

Gaps Analysis & Engagement Study

Summary and Recommendations



Town Council Work Session
May 17, 2023



Agenda

1) Background

2) Purpose & Approach

3) What We Learned

4) Next Steps



Council Consideration

- Receive this report on the results of the Gaps Analysis & Engagement Study



Centering Equity in our Approach to Engagement

- Alignment with Council Goals & One Orange Racial Equity Framework
- Supports success of Complete Community implementation
- Strategy outlined in our Community Connections Equitable Engagement Framework



COMPLETE
COMMUNITY
STRATEGY



Purpose & Approach

Purpose of the Study

1. Identify populations not engaged
2. Deepen our understanding of the reasons for lack of engagement
3. Develop recommendations for new equitable community engagement approaches



Purpose & Approach

Three Phases of the Study

1 Community Partners

2 Internal Analysis

3 Community Conversations



Purpose & Approach

1

Community Partners

19

Community Partner
Survey Responses

9

Community Partner
Interviews

Shared Perspective on:

- Communities Engaged
- Engagement Barriers
- Successful Equitable Engagement Ideas



Purpose & Approach

2

Internal Analysis

100%

Town
Department
Participation in
Interviews & Survey

- Shared Perspectives
- Analyzed Town strategies, plans, and goals
- Examined participant demographic data



3 Community Conversations



- Collaboration with Diversity, Equity, and Inclusion Office
- Resident designed and led
- Facilitators & participants compensated for their expertise



Purpose & Approach



Purpose & Approach

Under-Engaged Populations

1. **Black or African American residents**
2. **Immigrant & Refugee residents**
3. **Low-income residents**
4. **Students & Young Adults**
5. **Renters**



What We Learned

Engagement Themes



Trust & Accountability



Communication



Inclusivity



What We Learned



Trust & Accountability

What We Heard:

- Leadership Interactions
- Institutional – Systemic Disenfranchisement
- Purpose of Engagement
- Relevance

Recommendations:

- Expand compensated engagement
- Meet people where they are
- Set clear expectations
- Improve follow through



What We Learned



Communication

What we heard:

- Diverse Preferences
- Reliance on Community Partners
- Lack of Awareness of Services
- Literacy Barriers
- Language Access



Recommendations:

- Know the target audience & tailor communications
- Continue & expand language access
- Expand face-to-face communications
- Develop a service guide
- Create a Town App
- Expand training & learning opportunities



Inclusivity

What We Heard:

- Meeting Location and Schedule
- Layers of Barriers to Participation
- Renters and BIPOC residents feel particularly excluded

Recommendations:

- Change meeting structure & schedule
- Expand existing incentives
- Jointly design programs & policies
- Focus on including renters and BIPOC populations
- Make representation more inclusive



What We Learned

Progress on Next Steps

- Taking internal steps to support implementation
- Developing new communication tools and purchased technology tools
- Increasing consistent presence out in the community
- Continuing to deepen our language access work
- Enhancing Neighborhood Liaison Program
- Reviewing paid engagement process and including in future projects

And much more to come...

Immediate Next Steps

The project team identified the following immediate next steps the Town will take to respond to what we learned through this Study:

1. Develop a detailed implementation plan for the recommendations outlined in this report.
2. Meet with Town departments to share issues identified by residents not related to engagement.
3. Expand paid engagement opportunities for residents, building off the success of the community conversations piloted in this project. Explore opportunities for funding through the budget process.
4. Pilot having staff “office hours” at various spaces in the community to build relationships with residents, share Town information, and gather input on issues.
5. Provide food, childcare, transportation, and language services for a broader range of Town meetings. Explore options for adding back a hybrid option for Town Council meetings.
6. Update the Community Engagement Toolkit to reflect the results of the Engagement Study. After updating the Toolkit, staff will be trained and implementation will begin Town-wide. Staff propose operationalizing the Toolkit in the Planning Department first, where much of the Town’s community engagement is focused.
7. For initiatives that include community engagement, staff will share a summary of engagement demographics and key takeaways with the Council and community. Staff will develop an engagement summary template to begin using immediately.
8. Pilot the use of video and oral communication tools to share Town information and updates in the Town’s primary languages.
9. Create a multi-lingual pocket service guide that summarizes the roles and services provided by the Town and other local government and institutions. Staff will work with residents and community partners engaged in this Study to distribute the guide.
10. Explore opportunities to implement the pay incentive outlined in the Town’s Language Access Plan through the budget process for next fiscal year.
11. Continue and expand DEI and language access training for Town staff, in collaboration with the Town’s DEI Officer and Human Resources staff.
12. Expand the recognition and visibility of historically under-represented communities through proclamations, community cultural events, images used in Town materials, and more (i.e. Burmese and Karen refugees, Latinx residents, etc.).
13. Continue to build out and implement the Town’s Neighborhood Liaisons program, with a focus on recruiting under-engaged populations to serve as Liaisons.



Thank You!

**DR. IRMA MCCLAURIN
COMMUNITY PARTNERS
TOWN DEPARTMENTS &
LEADERSHIP**

COMMUNITY FACILITATORS

- Kathy Atwater
- Betty Curry
- Deirdre Keenan
- Rubi Morales
- Katie Palmer
- Samuel Rushombo
- Hsar Paw Paw Wei



Acknowledgements



Council Consideration

- Receive this report on the results of the Gaps Analysis & Engagement Study



Updated Engagement Toolkit

- Follows IAP2 Guidelines
- Revised to be more user friendly and provide additional resources
- Includes templates and forms
- CC staff will review with Community Connections Team and roll out with Planning

Process of Community Engagement

For this toolkit, the process of community engagement is split into 4 stages:

1. Design
2. Plan
3. Implement
4. Evaluate

The "Designing" stage of community engagement includes the necessary work that must be done before any action can be taken. This involves pre-work that includes understanding of the scope and context of a project and defining the purpose, influence levels, and risks.

The "Planning" stage develops upon the work completed in the design phase. This involves identifying stakeholders, laying out the public participation sequence and methodology, and getting support for the proposed process.

The "Implementation" stage of community engagement includes the actions that are taken to involve community members in the project process. This may include various techniques depending on the purpose of the project, such as workshops, information sessions, surveys, or other methods of engagement with the community or audience.

The "Evaluating" stage of community engagement includes receiving feedback from all parties, such as the Town staff involved in the planning process, community members, and other stakeholders. This feedback will be used to identify the strengths and weaknesses of the selected approach and used to improve future community engagement processes. Consistent evaluation and re-evaluation helps ensure that Town is providing participation processes in the best possible way.

The IAP2 Practice Framework shows this as an iterative process in the figure on the right.



Example List of Cultural Events/Holidays to Recognize

Month	Observance	Day	Description
October	Indigenous Peoples' Day	2 nd Monday in October	Commemorates the indigenous peoples of America. It is observed annually on the same date as Columbus Day.
November	Dia de los Muertos	11/1-11/2, also 10/31 or 11/6 in some locations	Widely observed in Mexico, where it largely developed, and is also observed in other places, especially by people of Mexican heritage. It is a multi-day holiday that involves family and friends gathering to pay respects and to remember friends and family members who have died.



Example of Potential Engagement Summary for Agenda Items

Community Engagement

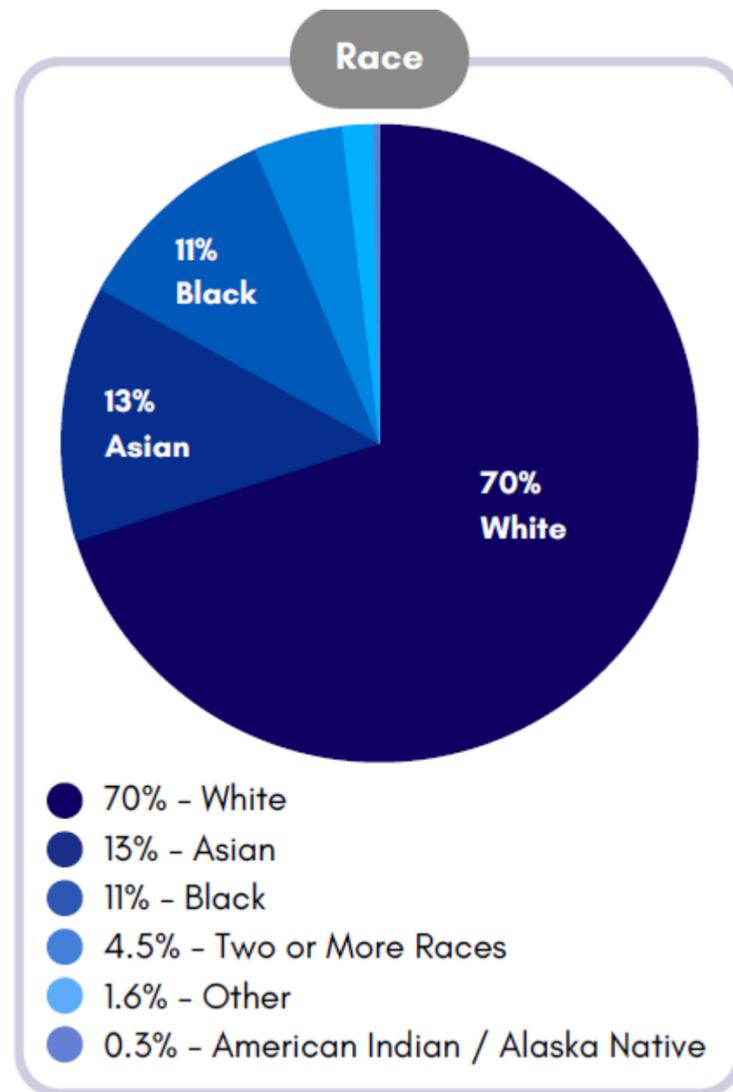
The Gaps Analysis and Community Engagement study was designed to reach under-engaged communities in Chapel Hill. Public Participation efforts included a wide variety of techniques and were intentionally crafted to reach populations identified as facing barriers to participation.

Date	Opportunity	Eng. Type	Location	Participants
Oct. 22	Community Partner Survey	Consult	Virtual	19
Oct. 22	Interview	Involve	Virtual	9
Nov. 22	Training	Inform	Library & Town Hall	9
Dec-Jan 22-23	Community Meeting	Collaborate	Various	169

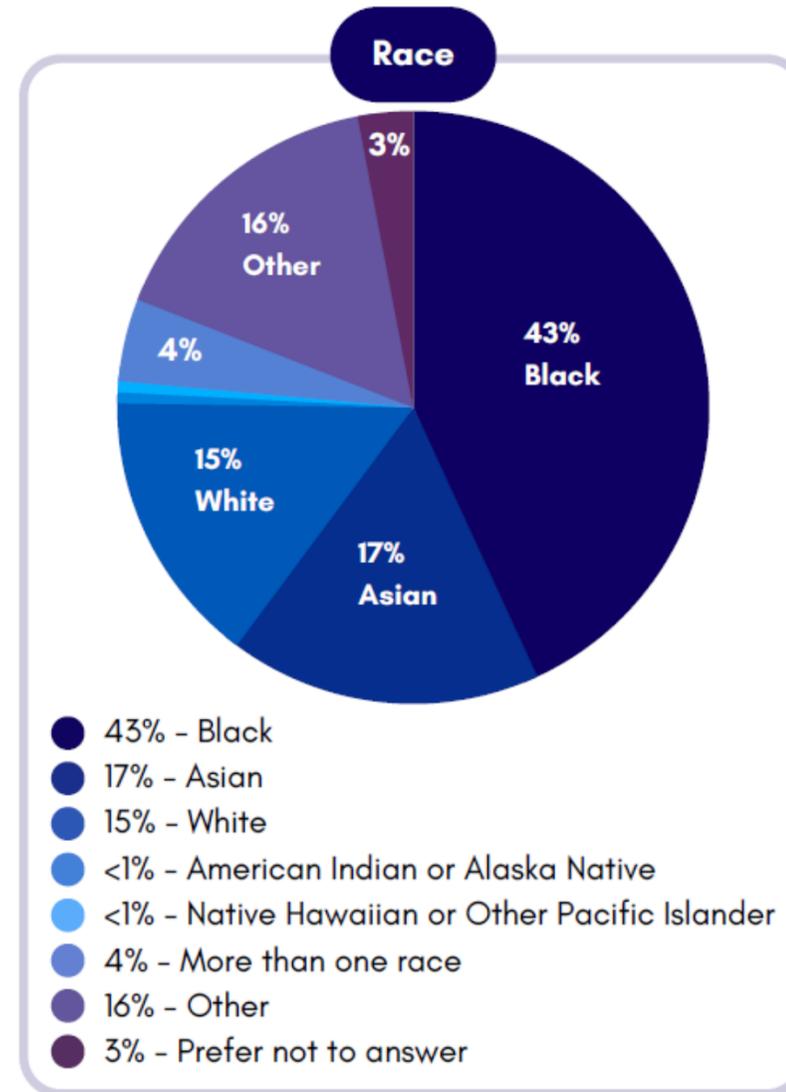


Example of Potential Engagement Summary for Agenda Items

Townwide – ACS 2020



Engagement Study



Demographic data to include:

- Race
- Ethnicity
- Age
- Gender
- Language

Each project to compare who was reached to key community indicator (ACS, Census Tract, as granular as possible)



Quotes from Community Members

“What is the Town going to do about the trust issues? We have done surveys before, and nothing has changed.”

“When the town is conducting surveys or posting on social media, they need to take into account that some of our residents cannot read and write.”

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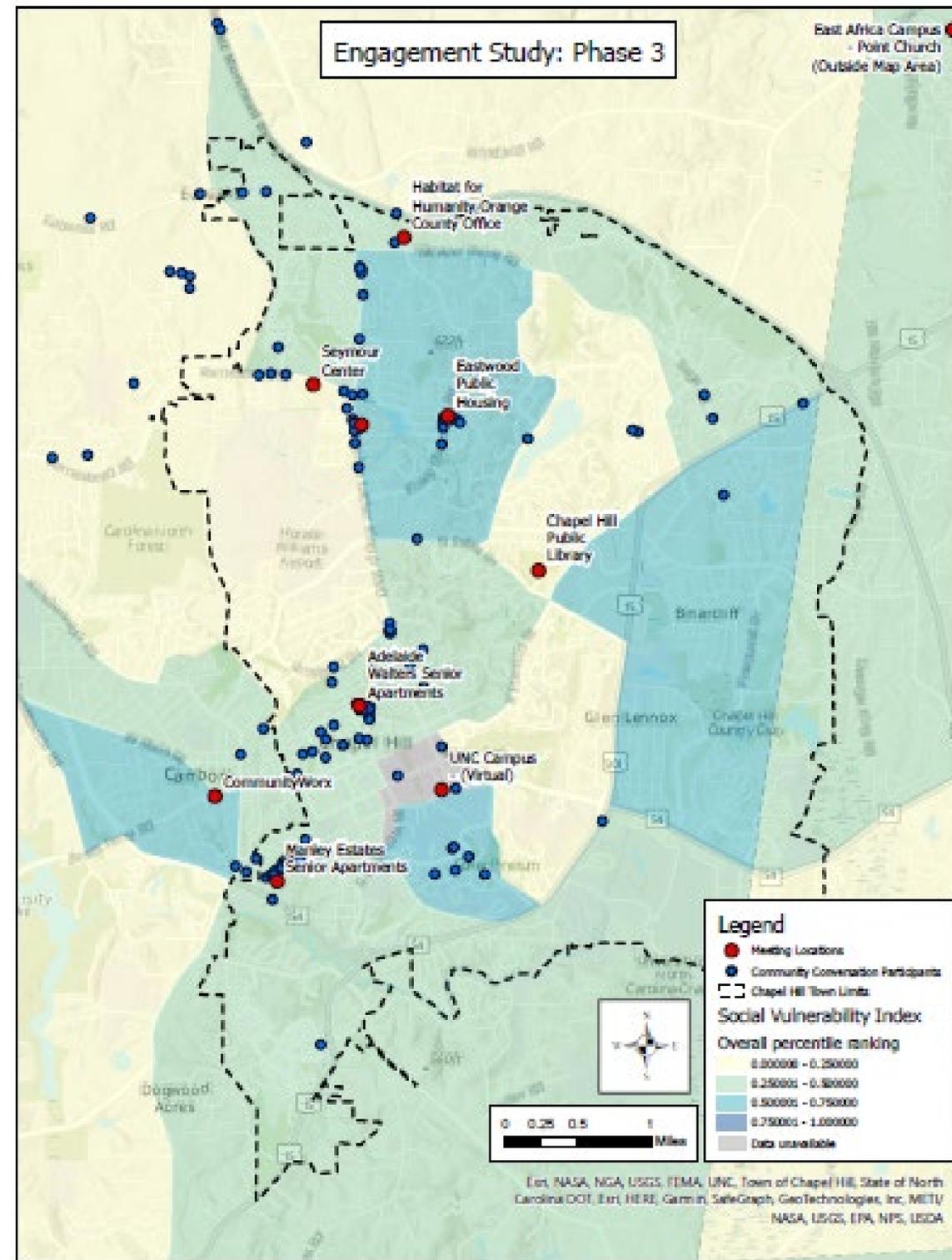
“We do not feel heard. Would like more opportunities to be heard and would like a response/action.”

“We get services from Orange County & Chapel Hill and are unsure of how to distinguish between the two jurisdictions. We don't know where to go or who to communicate with.”

“We get services from Orange County & Chapel Hill and are unsure of how to distinguish between the two jurisdictions. We don't know where to go or who to communicate with.”



Map



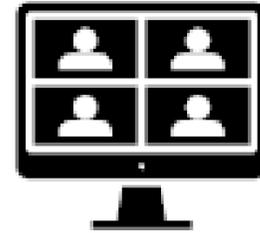
Sample Survey

1. ¿Cuál es la mejor manera para que la Ciudad de Chapel Hill le comparta información? (Escoja todo lo que corresponda)

a. Una reunión cara a cara



b. Una reunión virtual/online



c. Un mensaje de texto.



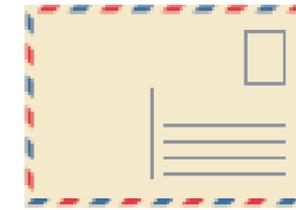
d. Una llamada telefónica



e. Un email.



f. El correo postal.



g. Las redes sociales



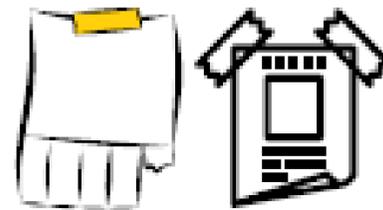
h. La radio



i. Los periódicos



j. Volantes distribuidos en mi colonia/barrio



k. Algún sitio web



l. Un representante comunitario



m. Otros _____

Progress to Date on Next Steps

Completed:

- ✓ Incorporated implementation steps into work plan
- ✓ Met with departments to review results and feedback
- ✓ Reviewed paid engagement process and including in future projects
- ✓ Participated in Public Housing pop-ups
- ✓ Purchased technology tools to support engagement and outreach
- ✓ Updated Engagement Toolkit and templates
- ✓ Created Prototype of Engagement Demographic Summary
- ✓ Developed multi-lingual video content for several initiatives

In Progress:

- ✓ Piloting regular community office hours
- ✓ Piloting the use of WhatsApp as communications tool
- ✓ Townwide Language Incentive included in Manager's Recommended Budget
- ✓ Providing Language Access training employees
- ✓ Working with community partners to develop list of holidays and celebrations to recognize
- ✓ Conducting targeted outreach for Neighborhood Liaison program

And much more to come...



Next Steps

Immediate Next Steps

1. Develop implementation plan
2. Meet with Town Departments to share results
3. Expand paid engagement opportunities
4. Pilot staff community office hours
5. Use tools to reduce barriers to participation in meetings
6. Update Engagement Toolkit
7. Share Community Engagement Summary for initiatives
8. Diversify communication methods
9. Create Pocket Service Guide
10. Implement Language Incentive across the Town
11. Expand staff trainings
12. Recognize historically under-represented groups
13. Build out Neighborhood Liaisons program





Communication

“When the town is conducting surveys or posting on social media, they need to take into account that some of our residents cannot read and write.”

“We get services from Orange County & Chapel Hill and are unsure of how to distinguish between the two jurisdictions. We don't know where to go or who to communicate with.”

- Diverse Preferences
- Reliance on Community Partners
- Lack of Awareness of Services
- Literacy Barriers
- Language Access



Inclusivity

“ I used to regularly attend Council meetings, now it is too great of a health risk to attend in-person and I can't stream it on-line. ”

“ How do they make decisions about our neighborhood without asking for our opinion? Many decisions are made without even asking us what we think. ”

- Meeting Location and Schedule
- Layers of Barriers to Participation
- Renters and BIPOC residents feel particularly excluded



Trust & Accountability: Recommendations

- Expand compensated engagement
- Meet People Where They Are
- Set Clear Expectations
- Improve Follow Through





Communication: Recommendations

- Know the target audience and tailor communications
- Continue and expand language access work
- Expand opportunities for face-to-face communications
- Develop a service guide
- Create a Town App
- Expand training and learning opportunities



Inclusivity: Recommendations

- Alter the structure and schedule of Town meetings
- Expand existing incentives for participation
- Jointly design programs and policies
- Intentionally focus on including renters and BIPOC populations
- Make representation more inclusive



Questions/Prompts for Discussion

1. Thoughts on process? Results?
2. Preference for prioritization of certain recommendations?
3. Affirmation of next steps?

