The Framework of Online Civic Engagement: An Overview & Case Studies

April 12th, 2017
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SPEAKERS

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THE FRAMEWORK OF ONLINE CIVIC ENGAGEMENT: AN OVERVIEW & CASE STUDIES
AGENDA*

1. AFI Introduction
2. Inspiration & Objectives
3. Framework Overview, Segments & Tools
4. How Online Civic Engagement Builds Public Trust in Gov
5. Case Study in San Luis Obispo, California
6. Additional Demos (time permitting)
7. Q & A

*For an in depth discussion of the Framework of Online Civic Engagement come to the TLG pre-conference workshop in Tulsa on April 18 at 1:30 PM*
The success of the internet is not just about a technology revolution; it’s about using technology to create a trust revolution.
INSPIRATION: THE ONLINE TRUST REVOLUTION

- eBay & Amazon aren’t just marketplace platforms, they enable buyers & sellers to **build trust**
- AirBnB & HomeAway aren’t just lodging services, they enable renters & rentees to **build trust**
- Uber & Lyft aren’t just taxi apps, they enable drivers & passengers to **build trust**
- Online civic engagement (OCE) isn’t just a gov feedback forum, it enables gov & public to **build trust**
INSPIRATION: **IN-PERSON FORUMS & TRUST**

- Will *in-person* gov forums?
  - Be open, transparent, civil, inviting & convenient?
  - Mitigate or eliminate undue influence?
  - Impact the decision making?

- Policies & practices address above issues

- Still, many people don’t participate in-person
  - Not convenient (due to parenting, working, etc)
  - Not civil & inviting (due to vitriol, bullies, etc)
  - Not confident who will influence decisions
  - Not certain how to have an impact on decisions
INSPIRATION: **ONLINE FORUMS & TRUST**

- Will **in-person** gov forums...
  - Be open, transparent, civil, inviting & convenient?
  - Mitigate undue influence?
  - Impact the decision making?

- Policies & practices to address above issues

- Still, many people don’t participate in-person
  - Not convenient (due to parenting, working, etc)
  - Not civil & inviting (due to vitriol, bullies, etc)
  - Not confident who will influence decisions
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- Will **online** gov forums?
  - Be open, transparent, civil, inviting & convenient?
  - Mitigate or eliminate undue influence?
  - Impact the decision making?

- Yes: the internet creates another trust revolution

- **Online civic engagement (OCE):**
  - Augments the number of people who participate
  - Diversifies the types of people who participate
  - Improves the quality & insights of participation
  - Satisfies public participants 92%*

*based on Peak Democracy citizen surveys
INSPIRATION: IAP2 DOCUMENTED A SPECTRUM

IAP2 Spectrum

of Public Participation

Inform  Consult  Involve  Collaborate  Empower
We will keep you informed. We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals. We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how the public input influenced the decision. We will work together with you to formulate solutions and incorporate your advice and recommendations into the decision to the maximum extent possible. We will implement what you decide.
OBJECTIVE: ONLINE FRAMEWORK TO BUILD TRUST

Expand IAP2 Spectrum of Public Participation to a Framework for Online Civic Engagement that Builds Public Trust in Government

The Framework is Comprised of 8 Spectrums Starting with the IAP2 Spectrum
OBJECTIVE: USE THE RIGHT TOOL TO BUILD TRUST
FRAMEWORK OF ONLINE CIVIC ENGAGEMENT

1 Source: International Association of Public Participation (IAP2)
# FRAMEWORK OF ONLINE CIVIC ENGAGEMENT

1 Source: International Association of Public Participation (IAP2)

<table>
<thead>
<tr>
<th>Public Impact on Topic</th>
<th>Topic Impact on Public</th>
<th>Complexity of Topic</th>
<th>Spectrum of Interactions</th>
<th>Spectrum of Feedback</th>
<th>Spectrum of Analysis &amp; Reporting</th>
<th>Spectrum of Authenticating Participants</th>
<th>Spectrum of Monitoring Feedback</th>
</tr>
</thead>
</table>
### Framework of Online Civic Engagement

<table>
<thead>
<tr>
<th>Topic Impact on Public</th>
<th>Complexity of Topic</th>
<th>Spectrum of Interactions</th>
<th>Spectrum of Feedback</th>
<th>Spectrum of Analysis &amp; Reporting</th>
<th>Spectrum of Authenticating Participants</th>
<th>Spectrum of Monitoring Feedback</th>
</tr>
</thead>
</table>
| Public Impact on Topic | Complex & Multiphase Process | Push, Pull, Show & Deliberate:  
- Gov => Public  
- Public => Gov  
- Public => Public Deliberation | Annotating Doc or Image  
Area Plan & Place-Types  
Budgeting  
Ideaion & Pinning on Map / Image | Demographic & Geographic:  
- Jurisdiction  
- Distance | Statistically Significant & Representative | Systematic Fraud |
| **Simple & Single Notification or Question** | **Push Only:**  
Gov => Public | **Open-Ended Statements** | **Multi-Question Survey** | **Formatted Reports** | **Email + No Real Name** | **3Ps:**  
Profanity via Keywords & User Flagging | **Profanity**  
Personal Attacks  
ImPertinent Stuff |

1. Source: International Association of Public Participation (IAP2)
2. Some services do authentication via postal mail, but that isn’t online, so it isn’t included
3. A certified voting system that prevents any fraud doesn’t exist on the internet.
**FRAMEWORK SEGMENT: WEBSITE & SOCIAL MEDIA**

<table>
<thead>
<tr>
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<th>Spectrum of Authenticating Participants</th>
<th>Spectrum of Monitoring Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empower</td>
<td>Complex &amp; Multiphase Process</td>
<td>Serious</td>
<td>Push, Pull, Show &amp; Deliberate: Gov =&gt; Public; Public =&gt; Gov; Public =&gt; Public Deliberation</td>
<td>Push &amp; Pull: Gov =&gt; Public; Public =&gt; Gov (No Deliberation)</td>
<td>Annotating Doc or Image</td>
<td>Demographic &amp; Geographic: Jurisdiction, Distance</td>
<td>Systematic Fraud</td>
</tr>
<tr>
<td>Collaborate</td>
<td></td>
<td></td>
<td>Push Only: Gov =&gt; Public</td>
<td>Open-Ended Statements</td>
<td>Interactive &amp; Real-Time</td>
<td>Email + Real Name</td>
<td>Email + No Real Name</td>
</tr>
<tr>
<td>Consult</td>
<td></td>
<td></td>
<td>Push Only: Gov =&gt; Public</td>
<td>Open-Ended Statements</td>
<td>Budgeting Ideation &amp; Pinning on Map / Image</td>
<td>Email + No Real Name</td>
<td>Email + No Real Name</td>
</tr>
<tr>
<td>Inform</td>
<td></td>
<td></td>
<td>Push Only: Gov =&gt; Public</td>
<td>Single-Question Poll</td>
<td>Budgeting Ideation &amp; Pinning on Map / Image</td>
<td>Email + No Real Name</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td>Single-Question Poll</td>
<td>Interactive &amp; Real-Time</td>
<td>Email + No Real Name</td>
<td>Email + No Real Name</td>
</tr>
</tbody>
</table>

1 Source: IPA2

* No privacy concerns
* No public records
## FRAMEWORK SEGMENT: ONLINE SURVEYS

### Public Impact on Topic
- **Empower**
- **Collaborate**
- **Inform**
- **Consult**

### Topic Impact on Public
- **Fun**
- **Simple & Single Notification**
- **Complex & Multiphase Process**
- **Serious**

### Complexity of Topic
- **Practically None**
- **None**
- **None (Anonymous)**
- **Email + No Real Name**
- **Email + Real Name**
- **Street Address**
- **3Ps: Profanity via Keywords & User Flagging**
- **Profanity via Personal Attacks & ImPertinent Stuff**
- **Systematic Fraud**

### Spectrum of Interactions
- **Push & Pull:**
  - Gov => Public
  - Public => Gov
  - Gov => Public
  (No Deliberation)
- **Push Only:**
  - Gov => Public
- **Multi-Question Survey**
- **Single-Question Poll**
- **Open-Ended Statements**

### Spectrum of Feedback
- **Multimedia Reporting**
- **Interactive & Real-Time**
  (only to admins)
- **Formatted Reports**
- **Practically None**

### Spectrum of Analysis & Reporting
- **Annotating Doc or Image**
- **Budgeting Ideation & Pinning on Map / Image**
- **Demographic & Geographic**
  - Jurisdiction
  - Distance
- **PPR:**
  - Meta Data
  - Open Data
  - Street Address

### Spectrum of Authenticating Participants
- **Statistically Significant & Representative**

### Spectrum of Monitoring Feedback
- **Spectrum of Interactions**
- **Spectrum of Analysis & Reporting**
- **Spectrum of Authenticating Participants**

---

1 Source: IPA2
## FRAMEWORK SEGMENT: OCE* PLATFORMS

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<td><strong>Push, Pull, Show &amp; Deliberate:</strong></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Gov =&gt; Public</td>
<td>Area Plan &amp; Place-Types</td>
<td>- PRR: Meta Data</td>
<td>Street Address</td>
<td>3Ps:</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>- Public =&gt; Gov</td>
<td>Budgeting</td>
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<td>Email + Real Name</td>
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</tr>
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<td></td>
<td></td>
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<td>- Gov =&gt; Public</td>
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<td></td>
<td>- Public =&gt; Gov</td>
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<td></td>
<td>None</td>
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<tr>
<td><strong>Involve</strong></td>
<td></td>
<td></td>
<td><strong>Push Only:</strong></td>
<td><strong>Open-Ended Statements</strong></td>
<td><strong>Practically None</strong></td>
<td></td>
<td>None</td>
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<td></td>
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<td></td>
<td>Gov =&gt; Public</td>
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<td>None</td>
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<td>or Question</td>
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<td>None</td>
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1 Source: IPA2
* OCE is an acronym for Online Civic Engagement
OCE PLATFORMS: ADDRESS TRUST CHALLENGE

- OCE Platforms address high requirements for public trust by enabling governments to provide online civic engagement forums that represent the interest of the public via forums with the following attributes:

  1. Open, transparent, deliberative, insightful
  2. Civil & inviting
  3. Mitigate or eliminate undue influence
Solicit insightful, in depth feedback

Enable participants to consider other participants’ feedback

Provide complete, unbiased background information

Demos (time permitting)
TRUST (1 OF 3): OFFER OPEN INSIGHTFUL FORUMS

What types of land uses would you like to see in the North Redwood Boulevard Corridor?

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Listeners</th>
<th>Feedback</th>
<th>Your Suggestion</th>
<th>Outcome</th>
</tr>
</thead>
</table>

**Placetypes from 17 participants**

- C - Community Retail Center
- M - Medium-Box Retail
- D - Large-Box Retail
- E - Recreation/Entertainment
- F - Office
- I - Light Industry/Service Commerce
- A - Apartments/Townhouses
- U - Mixed Use
- O - Other

---

**Open City Hall**

**Profile** | **Admin** | **Sign Out** | **Help**
|------------|----------|-------------|--------|

If you invest (i.e., budget) $500 to fund what is most for Delray Beach?

**Political Bank Account for Delray Beach**

- Money Started With: $500
- Money Left to Spend: $500
- Money Invested: $0

**Abundant Recreational and Cultural Opportunities**

- Supports and encourages cultural and community events and celebrations throughout the year
- Provides equal access to athletic facilities for a variety of sports and encourages sports tournaments that attract teams and visitors from outside the area
- Offers a variety of programs and convenient local venues that encourage exercise and healthy living
- Develops public/private partnerships for recreational and economic opportunities that benefit community residents
- Provides a variety of arts, cultural, educational and entertainment venues and events

**Community of Quality Neighborhoods and Schools**

- $0

**Community Where People Embrace Cultural Diversity**

- $0

---

**Public Forums**

- Salt Lake County Public Forums - Salt Lake County

**What do you think about the Park & Trails Bond Proposal?**

**Name not shown in this District 4**

*October 13, 2011, 6:19 PM*

- Satisfied
- Numerous Parks throughout the area
- [Redacted]

---

*Image notes*

- [Redacted]
Pattern: Social media & blogs are full of vitriol & bullies

Legal: Govs have to be mindful of free speech & hate speech

Civil: Monitor & reconcile for 3Ps (profanity, personal attacks, imPertinent content)

Inviting: Multiple registration options & privacy

Demos (time permitting)
The word "fuck" has been detected in **Improving Transportation: Existing Conditions and Goals/Objectives** in this text:

All new development built on the Island must pay into a "New Bridge/Tunnel" tax. More public transportation isn't going to help, yet that's the only answer I've gotten from any official about the amount of traffic that has increased since the new Landing developments. Bridge? Tunnel? Something besides more fucking busses? I visit my brother and his family in Berkeley often. I have two small children. Do you expect me to take two-2 busses with my kids in tow to get there? Or just use my car like any normal person should be able to do? Ridiculous. For example, I'm not going to take a bus to Safeway with my two small children in tow, buy groceries, and haul them all back home on a bus. I will take my car. More busses will not solve this!

---

The word "fuck" has been detected in **Parking in Downtown Lawrence** in this text:

Mass street employees really get fucked over. If the weather is bad most free 10 hour lots get shut down. If you work later in the day all the free 10 Hours spots are full and you're stuck paying to go to your job to make money to pay for parking. Without downtown employees there would be no mass street. Please take care of us. Also maybe some better safety measures like better lights and a camera system. It's hard out here for a mass street employee!!

---

The word "fuck" has been detected in **Haywood Street-Page Avenue Activity Survey** in this text:

28711 farmer's market — permanent? or occasional? yoga, exercise adjunct to the library — good if in a park-like setting. we need treeless drinking with friends? residences? a park, green. yes. concerts? we already have that sort of venue. playground. ick. kids. ick. beer and food trucks — we're already overloaded. and it would hurt downtown cafe business. community garden? not the right place. dog park? no, we already have better and safer dog parks. I'd rather see birds and squirrels. public booths? no. what we need is quiet space. vendors. there's plenty of space and endless events for vendors. let's have a NON commercial space. fuck no. that's what I'm talkin' about! no. we have wall street, and the arcade ... pritchard park? we are overrun with gifts and booths and galleries and arcades. we need the antidote! downtown is riddle with cafes struggling to make it. no. we need grass and trees, benches and quiet. benches are good. lack of activity is good. As much as downtown needs parking, we need green space even more. It is this that invokes community.
TRUST (2 OF 3): MAINTAIN CIVIL & INVITING FORUMS

- Number 1 complaint, when registration is required

- “Why do I have to register to give feedback to my government?”
  - Violates free speech
  - Introduces privacy issues
  - Fast feedback

- 2 channels of participation:
  - Unregistered channel accessible by gov admins
  - Registered channel is public, so it has more influence
4/25/2017

TRUST (3 OF 3): MITIGATE UNDUE FORUM INFLUENCE

- 4 Types of Undue Influence: Outsiders, NIMBYs, Activists, Frauds
- Analysis & reporting tools that can filter-out undue influence
- Fraud monitoring & reconciliation services
- Demos (time permitting)
TRUST (3 OF 3): MITIGATE UNDUE FRAUD INFLUENCE

Alex Engage Poll Results

Figure 1: WITH the 504 submissions from the same source

Please Tell Us Who You Are (check all that apply)

- I live in Alexandria
- I work in Alexandria
- I own a business in Alexandria
- I operate a food truck
- I visit Alexandria
- None of the above
- Other

Figure 2: WITH the 504 submissions from the same source

This location is appropriate for food truck vending because it has an adequate concentration of employees/residents and would have low impacts on city streets, parking, circulation, safety and quality of life

Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree
--- | --- | --- | --- | ---
Location A: 800 Block N West | Location B: 900 Block N Fairfax | Location C: 2200 Block Eisenhower

Alex Engage Poll Results

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--- | --- | --- | --- | ---
Location A: 800 Block N West | Location B: 900 Block N Fairfax | Location C: 2200 Block Eisenhower
TRUST (3 OF 3): MITIGATE UNDUE FORUM INFLUENCE

Filter Outsider Undue Influence

Filter NIMBY Undue Influence

Filter Activist Undue Influence

Should the city of Virginia Beach consider amending the City Code to allow citizens living in certain residential zones to own and keep hens (no roosters) in their backyards?

73 statements around Foster 1/2 Mile Corridor
Name not shown inside Foster 1/2 Mile Corridor
January 13, 2013, 8:06 AM

Foster Road is a key link to central Portland for all of the neighborhoods it serves. It should also act as a纽带 to neighborhoods together and strengthen community interaction by bringing these folks together in their walk and ride centers. Foster should have street car service, bike lanes and walks that reduce traffic, reduce noise, and encourage a sense of place while allowing connectivity to inner Portland. This type of environment will...
CASE STUDY: SAN LUIS OBISPO, CALIFORNIA

- Greg Hermann
- Trail-blazing practitioner of online civic engagement
- Experience with
  - Several local governments
  - Several types of online civic engagement
San Luis Obispo, CA
Platinum Engagement Award: San Luis Obispo

The Davenport Institute is very pleased to announce that the City of San Luis Obispo is the latest winner of our Platinum level public engagement award.

*How are WE Doing? A Public Engagement Evaluation Platform* launched in 2016 as an opportunity for local governments and public agencies across the state to both self-evaluate their engagement efforts and to apply for recognition as a publicly engaged government. You can find out more on our website.

In May, Executive Director Ashley Trim will present the award to the City of San Luis Obispo at their regular council meeting. The city’s application reflects a deep understanding of what constitutes legitimate citizen engagement and demonstrates how that commitment to engagement has become part of the culture as reflected in City policies and processes.

In earning this distinction, the City of San Luis Obispo has set a pattern for other cities seeking to improve their public engagement. The City earned the highest recognition honor the Institute bestows. The Platinum Award recognizes a city that has met at least 17 of the 20 criteria set forth in the platform. Cities can also be recognized at the Gold level by meeting at least 15 of the criteria, or at the Silver level by meeting at least 12 of the criteria.

The Davenport Institute looks forward to hearing about the great work being done in other cities as well. Applications are accepted on a rolling basis. Want to know how your city, county, special district, or agency measures up? You can apply online here, or email us to receive a pdf version of the platform.
Palo Alto Art Commission picks Szabo fountain
Sculptural fountain favored 5-1 by commissioners despite online opinion poll leaning toward traditional design

by Karla Kane / Palo Alto Online

An abstract, vertical fountain designed by local artist Michael Szabo will replace the aged fountain at the end of California Avenue, the Palo Alto Public Art Commission decided by a 5-1 vote Thursday night.

The decision went against an online opinion poll in which a traditional design was favored by Palo Alto residents who voted, by 130 votes to 208.

Using the word “vote” & encountering the Referendum Effect
ACTION PLAN MATRIX

Follow the steps below to find your outreach tool plan.

1. Cross tab the level of complexity with communication objective

<table>
<thead>
<tr>
<th>COMMUNICATION OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFORM</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>- One way communication – outreach to citizens.</td>
</tr>
<tr>
<td>- Provide public with balanced and objective project/issue information to increase awareness and/or understanding of problems, alternatives and solutions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DECISION-MAKING LEVEL OF COMPLEXITY</th>
<th>STAFF LEVEL</th>
<th>DEPARTMENT HEADS</th>
<th>ADVISORY BODIES</th>
<th>CITY COUNCIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal procedures, existing program, services delivery</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New program, expansion of existing program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i.e., land use issues, development projects)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New laws, major plans, significant issues (i.e. drought strategy)</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
### INFORM

**EXPECTATION**
- Official notice (if legally required)
  - Legal ad in newspaper
  - Postcards to neighboring owners/tenants
  - On-site signage
- E-notification (including affected neighbors)
- Website posting
- Applicable advisory bodies
- Key contacts, liaisons

**ADDITIONAL**
- Social media (if applicable and available)
- Utilities billing insert – flyer
- Community Calendar
- Signage
- Paid media (newspaper, radio, TV, social media, digital, outdoor/online)
- Informational materials (should also be available digitally on website, e.g. flyer, fact sheet, PowerPoint, postcard, door hanger, banner, poster)
- City website posting
- Awareness Walk
- Press release/Media notification
- Neighborhood meetings

### CONSULT

**EXPECTATION**
- All of the “Inform” expectations listed above
- Hearing (if legally required)
- Social media (if applicable and available)

**ADDITIONAL**
- Utilities billing insert – survey
- Mailed survey
- Telephone survey
- Study session
- Focus group
- Special events with opportunities for interaction
- Awareness walk
- Open City Hall (web based)
- Neighborhood meetings

### COLLABORATE

**EXPECTATION**
- All of the “Inform” and “Consult” expectations listed above
- Open City Hall (web based)
- Community Outreach Event (workshop, open house, neighborhood meeting, etc.)

**ADDITIONAL**
- Utilities billing insert – survey
- Mailed survey
- Telephone survey
- Study session
- Focus group
- Special events with opportunities for interaction
- Awareness walk
- Committee formation
GOAL-SETTING INPUT

COMMUNITY FORUM
JAN. 10, 2017

COMMUNITY SURVEYS

ADVISORY BODIES

CURRENT 2-YEAR GOALS*

LETTERS FROM COMMUNITY GROUPS

LETTERS FROM INDIVIDUALS

FISCAL FORECAST™

LONG-TERM PLANS, GOALS & POLICIES*

COUNCIL GOAL-SETTING WORKSHOP
JANUARY 28, 2017

STAFF BUDGET PREPARATION

Major City Goal Work
Programs & Strategic
Budget Direction . . . . . . April 18, 2017

Preliminary Budget . . . . May 15, 2017

Budget Workshops . . . . June 1, 6, 2017

Adopted Budget . . . . . June 20, 2017
Live site:
http://www.slocity.org/opencityhall
## Satisfaction Survey

**Approval Rating: 92%**

**Did you like using Open City Hall?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Comment</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>I can do it at my convenience and do not need to attend city meetings which is difficult to do.</td>
<td>April 1</td>
</tr>
<tr>
<td>Yes</td>
<td>It provides a useful tool to share your views and learn what others are thinking as well.</td>
<td>March 29</td>
</tr>
<tr>
<td>Yes</td>
<td>It's a good way to get feedback from citizens.</td>
<td>March 24</td>
</tr>
<tr>
<td>Yes</td>
<td>It's important our city leaders receive resident input--not just business and development input.</td>
<td>March 24</td>
</tr>
<tr>
<td>Yes</td>
<td>easy access to comment on a project that is important for our community.</td>
<td>March 15</td>
</tr>
<tr>
<td>Yes</td>
<td>Gives me the ability to participate with City projects and stay up to date on current status.</td>
<td>March 8</td>
</tr>
<tr>
<td>Yes</td>
<td>it's convenient since it is not always possible to make it down to City Hall for public meetings.</td>
<td>March 6</td>
</tr>
<tr>
<td>Yes</td>
<td>Once understood, easy! I sincerely hope read &amp; suggestions incorporated &amp; acted on. Thanks!</td>
<td>March 3</td>
</tr>
<tr>
<td>No</td>
<td>Too many issues. Probably nothing you can do about that but maybe try and cut it down a bit.</td>
<td>January 18</td>
</tr>
</tbody>
</table>
Q & A

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Webinar Resources
To Receive Copies Contact rspillers@transformgov.org
Save the Date – April 18th – 21st

Transforming Local Government 2017 in Tulsa, OK! - www.tlgconference.org
The Framework of Online Civic Engagement: An Overview & Case Studies

Thank you for joining us!