

# Citywide Practices: Engagement and Communications Projects



**Portland**  
**Transition**

**Voter approved.**  
**Community centered.**  
**City delivered.**

Project Update 9.12.24

# FEEDBACK/TAKEAWAYS

## Engagement Officer

### Survey

- Sent to 698 employee SMEs and leadership, distributed widely to community
- Received 328 employee responses, 215 community responses
- Open from July 1-August 12

### Scan

- Conducted by paid consultant, Camille Trummer
- Compared four peer cities: Seattle, Oakland, Austin, Nashville

## Communications Officer

### Survey

- Sent to 220 employee SMEs and leadership
- Received 72 responses
- Open from June 11-21

### Focus Groups

- 11 focus groups and interviews: City Leadership Team, Bureau Directors (sample), Communications Managers (sample), Strategic Communications Manager





# Roles & Responsibilities- Engagement Officer

## DECIDE AND ACT

- ✓ Provide oversight and direction to the Office of Community and Civic Life staff and programs including supervision, budgeting, and strategic planning.
- ✓ Develop and lead a citywide engagement team.

## CONSULT AND ACT

- ✓ Co-design and co-lead with the Equity Officer, Communications Officer, and Tribal Relations Manager a framework for an organization-wide equitable engagement strategy including standard practices and procedures.
  - Develop community engagement metrics with key performance indicators to evaluate engagement outcomes.
  - Develop measures to ensure community feedback loops are accessible by public throughout the lifecycle of City projects.
  - Assess and reform the function of City advisory bodies procedures, framework, and structure.
  - Assess and oversee the City's engagement strategy for the development of the annual budget.
- ✓ Build relationships and inter-governmental agreements with regional and municipal community engagement leaders.
- ✓ Coordinate the citywide implementation of engagement plans, practices, and procedures in partnership with service area leadership.

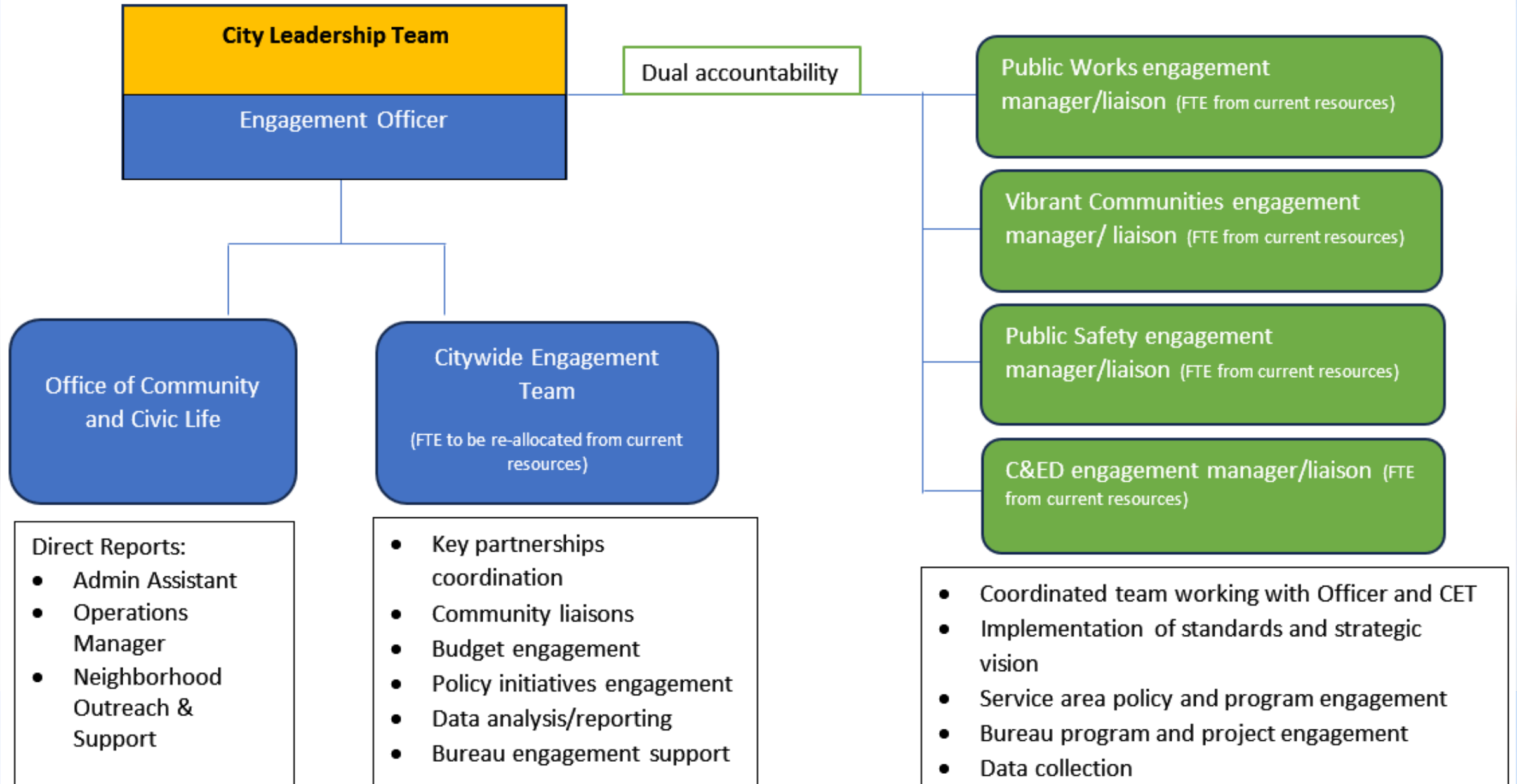
## ACT ON INSTRUCTION

- ✓ Establish clear procedures and guidelines to implement community engagement policy as passed by city council and/or city administration.
- ✓ Provide engagement support for citywide policy initiatives as requested by city council and/or city administration.

# Roles & Responsibilities- Communications Officer

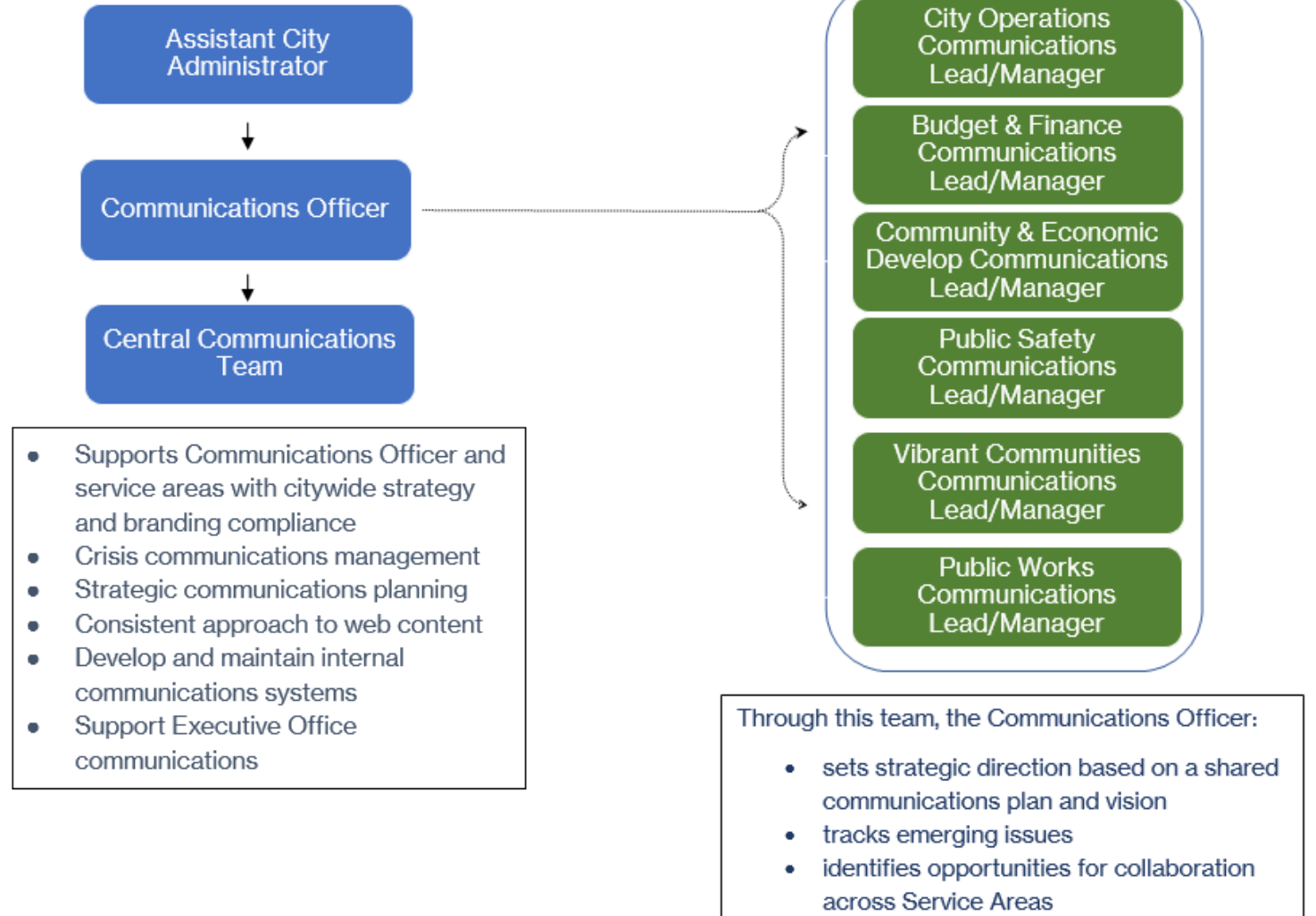
Decide and Act	Consult and Act	Act on Instruction
Establish citywide communication priorities and organization-wide strategic communication plan (internal and external)	Recommend to City Leadership Team staffing changes and budgetary adjustments to support citywide communication priorities	Report to the Assistant City Administrator on a regular basis to maintain clear communication around leadership decisions, and the City Administrator when needed
Establish organization-wide brand strategy and guidelines	Coordinate with other Officers (Equity, Sustainability, Community Engagement) to develop policies related to issues with crossover	Work alongside the Equity, Engagement and Sustainability Officers to advance the City's commitment to equity, anti-racism, transparency and public trust through the City's communications
Establish and manage crisis communications protocols and responses	Convene and lead Citywide Communications Leadership Team with representation from each service area and provide strategic direction (set strategic direction, track emerging issues, and identify opportunities for collaboration across Service Areas)	
Establish communication protocols with legislative branch	Establish communications protocols around personnel issues (with guidance from BHR)	
Authority to direct usage of communications platforms		
Budget and management authority over Central Communications Team		

# Hybrid Model Strategy- Engagement Officer



# Hybrid Model Strategy- Communications Officer

- Communications Officer will report to Assistant City Administrator.
- The Deputy City Administrators/ACA will select a representative to be a Service Area Communications Manager/Lead on the **Communications Leadership Team**. The Communications Officer will convene and lead this group, though members will not be direct reports of the Communications Officer.
- Service Area Communications Managers/Leads will report to their respective Deputy City Administrators/ACA.
- The Communications Officer will directly supervise the **Central Communications Team**, and as a group they will work in collaboration with Deputy City Administrators and support Service Area/Bureau communications staff.
- Dual accountability



# What's next and how can you help set these roles up for success?

## NEAR TERM

- ✓ Begin hiring process for both Comms and Engagement Officers. Hire by the end of the year.
- ✓ Complete the current state analysis for engagement to provide a complete picture of current resources and current practices and procedures.
  - **This includes focus groups with engagement staff at most bureaus. We are working with contacts now but may need additional help identifying staff and budgets**
- ✓ We will be working with the DCA's to identify current engagement practitioner to elevate into liaison role to serve as immediate capacity builders and collaborators for the Engagement Officer.

## LONG TERM

- ✓ Work with Engagement Officer to create and support a one city culture
- ✓ Collectively identify resources that will be needed to support citywide engagement plan.
- ✓ Support the authority of the Engagement Officer and work with your teams to ensure cohesive teamwork and implementation of citywide practices.