



**Equity and Empowerment Commission**  
**Thursday, February 18, 2021**  
**Virtual , Virtual**  
**12:00 AM**

As the result of an executive order issued by Governor J.B. Pritzker suspending in-person attendance requirements for public meetings, City Council members and City staff will be participating in this meeting remotely. Due to public health concerns, residents may provide public comment virtually at the meeting or in writing.

To view: <https://www.cityofevanston.org/government/equity-empowerment/equity-and-empowerment-commission>

**AGENDA**

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<b>1. CALL TO ORDER/DECLARATION OF A QUORUM</b>	
<b>2. APPROVAL OF MINUTES</b>	
A. January 21, 2021 Meeting Minutes <a href="#">January 21, 2021 Meeting Minutes - Pdf</a>	3 - 6
<b>3. PUBLIC COMMENT</b>	
<b>4. DISCUSSION</b>	
A. Strategies for Community Engagement <a href="#">City of Santa Monica Community Engagement Playbook - Pdf</a>	7 - 37
B. BCC Staff Survey Responses	38 - 40

[BCC Staff Survey Responses - Pdf](#)

- C. Language Accessibility Review 41  
[Language Accessibility Review - Pdf](#)

## 5. CONSIDERATION

- A. Nominations for Chair and Vice-Chair of the EEC

## 6. COMMUNICATION

## 7. REPORTS

## 8. ADJOURNMENT

### **Mission Statement**

The Equity and Empowerment Commission's (EEC) mission is to develop shared recognition, and language of the history and impact of structural racism in Evanston, and develop tools and practices to achieve racial equity for all residents.



## Memorandum

To: Members of the Equity and Empowerment Commission  
From: Shenicka Hohenkirk, ICMA Management Fellow  
CC: Kimberly Richardson, Interim Assistant City Manager  
Subject: January 21, 2021 Meeting Minutes  
Date: February 18, 2021

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Summary:

Commission Members will review and approve the meeting minutes from the January 21, 2021 meeting.

Attachments:

[EEC-January 21 meeting minutes](#)



## Equity and Empowerment Commission Meeting

Thursday, January 21, 2021

6:30 p.m.

Zoom Virtual Meeting

### Minutes

**Present:** Chair Jane Grover, Vice Chair Alejandra Ibáñez, Delores Holmes, Ald. Melissa Wynne, Kathy Lyons, Kymberly Walton, Karla Thomas, Max Weinberg

**Staff Present:** Shenicka Hohenkirk, ICMA Management Fellow, Paulina Martínez, Acting Deputy City Manager

**1. Called to order/Declaration of Quorum:**

Chair Jane Grover called the meeting to order at 6:33 p.m. and declared a quorum.

**2. Approval of the December 17, 2020 Meeting Minutes**

Commissioner Delores Holmes moved to approve the December 17, 2020 meeting minutes; Vice Chair Alejandra Ibáñez seconded. Minutes approved unanimously.

**3. Public Comment**

No Public Comment

**4. For Discussion**

**a. Mission Statement Revisions and Approval**

- Vice Chair Alejandra Ibáñez led the discussion around the mission statement draft. The purpose of the mission statement is to describe the work of the Equity and Empowerment Commission, who we do the work for and the benefits of the commission.
- Commission members gave feedback on the wording of the mission statement in order to establish the seriousness of structural racism within the community, as well as in policies, and how to create language to eliminate it.
- Vice Chair Alejandra Ibáñez applied the edits/feedback from the Commission to the updated mission statement, and reviewed it with the Commission. Commission members agreed unanimously to approve/adopt the mission statement.

**b. Boards, Committee and Commission Project**

- Commissioner Max Weinberg presented the results of the BCC survey results for feedback and next steps.
- Commissioners decided to revisit sending out the survey and speaking with the liaisons and chairs of all BCC to gather more information.
- Ms. Hohenkirk assigned all Commissioners to different BCC liaisons to contact and gather further information.
- An update of the responses from the BCC follow up will be reported and presented to the Members of the City Council on February 22, 2021, during the City Council meeting.

## **5. Reports**

### **Language Accessibility**

- Paulina Martinez provided an update on the Language Accessibility. She advised that the 2020 Census will help provide updated information around the growth of the Spanish-speaking population, as well as other populations and their needs for language accessibility.
- The biggest highlight for the Language Accessibility is the over-the-phone interpretation service. It has been a very useful tool for the contact tracers. Staff also implemented a translation request forms for staff, so that important documents are translated as a best practice.
- For the Fiscal Year 2021, \$50,000 was allotted to cover professional translations and interpretations through the Good Neighbor Fund.
- Vice Chair, Alejandra Ibáñez, provided feedback, and expressed that she felt it may be important for the City to make the Language Accessibility a policy.
- There will be a pilot program with Literacy Works, to train a cohort of staff members who update the City website, to modify the language so it can be understood by everyone.

### **YWCA**

- Eileen Heineman provided a brief update about the YWCA's panel discussion on Racial Healing and Reparations. The panel featured Ald. Rue Simmons on Reparations, and Monica Haslip from Truth, Racial healing and Transformation.

### **Diversity and Inclusion Staff Committee**

- Ms. Hohenkirk provided an overview on the Diversity and Inclusion (D&I) Staff Committee framework, which highlighted the purpose, goals and outcomes for internal staff.
- The first meeting for the D&I Committee will be February 10, 2021.

## **6. Adjournment**

The meeting adjourned at 8:14 p.m.





## Memorandum

To: Members of the Equity and Empowerment Commission  
From: Shenicka Hohenkirk, ICMA Management Fellow  
CC: Kimberly Richardson, Interim Assistant City Manager  
Subject: City of Santa Monica Community Engagement Playbook  
Date: February 18, 2021

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Summary:

Catalina Langen and Julie Rusk from the City of Santa Monica, California, will provide an overview of their equity work, along with a run through of their Community Engagement Playbook. There will be discussion on their process of their community engagement playbook and answer any questions the EEC commissioners may have.

Attachments:

[Community Engagement Playbookfinal](#)

# CITY OF SANTA MONICA

## COMMUNITY ENGAGEMENT PLAYBOOK

Playbook for Equitable Community Engagement





# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

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**Cover Photo:** Santa Monica’s Rosie’s Girls program builds self-esteem, leadership, and physical confidence through exploration of the trades and other non-traditional activities. Santa Monica’s unique program combines creative expression and physical challenges with civic engagement. Participants go behind the scenes in various parts of the City to see what it takes to make Santa Monica run. Rosie’s Girls has been recognized for excellence by the California Park and Recreation Society and the League of California Cities.



# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## INTRODUCTION - PURPOSE

### INTRODUCTION

#### PURPOSE

**The purpose of this Community Engagement Playbook is to be the first step in ensuring the City of Santa Monica has a shared set of tools and resources to effectively meet its goals and reach the community in an equitable manner.** City of Santa Monica staff know that cities work better when residents are engaged as partners in addressing the issues they see in their communities.

This Playbook outlines steps for City of Santa Monica staff to create a comprehensive community engagement plan for their project, program, or policy. Each engagement effort of the City is different from the next. Engagement practices need to be flexible and responsive, and many excellent internal resources already exist within the City. This Playbook puts everything in one place – connecting and building upon internal resources to establish expectations and guidelines for all relevant projects.

The main objectives of the Playbook are to:

1. Create a Santa Monica-specific set of tools to help staff meet their goals and reach the community in an equitable manner.
2. Reach community members who are less likely to engage with the City, using a racial equity lens as City staff's primary strategy for achieving this goal.

This Playbook is intended to be a living document that will evolve with feedback from City staff and partners, as well as the needs and desire of the community, over time.



# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## INTRODUCTION - DEFINITION OF ENGAGEMENT

### DEFINITION OF ENGAGEMENT

Engagement can take on many forms. Each department and division has a different set of outcomes and goals for their community engagement. In survey responses, City of Santa Monica staff across departments defined engagement very differently.

**This Playbook defines engagement as the process of bringing community members into city problem-solving so that the community directs priorities, drives allocation of resources/work, develops leadership, and participates in healthy dialogue with local government and each other to build a more resilient, equitable, and thriving community.**

This Playbook places engagement activities across a spectrum adapted from the International Association for Public Participation (IAP2) Spectrum of Public Engagement, encompassing: informing the community, consulting/involving, collaborating, and empowering or deferring to community for decision making.

#### CITY STAFF SAID...

**Engagement is** "reaching out and getting the community involved in issues that affect the community."

**Engagement is** "collaborating with the community members who have a stake in the outcome of decision-making to create or implement something that works, to give the community agency, and to understand different perspectives."

**Engagement is** "building understanding, appreciation, and then action should be the model for engagement built out citywide."



# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK INTRODUCTION - HOW TO USE THIS PLAYBOOK

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## HOW TO USE THIS PLAYBOOK

This Playbook is meant to be used as a guide for staff of the City of Santa Monica as they plan, implement, and measure the success of community engagement processes.

- **Engagement Plan** Use this tool to map your process and reach those less likely to be engaged. How do my efforts reach those who are less likely to engage with the City? Lead with this Engagement Plan to effectively reach stakeholders.
- **Level of Involvement** Use this tool to determine the level of engagement for your project or program. What kind of engagement tools should I pursue to make my project/program/policy successful? Dive into strategies and best practices across purposes and scale.
- **Additional Resources** Use these resources for inspiration as you hone your engagement plan. What other kinds of engagement are possible? Find web links to dozens of online engagement resources, and explore additional ideas to develop creative and comprehensive solutions.

This Playbook is accompanied by an internal [Sharepoint site](#) for staff, which shares further materials and resources for effective, equitable community engagement.



CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ENGAGEMENT PLAN**

**ENGAGEMENT PLAN** Start Your Planning Here!

This **six step tool** will guide you through key strategies for including equity in the community engagement process. In the City of Santa Monica, it is important for staff to actively seek out the voices and interests of under-served and under-represented communities who will be impacted by policy, programs or initiatives. Use the tool below prior to starting your engagement process. Start early to ensure you have time to reach your engagement outcomes.

**Directions:** Complete Steps 1-6 before you start your engagement process for your program/policy/initiative. Then, following each engagement effort/milestone within your process, return to your completed worksheet, particularly Steps 3-6, to review, adjust, and add to your analysis.

**RACE AND EQUITY  
 IN THE CITY OF SANTA MONICA**

Community engagement processes that prioritize bringing in our most vulnerable and disenfranchised community members help build a more resilient, equitable, and thriving community.

Although our current Council and City leadership have made strides in listening to and advocating for equitable approaches to support and benefit the historically disenfranchised, outcomes for people of color in Santa Monica have gone almost unchanged.

By leading with race, the City commits itself to advancing racial equity and social diversity, and addressing policies, practices and behaviors that perpetuate racism, discrimination, and other negative racial-based outcomes.

This Engagement Plan tool encourages staff to consider how their policy/program/initiative will advance equity because **equitable engagement is critical to a healthy democracy**.

The City’s partnership with the Government Alliance on Race and Equity (GARE) helps inform the Engagement Plan. GARE defines “racial equity” as when race can no longer be used to predict life outcomes and outcomes for all groups are improved. Refer to the [Racial Equity Worksheet](#) under Level of Involvement to perform a more in-depth analysis of your policy/program/initiative.





# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## ENGAGEMENT PLAN



**Step 1. Set Outcomes, Budget, and Scope:** Lay out community outcomes for your engagement effort and ensure that outcomes include racial equity.

- List your team’s desired outcomes for your engagement effort:

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- Complete the following statement: “We want families/communities that are...” These statements should be positive (i.e. “healthy” versus “not sick”). They should also be about the condition itself, not a choice or possibility of a condition (i.e. “educated” versus “the opportunity to be educated”).

*We want families/communities that are:*

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- Who is on your team? Who is missing?

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- List your timeline:

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- List your engagement budget:

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### TIP: DON'T HAVE AN ENGAGEMENT BUDGET?

Cities work better when residents are involved in the projects/programs/policies that affect their lives.

If you don't have an identified budget, here are a few ways to start this important work:

- Identify the specific budget needs that will help you meet your engagement outcomes.
- Talk to your supervisor.
- Talk to your budget analyst.
- Seek out opportunities for cross-departmental collaboration on priority work efforts.
- Get creative - make the best use of the resources already available to you.



# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK ENGAGEMENT PLAN



**Step 2. Involve Stakeholders + Analyze Data:** Gather information from community, staff and other institutions on who should be involved in your community engagement process.

- Who are your stakeholders? Who will be impacted by your program/policy/initiative? List impacts by geographic area, if applicable, by zip code or some other geographic boundary:

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**TIP: FROM THE  
CITY OF SANTA MONICA  
POLICY PLAYBOOK**

- Ask yourself: how do my efforts reach those who are less likely to engage with the City?

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Including external stakeholders in the engagement process will increase opportunities for consensus building, reduce unforeseen future conflicts, and make it easier to implement final policy outcomes.

- How does my plan focus on the most impacted?

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- What are the racial demographics of those living in the area or impacted by the issue?

♦ Refer to: [The Census Reporter](#) and the Wellbeing Index Findings – Disaggregate by Race

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- How do you plan to involve stakeholders?

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**TIP**

Based off of your current understanding of your stakeholder groups, consider all potential barriers to access. Remove as many barriers as you can. (ex: To reach families with young children, provide childcare.) For more inspiration, see the Level of Involvement section of this Playbook.

- How will you engage with the community to analyze data?

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CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ENGAGEMENT PLAN**

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**Step 3. Who Benefits? Who is Burdened?**

**Who Decides?:** Analyze the issue for racial equity impacts and alignment with outcomes identified in Step 1. Given what you know from data and/or past stakeholder involvement:

- Who does this project/program/policy benefit? Most? Least?

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- Who does this project/program/policy burden? Most? Least?

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- Who makes decisions for/about the project/program/policy? Who is left out?

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**TOOL: PICTURE OF SANTA MONICA**

By leading with race in outreach and engagement, we can identify models and tools to eliminate racial inequities that can then be applied to addressing other areas of marginalization.

When we reach out to Santa Monica’s communities of color first, we reach across inequities in other areas as well – across ability, language, faith, gender, age, and class, to name a few.

For a deeper dive into the data, see the [Census Reporter](#).





# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK ENGAGEMENT PLAN



**Step 4. Advance Opportunity or Minimize Harm:** Develop strategies to create greater racial equity or minimize unintended consequences.

- How will the project/program/policy increase or decrease racial equity? What are potential unintended consequences? What benefits may result?

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### CITY STAFF SAID...

Community engagement is a political act: we are giving voices to our community people, we are telling them we will listen to them, and we should always go back and share with them what has been done.

- Are these impacts aligned with your Outcomes that were defined in Step 1?

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- If not, how in your capacity can you address the impacts (including unintended consequences) on racial equity?

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### TIP

Including colleagues across departments in your engagement effort can provide a broader understanding of the impacts of your project/program/policy, and help mitigate potential negative impacts. Relying on a cross section of external/community stakeholders to identify potential harm and missed opportunities.

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# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK ENGAGEMENT PLAN



**Step 5. Evaluate:** Track impacts on communities over time. Create a regular feedback loop to communicate with and involve stakeholders. Document unresolved issues.

*Return to Steps 5 and 6 at regular intervals throughout your project/program.*

### CITY STAFF SAID...

It takes a lot of effort to gain trust. We have to do surveys, mailers, community meetings, social media; but trust comes with face-to-face interaction.

- How will you evaluate and be accountable?

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- Consider your budget and timeline from Step 1. Will you be able to meet your goals and achieve the desired outcomes?

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- What is unresolved? What resources/partnerships do you still need to make changes?

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- How can colleagues in other departments help with unresolved issues?

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### TIP

Consider organizing your metrics for success around the following questions: How much did we do? How well did we do it? Is anyone better off?

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ENGAGEMENT PLAN**



**Step 6. Report Back:** The baseline expectation for reporting is that the community stakeholders who participated in your process receive the information learned from your analysis. Ideally, your analysis will be shared widely. Analysis and unresolved issues must be shared with your department.

- **Make a plan for reporting back before you begin your engagement process:** How will you share back, both with the community and internally, the analysis and report responses from Step 5? Example: sharing analysis and next steps to participants through email and social media after each workshop and at the end of the process.

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**TOOL: COMMUNICATIONS PLAN AND MENU**

Use the [Santa Monica Communications Plan](#) tool from the Office of Communications to connect to resources that will help reach your engagement goals.

- **Communications Goals**  
What do you want to achieve? Identify three top goals
  - ◇ Goal 1
  - ◇ Goal 2
  - ◇ Goal 3
- **Spokespeople**  
Who will speak to the media, present at Council and be the public face of the project?
- **Key Messages**  
What do people need to know. Make these short and actionable. Reference outcome areas and connections to City priorities.
- **Important Dates**  
Provide key dates in the project’s trajectory. These should also be communications touchpoints – when we need to send out information.
- **Tactics**  
These are the tools you are going to use to get the word out about the project. These tactics are specific and should be developed according to the [Communications Menu](#)
- **Deliverables**  
What needs to get created for the tactics to be effective. Think flyer, social graphic, webpage, etc.

**Now move on to the Level of Involvement on the next page.** Use the results from the Engagement Plan to decide at what level you will engage the community.

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**LEVEL OF INVOLVEMENT**

**LEVEL OF INVOLVEMENT: OVERVIEW**

**What level of engagement will make my project or program successful? How can I measure that success?**

Now that you have completed the Engagement Plan above, use the Level of Involvement Tool below to meet and exceed expectations for your engagement process.



# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## LEVEL OF INVOLVEMENT


### AT WHAT LEVEL SHOULD I ENGAGE THE COMMUNITY FOR MY PROJECT OR PROGRAM?

The following section is meant to guide staff through different levels of involvement for their engagement process. Each level of engagement should be seen as encompassing and building upon the step to its left, with “Inform” as the baseline expectation for all engagement efforts.

**TIP**

The tools listed are additive to the next lower level of engagement. Mix and match tools across the levels of involvement to fit your needs.

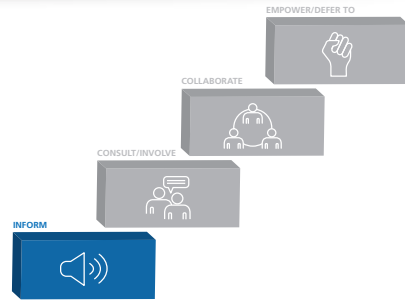
**Direction:** Using your Engagement Plan, review the below chart. Check the box that corresponds to the Level of Involvement most relevant to your community engagement process.

				
<b>Level of Involvement</b>	<p><b>INFORM</b></p> <p><b>Definition:</b> One way communication – outreach to community.</p> <p><b>Purpose:</b> Provide public with balanced and objective information to increase awareness and/or understanding of problems, alternatives, and solutions.</p>	<p><b>CONSULT/INVOLVE</b></p> <p><b>Definition:</b> Community prioritizes on a set of options.</p> <p><b>Purpose:</b> Take public feedback on project or other issue proposal. Work directly with community throughout the process.</p>	<p><b>COLLABORATE</b></p> <p><b>Definition:</b> Interactive process that incorporates recommendations as much as possible.</p> <p><b>Purpose:</b> Partner with the public to develop alternatives and identify preferred solutions. May be open ended.</p>	<p><b>EMPOWER/DEFER TO</b></p> <p><b>Definition:</b> Government places final decision-making in the hands of the public.</p> <p><b>Purpose:</b> To support resident-driven solutions to known community issues and develop community decision-making capacity.</p>
<b>Roles/ Responsibilities</b>	<p><b>Role:</b> Government as sole decision-maker (Staff, Council, Commission, etc.).</p> <p><b>Who’s on the team:</b> Your project/program/ policy team, Office of Communications (OOC)</p>	<p><b>Role:</b> Government as final decision-maker seeking to align with public preference on those options that are currently “on the table.”</p> <p><b>Who’s on the team:</b> Your project/program/ policy team, OOC, relevant departments, support staff</p>	<p><b>Role:</b> Government clearly defines how feedback will be used, what is and is not on the table, and what else will be considered in making a final decision. Community shares decision-making responsibilities.</p> <p><b>Who’s on the team:</b> Your project/program/policy team, OOC, relevant departments, support staff, community</p>	<p><b>Role:</b> Community holds decision-making responsibilities, and may have a role in implementation. Government partners and supports residents.</p> <p><b>Who’s on the team:</b> Your project/program/policy team, OOC, relevant departments, support staff, community</p>
<b>Example Tools</b>	<ul style="list-style-type: none"> <li>• Official Notice</li> <li>• Translation and Interpretation Services</li> <li>• Communications Plan</li> <li>• Social Media Postings</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Study sessions</li> <li>• Focus groups</li> <li>• Community events with space for input</li> <li>• Web-based engagement</li> <li>• Pop Ups in community spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Community advisory committees</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Delegated decisions</li> <li>• Resident-driven action and projects</li> <li>• Impact volunteerism</li> <li>• Participatory budgeting</li> <li>• Promotores model</li> </ul>
<b>Timeline</b>	4-6 weeks	6-8 weeks	8-24 weeks	12 weeks-ongoing

# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## LEVEL OF INVOLVEMENT - BREAKDOWN

### LEVEL OF INVOLVEMENT: BREAKDOWN



### INFORM

*Expectations:*

**Complete the Engagement Plan**

Complete the Engagement Plan (p. 4-10). At the end of this Tool, you will have:

- A defined project team, outcomes, timeline, and budget
- An understanding of who your audience is
- Set strategies for engaging your audience
- A plan for mitigating any potential negative impacts of your program/policy/project

**Refer to the [Picture of Santa Monica guide](#)\*** for an overview and breakdown to try to answer the questions: Who is the Santa Monica community? Santa Monica's experience their city differently.

**Racial Equity Worksheet.** Use this worksheet as a more in-depth guide to addressing race and equity in your engagement process. Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. For this reason, completing a comprehensive racial equity analysis is critical to any engagement effort. The Engagement Plan is adapted from this worksheet.

#### TOOL: PICTURE OF SANTA MONICA

Ask yourself: Who is "the Community"?

It's important to understand who is 'the community' before you begin creating an outreach plan. This will allow you to tailor your community engagement towards increasing participation.

For example: providing childcare during workshops, offering translation during meetings, hosting meeting after work hours or during work hours.

\* Please refer to Additional Resources (p. 24 of this Playbook) for full URL links to resources mentioned.

# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## LEVEL OF INVOLVEMENT - BREAKDOWN

### □ Make a Communications Plan

Refer to the **Santa Monica Communications Plan** to determine communications goals, needs, timeline, and target audience.

**Communications Menu.** Use this Menu of “tactics” to find out how to promote your engagement efforts through:

- Media Relations
- Social Media
- Seascape
- City Blog
- City Website
- City Email Newsletter
- Advertising
- Video
- Electronic Bulletin Boards
- NextDoor
- Internal Communications, including Rick’s Weekly

**Communications Intake Form.** Fill out this form to request support from the Office of Communications on promotional materials, iPad rentals, online communications and other resources.

**Brand Guidelines for City Materials.** Refer to this document for guidance on all aspects of the City of Santa Monica brand.

**Production of marketing materials.** Contact the Office of Communications for current Marketing Contracts to streamline this process.

**Order materials from the Print Shop** on eDesk.

**Official Notice, If Required.** Check with your department for specific local and regional requirements for noticing. Ensure project compliance with existing federal guidelines and regulations.

### TOOL: COMMUNICATIONS PLAN

This **Santa Monica Communications Plan** is referenced earlier in the Playbook. Complete this form as part of your overall Engagement Plan.

The screenshot shows the header of the 'CITY OF SANTA MONICA | COMMUNICATIONS PLAN' form. Below the header, there is an introductory paragraph: 'Communicating to the right people at the right time is important, but sometimes it's hard to know where to start. This is a guide to help you reach your communications goals. Follow these steps and you'll be on your way to creating a successful communications plan.' This is followed by a numbered list of five steps: 1. Define the target audience and overall goals of your communication efforts. 2. Check out our new editorial calendar to focus your news at the best time. 3. Select the communication channels that best suit your needs. When this plan is complete, email it to the Office of Communications. 4. Work your plan to get your information to the right people at the right time. 5. Send a recap of metrics to the Office of Communications to inform city-wide reporting and future efforts. Below the list is a 'Project Details' section with fields for Title, Lead, Target Audience, Overall Goal (with an example: 'raising awareness, number of people informed about a community project, attendance at an event, etc.'), and Timeline (with a note: 'We recommend going live with something at least 60 days prior with a big push in the final 30 days.').

**Link:** <https://smgov365.sharepoint.com/teams/pitcrew/Shared%20Documents/Communications%20Planning%20Tool.pdf>

## CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK LEVEL OF INVOLVEMENT - BREAKDOWN

### Translation and Interpretation

**Services.** Consider translation needs when publishing citywide documents and targeted information. This includes workshop materials, flyers, marketing and promotions. Interpretation should be considered for all in-person events.

**Bilingual Staff Report** available on eDesk provides a list of City staff to support translation of materials.

**Language Access fund** for City Departments. For information, contact the [Office of Civic Wellbeing](#). The following three firms are on retainer for City staff use in 2019:

- Antena Los Angeles
- Lazar
- STC Interpreting & Translation

**Start Building and Organizing a List of Key Contacts/Liaisons.** Developing and maintaining lists of key contacts, liaisons, and stakeholders in your engagement work helps to organize and effectively reach specific groups.

Upload your contacts through [Mailchimp](#) for easy sharing of professional email blasts.

### Office of Communications List of Key Contacts, Liaisons

## TOOL: INTERPRETATION & TRANSLATION SERVICES

### Interpretation Sample Rates

#### In Person Interpretation

- 1 lead interpreter at \$300 (3-hour half-day rate minimum)
- \$115/interpreter for every subsequent hour or fraction thereof each

#### Equipment Rental

- Transmitter and receiver: \$250/day
- Headset: \$7/day per unit \*lost/damaged headset: \$20 each

#### Equipment/interpretation coordination

- \$100.00 /hr

### Translation Sample Rates

#### Spanish Translation Sample Rates

- DOCUMENT TYPE | RATES
  - ◇ General | \$0.15 per word
  - ◇ Semi-Technical | \$0.17 per word
  - ◇ Technical | \$0.19 per word

#### Turnaround Times

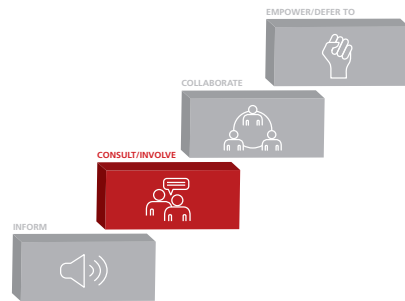
- Non-Technical | 2,500 words per translator, per working day
- Technical | 2,000 words per translator, per working day

#### Additional Charges

- Minimum Charge | \$85.00
- Rush Charges | 50% additional charge of total cost
- Certified Translations | \$20.00 per document certification
- Proofreading | \$45.00 per hour



CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
LEVEL OF INVOLVEMENT - BREAKDOWN



**CONSULT/INVOLVE**

*Expectations: All of the above, and...*

- Provide Space for Community Input** Note: This type of engagement opportunity can vary widely in purpose and scale. Be clear on your project/program/policy goals and Engagement Plan responses before determining which tool(s) you will employ of the following.

**Online Engagement.** Online platforms can receive community input on priorities, facilitate a conversation between staff and community members, and provide easy visualization of community ideas and action. Check with your department for available enterprise platforms, and refer to other departments for use of the online engagement platforms they have purchased.

- [SurveyMonkey](#)
- [Bang the Table](#)
- [CityGrows](#)
- [Digital Outreach Playbook from Code for America](#)
- [Wufoo Forms](#)
  - » Example: [Office of Communications Intake Form](#)

**TOOL: SURVEYMONKEY**



Survey Monkey is an easy to use online engagement tool that allows staff to create surveys and view results graphically. Be sure to reachout to the Office of Communication for access to enterprise accounts.

Email: [Communications@smgov.net](mailto:Communications@smgov.net)

**Focus Groups.** A focus group is a small, but demographically diverse group of people whose reactions are studied in order to determine reactions that can be expected from a larger population.

**Community Events with space for input.** This includes Pop-Ups, events in community spaces like parks, libraries, schools, and churches, participating in ongoing events, and other light touch opportunities.

**Collaboration with local artists** can lead to creative inputs from community members, ideas and

## CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

### LEVEL OF INVOLVEMENT - BREAKDOWN

inspiration from those who may not attend a workshop. Think outside the box and meet the community where they are.

- Example: [2018 COAST Come Clean](#) participatory artwork
- Example: [Paletas Santa Monica](#) helped inform the Public Art Master Plan. Check out the Case Study in this Playbook and the project website here <http://www.paletas-samo.ca>

**Pop Ups** – Examples:

- [Santa Monica Public Library's Beach Pop Up](#)
- [Main Street Pop Up Parklets](#)
- [Pico Wellbeing Project Pop Up Community Clothesline](#)

**1:1 Engagements** Office hours, “Coffee with a Cop”; conversations in a casual setting, drop in, deeper conversation and learning from each other, building relationships

- Example: Santa Monica Police Department Served by the Badge program
- Staff who work at public counters across the City (including but not limited to Rent Control, Planning, Parking, the Library, and park offices) have daily interactions with public and are sometimes the only touchpoint community members have with the City. Staff in this role can help provide critical information to the community, and bring insight about the Santa Monica community.

#### TIP

Review the Santa Monica Calendar of Events and collaborate with your colleagues across the city by leveraging existing events in your engagement effort. If you see an event that may attract your target audience or is related to the goals of your project, ask the organizer how you might get involved, support, or promote their event.

#### CASE STUDY: PALETAS SANTA MONICA



The desired outcome of the community engagement process for the Public Art Master Plan was to “directly engage Santa Monica’s intrinsically creative and diverse population.”

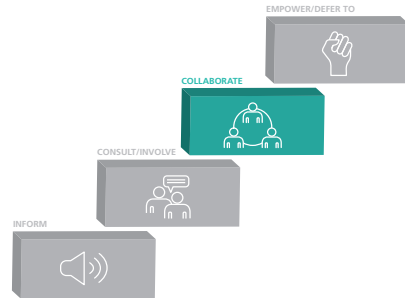
In the Public Art Program’s engagement, they sought creative ways to get ideas from community members “that may not have the time or the inclination to attend a community forum.”

To this end, the team collaborated with local artist Mario Mesquita for a series, July 29 to August 29, 2017. A paletero cart stopped at predetermined locations to gather input on residents’ awareness of existing public art and what and where they would like to see public art in the future. In exchange, participants received a popsicle.

This outreach, performed alongside more traditional community forums (see Collaborate below), expanded access and input from the community.

**Link:** <http://www.paletas-samo.ca/>

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**LEVEL OF INVOLVEMENT - BREAKDOWN**



**COLLABORATE**

*Expectations: All of the above, and....*

**Workshops** Note: This type of engagement opportunity can vary widely in purpose and scale. Be clear on your project/program/policy goals, engagement purpose, and Racial Equity Worksheet responses before determining which Engagement Tool(s) you will employ of the following. When conducting a Workshop, consider the following:

- Purpose
- Logistics – Includes:
  - \* Reserving Space – see tool
  - \* **Print Shop** for printing
  - \* **Catering**
- Roles and Responsibilities
- Maintaining a Schedule
- Marketing and Publicity
- Expenses

**Promote Civility.** City Clerk resources:

- City Council Resolution
- Civility Notepads
- Civility Posters
- Civility Bookmarks

**TOOL: RESERVING SPACE**

Here is a list of go-to contacts for making room reservations at key City spaces:

1. **Santa Monica Public Library - Main Branch** Contact: Luz Gonzalez x5635
2. **Civic Auditorium** - Contact: Elizabeth Dugan x4924
3. **Santa Monica Pier Space** - Contact: Elana Buegoff x8763
4. **SMI** - Contact: Jennifer Yazzie x2633
5. **Virginia Avenue Park Space** - Contact: Stacy McClendon x8688
6. **Douglas Park Clubhouse** - Contact: Community Recreation x8300
7. **Euclid Park Room** - Contact: Community Recreation x8300
8. **Joslyn Park Craft Room & Auditorium** - Contact: Community Recreation x8300
9. **Memorial Park Craft Room** - Contact: Community Recreation x8300
10. **Reed Park Auditorium** - Contact: Community Recreation x8300
11. **Marine Auditorium** - Contact: Community Recreation x8300

## CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

### LEVEL OF INVOLVEMENT - BREAKDOWN

□ With all community input, **Consider Accommodations:**

- **Transportation** How do they get there?
- **Food** What time is your meeting? Does it overlap with a regular meal?
- **Childcare** Is this a need of your targeted group?
- **Meeting Times** Does the group you're trying to reach work during the day? In the evening?
- **Accessibility** Is the space accessible? Do you have a contact person for accommodation requests?

#### CASE STUDY: SAMOSAYS

The Office of Communications and the Finance Department launched SaMoSays, a citywide survey to engage the Santa Monica community around Framework Priorities.



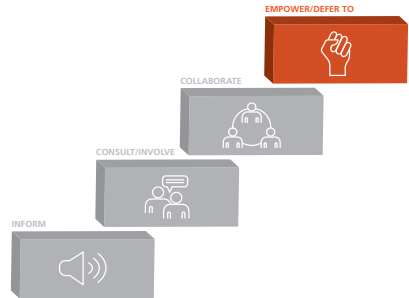
The intent of launching a survey was to understand what the most important priorities are for our Santa Monica community members.

With an engagement budget of around \$35,000 and the lofty goal of reaching at least 5,000 residents, the tools utilized for the engagement effort were – postcards to every resident, social and print media, 6 pop-ups around the city, and 6 community discussions with City Manager Rick Cole.

The level of involvement chosen for this project was at the consult/involve level. At pop-ups, staff from across various departments volunteered to engage with community members around the city. The survey was made available in Spanish along with a community discussion led in Spanish with City Manager Rick Cole.



CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**LEVEL OF INVOLVEMENT - BREAKDOWN**



**EMPOWER/DEFER TO**

*Expectations: All of the above, and...*

- Create Opportunity for Community-Driven Engagement**  
 Build community decision-making capacity, and make space for community creativity, knowledge, and expertise in your engagement effort. Expanding and amplifying the voices in your work through creative solutions and relationship building makes engagement work more effective, builds good will, and serves the larger need for wider and deeper public participation in local governance.

This level of involvement requires creativity and a shifting balance of how City staff relate to community. It marks a long-term way of steering the ship, and is a key 21st century government skill. Community-driven engagement is dependent on the particular community needs, assets, and players; and so, requires flexibility and adaptation.

Example models include participatory budgeting, delegated decision-making and problem-solving, resident-driven action and projects, impact volunteerism, and the promotoras model. For more external resources and exploration of this level of involvement, see the Empower/Defer To Section of the Additional Resources.

**TOOL: IMPACT VOLUNTEERISM**

**Cities of Service Model**



Impact Volunteerism pilots new ideas, amplifies solutions that work, targets public problems that are a priority for the city, and calls for thoughtful deliberation with the community.

**Link:** <https://citiesofservice.org/resource/impact-volunteering-city/>

Cities of Service outlines the this model for engagement that encourages deliberation with and action by the community.

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**LEVEL OF INVOLVEMENT - BREAKDOWN**

□ **Microgrants: Wellbeing Microgrants** are a promising model for engagement that defers to community leadership to take small scale action to measurably improve an area of wellbeing. It could be applied across a wide range of engagement efforts to support city projects. For more information and supporting materials for duplication, please see the Case Study in this Playbook and contact the Office of Civic Wellbeing at [wellbeing@smgov.net](mailto:wellbeing@smgov.net).

□ **Impact Volunteerism** is a strategy that engages citizen volunteers to identify and solve public problems alongside municipal government. It is a participatory process in which citizens and city officials develop a shared vision, set short- and long-term goals for their community, and then work together to achieve those goals. As partners, they communicate throughout the process and reflect on their work— discussing and evaluating what they have done and holding themselves accountable for results.

□ **Promotoras Model** – engage delegated, trained community members to cultivate meaningful relationships to strengthen communities. This model has most frequently been applied within the health sector to promote public health in traditionally underserved communities. See Additional Resources for external supporting models for this type of engagement.

**CASE STUDY:  
WELLBEING MICROGRANTS**

The desired outcome of the Wellbeing Microgrants is small-scale resident-led action on issues identified through the Wellbeing Index.



To this end, Wellbeing Microgrants have as of July 2019 supported 14 projects, hosting over 30 events including a pop up playground on an empty 19th street lot, intergenerational storytelling, and cooking and craft classes.

The Wellbeing Microgrants empower and defer to resident leadership by supporting community leadership and action on wellbeing. All materials and communications for this program are bilingual in English and Spanish.

For more details about this program, please contact the Office of Civic Wellbeing at [wellbeing@smgov.net](mailto:wellbeing@smgov.net).

# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## ADDITIONAL RESOURCES

### ADDITIONAL RESOURCES

The Additional Resources section includes templates for staff use, and resources cited or consulted in development of this Playbook. All resources used are cited and, where possible, linked. Internal City of Santa Monica resources are also linked throughout document, wherever mentioned.

*Use these tools to strengthen your engagement plan.*

### BACKGROUND FOR THE PLAYBOOK

The development of a Santa Monica-specific Community Engagement Playbook began with a review of existing literature on public engagement, including best practices and methods employed in existing playbooks and toolkits from other cities, agencies, and regions. Over 150 staff members responded to an initial survey sharing internal practices, materials, resources, and definitions. As well, the Community Engagement Playbook team reviewed dozens of ideas received from Santa Monica community members at past engagement opportunities expressing how they wish the City to engage with them. This established a baseline foundation of expertise and understanding of engagement processes in the City of Santa Monica.

Staff from across City departments then built on this foundation through their dedicated involvement in two workshops and over a dozen interviews. In early 2019, the Community Engagement Playbook team intentionally incorporated existing City resources and protocols with emerging practices to develop Santa Monica's Community Engagement Playbook.

This work is further underscored in a recent January 2019 City Council retreat. In advance of the fiscal year 2019-2021 budget, Council set these six City Framework Priorities and Values:

#### Priorities:

- Affordability
- Keeping Neighborhoods Safe
- Reduce Homelessness
- Climate Change
- Engaged and Thriving Community
- Mobility and Access

#### Values:

- Accountability
- Equity
- Inclusion
- Resilience
- Safety
- Stewardship



## CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

### ADDITIONAL RESOURCES

In order to advance these Priorities and embed the Values in staff work as directed by City Council, this Playbook provides intentional, creative, and cohesive engagement strategies to best reach all members of the Santa Monica community.

#### CITY OF SANTA MONICA INTERNAL RESOURCES

Resource Name	Source	Description and URL
Policy Playbook	City of Santa Monica	
Picture of Santa Monica Racial Equity Worksheet	Community Engagement Playbook Sharepoint Site	Refer to this internal sharepoint site for additional up to date resources to accompany this Playbook. <a href="https://smgov365.sharepoint.com/sites/LetsTalkAboutCommunityEngagement">https://smgov365.sharepoint.com/sites/LetsTalkAboutCommunityEngagement</a>
Wellbeing Index	Office of Civic Wellbeing	<a href="https://wellbeing.smgov.net/">https://wellbeing.smgov.net/</a>
Wellbeing Microgrants	Office of Civic Wellbeing	<a href="https://wellbeing.smgov.net/microgrants">https://wellbeing.smgov.net/microgrants</a>
Brand Guidelines for City Materials	Office of Communications	<a href="https://cityofsantamonica.app.box.com/file/353825109130s7uhz6q1wr57lef8qglu92yw2j8zriw7">https://cityofsantamonica.app.box.com/file/353825109130s7uhz6q1wr57lef8qglu92yw2j8zriw7</a>
Communications Intake Form	Office of Communications	<a href="https://cityofsantamonica.wufoo.com/forms/wgb28rb0lj9zt7/">https://cityofsantamonica.wufoo.com/forms/wgb28rb0lj9zt7/</a>
Communications Plan	Office of Communications	<a href="https://smgov365.sharepoint.com/teams/pitcrew/Shared%20Documents/Communications%20Planning%20Tool.pdf">https://smgov365.sharepoint.com/teams/pitcrew/Shared%20Documents/Communications%20Planning%20Tool.pdf</a>
Digital Communications Guidelines	Office of Communications	<a href="https://smgov365.sharepoint.com/teams/pitcrew/Shared%20Documents/Digital%20Guidelines%201.23.18.pdf?csf=1&amp;e=C6hqP7&amp;cid=5c2ad4fc-bcf6-4adb-a765-69ffc7baab9d">https://smgov365.sharepoint.com/teams/pitcrew/Shared%20Documents/Digital%20Guidelines%201.23.18.pdf?csf=1&amp;e=C6hqP7&amp;cid=5c2ad4fc-bcf6-4adb-a765-69ffc7baab9d</a>
Choose Civility Resources	Office of the City Clerk	<a href="https://www.smgov.net/choosecivility/">https://www.smgov.net/choosecivility/</a>



CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ADDITIONAL RESOURCES**

Resource Name	Source	Description and URL
The Complete Workshop Planner & Organizer	Planning & Community Development	<p>A comprehensive guide for planning workshops, the tools from which have been adapted for this Playbook. Use this guide to help plan the following elements of your workshop:</p> <p><i>Purpose</i></p> <p><i>Logistics</i></p> <p><i>Roles and Responsibilities</i></p> <p><i>Maintaining a Schedule</i></p> <p><i>Marketing and Publicity</i></p> <p><i>Expenses</i></p> <p><a href="https://smgov365.sharepoint.com/:w:/r/sites/LetsTalkAboutCommunityEngagement/Shared%20Documents/Engagement%20Tools/PCD%27s%20The%20Complete%20Workshop%20(LUCE).doc?d=w9522b1ac317a4a49a32edc5d0f19df30&amp;csf=1&amp;e=mRLK2w">https://smgov365.sharepoint.com/:w:/r/sites/LetsTalkAboutCommunityEngagement/Shared%20Documents/Engagement%20Tools/PCD%27s%20The%20Complete%20Workshop%20(LUCE).doc?d=w9522b1ac317a4a49a32edc5d0f19df30&amp;csf=1&amp;e=mRLK2w</a></p>
Guide to Community Meetings	Planning & Community Development	<p>A guide for community meetings for all proposed development agreements. A resource for developers.</p> <p><a href="https://www.smgov.net/uploadedFiles/Departments/PCD/Permits/DA-Applicant-Guide-to-Community-Meetings.pdf">https://www.smgov.net/uploadedFiles/Departments/PCD/Permits/DA-Applicant-Guide-to-Community-Meetings.pdf</a></p>
Pedestrian Action Plan	Planning & Community Development	<p><a href="https://www.smgov.net/uploadedFiles/Departments/PCD/Plans/Pedestrian-Action-Plan/PAP%20Presentation%202.23.16.pdf">https://www.smgov.net/uploadedFiles/Departments/PCD/Plans/Pedestrian-Action-Plan/PAP%20Presentation%202.23.16.pdf</a></p>
Climate Action & Adaptation Plan	Planning & Community Development	<p><a href="https://www.smgov.net/uploadedFiles/Departments/OSE/Climate/CAAP_SantaMonica.PDF">https://www.smgov.net/uploadedFiles/Departments/OSE/Climate/CAAP_SantaMonica.PDF</a></p>

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ADDITIONAL RESOURCES**

**EXTERNAL RESOURCES**

Resource Name	Source	Description and URL
How to Build Language Justice	Antena Los Angeles	Firm on retainer through the Language Access Fund for 2019. <a href="http://antenaantena.org/wp-content/uploads/2012/06/langjust_eng.pdf">http://antenaantena.org/wp-content/uploads/2012/06/langjust_eng.pdf</a>
A Crash Course in Social Media for Community Engagement	Bang the Table	<a href="https://www.bangthetable.com/blog/social-media-for-community-engagement/">https://www.bangthetable.com/blog/social-media-for-community-engagement/</a>
The Creative City Report	Bloomberg Mayor’s Challenge	<a href="https://mayorchallenge.bloomberg.org/the-creative-city-report/">https://mayorchallenge.bloomberg.org/the-creative-city-report/</a>
Census Data for Santa Monica	Census Reporter	<a href="https://censusreporter.org/profiles/16000US0670000-santa-monica-ca/">https://censusreporter.org/profiles/16000US0670000-santa-monica-ca/</a>
Citizen Engagement Model – Impact Volunteerism	Cities of Service	<a href="https://citiesofservice.org/resource/citizen-engagement-model/">https://citiesofservice.org/resource/citizen-engagement-model/</a>
The Beginner’s Guide to Participatory Budgeting	CitizenLab	<a href="https://www.citizenlab.co/ebooks-en/the-beginners-guide-to-participatory-budgeting">https://www.citizenlab.co/ebooks-en/the-beginners-guide-to-participatory-budgeting</a>
CityGrows: Workflow automation for local government	CityGrows	<a href="https://community.citygro.ws/">https://community.citygro.ws/</a>
Digital Outreach Playbook: Reaching Vulnerable Populations Where They Are	Code for America	<a href="http://s3-us-west-1.amazonaws.com/codeforamerica-cms1/documents/CfA-Digital-Outreach-Playbook-2018.pdf">http://s3-us-west-1.amazonaws.com/codeforamerica-cms1/documents/CfA-Digital-Outreach-Playbook-2018.pdf</a>
Racial Equity: Getting to Results	Government Alliance on Race and Equity	<a href="https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf">https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf</a>
Equitable Development Tools: Inclusive Community Engagement	Groundwork USA	<a href="https://groundworkusa.org/eqdev_category/inclusive-community-engagement/">https://groundworkusa.org/eqdev_category/inclusive-community-engagement/</a>

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ADDITIONAL RESOURCES**

Resource Name	Source	Description and URL
How Helsinki Uses a Board Game to Promote Public Participation	Helsinki, Finland (City)	<a href="https://medium.com/@BloombergCities/how-helsinki-uses-a-board-game-to-promote-public-participation-39d580380280">https://medium.com/@BloombergCities/how-helsinki-uses-a-board-game-to-promote-public-participation-39d580380280</a>
The Promotora Model	Latino Health Access	<p><a href="https://www.latinohhealthaccess.org/the-promotora-model/">https://www.latinohhealthaccess.org/the-promotora-model/</a></p> <p><i>Santa Ana Promotores Work to Create a Safe Space for their Community.</i> <a href="https://www.kcet.org/shows/city-rising/santa-ana-promotores-work-to-create-a-safe-space-for-their-community">https://www.kcet.org/shows/city-rising/santa-ana-promotores-work-to-create-a-safe-space-for-their-community</a></p> <p><i>The Promoter Model: A Model for Building Healthy Communities.</i> <a href="http://visionycompromiso.org/who-we-are/who-are-promotores/">http://visionycompromiso.org/who-we-are/who-are-promotores/</a></p>
Written Translation Multilingual Desktop Publishing Interpreting Over the Phone Interpreting Transcription	Lazar Translating & Interpreting	<p>Firm on retainer through the Language Access Fund for 2019.</p> <p><a href="http://lazar.com/index.php/en/">http://lazar.com/index.php/en/</a></p>
Authentic Youth Civic Engagement	National League of Cities	<a href="https://www.nlc.org/sites/default/files/users/user93/IYEF-Authentic-Youth-Civic-Engagement_web.pdf">https://www.nlc.org/sites/default/files/users/user93/IYEF-Authentic-Youth-Civic-Engagement_web.pdf</a>
Written Translation Transcription Interpreting	STC Interpreting & Translation	<p>Firm on retainer through the Language Access Fund for 2019.</p> <p><a href="https://www.stcinterpreting.com/">https://www.stcinterpreting.com/</a></p>
Participatory Budgeting	Vallejo, CA (City)	<a href="http://www.ci.vallejo.ca.us/city_hall/departments___divisions/city_manager/participatory_budgeting">http://www.ci.vallejo.ca.us/city_hall/departments ___divisions/city_manager/participatory_budgeting</a>
Wufoo Forms	Wufoo	<p>Create forms, collect data and payments, and automate your workflows.</p> <p><a href="https://www.wufoo.com/">https://www.wufoo.com/</a></p>

CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK  
**ADDITIONAL RESOURCES**

**ENGAGEMENT TOOLKITS – EXISTING LITERATURE**

Resource Name	Source	Description and URL
What's Next Alexandria Handbook for Civic Engagement	Alexandria, VA (City)	<a href="https://www.alexandriava.gov/uploadedFiles/planning/info/Old_Town_North_SAP_2015-2017/WNAHANDBOOKFINALreduced32014.pdf">https://www.alexandriava.gov/uploadedFiles/planning/info/Old_Town_North_SAP_2015-2017/WNAHANDBOOKFINALreduced32014.pdf</a>
A New Model for Citizen Engagement	Cities of Service	<a href="https://citiesofservice.org/in-the-news/a-new-model-for-citizen-engagement/">https://citiesofservice.org/in-the-news/a-new-model-for-citizen-engagement/</a>
Equitable Community Engagement Blueprint	Durham, NC (City)	<a href="https://d3n8a8pro7vhmx.cloudfront.net/durhamnis/pages/592/attachments/original/1543332399/Draft_Equitable_Engagement_Blueprint_%2818%29_11.06.pdf?1543332399">https://d3n8a8pro7vhmx.cloudfront.net/durhamnis/pages/592/attachments/original/1543332399/Draft_Equitable_Engagement_Blueprint_%2818%29_11.06.pdf?1543332399</a>
Public Participation Spectrum	IAP2 Federation	<a href="https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf">https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf</a>
Inclusive Public Engagement and TIERS Framework	Institute for Local Government	<a href="https://www.ca-ilg.org/inclusive-public-engagement">https://www.ca-ilg.org/inclusive-public-engagement</a>
Citizen Sensing: A Toolkit	Making Sense	<a href="https://making-sense.eu/wp-content/uploads/2018/01/Citizen-Sensing-A-Toolkit.pdf">https://making-sense.eu/wp-content/uploads/2018/01/Citizen-Sensing-A-Toolkit.pdf</a>
Community Engagement Manual	Portland, OR (City)	<a href="https://www.portlandoregon.gov/bps/article/646705">https://www.portlandoregon.gov/bps/article/646705</a>
Public Engagement and Noticing Manual	San Luis Obispo, CA (City)	<a href="http://www.slocity.org/Home/ShowDocument?id=7369">http://www.slocity.org/Home/ShowDocument?id=7369</a>
Racial Equity Toolkit	Seattle, WA (City)	<a href="https://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit_FINAL_August2012.pdf">https://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit_FINAL_August2012.pdf</a>
Advocacy Toolkit	The District Policy Group	<a href="http://www.districtpolicygroup.com/services/advocacy-education-resources">http://www.districtpolicygroup.com/services/advocacy-education-resources</a>

# CITY OF SANTA MONICA COMMUNITY ENGAGEMENT PLAYBOOK

## ADDITIONAL RESOURCES

### HISTORICAL REFERENCE

#### *History of Santa Monica*

The story of Santa Monica begins by recognizing we stand on Tongva land, inhabited by the Los Angeles basin’s indigenous population for thousands of years up until the arrival of the first Spanish settlers. The legacy of the Spanish Mission system, which devastated and displaced the Tongva people from their lands, fundamentally shaped the region. Settlers known as Californios came to dominate the Los Angeles area, but following economic downturn in the late 1800s, much of their land was bought up by entrepreneurial businessmen with grand visions for the region.

The City of Santa Monica was incorporated on December 9, 1886 and its current City Charter was adopted in 1945. Private economic interests and migration, along with changing federal and state policies of redlining, infrastructure development, and rent control and local government decisions played crucial roles in shaping the population and lived experience of Santa Monicans throughout the 20th century.

In its 8.3 square miles, the City encompasses the unique diversity of Southern California, from food to arts and culture. The City of Santa Monica would not be the diverse and eclectic place it is currently without civic leadership and community pushing and guiding City staff.

Resource Name	Source	Description and URL
Santa Monica Historical Resources	GARE Cohorts – City of Santa Monica	GARE cohort members compiled a list of resources  <a href="https://smgov365.sharepoint.com/:w:/s/LetsTalkAboutCommunityEngagement/EUqcpACmCgRGpKS9gKrwgclBbebF-xhe-AFc9EK_PAsk9w?e=NKD5vW">https://smgov365.sharepoint.com/:w:/s/LetsTalkAboutCommunityEngagement/EUqcpACmCgRGpKS9gKrwgclBbebF-xhe-AFc9EK_PAsk9w?e=NKD5vW</a>
Historic Resources Inventory Update: Historic Context Statement	Planning and Community Development – City of Santa Monica	<a href="https://www.smgov.net/uploadedFiles/Departments/PCD/Programs/Historic-Preservation/Appendix%20A%20-%20Santa%20Monica%20Citywide%20Historic%20Context%20Statement_Final_3.20.2018.pdf">https://www.smgov.net/uploadedFiles/Departments/PCD/Programs/Historic-Preservation/Appendix%20A%20-%20Santa%20Monica%20Citywide%20Historic%20Context%20Statement_Final_3.20.2018.pdf</a>
Pico Wellbeing Project: Project Information and Existing Conditions Report	Planning and Community Development – City of Santa Monica	<a href="https://picowellbeing.smgov.net/1846/documents/2115">https://picowellbeing.smgov.net/1846/documents/2115</a>
The Dynamics of Multiracial Integration: A Case Study of the Pico Neighborhood in Santa Monica, CA	University of California Los Angeles	<a href="https://smgov365.sharepoint.com/:b:/s/LetsTalkAboutCommunityEngagement/EV2ESPyNo-5EtnqNpESfS40BAbKKH9EAbV_OgF0uaEiINNQ?e=HxTchv">https://smgov365.sharepoint.com/:b:/s/LetsTalkAboutCommunityEngagement/EV2ESPyNo-5EtnqNpESfS40BAbKKH9EAbV_OgF0uaEiINNQ?e=HxTchv</a>



## Memorandum

To: Members of the Equity and Empowerment Commission  
From: Shenicka Hohenkirk, ICMA Management Fellow  
CC: Kimberly Richardson, Interim Assistant City Manager  
Subject: BCC Staff Survey Responses  
Date: February 18, 2021

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Summary:

On January 05, 2021, Commissioner Max Weinberg created a questionnaire Google for all Boards, Commissions and Committee (BCC) liaisons to complete for the purpose of incorporating racial equity work. BCC liaisons filled out the questionnaire last week and are ready for review and discussion.

Attachments:

[Questionnaires for Commissions on Equity \(Responses\)](#)

Timestamp	Email Address	What is your board/committee's working definition of racial equity?	How does racial equity appear (if at all) in your board/committee meetings and conversations?	What action items are rooted in and connected to racial equity work on your board/committee?	Where and how does racial equity typically appear on your agendas?	How does racial equity work show up in your decision-making process?	How does racial equity appear in onboarding of new board/committee members?	How could racial equity training support the work of your board/committee?	Your name:	The name of the board/committee on which you sit:	Are you a chair on the board/committee?	Committee/board name:	Number of members on this board/committee:
1/11/2021 0:30:28	shjohnson@cityofevanston.org	To identify and assess the needs and barriers of the MW/EBE community on a regular basis in conjunction with the Economic Development Committee, to provide local MW/EBEs opportunity for participation in all aspects of the City's contracting and procurement programs, including but not limited to construction projects, supplies, material purchases, professional and personal service contracts	Monthly committee review of MW/EBE participation on City capital improvement projects, discussion of potential barriers and cross collaboration with internal and external community partners to address concerns	1) Collaboration with local partners focusing on apprentice trade opportunities for under served residents interested in the construction trade industry 2) Micro loan assistance to local and minority businesses using LEP penalty funds 3) Discussion of discriminatory patterns by trade unions for people of color 4) Addressing barriers to potential employment (i.e. returning citizens, tutoring, stipends for union re-entry, redressing local ordinance language to assist participation)	As CIP projects are discussed in committee sessions, inequities are addressed if there is a pattern of a nonresponsive Contractor. Industry articles are distributed among members to read about best practices and accomplishments regarding racial equity. Not really an agenda item	Committee discussions have addressed legislative change to workforce penalties and created a fund for training residents who do not have access to specific trade course work and enhance their living wage.	The current Staff Lead has one-on-one discussions with new committee members to explain the primary work of the committee, goals and vision. The Staff Lead has taken Beyond Diversity Training and SEED (Seeking Educational Equity & Diversity) training. The purpose of the training was to create individual awareness around bias recognition and develop organizational leadership that will advocate for a stronger more equitable community - the goal should benefit the City of Evanston as a whole to address areas of improvement for minority/women owned businesses training for both programs were initiated by the City's former Chief Racial Equity Officer)	Racial equity training would support the work of the MW/EBE committee by providing tools for participants to recognize and address patterns of business exclusion, barriers to support, and individual biases, that prevent qualified minority/women and local businesses from equal and robust participation in the local economy	Sharon A. Johnson	MW/EBE-Minority/Women/Evanston on Based Enterprise	n/a	MW/EBE-Minority/Women/Evanston on Based Enterprise	9
1/13/2021 10:42:41	violettaullen5@hotmail.com	They have never defined racial equity and I am the first black chair	Many of the members, staff or former members are remembered by me through their microaggressions	None and none are 'acceptable'	Does not	Although I don't live in the 5th ward, I always represent Evanston's black community	There is no attempt to recruit members of color. I personally have recruited all current members of color	It would greatly support my work with equity but my fellow members would be insulted by that training	Violetta Cullen	Evanston Zoning board of appeals	Im the current Chair	Evanston zoning board of appeals	7
1/13/2021 11:26:08	deblanc14@yahoo.com	Opportunity for all persons to have equal input and influence in all Board matters. (That is my off-the-top-of-my-head personal definition.)	We fully acknowledge and often discuss the importance of social and racial equity in discussions, actions and policies around environmental issues.	We have consistently discussed and supported implementation of the 2018 Climate Action and Resilience Plan (which has 'equity-focused' as one of its guiding principles) and the Environmental Justice resolution developed and put forth by Evanston residents in 2020. We often talk about equity as it pertains not just to race but other factors like income and neighborhood.	Discussion of the Environmental Justice resolution (passed by City Council in September 2020); discussion of the Climate Action and Resilience Plan and its emphasis on equity and inclusion; discussion of the uneven distribution of tree canopy across the city, in part because of a history of racist housing policies; discussion of need for more non-white Board members.	We have worked collaboratively with the Equity and Empowerment Commission and as part of a large group of local organizations and other Boards and Commissions on various issues related to environmental justice and implementation of the Climate Action and Resilience Plan.	Not sure about this one. Our onboarding process is informal.	I think we would all like to be more effective at soliciting input and inviting participation from a broader range of residents. Our Board is mostly white and has historically been so and we would like it to be more representative of the community in terms of race and other factors.	Cherie Fisher	Environment Board	Yes	Environment Board	11
1/14/2021 15:02:15	wendy.pollock@gmail.com	We haven't made a definition of racial equity explicit, but work within the broader framework of a commitment to Environmental Justice as reflected in the resolution adopted last year.	Advocating for and supporting implementation of the Climate Action & Resilience Plan is a main focus of our work, and CARP has at its core a commitment to equity. As we comment on and recommend changes in public policy and implementation, we consider impact on all segments of the community.	The most concrete example in the last 12 months was the Board's participation in advancing the Environmental Justice resolution. Going forward, we intend to support and advocate for encoding the principles outlined in the resolution in City policy and practice (including mapping of environment assets and deficits).	Example of areas of concern include: equitable distribution of assets that protect public health and quality of life such as healthy tree canopy, open green space, sidewalks and bike lanes, access to public transit; impact on small businesses and low-wage workers of policies such as strengthened leaf blower ordinance, polystyrene ban.	There is no formal process for addressing racial equity as we make decisions, beyond what I've outlined above.	The process is informal and individual, but we encourage new members to become familiar with the CARP report and could also routinely include the EJ resolution in an introductory packet.	That would likely depend on the nature of the training. I suspect periodic less formal feedback around specific issues we're working on might be most effective in keeping this top of mind. Having more members with diverse life experiences would also be helpful; moving to zoom meetings may have made it easier for prospective new members to participate (e.g., because child care is less of an issue).	Wendy Pollock	Environment Board	Yes, co-chair	Environment Board	11

Timestamp	Email Address	What is your board/committee's working definition of racial equity?	How does racial equity appear (if at all) in your board/committee meetings and conversations?	What action items are rooted in and connected to racial equity work on your board/committee?	Where and how does racial equity typically appear on your agendas?	How does racial equity work show up in your decision-making process?	How does racial equity appear in onboarding of new board/committee members?	How could racial equity training support the work of your board/committee?	Your name:	The name of the board/committee on which you sit:	Are you a chair on the board/committee?	Committee/board name:	Number of members on this board/committee:
1/23/2021 12:22:58	marksimon64@gmail.com	NA	When an applicant applies for approval of a site with a racial equity aspect, we go out of our way to find a way to accommodate. The historic districts we have jurisdiction over are only about 15% of the city and are not diverse.	During 2020 we assisted Alderman Simmons in drafting the African American historical site ordinance. We also landmarked the former Foster School building in the Fifth Ward.	Our agenda consists of applications by owners of historic properties who are seeking a building permit. Our powers are mostly just to approve or disapprove	Most properties owned by diverse owners are not subject to preservation restrictions (and when we met with Alderman Simmons and Dino Robinson last year they did not wish African American sites to be subject to restrictions). But we have sought to honor and preserve sites of Black Evanston history whenever applications have come before us.	Our one Black member felt he did not have sufficient time and resigned. We have 3 board openings and have stated to the mayor that we would prefer to have some diverse members.	I don't think it would help. The subject matter of our commission, approving modification of structures which are in historic districts or landmarked, primarily affects east Evanston. Although we would prefer to add diverse board members, I am not surprised that our commission is not of much interest to the majority of persons of color. The tasks our commission performs affect architectural features of buildings rather than people. But to repeat, we would be delighted to add diverse members and hope to continue the work we started last year to help preserve Evanston's wealth of African America history. And we welcome creative suggestions for how we can expand the role we play supporting racial equity.	Mark Simon	Yes	Historic Preservation Commission	8	
1/28/2021 17:43:02	JLDonoghueJr@gmail.com	Although we've never specified our focus is ensuring that	Racial equity would come	One example was our str	Racial equity doesn't spec	We consider the needs of	I meet with new commissi	As much as we try, I feel	Larry Donoghue	Housing & Homelessness	Yes	Housing & Homelessness	9 member slots in total (2 vacancies currently)
1/29/2021 16:18:04	tobysachs@gmail.com	Racial equity will be achieved	In August 2019 we formed The Equity Working Group	Recommendations from #	A report from the Equity W	The same	Guidelines are	Shared training specificall	Toby Sachs	Evanston Arts Council	Yes	Evanston Arts Council	12
1/29/2021 17:05:21	jilindwall@comcast.net	Don't know	The Plan Commission wo	I don't think that anything	I haven't seen it come up	Just understanding Evans	Don't know.	Not sure.	Jeanne Lindwall	Plan Commission	No	Plan Commission	9
1/29/2021 19:23:28	kwesterberg@comcast.net	As a recent addition to the	Discussions have stressed	See above	Through the type of buildi	See above	Unknown	Greater familiarity with is	Kristine Westerberg	Evanston Plan Commissi	No	Evanston Plan Commissi	7

From Mary Erickson: Hi Jen, I am sorry for taking so long to get back to you on this questionnaire. I've been back and forth about filling out and have decided that I am not comfortable with completing it. The questionnaire is essentially asking for the person completing it to define certain terms, which really amounts to one person's opinion rather than the viewpoint of the whole committee. Also, I have no insight to answer certain questions, for example, how appointments to the commission are made by the mayor's office. Frankly, I think an umbrella statement from the Mayor's office or the City's Human Resources Department concerning non-discrimination policies, practices, training opportunities etc. would be the most objective answer to the questionnaire. I realize that the people who sent the questionnaire may be looking for some other kind of information, but I don't think I have right to answer for the commission, particularly since my second term ends 1/22/21. BTW, I really enjoyed working with you and your staff. You are all first rate professionals.

Mary Erickson





## Memorandum

To: Members of the Equity and Empowerment Commission  
From: Shenicka Hohenkirk, ICMA Management Fellow  
CC: Kimberly Richardson, Interim Assistant City Manager  
Subject: Language Accessibility Review  
Date: February 18, 2021

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Summary:

Per request of Vice Chair, Alejandra Ibanez, regarding Language Accessibility for the residents of Evanston, Paulina Martinez will provide answers to any questions Commission members may have.