



City of Portland
Office for Community Technology
Reimagining DIN Project

Final Report and Recommendations - July 27, 2022



ASCETA

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Summary

Since Spring 2022, the City of Portland Office for Community Technology (OCT) has worked with ASCETA to support the reimagination of the Digital Inclusion Network (DIN) by the community and partners, towards addressing digital equity barriers and developing solutions to bridging the digital divide.

This report presents the summation of what emerged from our process together, in which we together:

- Re-envisioned the way OCT meet the collective goals for full digital inclusion in Multnomah County, and engages the community
- Intentionally invited diverse communities, experiences, and talents to the conversation, to lead this work
- Built potential shared decision-making models that are accountable for helping solve problems and consistently
- Co-designed and facilitated community process
- Communicated about what is and what is not working for the community.

This document summarizes the people, process and outcomes of our work together, concluding our collaboration on the DIN re-envisioning. Included is a completed framework with recommendations.

ASCETA Approach

ASCETA helps mission-driven teams find their forward in a way that is transformative, inclusive and impactful.

Our unique approach applies equity-based principles of human centered design, management expertise, and executive learning with organizational development theory to achieve alignment and inclusion across a diversity of perspectives, industries, demographics and agendas. Deep insights and powerful results emerge from thoughtful discovery, generative processes and the use of adaptive frameworks to drive information sharing, authentic adaptation and collaborative decision-making.



HUMAN

We approach every inquiry and encounter with the questions: What is essentially human?
What do people really feel and think?
What deep needs need to be addressed?



DEVELOPMENT

We optimize every encounter and activity to inspire creativity, stimulate insight, and engender reflection and transformative learning. We target the mechanisms that provoke or prevent adaptation, and address the interconnections between people, organizations, industries, culture, and society.



DESIGN

We start with the “end user,” the humans impacted by our work, in a way that is intentional, inclusive, collaborative, iterative, joyful, organic, and exploratory.

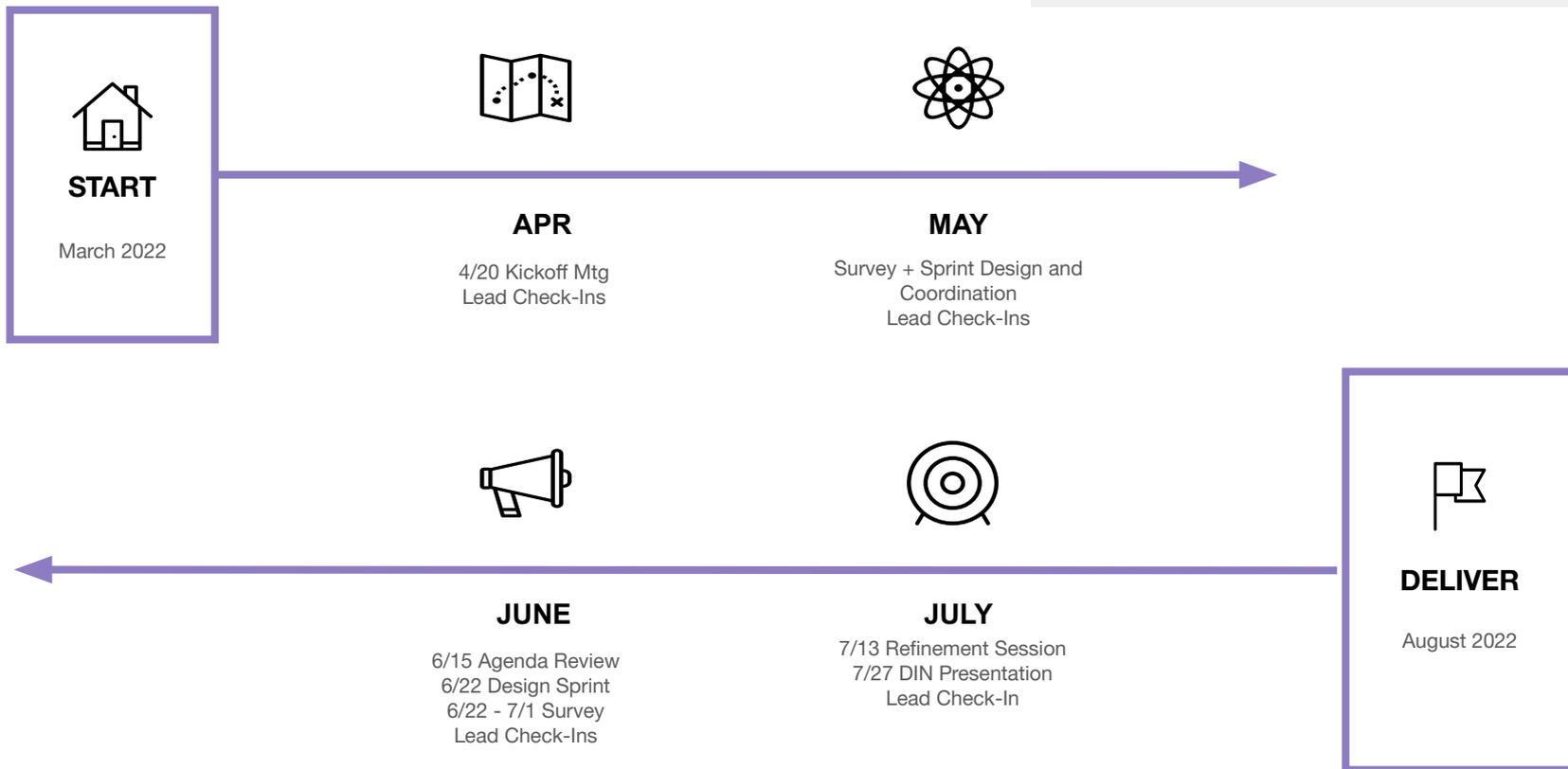
TIMELINE + ACTIVITIES

Click below to access

[06/22/22 Discovery Workshop Capture](#)

[07/13/22 Design Workshop Capture](#)

[07/2022 Survey Report](#)



Context & Insights

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DRAFT “HISTORY” OF DIN



FOUNDING 2016

Community leaders who were passionate about this topic; who wanted digital inclusion to be a priority focus for all felt like they were addressing digital inclusion issues in a silo - wanted opportunities to come together to collaborate to foster Digital Equity.

- Started as a listserv- primarily PSU (Matthew Timberlake, Director of Libraries+PSU professor), local nonprofits and the City (Marybeth Henry) with some funding to collaborate
- Started with informal summit with CBOs, Comcast, Verizon, T-Mobile, and local government leaders, including county commissioners, City of Portland Mayor and City Council members with the goal to create digital equity action plan (DEAP) Digital Equity Action Plan
- Informal coalition of community leaders and public agencies continue to collaborate with the public agencies to implement the DEAP

Note

DIN was one of the first place-based coalitions in the country: it became a model for other places

CONTINUATION 2017 - 2021

Continued opportunity to gather, network, and build new partnerships and collaborations. Issued technology grants to nonprofits, with City + Library hosting the meetings and setting the agendas

- 2019-20, the DIN and planning team participated in an anti-racist workshop with Hurdle Consulting LLC. As part of the work, we engaged in an Anti-Racist Organizational Planning Tool.
- Engaged in county-wide telecommunications needs study and 2019-2020 Municipal Broadband Feasibility Study
- Digital Divide COVID response work began: hotspot and chromebook program for the 2020 Covid response.

Notes

Since 2019, work has continued to share leadership and responsibility of DIN

See [DEAP Progress Reports](#)

CURRENT 2022

Information sharing and preparation for federal funding for broadband and digital equity.

City of Portland OCT supports a project to reimagine DIN to center communities and address needs.

- Planning team continues to be City of Portland, Multnomah County, and Library staff
- Multnomah County working group on digital equity strategies

Survey Summary

PARTICIPANTS

- N = 33
- Gender and age range revealed fairly equal splits
- Majority female (47%)
- Most between the ages of 35-64 (73%)
- Between 76-90% identified as a part of one or more priority population to be served
- Primarily worked for Community Based Organizations (77%) & Culturally Specific Organizations (47%)
- 90% work in Portland
- Self-identified racial identity: 41% White, 34% Black, 22% Latinx or Hispanic, 6% Asian, 6% American Indian or Native
- 36% identified as persons with disability

“I think that the digital divide goes beyond just having access to internet and a personal device. I think people need to also have support for media literacy and basic technical skills for other areas of understanding to navigate the growing technology as well.”

DIN Participation

Whose collaboration is most needed to achieve Digital Equity and Inclusion in the Portland region

- 79% of respondents chose Community-Based Organizations and Culturally Specific Organizations as critical collaboration partners

What motivates folks to participate in DIN - or what would bring them to participate in DIN and/or a community collective?

- 52% **“want community and connection with like-minded others”**
- 48% **“to collaborate on a system solution to the digital divide” (48%)**
- 42% **“to learn new ideas and approaches”**
- 42% **“to learn about funding opportunities for my organization”**

“I want the DIN to focus on bringing resources to community, not on bringing community to the DIN.”

DIN Purpose

There is a critical need for communities in Portland to come together to close the digital divide and to ensure “equal participation and opportunity in all parts of life as technology constantly evolves, especially for those disproportionately affected.”

- 69% Strongly Agree
- 19% Agree
- 13% Neutral
- (No one disagreed)

“More and more, access to and proficiency with technology is required to navigate services and connect with others. Providing technological support is key to uplifting historically disadvantaged populations.”

“People living insecurely (houseless, refugee, foster youth, DV victims) need additional advocacy if they are to benefit from digital inclusion efforts”

DIN Centering

Which populations are most affected by the digital divide?

- 85% Black persons/communities
- 85% Households with low income
- 79%-73%
 - Indigenous Peoples
 - People of Color
 - People with Disabilities
 - Immigrants
 - Seniors
- Over 50% I
 - Intersectionalities of the above
 - People in rural areas
 - People impacted by incarceration

“Those who may be making enough that on paper they don’t read as low income but still need support.”

“...Low income as defined by a living wage, and NOT by the federal definition of “poverty.”

Interview Summary

What are Portland (and DIN)'s greatest challenges to bridging the digital divide?

PARTICIPANTS

- N = 10
- Most with lived experience as or supporting priority populations impacted by the digital divide
- Some who have experienced City of Portland OCT collaboration, whether historically with the DIN, and/or those new to City collaborations
- From distinct communities and geographies within Portland

Basic needs bar learning

Need to meet basic needs first (housing, medical care) - how do you push that even further so people are exploring and accessing different things? Once people have their basic needs met, and they're not in a constant state of panic and trauma, they can feel like they have space to be creative and explore. Just having a time where you actually are using devices, solving problems together in a lab. There need to be opportunities for that.

Feeling unwelcome; left behind

The digital space might not feel welcoming to everyone. There's a lot of economic power to navigate things online, try different things, programming coding design and music, access digital tools, that can be accelerated. People are left behind, [especially] if they don't feel comfortable trying different things.

City Culture

Being City Staff is not a comfortable position - [they] are stuck with all responsibility and blame if anything goes wrong

Communities are isolated

A lot [of communities] have fears of systems, cultures are unfamiliar, or they are home-bound, don't speak English, some physically or mentally behavioral health problems - a lot of folks with PTSD need and require organizations they can trust and be open to share informations, and when they come it's totally different, day and night. Most young people or elders have lived in refugee camps, isolated Some are very far away from towns where they meet with people. Having people from that environment to big cities like this is overwhelming. These are people who don't know to use latrines and never saw water running from a tap. After six months, you have to go to work, they have never been employed, it's chaotic....a lot of issues within this communities. Maybe they want to apply for food stamps, other advantages, employment - they have to go to somebody - they expose their documents, social security, addresses, phone numbers - they feel uncomfortable; if they have access to things, they can apply by themselves

Mistrust of City / OCT

There's a lot of skepticism of OCT, and it's been a pretty mainstream group for a long time. To our continued frustration, it holds out to be a diverse group but is continuously not, with government organizations, government employees, and [particular organizations] running the show. They list [other CSO's and network], which is part of our real frustration.... We don't trust DIN, or feel respected. Will it always be that way? We have deep skepticism of the inertia and institutional practices. Like (some community folks who are now in government) think DINS can be a really positive force for comm engagement and tech policy making. But distrust runs deeper than DIN - it's distrust of OCT as an agency.

Interview Summary

What are Portland (and DIN's) greatest opportunities for bridging the digital divide?

Honoring Lived Experience: Free Labor v. Community Compensation

[Collaboration] works when you're pulling people in when there's resource attached - it's operational and real, asking you to sit. . . for weeks to determine where this is going. Constructive work sessions are the best. People's time is valuable... not just asking for ideas but you're getting something out of this.

They need to reimburse folks for giving input, like an hourly fee. They need to give a stipend, paid by the City to do this work, approaching from that level, giving respect for what is appreciated by staff. It should be \$75-100/hr depending on who. We've come up with scopes of work. It was done with Metro, Trimet, and the School District.... These are skilled experts, and we need to pay them to do this, instead of assuming that you would share on the side.

Acknowledge and pay [people] for their work - standing contracts, requests, tiny projects, community driven projects.

Internet Access is a Fundamental Rights; achieving it requires Inclusion

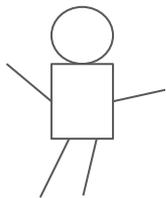
There's a pretty broad definition among stakeholders - it should be more of a right or utility that can't get shut off b/c it's fundamental. For many of us, the idea that our internet wouldn't be there is inconceivable. I don't wake up wondering if my internet isn't going to work - but that's not a reality for a meaningful number of folks in our region, and the vast majority are not white.

There is broad recognition that the way we deliver internet access is not working. The challenge is - there's not really a way right now from A to Z. To really have a responsive, accessible, technological future where everyone has access to the internet they need for all their education, employment and health, natural disasters, you name it, the only way that's going to happen is that we have a very inclusive practice for designing and implementing solutions.

Digital employer thresholds. There needs to be an on-ramp so employment can be developing a level of digital skills. Some employment has no on-ramp; some have major on-ramps. [We need] identification of minimum digital literacy worker levels [so] employment can lead to digital skills and can lead onwards.

Access. Equipping social safety net organizations [to be public access points] - libraries, nonprofits, other govt or nonprofit entities. Starbucks is a place people can go get on wifi and get work done. The digital era is here, it's been here, and we have to equip our society to be able to function at it. Recognizing that not everybody is at home sitting at their desk on high-powered wifi doing their work. We can do buses, why not wifi?

Digital Infrastructure. Like the way we talk about roads - the digital infrastructure - whether Wifi or other. We did not build the digital infrastructure to withstand every person having a cell phone or on the internet. We have laptops, iphones, phones. But when we goto ATT or Xfinity to get our Wifi, you have to be at highest level. Really there are only 10 [access points] - what happens when there are 100?



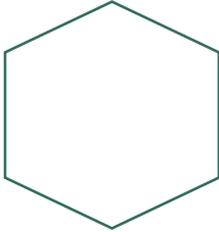
Workshop Summary: DRAFT ECOSYSTEM MAP

Developed by participants, building upon survey and interview inputs

COMMUNITY	PUBLIC	CORPORATE / PRIVATE
<p>CBO's, CSO's</p> <ul style="list-style-type: none">• CBOs led by their community• Orgs serving all of the end user groups• Nonprofits• Organizations that are specifically trained to provide support in these areas of expertise• Houseless communities' needs• Community partners <p>Community Hubs</p> <ul style="list-style-type: none">• Families• Social and religious orgs (churches, temples)• Small businesses (barber) <p>Shared Resources</p> <ul style="list-style-type: none">• Mutual aid groups• Community Media Centers• Farmer's markets/food pantry <p>SME's (Subject Matter Experts) with Lived Experience</p> <ul style="list-style-type: none">• Those we are serving• Individual community members	<p>Government</p> <ul style="list-style-type: none">• City government (OCT, police, fire)• Regional government (Metro, Mult Co)• Tri-County Govt. Partnerships• County Government <p>Public Resources</p> <ul style="list-style-type: none">• Libraries• Health providers (OHA, DHS)• Schools• Housing providers• Recreation• (Public) Transportation Providers <p>Adult Education and Training</p> <ul style="list-style-type: none">• Anchor institutions• PCC/MHCC, PSU• Higher ed• Unions-apprenticeship programs <p>Public Leaders</p> <ul style="list-style-type: none">• community leaders• Elected officials <p>Public Residences</p> <ul style="list-style-type: none">• Jails prisons and homeless shelters	<p>Digital Resource Providers</p> <ul style="list-style-type: none">• Internet Service Providers (e.g. Comcast)• Device retailers• People creating inaccessible web content• Tech companies <p>Digital Support Workers</p> <ul style="list-style-type: none">• Technical support• Translators / Interpreters• Digital Navigators• Volunteers• Library staff <p>Funders</p> <ul style="list-style-type: none">• Funders

Key Insights

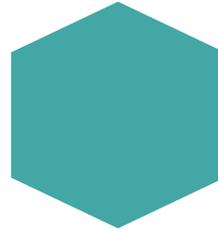
Observations from discovery that help bring deeper truths to light, and are intended to help drive action by introducing a fresh and significant, if relatively unseen perspective



User needs vary by community and intersectionality.

While there are needs that are common across all users, achieving digital inclusion requires understanding specific user challenges.

Culturally and needs-specific communications, engagement, listening, and responsive relationship support is required.

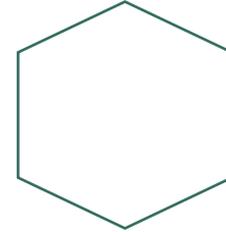


Relational trust is required for impact

To build digital inclusion, including culturally specific and/or community-based organizations is key, as people learn best from those they know and trust.

Alternate partnerships (small organizations, religious organizations, schools etc.) are equally important.

Successful engagement requires greater listening, respect, responsiveness, and consistency.



Building capacity is key.

Sustained, continuous work on the digital divide is desired and required by all.

To be effective and less onerous, and to prevent long-term harm to communities, distributions must: be regarded as investments, focus on building both skills and trust, and must encourage continuous feedback for improvement.

The Framework

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2022 - 2025 COALITION FRAMEWORK - work in progress as of 7/27/22

collectively created areas of alignment to build on

Our Problem. DIGITAL DIVIDE

The gap between those who have affordable access, skills, and support to effectively engage with technology and those who do not. As technology constantly evolves, the digital divide prevents equal participation and opportunity in all parts of life

- **Technology can be expensive** and requires regular updates & maintenance.
- **Technology changes quickly** requiring re-familiarizing and constant learning.
- **Technology can be inaccessible** requiring Universal Design to support all abilities.

Our Purpose. DIGITAL EQUITY

Digital equity is when all individuals and communities have high quality tools and knowledge needed for full participation in our society, government, and economy all the time. Digital equity is necessary for civic, cultural participation, employment, lifelong learning, access to essential services, and fun.

WHO WE ARE

An intersectional coalition led by those with lived experiences of digital exclusion, dedicated to bridging the Digital Divide and achieving Digital Equity throughout Multnomah County

WHAT WE DO

Collaborate. To connect and work together on a systemic solution to the digital divide

Collectively Voice. To speak as a collective on policy issues or state matters

Multiply Capacity. To share costs and pursue new resources together, and not duplicate efforts, and to share resources, talents and best practices

Learn and Adapt. To learn new ideas and approaches

WHO WE CENTER

Priority Populations

- Black
- People with low income
- Indigenous peoples
- People of color
- People with disabilities
- People with language barriers (immigrants, refugees, ESL)
- Seniors
- Houseless or facing housing insecurity
- Youth, particularly foster and special needs children and their families
- Survivors of domestic violence
- People in rural areas
- People impacted by incarceration
- Adult learners
- Intersectionalities of the above

WHAT WE SEEK

Digital Adoption

Affordable access and daily use of the internet at a speed, quality, and capacity necessary for accomplishing common tasks, supported by:

- A personal device and relevant equipment
- A safe, secure and convenient network
- The digital skills necessary to participate online
- Culturally relevant services and support, and
- Community connection

Coalition Structure - work in progress

This draft structure emerged as a suggested option to address the needs, insights and framework that emerged in the discovery and design process, in which workshop participants built upon the framework suggested by the [NDIA Digital Inclusion Coalition Guidebook](#).

More development and discussion are necessary to take forward these notes. Further collaborative development is required in order to ensure that authentic inclusion and impact.

Key questions to answer for potential members:

- What is the value of joining for members?
- How is my organization enhanced by this participation?
- What collaboration tools are used, and how are decisions ultimately made?
- What are the goals and objectives? (Clarify and develop framework's "What We Do")
- How's the community different because of the coalition?

The Coalition is...		
An intersectional coalition led by those with lived experiences of digital exclusion, dedicated to bridging the Digital Divide and achieving Digital Equity throughout Multnomah County		
"LAYER"	WHO	NOTES
Community	<ul style="list-style-type: none"> • Priority Populations 	<ul style="list-style-type: none"> • Work together to achieve shared future (Digital Equity) and goals, while carrying out their specific missions
Collective <i>or "Members"</i>	<ul style="list-style-type: none"> • SME w/ Lived Experience • Frontline Community 	<ul style="list-style-type: none"> • Digital Divide Ecosystem
Committees <i>or "Task Force(s)"</i>	<ul style="list-style-type: none"> • Issue area experts - able to lead DIN projects and time-bound tasks • People with insight into on the ground activities or who operate programs that address digital equity. • People with specific knowledge of issues and opportunities. 	<ul style="list-style-type: none"> • Project-Focused • Collaborative decision-making for OCT programs • 1Y, paid, 6-7 community leaders • Example: OCT Budget Advisory Committee clarifies priorities, advises on budget.
Steering Team <i>or "Leadership Team"</i>	<ul style="list-style-type: none"> • National/state policy • Directly connected to the community • Coalition administrators 	<ul style="list-style-type: none"> • Guides the coalition • 1-2Y, paid positions • Convenes meetings • Establishes working groups • Track group process
Backbone	<ul style="list-style-type: none"> • Government (City of Portland) 	<ul style="list-style-type: none"> • Provides infrastructure • Provides capacity to align resources • Supports alignment and focuses efforts across / among community organizations

Outcomes Development

Continuously understand and adapt to diverse user needs by community and intersectionality.

- **Develop best practices to identify, understand and continuously address specific user challenges as they change**
- **Create processes, people and improvement checks for culturally and needs-specific communications, engagement, listening, and responsive relationship support**

Invest in relational trust for impact

- **Build towards shared leadership with culturally specific and/or community-based organizations**
- **Develop alternate partnerships (small organizations, religious organizations, schools etc.)**
- **Build trust in the city through responsive greater listening, respect, and consistent experience**

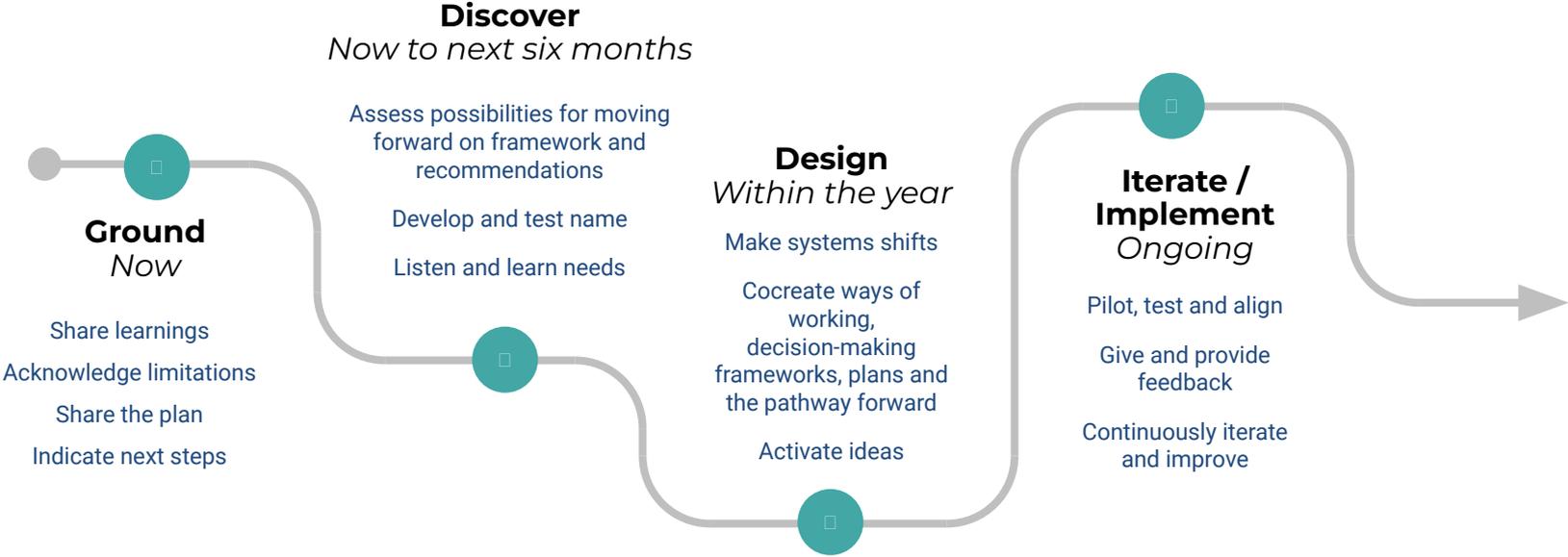
Increase capacity in the ecosystem at every opportunity

- **Create checks and measures balancing immediate goals with continued progress on sustained, continuous work on the digital divide**
- **Reduce burden and harm on communities: build skills and trust, and encourage and integrate continuous feedback for improvement.**

Recommendations

ASCETA

Suggested Timeline



INSIGHTS *by ASCETA*

RESISTANCE TO CHANGE among all folks accustomed to habit and practice, in all parts of the ecosystem, is to be expected, especially among those historically rooted or accustomed to greater voice, privileged positions and power.

CHECK-THE-BOX OUTREACH remains the perceived mode of engagement for City projects - including this one, given the historic mistrust and limited capacity of burdened communities to freely engage, and resource constraints of government projects and staffing. Hiring community leaders and people who identify as priority populations have improved relationships implicitly, but also is a problematic practice if personal relationships are relied upon exclusively and not explicitly, without the development of best practices in engagement and collaboration.

RECOMMENDATIONS *for OCT*

ADOPT MINDSETS AND LANGUAGE THAT REINFORCE INVITATION, IMPROVEMENT AND ITERATION by continuously inviting feedback and voices, committing to shifting according to insights, and re-engaging - all within the context of the greater goals outlined in the framework (Digital Equity, Inclusion and Adoption). For example, the conclusion of this essential DIN reimagining process is one step of many, and next steps will include further invitation to engage, co-create, improve and change together.

CUSTOMIZE INCLUSION AND ENGAGEMENT through a UX Design approach to address specific and true needs of centered communities as well as the various personal perspectives occupying the digital ecosystem. Develop models, experience maps, and pathways that empathize and address concerns and opportunities, create new habits, and regularize building the tools, resources, staffing and practices to sustain consistent relationship and engagement.

EXPAND CAPACITY, LEVERAGE RESOURCES AND RESPECT EXPERTISE by compensating for subject matter sharing and delegation of roles and functions to community members and task forces/committees.

Sample Referrals and Links

Key Topics to Google

- *Mindset shift*
- *Growth mindset*
- *Agile process improvement*
- *Self adaptive systems*

UX Design for Engagement

- [UX in local govt](#)
- [UX in federal govt](#)
- [Archived "usability" description](#)
- [Presidential Innovation Fellow post](#)

INSIGHTS *by ASCETA*

CITY GOVERNMENT CULTURE with its bureaucratic requirements, internal politics, institutional history, and complaints-based culture continuously perpetuate deep constraints on building relational trust: even when staff members are personally trusted, siloed departments, rule interpretations, perceived inflexibility, and political considerations get in the way of the consistency, reliability, empathy, and responsiveness required for trust to form.

FOCUS ON ADMINISTRATION perpetuates oppression by obviating the experience (challenges / pains and opportunities / gains) of people involved in processes. Roles, tasks and linear-logical checklists are key for implementation and success, but standalone, are exclusive, expensive, and center the manager and do-er of services, rather than addressing the specific needs of recipients.

RECOMMENDATIONS *for OCT*

DESIGN EXPERIENCE-BASED WORKAROUNDS with overt intentional commitments to acknowledging challenges, identifying root causes and building awareness and possibilities for change. Commit to personal and professional skillbuilding for all involved, supporting behavior change, and the elevation and prioritization of improving lived experience of the humans involved, particularly priority populations in the community, public, and on City staff.

ADOPT DESIGN THINKING, ITERATIVE SKILLBUILDING AND FACILITATION AS BACKBONE FUNCTIONS - alongside and in addition to implementation and administration. Having staff in City positions begin and end with user experience, empathy, and systems change is a significant commitment to shifting focus, addressing alienation, building trust, and supporting systems change.

Sample Referrals and Links

UX Design for Engagement

- [UX in local govt](#)
- [UX in federal govt](#)
- [Archived "usability" description](#)
- [Presidential Innovation Fellow post](#)

Design Culture in Government

- [Design in government](#)
- [Building a Design Culture in City Govt](#)
- [Citizen-centric Govt](#)

Design Thinking for Systems Change

- [Relational Work of Systems Change](#)
- [Systems Thinking in the Public Sector](#)
- [From Design Thinking to Systems Change \(with report\)](#)
- [Wroclaw Case Study](#)

Special Note: Continuum of Community Engagement



Note: continuation of discovery,
learning, inclusion

- ONLY 10 interviews and add-on survey; integrate more

At left is the Continuum for Community Engagement, a tool that may be useful for Coalition Building and the City of Portland / OCT's progress in centering priority populations in decision-making.

To address fears, build trust, minimize harms and maximize shared understanding and impact, it would be key to **CLARIFY EXPECTATIONS FOR COMMUNITY ENGAGEMENT** for each of the various projects, roles, and positions. Are folks expecting to be consulted, involved, collaborating, or to be sharing leadership - and for which topics, processes, and phases of each project and the coalition overall?

Such clarity will help achieve clarity and avoid charges of "rubber stamping" (e.g. instead of a mismatch between aspirations for shared leadership, with consultation or outreach only; all could agree that a particular effort is "Consultative" or "Involved," etc.

For detail, see the [International Association for Public Participation](#) (also known as the IAP2 Spectrum).

Thank you!

ASCETA

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Appendix

Initial Ecosystem and Empathy Maps for Thinking in Systems, and Planning for Change

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COMMUNITY - empathy mapping (to address the digital divide)

WHO	DO	BIGGEST PAIN	GREATEST GAIN
CBO's, CSO's (nonprofits)	<ul style="list-style-type: none"> Share needs Shape decisions Place value on Digital Equity & Inclusion issues and dedicate staff and funds for necessary efforts. Focus/Research Groups/paid committees Advocate on behalf of the people they serve; train people on tech in their own language Contacting smaller nonprofits and going out into the community. Talking to more community members to hear their needs. 	<p><u>Lack of Trust with Government</u></p> <ul style="list-style-type: none"> Trauma Pain/Emotional Labor-and then nothing changes or requested implementation is over questioned Lack of trust from Gov Not trusting Culturally specific CBO's with their own funding oversight <p><u>Capacity / Skills Training</u></p> <ul style="list-style-type: none"> Resources and staff Lack of pay lack of resources Limited capacity to scale services Organizational training needs - staff need tech skills before they can teach tech skills Staffing <p><u>Government Requirements</u></p> <ul style="list-style-type: none"> Not meeting the needs of all the family members. More often than not devices are capped to families 	<ul style="list-style-type: none"> Community and connection (52%) Systemic solution (48%) New ideas and approaches (42%) Funding (42%) Reduce barriers where there are many which improves the community CBO's have already established and trusted relationships with CBO's Advocacy, training, education is needed
Community Hubs (family, church, small biz)	<ul style="list-style-type: none"> Capacity building Recovery Clubs Activist Groups Houseless Community Engaging with community 	<p><u>Lack of Resources and Capacity</u></p> <ul style="list-style-type: none"> Need outweighs what we have resources for Already overwhelmed by living, hard to take on a new task or role, or participate in training on how to do stuff <p><u>Disconnection with Church</u></p> <ul style="list-style-type: none"> People don't want to deal with church unless secular element Fearful of people who are most impacted; i.e the houseless, addicted, activist etc 	<ul style="list-style-type: none"> Can help bridge between individual and govt-trust Because the work is supposed to support and benefit all, not some Language skills Comfort and confidence Trust is there already
Shared Resources (mutual aid)	<ul style="list-style-type: none"> Support Mutual Aid services that are already up and running Increase capacity of staff, services and volunteers Add new resources & services to non-profits & community organizations 	<p>Usually run by a small group or one volunteer, easily overwhelmed by need and not supported by those with resources</p>	<ul style="list-style-type: none"> Helping the community Creating partnerships with people who are willing to fund. Stability and sustainability

COMMUNITY - empathy mapping

WHO	DO	BIGGEST PAIN	GREATEST GAIN
Individual Community Members	<ul style="list-style-type: none"> Lived experience Reduce Barriers that prevent attendance Increase resources, engagement and services Grow organic connections to priority populations - build buy-in with community leaders Buy Gift cards for participation (comment - give people money so they can decide where to spend/what to spend on) 	<p><u>Lack of Engagement/Capacity/Reason to Participate</u></p> <ul style="list-style-type: none"> Just don't know about the DIN Likely assume DIN isn't open to them to participate Lack of mentorship Don't have the time to participate, or have other constraints that need to be accommodated <p><u>Perceptions and Power Sharing</u></p> <ul style="list-style-type: none"> Disenfranchised groups are perceived to be hard to work with - people afraid to invite them & people in power are resistant to sharing power 	<ul style="list-style-type: none"> Represent community that most people at the table don't know anything about. Increase sustainability

PUBLIC - empathy mapping

WHO	DO	BIGGEST PAIN	GREATEST GAIN
Government (City, Metro, Tri-Co) Library	<ul style="list-style-type: none"> Share needs Shape decisions Provide resources Create policy Accessibility to refugees families Provide transportation and resources to families to access resources 	<p><u>Lack of Consistency/Capacity</u></p> <ul style="list-style-type: none"> Not trustworthy, don't keep promises Turnover of the people that are supposed to be there for the community Limited resources and lots of priorities <p><u>Government-Centered, not Community Centered</u></p> <ul style="list-style-type: none"> Don't use plain language Set it up so community has to come to government, need to go to community more Comfortable with the relationships they have <p><u>Other</u></p> <ul style="list-style-type: none"> electeds 	<ul style="list-style-type: none"> Good policy impacts everyone Lots of resources

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WHO	DO	BIGGEST PAIN	GREATEST GAIN
Public Resources (Libraries, Schools, OHA/DHS, Housing, Transport, etc.)	<ul style="list-style-type: none"> • Increase • Where people who have needs actually are • Libraries: Provide technology access and tech training. The library's hours/locations are good. 	<u>Practical:</u> <ul style="list-style-type: none"> • Schools - insufficient number of tablets/computers per household. Not 1-to-1 	<ul style="list-style-type: none"> •
Adult Education and Training (Higher Ed, Union Training)	<ul style="list-style-type: none"> • Develop materials • Collect data on learning gaps • Provide training 	<ul style="list-style-type: none"> • Have to be enrolled • Funding/grant requirements • Requires regular attendance 	<ul style="list-style-type: none"> • Access to expertise/resources • Certificate or other proof of skill • Some prefer learning in groups
Public Leaders (electeds, community leaders)	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Already overworked! Ask them to identify community members who are interested 	<ul style="list-style-type: none"> •
Public Residences (Jails, Prisons)	<ul style="list-style-type: none"> • Provide training, provide resources to those in need, especially in transition out of incarceration 	<ul style="list-style-type: none"> • Punitive and controlling 	<ul style="list-style-type: none"> • Need is HUGE