



Community Engagement Best Practice Evaluation: Office of Community & Civic Life City of Portland



About Interplay

interplaycollective.com
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Interplay is a full-service social impact consultancy shaping justice-driven solutions for people, places, and our planet.

We exist at the nexus of creative communications and public engagement and build capacity for leading organizations, governments, philanthropies, businesses, coalitions, and cause-based movements working to accelerate social impact — because the future we imagine doesn't happen by chance, it's made together.

We support leaders and experts from all corners of society to foster the kind of transformative partnerships and innovation where true impact comes from. We're hellbent on creating meaningful impact through our strategic services: social impact strategy, strategic planning, creative communications, and public/community engagement.

As a future-minded practice, we bring together a diverse and agile team of researchers, strategists, storytellers, designers, facilitators, and organizers to build tailored solutions for your organization and cause.

Our collective is diverse in experience, age, orientation, cultures and races, opinion and expertise. But one thing is clear: we're aligned on our values, the pursuit of justice, and a commitment to creating change with and for our communities, places, and planet.

We see the work of social impact as a pathway for creating better outcomes and futures for all.

Check out who we are, what we believe in, the values that move us, and our latest work at interplaycollective.com



Project Proposal

**Best Practice Evaluation: Civic Life
City of Portland**

A new form of government and election system is taking shape in Portland in response to voter-approved changes to the City Charter, including the adoption of ranked choice voting, geographic districts, a bigger city council, and new leadership roles. Transition planning has facilitated strategic and thoughtful changes to citywide infrastructure, capacity, and best practices to encourage a more holistic service delivery model that better responds to the needs of all Portlanders.

Civic Life seeks to evaluate its community engagement practices and capacity to help inform citywide standardization. The following proposal outlines our recommended approach, services, deliverables, and budget to support the City of Portland in setting a strong foundation for operationalizing city-wide community and civic engagement best practices.

The term sounds neutral, but we see social impact work as a pathway to creating better outcomes and futures for all. That's why we are excited to partner with you to conduct a comprehensive evaluation that will inform and shape city-wide best practices and service delivery. And we're ready to roll up our sleeves and get to work — our communities, businesses, and City leaders depend on it.

Please consider this proposal as a starting point — we are happy to refine it to better align with your vision and goals.

Thank you for your consideration!

In partnership,
Camille E. Trummer, Founder + Principal Interplayer



Our Approach

**Best Practice Evaluation: Civic Life
City of Portland**

We work at the intersection of research and strategy to unearth data and develop tools and resources that create tangible change and better outcomes for people, places, and our planet.

We approach research and evaluation through a two-part exercise. First, we assess the “Current State” of your organization through tailored research methodologies — from in-depth interviews, accessible surveys, or focus groups — to get to the heart of your purpose, culture, and impact. Next, we define a theory of change, or “Future State,” that positions your organization to achieve near-term impact, along with an actionable roadmap to bring the transformation you envision to life. Our research and evaluation projects are highly tailored to be responsive to your unique needs. Because inside-the-box approaches deliver unremarkable results — and our methodology is far from conventional.

Every client and project is unique, and so is our approach. Our research and evaluation services are tailored to your specific context, challenges, and opportunities.

In praxis, that looks like:

- + Co-creating a tailored research and evaluation plan to establish clear and measurable objectives and alignment on desired outcomes
- + Designing dynamic and interactive research methodologies to unearth critical data and insights
- + Leveraging our interdisciplinary expertise and tools to synthesize data, surface key findings, and provide recommendations to move you from your “Current State” to your “Future State” within your desired timeline.



Process



Best Practice Evaluation: Civic Life

Phases of Work

01 Project Launch

02 Discovery

03 Strategy

04 Implementation



Launch

As an important first step in our work, we'll officially kick off with a Project Launch phase, which is designed to set the stage for cross-functional collaboration and detailed planning for the path ahead. We'll start by facilitating a Project Launch Work Session intended to crystallize your desired goals, objectives, and measures of success, outline our recommended approach, and co-develop a work plan in alignment with your preferred project schedule and timing of deliverables. We also see this phase as an opportunity to learn about your current work, including any key opportunities or challenges that may impact this project. Our Launch Work Session is encapsulated through a Project Brief that cements our scope of work and deliverables.

Discovery

As a research-driven consultancy, we start every project with a Discovery phase to gain a deeper understanding of the challenge we are working to address and the landscape of your work. Our Discovery process includes a Material Audit — from strategic plans, program initiative summaries, impact reports, and other background documents — to equip us with important context and data to ground our strategy and approach in evaluating the impact, value, and industry best practices demonstrated through your work.



Strategy

This will be our moment to fine-tune and tailor our approach to evaluating the current state of Civic Life to help inform citywide engagement best practices. In alignment with our consultation, we'll conduct an organization-wide environmental scan by facilitating in-depth interviews with key staff and leadership. With those insights in hand, we'll analyze the data and surface key themes, findings, and recommendations to support information-sharing and decision-making. Our Key Findings Presentation and Report will help inform how Civic Life staff and leadership can help support, standardize, and operationalize citywide engagement best practices.

Implementation

We know that for implementation to be successful, we must be an organic part of your team. The Implementation phase ensures that we can work in deep partnership with you through every facet of the work. We believe that proactive, clear, and accessible project management is the foundation of every successful project. We prioritize a positive client experience and strategic project management and tools so that team members can focus on producing high-quality deliverables on time and within budget to achieve your key goals and objectives.



Deliverables



Best Practice Evaluation: Civic Life

Deliverables

01 Project Brief

02 Material Audit

03 In-depth Interview Guide

04 In-depth Interviews (up to 14)

05 Key Findings Presentation + Report

06 Project Debrief



Timeline



Best Practice Evaluation: Civic Life

Timeline

We know you're on an expedited timeline and want this work to inform and shape the future state of citywide engagement practices. We'll quickly launch this project and immediately transition to strategy and implementation to ensure we provide you with important data and insights to facilitate strategic decision-making.

Late September

Early October - November

Early-mid December

Project Launch

Discovery

Strategy

Implementation

Findings



Budget



Budget

The following budget accounts for each phase of work, including key tasks, team and client meetings, account + project management, project expenses, and final project deliverables. Budget line items may change based on agreed-upon adjustments to the scope of work, key tasks, and/or deliverables.

Description	Cost
Project Launch Work Session (includes Project Brief)	\$3,000
Discovery: Material Audit	\$2,500
In-depth Interview Strategy (includes Interview Guide)	\$4,500
In-depth Interview Implementation (up to 14 interviews)	\$15,500
Key Findings Analysis, Presentation, and Report	\$13,500
Account + Project Management, Tools, and Debrief	\$9,200
Total	\$48,200



Case Studies



Our Work: Inclusive Engagement for Advance Portland

Growth can't be taken for granted. With Portland in a time of transformation, it was time to level-set and create a future-minded plan with deep engagement and community and private-sector partnerships. In recent decades, the city experienced steady growth, strong employment in knowledge occupations, and an influx of highly educated talent. But today, Portland's job growth, business growth, and household income lag the region even as home prices soar. And, for the first time in 40 years, our population declined.

The City of Portland's economic development agency, Prosper Portland, looped us in to lead strategic communications along with community and subject matter engagement for Portland's new 5-year economic development strategy — later known as Advance Portland.

Our team developed a strategic communications strategy and designed and hosted a spectrum of engagement activities from project briefings and focus groups to in-depth interviews with subject-matter experts to ensure the community's input truly shaped the development of forward-looking economic development goals, objectives, and strategies for Advance Portland.

As a result, our work has raised awareness and solicited strategic direction from Advance Portland's Steering Committee and over 300 Portland residents — from community members to land use planners, small business owners, and policymakers. A website was designed and built, presenting a clear, encouraging, and focused call to help reshape and rebuild Portland into the city we all envision it to be in the next 5 years and beyond.

[Learn More](#)



Your team for tomorrow.

Meet the Interplayers —

Our most audacious disrupters, your new catalysts for change.



Camille E. Trummer (she/her)

Founder + Principal
Hourly rate: \$300.00



As our Founder and Principal of Interplay, Camille is a values-driven social impact strategist with over a decade of experience mobilizing communities, organizations, and individuals to address pressing societal issues. She simultaneously sets the vision and values for our social impact consultancy while leading by example at the ground level. Recognized for her strategic communications and public engagement work, Camille has successfully designed strategies and campaigns for diverse organizations working to accelerate progress on complex social issues, including Amnesty International, The Oregon Health Authority, and B Corp. Recently honored with a Portland Business Journal 40 Under 40 Award, she is known for her impactful methodology in community economic development, urban planning, environmental sustainability, and public health.

[Resume](#)

[Learn More](#)



Kerry Kavalo (they/them)

Project Manager
Hourly rate: \$150.00



Leveraging years of experience as an operations leader at nonprofits, marketing agencies, and technology companies, Kerry works to simplify complexity and develop nuanced strategies to help organizations deliver on their core values and meet their goals. Formerly an award-winning classical musician, Kerry brings their passion, verve, and creative mindset to every project and initiative for Interplay. Kerry believes strong relationships are the foundation for success and leads teams with an outward mindset, fostering collaborative environments where collective growth thrives.

[Resume](#)[Learn More](#)

Annie Ozols (she/her)

Research Analyst
Hourly rate: \$150.00



Working with our clients as a Research Analyst and Communications Strategist, Annie has spent two decades working with people to craft intentional strategies that are grounded in research and community experiences. Her combined experience in journalism, nonprofits and creative agencies has helped inform her approach, which prioritizes connection and building agile plans that tap into shared values. Annie's shining skill is her ability to listen deeply and make connections that bring clarity and activate people toward a collective goal. She sees every engagement as an opportunity to recognize and strengthen our interdependence and demonstrate what's possible when we work together.

[Resume](#)[Learn More](#)

References



Client References

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The future will happen
one way or another.

Let's form it together.



Thank you for your
consideration.

Let's co-create for change.

