

**Developing an Inclusive Community**  
**Outreach Strategy for the City of Clarkston**

- Prepared as a part of Local Government Practicum Project -

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## Executive Summary

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This project was conducted as a part of Local Government Practicum Project for the City of Clarkston in collaboration between Georgia Municipal Association (GMA) and the University of Georgia. The project aims to develop an inclusive outreach plan that promotes public feedback and community communication in the city. Clarkston is the most diverse city in the United States, with half its foreign-born residents. The recent rapid growth in the population has posed administrative challenges for the city. Therefore, an inclusive outreach strategy that responds to the demographic characteristics of the city is urgently needed.

This project, first, examines the composition of population and current outreach and communication strategies in the city to identify challenges the city is faced with. Then, this study discovers best practices from benchmark cities that were selected based on population size and characteristics similar to the City of Clarkston. Finally, this paper provides some recommendations for the city that may improve the city's communication and outreach for the targeted population in the city, using some evaluation criteria drawn in this project.

This project analyzes the current status and challenges of outreach in the city. A review of the current status of the city's communication with the community and outreach efforts was evaluated in four areas: communication channels, language barriers, refugee support, and public outreach. Major challenges identified in these four areas are transparency in communication, access to translation services, the effectiveness of refugee support, and lack of manpower for outreach.

In order to overcome the challenges identified in this project, this study analyzes best practices from benchmark cities in the U.S. and South Korea and suggests the following recommendations

First, in terms of communication channels, it is suggested to improve the city's website and strengthen two-way communication. It is expected that website improvements will increase transparency in information disclosure and accessibility for residents, while the addition of two-way communication services will enhance the city's credibility and resident participation.

Second, to overcome language barriers for newcomers, it is proposed to strengthen user-friendly language services, appoint refugee community ambassadors, and enhance language service infrastructure. These will make it easier for newcomers to use translation services.

Third, in terms of refugee support, it is proposed to strengthen refugee community policy participation, establish education programs for the city government, build partnerships with non-profit organizations, and improve online and offline information provision. By establishing an organic connection between the city, refugee communities, and non-profit organizations and providing a range of services, the city will provide comprehensive and systematic support for refugees.

Fourth, in terms of public outreach, it is proposed to establish an outreach coordinator position, strengthen business support, and implement digital inclusion policies. It is expected that seamless outreach support will be provided through this.

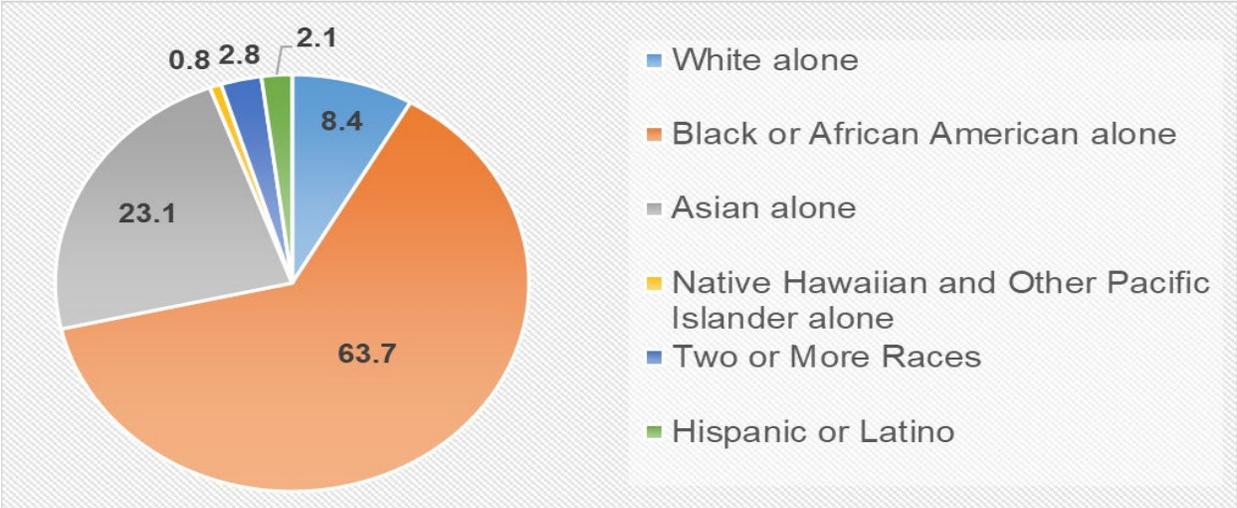
Although these recommendations may greatly contribute to the improvement of the city's communication and outreach efforts for the community, it is important to note that the recommendations proposed in this project should be reviewed and reflected in the policy, including the exact budget situation, workload and ongoing discussions in the city.

# I. Introduction

## 1. Background

The City of Clarkston, established in 1882, is currently located in DeKalb County, Georgia, and well known for being the most diverse community in a small geographical area in America (Shaer, 2017). With easy accessibility to the city of Atlanta, transportation convenience, and affordable housing supply, the city has recently served as a settlement hub for many immigrants and refugees entering the United States (Moody, 2021). As a result, currently, as shown in Figure 1, African Americans make up 63.7% of the city's total population, while Asians account for 23.1%. Moreover, a five-year survey from 2017 to 2021 found that the city's foreign-born individuals reached 49.4%, which is significantly higher than the State of Georgia's average of 10.0% for the same period.

**Figure 1. Racial Composition (2020)**



Source: United States Census Bureau ([www.census.gov](http://www.census.gov))

**Figure 2. Population (1970-2020)**



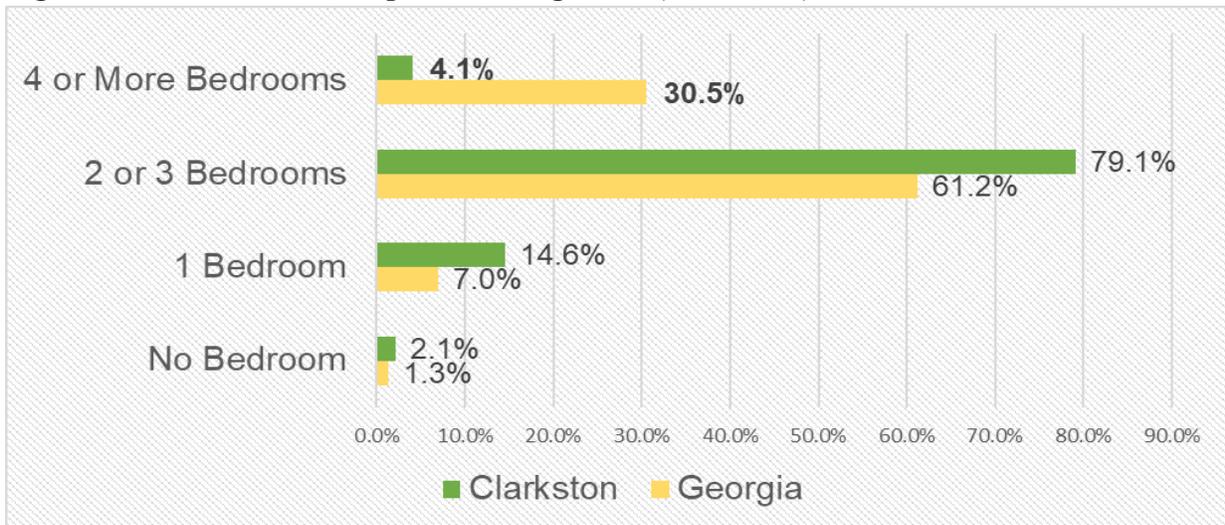
Source: United States Census Bureau ([www.census.gov](http://www.census.gov))

This continuous influx of external population has led to the rapid growth of the City of Clarkston over the past decade. As shown in Figure 2, the city's total population had grown steadily from 1970 to 2010. However, the population has doubled during the last decade alone from 7,554 in 2010 to 14,756 in 2020. Over the same period of time, the number of housing units in the city has also increased nearly doubled, from 2,883 to 5,398. In addition, the city's budget has grown 3.6 times from \$3.6 million in FY 2012 to \$13.2 million in FY 2022 (Barker, 2011; Qawiy, 2022).

This sudden influx of population brought new administrative challenges to the city, such as expanding the city's administrative service targets to include diverse ethnic groups, communicating with newcomers from various backgrounds, and handling new social issues like a lack of housing supply (Hansen, 2021). According to the American Community Survey conducted from 2017 to 2021, the average number of individuals per household in Clarkston is 3.88, which is higher than Georgia's average of 2.67. In spite of this high number of average individuals per household in the city, the housing units in Clarkston are relatively small in size compared to average housing units in Georgia. As shown in Figure 3, housing units with four or

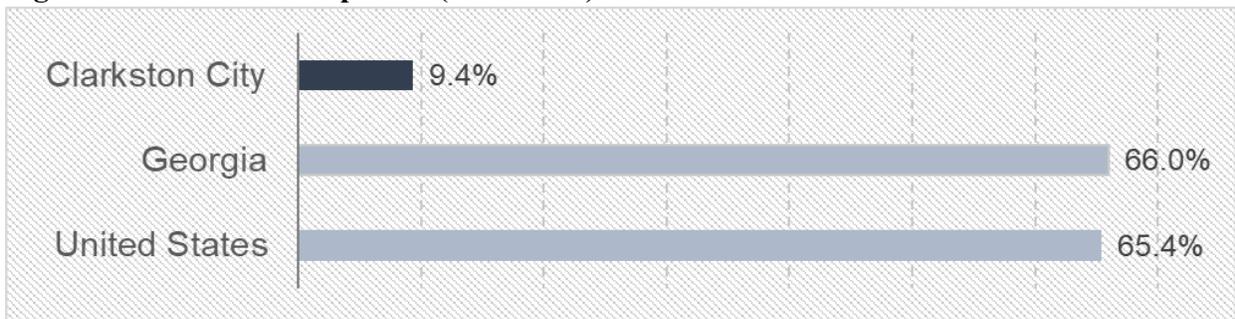
more bedrooms account for only 4.1% in Clarkston, which is significantly lower than Georgia's average of 30.5%. Furthermore, as shown in Figure 4, the homeownership rate of 9.4% in Clarkston is significantly lower than both the national and Georgia average rates of 65.4% and 66% respectively. Kim (2016) pointed out that this predominance of rental housing in the city could reduce the potential for solid locational ties with the city, which often come with homeownership (Kim, 2016).

**Figure 3. Bedrooms in Occupied Housing Units (2017-2021)**



Source: United States Census Bureau ([www.census.gov](http://www.census.gov))

**Figure 4. Homeownership Rate (2017-2021)**



Source: United States Census Bureau ([www.census.gov](http://www.census.gov))

In order to respond to this sudden influx of diverse population in the community, the City of Clarkston has recently been making efforts to provide necessary information to its residents, local businesses, and visitors with improved transparency regarding the city's policy goals, significant economic projects, and available resources. Furthermore, the city seeks to actively incorporate community feedbacks into its future policies and service delivery. Specifically, the city intends to improve communication with its residents from one-way communication, mostly through its website, to two-way communication, using the latest technology platform. Additionally, the city aims to provide accurate and consistent information about the services available for settlement and relevant city policies to newcomers who have just entered the city recently. However, the city is still experiencing difficulties in communicating with its residents from diverse backgrounds.

## **2. Project Description**

In order to effectively address these issues, the City of Clarkston has been focusing on developing an inclusive outreach plan that promotes public feedback and community communication. As a part of this effort, the city submitted a proposal to the Georgia Municipal Association's (GMA) Local Government Practicum Program, which connects local governments with universities in Georgia, to support the cities with some challenges on hand. Our team, comprised of Master of Public Administration students at the University of Georgia, participated in this project, during the spring semester of 2023 from January to April, to assist the City of Clarkston for these challenges.

In order to develop outreach strategies for the city, this study was conducted in three stages. First, this project comprehensively examines the current outreach status of the City of Clarkston and identifies challenge in four different areas: communication channels, language

barriers, refugee support, and public outreach. Next, the project selects best practices from benchmark cities to find potential policy options to tackle the issues identified in each of the four areas of focus. Finally, this project proposes some recommendations for the City of Clarkston, based on the evaluation of policy options using some criteria, such as feasibility with timeframes.

### **3. Methodology**

This project conducted research and analysis in various ways to identify Clarkston's outreach status and challenges. First, we analyzed the contents and usage patterns of the city's communication channels, such as websites, newsletters, and social media. In addition, we observed the City Council Meeting and Clarkston Greenway Study project meetings to experience the communication between the city and its residents and understand the city's outreach policy. We also conducted site visits to Clarkston City Hall and landmarks to improve our understanding of the city. During the semester, we verified our findings through interviews and written questionnaires with government officials to identify practical challenges in policy in the city.

Second, this project utilized census data for selecting benchmark cities with similar characteristics to the City of Clarkston, including population size and diversity rates, to find best practices for potential policy options for the city. In identifying potential options from the best practices, this study reviewed information available on the websites from the benchmark cities as well as media coverages. Lastly, this project used four evaluation criteria (efficiency, effectiveness, transparency, and equity) in evaluating policy options from benchmark cities and selected our final recommendations in each of four focus areas, based on its priority with timeframes (short-term or long-term).

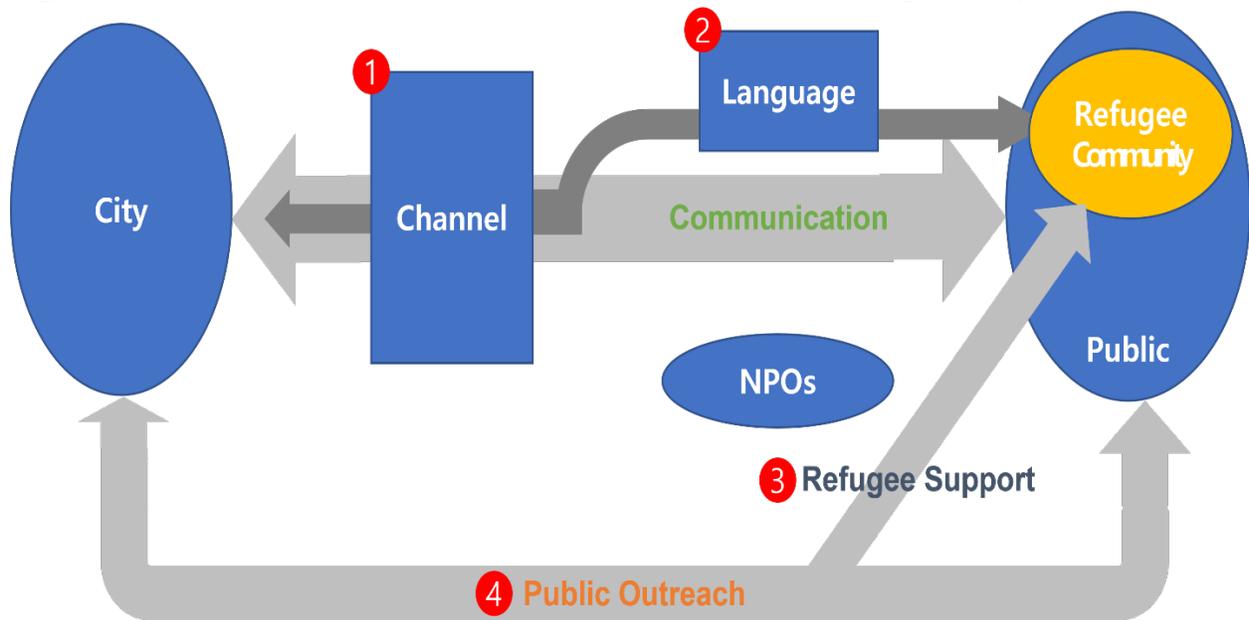
## II. Outreach Status and Challenges

In order to analyze the environment and issues surrounding the City of Clarkston, we attempted a structured approach, using a diagram shown in Figure 5 that depicts the relationship between key stakeholders, including the city government, refugee community, and non-profit organizations. Based on this analytical framework, this project identifies four areas of focus in developing outreach strategies for the City of Clarkston.

First, there are two important factors identified in communication between the city and its residents: communication channels and language. Communication channels are means through which the city can communicate with residents, and they include the city website, newsletters, social media platforms, such as Instagram and Facebook. On the other hand, while language is not an issue in communication between the city and its residents with speaking in English, it becomes a huge barrier in communication with refugee communities, especially with newcomers who are not familiar with the language and culture in their new home in the U.S.

Next, outreach can also be divided into two aspects. One is focusing specifically on targeted refugee communities within the city. This would involve non-profit organizations, located in and around the City of Clarkston, that provide support refugees for their initial settlement in the community, including legal services for refugees. The other aspect of outreach is for the general public and business owners in the city. This includes providing information and government services to its residents as well as getting feedbacks from the community on the city's policy and programs.

**Figure 5. The structure of the environment and issues surrounding the City of Clarkston**



Source: Author

Based on this, the analytical framework shown in Figure 5, this project focuses on four areas of components in identifying challenges and providing recommendations for the city and they are: 1) communication channels; 2) language barrier; 3) refugee support, and 4) public outreach.

## **1. Outreach Status**

### **1) Communication Channel**

The City of Clarkston has been communicating with its residents through various communication channels such as its website, newsletter, and social media. The city's website is the most proactive source for citizens to find information about the city and its services. It has

tabs for departments, resident services, government, news & events, and business. It also has buttons for frequently used services below the tabs. Clicking these tabs or buttons reveals submenus with lots of information about the city and things that residents need to know.

In addition, the city has been using newsletters and social media platforms, such as Facebook and Instagram, to promote city events and policies. The newsletter is sent out to individuals who entered their email addresses on the city's website. The city's Facebook account had around 2.2 thousand followers, and there were five or more postings per week on average.

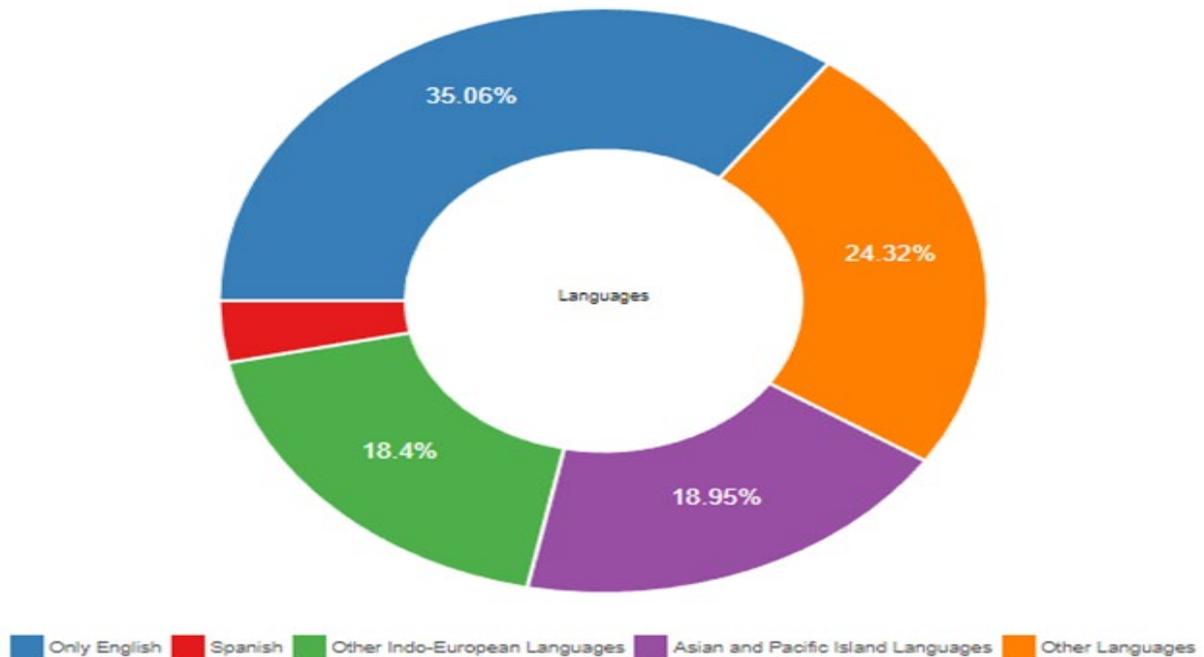
## **2) Language**

The City of Clarkston has gained a reputation for its cultural diversity, with roughly a hundred different languages spoken within one square mile City of Clarkston, n.d.). Figure 6 shows the language usage breakdown in Clarkston as of 2020, where English usage at home accounts for only 35%, while around 19% use Asian and Pacific Island languages and 18% use Indo-European languages respectively. Other languages make up the remaining 24% of the language spoken at home in the city. This diverse composition of languages spoken at home in Clarkston makes language as one of the biggest barriers for communication between the city and its residents.

In order to prevent difficulties in accessing city services due to language barriers, Clarkston has made various efforts. First, the city currently provides translation and interpretation services to its residents upon request. Residents can directly contact the city to request these services. Even when there are no requests, the city voluntarily translates some flyers into several languages such as Amharic, Burmese, Nepali, Swahili, and Vietnamese. In

2022, the city provided its residents with translated flyers in over 50 cases (S. Qawiy, personal communication, March 21, 2023). Second, the city offers an automatic language translation service on its website using Google Translate, which can translate up to 80 different languages, including Arabic, Chinese, and Vietnamese. This is an effective means for the city, despite being a small city, to meet the basic needs of its residents who use a variety of languages at the lowest cost possible. Third, the city is also making efforts to secure resources to support these language access services for its residents. As of 2023, the city has allocated a budget of \$9,600 for interpreters in the Municipal Court and \$2,500 for investigative supplies, including interpretation, in the Police Department (Qawiy, 2022). In addition, for the professional language service, the city is leveraging the expertise of non-profit organizations in the community as necessary.

**Figure 6. Language Spoken at Home**



Source: US Census (2020) as cited in World Population Review (2022)

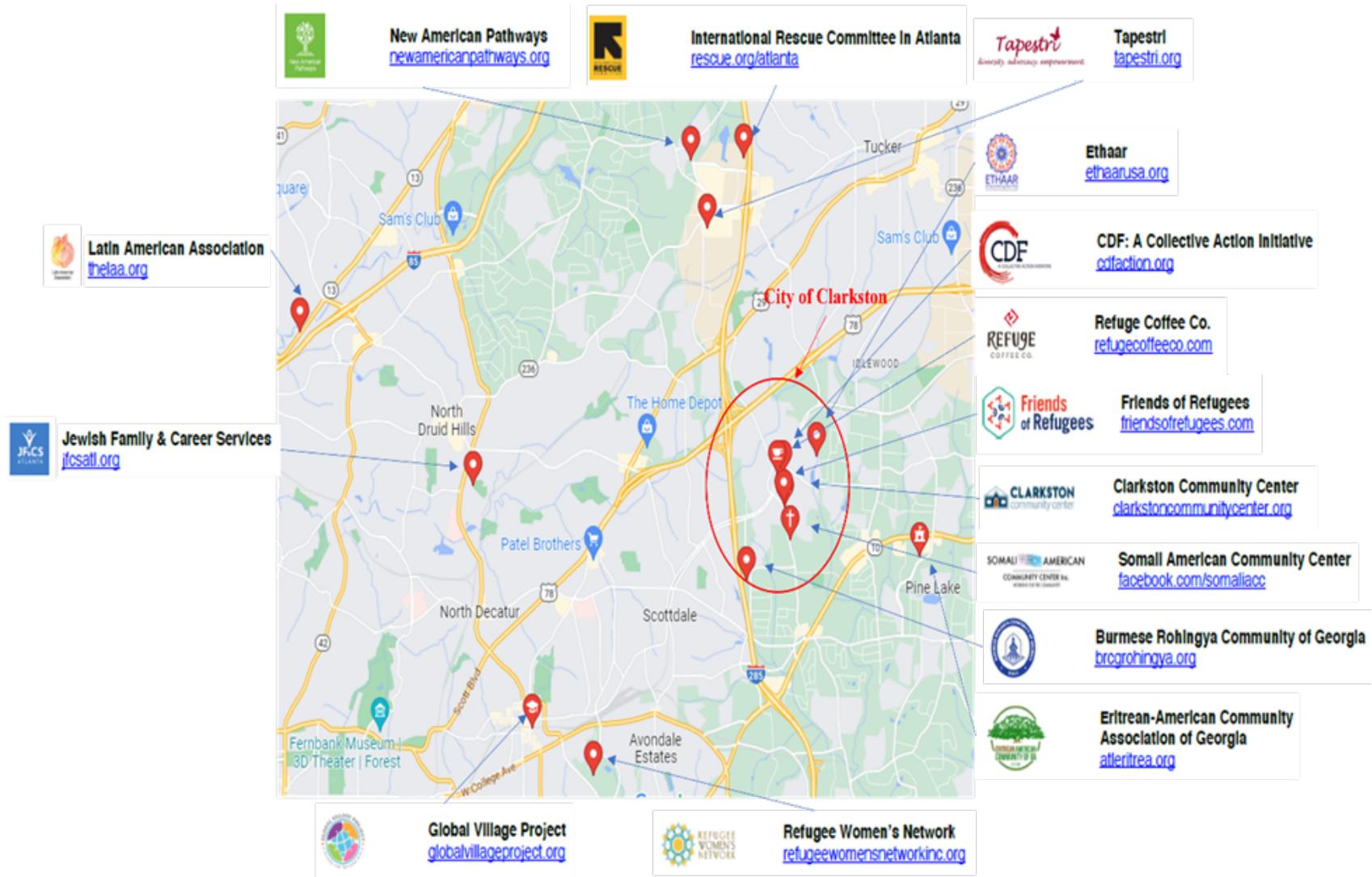
### **3) Refugee Support**

The City of Clarkston had formed standing advisory committees since 2016, which make policy recommendations that benefit the community in the city. Currently, there are six committees in operation, including the Equity, Inclusion, and Opportunity Committee (EIOC). The EIOC plays a critical role in proposing policies that ensure fair and transparent access to the city administration for residents. The EIOC consists of five members, all of whom are city council members. The EIOC is expected to serve as a communication channel to gather information and feedback from refugee communities and convey it to the city.

Currently, 20 refugee-related non-profit organizations are providing services in the state of Georgia to support refugees and their communities (Coalition of Refugee Service Agencies, 2021). As shown in Figure 7, many of them are located nearby Clarkston, including New American Pathways and the International Rescue Committee to the north. Eight other organizations are located within the city, including the Clarkston Community Center and Refugee Coffee Co. In addition, the State of Georgia also has a State Refugee Coordinator, who is responsible for coordinating public and private resources for refugees (Georgia Department of Human Services, n.d.).

Individuals and their family members who are approved as refugees by the U.S. Department of Homeland Security are transported to the U.S. by the U.S. Department of State. When refugees arrive at their destination, the local affiliates of the organizations greet them at the airport (United States Department of Health and Human Services, n.d.). These organizations, based on their capabilities, provide various services to refugees, such as resettlement, legal services, English education, job training, and technology access education.

Figure 7. Refugee Support Agencies near the City of Clarkston



Source: Author

For example, New American Pathways (New AP), located approximately 5 miles to the north from Clarkston, is providing supports for refugees with resettlement services, legal services, and more. Refugees who have just arrived in the United States are faced with the challenge of becoming proficient in English within a few months, finding jobs, enrolling their children in a school, and understanding the different government, school, and healthcare systems in the United States. In addition, New AP provides affordable legal services for various cases, such as obtaining permanent residency and citizenship, work permits, and marriage, based on their legal expertise. Furthermore, they have translation and interpretation capabilities for various languages such as Amharic, Arabic, Burmese, Dari, English, Farsi, French, Haitian Creole, Nepali, Pashto, Persian, Russian, Somali, and Spanish (New American Pathways, n.d.).

A great example of organizations located within the city that provide services for refugees is Refuge Coffee Co. It is located in the heart of Clarkston and serves as both a coffee shop and a job training institution for refugees. Aspiring baristas receive training in barista skills, food safety, customer service, and other job-related skills for 12 months (Refuge Coffee Co., n.d.). Clarkston Community Center is another such organization within the city that offers various community services to its residents and newcomers. Residents who are not fluent in English can receive English education, and students who struggle in school can receive additional educational support from volunteers. Residents can also receive education on technology access, such as computers and the internet, and participate in Tabala Martial Arts or dance programs (Clarkston Community Center, n.d.).

## **4) Public Outreach**

The City of Clarkston has engaged with its residents in various ways beyond communicating through its website and social networks. For example, the city has hosted a variety of events, such as the Food Truck Festival, Christmas Tree Lighting Festival, Trunk or Treat, and Movies at Milam, to create a physical space where residents from diverse communities can come together and unite harmoniously. In addition, the city is operating the Milam Park Pool for residents during the summer. Since 2021, the city has also been organizing the Juneteenth Festival to commemorate Juneteenth Day. Furthermore, in order to improve the welfare of residents and the local community environment, the city holds public events such as Food Distribution and Clean-up Day in collaboration with local volunteers. The Clarkston Police Department also holds the National Night Out event every year to strengthen partnerships with residents for a safer community.

The City of Clarkston is also making multifaceted efforts to support the stable operation and growth of its businesses. The city provides necessary business information, such as business licenses, building permits, alcohol permits, and inspections, through its website. In September 2022, for example, the city held a one-time business webinar program for small businesses. In addition, the city recognizes outstanding businesses that contribute to the city's economic vitality through the Local Small Business of the Month program and conducts various Shop Local Initiatives to encourage visits to small local businesses.

## **2. Challenges**

Despite the City of Clarkston's communication and outreach efforts, some challenges from each component in the four areas of focus can be identified as the following.

### **1) Communication Channel**

The main challenges for the city's communication channels, particularly its website, are maintenance and transparency. While frequently used buttons and submenus on the website are mostly linked to the proper data and information, some links are improperly connected, and the hierarchical structure of the menu is difficult to understand. There is also a lack of transparency in the city's administrative services. For instance, the Zoning Rewrite project has a dedicated webpage that provides detailed information about the project's specifics and progress. However, other ongoing projects such as Gateway Beautification Project, PATH Trail, Pocket Park & Intersection Improvements, and Friendship Forest Redevelopment do not have separate web pages, and related links do not work properly, making it difficult for residents to learn about them and provide feedback.

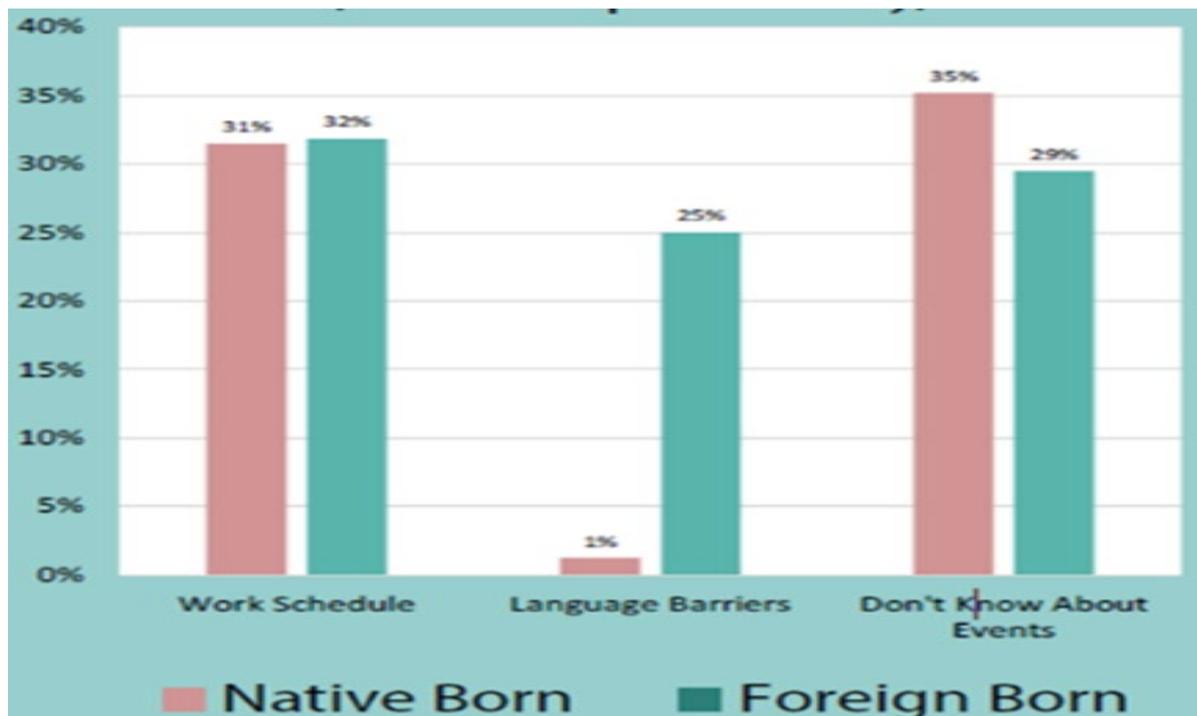
Furthermore, the utilization of newsletters is also a challenge. Although we subscribed to the city's newsletter at the beginning of this project, we hardly received any during the project period. Generally, residents who subscribe to the city's newsletter are expected to have a strong interest in the city's administration. However, if they do not receive any news from the city, they may feel that the city lacks the willingness to communicate with them.

The appropriateness of the two-way communication channel is also a challenge. Currently, residents must call the relevant department or write and submit their concerns on the "Report a concern" page on the city's website to provide feedback on the city's services. This traditional reporting method makes citizens hesitant to express their opinions and limits the effective reporting methods available, such as using apps on smartphones.

## 2) Language

Despite the city's efforts, language barriers have not been fully resolved. According to a survey, as shown in Figure 8, approximately 25% of foreign-born residents identified language barriers as the biggest obstacle preventing them from participating in city events (Kim, 2016). This could be based on various reasons.

**Figure 8. Barriers Attending to City Events**



Source: Kim (2016)

First, it could be due to the inconvenience of accessing language services. For example, there is no separate webpage for requesting the services on the city website, making it difficult for newcomers to know how to request or even be aware that such services are provided by the city. In fact, there were no requests for services from residents in 2022. Second, it could also be due to inconsistent and unstable availability of resources such as budget and interpreters, limiting the provision of high-quality services. For instance, departments other than the Municipal Court and Police Department may not have an explicit budget for language services, which could pose challenges in providing such services. Third, there may be communication gaps that cannot be resolved solely through interpretation or translation services provided by the city. Specifically, in Clarkston, individuals come from a wide range of countries, leading to confusion even for using a single language due to dialects. Understanding nuances and intentions that are not conveyed in writing can be challenging as well. If these difficulties are not resolved, language barriers between residents and the city are likely to persist in the future.

### **3) Refugee Support**

The city operates an EIOC as a channel to incorporate the opinions of the refugee community into city policies, but it seems that the committee is not operating actively (S. Qawiy, personal communication, March 21, 2023). In addition, the members of the committee were composed only of council members, which seemed to limit the direct reflection of the opinions of refugee communities.

There are several non-profit organizations supporting refugees in and around Clarkston, but there is a lack of smooth cooperation between the city and these organizations. For example, the city wants to receive information about newcomers from non-profit organizations regularly, but information sharing is not happening effectively. As a result, the city is experiencing difficulties in figuring out the status of newcomers. However, it is encouraging that the mayor and city manager recently set up quarterly meetings to strengthen communication with non-profit organizations.

Much of the agency's support for refugees tends to be concentrated in the early months of resettlement. For example, New AP supports the early settlement of refugees who face such difficulties for only 90 days (New American Pathways, n.d.). After this period, they will have to stand on their own feet with the decreased interest and support from the agency. At this time, various problems may arise, ranging from basic issues such as housing and utility failures to minor violations of ordinances. In this situation, they can visit the city's website, call directly, or visit City Hall for assistance. However, there are not many newcomers who seek help from the city. They are likely to be challenged in responding to or having access to the government or homeowners. Several factors may contribute to this, including language barriers. In addition, a lack of understanding and trust in the US government and its administration may be one of the reasons. Specifically, some newcomers came from countries where the government is more authoritarian or oppressive, leading to a passive or negative attitude towards the government. Therefore, it is also difficult for the city and other agencies to help newcomers if they cannot figure out what the difficulties are for these newcomers. If such issues accumulate without being properly resolved, it may lead to other issues within the city.

## **4) Public Outreach**

Considering the fact that the city is rapidly growing and has a highly diverse population, the demand for inclusive outreach in Clarkston will continue to increase in the future. However, the current approach of conducting outreach by each department without a dedicated outreach coordinator may have its limitations.

In addition, the city aims to communicate more actively with businesses so that they can better utilize city resources and receive necessary assistance from the government. For newcomers in particular, additional support would be required as they may not fully understand various regulations and information related to business operations, which may result in missing important administrative procedures or making incorrect decisions. There is a representative case of a misunderstanding between the city and newcomers that has caused problems. In the city's application for a business license, it is stated that leasing is required. However, newcomers often apply for the license without verifying this information and first sign a lease agreement to secure a location for their business. Unfortunately, in some cases, the location is not permitted for business and the city cannot grant the license. As a result, newcomers end up being bound by a legally binding lease agreement and suffer damages (S. Qawiy, personal communication, March 22, 2023).

# III. Best Practices and Evaluation

## 1. Selection of Benchmark Cities

This project researched best practices from benchmark cities to find potential policy options to tackle the outreach challenges in the City of Clarkston. Developing policies based on best practices enhances feasibility by applying approaches that have already been successfully implemented in other cities. The city can also implement the policies efficiently by obtaining concrete policy guidelines from them. Moreover, the city can gain valuable insights into innovative approaches the city has yet to try.

This project utilized census data for selecting benchmark cities with similar characteristics to the City of Clarkston. We selected benchmark cities based on their high diversity of population. We chose cities such as San Francisco, San Diego, Boston, New York, Saint Paul, Atlanta, Philadelphia, and others, with large influxes of immigrants or refugees. Furthermore, we added cities that have effectively operated communication channels with their residents or have actively implemented outreach policies, even if they didn't have high population diversity.

In particular, this project conducted intensive research on small and medium-sized cities with populations under 100,000 to find cities with similar administrative environments, such as budget or resources, to Clarkston. It was thought that policies implemented by similar cities with comparable budgets and resource limitations would be more easily applied in Clarkston. Examples of small and medium-sized cities include Lebanon, Decatur, Canton, Ukiah, and Georgetown, among which Lebanon and Ukiah have populations under 20,000, very similar to

that of Clarkston. In addition, we investigated the case of Seoul Metropolitan City, the capital city of South Korea, as a reference point. Despite being subject to the limitations of the Korean administrative environment, which places significant restrictions on the role of local governments in shaping policies for foreigners, Seoul has still made considerable efforts to support newcomer settlement.

## **2. Selection of Best Practices**

This project researched outreach policies in benchmark cities through various methods, such as analyzing policy materials on the city's website, examining community channels, and searching online resources such as media coverages. We also investigated the background and detailed implementation plans of each policy and the city government organizations responsible for the policies and their collaboration with non-profit organizations. Specifically, we focused on policy cases that could provide solutions to the outreach challenges faced by Clarkston, to find practical solutions for them.

In addition, cases of policies that were difficult to apply to Clarkston were excluded from the best practices. For example, we excluded the cases that require a long period to confirm their policy effects or require a large budget and create administrative burdens. Furthermore, cases similar to the outreach policies already being implemented in Clarkston, such as local festivals and community events, were also excluded. We tried to select best practices that would have a significant policy effect on Clarkston while also being feasible to implement.

As a result, this project selected 24 best practices from 18 benchmark cities. Table 1 shows the best practices classified by challenge and city size, with cities categorized into two groups based on population size: over 100,000 and under 100,000.

**Table 1. Best practices by challenges and city size**

	<b>Cities with Population Over 100,000</b>	<b>Cities with Population under 100,000</b>
<b>Communication Channel</b>	I WANT TO tab ( <i>St. Paul</i> )	Transparent Lebanon ( <i>Lebanon</i> ), Open City Hall – OpenGov ( <i>Decatur</i> ), LebConnect – SeeClickFix ( <i>Lebanon</i> ), Providing details of the projects ( <i>Athens-Clarke</i> )
<b>Language</b>	Webpage for requesting language service ( <i>San Diego</i> ), iSpeakATL ( <i>Atlanta</i> ), Community Ambassadors Program ( <i>San Francisco</i> ), Community Engagement Specialists ( <i>St. Paul</i> ), Language Service Vendors ( <i>San Francisco</i> )	
<b>Refugee Support</b>	Community Equity Advisory Council ( <i>San Francisco</i> ), Neighborhood Coffee Hours ( <i>Boston</i> ), Welcoming St. Paul program ( <i>St. Paul</i> ) Immigrant Rights Workshops ( <i>NYC</i> ), Hanultari ( <i>Seoul</i> ), New American Leadership Institute ( <i>Baltimore</i> ), City-NPOs Partnership ( <i>Philadelphia</i> )	Decatur 101 ( <i>Decatur</i> )
<b>Public Outreach</b>	SJ Access Initiative for Digital Inclusion ( <i>San Jose</i> ), Office of Diversity, Equity and Inclusion ( <i>Huntsville</i> )	Communications and Outreach Department ( <i>Canton</i> ), Business Liaison ( <i>Ukiah</i> ), Checklist & Workshop ( <i>Georgetown</i> ), Business Alliance ( <i>Orem</i> )

### 3. Evaluation Criteria

Based on the best practices identified in the previous section, we have developed policy options that can be applied to the City of Clarkston. Detailed descriptions of these policy options will be presented in the next chapter, Recommendation. In section 3 and 4, we will evaluate the importance of policy options based on various criteria and provide a timeframe for their implementation.

In order to evaluate the importance of each option, several administrative values were used, including efficiency, effectiveness, transparency, and equity. Efficiency and effectiveness are key values that determine the importance of each option, taking into account the degree of goal achievement, budget and resources allocated, and other factors. In addition, transparency and equity were included, as they are important in achieving the inclusive outreach goals targeted by the city. The weight of each administrative value was set to be the same at 25%. In addition, considering the urgency and resources available to the city, we evaluated the timeframe for each option, whether they can be implemented in the short-term or in the long-term.

**Table 2. Description of evaluation criteria**

<b>Criteria</b>	<b>Indicator</b>	<b>Weight</b>
Efficiency	Degree of policy output in relation to the required budget and resources	25%
Effectiveness	Degree of achievement of the policy's goals (such as overcoming language barriers, supporting refugees, etc.)	25%
Transparency	Degree to which the city's major issues or discussion outcomes are transparently disclosed	25%
Equity	Degree to which benefits from the policy are distributed to the refugee community or low-income groups	25%

Source: Author

- **Efficiency** refers to the degree of policy output achieved in relation to the budget and resources required. In other words, the higher the policy performance achieved with fewer resources, the higher the efficiency. To evaluate efficiency, the budget and human resources required were considered as key factors and compared them with the expected policy outcomes qualitatively.
- **Effectiveness** refers to the degree to which policy objectives can be achieved. Unlike efficiency, effectiveness does not consider the resources invested. That is, if policy objectives can be achieved through options, high effectiveness can be achieved regardless of the cost. Each option is evaluated qualitatively on how much it can achieve key factors in outreach and communication such as communication channels, language barriers, and refugee support.
- **Transparency** refers to the clear and open disclosure of government decision-making and policy implementation processes to the public. In this context, the evaluation focuses on the extent to which each option contributes to disclosing key issues and discussion outcomes to the community.
- **Equity** refers to the extent to which the benefits achieved through a policy are distributed fairly. Equity can be divided into two types: horizontal equity and vertical equity (Mikesell, 2013). Horizontal equity means distributing the benefits of the policy equally to all individuals, while vertical equity means distributing more benefits of the policy to disadvantaged individuals. In this case, the focus is on vertical equity, that is, how much benefit the policy can bring to the refugee community or low-income groups.

## 4. Evaluation of Policy Options

All options were evaluated from the perspectives of administrative values and timeframes, and the results are shown in Table 3.

**Table 3. The evaluation results for each option**

	Efficiency	Effectiveness	Transparency	Equity	Score	Timeframe
<b>1. Communication Channel</b>						
1) Improving city website						
- Creating a sitemap page	★★★★	★★	★★★★	★	2.25	Short-term
- Adding a detailed shortcut tab	★★★★	★★	★★★★	★	2.25	Short-term
2) Leveraging technology for two-way communication						
- Establishing an online forum-type platform	★★★★	★★	★★★★	★★	2.5	Short-term
- Providing a non-emergency report service	★★★★	★★	★★★★	★★	2.5	Short-term
<b>2. Language</b>						
1) Enhancing language services from a user-friendly perspective						
- Adding Languages actually used by residents to the website	★★★★	★	★★	★★	2	Short-term
- Providing more detail translation services for city project	★	★★★★	★★★★	★★★★	2.5	Long-term
- Establishing one-stop online request webpage	★★	★★★★	★★★★	★★★★	2.75	Short-term
2) Engaging multilingual individuals for outreach						
- Appointing community ambassadors	★★	★★	★★★★	★★★★	2.5	Short-term
- Hiring a part-time staff for community outreach	★	★★	★★	★★	1.75	Long-term
3) Strengthening language services infrastructure						
- Securing a budget for language services expansion	★	★★★★	★★★★	★★★★	2.5	Short-term
- Establishing a network of language service experts	★★	★★★★	★★	★★★★	2.5	Short-term

	Efficiency	Effectiveness	Transparency	Equity	Score	Timeframe
<b>3. Refugee Support</b>						
1) Strengthening engagement of refugee communities						
- Revamping and activating the EIOC	★	★★★★	★★★★	★★★★	2.5	Long-term
- Holding “Clarkston Neighborhood Coffee Hours”	★★★★	★★	★★★★	★★★★	2.75	Short-term
2) Providing education programs on city government	★★	★★★★	★★★★	★★★★	2.75	Short-term
3) Strengthening partnerships with non-profit organizations	★★★★	★★★★	★	★★★★	2.5	Short-term
4) Improving access to all the information refugees need						
- Creating a tab for newcomers on the website	★★★★	★★	★★★★	★★★★	2.75	Short-term
- Providing customized support for resettlement phase	★	★★★★	★★★★	★★★★	2.5	Long-term
<b>4. Public Outreach</b>						
1) Creating a communication and outreach coordinator	★★	★★★★	★★★★	★★★★	2.75	Short-term
2) Enhance support for businesses						
- Establishing one-stop business assistance channel	★★	★★★★	★★★★	★★	2.5	Short-term
- Holding business webinars for small businesses	★★	★★	★★	★	1.75	Short-term
- Supporting establishment of business networks	★★★★	★★	★★	★	2	Long-term
3) Implementing a digital inclusion policy						
- Introducing a rental service for digital devices	★	★★	★	★★★★	1.75	Long-term
- Promoting the Affordable Connectivity Program	★★★★	★★	★	★★★★	2.25	Short-term
- Sharing information and maps on public Wi-Fi	★★★★	★	★★★★	★★	2.25	Short-term

## **1) Communication Channel**

### **(1) Improving city website to enhance civic engagement and transparency.**

The creation of a sitemap page was evaluated as having high efficiency, as the expected benefits were not significant, but the cost was deemed to be minimal in comparison. In addition, it received a high score for transparency as it allows for a comprehensive view of the city's work by providing a clear overview of the website. However, it was evaluated low in terms of equity as it does not specifically consider the needs of the refugee communities. This approach was classified as a short-term task, as it involves improving a simple webpage.

We also evaluated adding a detailed shortcut tab for frequently visited pages and found that it has high efficiency and transparency, similar to the previous options. It can provide some benefits while incurring low costs and increasing accessibility for residents to frequently used services, thereby ensuring transparency. We classified this approach as a short-term task, similar to the previous options.

### **(2) Leveraging Technology for Effective Two-Way Communication**

Establishing an online form-type platform service was evaluated to have high efficiency, as it can be executed with relatively low cost of around \$5,000 per year using the widely used OpenGov platform. In addition, when considering the possibility that residents' participation and opinions could be reflected in policies, transparency can be considered very high. This project was set as a short-term goal since it only requires selecting topics on which the city wants to hear opinions from residents, posting them on the existing platform, and monitoring them.

Providing an app-based non-emergency service also received high scores for efficiency and transparency. It was judged that good efficiency could be achieved at an annual cost of around \$5,000 by using the most widely used SeeClickFix service, and it was expected to contribute to transparency by making it easy for residents to provide feedback. This matter was also classified as a short-term task because the implemented platform can be customized to fit the city's needs.

## **2) Language Barrier**

### **(1) Enhancing language services from a user-friendly perspective**

Adding languages to the website received a high score in terms of efficiency, as it is expected to require minimal budget for a simple website update. However, in terms of effectiveness, it received a low score, as it may improve accessibility to the website for certain languages such as Amharic and Burmese, but it may not fundamentally solve the language barrier issue. This was evaluated as a short-term project, as it involves updating the homepage.

Providing detailed translated materials of the services in the city has received high scores in effectiveness, transparency, and equity. This is because it can fundamentally address language barriers for all services used by refugees and contribute to transparent information disclosure. However, in terms of efficiency, it received a low score. This is because translating all of the city's services into dozens of languages is expected to incur significant costs. This approach has been categorized as a long-term alternative that can be pursued if there is a high demand for translation services from residents in the future.

Establishing a one-stop online request webpage received similar evaluations to the previous option but received a slightly higher score in terms of efficiency. The previous option involved providing translation services proactively by the city, while this option is based on residents' requests for translation services, which is expected to meet residents' needs at a lower cost. This option was seen as executable in the short term since opening a web page for requesting translation services can be easily implemented through website updates.

## **(2) Engaging multilingual individuals for outreach**

Appointing community ambassadors received a high score in terms of transparency as they play an important role in delivering accurate information on city policies and services to each community. In addition, they were also given a high score in terms of equity as they provide a foundation for refugees who have found it difficult to voice their opinions on city policies due to language barriers to communicate comfortably with the city government. This option was evaluated as executable in the short term as it does not require a separate hiring process.

Hiring some multilingual individuals as part-time staff for community outreach received a low score in terms of efficiency as it would require a significant budget. In addition, unlike appointing ambassadors, it would be difficult to hire staff for multiple communities at once, so it did not receive high scores in terms of transparency and equity either. This option would require a considerable budget and time for hiring, so it was classified as a long-term task.

### **(3) Strengthening language services infrastructure**

Securing a budget for language services received high scores in terms of effectiveness, transparency, and equity, as it is a prerequisite condition for implementing various policies to address language barriers. However, it received a somewhat low score in terms of efficiency as analyzing the total budget requirement and including it in the budget may require a lot of manpower and effort. Nevertheless, considering the importance of this task, it was evaluated as executable in the short term if sufficient human resources are dedicated to it.

The establishment of a network of language service experts also received a similar evaluation to the previous option, as it is a foundational step towards expanding language services. However, it received a higher score in terms of efficiency due to the potential to leverage existing personnel resources from non-profit organizations or community members. This option was also evaluated as executable in the short term.

## **3) Refugee Support**

### **(1) Strengthening engagement of refugee communities**

Revamping and activating the EIOC received high scores in effectiveness, transparency, and equity perspectives. This option can ensure that the opinions of refugee communities are faithfully reflected in the city's policies, and the discussions and outcomes of EIOC are made public, thereby increasing transparency. However, this option received a lower score in terms of efficiency, as it requires a process of selecting new EIOC members and ongoing personnel costs

for its operation. Especially since the member selection process takes a long time, EIOC is classified as a long-term task.

The option of holding Clarkston Neighborhood Coffee Hours on a regular basis received a high score in terms of efficiency as it was judged that it would require minimal budgetary resources. Only expenses such as rental fees for the venue and procurement of goods from local shops would be needed. In terms of effectiveness, it received a medium score as its success would depend on active participation from community members. The preparation needed for holding coffee hours was also judged to be minimal, as only securing a venue was deemed necessary. Therefore, it was evaluated as an option that could be executed in the short-term.

## **(2) Providing education programs on city government**

Providing education about the city government to refugees received high scores in both effectiveness and equity criteria, as it helps refugees better understand city administration and form a closer relationship with the city government, allowing for more effective support of the refugee community. In addition, by providing opportunities for refugees to directly communicate with government officials and participate in city administration during the education period, it received high scores in transparency as well. However, due to the need for personnel and budget in planning and implementing the education program, it received a lower score in efficiency compared to other criteria. Nevertheless, as the current city government personnel and resources can be utilized for planning and implementing the program without hiring new staff or seeking external resources, it was classified as a short-term task that can be executed in a timely manner.

### **(3) Strengthening partnerships with non-profit organizations**

Strengthening partnerships with non-profit organizations received high scores in all aspects except for transparency. This is because it is an option that can increase the effectiveness of refugee support by sharing information and resources between the city and non-profit organizations without incurring significant costs. However, this does not necessarily improve transparency for residents. Moreover, since this type of partnership can be executed as soon as there is mutual agreement between the parties involved, it was evaluated as an option that can be implemented in the short term.

### **(4) Improving access to all the information refugees need**

Creating a separate tab for newcomers on the website received high scores in terms of efficiency, transparency, and equity. It involves gathering related information and implementing it on the website, which requires little to no cost and can be highly effective in providing necessary information to the refugee community in one place, ensuring high transparency and equity. Although it may require some time to collect detailed information from non-profit organizations, this approach was classified as a short-term achievable option as long as the relevant information can be gathered.

Providing customized support tailored to the settlement stage offline was evaluated to have high effectiveness, transparency, and equity. Consulting for possible issues that may arise in the grey area after the initial support from non-profit organizations for newcomers was expected to have a significant impact, and providing a welcome package for initial settlers was

evaluated to play a significant role in improving transparency. In terms of efficiency, producing a welcome package does not require significant costs, but it is expected to consume a lot of resources to operate the space and allocate at least minimal permanent personnel for consulting, so it was evaluated to have low efficiency. This option was classified as a long-term project considering the collaboration with non-profit organizations for consulting, the need for personnel, and the priority of personnel allocation.

## **4) Public Outreach**

### **(1) Creating a communication and Outreach Coordinator**

To implement the inclusive outreach strategy proposed in this project, a coordinator is crucial, and therefore this option received the highest score in almost all aspects. As it is an urgent task that must be carried out, it was classified as short-term. However, it received a medium score in terms of efficiency, as the cost of hiring a coordinator needs to be considered.

### **(2) Support for businesses: customized information, education, & networking**

Creating a one-stop business assistance channel received a very high score in terms of effectiveness as it helps businesses easily access and utilize the many information and resources currently provided by the city. In addition, improving accessibility to information ultimately enables the provision of more information, so it also received a high score in terms of transparency. As dedicated staff for this task can be utilized from the economic development department, this option is classified as short-term and executable.

Holding business webinars and supporting the establishment of a business network for small businesses received medium score in terms of effectiveness since it supports the growth of local businesses. However, as it does not focus on refugees or low-income groups, it received a low score in terms of equity. In addition, since the city has already organized webinars, it was classified as a short-term option, while building a business network requires time to identify target businesses and establish relationships with them, so it was classified as a long-term option.

### **(3) Implementing a digital inclusion policy for low-income residents**

Introducing a rental service for digital devices received a low score in terms of efficiency because it requires a significant financial investment for initial purchase and maintenance. However, it received a high score in terms of equity because it provides support primarily for low-income individuals. Due to the initial financial investment, it has been classified as a long-term project.

Promoting the federal government's Affordable Connectivity Program to residents received a high score in terms of efficiency as it allows supporting low-income households' internet bills without significant budget investment from the city. In addition, as the program targets low-income individuals, it received a high score in terms of equity. This can be implemented immediately with minimal preparation, such as posting on the city's website or creating promotional brochures, therefore it was categorized as a short-term option.

The option of sharing information about public Wi-Fi was evaluated as having high efficiency because sharing information about it doesn't require much budget. However, it received a very low score in terms of effectiveness because low-income individuals still face inconvenience in accessing public Wi-Fi as they have to physically go to places like public libraries. Therefore, it is difficult to completely improve their internet accessibility. Also, since this option can be implemented through updating the city's website, it was evaluated as a short-term option.

# IV. Recommendations

We propose recommendations for the City of Clarkston to tackle the challenges identified in four areas: communication channels, language barriers, refugee support, and public outreach. Our recommendations are based on policy options from benchmark cities, but tailored to meet the unique needs of Clarkston. Each recommendation offers detailed implementation strategies and reflect the evaluation results of the policy options presented in the previous section. In addition, specific best practices from benchmark cities related to each recommendation are included for reference.

## 1. Communication Channel

### 1) Improving the city's website to enhance civic engagement and transparency

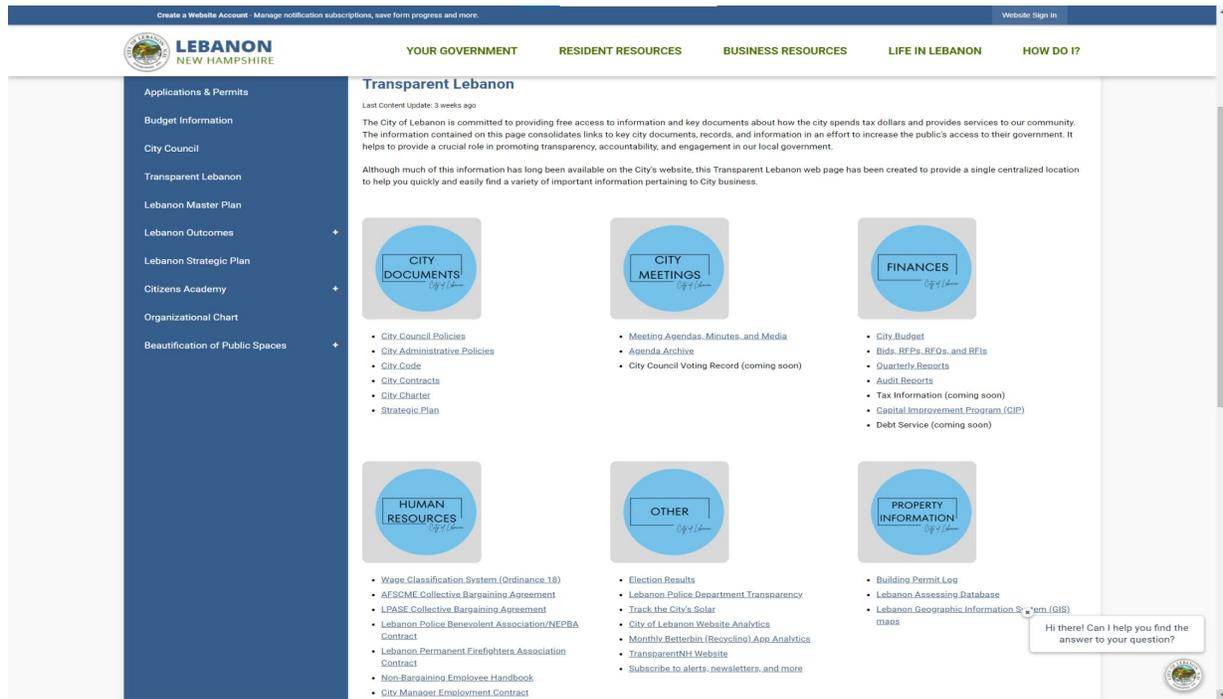
A well-structured and user-friendly website is important as part of effective outreach. An easy-to-find and well-explained website can not only make it easier for citizens to access the information they need but also enhance trust and transparency in the public sector while reducing distance. Currently, Clarkston's website contains most of the necessary information for citizens, but some of the project contents are missing, so it needs to be supplemented.

Redesigning the website with a focus on visitors will allow users to access the information they seek easily. For example, creating a page where the entire menu can be viewed at a glance, such as a sitemap page (as in the case of Lebanon), or adding tabs that are more detailed than frequently accessed service buttons (as in the case of St. Paul), could make it easier for citizens to access the services and information they want. In addition, if information and programs for newcomers are grouped into one menu, it can increase the accessibility of information for newcomers. Creating a sitemap page or differentiating a tab with subdivided frequently used services on Clarkston's website will increase the city's reliability and transparency.

***City of Lebanon (NH): "Transparent Lebanon"***

The City of Lebanon created a "Transparent Lebanon" page on its website to provide free access to information and key documents on how the city spends taxes and provides services to the community. The information included on this page integrates links to key city documents, records, and information as part of an effort to increase public access to government. This helps promote transparency, accountability, and participation in local government. While much of this information had been available on the city's website for some time, the "Transparent Lebanon" webpage was created to provide a single central location for finding various important information related to city business quickly and easily (City of Lebanon, n.d.-a).

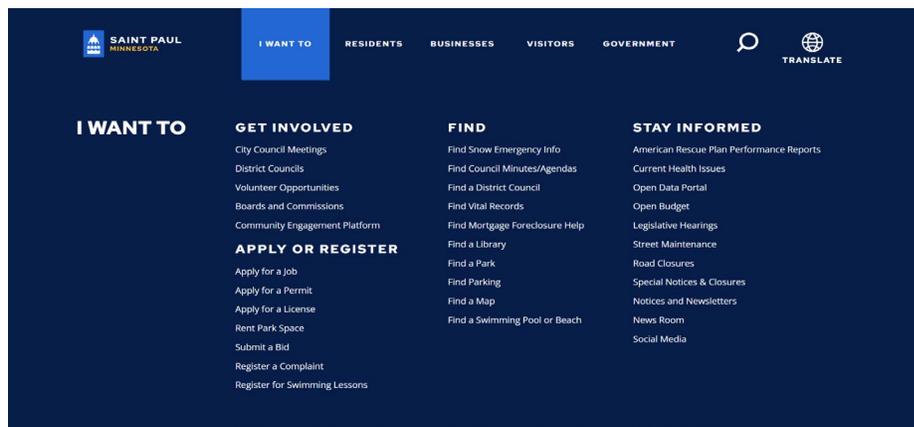
**Figure 9. “Transparent Lebanon” webpage in the City of Lebanon**



Source: The City of Lebanon (<https://lebanonnh.gov/1662/Transparent-Lebanon>)

*City of Saint Paul (MN): Providing “I WANT TO” tab in the city website*

**Figure 10. “I WANT TO” tab in the City of St. Paul’s Webpage**



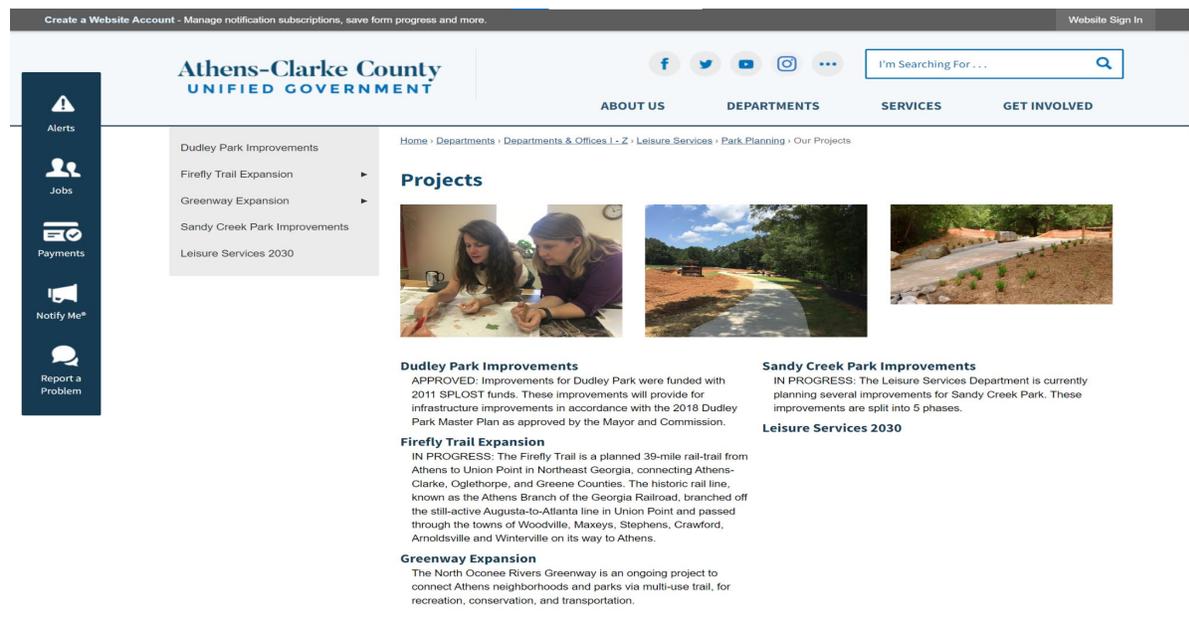
Source: The City of Saint Paul (<http://www.stpaul.gov/>)

The city of St. Paul divides the main tabs on its website into categories of residents, businesses, visitors, and government and puts an "I WANT TO" tab to provide quick access to services that residents frequently use, which is located before the primary tabs (City of Saint Paul, n.d.-c).

### ***Athens-Clarke County (GA): Providing details of the projects***

Athens-Clarke County is organizing the current progress status and related information of projects by department, such as Leisure Service, Transportation & Public Works, on the website and providing detailed information pages for each project, continuously updating the contents (Athens-Clarke County, n.d.).

**Figure 11. Projects in ACC Unified Government**



Source: Athens-Clarke County (<https://www.accgov.com/7115/Our-Projects>)

## 2) Leveraging Technology for Effective Two-Way Communication

Two-way communication can be seen as an essential element in inclusive outreach. In addition to traditional promotional methods, such as regular weekly or monthly online newsletters, enabling two-way communication using technology can increase the confidence in promotional activities. Various online platforms for two-way communication have been widely adopted by local governments recently. Online forum-type platforms will facilitate not only communication between the government and residents but also among residents. The government can also improve its credibility and enhance residents' policy participation by incorporating the results of forum discussions into policies. Supporting non-emergency report services for inconvenient aspects of living in the region or services provided by the city will also greatly help improve resident feedback and city governance. If the city set a response deadline of about 3-7 days for online feedback, residents can gain trust in predictable public services. It is also a good idea to introduce offline newsletters for generations that may have limited online access. Offline newsletters might be sent annually, along with tax or utility bills, with the cooperation of local media or promotional agencies. Clarkston, which requires activating two-way communication, can expand communication with residents if the city uses the above online platforms, and the city can also consider sending regular online newsletters and introducing offline newsletters.

### *City of Lebanon(NH): Newsletter*

The online newsletter of the City of Lebanon is sent every Thursday and provides various content, including local events, major policies, and local employment. Residents can also

receive the newsletter via text message if desired (City of Lebanon, n.d.-b). In addition, the City of Lebanon partners with the local newspaper, The Lebanon Times, to create the city's newsletter once a year and send it by mail (City of Lebanon, n.d.-c).

**Figure 12. “Notify Me”, online newsletter system of the City of Lebanon**

Source: The City of Lebanon (<https://lebanonnh.gov/list.aspx>)

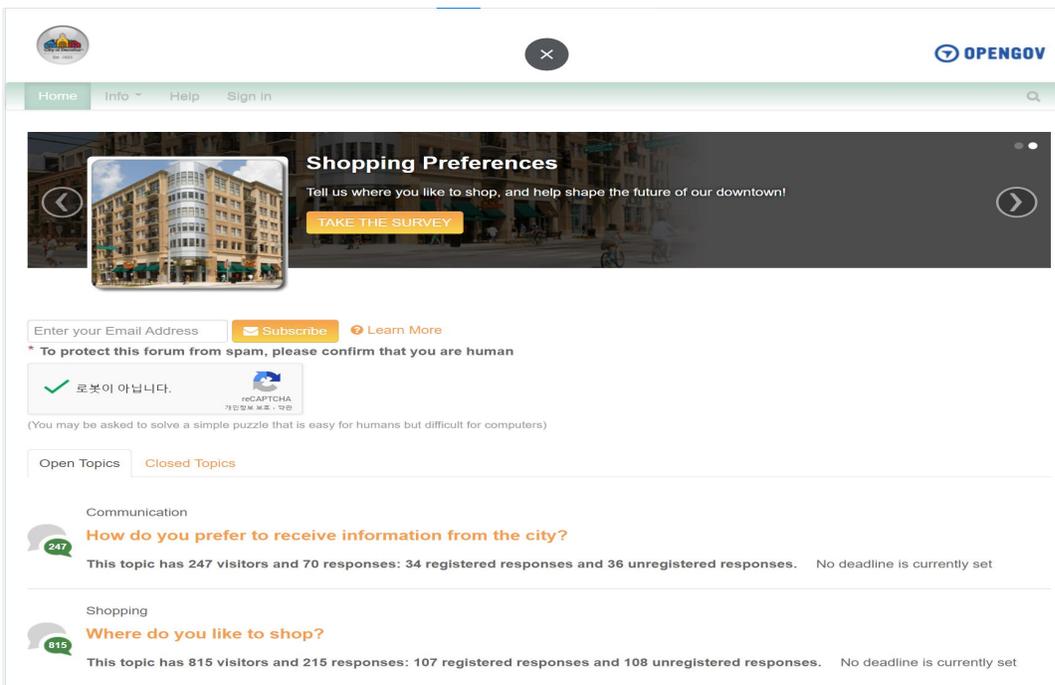
**Figure 13. City of Lebanon offline newsletters**

Source: The City of Lebanon (<https://lebanonnh.gov/199/City-of-Lebanon-Newsletter>)

***City of Decatur(GA): “Open City Hall” powered by OpenGov***

Open City Hall is an on-line forum of the City of Decatur for civic engagement. Read what others are saying about important Decatur topics, then post your own statement. City officials will read the statements and incorporate them into their decision process. Open City Hall is run by OpenGov, a non-partisan company whose mission is to broaden civic engagement and build public trust in government. OpenGov is a government technology company that offers cloud software for public sector accounting, planning, budgeting, citizen services, and procurement. OpenGov serves over 1,000 cities, counties, and state agencies across 49 states. OpenGov is a platform for public input through online forums, digital surveys, and enhanced real-time meetings (City of Decatur, n.d.-b).

**Figure 14. “Open City Hall,” online forum of the City of Decatur**



Source: City of Decatur (<https://www.decaturga.com/community/page/open-city-hall>)

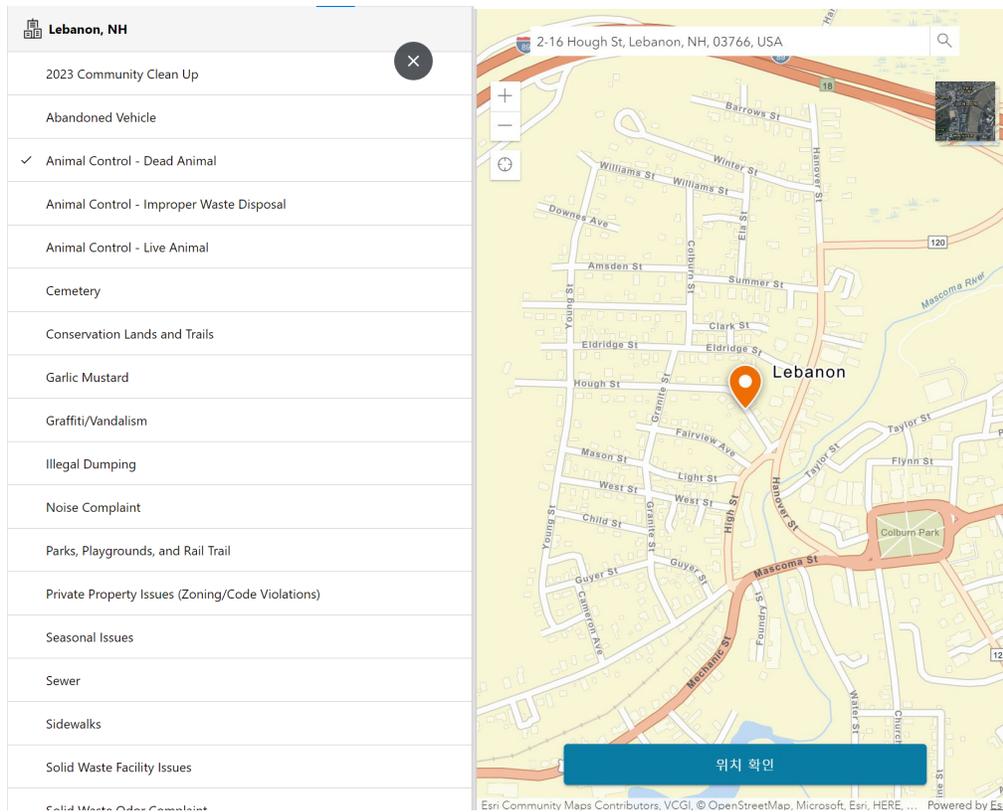
***City of Lebanon(NH): “LebConnect,” city’s own app powered by SeeClickFix***

LebConnect is the city's own app provided by SeeClickFix. It helps residents contact the city online or via smart devices to request services or get help with troubleshooting.

Complaints can be filed along with photos based on maps according to the detailed classification of complaints. The city of Lebanon has 72 hours to respond to complaints.

SeeClickFix assists users in communicating with local governments about non-emergency issues (City of Lebanon, n.d.-d).

**Figure 15. “LebConnect,” non-emergency report service of the City of Lebanon**



Source: The City of Lebanon (<https://lebanonnh.gov/1462/LebConnect-Report-an-Issue#report>)

## **2. Language**

### **1) Enhancing language services from a user-friendly perspective**

It is crucial to build language services from a user-friendly perspective. This is because the primary users of language services are mostly refugees who may be vulnerable in accessing Clarkston's services. Service systems that do not consider the needs of users can result in low utilization and wastage of resources invested in building the services. Several possible options can be proposed to make the current services more user-friendly.

First, the languages provided by Google Translate on Clarkston's webpages need to be more focused on the languages actually used by residents. When translating flyers, the city mostly provides translations in Amharic, Arabic, Burmese, Nepali, Swahili, and Vietnamese, presumably because these languages are used by many ethnic groups. However, there is no translation service provided for Amharic and Burmese on the webpage, although Google Translate provides translation services for these languages. This creates a gap between the languages used by the residents and the services provided on the webpage. Therefore, Clarkston needs to focus on the languages actually used by residents when providing translation services on the webpage.

Second, there is a need to provide more detailed translation services for content so that the residents can better understand the city's administration. For example, to increase resident understanding of the Zoning Rewrite project, it is necessary to provide translations of more in-depth content on why zoning rewrite is necessary and what it entails. However, such in-depth translations are likely to incur significant costs and may be difficult to implement given the size

of the city. Instead, the city could consider providing detailed information in English on the webpage in HTML format and encouraging residents to utilize Google Translate to translate the content as an alternative. Thirdly, improving the webpage to allow easy online requests for translation services without direct contact to the city is also necessary. The City of San Diego and the City of Atlanta have established separate webpages to allow citizens to request online translation and interpretation services. The City of Clarkston needs to improve its homepage by referring to these examples.

### ***City of San Diego (CA): Webpage for Requesting Language Services***

The City of San Diego has established a webpage for interpretation and translation services under the Planning Department. Therefore, citizens can request interpretation and translation services according to the instructions on the webpage without contacting the city government directly (City of San Diego, n.d.).

**Figure 16. San Diego City's Webpage for Requesting Language Services**



Source: City of San Diego (<https://www.sandiego.gov/planning/translation-services>)

***City of Atlanta (GA): iSpeakATL***

Under the commitment of the mayor to ensure that no one is excluded from city services due to language barriers, the City of Atlanta has implemented a language access plan known as iSpeakATL. They have set up a separate webpage that provides guidance for requesting interpretation or translation services. In addition, they allow individuals to file complaints if they are dissatisfied with the services. They provide interpretation services for Spanish, Mandarin, Cantonese, Arabic, Vietnamese, Haitian Creole, Russian, French, and all other languages (Welcoming Atlanta, n.d.).

## **2) Engaging multilingual individuals for outreach**

To foster a strong relationship between the City of Clarkston and newcomers, it is essential to engage in sincere communication that is based on mutual cultural understanding. This will facilitate trust-building between the two parties and improve the transparency of the city's administration. To achieve this goal, it is crucial to utilize individuals with a good understanding of both languages and cultures and a strong commitment. Such individuals can play a critical role in facilitating effective communication that takes into account the nuances of tone and context. One way to leverage their expertise is to appoint some community members as ambassadors to promote the city's policy programs or services and convey the grievances of newcomers. In addition, hiring some of these individuals as part-time staff can help to maintain a continuous relationship between the city and the community, promoting interaction and breaking down language barriers. However, hiring part-time staff can be considered a lower priority

compared to ambassador appointment, as it may require a significant budget and time commitment.

***City and County of San Francisco (CA): Community Ambassadors Program***

The City of San Francisco operates the Community Ambassadors Program (CAP), which is a neighborhood-based program that aims to enhance public safety and community engagement in the city. CAP was launched in 2010 in response to cultural and linguistic tensions, increased violence, and the need for better community safety options. The community ambassadors provide safety escorts, report emergencies, and link community members to available social services.

**Figure 17. “Community Ambassadors Program” in the City of San Francisco**



Source: The City and County of San Francisco (<https://sf.gov/information/community-ambassadors-program>)

In addition, they conduct outreach, educating and informing the public about city services and programs. Many Community Ambassadors are long-time San Franciscans, immigrants, formerly unhoused individuals, or individuals re-entering the workforce, and they reflect the city's diverse communities. They speak over eight languages, including Spanish, Cantonese, Mandarin, Filipino, Russian, Vietnamese, and Samoan. They help to build trust between the community and the city government. (City and County of San Francisco, n.d.)

***City of Saint Paul (MN): Community Engagement Specialists***

The City of Saint Paul has a Community Engagement Specialists Program (CES), which was created to increase community engagement, promote equity, and enhance public safety in the city. CES are non-sworn members of the Saint Paul Police Department (SPPD) and provide a critical service by liaising between the community and the department. CES plays an essential role in breaking down barriers and improving communication and engagement between the SPPD and communities of color. They identify where connections between police and the community are missing or weak and work to build stronger relationships through engagement in cultural events, facilitating open interaction, promoting public trust, and responding to civilian inquiries. Additionally, they assist in diversity recruitment efforts for the police department. There are currently four full-time CES who serve the community. They are proficient in several languages, including Spanish, Hmong, Oromo, and Somali. (City of Saint Paul, n.d.-a)

### **3) Strengthening language services infrastructure**

To effectively expand language services, it is necessary to strengthen the relevant infrastructure. To this end, it is recommended to consider establishing a budget item for language services within the General Administration Budget, specifically for outreach programs. This would involve converting the current ad hoc allocation of funds for language services provided on an as-needed basis into a permanent budget. By doing so, a stable supply of language services can be ensured for outreach programs. It should be noted that securing a budget for language services is crucial, as it is a prerequisite for implementing various policies to address language barriers.

In addition, it is beneficial to establish a network of language service experts to ensure a stable supply of services. This will enable the provision of consistent language services by creating a pool of experts available for ongoing use. There are various ways to establish such a pool of experts, such as developing a system that allows for the stable utilization of non-profit organizations (NPOs) and community members who are currently engaged in language services, selecting professional translation and interpretation service vendors, or recruiting part-time staff from the community with high demand for translation and interpretation services.

#### ***City and County of San Francisco (CA): Language Service Vendors***

The Office of Civic Engagement and Immigrant Affairs (OCEIA) in the City and County of San Francisco collaborates with city departments and community partners to ensure that all

San Francisco residents, regardless of their diversity, have equal access to city services and can contribute to the city's success through meaningful participation. To better assist city departments in providing language services, OCEIA has established comprehensive contracts with five vendors. Vendors offer in-person and virtual services, depending on their strengths. One of the companies includes interpretation and translation services in more than 40 languages, including those from Asian, African, and European countries. Specifically, OCEIA provides city departments with pricing information for each vendor, and then they utilize the services that are specifically contracted under each blanket contract. (LAO Resource Library, n.d.)

**Figure 18. “Language Service Vendors” in the City and County of San Francisco**

The screenshot shows the LAO Resource Library website with the following content:

**LAO Resource Library** Home · Announcements · Useful Resources · Language Access Unit · LAO Annual Reporting

## Language Services Vendors

OCEIA has 5 blanket contracts to better assist City departments in providing language services.

To open a purchase order please contact your accounting department. Below you can find the pricing sheets for each vendor.

If you have any questions regarding contract terms or if you encounter any issues with vendor services contact [language.access@sfgov.org](mailto:language.access@sfgov.org)

**Note:** you can only use the services specifically contracted under each blanket.

Three vendor contract thumbnails are shown:

- Arantpage, Inc.** (Provider of Language Services)
- Bilingua, LLC.** (Provider of Translation & Interpretation Services)
- Arantpage, Inc.** (Provider of Language Services) - Pricing Sheet
- Bilingua, LLC.** (Provider of Translation & Interpretation Services) - Pricing Sheet

Item	Price
1. English-Chinese/ Cantonese and Mandarin, Tagalog and English/Tagalog	\$8.15 (Language Unit)
2. English-Filipino/Tagalog/Tagalog	\$8.15 (Language Unit)
3. English-Spanish Translation	\$8.15 (Language Unit)
4. English-Asian Translation	\$8.15 (Language Unit)
5. English-Filipino Translation	\$8.15 (Language Unit)
6. English-Chinese/Cantonese and Mandarin, Tagalog and English/Tagalog	\$8.15 (Language Unit)

Source: LAO Resource Library (LAO Resource Library - Vendors (google.com))

### **3. Refugee Support**

#### **1) Strengthening engagement of refugee communities**

The City of Clarkston needs to reflect the interests and perspectives of refugee community leaders or members in its policies and understand and solve the practical problems they are facing through regular communication. To promote engagement with the refugee community, there are two options available to the city. The first is to revamp and activate the EIOC. Clarkston only has council members in the EIOC, which differs from other cities like San Francisco that have similar committees consisting of community leaders (San Francisco Planning Department, n.d.). The city needs to consider restructuring the EIOC to effectively convey the opinions of the refugee community. The EIOC needs to serve as a gateway for various racial communities to express their opinions on city administration. Departments should explain their major projects to the EIOC and reflect their opinions on policies and strategies. The opinions presented by the EIOC should be documented and continuously posted on the city's website to enhance transparency.

Second, the City of Clarkston needs to regularly hold "Clarkston Neighborhood Coffee Hours" to encourage the resident participation and facilitate open communication with the city. If the previous option was more formal and top-down, this approach is freer and bottom-up. To create a more welcoming atmosphere for communication, the city could partner with local shops in the community such as Refuge Coffee Co. to provide coffee, snacks, and gifts. If the mayor or city manager arranges the event and provides prompt feedback and promises improvement regarding residents' opinions, it would receive more favorable responses from residents.

***City of San Francisco (CA): Community Equity Advisory Council***

In 2020, the San Francisco Planning Commission established the Community Equity Advisory Council based on a resolution. The council is composed of 11 community leaders who provide recommendations to the city on racial and social equity priorities, policies, strategies, and investments. To form the council, the city received recommendations for potential candidates from major community organizations and network coalitions. After reviewing 45 candidates, the city selected 11 members, considering whether the members could represent diverse racial communities and had expertise in various fields. The council held 7 meetings in 2021 and 8 meetings in 2022. The topics the council focused varied, including the planning department's budget and priorities, housing policies, community engagement, and racial and social equity plans. In the meeting, the planning department present their strategies or policies to the council for comments. Meeting results are transparently documented on the website. (San Francisco Planning Department, n.d.)

***City of Boston (MA): Neighborhood Coffee Hours***

The mayor of the City of Boston holds Neighborhood Coffee Hours to communicate freely with residents. This event takes place for about an hour (from 9:30 to 10:30) every year between May and June in various parks throughout Boston. To create a welcoming atmosphere for communication, local shops provide coffee, donuts, fruits, and flowers to attendees.

Figure 19. Neighborhood Coffee Hours Flyer in Boston



Source: Boston City Twitter (<https://twitter.com/CityOfBoston/status/1526276432208572424>)

The coffee and donuts are provided by Dunkin' Donuts, a famous local business in the City of Boston, and the fruits are provided by Star Market (City of Boston, n.d.).

## 2) Providing education programs on city government

To facilitate communication between the City of Clarkston and newcomers, it is important for newcomers to have opportunities to understand city operations and build trust with the government. Therefore, the city needs to recruit participants from each community and

provide them with regular education programs on the city's operations and policies. The educational content could include topics such as the city's operation system, City Council, government organization and responsibilities, as well as city policies and administrative services. It would also be helpful to include sessions where participants can directly communicate with the mayor, council members, and government officials. In addition, participants could attend City Council meetings, major project boards, city events, and volunteer programs during the education period to experience city administration and engage with the community.

The operation of such educational programs will provide newcomers with the opportunity to understand and get closer to the government, as well as to communicate and network with members of each community. If the city maintains a continuous relationship with these individuals after they complete their education, they can provide accurate information on government policies within the community and serve as a bridge between the government and community members in the future. This is expected to play a positive role in the city's efforts to promote inclusive outreach. Moreover, if the city were to offer this educational program not only to newcomers but also to the public in the long term, it would be even more meaningful, as it would provide an opportunity for communication between newcomers and other citizens. As the current personnel and resources of the city government can be utilized for planning and implementing this program, it can be implemented in a short period of time.

***City of Baltimore (MD): New American Leadership Institute (NALI)***

The City of Baltimore has the New American Leadership Institute (NALI), an annual academic program designed to train and support emerging immigrant and refugee leaders. This

program runs over four days and provides participants with an understanding of the structure of local government, the role of government entities, and opportunities for civic participation. Participants also develop leadership skills, network with peers, and have the chance to meet with their elected officials. (City of Baltimore, n.d.)

**Figure 20. “New American Leadership Institute” Program in the City of Baltimore**



Source: The City of Baltimore ([2022 New American Leadership Institute \(NALI\) | Mayor's Office of Immigrant Affairs \(baltimorecity.gov\)](#))

***City of Decatur (GA): Decatur 101***

Decatur offers Decatur 101, a free program to develop informed and involved citizens. The program runs for seven weeks and covers various topics, including the city's history, the city manager's role, planning and economic development, budget, police and fire, emergency management, administrative services, public works, quality of life, and city schools. Classes are held in various city buildings with a limit of 40 participants. Graduates of the program have participated in various civic activities and organizations in Decatur, such as running for office, serving on volunteer boards and commissions, volunteering at festivals and events, activating neighborhood organizations, and participating in budget focus groups and the strategic planning process. (City of Decatur, n.d.-a)

**Figure 21. “Decatur 101” Program in the City of Decatur**

<h2>Community Development</h2>	<h2>Decatur 101</h2>
<p>BLOGS</p>	<p>A Great Way to Get to Know Your City Annual Class Develops Informed and Involved Citizens</p>
<p>DECATUR 101</p>	<p>Decatur 101, a program designed to develop informed and involved citizens, is held in late February – early April every year. Classes run for seven weeks. During six of the classes participants learn</p>
<p>DECATUR ARTS ALLIANCE</p>	
<p>DECATUR FOCUS NEWSLETTER</p>	
<p>DEPARTMENT VIDEOS</p>	
<p>EVENTS</p>	

Source: The City of Decatur ([Decatur 101 | City of Decatur, GA \(decaturga.com\)](https://www.decaturga.com/decatur-101))

### 3) Strengthening partnerships with non-profit organizations

Non-profit organizations possess a wealth of information, expertise, and capabilities acquired to support refugees. The fact that these organizations are located very close to the City of Clarkston is a significant advantage for the city. To effectively utilize and share the resources, the city needs to establish partnerships with them. The partnership can be formed as an official document or regular meetings.

The crucial aspect is for both Clarkston and non-profit organizations to identify each other's capabilities and explore collaboration agendas that align with their needs. For example, the city government may want to share information from non-profit organizations about newcomers, translation and interpretation capabilities in various languages, and experience in coordinating cultural events. On the other hand, non-profit organizations may be interested in the city's housing policies, utility information, and public job opportunities. Identifying each other's needs and sharing resources could be essential to maintain a sustainable partnership.

#### ***City of Philadelphia (PA): Local government - Nonprofit Partnership***

The public agencies in the City of Philadelphia had established partnerships with various non-profit organizations. First, the Philadelphia city government has negotiated with private companies to mandate lower rates for non-profit organizations when they use private companies' translation/interpretation services. These negotiations ensure that the non-profit organizations receive the same low rates as the city government. Second, the Philadelphia Department of Commerce has partnered with several non-profit organizations to offer entrepreneurship classes to immigrants who are not fluent in English. Third, the International Philadelphia Work Group, composed of the city government, academia, and nonprofit organizations, has issued a report on how effectively Philadelphia can integrate immigrants (Wilson, 2013).

#### **4) Improving access to all the information refugees need**

Refugees often receive assistance from non-profit organizations when resettling, but sometimes they need help accessing information from other institutions. Collecting the information they need in one place is necessary to improve accessibility. Maintaining a cooperative relationship with non-profit organizations near the city could play a role as a control tower for refugee support.

First of all, regarding access to information online, it is difficult for refugees to find the information they need on Clarkston's website. It is necessary to provide a separate webpage on the city's website that collects information such as services and events for refugees provided by the city, as well as orientation programs, legal services, and ESL programs provided by non-profit organizations.

In addition, the city has information on surrounding shops and major communities targeting newcomers, but it is suggested to make flyers and provide welcome packages and to keep and provide guidance at places, such as a corner of the city hall or the Clarkston Community Center. Furthermore, addressing the problems that arise after refugees receive initial resettlement support from non-profit organizations is important. One possible option is to consider opening a regular channel in collaboration with non-profit organizations to resolve difficulties related to refugee resettlement. This could include designated times when city officials or resettlement organization staff sit for consultations, similar to school office hours. It is expected that this will lead to more comprehensive refugee resettlement support.

## ***City of Saint Paul (MN): Immigrant and Refugee Program “Welcoming Saint Paul”***

The City of Saint Paul, Minnesota, through its "Welcoming Saint Paul" program, collaborates with local organizations to support legal defense and loan programs, as well as guide immigrants and refugees to various cultural and educational resources. The mission of this program is to ensure that Saint Paul is a great place to live for all residents, including immigrants and refugees, by promoting successful integration into the city's economy, civic life, and cultural activities. Additionally, the program advocates for justice and fairness for the immigrant and refugee community in Saint Paul, and fosters a city-wide culture that recognizes and values the benefits, including economic ones, that all members of our society receive when immigrant and refugee communities successfully integrate into our civic, economic, and cultural life (City of St. Paul, n.d.).

**Figure 22. “Welcoming Saint Paul” Program in the City of St. Paul**

The screenshot shows the top navigation bar of the City of Saint Paul website. The navigation menu includes links for 'I WANT TO', 'RESIDENTS', 'BUSINESSES', 'VISITORS', and 'GOVERNMENT'. There is also a search icon and a 'TRANSLATE' button with a globe icon. Below the navigation bar is a blue header section with the text 'IMMIGRATION RESOURCES & ASSISTANCE' and a breadcrumb trail: 'DEPARTMENTS / SAINT PAUL CITY ATTORNEY'S OFFICE / CIVIL DIVISION'. The main content area features a white box with the title 'Welcoming Saint Paul: Immigrant and Refugee Program'. Underneath the title is a 'Mission' section. The mission statement reads: 'While the Saint Paul City Attorney's Office does not represent individuals or provide legal guidance to residents. The mission of our office is to ensure that Saint Paul continues to be a welcoming place to live for all residents including immigrants and refugees by:'. This is followed by a bulleted list of three points: 1. Facilitating the successful integration of immigrants and refugees into Saint Paul's civic, economic, and cultural life; 2. Advocating on behalf of immigrant and refugee communities in Saint Paul to ensure justice and equity for all City residents; and 3. Promoting a City-wide culture that understands and values the benefits, including economic benefits, which all members of our society receive when immigrants and refugee communities are successfully integrated into our civic, economic, and cultural life. Below the list, there is a paragraph stating: 'Additionally, our office seeks to help our immigrant and refugee communities by giving them the tools and resources to understand the ever-changing immigration laws and policies that affect their daily lives. Our office develops programming designed to support and empower our immigrant and refugee communities. We provide resources on our site intended to inform individuals of their rights so that they can more easily protect and exercise their rights.' At the bottom of the white box, there is another paragraph: 'The Saint Paul City Attorney's Office values inclusiveness, honesty, integrity, community, equity, resiliency, and innovation. These are the guiding principles behind our mission and our programs. We believe that promoting such values will have a positive impact on Saint Paul and its residents, strengthening our community as a result.' In the bottom right corner of the white box, there is a 'BACK TO TOP' button with an upward-pointing arrow icon.

Source: The City of Saint Paul (<https://www.stpaul.gov/departments/city-attorney/civil/immigration-resources-assistance>)

## *City of New York (NY): City-organized “Immigrant Rights Workshops”*

New York City is working with community organizations to help current and newly arrived immigrants learn about their basic legal rights through the Immigration Rights Workshop (IRW). IRW provides New York immigrants with the tools and training they need to navigate and access city services. To this end, the city has selected 18 immigrant service organizations to conduct a series of immigrant rights workshops. IRW covers a variety of topics, including exploring interactions with federal immigration enforcement agencies (ICE), preventing fraudulent legal services, and accessing COVID-related services. The IRW also guides immigrants to secure immigration laws and social services free of charge (New York City, n.d.).

**Figure 23. NYC’s “Immigrant Rights Workshops”**



Source: City of New York (<https://www.nyc.gov/site/immigrants/programs/social-economic/immigrant-rights-workshops.page>)

***City of Seoul (South Korea): “Hanultari”, a separate website for multicultural families***

Unlike the United States, South Korea has a centralized government that significantly impacts local governments' policies and budgets. Therefore, local governments mostly provide similar support following the policies of the central government. However, Seoul Metropolitan City, which has a high degree of financial independence, operates a separate guidance website called "HanulTari" for multicultural families. This website provides helpful information, including institution information for Korean language education for foreigners, management information, daily living information, and job information. In addition, various information is shared, such as sharing stories of multicultural families, and useful information through employee recruitment and job posting boards (Seoul Metropolitan City, n.d.).

**Figure 24. “Hanultari” in Seoul Metropolitan City**



Source: Seoul Metropolitan City  
(<https://www.mcfamily.or.kr/web/main/main.php?thislangcd=en>)

## **4. Public Outreach**

### **1) Creating a communication and outreach coordinator**

To effectively implement the outreach strategies proposed in this report, a new position and additional staff are necessary. The new outreach coordinator would be responsible for coordinating communication with community leaders and newcomers within the city, as well as strengthening partnerships with non-profit organizations. In addition, they would be responsible for managing and improving existing communication channels such as the city's website, newsletter, and social media. The outreach coordinator would also be responsible for coordinating and utilizing translation and interpretation resources to reduce language barriers.

Larger cities have various departments dedicated to communicating with citizens from diverse perspectives such as equity and multiculturalism. For instance, the City of Atlanta has several outreach departments including the Office of Communications, the Office of Cultural Affairs, the Office of Equity, Diversity, and Inclusion, and the Office of International and Immigrant Affairs. Even smaller or mid-sized cities can have their own outreach departments. For example, the City of Canton in Georgia, with a population of 30,000, operates a Communications and Outreach Department. The City of Huntsville in Alabama, with a population of 210,000, promotes community engagement through its Office of Diversity, Equity and Inclusion. Therefore, creating a department for outreach would be a feasible option for the City of Clarkson as well.

***City of Canton (GA): Communications and Outreach Department***

The City of Canton is a small town with a population of 30,000 located in the northwest suburbs of Atlanta, Georgia. Despite its small size, the city operates a Communications and Outreach Department. The department is responsible for coordinating and supporting communication with external and internal stakeholders. In addition, it produces promotional materials for the city, maintains and manages social media platforms such as the city's website and Facebook, and sends out newsletters on a regular basis (City of Canton, n.d.).

***City of Huntsville (AL): Office of Diversity, Equity and Inclusion***

The City of Huntsville is a mid-sized city located in Alabama with a population of approximately 210,000. Since 2021, the city has established the Office of Diversity, Equity and Inclusion (ODEI), which was transited from its previous office of multicultural affairs. ODEI is responsible for various tasks related to public outreach. It operates the Civic Engagement Academy, which introduces new residents to the city's administration. ODEI runs the Community Awareness for Youth program, which provides education, financing, and support for school re-entry for youth. ODEI also collaborates with the non-profit organization Magic City Smooth Jazz to hold the Jazz in the Park event annually. In addition, ODEI supports the Council of Neighborhood Associations, a communication channel between the city government and residents, as well as the Hispanic/Latino Advisory Council, a communication channel between the city government and the Hispanic/Latino community (City of Huntsville, n.d.).

## **2) Support for businesses: customized information, education, & networking**

To effectively provide businesses with the information they need from the city's website, it is important to systematically organize and deliver information that meets their demands. For example, a separate section outlining the step-by-step process for starting a business or a checklist of what is needed to prepare for it would be beneficial. In addition, creating a single point of contact for business assistance would make it easier for businesses to access the necessary information and resources. Currently, it can be challenging for businesses to identify who is in charge of each issue in the City of Clarkston and where to go for help. This is particularly difficult for newcomers who are unfamiliar with the U.S. administration and regulations. Therefore, establishing a one-stop assistance channel that addresses inquiries and concerns, provides consulting for starting businesses, and assists with navigating policies and regulations would be extremely helpful. With a dedicated channel, businesses can contact it for any issues they encounter. It would greatly contribute to improving the transparency of the city by enhancing the accessibility of information for businesses.

Moreover, providing various educational opportunities is necessary to support the growth of businesses. For example, the city could collaborate with the DeKalb Chamber of Commerce, Georgia Small Business Development Center (UGA SBDC), and other non-profit organizations to hold workshops and business webinars for small businesses regularly. Offline orientation events would also be helpful for newcomers who may need help obtaining information online.

Finally, if businesses can establish and maintain networks, it could provide a foundation for learning from each other and working together to tackle complex issues. While establishing

business networks is a voluntary initiative driven by themselves, creating conditions for businesses to communicate and collaborate, such as holding a "business week" event, could promote the formation of networks among businesses. It would be also beneficial to participate in the business network to create a cooperative system for the city's development. However, since establishing business networks requires time to build relationships with them, it is necessary to approach it as a long-term project.

***City of Ukiah (CA): Enhancing convenience through the business liaison***

The City of Ukiah has a business liaison program that offers a designated point of contact for businesses to address their concerns and receive assistance with starting their businesses. In case businesses require further information or have any queries beyond what is provided on the website, they can complete a 'business development inquiry form' and contact the business liaison at the city. They can then receive a consultation via email or phone.

**Figure 25. “Business Liaison” Program in the City of Ukiah**



Starting a business can be overwhelming. That's why the City of Ukiah is providing resources and steps to make this journey easier. Make sure that you understand the resources available to you before you start the process. Take advantage of the City's business development assistance. Fill out this quick, 5-question form and contact a Business Liaison at the City to help you get started.

Although developing a business plan will be your first step, it is important to check with the city, the county, and then with state and federal agencies to ensure you have everything in place to open your business. We hope that this comprehensive look at the process and resources available to you will be helpful. The best hint is to ask for assistance early on to make this process a little more manageable.

Source: The City of Ukiah ([Business Development Assistance - City of Ukiah, CA](#))

The inquiry form consists of five questions, including the business stage (starting, relocating, expanding), business type, and the necessary assistance or information (such as business license, consulting, financing, real estate, and utilities). The information submitted by businesses is kept confidential. (City of Ukiah, n.d.)

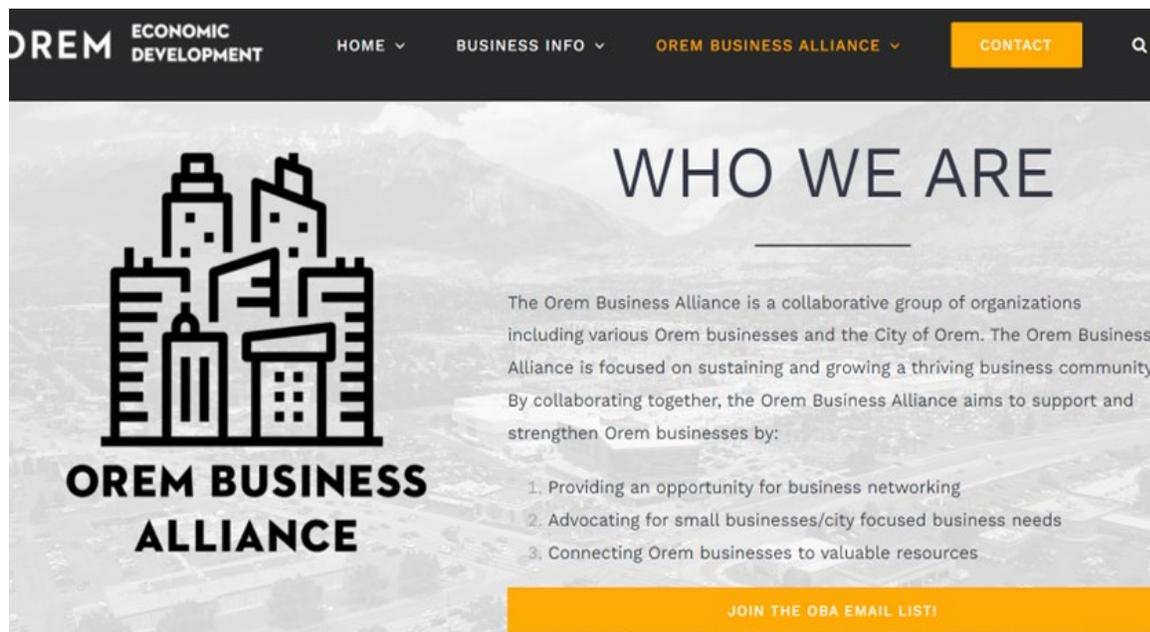
***City of Georgetown (TX): providing a checklist and an educational workshop***

The City of Georgetown provides a "Small Business Guide" on its city website, which includes a checklist of things to consider when preparing for a small business, as well as Retail Analysis materials, Workforce Analysis materials, and City Resources and Other Resources businesses can use. This guide helps business owners quickly obtain the needed information by systematically providing related information. Specifically, the small business checklist offers step-by-step guidance on market analysis, business plan development, financial planning, business registration, license application, employer requirements, and business incentives and assistance that need to be checked at the early stages of business. Additionally, Georgetown holds educational workshops for business owners on Small Business Week. The workshops included topics such as Employee Training & Retention, Ways to Grow Business, Digital Marketing, Innovate, and Reallocate, and 7 Steps to Fiscal Fitness, and were conducted in a hybrid format. The workshop materials are posted on the city website for future reference. (City of Georgetown, n.d.)

*The City of Orem (UT), a public-private partnership, “Orem Business Alliance”*

Orem Business Alliance (OBA) is a collaborative group consisting of various businesses in Orem and the City of Orem. It was established to create a more supportive environment for businesses by providing networking opportunities, advocating for small businesses needs, and connecting them to valuable resources. OBA offers multiple programs and services to businesses in Orem, including monthly networking events and workshops to connect and learn from each other, informative webinars from subject-matter experts, and Stand-Out Orem Business awards program that honors exceptional businesses in Orem. (Orem Economic Development, n.d.)

**Figure 26. “Orem Business Alliance” in the City of Orem**



Source: The City of Orem ([Orem Business Alliance – Orem Economic Development](#))

### **3) Implementing a digital inclusion policy for low-income residents**

It is important for the City of Clarkston to ensure equal access to digital technology for low-income residents. The city utilizes digital media, such as its website, social media, and newsletters, as key outreach methods. However, many low-income residents struggle with the cost of digital devices and service plans. If left unaddressed, this digital divide among low-income residents will continue to widen. Therefore, the city needs to take steps to prevent low-income residents from being unable to access digital technology due to the cost of digital devices and service plans.

To increase accessibility to digital devices for low-income households, the city could consider providing a rental service for digital devices such as iPads and laptops through the Clarkston Community Center, which already provides computer classes to residents. In addition, supporting low-income households with a portion of the internet service plan fees could be considered to reduce the financial burden. However, it is better to actively utilize the federal government's grant program, the Affordable Connectivity Program, rather than directly supporting it with the city's budget. This program provides internet fee discounts of up to \$30 per month for low-income households. The City of Clarkston needs to actively promote this program through its website and other channels. Furthermore, sharing information and maps on public Wi-Fi on the city's website would also be a viable option for residents to easily access public Wi-Fi.

***City of San José (CA): SJ Access Initiative for Digital Inclusion***

The City of San José is implementing the SJ Access Initiative to provide equal digital access to all residents and students. This initiative consists of four main components: Access Tech

Device, Free Public Wi-Fi Access, Free Computer Classes, and Affordable Internet Offers.

(City of San José, n.d.)

- **Access Tech Device:** Public libraries in the city provides rental services for digital devices such as laptop computers, iPads, and Chromebooks. Residents can borrow them for up to 90 days with a one-time extension of 30 days, for a maximum of 120 days.
- **Free Public Wi-Fi Access:** The city offers free public Wi-Fi in public areas such as public libraries, downtown areas, schools, and community centers. The city also provides a Wi-Fi coverage map to help residents access the Wi-Fi more easily.
- **Free Computer Classes:** Residents can take free computer classes in offline and online, with personalized 1:1 instruction. Beginner classes are available in English, as well as Spanish and Vietnamese.

**Affordable Internet Offers:** The city guides residents to apply for the Affordable Connectivity Program, a federal grant program that provides discounts on internet service for low-income households. Eligible residents can receive a discount of up to \$30/month.

## V. Conclusion

The outreach policy of Clarkston needs to be inclusive enough to reflect the demographic characteristics of being the most diverse city in the United States in order to promote public feedback and community communication. Based on the demographic characteristics of Clarkston, where half of the residents are foreign-born and the population has doubled in the past decade, the outreach status and challenges of the City of Clarkston have been analyzed. To do this, the outreach structure of Clarkston was diagrammed, and points to examine were discovered in four aspects: communication channels, language barriers, refugee support, and public outreach.

First, in terms of public communication channels, the City of Clarkston communicated with the public through websites, newsletters, and SNS. These channels are needed to be more actively and transparently operated. Second, consideration of an additional factor, language, was necessary for communication with the refugee community. Clarkston currently provides interpretation and translation services upon request, but it was recognized as a challenge that access to these services is challenging for residents. Next, regarding refugee support, the EIOC was formed to reflect the opinions of the refugee community on city policies, and many non-profit organizations around Clarkston were providing support for resettlement and more. In this regard, the effectiveness of support and information sharing with non-profit organizations have been recognized as challenges. Lastly, in terms of public outreach, the City of Clarkston held various outreach events, such as food truck festivals, and provided various information to support the Clarkston's business. Lack of staffing for outreach was raised as an issue here.

Based on the above findings, this project reviewed benchmark cities implementing best outreach practices with diverse populations, from small cities, such as Decatur and Lebanon, to large cities, such as San Francisco and St. Paul. Then, the project presented recommendations for Clarkston in the four categories above, using the division of short-term and long-term plans and four evaluation criteria: efficiency; effectiveness; transparency; equity.

First, in terms of communication channels, opening a sitemap page and adding a differentiated bookmark menu tab on the Clarkston's website are recommended to enhance transparency and accessibility. In addition, there is a need to introduce an online forum-type platform and non-emergency reporting services for improving residents' participation as a two-way communication platform.

Second, to overcome the language barrier for newcomers, it is necessary to expand the languages that translate the website and make it possible to request one-stop online translation services on the website. Also, it is necessary to appoint members who understand the language and culture of the United States and its country as ambassadors in major communities and secure human and material resources for this purpose.

Third, regarding refugee support, there is a need to consider involving key refugee community leaders in EIOC and hosting coffee hours with residents. In addition, it is necessary to operate a program to educate newcomers about the city government, city council, and city administrative services and to strengthen partnerships with non-profit organizations that support refugee resettlement. It is necessary to improve the webpage that provides the information for the initial resettlement to increase information accessibility and consider opening an in-person consultation counter to help solve difficulties after the initial resettlement.

Fourth, in terms of public outreach, it is necessary to create the position of a communication and outreach coordinator in the City of Clarkston, establish a one-stop business support channel, and consider policies to increase digital accessibility.

This project investigated the status of the Clarkston's outreach policies and analyzed related policy cases in the United States and South Korea to present policy alternatives for Clarkston's inclusive community outreach. However, as with all studies, this project has several limitations. First, finding benchmark cities with similar demographics was challenging because Clarkston has the most diverse community. Therefore, many examples of relatively large cities with diversity were referenced in developing strategies. Second, obtaining actual data on budgets and personnel for programs and policies being implemented in the investigated cities during the time provided was difficult, so a detailed quantitative and cost-benefit analysis of budgets and required personnel could not be included. Third, interviews directly with relevant organizations or community leaders could not be conducted due to time constraints, so it was written based on Q&A sessions from city officials and materials from the website. Finally, the City of Clarkston will need to review the recommendations proposed in this project, including Clarkston's exact budget situation, workload, and ongoing discussions, and reflect them in Clarkston's policies.

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