700 members of the Community Emergency Response Team and has been downloaded by more than 22,000 iPhone users. As Discovery noted, “Since San Ramon Valley is only 155 square miles, that’s nearly 150 people per square mile who are connected and ready to jump into action when CPR is needed.”

By using simple technology backed by publicly available government data, communities can draw on the skills of anyone with a smartphone and willingness to be a hero. Because CPR and using a defibrillator are easily taught skills, the fire department is considering developing a one-minute training video for the application, so that even those with no outside training may be able to save a life. This is a model that looks to citizens as assets and recognizes that getting them timely and appropriate information can lighten the load on strained public services and literally save lives.

San Ramon is also looking to open-source the software, making it available for any local fire department to use anywhere in the country. They are also considering other ways that mobile technology can be used to allow residents to respond quickly to the needs of their communities. The potential of how this simple technology can use data already collected to engage our citizens in immediately useful ways is limited only by our imaginations.

Foundations for Engagement: Humility and Thoughtful Framing

As the leaders quoted previously agree, engaging residents in informed policy-making is a new approach to leadership. For both municipal and civic leaders it demands, first and foremost, a new view of the public they serve, and of their own role in the governing process. As the earlier stories underline, this means seeing the public as more than taxpayers, funders, or clients. It entails a more nuanced perspective that can discern the assets, talents and abilities of those outside city hall or the offices of the nonprofit. This outlook is combined with the ability to ask the right questions of the public at the right time, knowing when to use the public engagement tool, and when to leave it in the box.

Doing these things well necessitates a virtue that goes understated in most leadership studies and education: **humility**. As one nonprofit leader told researchers at the Harwood Institute for their aforementioned “The Organization-First Approach” study, “The thing is [when we do public engagement], I have to check my ego at the door.”

The governance-by-experts paradigm has its origins in the Progressive movement of the early 20th century. It was a logical response to the cronyism of that era, but this relationship is proving unsustainable. City of Cupertino’s Parks and Recreation Director Mark Linder described working with municipal staff during an assignment earlier in his career where staff had, “bought into the idea of ‘I am the fix-it person’; I am the person that you come to.” It was only after a very difficult public engagement process that these same staff members became more receptive to public participation.

Hard-Learned Lesson: As long-time California City Manager Ed Everett explains, “in participatory governance, control moves from the outcome to the process.” There is a misunderstanding that public engagement means starting from scratch. The most successful public engagement processes require thoughtful development and input from civic leaders before engaging a single resident. Civic and public sector leaders retain significant decision-making authority even in the most participatory processes. Again, this power should not be used to bias a result, but it is still important to exercise appropriately.

In mediation and dispute-resolution processes, one of the foundational acronyms is BATNA, or the Best Alternative To a Negotiated Agreement. Knowing the BATNA of the parties involved in a dispute is crucial to evaluating the possibilities of success for the particular engagement. Put simply, if one side can accomplish his goal through a more direct route than mediation (through the courts, for example), he will probably take it. Only when all sides agree to invest in the mediation does a positive, collaborative outcome become possible.

The decision of when and how to engage the public has to pass a similar test. This BATPEP, or Best Alternative to a Public Engagement Process, is the primary lens through which leaders must view the possibility of engaging their public. Again, participatory governance is only one tool in the leadership toolbox, and understanding *when* to use it is often as important as *how* to use it.

This stage should also include asking a series of internal diagnostic questions of your municipality or NGO. Although “Why are we doing this?” may seem simplistic, it is an important query to put before staff and leaders before setting foot in front of the public. Civic leaders cannot loosely offer “Well, let’s hear what the public has to say” without thinking through how this input would influence the actual decision-making process. It takes a certain “beginning with the end in mind” philosophy, as Colorado State University’s Martín Carcasson puts it. This does not mean predisposing an outcome, but it does mean planning for participation in order to facilitate the process in a productive way.

For civic leaders working outside City Hall, part of this diagnostic process must involve developing relationships with staff or elected officials and gauging their openness to hosting a broader public process. This may mean supporting candidates for elected office who take a more participatory



Courtesy of
Ray Patchett
City Manager
Carlsbad (retired)

Stakeholder Wheel (Fig. 2)

In much public problem solving, the municipality or civic organization places themselves at the center of the process, accessing help from others as they deem it necessary. The question from the center becomes, “How can you help us solve this problem?” This can be draining to staff when they may not have resources to actually solve the problem.

approach to their decision-making. Increasingly, in municipal administrative hiring, public engagement is being regarded as a core competency for both hiring and promotion. As long as the proposed public process does not presuppose a particular policy outcome, policy decision-makers appear to be more receptive to working with civic sector leaders on public engagement initiatives. Discussed below, part of this involvement may include participating in an advisory group to the process, working with City Hall at the stakeholder-level, supporting the effort through outreach, and assisting with process design.

STORIES OF SUCCESS: PARTICIPATORY BUDGETING IN SALINAS

Like many other cities in California, the City of Salinas has faced difficult decisions budgeting in an era of increasing austerity. In order to ensure that city budgeting decisions line up with resident priorities, the city undertook a participatory budgeting project in partnership with what was then Common Sense California (now the Davenport Institute for Public Engagement and Civic Leadership).

The citizen engagement project involved a series of four workshops which drew a total of about 200 participants. Residents were invited to discuss service levels and choices within the context of phased dialogues moderated by an independent facilitator. Dialogues were marketed to the community through bilingual advertisements and geared toward two general questions:

- 1. Who should be providing which types of services?*
- 2. What are the service levels desired?*

Within a limited-choice framework, participants were able to dialogue about what sort of service level the community desired (reduced, same, or enhanced) and what community members would be willing to do (contribute or sacrifice) in order to obtain the services desired. Choices were compiled in a survey response format and presented to the City of Salinas City Council as part of a goals session prior to the next round of budgetary decision-making. This provided an outlet for the information gathered in the dialogues to affect the city's prioritization and budgetary process.

The project was also evaluated by both city staff and members of the public in order to determine the extent to which the information obtained through the dialogue was utilized by appointed and elected decision-makers tasked with budgetary decision-making. In this way, the city was able to use a participatory budgeting process to include residents in these important, and increasingly difficult, decisions.



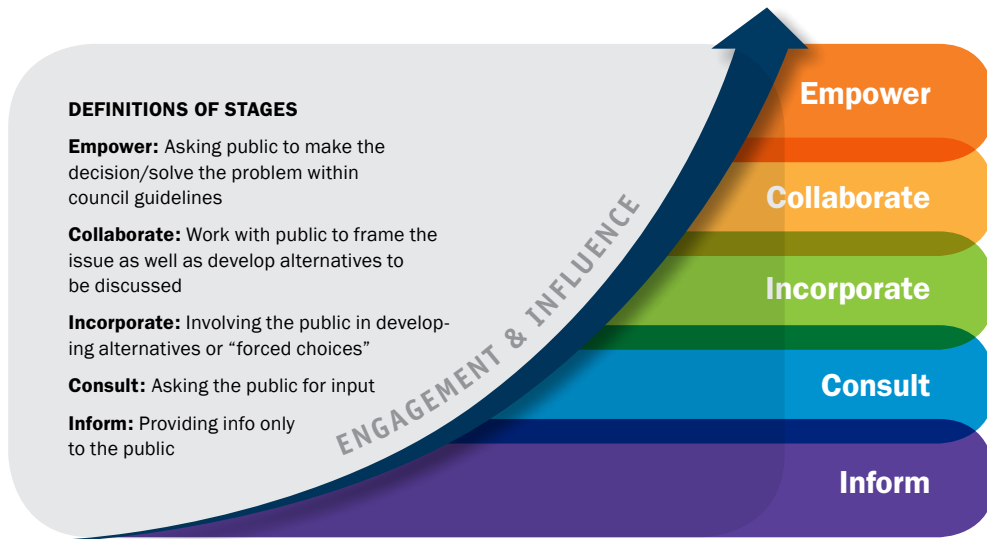
Beyond Three Minutes at the Mic: Purposes and Processes

While legitimate public engagement is not lobbying the public towards a particular outcome, it is more than simply asking the public what they think. Participatory governance includes a range of purposes – from informing to empowering the public. As fig. 3 illustrates, the reasons for intentional public engagement can range from informing the public of a decision that has been made by an elected or appointed body, to consulting with the public about a decision that will still need to be reached by an institutional body, to actually empowering the public to either make the decision themselves and/or deliver the public service. As the Kauai and Berkeley examples highlight, governing institutions and NGOs need to be ready to partner with their residents to solve problems quickly and effectively.

Hard-Learned Lessons: One of the most common reasons a public engagement project fails is due to a lack of clarity on the underlying purpose of the engagement, and where the host institution “sits on the Range.” (see fig. 3, pg. 11) For example, one staff member may define the purpose of public engagement as purely consultative, while a councilperson or board member may think the effort is meant mainly to inform the public of a decision they have already reached.

Civic Engagement is a RANGE and Hierarchy of Process (Fig. 3)

Any process you choose contains some aspects of the lower level processes



It should be noted that purposes within the range build upon one another, and processes that begin as a consultation can become empowering when attendees learn the scope of public problems and desire to become more involved. Consultative budget processes in the Los Angeles area have turned into volunteer opportunities, and a General Plan process in the East Bay yielded an “Adopt the Watershed” group of concerned residents who want to volunteer to clean up an environmentally sensitive area.



STORIES OF SUCCESS: REDLANDS BOWL RESTORATION

Like most cities in California, the city of Redlands has been facing tight budgets for several years. Of the many services that have been affected, maintenance services for the City’s Redlands Bowl were so hard hit the facility received little maintenance and no improvement for a number of years. The Bowl is the center of Redland’s music and arts culture and was in need of restoration as well as beautification and other improvement projects.

Because the Bowl plays a significant role in the life of the community, residents of the city decided that something needed to be done, even if the government couldn’t afford to fund it. Starting in the early spring of 2011, business and community leaders met to plan restoration and beautification projects. As small projects got underway and larger-scheme plans came into focus, it became apparent it was time to seek help from the broader community.

To this end, a group of service clubs and local businesses banded together to organize a community service day on April 30. There was something for everyone to do, from nonprofit groups such as the Redlands Service Club Council and Mormon Helping Hands; to businesses like Home Depot, Larry Jacinto Construction, W. Wood Development, and La-Z-Boy; to education and culture groups like the University of Redlands Town and Gown Organization and the Redlands Community Music Association; to individual resident volunteers.

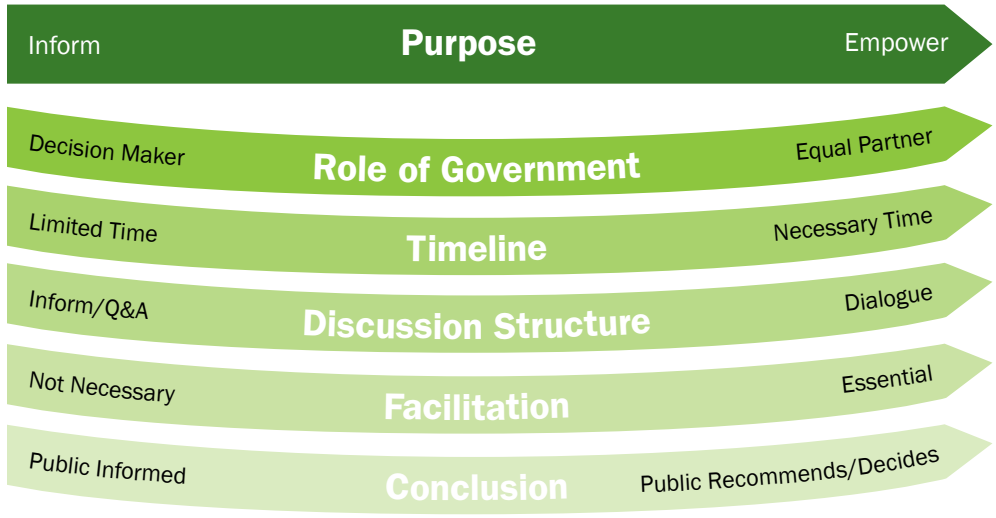
Businesses donated material and specialized labor. Local residents and long-time Bowl supporters Victor and Lisa Marabella took charge of repairing and redecorating the dressing rooms. Home Depot volunteers installed new boards on 45 rows of benches while hundreds of volunteers painted these, as well as the wrought iron gates and fences. Work was also conducted to improve wiring and electrical work, handicap access, and general clean-up.

Work at the Redlands Bowl was combined with a landscaping project along Redland's downtown boulevard. Together, these community projects drew more than 2,000 people for the day of service. According to the local paper, volunteers saved the city about \$400,000 in labor and materials.⁵

The Redlands community service day demonstrates the potential for community service to fill in gaps left by budget shortfalls. Spearheaded in large part by a local religious group (Mormon Helping Hands), the project gained widespread community support through coalition building. Businesses, community groups and residents recognized the benefits that the Bowl offered their community and offered a modern-day example of the sort of association-driven project that Alexis de Tocqueville commended in 19th Century America, "wherever you see at the head of some new undertaking the Government in France, and a man of title in England, in America you see an association."

Determining your "home on the Range" is vital because that clarifies a number of other questions about the process itself. As fig. 4 outlines, timelines, along with more organizational issues, all follow from the initial answer to the "Why?" question, because Purpose determines Process.

Purpose Determines Process (Fig. 4)



Hard-Learned Lesson: On the subject of timelines, an objection to public engagement can be that it takes too long. An important response to this is to make sure decision-makers contemplate the possible time costs of *not* engaging the public. In some cases where the government has attempted to make a decision more directly, there have been ensuing lawsuits or ballot measures that have pushed back the proposed policy implementation by more than a year.

Especially for the more participatory processes (consulting, collaborating, empowering), the creation of a task force or advisory group can ensure success. As fig. 5 shows, the best advisory groups have the structure of a three-legged stool, relying on both internal and external representation for effectiveness. The main purposes of these groups are to vet possible policy options at the stakeholder level and to help promote the eventual gatherings with the broader public.

For consultative processes, the capacity of the task force to produce a finite set of possible policy options, or policy "ingredients", that will be acceptable to decision-makers and high-level influencers is crucial to reaching a sustainable decision. This also means using this group to assemble an information basis for use in the broader public process, which represents the variety of perspectives on the policy decisions.

STORIES OF SUCCESS: WATER CONSERVATION IN REDWOOD CITY

When it comes to public participation on controversial issues, early engagement can save a lot of trouble later. But sometimes controversy is unexpected. That's what happened in Redwood City as a major public works project quickly turned into a major public relations disaster.

The plan was to develop a large-scale water treatment plant that would recycle wastewater for use in landscaping. Saving water in a drought-prone state seemed like a plan an environmentally conscious California community would welcome. No one expected opposition.

Then one resident decided that recycled water was more likely to spot her Mercedes and filed a complaint. City officials decided that the benefits of water conservation were more significant than a few spots on a polished car, and receiving no other complaints, continued to move forward on the project.

Determined to stop the project, the woman organized an opposition group, claiming that using recycled water on the landscaping in public parks would contaminate lawns and endanger children who played on them. Soon several local mothers' groups began to flood city meetings. Knowing that recycled water was perfectly safe for use and has been used for similar projects in many other cities, the city's first response was to bring in expert witnesses from Cal Berkeley and other institutions. It was too late for their testimony to take hold, however. Experts were suspected of being on the other side, so opponents did not trust their scientific expertise.

At this point, City Manager Ed Everett, with the support of administration and council, offered residents a real voice in the process. He assembled an advisory committee composed entirely of community members, ten of whom were in favor of the water treatment and ten of whom were opposed to the project.

In an effort to encourage a workable solution, Everett gave the advisory group clear parameters for decision-making: the alternative project would have to cost \$72 million or less; it would have to meet the goals of the original treatment project by conserving a certain number of acres/feet of water/per year; it had to be legal; and it had to be made within four months of the advisory group's first meeting. Within these parameters, the group could be as creative as they wanted. In addition, the city provided the advisory group with funding to hire their own consultants. The deal? Come up with a better solution, or the city would move forward with the original proposal.

Unsurprisingly, it was a rocky start for the advisory group – could people approaching an issue from completely different perspectives find a solution that everyone was happy with? Turns out they could. The advisory group, recognizing both their potential influence and their limited time, overcame tensions and began to work together to come up with an entirely new solution.

They didn't quite make their four-month deadline, but the city agreed to a slight extension, and soon they had a proposal ready to go to council. Their idea was to take public ball fields and replace sod with artificial turf, saving water altogether. The artificial turf would not only be functional and require less water, but it would also save the city maintenance. Plus, it did not use the treated water where kids would play. No one at City Hall had even thought of this option, but it fit within the cost, savings and legality parameters set by the city. Council approved the plan unanimously and what began as a public relations disaster turned into a story of creative engagement and success.

Even more than the agreement on a policy solution, this is a story of how public engagement can lead to a stronger community. As a testimony to this, the 20 members of the advisory council celebrated the anniversary of the project. This group of people who started out on opposing sides of a controversial issue learned that collaboration can accomplish shared goals. The city solved a problem and built community at the same time.



Do you have a 'Story of Success' from your community? Heard of one?

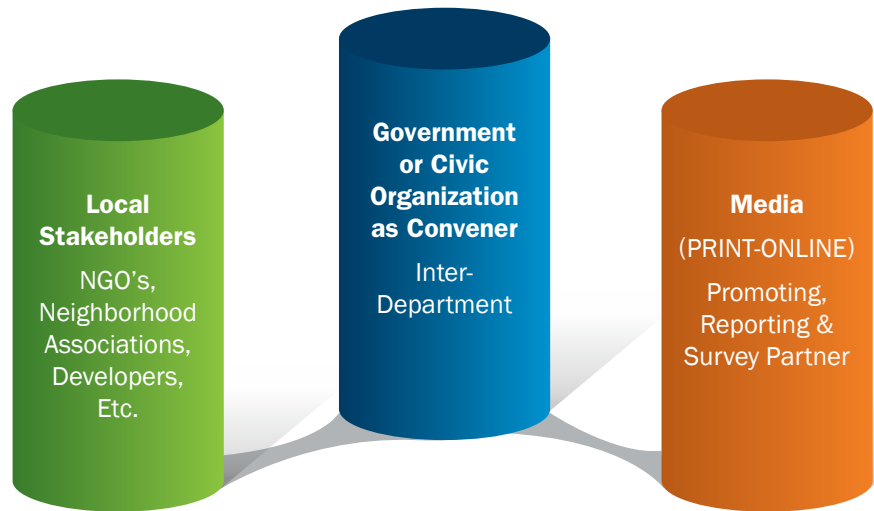
NCoC and the Davenport Institute have launched a new blog to collect more 'Stories of Success' from around California. Join the conversation at GoldenGovernance.org.

Hard-Learned Lesson: More participatory public engagement cannot and will not happen during a regular council, commission, or board meeting. These meetings are the community's or organization's business meetings conducted in public, in rooms with processes designed for individual comment, not collaboration. Productive public processes conducted outside these standard meetings will actually make these public business meetings more efficient and effective.

For civic leaders looking to engage their communities, task forces can provide the connection point to local governing institutions. Rather than demanding that the government involve residents, residents can collaborate with City Hall by offering services as an advisory group to help facilitate a broader project. Governments at all levels are under historically difficult strains, and smart public sector leaders are looking for ways to involve residents in these tough decisions. Some might call this getting cover, but whatever the motivation, these strains are creating new opportunities to begin a legitimate public engagement process.

Before “Going Public,” Build Advisory Group (Fig. 5)

3 Vital Elements



Hard-Learned Lesson: Assembling a task force is an important “red flag” stage for more participatory public engagement projects. Put simply, if representatives from the hosting government institution or stakeholder organizations do not want to participate at this stage, the leader should be very cautious about moving forward.

With the growth in popularity and proficiency of online engagement tools, it is becoming increasingly important to find a media partner that can not only publicize the workshop or town meeting, but may also host an online platform for comment and/or prioritization of results and feedback. In a recent public engagement project around the Santa Barbara City Budget, the online newspaper *Santa Barbara Noozhawk* led an online participation effort to engage residents on budget choices. Depending on the project, online platforms can be used either “downstream” or “upstream” of a “face-to-face” engagement. Used “upstream,” web interfaces can help distill a large number of early-stage policy proposals into a manageable number for the public process. Used “downstream,” an Internet platform can engage a large number of residents in prioritizing a smaller number of policy suggestions resulting from the in-person engagement.

Hard-Learned Lesson: Online engagement is not about an “if we build it they will come” belief. A better framework should be “if it’s useful, they will use it.” Similar to face-to-face engagement projects, those looking to launch online engagement efforts – especially ones hosted on municipal websites – need to think like web marketers. First, leaders should ensure that the content and demand for engagement is large enough to drive traffic. Second, make sure that the site is promoted effectively through links on community or local news websites.

Getting to the Room: Successful Meeting Techniques

After the decision has been made to engage the public with an agreed upon purpose and the advisory group has met to determine options and promote the process, it is now time to invite the public. Effective outreach demands creative thinking and putting oneself in the shoes of prospective attendees. After all, regardless of day jobs, leaders are community members; if they would not attend meetings, neither will Joe or Julie Public.

The demand to be proactive in the outreach stage of the public process is particularly strong in communities where residents have typically felt disengaged from their local government or community organization. For reasons ranging from local history to communication or language barriers and native cultures, leaders in these areas must be creative when it comes to launching a participatory initiative.

Here are a few things to consider when inviting the public to more participatory processes:

- 1. Make it Personal:** From printed invitations signed by the mayor or executive director to using email invitations like Evite, people respond to personal calls for participation.
- 2. Make it Relevant:** Frame the engagement topic in a way that is inviting to the public. Instead of a “General Plan Workshop,” try “Creating a Vision for Our Downtown.” Instead of “Dealing with Gangs,” title it “Investing in Our Youth.”
- 3. Road Game:** City Halls and office buildings can be uninviting places to some residents. Consider “piggy-backing” on previously scheduled meetings of local community organizations, or conduct the meeting in a more approachable local municipal building – like a library or recreation center.
- 4. Breaking Bread:** Especially for evening meetings, it is important to provide food for attendees. This can be done at a relatively low per-person cost (or via pro bono donations), and it rebuffs a common reason for not attending.
- 5. About the Kids:** Offering childcare is also imperative if you want families to participate. For local governments, this can be done with support of your Parks & Rec Dept; for NGOs, local churches, volunteers, or staff can make themselves available.

Now that the audience is inside the tent, it is important that room set-up and facilitation lend themselves to easy participation and engagement of the public. As mentioned, the more participatory the purpose, the more intentional planners have to be to encourage public involvement. Here are some items to keep in mind before you open the doors:

- 1. It’s Not a Movie:** Auditorium-style seating is fine for public engagements on the “informing” end of the Range, but it actually prevents conversation between participants. For consultation and collaboration type projects, make sure there are multiple tables that can seat 6-10 people each.



2. **Break ‘Em Up/Connect ‘Em Up:** To ensure balanced small group conversations, assign attendees to tables – especially when people arrive in groups. In a positive light, this helps create opportunities for people to meet their neighbors. Now that there are tables of folks who don’t know each other, begin with “ice breaker” questions that promote connection. Conversation starters like, “tell the group something interesting about your name or family,” or “what brought you to this community” can be great ways to build bonds between participants quickly.
3. **Just the Facts:** Policy issues can be complex, but it is vital that civic leaders present information in a clear, accessible way. This can mean presenting “visions” of a community with different budget implications, or showing photographs of neighboring cities to tee-up conversations around a General Plan. With most public engagement events of 2-3 hours, take no longer than 20-25 minutes to set the information base. Interject more facts and figures as the meeting progresses.
4. **Disconnect the Mic:** At the front of many non-productive public engagement initiatives is a microphone and a three-minute time limit. Participatory processes demand conversations between citizens. These conversations may be facilitated, but most can be self-policing. Announce ahead of time when report-outs from the table conversations will occur so all participants know their voice will be heard.
5. **Set Ground Rules:** Do not hesitate to set basic rules of engagement for the participants. This can be immensely encouraging to those who don’t normally participate, ensuring that they will not be dominated. Rules like, “one person speaks at a time,” “speak for your own opinion, as opposed to ‘the people say...,’” “repeat back what you’ve heard if you don’t understand what someone has said,” and “check in with those who aren’t talking” are important to creating a participatory atmosphere.



Beyond the Room: Sustained Participation

Whether it is consulting with the public on a tough budget decision or asking for their participation in new ways, what happens after the initial engagement can often determine the success or failure of the public process. To increase the chances of a positive outcome, it is imperative to maintain contact with both the advisory group and those who attend the public process. Through emails and offline conversations, feeding back what is being heard, along with learning about areas for improvement, are essential.

If follow-up is done properly, once-skeptical residents often become “champions” of the process (and its outcome), because they understand that leaders are intentional about including them throughout the policy-making process – even past their direct participation. Municipal and organizational websites can provide an excellent online “bulletin board” for the process, where meeting notes and informational resources can be posted, along with a calendar about upcoming meetings or the particular council/board meeting where a decision will be made.

Hard-Learned Lesson: Accurately recording and communicating the results of public engagement is crucial to achieving a positive outcome. Asking attendees for their email addresses and sending them meeting results within days of each meeting demonstrates transparency and maintains relationships with participants, which are particularly important for multi-stage processes.

No matter the original purposes, almost all well-run public processes uncover new, informed, civic leaders who should be looked to for future involvement. From the hosting institution's perspective, this necessitates staff being on the lookout for participants who might want to become more involved. This is especially true of efforts that begin with a goal of getting greater public involvement in service delivery but want to sustain that engagement in lasting and meaningful ways.

STORIES OF SUCCESS: VOLUNTEER PUBLIC DEFENDERS AND DAs IN SACRAMENTO

For most young people, this is not a good time to be entering the workforce.⁶ And while unemployment is highest among those with less education, many recent university graduates can attest their demographic is far from immune. This is particularly true for many recent law school graduates who planned to start their careers in litigation by working as public defenders. With budget cuts in all areas of government – especially local government in California – that is often no longer an option.

The Sacramento County Office of the Public Defender has had to cut 34 positions – 27% of their workforce.⁷ The Sacramento County District Attorney's office has also been hit; they are down from fourteen to four regular trial attorneys. When a position does become available, the selection process is very competitive.

Of course, law school grads are hardly the only ones affected by such cuts. Despite having fewer people to do the work, caseload has not changed for either public defenders or district attorneys. Attorneys working for the DA and Public Defender are overloaded, which decreases overall productivity and increases the risk of casework falling through the cracks.⁸

In Sacramento, several young attorneys have decided to turn this time of trial into a time of opportunity for both themselves and their community. They have the skills and training necessary to provide excellent legal service their community needs, and they've offered to do so without pay. With the encouragement of Sacramento Public Defender Paulino Duran, ten public defenders offered to work for free for about four months. Participants believe this experience will prove valuable in their future careers and make them more competitive when paid positions become available.

Although they receive no financial compensation for their work, they do have the opportunity to gain valuable courtroom experience and try their hand at litigation, something they would be unlikely to get in an internship for a large firm. As John O'Malley, a recruitment partner at the large Sacramento firm Downey Brand LLP, told the Sacramento Business Journal, "Junior associates held a partner's briefcase and did legal research and writing for two or three years." By contrast, volunteer defender Corin Ford found herself litigating in a courtroom just months out of law school.

But Ford also demonstrates that the plan, while beneficial to all parties, is prone to a high turnover. After all, law students need to pay off those school loans – and need to support themselves somehow. For those looking for employment, this is, at best, a short-term opportunity, but it is an opportunity that serves the community while at the same time potentially opening doors for participants in the future.





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STORIES OF SUCCESS: FIRE SAFETY IN AUBURN

Auburn, CA is a small city of just under 13,000 residents located in the foothills of the Sierra Nevada Mountains. The scenic American River Canyon makes up the city's eastern boundary. This makes for a picturesque setting, but also a significant fire hazard, and the perennial California tasks of clearing brush and maintaining fire breaks are further complicated by jurisdictional issues.

The Federal Bureau of Reclamation (BOR) owns much of the property in the American River Canyon including a 300-foot wide, 11-mile long fuel break that runs between the community and the canyon. However, due to federal budget cuts, the BOR has conducted very little clearing in this area for the better part of the last decade.

When a wildfire outside the city destroyed 63 houses in 2009, it became obvious that the community could not wait for the BOR to take action.

The problem was taken up by the Greater Auburn Area Fire Safe Council, which formerly had focused primarily on educating residents about maintaining defensible spaces around their homes. Now, it sought to address the question of defensible space along the city border.

As the Council developed a volunteer scheme to enable brush clearing, it faced the jurisdictional hurdle of obtaining permission for volunteers to work on federal land. Clearing brush to prevent a catastrophic fire is intrusive, and the BOR was hesitant to delegate such action to local volunteers.

The City and the Fire Safe Council worked to build trust with the local BOR manager who eventually agreed to a memorandum of understanding to allow specific fuel reduction projects staffed by volunteers and paid personnel and overseen by the Auburn Fire Department. This stipulated that only professionals, local firefighters and members of the California Conservation Corps would do the actual cutting of dead trees and brush, but volunteers could do much of the "grunt work," like removing cut brush and branches, and generally cleaning up.

For the pilot "Project Canyon Safe," the city selected a nine-acre area along the canyon and set a workday for May 22, 2010. The Fire Safe Council took time to create a detailed checklist to guide clearance activities, incorporating both volunteer safety and environmental concerns. It also launched a publicity and fundraising campaign through local papers, radio and television. On the day of the event, a local service club prepared lunch for the 114 workers who participated. Two private companies donated wood-chipping equipment and crews.

The result? In one day, the team cleared the area, chipping 158 tons of wood with no accident or injury.

In 2010, the pilot project was followed up by 18 additional neighborhood projects on the canyon, with more than 70 acres cleared. A "Project Canyon" matching grant fund was created by an anonymous donor, reducing clearing costs by 50%.⁹ The project has continued in 2011 with a second annual city-wide Project Canyon Safe day on July 11, which cleared 4.21 acres in one day.

Faced with a difficult problem, the City of Auburn demonstrated the power of volunteers united around an important community project. Project Canyon Safe proved that public-private partnerships involving government, business and volunteers can accomplish significant results. It also proved that a crew of professionals and volunteers can work together.

Effective participatory processes of all kinds build civic bridges between institutions and the public they serve. In many cases, new volunteer organizations emerge from such projects. These groups can take various forms – from localized organizations to city-wide structures. The City of Cupertino's "Block Captain" program demonstrates how a municipality can rely on non-governmental but collaborative organizations to deliver services and build a sense of community. As Cupertino's City Manager Dave Knapp expresses it, the relationship exacts a certain level of responsibility from the public: "We own the community together; you [Block Captains] have your responsibilities and we have ours."



CONCLUSION

In many ways, the movement towards greater civic involvement in both policy-making and service delivery is a sign of the times – a response to a new normal era of diminished revenues. But it is also a hearkening back to some of America’s earliest principles and practices. In the 1830s, the great chronicler of American governance Alexis De Tocqueville described Americans’ predisposition to collaborate: “In America I encountered sorts of associations of which, I confess, I had no idea, and I often admired the infinite art with which the inhabitants of the United States managed to fix a common goal to the efforts of many men and to get them to advance to it freely.” The partnering of our governing institutions with civil society in delivering public services has been a part of how we define self-governance.

Participating in informed deliberations about important policy decisions has been a recent trend that is continuing to redefine our 21st Century governance structure, and it, too, recalls the Town Meetings of our Founding period. For California’s civic and public sector leaders, there are no days at the beach or the ballpark, but intentionally and legitimately engaging the public is proving to be a vital skill necessary to navigate increasingly choppy waters.





RESOURCES & ENDNOTES

RESEARCH REPORTS & GUIDES

- "Making the Case for Public Engagement": UK-based public engagement non-profit "Involve" released this resource for those trying to explain the benefits of civic engagements to civic leaders who may be ambivalent about costs and benefits. <http://www.involve.org.uk/wp-content/uploads/2011/07/Making-the-Case-for-Public-Engagement.pdf>
- "Connected Communities: Local Government as a Partner in Citizen Engagement and Community Building": A report from the Alliance for Innovation (based at Arizona State University) that highlights the differences between exchanges with citizens and civic engagement and offers valuable information for effectively promoting and conducting citizen engagement. <http://publicpolicy.pepperdine.edu/davenport-institute/content/connected-communities.pdf>
- "A Local Official's Guide to Public Engagement in Budgeting": This is one of several excellent resources produced by the League of California Cities' Institute for Local Government. <http://www.ca-ilg.org/budgetingguide>
- "Resource Guide on Public Engagement": From the National Coalition for Dialogue & Deliberation, this is a comprehensive guide to the different types of participatory governance. <http://ncdd.org/rc/pe-resource-guide>
- "Beyond Civility": This National League of Cities report offers resources for governments seeking to "implement a culture of democratic governance in their communities." <http://www.ncoc.net/Beyond-Civility>
- "The Promise and Challenge of Local Democracy": The Deliberative Democracy Consortium's Matt Leighninger wrote this excellent recent study on civic participation at the neighborhood and city levels across the United States. http://www.deliberative-democracy.net/index.php?option=com_docman&Itemid=93
- "Using Online Tools to Engage-and be Engaged- by The Public": describes how a "public manager" can use specific technologies to harness the power of active citizenship to make informed decisions consistent with constituent values. <http://ncoc.net/LeighningerIBM>
- "Bridging the Gap Between Public Officials and the Public": a new report from the Deliberative Democracy Consortium summarizes recent research on the attitudes of state and federal legislators, and compares those findings with evaluations of deliberative projects. http://www.deliberative-democracy.net/index.php?option=com_docman&Itemid=92

- "Assessing Community Information Needs: A Practical Guide": a guide for adopting civic innovation strategies to spur the development of news and information environments that address real community needs. <http://www.knightcomm.org/assessing-community-information-needs/>
- "Community Information Toolkit: Building Stronger Communities Through Information Exchange": offers a process and a simple, easy-to-use set of tools to help leaders take stock of their community's news and information flow and take action to improve it. <http://www.infotoolkit.org/>

TRAINING

- Davenport Institute for Public Engagement and Civic Leadership (Pepperdine University): Based at the School of Public Policy, Davenport offers various versions of its "Public Engagement: The Vital Leadership Skill in Difficult Times" seminar expressly for municipal and civic leaders.
- Institute for Public Participation (IAP2): IAP2 offers a number of full and half-day programs in public engagement and facilitation skills.
- Peninsula Conflict Resolution Center (PCRC): This Bay Area-based organization offers training in facilitation and conflict management skills.

BOOKS

- Levine, Peter & Gastil, John (Eds.). *The Deliberative Democracy Handbook*.
- Leighninger, Matt. *The Next Form of Democracy*.
- Fishkin, James. *When the People Speak – Deliberative Democracy and Public Consultation*.
- Yankelevich, Daniel. *Coming to Public Judgment – Making Democracy Work in a Complex World*.
- Innes, Judith & Booher, David. *Planning with Complexity*.
- National Coalition for Dialogue & Deliberation. "Resource Guide on Public Engagement"
- Kettering Foundation/Everyday Democracy. "Sustaining Public Engagement".



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WEB SITES

- Davenport Institute/Common Sense California: <http://www.commonssenseca.org>
Inventory of Citizen Engagement Projects and "inCommon" Blog, sign up for "inCommon" monthly e-newsletter.
- California Institute for Local Government: (Public Engagement & Collaborative Governance): <http://www.ca-ilg.org/engagement>
- Public Dialogue Consortium: <http://publicdialogue.org/>
- National Coalition for Dialogue and Deliberation: <http://www.ncdd.org>
- Deliberative Democracy Consortium: <http://www.deliberative-democracy.net>

NATIONAL CIVIC ENGAGEMENT MODELS

- Viewpoint Learning (San Diego): www.viewpointlearning.org
- Deliberative Polling (Stanford University): <http://cdd.stanford.edu/>
- AmericaSpeaks (Washington, DC): <http://www.americaspeaks.org>
- Everyday Democracy (E. Hartford, CT): www.everyday-democracy.org
- Sustained Dialogue Campus Network (Washington, DC): <http://www.sd-campusnetwork.org>

ONLINE PUBLIC ENGAGEMENT TOOLS

- Peak Democracy (Berkeley): <http://www.peakdemocracy.com/>
- MindMixer (Omaha, NE): <http://www.mindmixer.com/>
- Next 10 (San Francisco): <http://nextten.org/>
- UserVoice (San Francisco): <http://uservoice.com/>
- Ascentum (Canada): <http://ascentum.com/>
- Bang-the-Table (Australia): <http://corporate.bangthetable.com/>

ENDNOTES

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CIVIC HEALTH INITIATIVES

State and Local Partnerships

Through our events, research, and reports, NCoC expands our nation's contemporary understanding of what it means to be a citizen. We seek new ideas and approaches for creating greater civic health and vitality throughout the United States.

We are passionate about collaboration and collective civic progress. This enables us, as well as our cross-sector network of partners, to enhance the prosperity and civic vitality of our local communities and our nation as a whole.

STATES

Alabama

University of Alabama*
David Mathews Center*
Auburn University*

Arizona

Center for the Future of Arizona

California

California Forward
Center for Civic Education
Center for Individual and
Institutional Renewal*
Davenport Institute

Connecticut

Everyday Democracy*
Secretary of the State of Connecticut*

Florida

Florida Joint Center for Citizenship
Bob Graham Center for Public Service
Lou Frey Institute of Politics
and Government
John S. and James L. Knight Foundation

Illinois

Citizen Advocacy Center
McCormick Foundation

Indiana

Center on Congress at Indiana University*
Hoosier State Press Association
Foundation*
Indiana Bar Foundation*
Indiana Supreme Court*
Indiana University Northwest*

Kentucky

Western Kentucky University*

Maryland

Mannakee Circle Group
Center for Civic Education
Common Cause-Maryland
Maryland Civic Literacy Commission

Massachusetts

Harvard Institute on Politics*

Minnesota

Center for Democracy and Citizenship

Missouri

Missouri State University

New Hampshire

Carsey Institute

New York

Siena Research Institute
New Yorkers Volunteer*

North Carolina

North Carolina Civic Education Consortium
Center for Civic Education
NC Center for Voter Education
Democracy NC
NC Campus Compact
Western Carolina University Department
of Public Policy

Ohio

Miami University Hamilton

Oklahoma

University of Central Oklahoma
Oklahoma Campus Compact

Pennsylvania

National Constitution Center

Texas

University of Texas at San Antonio

Virginia

Center for the Constitution at James
Madison's Montpelier
Colonial Williamsburg Foundation

CITIES

Chicago

McCormick Foundation

Miami

Florida Joint Center for Citizenship
John S. and James L. Knight Foundation
Miami Foundation*

Seattle

Seattle City Club
Boeing Company
Seattle Foundation

Twin Cities

Center for Democracy and Citizenship
Citizens League*
John S. and James L. Knight Foundation

Justin Bibb

Special Assistant for Education and Economic Development for the County Executive, Cuyahoga County, Ohio

Harry Boyte

Director, Center for Democracy and Citizenship

John Bridgeland

CEO, Civic Enterprises
Chairman, Board of Advisors, National Conference on Citizenship
Former Assistant to the President of the United States & Director, Domestic Policy Council & USA Freedom Corps

Nelda Brown

Executive Director, National Service-Learning Partnership at the Academy for Educational Development

Kristen Cambell

Chief Program Officer, National Conference on Citizenship

Doug Dobson

Executive Director, Florida Joint Center for Citizenship

David Eisner

President and CEO, National Constitution Center

Maya Enista Smith

CEO, Mobilize.org

William Galston

Senior Fellow, Brookings Institution
Former Deputy Assistant to the President of the United States for Domestic Policy

Stephen Goldsmith

Former Deputy Mayor of New York City
Daniel Paul Professor of Government, Kennedy School of Government at Harvard University
Director, Innovations in American Government
Former Mayor of Indianapolis

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GoldenGovernance.org



CIIR
Center for Individual
and Institutional Renewal



NCoC
National Conference on Citizenship
Chartered by Congress