

Montgomery Parks Outreach Strategy and Implementation Plan

CJRT Consulting Team

Executive Summary

CJRT is engaged in developing a long-term minority outreach engagement strategy and implementation plan for Montgomery Parks, an agency within the Maryland-National Capital Planning Park Commission (MNCPPC). Montgomery Parks is a bi-county governmental agency serving over 1 million Montgomery County, Maryland residents as well as residents from the larger Maryland, Virginia and Washington, D.C. metro area. Over one third of Montgomery County's residents are foreign-born and approximately 14% have limited English proficiency according to Montgomery County's LEP Annual Report (2011). MNCPPC's mission is to: "Protect and interpret our valuable natural and cultural resources; balance demand for recreation with the need for conservation; offer various enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places."

Like many parks, Montgomery Parks face challenges in attracting and developing long-term engagement with specific underrepresented groups, which is a direct threat to their ability to provide accessible parks and facilities. This outreach and engagement issue, while pervasive among many state-run and national agencies, indicates a complex array of barriers including: language, culture, geographic location, economic status, values and perceptions. Alongside the social and economic barriers, improving long-term engagement with these underrepresented groups will have to address and ameliorate beliefs that agencies do not care about them, do not listen or are irrelevant to them. Overall, the goal of this two-fold: (1) to provide our client with a cost-efficient, effective, and sustainable communication strategy, and (2) to provide an implementation strategy to achieve improved outreach, engaging non-typical park users.

We provide the following recommendations, explained in detail within:

- Increase and expand translation, focusing first on high touch resources
- Increase targeted advertising by populations (we focused on 3 large populations, American born African Americans, Latinos/Hispanics, and Chinese)
 - African-Americans: through schools, churches, and national pan-hellenic council
 - Latinos/Hispanics: churches and public schools
 - Chinese: ethnic grocery stores/markets, language schools, public schools, and community centers
- Hire full-time staff with expertise in minority outreach, preferably bilingual, to help Montgomery Parks navigate and oversee community outreach to minorities
- Hire "hubs" (community brokers) or residents from the community to act as ambassadors and help create pilot outreach programs
- Require cultural competency training for Montgomery Parks

Additionally, to ease implementation, we recommend doing a phased implementation of the above initiatives with the associated baseline costs:

- Phase 1: Includes hiring new personnel, requiring cultural competency, starting translation of key documents in key languages (\$77,090)

- Phase 2: Includes hiring the hubs, and beginning pilot outreach programs, also includes expanding translation services (\$99,650)
- Phase 3: Expansion of previous outreach programs, development of the Community Engagement Office (\$92,850)

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I. Introduction

Maryland-National Capital Park and Planning Commission (M-NCPPC) Montgomery Parks is a bi-county governmental agency serving over 1 million Montgomery County, Maryland residents as well as residents from the larger Maryland, Virginia and Washington, D.C. metro area. MNCPPC's mission is to: "Protect and interpret our valuable natural and cultural resources; balance demand for recreation with the need for conservation; offer various enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places." Like many other parks, Montgomery Parks face challenges in collecting data on diverse groups needs and desires regarding parks and park planning. Developing long-term engagement with underrepresented groups is imperative to their ability to provide accessible parks and facilities. Additionally, members of the Planning Commission have been strong advocates for improving engagement, support necessary for success moving forward. This outreach and engagement issue, while pervasive among many local, state, and national parks, involves a complex array of internal and external barriers including: language, culture, politics, geographic location, economic, values and perceptions. Alongside the social and economic barriers that may exist, improving long-term engagement with these underrepresented groups will have to address and ameliorate beliefs that agencies do not care about them, do not listen or are irrelevant to them. Internally, Montgomery Parks faces additional challenges. As a part of the state budget, Montgomery Parks is subject to financial and political constraints. Within the organization, staff motivation to prioritize long-term engagement strategies may be a challenge.

Montgomery Parks connected with University of Maryland's Partnership for Action Learning in Sustainability (PALS) project. Through PALS, Montgomery Parks engaged the services of a group of University of Maryland Robert H. Smith School of Business Master of Business Administration consulting students, the CJRT Team, to undertake a strategy and implementation plan to reach minority and non-typical park users.¹ Simultaneous to this consulting engagement, Montgomery Parks is writing their annual budget proposal and the findings and suggestions CJRT provides will inform the agency's plans and requests.

II. The Project

a. Project Overview

Montgomery County is home to a majority-minority population, meaning that more than 50% of the population identifies as a part of a minority, an ethnicity or racial group other than non-Hispanic

¹ See Appendix A for details on the consulting students. For more details on the PALS project, visit their website at <http://smartgrowth.umd.edu/pals.html>

White. However, according to Montgomery Parks, the majority of the population present at Park Planning meetings and providing feedback are non-Hispanic Whites. Additionally, Montgomery Parks does not have a systematic method of gathering data on park usage, particularly broken down by demographics. While Montgomery Parks is ready and eager to reach those populations, current outreach measures have fallen short of attracting minority populations and limited English speakers. Montgomery Parks' budget and current human capital is inadequate to reach the

The overall goal of this project is to overcome the above deficiencies. In this, the final recommendations, CJRT will (1) provide Montgomery Parks with a cost-efficient, effective and sustainable communication strategy to reach minority populations and (2) provide an implementation strategy to achieve improved outreach to and engagement from non-typical park users.

b. Targeted Populations

Given the limitations of time and the breadth of Montgomery County, CJRT narrowed the scope of this project. We focused on three distinct populations, Latinos/Hispanics, African-Americans, and Chinese to start. These three populations were chosen because they represent 3 of the largest populations in Montgomery County, which are expected to continue growing. Much of the data included regarding these groups was collected through the American Community Survey (ACS), conducted by the US Census in 2014. In addition, secondary research shed light on group needs, desires, and perceptions. For example, among minority groups, African-Americans survey responses indicated that they are among the least likely to visit parks; 61.3% reported visiting the parks once in the past year (Sasidharan, Willits & Godbey, 2005). Based on our research we have compiled our recommendations detailed below, which will enable Montgomery Parks to expand their reach to these groups as well as other populations.

Latinos/Hispanics (19% of Montgomery County)

Hispanics make up the largest minority population within Montgomery County at 19% in 2015. The census uses Hispanic or Latino to define “a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.” This is a very broad category of people, with very different needs and desires, and variations in the Spanish they speak. In Montgomery County, the largest group of immigrants are from El Salvador (14% of immigrant population in Montgomery County). Throughout this paper, we use the term Hispanic and Latino interchangeably.

Non-Hispanic African-Americans (19% of Montgomery County, including foreign-born)

In Montgomery County, Non-Hispanic African-Americans/Blacks make up 18% of the population. The census defines Black or African American as “a person having origins in any of the Black racial groups of Africa.” This includes immigrants from Africa and the Caribbeans. Our recommendations, however, focused particularly on American-born African-Americans as a population. There is a rise in foreign-born blacks. However, as these include people from various countries and different cultures, we recommend focusing on American-born African-Americans at first due to the ease of implementation.

Chinese (4.4% of Montgomery County, including foreign-born)

The Asian category in the Census is broad, defined as “a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent.” We focused on the Chinese population, as they are the most represented of the subgroup within Montgomery County. Additionally, the Chinese population is the third most populous immigrant group, with 6.5% of total immigration to Montgomery County.

III. Analysis of the Issues

a. Research Methodology

CJRT engaged in primary and secondary research focused on best practices in reaching non-typical park users, and the three target populations--African American, Chinese, and Hispanic--in particular. We interviewed 4 key stakeholders and 12 experts. A complete list of interviewees is available in the Appendix B. We looked at data from local, state, and national parks, existing research on best practices to reach hard to reach and expensive to reach populations, and research on improving institutional cultural competency. Additionally, we reviewed the research from the previous consultant, PROS consulting, regarding Montgomery County minority residents use, preferences, and desires of Montgomery Parks. This report focused especially on non-english speaking populations in Montgomery County.

b. Park Use: Trends and Desires

National, state, and local parks face similar constraints in attracting and engaging diverse populations. There are many contributing factors impacting park use trends, reflecting internal and external conflict. At the national level, under-representation of diverse groups has been a persistent challenge cited by researchers, journalists, community activists and public servants alike. This engagement issue is a direct threat to the park system’s relevance to the increasingly diverse American public. In an attempt to improve the national park system’s cultural climate the Office of Relevancy, Diversity, and Inclusion was created in 2013 specifically to address this issue (Root, 2017). While researchers continue to study the needs, desires, and concerns across demographics, many parks are engaged in various initiatives to increase their engagement with diverse populations.

One major concern when reviewing national park use trends are the disparities between the overall US demographic breakdown and park staff and users. While improving inclusive practices means more than simply ethnic diversity, but gender, age, and socioeconomic status as well, the national parks have

struggled to demonstrate diversity among staff. A 2015 report noted that 79.3% of national park staff were white, 9% black or African American, 5.9% Hispanic, 2.2% American Indian/Native American, 1.9% Asian, 1.3% multiracial, and .05% Native Hawaiian or Other Pacific Islander (Partnership for Public Service, 2016). The gender distribution was 62.8% male, and 48.6% of staff are over the age of 45 (National Park Service, 2016). A recent national park survey conducted by the U.S. Department of the Interior, National Park Service identified overall visitor demographics as 53% white, 32% Hispanic, 28% Black or African American, 53% Asian, and 37% American Indian or Alaska Native (Taylor, Grandjean, & Gramann, 2011). By contrast, the US Department of Commerce 2016 Census estimates the overall US demographic breakdown as: 76.9% White, 17.8% Hispanic or Latino, 13.3% Black or African American, 5.7% Asian, 1.3% Indian or Alaska Native, .2% Native Hawaiian and Other Pacific Islander, and Two or more race at 2.6%. Not only are the staff and visitor demographic distributions unrepresentative of the US population at large, but it is widely considered a contributing deterrent in engaging diverse populations.

To better understand user and non-user perceptions about national parks, Taylor et al. (2011) surveyed across demographics. The survey identified that the top four deterrents across demographics regarding park visitation were: "The hotel and food costs at National Park System units are too high," "Reservations at NPS units have to be made too far in advance," "It takes too long to get to any NPS unit from my home," and "I just don't know that much about NPS units" (p.11). For African American park visitors surveyed, more than 50% identified costs, distance, and lack of knowledge as reasons for not visiting parks. American Indians and Alaskan Natives had similar responses, with more nearly 60% claiming lack of knowledge and expense as reasons for not visiting. Interestingly, these were largely not concerns for local park users (Mowen, Graefe, Barrett, & Godbey, 2016). Taylor et al. (2011) also found that negative opinions were more common among non-visitors. They also observed that Hispanic visitors were the least likely to speak informally with rangers, an important observation that warrants further research. As many as 25% of non-visitors reported feeling that parks are unsafe, unpleasant, and provide poor service despite having not visited within the past 2 years. Lack of knowledge was by far the most significant deterrent for all non-visitor minority groups surveyed with 65% of Hispanics, 66% of African-Americans, and 75% of Asians citing this as a reason for not visiting national parks. Lack of knowledge about parks has been and remains a concern for minority groups.

Many researchers have studied diverse populations desires and needs from parks. It is important to note that while some of these groups concerns, desires, and preferences overlap, they are also diverse. For example, the top three desired use of parks as reported by African-Americans, Hispanics, Chinese, Koreans, Japanese and Whites were for socialization (family and organized groups), food, and exercise (Sasidharan, Willits & Godbey, 2005). The degree of preference varied across the groups, as did group sizes and duration of stay. Sasidharan et al. (2005) assessed for mean durations across groups, identifying groups as visiting for 1-2 or 3+ hours at parks, as well as group size in terms of 1-2 or more than 3. In these groupings, Sasidharan et al. (2005) found that generally Latinos and Black Americans visited in groups of three or more, while Gobster (2002) found that 10% of Latinos and Chinese come to parks in groups of 10 or larger. This indicates that very simple improvements like adding picnic tables or clarifying how to reserve spaces or sports fields on location will accommodate all user groups preferred use of parks. On the other hand, acknowledging differing preferences such as those found in Taylor et al. (2011) will help parks to plan programs and space. Taylor et al. (2011) found

that Asian American visitors at the national parks were the least likely to view outdoor exhibits during their visit, which may reflect differing cultural values related to sun exposure. The researchers also found that Asian American visitors were the most likely to use visitor centers and view indoor exhibits. While African Americans reported the lowest visitation rates among all groups surveyed across many surveys, Taylor et al. (2011) found that African American national park visitors were the most likely to engage with outdoor exhibits or park movies, and to participate in cultural demonstrations or ranger-led tours. Hispanic groups were found to place higher value on water-related and consumptive activities, like fishing and hunting (CITE). These variations in activity patterns could provide clues about how best to target specific informational messages and special events to different visitor segments. Additionally, some non-profit organizations are working to increase minority engagement including: Hiking Every Available Trail (HEAT), Outdoor Afro, and Latino Outdoors. While HEAT is located in the Bay Area, Outdoor Afro and Latino Outdoors are active in the DMV area.

In addition to increased efforts of parks and non-profits in attracting and engaging minorities, researchers are also concerned with better understanding perceptions and influences on perceptions related to public spaces and use. Mowen et al. (2016) studied perceptions related to local recreation and park services among the American public. Among their findings, “75% of the American public claimed to have used either local parks or local recreation and park services during the last 12 months” (p. 82). This is slightly lower than Montgomery Parks, though it is likely similar barriers exist for county residents as found by Mowen et al. (2016). Among the top reasons for non-use identified by survey respondents was insufficient time, as indicated by 32.7%. Few respondents felt that the park services offered no benefit (.6%), was too expensive (.3%), or unsafe (1%). The park users tended to be more highly educated and had higher household incomes than non-participants. Given the generally high-income and highly educated population within Montgomery County, these findings may be all the more relevant.

In 2009 the National Research Center, Inc. conducted a mail survey to better understand community engagement and needs. This survey was completed by 851 Montgomery County residents and found that 91% had visited a county parks at least once in the last year. This is much better than Mowen, Graefe, Barrett, and Godbey (2016) survey findings which suggest the national average for local park use is 70%. At the national level, a similar survey conducted by the National Park System between 2008-2009 found that 47% of respondents had visited the parks in the previous year. By all measures, Montgomery Parks is doing well in attracting minority users. The gap remains, however, in involving these groups in park planning.

c. Benchmark Practices in Neighboring Parks Departments

When conducting our secondary research, we benchmarked a few surrounding counties with similar demographics and reviewed various targeted engagement programs. Each county has set an exemplary standard for public engagement and established a distinct presence in their communities. While Loudoun County (2016) is the least similar in regards to demographics, the county has a relatively

comprehensive Title VI Plan² that was updated in response to the Latin American population quadrupling between 2000 and 2014, making the county the 3rd highest population of Latin American residents in Virginia. In addition to translation and interpretation services, the county's policy requires multilingual resources and cultural diversity trainings be offered at new staff orientations and made accessible on the department's intranet portal for continuous review and training. Loudoun County has also developed a "*Volunteer Interpretation Program*" with the Department of Family Services to reduce vendor expenses for translation. Fairfax County (2016) has initiated a *Community Action Plan* to partner with veterans and residents over the age of 50 to create volunteer opportunities and also promote cultural diversity among older adults by increasing intercultural discussions and understanding within the community. Howard County (2016) offers free outdoor wifi to increase tourism and foot traffic in public spaces. This program also gives additional access to students and under-served residents. On a state level, the Maryland Department of Natural Resources (2017) launched a Hispanic Outreach Pilot Program in June 2017. The goal of this initiative was to provide information and services to the spanish speaking population by increasing awareness of state conservation laws and regulations. Departmental staff and volunteers participated by engaging with community members through aquatic games, water safety training, and hands-on fishing lessons.

IV. Recommendation & Implementation Plan

When analyzing Montgomery Parks' current state and developing recommendations, we considered the following factors as main externalities. Given the current political climate and lack of dedicated resources (limited funding) for this initiative, residents may feel apprehensive to engage with public agencies. Researchers Wang, Brown, and Liu (2015) conducted a study to evaluate physical and nonphysical factors influencing perceived access to urban parks, and found that both physical and socio-personal dimensions impacted use. The strongest socio-personal influential factors was cultural group use, meaning that park users were more likely to use spaces if others in their ethnic community also used that public space. The lack of access to technology or the ability to properly use technology by county residents, Montgomery Parks will need to implement behavioral change tactics to alter existing public perceptions. Particularly useful behavioral change tactics we recommend are improving cultural competencies among all park staff by requiring staff attend at least one cultural competency training. Effective communication and accountability throughout the department is imperative to making an impact. A study conducted by McCown, Laven, Manning and Mitchell (2011) reviewed varied engagement strategies and programs implemented by National Parks, as well as the successes and

² Title VI refers to Section 601 of the Title VI of the Federal Civil Rights Act of 1964, regarding discrimination from benefits and federal financial assistance. In particular, it bars discrimination based on National Origin. In 2000, Executive Order 13166 included a directive to "improv[e] access to services for persons with limited English proficiency."

challenges these programs faced. Among the study findings, program sustainability was identified as necessary in building long-term engagement with community partners. These researchers also noted that successful program sustainability strategy requires three important aspects: consistency in messaging, staff retention and consistent involvement in the program, and consistent relationship-building (McCown et al., 2011). These findings are unsurprising, and support our claim that leadership and park stakeholders will only achieve sustained long-term engagement when funding and institutional knowledge retention are priorities. In a follow-up to the McCown et al. (2011) study, the National Park Service Conservation Study Institute and University of Vermont partnered to develop the *Beyond Outreach Handbook: A Guide to Designing Effective Programs to Engage Diverse Communities* (2011). A large portion of our recommendations are consistent with the recommendations suggested therein, including prioritizing establishing “interventionists” or influencers to assist with public opinion, building a skilled staff, and partnering with schools and community groups. Each of these are considered essential to long-term outcomes of deep engagement. With this in mind, our strategies will help raise awareness, increase public confidence in the department’s mission, values, and intentions, and overall motivate county residents to seek additional information from staff.

Our team has developed a three-pronged approach to improving access and engagement.

- a. External/Internal Solutions (Montgomery Parks)
- b. Phased Implementation (Timeline)
- c. Targeted Solutions (given the top three populations that we see as the most effective)

a. External/Internal Solutions

In order to reach the population, Montgomery Parks will need to renew their outreach efforts (external solutions) as well as make changes within their department (internal solutions).

i. External Solutions

We have identified the following external solutions based on best practices: translation of high-touch resources, increasing targeted advertising, the use of interventionists/influencers from the community, and the use of pilot initiatives. Additionally, we recommend more partnerships with the elderly populations and school systems to allow volunteering opportunities to become more visible. Policy practice also utilizes social work skills to suggest and initiate change in a particular system or society. The hiring of an on-staff social worker with political competency or partnerships with local universities has potential for a major impact on the success of this initiative.

1. Translation Services

As demonstrated in the previous consultants’ findings, the immigrant community has repeatedly requested access to key documents in different languages. We recommend broadening the translations of “high-touch” resources for the public. We qualify “high-touch” resources as those often requested and needed by park users in Montgomery County. In particular, we strongly recommend the translation of (1) the mission and vision of Montgomery Parks, (2) the principal programs they provide, (3) how to obtain a permit, (4) how to partner with Montgomery Parks (particularly important for community organizations), (5) how to volunteer with Montgomery Parks, (6) where to find information on meetings, and (7) important contact information (will be important after the new hire, explained in details below).

To start, Montgomery Parks can make changes to their webpage, using the District of Columbia government website as an example. The DC Department of Parks and Recreation (DPR) has, on every

page, a list of languages which link the specified language (Amharic, Chinese, French, Korean, Spanish and Vietnamese). This enables every resident with internet access to obtain information on the basic information on the Parks. They do not list information on planning meetings. However, we recommend that Montgomery Parks includes this, as engagement in the park planning is of great importance to key stakeholders.

In addition to making changes to the webpage, another quick translation, but one that would require consistent follow-up, is updating the Open Town Hall page. This will increase communication, particularly feedback from the target populations. In particular, the “Parks and Recreation of the Future: Voice your Vision” forum will enable staff to gather much needed information from residents at a lower cost than sending staff to conduct on-site surveying or hiring external consultants. Montgomery Parks can then use existing staff to translate the information collected through these forums and better represent these populations through improved quantitative data.

Translation services should not be limited to web-media. The parks should also contain information that highlight key rules of the parks and a link to get a permit at the parks. By comparing census data and population trends, Montgomery Parks can do targeted translations of park rules to particular communities, and expand as they expand their database of translation providers.

2. Targeted Advertising

Targeted advertising is critical to reaching non-typical park users. They need to be reached where they currently are. Consequently, targeted advertising will have to coincide with translation services for select populations. The PROS consultant results showed that social media was by far the preferred method to receiving information. Through the use of the community hubs and new personnel (detailed below), Montgomery Parks will obtain more information on what groups to partner with on social media. Respondents also expressed a preference for television and radio advertising. There is still a desire for print media; the researchers found that some residents face limitations in receiving information online. This desire for print advertising was further supported by the 2008-09 National Parks System Comprehensive Survey of the American Public (2011), which found that on average, 78% of visitors “read the park brochure or newspaper” while visiting. This was also the top activity in terms of overall use among all groups except White visitors, who responded more strongly to viewing outdoor exhibits. Few respondents (3%) from all groups identified being involved in the junior ranger program, the only activity that would indicate long-term engagement, which is among the top concerns this recommendation seeks to address. We recommend putting advertising and publishing articles in newspapers of upcoming events and initiatives, as well as posting flyers in areas with large foot traffic for certain populations.

3. Use of Interventionists/Influencers from the community (Hubs)

Throughout the paper, we have mentioned Hubs. Hubs are interventionists, influencers, or ambassadors within the community Montgomery Parks targets. The name is derived from the spoke-hub distribution paradigm (of use in the airline industry). Hubs are focal points that connect multiple areas through lines (spokes). The Hub is able to receive and provide information to different populations they are already associated with. A Hub should be a well-connected individual with access and connections to different community organizations. Ideally, the Hub also is multilingual, and can provide insights into communication strategies and preferences for their community.

4. Pilot Programs

Given the breadth of Montgomery County and the cost associated with any initiative, we recommend starting outreach and targeted advertising through Pilot programs. We define Pilot

Programs as very focused initiatives targeting a local population. Normally of limited duration, the Program is designed to test feasibility for future large-scale projects. Before Montgomery Parks launches full-scale programs, they should test out the ideas to work out challenges and receive feedback from the community. In addition, this will enable Montgomery Park to analyze costs, make adjustments quickly and efficiently during the pilot program.

ii. Internal Solutions

In order to effectively reach the populations, it is not enough to make changes in the outreach methods. Changes must be made within Montgomery Parks' overall strategy related to inclusivity to fully address the challenges staff face in increasing minority engagement. This means in addition to hiring full-time staff to support this mission, Montgomery Parks should also require staff attend cultural competency training. Among key strategies suggested by Smith and Powers (2016), are embedding diversity into strategy, finding allies with whom to collaborate, and increasing points of entry. It is important to note that currently these duties are lumped into one full-time staff member and one half-time staff member's overall duties. This is not their exclusive focus, nor their area of expertise. So long as increased engagement with these diverse groups is a priority for the Planning Board and the County, then it is imperative that Montgomery Parks acquires the funding necessary to hire staff and dedicate resources to this initiative. In hiring additional staff, among their duties must be to collect data on group engagement. We recommend that Montgomery Parks hire new personnel, institute cultural competency training, and develop a data collection strategy.

1. New Personnel - Community Outreach Coordinator

A significant struggle for Montgomery Parks is having a dedicated labor force to reach and communicate with the diverse populations of Montgomery County and park users. Montgomery Parks needs staff dedicated to reaching hard-to-reach populations. The Community Outreach Coordinator's role will be exactly that. They will be the forefront in gathering information from the community related to non-typical park users and for disseminating information. The Community Outreach Coordinators will assist Montgomery Parks in gaining the competencies needed to address the desires and needs of Montgomery County's diverse population. The Community Outreach Coordinator will reach out to the communities by hiring the hubs, partnering with community organizations, going out into the community to survey and otherwise collect data related to inclusive outreach, and coordinating within Montgomery Parks offices to ensure underrepresented communities are served. Sample Community Outreach Coordinator job descriptions are available in the Appendix D. While we understand the hesitation to hire a new person for the position, we emphasize that this practice of using Community Outreach Coordinators as well as using Hubs as supported by best practices across other industries, as well as has been outlined by the National Park System. In particular, the Healthcare Industry has been using this method for many years to combat underrepresentation of minority groups (Alvarez et al., 2006).

2. Cultural Competency Training (Diversity Training)

In addition to hiring community outreach staff, we recommend requiring cultural competency training for all staff and access to additional training resources. By requiring all staff attend cultural

competency training, this indicates a shift in strategy to all employees. It demonstrates that all employees are culpable in creating an inclusive environment for staff and park visitors alike. Such training will also help staff to best serve all populations. We recommend connecting with the University of Maryland's Multicultural Involvement and Community Advocacy Program for cultural competency training. While some organizations may provide some free cultural competency trainings, Smith and Powers (2016) suggest that organizations should "ensure that training is not a one-off but part of a coherent series of engagements around bias mitigation." This may require Montgomery Parks pay for cultural competency training. To supplement the training, we recommend reaching out to other agencies within the Montgomery County that have Cultural Competency Training to see if there are more cost-effective measures or possibility of sharing costs. Montgomery County Public Schools, Montgomery County Police Department, and Montgomery County's Office of Human Rights have extensive experience in diversity training and can be valuable resources. County Police will be able to assist Park Police and on the ground staff on best practices as well. Additionally, inviting members of community organization to give talks to Parks staff will be particularly helpful throughout the year and as incidents happen throughout the county.

3. Data Collection Strategy

With all initiatives, it is important to have a data collection strategy. In order to gage the efficiency of the initiative, we recommend that Montgomery Parks collect, where legally feasible, voluntary information on race and ethnicity. For example, the Open Town Hall currently collects some information, it would be useful to add more detailed questions on ethnicity to the data collected. We recommend adding a voluntary category to collect race and ethnic information for park permit use. This could be a part of the sign-up for an account, however, there may be reluctance from immigrant participants given the political climate. On the other hand, a pop-up, not associated with the account, may enable Montgomery Parks to track how many people are requesting the parks and the demographic breakdowns. In addition to the permit process and the Open Town Hall, Montgomery Parks should gather demographic information on who attends their meetings and do periodic counts of popular parks and centers. Whatever strategy Montgomery Parks pursues, we recommend including a disclaimer informing respondents as to how data collected will be used. In addition, Montgomery Parks should use information gathered from the Hubs and Community Outreach Coordinator, and use the Volunteer force to go out and collect the information (much like how the Census relies on a lot of volunteers).

b. Recommendations by Targeted Populations

We recommend that Montgomery Parks reaches out to Office of Community Partnerships and the Gilchrist Immigrant Resource Center (for Chinese and Latino populations) for assistance in reaching the target populations: Latinos/Hispanics, African-American, and Chinese. For each of these populations, for targeted advertising and searches for hubs, we recommend cross-referencing with the Census data and American Community Survey data to localise high-density populations. In general, we recommend connecting with schools because of their expertise in reaching minority populations, potential mutual benefits in collaboration, and the similarity in the preferred population. Please refer to Appendix F for detailed maps from the Census on population.

i. Latino/Hispanics

The Spanish-speaking population is very diverse. However, a repeated request from this population is translation services for items like rules of the park and how to obtain permits. We strongly recommend increasing translation of “high-touch resources,” as described above, for this population. In order to engage the population further, we recommend targeted advertising at churches and public schools. Many Catholic churches have services and personnel dedicated to the Hispanic population. While Catholicism continues to be the predominant religion for Hispanics, there is a rise in Hispanic Protestants (Pew Research Center, 2014). Montgomery Parks can also reach Hispanics through spanish-language media. In the DC area, El Tiempo and Washington Hispanics are popular spanish newspapers. Recently, El Tiempo named Nydia I. Ocasio of Prince George’s County Department of Parks and Recreation, as well as Board Commissioner Natali Fani-Gonzalez, among the 100 most influential people for the Hispanic Community (Peifer, 2017). The list may also uncover potential partners.

In addition to churches and schools, we recommend that once hired, the Community Engagement Coordinator connects with Nydia I. Ocasio. She has experience with the the Hispanic/latino community in PG county and has overseen the Hispanic Festival. She would be a great resource for best practices to engage the population.

ii. African-American

As mentioned, the African-American population we targeted are American-born, thus language is not a barrier. However, this is still a population that needs specialised attention. Cultural competency is particularly important, especially given the history of race-relations in Montgomery County. For example, in the projects depicting the past, Montgomery Parks should be sensitive to the racial inequalities that existed, while recognizing accomplishments within the community, both past and present. Of particular importance will be researching the racial history of different areas before engaging in projects that may gloss over painful realities or impact culturally significant areas.

To reach the population, Montgomery Parks should start with targeted advertising at churches, National Pan-Hellenic Council (NPHC, historically African American Greek fraternities and sororities), and the public schools. Churches and NPHC are very involved in the community, many may already be using park facilities for their own initiatives and events. They can help identify hubs that lead to more engagement.

iii. Chinese

In order to reach the Chinese population, we prioritize translation services, like the Latino/Hispanic populations. Senior citizens in the Chinese population of Montgomery County play an important role in child-rearing. However, they are more likely to have less English proficiency (Montgomery County Government). We also recommend targeting large ethnic grocery stores and community centers. These entities reach a large range of Chinese, particularly immigrant populations. Lastly, we recommend targeting Chinese language schools, like the Potomac Chinese School or the local American Chinese Schools. The Community Engagement Coordinator can identify some of the larger language schools. Many Chinese immigrants and those of Chinese descent participate in summer and

weekend Chinese language and immersion programs. These schools are good contacts with the population. A partnership with the schools can lead to potential hubs.

c. Phased Implementation (Timeline)

Given the breadth of our recommendations, we recommend a stratified implementation plan. We have proposed the following timeline to be the most effective. However, in recognition that the government moves at a different pace, we have also prioritised based on ease of implementation. This will allow Montgomery Parks to start work on key needs while going through the process of acquiring additional funding.

i. Phase 1(Recommendation - Year 1):

- Hiring a Community Engagement Coordinator
- Designing an internal program or providing cultural competency training to all staff
- Translation of “high-touch” resources and services
- Enhancing marketing materials
- Establishing a metrics system to track usage and engagement

Phase 1 should be implemented as soon as possible, with the following priorities. Translation services should start as soon as possible. To start, we recommend translation services for the Spanish-speaking populations as a pilot. Montgomery Parks currently has a staff member who can assist with some basis, as well as connections within the Planning Board. Once good practices are established in terms of what needs to be translated, then they should continue to Chinese-speakers. During this time, they should begin cultural competency training while searching for a Community Engagement Coordinator.

ii. Phase 2 (Recommendation - Year 2):

- Hired coordinator overseeing and developing “hubs” (Ambassador Program)
- Expanding translated materials to additional languages
- Initiating pilot programs such as “Es Mi Parque” and diversity discussions

Key to Phase 2 is hiring a Community Engagement Coordinator from Phase 1 to set the groundwork on community outreach. At this point, the Community Engagement Coordinator will start recruiting the hubs, developing the program initiatives, and overseeing their work. The second Community Engagement Coordinator is required as efforts increase and Montgomery Parks starts pilot outreach programs. Translations should continue in Phase 2. Montgomery Parks should expand the translation of key materials to other languages (such as Korean, French, and Vietnamese) and experiment on conducting meetings in different languages. This would require input from the Community Engagement Coordinator and the hubs.

iii. Phase 3 (Recommendation - Year 3+):

- Continuous social media content creation and expansion of outreach programs

- Increasing collection and analyzing data/feedback from the community
- Development of a *Community Engagement Office* with a director and staff to oversee all strategy development and operations for diversity outreach and engagement

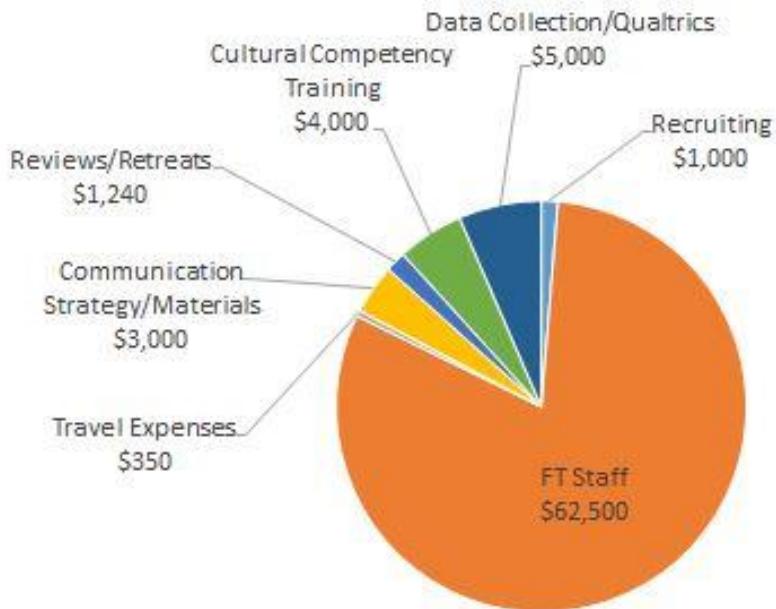
Phase 3 requires that the hubs and the Community Engagement Officers are successfully reaching minority populations. Indication of success can be measured through increased minority attendance at planning meetings; ideally meeting attendees would reflect the diverse populations within Montgomery County both in demographics, though diversity in age, gender, and other measures as suggested by the Community Engagement Officers should also be considered. Phase 3 is the expansion of phase 2 pilot initiatives to new locations and groups and a basic understanding of the data already collected. Ideally, Montgomery Parks will develop a Community Engagement Office, with a director and the staff to oversee the strategy development and operations.

V. Financial Impact

As a way of assessing the financial impact of the recommendations, we completed a cost analysis of the entire operation, broken up by the 3 phases of implementation we are proposing.

In Phase I, we estimate the cost floor to be \$77,090 for the minimum proposed strategy. These include the first FT Staff member (Community Engagement Coordinator), recruitment for the candidates for the position, data collection, Cultural Competency training, Reviews of the strategy implementation, communication strategy and materials, as well as travel expenses for the coordinator into and out of the communities.

Phase I (\$77,090.)

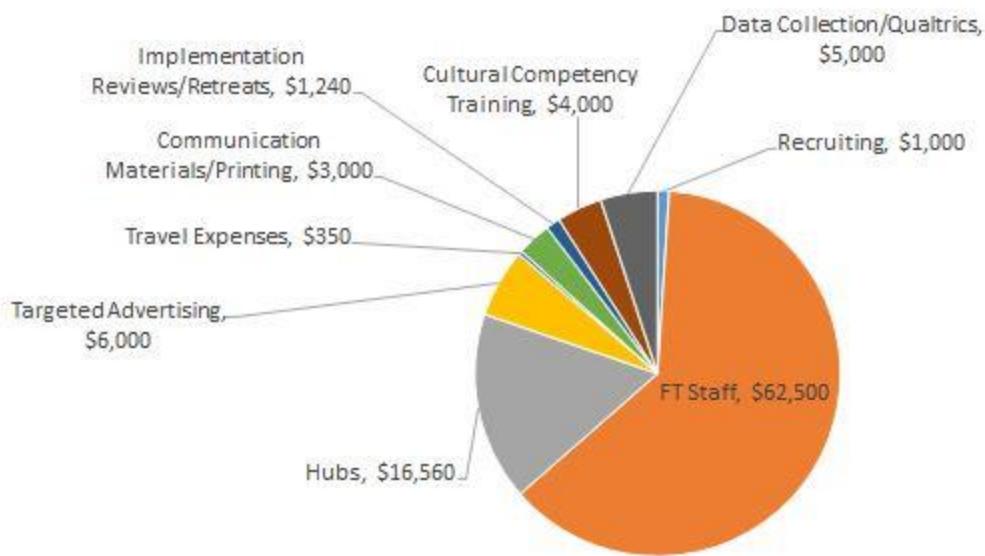


Phase I		
Variable Cost	Translation Services	\$0 per word
	Recruiting for FT Lead Community Organizer position	\$1,000
Fixed Cost	Full-Time Staff (1st)	
	(Lead Community Organizer) Salary	\$60,000 1 FT employee at \$60,000. yrly
	Office & Equipment	\$2,000 computer and cell phone (estimate)
	Office & Administrative Supplies	\$500
	Management	\$17,500 \$70,000 / 4
	Onboarding	\$1,346 \$70,000. for Manager/ (40hrs x 52 weeks) = 33.65/hr
Variable Cost	Travel	\$350 monthly for travel expenses
Variable Cost	Communication Materials/Printing	\$3,000 yearly
Fixed Cost	Implementation Reviews/Retreat	\$1,240
Variable Cost	Cultural Competency Training	\$4,000 per person/4 hours (for 4)
Fixed Cost	Data Collection/Qualtrics	\$5,000 yearly basic Qualtrics account
Total		\$95,936

The image above shows a pie chart breaking down the expenses for Phase 1, and a table underneath which provides further detail about each cost.

In Phase II, we estimate the cost floor to be \$99,650 for the minimum proposed strategy. These include the second FT staff member (Community Engagement Coordinator), recruitment for the candidates for the position, Continued data collection, expanded cultural competency training, reviews of strategy implementation and progress, communication strategy expansion, travel expenses for the new position, targeted advertising into these specific communities, and 3 “Hubs” we propose.

Phase II (\$99,650.)

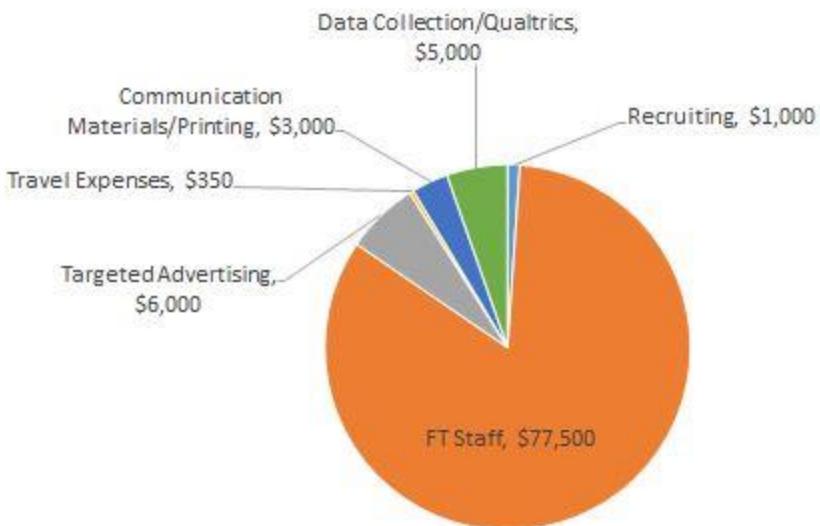


Phase II					
Variable Cost	Hubs	\$ 16,560	\$11.50 hourly (3 - 40 hrs monthly x 12 months)		
Variable Cost	Targeted Advertising/Publicity	\$ 6,000	full page ad for 4 weeks in The Sentinel (1658) \$62.50 per thousand inserts (Washington Hispanic Newspaper)		
	Recruiting for FT Lead Community Organizer position	\$1,000			
Fixed Cost	Full-Time Staff (2nd)				
	Salary	\$ 60,000	1 FT employee at \$60,000. yearly		
	Office & Equipment	\$2,000	computer and cell phone (estimate)		
	Office & Administrative Supplies	\$500			
	Management	\$17,500	\$70,000 / 4		
	Onboarding	\$1,346	\$70,000. for Manager/ (40hrs x 52 weeks) = 33.65/hr		
Variable Cost	Travel	\$350	monthly for travel expenses		
Variable Cost	Communication Materials/Printing	\$3,000	yearly		
Fixed Cost	Implementation Reviews/Retreat	\$1,240			
Variable Cost	Cultural Competency Training		\$4,000 per person/4 hours (for 4)		
Fixed Cost	Data Collection/Qualtrics		\$5,000 yearly basic Qualtrics account		
	Total		\$118,496		

The image above shows a pie chart breaking down the expenses for Phase 2, and a table underneath which provides further detail about each cost.

In Phase III, we estimate the floor to be \$92,850 for the minimum proposed strategy. These include hiring the third FT staff member, as a Community Engagement Director, to oversee the 2 Community Engagement Coordinators. Additional costs included are the recruitment for the Director position, continued and expanded data collection and analytics, continued and expanded communication strategy and materials, travel expenses for the Director, and continued and expanded target advertising.

Phase III (\$92,850.)



Phase III			
Variable Cost	Targeted Advertising/Publicity	\$ 6,000	full page ad for 4 weeks in The Sentinel (1558)
	Incentives/Awards/Recognition (intrinsic value)	\$ 500	
	Recruiting for FT Lead Community Organizer position	\$1,000	
Fixed Cost	Full-Time Staff (Community Engagement Director)		
	Salary	\$ 75,000	1 FT Director at \$75,000. yrly
	Office & Equipment	\$2,000	computer and cell phone (estimate)
	Office & Administrative Supplies	\$500	
Variable Cost	Travel	\$350	monthly for travel expenses
Variable Cost	Communication Materials/Printing	\$3,000	yearly
Fixed Cost	Data Collection/Qualtrics	\$5,000	yearly basic Qualtrics account
	Total	\$93,350	+ Targeted Advertising

The image above shows a pie chart breaking down the expenses for Phase 3, and a table underneath which provides further detail about each cost.

A more detailed breakdown of the costs and how we calculated them have been included after the pie charts. Additional line items in the cost analysis are stated, in purple, to highlight additional costs not included in pie charts, which should be considered further. For example, Management and onboarding. The management cost listed as \$17,500 is for the additional responsibility taken on by the Manager in place to supervise the additional Coordinators being hired. The additional management duties should be accounted for in the Manager's salary because these are additional duties which were not previously present and accounted for in their current salary. In Phase III, we listed Incentives/Awards/recognition as \$500 because we suggest establishing some form of recognition for community engagement. People work hard and would like to be recognized for their work. This simple

gesture would go a long way to elevating moral and re-energizing the people on the front lines of community engagement.

VI. Conclusion

Montgomery County Government agencies are all challenged to adapt to the changing demographics of the county. As a majority-minority county, it is imperative that Montgomery County addresses the needs and desires of the minority populations. Some departments are compelled by law to address the discrepancies in service. Montgomery Parks, without a legal directives, recognizing the deep need to assist their communities, took the initiative to find a method to improve the minority engagement.

The research findings as well as National Park System's best practices have shaped the recommendations outlined and the implementation plans herein. Our recommendations focus on improving communication by increasing accessibility (translation), reaching the populations where they are (targeted advertising), and engaging community leaders across the three target groups to increase avenues for engagement and feedback. We particularly recommend hiring additional personnel with experience who can help Montgomery Parks engage and communicate with the diverse populations. Our recommendations are broken into phases to ease implementation, focusing on first establishing the bottom needs (new staff and culturally competency, key translations, and data collection), and then expanding on knowledge gathered (hiring hubs and pilot outreach programs).

We strongly believe that by following the above recommendations, Montgomery Parks can increase long-term engagement, receive relevant and insightful feedback from community members and partners, and produce services that the diverse communities of Montgomery County and the out-of-county park users will greatly appreciate.

Appendices

Appendix A: The CJRT Team

The CJRT team is comprised of 4 MBA-candidate students from the University of Maryland's Robert H. Smith School of Business.

- Catherine Yourougou, J.D., M.B.A. Candidate (Part-time student)
 - Expertise: Volunteer Management, Nonprofit Management, Legal Consulting, Community Outreach
 - Currently working at Legal Counsel for the Elderly/AARP
- Justin Davies, M.S., M.B.A. Candidate (Part-time student)
 - Expertise: Strategy, Operations, Human Capital
 - Currently working at the University of Maryland
- Rachel Carstens, M.F.A., M.B.A. Candidate (Part-time student)
 - Expertise: Strategic Planning, Governmental Organizations and Program Evaluation
 - Currently working at the University of Maryland
- Tatiana Torruella, M.B.A., M.S.W. (expected July 2018)
 - Expertise: Human Capital Strategy, Change Management

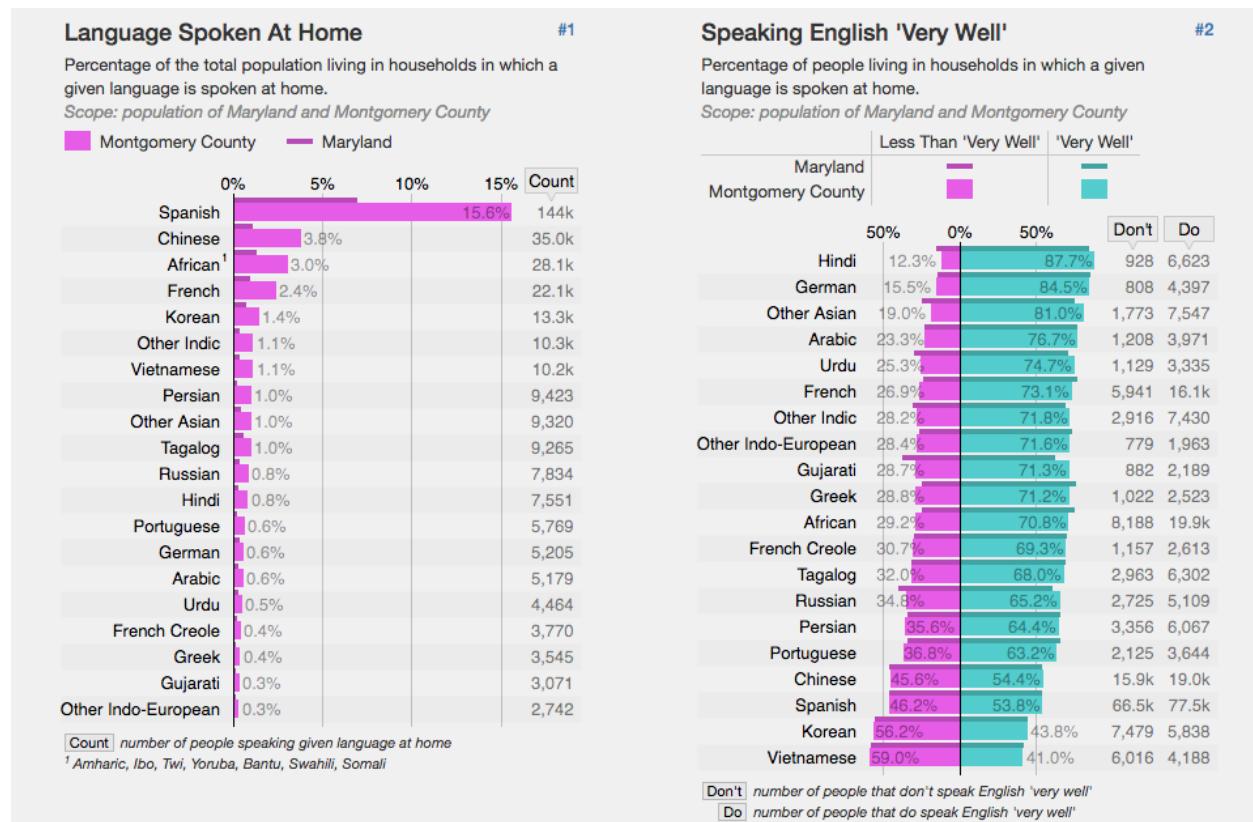
Appendix B: List of Interviewees for Research

The following people were interviewed as part of our research

- Key Stakeholders:
 - Melissa Chotiner, Montgomery Parks Staff
 - Natali Fani-Gonzalez, Montgomery County Planning Board Commissioner
 - Vikrum Mather, Montgomery County Council Legislative Aide to District I (Government Operations and Fiscal Policy, Out-of-district Land Use, Department of Permitting Services, Taxes)
 - Marie-Anne Audige, former Montgomery County Council staff
- Experts
 - Branden Mcleod, Former Clinical Associate Professor at and Director of Policy Initiatives for University of Maryland School of Social Work (currently at the University of Illinois)
 - Catherine Moon, Adjunct Professor at University of Maryland School of Social Work
 - Ebony Harley, Recent MBA-MSW Graduate student from the University of Maryland, formerly worked in Community Outreach to diverse populations and in Human Resources
 - Tylynn Carter, Recent MSW Graduate student from the University of Maryland, with a concentration on community organizing and behavioral change
 - Tia Dolet, M.A.Ed, Achieving Collegiate Excellence and Success Coordinator at the Universities at Shady Grove
 - Justin Edgar, Director of the Center for Recruitment and Transfer Access at the Universities at Shady Grove
 - Sara Wells, Program Coordinator and Career Coach for Career Experience Opportunities, a collaborative initiative between Montgomery County Public Schools, Montgomery College, and the Universities at Shady Grove
 - Jennifer Cohen, Senior Coordinator, Center for Recruitment and Transfer Access at the Universities at Shady Grove

Appendix C: Languages Spoken in Montgomery County (2000)

http://www.montgomeryplanning.org/research/data_library/population/po39.shtm



The image above shows a chart which indicates which non-English languages are spoken at home in Montgomery County, and which native speakers of other languages have the highest likelihoods of speaking English "very well."

<http://statisticalatlas.com/county/Maryland/Montgomery-County/Languages>

Appendix D: Sample Job Descriptions

Community Outreach Coordinator Job Description Sample I

Community outreach coordinators serve as the face and voice of their organization, bridging the gap between the company and the community.

Their responsibilities include developing prospective programs for the organization and overseeing them from inception to fruition. They also monitor programs to fit regulations and handle communications with representatives of the community. These coordinators are responsible for the recruitment of volunteers to the organization, as well as overseeing their progress and work.

A wide variety of companies hire community outreach coordinators, in fields that include healthcare, business, nonprofit, and retail. Normal work conditions include working in an office setting during regular business hours, although time off site meeting with community members and completing community-based projects occurs during and after regular business hours.

The ideal candidates for the job exude a warm, engaging, and hospitable demeanor. While a bachelor's degree is strongly preferred, some companies will substitute experience for education. Strong computer skills, with proficiency in Microsoft Word, Excel, and PowerPoint, are preferred.

Community Outreach Coordinator Job Description Sample I

SALARY RANGE

\$55,000.00 - \$70,000.00 Annually

DESCRIPTION:

GENERAL STATEMENT OF DUTIES: This position is designed for a creative, energetic individual who is interested in catalyzing resident participation in community and government. The person in this position performs responsible administrative work in providing strategies, planning, facilitation, and development services to City management and departments, and for creating and implementing a long-term community engagement plan that includes consistent and effective communication, engagement, and participation in local government and community building processes and supporting an inclusive community. Performs related duties as required.

DISTINGUISHING FEATURES OF THE CLASS: The work in this class involves responsibility for creating and implementing systems to engage community members in local government and as partners in collaborating to impact community issues. The work requires the exercise of independent judgment and is performed with considerable independence. The employee in this position reports to the XXXX and work is reviewed by the XXXX through reports, conferences, and results achieved.

WORK ENVIRONMENT: The person holding this position will work irregular hours and may be required to work nights, weekends, and holidays as necessary to complete assigned duties and responsibilities. Work is performed in a variety of settings including offices, community meetings, businesses, classrooms, and homes in the community. Frequent independent travel throughout the county is required.

EXAMPLE OF DUTIES:

ESSENTIAL: The goal of this position is to build community capacity to implement Montgomery Parks goals and community sustainability goals through resident and cross-sector engagement that is participatory, inclusive, deliberative, and collaborative. Sample tasks include:

- Create and implement a community engagement system and strategy;
- develop staff skills at all levels of the organization to create a culture of engagement;
- leverage the use of technology to gain efficiencies and enhance two-way communication between government and residents;
- develop mechanisms to assist residents in understanding public issues and technical requirements of Montgomery Parks decision-making;
- review and evaluate engagement systems and activities and make enhancements to improve effectiveness;
- provide consultation, training and assistance to staff and volunteers on implementing engagement tools;
- identify potential community partners and build lasting and reciprocal relationships;
- provide opportunities for early involvement and meaningful voice in identifying community needs and shaping solutions in partnership and in support of other organizations;
- ensure that the needs of culturally and economically diverse communities are met and identify and remove barriers to participation;
- use training, one-on-one interviews, and small group meetings and other techniques to facilitate engagement of residents in taking initiative to solve community problems;
- insure that employees are provided opportunities to increase their engagement skills;
- provide assistance in coordinating volunteers for high priority projects;
- confer with Montgomery Parks management staff to prioritize issues and determine which Montgomery Parks and community sustainability goals should receive focused attention at any point in time;
- maintain accurate records and prepare reports related to program activities;
- explain to superiors and Montgomery County officials the status of or issues involved in activities.

TYPICAL QUALIFICATIONS:

ESSENTIAL: This position requires a broad skill set centered around cultural awareness, human development and group dynamics such as:

- an understanding of policy and context and the role of local government in a democracy, including an awareness of community culture and subcultures within the community;

- the ability to navigate complex systems and identify key interventions to enhance engagement in community life and problem solving across various sectors in the community;
- skill at framing issues and designing effective group processes taking the cultural diversity of constituent groups into account;
- thorough knowledge of principles, practices, and techniques related to designing effective engagement strategies, intercultural communication, conflict management, systems thinking, collaborative decision making, consensus building, and meeting facilitation that fosters a chosen accountability and an asset based approach;
- skill at asking key questions to facilitate understanding;
- skill at influencing and motivating people to be involved without use of authority or force;
- skill at nurturing individuality and independent thinking amongst group members while simultaneously building consensus in working toward common goals that affect the future sustainability of the community;
- the ability to manage one's own and others' emotions and values;
- skill at actively seeking out different viewpoints and leveraging the benefits of different perspectives;
- the ability to build trust and assist people in managing change;
- the ability to foster an environment where culturally diverse people can work together cooperatively and effectively to meet community goals;
- training and development skills including the ability to teach effective engagement skills to other staff members and to community members;
- proficiency with technology, the ability to learn new skills and systems, and the ability to conduct on-line moderation of discussions and managing social media;
- a work style that is self-motivated, reflective, self-aware, and adaptive and that includes the ability to fulfill a variety of functions in a team environment without direct supervision;
- the ability to think critically and expansively by combining ideas in unique ways or making connections between disparate ideas;
- the ability to establish and maintain effective working relationships across cultural differences with employees, businesses, community organizations, and the general public;
- the ability to manage, plan, and implement projects, establish project boundaries, and evaluate project success;
- the ability to maintain records and prepare reports;
- the ability to communicate effectively, both orally and in writing;
- the ability to make public presentations;
- the ability to plan, organize, and prioritize work;
- a demonstrated ability to follow a management philosophy that is input oriented and values problem solving and the development of partnerships;
- demonstrated ability to be a team player;
- the desire to be part of an organization that values service, people, integrity, responsibility, innovation and teamwork.

ACCEPTABLE EXPERIENCE AND TRAINING: Any combination of education and/or experience that has provided the knowledge, skills, and abilities necessary for satisfactory job performance would be

qualifying. A typical way to obtain the essential knowledge, skills, and abilities would be: graduation from an accredited four-year college or university in a related field and some paid or volunteer experience in work which has included extensive public engagement across various demographics.

SUPPLEMENTAL INFORMATION:

SPECIAL REQUIREMENTS: Possession of or ability to obtain and maintain a valid Driver's License or, alternatively, the ability to travel independently throughout the county.

Director of Community Engagement Sample Job Description I

STATUS: Full Time, Exempt

Summary:

The Director of Community Engagement will lead and administer community outreach programs devoted to providing opportunities for meaningful community engagement between Montgomery Parks and Montgomery County residents.

Essential Duties and Responsibilities:

- Design, develop, and implement programs, initiatives, and opportunities to encourage and promote involvement in Parks planning and usage through community engagement among Montgomery County residents.
- Provide support and education to residents in the areas of under-represented communities.
- Facilitate partnerships between the Montgomery Parks and public and private organizations for service and community volunteer opportunities.
- Facilitate advisory board for community engagement program and work with groups to identify opportunities for increased collaboration with state, and local issues and promote community engagement with identified issues.
- Support and strengthen the County's intellectual and academic commitment to community engagement.
- Support and strengthen the County's commitment to discover, engage, and serve rural, and underserved communities.
- Support and give leadership to ongoing engagement initiatives.
- Select, train, supervise, and evaluate volunteer staff (potentially consisting of a graduate student, undergraduate students , and high school students).

Education:

Master's degree in Social Work, Sociology, or related disciplines.

Experience:

Minimum of three years of experience working in Public Engagement and/or with a community based non-profit organization.

Knowledge, Skills, and Abilities:

- Highly relational, people oriented leader with experience and passion in visioning and program development.
- Excellent written and oral communication skills, including the ability to communicate effectively with a wide variety of audiences.
- Experience working with community partners.
- Demonstrated expertise in community engagement.
- Knowledge of current trends in community based leadership, social innovation, community engagement, and co-curricular learning.
- Knowledge of student development theory, civic engagement models, community development models, cultural identity development theory, and leadership theory.

Complexity of Duties:

Must be available as needed to serve community to include regular office hours as well as nights and weekends. It is anticipated that building and supporting new initiatives in community engagement will require creativity and personal flexibility in working hours.

Director of Community Engagement Sample Job Description II

The Director is responsible for the development and management of staff and strategies for community engagement, including advertising, public and media relations. Strong focus on growing and advancing the VNA name among media partners and organizations.

This is a full-time, exempt position. Salary is \$70,000 and up, depending upon education and experience. Great benefits.

Requirements:

- Bachelor's degree in marketing, journalism, advertising, or related field strongly preferred.
- Recent management of fundraising campaigns, donor cultivation, and volunteer development programs.
- Thorough understanding of Adobe Creative Suite, Microsoft Office, website & social media administration.
- Portfolio of professional work (published works, writing samples, advertising/creative samples and/or successful digital engagement campaigns)
- Accreditation from a recognized Fundraising Professional organization is preferred.
- Valid Driver's license in good standing
- Valid Auto Insurance as a listed driver.

Job Type: Full-time

Salary: \$70,000.00 /year

Required education:

- Related Master's Degree

Required experience:

- Community Engagement, Community Activism

Appendix E: Grant Opportunities

Underrepresented Community Grant (Due July 31) - Opportunity number P17AS00399

Available at <https://www.nps.gov/preservation-grants/community-grants.html>

This grant provides a minimum of \$15,000 to a maximum of \$50,000. This grant provides money to “support the survey, inventory, and designation of historic properties that are associated with communities currently under represented.” Montgomery County does qualify as one of the Certified Local Governments. This grant could be useful in working with any minority populations on historic contributions they have made to Montgomery County. Washington, DC used the grant to highlight LGBTQ individuals. Virginia used the grant to document historical African-American schools. Washington State used the grant to examine the experience of Hispanic and Latino Communities.

Preservation Technology and Training Grants (likely to open in November 2017)

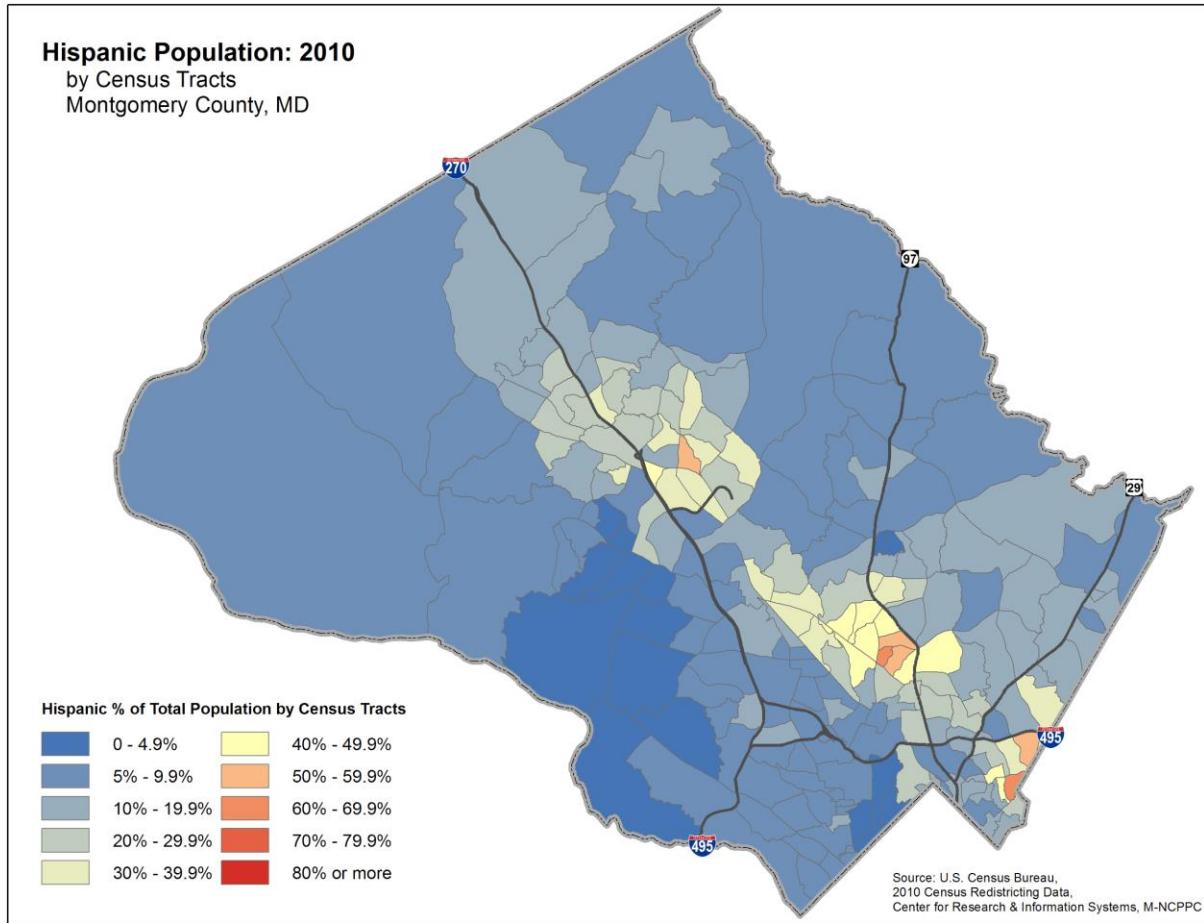
Available at <https://www.ncptt.nps.gov/grants/2017-preservation-technology-and-training-grants/>

This grant provides up to \$40,000 to support innovative research to develop or adapt existing technologies to preserve cultural resources. These include specialized workshops or symposia that identify and address national preservation needs (typically \$15,000 to \$25,000); development of how-to videos, mobile applications, podcasts, best practices publications, or webinars that disseminate practical preservation methods or provide better tools for preservation practice (typically \$5,000 to \$15,000).

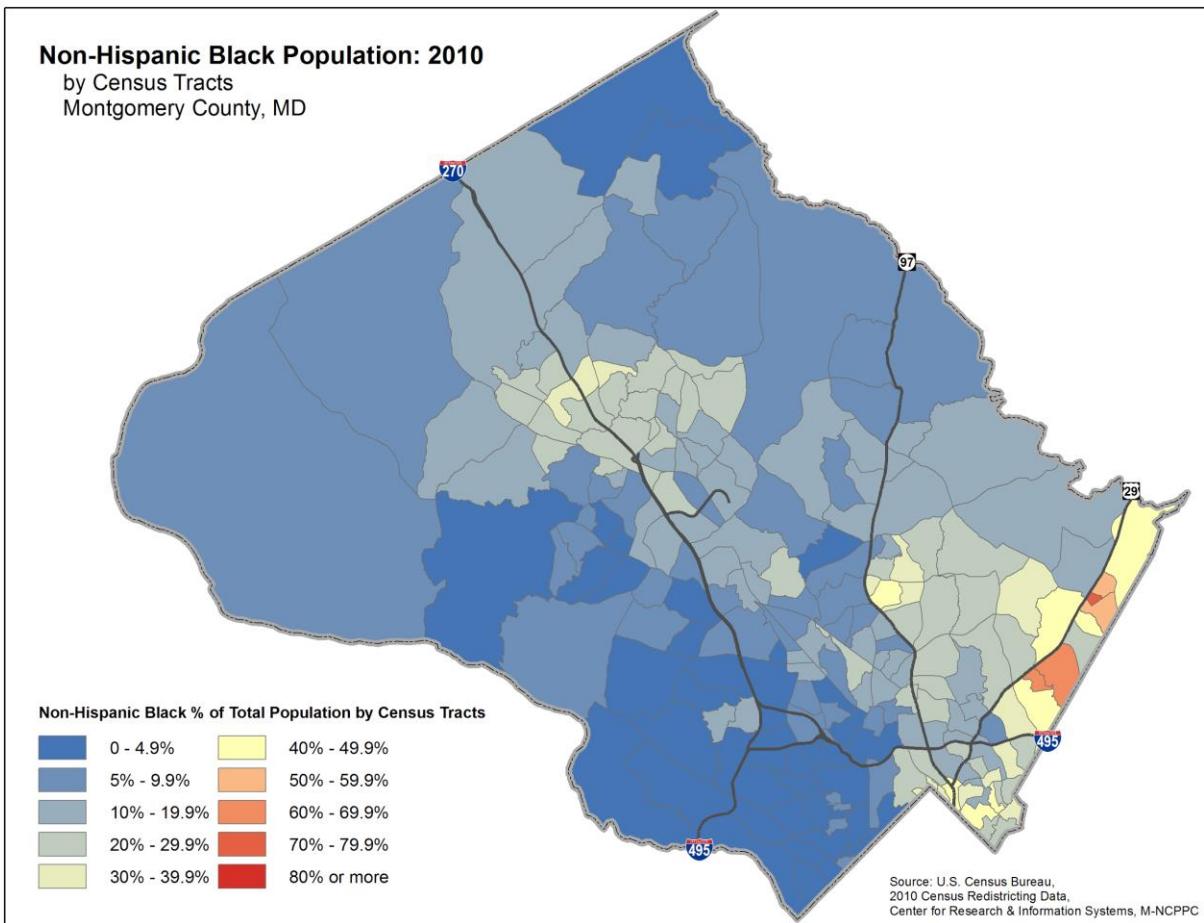
The Community Foundation periodically posts grant opportunities, including specific grants for Montgomery County here: <https://www.thecommunityfoundation.org/nonprofits/>

Appendix F: Census Population Maps by Race/Ethnicity

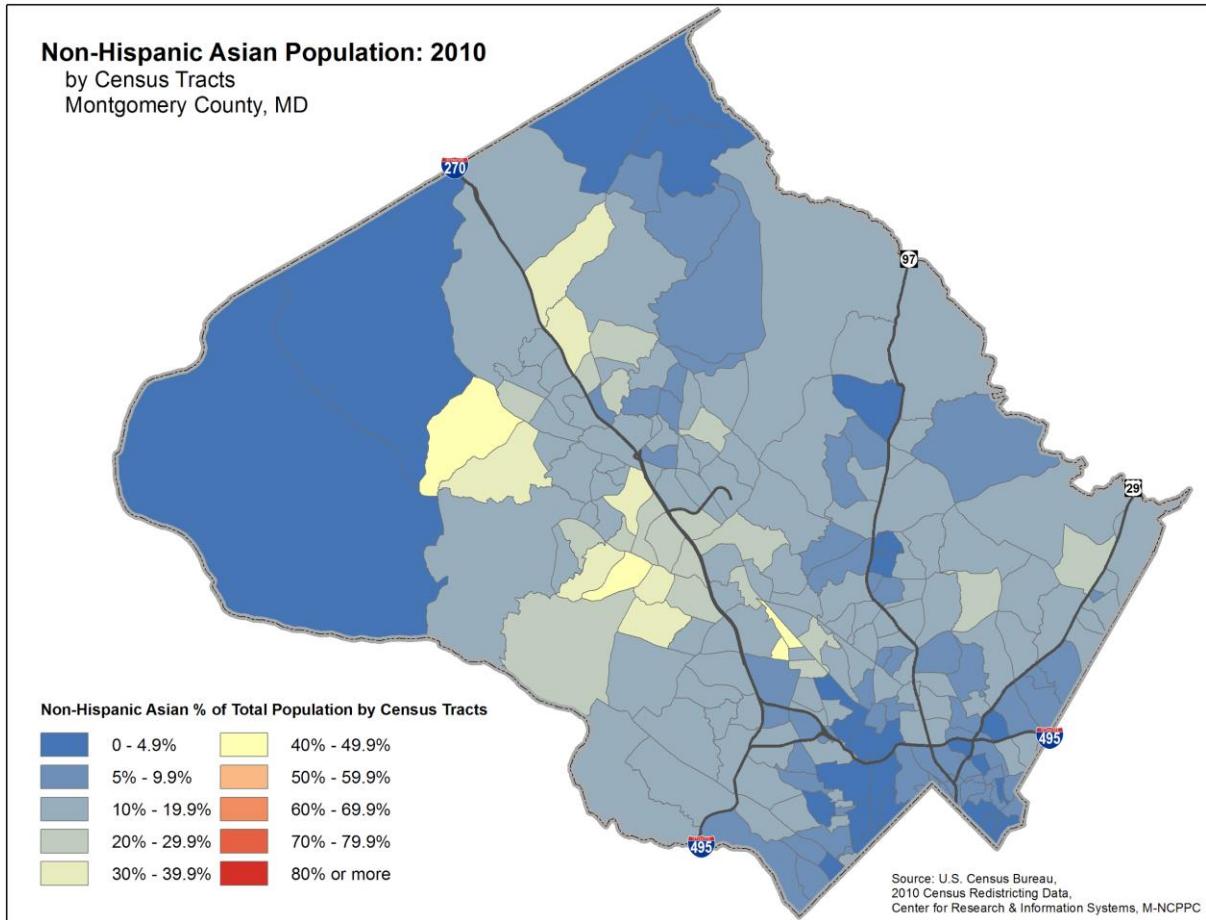
The following maps are from the 2010 Census. The maps are available at http://montgomeryplanning.org/research/data_library/census/2010//index.shtm#maps. Detailed data in spreadsheet format is also available from the same website



The image above shows a map of Montgomery County, MD with the percentage of Hispanic population in each census tract overlaid onto it. There are three distinct clusters with higher Hispanic populations within the county, otherwise the percentages are low.

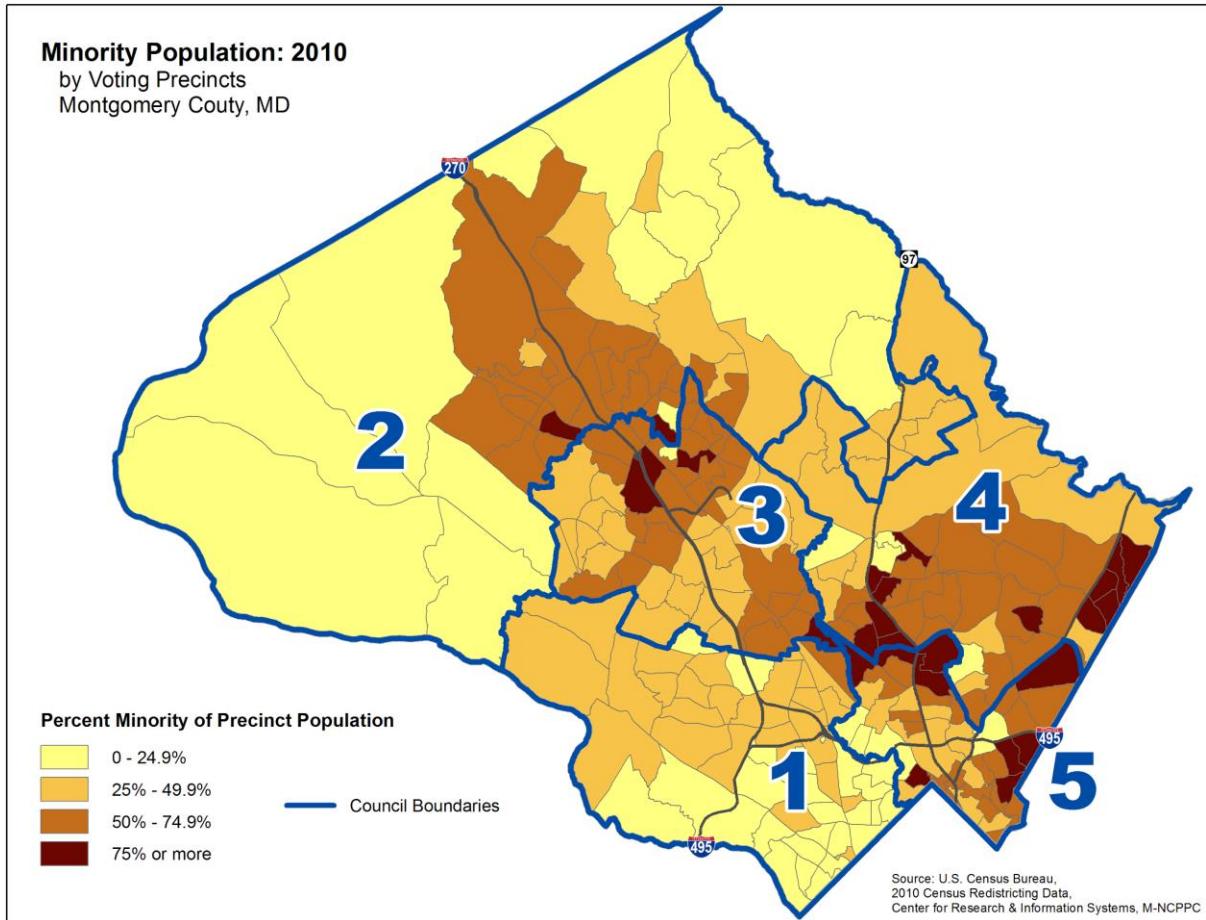


The image above shows a map of Montgomery County, MD with the percentage of Non-Hispanic Black population in each census tract overlaid onto it. The highest percentages can be found along the eastern edge of the county.

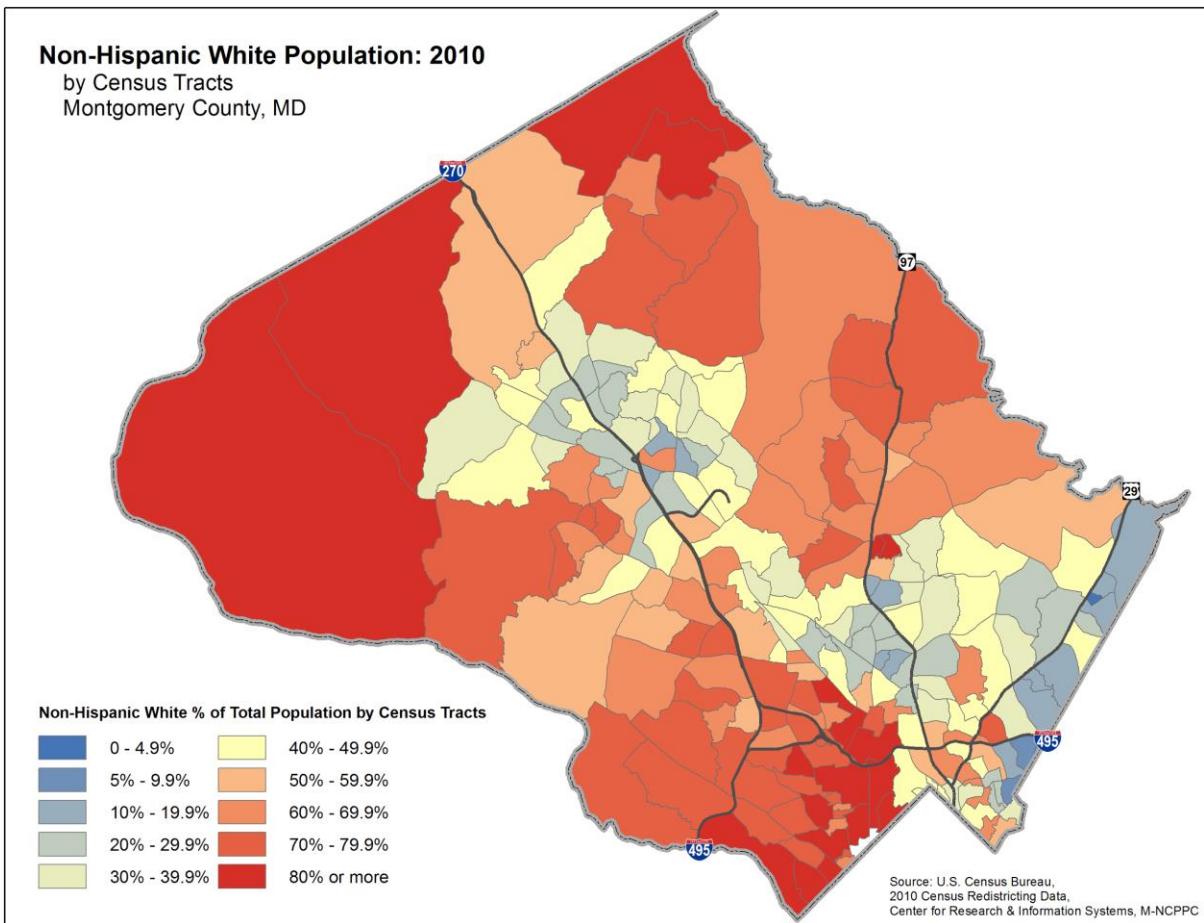


The image above shows a map of Montgomery County, MD with the percentage of Non-Hispanic Asian population in each census tract overlaid onto it. This population seems to cluster in the west-central part of the county.

(The Census does not elaborate on the country of origin for Asians. The Community Engagement Officer and the hubs will be able to identify areas of high concentration for particular Asian groups).



The image above shows the percentage of minority population in each voting precinct in Montgomery County. Much of the county has at least 25% minorities, and only the large rural precincts and a few inner-ring suburban precincts do not.



The image above shows the Non-Hispanic White population of Montgomery County. This population is clustered in the western inner-ring suburbs, and in the far northwestern portions of the county.

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