



KJR Consulting

LEARNING & DEVELOPMENT CATALYSTS

Achieving Inclusive Community Engagement



**Community Engagement & Inclusion
Strategy from the Manchester Equity &
Inclusion Collaborative**

July 2019

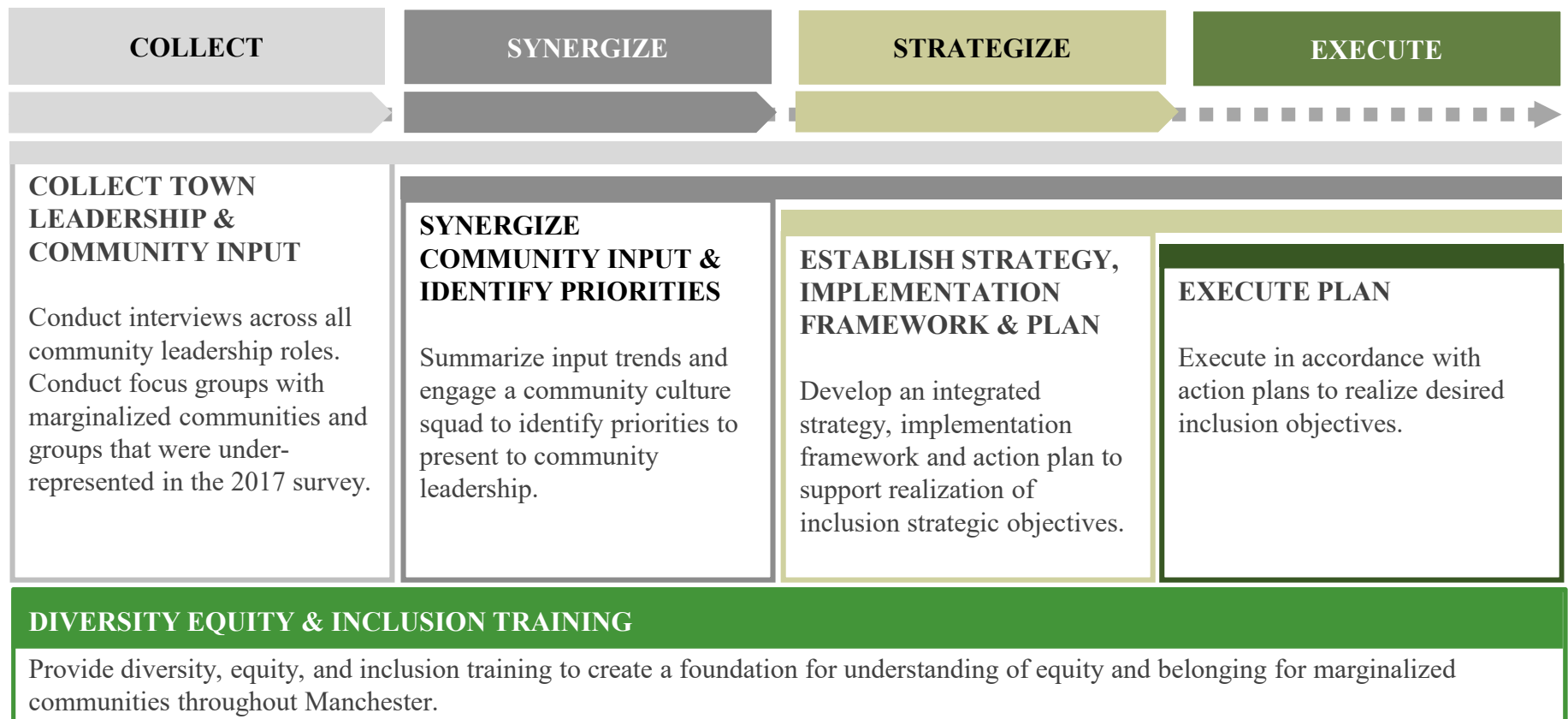
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Project Overview

Project Overview

KJR Consulting was engaged by the Town of Manchester to develop an integrated strategy, implementation framework, and action plan to enable the Town to reach its goal of increasing inclusion and community engagement among its diverse residents. The following framework was applied to collect and synergize leadership and community input and develop a strategy and plan for achieving the project outcomes.



Project Overview

The following activities and deliverables were completed during the Collect and Synergize phases of this project.

COLLECT

August 2018 – November 2018

- ✓ **45** Interviews conducted
- ✓ **10** Focus groups facilitated
 - Bennet • Roberston
 - Buckley • Squire Village
 - Mahoney • Work_Space
- ✓ **10** Member Equity & Inclusion Collaborative established

SYNERGIZE

November 2018 – February 2019

- ✓ **2** Equity & Inclusion Collaborative meetings to review trends & identify priorities
- ✓ Written report summarizing input trends & priorities
- ✓ Town leadership & Community meeting to share trends & priorities

Project Overview

The following activities and deliverables were completed during the Strategize and Training phases of this project.

STRATEGIZE

April 2019 – June 2019

- ✓ Equity & Inclusion Collaborative expanded to 21+ members
- ✓ **5** Equity & Inclusion Collaborative planning meetings
- ✓ Written report containing:
 - Strategic priorities
 - Strategies
 - Implementation framework
 - Action plan

TRAINING

March 2019 – June 2019

- ✓ **12** Workshop sessions
 - ✓ 4 - Equity 101
 - ✓ 4 - Everyday Anti-Racism
 - ✓ 4 - How to Have Conversations About Race, Bias, & Equity
- ✓ **196** Seats filled
 - 125 seats filled by Town staff
 - 71 seats filled by community
- ✓ **3** Workshop evaluation summaries

Project Overview

Inclusive Public Engagement Strategy, Action Plan, and Implementation Framework Recommendation

KJR Consulting presents the following strategy, plan, and implementation framework to the Town of Manchester, CT Board of Directors for adoption. It was developed in close collaboration with the Manchester Equity and Inclusion Collaborative and reflects input collected from the community-at-large.

Achieving inclusive community engagement is a shared responsibility between the Town of Manchester and the community-at-large. Therefore, execution of this plan is intended to be a shared responsibility between the Town and the Equity and Inclusion Collaborative. KJR Consulting is available to provide execution support as needed and requested by the Town.

Strategy

*What We Want to Achieve &
Our Plan For Success*

What We Want to Achieve

Our Strategic Priorities

Priority # 1

Cultivate Inclusive and Culturally Competent Attitudes and Behaviors in Manchester

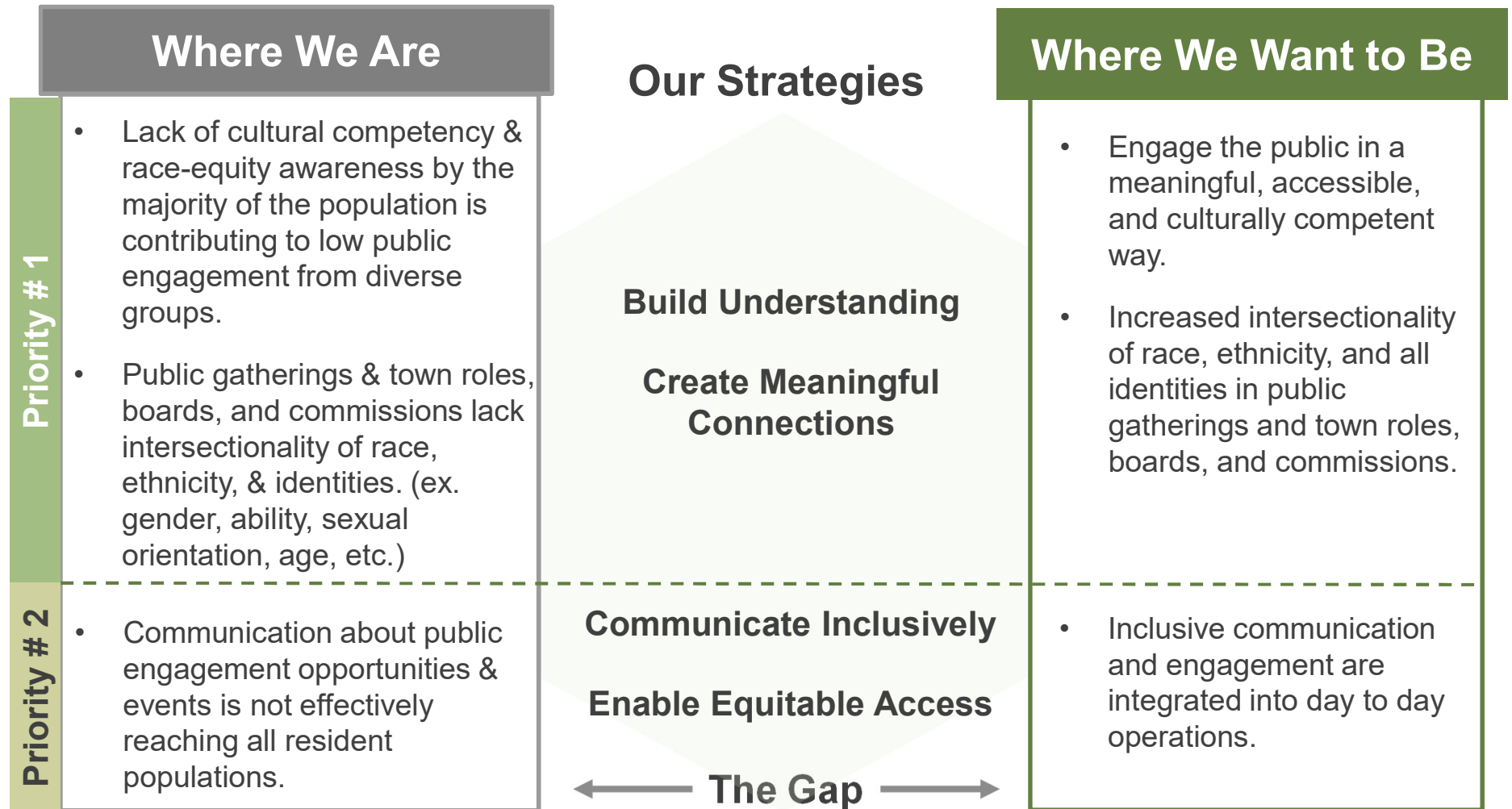


Priority # 2

Promote Inclusive Public Engagement



Our Plan For Success



How We Will Achieve Success

Priority # 1

Build Understanding

- We will expand cultural competence and awareness of the intersectionality of race and all identities.
- We will advocate for the intersectionality of race, ethnicity, and all identities in public gatherings and town roles.

Create Meaningful Connections

- We will develop connections within and across Manchester's diverse communities.
- We will seek to understand and integrate diverse experiences, perspectives, and values into our work.
- We will unite and partner with individuals and organizations seeking to connect with Manchester's diverse resident populations.

Priority # 2

Communicate Inclusively

- We will utilize communication methods that enable all residents to access information about public engagement opportunities and events.
- We will advocate for inclusive communication practices throughout Manchester.

Enable Equitable Access

- We will provide equitable access to public engagement opportunities, community events and meeting spaces.
- We will foster diverse programs and initiatives that intentionally engage multiple generations.

Implementation Framework

How We Will Execute

How We Will Execute: The Plan



- Responsible for the town's implementation of standards and practices.
- Responsible for managing the initiative and engaging the Equity & Inclusion Collaborative and other collaborators in plan execution.
- Responsible for execution of the plan through development of connections, standards, practices, and assets.
- Responsible for advising town staff and elected officials on equity & inclusion matters.
- Provide input and support for the development and execution of components of the plan, as needed.
- Accountable for allocating on-going resources to support this initiative.
- Responsible for adoption of inclusive engagement standards and practices.

How We Will Execute: Engage the Community



Office of Neighborhoods & Families

Engage the Equity & Inclusion Collaborative and other collaborators in execution of this plan and provide project management support. As established, engage the network of Community Ambassadors and Community Coalitions in sharing of information and as partners in the effort to increase inclusive public engagement in Manchester.

Action Plan

Priority # 1:

*Cultivate Inclusive and Culturally
Competent Attitudes and
Behaviors in Manchester*

Our Plan: Build Understanding

- We will expand cultural competence and awareness of the intersectionality of race, ethnicity, and all identities.
- We will advocate for the intersectionality of race, ethnicity, and all identities in public gatherings and town roles.

	Actions	Details
Phase 1	Formalize the Manchester Equity & Inclusion Collaborative (EIC)	Seek creative ways to formalize the EIC to ensure continuity while still maintaining a dynamic, and independent voice. The EIC will lead execution of this plan. They will also serve as advisors to Manchester staff, elected officials, and community organizers on matters pertaining to multi-cultural experiences, inclusion, and equity.
	Centralize Information About Cultural Competency, Race & Equity Training	Create an inventory of race-equity programs and advocates who focus building cultural competency and increasing awareness of the intersectionality of race, ethnicity, and all identities.
	Implement Cultural Competency & Race-Equity Awareness Training	Establish on-going cultural competency and race-equity training for staff and elected officials to raise internal awareness of systemic race and equity issues in Manchester.
	Expand Cultural Competency & Race-Equity Awareness Training	Provide cultural competency and race-equity training to youth, organizational leaders, and the community at-large.
	Establish & Adopt Cultural Sensitivity Guiding Principles	Create and implement standards of culturally sensitive interactions and behaviors for town staff and elected officials.
Phase 2	Establish A Cultural Celebration Guide	Identify the cultural celebrations practiced throughout Manchester and develop a strategy and plan for building understanding of each by town staff, elected officials and residents.
	Create “The Cultures Of Manchester” Kiosk Stations	Create stations throughout town where people can learn to value, engage, and leverage the different cultures within Manchester. Include an “Our Stories” video/podcast series featuring cultural legacies and practices of Manchester residents.

Our Plan: Create Meaningful Connections

- We will develop connections within and across Manchester's diverse communities.
- We will seek to understand and integrate diverse experiences, perspectives, and values in our work.
- We will unite and partner with individuals and organizations seeking to connect with Manchester's diverse resident populations.

	Actions	Details
Phase 1	Create & Host Informal Community Connection Events	Foster connections with all Manchester communities by hosting informal connection events with each. Use these to engage in conversations about what is needed to enable inclusion and engagement within the community. Use these connections to identify potential Community Ambassadors.
	Engage A Network of Community Ambassadors	Create a network of Community Ambassadors: A group of individuals with representation across all of Manchester's diverse identities who are committed to enabling access to and communicating with residents about community initiatives and events. They will also share insights on how to increase inclusion and engagement within the community.
	Engage the Youth Commission	Establish a connection between the Equity & Inclusion Collaborative and the Manchester Youth Commission for the purpose of engaging members in achievement of this plan.
	Market The Impact of Youth Development Programs	Increase awareness of the activities and impact of the Manchester Youth Commission and the Summer Youth Employment Program to help demonstrate the town's commitment to, and connection with, diverse youth.
Phase 2	Expand The Summer Youth Employment Program	Increase the volume of opportunities available within town departments through the Summer Youth Employment Program.
	Establish Community Coalitions	Utilizing Community Ambassadors as a catalyst, form coalitions in Manchester communities with a mission to connect with residents and increase engagement using grassroots organizing tactics.
	Establish Community & Parenting Networks	Foster cross-community connections between residents with shared interests, challenges, and aspirations.

How We Will Monitor Progress

Priority # 1

The Equity & Inclusion Collaborative will collaborate with the Office of Neighborhoods and Families to complete an annual review of achievement toward the strategic priorities in this plan. An annual progress report and recommendations for continued effort to increase inclusion and engagement will be prepared and shared with the Manchester Board of Directors and the community-at-large.

Where We Want to Be	Method	Performance Indicator
Engage the public in a meaningful, accessible, and culturally competent way.	Annual Community Survey	<ul style="list-style-type: none">• Survey participation rate across diverse residents• Perception that engagements are:<ul style="list-style-type: none">– meaningful– accessible– culturally competent
Increased intersectionality of race, ethnicity, and all identities in public gatherings and town roles, boards, and commissions.	Annual Evaluation	<ul style="list-style-type: none">• Report on the staffing diversity (volume/%, retention, turnover) for town staff, commissions and boards, volunteers, and the Summer Youth Employment Program.• Share summary of the town's efforts to source diverse candidates for open positions.

Action Plan

Priority # 2:

Promote Inclusive Public Engagement

Our Plan: Communicate Inclusively

- We will utilize communication methods that enable all residents to access information about public engagement opportunities and events.
- We will advocate for inclusive communication practices throughout Manchester.

	Actions	Details
Phase 1	Audit Manchester Communication Practices	Identify the communication methods used within the community and the audiences reached by each. Assess the effectiveness of each at reaching its intended audience in an inclusive manner. Identify gaps in audiences reached and make recommendations for increasing inclusive communication.
	Create Manchester Communication Strategy Standards	Collaborate with Community Ambassadors to create a strategy and standards for town-wide communication that is inclusive and accessible to all residents.
Phase 2	Create & Share an Inclusive Communication Guide	Utilizing the Manchester Communication Strategy & Standards, develop an inclusive communication guide and share with community organizers and organizations.
	Reimagining the Fabric of Manchester	Change the perception of how people speak about Manchester within and outside of town. Gather perspectives and recommend branding, messaging, and imaging that more closely represent the fabric (diversity) of the current community.

Our Plan: Enable Equitable Access

- We will provide equitable access to public engagement opportunities, community events and meeting spaces.
- We will foster diverse programs and initiatives that intentionally engage multiple generations.

	Actions	Details
Phase 1	Establish Accessibility Standards	Collaborate with the Community Ambassadors to identify the resources needed to ensure information and events are accessible to all residents. This includes, but is not limited to, translation services, transportation, childcare, and space.
	Pilot a Multi-Gen Event	Adopt a multi-generational, family-centered design for a community meeting where children and adults can attend at the same time. Create a child-centered activity designed to engage them in a topic-related activity.
Phase 2	Make Community-wide Resources More Accessible to Grassroots Groups	Explore the current challenges and barriers for grassroots groups to gather in public spaces (town, schools, churches, civic organizations, etc.) and take action to overcome them.
	Market Accessible Public Gathering Spaces	Market spaces throughout Manchester where grassroots groups can engage in civic gatherings. Include available space in town buildings, schools, churches and other privately-owned organizations.

How We Will Monitor Progress

Priority # 2


The Equity & Inclusion Collaborative will collaborate with the Office of Neighborhoods and Families to complete an annual review of achievement toward the strategic priorities in this plan. An annual progress report and recommendations for continued effort to increase inclusion and engagement will be prepared and shared with the Manchester Board of Directors and the community-at-large.


Where We Want to Be	Method	Performance Indicator
Inclusive communication and engagement practices are integrated into day to day operations.	Annual Audit	<ul style="list-style-type: none">• Application of a communication standards checklist.• Annual audit of communication practices to evaluate adherence to standards on the communication checklist.




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