**Project Description:**

The City of Glendale is interested in identifying strategies to create opportunities for multi-generational engagement in order to cultivate and prepare the next generation of leaders for our community. The City is specifically interested in finding ways to engage the next generation of leaders ages 18-25.

**Process:**

Our team used design thinking, a human-centered, creative approach to problem solving, to generate ideas and solutions to engage the next generation of leaders in the City of Glendale.

**Findings:**

- Organizations across the board are realizing the importance of including the next generation of leaders into their decision making processes
- Young people today are more informed and interested in civic engagement than ever before
- Lack of youth programs/outreach operations along with inconvenient meeting times disincentivizes young people from being civically engaged
- Technology and social media are integral aspects of engaging young people

**Recommendations:**

- Create a civic engagement committee for young adults (ages 18-25). This committee would focus on:
  - Reaching out to the community to find issues that need to be addressed, and then creating a plan to resolve the issue.
  - Creating a social media presence to share the committee’s purpose, potential events, spread awareness, and accomplishments. (Ex. # challenge, snapchat commercials, etc.)
  - Restructuring/building upon collaborations with community orgs, school districts, community college, chamber of commerce to create networks.
- Revitalize the City of Glendale’s website and social media platforms, which includes creating an app which would get community members engaged and aware of events, opportunities, and meetings. Booklets and brochures would be used to inform and educate the community on local government.
Project Description:
As is common among many cities, public engagement in Glendale is often limited to people who have the time or resources to provide feedback in traditional public forums like public meetings, hearings, and other events hosted by the city. People in younger, under-served, lower-income, and vulnerable population groups are often excluded from processes that directly affect their health, economic well-being, and opportunities for self-improvement.

The purpose of this project is to identify excluded audiences, residing in Glendale and find ways to include their voices in city forums. Engaging young leaders is especially important to the city managers, since they will be the future leaders of the community.

Findings:

- **Newland**
  - Survey examined citizens’ opinions on the value of engaging with the community and their impressions on youth leadership and technology

- **Redd**
  - Expert interview revealed several strategies implemented in Ithaca, NY

- **Lopez**
  - Literature review revealed the value of an internal digital employee survey

- **Trent**
  - The SWOT analysis evaluation framework identified strengths, weaknesses, opportunities and threats to two existing Glendale programs

- **Robinson**
  - An examination of case studies from four other cities revealed best practices and strategies to engage youth

Recommendations:

- Develop a digital engagement platform, such as a mobile application or web portal, to target young community members (Robinson; Redd), to report problems such as potholes and graffiti (Trent), or to collect comments, community-led project proposals and poll residents (Newland)
- Conduct internal employee engagement surveys to measure satisfaction and create channels for employees to weigh in on organizational functions (Lopez)
- Create platform for citizens to weigh in on governance via Participatory Budgeting (Trent)
- Host panel discussions and “Conversation Cafes” to collect insights into the dynamics of the Glendale community (Trent; Redd)
- Provide city-sponsored volunteer opportunities to residents (Redd; Newland)
- Conduct a “Local Government Awareness Initiative” campaign to raise awareness of Glendale’s governmental functions (Redd)