



# Community Engagement Toolkit

Local share program

June 2021

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

**So, hello. We’re Metro – nice to meet you.**

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

**Stay in touch with news, stories and things to do.**

[oregonmetro.gov/news](http://oregonmetro.gov/news)

**Follow oregonmetro**



**Metro Council President**

Lynn Peterson

**Metro Councilors**

Shirley Craddick, District 1

Christine Lewis, District 2

Gerritt Rosenthal, District 3

Juan Carlos González, District 4

Mary Nolan, District 5

Bob Stacey, District 6

**Auditor**

Brian Evans

600 NE Grand Ave.

Portland, OR 97232-2736

503-797-1700

## **TABLE OF CONTENTS**

<b>Cycle of community engagement .....</b>	<b>1</b>
<b>Community engagement best practices .....</b>	<b>5</b>
<b>Facilitation best practices .....</b>	<b>7</b>
<b>Community engagement planning guide .....</b>	<b>9</b>





# Cycle of Community Engagement

## Overview

Meaningful community engagement requires transparent and trusting relationships that guide the planning of all phases of the cycle of engagement, including what happens before and after staff engage with community members. Community engagement must be approached holistically, with equal focus given to what is happening when staff are not collecting input as when they are. It is best understood as a cyclical and iterative process that will change based on relationships and community feedback and will shape future engagement opportunities.

One way to understand the cycle of community engagement is a phased approach, with relationship building at the core. The four phases are

- Phase 1: Plan
- Phase 2: Engage
- Phase 3: Implement
- Phase 4: Evaluate

The purpose of this document is to create a shared understanding of community engagement as an ongoing cycle and to provide a framework to guide your planning and implementation. As you use this tool to support your work keep in mind that although these phases are sequential, they are also malleable and will inevitably overlap with each other throughout the cycle.



## Racial equity and redistribution of decision-making power

The goal of establishing a framework for meaningful community engagement is driven by the goals of the Parks and Nature [Racial Equity, Diversity and Inclusion Action Plan](#) and, as the foundation, Metro's [Strategic Plan to Advance Racial Equity, Diversity and Inclusion](#). The strategic plan focuses on removing barriers for Black, Indigenous, people of color (BIPOC) by improving how Metro works internally and with partners across the region. Meaningful community engagement, as outlined in this framework, is one way to advance Metro's work in the strategic plan. In order to effectively use this tool it is necessary to understand its relationship to racial equity and the many forms of systemic oppression.

Meaningful community engagement is a response to historical and contemporary racial and other oppressions perpetuated by institutions and individuals with political, social and economic power. The inherent purpose of community engagement is to address these injustices by redistributing decision-making power to BIPOC and other historically marginalized communities. For community engagement to live up to this purpose, racial equity needs to be embedded throughout each phase of the cycle to ensure that the voices of impacted communities will substantially change the final outcome of a project.

Committing to thoughtful and meaningful community engagement is a commitment to racial equity and to redistributing power. It is a commitment to recognize the power and knowledge that exist in the communities you serve and to give them the time and information needed for them to contribute to decisions on their behalf.

## Building and maintaining relationships

Relationships are central to community engagement.

Building transparent and trusting relationships with communities before an engagement activity is as important as sustaining them beyond that event or project. Relationships take time and care, and should be prioritized at every phase. Individual relationships and community partnerships contribute to the growth of individuals and institutions, support the development of new models of thinking and doing and increase trust among and between communities and institutions. Additionally, they allow for consistent sharing of resources and opportunities across partnerships.

Whether they are supporting the creation of responsive processes that incorporate multiple perspectives, helping identify a community priority that should be a future project or increasing participation in an upcoming event, relationships and thoughtful relationship management are critical to your community engagement plan and to the sustainability and effectiveness of your organization.

## Phase 1: Plan

Project teams develop the foundations of a project and internal structures that prepare them for successful and meaningful community engagement. This planning sets the groundwork for the rest of the process and, just like every phase of the cycle, needs to be guided with a racial equity lens and with multiple perspectives involved. To support your planning, use this Community Engagement Planning Guide and the Best Practices document.

- Alongside a community engagement plan, project teams should also initiate tribal government engagement as early as possible to ensure tribes who might be impacted by the project are consulted prior to broader community engagement. Community engagement is not a substitute

for tribal government engagement. Teams should create a plan in alignment to their agencies' recommended best practices for engaging tribal governments.

- Planning starts with subject-area experts (project staff) identifying decision-making points and areas of influence for external engagement as well as constraints within decision-making such as legal or financial obligations. This information is essential to ensure that engagement opportunities can actually impact project outcomes and that it will be clear to communities what the team is asking of them. Allow input from community members to shape as many of the decision points as possible
- This planning becomes a collaboration between project staff and community engagement staff to flag all critical decision-making points and to identify communities who are impacted and will be prioritized. Teams need to identify where in the [Spectrum of Community Engagement to Ownership](#) these decision-making points land. Community engagement opportunities should strive to be a level 5 (community ownership) and at a minimum a level 3 (involve). If these decisions are not at a level 3 or higher they should be re-examined to allow for level 3 engagement.
- In creating a community engagement plan, teams need to identify overall objectives for engagement, specific objectives for each touch point depending on the level of engagement, process for evaluation, potential challenges and strategies to address them and a clear framework for how input from communities will be weighed and implemented.
- Apply a racial equity lens throughout the planning process to ensure that power will be redistributed through engagement, the most impacted communities are involved, biases are addressed and that engagement is starting as early as possible.

## Phase 2: Engage

Engagement staff begin to organize and coordinate engagement activities guided by project objectives. Continue using the Best Practices document to support your development of specific timelines, outreach strategies and other aspects of this work.

- It is essential that this process is led by individuals who reflect and/or have connections to communities who are highly impacted and will be prioritized in these efforts. When this is not possible, allocate resources to ensure that staff leading this work receive the education and support needed to do this work effectively. This could include training on racial equity, trauma informed care, facilitation, an expanded budget for additional staff and contractor support, etc.
- Outreach and engagement strategies are coordinated with internal and external partners who provide a necessary level of experience and knowledge – partners such as program and community engagement staff, culturally specific organizations, community leaders, etc.
- Events are planned with universal accessibility at the forefront and sufficient resources allocated for community members to fully participate in the process as intended (i.e. stipends, food, transportation, interpretation, translation, close-captioning, childcare, date/time of event, etc.). Review the Best Practices document and Metro's resources for [planning virtual engagement during COVID-19](#) to support your work.
- Activities are planned centering the communities prioritized in this process which could mean creating language-specific, community-specific or other formats that will create a more welcoming space for these communities.

- Engagement activities include a plan for meaningful and accessible engagement, translated materials and interpretation if necessary, facilitation (including culturally specific facilitation if needed), a process for evaluation and a plan for reporting back on outcomes to participants.

### Phase 3: Implement

The engagement team synthesizes and reports back to the project team to collaborate on next steps for implementation of the feedback received. During this phase, the team also evaluates whether engagement objectives were met and if further engagement is needed. A plan for evaluation and reporting back to the participants will need to be developed before proceeding.

- Reports to project team contain demographic information of the participants, recognition of successes and challenges, and reflect the multiple perspectives, questions and concerns that were raised.
- Project and engagement staff use power maps completed in the initial planning phase to weigh input from community members and groups to ensure that input from the most impacted communities has the greatest influence.
- Project and engagement staff create a plan for implementation, gaps to be filled with further engagement and a plan for reporting back to participants involved in the process (including which feedback will be implemented, which will not and the reasoning behind those decisions).
- Evaluate if further engagement is needed (go back to Phase 2) and if initial plan needs to shift in order to meet project objectives – report back on this decision to participants.

### Phase 4: Evaluate

Project team shares the timeline for implementation and reports back to participants on the outcome of their engagement and the overall project. Phase 4 is about accountability and transparency with communities who invested time and energy into your project. This phase deepens relationships with community members and groups and builds public trust in the long run. It is also about evaluating your community engagement process to continue improving and to listen to feedback that can and should inform future projects and engagement opportunities.

- Community engagement team organizes communications and event strategies to share this update with participants and the broader community. This communication includes how and why feedback was implemented.
- Reporting back also includes the logic behind feedback that was not implemented, and, if possible, a plan of action for ways that feedback will be addressed in the future.
- Ask for feedback on the overall engagement process to improve how organization continues to lead engagement across other projects and programs.
- If possible, listen to other goals and challenges from communities to inform how your organization prioritizes future projects.





# Community Engagement | Best Practices

## Preparation

- Collaborate with community engagement staff early on in the planning phase of the project. This collaboration is critical to identify every possible decision-making point where community voices should be engaged and to plan engagement strategies accordingly.
- Be transparent about your intentions for engagement: understand where the activity lands on the [Spectrum of Community Engagement](#) to then determine what type of engagement activities are needed. If possible, what can your team do to move towards the right end of the spectrum?
- Design flexible engagement plans to allow for changes as you collect feedback and are learning more about the communities you are working with and their perspectives on your project.
- Beyond engagement plans, ensure that decisions that are meant to be informed by engagement are responsive to the feedback received – the process needs to be as adaptive as the engagement plan.
- Understand the value and power of building authentic relationships – start connecting with communities months prior to your traditional outreach window to build foundational relationships and trust, and prioritize sustaining them after your engagement period. Building and sustaining relationships are key to establishing transformational partnerships that can lead to community-driven impact.

## Engagement

- Staff leading engagement efforts should reflect the identities of the communities that are prioritized, when possible.
- Staff leading engagement efforts should have meaningful connections to these communities and/or receive education and support needed to do this work effectively. This could include training on racial equity, trauma informed practices, facilitation, an expanded budget for additional staff support or partnerships, etc.
- Use creative and different modes of communication than what your organization has traditionally used. In order to reach audiences that you have not reached before, you need to use other outreach methods. Think social media, collaborating with community-based organizations and community leaders across different sectors, culturally-specific news outlets, community events and school events.
- Compensate community-based organizations or community liaisons for their time and expertise when partnering with them to support your engagement efforts
- Provide support services that minimize barriers to participation such as childcare, translation, interpretation, universally accessible tools, refreshments, stipends, etc.
- Collect demographic data at every event – although this quantitative data is limited, it's a step in the process to ensure that voices of communities that are prioritized were in attendance. Demographic data should only be collected voluntarily.

## Evaluation

- Demonstrate that you captured all of the feedback from community members. Explain how their input was used as well as what was not and why.
- Create informal and organized opportunities to collect feedback from participants, staff, and partners. Organized opportunities could be evaluation forms, pre/post event surveys, focus groups. Informal can include individual conversations after an event, emails, phone calls, etc.
- Use the feedback collected from engagement activities to inform your future engagement planning. Use evaluation forms and demographic data you collected to help you determine what future strategies could be implemented to reach your goals for engagement.



# Facilitation | Best Practices

## Introduction

These best practices are intended to support staff facilitating discussion groups for community engagement activities. It is a tool to review and reference before and throughout your discussion. There are many ways that group discussions can be structured depending on the purpose of your activity. This document does not address how to organize or structure your activities. It provides general guidance for facilitators and is not intended to be a one-size-fits-all approach. Being an effective facilitator requires training, practice and learning. This document is a starting point. It should be adapted based on your experience, the size of your group, your audience and the purpose of the discussion.

## Facilitator role

The facilitator plays a critical part in discussion groups. They are responsible for setting the stage, balancing different perspectives and experiences and ensuring that the discussion is moving towards meeting the intended goals. Although everyone will contribute to the culture and feel of the space, the facilitator holds a different level of responsibility in making sure that the discussion allows for people to contribute honestly and for their comments to be heard.

Before identifying a facilitator you must first understand the purpose of the discussion and the intended audience. Facilitators should have strong communication skills with previous facilitation experience and should reflect the identities of the audience. If the purpose of the discussion is to listen to the perspectives of Black, Indigenous, people of color (BIPOC), then the facilitator should be BIPOC and have the background knowledge on the project and previous facilitation experience needed to facilitate. In these instances, white staff, even when they are the project lead, should take on a different role such as note-taking, logistical support, or being available for questions when appropriate.

When current staffing does not allow for this, consider contracting an external facilitator who can support your efforts. The consultant's expertise and strategies should be aligned with the purpose of your engagement activities. Potential consultants to consider are community based organizations or community leaders who are connected and have worked with the communities you are prioritizing.

If hiring a consultant is not possibility, ensure that white staff who will be facilitators are provided with sufficient training prior to the activity. White staff in these roles should review the additional links included in this document and spend time with the subsequent section titled, "As a white facilitator in a predominantly BIPOC space" prior to the engagement activities.

## Things to consider as a facilitator

- Ask individuals to introduce themselves by sharing their names and [gender pronouns](#). Depending on group size and time, consider an ice breaker activity or check-in question. If this is an online event and the group size or time limits introductions, ask participants to introduce themselves in the chat. Visit [Metro's resource page](#) to learn more about hosting virtual events.
- Establish and review community agreements to create a shared understanding for how the group will/can engage. If this is a virtual event, enter the community agreements in the chat

box. To learn more about establishing community agreements review the [Toolkit for Interrupting Oppression by the Oregon Coalition against Domestic & Sexual Violence](#).

- Communicate the timeframe and goals for the discussion. Plan to give heads up to participants when you are approaching the end of your time together (i.e. a 5 minute warning).
- Be comfortable in the silence – don’t rush through it because it feels awkward.
- If this is a virtual event keep your desktop “clean” – only have windows needed for your activity.
- Be open to new ideas and perspectives as they are being shared.
- Be aware of your own biases – acknowledge and track all ideas/comments, don’t filter out.
- Be mindful of power dynamics and stay alert for oppressive behaviors. Interrupt them when they arise. To learn more about power dynamics and interruptions review the [Toolkit for Interrupting Oppression by the Oregon Coalition against Domestic & Sexual Violence](#).
- Be mindful of power dynamics and notice who is participating and who isn’t. Don’t let folks with the most privilege take over the conversation. Remind them that the group would benefit hearing from everyone. Invite those who are quiet to share when/if they feel comfortable.
- Let go of control and allow the conversation to flow in the direction that participants take it.
- Share what you know about the program/project if questions come up – keep responses short and avoid “government-speak.”
- It’s OK to not have the answer to every question and to verbalize it to the group – create a plan to find an answer and report back.
- Embrace the imperfection of government processes and recognize room for improvement.
- Remember that this might be someone’s first time engaging with your institution and this information.
- Thank people for their participation – expressing opinions or questions in a group setting does not come naturally to everyone.

As a white facilitator in a predominantly BIPOC space, keep in mind...

- Seek learning opportunities to educate yourself on [racism](#), [white supremacy culture](#), and what you can do to [engage in racial equity work](#) in your personal and professional circles.
- Research how your agency has or has not worked with BIPOC communities to gain a better understanding of how your agency can improve in their work.
- Reflect and check-in on your assumptions and biases going into the space.
- Practice listening and learning from BIPOC.
- Do not center your perspective and emotions.
- Conversations around racism and whiteness are not about you as an individual.
- Maintain self-awareness and practice checking-in constantly.
- We are life-long learners – we are learning together and coming from different spaces. However it is important to recognize your privilege in “not-knowing” and to hold yourself and other white folks accountable when mistakes are made.
- Hold space when/if people share personal stories, don’t rush because of the agenda.
- Accept that there are multiple truths, and your truth will conflict with someone else’s
- You only know what you know - don’t make assumptions.
- Acknowledge and tend to the impact of your words – the intention of our words do not equate impact and we must mend potential harm
- Honor confidentiality – share the lessons, identifiers stay



# Community Engagement | Planning Guide

## Introduction

This planning guide is intended to help you and your team understand the purpose and objectives of the community engagement process for your project, and to build a plan that is driven by these objectives. It can be used alongside your project management plan.

If your agency has designated staff to lead community engagement processes then this guide should be completed by the community engagement lead with support and collaboration from the project manager. It is OK to not have everything filled out on the first take. It will take time and additional information gathering to complete it. As you work through this guide, consider inviting interested or impacted program staff or community members into the planning process. Community engagement, as are other projects and processes, is strengthened by involving additional perspectives especially of individuals who are most impacted or have connections to the project.

This recommended approach might not fit within the capacity or structure of your agency. Adapt this guide to work for you and the resources you have available. To address staff capacity consider hiring a consultant, a part-time support staff or collaborating across programs/departments.

Community engagement is an iterative process and this guide should function that way. Although the sections are intentionally sequential, it is OK and expected to go back and forth sections as you are mapping out your work. Things will change as you learn more about your project and about the communities you are prioritizing. It is encouraged to reflect and modify your plan as you continue through this process and collect new information.

As you use this guide do not hesitate to reach out with feedback, questions or suggestions for improvement. You can reach out to Humberto Marquez Mendez at [Humberto.marquezmendez@oregonmetro.gov](mailto:Humberto.marquezmendez@oregonmetro.gov) or (541) 604-2177.

## Contents

<b>1. Project overview</b>	<b>11</b>
<b>2. Purpose, objectives and outcomes</b>	<b>11</b>
<b>3. Community impact</b>	<b>11</b>
<b>4. Power analysis</b>	<b>12</b>
<b>5. Redistribution of decision-making power</b>	<b>12</b>
<b>6. Engagement strategies</b>	<b>13</b>
<b>7. Engagement activities, timeline and roles and responsibilities</b>	<b>14</b>
<b>8. Budget and partnerships</b>	<b>15</b>
<b>9. Evaluation</b>	<b>15</b>

### 1. Project overview

Briefly describe your project or program (henceforth referred to as “project”) and identify its **purpose**. Consider how the project seeks to **benefit** the communities you serve.

Project **purpose** statements to consider are:

*The purpose of this project is...*

*The project will result in...*

### 2. Purpose, objectives and outcomes

Before developing a community engagement plan, it is critical to have a shared understanding of why community engagement is a significant component of your project and to identify your **objectives** and **outcomes** for community engagement. Well-defined **objectives** and **outcomes** for the project will help identify the engagement tools and activities that you will need to have an effective process with mutual-benefit.

Why is it important to engage communities in this project? (**Purpose**)

*The purpose of community engagement for this project is to...*

What will community engagement accomplish and deliver for this project? (**Objectives**)

*The community engagement process will be successful if...*

What project outcomes will demonstrate that you’ve achieved the intended community engagement objectives? (**Outcomes**)

*The project will be successful if...*

### 3. Community impact

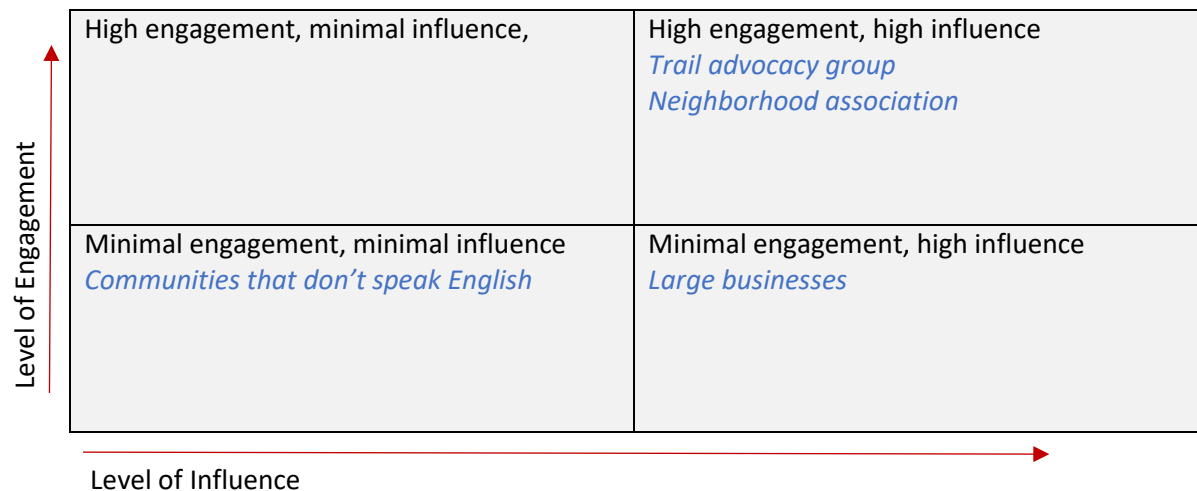
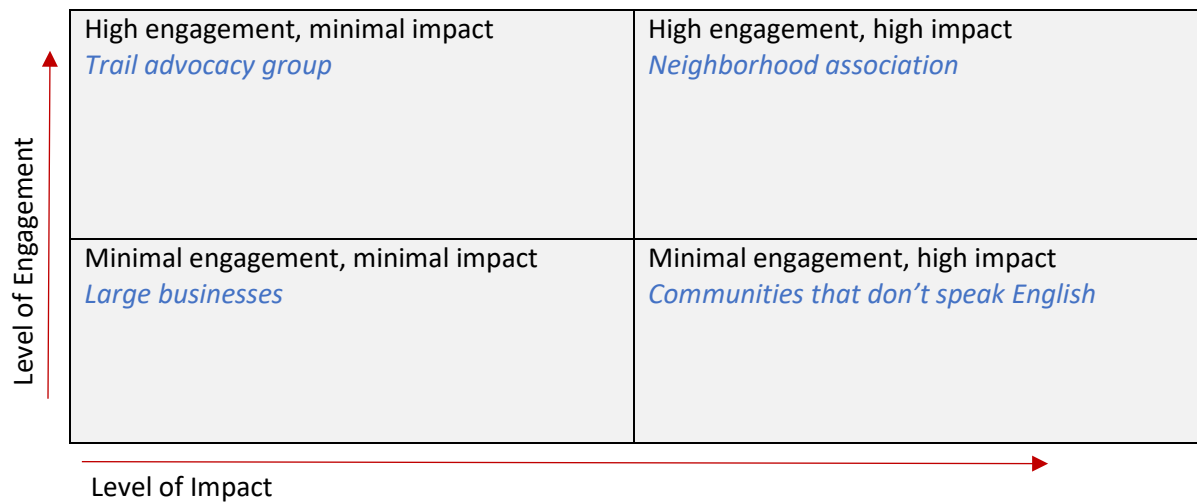
To center **racial equity** and lead with equitable engagement strategies means to disrupt traditional forms of public engagement that, intentionally or not, exclude and silence BIPOC, low-income, immigrant and refugees, and people with disabilities. In this next step your project team will identify who is **impacted** by your project and who needs to be **prioritized** through your engagement plan.

What are **anticipated impacts** of this project? (intended and unintended)

Intended Impacts	Unintended Impacts	Impacted external communities/stakeholders
<ul style="list-style-type: none"> <li><i>New and only park in neighborhood</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Gentrification as a result of new park</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Neighborhood residents</i></li> <li><i>Immigrant, low-income communities in the area</i></li> </ul>

#### 4. Power analysis

Knowing the **impacted external stakeholders and communities**, use the following power analysis exercise to identify what groups have historically engaged in your public participation process in relation to their level of influence and experienced impact. Place groups in the appropriate quadrant as you understand them given your previous projects and experiences. Be as honest as you can, no matter how uncomfortable it may be. The purpose of this activity is to understand where power lies and where it needs to shift.



With this understanding – what is your goal with engaging highly impacted communities who have not been previously engaged or had influence on previous community engagement processes? How will you ensure that you reach this goal?

*This community engagement process will be grounded in racial equity and will prioritize...*

#### 5. Redistribution of decision-making power

Effective and meaningful community engagement **redistributes power** to communities whose power has not been recognized by government institutions. To truly implement meaningful engagement opportunities requires institutions to let go of decision-making power. This demands that you identify



critical decision points that impact your project outcome and create engagement opportunities for communities to make those decisions. This next step is critical in ensuring that community engagement is not just a “listening session” or “open house” but an actual opportunity for communities to have **decision-making power** and **impact** the final outcome of your project.

Use the following matrix to identify the decisions that have been made and need to be made throughout the development of your project, the constraints around each decision (if any), who is the decision-maker, and how they impact the final outcome. For decisions that will be made by external community members identify what level of engagement will be needed using the [Spectrum of Community Engagement](#). *Expect this section to change based on feedback from community engagement staff and other partners involved in this process.*

Decision	Constraints	Decision-maker	How does it impact the final outcome?	Level of engagement (if any)
<i>Project must be capital construction</i>	<i>Funding restrictions</i>	<i>Funder</i>	<i>Determines type of project</i>	<i>N/A</i>

**Transparency** is essential to community engagement and that means being transparent about the decision-making power that communities have on the outcome of a project. This includes sharing how and why input was or was not incorporated into the development of the project. Having identified the decisions at hand, answer following questions:

Are there perceived constraints that are limiting community input from impacting decision-making? Can these be addressed so the decisions can be made by external stakeholders?

*I.e. the timeline can be more flexible and therefore allow for community feedback to be incorporated*

Do the decisions being made by external stakeholders have significant impact on the final outcome of this project?

*I.e. project direction could change as a result of community feedback. It is now X and could be Z*

How will the input collected through engagement be implemented in the development of the project?

*I.e. the parameters of the project are X and this is the plan for implementation of community feedback*

How will you communicate what input was and was *not* implemented into the project?

*I.e. the team will follow up on outcomes through community presentations by X months*

## 6. Engagement strategies

Community engagement strategies should be **adaptive** and **responsive** to the communities you are prioritizing and to the changing circumstances. This requires reflection on previous engagement efforts and determining how to adjust to accommodate the objectives of this plan.

How have your community engagement efforts looked in the past for similar projects? Were they effective or ineffective? How will this community engagement process implement different strategies from previous efforts and why?

Identify possible barriers or challenges to connecting and involving the communities you are prioritizing:

*i.e. majority of Latinx families in the area are Spanish speakers*

Identify strategies that you will use to address these challenges and connect with and collaborate with communities that are impacted by this project:

*i.e. create Spanish and English social media flyers to post on social media channels to promote community forums*

*i.e. collaborate and compensate local Latinx, Spanish-speaking leaders to support outreach*

## 7. Engagement Activities, Timeline and Roles and Responsibilities

A community engagement plan needs to be **responsive** and **iterative**. While it is important to create a timeline it is also important to be malleable as relationships are formed and feedback is collected. Use the following template to identify the key engagement activities and a draft timeline to *guide* the process. This timeline should also include an opportunity at the end of your process for your team to report back to communities on the final outcome of the project. **This is only a foundation for the work ahead and should be guided by the intended objectives not by the dates.**

Dates	Activity/Task	Objectives	Communities/Audience	Lead
3/3/21-4/3/21	Outreach for community forums, prioritizing efforts to connect with Latinx communities	To recruit X participants for community forums, specifically Latinx participants	*Latinx communities in the area *nearby residents *neighborhood association	*community engagement coordinator

Who are the individuals involved in this project and what are their roles and responsibilities with respect to community engagement? Identify **internal** and **external** individuals and/or groups (i.e. consultants).

Roles	Responsibilities	Notes
Community engagement coordinator	Lead for community engagement plan	*list any additional details to be considered

## 8. Budget and partnerships

Community engagement involves reaching out to communities outside of dominant groups and asking for their time, energy, and experience. More often than not, institutions expect this to be done for free, further perpetuating inequities. When seeking out this knowledge, especially as a government institution, you must allocate money within your overall budget to **compensate** community members for sharing their expertise. In addition, engagement needs to be led by individuals who have **shared lived experience** with the communities you are prioritizing and have knowledge and experience with **racial equity**. Although budget restrictions present real limitations around this part of the planning, consider the following questions and ways you can address them.

What is the budget necessary to effectively and equitably complete this community engagement plan?

*I.e. X amount of overall budget can be dedicated to gift cards for participants*

Are there staff capacity needs that need to be addressed? What training or support will they receive to ensure that they lead engagement processes in an equitable and, if needed, a culturally-responsive way?

*I.e. resources for trainings are limited but project manager will collaborate with community leader to lead through culturally-responsive strategies*

What external or internal partnerships can you build to ensure that you lead an engagement process with a team that is reflective of the communities you are prioritizing?

*I.e. project manager does not identify as BIPOC but will contract and collaborate with BIPOC leader*

## 9. Evaluation

A plan for evaluation is key to ensuring that engagement strategies are effective and meeting the needs of communities. Participants engaged in the process should have opportunities to provide **honest feedback** in order to evaluate and improve engagement plans. Steps for evaluation should be built into every component of your engagement plan and feedback should be implemented as it is collected.

How will you seek out **feedback** from participants on their experience engaging in the engagement process? Include opportunities throughout and at the end of the process.

*I.e. anonymous evaluation surveys that include demographic questions will be provided after each activity*

What are steps your team and agency can commit to in order to implement this **feedback** throughout this plan as well as for future engagement processes?

*I.e. evaluation surveys will be reviewed after each activity and implemented before the next one*

Establishing parameters for evaluation of this plan is also essential to acknowledge **successes** and identify the **opportunities** for improvements. Based on your set objectives and outcomes from section 1, how will you evaluate your progress **throughout the process**? How will you evaluate the intended community engagement objectives and outcomes at the **end of the process**?

**Throughout the process**, these are key points and metrics for evaluation:

*I.e. one of the objectives is to hear from Latinx residents and the engagement period will be extended if demographic data shows that there has not been a significant number of Latinx participation*

At the **end of the project**, these are key points and metrics for evaluation:

*I.e. feedback received at Spanish-specific community forums will be incorporated in project and will be clear to participants how their comments influenced the outcome*

What other methods can be implemented to include **community perspectives** in the evaluation of your engagement plan?

*I.e. participants will be invited to focus group discussions after engagement process concludes*

What are other methods that your agency can evaluate your engagement plan?

*I.e. internal focus groups will be led by project manager after engagement process concludes*