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KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE **AGENDA**

Thursday, October 3, 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. **September 2024**
3. **APPEARANCE OF INTERESTED PERSONS**
4. **PUBLIC MEETINGS LAW**
 - a. **Q & A Session with City Attorney Joseph Lindsay**
5. **COMMITTEE MEMBER REPORTS**
6. **NEIGHBORHOOD ASSOCIATION REPORTS-OUT FROM COMMITTEE MEMBERS**
 - a. **See Chart in Packet**
7. **MARCH 11TH & SEPT. 23RD WORK SESSION RECOMMENDED ACTION ITEMS**
 - a. **Community Engagement Framework Work Session ~ Go through input/recommendations from Members & start building methods on how this Committee can communicate in a more systematic way. Please Refer to Attachments.**
 - b. **Minutes from the March 11th City Council Work Session with the Community Diversity Engagement Committee**
 - c. **Volunteer Coordinating Committee's Interview Questions & Rubric for the CDEC (attached) ~ Re-visit**

d. Definitions ~ see attached Resolutions

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

a. Member to Report at the November 4th City Council Meeting ~ Native American Heritage Month

9. **ADJOURN ~ NEXT MEETING: NOVEMBER 7TH**

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.

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MINUTES
KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
Thursday, September 5, 2024
Robert L. Simon Council Chambers

Call to Order

Chair Thais Rodick called the meeting to order at 6:00 p.m. Attendance was noted as follows:

Present:

Thais Rodick, Chair
Laura Reid
Tammy Kunz
Stephanie Cross
Shaney Starr

Absent:

Carrie Brown
Benita Picazo, Vice Chair
Nevaeh Music
One Open Position

Staff:

Dawn Wilson, Deputy City Recorder
Adam Brown, City Manager

Approval of Minutes

a. August Minutes

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

Appearance of Interested Persons

Interested persons spoke under the Community Diversity Engagement Committee (CDEC) application questions and rubric section.

Committee Member Reports

a. Report submitted by Tammy Kunz

Tammy Kunz shared her report on the Greater Northeast Keizer Neighborhood Association (GNEKNA). She highlighted the Salem-Keizer Area Transportation Study (SKATS) plan from today's meeting.

She had 10 additional people outside of the vendors with 34 in total at the Community Cafe'. There would be another Community Cafe' coming up in December. Councilor Reid suggested that there be a table for this Committee.

Neighborhood Association Reports-

**Out from Committee
Members**

- a. See Chart in Packet

It was noted that this would be the first month that all the Neighborhood Associations resume meeting regularly.

**March 11th Work
Session
Recommended
Action Items**

- a. Community Engagement Framework Work Session ~ Go through input/recommendations from Members & start building methods on how this Committee can communicate in a more systematic way. Please Refer to Attachment.

The CDEC discussed what their framework should look like. Tammy Kunz shared that the additional definitions were included because persons in the community asked what the CDEC does. She feels that the CDEC should focus on the community. She would like to develop a flyer or something tangible for people to learn about this Committee.

Chair Rodick shared that the communications piece needs to be tackled by the CDEC.

Discussion ensued on what the community wants to see and that they don't want this to turn into a Diversity Engagement and Inclusion (DEI) Committee but rather to have a holistic viewpoint to cover more than one area. Council President Starr shared that this was a reason to better communicate the CDEC's goal and value to the community.

Councilor Reid asked that the CDEC keep in mind the audience and to breakdown the short- and long-term goals.

Chair Rodick commented on how to communicate better and more timely to bring in more people.

Council President Starr commented that running tasks through a framework was important to better plan and engage the community.

Chair Rodick would draft the framework and incorporate Ms. Kunz's suggestions. She suggested asking what communication modes the public uses.

Stephanie Cross provided a list of questions for the Equity Lens.
- b. Minutes from the March 11th City Council Work Session with the Community Diversity Engagement Committee

There was no discussion.

- c. CDEC Application Questions and Rubric (attached) ~ Re-visit** Item was discussed out of order because there were several members of the Volunteer Coordinating Committee (VCC) present and may want to speak on this topic. Councilor Reid invited input from the VCC members and stated that the application and rubric were a pilot idea.

Chair Rodick summarized the questions and objections for the questions. She said that the VCC would make recommendations to Council for the CDEC Members.

Corri Falardeau, Chair of the VCC, Keizer, shared that the CDEC's application covers all the questions she would ask and asked if an interview was necessary. She inquired about being uncomfortable asking follow-up questions and how to ask them without offending candidates.

Councilor Reid answered by stating that although there would be a redundancy of questions by asking candidates to talk about some of the highlights, the interviews give the members a better sense of the persons.

Council President Starr asked why the same process wasn't provided for everyone in order to be equitable. She suggested that they be very thoughtful about the process since they're not having the same process for all committees.

Ms. Falardeau suggested adding language in the Guidelines about do's and don't's with the interview questions.

Councilor Reid asked about having all committees choose five questions to ask.

Jane Herb, VCC member, stated that it would be helpful to have the background information for other Committees to help guide them in the interviews.

Leslie Risewick, VCC member, shared that having an application with questions designed for each committee would be helpful when interviewing.

City Manager Adam Brown commented on some questions that shouldn't be asked and could be prepared by staff. Ms. Herb noted that the VCC has a list of questions.

Mr. Falardeau suggested that if a candidate wanted to serve on multiple committees, that those committee questions populate on the application or for there to be an attachment for each Committee.

Ms. Cross commented that the VCC would have an unbiased view of the candidates.

Chair Rodick stated that the interviews would be a lot more equitable and transparent.

It was noted that the rubric would be completed by the VCC.

Ms. Herb commented that the rubric would be great to take notes.

Ms. Falardeau commented that the rubric and scoring would take a lot of time, especially if there's a lot of turnover for the CDEC.

Councilor Daniel Kohler commented that this Committee was originally set up to bring all people in to engage the community and suggested bringing back the focus of this Committee. He said that he has interviewed four persons who don't want anything to do with a DEI type of Committee. Chair Rodick clarified that the CDEC Resolution sets out the objective of this Committee and includes community engagement.

Chair Rodick asked about parring down the questions if interviewing CDEC candidates becomes a more frequent process.

Council President Starr asked about the proposed process once it gets approved by the City Council. She has heard that there needs to be a revamp of the volunteer application and questions in general and applications would be needed for each Committee. There would then be training on the use of the rubric, grading, and another joint conversation between the CDEC and VCC.

Ms. Falardeau confirmed that if this was the process, the VCC members wanted to be clear on the process in an effort not to make mistakes. She planned on bringing back what they've learned to the VCC and envisions kicking off the process in December or January.

Council President Starr encouraged the CDEC to attend the VCC meeting.

Ms. Falardeau commented that she appreciates the freedom to ask questions while being inclusive.

Ms. Herb wanted to see someone from all of the Committees, at least all of the Chairs.

It was suggested that each Committee review the questions before finalization.

Councilor Reid clarified what would be included in the September 23rd packet: there would be the CDEC application questions and rubric, the pool of questions list, possible suggested questions by the Chairs, the current Volunteer Applications, and draft Minutes from the September 5th CDEC

meeting.

It was suggested that when the packet was published to suggest listening to the September 5th recording of the CDEC meeting.

Ms. Herb suggested asking for 5 or 10 questions from each of the chairs. Chair Rodick commented that the process and questions shouldn't be rushed.

It was noted that the September 23rd Work Session was scheduled to hear the unified voice. Chair Rodick shared that the Mayor would like to see consistency across all boards.

Other Business/Staff Liaison Report

- a. **Recommended
Keizer Public Art
Policy Submitted
by Tammy Kunz**
- Tammy Kunz asked for this proposed Keizer Public Art Policy to go to all of the Committees. The Public Arts Commission asked for a proposal for public art to be displayed in the parks.
- Councilor Reid recommended that this proposed policy be digested by the Arts Commission. She commented that this looked like the beginning of a very lengthy process, and it was too soon for this Committee to review it.

Adjourn ~ Next Meeting: September 23rd (Monday) - Joint Meeting with the City Council

Meeting adjourned: 7:28 p.m.

Minutes approved: _____

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COMMUNITY DIVERSITY ENGAGEMENT
Neighborhood Association Meetings
Updated May 16, 2024

Neighborhood Association	When (monthly meetings) & Time	CDE Committee Member to Attend Meeting
Southeast Keizer Neighborhood Association (SEKNA) Chair: Ken Gierloff kengierloff@hotmail.com , 503-400-0801	1st Thursday 6:30 pm <i>(doesn't meet in June/July/Aug/Dec)</i>	Carrie Brown
Greater Gubser Neighborhood Association (GGNA) President: Patti Tischer patische@aol.com 503-949-4129	2nd Tuesday 6:30 pm <i>(doesn't meet in June/July/Aug/Dec)</i>	Shaney Starr
West Keizer Neighborhood Association (WKNA) President: Rhonda Rich rhondarich9@aol.com	2nd Thursday 7:00 pm <i>(doesn't meet in June/July/Aug/Dec)</i>	Thais Rodick Laura Reid
Northwest Keizer Neighborhood Association (NWKNA) Chair: Hersch Sangster info@northwestkeizer.org	3rd Wednesday 7:00 p.m.	Tammy Kunz Stephanie Cross
Greater Northeast Keizer Neighborhood Association (GNEKNA) President: Tammy Kunz t_kunz@yahoo.com 503-991-1671	1st Tuesday 6:30 p.m.	Tammy Kunz Laura Reid Benita Picazo

Community Diversity Engagement Committee

09/24/24

Thais Rodick

Community Engagement Framework

CDEC Purpose: to act in an advisory capacity to the Keizer City Council and to advise on action for community engagement by:

- Listening to understand. Keizer wants to let everyone know we are all included when we talk about the Keizer community and are important for our community to thrive holistically
- Using what is heard to create recommendations for action plans for increasing community engagement and communication on progress in civic processes.
- Acting on the values included in the resolution for Justice, Equity, Diversity and Inclusion.

Collaboration with Council, other city committees, commissions and neighborhood associations to increase active participation and recommend culturally responsive actions.

Introduction

Successful community engagement involves people in the decisions that affect them and about what matters to them most. Community members have a right to be involved in the decision-making process, especially when it impacts them, whether financially, socially, their health and educational outcomes, amongst others.

Community is the Heart and Soul for Keizer residents. We want to engage the entire population, valuing their opinions and what they love most about their community, the future they want for it, and how to achieve it. In the Inclusivity Resolution that preceded this committee, we find the following definition: *BE IT RESOLVED by the City Council of the City of Keizer that the City of Keizer has taken action and commits to continuing to take action to be a city that welcomes every person regardless of their race, color, religion, national origin, sex, familial status, disability, source of income, marital status, sexual orientation or gender identity.*

It is this committee's goal that by developing a community engagement framework, we will establish clear expectations for how the City of Keizer engages with its citizens and what actions we are seeking from them, so that we can ensure every voice is heard and every opinion counts. The International Association for Public Participation establishes five levels of civic engagement:

1. **Inform:** to provide balanced and objective information in a timely manner (decisions have been made)
2. **Consult:** to ask for feedback on analysis, issues, alternatives and possible decisions (decisions not yet made)
3. **Involve:** to seek public input to make sure concerns and aspirations are considered and understood (decisions not yet made)
4. **Collaborate:** to partner with the public in each aspect of the decision making (decisions not yet made)
5. **Empower:** to place final decision making in the hands of the public (public makes the final decision)

In this engagement framework, it is helpful for us to think through:

- 1) What do we want from our Keizer citizens?
- 2) How to engage to maximize citizen participation
- 3) Who we need to engage with to ensure all (or most) citizens are heard

1) What do we want from our Keizer citizens

There are so many decisions that impact the city that officially take place every other Monday, when the city council convenes. While the city meetings are broadcast and available in the City of Keizer website, few citizens know that the meetings are taking place, have the time to watch the meeting(s) or even know what is included in the agenda. Unless a citizen has been personally impacted by a city decision, this simply is not in their radar.

While there are ways to get involved, the city should proactively communicate with its citizens and make sure that it is providing information in a timely manner and clearly outlining what it expects from its citizens, to make the best possible decisions for all- or at least most- of its citizens. The city is currently doing the bare minimum to seek civic engagement. Not by intent, but by a lack of intentional engagement. That's where this committee can help.

Below are a few guiding questions as to what needs to be communicated:

- How many people will be impacted by this decision? What are the possible impacts (social, economic, financial, political, environmental?) Was a SWOT and PESTLE analysis done on the issue?
- What is the decision-matrix for when/what time/with whom we need to engage?
- Who should we engage with before making this decision?
- Did we hear from all possible interested parties?
- Who had input on this issue/opportunity in the past? Should we reach out to them now to seek their input?

- How will this decision contribute/harm the future of Keizer?
- How will this decision positively or negatively impact the citizens of Keizer?
- How does this decision align/or not with our values of pride, spirit and volunteerism?

For illustrative purposes, in this document, we will use the recent Keizer Turf Fields as an example:

- How many people will be impacted by this decision? *Close to 3,300 players from the Salem-Keizer area, their families, local businesses*
- Who should we consult with before making this decision? *The entire city of Keizer. Keizer Rapids Park is one of the biggest parks in Keizer and many residents use the park for recreation*
- Did we hear from all possible interested parties? *No*
- How will this decision contribute to/harm the future of Keizer? *The field were built with federal funds, but will be used locally by citizens of Keizer, Salem and surrounding communities. Setting the example that a local organization with ties to the city of Keizer and that wants to see the fields being used successfully aligns with the goals of pride, spirit, volunteerism.*

2) How to communicate to maximize citizen participation (38, 704 citizens- 2022 numbers)

Below is a list of the tools/vehicles the city of Keizer uses to communicate with its citizens:

- Council/Committee Meetings
 - a. Transmitted to K23 Public Access TV
 - b. Available at Keizertv.com
 - c. Livestreamed to Facebook in English and Spanish
 - d. Keizertv.com YouTube (*174 subscribers*)
- Website – Keizertv.com
- Council Work Sessions (audio recorded and posted to Youtube) *8 views from 9/16 meeting, 145 views from 8/5/24 meeting (Keizer Turf Fields)*
- K23 – Public Access Television
- Facebook (*4,300 followers*) /Instagram (*1,369 followers*)– City of Keizer
 - a. City Manager’s Weekly Update
- Facebook/Instagram – Keizer Police Department

- X – Keizer Police Department
- Next Door (Police Department)
- Website – www.Keizer.org
 - a. Scrolling Banner
 - b. News Update Notifications
 - c. Newsletter Capabilities (available but not currently in use)
 - d. Messaging (available but not currently in use)
 - e. 311 ticketing system (available but not currently in use)
- Reader Board on Chemawa Road
- Civic Clerk – Council/Committee Agenda Subscription/Notification
- City Services Billing Statement Messages
- CivicPay – Online Bill Pay Messages
- Everbridge - Emergency text message, email and phone call
- Flash Alert – Police Department
- Email Distribution List – Interested Citizens (specific to boards, commissions and committees)
- Survey Monkey
- Project Specific
 - a. Work Groups
 - b. Direct Mailings
 - c. Town Hall/Public Forums
- Legal Notices and Public Service Announcements in Keizertimes (*1,738 circulation, as audited by Oregon broadcast association in 2023*)
- Public Hearing Notices
- Recruitment Announcements -
Website/Facebook/LOC/ELGL/Indeed/iMatchSkills/Keizer Chamber/LinkedIn/Etc.

- Brochure rack, bulletin board in City Hall
- Public Facing City Employees

If the outcome the city wanted was **to inform citizens of a change/decision that would impact them financially**, it should strive to communicate as soon as possible to as many citizens as possible, through a variety of methods. In this example, for instance, it could use:

- City service billing messages (water utility bills every other month, so a minimum of two months' notice to inform all citizens of Keizer)
- Reader board
- Flash alert/news release

If the outcome the city wanted was to **consult with citizens of Keizer on an issue/opportunity**, it could use the following methods:

- Facebook post- ask for input, comments
- Town halls
- Survey via survey monkey
- Email distribution
- Neighborhood associations
- City committee meetings

The city also needs to start letting citizens know how it will be engaging with them in the future, so that citizens can look for the information and expect to see it in advance, and what is asked of them. Currently, engagement is passive at best and haphazardly at worst. The result of not engaging in a conscious and planned community engagement effort can be seen by the recent example of the Keizer Turf fields. The city engaged in the typical ways it had engaged in the past, without considering all the interested parties in the process, and as a result, it lost trust, albeit temporarily, with citizens of Keizer, as it gave the impression that it circumvented the process. Better community engagement could have resulted in a better overall outcome for all involved.

3) Who we need to engage with to ensure all (or at least most) citizens are heard

We have several community organizations in Keizer, and we can start harnessing the power of community engagement and civic action to seek input, to provide information, to empower communities.

It is imperative that we seek out communities who are often not heard from. Below are a few examples of communities we need to purposefully engage with:

- Aging population
- Families
- Students
- Businesses (Chamber of Commerce as a conduit for communications)
- School district
- Local Churches
- Neighborhood associations
- Cultural groups
- Sports groups
- Food banks
- Keizer Fire department
- Keizer police department
- Local tribes (Confederated Tribes of Grand Ronde, Confederated Tribes of the Siletz)

Once we have established what level of engagement we're seeking, how we're going to communicate and from whom we need to hear, we can deploy the best possible community engagement strategy to achieve our desired outcome.

Below are a few guiding principles that we found on similar documents from Clackamas County and NYC department of health and mental hygiene:

- Focus on the best interests of the community.
- Facilitate open, honest, and meaningful dialog, with clear milestones for providing input.
- Foster inclusive and equitable representation. All voices.
- Provide timely, accurate, and accessible information to all citizens.
- Be transparent with decision making (the whys behind it) and acknowledge challenges and limitations.
- Treat participants with integrity and respect. We all have a vested interest in the prosperity of our community.
- Be willing to change and adapt through the process.
- Continually reflect, assess and communicate to maintain and deepen relationships for long-term action.

Appendix

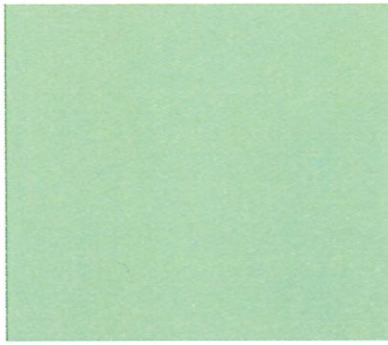
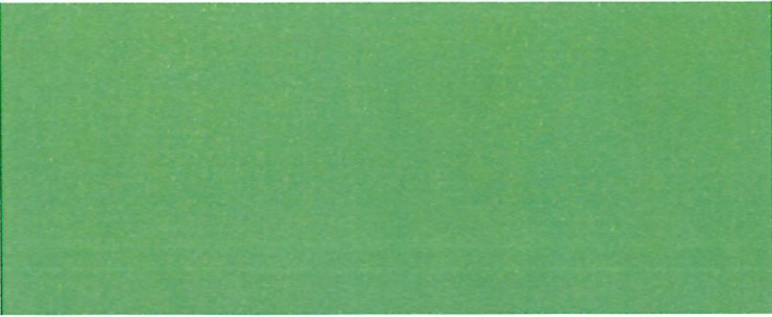
Goal 1 – Citizen Involvement: The adoption of this ordinance followed notice, a public process involving public hearings, deliberation, and ordinance adoption. Public notice was provided in the Keizertimes newspaper. Public hearings were held before the Planning Commission and before the City Council. Citizens were afforded the opportunity to participate in the public process. This process is consistent with the provision for providing an opportunity for citizens to be involved in all phases of this proposed planning process as is required by this goal and with implementing administrative rules within Oregon Administrative Rules.

Keizer Neighborhoods	Census Tract	White HH	Hispanic/Latino HH	Black or African American HH	Asian HH	American indian/Native Americ	Two or more races	Pacific Islander/Native	Some other race/not hispanic HH
Northwest Keizer Neighborhood	14.01	4,148	1,312	98	31	24	289	32	0
West Keizer Neighborhood	14.02	4,388	757	50	63	8	431	191	0
Greater Gubser Neighborhood	15.01	3,595	1,004	60	74	0	268	0	0
Northeast Keizer Neighborhood	15.02	3,625	1,780	0	133	132	255	0	0
Southeast Keizer Neighborhood	15.03	3,027	1,418	44	0	51	296	0	6
Wheatland to Parkmeadow	25.03	3,377	1,977	0	77	0	282	0	0
North of Parkmeadow/Clear Lake	25.04	3,289	1,121	1	20	29	46	0	12
		25,449	9,369	253	398	244	1867	223	18

* American Community Survey 2021

Data gathered here <https://mwvcog.maps.arcgis.com/apps/webappviewer/index.html?id=c62511a653084df3a7391095f6af8d6d>

Census Tract: Census tracts are small, relatively permanent geographic entities within counties (or the statistical equivalents of counties) delineated by a committee of local data users. Generally, census tracts have between 2,500 and 8,000 residents and boundaries that follow visible features.



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

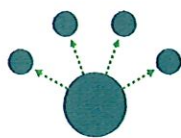
longevity and sustained outcomes. They need to be engaged as fully active participants who will inform county initiatives and help build a future community of educated, engaged, and community-minded leaders.

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.

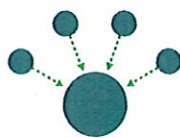
Community Engagement Model

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.

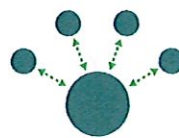
Depending on the goals of the project and level of engagement necessary, the community stakeholders will have clear expectations for how the engagement process will proceed, how they will be engaged, what they will have influence over, and how their input will impact outcomes.



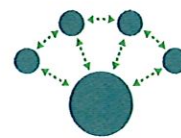
Inform



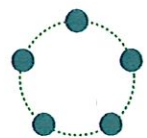
Consult



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.

Community Diversity Engagement Framework

Tammy Kunz

Community engagement is the cornerstone of the successful public process, as it builds relationships, trust, and transparency achieves a deeper understanding of the lived experiences of Keizer. Community is the Heart and Soul for Keizer residents which is the process that engages the entire population of a town in identifying what they love most about their community, what future they want for it, and how to achieve it. Based on three powerful principles that involve everyone, focus on what matters most, and empowerment for our communities.

Engagement for the Community helps towns move toward a brighter, more prosperous future by bringing residents closer together. We do this in several ways, fostering community provides strength in many ways. Successful community engagement involves layers of people in the decisions that affect them in what matters most. It enables communities to identify concerns, problems, risks, as well as opportunities for solutions. Let's not forget it is also the core for us to ensure safe, healthy, and secure communities.

I think it is an important part of the process to start off with the terms of the language we will talk about are as follows; for me when I use these words this is the context I am looking at with the point of view or perception I want people to understand.

Diversity - is the various identities that we have as human beings. Our identities go beyond what we can see and include beliefs, ideology, religion, as well as other identities. Identities are how we as individuals define ourselves, which are different from labels which are how others see us.

Equity - Is a process of differentiation so that people in the community can have access to city support and services. The process of differentiation understands that not everyone will have their needs met in the same way. To differentiate effectively means that we must have a relationship with those we serve to understand what their needs are to have access to city services and support.

Inclusion - Is the ability to feel valued and trusted as a part of the community. Inclusion includes being able to participate in city services and activities while having our voices heard regardless of our perspective or ideology.

Our mission and purpose are to serve the community and help be the voice for Diversity, Engagement and Committee serves to connect Keizer to the diverse perspectives and lived experiences of its people. We advocate for equitable access and opportunity for every community member. We identify barriers to participation and inclusion, and pursue programs, policies, partnerships and ideas that remove those barriers for each person and group.

The vision is to be able to support the Keizer City Council, Neighborhood's and provide Diversity, Equity, Justice and Inclusion Committee is a beacon of connectivity, empowered to

take thoughtful action to ensure sustained community collaboration to foster a climate of inclusion and belonging for all residents in and visitors to the city of Keizer. Building connectivity that empowers each person who may enter our city and our communities.

Community based organizations are the bridge to reach the communities we serve. They are key businesses and residents 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.

Objective 1:

Community Engagement Creating a voice for under-represented people in Keizer & effectively engaging the community Assumptions or Goals

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:

- ◆ This will include our aging population, Students they are our future and need to be nurtured, every race, every walk of life and so much more.
- ◆ Transparency is vital to the growth and development of gathering and sharing information part of this is to Facilitate open, honest and meaningful dialog with clear milestone input
- ◆ Listening and developing priorities from the information we gather focused on what is best for Keizer
- ◆ The city recognizes the needs and interests of all participants.
- ◆ The city seeks out and facilitates the engagement of those potentially affected by or interested in a decision.
- ◆ The city seeks input from community residents in designing how they participate.
- ◆ The city provides information community residents need to participate in a meaningful way.
- ◆ Connecting with local businesses and collaborating with the Chamber of Commerce, other committees and boards, and communities.

Keizer 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 city, county. The county also recognizes we have many residents with whom we work, partner, and collaborate. They are the people who live, work, and play in the city and county. These community Residents may have different needs and expectations and the city's engagement strategy will reflect this.

Strategic Actions steps

- ◆ Develop community conversations on DEI-related topics (i.e. racism, sexism, ageism, classism, heterosexism, access, prejudice, discrimination, bias, naming etc.); address topics with sensitivity, conviction, and compassion.
- ◆ Collaborate with City boards and commissions, community, school district, other cities.
- ◆ Juneteenth as a springboard to develop new multi-cultural events. Collaborate with Juneteenth Subcommittee, community.
- ◆ Identify and compile best practices among City departments; develop consistency.
- ◆ Provide recommendations on meeting and event accessibility, as well as ADA enforcement
- ◆ Develop partnerships, collaboration with businesses

Outcomes: Provide events, educational opportunities and recommendations for community members, Neighborhood Associations, Neighborhood Family Councils and so many others and city departments.

Objective 2: Communications & Education

Increase social media impact by using best practices already occurring within the city of Keizer and sharing community voices.

Assumption or Goals:

- ★ Youth play an important role in strengthening programs, encouraging innovation, and ensuring 3 longevity and sustained outcomes. They need to be engaged as fully active participants who will inform city and county initiatives and help build a future community of educated, engaged, and community-minded leaders.
- ★ Increase social media impact by using best practices already occurring within the City of Keizer and grow more ways of connecting Community.
- ★ Actions speak louder than words. Actions should lead, and consistent communication is necessary to support the action
- ★ More Spanish, Russian and other translated content is necessary

Strategic Actions:

- ★ Provide recommendations for producing bilingual materials
- ★ Engage youth to provide regular social media content (to share on City platforms), Youth play an important role in strengthening help build a future community.
- ★ Highlight, share perspectives of community members to tie in with monthly themes.

Outcomes:

People feel heard, Committee makes new connections, engages followers on social media

Objective 3:

Inclusive Cultural Events, Celebrations and Holiday Recognitions Increase inclusive community events.

“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. Keizer is diverse, yet this diversity is often missing in our public process. The city must continue to explore and invest in culturally sensitive and informed outreach to build relationships with the diverse communities that call Keizer home. (Clackamas County Community Engagement Framework)”

Strategic Actions:

- Develop a cultural calendar (highlight events, holidays, etc.)
- Visual representation (flags, symbols, holiday decor on City property)
- Work with other cities/school district to elevate, promote, support or partner in the development of cultural events (Pride, Dia de los Muertos, etc.)
- Collaborate with City departments (Library, Parks, etc.) and boards (Arts, Culture & Heritage Center, Traffic Safety Bikeways and Pedestrians Committees, Planning, Tourism, etc.)
- Provide recommendations regarding existing programs, meetings, events, etc. to make them more inclusive to all community members.
- Acknowledge and recognize our multicultural heritage including; Kalapuya Natives, German and Greek settlers and Chinese laborers.

Outcomes: Inclusive representation and community events.

About IAP2 Federation

Founded in 1990 by a group of dedicated P2 practitioners, the International Association for Public Participation (IAP2 Federation) has grown into an international federation of over 2600 professionals in 26 countries working to advance the practice of public participation (P2). National affiliates and their members benefit from research, training and networking opportunities with IAP2 Federation peers.

"IAP2 Federation's focus on practical tools and best practices has made it a vital resource for developing effective P2 processes."

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Public Participation Pillars



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Helping you design and implement effective public participation programs

IAP2 Federation - The P2 Pillars

As an international leader in public participation, IAP2 Federation has developed three pillars for effective public participation (P2) processes. Developed with broad international input, these pillars cross national, cultural, and religious boundaries and form the foundation of P2 processes that reflect the interests and concerns of all stakeholders.

- 1 Spectrum
- 2 Core Values
- 3 Code of Ethics

Spectrum

IAP2 Federation has developed The Spectrum of Public Participation to help groups define the public's role in any public engagement process. The IAP2 Federation Spectrum is quickly becoming an international standard.

	inform	consult	involve	collaborate	empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Tools	- Fact sheets - Websites - Open houses	- Public comment - Focus groups - Surveys - Public meetings	- Workshops - Deliberate polling	- Citizen Advisory committees - Consensus-building - Participatory decision-making	- Citizen juries - Ballots - Delegated decisions

Core Values

IAP2 Federation's [Core Values](#) define the expectations and aspirations of the public participation process. Processes based on the Core Values have been shown to be the most successful and respected.

Core Values for Public Participation

- 1 Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- 2 Public participation includes the promise that the public's contribution will influence the decision.
- 3 Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- 4 Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- 5 Public participation seeks input from participants in designing how they participate.
- 6 Public participation provides participants with the information they need to participate in a meaningful way.
- 7 Public participation communicates to participants how their input affected the decision.



Code of Ethics

IAP2 Federation's [Code of Ethics](#) is a set of principles that guides the actions of P2 practitioners and enhances the integrity of the public participation process.

Purpose

We support public participation as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meet the needs of the decision-making body.

Role of Practitioner

We will enhance the public's participation in the decision-making process and assist decision makers in being responsive to the public's concerns and suggestions.

Trust

We will undertake and encourage actions that build trust and credibility for the process among all the participants.

Defining the Public's Role

We will carefully consider and accurately portray the public's role in the decision-making process.

Openness

We will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.

Access to the Process

We will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions.

Respect for Communities

We will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."

Advocacy

We will advocate for the public participation process and will not advocate for interest, party, or project outcome.

Commitments

We ensure that all commitments made to the public, including those by the decision-maker, are made in good faith.

Support of the Practice

We will mentor new practitioners in the field and educate decision-makers and the public about the value and use of public participation.

Communication Engagement – submitted by Chair Thais Rodick

- What is the decision-matrix for when/what time of communications are deployed?
- What communications are compliance driven, i.e. public notice on newspaper? (Public notice, urban growth boundaries)
- Is that enough for communication engagement?
- How can we make sure that the process is more inclusive? Can we establish timelines for:
 - o When something needs community input (Turf fields at Keizer Rapids example)
 - o When all members of the community are impacted (raise in recycling/public works fees)
 - o When only a few members of the community are impacted (certain neighborhoods vs. others)
 - o When certain groups/communities are impacted?
- Need to balance the speed to market/efficiency with making sure all inputs were considered, decision-matrix
- What are the current existing modes of communication employed by the city?
 - o Keizer Times
 - o City website (cumbersome, difficult to find information from a customer experience perspective)
 - o City's social media channels [(FB, IG, LinkedIn(?))]
 - o City-wide email?
 - o City-wide notification system?
 - o Bills? Utility bills, water bills?
 - o Partnering with Keizer Chamber of Commerce for certain communications?

In terms of framework, utilize the IAP2 Federation three pillars: spectrum, core values, code of ethics.

Tools for communication:

Open houses, fact sheets, websites, public comment, focus groups, surveys, public meetings, committee meetings, neighborhood associations, ballots, delegated decisions, voting, meeting participation, word clouds.



MINUTES KEIZER CITY COUNCIL

Monday, March 11, 2024
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

CALL TO ORDER

Mayor Clark called the meeting to order at 6:01 p.m.

ROLL CALL

Roll call was taken as follows:

Present:

Cathy Clark, Mayor
Shaney Starr, Council President and
Community Diversity Engagement
Committee (CEDC)
Robert Husseman, Councilor
Kyle Juran, Councilor
Daniel Kohler, Councilor
Laura Reid, Councilor and CEDC
Thais Rodick, Chair, CDEC
Benita Picazo, Vice Chair, CDEC
Tammy Kunz, CDEC
Carrie Brown, CDEC
Stephanie Cross, CDEC
Nevaeh Music, CDEC
Jill Gust, CEDC

Absent:

Soraida Cross, Councilor

Staff:

Adam Brown, City Manager
Tim Wood, Assistant City Manager
Joseph Lindsay, City Attorney
Melissa Bisset, City Recorder

DISCUSSION

a. Facilitation Slides Community Diversity Engagement Committee (CDEC) Chair Thais Rodick reviewed the accomplishments of the CDEC, which included:

- Keizer's 40th Birthday Party
- Input on the Strategic Plan
- Input on the Neighborhood Traffic Management Plan
- Climate-Friendly Equitable Communities Legislation
- Collaboration with the Neighborhood Associations
- The Resource Fair

- The monthly, National Observances and Contributions by the CDEC Members
- Education of Community Members

CDEC Member Music shared that one of her favorite accomplishments was the participation and involvement of the CDEC with Keizer's 40th Birthday Party and the CDEC's collaboration with the neighborhood associations mostly through Tammy Kunz. She felt that, in the beginning, the CDEC floundered, but it had made great strides in becoming a working part of the City.

CDEC Member Kunz shared about attending many neighborhood association meetings. She found that the neighborhood associations would like the CDEC to have more engagement with them and action by taking part in the various neighborhoods.

CDEC Member Reid had been impressed with the CDEC with its progress. The list of accomplishments is a step in the right direction. She was encouraged by the CDEC getting some footing, and they have a clearer idea of the things they can do. They acknowledged that there could never be too much community engagement, so they were always striving to do better.

Mayor Clark stated that the CDEC would have a role as a conduit for the community with the Neighborhood Traffic Management Program (NTMP). She commended the CDEC for their tremendous help with the NTMP.

CDEC Member Brown shared that the monthly, National Observances and the CDEC's contributions were powerful. She had heard positive feedback from the information that was shared.

Mayor Clark thanked the CDEC for attending the Proclamation readings and bringing stories to tell about living and the community, which had been impactful and powerful for the viewers.

Council President Starr encouraged the City Council to be willing to think outside the box in how to engage the CDEC.

CDEC Vice Chair Picazo felt that the biggest accomplishment was continuing to build a CDEC team that showed up every month to collaborate as to how they could contribute.

CDEC Chair Rodick shared that they had really good discussions and often ask what the CDEC was there to do. The CDEC was ready to tackle the Strategic Plan and to do more overall. She added that their goal was to be a City that had already thought of the people before they moved to the City.

Councilor Husseman shared that there were several universities removing their Diversity Equity Inclusion (DEI) and Belonging policies and programs. He felt a sense of urgency as more of the anti-DEI laws came into focus. The National Collegiate Athletic Association (NCAA) had called on black student-athletes to boycott universities in Florida. He asked the CDEC to share the struggle behind the Proclamations with the Council and let them know how they can help.

CDEC Member Brown noted that there had been recent discussions at the CDEC about eliminating DEI policies and that the CDEC could not let that happen in Keizer. She asked that the Council believe in the CDEC's philosophy and accept their thoughts and priorities.

Mayor Clark displayed the purpose of the Community Diversity Engagement Committee.

Councilor Juran was encouraged that the Committee had made some strides in the last several months. He hoped that the scope could be worked on during the Work Session.

CDEC Member Gust was a new member who hoped to learn more about the scope and purpose of the CDEC.

Councilor Kohler shared that Committee Member Gust was the fourth person that he had appointed to the Committee. He had received feedback from former members who felt like they weren't doing anything. He stated that he enjoyed working with the CDEC on Keizer's 40th Birthday Celebration.

Former Councilor Roland Herrera wanted the City of Keizer to maintain its commitment to DEI work. He was concerned about the movement to remove DEI. He noted that DEI work helps with retention, collaboration, engagement, and giving people a voice.

Mayor Clark reviewed the scope of the CDEC. She asked if it was relevant, current, and if any changes should be made.

CDEC Member Kunz was hoping that a representative from the CDEC would attend each of the various Boards, Commissions and Committee to build a stronger collaboration so information could be shared and problems could be solved together.

Council President Starr wanted a standardized approach where an equity lens could be used. She wanted an agreed upon framework to evaluate things through to provide feedback.

CDEC Chair Rodick shared some examples of questions that could be

asked. She noted that DEI work can look different in each community and that the committee could look at what would be best for the City of Keizer.

CDEC Member Music suggested looking to some other larger cities for their frameworks.

Councilor Reid stated that there should be some flexibility built into a rubric as an equity lens.

Mayor Clark challenged the CDEC by asking them what questions they asked when they reviewed the Neighborhood Traffic Management Program, Strategic Plan, and the Climate-Friendly Equitable Community. Those types of questions could be used to review the Scenario Planning that is underway.

Ken Gierloff, Chair of the Southeast Keizer Neighborhood Associations (SEKNA), asked the CDEC for more advocacy rather than reaction. Mr. Gierloff noted that there was a lack of engagement with diverse populations in their neighborhood, and they were looking for suggestions on how they might be able to engage residents in their neighborhoods.

CDEC Member Picazo suggested that time was very limited for families and caused a lack of participation so finding other ways to engage through the use of technology could be helpful.

Councilor Kohler commended Mr. Ken Gierloff for his work on SENKA.

Mr. Gierloff, Southeast Keizer Neighborhood Association, noted that he is able to have an impact in his local community. They just want Council advocacy and to be told what they can do.

Tammy Saldivar, Northeast Keizer Neighborhood Association, stated that they are struggling with how to do the outreach, attendance, and receive resources from the City as to how outreach can happen.

CDEC Music suggested using Instagram Live was well received by younger generations and shorter videos of two-three minutes. She felt that there were youth that would be interested in being involved.

Chair Rodick suggested adding content and sharing content on the City's Instagram page.

CDEC Chair Picazo suggested reaching out to Advancement Via Individual Determination (AVID) and Leadership Students. There was a suggestion for the youth councilor and youth liaisons to share snippets from City meetings with the youth to help get the word out.

Mayor Clark asked for the CDEC to complete the follow tasks and bring back recommendations to the City Council:

1. Review the scope of the CDEC for possible changes.
2. Consider what it meant or looked like to engage with other boards, commissions, committees, and neighborhood associations.
3. Schedule a consultation with the neighborhood associations based on the feedback they had received.
4. Discuss what an equity lens would look like.

Discussion ensued regarding the status of the Strategic Plan and how the CDEC would like to include it in their work plan

Mr. Brown expressed his appreciation for Chair Rodick stating in a prior CDEC meeting that it was better to progress with a mistake of translations rather than not translating at all. Chair Rodick stated that grace should be expected. She added that it was better to show that you tried to translate rather than not having the translations.

Council President Starr suggested that the CDEC discuss if it was time to have the Volunteer Coordinating Committee appoint the members of the CDEC and then bring back a recommendation to the City Council. She noted that the CDEC was created to be an advisory Committee to the Council. She asked that the Council listen to the Committee's request.

CDEC Committee Member Brown asked that if there were frustrations with the CDEC, that it would be helpful to hear, and invited suggestions. She provided an example of inclusion, stating it meant being active and reaching out and making a personal invitation.

Former Mayor Lore Christopher, stated there were four non-profits within the Keizer Heritage Museum, that there was an event on April 5th, celebrating Chinese American History with Dr. Russell Low signing books. All of the information was on the Keizer Cultural Center Facebook Page.

ADJOURNMENT

Mayor Clark adjourned the meeting at 7:39 p.m.

MAYOR:

APPROVED:

Cathy Clark

Dawn Wilson, Deputy City Recorder

COUNCIL MEMBERS

Councilor #1 – Laura Reid

Councilor #4 – Soraida Cross

Councilor #2 – Shaney Starr

Councilor #5 – Robert Husseman

Councilor #3 – Kyle Juran

Councilor #6 – Daniel R. Kohler

Minutes approved: _____

“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.”

Volunteer Coordinating Committee's Interview Questions for the Community Diversity Engagement Committee (CDEC)



CDEC Mission Statement:

To act in an advisory capacity to the Keizer City Council and to advise on action for community engagement by:

1. Listening to understand. Keizer wants to let everyone know we are all included when we talk about the Keizer community and are important for our community to thrive holistically.
2. Using what is heard to create recommendations for action plan(s) for increasing community engagement and communication on progress in civic processes.
3. Acting on the values included in the Resolution for Justice, Equity, Diversity and Inclusion.

Name:
Last First Middle

Date:

Address:

City/ State/Zip:

Telephone No.: Home Work Cell/Mobile

E-Mail Address:

Present Occupation:

Keizer Resident: ? ☐ No ☐ Yes – since year:

1. Please provide personal, professional, and volunteer background or perspective you would bring to the efforts of promoting community engagement, diversity, and inclusion, to the committee:

2. How do you describe community engagement, diversity, equity, inclusion, and justice?

3. Please provide an example of a time you worked with someone with a different background or viewpoint. What was the outcome and how did you contribute to it?

4. What do you envision for Keizer in the future related to community engagement?

5. What do you hope the committee will accomplish? What specific ideas do you hope to implement during your time on the Committee?

--

Signature:

Date:

For office use only:

Please return this form to:

Date Received:	Deputy City Recorder's Office 930 Chemawa Rd NE Keizer, OR 97303
Date Considered:	
Action by Council:	503-856-3418 503-393-9437 (FAX)
Term Expires:	wilsond@keizer.org

**Volunteer Coordinating Committee
Interview Questions & Scoring Rubric
for the Community Diversity Engagement Committee (CDEC)**



CDEC Mission Statement:

To act in an advisory capacity to the Keizer City Council and to advise on action for community engagement by:

1. Listening to understand. Keizer wants to let everyone know we are all included when we talk about the Keizer community and are important for our community to thrive holistically.
2. Using what is heard to create recommendations for action plan(s) for increasing community engagement and communication on progress in civic processes.
3. Acting on the values included in the Resolution for Justice, Equity, Diversity and Inclusion.

Name: _____

Selected Position: CDE Committee

Interviewer's Name: _____ Date: _____

Numeric Scoring Guide:

- 1 = Responses were too vague and/or didn't answer questions.
- 2 = Answered the questions with general concepts or examples.
- 3 = Outstanding, thoughtful response with specific and relevant examples

The numeric score should take into consideration the applicants for the work of the CDEC. Responses should be appropriate within the context of the committee work and should highlight personal strengths and qualities for the CDEC.

Interviewer Comments Guide: Please use the space provided to give specific feedback to the Volunteer Coordinating Committee.

PART 1 – Interview Questions:

1. Please provide personal, professional, and volunteer background or perspective you would bring to the efforts of promoting community engagement, diversity, and inclusion, to the committee. Did applicant provide specific examples in their answers?

Circle Numeric Score: 1 2 3 Interviewer Comments

2. How do you describe community engagement, diversity, equity, inclusion, and justice? Circle Numeric Score: 1 2 3 Interviewer Comments (Did applicant specifically explain their answer?):

3. Please provide an example of a time you worked with someone with a different background or viewpoint. What was the outcome and how did you contribute to it? Circle Numeric Score: 1 2 3 Interviewer Comments (Did applicant provide clear example and explain the outcome and their contributions?):

4. What do you envision for Keizer in the future related to community diversity engagement?

Circle Numeric Score: 1 2 3 Interviewer Comments (Did the applicant demonstrate inclusion and have a vision for a more inclusive Keizer?)

5. What do you hope the committee will accomplish? What specific ideas do you hope to implement during your time on the Committee? Circle Numeric Score: 1 2 3 Interviewer Comments (Did applicant answer both questions?)

Score: ____/15

PART 2 – Skills:

Demonstrated knowledge and understanding of CDEC role and requirements

Shared information about personal skills/experience to demonstrate qualification for committee

Demonstrated through stories self-awareness of personal experiences

PART 3 – Interviewer Comments:

Please write additional feedback that you believe will help the council in their decision-making.
For example, if you had a recommendation as to why you rated them as you did.

Thank you for sharing your time and expertise!

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2020- 3135

4
5 ADOPTING
6 KEIZER STATEMENT OF VALUES -
7 JUSTICE, EQUITY, DIVERSITY AND INCLUSION
8
9

10 WHEREAS, All people shall be treated with dignity and respect; and

11 WHEREAS, "All" people includes but is not limited to the Federal and State

12 Definitions of Protected Classes of people:

13 a. Federal definition – Race, color, religion, national origin, sex,
14 familial status, disability

15 b. State of Oregon additions – Source of income, marital status,
16 sexual orientation, gender identity; and

17 WHEREAS, equity is both a process and an outcome; and

18 WHEREAS, we recognize that government practices, policies, laws and
19 regulations have historically resulted in discrimination and disparity against people based
20 on any protected class listed above; and

21 WHEREAS, the belief system of white supremacy is defined as follows: "that the
22 white race is inherently superior to other races and that white people should have control
23 over people of other races; the social, economic, and political systems that collectively
24 enable white people to maintain power over people of other races;" and

25 WHEREAS, we acknowledge that the land upon which the people of Keizer live
26 has historical and cultural roots in native Tribal Nations.

1 NOW, THEREFORE,

2 BE IT RESOLVED by the City Council of the City of Keizer that the City of
3 Keizer has taken action and commits to continuing to take action to be a city that
4 welcomes every person regardless of their race, color, religion, national origin, sex,
5 familial status, disability, source of income, marital status, sexual orientation, or gender
6 identity.

7 BE IT FURTHER RESOLVED that the City of Keizer repudiates the belief
8 system of white supremacy and condemns racism and is committed to the elimination of
9 all forms of racism everywhere it exists.

10 BE IT FURTHER RESOLVED that the City of Keizer affirms its commitment to
11 ensure that all members of the community are free from acts that are rooted in racism,
12 discrimination, intolerance, bigotry, and hostility. We will strive to inspire and
13 continually pursue a culture of safety and wellbeing.

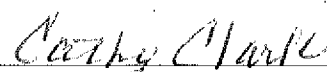
14 BE IT FURTHER RESOLVED that this Resolution is an aspirational statement
15 and does not create any legal cause of action or modify any existing rights.

16 BE IT FURTHER RESOLVED that this Resolution is not a legislative action.

17 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately
18 upon the date of its passage.

19 PASSED this 7th day of December, 2020.
20 SIGNED this 7th day of December, 2020.

21
22
23
24
25



Mayor


City Recorder

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2021- 3225

4
5 ESTABLISHING COMMUNITY DIVERSITY
6 ENGAGEMENT COMMITTEE
7

8 WHEREAS, the City Council adopted Resolution R2020-3135 (Adopting Keizer
9 Statement of Values-Justice, Equity, Diversity and Inclusion) on December 7, 2020;

10 WHEREAS, the Community Diversity Engagement Work Group was formed by the
11 City Council in April 2021 as part of the Goals and Work Plan;

12 WHEREAS, the Community Diversity Engagement Work Group made a recommendation to
13 the City Council to form a Community Diversity Engagement Committee;

14 WHEREAS, the Keizer City Council considered the matter in a work session on October 11,
15 2021 and directed staff to revise the Resolution forming the Committee;

16 WHEREAS, the Keizer City Council has considered the recommendation from the
17 Community Diversity Engagement Work Group and finds it necessary and appropriate to appoint a
18 committee to advise the Council on action for community engagement as outlined in Appendix "A"
19 attached hereto;

20 NOW, THEREFORE,

21 BE IT RESOLVED by the City Council of the City of Keizer that the Community Diversity
22 Engagement Committee is hereby established as outlined in Appendix "A", which is attached hereto
23 and by this reference made a part hereof.
24
25

1 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon the
2 date of its passage.

3 PASSED this 1st day of November, 2021.

4
5 SIGNED this 1st day of November, 2021.

6
7
8 *Cathy Clark*
9 Mayor

10 *Maury De...*
11 City Recorder
12

Appendix "A"

City Council Committee

Name: Community Diversity Engagement Committee

Purpose: To act in an advisory capacity to the Keizer City Council and to advise on action for community engagement by:

1. Listening to understand. Keizer wants to let everyone know we are all included when we talk about the Keizer community and are important for our community to thrive holistically,
2. Using what is heard to create recommendations for action plan(s) for increasing community engagement and communication on progress in civic processes,
3. Acting on the values included in the Resolution for Justice, Equity, Diversity and Inclusion.

Tasks: To assist in developing action recommendations for community engagement in civic processes in the following areas:

1. Collaboration with Council, other city committees, commissions and neighborhood associations to increase active participation and recommend culturally responsive actions,
2. Collaboration with other organizations (historical/cultural/arts, business organizations, faith community, community based organizations, education, and additional sectors not usually included),
3. Collaborating in community opportunities to have conversation, celebration, relationship building,
4. Recommending additions or subtractions of national observances/commemorative/heritage months,
5. Help develop metrics and yearly report on tasks identified and the data needed to better understand culturally responsive provision of services and public participation,
6. Assist in identifying leaders and build leadership capacity of underrepresented and underserved communities.

Membership: The Committee shall consist of nine voting members. Two (2) members shall be Keizer City Councilors to be appointed by the Mayor and announced at a regularly scheduled Council meeting, six (6) citizen-at-large members and one (1) youth member who is under 19 years of age at the date of appointment. Appointed members will be expected to think broadly in terms of how issues of racism, sexism, ableism, and other discriminatory and prejudicial biases that impact all residents in Keizer. The Committee will be staffed by a non-voting staff liaison to be appointed by the City Manager.

Term of Office: Each Councilor member shall be appointed for a two-year term by the Mayor pursuant to the Council Rules of Procedure. Each non-Councilor member shall be appointed for a three-year term, except for the initial terms. The initial terms of the non-Councilor members shall be staggered so that not more than three will expire in the same year. Each Councilor shall directly appoint one citizen-at-large member following the same process as appointments of Volunteer Coordinating Committee members. The Mayor shall appoint the youth member. Members may be reappointed.

Chair and Vice-Chair: The Committee will elect the Chair and Vice-Chair at the first meeting of each calendar year.

Meetings: Members of the Committee shall establish a regular meeting date and shall meet as deemed necessary by the Chair. All meetings of the Committee shall follow Robert Rules of Order Newly Revised and the Oregon Public Meeting Laws.

Attendance: It is the duty of each member to attend at least 75% of the meetings each calendar year. When a member is unable to attend a meeting, the member shall notify the Chair. Members of the Committee may be removed by a two-thirds majority vote of the City Council.