

Citywide Practices: Engagement Officer Project



Portland
Transition

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

Recommendations to City Leadership Team 8.21.24

Feedback Analysis/Takeaways

R&R Survey

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

Key Takeaways

- Significant response received from practitioners and experienced community members.
 - There are at least 105 full time community engagement practitioners currently.
- Responders want standardized best practices, equitable strategic vision, collaborative data, feedback loop with community, and partnership with other jurisdictions.
 - Survey questions were developed from years of internal and external feedback collected and reported by Civic Life.
- Of the three structural options suggested, the hybrid option received the highest ranking.



Feedback Analysis/Takeaways

Environmental Scan

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

Key Takeaways

- All cities used a hybrid model
- Community engagement leadership is a new trend
- All cities struggle with standardization and collaboration
- All cities struggle with data collection and tracking



Recommendation #1

Give the Engagement Officer clear and specific authority to direct the practice of engagement.

Levels and definitions of authority:

- 1. Decide and act:** This provides the individual with complete authority and accountability. No approval needed to act.
- 2. Consult and act:** Consider input from stakeholders before making final decision. Act in collaboration with City Leadership Team.
- 3. Act on instruction:** Lead at the direction of CA, ACA, and/or city council.

*levels of authority adapted from <https://jonathansandling.com/the-four-levels-of-authority/>

Roles & Responsibilities

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

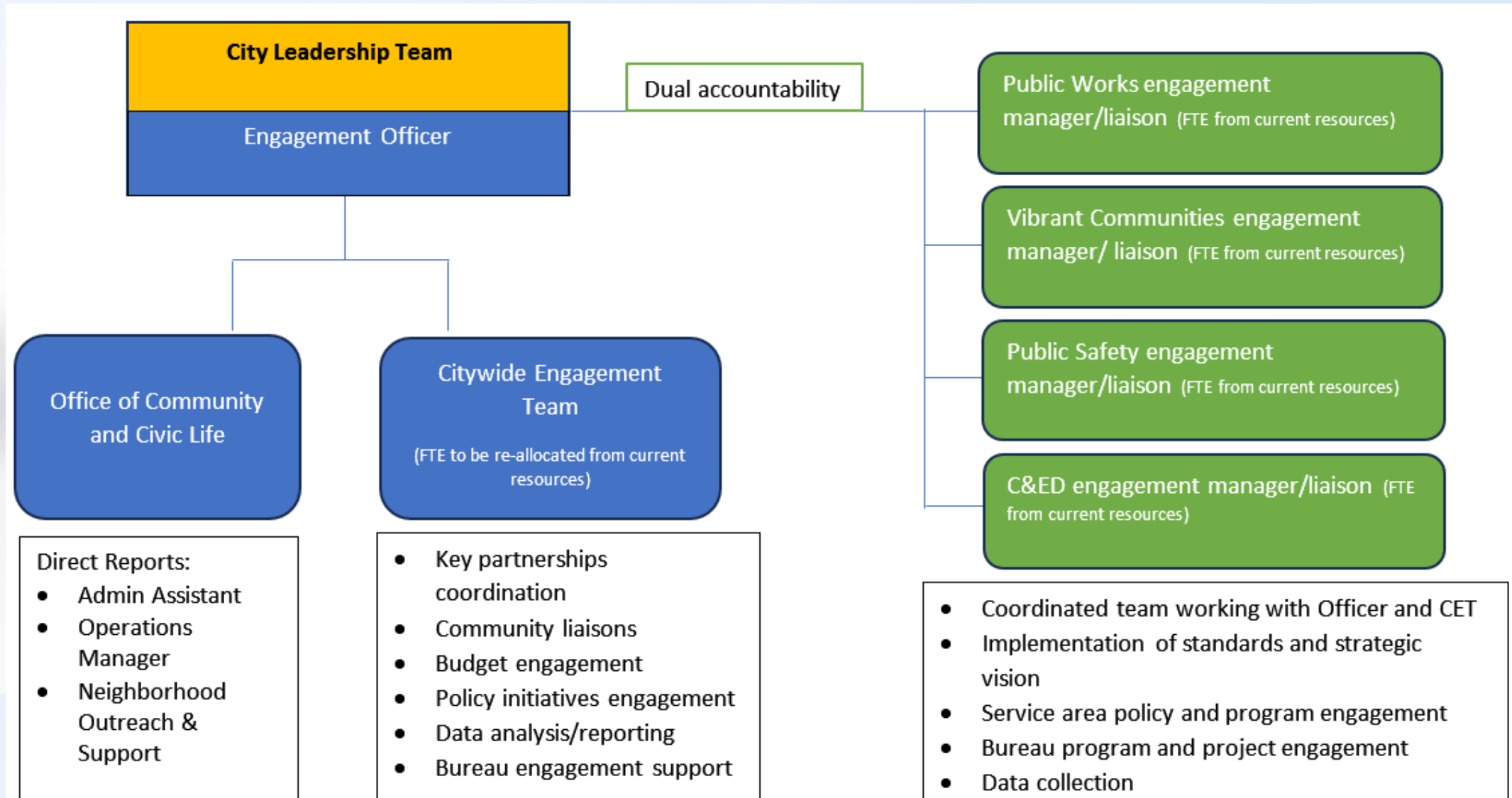
- ✓ Co-design and co-lead with the Equity Officer, Communications Officer, and Tribal Relations Manager a framework for an organization-wide equitable engagement strategy including standard practices and procedures.
 - Develop community engagement metrics with key performance indicators to evaluate engagement 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.

Recommendation #2- EXAMPLE ONLY

Adopt a HYBRID MODEL strategy to support successful delivery of the Roles & Responsibilities.



Recommendation #3

Set the Engagement Officer up for success.

NEAR TERM

- ✓ (Project Team) Complete the current state analysis to provide a complete picture of current resources and current practices and procedures.
- ✓ (DCAs) Identify current 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 collectively identify the FTE and budget resources they may need to be reallocated to establish the hybrid model and the strategic vision.
- ✓ Support the authority of the Engagement Officer and work with your teams to ensure cohesive teamwork and implementation.

Next Steps

Project Team:

- ✓ Share with Chiefs of Staff and ELT (now-early Sept)
- ✓ Begin Class/Comp with BHR and openly recruit for position (Sept)
 - Utilize best practices model for equitable hiring strategy
- ✓ Engagement Practitioner Focus Groups (Sept)
 - Identify current resources (FTEs, Budgets, etc)
 - Identify current state (best practices used, data collected, internal structures, etc.)
- ✓ Current State Analysis Report (Nov)
 - Full landscape scan of the practice of community engagement at the City