Community Engagement Assessment Report and Logic Model

Garfield Park Conservatory Alliance

Prepared by Justice Informed
September 2021

JUSTICE INFORMED℠

GARFIELD PARK CONSERVATORY ALLIANCE

Acknowledgments

On behalf of Justice Informed, we want to thank the Garfield Park Conservatory Alliance (GPCA) for engaging our team in this important work. A special thanks to Mattie Wilson, Jennifer Van Valkenburg, and the many community members for their input in supporting the development of this Community Engagement Assessment Report.

This report has been prepared with a focus on GPCA's present work as well as its future work and its interconnectedness. There is much work that GPCA is doing to address various points of growth and collaboration with the Garfield Park community, which are identified in this report. Our intersection with GPCA comes at a time of robust growth, and much of the work has not been given adequate time to truly demonstrate or evaluate. We offer our recommendations and observations with a hope that you consider them seriously given our "commitment to struggle toward solution" and be gracious to one another as we grow both individually and collectively in what Dr. Martin Luther King Jr. called the "inescapable network of mutuality" of people, companies, and countries.

Finally, we wish to acknowledge that the work of community engagement at GPCA is made stronger by consideration of this report, but also about how it can converge (and must be read with the aims of reciprocity) with the work happening in the larger Garfield Park community. As a large public conservatory, the work of GPCA has the opportunity to truly engage this work in powerful, iterative, emergent ways. We encourage discussion, strategic alignment, and discovery of the nuances of the Garfield Park neighborhood, Chicago Park District, and larger Chicagoland area.

Our team is providing this community assessment with an appreciation and understanding that GPCA wishes to be uniquely ambitious and strategic about their plan for community engagement. We hope that the observations and following recommendations provided herein match this energy and proactive leadership.

Should GPCA wish to retain Justice Informed to assist in the development or integration of any of the work or strategy areas described in this report, please feel free to contact us directly.

At your service,

Xavier Ramey
Chief Executive Officer
Justice Informed

Introduction

Background and Purpose

The Garfield Park Conservatory Alliance (GPCA), a nonprofit organization that works to provide educational programming, events, and resources to Conservatory visitors, retained in spring 2021 the services of Justice Informed (JI), a Chicago-based social impact consulting firm, to conduct a review of GPCA's current community engagement strategies and initiatives. The goal of this engagement is to create a model that better aligns the organization with area community residents, GPCA members, and relevant partner groups toward deeper community engagement and equity as a core value and output of GPCA activities.

This Community Assessment Report serves to meet the following goals:

- Provide a point-in-time snapshot of existing GPCA community engagement strategies, as well as the expectations and experiences of community members and partner organizations.
- Provide an understanding of how GPCA can focus and invest in increasing diverse membership and residential access of GPCA facilities and programming.
- Identify how GPCA sees its role in advancing diversity, equity, and inclusion (respectively) for community partners and local residents.
- Lay the groundwork for recommendations for specific actions that GPCA can undertake to launch a new plan for community engagement.

This culminating report offers insights on how GPCA is currently perceived by the Garfield Park community, how the Garfield Park community is involved in program creation at GPCA, and how GPCA can expand access to community residents.
For the duration of this project, JI has worked closely with GPCA staff, which included Jennifer Van Valkenburg, President and CEO, and Mattie Wilson, Director of Programs and Interpretation.

Additionally, the JI team received helpful insights and feedback from nonprofits who partner with GPCA, particularly in the area of health and wellness, the faith community of Garfield Park, residents of Garfield Park, and former and current GPCA members.

Community Assessment Process

Stakeholder Focus Groups: After hosting an introductory kickoff meeting between Justice Informed and GPCA on April 15, 2021, Justice Informed conducted three, 90-minute focus groups to capture the insights and include the voices of three stakeholder groups for this assessment: GPCA current and former members, nonprofit partners, and members of the Garfield Park faith community. These focus groups, conducted via Zoom, allowed Justice Informed to understand each stakeholder group's experience with GPCA, as well as their goals and aspirations for future engagement(s) with the GPCA. For a full list of the members who participated in these focus groups, please see Appendix A. This focus group process was conducted in June 2021 by various members of the Justice Informed team. Amy Chan (Community Consultant), Anna Radoff (Senior DEI Strategist), and Kevin Nigarura (DEI Strategist), facilitated all meetings, with support and advice from Xavier Ramey (CEO).

Interviews: In addition to the focus groups, Justice Informed conducted eight one-on-one 45-minute interviews via Zoom. These interviews were offered to individuals who were unable to participate in the focus groups due to scheduling conflicts. These individuals are listed in Appendix A. Outside of these meetings, the Justice Informed team met on an ad hoc basis with GPCA staff leadership (Mattie W. and/or Jennifer VV.) whenever questions or concerns relating to our process, outcomes, or GPCA activities warranted such a meeting.

Document Review: To understand GPCA's current priorities, goals, and progress in regards to community engagement, Justice Informed worked closely with GPCA to compile and review relevant GPCA policies, procedures, and practices. Included in this document review were GPCA's volunteer handbook, 2020-2023 strategic plan, programmatic documentation, Board bylaws, and the employee handbook.

Community Survey: Following the focus groups, the Justice Informed team worked with GPCA's leadership to develop and disseminate a survey to community members and stakeholder groups. This survey was administered in June and July 2021. It provided a broader understanding of individuals' views on GPCA's investment and prioritization of community engagement in planning programs, how GPCA builds relationships and the Garfield Park community's perception of how GPCA engages in racial equity and DEI work.

Community Engagement Assessment Report: Justice Informed reviewed the quantitative and qualitative data collected from the interviews, focus groups, survey responses, and documentation, and compared findings against community engagement best practices. This analysis allowed the Justice Informed team to highlight opportunities for new strategies, as well as to identify where existing resources are being used to engage in racial equity work.

The Community Engagement Assessment Report and Logic Model are presented with the following sections:

1. Executive Summary
2. Observations: Strengths and Growth Areas
3. Recommendations
4. Logic Model
5. Appendix
    a. Focus Group Participants
    b. DEI and Antiracism Definitions
    c. Survey Respondents Demographic Breakdown
    d. Justice Informed Spectrum of Engagement

Executive Summary

Garfield Park Conservatory Alliance (GPCA) began its work with Justice Informed (JI) in April 2021 to accelerate GPCA's existing commitments to community engagement and identify strategies for DEI-aligned future engagement. Community engagement in this context focuses on both the process and outcome of partnerships in the Garfield Park community, the greater West Side, and Chicagoland. This report details how GPCA can solicit input on programs, policies, and the physical space of the Conservatory during the process of planning. In addition, the report details how GPCA culture is perceived and experienced by community members. Community engagement best practices place an emphasis on decision-making, relationship and partnership development, and capacity-building.

Over the course of four months, JI conducted its Community Assessment Report of GPCA, surveying, interviewing, and conducting focus groups with nonprofit partners, current and former members, and members of the faith community to understand their perceptions and knowledge about GPCA's work; identifying which programs and resources the broader community values, can access, and wishes to see more of in the future; identifying how community partners, members, and local residents experience the current efforts GPCA utilizes toward effective community engagement; and how various stakeholders experience and expect GPCA to engage in matters of racial equity.

Strengths: Through this review, a clear picture of GPCA's community engagement strengths and challenges emerged. As an organization, GPCA has many strengths from which to leverage as it moves to more strategically integrate community engagement within its organization and processes. These strengths include:

- There exists excitement from all stakeholder groups for GPCA to include the Garfield Park community in its mission and vision.
- Stakeholders provided many ideas for how GCPA can better engage its community and disseminate information.
- Respondents find GPCA and Conservatory buildings, external providers, and staff to be welcoming, accessible, and diverse, but have questions about the Conservatory's connection to the Garfield Park community.

Areas of Growth: Several areas of improvement emerged through the Assessment process for GCPA to consider as it seeks to begin evaluating its community engagement strategy. Special attention should be paid to solutions that will address these concerns:

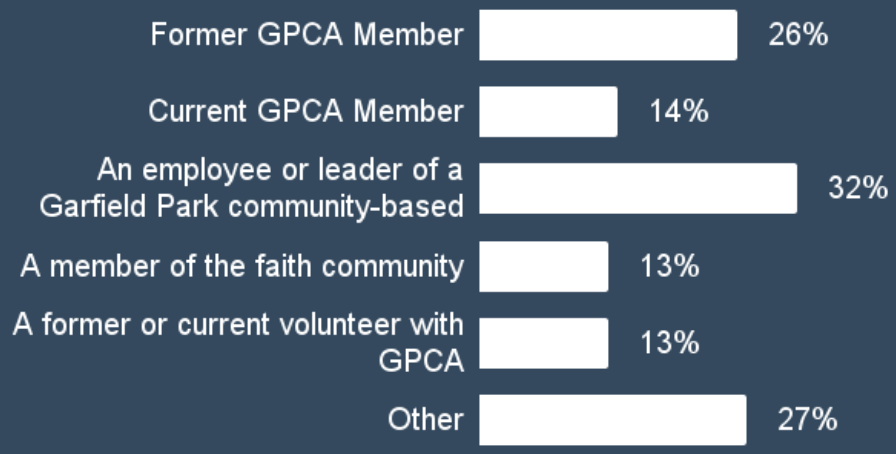
- As a part of articulating the mission and vision for community engagement work, GPCA should transparently share accountability metrics and continuously solicit feedback on programming and community engagement strategies.
- Stakeholders are unclear about who to contact for issues about GPCA and the Conservatory. This lack of communication is compounded by a lack of understanding of what each of the Conservatory stewards (GPCA, Chicago Park District, Garfield Park Community Council) each are responsible for.
- There is a lack of relevance and representation in GPCA's programming and staff as it relates to racial identity. Stakeholders want to see the staff and programs represent and reflect the racial and ethnic backgrounds of the Garfield Park community.
- GPCA programs are expanded in spaces beyond the Conservatory to establish mutually beneficial relationships, such as with school and nonprofits.
- The pandemic and past harms have impacted how stakeholders interact with GPCA and the Conservatory. As a result, communication and messaging will need to be sensitive to the trauma caused and adjusted to speak to target audiences and stakeholders, particularly Black residents.

DEI Observations

High-Level Survey Data: Demographics

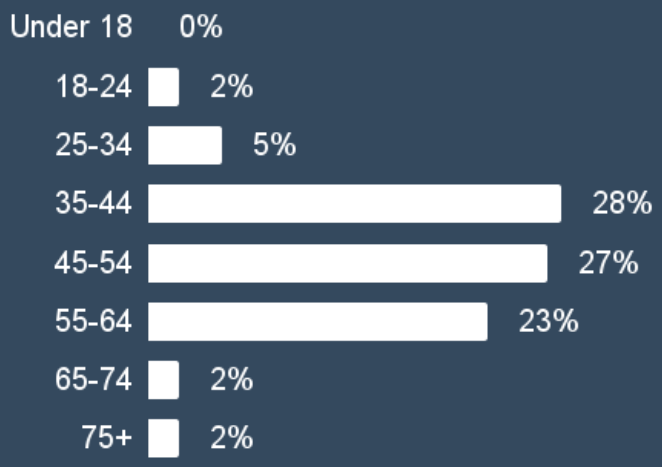
88 community members completed the survey and provided their input on their hopes, concerns, and frustrations as they relate to community engagement with GPCA. Below we present the most relevant demographic breakdowns of respondents.

Stakeholder Group: All respondents were asked to select which of the following groups they identify with.

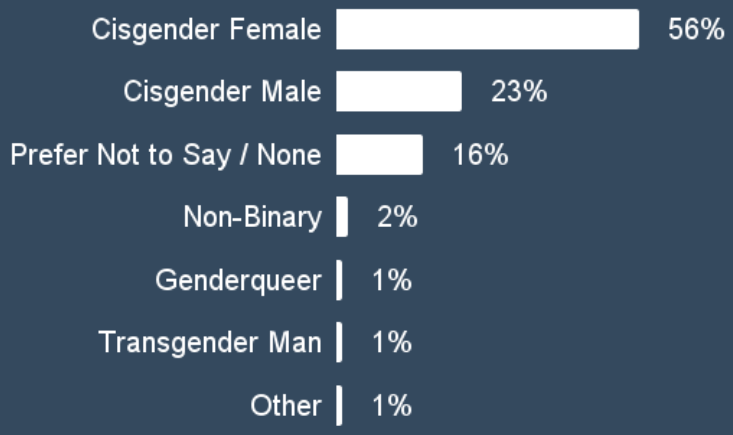


*Other is primarily "community member" or "resident" with a few former employees or residents of nearby communities (i.e. North Lawndale)

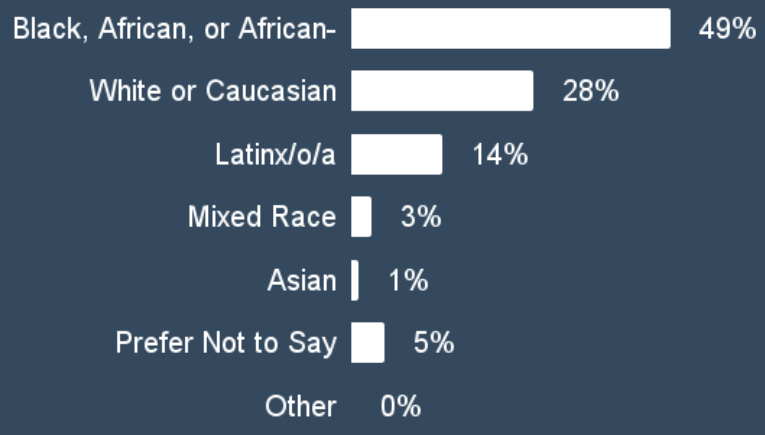
Age Distribution: All respondents were asked to identify their age group among a range.



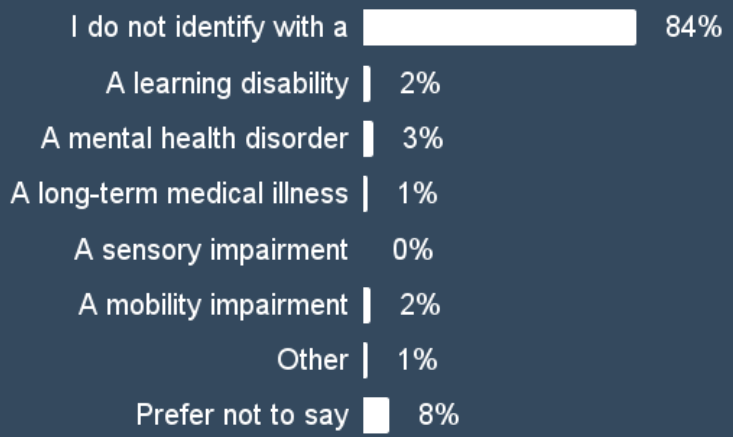
Gender Identity: All respondents were asked to identify the gender category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



Racial/Ethnic Identity: Racial Identity: All respondents were asked to identify the racial category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



Ability Status: All respondents were asked to identify any disability/ability status marker that they hold.



It is important to note that overall there were no major discrepancies in response to questions based on racial, gender, or residence status. The exception to this is a disaggregation of responses to questions on GPCA's programs as culturally relevant (discussed more below).

Moreover, the majority of respondents (65%) do not currently reside in the Garfield Park area. When asked if respondents had previously lived in Garfield Park, a slight majority indicated they had (58%). On the whole, there is concern this survey may not have appropriately surveyed enough Garfield Park residents and community members. However, focus groups and interviews with community residents and leaders as a part of stakeholder groups have been used to supplement the quantitative data with qualitative results.

DEI Spectrum of Engagement

Justice Informed's framework for DEI and community engagement take clients upon a journey from growing the *understanding* and consensus about the value of DEI as a lens through which to view their entire organization, to *rooting* the practices and policies into their organization and culture that increase the probability of equity, to engaging the important work of demonstrating and inculcating an expectation toward each person's *accountability* to the values and impact of DEI and community engagement.

We have grouped our observations of GPCA's readiness and capacity for DEI and community engagement through the lens of our framework. The Community Assessment process provides important information that should be used to drive GPCA's next steps. For each area, ("Understanding," "Rooting," and "Accountability") we have provided context for GPCA's Strengths and Growth Areas as they relate to DEI and community engagement. For a full description of our spectrum, please refer to Appendix D.

Understanding

Definition: The practice of increasing an organization's capacity for DEI and community engagement by investing in education about these topics, moving toward consensus regarding the value proposition, and creating a plan of action for DEI and community engagement.

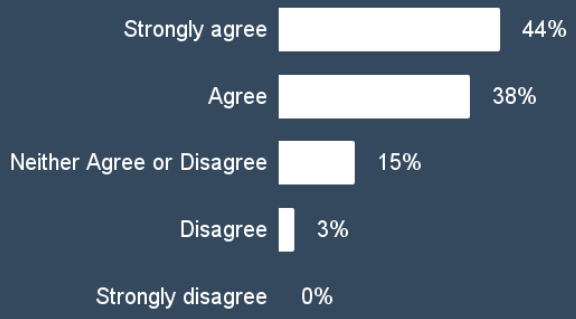
Strengths

Strength #1

Stakeholders are enthusiastic about GCPA including the Garfield Park community in its mission and vision: A necessary part of the Garfield Park community engagement process is to build the capacity for the work to occur. The focus must be on promoting the capacity of local communities to develop, implement, and sustain their own solutions. Respondents to the survey articulated a prioritization of the Garfield Park community. This consensus should be utilized as a tool for momentum to engage partner organizations.

Alignment from stakeholders is a successful first step and should be celebrated as progress by GPCA. By creating agreement, GPCA is less likely to face downstream relationship challenges because of misinterpretations, misaligned values, or unclear expectations regarding community engagement and DEI at the Conservatory. GPCA has already established alignment on the value proposition of community engagement within Garfield Park and why it is necessary for the Conservatory. This is the result of previous community engagement strategies and stakeholders believing firmly in the possibility of a relationship between GPCA and the Garfield Park community. GPCA has clear alignment from the survey results from all stakeholders.

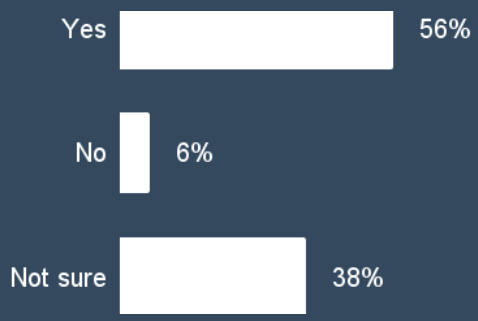
To what extent do you agree that GPAC's mission and vision should include a statement on being a partner and resource specifically for the Garfield Park community?



As GPCA continues to refine the consensus that community engagement is articulated, there are opportunities for clarifying the values proposition. GPCA has previously engaged in community engagement strategies and worked on identifying internally how to prioritize relationships. There is an opportunity to externally communicate this call to action, by codifying it in GPCA's public-facing mission and values. GPCA has the opportunity to clarify in a public-facing mission statement the type of community engagement it wishes to prioritize. Stakeholders are in agreement that a specific emphasis should be placed on Garfield Park residents, rather than Chicago as a whole. GPCA should articulate its commitment to advancing Garfield Park and residents' health while identifying which obstacles and barriers to inclusion and equity to focus on.

While GPCA and their stakeholders are in agreement with a focus on Garfield Park, there is less agreement upon what a general DEI statement would include. Stakeholder division upon the need for GPCA to publish a DEI statement reflected a significantly greater amount of ambivalence in responses than that of community inclusion in a vision and mission statement.

Do you believe that GPCA should create a DEI statement that explicitly names how it will increase its investments in DEI?



This division among stakeholders may be the result of respondents having an unclear idea of what a DEI statement entails. The disagreement about whether or not to publish a statement presents an opportunity for GPCA to share the internal and ongoing work of what is already happening surrounding DEI and how it has been connected to community engagement. Stakeholders were particularly interested in measurable outcomes as it relates to DEI. As a result, operations were highlighted in the following responses:

"Mention that they would like the staff and board to reflect the people that the conservatory resides in"

"Immediate community hiring, programming and engagements."

Strength #2

Many ideas exist for how GCPA can better engage its community and disseminate information: The goal of the Garfield Park community engagement process must both include the authorship of new programs for GPCA and the authority and promise that the Garfield Park community can have to decide on their programs.

There was energy from stakeholders to share ideas for how GPCA could both improve its programming to be more inclusive of the Garfield Park community and, especially, improve outreach to those in the Garfield Park community. This reflects an opportunity for partnership that can move with momentum and energy. Respondents provided many suggestions, the majority of which being in line with existing ideas discussed with GPCA:

- Increase door-to-door/in-person marketing events that provide a more personal touch to your outreach to community members. This was recommended by almost one in five survey respondents.

"*Door-to-door campaigns, voter registration. List for phone calls about programming. Reaching out about opportunities at the conservatory.*"

"*Door-to-door gardening assistance.*"

"*As a single mom/working parent, I think the liaison or door-to-door campaign would work best. There are a lot of people who you'd miss out on with in-person meetings*"

- Invest in hiring community liaison(s) whose role it would be to form deep ties with community members and educate and inform them of GPCA offerings and partnership opportunities.

"*Yes, I think liaisoning (sic liaising) as much as possible with community partners is a great way of connecting with neighbors. I think a person who is a strong, community presence can do a huge amount to connect individual neighbors with the organization and allow people to feel welcome*"

"*I think a liaison to community-based organizations and religious institutions is key. You need to develop relationships with these groups, it can't just be an email or a town hall that almost no one attends.*"

Any specific programming changes should focus on an asset-based approach that recognizes the cultural, racial, and ethnic background of Garfield Park. This will require a shift in the mindset and dynamic of giving stuff to the Black community; understanding what unique gifts and talents the Black Community could offer. Below are the most specific responses:

"Recognize the rich history of African-American people growing their own food and offer recipes and plants that are used in Black foods."

"Weave Black history into programming. Consider offering less yoga and meditation and step (a type of dance that is drawn from and found often in Black cultural production and is the basis of many exercise classes) *instead."*

"Celebration center for culturally relevant holidays like Juneteenth. Allow community organizations to use space for events at discounted rates."

"Community organizing trainings, cooking, peace circle trainings, church involvement, parenting workshops, teen support groups? community rituals?"

"Help educate the neighborhood on climate change effects and what GPCA is doing to reduce their carbon footprint and what individuals can do to help. Provide cultural events that reflect the community. Have more art installations which really helped publicize the conservatory. Get involved with the Hatchery and maybe have the members/vendors from the Hatchery showcased at GPC, indoors or outdoors."

"Community market days."

"Maybe consider doing special neighborhood hours once or twice a week? Our last visit was in 2019 and the number of people doing photo shoots was a little annoying. It was hard to walk around. But maybe that's gotten better recently."

"Recognition of settler colonialism and the theft of native lands; the legacy of slavery and the underdevelopment of Black and brown communities in Chicago. The destruction of kinship bonds among people who immigrated or are refugees in our immigration system. And how our relationship to the land and plants is a collective process of healing those traumas."

Growth Areas

Growth Area #1

Provide a Clear Understanding of What Key Conservatory Partners and Stakeholders Do: Throughout the survey and the focus groups there was significant confusion about the responsibilities of each of the groups involved in the Conservatory. Individuals had difficulty articulating the role of GPCA compared to the Chicago Park District and the Garfield Park Community Council.

"I am not sure what GPCA does."

"Briefly back in 2003/04 was approached by Lift Chicago to do Quality of Life Plan. Community Council agreed that it didn't do comprehensive community engagement, but it was never intended to be permanent and in 2012 community council and alliance separated."

This presents a reputational hazard, as certain requests, such as addressing security concerns, are the role and responsibility of the Chicago Park District. GPCA cannot serve as an advocate and agitator without clearly delineating the difference between GPCC, CPD, and GPCA.

GPCA should address the past harm experienced by community members. Multiple individuals articulated a point in time at the remodeling of the Conservatory and "when the roof cracked" as a tectonic shift in the Garfield Park community perception of GPCA and the Conservatory.

"After the remodeling of the Conservatory, it was an influx of people (from) outside the community."

Finally, Garfield Park is a multi-generational community. There is an opportunity to invite all ages to be a part of the decision-making process. This should include understanding how age impacts programs and experiences, such as providing childcare at the Conservatory and creating time for senior citizens to use the space. In addition, youth could be engaged as docents through partnerships with local high schools. A youth council of high school students should be created to gather feedback and tasked with youth programming opportunities.

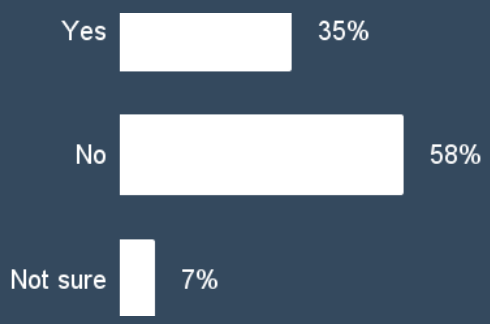
Outside of this project, GPCA is working on surveying families to understand their wants and needs of the Conservatory. These results should be used in tandem with this report to understand how all ages wish to engage the space.

Growth Area #2

Respondents are unclear about who to contact for issues related to GPCA and the Conservatory: A first step in changing the relationship between GPCA and the Garfield Park community is establishing clear guidelines for how to report issues. Survey respondents were largely unclear about how to report issues related to microaggressions or interpersonal challenges when at GCPA or attending their programs.

To ensure GPCA can truly become and remain an inclusive and equitable entity, it must ensure that all stakeholders have clear and easy channels for making their voices heard, including when they have complaints or require the organization's backing in a matter related to identity.

I know who at GPCA to reach out to if I have issues or questions about the GPCA and the Conservatory spaces (e.g. interpersonal conflicts with staff, accessibility, concerns, etc.)



Growth Area #3

Make the Conservatory more accessible and reimagine what welcoming looks like, specifically for Garfield Park residents: Stakeholders agreed that the Conservatory itself is a wonderful space, but it was not often enjoyed by the residents of Garfield Park. There was a sense that it was unwelcoming and not accessible by those who lived nearby. Moreover, there is a perception that the Conservatory is specifically not designed for residents and plays into issues of gentrification.

"There is no concern about the East Garfield Park neighborhood and gentrification."

"The Conservatory is a gem... It is underutilized by the actual community. A lot of people coming from outside the community area really enjoy the beauty of the Conservatory."

As alluded to in the above finding, respondents articulated GPCA lacked a connection with the broader Garfield Park community. When asked their perception of GPCA, 45% of respondents pointed to GCPA's "disconnect" with the broader Garfield Park community. Respondents highlight that GPCA's programming, while enjoyable, does not seem inviting to area residents. Some note a racial component to this exclusion ("That it is for White people, not the community people.") while others simply lament the lack of cultural sensitivity found in GPCA's offerings and community such as the quote below:

"I should probably mention an inside joke in the community you may not be aware of. I no longer live in Garfield Park, so am not as aware of seasonal plantings, but when I did, we noticed that poppies and nicotiana both featured prominently in seasonal plantings. It struck me and my neighbors as either sinister or clueless that plants responsible for deadly addictions were being featured prominently in a neighborhood with a bad drug problem. And it's not like people didn't know what those plants were, either. Anyhow. Just needed to mention that."

Regardless of how this exclusion manifests itself, it is clear that a major reputation GCPA has garnered within the Garfield Park community is that of "a lovely island," not truly embedded within the Garfield Park community and rather exclusive of its community members via a host of mechanisms (i.e. pricing, marketing/comms, history, etc.). This "disconnect" is felt across all stakeholder groups and racial identities suggesting this view is widespread and commonly understood across Garfield Park, if not the wider city of Chicago.

"It feels like GPCA is not a part of the Garfield Park community. I see many, many people from OUTSIDE of the community walking into the GCPA and many people from WITHIN the community walking past the GCPA."

"Previously, it seemed like GPCA operated within Garfield Park, not with or for Garfield Park."

"I live on the south side. The conservatory itself is open to the community, but I don't know how it interfaces with it, invites it in except for open doors and free programs."

"GPCA is a beloved city-wide resource. It is equally accessible for residents in Garfield Park but it does not directly address Garfield Park resident concerns/interests. How to encourage more local participation is unclear to me."

A combination of unwelcoming perception, past experience with harm, and financial barriers to entry prevent residents from feeling welcome. GPCA should offer discounts to Garfield Park residents and begin the healing process of addressing past harm.

Rooting

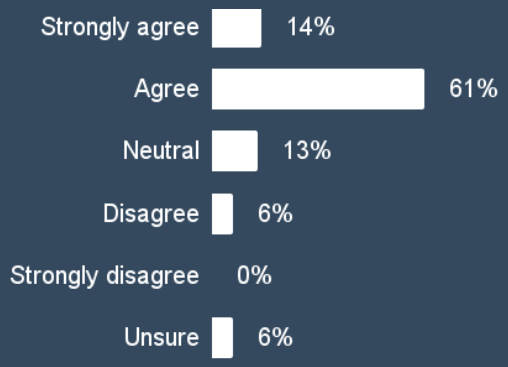
Definition: The act of creating policies and practices that increase the probability of equity at an organization.

Strengths

Strength #1

Overall, respondents find GPCA and Conservatory buildings, external providers, and staff to be welcoming, accessible, and diverse, but have questions about the Conservatory's connection to the Garfield Park community: Respondents generally agreed or strongly agreed to comments referring to GCPA's staff, external contractors, and buildings as inclusive of guests of various backgrounds and accessibility needs. For these questions, agreement (i.e. either an "Agree" or "Strongly Agree") was common for over 55% of respondents.

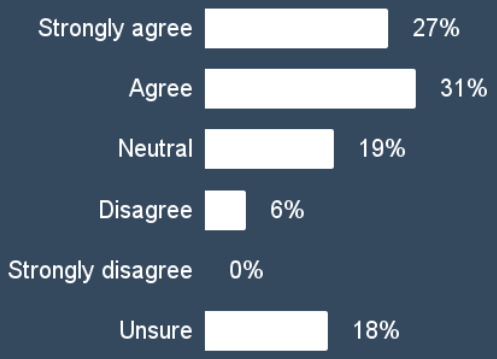
GPCA's building and program hours allow for ease of access and enjoyment of its services.



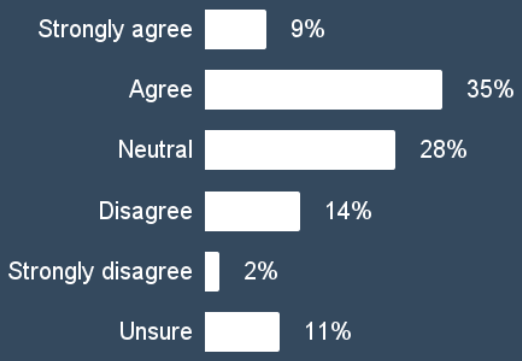
It is a major strength for GPCA that facility hours and physical space are not an area of concern. Many organizations are burdened by this question and it presents major costs to payroll and facilities. The community finds both the hours and the physical space to be inclusive and welcoming.

In addition to the space, the staff is generally viewed as welcoming and inclusive. This is a huge success for GPCA as it means the staff is trained and provides a quality experience for guests regardless of their background. This means less training and emphasis for development needs to be placed on staff in the future.

GPCA's building and program hours allow for ease of access and enjoyment of its services.



GPCA's programming is culturally relevant to the Garfield Park community and the backgrounds and interests of its residents.

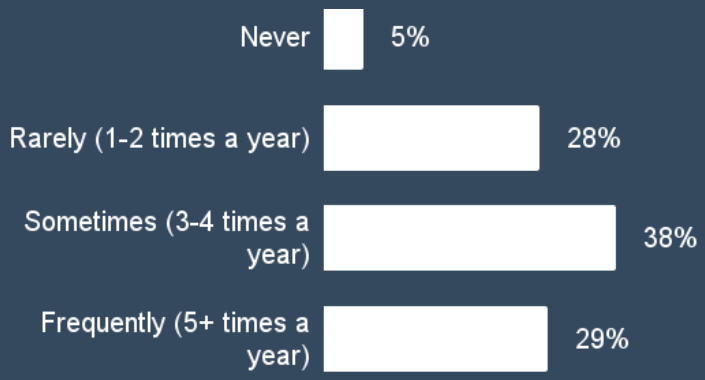


Growth Areas

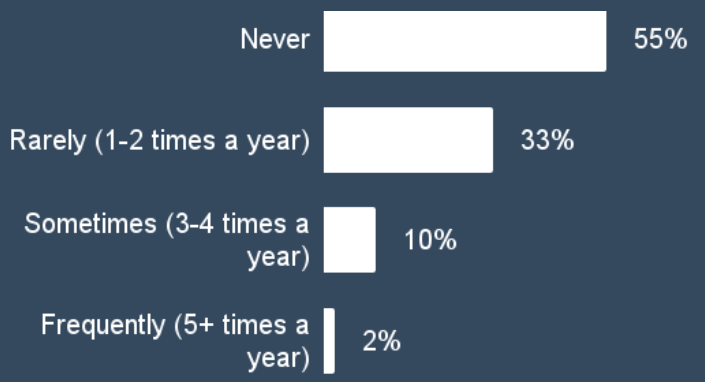
Growth Area #1

The pandemic has dramatically affected stakeholder engagement with GPCA and the Conservatory: Participation across all stakeholder groups was quite high prior to the pandemic, with only 5% of respondents stating they never visited the Conservatory prior to the pandemic. However, since the pandemic, those numbers have shifted dramatically for all groups. Today, the majority of respondents (55%) state that they never go to the Conservatory, representing a loss of momentum and attention from visitors of all communities and backgrounds.

How frequently did you visit or interact with the Conservatory prior to the pandemic?



How frequently have you visited or interacted with the Conservatory since the pandemic began?



In order to re-engage and engage different stakeholder groups, GPCA must consider how to improve communications to target specific audiences. The language of communication should reflect a personal and tailored approach rather than a professional one. In addition, it is recommended that GPCA review their website and Instagram for age and racial diversity.

Moreover, Black residents and stakeholders mentioned email being an ineffective way to reach them. There is a need for more personalized outreach through a community engagement manager or community liaison.

"Liaisons to the various institutions in the community. Someone who is getting the information is out there. Nothing drove me to the website."

"Black people are trying to live their life. Black people are trying to make it through the pandemic. Black people are trying to make it day to day. An email comes in with a thousand other emails and announcements."

Growth Area #2

GPCA can establish mutually beneficial relationships and build coalitions: GPCA would identify community partnerships that they would like to form and begin cultivating a relationship. As a part of this process, GPCA should target schools and churches as these community groups present strong opportunities to tailor programming and reach a broader audience within Garfield Park.

"Partner more closely with community anchor orgs like schools, churches, libraries, businesses and nonprofits to market town halls. Deploy door-to-door campaigns. Work more closely with LSC at surrounding schools"

"Work with the black church community to establish what the community can do."

GPCA should ensure they are clear on a recommended partnership model that is mutually beneficial to both parties before beginning conversations on a partnership. This starts with an invitation for engagement and collaboration with nonprofits to leverage expertise and assets. This partnership should either fully empower the nonprofit to make decisions about programs or clearly articulate the collaborative way in which GPCA will partner on each of the aspects of the decision, including alternatives and the identification of the preferred solution. This collaborative approach requires laying out the authority for GPCA to work to formulate solutions and incorporating advice to the maximum extent possible, but still retaining veto power over final decisions.

The mutual relationship and reciprocity between nonprofits and GPCA should both be the co-creation of programs to meet shared goals and the promotion and support of each other's programming as a two-way exchange.

This engagement in community partnerships will help GPCA gain credibility and a larger footprint in the Garfield Park community and develop genuine trusting relationships and inroads. GPCA can utilize concept hubs as a way of engaging people with mutual interests and those who do not have access to resources regularly.

"Come out of the greenhouse more often. Actively commit to discovering with other not-so-known orgs in the community. We are more than just one or two. Otherwise you run the risk of tokenism. Switch it up. Gather different perspectives. This would help better understand needs and interests"

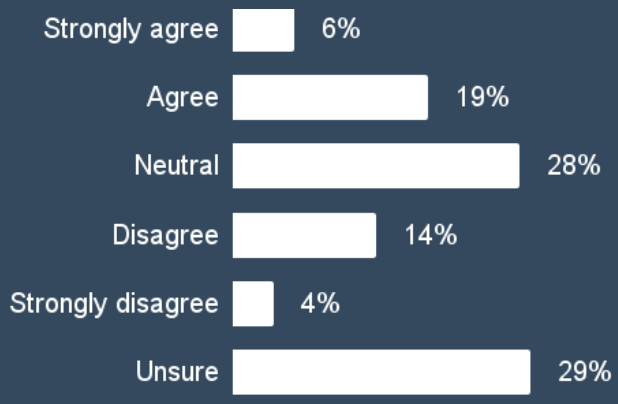
Organizations that have been suggested as possible relationships to prioritize include:

- Breakthrough Ministries
- The Hatchery
- Inspiration Kitchen
- Block clubs, Boys and Girls Club
- My Block, My Hood, My City
- Church boards

Growth Area #3

GPCA staff and board are not made up of Garfield Park residents. While the staff is perceived as welcoming and inclusive, there is no agreement that they represent the Garfield Park community. There is an opportunity for GPCA to decide if they wish to publicly or internally articulate prioritized hiring in the Garfield Park community. This was of specific interest to the faith community, where 45% of respondents disagreed that GPCA's staff represents the Garfield Park community. If GPCA chooses to prioritize hiring, then a specific outreach to the faith community could be utilized.

GPCA's staff are representative of the Garfield Park Community.



GPCA should operationalize community representation among its Board and staff. A set number of Board seats should be set aside for community residents and targets for staff who reside in Garfield Park should be set. Particular attention should be paid to staff who will serve as community outreach or program directors in schools to reflect the Garfield Park community they are in.

Finally, current staff of GPCA should be trained in DEI practices. Staff, especially those who do not live in Garfield Park, should be trained to make visitors feel welcome by communicating positive body language and security should participate in trauma-informed safety and community engagement.

Accountability

Definition: The goal of accountability is to ensure longevity of equity for those holding minoritized and marginalized identities created through the policies and practices developed in the Rooting phase.

Growth Areas

Growth Area #1

As a part of articulating the mission and vision for community engagement work, GPCA should transparently share accountability metrics and continuously solicit feedback on strategies: GPCA must publically articulate a commitment to advancing the Garfield Park community's health (i.e. economic, cultural, etc.) as part of the work of GPCA. This must be formalized and operationalized with the explicit communication of community engagement in order to be taken as actions in addition to words.

Strategies for operationalizing this include articulating the role of the Garfield Park community council and ensuring representation of Garfield Park residents on that council. There should be community liaison positions that have clear expectations for outreach to community-based organizations and leaders through GPCA and GPCC.

As GPCA continuously develops their mission and vision for community engagement, it is important to ask how success will be defined and measured. In addition, GPCA will need to articulate measurable targets and data for community engagement.

If community engagement is truly intended to be a priority for GPCA, there must be a staff role and resources dedicated to these efforts. Even in the most well-meaning organizations, without capacity and competency to do this work, it will be difficult to sustain momentum.

Finally, soliciting input from the Garfield Park community cannot end with programming. The announcement of this plan and logic model should continuously engage stakeholders who have given time and energy to see GPCA be successful. The community advisory board should host town halls to invite more voices into the conversation and into relationships with the organization.

Logic Model

The Community Engagement Assessment Report includes Justice Informed's findings after a review of the quantitative and qualitative data collected from interviews, focus groups, survey responses, and GPCA program documentation, and compared findings against community engagement best practices. This analysis allowed the Justice Informed team to highlight opportunities for new strategies, as well as to identify where existing resources could be leveraged to engage in racial equity work.

This Logic Model Report details recommendations specific to how GPCA can develop new strategies that engage the Garfield Park community through programs, decision-making, and experienced culture. Given the challenges and strengths of GPCA, Justice Informed recommends the following actions be prioritized:

- **Purpose:** Rewrite GPCA's mission, vision, and current community engagement initiatives to include a direct articulation of the prioritization of Garfield Park residents and to align with a cohesive community engagement strategy and DEI work. Include metrics for accountability and an articulation of the prioritization of Garfield Park residents.

- **People**: Establish continuous and consistent community input opportunities through community council liaisons, town halls, regular meetings, updated communication channels (including social media and door-to-door outreach), and Garfield Park community representation on staff and the Board.

- **Programs**: Create an asset-based, community decision-making process and protocols for programmatic updates, such that Garfield Park residents can directly influence programming, which is responsive to Garfield Park residents' wants and needs.

- **Partnerships**: Establish mutually beneficial partnerships with local schools, nonprofits, faith-based organizations, and other community-led groups.

Recommendations

DEI and Community Engagement Action Plan for Garfield Park Conservatory Alliance

The following is a Logic Model for GPCA to engage in order to increase their collective and individual understanding of community engagement, to institute DEI practices that ensure goals are met and accountability is present, and to increase the confidence and competence levels of GPCA staff.

Overall Challenges to Address:

- GPCA currently has community engagement strategies and programs, but the initiatives are not organized under a cohesive strategy informed by the work of diversity, equity, and inclusion. In addition, Garfield Park residents are not aware of the current community engagement initiatives and programs.

- Stakeholders feel the Conservatory is an amazing space, but it is largely accessed by nonresidents. This results in a perception of the Conservatory as a “lovely island” that is unwelcoming and inaccessible.

- There is a lack of community voice on the Board and staff of GPCA, and Garfield Park residents feel current structures lack accountability for change.

- It is unclear who to contact about issues surrounding programs, requesting new programs, or even who is responsible for what between the Chicago Park District, GPCA, and GPCC. GPCA is currently working on multiple communication strategies, but they lack cohesion with partner organizations.

- GPCA in the past has not built reciprocal relationships with community groups, and others feel it is the responsibility of GPCA to establish these relationships.

- Programs are not responsive and representative of the Garfield Park community and their context.

GPCA Community Engagement Goals, Strategies, Tactics

Goal 1 (Purpose)

Rewrite GPCA's mission, vision, and current community engagement initiatives to include a direct articulation of the prioritization of Garfield Park residents and to align with a cohesive community engagement strategy and DEI work. Include metrics for accountability and an articulation of the prioritization of Garfield Park residents.

Strategy 1: Present Community Assessment Report and Logic Model to stakeholders and community members

- **Tactic 1**: Host meeting with GPCA leadership, stakeholders, and other identified community members to review the results of the Community Assessment Report and Logic Model prepared by Justice Informed

Strategy 2: Rewrite GPCA's mission, vision, and community engagement strategies to specifically prioritize Garfield Park residents and articulate a cohesive community engagement strategy

- **Tactic 1:** Create a working group of GPCA staff and community members authorized to author a new mission and vision statement
- **Tactic 2:** Host sessions to rewrite the mission and vision of GPCA with community input
  - Consider if this meeting should be facilitated by an external consultant or community engagement manager
- **Tactic 3**: Create accountability metrics, a corresponding dashboard, and a mechanism for sharing progress to metrics
  - Example of metrics: Number of residents on staff, annual survey scores, number of residents on board, number of residents coming through the door, organizations partnered with, etc.

Strategy 3: Delineate the roles and responsibilities of GPCA, GPCC, and Chicago Park District.

- **Tactic 1**: Host an internal power-mapping discussion on GPCA's relationship with Chicago Park District and GPCC to discuss current relationships between GPCA and each entity. Prepare internally for how Chicago Park District and GPCC may each react to an explicit focus on Garfield Park residents and how GPCA's partnership with each of these organization will be impacted by the new mission and vision

- **Tactic 2:** Host internal meeting to create guidelines for where GPCA will maintain its missional priority to Garfield Park regardless of partner organization and agency pushback
- **Tactic 3:** Host a meeting between GPCC, Chicago Park District, and GPCC to write out roles and responsibilities of each agency as it relates to a community advisory board comprised of community liaisons (detailed below) to ensure alignment
- **Tactic 4:** Write an FAQ directing help to the appropriate agency for community liaisons and local leaders to contact
- **Tactic 5:** Advocate to have a Park District and GPCC representative join community meetings, town halls, and other regularly scheduled meetings

Strategy 4: Review existing strategic plans and other community engagement plans to reflect the new mission statement and focus on Garfield Park residents.

- **Tactic 1:** Inventory all current strategic plans and community engagement plan documents
- **Tactic 2:** Prioritize the inventory of documents, assign a reviewer within GPCA, and identify community partners or community liaisons/community advisory board to engage
- **Tactic 3:** Create a timeline for reviewing the existing strategic plan and community engagement plans listed above, and a dashboard and social media plan for sharing new documents

Goal 2 (People)

Establish continuous and consistent community input opportunities through community council liaisons, town halls, regular meetings, updated communication channels (including social media and door-to-door outreach), and Garfield Park community representation on staff and the Board.

Strategy 1: Partner with the Garfield Park Community Council to determine how to best utilize a community advisory board composed of Garfield Park residents

- **Tactic 1:** Host a meeting between GPCC and GPCA to identify the roles, responsibilities, and strategy behind the community advisory board comprised of community liaisons for GPCA
    - Community liaisons who make up the community liaison board:
        - Community and partnership membership-based, not to be confused with the full time GPCA community manager role
        - Connecting the Conservatory specifically to the Garfield Park community
        - Serving as ambassador for the partner organization they are associated with (working within existing structure when possible within organizations and not necessarily creating new roles)
        - Providing a two-way communication structure between Conservatory and Garfield Park community
- Things to consider:
    - How do community liaisons differ from the GPCC and the already established community council?
    - How does the community advisory board interact with GPCC and the established community council?
    - How are individuals being selected as community liaisons? (i.e. application, nomination, community engagement manager selects, etc)
    - Is there a limit to the number of community liaisons?
    - How is GPCA creating a quality experience for the community liaison board, while respecting the labor and boundaries of the work? (e.g. payment, special events, priority registration, etc.)

- **Tactic 2:** Train the community liaisons to engage in word of mouth updates about programs and opportunities for partnership with GPCA
- **Tactic 3:** Create a calendar of community engagement meetings and seek input from the community liaisons for meeting agenda items or topics
- **Tactic 4:** Create a youth advisory council to work alongside the community liaisons

Strategy 2: Re-energize a robust community engagement role within GPCA

- **Tactic 1:** Identify roles for key structures and people (community advisory board, youth council, community engagement manager, etc)
- **Tactic 2:** Hire a community engagement manager to oversee community partnerships, community liaisons, and further creations of this function
- **Tactic 3:** Prioritize the hiring of a Garfield Park resident and explicitly state this in the job description and in recruitment materials

Strategy 3: Develop a project management structure to routinely review progress, community engagement goals, and priorities

- **Tactic 1:** Establish a twice yearly cadence for reporting to community members through community liaisons, dashboard tracking, and town hall meetings and a set of items to report out on (e.g. major accomplishments or milestones, roadblocks, resource requests, etc.)
- **Tactic 2:** Conduct a yearly survey of community liaisons and strategic community leaders to gauge progress on recommendations and community perception and collect feedback

Strategy 4: Create opportunities for community members to inform operations and programmatic decisions

- **Tactic 1:** Set aside Board seats for community representatives
- **Tactic 2:** Create goals and targets for staff members from Garfield Park
- **Tactic 3:** Review Community engagement manager job posting with community leaders to determine best practices for recruiting Garfield Park residents

Goal 3 (Programs)

Create an asset-based, community decision-making process and protocols for programmatic updates, such that Garfield Park residents can directly influence programming, and programming is responsive to Garfield Park residents' wants and needs.

Strategy 1: Upskill current GPCA staff on how basics of approaching community engagement and general inclusivity (introduction to DEI, bias, anti-blackness, etc)

- **Tactic 1:** Establish a regular cadence for learning and development trainings
- **Tactic 2:** Set aside financial resources for staff trainings on topics of DEI and trauma-informed sensitivity

Strategy 2: Review programs with community input to create intentional programs designed by stakeholders for stakeholders

- **Tactic 1:** Create clear online and in-person process for feedback on programming and suggestions for new programming
- **Tactic 2**: Work with a partner organization to create a Black food and seedling series to acknowledge and celebrate the agricultural contributions of the Black community
- **Tactic 3:** Consider implementing existing community program recommendations listed in Community Assessment Report (Juneteenth celebrations, peacekeeping circles, step, cooking classes, climate impact classes, etc)
- **Tactic 4:** Create a calendar in collaboration with local leaders of holidays and events for potential partnerships. (Example: The Conservatory hosts a peace circle for Juneteenth)

Strategy 3: Review program and facilities for accessibility

- **Tactic 1:** Offer different entrance fees for Garfield Park residents
- **Tactic 2:** Create programming for individuals with learning disabilities
- **Tactic 3:** Review security procedures in partnership with the Chicago Park District

Strategy 4: Review marketing and rebranding for programs

- **Tactic 1:** Hire a marketing team specializing in social media tactics to rebrand GPCA's social media presence and tailor it toward Garfield Park residents
- **Tactic 2:** Hire a consultant to research how Garfield Park residents get information through specific channels (door to door, specific social media, etc.)

Goal 4 (Partnerships)

Establish mutually beneficial partnerships with local schools, nonprofits, faith-based organizations, and other community-led groups.

Strategy 1: Identify partners with shared goals and mission alignment

- Tactic 1: Create and program a charter which details how GPCA and partners author and create programs together based on shared priorities and goals

Strategy 2: Engage diverse stakeholder groups through new outreach and processes

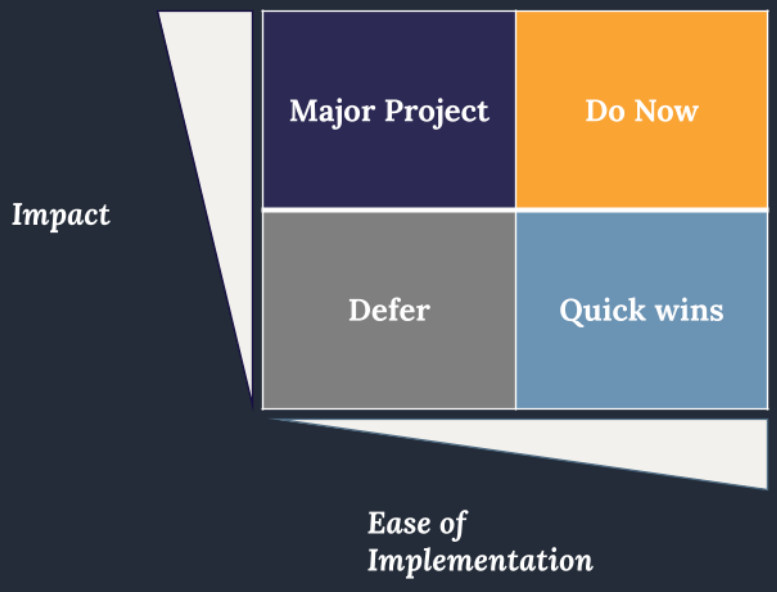
- **Tactic 1:** Review website and social media for racial and age diversity
- **Tactic 2:** Invite youth to serve as docents for the Conservatory
- **Tactic 3:** Identify key community hot spots (i.e. community centers, corner stores, barbershop, hair salons, etc.) to serve as flyers and information centers
- **Tactic 4:** Create social media benchmarks and click rate goals to track progress

Prioritizing the Logic Model

While all of the above recommendations should be pursued to improve GPCA's alignment to DEI and community engagement, consideration should be taken for an organization's capacity and ability to implement such recommendations. Organizational change, especially related to DEI and community engagement, requires significant resources, including time, people, and money. To reasonably approach this logic model, GPCA will need to prioritize its efforts and identify those recommendations that will advance its DEI and community engagement the most while remaining responsive to staff and other stakeholder input and needs. Justice Informed provides its notes on prioritization below.

In considering how to appropriately prioritize and sequence the various DEI and community engagement recommendations, Justice Informed reviews each initiative to identify its expected *impact* and *ease of implementation*:

- **Impact**: the expected outcome and effect on community engagement goals and progress. Consider the number of individuals or systems impacted as well as the depth of this impact (i.e. will this create major learning or change?)
- **Ease of Implementation**: the required resources (people, time, financial, power) to complete a recommendation. Consider a recommendation's complexity as well (e.g. how many stakeholders will be required to complete it, external support needed, etc.).



Once an estimation of a recommendation's impact and ease of implementation is made, a recommendation can then be plotted on an impact vs. ease of implementation matrix, and its prioritization category assigned. Prioritization categories include:

- **Major Project:** These high-impact recommendations require a major investment in resources (e.g. time, people, financial, etc.) and should be selected carefully. The timeline for these is likely to be 1-3 years.
- **Do Now:** These recommendations should be your primary focus, as they are not too resource-intensive but are still high impact. These are projects that should happen in the first year of implementation.
- **Quick Wins:** Recommendations that can be taken on to keep the momentum going, but that are not a priority. These are projects that may happen immediately as a part of the implementation.
- **Defer:** These recommendations require high resource investments and are not as high-impact. Defer these recommendations first when prioritizing resources and capacity. These projects are ongoing with longer timelines of 3-5 years.

C. Host sessions to rewrite the mission and vision of GPCA with community input D. Create accountability metrics, a corresponding dashboard, and mechanisms for sharing progress to metrics E. Host an internal power-mapping discussion on GPCA's relationship with Chicago Park District and GPCC to discuss current relationships between GPCA and each entity. Prepare internally for how Chicago Park District and GPCC may each react to an explicit focus on Garfield Park residents, and how GPCA's partnership with each of these organization will be impacted by the new mission and vision M. Host a meeting between GPCC and GPCA to identify the roles, responsibilities, and strategy behind the community advisory board comprised of community liaisons for GPCA N. Train the community liaisons to engage in word of mouth updates about programs and opportunities for partnership with GPCA R. Hire a community engagement manager to oversee community partnerships, community liaisons, and further creations of this function S. Prioritize the hiring of a Garfield Park resident and explicitly state this in the job description and recruitment materials	B. Create a working group of GPCA staff and community members authorized to author a new mission and vision statement D. Create accountability metrics, a corresponding dashboard, and F. Host internal meetings to create guidelines for where GPCA will maintain its missional priority to Garfield Park, regardless of partner organization and agency pushback G. Host a meeting between GPCA, Chicago Park District, and GPCC to write out roles and responsibilities of each agency as it relates to a community advisory board comprised of community liaisons (detailed below) to ensure alignment H. Write an FAQ directing help to the appropriate agency for community liaisons and local leaders to contact I. Advocate to have a Park District and GPCC representative join community meetings, town halls, and other regularly scheduled meetings Q. Identify roles for key structures and people (community advisory board, youth council, community engagement manager, etc.) W. Create goals and targets for staff members from Garfield Park Y. Establish a regular cadence for learning and development trainings FF. Create programming for individuals with learning disabilities

U. Conduct a yearly survey of community liaisons and strategic community leaders to gauge progress on recommendations and community perception, and collect feedback V. Set aside Board seats for community representatives CC. Consider implementing existing community program recommendations listed in the Community Assessment Report (Juneteenth celebrations, peacekeeping circles, step, cooking classes, climate impact classes, etc.) DD. Create a calendar in collaboration with local leaders of holidays and events for potential partnerships. (Example: The Conservatory hosts a peace circle for Juneteenth) HH. Hire a marketing team specializing in social media tactics to rebrand GPCA's social media presence and tailor it toward Garfield Park residents II. Hire a consultant to research how Garfield Park residents get information through specific channels (door-to-door, specific social media, etc.) MM. Identify key community hot spots (i.e. community centers, corner stores, barber shop, hair salons, etc.) to serve as flyer and information centers	

O. Create a calendar of community engagement meetings and seek input from the community liaisons for meeting agenda items or topics P. Create a youth advisory council to work alongside the community liaisons T. Establish a twice yearly cadence for reporting to community members through community liaisons, dashboard tracking, and town hall meetings, and create a set of items to report out on (e.g. major accomplishments or milestones, roadblocks, resource requests, etc.) Z. Set aside financial resources for staff trainings on topics of DEI and trauma-informed sensitivity GG. Review security procedures in partnership with the Chicago Park District LL. Invite youth to serve as docents for the Conservatory NN. Create social media benchmarks and click rate goals to track progress	A. Host meeting with GPCA leadership, stakeholders, and other identified community members to review the results of the Community Assessment Report and Logic Model prepared by Justice Informed J. Inventory all current strategic plans and community engagement plan documents X. Review community engagement manager job posting with community leaders to determine best practices for recruiting Garfield Park residents K. Prioritize the inventory of documents, assign reviewers within GPCA, and identify community partners or community liaisons/community advisory board to engage L. Create a timeline for reviewing existing strategic plan, community engagement plans listed above, and a dashboard and social media plan for sharing new documents AA. Create clear online and in-person processes for feedback on programming and suggestions for new programming BB. Work with a partner organization to create a Black food and seedling series to acknowledge and celebrate the agricultural contributions of the Black community EE.Offer different entrance fees for Garfield Park residents JJ. Create and program a charter which details how GPCA and partners author and create programs together based on shared priorities and goals KK. Review website and social media for racial and age diversity

Appendix A
GPCA Focus Group and Interview Participants

Table of Current and Former Member Focus Group Participants

Name	Organization
Michael Giacometti	Former Member
Mamie Gray	Former Member
Tracy Ostmann Haschke	Current Member
Ryan Leary	Current Member
Virginia McDonough	Current Member
Alexandra Sierra	Current Member
Corinne Westing	Current Member
Cynthia Weaver	Current Member

Table of Faith Community Focus Group and Interview Participants

Name	Organization
Gloria Austin	Mount Sinai Baptist Church, Administrative Assistant to Sr. Pastor
James Bailey	Saint Stephen AME, Reverend
Joyce Cassel	First Church of the Brethren, Co-Chair Congregation Leadership Board
John Collin	Great True Vine MB Church, Pastor

Michelle Harrell	Al Raby School for Community and Environment, Principal
Rev. Marshall E. Hatch	The Leaders Network / The Northern Seminary / New Mount Pilgrim Missionary Baptist Church
Minister Phil Purkett	New Mission Temple Ministries, Minister
Apostle Dr. Carolyn L. Vessel	Way of Life Church International, Pastor
Sharif Walker	Bethel New Life, CEO

Table of Nonprofit Partners Focus Group and Interview Participants

Name	Organization
Brenda Palms Barber	North Lawndale Employment Network, President
Vanessa Ford	Academy of Scholastic Achievement, Director of Development
Yolanda Fields	Breakthrough Urban Ministries, Executive Director
Maria Herrera	Enlace, Community Gardener
Syndey Hicks	Impact Manager
Dr. Tanesha House	Economic Advancement and Financial Opportunity Center, Director of Economic Advancement and Financial Opportunity
Domonique F McCord	Metropolitan Family Services, Director of Behavioral Health
Natasha Smith-Walker	Project Exploration, Executive Director

Angela Taylor	Garfield Park Community Council
Mike Tomas	Garfield Park Community Council
Greg Van Hyfte	YogaCare, Executive Director
Tanya Woods	Westside Justice Center, Executive Director

Appendix B
DEI Definitions and Concepts

In order to ensure that readers of this Community Assessment Report have an understanding of the language used throughout, Justice Informed has provided definitions and language for various terms that often are misunderstood or new to those working outside of the sociological or DEI sector:

- **BIPOC**: Black, Indigenous, and People of Color
- **Diversity:** The physical presence of distinct and different persons as it pertains to forms of biological, encultured, and chosen identity (gender, sexual, racial, national origin, cultural, ethnic, neurological, political, etc.).
- **Inclusion:** The specific and deliberate incorporation of minoritized and marginalized persons or communities (e.g. BIPOCs, women, transgender, indigenous, non-neurotypical, dis/abled, economically disenfranchised, etc.) in workplaces, communities, and environments, so that they are meaningful and valued contributors, as well as able to access the returns to their efforts.
- **Equity:** The deliberate and sustainable reorganizing of corporate, institutional, legal, financial, and societal power, policies, and access to ensure that those who have been left out, are marginalized, or are disparately affected by structural identity barriers are afforded resources and opportunities that support them. A focus on accounting for how history, access, prioritization of certain communities, and harm impacted marginalized persons forms the basis for discussions and actions related to the development of new, more equitable laws, resource distribution methodologies, and opportunity dispersal such that what was taken/denied/erased due to inequity is restored, and all parties move forward in equality once the work of equity has been completed.
- **Belonging:** The feeling of psychological safety, support, and identification one has with a larger group that allows one to fully participate in team activities and discussions. Belonging goes beyond inclusion by instilling a sense of community and interdependence between colleagues, regardless of hierarchy, status, or other identity markers. Authenticity, vulnerability, and shared responsibility are markers of belonging, as well as a wide range of diversity of expression, thought, and representation.
- **Equality:** The practice of making all things, people, and/or outcomes the same. Differences are minimized, and a goal of assimilation to one standard is prioritized without respect to the psychological, financial, emotional, or

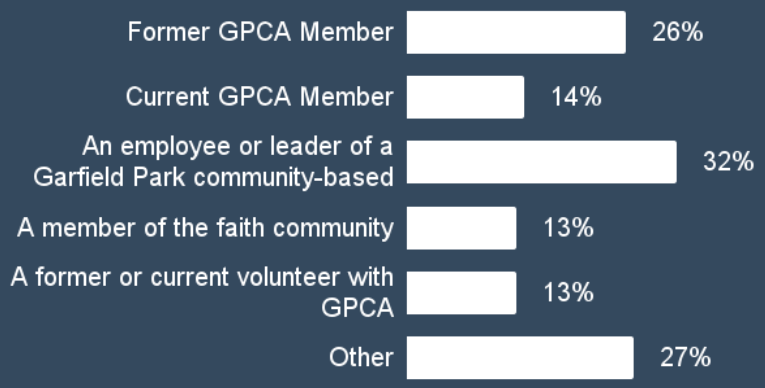
biological effects of how inequality materially impacts those who are harmed. In general, equality as a goal is forward-facing, and interpreted as agnostic to the histories and challenges that those facing discrimination experienced.

- **Representative Diversity:** The idea that the goal of diversity is to create institutional spaces where the diversity of people within them reflect the diversity of the population of the city/region in which the company operates or resides.
- **Individual Racism**: The act of personally excluding racially minoritized persons in such a way that negative societal or workplace outcomes have a disparate impact upon them for reasons that they cannot control, or because of power they do not have to control their lives within a society that is uncommitted to antiracist actions or laws.
- **Systemic Racism**: The act of institutionally or communally excluding racially minoritized persons in such a way that negative societal or workplace outcomes have a disparate impact upon them for reasons that they cannot control, or because of power they do not have to control their lives within a society that is uncommitted to antiracist actions or laws.
- **Antiracism:** The deliberate work of personally and institutionally dismantling racist organizational, societal, and/or community practices by instituting stopgaps and reorganizing practices that, at their core, mandate to deconstruct white supremacy. Antiracism requires the identification of, and repealing of, negative racial policies, norms, and practices in law or organizational governance. Antiracism extends to involve the work to call out culturally racist traditions while replacing them with those that center race through equitable distribution, and redistribution, of resources (human, financial, time, emotional, etc.). Antiracism is about the specific focus upon racial inequities as a centered focus to address other harms (gender, sexual, ability, etc.) as downstream effects of racialized oppression.

Appendix C
Survey Respondents Demographic Breakdown

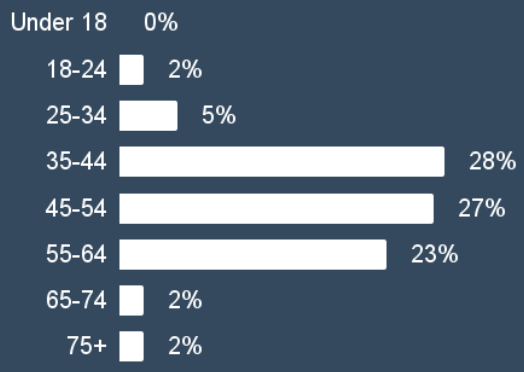
All Survey Respondents: 88 Individuals

1. **All Respondents Stakeholder Group:** All respondents were asked to select which of the following groups they identify with.

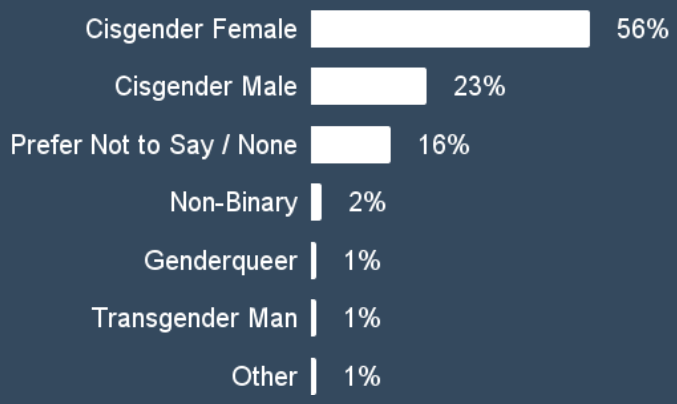


Other is primarily "community member" or "resident" with a few former employees or residents of nearby communities (i.e. North Lawndale)

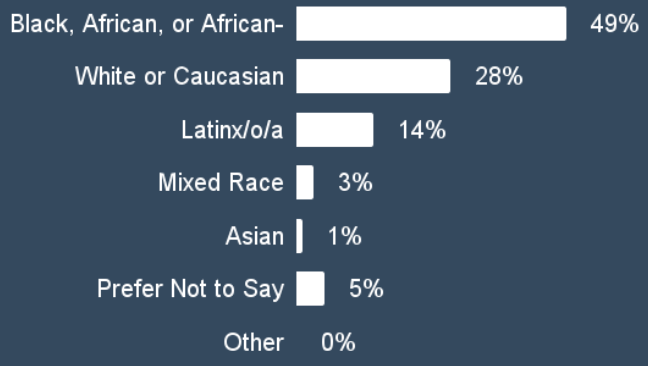
2. **All Respondents Age Distribution**: All respondents were asked to identify their age group among a range.



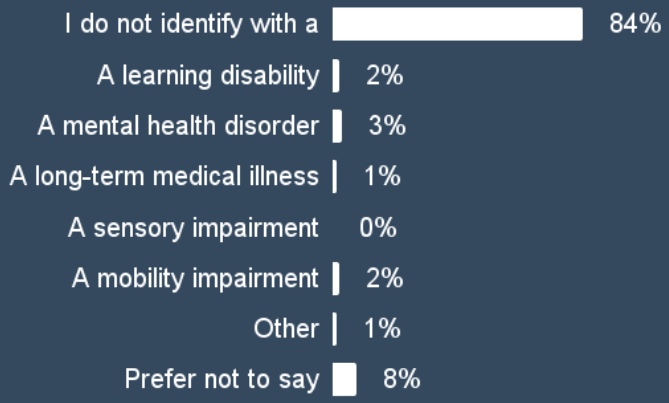
3. **All Respondents Gender Identity:** All respondents were asked to identify the gender category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



4. **All Respondents Racial/Ethnic Identity:** All respondents were asked to identify the racial category they identify with from a list, or write in the category they choose. Multiple categories could be selected.

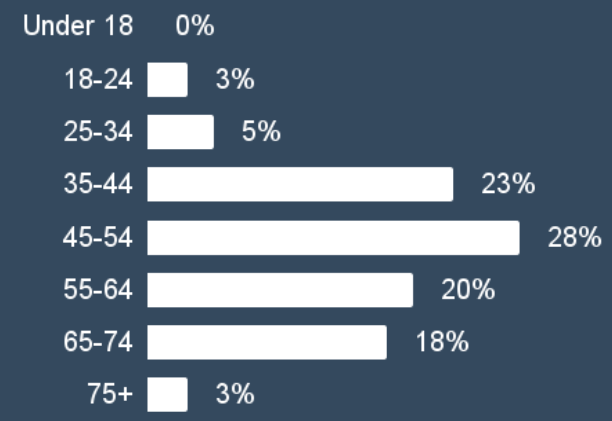


5. **All Respondents Ability Status:** All respondents were asked to identify any disability / ability status marker that they hold.

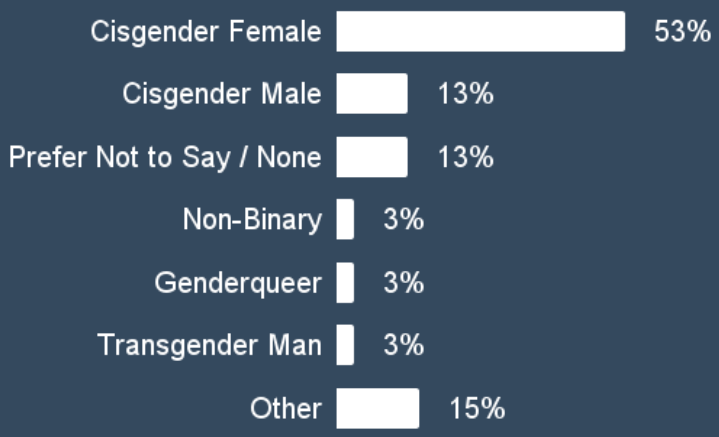


Former/Current GPCA Members and Volunteers Survey Respondents: 40 Individuals

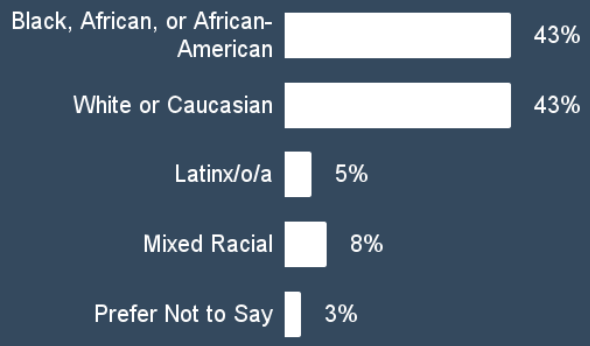
1. **Former/Current Members and Volunteers Age Distribution**: All respondents were asked to identify their age group among a range.



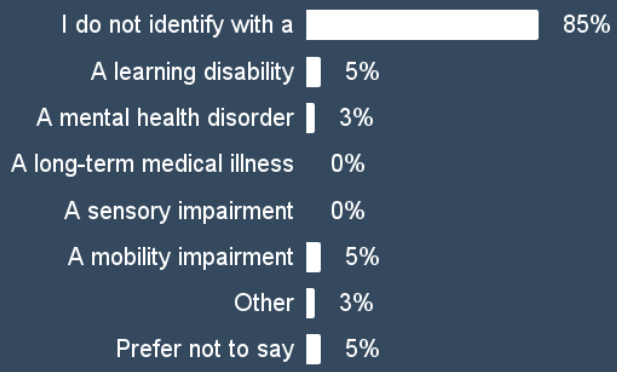
2. **Former/Current Members and Volunteers Gender Identity:** All respondents were asked to identify the gender category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



3. **Former/Current Members and Volunteers Racial/Ehtnic Identity:** All respondents were asked to identify the racial category they identify with from a list, or write in the category they choose. Multiple categories could be selected.

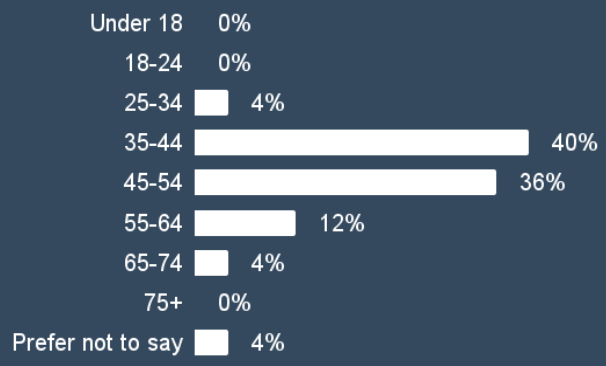


4. **Former/Current Members and Volunteers Ability Status:** All respondents were asked to identify any disability / ability status marker that they hold.

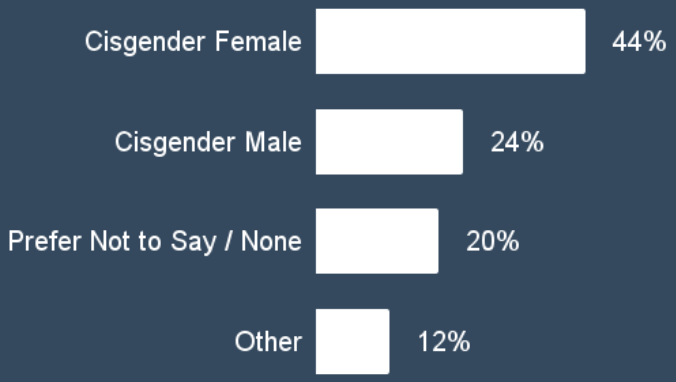


<u>Nonprofit Partners Survey Respondents: 25 Individuals</u>

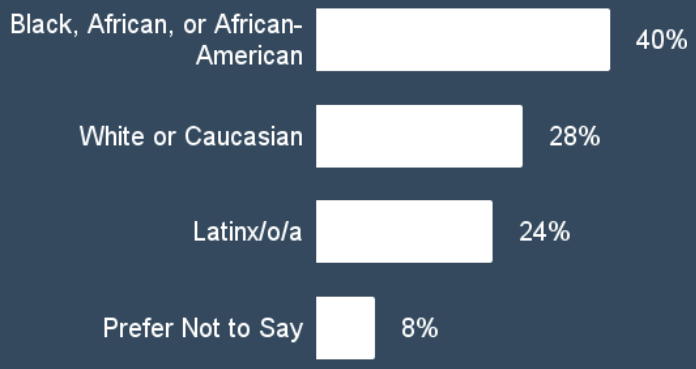
1. **Nonprofit Partners Age Distribution**: All respondents were asked to identify their age group among a range.



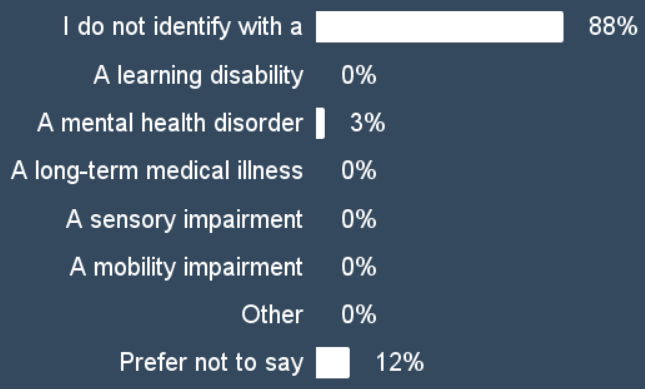
2. **Nonprofit Partners Gender Identity:** All respondents were asked to identify the gender category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



3. **Nonprofit Partners Racial/Ethnic Identity:** All respondents were asked to identify the racial category they identify with from a list, or write in the category they choose. Multiple categories could be selected.

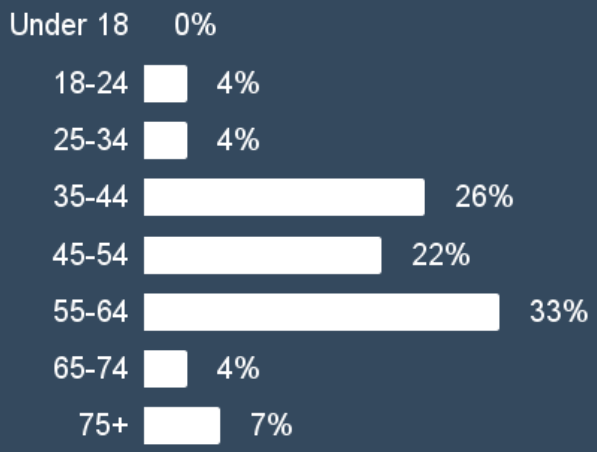


4. **Nonprofit Partners Ability Status:** All respondents were asked to identify any disability / ability status marker that they hold.

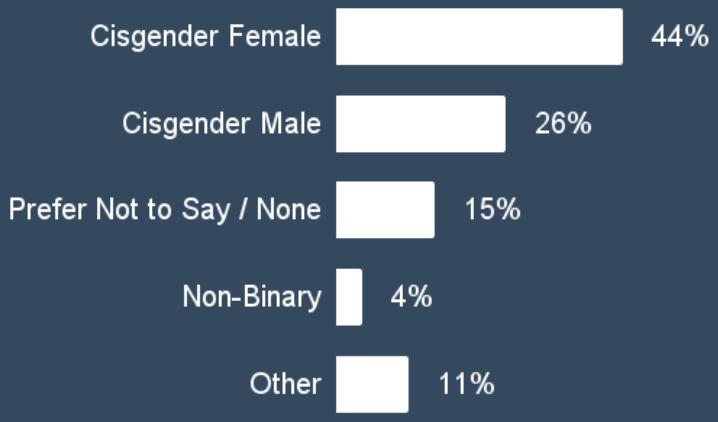


Faith Group Community Members Survey Respondents: 11 Individuals

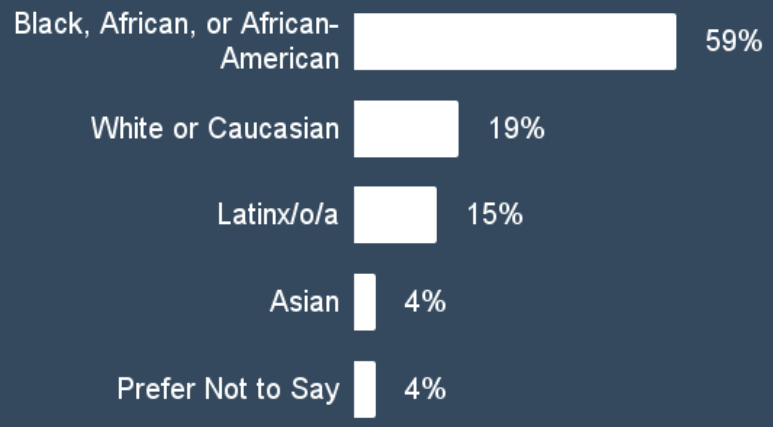
1. **Faith Group Community Members Age Distribution**: All respondents were asked to identify their age group among a range.



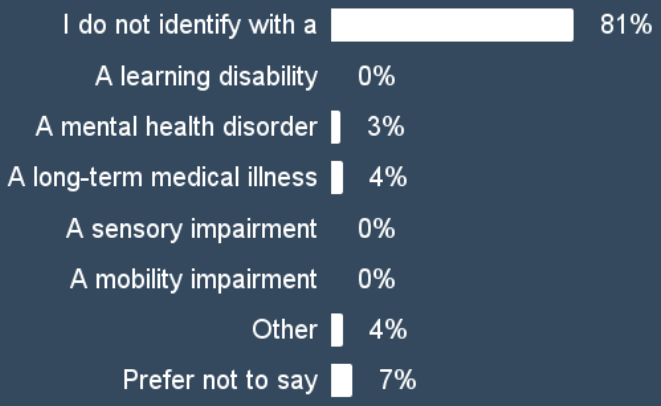
2. **Faith Group Community Members Gender Identity:** All respondents were asked to identify the gender category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



3. **Faith Group Community Members Racial/Ethnic Identity:** All respondents were asked to identify the racial category they identify with from a list, or write in the category they choose. Multiple categories could be selected.



4. **Faith Group Community Members Ability Status:** All respondents were asked to identify any disability / ability status marker that they hold.



Appendix D
DEI Spectrum of Engagement

Justice Informed's framework for community engagement and DEI leads clients upon a journey from growing the understanding and consensus about the value of community engagement and DEI as a lens through which to view their entire company, to rooting the practices and policies into their company and culture that increase the probability of equity, to engaging the important work of demonstrating and inculcating an expectation toward each person's accountability to the values and impact of community engagement and DEI.

Understanding

Definition: The practice of increasing an organization's capacity for community engagement and DEI by investing in education about community engagement and DEI, moving toward consensus regarding the value proposition, and creating a plan of action for community engagement and DEI.

For any organization, team, or person seeking to prioritize the work of community engagement and Diversity, Equity, and Inclusion, the first requirement is that they create and facilitate an environment where DEI (as both a concept and a series of actions) is understood and where all team members share in a clear understanding of how the company envisions the value or DEI. In addition, there must be consensus about who the specific community GPCA hopes to engage and what the engagement actually means (what authorship and authority does the Garfield Park Community have). Ensuring understanding reduces downstream relationship challenges because of misinterpretations, misaligned values, or unclear expectations regarding how community engagement and DEI creates a welcoming culture of belonging and empowerment--particularly for those holding minoritized or marginalized identities (such as those identified in the US Civil Rights Act of 1964, Americans with Disabilities Act, and Equal Pay Act). When there is insufficient alignment on the community engagement and DEI value proposition or the reasons why community engagement and DEI are necessary within an organization, training, coaching, and additional dialogue is necessary before moving on with one's community engagement and DEI strategies. Without this alignment, any work to develop practices and policies (Rooting) will likely face significant challenges, conflation, and lack of team cohesion. This can lead to wasted financial, human, and time resources. Additionally, it can deteriorate faith and credibility in leadership within the organization, and from external stakeholders who are privy to any internal fractures and volatility.

Rooting

Definition: The act of creating policies and practices that increase the probability of equity at an organization.

Once an organization has ensured that its team has an understanding of community engagement and DEI, Rooting work can begin. To achieve the Rooting of community engagement and DEI, GPCA needs to create policies, practices, and infrastructures that increase the probability of community engagement, DEI, and equitable outcomes within the organization. The following information concerns the understanding of the presence or lack of community-informed and DEI-focused policies and practices at GPCA, but only in how they relate to impacting the relationship GPCA has with the Garfield Park community. A thorough audit of GPCA's policies was not engaged, per the request of GPCA, however our Assessment does request information about stakeholder's understanding of, and engagement with, various organizational policies that can impact the relationship between GPCA and the Garfield Park community.

Accountability

Definition: The goal of accountability is to ensure longevity of equity for those holding minoritized and marginalized created through the policies and practices developed in the Rooting phase.

Once clients can show sufficient evidence that their community engagement DEI strategy is sufficiently rooted, they move into accountability. The goal of accountability is to ensure longevity of equity created through Rooting. As it relates to ongoing operations, services, leadership, and external relationships, accountability requires a reorientation of the organization's work to specifically repair and futuristically protect, include, and empower those holding minoritized and marginalized identities. Accountability is where organizations look at shifting how power is shared and how the infrastructure for equity is laid for years to come.

Appendix E
Rationale of Ranking System

Tactics	Impact (1-LOW; 4-HIGH)	Ease (1-LOW; 4-HIGH)	Rationale
A. Host meeting with GPCA leadership, stakeholders, and other identified community members to review the results of the Community Assessment Report and Logic Model prepared by Justice Informed	3	4	This meeting can be co-hosted with Justice Informed and provides transparency on the process that community members were asked to engage in. The meeting will require next steps and follow up.
B. Create a working group of GPCA staff and community members authorized to author a new mission and vision statement	4	3	The first step to writing a new mission is identifying who should be a part of this group and understanding how the individuals will interact
C. Host sessions to rewrite the mission and vision of GPCA with community input	4	2	Creates community authorship and buy-in to the new mission and vision
D. Create accountability metrics, corresponding dashboard, and mechanisms for sharing progress to metrics	4	2	Ensures the longevity and accountability of the community engagement process and creates transparency with

			residents
E. Host an internal power-mapping discussion on GPCA's relationship with Chicago Park District and GPCC to discuss current relationships between GPCA and each entity. Prepare internally for how Chicago Park District and GPCC may each react to an explicit focus on Garfield Park residents and how GPCA's partnership with each of these organizations will be impacted by the new mission and vision	3	3	Creates internal understanding of the power dynamics at play in other agencies and partners. It prepares staff to engage in conversations about the prioritization of Garfield Park residents and possibly engage in disagreement or persuasion
F. Host internal meeting to create guidelines for where GPCA will maintain its missional priority to Garfield Park regardless of partner organization and agency pushback	3	3	Creates internal understanding of how and when GPCA will push back against other agencies and partners with clear guidelines for staff
G. Host a meeting between GPCC, Chicago Park District, and GPCC to write out roles and responsibilities of each agency as it relates to a community advisory board comprised of community liaisons (detailed below) to ensure alignment	3	3	Ensures other agencies are clear on GPCA's priorities and overlapping or not overlapping work of community residents and streamlines asks of them
H. Write an FAQ directing help to the appropriate agency for community liaisons and local leaders to contact	3	3	Clarifies for individuals who and how they should be directing questions or concerns to

I. Advocate for a Park District and GPCC representative join community meetings, town halls, and other regularly scheduled meetings	3	3	Creates buy in from Park District and GPCC and maintains the integrity of the partnership
J. Inventory all current strategic plans and community engagement plan documents	2	4	This is the first step to building and updating based on what work is already ongoing.
K. Prioritize the inventory of documents and assign reviewer within GPCA and identify community partners or community liaisons/community advisory board to engage	2	4	This prioritization should reflect what is external vs internal facing as GPCA considers the history of previous boards within GPCA and experiences on other community boards
L. Create a timeline for reviewing existing strategic plans, community engagement plans listed above, and a dashboard and social media plan for sharing new documents	2	4	The timeline provides a clear plan for how GPCA can address changes in a step by step fashion
M. Host a meeting between GPCC and GPCA to identify the roles, responsibilities, and strategy behind the community advisory board comprised of community liaisons for GPCA	3	2	GPCC and GPCA often engage similar requests of community members and multiple respondents said coordination was necessary to not overburden Garfield Park residents. In addition, there should be clarity about which organization is leading what work and

			how
N. Train the community liaisons to engage in word of mouth updates about programs and opportunities for partnerships with GPCA	4	2	Community liaisons should be clear about the expectations and asks of them.
O. Create a calendar of community engagement meetings and seek input from the community liaisons for meeting agenda items or topics	2	2	Meetings should be planned, and collaboration of agendas creates shared ownership of the meeting and decisions
P. Create a youth advisory council to work alongside the community liaisons	2	2	Multiple survey respondents mentioned the need to engage Garfield Park residents across generations, and youth offer a unique perspective on the Conservatory, programs, and operations
Q. Identify roles for key structures and people (community advisory board, youth council, community engagement manager, etc.)	3	3	In order to have an impact and meaningful experience, it must be clear who has responsibility and decision making power
R. Hire a community engagement manager to oversee community partnerships, community liaisons, and further creation of this function	4	2	A partnerships manager should oversee the creation and roll out of the community advisory board

S. Prioritize the hiring of a Garfield Park resident and explicitly state this in the job description and recruitment materials	3	2	Clear organization-wide policies around hiring, while potentially difficult to implement and requiring local-specificity, will dramatically change how GPCA secures its candidates, especially for this external-facing position
T. Establish a twice yearly cadence for reporting to community members through community liaisons, dashboard tracking, town hall meetings, and a set of items to report out on (e.g. major accomplishments or milestones, roadblocks, resource requests, etc.)	2	2	Ensures accountability to goals and that GPCA can be held accountable. However, goals alone do not ensure accountability. A plan/consequences for GPCA not reaching goals will need to be discussed and determined
U. Conduct a yearly survey of community liaisons and strategic community leaders to gauge progress on recommendations and community perception and collect feedback	3	2	Ongoing information and impact should be solicited so as to not create one-off initiatives that may cause reputational harm
V. Set aside Board seats for community representatives	4	1	The Board should be an active supporter and believer in Garfield Park prioritization. This includes having decision making power and visibility
W. Create goals and targets for	3	3	Creating a policy may

staff members from Garfield Park			present structural and legal challenges. However, full-time staff from the Garfield Park community provides essential perspective
X. Review community engagement manager job posting with community leaders to determine best practices for recruiting Garfield Park residents	3	4	The role of community engagement manager will be vital in determining the prioritization and implementation of the logic model
Y. Establish a regular cadence for learning and development trainings	3	1	An external vendor may be required and held on retainer. Consider an annual refresher course (of incrementally more nuanced and rigorous DEI concepts and practices) to the learning series developed above once the learning series is completed
Z. Set aside financial resources for staff trainings on topics of DEI and trauma-informed sensitivity	2	2	Financial resources will ensure the longevity and continued commitment to staff learning
AA. Create clear online and in-person process for feedback on programming and suggestions for new programming	4	4	Residents should be clear on who to present problems and questions to in order to have their voice heard in the process

BB. Work with a partner organization to create a Black food and seedling series to acknowledge and celebrate the agricultural contributions of the Black community	2	3	Multiple survey respondents mentioned Black food being integral to the Garfield Park community
CC. Consider implementing existing community program recommendations listed in Community Assessment Report (Juneteenth celebrations, peacekeeping circles, step, cooking classes, climate impact classes, etc.)	3	2	By utilizing programming suggestions, GPCA sends the message they are listening and engaged with residents through this process
DD. Create a calendar in collaboration with local leaders of holidays and events for potential partnerships. (Example: The Conservatory hosts a peace circle for Juneteenth)	4	1	Creating a calendar allows partners to easily access information about joint events, and allows for cross publication of events within Garfield Park.
EE. Offer different entrance fees for Garfield Park residents	4	3	GPCA should consider the impact this has on their financial model, but offering free entrance GPCA identities economic equity as a priority
FF. Create programming for individuals with learning disabilities	3	3	Accessibility in all forms should be prioritized by programs
GG. Review security procedures in partnership with the Chicago Park District	3	1	Security and safety need to be considered along with negative experiences Garfield Park residents

			have had with police at the Conservatory
HH. Hire a marketing team specializing in social media tactics to rebrand GPCA's social media presence and tailor it toward Garfield Park residents	3	2	Social media has been identified as a preferred method of communication by residents, but the specific language and targeting should be researched
II. Hire a consultant to research how Garfield Park residents get information through specific channels (door-to-door, specific social media, etc.)	3	2	Justice Informed is not a communication consulting firm, and more research on Garfield Park residents and how they best receive information is required. Justice Informed heard from multiple residents that door-to-door and social media are preferred, but research into which specific social media platforms and accounts must be conducted
JJ. Create and program a charter which details how GPCA and partners author and create programs together based on shared priorities and goals	3	3	GPCA must do the internal work of agreeing to truly partner with other organizations and relay clear guidelines for how and what programs residents can change
KK. Review website and social media for racial and age diversity	2	4	Visual diversity is a necessary first step to residents seeing

			themselves at the Conservatory
LL. Invite youth to serve as docents for the Conservatory	2	2	Youth are able to share different perspectives and can engage their peers and other young families in new ways to explore the Conservatory
MM. Identify key community hot spots (i.e. community centers, corner stores, barber shop, hair salons, etc.) to serve as flyer and information centers	4	2	Garfield Park residents already have community hubs and modes of communication that can be capitalized on for information sharing
NN. Create social media benchmarks and click rate goals to track progress	2	2	Creates accountability and transparency for GPCA to understand progress towards goals