ONI COMMUNITY PARTNER ORGANIZATION PLANNING GROUP

PRELIMINARY REPORT FOR COMMISSIONER EUDALY

COMMUNITY INPUT ON ONI DIRECTOR SEARCH

July 20, 2017

(DRAFT--prepared by Paul Leistner)

The City of Portland Office of Neighborhood (ONI) soon will have a new a new director.

Representatives of ONI's community and neighborhood partner organizations believed it was important that the community have a voice in identifying the values, knowledge, and skills they believed the next ONI Director will need to succeed and to effectively advance ONI's mission to promote meaningful community engagement, social justice, and racial equity. They created a Planning Committee to help gather and communicate this input.

This is a preliminary report prepared for Commissioner Eudaly that shares highlights of what community members said they did and did not want to see in the next ONI Director. The Planning Group will prepare and share a final report with the community and with Commissioner Eudaly when the group has finished analyzing all the community responses.

This report provides background on the Planning Group's work, suggests questions to ask the ONI director candidates, and shares some process concerns.

The appendices to this report includes:
- **Online Survey**: list of questions
- **Online Survey**: results of the rating questions regarding the importance of different values, knowledge, and skills,
- **Online Survey**: overview of the responses regarding the qualities or attributes that would make it difficult for an ONI director to be effective, and
- **Online Survey**: Demographic information shared by the participants.
- **Community Forum**: Small group discussion responses organized by question.

More information on the ONI director selection process, the Planning Group's work, and all the community responses at the community forum and to the online community survey is available on the ONI website at: https://www.portlandoregon.gov/oni/73661 .

[This preliminary report has not yet been reviewed by the Planning Group members.]

Planning Group Purpose

The Planning Group members saw their work as an opportunity to:
- Articulate what community members want to see (and do not want to see) in the next ONI director;
- Possibly influence the selection of an individual who has the values, knowledge, skills, and experience to be a good fit for the job;
- Establish some clear expectations that could be used as part of future formal performance evaluations of the ONI director; and
- Create clear expectations that will help community members hold the next and future ONI directors accountable.

Commissioner Eudaly's Support

City Commissioner Chloe Eudaly welcomed the effort by the ONI community partner organizations. Commissioner Eudaly told the group that she was looking for feedback from the community that would help provide:

- A robust profile of desired professional and personal attributes to consider when selecting the next ONI Director.
- A meaningful way to construct community-driven questions the Commissioner's office will ask candidates for the position.
- A dynamic "roadmap" to guide the new ONI Director as they move forward.

Community Partner Organizations Planning Group:

The Planning Group was convened by Victor Salinas (EPNO), Sophorn Cheang (IRCO), and Mark Sieber (NWNW). The group met three times. Meetings space was provided by RNW and Asian Family Center.

The Planning Group members gathered community input through a community forum and an online survey.

Planning Group participants included: [list names and organizations]

Community Forum—June 27, 2017: The Planning Group developed a community forum that was held on Tuesday, June 27, 2017 at IRCO. About 35 people participated in the forum. They represented ONI Community Partner Organizations as well as, a variety of community representatives from identity-specific mutual assistance organizations, ethnic-stream communities and new Portlanders. Commissioner Eudaly also attended the forum. Volunteers from Resolutions NW facilitated small groups discussions. Participants broke into four small groups and discussed the following questions:

1. What values, knowledge, and skills are most important for the ONI Director to have?
2. What do you not want to see in the ONI Director?
3. What do you think are the most important things ONI should be working on?
4. What would "good" community involvement look like in the ONI Director's decision-making practices?

The RNW facilitators captured the input on flip chart sheets. Responses from all the small groups organized by question are presented in the appendix to this report.

Online Community Survey: Over 430 community members responded to the online survey (which closed on July 7, 2017). The survey questionnaire asked participants to identify:

- the most important values, knowledge, and skills the next ONI Director will need to succeed
- qualities they do not want to see in the next ONI director, and
- issues they believe ONI should be working on.

Participant responses to all the rating and open-ended questions are available on the ONI website at: https://www.portlandoregon.gov/oni/73661

Suggested Questions for ONI Director Candidates:

The selection of the next ONI director is very important! Someone who is a good fit will be able to help ONI advance its work and resolve many of the problems that have impeded its effectiveness. If someone who is a poor fit is selected, at a minimum they may provide little value to ONI's work, and, in the worst-case scenario, they could do significant damage to ONI's important mission and work.

With any hiring process, it's important to ask questions that drill down and seek to reveal whether the candidates really understand the work and can demonstrate that they really have the knowledge, experience, and ability to do the job well.

Planning Group members suggested a number of questions for the candidates. Another suggestion was to create scenarios for the candidates to respond to. Here are some

- Tell me about your experience working directly and effectively with ethnic-stream and new Portlander populations. Can you describe one or two accomplishments that speak to that experience?

- What experience do you have around organizational development to institutionalize programs that support community organizing and capacity building with intentional focus on communities underserved and underanged by local government?

- Can you provide two or three examples of experiences where you have lead processes where community voices have had an impact on public decision-making?

- Please share your background and experience with organizational development, change management and local government culture to support elected officials in championing equitable and inclusive behaviors, practices, and policies to create permanent institutional and cultural shifts.

Other questions that were suggested but not carefully reviewed include:

- What is your experience working with people on various ends of the spectrum of understanding and addressing issues of race & privilege?
- What is your experience staying true to your values in the face of a big system?
- What is your experience in working with and affecting change in difficult institutional environments?
- How do you handle high-stress situations, and what do you do to take of yourself personally?
- How do you plan on getting to know the community you will be working with?
- Tell us about a time when you were successful working with and engaging communities of color.
- What support do you anticipate needing to be successful in this position?
- Tell us how your life, educational and/or work experience makes you a good fit for this position.
- What does meaningful community engagement mean to you?
- What's the value of good community engagement?
- What does equity mean to you? How will you ensure that ONI meets the goals and objectives in its Equity Plan?
- What is your management philosophy? Provide examples of how you've implemented your philosophy in an organization?
- What are the key elements of a good community engagement process?
- Example of a good process that you've designed and implemented?
- Describe your understanding of ONI's mission and goals?
- What is your opinion of ONI's current strategic direction as set by Community Connect?
- How will you work to increase the willingness and ability of City leaders and other City bureaus to engage the community effectively?
- What does good communication within an organization look like?
- What does good communication with the community look like?
- What does "community capacity building" means to you and what role does it play in building a strong participatory democracy culture in a community?
- How have you worked with communities to build the capacity of individual leaders, community organizations, and helped bring community organizations together?

<u>Some Process Concerns:</u>

Planning Group members appreciate Commissioner Eudaly's willingness to listen to the community input gathered through the community forum and community survey. They also discussed concerns about the ONI director selection process to date. These include:

- **No formal community engagement plan:** No formal community outreach plan was developed at the outset of the process to engage the community in the ONI director selection process. The lack of a well-designed and transparent process was not in keeping with ONI's values and City's public involvement principles.
- **No formal job description or goals**; No formal job description or goals for what the new ONI director would do or be expected to accomplish was developed.
- **No formal advertisement of the position**: ONI is seen as a national and global leader in community engagement work—the new ONI director will need a rather unique set of values/knowledge/skills/experience to move ONI's work forward. The likelihood of finding an individual with the right values, skills and background would be much increased if the job were advertised locally, regionally, and nationally.
- **No formal inclusion of community members with relevant experience and background in candidate interviews**: ONI commonly invites representatives of the communities ONI works with to serve on interview panels when filling ONI positions. It is unusual not to follow this practice in the hiring of an ONI director. It can be very helpful to include people with a strong grounding in community engagement, equity, community organizing, local government culture change, good management, etc. in the process to increase the ability of the panel to determine whether a candidate is a good fit for the job. This also can increase the support for the individual who is chosen. Both BES and the Portland Police Bureau have included community members in their recent interviews of director candidates.
- **Compressed time frame**: The compressed time frame for community input late in the process made it difficult to ensure that community input could be gathered and shared effectively.
- **Missed opportunity to model the community engagement and equity best practices**: ONI, of all city bureaus, has a higher responsibility to model the best community engagement and equity practices in its decision making. This process was a missed opportunity to model these practices. Unfortunately, the concerns above exacerbated rather than allayed concerns in the community that the selection already had been made and that community input would have little effect on the selection of the next ONI director.

APPENDIX 1

ONLINE COMMUNITY SURVEY—QUESTIONS

- Q1: "What values do you believe are important for the new ONI Director to bring to their work?" (RATING)
- Q2: "What other values do you think are important? (OPEN ENDED)
- Q3: "Of the values above, which are the three most important to you? (OPEN ENDED)
- Q4: "How important do you believe it is for the ONI Director to have the following knowledge?" (RATING)
- Q5: "What other knowledge do you thing the new ONI Director should have?" (OPEN ENDED)
- Q6: "Of the types of knowledge above, which are the three most important to you? (OPEN ENDED)
- Q7: "What skills do you believe the new ONI Director needs to succeed?" (RATING)
- Q8: "What other skills do [you]believe the ONI Director needs to have?" (OPEN ENDED)
- Q9: "Of the skills above, which are the three most important to you? (OPEN ENDED)
- Q10: "What qualities or attributes would make it difficult for an ONI director to be effective?" (OPEN ENDED)
- Q11: "What do you believe are the most important things ONI should be working on?" (OPEN ENDED)
- Q12: "COMMENTS" (OPEN ENDED)

[to stay in the loop]

- Q13: "Email address" [if people wanted to get updates on the process]
- Q14: "If you do not have or do not want to use an email address, provide your mailing information and/or phone number below:"

[demographics]

- Q15: "What is your age?"
- Q16: "What is your gender?
- Q17: "What best describes your household yearly income?"
- Q18: "What is your housing situation? (Check all that apply.)"
- Q19: "Number of people in your household—including yourself (pick one)"
- Q20: "How do you identify yourself?" (Check all that apply.)"
- Q21 "What languages are spoken in your home?"
- Q22: "Do you live in the City of Portland?"

APPENDIX 2

COMMUNITY SURVEY INPUT—VALUES

Community members were asked to rate the importance to them of a number of possible values. The survey also asked participants to share any other values they thought were important and to identify their top three of all of these in two open-ended questions. This preliminary report presents the results of the first question. Analysis of the open-ended responses will require more time and will be reported in the final report.

Overview of Results to Rating Question (Q1): 432 participants responded.

QUESTION: Q1 What values do you believe are important for the new ONI director to bring to their work?

Rating Options:

- "Important, " "Somewhat Important," "Not Important," "Not Sure."

Values Options Offered:

Communities Under-engaged by Government (intentional focus on communities under-engaged by government--including immigrants, refugees, ethnic streams, people with disabilities, LGBTQII community members)
Sense of Urgency (commitment to identifying needs and meeting them)
Humility (which leads to accessibility and genuine listening)
Leading by Example (commitment to modeling values and best practices to the rest of City government)
Community Organizing and Capacity Building (strong support for community organizing and developing effective community leaders, organizations, and networks)
Equity (deep commitment to equity, racial justice, and inclusiveness and taking action to remedy existing disparities in the community)
Collaborative (collaborative vs. top-down approach to governance and management)
Service (attitude of service to the community)
Strong Work Ethic (committed to being present and actively leading)

Community/Government Partnership (commitment to ensuring that people have a voice in decisions that affect them and their communities)
Informed Decision Making (commitment to learning, listening, and making good decisions)
Accountable (accountable to the community and transparent in decision making)
Working with Community (strong belief in the value of engaging and working with the community)
Integrity (open, truthful, keeps their word)

What values do you believe are important for the new ONI Director to bring to their work?

Value	Important	Somewhat Important
INTEGRITY	94%	6%
WORKING WITH COMMUNITY	92%	6%
ACCOUNTABLE	91%	8%
INFORMED DECISION MAKING	91%	8%
COMMUNITY/GOVERNMENT PARTNERSHIP	87%	11%
STRONG WORK ETHIC	82%	17%
SERVICE	77%	20%
COLLABORATIVE	76%	18%
EQUITY	75%	14%
COMMUNITY ORGANIZING AND CAPACITY BUILDING	71%	23%
LEADING BY EXAMPLE	69%	23%
HUMILITY	69%	25%
SENSE OF URGENCY	67%	28%
COMMUNITIES UNDER-ENGAGED BY GOVERNMENT	61%	24%

■ Important ■ Somewhat Important

APPENDIX 3

COMMUNITY SURVEY INPUT—KNOWLEDGE

Community members were asked to rate the importance to them of a number of possible types of knowledge. The survey also asked participants to share any other knowledge they thought was important and to identify their top three of all of these in two open-ended questions. This preliminary report presents the results of the first question. Analysis of the open-ended responses will require more time and will be reported in the final report.

Overview of Results to Rating Question (Q4): 395 participants responded.

QUESTION: Q4 How important do you believe it is for the ONI Director to have the following knowledge?

Rating Options:

- "Important, " "Somewhat Important," "Not Important," "Not Sure."

Knowledge Options Offered:

Policy analysis and research methods
ONI History (evolution of Portland's community and neighborhood engagement system and lessons learned)
ONI Mission and Programs (current ONI mission, values, and programs)
Government Culture (how Portland City government works)
Public Sector (how to run a public-sector agency)
Relevant laws, regulations, and requirements
Social Justice (principles, practices, and techniques)
City Government Community Engagement (strengths, weaknesses, issues and needs)
Organizational Development (principles, practices, and techniques)
Intercultural Competency (how to approach and communicate and work with other cultures)
Equity (principles, practices, and techniques)
Issues (current important issues in Portland)
Community Engagement (principles, practices, and techniques)
Management (effective management and supervision)

How important do you believe it is for the ONI Director to have the following knowledge?

Knowledge Area	Important	Somewhat Important
MANAGEMENT	81%	18%
COMMUNITY ENGAGEMENT	78%	19%
ISSUES	72%	21%
EQUITY	69%	24%
INTERCULTURAL COMPETENCY	69%	26%
ORGANIZATIONAL DEVELOPMENT	67%	29%
CITY GOVERNMENT COMMUNITY ENGAGEMENT	64%	30%
SOCIAL JUSTICE	63%	27%
RELEVANT LAWS, REGULATIONS, AND REQUIREMENTS	56%	37%
PUBLIC SECTOR	52%	38%
GOVERNMENT CULTURE	44%	40%
ONI MISSION AND PROGRAMS	44%	38%
ONI HISTORY	42%	43%
POLICY ANALYSIS AND RESEARCH METHODS	41%	47%

■ Important ■ Somewhat Important

APPENDIX 4

COMMUNITY SURVEY INPUT—SKILLS

Community members were asked to rate the importance to them of a number of possible of skills. The survey also asked participants to share any other skills they thought were important and to identify their top three of all of these in two open-ended questions. This preliminary report presents the results of the first question. Analysis of the open-ended responses will require more time and will be reported in the final report.

Overview of Results to Rating Question (Q7): 367 participants responded.

QUESTION: Q7 What skills do you believe the new ONI Director needs to succeed?

Rating Options:

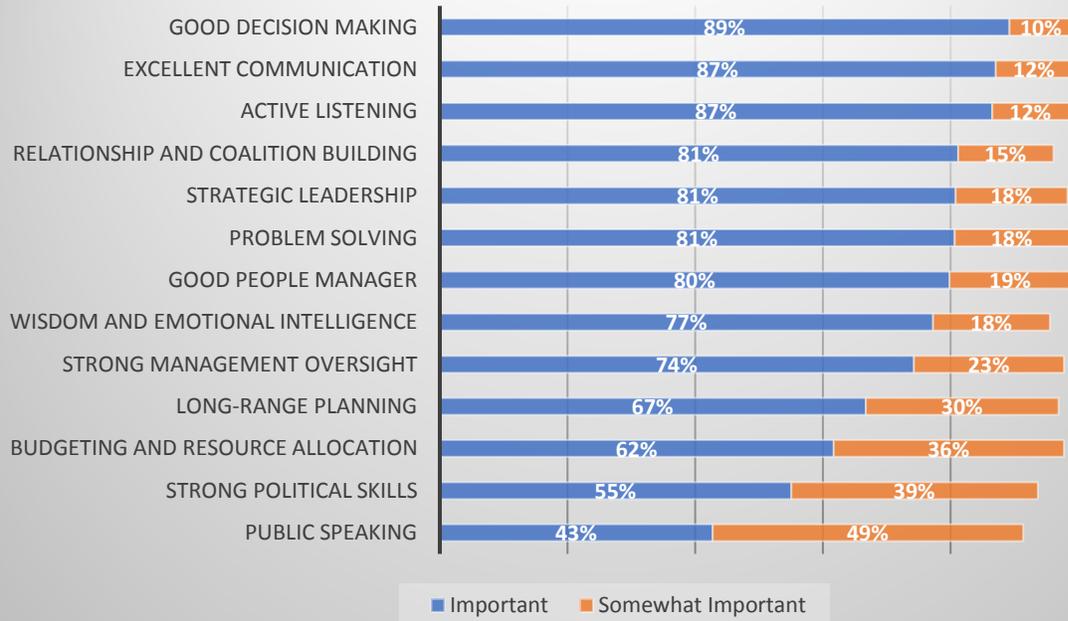- "Important, " "Somewhat Important," "Not Important," "Not Sure."

Skill Options Offered:

Public Speaking (able to speak persuasively about the value of community engagement and ONI's work to the community, City leaders and staff, and visitors from other cities and countries)
Strong Political Skills (able to work effectively with city leaders, community leaders, and the news media)
Budgeting and Resource Allocation (able to identify and champion resource needs that advance ONI's mission and work)
Long-range Planning (able to work with community and staff to create a shared vision of ONI's future goals and priorities)
Strong Management Oversight (able to set expectations for ONI managers, support managers in achieving them, and hold them accountable)
Wisdom and Emotional Intelligence (empathetic, active listener, self-aware, responsive, relational)
Good People Manager (able to hire and retain skilled, diverse staff, empower and support them, and create a positive work environment)
Problem Solving (able to analyze problems, develop solutions, and implement them)
Strategic Leadership (able to develop effective and useful work plans, set priorities, delegate and measure performance)
Relationship and Coalition Building (able to build and strengthen relationships with the full diversity of communities in Portland)
Active Listening (able to seek out and receive input, understand it, and act on it)

Excellent Communication (able to communicate clearly, accurately, and effectively to many different audiences)	
Good Decision Making (able to take in information, analyze it, and make decisions that provide value)	

What skills do you believe the new ONI Director needs to succeed?

Skill	Important	Somewhat Important
GOOD DECISION MAKING	89%	10%
EXCELLENT COMMUNICATION	87%	12%
ACTIVE LISTENING	87%	12%
RELATIONSHIP AND COALITION BUILDING	81%	15%
STRATEGIC LEADERSHIP	81%	18%
PROBLEM SOLVING	81%	18%
GOOD PEOPLE MANAGER	80%	19%
WISDOM AND EMOTIONAL INTELLIGENCE	77%	18%
STRONG MANAGEMENT OVERSIGHT	74%	23%
LONG-RANGE PLANNING	67%	30%
BUDGETING AND RESOURCE ALLOCATION	62%	36%
STRONG POLITICAL SKILLS	55%	39%
PUBLIC SPEAKING	43%	49%

■ Important ■ Somewhat Important

APPENDIX 4

COMMUNITY SURVEY INPUT—WHAT PEOPLE DO NOT WANT IN THE NEXT ONI DIRECTOR

Community members were asked to share their thoughts about what they did not want to see in the next ONI Director in an open-ended question.

Community members provided a rich array of responses from which a number of important and useful themes emerged.

Overview of Results to Rating Question (Q7): 297 participants responded.

QUESTION: Q10 What qualities or attributes would make it difficult for an ONI director to be effective?

[insert summary of major themes]

COMMUNITY SURVEY INPUT—DEMOGRAPHIC INFORMATION SHARED BY PARTICIPANTS

Q15 What is your age?

Answered: 350   Skipped: 86
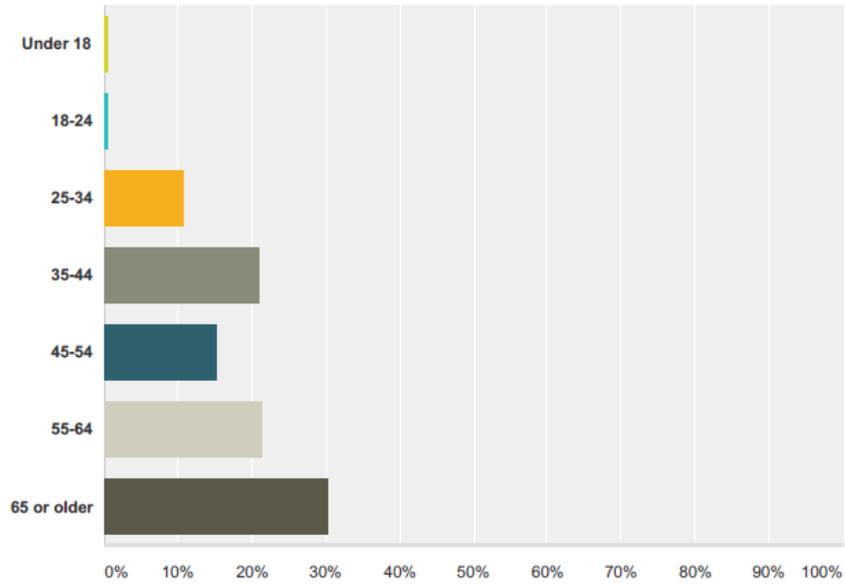
Q16 What is your gender?

Answered: 320   Skipped: 116

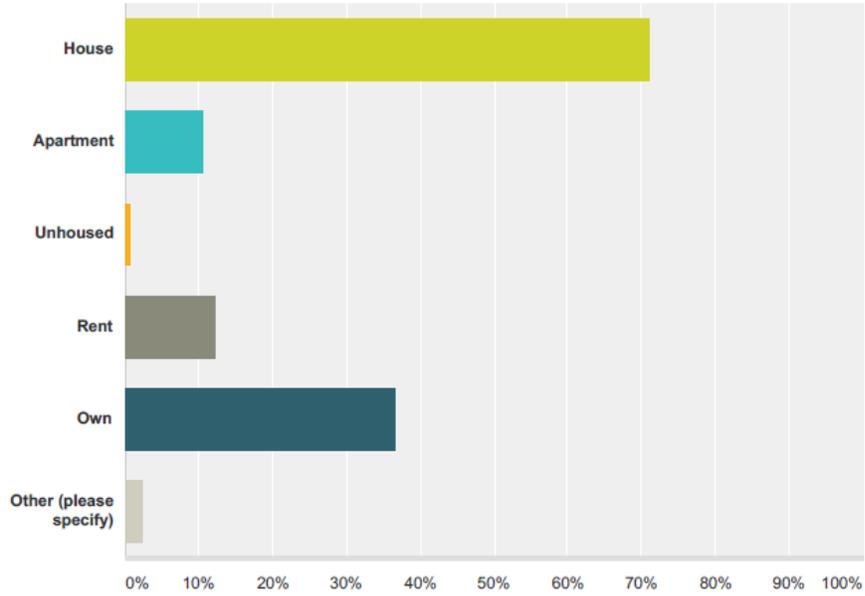|		
FEMALE:	216	(70%)
MALE:	89	(29%)
Non-Binary:	2	(1%)
X:	3	(1%)

Q17 What best describes your household yearly income?

Answered: 309   Skipped: 127
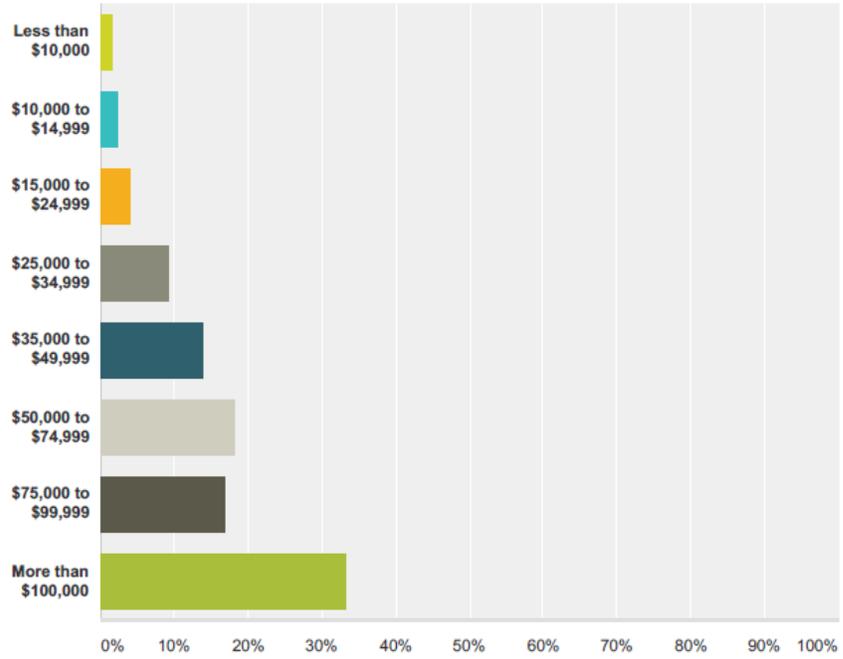
Q18 What is your housing situation? (Check all that apply.)
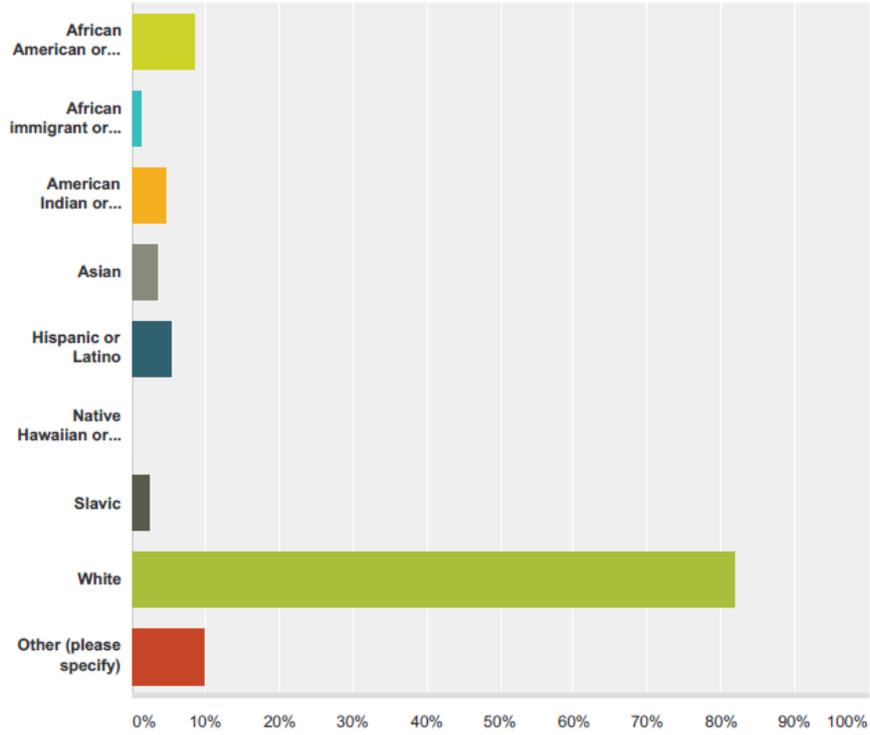
Answered: 348   Skipped: 88

Q19 Number of people in your household-- including yourself (pick one):
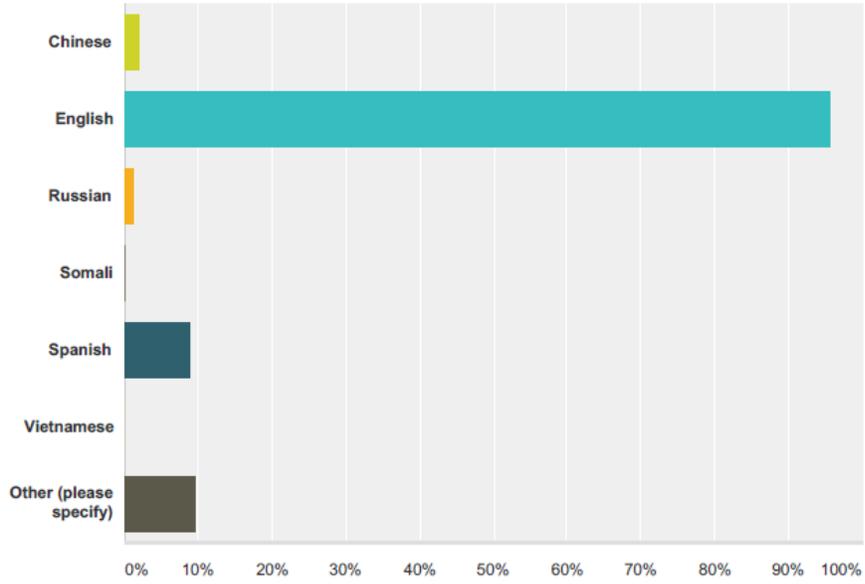
Answered: 342   Skipped: 94
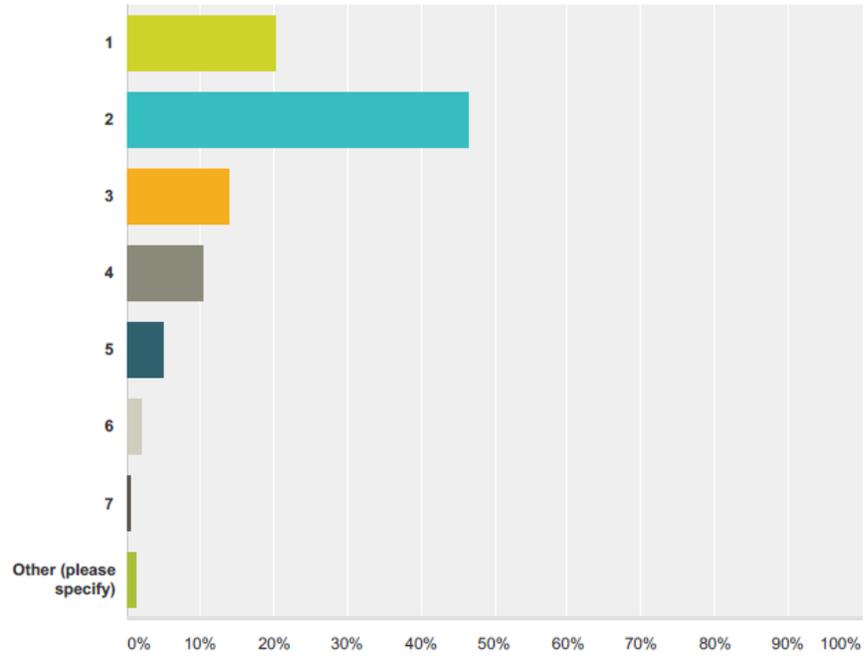
Q20 How do you identify yourself? (Check all that apply.)
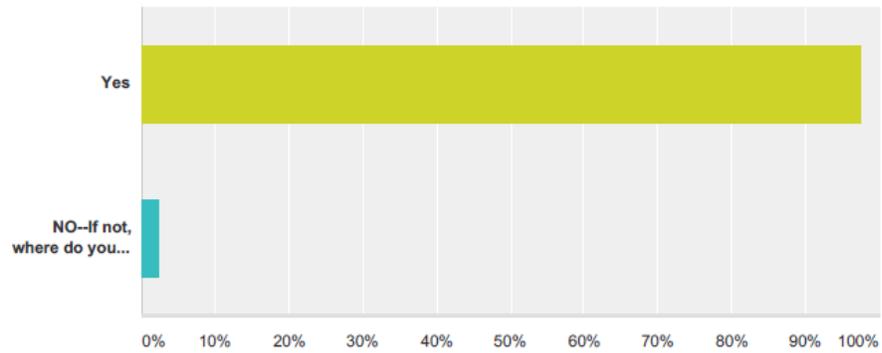
Answered: 329   Skipped: 107

18

Q21 What languages are spoken in your home?

Answered: 326   Skipped: 110

Language	
Chinese	
English	
Russian	
Somali	
Spanish	
Vietnamese	
Other (please specify)	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Q22 Do you live in the City of Portland?

Answered: 353   Skipped: 83

Yes	
NO--If not, where do you...	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

APPENDIX 6

COMMUNITY FORUM—SMALL GROUP DISCUSSION RESPONSES

ONI Director Search – Community Forum— June 27, 2017

Small Group Discussion—Responses Grouped by Question and Group

(prepared by Paul Leistner)

The 35 community forum participants gathered in four groups to discuss the following questions:

- What values, knowledge, and skills are most important for the ONI Director to have?
- What do you not want to see in the ONI Director?
- What do you think are the most important things ONI should be working on?
- What would "good" community involvement look like in the ONI Director's decision-making practices?

The responses by question and by group (as captured by the facilitators on flip chart paper) are presented below.

QUESTION 1: What values, knowledge, and skills are most important for the ONI Director to have?

Facilitator: Lori

- Humility
- Ability to bring new ideas (not necessarily local)
- Sense of humor
- Work well with diversity
- Local person with history and knowledge of the area
- Can inspire
- Bring passion—not "just a job"
- Be a community organizer
- Compassionate
- Able to lead
- Can recognize change and work with it
- Synthesize
- Understanding of city/regional politics
- Understands systemic oppression—how to engage and interrupt it

- Can integrate New Portlanders and include immigrant/refugee families intentionally
- "Audit"—monitor contracts effectively
    - Able to assess and learn from the past
- Flexibility to adapt to changing community
- Clear strategic vision and plan
- Adequate budget or redefined purpose
- Bring community and neighborhood association members together to the table
- Get clear on what ONI is supposed to be doing and provide resources to do that
- Divisive effects of homelessness
- Need proactive—not reactive—leader
- Someone with realistic awareness of what can be done with the resources available
- Knows how to network and network with other leaders
- Experience in managing a big organization → budget, contracts
- Delegate with understanding, experience and knowledge
- See what doesn't work and be able to speak up effectively

Facilitator: Donna

Values:

- Community/governance partnership, ensure people have voice/decisions that affect them
- Commitment to equity/racial justice/social justice; will practice it
- Understands what underrepresented communities bring—knowing how to engage
- Informed decision making—360° view—seeing all communities
- Intergrity✓—open—truthful—keeps their word
- Transparency/integrity/collaboration
- Visionary leader—capacity building—uplifting/elevating voices/providing strong leadership development for community
- Understand resources are needed in the community
- Understanding different approaches/flexible/innovative/cultural competency

Knowledge:

- Equity principles/practices/techniques
- Social Justice
- Understanding evolution of Portland's communities—using that knowledge to move forward
- Value the contributions already made/learn from the past/to move forward
- Effective management and supervisory skills/understand/knowledge of city government/budget advocacy/able to identify and champion resource needs

Skills:

- Excellent communication—effective with many audiences
- Able to recruit/retain diverse staff/provide opportunities for mobility
- Active listening
- Emotional intelligence
- Understand different perspectives

Facilitator: Lolo

Values:

- Comes to the table (grassroots)
- Dedication to vision
- Committed to Ethics (ethical barometer)
- Diversity
- Inclusion★ and Equity—authentic care
- Responsiveness
- Accountable to paid time

Knowledge:

- Consciousness of socio-political reality of people of color (POC)
- Equity
- History
- Diverse neighborhoods in Portland

Skills:

- Open to feedback
- Experience with community organizations
- Flexibility
- Communications—good at keeping people informed

Facilitator: Sarah

- Basics of public administration/Portland government
- Historical context of ONI and changing community landscape
- Principles of civic involvement—inclusive of historically under-represented and under-engaged groups--and able to advocate for this
- Ability to implement a strategic plan and organizational development
- Value opportunity to connect communities
- Collaborate on meaningful work
- Intercultural competency

- Knowledge of own privilege and bias:
  - Patience
  - Fundamental kindness
  - Strong leader
- Value opinions of others and incorporate them
- See ONI programs as interconnected
- Cross program collaboration
- Team-oriented → not top down
  - Clear structure and inclusivity

QUESTION 2: What do you not want to see in the ONI Director?

Facilitator: **Lori**

- Not someone who will leave soon
- Not a micromanager (can delegate)
- Not just a manager but a leader

Facilitator: **Donna**

- Opposite of what was described on Page 1
- Someone who doesn't believe
- Needs proven track record—needs experience with success
- Uninformed—doesn't listen
- Doesn't bring stakeholders to the table

Facilitator: **Lolo**

- Doesn't show up to meetings
- Complacency
- No response to messages
- Plan not stuck to

Facilitator: **Sarah**

- NOT:
  - Someone who has all the answers
  - Someone who has poor listening skills
- Complacency in the face of systemic oppression (stops innovation)
- White male approach (good old boys club)
- What kind of support does system provide for leaders of color?
- Political sycophant

QUESTION 3: What do you think are the most important things ONI should be working on?

Facilitator: Lori

- Lack of communication internally—need follow up; don't get responses—underfunded; remove from mission
- Need good systems to support the good people
- Are various enforcement issues distracting from community building mission?
- Ineffective strategies
- Revisit the mission
- Don't just add random tasks that don't build community
- Ask "are we doing it right?"; what, how, who → examine strategies—i.e. noise ordinance, education not tickets

Facilitator: Donna

- Bureau advisory committee—long list—pay attention to list
  - New initiatives were funded:
    - Portland United Against Hate—inform community/measure success/tell the story(ies)
    - Two new positions—homelessness—make sure what positions will do/how they will connect
- Continue to engage untapped/underrepresented communities
- Make City better/safer/more comfortable
- Don't be afraid to work on hard topics that may take time
- Presence and participation in advisory/steering committees
- Engaged in bureau evaluation/evaluation of people/events/"how are we doing?"—quarterly; how are we perceived; be prepared for answers
- Be our voice to share our stories
- Continuing participation in budgetary process
- Helpful if other bureaus take on community engagement
  - Hard to get information/how can we influence

Facilitator: Lolo

- Capacity:
  - Can ONI really oversee all neighborhood associations?
- Deep Community Engagement:
  - Support other groups
  - Find ways to support diverse methods of community engagement
- Neighborhood Coalition System:

- o Should be eliminated
- o Captures diverse community voice
- o Make relevant to unique neighborhood association needs
- o Undermine neighborhood associations
- Integrity of neighborhood association decisions
- Corruption/conflicts of interest
  - o Pervasive
- Engaging houseless community
- Building permits
- Dissemination of public meeting decisions and notes

Facilitator: Sarah

- Shift ONI programs from regulatory focus (→noise control) to community capacity-building focus
- Expand roles and mandate—move away from regulation towards community building
- Move away from livability programs
- Allocate resources to fund equity
- ONI:
  - o Capacity building
  - o Trainings
  - o Sharing knowledge of communication processes/working with community
  - o Community summit
  - o Convener
- Intercultural
  - o Community building
  - o Capacity building
  - o Place-making
    - ▪ neighborhood associations perceived as anchors for communities→ need to emphasize intercultural place-making
- Diversify ONI leadership
- Advocacy to expand the standing of community groups

QUESTION 4: What would "good" community involvement look like in the ONI Director's decision-making practices?

Facilitator: Sarah

- Early engagement
- Take action on input
- Build trust
- Collective decision making
- Coordinated community action
- Annual community summit and annual summit for the community

Facilitator: SB

- Revisit mission or [adequately] fund everything ONI is meant to be responsible for
- Give people a voice in decisions that affect them
- Understand what underrepresented communities bring and how to engage those communities
- No complacency in system change and support for someone willing
- Engaging related to Race and Inclusion and Equity
    o Diverse communities under ONI
- What systems for engagement do/don't serve diverse communities?
- Allocate resources to implement better engagement for diverse/underrepresented communities
- Proactive, not reactive
- Annual community summit