Inclusive Community Outreach Strategy for the City of Clarkston

- Prepared for Local Government Practicum Project -

Euitaek You, Mihui Lee, and Moonseok Choi

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School of Public &
International Affairs
UNIVERSITY OF GEORGIA

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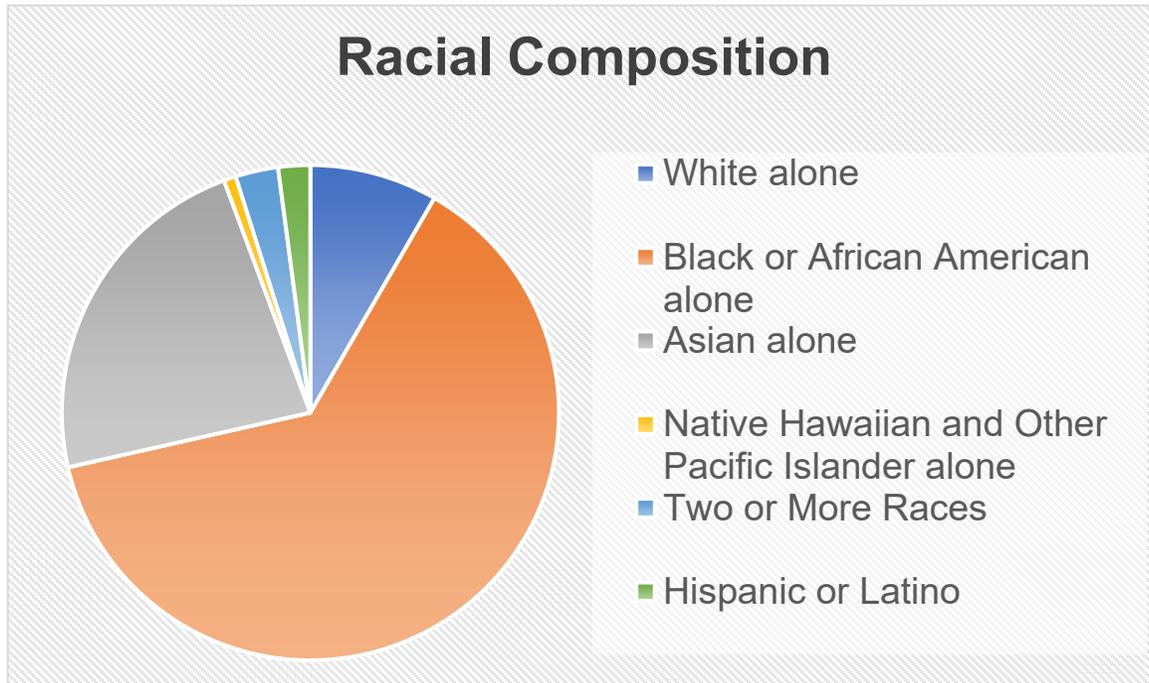III. Best Practices

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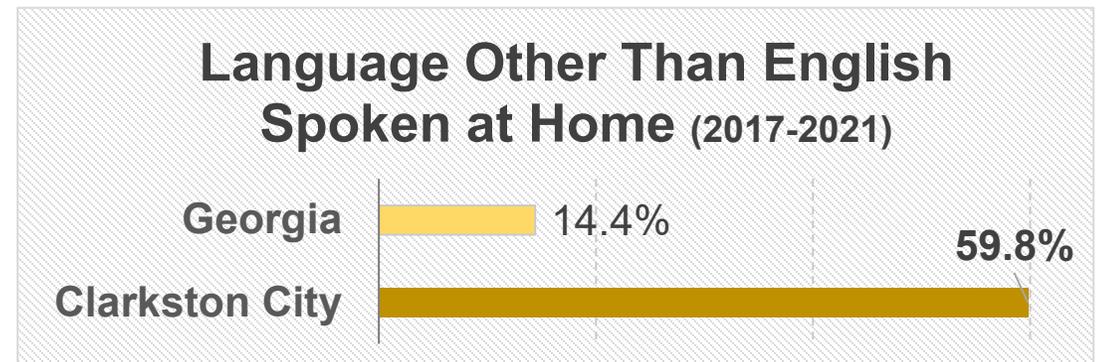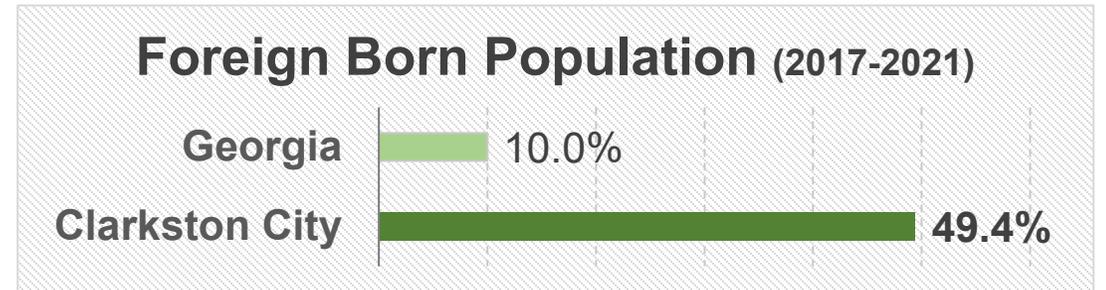UNIVERSITY OF GEORGIA

Ⅰ. Introduction

1. Background

(1) Most Diverse Community

Racial Composition

- White alone
- Black or African American alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latino

* Source: The U.S. Census Bureau

Foreign Born Population (2017-2021)

Georgia 10.0%

Clarkston City **49.4%**

Language Other Than English Spoken at Home (2017-2021)

Georgia 14.4%

Clarkston City **59.8%**

1. Background (Cont.)

(2) Rapid Population Growth

Population

7,231 (2000)
7,554 (2010)
14,756 (2020)

Housing Units

2,883 (2010)
5,398 (2020)

Homeownership Rate (2017-2021)

Georgia — 66.0%
Clarkston City — **9.4%**
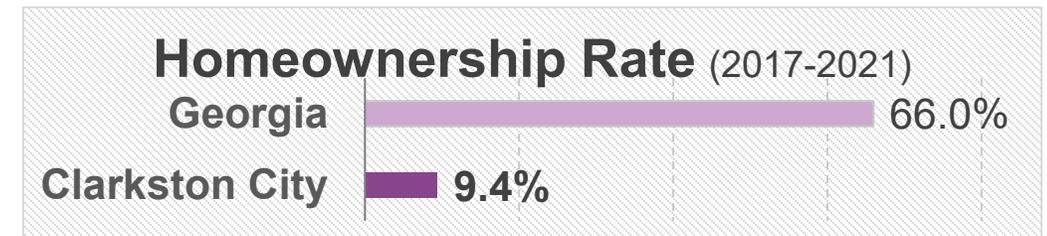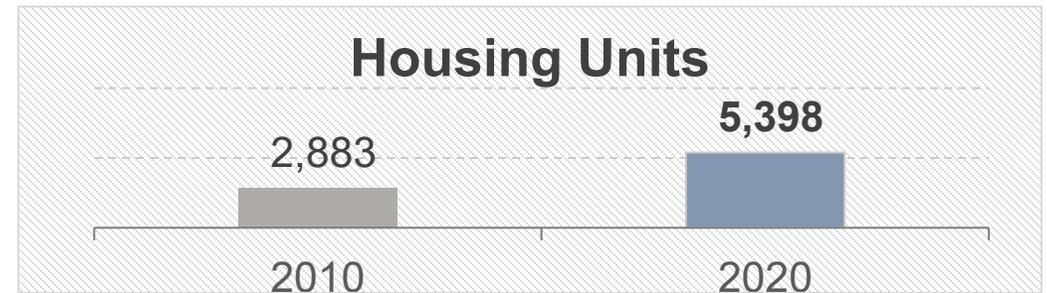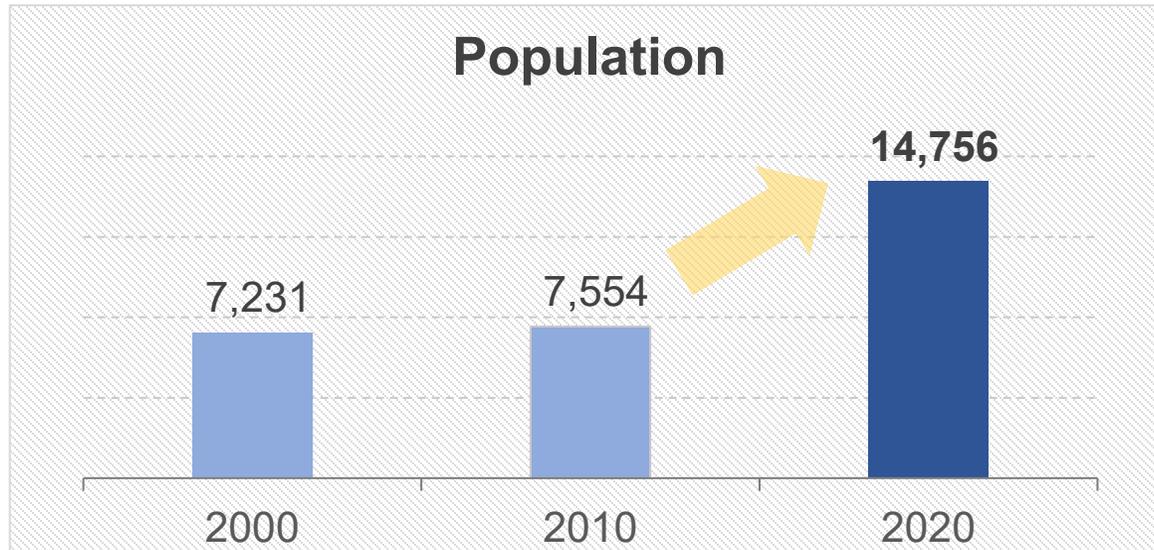
* Source: The U.S. Census Bureau

(3) Efforts to Strengthen Transparency

2. Project Description

Goal

To assist the City of Clarkston in developing an *inclusive outreach plan* that promotes public feedback and community communication

- **Analyze the current outreach status** in Clarkston and **identify any challenges**
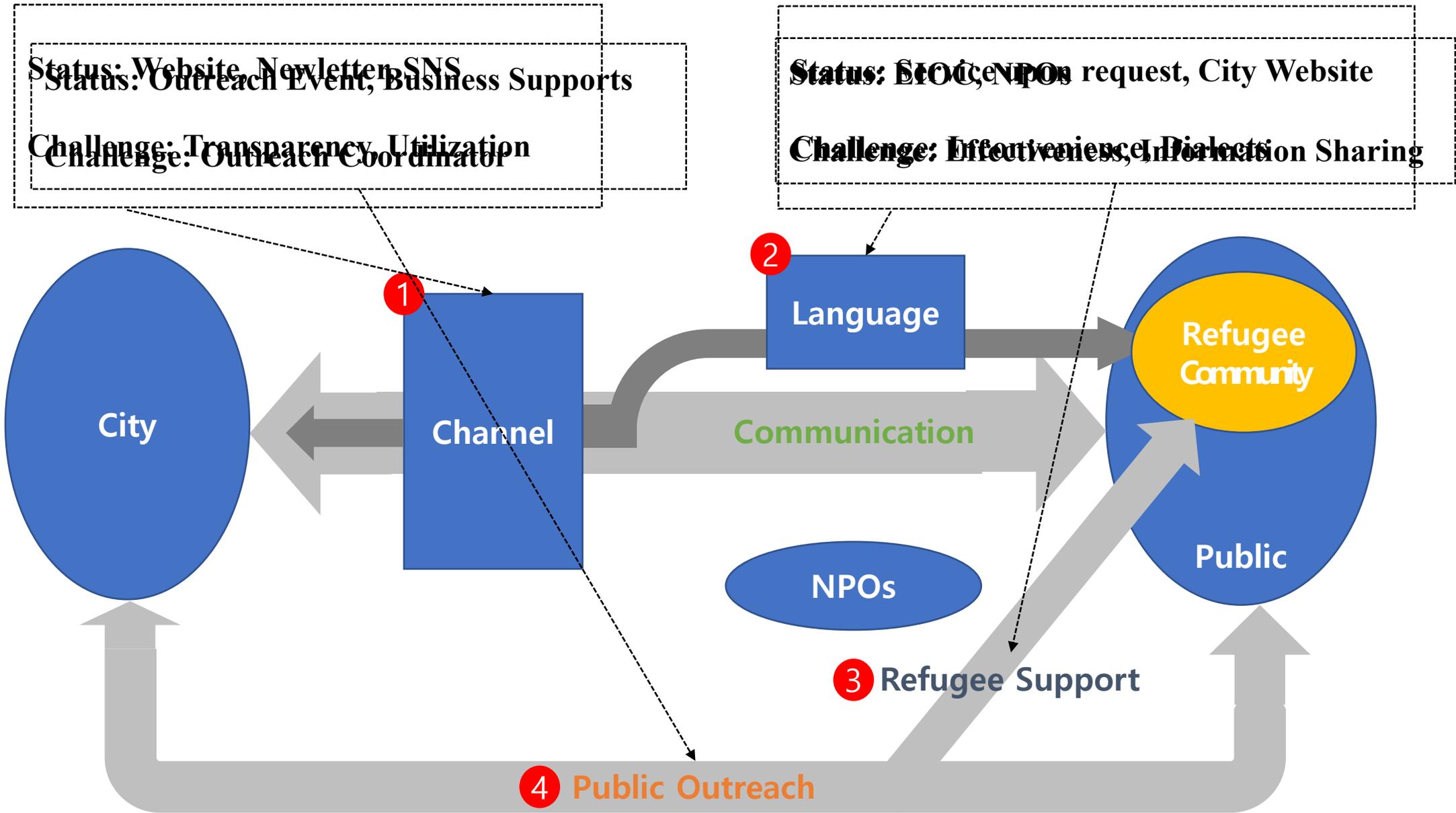
- **Investigate best practices** from benchmark cities to address those challenges

- Based on the findings, **suggest recommendations for promoting inclusive outreach**

Ⅱ. Outreach Status & Challenges

Status: Website, Newletter SNS
Status: Outreach Event, Business Supports

Challenge: Transparency, Utilization
Challenge: Outreach Coordinator

Status: EOC, Upon request, City Website
Status: SEOC, NPOs

Challenge: Effectiveness, Information Sharing
Challenge: Inconvenience, I Dialects

1

2 Language

Communication

City

Channel

NPOs

Refugee Community

Public

3 Refugee Support

4 Public Outreach

III. Best Practices

1. Selecting Benchmark Cities and Best Practices

- Researched cities with **high population diversity** (ex. San Francisco, San Diego, Saint Paul, Boston) due to immigration and refugee influx, as well as cities that have **actively implemented inclusive outreach policies**

- Focused on the **small and medium-sized cities** (ex. Lebanon, Decatur, Ukiah) with populations of less than 100,000 to examine the cases of cities with similar sizes to Clarkston

- **Excluded** programs that are **already implemented in Clarkston City** or **require a significant budget and workforce**, resulting in **high administrative costs**

2. Best Practices

	Cities with Population over 100,000	Cities with Population under 100.000
Communication Channel	I WANT TO tab (St. Paul)	Transparent Lebanon (Lebanon), Open City Hall – OpenGov (Decatur), LebConnect – SeeClickFix (Lebanon), Providing details of the projects (Athens-Clarke)
Language	Webpage for requesting language service (San Diego), iSpeakATL (Atlanta), Community Ambassadors Program (San Francisco), Community Engagement Specialists (St. Paul), Language Service Vendors (San Francisco)	
Refugee Support	Community Equity Advisory Council (San Francisco), Neighborhood Coffee Hours (Boston), Welcoming St. Paul program(St. Paul), Immigrant Rights Workshops (NYC), HANULTARI (Seoul), New American Leadership Institute (Baltimore),City-NPOs Partnership (Philadelphia)	Decatur 101 (Decatur)
Public Outreach	SJ Access Initiative for Digital Inclusion (San Jose), Office of Diversity, Equity and Inclusion (Huntsville)	Communications and Outreach Department (Canton), Business Liaison (Ukiah), Checklist & Workshop (Georgetown), Business Alliance (Orem)

3. Evaluation Options

Options	Efficiency	Effectiveness	Transparency	Equity	Score	Timeframe
1. Communication Channel						
(1) Improve Website						
- Create a sitemap page	★★★	★★	★★★	★	2.25	Short-term
- Add a detailed shortcut tab	★★★	★★	★★★	★	2.25	Short-term
(2) Enhance Two-Way Communication						
- Establish an online forum-type platform	**★★★**	**★★**	**★★★**	**★★**	**2.5**	**Short-term**
- Provide a non-emergency report service	**★★★**	**★★**	**★★★**	**★★**	**2.5**	**Short-term**
2. Language Barrier						
(1) Enhance user-friendly language service						
- Add Languages actually used by residents to the website	★★★	★	★★	★★	2	Short-term
- Provide more detail translation services for city project materials	★	★★★	★★★	★★★	2.5	Long-term
- Establish one-stop online request webpage for translation service ★		**★★★**	**★★★**	**★★★**	**2.5**	**Short-term**
(2) Engage multilingual individuals for outreach						
- Appoint community ambassadors	**★★**	**★★**	**★★★**	**★★★**	**2.5**	**Short-term**
- Hire as part-time staff for community outreach	★	★★	★★	★★	1.75	Long-term
(3) Strengthen language services infrastructure						
- Secure a budget for language services expansion	★	★★★	★★★	★★★	2.5	Short-term
- Establish a sustainable network of language service experts	★★	★★★	★★	★★★	2.5	Short-term

3. Evaluation Options (Cont.)

Options	Efficiency	Effectiveness	Transparency	Equity	Score	Timeframe
3. Refugee Support						
(1) Strengthen engagement of refugee communities						
- Revamp and activate the EIOC	★	★★★	★★★	★★★	2.5	Long-term
- Hold "Clarkston Neighborhood Coffee Hours"	★★★	★★	★★★	★★★	2.75	Short-term
(2) Provide education programs about the city government	★★	★★★	★★★	★★★	2.75	Short-term
(3) Strengthening partnerships with non-profit organizations	★★★	★★★	★	★★★	2.5	Short-term
(4) Improve access to all the info. refugees need						
- Create a tab for newcomers on the website	★★★	★★	★★★	★★★	2.75	Short-term
- Provide customized support for resettlement phase	★	★★★	★★★	★★★	2.5	Long-term
4. Public Outreach						
(1) Create a communication and outreach coordinator	★★	★★★	★★★	★★★	2.75	Short-term
(2) Enhance support for businesses						
- Establish one-stop business assistance channel	★★	★★★	★★★	★★	2.5	Short-term
- Hold business webinars for small businesses	★★	★★	★★	★	1.75	Short-term
- Support establishment of business networks	★★★	★★	★★	★	2	Long-term
(3) Implement a digital inclusion policy						
- Introduce a rental service for digital devices	★	★★	★	★★★	1.75	Long-term
- Promote the Affordable Connectivity Program	★★★	★★	★	★★★	2.25	Short-term
- Share information and maps on public Wi-Fi	★★★	★	★★★	★★	2.25	Short-term

IV. Recommendations

1. Communication Channel

Enhance Two-Way Communication

- **Establish a <u>online forum-type platform</u> to increase** the city's **credibility** and **enhance** residents' **policy participation**

    e.g.) OpenGov

- **Provide a <u>non-emergency report service</u> to help improve resident feedback** and city governance

    e.g.) SeeClickFix

City of Decatur | OPENGOV

Home   Info ▾   Help   Sign in   🔍

| Enter your Email Address | ✉ Subscribe | ❓ Learn More

* **To protect this forum from spam, please confirm that you are human**

Open Topics   Closed Topics

Communication

How do you prefer to receive information from the city?

247

This topic has 247 visitors and 70 responses: 34 registered responses and 36 unregistered responses.   No deadline is currently set

Shopping

Where do you like to shop?

815

This topic has 815 visitors and 215 responses: 107 registered responses and 108 unregistered responses.   No deadline is currently set
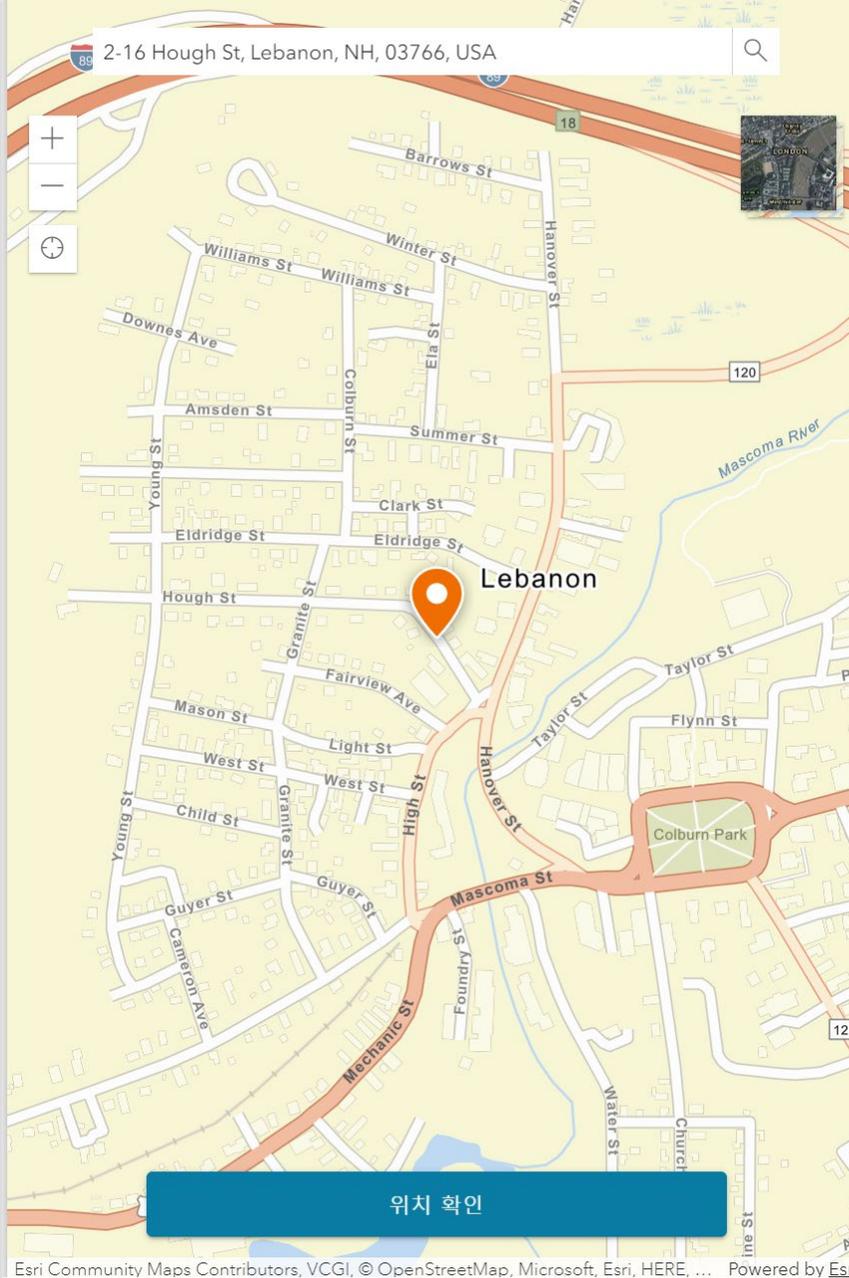
2. Language Barriers

Enhance user-friendly language service

- Add additional languages used by residents

  e.g.) City website: Provides translation in **80** different languages, however, **Amharic and Burmese are not available**

- Provide more detailed translation services for content (city projects)

- Create a **one-stop online request webpage** for translation service

  Case: **City of San Diego** – Webpage for requesting language service

2. Language Barriers (Cont.)

Engage multilingual individuals for outreach

- **Utilize community members** with a strong understanding of **both languages & cultures**

- Appoint them as **community ambassadors** for outreach

  (Role) Promote the city's policy programs or services,

  Bridge the language gap between city and the targeted community

City of San Francisco: Community Ambassadors Program

- **Purpose:** To **enhance public safety** and **community engagement**

- **Role**: Offer safety escorts, report emergencies, connect community members to social services, and promote city programs

- **Characteristics:** Reflect diverse communities (immigrants, individuals re-entering the workforce), speak over 8 languages

3. Refugee Support

Strengthen engagement of refugee communities

- Revamp and activate the EIOC

  (Before) **Only** Council Members → (After) Add **Community Leaders**

  Reflect community's opinions on the city's budget and housing policies

- Hold *"Clarkston Neighborhood Coffee Hours"*

  Create welcoming atmosphere for communication.

  Partner with local shops (e.g. Refuge Coffee) to provide coffee and gifts

City of San Francisco: Community Equity Advisory Council
- **Establishment:** In 2020 based on a city resolution
- **Members**: 11 Community Leaders (restaurant owner, NGO leaders)
- **Role:** Provide input on Planning Department's budget, housing policies, etc. Meet 7~8 times/year

City of Boston: Neighborhood Coffee Hours
- **Date:** Between May and June, 09:30~10:30
- **Participants**: Mayor, City officers, and Residents
- **Partners:** Dunkin Donuts (Coffee), Star Market (Fruits), etc.

3. Refugee Support (Cont.)

Provide education programs on city government

- **Run education programs** for newcomers to **improve understanding on city operations and build trust**

- Topics: **city government organization and its role, city council, policies, and administrative services**

- Activities: meetings with the mayor and council members, attending council meetings and city events

City of Decatur: Decatur 101

- An annual program aimed at **developing informed and involved citizens**

- Runs for seven weeks and is limited to 40 participants

- Covers various topics, including the city manager's role, economic development, budgeting, police and fire services, administrative services, and public works

- Includes activities such as serving on volunteer boards, helping with festivals, and participating in budget focus groups

3. Refugee Support (Cont.)

Improve access to all the info. refugees need

- (Online) **Create a tab** on the website with **all the information about the newcomers**
  - Organize information about orientation programs, ESLs, and legal support services provided by NPOs
  - Provide information about events or support provided by the city
- (Offline) Customized support for resettlement phase
  - (**Welcome pkg.**) Provide essential info. for the very first
  - (**Consulting**) Open regular channel for addressing the resettlement-related difficulties after initial supports

City of Saint Paul: "Welcoming Saint Paul"

- Collaborates with local organizations to **support legal defense and loan programs**
- **Guides** immigrants and refugees to **various cultural and educational resources**

City of New York: Immigrant Rights Workshops

- 18 immigrant service organizations to conduct **a series of immigrant rights workshops**
- **Guides** immigrants to secure **immigration laws and social services free of charge**

3. Refugee Support (Cont.)

Improve access to all the info. refugees need (Cont.)

Seoul Metropolitan City: "Hanultari"

- Operate **a separate city website for multicultural families** called "**Hanultari**."
  - Information on institutes that provide **Korean language education to foreigners**
  - Useful information including **administrative information, living information and job information**
  - Sharing of useful information through boards for **sharing stories, hiring employees and seeking jobs**
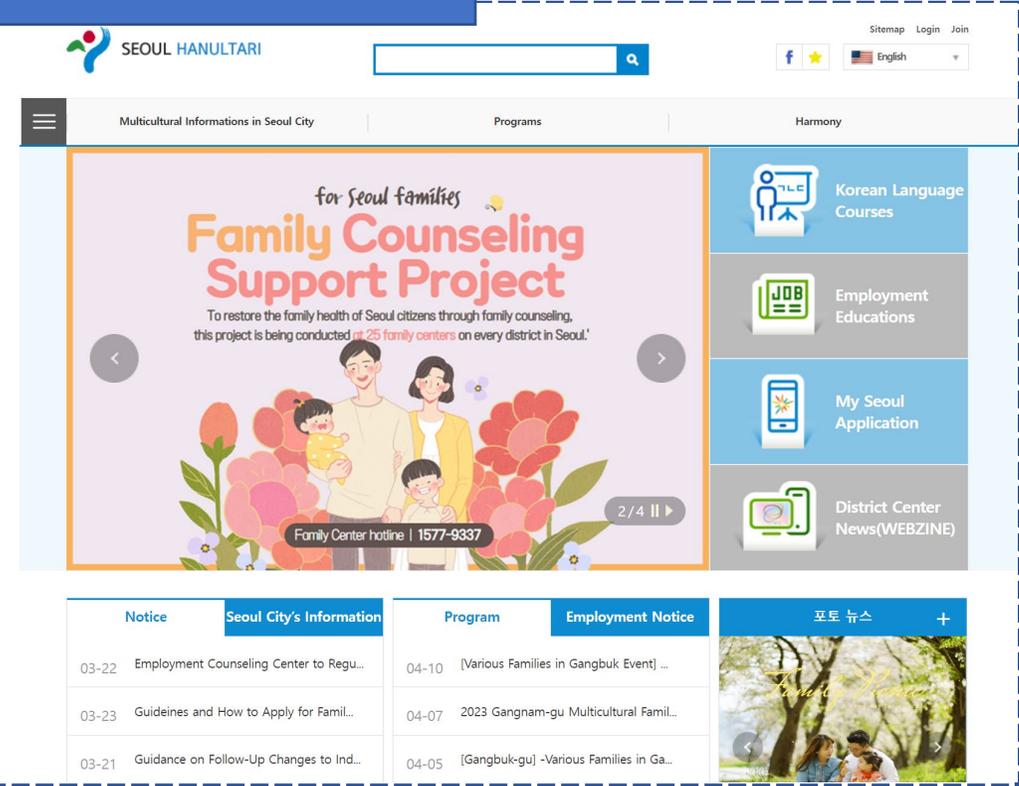
4. Public Outreach

Create a 'Communication and Outreach Coordinator'

- **Essential** for executing outreach strategies

- The role of the coordinator

  Internal Communication: City ↔ Community Leaders & Newcomers,

  Residents & Businesses

  External Communication: City ↔ NPO

  Online Channels: Website, Newsletter, SNS management

  Language: Interpretation and Translation services coordination

> **City of Canton: Communications and Outreach Department**
>
> - Small town with **a population of 30,000** located in the northwest suburbs of Atlanta, Georgia
>
> - The city operate a **Communication and Outreach Dept**
>   - Coordinating and supporting communication with external and internal stakeholders
>   - Producing promotional materials for the city
>   - Managing the city's website and social media platforms, and sending out newsletters to residents

V. Conclusion

Conclusion

- This project **examined the demographic characteristics** of the city of Clarkston and **looked at the current status and issues** of community outreach.

- Next, this project **investigated the best practices** of inclusive outreach **in the benchmark cities** and **developed recommendations** for short-term and long-term tasks tailored to the city of Clarkston.

- In the process, since Clarkston is the **most diverse city**, a **benchmark city** that fits exactly **could not be found**.

Thank You