

The City of Keizer is committed to providing equal access to all public meetings and information per the requirements of the ADA and Oregon Revised Statutes (ORS). The Keizer Civic Center is wheelchair accessible. If you require any service such as language translation or other interpretive services that furthers your inclusivity to participate, please contact the Office of the City Recorder at least 48 business hours prior to the meeting by email at bissetm@keizer.org or phone at (503)390-3700 or (503)856-3412. To provide oral comments via electronic means, please contact the City Recorder's Office no later than 2:00 p.m. on the day of the meeting. Most regular City Council meetings are streamed live through www.KeizerTV.com and cable-cast on Comcast Channel 23 within the Keizer City limits. Thank you for your interest in the City of Keizer.



KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE **AGENDA**

Thursday, May 9, 2024, 6:00 PM
Robert L. Simon Council Chambers

MISSION STATEMENT: 'Exists to foster justice, diversity, equity and inclusion and to strengthen our community through active listening in order to strengthen and encourage civic engagement, understanding and empowerment and to advise the City Council on issues that are critical to connecting our community.'

1. **CALL TO ORDER**
2. **APPROVAL OF MINUTES**
 - a. April Minutes
3. **APPEARANCE OF INTERESTED CITIZENS**
4. **COMMITTEE MEMBER REPORTS**
 - a. GNEKNA Report and DEI Documents ~ Submitted by Tammy Kunz ~ Members were asked to review these documents and pick out the things that could be applicable to the CDEC.
 - b. Members to share what they heard from the neighborhood association meetings.
5. **COMMITTEE REPORTS**
6. **NEIGHBORHOOD ASSOCIATION MEETINGS TO ATTEND**
 - a. See List in Packet
7. **COUNCIL REPORT/OBSERVANCE RECOGNITION ASSIGNMENTS**
 - a. See Chart in Packet
8. **SPOTLIGHT ON PRACTICAL APPLICATIONS OF DIVERSITY, ENGAGEMENT, AND INCLUSION (DEI)**

9. **REVIEW EQUITY AGREEMENTS – STAY ENGAGED**

10. **NEW BUSINESS**

a. **COMMUNITY ENGAGEMENT MODEL**

11. **OTHER BUSINESS/ STAFF LIAISON REPORT**

a. **Discuss if it is time to have the Volunteer Coordinating Committee appoint the members of the CDEC ~ and bring back a recommendation to the City**

b. **DISCUSSION ON WHAT AN EQUITY LENS WOULD LIKE LIKE.**

REMINDER ~ Mayor Clark asked for the CDEC to do the following and bring back recommendations to the City Council:

***** Review the scope of the CDEC for possible changes.**

***** Consider what it means or looks like to engage with other boards, commissions, committees, and neighborhood associations.**

***** Schedule a consultation with the neighborhood associations based on the feedback they had received.**

***** Discuss what an equity lens would look like.**

c. **Task List for Consultant:**

- **Define diversity, equity and inclusion**
- **Create the Keizer Equity Lens**
- **Work through equity agreements - rules of conduct**
- **Identify ways to engage the community without violating public record laws**
- **Develop an engagement survey**
- **Review task and purpose documents**
- **Assist with creating an action plan with measurables**

12. **ADJOURN**

EQUITY AGREEMENTS: Stay Engaged | Listen to Understand | Speak Truth Responsibly | Expect and Accept Non-closure | Be Willing to do Things Differently and Experience Discomfort | Practice Confidentiality | Be Committed To Hold People In Positive Regard | Recognize Intent vs. Impact.

“Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury.”



MINUTES
KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
Thursday, April 4, 2024
Robert L. Simon Council Chambers

Call to Order

Chair Thais Rodick called the meeting to order at 6:02 p.m. Attendance was noted as follows:

Present:

Thais Rodick, Chair
Benita Picazo, Vice Chair
Tammy Kunz
Carrie Brown
Stephanie Cross
Nevaeh Music
Shaney Starr

Absent:

Laura Reid
Jill Gust

Staff:

Dawn Wilson, Deputy City Recorder
Tim Wood, Assistant City Manager

Approval of Minutes

a. March 2024

Chair Rodick asked that the spelling of her name be corrected on page five in paragraph five.

Tammy Kunz moved for approval of the March 2024 Minutes with the name correction. Benita Picazo seconded. Motion passed as follows: Picazo, Kunz, Starr, Rodick, Cross, Brown, and Music in favor and Reid and Gust absent.

**Appearance of
Interested Citizens**

None.

**Volunteer
Appreciation ~ Daisy
Hickman**

Daisy Hickman, on behalf of the Volunteer Coordinating Committee, thanked the Community Diversity Engagement Committee Members for their dedication and ongoing volunteer efforts benefiting the City of Keizer and distributed candy and chips as a token of appreciation.

**ODOT Representative
~ Lisa Brown via
Zoom**

Lisa Brown, Office of Equity and Civil Rights, Oregon Department of Transportation (ODOT), spoke on how ODOT developed its Social Equity Lens, decision-making, looking at the root of the problem, probable solutions, and the importance of inviting everyone's perspective. ODOT's Social Equity Lens is a way for staff to think through tasks by using it as an

engagement tool. The Social Equity Index Map was used to address the economic and health disparities that the community experiences. It provides data on injuries, crashes, and more to determine how funds should be disbursed. ODOT's Equitable Community Engagement Guide was a tool used to identify, design, and implement projects. They use it as a tool kit for inclusive language, government jargon, and paraphrasing to make sure all conversations are included.

Committee Member Reports

a. GNEKNA Report and DEI Documents ~ Submitted by Tammy Kunz

Tammy Kunz submitted data that's in the packet for the Committee to use as framework.

Chair Rodick would like the members to review the programs that Ms. Brown mentioned and then return to the CDEC so the members could discuss what they like about the engagement model because one of the action items on the Agenda was neighborhood engagement. She would also like the members to attend the neighborhood association meetings and then report back to the CDEC on those meetings.

Chris Adams, member of the West Keizer Neighborhood Association (WKNA), commented that she would be thoroughly excited to see the CDEC members attend their meetings.

Shaney Starr commented that there should be some flexibility for those who are unable to attend neighborhood association meetings because the Southeast Keizer Neighborhood Association would be meeting at the same time as this Committee. Ms. Starr recognized that WKNA assigns members to attend the City's public meetings and report back to the association.

Chair Rodick shared that the Emergency Management Plan includes a breakdown of neighborhoods, so communications could go directly to the neighborhood associations' lists of people.

Nevaeh Music asked for all members to attend the neighborhood association meetings because each member may hear things differently and have different perspectives.

Benita Picazo commented that this CDEC needs to be careful on how to conduct oneself in the meetings and how the City of Keizer and the CDEC was being represented. She believes that the CDEC should have more structure with the CDEC prior to engagement.

Chair Rodick suggested that members attend the meetings and observe.

Carrie Brown foresees observations from the CDEC would be good, but to first develop goals as to what the CDEC could offer to the neighborhood

associations. If there are any preconceived ideas, they could ask questions to build relationships and trust.

Navaeh Music shared that she has experienced that the neighborhood associations were happy and welcoming for the CDEC members to attend their meetings.

Chair Rodick asked the members to choose meetings they would like to attend and respond to Deputy City Recorder Dawn Wilson.

**Council
Report/Observance
Recognition
Assignments**

No discussion.

**a. See Chart in
Packet**

**Review Equity
Agreements – Stay
Engaged**

**a. Equity Lens
Document ~
Submitted by
Stephanie Cross**

This item was part of the presentation by Ms. Brown from ODOT.

New Business

**a. Discuss if it is
time to have the
Volunteer
Coordinating
Committee
appoint the
members of the
CDEC ~ and bring
back a
recommendation
to the City**

Nevaeh Music believes it is time to have the VCC appoint members instead of the Council.

Tammy Kunz talked with others about this topic. Some people have applied to volunteer on committees and haven't been chosen. The VCC likes knowing that the applicants are appointed by the Council for more accountability.

Stephanie Cross believes that the Council can still make appointments and also have some applicants go to the VCC.

Daisy Hickman, Keizer resident, commented that it would be good for the Council to make the appointments because this Committee could have some critical, social, and legal ramifications--and for the Council to have this oversight. She believes that there should be different faces on the CDEC. The Councilors can communicate directly with potential applicants unlike the Volunteer Coordinating Committee (VCC).

Shaney Starr stated that all the VCC members are appointed by the City

Council. Each Councilor selects an appointee for the Community Diversity Engagement Committee. Interested persons could submit Letters of Interest so the Councilors could have conversations with them. The selections do not have to be from the Letters of Interest.

Chair Rodick feels that Councilor appointments and recommendations can be good, but it's also a matter of connections and who you know. Her concern is that the CDEC should have the opportunity to confirm if the applicants are a good fit for this committee and if their professions would be good for the community.

Naveah Music believes that this CDEC should be open to everyone in the community regardless of their knowledge deficits.

Benita Picazo sees that the CDEC needs to take action as a group. When new volunteers are brought on board, there needs to be action. It's not about passing a knowledge test, but the applicant must have a diversity and engagement foundation, along with a mindset of learning.

Chair Rodick clarified that the applicants who do not believe in the CDEC would not be a good fit.

Navaeh Music feels that everyone's voice should be heard even if they are in disagreement.

Benita Picazo feels that the knowledge volunteers bring is important, along with the importance of how the CDEC executes it to make an impact.

Daisy Hickman, Keizer, commented that new volunteers should have basic diversity and to give them a document to teach them basic diversity.

Benita Picazo suggested that the CDEC look through its Equity Lens to help select the volunteers.

Daisy Hickmans, Keizer, suggested that the CDEC provide the lense to the VCC to use.

Carrie Brown feels that the Councilors would appoint applicants who believe like them.

Discussion ensued about having a passion for the CDEC, and it was suggested that the CDEC be a part of the selection process. Daisy Hickman, Keizer, encouraged the CDEC members to attend City meetings to see what they may be doing right or wrong in effort for the other Committees not to bottleneck the CDEC.

Chair Rodick requested that this item, the Community Engagement Model,

and a discussion on what the Equity Lens may look like be added to the next meeting.

Chair Rodick asked the members to review the documents that Tammy Kunz sent and pick out the things that could be applicable to the CDEC for discussion at the next meeting.

Chair Rodick asked that the members bring back what they heard from their neighborhood association meetings.

Nevaeh Music motioned to move the meeting date from May 2nd meeting to the 9th. Tammy Kunz seconded. Motion passed as follows: Picazo, Kunz, Rodick, Cross, Brown, and Music in favor and Reid, Starr, and Gust absent.

b. Mayor Clark asked for the CDEC to do the following and bring back recommendations to the City Council:

***** Review the scope of the CDEC for possible changes.**

***** Consider what it means or looks like to engage with other boards, commissions, committees, and neighborhood associations.**

***** Schedule a consultation with the neighborhood associations based on the feedback they had received.**

***** Discuss what an equity lens would look like.**

The CDEC talked about "Consider what it means or looks like to engage with other boards, commissions, committees, and neighborhood associations" under the Committee Member Reports section.

In order to "Schedule a consultation with the neighborhood associations based on the feedback they had received," it would depend upon whether or not the members attend the meetings.

Chair Rodick suggested that the CDEC have a list of questions so the members would know what to ask to know what an equity lens would look like.

**Other Business/ Staff
Liaison Report**

a. **Task List for** No discussion.

Consultant:

- Define diversity, equity and inclusion
- Create the Keizer Equity Lens
- Work through equity agreements - rules of conduct
- Identify ways to engage the community without violating public record laws
- Develop an engagement survey
- Review task and purpose documents
- Assist with creating an action plan with measurables

Adjourn

Meeting adjourned: 7:41 p.m.

Minutes approved: 05/09/2024

“Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury.”

Community Diversity Engagement Committee report!

Tammy Kunz

nekna2022@gmail.com

Purpose for the Neighborhood Association's;

Summary; The purpose of this organization shall be exclusively social and civic; to promote, coordinate and implement all aspects of community planning through neighborhood participation. The neighborhood association shall be advisory to City Council, the Planning Commission and all boards and commissions engaged in community planning on matters affecting the growth and development of the neighborhood. Such advisory communication may involve neighborhood plans and proposals with respect to land use, zoning, parks, open space and recreation, housing, schools and community facilities, transportation, traffic and other factors affecting the livability, social and economic aspect of the neighborhood. The association shall be nonpartisan and will assist in the dissemination of information on all matters affecting the growth and development of the above described neighborhood.

Frame work for our research

I will include the following documents; Community Engagement Process with Diverse Communities: Input on OHA's Strategic Plan, October 2019 this has a great guideline. It contain 42 pages of information and tools we can look at.

Council Priorities: Community Engagement & Outreach | City of Hillsboro, OR
(hillsboro-oregon.gov)

Hillsboro has been developing a good program and working with their City Council as well. I have included the link so you can all see what they have to offer.

Diversity, Equity and Inclusion (fororegonstate.org)

Another place to see what they have to work with and how this is working for them.



Greater Northeast Keizer
Neighborhood Association
BUILDING A STRONGER COMMUNITY

Greater Northeast Keizer Neighborhood Meeting



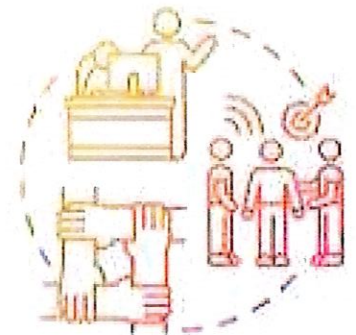
Join us the 1st Tuesday of each month

**@6:30 pm 930 Chemawa Rd NE, Keizer, OR
97303**

971-701-3008 or t_kunz@yahoo.com

Building a Better Tomorrow!

Serving 4000+ families



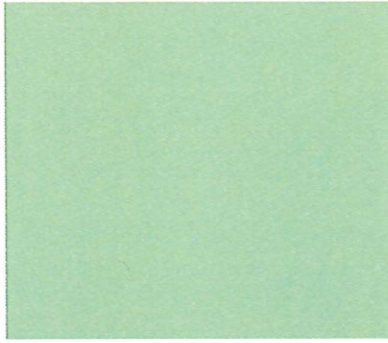
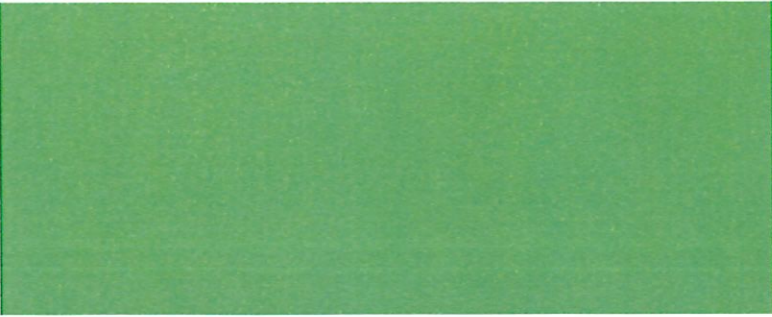
**COMMUNITY
ENGAGEMENT**



KEIZER CITY COUNCIL COMMITTEE PROTOCOL

Committees appointed by the Keizer City Council will follow the following protocol:

1. Committee decisions are to be made during scheduled meetings.
2. All Committee meetings are open to the public and are required to receive public testimony.
3. Keizer City Council and the Keizer City Manager must be given a full copy of all Committee meeting minutes.
4. All Committee projects and/or recommendations must be approved by Keizer City Council manner, unless pre-approved limits have been set by the City Council:
 - a. A plan, project, or recommendation will be formulated with information regarding any fiscal impact, neighborhood impact, etc. This information should include possible resources and or solutions.
 - b. This information will then be presented at a Keizer City Council meeting.
 - c. Keizer City Council will determine if the plan, project, or recommendation is feasible and will direct the Keizer City Manager to implement.
 - d. The Keizer City Manager will in turn direct the appropriate staff to work on a recommendation to be returned to Keizer City Council in a timely manner.



Clackamas County Community Engagement Framework



Introduction

Community engagement is the cornerstone of a successful public process. It builds lasting relationships, trust, and transparency, and achieves deep understanding of the lived experiences of those who live and work in the community we serve. Successful community engagement involves people in the decisions that affect them and about what matters to them most. It enables better outcomes for both the community and the county by allowing those involved to identify concerns, risks, opportunities, options and solutions through more informed and mutually beneficial decision making.

Community engagement is core to the county's strategic priority to ensure safe, healthy, and secure communities. The county's ability to successfully fulfill this priority will require ongoing community involvement and engagement in any current and future efforts.

Vision Statement

The county supports effective and genuine community engagement by ensuring an inclusive and equitable process so that every voice is heard and decisions reached result in an improved lived experience for all residents of the county.

Guiding Principles

Clackamas County can achieve its vision by adopting a cohesive and robust community engagement framework that ensures the public process is representative of the community's voice and needs. The framework is built on five guiding principles:

1. Focus on the best interests of the community
2. Facilitate open, honest, and meaningful dialog, with clear milestones for providing input
3. Foster inclusive and equitable representation
4. Provide timely, accurate, and accessible information
5. Be transparent with decision making

These principles will be embedded into our normal operating procedures as we seek public input at the onset of any planning or decision-making needs that arise within the county.

Core Beliefs

As we aspire toward universal goals that bring better outcomes for the communities we serve, we recognize the strategies we develop may require targeted efforts and resources that are responsive to structures, culture, inequities, and lived experiences with whom we engage. While our strategies may vary, our core beliefs remain the same:

- Community stakeholders have a right to be involved in the decision-making process.

- Community stakeholders' contributions shall influence the county's decisions.
- The county recognizes the needs and interests of all participants.
- The county seeks out and facilitates engagement of those potentially affected by or interested in a decision.
- The county seeks input from community stakeholders in designing how they participate.
- The county provides information community stakeholders need to participate in a meaningful way.
- The county communicates to community stakeholders how their input impacts or affects a decision.
- The county engages stakeholders by meeting them where they are.

Community Stakeholders

Clackamas County recognizes the value of community engagement as an essential part of strategy development, project planning, and decision making to deliver better outcomes for the community and the county. The county also recognizes we have many stakeholders with whom we work, partner, and collaborate. They are the people who live, work, and play in the county. These community stakeholders may have different needs and expectations and the county's engagement strategy will reflect this.

1. Advisory boards and commissions (ABCs) are county-organized boards of community members appointed by the Board of County Commissioners (BCC) to provide insight on specific county programs. The board members offer their lived experience and sometimes professional experience as their expertise to help guide the BCC and staff to ensure programs meet the community needs and reflect community values.
2. Community planning organizations (CPOs) are community groups that help ensure community engagement in the county's land-use process. CPOs are one of the county's methods to achieve Oregon State Planning Goal 1. CPOs are supported by the county, but are not agents of the county to ensure they can legally oppose land-use decisions. CPOs serve as a regular meeting body to offer a place for community dialogue about land use and provide their feedback to the county.
3. Hamlets and villages are community groups in unincorporated county regions that serve to connect their communities to county government. As agents of the county, hamlets are extensions of county leadership in the community. Hamlet board members serve in a unique position to share key information with their communities and to share community perspective with the Board of County Commissioners and county staff.
4. Community-based organizations are the bridge to reach the communities we serve. They are key stakeholders in the community with established relationships and are trusted by the community. Community-based organizations are nonprofit groups organized and operated by community members to support community needs.
5. Youth play an important role in strengthening programs, encouraging innovation, and ensuring

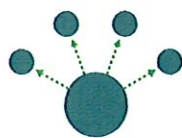
longevity and sustained outcomes. They need to be engaged as fully active participants who will inform county initiatives and help build a future community of educated, engaged, and community-minded leaders.

6. Communities of interest are groups of people who share a particular experience, interest, or characteristic, such as communities of color, culturally specific organizations, grass-roots groups focused on diversity and inclusion, LGBTQIA+, faith groups, older people, people with disability, migrant groups, cultural and ethnic groups, and others. Clackamas County is diverse yet this diversity is often missing in our public process. We recognize communities of interest have unique needs and are not homogenous groups, as each group can hold multiple intersections of identity calling for nuanced solutions. The county must continue to explore and invest in culturally sensitive and informed outreach to build relationships with the diverse communities that call Clackamas County home.

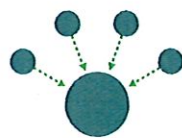
Community Engagement Model

The public engagement spectrum developed by The International Association for Public Participation (IAP2) will serve as the county's community engagement model. The county will apply the model's community engagement best practices countywide and invest resources necessary to prioritize authentic, transparent, inclusive, and equitable engagement.

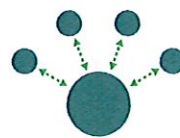
Depending on the goals of the project and level of engagement necessary, the community stakeholders will have clear expectations for how the engagement process will proceed, how they will be engaged, what they will have influence over, and how their input will impact outcomes.



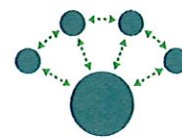
Inform



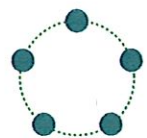
Consult



Involve



Collaborate



Empower

Goal	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives, and decisions.	To work with the public to make sure concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision making.	To place final decision making in the hands of the public.
Promise	We will keep you informed.	We will listen to and acknowledge your concerns.	We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made.	We will look to you for advice and innovation and incorporate this in decisions as much as possible.	We will implement what you decide.

Increasing impact on decision

Community Engagement Plans

Clackamas County's community engagement plans will embody the vision, principles, and strategies outlined above, and will be tailored to meet the needs of each community stakeholder group. At a minimum, each engagement plan will include the following:

- The purpose and scope of engagement.
- The desired objectives the engagement process will achieve.
- Stakeholder and issues analysis, including a context analysis to understand how local, regional, state, and national issues may affect the engagement process.
- A recruitment strategy that ensures inclusive representation and diversity of views.
- Engagement phases including timelines and schedules, and the level of engagement required or needed from community stakeholders to achieve engagement objectives.
- Clearly defined engagement methods or tools to inform community members, gain input, feedback, or collaboration to achieve engagement objectives.
- A process identifying how community input will be collected and how it will be used to inform decisions.
- A communication plan to raise awareness or understanding about the planning or development phases, how feedback will be provided to the community about the engagement process, what has been heard, and how the feedback will be considered in the planning and development stages.
- A list of resources needed (e.g., financial, time, human) to deliver the defined engagement methods.
- Evaluation measures to evaluate the success of the engagement.

Community Engagement Tools

Clackamas County will consider and implement a myriad of community engagement tools that are most appropriate for varying levels of engagement to deliver a successful community engagement process and achieve the engagement objectives desired. Our biggest challenge remains reaching residents and communities with limited English proficiency—one that requires adequate resources.

While the county will continue to use traditional tools, such as print materials, advertisement, and in-person engagement, we will also expand our engagement strategies to leverage the evolution of digital tools. As digital communication continues to change how people access information and communicate with government on important issues, the county will continue to explore and implement a wide range of online tools, forums, workshops, surveys, and polling.

Not all residents have time to be active in their community. With 97% broadband coverage in Clackamas County and 94% of households with computers, online and digital engagement offers a level of accessibility not available in the past. Along with accessibility, online platforms are portable, interactive, and provide real-time information. Key benefits include:

- Providing access to a more diverse group of community stakeholders and bringing more people into the conversations that affect their community: busy people, working parents, younger people, senior citizens, shift workers and people with mobility, vision or hearing impairment.
- Providing a secure space for people to learn and test assumptions, positions, and options.
- Offering cost-effective and efficient engagement systems.
- Improving transparency and responsiveness.
- Supporting community ownership at all levels of the engagement spectrum.

A list of engagement tools is available as Appendix A at the end of the document.

Conclusion

A well-defined and structured community engagement framework is an important first step toward building deep and lasting relationships with the communities we serve. The proposed plan will help Clackamas County build upon its existing efforts while pivoting toward a more forward-looking, inclusive, and meaningful strategy. This strategy is defined through core engagement principles and a well-established engagement model developed by the International Association for Public Participation.

The framework not only guides the county's efforts in community engagement, but also provides a roadmap as we seek to build authentic and ongoing relationships with community stakeholders. Successful implementation will rest on our commitment to inclusive engagement and ability to adapt to new methods of engagement as emerging technology and tools become available. Our success will depend on the priority we place on community engagement and ensuring appropriate resources are available to help us reach our fullest potential.

Appendix A. Engagement Tools

The table below lists many traditional and emerging tools to consider when implementing a community engagement initiative.

Tool	Description	Level of Participation <i>Inform-Consult-Involve-Collaborate-Empower</i>	Benefits	Considerations
Print materials	Brochures, newsletters, fact sheets, articles in newsletters, or rates notices.	Inform	• Can create awareness and interest within the community. • Can be tailored to specific groups and interests.	• Expensive to produce. • Hard to target or monitor effectiveness. • Can miss minority groups. • Timing can be a constraint.
Advertisements	Print, TV, radio, digital, media releases.	Inform	• Fast, efficient, and wide reaching. • Opportunity to position projects positively with key messages.	• Expensive • Hard to target or monitor effectiveness. • Can miss minority groups.
Websites	Provide accessible, clear, and appropriate information cost effectively. Can also be used for two-way information exchange.	Inform – Consult – Involve	• Can provide targeted information about projects cost effectively. • Can allow community members to ask questions and receive answers that are accessible to all. • Can provide links to online surveys.	• Expensive • Hard to target or monitor effectiveness. • Can miss minority groups.
Email feedback	A cost-effective and easy way to obtain ideas on an issue or a range of issues.	Inform – Consult	• A quicker form of participation and may be attractive to those with little time. • Can ask specific questions and, potentially, have them answered.	• Emails received must be tracked carefully to make sure that they are acknowledged and, where this commitment has been given, responded to. • A community member may believe the email is a properly made submission, when it may not be.

Tool	Description	Level of Participation <i>Inform-Consult-Involve-Collaborate-Empower</i>	Benefits	Considerations
Hotlines	Information provided through a 1-800 number.	Inform	- Creates a single point of contact for enquiries and requests for information. - Allows community members to speak directly about their concerns and questions.	Activation required to generate interest.
Public meetings	Opportunity for stakeholders to voice their point of view on important issues. Require a strong moderator to ensure meeting flow properly.	Inform – Consult	- Offers community opportunity to attend and have opinion heard. - Allows for most important issues to be raised and gives people for whom these issues are most relevant opportunity to discuss. - Can enable community members to share issues and to move on.	- Difficult to get a nuanced understanding from a single meeting. - Challenging for quieter community members. - Tendency to focus on the squeaky wheels and those who are confident enough to speak in front of a large group. - Potential for a mob mentality to form.
Telephone surveys/polls	Structured and quantitative responses on specific issues.	Inform – Consult – Involve	- Good way to quickly assess current awareness of, and attitude towards, particular issues. - A simple vote on a topic will give an indication of the level of local awareness and support. - Opportunity to capture views of community members who may not actively engage in a planning process or attend public displays or meetings. - Provides input from a cross-section of the community, which can be randomly selected and provide a statistically valid sample. - Higher response rate than mailed surveys, as participants are recruited and researchers continue until they have achieved their sample size.	More expensive to deliver and more labor intensive than mailed surveys.

Tool	Description	Level of Participation <i>Inform-Consult-Involve-Collaborate-Empower</i>	Benefits	Considerations
Interviews	A standard set of questions posed to individuals. Data gathered must be carefully analyzed to provide an accurate representation of public opinion.	Inform – Consult – Involve	• Provides important qualitative information about community perceptions of planning projects, or observations about their local community, at a level of detail that can be difficult to obtain by any other method. • Good way of raising community understanding about planning concepts. • Good way of finding and recruiting other community members who may be able to help with other engagement techniques. • Opportunity for in-depth information.	• Expensive and more labor intensive, depending on the number of community members being interviewed.
Small group meetings	Generate discussion and insight on aspects of a project from a known group of stakeholders. Need a clear agenda and strong facilitator to keep the meeting on track.	Inform – Consult – Involve	• Opportunity for planners to have a more detailed conversation about projects and process with interested community members. • Opportunity to meet with community groups that support people with disabilities, older people, younger people, and indigenous people.	• May need to reimburse group members for travel and offer meals if meeting lasts longer than two hours. • Not a broad sample from which to draw.
Public displays/Community events	Present at a local venue to gain informal input from a broad cross-section of stakeholders.	Inform – Consult	• Allows community members to discuss concerns about projects with local government planners. • Allows community members to gather information about projects and processes, and share their views. • A wider cross-section of community members is able to attend. • Opportunity to share accurate information about projects and process.	• Potential for lack of clarity in purpose. • Requires intensive staff resources.

Tool	Description	Level of Participation <i>Inform-Consult-Involve-Collaborate-Empower</i>	Benefits	Considerations
Open houses	An informal event that provides information relating to a range of topics and issues. Multiple engagement techniques can be used to encourage and capture conversation.	Inform – Consult – Involve	• Open invitation, so all interested community members can attend. • Selection of engagement techniques depends on the nature of the topic and the purpose of the engagement process. • Food and entertainment can be provided to encourage attendance. If this is the case, event could also be referred to as a festival or a fair.	• Based on scale and number of interested participants, events could be expensive to hold. • Robust information-capture processes need to be in place.
Workshops	Stakeholders, project team, planning and design professionals, technical experts, and community members who work in small groups to present ideas and approaches to a defined problem or opportunity.	Inform – Consult – Involve – Collaborate	• Broad consensus of stakeholders and community representatives in a short period. • Opportunity to build an understanding of design processes with community members.	• Resource intensive, but effective method for working through complex problems relatively quickly. • Lead time for planning is resource intensive.
Steering groups	A group of high-level stakeholders or experts who provide guidance on key issues. These are not usually representative of the broader community, but more a panel of experts who guide decision making.	Inform – Consult – Involve – Collaborate	• The purpose can vary greatly from members providing their own feedback or ideas about planning processes, to members acting as a conduit between the broader community and organization. • Can lead to stakeholder decision making and input over time, depending on the terms of the group.	• Defining demographic relevance can be challenging. • Not all parties may be adequately represented. • Power dynamics may emerge and stifle authentic engagement.
Community reference groups	A broad-based structured group of stakeholders and community representatives who meet regularly and operate under clear terms and objectives.	Inform – Consult – Involve – Collaborate	• The purpose can vary greatly from members providing their own feedback or ideas about planning processes, to members acting as a conduit between the broader community and organization. • Can lead to stakeholder decision making and input over time	• Can involve a slow-paced decision-making process. • Can be good for broad consensus, but not necessarily demographically representative.

Tool	Description	Level of Participation <i>Inform-Consult-Involve-Collaborate-Empower</i>	Benefits	Considerations
Resident panels	Large number of people who are selected to be representative of the population to deliberate on a range of issues over a set period.	Inform – Consult – Involve – Collaborate	• If recruitment process is rigorous, resident panels can be effective method for securing input from a representative sample of community members over time. • Provides opportunity for community members to understand planning concepts and process.	• Can be expensive and resource intensive to manage both recruitment and management time. • Members may confuse the panel's deliberative process with a decision-making role.
Engagement apps	Mobile platforms that engage audiences who are unlikely to attend traditional engagement events, and to reach younger and more mobile audiences.	Inform – Consult – Involve	• A broad range of information types can be loaded into an app including interactive content. • Can gather live data. • Mobile usage is at an all-time high. • Cost-effective way to engage people where they are, essentially bringing engagement to them. • As new engagement tools emerge, they can be loaded into an app, which can function as a platform for progressive advancements and additions to the engagement tool.	• Resources to develop content. • Time to allow for approvals and uploading of apps to Apple and GooglePlay. • A degree of technological comfort is required to use apps. • This type of technology may not be appropriate for all comments.
Social media	Online social engagement platforms that allow for broad based comments and feedback.	Inform – Consult	• More direct format to submit ideas and provide feedback. • High usage levels. • Good for overcoming geographic constraints. • Relatively easy to create and share content.	• Anonymity and lack of control present a challenge. • Requires participants to have an account. • Monitoring can be labor intensive.
Online survey/polling tools	A quick and effective way to get a snapshot of community sentiment.	Inform – Consult – Involve	• More direct format to submit ideas and provide feedback. • High usage levels. • Good for overcoming geographic constraints. • Relatively easy to create and share content.	• Anonymity and lack of control present a challenge. • Requires participants to have an account. • Monitoring can be labor intensive.

Tool	Description	Level of Participation <i>Inform-Consult-Involve-Collaborate-Empower</i>	Benefits	Considerations
Online survey/polling tools	A quick and effective way to get a snapshot of community sentiment.	Inform – Consult – Involve	• Good for fast data and community sentiment in relation to emergent issues. • Quantitative data. • Relatively cost effective.	• No complexity of data. • No opportunity to interrogate data in more detail.
Hardcopy surveys/questionnaires	A standard set of questions conducted through face-to-face interviews, self-completion, over the phone, or electronically.	Inform – Consult – Involve	• Popular method of collecting point-in-time qualitative and quantitative information from a population. • Good way to find out opinions of local people on a particular planning topic in a structured way that can be extensively analyzed. • Good way to inform people about the project. • Good way to reach many people and involve those who may not be able to engage in other ways. • Input from those who may not attend public meeting. • Provides a mechanism for extending a mailing list. • Provides a cross-section of the community, not only activists.	• Response rate can be low. • To get statistically valid results, can be labor intensive and expensive. • Level of detail may be limited. • Less effective in obtaining responses to complex issues. • Effective analysis of data can be labor intensive and requires a high level of expertise.
Online forums	A virtual gathering space for stakeholders to connect and share ideas, thoughts, and recommendations. Forums can be open or closed. Recruitment of participants is critical as are rules of engagement. These may have a formal moderator or be self-moderated.	Inform – Consult – Involve	• Can build a robust community and deep relationship over time. • Allows engagement based on participants' time and availability. • Great potential for detailed qualitative data. • Can be moderated by a community manager or self-moderated. • Can be an open or closed forum.	• Can be expensive if additional website functionality is required. • Strong moderation is necessary for success. • Can be resource intensive, requiring maintenance, review and refresh of content, and monitoring and responding to community comments.

Tool	Description	Level of Participation <i>Inform-Consult-Involve- Collaborate-Empower</i>	Benefits	Considerations
Gamefication	The use of game thinking and game mechanics in a non-game context to engage users in solving problems.	Inform – Consult – Involve	• Can provide a fun way to encourage community participation and greater community understanding of project concepts. • Helps users to explore scenarios, understand impacts of planning choices, or to understand different perspectives.	• May not be appropriate for your engagement purposes. • Concept or idea may not be compelling enough for people to play it.
Conversation kits	Self-guided discussion that allows interested community members to explore and contribute to planning processes at their own pace and at a location of their choice.	Inform – Consult – Involve	• Allows community members to engage in conversation about project processes and concepts in an environment they feel comfortable in. • Helps to build social networks within the community. • If background information is well designed and easy to understand, community awareness and understanding will improve. • Kits can be designed for use in school environments.	• Relies on community members being motivated to access and use kit, and capture and submit a record of the conversation. • Success relies on comprehensive promotion of the kit.
Community summits	An event that brings together many participants to explore and discuss an issue. These can be interactive, collaborative, and deliberative. Participants can either be selected or self-nominate.	Inform – Consult – Involve – Collaborate	• The approach to participant selection can range from invitation-only, directly invited randomly selected community members, self-nominated, or a combination of all three of these approaches. • The selection of engagement techniques incorporated as part of the summit is dependent on the purpose of the event and the budget. • Depending on approach and topic, summits can attract considerable media interest.	• Event needs to incorporate feedback processes, so that participants can understand what has been discussed. • Based on scale and number of participants, event can be expensive to stage.

RACE TO JUSTICE | Advancing Racial Equity & Social Justice

NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Community Engagement Framework

MAY 2017



Table of Contents

Introduction.....	4
Definitions.....	6
Framework Diagram	8
Overarching Considerations.....	9
Background	9
Core Values and Principles.....	11
Key Considerations.....	12
How to Use the Framework.....	14
Categories of Community Engagement within the Framework.....	15
Outreach.....	15
Consultation.....	17
Collaboration	19
Shared Leadership	20
Appendix.....	23
Brief Description of the DOHMH Community Engagement Workgroup Process	23
Acknowledgements.....	25

Introduction

In 2014, under the leadership of Commissioner of Health Dr. Mary T. Bassett, the New York City Department of Health and Mental Hygiene made advancing health equity a clearly articulated agency goal. Since then, the Health Department has launched a multi-faceted internal reform effort called Race to Justice, which aims to build our organizational capacity to advance health equity. Racial equity and social justice are necessary to achieving the Health Department's mission to promote the health of all New Yorkers, and this work outlines how we can strengthen our policies and practices to improve outcomes across the city. Expanding and aligning the agency's community engagement activities is essential to advance health equity and is a core action area of Race to Justice.

Although community engagement is an essential element of public health work, much variation exists across the Health Department in what community engagement means and entails. In the spring of 2015, staff from each division formed the Community Engagement Workgroup in an effort to unify the agency's understanding and approach to community engagement. From March through December 2015, the Workgroup, including its Steering Committee and various subcommittees, worked on the following:

- Identification of current agency assets and practices in community engagement
- A specific community engagement framework for the agency
- Recommendations for a process to develop agency-wide indicators
- Recommendations for a process to train staff in the use of the framework and indicators
- Recommendations to continue this work and align it with ongoing efforts to examine our practices with a racial equity and social justice lens and to determine opportunities for improvement

A brief description of the workgroup's process can be found in the Appendix. The Community Engagement Framework that follows is an adaptation of a publication from the U.S. Department of Health and Human Services.¹ It is simple and flexible and will allow staff across the agency to establish a common language for discussion and refining agency work related to community engagement. The framework can be used as both a planning and an assessment tool. It also has broad application to community engagement work across all divisions and complements other models for collaborative work currently in use across the agency, including Collective Impact.²

This document is the written articulation of months of discussion, comparisons with other paradigms for community engagement, and examination of the agency's current practices. If the process that has begun continues, this document will change and grow as staff start using and building on the various approaches outlined here.

1. *Principles of Community Engagement, Second Edition*, NIH publication No. 11-7782, 2011.

2. Kania, J., Kramer, M. Collective impact. *Stanford Social Innovation Review*. Winter 2011. Retrieved Jan 27, 2017 from: https://ssir.org/images/articles/2011_WI_Feature_Kania.pdf

Definitions

The words we use to describe our work should be clear and familiar to all agency staff. Because these terms are also commonly used in everyday language, it is important to articulate their specific meanings for our purposes. The following are the working definitions of terms used in this framework:

Community Engagement: "...the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest or similar situations to address issues affecting the well-being of those people." (CDC, 1997)

Community: A group of people with diverse characteristics that share commonalities, including geography or social, political, or economic experiences.

Stakeholders: Individuals, communities or organizations that are invested in and effect or are affected by the system, intervention or program. Specifically, stakeholders include:

- The individuals or groups most affected by the issues being addressed
- Individuals or organizations responsible for addressing the issue; those whose jobs or lives might be affected by the process or results of the intervention or program
- Institutions and their representatives who have the power to make decisions about the intervention or to influence others; those who have a vested interest in the outcome of the effort (e.g., government officials, policy makers)

Partners: Individuals, communities, and/or organizations that enter into a mutual agreement with the Health Department (and perhaps other organizations and agencies as well). These may include but are not limited to: local, state, national, international, public, faith- and community-based, private and academic organizations. Partners may or may not be directly affected by the activities they are engaged in.

Partnerships: Partnerships generally involve shared objectives, distinct accountabilities, and reciprocal obligations. Partnerships are expected to add value to what each individual partner could achieve alone. Such arrangements build on the strengths and capabilities of each entity to produce larger and more sustainable impacts.

Strategic partnerships help define local priorities for social investment, assign responsibilities, apportion costs, mitigate risks, establish accountabilities, improve productivity and resolve conflicts. Ideally, partnerships avoid duplication of efforts, capitalize on each actor's expertise and pool resources to tackle complex social problems.

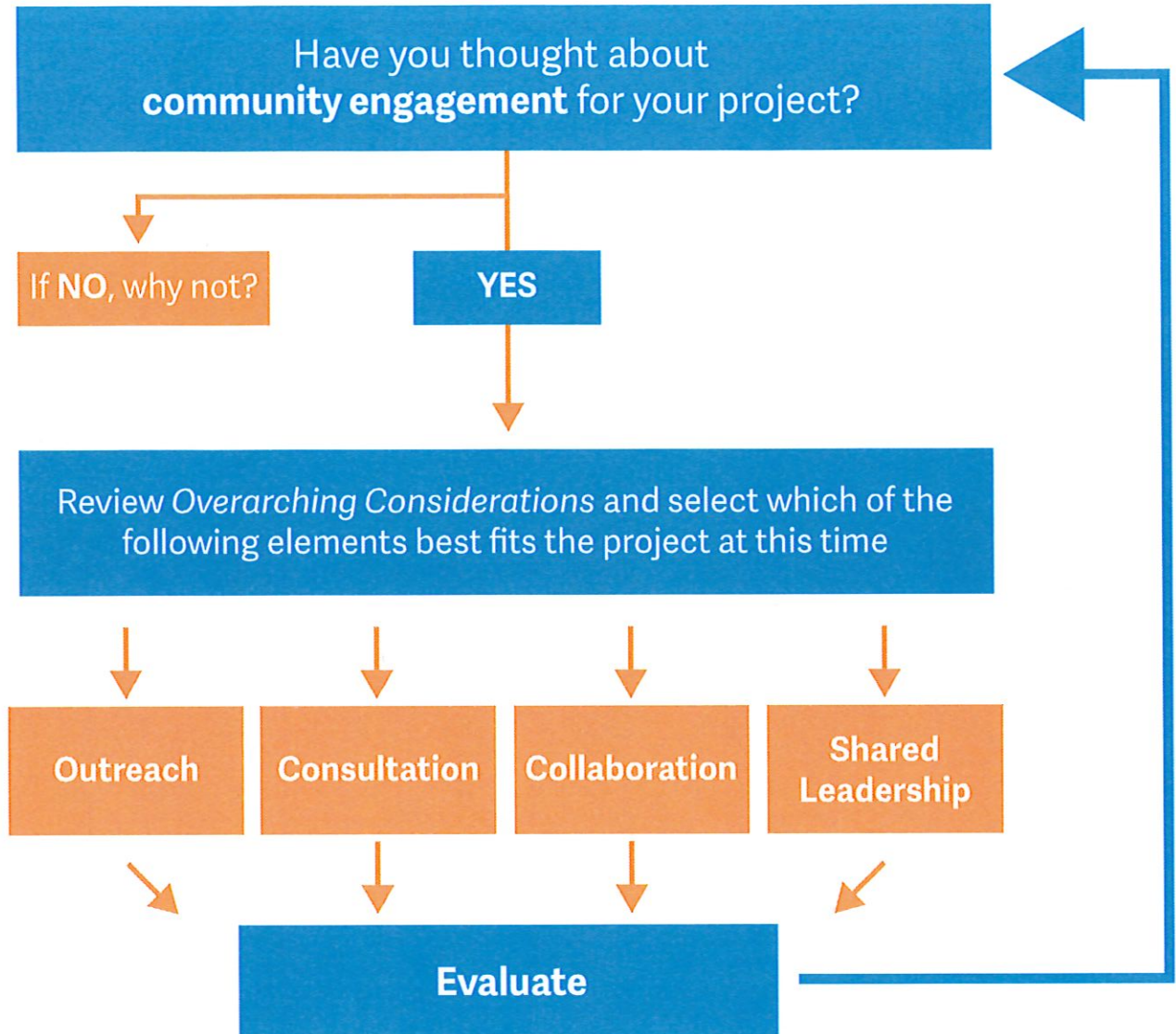


Health Equity: When all people to have the opportunity to attain the highest level of health. No one is kept from reaching the highest level of health because of their social position (e.g., class, immigration status) or social identities (e.g., race, gender, sexual orientation). (Adapted from CDC.)

Social Justice: The view that everyone deserves equitable economic, political and social rights and opportunities.

Racial Justice: The fair treatment of people of all races across policies, institutions and communities resulting in equal opportunities and outcomes for all. (Adapted from Race Forward.)

Framework Diagram



Overarching Considerations

Background

Community engagement is defined as the direct participation of neighborhood residents or other members of cultural, religious, social or political communities in addressing issues directly affecting that population. As New York City's Health Department, we work with many different groups of people, including other city government agencies, community organizations, faith-based organizations, schools, academic institutions, and residents living in the city and many others. The framework acknowledges that communities are overlapping and concentric and values the importance of building authentic, sustainable and trusting relationships with community members. It considers residents and those most affected by our decisions as the primary stakeholders in the Health Department's work. This motivates us to think critically about our relationships with various communities and innovate ways to encourage stakeholder participation in agency planning and decision-making.

The framework will support and guide our agency's practice to advance health equity. Health equity is the attainment of the highest level of health for all people, where no one is kept from achieving this level of health due to social position or identities. Implicit in this definition is the fact that optimal health for all is not yet a reality, as some are unfairly disadvantaged by social conditions and systems, while others are unfairly advantaged. To advance health equity, we must identify the underlying social and systemic injustices that drive health inequities and intentionally design strategies that change these systems by promoting social, racial and economic justice.

As a local public health department, we can advance justice through critical research, policy, advocacy, program development and evaluation, and other public health practices. This work includes examining the power dynamics and structures within and among the institutions—including our own—that maintain inequities. Understanding and addressing these dynamics is critical to meaningful community engagement; they determine who we choose to engage and how, who is included in decision-making, and how community members' power is valued and accounted for in our work.

Clarity in our language is important. The Health Department understands that people use similar terms in different ways. This document includes a glossary of the terms used throughout the document (see page 6).

PolicyLink³ notes that, "Community engagement is not just a set of activities and methods confined to a particular project, policy or process. Rather, it is a way of communication, decision-making and governance" that recognizes community members' power and includes them and other stakeholders in identifying problems and making decisions that promote equitable outcomes. PolicyLink continues, "Public agencies have plenty of tools for basic public participation and protocols for using them, but many of these are ineffective because they do not address the legacy challenges in low-income communities and communities of color, nor do they tap into their expertise and organizing capacity. Community engagement encompasses a more comprehensive approach, creating practices and institutionalized mechanisms" that prioritize the interests of marginalized communities and facilitate interactions between agency staff and diverse stakeholders.

As we work to advance health equity across the city, we must embrace community engagement as an agency-wide strategy, expanding our approach beyond the discreet needs or activities of programs. This strategy aims to build and maintain relationships with partners and residents, as well as create planning and decision-making structures that support their voice in multi-stakeholder collaborative efforts. These long-term relationships will benefit our work by accelerating efforts to mobilize against health threats, increasing access to information about the spread of diseases, and improving our understanding of and capacity to address the root causes of inequities. All types of community engagement—from outreach, to consultations, to long-term collaboration and shared leadership—help foster and sustain the relationships that make our work more efficient and effective.

It is also important to recognize that we are public servants in a government agency, funded by taxpayer dollars to protect and promote public health. We approach this work with different types of expertise in public health and experiences in community engagement, epidemiology, health education, program development and related areas. The roles of public agency employees come with the obligation and challenge to leverage the resources we have to carry out our mission. Many of the communities we engage with do not have the time or money to do this work. Therefore, the Health Department works to efficiently use City resources to address their needs. Finally, we must increase the capacity of organizations and individuals. The Health Department strives to engage people beyond merely providing "technical assistance" and to recognize the existing experience, voice and power of our residents and partners. In addition to providing direct services, we must also ask community members about their needs and strengths and, with intention, include them in our processes of finding solutions when able.

3. Bergstrom, D., Rose, K., Olinger, J., Holley, K. *The community engagement guide for sustainable communities*. PolicyLink and Kirwan Institute. 2013. Retrieved January 27, 2017 from: https://www.policylink.org/sites/default/files/COMMUNITYENGAGEMENTGUIDE_LY_FINAL%20%281%29.pdf.

Core Values and Principles

Values	Principles
Equity	• Share decision-making and initiative leadership as often as possible • Treat participants with integrity and respect
Racial and Social Justice	• Work to undo racism and other injustices to advance fair opportunities and outcomes for all residents, particularly those who are marginalized
Resident Power and Inclusion	• Prioritize the expertise of city residents most affected by inequities when identifying health challenges and developing lasting solutions
Accountability	• Build processes that are responsive to feedback from those we work with • Be willing to change and adapt throughout the process
Transparency	• Communicate openly about motives, resources, power dynamics and decision-making processes • Acknowledge challenges and limitations and work openly to address these and maintain community members' trust
Sustainability	• Continually reflect, assess and communicate to maintain and deepen relationships for long-term action • Allocate adequate resources to maintain relationships with communities over the long-term
Capacity Building	• Increase community involvement, impact, trust and communication by improving coordination, enhancing existing services, advocating for policy change and learning through pilots

Key Considerations

Before starting a community engagement effort...

- a. Be clear about the purpose, goals and desired outcomes of the effort
- b. Define the community you want to engage and identify other stakeholders
- c. Identify and assess existing partnerships—particularly collaborative and shared leadership relationships—both within your program/bureau/division and agency-wide. Then consider creating new relationships.
- d. Become knowledgeable about the community—its culture, belief/religious systems, economic conditions, social networks, power structures, norms and values, history, previous experience with outside groups and with the Health Department, etc.
- e. Assess existing internal capacity and resources for engagement
- f. Establish processes and select strategies for engagement
- g. Establish how to review and evaluate engagement
- h. Understand the Health Department's role as a government agency in the engagement effort. Recognize any constraints that role may have on the effort

For engagement to occur, you must...

- a. Go to the community and neighborhoods to build relationships and work with community leaders to lay the groundwork for future collaborations
- b. Build diverse and varied partnerships and relationships across the many sectors in a community (education, housing, business, healthcare, social service, etc.)
- c. Ensure partners commit to join the effort
- d. Reflect on and reassess the process throughout
- e. Be flexible, open and humble. Remember and accept that no external entity can bestow power on a group to act. Honor the self-determination of all people in the community.
- f. Discuss the effort with your team and others; seek guidance as needed

For engagement to succeed...

- a.** Sustain communication and determine how to create and maintain processes for community engagement
- b.** Recognize and respect the diversity of every community
- c.** Leverage community assets and strengths to sustain commitment and build community capacity
- d.** Reinforce access to networks and resources
- e.** Remain humble and teachable
- f.** Be open to addressing new issues that may be more important to community members than what was originally on your agenda
- g.** Invest resources (both time and money) in building and maintaining partnerships
- h.** Assess sustainability and effectiveness of the model and/or strategy, focusing on shared leadership

How to Use the Framework

Department of Health staff can use the framework in the following ways:

- Program/Strategy Development
 - Use this tool in the initial stages of an effort or when developing a new strategy to identify which type of community engagement is most appropriate and best aligns with the values and principles outlined above
 - Use it when creating a program to ensure that resources are allocated to creating and sustaining relationships, and implementing the selected community engagement practice. Ensure necessary staffing, funding and other resources for engagement
- Protocol Development
 - Use the model and definitions to inform any program/bureau/division-wide policies about engaging communities (e.g. required language for RFPs)
- Grant Writing
 - Use the community engagement practices in the model to identify a strategy and deliverables for a proposed grant program
- Material and Communications Development
 - Incorporate the definitions and descriptions of community engagement principles and practices into your unit's materials
- Assessment of Outcomes and Impact
 - Evaluate effectiveness of chosen community engagement practice
 - Assess current community engagement practices along the continuum. Identify strengths and gaps within current community engagement practice

Application Across Division(s)

The framework can be used in all divisions of the Health Department and should inform numerous agency practices, including the creation of policies, programming and inter-divisional collaborations that allows for alignment of community engagement activities.

Categories of Community Engagement within the Framework

Community engagement can take many different forms and can evolve over time. This model includes four categories of community engagement that exist along a continuum. While the categories are not rigidly defined, it is useful to refer to these categories as your work progresses.

Consider what form of community engagement is appropriate for the specific work that is being done. For example, in an emergency situation such as an infectious disease outbreak, the Health Department might strategically work to conduct a vigorous outreach campaign. This would inform the communities most likely to be affected by the outbreak, as well as the medical providers who serve those communities. In this case, the flow of information is almost entirely unidirectional.

In a different example, when considering how to lower deaths from opioid use, the Health Department might seek to consult with a specific community, such as injection drug users. In this situation the flow of information would be bidirectional. In addition, these processes may be sequential or change over time. In several recent cases, the agency's work began as an outreach effort and moved to consultation, before finally becoming a more developed collaboration. Shared leadership is important, but is not a common type of community engagement. It can take many forms and, in some circumstances, entails joining and accepting the leadership of others.

More detailed descriptions of each category follow, along with pros and cons, a brief discussion of techniques and methods and best practice considerations.

Outreach

Description

- Community Engagement Outreach (CE Outreach) is an interaction with a community during which information flows from the Health Department to co-existing entities with the purpose of informing and including the community. The desired outcome of CE Outreach is to establish and utilize communication channels for outreach and subsequent community involvement.
- Outreach can also be an invitational process to stimulate further discussion and/or public involvement in information sharing, mobilization efforts, resource allocation or sharing and/or deliberation of decisions or actions.

- The agency's approach to decision-making about an outreach effort is guided by the nature of the information. For example, emergency-related, incident-driven information is subject to extensive existing governance policies (e.g., ICS policies). By contrast, program-level initiatives may only be subject to minimal communications policies.
- The parties desiring to establish a connection and/or share information with a certain audience manage any outreach activities. They have governing control over what information is shared and/or can extend an invitation to discuss topics further. While these parties drive the parameters and content of the outreach, others can inform the design or execution of the outreach.

Governance (Decision-Making)

- The Health Department initiates and provides the information or content of outreach materials and objectives. Partners work with the Health Department to reach target audiences and inform best communication practices, thus improving how information is currently presented.

Communication Flow

- This is generally unidirectional. Information sharing is not bi-directional; the relationship at this level is generally not collaborative.

Intention/Purpose

- The Health Department uses outreach to establish communication channels with entities for the purpose of information dissemination and possible subsequent relationship building.

Pros

- Allows for relatively quick, broad dissemination of public health information
- Potential for subsequent relationship building and networking
- Less costly approach to establishing community engagement
- Expedient, limited deliberation, information is controlled

Cons

- Unable to offer higher levels of engagement
- Could be perceived as impersonal or intrusive
- Limited public/community input or influence

Techniques/Methods

- Information and public health materials distributed via email lists, mailing lists, phone calls; through direct community visits and presentations; at community events and meetings, public announcements, listening sessions or media interviews

Best Practice Considerations

- Leverage existing networks to expand outreach
- Work to understand the cultural norms of the communities targeted for CE Outreach. Partner with localized entities familiar with and accessible to target audience

Consult

Description

- An information seeking practice that incorporates community input about systems and interventions in the decision-making process.
- Health Department shares information with communities, who then provide feedback on proposals and ultimately influence agency priorities and agendas.

Governance (Decision-Making)

- The Health Department informs the community about proposals that affect new or existing systems and interventions. Mechanisms are established, using appropriate methods to solicit feedback from the community. The Health Department considers input from community members when making decisions.

Communication Flow

- Communication flows to the community and then back; the Health Department presents information, then asks questions and seeks input from community partners.

Intention/Purpose

- To inform communities about proposals, listen to community members' opinions and needs and provide feedback about how their input influenced decision-making.

Pros

- Communities afforded influence as local experts
- Builds trust between Health Department and community
- Teaches Health Department about community norms
- Increases cultural sensitivity and humility
- Gives Health Department platform to solicit community input during decision-making process
- Holds Health Department accountable to community for suggestions that were incorporated or excluded
- Dialogue between community and Health Department fosters transparency
- Health Department perceived as a leader in the community

Cons

- Potentially extends system/intervention development timelines
- May require additional resources to collect, analyze and disseminate community input
- Added transparency may expose Health Department to criticism if certain feedback is not incorporated in final decisions
- Requires increased sensitivity about public messaging and media coverage
- Health Department must continually reach out beyond existing partners. If not, consulting is considered a rounding up of the “usual suspects” without reaching a deeper level of engagement

Techniques/Methods

- Surveys, questionnaires, facilitated discussions, focus groups, interviews, social media engagement, email blasts, websites, SMS mobile, community input sessions, advisory boards, community driven information dissemination (newsletters, etc.)

Best Practice Considerations

- Appropriate representation of target populations
- Community-based participatory approaches
- Community input sessions
- Neighborhood planning sessions

Involve/Collaborate⁴

Description

- Developing relationships with stakeholders/partners built on trust through improved communication and community involvement.
- As a responsible partner, the Health Department must engage external partners from two perspectives: as “the driver” and “the passenger.” This ensures effective and substantive community engagement.
- The Health Departments seeks to form partnerships with stakeholders to achieve a common goal.

Governance (Decision-Making)

- Gain consensus between external stakeholders and partners and Health Department, ensuring decisions are mutual.

Communication Flow

- Bidirectional

Intention/Purpose

- To create community buy-in, participation and community ownership, facilitate trust building and community acceptance and improve outcomes through interventions tailored to community needs. Collaborating with community stakeholders and partners enhances Health Department’s ability to accomplish our goals.

Pros

- More commitment from community partners—in the form of time or other resources—is needed over time to foster a collaborative relationship.
- More likely to affect better public health outcomes.

Cons

- More labor intensive for Health Department staff
- Relinquishing power to community stakeholders and partners can be difficult. Authentic community engagement will require this in certain situations.
- Less control of the process means we must accept unknown outcomes when the Health Department is not leading implementation

4. The subcommittee was assigned to amend the “Involve and Collaborate” principles of the Community Engagement Continuum, as originally described in *Principles of Community Engagement, second edition*, NIH publication No. 11-7782, 2011. The attributes defined in these principles are similar; as a result, the subcommittee combined the definitions of both principles.

Techniques/Methods

- Involve stakeholders and partners to obtain feedback or input. This can be used to accomplish shared goal(s)
- Share the responsibility of implementation with stakeholders and partners

Best Practice Considerations

- Transparency
 - Use widely available platforms to disseminate information (i.e., nyc.gov/health or other websites)
 - Be consistent with and mindful of communication
 - Ensure linguistically-appropriate language
 - Be as honest as possible with information and/or intentions
- Inclusivity
 - Engage community stakeholders and partners early in the planning process
 - Engage a diverse spectrum of community stakeholders and partners (e.g., City agencies, community-based organizations, faith-based organizations, private sector businesses)

Shared Leadership

Description

- Strong system of relationships, reciprocity and trust
- Consensus driven decision-making

Governance (Decision-Making)

- Stakeholders represented equally in the partnership
- Shared planning and accountability
- Shared responsibility for outcomes
- Participatory evaluation

Role of Government and Relationship With the Engaged Entities:

- Share control with communities
- Flexible about how the shared leadership group identifies the problem and develops solutions
- Ensure partners have knowledge and resources needed for shared leadership
- Support data and other infrastructure
- Emphasize mutually reinforcing strategies and activities; support initiatives that are led by other entities

Communication Flow

- Establish and maintain systems for transparency and consistent, rigorous and open dialogue
- Ensure communication cuts across all levels of the partnership
- Rely on a variety of communication approaches

Intention/Purpose

- Shared leadership leads to collective ownership of a problem and its solution. With shared ownership comes increased responsibility, accountability, power and diversity of strategies. It acknowledges that the Health Department is not the only expert for a given project; engaging different voices is critical to the success of certain projects.

Pros

- Builds long-lasting relationships that can extend beyond the initial goals and scope of the project
- Can create organizational structures that go beyond the Health Department and into the community. These structures can then facilitate the sustainability of the initiative.

Cons

- Takes time, consistency, flexibility and focus. Not as useful during emergencies, but can be built into emergency preparation.
- Better suited for broader issues that people of varying skill levels and interests can participate in. Requires more human resources for areas that have a high degree of technical detail (e.g., maintaining water quality, improving air quality)
- Government agency requires mayoral review and approval

Techniques/Methods (see literature on “collective impact”)

- Create a common agenda
- Establish shared framework for performance measurement
- Mutually reinforce activities
- Maintain continuous communication
- “Backbone” support, such as providing staff to create meeting agendas, take minutes, keep track of key documents, etc.

Best Practice Considerations

- Be explicit about who is sharing leadership
- Establish clear governance structure
- Engage the wider community
- Hold all parties accountable
- Build relationships outside your everyday work
- Leverage emergent opportunities
- Utilize data
- Prioritize and build on early wins to create and nurture structures, processes and relationships that will carry forward into future work
- Be explicit about the limitations of sharing leadership with mayoral agency

Appendix

Brief Description of the Health Department's Community Engagement Workgroup Process

Throughout the nine-month process of the Health Department's Community Engagement Workgroup (CE Workgroup) the Steering Committee and Workgroup members had robust discussions on key questions, including:

- What kinds of communities is each division in the agency engaging?
- How are the divisions engaging these communities?
- What effective practices are used in the divisions, and how they might differ across divisions?
- What are some of the challenges when engaging communities?
- What is the meaning and importance of community engagement, especially as it relates to advancing health equity?
- How does the Health Department define "community," "stakeholder" and "partner"?

The Steering Committee's process for the Health Department's Community Engagement Workgroup:

1. Purpose/Goals of the Workgroup

- Assess the agency's capacity to engage communities in New York City
- Establish a common framework and language
- Understand best practices
- Advance the agency's use of community engagement as a strategy to advance health equity in New York City

2. Deliverables

- Initial identification of current agency assets and practices in community engagement

- A specific community engagement framework for the agency. Recommendations for a process to develop agency-wide common indicators
- Recommendations for a process to train staff in the use of the framework and indicators.
- Recommendations to continue to align this work with ongoing internal efforts to examine our practices with a racial equity and social justice lens, and to determine opportunities for improvement

3. Process: How the Steering Committee approached the Community Engagement Workgroup

- Two representatives from each division were involved.
- The Steering Committee—comprised of eight staff from the Center for Health Equity (CHE), the Office of Emergency Planning and Response (OEPR) and the Office of External Affairs (OEA)—met weekly for 60 to 90 minutes.
- Full workgroup meetings (two hours) were held monthly between April and December 2015, except August, when the full workgroup was divided into subcommittees and these subcommittees met individually.
- The Steering Committee debriefed after each Community Engagement Workgroup monthly meeting to make improvements for future meetings.

4. Factors That Helped Make This Workgroup Successful:

- Had concrete deliverables
- Steering Committee met for 1 ½ hours weekly and worked between meetings
- Workgroup attended monthly meetings and also worked between meetings
- Posted deliverables on the wall at every workgroup meeting to keep group focused
- Created subcommittees when appropriate (e.g., definitions, continuum adaptations)
- Steering Committee members were an integral part of subcommittee structure
- Had one person “staff” the overall coordination work, including drafting meeting materials, PowerPoint presentations, meeting notes and reviewing collected documents/homework from the Workgroup
- Used the agency's intranet to make work easily accessible by all workgroup members
- Solicited input about the process at every Community Engagement Workgroup meeting using a “Plus/Delta” paradigm (Plus = what worked well; Delta = what could be improved for next time). Made adjustments to the process based on this feedback.

Acknowledgements

Development of the Community Engagement Framework was a collaboration among staff across the Health Department, with further feedback and enhancements provided by some of our external partners. We thank everyone for their valuable contributions.

External Contributors

Marilyn Aguirre-Molina

Professor of Public Health, City University of New York (CUNY), School of Public Health
Executive Director, CUNY Institute for Health Equity

Caitlin Falvey

Partnership for a Healthier Manhattan Coordinator,
Icahn School of Medicine at Mount Sinai

Mindy Thompson Fullilove

Professor of Urban Policy and Health, Milano School
for International Affairs, Management and Urban
Policy at the New School for Public Engagement

Robert E. Fullilove

Associate Dean for Community and Minority Affairs,
Professor of Clinical Sociomedical Sciences,
Mailman School of Public Health of Columbia
University, Co-director Community Research Group

Nicholas Freudenberg

Distinguished Professor of Public Health at CUNY
School of Public Health,
Director of CUNY Urban Food Policy Institute

Peter B. Gudaitis

Executive Director, New York Disaster Interfaith
Services (NYDIS)

Amy Richards

Health Projects Coordinator,
Make the Road NY

Health Department Contributors

OFFICE OF THE COMMISSIONER

Mary T. Bassett

Commissioner

Jasmine Graves

Cassie Toner

OFFICE OF THE FIRST DEPUTY COMMISSIONER

Oxiris Barbot

First Deputy Commissioner

Jobin Abraham

Lydia Isaac

Alison Frazzini

Mediha Gega

DIVISION OF ADMINISTRATION

Barry Novack

OFFICE OF EXTERNAL AFFAIRS

Sam Miller

Associate Commissioner

Ricky Wong

CENTER FOR HEALTH EQUITY

K. Aletha Maybank

Deputy Commissioner

Jane Bedell

Assistant Commissioner

Acknowledgements (Cont'd)

Chantelle Brathwaite

Vivian Cortes

Carmen Diaz-Malvido

LaShawn Dudley-Brown

Anthony Fonesca

Rebekah Gowler

Ewel Napier

Philip Noyes

Anita Reyes

Richard Sierra

Sharon Marshall-Taylor

Hasibe Rashid

Takeesha White

DIVISION OF DISEASE CONTROL

Jennifer Fuld

Rafael Ponce

Lauren Taylor

OFFICE OF EMERGENCY PREPAREDNESS AND RESPONSE

Marisa Raphael

Deputy Commissioner

Beth Maldin

Assistant Commissioner

Betty Duggan

Jaime Gutierrez

Olivia Humilde

Lyndel Urbano

DIVISION OF ENVIRONMENTAL HEALTH

Deborah Nagin

Sharon Perlman

Kennedy Willis

DIVISION OF FAMILY AND CHILD HEALTH

Eve Cagan

OFFICE OF GENERAL COUNSEL

Carrie Gantt

Christine Julien

DIVISION OF MENTAL HYGIENE

Donald Decker

DIVISION OF PRIMARY CARE AND PREVENTION

Hannah Brynes-Enoch

Jenifer Clapp

Carolyn Bancroft

Lesley Stalvey

Elizabeth Kilgore

Thuy Ann Le

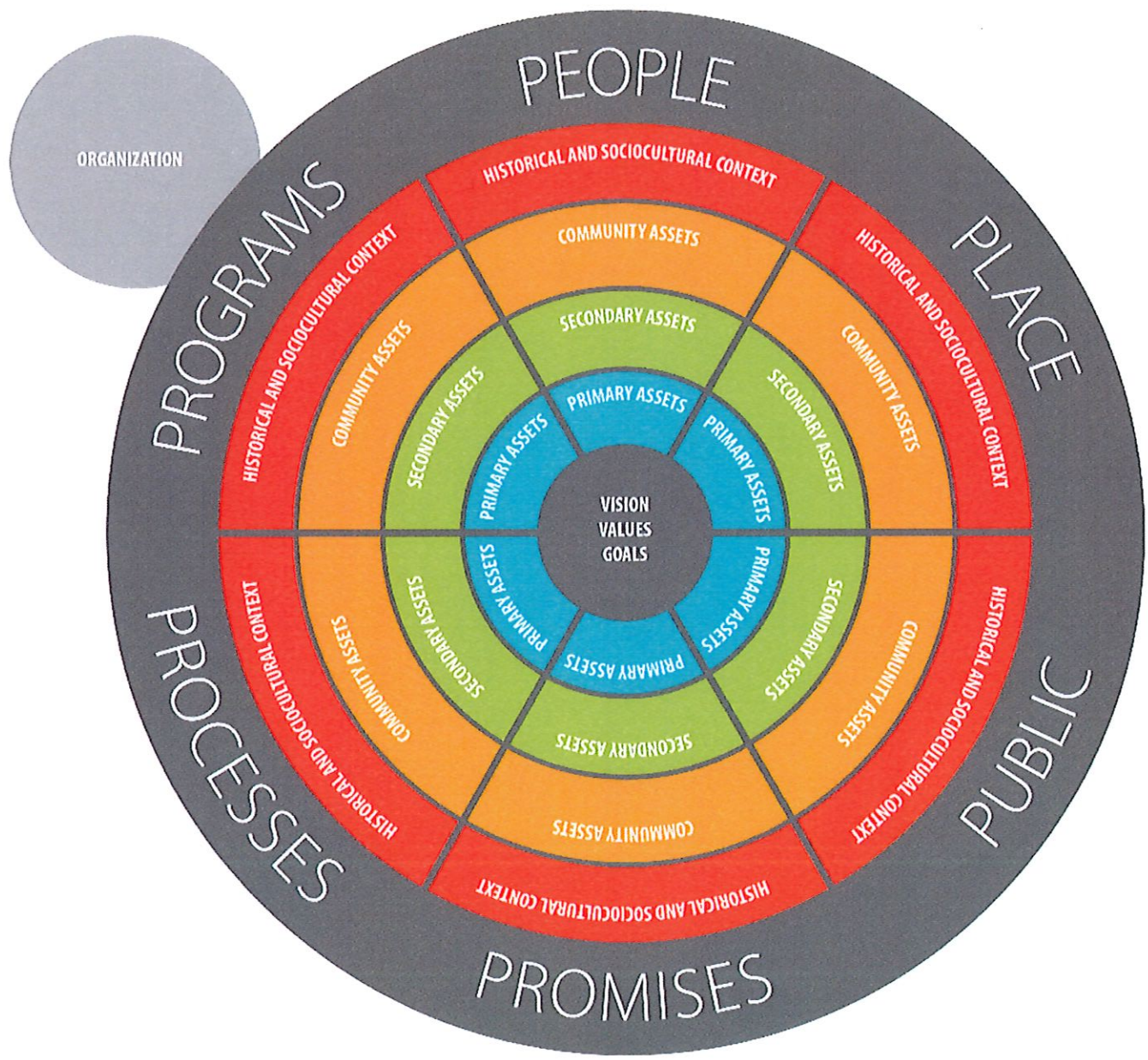
Elizabeth Leonard

DIVISION OF INFORMATION TECHNOLOGY

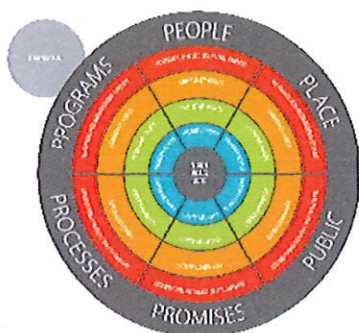
Jay Bala

David Murphy

Community Engagement Framework



Equity, Transparency, Collaboration,
Integrity, Self-reflection



Community Engagement Framework

An Asset-Based Approach

This community engagement framework centers the strengths of the organization instead of starting from a needs-based approach. The strengths are then used to forge sustainable relationships between group and individuals. Integrity, transparency, collaboration, equity and self-reflection are the values that create the foundation for the framework.

THE VALUES

Integrity. The framework is based on relationship-building which means one must lead with humility and respect. Acting with integrity means always being cognizant of the power in exploitation.

Transparency. The framework strives to embrace potential conflicts, histories of actions/inaction, power dynamics, and the history of limited resources.

Collaboration. This framework is a shift from a paradigm of seeking feedback on programs to an effort indicative of an authentic co-construction of ideas and plans based on assets.

Equity. This framework will align with current educational standards of equity which means intentional examination of organizational practices in both a historical and sociocultural context.

Self-reflection. This framework is meant to be a living document that will undergo multiple iterations through the tenure of current relationships as well as shift with the evolution of the organization.

THE ELEMENTS

Asset Dimensions

Primary assets. The structures and strengths of the organization

Secondary assets. Other organizational strengths and structures that are leveraged regularly

Community Assets. Existing relationships and connections in the community that might assist in reaching the goals of the organization or be leveraged at a later time

Historical and sociocultural assets. The organization's history and sociocultural context for the type of work going on in the relationship

The 6 Ps

People. Individuals or organizations who form the structures and strengths of the organization

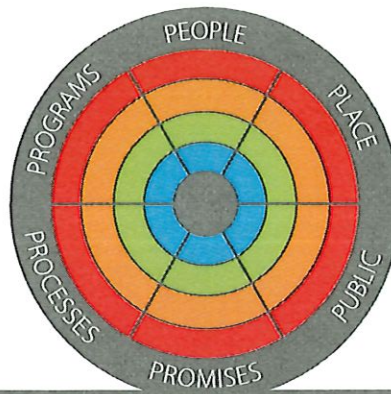
Place. The geographic features of the land, physical spaces (offices, meeting spaces, locations etc.), climate, plants, and animals (and the stories/knowledge about them) that are primary assets for your organization

Public. The citizens who stand to benefit from the services of the organization

Promises. Allocations of time or other resources and the outcomes to which the organization is accountable

Processes. Theoretical frameworks and theories of action that guide the work of the organization

Programs. Existing programs and projects that structure the work of an organization



ORGANIZATIONAL

Mission, vision, values, goals of the organization overall and in the context of the relationship.

	OVERALL	RELATIONSHIP SPECIFIC
MISSION	What is the overall mission/vision of the organization?	Is there a specific mission/vision for the relationship/project
VALUES	What values structure the work of the organization?	How do these values manifest in this project?
GOALS	What are the stated and implied goals of the organization?	What are the goals specific to this relationship?

PRIMARY ASSETS

The organizational aspects that will be most immediately present with regard to the relationship/project

SECONDARY ASSETS

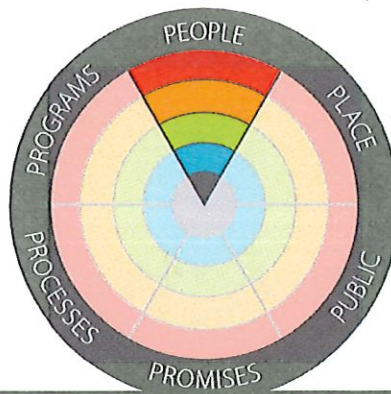
Other organizational strengths that might be leveraged for use in the relationship

COMMUNITY ASSETS

Existing relationships and connections in the community that might assist in reaching goals of the partnership, or be leveraged at a later time

HISTORICAL & SOCIOCULTURAL CONTEXT

The organization's history and sociocultural context for the type of work going on in the relationship



PEOPLE



PRIMARY

Who are the people involved with the most direct influence on the project/relationship?

SECONDARY

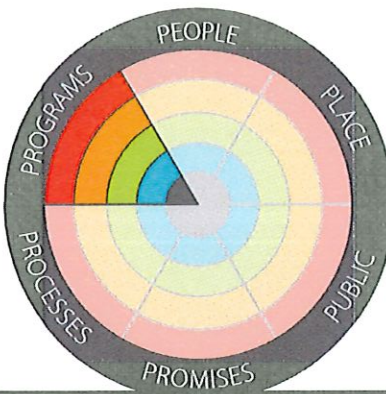
Who else is in the organization might support the work of the relationship?(i.e. research, finance, planning, graphic design, technology, other programs etc.)

COMMUNITY

Who are some people in your community you already partner with or whose knowledge and expertise might support the relationship?

HIST / SOCIO

Who are the people who started your organization? Are they still around? Who traditionally has been a part of designing and developing relationships?



PROGRAMS



PRIMARY

What programs are part of the relationship/project?

SECONDARY

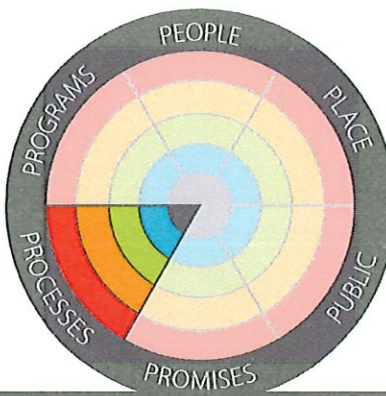
What are the other programs that exist within the organization? Where does this project fit within the larger organizational structure?

COMMUNITY

What are some programs in the community that might support the relationship? (i.e. mentoring programs, arts-based organizations, churches, colleges and universities etc.).

HIST / SOCIO

What programmatic efforts have been made in the past with regards to the project/relationship? What are some examples of success or failure regarding such programs?



PROCESSES



PRIMARY

What theoretical frameworks, theories of action etc. guide the work? (i.e. 4 Keys, ESP Pyramid)

SECONDARY

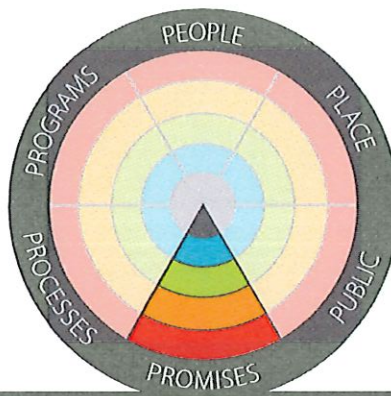
Are there other frameworks or theories of action that might inform the relationship?

COMMUNITY

Are there theoretical models or methodological approaches that you know of that may serve the project/relationship? (i.e. culturally responsive practices, research or evaluation models etc.).

HIST / SOCIO

What processes have been used in the past? How have they been successful? Where have they been challenged? What is the process for evaluation and reflection? How has the organization's knowledge grown or changed across time with regard to the theoretical frameworks and theories of action that they choose?



PROMISES



PRIMARY

What does the current allocation of funding and resources look like for the relationship?

SECONDARY

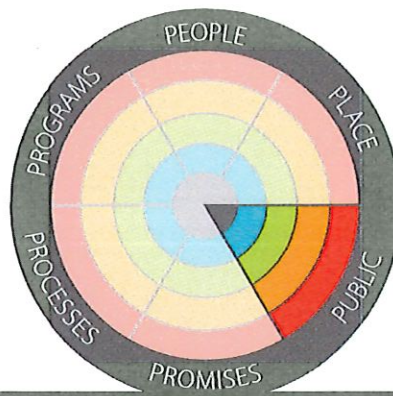
What are the other main allocations of resources in the organization? How might these be used to support the relationship?

COMMUNITY

Does the organization have other commitments in the community? To who? How are resources allocated to these other relationships?

HIST / SOCIO

Is the current allocation of time and resources a departure from the way the organization has approached partnerships in the past? What is new or exciting about the relationship?



PUBLIC



PRIMARY

Who are the clients targeted for service as part of the project? How are they being included?

SECONDARY

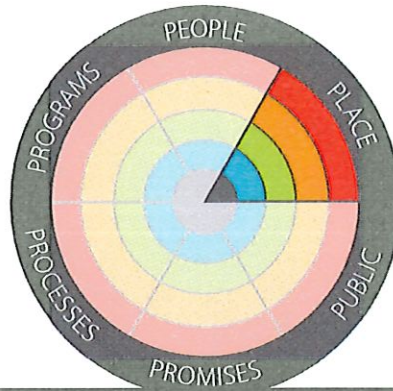
Who are other clients you serve who are not targeted by the project/relationship, but might benefit from it?

COMMUNITY

Who are some people in the community who might use your services but do not work in your organization? Who are people who currently/can benefit from the relationship?

HIST / SOCIO

Who has the organization typically served? How would the organization like that to grow or change? What efforts have been made to reach out to potential clients, customers, and stakeholders, especially those from underserved communities?



PLACE



PRIMARY

What are the primary geographic features of the land, physical spaces (offices, meeting spaces, locations etc.), climate, plants, and animals (and the stories/knowledge about them) that are primary assets for your organization?

SECONDARY

What are the secondary geographic features of the land, physical spaces (offices, meeting spaces, locations etc.), climate, plants, and animals (and the stories/knowledge about them) that are primary assets for your organization?

COMMUNITY

What are the physical features and characteristics of the local area that might inform the work of the relationship (i.e. resources that exist in the community that might serve as assets)?

HIST / SOCIO

How has the organization used the physical spaces in the past? Why is the office located where it is? What is made possible by your place in the context of larger social and cultural influences?

Scope of Work (Revised)

MARCH 1, 2022



Prepared for:

PATRICK FOILES
HUMAN RESOURCES DIRECTOR
625 Center Street
Oregon City, OR 97045
503-496-1528
pfoiles@orc.org

Consultant Services for Diversity, Equity, and Inclusion Initiatives

CITY OF OREGON CITY



Detailed Work Plan

Task 1.0: PROJECT MANAGEMENT & BEST PRACTICES REVIEW

1.1 Project Kickoff

OBJECTIVE

MGT will facilitate an initial meeting for key members of the project team to meet each other, identify desired communication strategy, ensure mutual understanding of the project goals and outcomes, identify potential barriers, and establish consensus regarding activities, timelines, deliverables, and mutual expectations.

DELIVERABLES

- ◆ Finalized work plan and project schedule
- ◆ Description of deliverables
- ◆ Identification of key stakeholders, engagement expectations, responsibilities, and project roles
- ◆ Logistics for project management meeting schedule, agenda, and reporting protocols
- ◆ List of potential stakeholders who might advise the project and provide valuable insight

1.2 Client Engagement

OBJECTIVE

MGT prioritizes effective communication with our clients to maximize trust, clarity of project progress and action steps, and ensure timely and successful execution of all components of the project. Regular collaborative engagement in a manner that meets our clients' availability and interest allows mutual certainty that all aspects of our work align with the organization's mission and ultimate goals.

DELIVERABLES

- ◆ Facilitation of regular (weekly, bi-weekly, or monthly) meeting agendas and minutes
- ◆ Meeting documents including PowerPoint presentations and related materials
- ◆ Documentation of decisions made, action steps, responsibility matrix, and deadlines

1.3 Best Practices and Peer Review

OBJECTIVES

MGT will conduct thorough research and review of industry-leading best practices and successes and lessons learned regarding DEI initiatives that have been implemented by similar sized organizations and their related strategic plans. This work will help inform the DEI audit and the potential recommendations that will follow.

DELIVERABLE(S)

- ◆ Written draft chapter of peer review and industry-leading best practices in DEI initiatives
- ◆ Graphic presentation of DEI best practices



2.1 External Stakeholder Outreach Plan

OBJECTIVE

To maximize awareness of the City's commitment to DEI, build interest and motivation to engage in the City's DEI-related vision and this audit, we will create an external outreach plan to boost meaningful engagement in the audit process. This Stakeholder Outreach Plan will provide a strategic road map for informing the people of Oregon City of the importance of their participation. We will bring a unique perspective and a set of strategies to increase participation and receptivity to this important work.

DELIVERABLE

- ◆ Stakeholder Outreach Plan to maximize awareness and motivation for external stakeholders to engage in the feedback portion of the equity audit

2.2 External Stakeholder Engagement

OBJECTIVE

MGT will design and administer a set of protocols aimed at maximizing participation of Oregon City stakeholders to allow us to gain comprehensive and accurate insight of the resident perspective of equity in the City. We will establish no less than 4 engagement channels that participants will be invited to use:

- 1) A phone-accessible voicemail
- 2) An e-mail inbox system (ex. OregonCity_DEI@mgtconsulting.com)
- 3) Facilitation of four (4) community meetings
 - a. Two (2) in-person session
 - b. Two (2) remote sessions
- 4) Facilitation of two (2) targeted focus group conversations (remote)

Upon completion, we will evaluate all insight collected to ensure representative participation from all stakeholder groups and re-administer with targeted outreach if necessary.

DELIVERABLES

- ◆ Community Equity Survey
- ◆ Focus Group Interview Guide
- ◆ Demographic data summary of resident participation
- ◆ Quantitative and Qualitative analysis of feedback results

2.3 External DEI Analysis and Summary Report

OBJECTIVE

Our DEI consultants will analyze all feedback and data to determine strengths, weaknesses, improvement opportunities, and performance trends. We will craft a comprehensive and succinct reader-friendly report that informs the organization of the state of equity with suggested action steps for improvement.

DELIVERABLES

- ◆ External Equity Report Summary
- ◆ Initial list of actionable recommendations on how to elevate equity throughout the City of Oregon City

Task 3.0: COMMUNITY DEI TASK FORCE

3.1 Community DEI Task Force Development

OBJECTIVE

MGT will consult with organization's leadership to develop a charter and participant list for the DEI Task Force. It is anticipated the scope of Task Force activities will include (at a minimum) education of and discussion amongst Task Force members of DEI concepts, discussion about the impacts of bias and marginalization and crafting recommendations on making the organization a more welcoming and inclusive environment. We will support the design and administration of a recruitment process to ensure that Task Force membership represents the diversity of the organization and its entire community.

DELIVERABLES

- ♦ Comprehensive DEI taskforce membership list and signed commitment letters
- ♦ Long-term set of DEI taskforce goals
- ♦ DEI taskforce meeting schedule

3.2 Community DEI Task Force Facilitation

OBJECTIVE

MGT will facilitate Task Force meetings, including meeting planning and logistics, preparation of meeting minutes, and preparation of reports/presentations as needed.

DELIVERABLES

- ♦ Task Force meeting materials (e.g., agenda, PPT presentations, minutes, etc.)
- ♦ Coherent set of decisions made, action steps and owners, deadlines, and accountability measures for meetings and action steps

Task 4.0: ORGANIZATIONAL ASSESSMENT

4.1 Prioritized Policy and Practice Analysis

OBJECTIVE

MGT will work with the City's project leadership to establish a comprehensive list of data, documents, policies, and practices to be included in the DEI audit. An equity lens will be applied to our analysis of prioritized topics such as

- ♦ Organizational chart
- ♦ Employee and leadership demographics
- ♦ Organization hiring and promotion practices
- ♦ Barriers to recruiting, hiring, and retaining a diverse workforce
- ♦ Internal communications regarding DEI
- ♦ Annual spending and prioritization of DEI initiatives
- ♦ Aspects of the organizational culture where inequities have been unintentionally perpetuated
- ♦ Impact of staff and leadership self-awareness and implicit bias on organizational culture and the employee experience

DELIVERABLE(S)

- ♦ Comprehensive set of documents and data points for review and analysis
- ♦ An analysis of existing organizational strengths and gaps with clear recommendations on how to best build upon strengths that will encourage DEI in all areas of the City and community.

4.2 Staff Engagement

OBJECTIVE

MGT will design and administer a set of protocols to garner insight of staff and leadership perspective regarding organizational culture, equity in the workplace, and the employee experience. Upon completion, we will evaluate all insight collected to ensure representative participation from all stakeholder groups and re-administer with targeted outreach if necessary.

DELIVERABLES

- ♦ Stakeholder Outreach Plan to maximize awareness and motivation for internal stakeholders to engage in the feedback portion of the equity audit
- ♦ Key Leader Interview Guide (contingent on project need)
- ♦ Focus Group Interview Guide and Protocol (contingent on project need)
- ♦ Organizational Assessment Equity Survey
- ♦ Quantitative and Qualitative analysis of survey results

4.3 DEI Readiness Analysis and Organizational Culture Summary Report

OBJECTIVE

Our DEI consultants will analyze all feedback and data to determine strengths, weaknesses, improvement opportunities, and performance trends. We will craft a comprehensive and succinct reader-friendly report that informs the organization of the state of equity with suggested action steps for improvement.

DELIVERABLES

- ♦ DEI Readiness Summary
- ♦ Organizational DEI Report: *The Current State of DEI at Oregon City*
- ♦ Final list of actionable recommendations on how to elevate DEI within the organization

Task 5.0: DEI FRAMEWORK DEVELOPMENT

5.1 Future Envisioning Analysis

OBJECTIVE

MGT will design and facilitate a workshop with the DEI Task Force and other members of the City's leaders to conduct future envisioning focused on building themes and initiatives around the specific collaborative desire for the state of DEI across the organization and the city. This work will result in the identification of a "North Star" for the organization to strive to become. This North Star will drive the work of the DEI Action Plan.

DELIVERABLES

- ◆ Facilitate review of DEI Audit Report and readiness assessment
- ◆ Facilitate Future Envisioning Workshop (in-person or remote)
- ◆ North Star Analysis Report
- ◆ Development of a shared organizational goal on DEI

5.2 Development of DEI Action Plan

OBJECTIVE

The North Star established during the future envisioning analysis and the data and feedback from the DEI audit will help inform the development of a set of strategies to advance DEI within the organization. MGT will facilitate a series of workshops with the DEI Task Force to collaboratively build the DEI Action Plan that includes a set of goals, actions, deliverables, and performance metrics.

DELIVERABLES

- ◆ Develop a public statement of principle regarding DEI for the City that serves as the guidepost for how it operates and makes decisions that impact budgeting, policies and procedures, operations, programming, outreach, and management practices
- ◆ Multi-Year strategic plan for all policies, actions, and changes needed to meet the City's DEI goals

5.3 DEI Implementation Roadmap

OBJECTIVE

MGT believes that the quality of a plan (DEI Action Plan) is inextricably tied to the quality of its delivery (Implementation Strategy). With this as our guide, we are committed to supporting the DEI Task Force in ensuring deep understanding and shared accountability of the DEI Action Plan to ensure quality implementation of all facets of the framework. The roadmap will include specific outcomes and deliverables, owners, dates, and accountability metrics.

DELIVERABLES

- ◆ Detailed Implementation Plan inclusive of the DEI Action Plan Timeline
- ◆ Implementation framework that assigns responsibility, accountability, resource allocation, key milestones, and dates for each strategic action
- ◆ Internal communication plan that ensures shared ownership and accountability
- ◆ City-Wide communication plan that promotes broad understanding and buy-in to the City's DEI goals



COMMUNITY DIVERSITY ENGAGEMENT
Neighborhood Association Meetings
Updated April 30, 2024

Neighborhood Association	When (monthly meetings) & Time	CDE Committee Member to Attend Meeting
Southeast Keizer Neighborhood Association (SEKNA)	1st Thursday 6:30 pm <i>(doesn't meet in June/July/Aug/Dec)</i>	
Greater Gubser Neighborhood Association (GGNA)	2nd Tuesday 6:30 pm <i>(doesn't meet in June/July/Aug/Dec)</i>	
West Keizer Neighborhood Association (WKNA)	2nd Thursday 7:00 pm <i>(doesn't meet in June/July/Aug/Dec)</i>	
Northwest Keizer Neighborhood Association (NWKNA)	3rd Wednesday 7:00 p.m.	
Greater Northeast Keizer Neighborhood Association (GNEKNA)	1st Tuesday 6:30 p.m.	



**COMMUNITY DIVERSITY ENGAGEMENT
COMMITTEE PRESENTATION ASSIGNMENTS**
Updated April 30, 2024

Month/Council Meeting Date	Observance	CDE Committee Member
February 5 th	Black History Month	Thais Rodick
March 18 th	Women's History Month	Stephanie Cross
April 1 st	Child Abuse Prevention Month *	Benita Picazo
May 6 th	Older Americans Month	Stephanie Cross
May 6 th	Asian Pacific Heritage Month	Carrie Brown
May 6 th	Jewish American Heritage Month	Laura Reid
June 3 rd	Lesbian, Gay, Bisexual, Transgender and Queer Month/Pride Month	Nevaeh Music & Benita Picazo
June 17 th	Juneteenth	Jill Gust
Sept 16 th	Constitution Week * (Sept. 17-23)	Daughters of the American Revolution
Sept 16 th	National Hispanic Heritage Month (Sept. 15 – Oct. 15)	Thais Rodick, Carrie Brown & Benita Picazo
October 7 th	National Disability Employment Awareness Month	Tammy Kunz
October 7 th	Indigenous People's Day	Laura Reid
November 4 th	Native American Heritage Month	Jill Gust
December 2 nd	Human Rights Day	Shaney Starr

* Members will present or invite an organization to present on their behalf—and to be sure and check with Mayor Clark to see who she may have already invited to be present.

City of Eugene TRIPLE BOTTOM LINE ANALYSIS TOOL (TBL) Updated 6/2013



Creating a sustainable community

The City Vision:

- *Value all people, encouraging respect and appreciation for diversity, equity, justice, and social well-being. We recognize and appreciate our differences and embrace our common humanity as the source of our strength;*
- *Be responsible stewards of our physical assets and natural resources. We will sustain our clean air and water, beautiful parks and open space, livable and safe neighborhoods, and foster a vibrant downtown, including a stable infrastructure;*
- *Encourage a strong, sustainable and vibrant economy, fully utilizing our educational and cultural assets, so that every person has an opportunity to achieve financial security.*

How to use the tool

The TBL tool is designed to inform a deeper understanding of how policy and program choices will affect the social equity, environmental health and economic prosperity of the community. To facilitate a close and deliberate look at those effects, the tool should be used in the following circumstances:

- When formulating a recommendation to the City Council about a policy, program, proposal or initiative in an Agenda Item Summary (AIS). Use this tool to inform the development of the proposal and then summarize the analysis in the AIS.
- To aid in program reviews.
- To help guide service improvements.
- To evaluate the effects of significant budget changes.

The TBL tool does not dictate a particular course of action; rather, the analysis provides policy makers and staff with a greater awareness of some of the trade-offs, benefits and consequences associated with a proposal, leading to more mindful decision-making.

Brief description of proposal

Please provide a brief description of your proposal – (~100 words)

Staff lead(s):

Staff Name:	Position/Division	Phone

NOTE: Reference documents - The TBL Tool will include links to relevant City policies and plans.

Social Equity

Described as: Placing priority upon protecting, respecting, and fulfilling the full range of universal human rights, including civil, political, social, economic, and cultural rights. Providing adequate access to employment, food, housing, clothing, recreational opportunities, a safe and healthy environment and social services. Eliminating systemic barriers to equitable treatment and inclusion, and accommodating to differences among people. Emphasizing justice, impartiality, and equal opportunity for all.

Goal/outcome: It is our priority to support an equitable and adequate social system with access to employment, food, housing, clothing, education, recreational opportunities, a safe and healthy environment and social services, as well as to provide equal access to services and avoid negative impact for all people regardless of age, economic status, ability, immigration or citizenship status, race/ethnicity, gender, relationship status, religion, or sexual orientation. Equal opportunities for all people are sought. A community in which basic human rights is addressed, basic human needs are met, and all people have access to tools and resources to develop their capacity. This tool will help identify how the proposal affects community members and if there is a difference in how the decisions affect one or more social groups in the community. Areas of consideration in creating a vibrant socially equitable Eugene are: basic needs, inclusion, community safety, culture neighborhoods, and advancing social equity.

Analysis prompts

- *The prompts below are examples of the issues that need to be addressed. **They are not a check list.** Not all of the prompts and issues will be relevant for any one project. Issues not covered by these prompts may be very pertinent to a proposal- please include them in the analysis.*
- *Is this proposal affected by any current policy, procedure or action plan? Has advice been sought from organizations that have a high level of expertise, or may be significantly affected by this proposal?*

1. Meeting Basic Human Needs

- How does the proposal impact access to food, shelter, employment, health care, educational and recreational opportunities, a safe and healthy living environment or social services?
- Does this proposal affect the physical or mental health of individuals, or the status of public health in our community?
- How does this proposal contribute to helping people achieve and maintain an adequate standard of living, including housing, or food affordability, employment opportunities, healthy families, or other resiliency factors?
- How does this proposal address or respond to disparities that exist between communities on the basis of race, gender, social economic factors, ability, and geography?

2. Addressing Inequities and being Inclusive

- Are there any inequities to specific groups of people in this proposal, if so how will they be addressed?
- How have the needs of disabled populations been accounted for in this project? For example, does this proposal meet the standards of the American's with Disabilities Act?
- How does this proposal support the participation, growth and healthy development of our youth? Does it include Developmental Assets, described as a set of skills, experiences, relationships, and behaviors that enable young people to develop into successful and contributing adults (<http://www.search-institute.org/developmental-assets>)?
- If the proposal affects a vulnerable section of our community (i.e. youth, persons with disabilities, etc.) has their voice been heard in this proposal?
- Does this proposal take into account language or cultural barriers?
- If outreach is a part of this project, how does the project uphold the Values and Principles identified in the City of Eugene [public participation guidelines](#)? For example, what steps will be taken to include a wide variety of people (including disabled, non-English speakers, illiterate, working, etc.)?
- How does this proposal align with the City of Eugene [Human Rights Code 4.613-4.650](#)? This section of city code establishes anti-discrimination law for the city and defines “protected” classes for that purpose. Note: code provisions are subject to change. Make sure to consult most current version.
- How will this proposal or project include communities who are most impacted in the decision-making process?

3. Ensuring Community Safety

- How does this proposal address the specific safety and personal security needs of groups within the community, including women, people with disabilities, seniors, minorities, religious groups, children, immigrants, workers and others?
- How does this proposal include crime prevention strategies, including environmental design?
- Does this proposal affect civil rights (i.e. discrimination of protected classes as defined in City of Eugene [Human Rights Code 4.613-4.650](#))?
- Could this proposal/project or process of decision-making be perceived as bias against protected classes?

4. Culture

- Is this proposal culturally appropriate and how does this proposal affirm or deny the cultures of diverse communities? How is this project upholding the values and perspectives of multiple cultures?”
- How does this proposal create opportunities for, and access to, artistic expression, cultural celebration or education of a cultural exchange?
- How does this proposal ensure language access to affected populations (i.e. non-native English speakers, ADA accommodations, etc.)?

5. Addressing the Needs of Community Members and Neighborhoods

- How does this proposal impact specific Eugene neighborhoods?
- How are all community members, stakeholders and interested parties provided with opportunities for meaningful participation in the decision making process of this proposal?
- How does this proposal enhance neighborhoods and stakeholders’ sense of commitment and stewardship to our community?
- What mechanisms are included in the proposal that allow for community feedback and timely and effective follow-up?

6. Building Capacity to Advance Social Equity

- What plans have been made to communicate about and share the activities and impacts of this proposal within the City organization and/or the community?
- How does this proposal strengthen collaboration and cooperation between the City organization and community members?

Social Equity summary					
Overall, the effect of this proposal on social equity would be:	Negative	Somewhat Negative	Neutral	Somewhat Positive	Positive

If needed, use this space to elaborate on the proposal's effect on social equity:

Environmental Health

Described as: Healthy, resilient ecosystems, clean air, water, and land. Decreased pollution and waste, low carbon emissions that contribute to climate change, lower fossil fuel use, decreased or no toxic product use. Prevents pollution, reduces use, promotes reuses, recycles natural resources.

Goal/outcome: Protect, preserve, and restore the natural environment to ensure long-term maintenance of ecosystem functions necessary for support of future generations of all species. Reduce the adverse environmental impacts of all activities, continually review all activities to identify and implement strategies to prevent pollution; reduce energy consumption and increase energy efficiency; conserve water; reduce consumption and waste of natural resources; reuse, recycle and purchase recycled content products; reduce reliance on non-renewable resources.

Analysis prompts

- *The prompts below are examples of the issues that need to be addressed. **They are not a check list.** Not all of the prompts and issues will be relevant for any one project. Issues not covered by these prompts may be very pertinent to a proposal- please include them in the analysis*
- *Is this proposal affected by any current policy, procedure or action plan? Has advice been sought from organizations that have a high level of expertise, or may be significantly affected by this proposal?*

1. Environmental Impact

- Does this proposal affect ecosystem functions or processes related to land, water, or air?
- Will this proposal generate data or knowledge related to the use of resources?
- Will this proposal promote or support education in prevention of pollution, and effective practices for reducing, reusing, and recycling of natural resources?
- Does this proposal require or promote the continuous improvement of the environmental performance of the City organization or community?
- Will this proposal affect the visual/landscape or aesthetic elements of the community?
- Will the environmental impacts of this proposal disproportionately affect any segment of the population based on race, gender, social economic factors, ability or geography?

2. Climate change

- Does this proposal directly generate or require the generation of greenhouse gases (such as through electricity consumption or transportation)?
- How does this proposal align with the internal carbon neutral by 2020 goal adopted by the City Council?
- Will this proposal, or ongoing operations result in an increase or decrease in greenhouse gas emissions?
- How does this proposal affect the community's efforts to reduce greenhouse gas emissions or otherwise mitigate adverse climate change activities?
- Will this proposal promote resiliency amongst vulnerable populations in response to climate change?

3. Protect, preserve, restore

- Does this proposal result in the development or modification of land resources or ecosystem functions?
- Does this proposal align itself with policies and procedures related to the preservation or restoration of natural habitat, greenways, protected wetlands, migratory pathways, or the urban growth boundary
- How does this proposal serve to protect, preserve, or restore important ecological functions or processes? How do these changes affect the people that are interacting with or dependent on those ecosystem services?

4. Pollution prevention

- Does this proposal generate, or cause to be generated, waste products that can contaminate the environment?
- Does this proposal require or promote pollution prevention through choice of materials, chemicals, operational practices and/or engineering controls?
- Does this proposal require or promote prevention of pollution from toxic substances or other pollutants regulated by the state or federal government?
- Will this proposal create significant amounts of waste or pollution? If so, will the waste or pollution have a particular impact on any segment of the population?

5. Rethink, replace, reduce, reuse, recirculate/recycle

- Does this proposal prioritize the rethinking of the materials or goods needed; reduction of resource or materials use, reuse of current natural resources or materials or energy products, or result in byproducts that are recyclable or can be re-circulated?

6. Emphasize local

- Does this proposal emphasize use of local materials, vendors, and or services to reduce resources and environmental impact of producing and transporting proposed goods and materials?
- Will the proposal cause adverse environmental effects somewhere other than the place where the action will take place?

Environmental Health summary

Overall, the effect of this proposal on environmental health would be:

Negative

Somewhat
Negative

Neutral

Somewhat
Positive

Positive

If needed, use this space to elaborate on the proposal's effect on environmental health:

Economic prosperity

Described as: Support of healthy local economy with new jobs, businesses, and economic opportunities; focus on development of a diverse economy, enhanced sustainable practices for existing businesses, green and clean technology jobs, creation or retention of family waged jobs.

Goal/ outcome: A stable, diverse and equitable economy; support of business development opportunities.

Analysis prompts

- *The prompts below are examples of the issues that need to be addressed. **They are not a check list.** Not all of the prompts and issues will be relevant for any one project. Issues not covered by these prompts may be very pertinent to a proposal- please include them in the analysis*
- *Is this proposal affected by any current policy, procedure or action plan? Has advice been sought from organizations that have a high level of expertise, or may be significantly affected by this proposal?*

1. Infrastructure and government

- How will this proposal benefit the local economy?
- If this proposal is an investment in infrastructure is it designed and will it be managed to optimize the use of resources including operating in a fossil fuel constrained society?
- Can the proposal be funded partially or fully by grants, user fees or charges, staged development, or partnering with another agency?
- How will the proposal impact business growth or operations (ability to complete desired project or remain in operation), such as access to needed permits, infrastructure and capital?

2. Employment and training

- What are the impacts of this proposal on job creation within Lane County?
- Are apprenticeships, volunteer or intern opportunities available?
- How will this proposal enhance the skills of the local workforce?
- Will this proposal enhance the skills or underserved populations within the workforce such as the underemployed, veterans or those who face barriers due to other protected class status? (see City of Eugene [Human Rights Code sections 4.613-4.650](#) for definition of protected classes)
- Will this proposal enhance the diversity of the workforce?

3. Diversified and innovative economy

- How does this proposal support innovative or entrepreneurial activity?
- What types of jobs will be created by this proposal? Will they pay living wages and provide access to health benefits?
- Will “clean technology” or “green” jobs be created in this proposal?
- How will the proposal impact start-up or existing businesses or development projects?

4. Support or develop sustainable businesses

- What percentage of this proposal budget is for local services or products? Identify for Lane County and State of Oregon.
- Will this proposal enhance the tools available to businesses to incorporate more sustainable practices in operations and products?
- Are there opportunities to profile sustainable and socially responsible leadership of local businesses or educate businesses on triple bottom line practices?

5. Relevance to local economic development strategy

Economic Prosperity summary

Overall, the effect of this proposal on economic prosperity would be:

Negative

Somewhat
Negative

Neutral

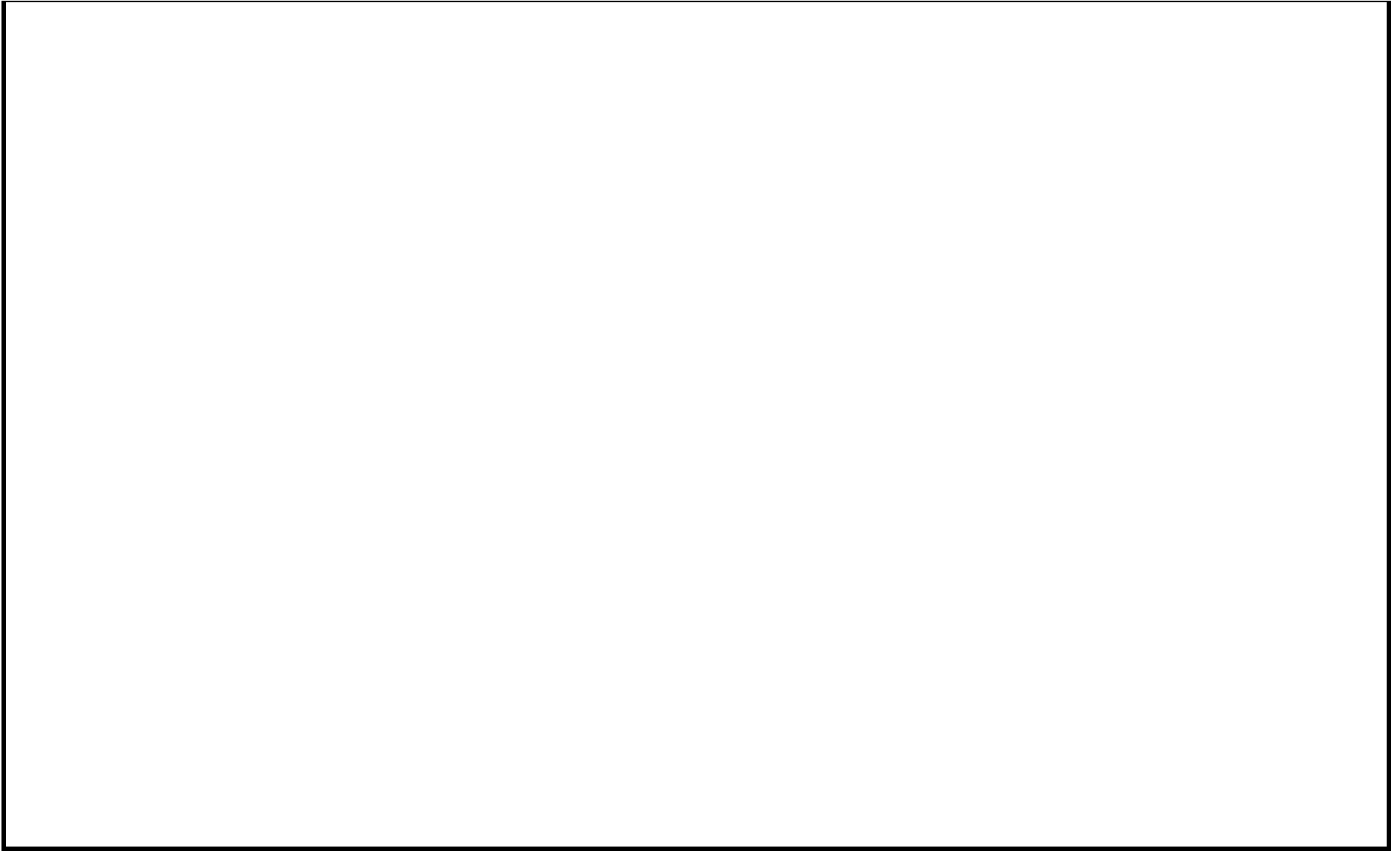
Somewhat
Positive

Positive

If needed, use this space to elaborate on the proposal's effect on economic prosperity:

Proposal triple bottom line analysis summary

If needed: space to add graphic showing summary social, environmental and economic effects of the proposal



Portland Police Bureau's Guiding Equity Lens

1

SET EQUITABLE GOALS

What are the goals and how will they be measured?



2

DETERMINE IMPACTS & DISPARITIES

Based on available data, determine who will be most impacted by these goals?

What disparities can the data identify?



3

COLLABORATE & ENGAGE

How will the most impacted continuously be engaged?
How can the past play a role?



4

REVIEW & REVISE

Based on steps 2-3, what revisions need to be made to minimize unintended consequences and disparate impacts?



5

EVALUATE & REPORT

How will the proposed goals be evaluated?

How will the outcomes/impacts of the goals be reported?



Sources: This tool was developed by PPB's Equity and Inclusion Office with design support from PPB's Communications team. The lens was informed by a number of existing equity lenses/toolkits, including: Office of Equity and Human Rights, King County Race and Social Justice Initiative, Government Alliance on Racial Equity, Multnomah County Office of Equity and Diversity, Portland Public Schools, Minneapolis Public Schools, Seattle's Race and Social Justice Initiative, Seattle Public Utilities, Portland's Bureau of Planning and Sustainability, Living Cities, and the Annie E. Casey foundation.