

Activating the Next Generation of Community Leaders

A Fall 2018 Collaborative Report
with Arizona State University's
Project Cities & the City of Glendale



Sustainable
Cities
Network

Arizona State
University

Project Cities



Glendale
ARIZONA



This report represents original work prepared for the City of Glendale by students participating in courses aligned with Arizona State University's Project Cities program. Findings, information, and recommendations are those of students and are not necessarily of Arizona State University. Student reports are not peer reviewed for statistical or computational accuracy, or comprehensively fact-checked, in the same fashion as academic journal articles. Project partners should use care when using student reports as justification for future actions. Text and images contained in this report may not be used without permission from Project Cities.

Cover image:

Steve Russell
Program Manager, Project Cities

ACKNOWLEDGMENTS

City of Glendale

Jerry Weiers, Mayor

Joyce Clark, Vice Mayor

Bart Turner, City Councilmember

Ian Hugh, City Councilmember

Lauren Tolmachoff, City Councilmember

Jamie Aldama, City Councilmember

Ray Malnar, City Councilmember

Kevin Phelps, City Manager

Chris Anaradian, Assistant City Manager

Tom Duensing, Assistant City Manager

Jean Moreno, Executive Officer Strategic Initiatives & Special Projects

Amanda McKeever, Department Support Services Administrator

Arizona State University (ASU)

Julie Ann Wrigley Global Institute of Sustainability

Gary Dirks, Director

Christopher Boone, Dean of School of Sustainability

Meredith Simpson, Chief of Staff

On behalf of the ASU Wrigley Institute and the School of Sustainability, we extend a heartfelt thank you to the City of Glendale for enthusiastically engaging with students and faculty throughout the semester. These projects provide valuable real-world experience for our students and we hope that their perspectives shine light on opportunities to continuously improve Glendale's future livelihood and community well-being.

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To access the original student reports, additional materials, and resources, visit:
links.asu.edu/PCGlendaleCommunityEngagement

ABOUT PROJECT CITIES

Arizona State University's (ASU) Project Cities program is a university-community partnership. For an entire academic year, faculty and students work with a single city to co-create strategies for better environmental, economic, and social balance in the places we live. Students from multiple disciplines research difficult problems chosen by the city and propose innovative sustainability solutions. Project Cities is a member of the Educational Partnerships for Innovation in Communities Network (EPIC-N), a growing network of more than 30 educational institutions partnering with cities throughout the United States and the world.

ABOUT SUSTAINABLE CITIES

Project Cities is a program of ASU's Sustainable Cities Network. This network was founded in 2008 to support communities in sharing knowledge and coordinating efforts to understand and solve sustainability problems. It is designed to foster partnerships, identify best practices, provide training and information, and connect ASU's research to front-line challenges facing local communities. Network members come from Arizona cities, towns, counties, and Native American communities, and cover a broad range of professional disciplines. Together, these members work to create a more sustainable region and state. In 2012, the network was awarded the Pacific Southwest Region's 2012 Green Government Award by the U.S. EPA for its efforts. For more information, visit sustainablecities.asu.edu.

PROJECT CITIES TEAM

Director

Anne Reichman
anne.reichman@asu.edu
480-965-2168

Program Manager

Steven Russell
steven.russell@asu.edu
480-727-2698

Report Writing Assistant

Kiana Mays, Master of
Sustainable Solutions

Student Assistants

Lexie Fields-Austin, Master of
Sustainable Solutions
Urvashi Manral, Master of Arts in
Communications Studies



Project Cities

Sustainability Through Local Action

projectcities.asu.edu

ABOUT GLENDALE

The City of Glendale is located in Maricopa County, roughly nine miles northwest of Downtown Phoenix. Glendale's population is about 250,000, comprised of diverse communities, including large Hispanic populations, retirement communities, local businesses, and event-goers. Glendale is home to attractions such as the State Farm Stadium, Westgate Entertainment District, the Gila River Arena, Glendale Community College, and the ASU West Campus. With abundant attractions and temperate climate, Glendale has something to offer for its residents and tourists all year round. In August 2016, 71% of voters supported Envision Glendale 2040, a plan that signaled the City's commitment to sustainability. Glendale has chosen to pair up with Project Cities to find new ways to promote sustainability and engage with their communities to better serve their diverse needs.

GLENDALE TEAM

Project Cities Community Liaison

Amanda McKeever, Department Support Services Administrator

Project Cities Project Leads

Brent Stoddard, Director of Public Affairs

Michelle Woytenko, Director of Field Operations

Vern Baker, Facilities Management Superintendent

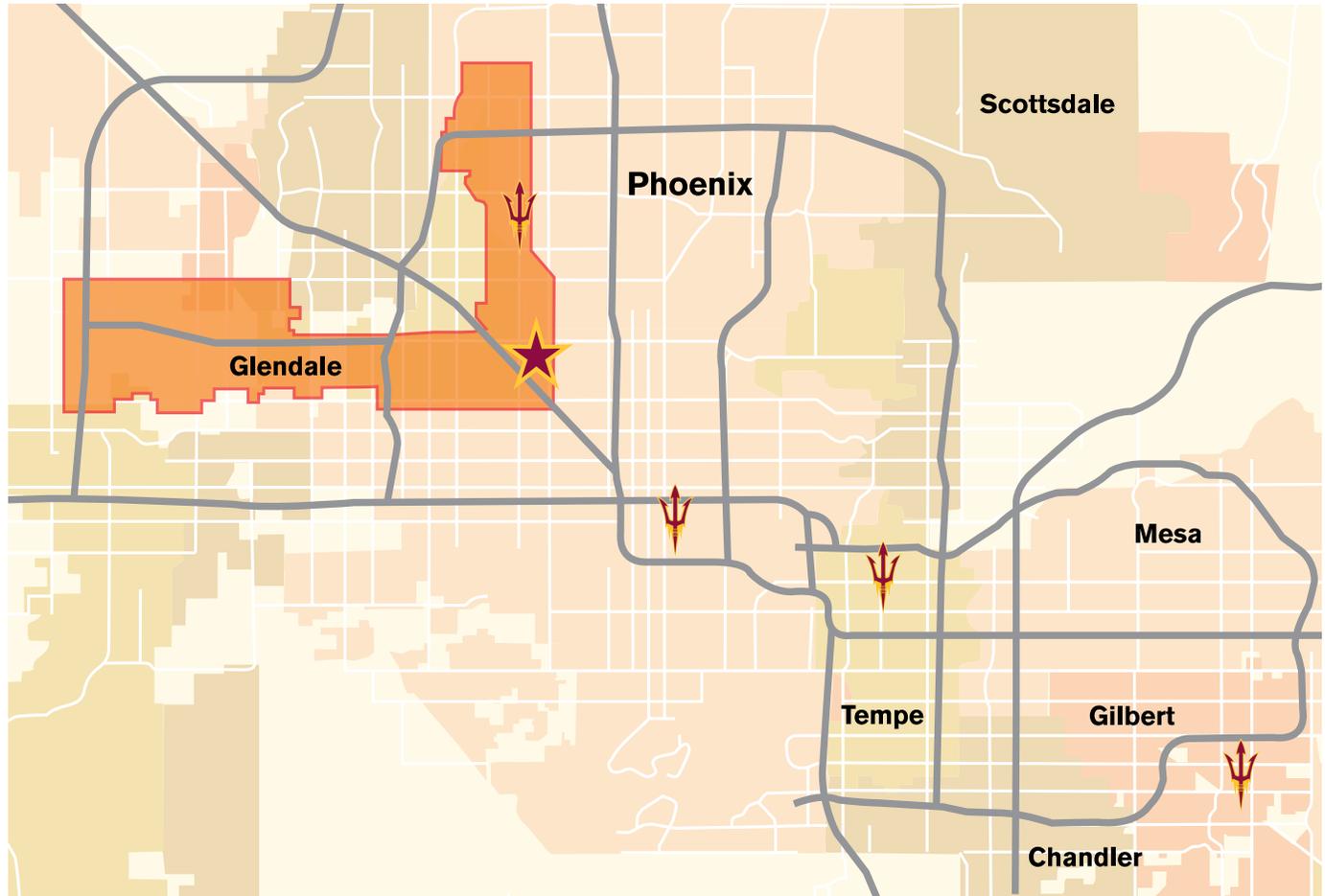
Jenna Goad, Intergovernmental & Council Services Manager

Jean Moreno, Executive Officer Strategic Initiatives & Special Projects



We improve the lives of the people we serve every day
glendaleaz.com

MAP OF GLENDALE & GREATER PHOENIX, ARIZONA





A Message from the City Manager

In 2018, the City of Glendale entered into a partnership with Arizona State University to participate in the Project Cities Program. The goal of this program is to deliver sustainability research, education, and solutions with practical, measurable and meaningful impact to local government. It is a university-community partnership in which ASU students work on research projects that will inform programs or services related to the city's strategic objectives and which have a sustainability component. These projects may include co-creating implementation frameworks or solution pathways for environmental, economic, or social improvement projects all of which will help Glendale prepare for the future.

The leadership team and I can proudly say that ASU's Project Cities program has provided a value-added experience for our staff and fulfilled the need for research on key organizational issues. We have been extremely impressed with the professionalism and relationships our city has developed with the students and ASU's Project Cities staff. They have brought a fresh and unique perspective to challenges that affect our city.

The projects chosen are aligned to the City of Glendale's mission and values and are intended to help advance several of our strategic objectives, initiatives, and existing programs. We specifically sought to gain insights around communication to include social media management and multi-generational engagement, as well as sustainable asset management for the city fleet, facility master plan, and above ground chemical storage tanks.

This valuable experience has been a tremendous learning opportunity for our city as well as for the dedicated students who exhibited their unique skill set. One of the surprising benefits has been for our staff liaisons who were refreshed and invigorated through their interactions with the next generation of leaders, and found the students to be very thoughtful, intelligent, and inquisitive. The opportunity to expose students to potential careers in local government also aids in developing a pipeline of future talent in local government.

In closing, we truly strive to improve the lives of the people we serve every day and these projects have provided us with insights that will help guide actions and future recommendations for our City Council. We are excited about the strategic direction for Glendale and have set the bar high for success. We feel extremely fortunate to have experienced a great partnership through the ASU Project Cities program which will play an integral role in achieving our goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin R. Phelps', written in a cursive style.

Kevin R. Phelps
City Manager

5850 W. Glendale Avenue, Glendale, AZ 85301
623.930.2870

The following report summarizes and draws highlights from work and research conducted by students in courses CPP 201: Community Impact Lab and PAF 509: Public Affairs Capstone for the Fall 2018 partnership between ASU's Project Cities and the City of Glendale.

To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCGlendaleCommunityEngagement

EXECUTIVE SUMMARY

In a time when people are busier than ever, and technology has become integral to our everyday lives, adaptation is essential. Cities are no exception as they search for new ways to communicate with their residents and engage with their diverse populations. Communication streams must be accessible and relevant to this technological age; to this end, the City of Glendale aims to increase its community engagement across multiple generations and populations.

Students in CPP 201 and PAF 509 investigated many creative strategies for Glendale's consideration, all aimed at advancing the desire to harness multigenerational engagement. The most prominent strategies suggested, include creating a community engagement committee, investing in or exploring the latest in technology, and leveraging the investment in the city's new website. Creating a focus in these areas would create new opportunities for engaging residents.

CPP 201: Students in this Next Generation Service Corps program observed a decided lack of civic engagement among Glendale's younger residents, ages 18–25. They discovered that the best way to involve younger generations in local decision-making was to create a civic engagement committee that brought young adults and families into the City's decision-making. Their research also suggested that a revitalized online presence could engage younger generations in community events, opportunities, and meetings. The students then devised a roadmap for achieving these goals.

PAF 509: Students in this course explored various ideas for leveraging multigenerational engagement. One suggestion was to create a mobile application based off the CivicLive website, serving as a platform where residents could report issues, sign up to volunteer, and weigh in on local topics. Another idea explored was to survey millennial residents and spark formal and informal discussions between these residents and city officials.

The city's mission is to improve the lives of the people they serve and their vision is to be the community of choice for residents, businesses, and employees. Additionally, the city's Strategic Plan and Balanced Scorecard is designed to drive performance throughout the entire organization towards one common objective - to improve the community experience. The results of these projects suggest numerous opportunities for advancing these priorities through engagement. Whether through

technology or in person, engaging with residents of diverse backgrounds and ages is a critical success factor.

With a median age of 33.7, approximately 10% lower than state and national averages, Glendale is positioned to strategically inform the future of its community, improve the community experience and be the community of choice by engaging in a focused effort to increase multi-generational engagement. Encouraging younger generations to get involved in local government will enable Glendale to better address the needs of its residents and equip the next generation of leaders with tools and information needed to do so. However, it is important to note that success will be primarily dependent on the ability to prioritize engagement programs and strategies as a top-level initiative; and, investing in or strategically aligning the resources required to advance performance in this area.

Following the Executive Summary are highlighted recommendations from both course groups, as well as synthesized student reports, complete with targeted challenges, research methods, findings, areas for further exploration, and detailed lists of resulting recommendations. To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCGlendaleCommunityEngagement



Figure 1 City of Glendale staff Jean Moreno and Jenna Goad, Project Cities Program Manager Steve Russell, and CPP 201 students during their mid-semester check-in meeting

GOALS & TOP RECOMMENDATIONS FOR ENGAGING THE NEXT GENERATION OF COMMUNITY LEADERS

The goal of this project was to provide Glendale with tools and guidance for reaching its younger audiences through the use of technology and outreach.

Solution Roadmap

Short-Term

(0-2 months)

Set a plan to market the Civic Engagement Committee, increasing awareness throughout the city.

Solidify agenda and requirements for membership and develop training materials.

Mid-Term

(3-6 months)

Obtain 5-10 individuals for the committee.

Begin training and working on projects.

Long-Term

(7-12 months)

Establish a website that is easy to navigate and create an attractive social media presence.

Collect and utilize feedback to improve performance and engagement.

Figure 2 Solution roadmap proposed by students in CPP 201. An expanded version can be found on page 20 of this report.

RECOMMENDATIONS FOR ENGAGING THE NEXT GENERATION

Opportunities for Engagement

Create nontraditional opportunities for residents to participate in decision-making through Participatory Budgeting, where residents directly decide how to spend part of the public budget (Trent, p.20).

Host City-sponsored Conversation Cafes at local businesses or via City Wi-Fi hotspots as a casual open forum to encourage conversations with members of the community (Trent, p.20).

Use online surveys to address community concerns; create mail-in survey for the 31% of the city's population who lack internet access (Robinson, p.22).

Civic Engagement Committee

Establish a panel/committee of millennials and Generation Z-ers to participate in community-based projects and get involved in local government to foster leadership of a multigenerational community (Redd, p.18; Ravi, La, Ellis, Kumi, Austin & Ruiz, p.1).

The Civic Engagement Committee should manage content and logistics of a social media plan (Ravi et al., p.12).

The committee can serve to help inform and educate Glendale youth on topics related to local government and the community (Ravi et al., p.12).

Engaging Younger Generations

Facilitate informal meetings with younger residents as an entry point to activate this age group (Redd, p.18).

Invite millennials and Generation Z-ers to formal meetings to encourage them to participate in local government decision-making (Redd, p.18; Ravi et al., p.13).

Be attentive to the needs and concerns of today's young people (e.g., climate change). Glendale leaders should reach out to community advocates about current and emerging topics (Redd, p.18; Ravi et al., p.13).

Revitalize website and social media platforms, and create an app to engage younger generations in Glendale's community events, opportunities, and meetings (Ravi et al., p.12).

RECOMMENDATIONS FOR ENGAGING THE NEXT GENERATION (CONT'D)

Increasing Accessibility through a Mobile Application

Create a mobile application for residents to report potholes, graffiti, and other local concerns, and submit proposals that they think would benefit the city (Trent, p.20; Newland, p.21).

Use safeguards similar to Nextdoor.com to verify that users engaging in the app are verified residents of Glendale (Newland, p.21).

Include City Council meeting livestreams on the City of Glendale app, allowing for verified community members to weigh in on topics addressed in the meeting (Newland, p.18).

Include polls on the app to engage citizens and gain feedback (Newland, p.21).

Promote the City's app via social media pages, flyers, and posters (Newland, p.19).

Feature instructional videos and digital resources that teach residents about the City; include existing videos from the City's YouTube channel (Newland, p.19).

Promote volunteer opportunities on the app (Newland, p.20).

Use data analytics to better assess community needs and track engagement (Robinson, p.13).

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FACULTY
KATHERINE CLEMENS AND LAURA E. TAN

CPP 201: NEXT GENERATION SERVICE CORPS COMMUNITY IMPACT LAB
WATTS COLLEGE OF PUBLIC SERVICE & COMMUNITY SOLUTIONS

Collaborative Engagement for the Next Generation

Tips and tools for increasing
involvement in local governance
by Glendale's youth

ACKNOWLEDGMENTS

Faculty

Katherine Clemens

Laura E. Tan

Students

Markanday Ravi

Cathy La

Cheyenne Ellis

Desmond Kumi

Lorena Austin

Audrey Ruiz

Editors

Kiana Mays

Lauren Kuby

Steven Russell

Kayla Frost

Anne Reichman

Jean Moreno

Project Leads

Jean Moreno

Jenna Goad

INTRODUCTION

For their Project Cities challenge, CPP 201 students were tasked with finding creative ways to promote community engagement among youth in Glendale. The City currently notes low levels of civic participation among residents aged 18–25. This issue has created gaps in representation and understanding of this group’s concerns and opinions on municipal issues. After interviewing city officials to understand the unique challenge of youth engagement, the students identified an unmet need for youth programs and platforms.

Despite typically low levels of youth engagement in city programs, the student researchers found evidence of high levels of interest in local government among Glendale youth. This generation is more tech-savvy and civically aware than previous generations. To this end, the students identified the planned launch of a new city website and resident engagement platform as an optimal opportunity to engage young people.

The students proposed additional means to reach out to young people, including the establishment of a Youth Advisory Committee (explored later in the Class Summary report).

RESEARCH METHODS

The student researchers conducted expert interviews with community stakeholders to inform the resulting commendations. These stakeholders (not necessarily affiliated with the City of Glendale) included individuals from ASU’s Undergraduate Student Government; Patty Kennedy from the Glendale Union High School District; Jenna Goad, City of Glendale official; Terry Leyba-Ruiz, president of Glendale Community College; and a group of young adults between the ages of 18–25 from the Phoenix metro area. The students also conducted background research on civic engagement and explored case studies from Austin, Texas and Mesa, Arizona.

Students used the Design Thinking process to address the challenge of youth engagement. This process is defined as “a human-centered approach to problem solving that goes beyond obvious or simple fixes to develop solutions that impact the root of the challenge” (Ravi et al., p.3). The Design Thinking process can be broken down into six steps: Define, Explore, Reflect, Imagine, Play/Prototype, and Transform. The process does not seek immediate results, rather, it adopts a systemic approach to understanding problems before suggesting solutions. For a full view on the six-step process, see the CPP 201 student report (Ravi et al., p.5).

FINDINGS & RECOMMENDATIONS

Interviews with the group aged 18–25 in the Phoenix metro area were particularly enlightening, as most reported feeling unwelcomed by their local governments. Others expressed a belief that civic engagement was “...not supposed to be our priority until we’re in our forties” (Ravi et al. p.8). Some believed that level of civic engagement directly correlated with upbringing, especially with wealth. A few even identified themselves as civically engaged, stating that the recent political climate has inspired them to feel a “...[responsibility to] do something” (Ravi, et al. p.8). One thing unanimously agreed upon was that today’s young people are more informed about politics and their governments than were past generations. Interviewees largely attributed this increased knowledge to the proliferation of the internet and social media.

From interviews with City of Glendale officials, students determined that the City lacked sufficient programs and opportunities to educate and engage young people; they marked a flexibility in scheduling and accessibility for youth as a major barrier. However, as the City’s new website is projected to go live July 2019, the citizen engagement module is poised to increase accessibility through a civic engagement forum. Harnessing the tech-savviness of Glendale’s youth is one way to increase engagement. Online platforms are mutually beneficial for cities and their residents, as they increase the capacity for residents and city government to communicate and create a sense of shared community.

Case Study: City of Austin, Texas. Austin has made great strides toward engaging with residents through online platforms. Austin staff developed a program called “Meetings in a Box,” where city planners harness community groups to ask city-related questions during their meetings. Additionally, they created a website called “Speak Up Austin,” a forum where residents can voice opinions and ideas, and hear feedback from city officials. These programs have been so successful in engaging residents that city officials now must create a system for managing the vast amount of feedback.

Case Study: City of Mesa, Arizona. Mesa also uses online platforms to engage with residents. They have designed four mobile apps for this purpose: Crime Reports, City News, Maps of City, and Report an Issue. The most popular app is Report an Issue, where residents can detail infrastructure problems, graffiti, and other concerns. This app has served as a highly accessible platform for citizens to communicate with their city officials and have their voices heard.

Key Findings

1. Civic engagement benefits all stakeholders.
2. Organizations across the board are realizing the importance of including the next generation of leaders in their decision-making.
3. Young people today are more informed and interested in civic engagement than ever before, but they often feel that they don't have a place at the table.
4. Lack of youth programs/outreach operations, along with inconvenient meeting times, discourage young people from engaging.
5. Technology and social media are integral and necessary to engaging young people.

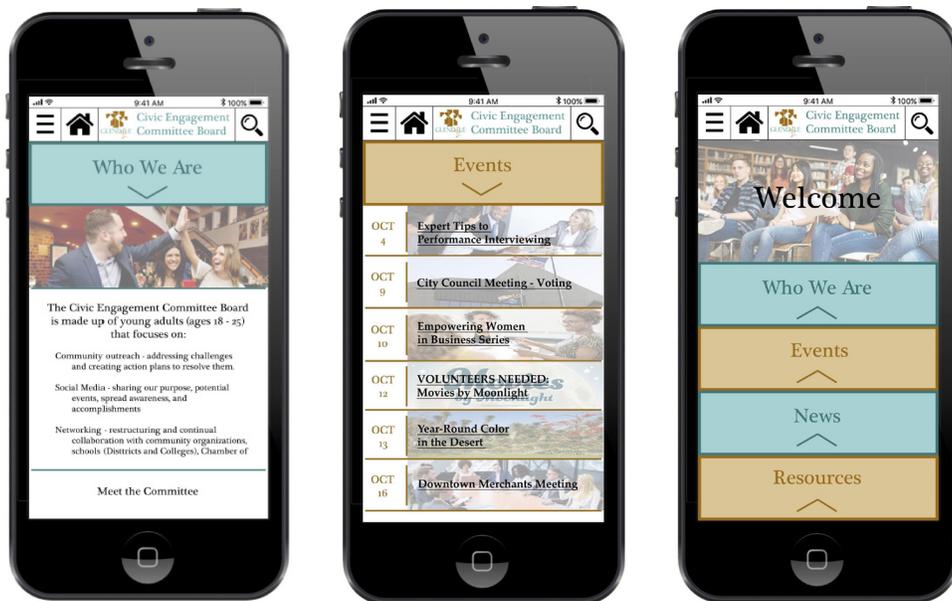


Figure 3 Prototype for a mobile application derived from combined student presentation.

Recommendations

1. Create a civic engagement plan that celebrates diversity and encourages inclusivity.
2. Establish more youth-led grant programs and a Youth Advisory Council to amplify young voices.
3. Create a Civic Engagement Committee composed of individuals of all ages to orchestrate volunteer opportunities, create community partnerships, and advertise civic engagement.
4. Use the following design principles when creating a civic engagement plan:
 1. Enable young adults to have a voice in their local government, impacting current and future policies.
 2. Promote and maintain an effective line of communication between residents and the City.
 3. Use creative methods to reach out and engage with marginalized populations.
 4. Create online and tangible platforms to promote civic engagement.
 5. Encourage government officials to create long-lasting relationships with their constituents.
5. Create a mobile app that compliments the new City of Glendale online module and includes event announcements, educational materials, and a forum to report problems and ask questions.

Solution Roadmap

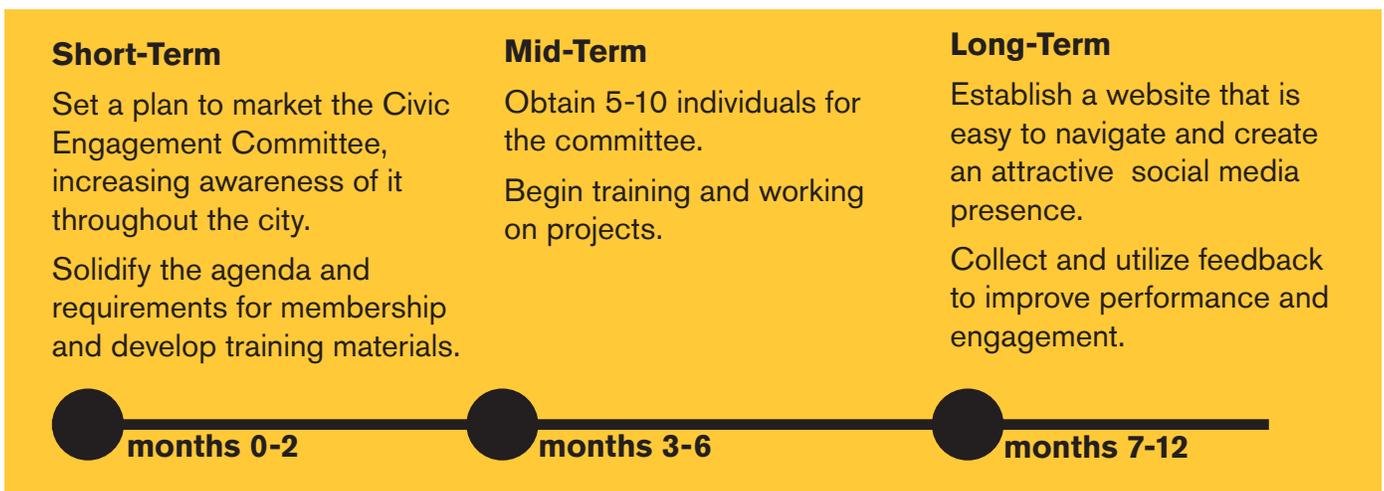


Figure 4 Solution roadmap proposed by students in CPP 201

CONCLUSION

Engaging residents in civic processes challenges every city. There are many obstacles and conditions that prevent residents from reaching out to their local governments and getting involved. Design Thinking is a framework that can help cities take a systematic approach toward increasing participation. Because it is an iterative process, it allows for a city to constantly adapt to meet a community's evolving needs. The students in CPP 201: Community Impact Lab used Design Thinking to craft recommendations to bridge the gap between the City of Glendale's government and residents. The students hope that the use of technology, collaboration, and iterative decision-making will inspire effective communication.

To access the original student reports, additional materials, and resources, visit:

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Figure 5 CPP 201 students developing prototypes for the proposed Civic Engagement Committee.

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FACULTY
MALCOLM L. GOGGIN

PAF 509: PUBLIC AFFAIRS CAPSTONE
WATTS COLLEGE OF PUBLIC SERVICE AND COMMUNITY SOLUTIONS

Bridging the Digital Divide

**Discovering innovative ways
of using digital platforms
to increase community
engagement in Glendale**

ACKNOWLEDGMENTS

Faculty

Malcolm L. Goggin

Students

Tyler Lopez

Jessica Newland

Jazlyn Redd

Aaron Robinson

Nathaniel Trent

Editors

Kiana Mays

Lauren Kuby

Steven Russell

Kayla Frost

Anne Reichman

Jean Moreno

Project Leads

Jean Moreno

Jenna Goad

INTRODUCTION

Despite being a diverse nation, many U.S. cities admit their public participation processes often fail to represent their communities' demographics in a proportional way. In past decades, public hearings have been the standard method for engaging citizens with their local governments. However, with the advent of new technologies and cultural changes, the way we communicate has vastly changed. Cities are now more diverse, citizens are busier than ever, and communication is no longer limited to face-to-face and handwritten outlets. The rapid proliferation of the smartphone has enabled citizens to communicate and engage in unique ways. Businesses, education systems, and other types of organizations have transformed their operations to include digital/mobile components, yet some local governments have yet to fully engage with diverse audiences over social media platforms.

The City of Glendale recognizes the need to evolve the way in which it interacts with its citizens, so they worked with students in PAF 509: Public Affairs Capstone to discover creative and culturally relevant methods. Glendale has expressed its desire to increase its social media presence to reach diverse audiences and engage with its citizens in unique ways. While social media may help increase public awareness of local events, news, and attractions, it does not necessarily provide an outlet for citizens to engage in local politics and decision-making. For this reason, students in PAF 509 spent the past semester researching best practices for using digital platforms to increase citizen engagement.



Figure 6 Glendale project leads presenting the project scope at an initial campus visit

RESEARCH METHODS

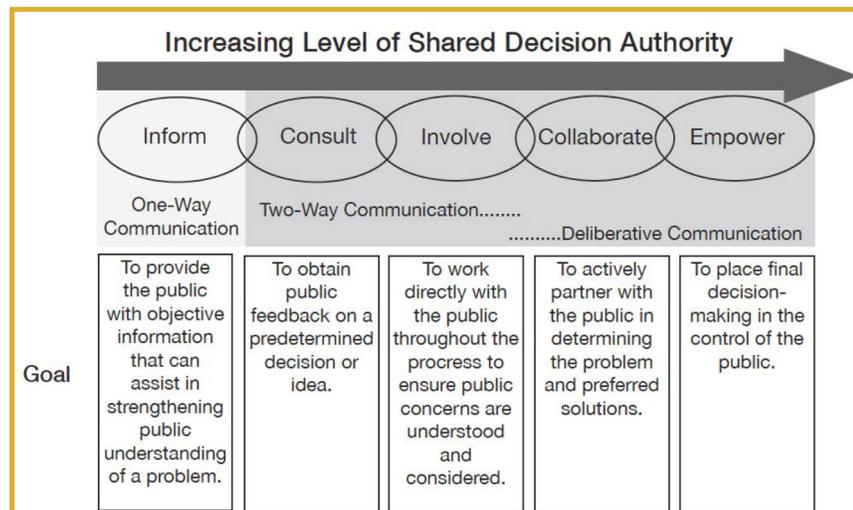
Students researched best practices and unique methods for fostering community engagement between the City of Glendale and its residents. Students conducted interviews with city staff and community members, which helped them better understand areas of concern and opportunities for equitable civic engagement. Other research methods included a digital survey created and distributed to students at Glendale Community College to gauge their perceptions of engagement in the city.

FINDINGS & RECOMMENDATIONS

Glendale identified five success measures for new projects to meet their goals of increasing multigenerational community engagement (Newland, p.2):

1. An increase in **next-generation leaders on city boards and commissions** that reflect the city's median age
2. A **non-traditional** method of teaching next-generation leaders about City processes, the importance of the processes, and the importance of community involvement
3. A **platform for the City to engage** all community members on projects geared towards solving issue-specific problems
4. A **demographic-reflective database** of leaders to call upon when issues arise
5. An increase in **next-generation leaders proposing and taking ownership** of ideas for the community

Figure 7
The "Spectrum of Public Participation" developed by the International Association of Public Participation (Nelimarkka, et. al., 2014)



Participatory Budgeting

Participatory budgeting is a democratic process in which community members decide how to spend part of the public budget. Such budgeting empowers citizens to help solve community problems, builds trust, and increases transparency (Trent, p.20).

Digital Engagement

According to PEW Research Center (2018), 95% of Americans own a cell phone, of which 75% are smart phones (Newland, p.3). In this day and age, it is critical for cities to engage with residents on digital platforms, using Information and Communication Technologies (ICT). One example of a platform is an online application where residents report graffiti, potholes, and other community issues. This application increases urban equity, providing new spaces for citizens to voice concerns and ideas in a nonthreatening and highly accessible manner.

Case Study: City of Boston, Massachusetts. Boston created the first ever phone app dedicated to non-emergency services. They saw that citizens were more likely to report a problem if it could be reported through a digital channel. In 2017, nine years after the launch of the app, BOS:311, 60% of the City's service requests were generated on digital platforms, and requests have expanded by 10% (Newland, p.7).

Case Study: City of Columbus, Ohio. Columbus created a similar app called MyColumbus where residents can submit service requests, request health inspections, and search community events, bus schedules, local news, parks, businesses, and waste-management information all in one location (Newland, p.7). In its first three years post-launch, MyColumbus had over 20,000 downloads, and service requests per month grew by nearly 350 (Newland, p.7).

Conversation Cafes

Conversation Cafes are casual discussions, hosted locally and designed to encourage conversations that matter to the community. Such forums offer insight into community dynamics and identify ways in which a city can cater to residents' cultural or linguistic needs. Conversation Cafes can be held at existing community events for an inexpensive and engaging way to reach residents (Trent, p.20).

Wi-Fi Hotspots

Another example of using ICT for community engagement could be creation of City-sponsored Wi-Fi hotspots where residents can access free internet, benefiting areas lacking internet access. In addition to the data collection and analysis components, ICT outreach creates opportunities for city officials to engage with citizens. For instance, they could frequent City-sponsored Wi-Fi hotspots to start conversations with young people, encouraging civic participation in an approachable way.

Survey Results

The team of students conducted an online survey of 119 students at Glendale Community College.



**GLENDALE
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

Participant Sampling:

- Over half of the participants described themselves as Hispanic or Latino
- 31% indicated they were “white alone”
- 87% of participants were under the age of 23, which is lower than Glendale’s median age (Newland, p.11)
- This small sample is not representative of the entire city; however, the data provide the City with insights into the state of civic engagement from the next generation and minority populations.

Survey Findings:

- **85% of participants agreed that technology (internet, email, television) is an efficient way to engage the public**
- **Only 5% claimed they understood the current organizational structure of their city**

- 33% felt that they had some ideas that could make the City of Glendale better. Of those:
 - **46% indicated a desire to learn more about City processes**
 - **64% agreed that the next generation of Glendale leaders should begin participating in local government as soon as possible**
- Participants ranked civic engagement activities (Newland, p.17); the top 5 activities were:
 1. Attending community events
 2. Attending City Council meetings
 3. Voting
 4. Donating to important causes
 5. Volunteering
- Participants were asked to provide an open-ended response to the question "What can you personally do to be more engaged in your community?". **Respondents overwhelmingly indicated that volunteering was one way they could personally be more engaged.** Voting, attending community events, and becoming more informed were some of the other common responses indicated by the survey participants.

Survey Findings



Figure 8
A graphic element from the Newland presentation signifying what respondents felt they could personally do to be more engaged in the community

Survey Findings

FINDINGS: SURVEY

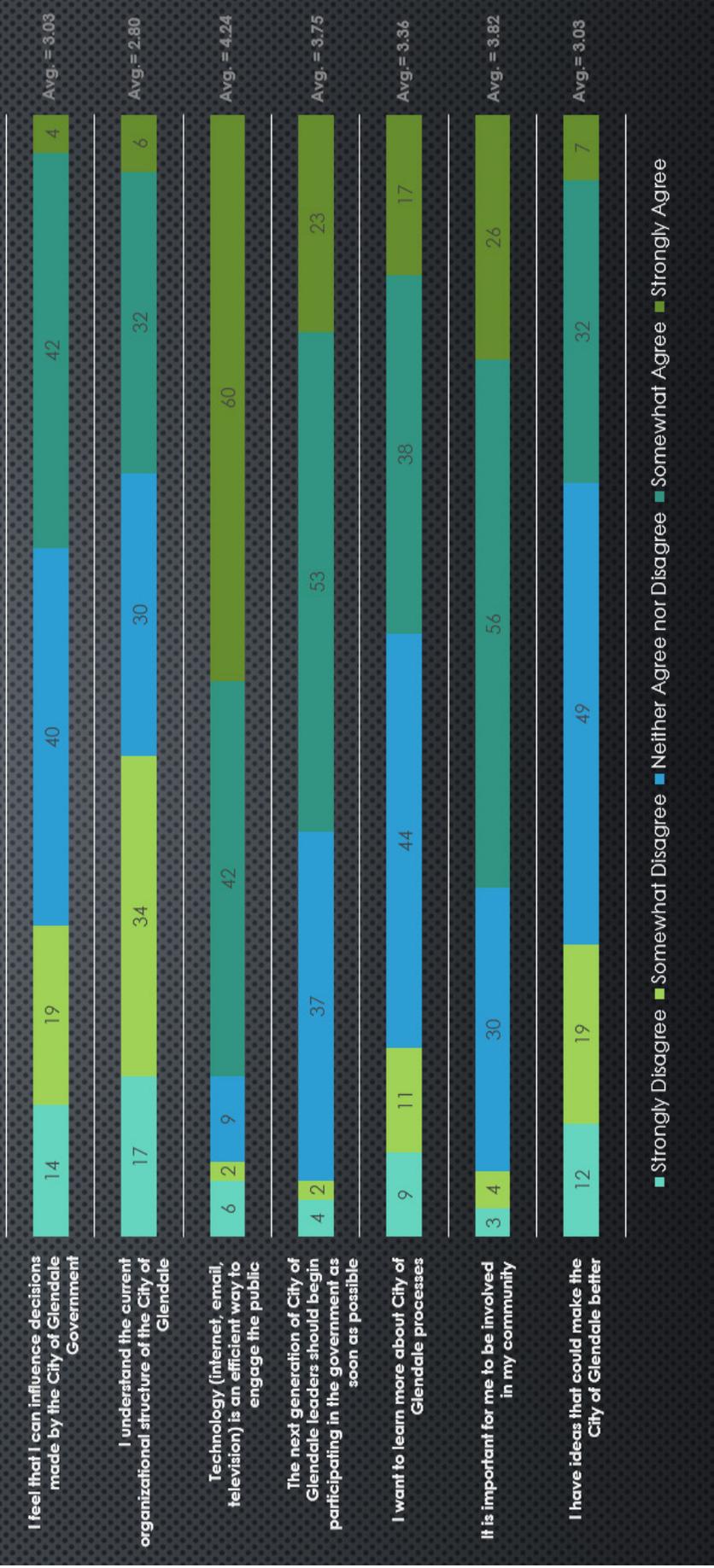


Figure 9 Survey findings derived from Newland presentation highlight that most people believe that technology is the best way to reach the public. Additionally, most people do not understand the current organizational structure of their local governments.

Survey Findings, continued.

- **40% of participants stated they should volunteer to be more engaged,**
- yet, **only 14% provided contact information to actually begin volunteering**
- and they ranked volunteering as the least important activity for being engaged compared to other activities.

An Interview with the Community Life Commission: City of Ithaca, New York

One student in PAF 509 interviewed a member of the Community Life Commission for Ithaca, an exemplar city for multigenerational engagement. The city's median population age is 22, due to the proximity to two colleges: Ithaca College and Cornell University. Mayor Svante Myrick is a millennial, first elected at the age of 24 in 2011 (Redd, p.12). His unique style of governance includes a charged social media presence and a creative mindset for engaging younger generations in addressing their needs (Redd, p.16). In 2018, Myrick established the commission, which reaches out to community members to define and achieve city goals. The commissioners are mayoral appointees selected to represent diverse backgrounds of age, education level, ethnicity, household size, and profession.

Students learned that the residents most engaged in Ithaca's governance and community events were over the age of 40. However, when the City took initiative to raise awareness and educate residents about current projects or community issues, they saw an increased participation from millennial/college populations. The interviewed commissioner shared that more millennial engagement occurs related to current events or issues that personally impact the individual. From experience, when the commission focuses on long-term projects, there is less attention from younger generations simply because they do not understand or have the time to commit to the tedious process of long-term planning.

Recommendations

General Recommendations

1. Create nontraditional opportunities for citizens to engage in local decision-making, such as Participatory Budgeting (Trent, p.20).
2. Conduct online surveys about community concerns; create a mail-in survey for the 31% of Glendale residents who lack internet access (Robinson, p.22).
3. Harness existing community events such as Glendale's MLK Day of Service to **host Conversation Cafes as casual forums for community discussions** (Trent, p.20).
4. Create a mobile app to increase engagement among residents (Trent, p.20).

Engaging the Next Generation

1. Engage younger people by expressing concern for national issues that pertain to the next generation such as LGBTQ news or climate change (Redd, p.14).
2. Create City-sponsored internet cafes or Wi-Fi hotspots where residents can access free internet (Trent, p.20).
3. Facilitate informal meetings at inviting locations such as coffee shops with younger residents to activate younger populations in the community in a nonthreatening way (Redd, p.18).
4. Conduct dedicated outreach to millennials and young citizens to encourage their attendance at formal local government meetings, such as council meetings and work sessions (Redd, p.18).
5. Create a panel or committee of millennials to participate in community-based projects and become involved in local government (Redd, p.18).
6. Develop a cross-generational mentorship program for youth to engage with elders in the community (Robinson, p.23).
7. Glendale leaders should serve as a resource to teach young community advocates about current concerns to be addressed now and in the future (Redd, p.18).

Mobile App Recommendations

1. Include a feature for residents to report community issues and incivilities such as potholes, graffiti, and landscape damage (Trent, p.20).
2. Make the livestreamed City Council meetings publicly accessible on the app (Newland, p.18).
 1. When meetings begin, the City should send notifications to residents, reminding them to tune in (Newland, p.18).
 2. Consider incorporating an electronic comments forum where residents can remotely interact with the meetings, just as they would be able to provide a verbal testimony if they were attending the meeting (Newland, p.19) .
3. Include videos and short digital courses that educate residents about the city government and how to get involved (Newland, p.19).
4. Showcase volunteer opportunities to increase community engagement and involvement (Newland, p.20).
5. Use the app to send out polls on community issues and decisions (Newland, p.21).
6. Create safeguards to verify that those interacting on the app are indeed Glendale residents (e.g., the students identified Nextdoor.com as a potential model) (Newland, p.21).
7. Include a feature where residents can submit proposals and share ideas about city-wide initiatives (Newland, p.22).

CONCLUSION

Cities today are looking for unconventional, creative ways to increase diverse community engagement, including using information and communications technology and creating new outlets for citizens to get involved in local governance. The City of Glendale has an opportunity to harness communications technology to inspire the next generation of leaders to become active in the community. Students from PAF 509 hope that city leaders will find value in the actionable recommendations suggested which are focused on advancing the city's strategic objective to improve the community experience.

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