EQUITY AND EMPOWERMENT COMMISSION

Thursday, September 27, 2018
6:30 to 8:00 p.m.

YWCA Evanston Northshore
1215 Church St, Evanston, IL 60201
Room 207

AGENDA

1. Call to Order/Declaration of a quorum
2. Approval of meeting minutes of August 23, 2018 meeting
3. Public comment
4. For Discussion
   a. YWCA
   b. Translation services policy
   c. Equitable Evanston work plan
   d. Police Chief Information Packet
5. Items for communication
   a. Commissioner Reports
   b. Next meeting
6. Adjournment

Next meeting:

Thursday, October 25, 2018
6:30 to 8:00 p.m.
Lorraine H. Morton Civic Center
2100 Ridge Avenue, Evanston

The City of Evanston is committed to making all public meetings accessible. Any citizen needing mobility, communications access assistance, or interpretation services should contact Dr. Patricia A. Efiom (847-448-8067) or Facilities Management (847-448-8052 for TDD). La Ciudad de Evanston se compromete a que todas las reuniones públicas sean accesibles. Cualquier persona que necesite asistencia para desplazarse, comunicarse o servicios de interpretación debe comunicarse con la Dra. Patricia A. Efiom (847-448-8067) o la Oficina de Administración de Instalaciones (847-448-8052 para TDD)
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EQUITY AND EMPOWERMENT COMMISSION

Thursday, August 23, 2018
6:30 to 8:00 p.m.

Lorraine H. Morton Civic Center
2100 Ridge Avenue, Evanston
Aldermanic Library

Absent: M. Vela
Staff: P. Efiom, P. Martínez, K. Danczak Lyons

1. Call to Order/Declaration of a quorum
   Commissioner Grover called the meeting to order at 6:37 p.m.

2. Approval of meeting minutes of July 28, 2018 meeting
   Comm. Eberhart moved to approve the minutes
   Comm. Holmes second
   Approved 8-0

3. Public comment

4. Items for Discussion
   a. DeEtta Jones Consulting
      Dr. Patricia A. Efiom explained Ms. DeEtta Jones, the consultant, was hired by the Evanston Public Library (EPL) to conduct an equity assessment. Ms. Jones shared the plane with the Commission to solicit feedback before she presents the plan to EPL in October. The goal is for the eate an equity plan, but the idea is to implement the plan citywide.

      Ms. Karen Danczak Lyons, EPL Director, introduced DeEtta Jones from DeEtta Consulting and her work on equity and inclusion worldwide. Ms. Jones commented she is from Waukegan, Illinois.

      Ms. Jones explained her consulting firm has been working with EPL since 2017, the process she has followed since working with EPL, which includes interviews with staff and community members, and how her work is ongoing, especially because she is trying to reach underrepresented populations.
Some of the themes she has encountered are geographies of libraries, and how the City of Evanston has been wrestling with the issue of race for a long time.

Comm. Grover asked how she identifies the right people in the right proportions. Ms. Jones indicated she started by reaching out to allied organizations/individuals. From those initial connections, recommendations of other organizations and individuals have grown organically.

Commissioner Ibañez asked what are the outcomes EPL is expecting to obtain. Director Danczak Lyons Karen explained EPL wanted a seasoned professional to assess where EPL stands and where it needs to move in order to be welcoming and diverse to better serve the Evanston community. Some of the topics include how to recruit and retain a diverse staff, to improve engagement, conduct concentrated library card sign-ups, and understand better how the library can help families that do not use the library services.

Dr. Efiom asked how Ms. Jones identified the Latinx community as being an underrepresented community. Ms. Jones explained that it started by asking questions and being referred to other individuals that are part of the Latinx community. People are indicating that if the EPL was physically accessible they would take advantage of it more.

Dr. Efiom asked why EPL ended up hiring the consultant. Director Danczak Lyons explained it stemmed from a personnel issue that became very public.

Comm. Eberhart asked what is the scope EPL is trying to work with. Director Danczak Lyons clarified EPL is focusing on the lenses/scope of race, class, and ability.

Commissioner Corbier de Lara suggested that EPL offers free dyslexia tests.

Commissioner Ibañez asked is there is a review of hiring practices as part of the consultant’s jobs. Dr. Efiom clarified that the process aims to uncover where the issues lie and how to move forward instead of assuming that the hiring practice was the problem.

Member of public asked if any of the engagement sessions with the Latinx community have been conducted in Spanish, Ms. Jones said no, because they have fallen through.

Comm. Grover asked if the report will be made public. Director Danczak Lyons said yes, and they will also gather feedback from the community.

Dr. Efiom explained that Ms. Jones has been working with EPL staff to train them in diversity and cultural competency and that she is working to
develop a curriculum to implement citywide.

Comm. Grover offered for the commission to review the draft report and provide feedback.

b. Translation services policy
Comm. Grover clarified the purpose is to set the degree to which the City should offer translation/interpretation services, but moved to hold the item until the next meeting.

Dr. Efiom explained the City has a contract with Multilingual Connections.

c. Framework

Dr. Efiom

Comm. Grover asked if the budget of the workplan would be for the commission to implement work or for staff training. Dr. Efiom answered that it would be for both, including data collection, etc.

Comm. Grover asked if a business unit (BU) has been assigned. Dr. Efiom replied, “yes, as of three days ago.” Ten thousand dollars has been budgeted for next year.

Dr. Efiom introduced and explained her action plan for the development of the equity framework, which will be based on the Annie E. Casey Foundation.

The commission unanimously approved to adopt the action plan.

Comm. Dillard indicated he wanted to make sure the plan includes a tool to measure the success of the plan.

Comm. Eberhart asked what is the role of the commissioners in the development of the plan. Dr. Efiom replied that the commission has to define priorities, strategies, etc.

Comm. Grover explained a sub-committee can be created to work closely with staff to create core definitions and framework of action plan to be reviewed by the rest of the commission.

M. Dillard and D. Holmes volunteered to work on the budget sub-committee.
A. Ibañez D Holmes volunteered to work on the community engagement sub-committee.
K. Lyons volunteered to work on the demographics committee.
J. Grover and A. Ibañez volunteered to work on the work plan sub-committee.

5. Items for communication
a. 2019 Budget Update  
b. Commissioner reports  
c. Next meeting

6. Adjournment  
Meeting adjourned at 8:57 p.m.

Next meeting:  
Thursday, September 27, 2018  
6:30 to 8:00 p.m.  
YWCA Evanston Northshore  
1215 Church St, Evanston, IL 60201

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<table>
<thead>
<tr>
<th>Municipality</th>
<th>Does your City/Village produce any communications (written or spoken/video) in languages other than English?</th>
<th>Does your City/Village have a policy that designates what languages, other than English, the City/Village will produce public communications in?</th>
<th>If yes, does the policy specify what the rationale was for deciding what language, other than English, that the City/Village will communicate in?</th>
<th>If yes and not detailed in the policy, what rationale was used to make the decision regarding what languages to communicate in?</th>
<th>Please attach any policies you may have.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett</td>
<td>Bartlett does not produce communications in any language other than English.</td>
<td>No.</td>
<td>No.</td>
<td>No.</td>
<td>No.</td>
</tr>
<tr>
<td>Des Plaines</td>
<td>Some written communication is produced in other languages, though not on a regular basis - only if it has been determined that a large portion of a certain demographic is expected to receive/utilize the information.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
</tr>
<tr>
<td>Evanston</td>
<td>Yes. Some information is translated into Spanish due to the large number of Spanish-speaking residents.</td>
<td>We are in the process of developing a policy with our recently hired Equity and Empowerment Coordinator.</td>
<td>We have a new Spanish Facebook page; Twitter was not reaching residents. We also have a web page (Evanston Español) and a monthly Spanish enewsletter.</td>
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</tr>
<tr>
<td>Glencoe</td>
<td>No.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
</tr>
<tr>
<td>Glenview</td>
<td>The website has Google translator, which allows it to be translated into other languages.</td>
<td>No.</td>
<td>We have an internal document that lists various available translators should another language be necessary to converse with a resident/customer.</td>
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<tr>
<td>Hoffman Estates</td>
<td>No. Sections of our Village welcome packet are translated into Spanish; a hard copy of the welcome packet is sent to each new homeowner/billing customer. No other communications.</td>
<td>No. N/A.</td>
<td>This is the issue we have confronted; Hoffman Estates is very diverse with many languages spoken, so it is difficult to decide where to invest these resources.</td>
<td>No official policy, but written communications may be translated upon request. The Village also employs an on-demand third-party translation service for in-person &amp; phone transactions in 50+ languages.</td>
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<tr>
<td>Kenilworth</td>
<td>No. N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
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<tr>
<td>Lake Zurich</td>
<td>No.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
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<tr>
<td>Lincolnshire</td>
<td>No.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
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<td>Mount Prospect</td>
<td>Yes.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
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<tr>
<td>Northfield</td>
<td>No.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
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<tr>
<td>Palatine</td>
<td>No.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
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<tr>
<td>Rolling Meadows</td>
<td>No. However, our Police Department has public information available in a language other than English.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
</tr>
<tr>
<td>Schaumburg</td>
<td>No. The village’s Police Department provides Domestic Violence brochures in English, Spanish and Polish. I am not aware of any other communications that are provided in other languages. Our recently redesigned website does offer Google Translate for those who wish to view web content in various languages.</td>
<td>No.</td>
<td>N/A.</td>
<td>N/A.</td>
<td>N/A.</td>
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<tr>
<td>Skokie</td>
<td>Yes, a limited amount of print publications.</td>
<td>No policy; long-standing practice is that with few exceptions, collateral materials are produced in English.</td>
<td></td>
<td>The Village's essential information sheets are translated in the top 11 languages as determined by an annual survey conducted by Skokie schools to determine which languages, other than English, are spoken in the homes of Skokie school children. The Skokie Health Department translates select health/safety information into the top 10 languages as outlined above, including emergency preparedness, West Nile Virus facts, Zika Virus facts and information on the &quot;Re-Think Your Drink&quot; campaign to reduce consumption of sugar-sweetened beverages. Also, grant-funded tobacco-cessation collateral materials were translated into four languages targeting specific populations that have a higher prevalence of tobacco use.</td>
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<tr>
<td>Streamwood</td>
<td>Yes.</td>
<td>No.</td>
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</table>
### Equity and Empowerment Commission

#### 6-MONTH DRAFT WORKPLAN, 2018-2019

<table>
<thead>
<tr>
<th>TASK</th>
<th>September</th>
<th>October</th>
<th>November NO MEETING</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
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</thead>
<tbody>
<tr>
<td><strong>Equitable Evanston</strong> (equity framework)</td>
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<tr>
<td><strong>Strategy 1:</strong> Define key concepts</td>
<td>Staff draft, Commission discussion</td>
<td>Commission approval</td>
<td></td>
<td>Present to Human Services Committee, 12/3/18</td>
<td></td>
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<tr>
<td>Resources, meeting packet</td>
<td>Staff draft</td>
<td>Revised draft</td>
<td></td>
<td>Memo to HS Committee</td>
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<tr>
<td><strong>Strategy 2:</strong> Develop community engagement policy and tool</td>
<td>Committee (Alejandra, Delores) to draft</td>
<td>Commission discussion</td>
<td></td>
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<tr>
<td>Resources, meeting packet</td>
<td>Committee draft</td>
<td>Revised draft</td>
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<tr>
<td><strong>Strategy 3:</strong> Define data needs, gather data</td>
<td>Committee (Kathy and Pat) to draft</td>
<td>Commission discussion</td>
<td></td>
<td>Commission approval</td>
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<tr>
<td>Resources, meeting packet</td>
<td>Committee draft</td>
<td>Revised draft</td>
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<tr>
<td><strong>Strategy 4:</strong> Develop equity lens, systems analysis</td>
<td>Assign committee</td>
<td>Committee to draft</td>
<td>Racial equity training?</td>
<td>Commission discussion</td>
<td>Commission approval</td>
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<tr>
<td>Resources,</td>
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<td></td>
<td>Committee draft</td>
<td>Revised draft</td>
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<tr>
<td><strong>meeting packet</strong></td>
<td><strong>Strategy 5:</strong> Develop evaluation tool</td>
<td><strong>Strategy 6:</strong> Recommend equity goals</td>
<td><strong>Strategy 7:</strong> Ongoing work</td>
<td><strong>Translation services policy</strong></td>
<td><strong>Resources, meeting packet</strong></td>
<td><strong>EPL equity consulting report</strong></td>
<td><strong>Resources, meeting packet</strong></td>
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<tr>
<td><strong>Assign committee</strong></td>
<td><strong>Assign committee</strong></td>
<td><strong>Assign committee</strong></td>
<td><strong>Appoint committee</strong></td>
<td><strong>Staff to draft, Commission discussion</strong></td>
<td><strong>Research: existing City contract; when are services requested, type of services, standard accessibility language; school district services.</strong></td>
<td><strong>Staff draft</strong></td>
<td><strong>EPL report (DeEtta</strong></td>
</tr>
<tr>
<td><strong>Committee to draft</strong></td>
<td><strong>Committee to draft</strong></td>
<td><strong>Committee to draft</strong></td>
<td><strong>Commission discussion</strong></td>
<td><strong>Commission approval</strong></td>
<td><strong>Revise draft</strong></td>
<td><strong>Memo to Rules Committee</strong></td>
<td><strong>Present to Rules Committee, 12/3/18</strong></td>
</tr>
<tr>
<td><strong>Commission discussion</strong></td>
<td><strong>Commission discussion</strong></td>
<td><strong>Commission discussion</strong></td>
<td><strong>Commission discussion</strong></td>
<td><strong>Present to Human Services Committee, 3/4/19</strong></td>
<td><strong>Committee draft</strong></td>
<td><strong>Committee draft</strong></td>
<td><strong>Committee draft</strong></td>
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<tr>
<td><strong>Commission approval</strong></td>
<td><strong>Commission approval</strong></td>
<td><strong>Commission approval</strong></td>
<td><strong>Commission discussion</strong></td>
<td><strong>Present to Rules Committee, 12/3/18</strong></td>
<td><strong>Revise draft</strong></td>
<td><strong>Revise draft</strong></td>
<td><strong>Revise draft</strong></td>
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<tr>
<td>meeting packet</td>
<td>Jones, consultant</td>
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<tr>
<td><strong>Commission workplan</strong></td>
<td>Committee (Alejandra and Jane) to draft; Commission discussion</td>
<td><strong>Commission approval</strong></td>
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<tr>
<td><strong>Resources, meeting packet</strong></td>
<td>Draft workplan</td>
<td>Revised draft workplan</td>
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<tr>
<td><strong>Commission budget</strong></td>
<td>Committee (Delores, Monte) to draft, Commission discussion</td>
<td><strong>Commission approval</strong></td>
<td>[City Council approval of FY2019 budget?]</td>
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<tr>
<td><strong>Resources, meeting packet</strong></td>
<td>FY2018 expenses; Committee draft for FY2019 (estimate of training, consulting, speaking expenses, etc.)</td>
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</table>

**July 2018:** Adoption of Annie E Casey Foundation race equity guide as model for Equitable Evanston framework

**July 2018:** Adoption of race equity priority, internal/City of Evanston focus. for race equity framework
For future Commission consideration:

- Professional development
  - Community orientation:
    - Black Business Consortium Tour
    - Snapshot Evanston (Evanston Community Foundation)
  - Guest speakers, discussions:
    - Terry Keleher, Director of Strategic Innovations, Race Forward
  - Diversity and inclusion training
    - Terry Keleher, Director of Strategic Innovations, Race Forward

- Tasks
  - Environmental justice ordinance
  - FY2019, FY2020 budgets
  - Truth and reconciliation, community restorative justice initiative

- Prospective meeting hosts
  - Evanston/Northshore YWCA
  - District 65
  - Second Baptist Church, Rev. Michael Nabors
  - Foster Senior Club
  - Fleetwood-Jourdain Community Center
  - Gibbs Morrison Community Center
  - Levy Recreation Center
  - Y.O.U.
  - St. Nicholas Catholic Church
  - McGaw YMCA (background on Emerson Branch YMCA)
  - Evanston Community Foundation
  - Northwestern University
  - St. Francis Hospital
Memorandum

To: Equity & Empowerment Commission

From: Budget subcommittee

Subject: Budget Proposal

Date: September 25, 2018

Purposed 2019 Budget for the Office of Equity & Empowerment

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultants/Trainers</td>
<td>$20,000</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>$15,000</td>
</tr>
<tr>
<td>Equity &amp; Empowerment Commission</td>
<td>$5,000</td>
</tr>
<tr>
<td>Training &amp; Travel</td>
<td>$2,000</td>
</tr>
<tr>
<td>Registration Fees</td>
<td>$2,000</td>
</tr>
<tr>
<td>Membership</td>
<td>$1,000</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$2,000</td>
</tr>
<tr>
<td>Postage</td>
<td>$500</td>
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<tr>
<td>Copy Machine</td>
<td>$500</td>
</tr>
<tr>
<td>Printing</td>
<td>$2,500</td>
</tr>
<tr>
<td>Translation Services</td>
<td>$1,000</td>
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<tr>
<td>Books/publications</td>
<td>$750</td>
</tr>
</tbody>
</table>

Total                                          $52,250
Equitable Evanston Framework
Strategy 1 Draft

The City of Evanston is committed to “ensuring equity in all operations” so that residents can live, work, and play in Evanston without fear of marginalization, discrimination or harassment.

Equity is the key to ensuring that all residents have what they need to thrive in our community. The Equitable Evanston Plan is the framework that will guide us through the process of identifying and eliminating historical and current inequities in City programs, services and facilities.

After many years of working in partnership with organizations The Annie E. Casey Foundation found that

Race holds a central place in our society’s deepest and most persistent patterns of social inequities, exclusion and divisions. Racial disparities, discrimination and segregation are widespread and continue to undermine our nation’s social fabric.

Race continues to play a defining role in one’s life trajectory and outcomes. A complex system of racial bias and inequities is at play, deeply rooted in our country’s history, culture and institutions. This system of racialization — which routinely confers advantage and disadvantage based on skin color and other characteristics — must be clearly understood, directly challenged and fundamentally transformed. If our nation is to live up to its democratic ideals — that all people are created equal and treated fairly — then racial equity and inclusion must be at the forefront of how we shape our institutions, policies and culture.

We have adopted this lens because so many individuals in Evanston face seemingly impenetrable structural inequities. Historically this group has had limited opportunity to contribute to shaping policies and procedures or to participate in decision-making processes. Overcoming this historical underrepresentation requires a commitment to building an inclusive environment with special attention to historically excluded social groups.

The first and perhaps most critical step in our Equitable Evanston framework is to develop a shared understanding of the key concepts that undergird this work.

**Diversity** includes all the ways in which people differ. While diversity is most often used in reference to race, ethnicity, and gender, the reality is that diversity includes but is not limited to age, national origin, religion, disability, sexual orientation, socio-economic status, education, marital status and physical appearance.

**Equity** means ensuring that all people have equal access to City programs, services and facilities

**Equality is treating** everyone exactly the same regardless of their differences or situations.

**Inclusion** is more than simply diversity and numerical representation, inclusion involves authentic and empowered participation and a true sense of belonging. Inclusion exists when barriers to participation in decision-making processes are eliminated. In an inclusive
environment, everyone has space to equally voice their perspective, regardless of background, when making decisions.

**Community Engagement** is the active, intentional, and ongoing engagement of all people. It is designed to create equal access, well-being, and a sense of belonging for all.

**Equity lens** is the tool that helps identify groups that are most likely to be negatively impacted by current policies and practices and future decision

**Racial justice** is the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity or the community in which they live. Racial justice — or racial equity — goes beyond “anti-racism.” It’s not just about what we are against, but also what we are for.
City of Evanston

Draft Community Engagement Policy

Policy Statement: The City of Evanston values Community engagement, processes and activities that contribute to program, policy and services decisions by providing City Council with the best possible information to support decision making.

The purpose of this policy is to ensure that the City of Evanston:

- Achieves a consistent, coordinated and outcomes driven approach to Community engagement;
- Facilitates Community input to decision making through effective and efficient involvement, collaboration and empowerment processes, and
- Assures that Community engagement is consistent.

This policy does this by describing:

- When the policy applies,
- The role of decision makers in public engagement,
- The importance of respectful and safe discussion
- A clear definition of Community engagement
- Key supporting elements for Community engagement

This policy is supplemented by the Public Engagement Procedure which will guide the implementation of the policy and outlines the key administrative components of Community engagement.

Application:

The policy applies to all of the City's policies, programs, and services that have an impact on the public. Community engagement should support decision making processes for:

- Designing or implementing a new policy, program, or service,
- Evaluating, changing or ending an existing policy, program, or service,
- Responding to a community-initiated request.

This Policy applies to Community engagement regarding all of the City's policies, programs, and services whether it is planned and delivered by City staff, contractors or community volunteers.

Role of Decision Makers

The role of decision makers - City Council or staff- in Community engagement is to strive for the best understanding of the public's views and perspectives on topics and issues, consider Community input in decision making and communicate to the public how their input was used and why decisions were made.
Community engagement offers the opportunity for staff to:

• Strengthen its role as community representatives through better understanding of the interests, values, and perspectives of the public.
  • To identify areas where Community engagement can and will make a meaningful difference to decisions,
  • Promote and direct the public to Community engagement activities,
  • Carefully and thoughtfully consider public input as part of the decision making process,
  • Ensure Community expectations for Community engagement opportunities and influence are balanced with awareness of resource capacity, fiscal realities, and other important context and considerations, and
• Clearly explain the rationale for decisions and how public input was used in decision making.

Respectful and Safe Discussion

The policy also recognizes that the discussion that underlies Community engagement activities will be conducted respectfully by all participants – City staff, stakeholders and residents.

Definition of Community Engagement

Community Engagement creates opportunities for people to contribute to decision making by City Council and staff about the City’s policies, processes and services, and communicates how public input is collected and used.

Public Engagement

The Public Engagement Spectrum is a tool that explains the four roles the public can play when they participate in City of Evanston public engagement activities. As you move within the spectrum, there is an increasing level of public influence and commitment from the City and the public.

• Advise - The public is consulted by the City to share feedback and perspectives that are considered for policies, programs, projects, or services.
• Refine - The public is involved by the City to adapt and adjust approaches to policies, programs, projects, or services.
• Create - The public collaborates with the City to develop and build solutions regarding policies, programs, projects, or services. This can include community initiated engagement.
• Decide - The public is empowered to make decisions directly or on behalf of the City about policies, programs, projects, or services.

Guiding Principles for Public Engagement

Shared responsibility – Engagement of people in an authentic way contributes to equitable and sustainable solutions to challenging issues.
**Relationship-building and perspective seeking** - Meaningful engagement values all perspectives and community experiences; it recognizes that respect and equitable processes foster trust and stronger relationships.

**Proactive, timely, and transparent** - People have enough time and notice to engage early in the process which clearly communicates how input will be assessed and used during engagement and reported on afterwards.

**Inclusive and accessible** – Community Engagement planning and delivery is inclusive and accessible. It encourages two-way conversations and strategies that reach diverse communities and ensure people feel heard and know their input is valued.

**Innovative and continuously improving** – The City of Evanston strives to aspire to co-create and embrace new and better engagement processes resulting in a sound approach to evaluating success.

**Supporting Activities for Public Engagement**

**Communications** - The City and the public are informed about, listen and learn about City policies, programs, and services through clear and transparent communications focused on plain language, active listening, and responsiveness. This is a key activity underlying all four levels of the public engagement spectrum.

**Project management** - Carrying out engagement within a project management process.

**Decision making** - Clearly identifying decisions, decision makers and decision making processes for every public engagement process.

**Relationships** - Developing and enhancing relationships through meaningful dialogue based on respect and trust.

**Capacity Building** - Providing the knowledge and tools to engage by building capacity internally and within communities.

**Leadership Development** - Building community and staff leadership by facilitating leadership development opportunities.