Equitable Engagement Toolkit

DLCD
Department of
Land Conservation
& Development

For local governmental agencies
and planners in Oregon

Acknowledgments

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Introduction

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0.1 How to Use This Toolkit

The Equitable Engagement Framework: A Seven-Step Approach

The Equitable Engagement Toolkit is structured around a comprehensive, seven-step framework designed to guide practitioners through the entire engagement process.

7 Develop Reports
Communicate outcomes transparently to partners

1 Prepare
Lay the groundwork for successful engagement

2 Understand Community
Gain deep insights into community dynamics and needs

6 Apply Results
Translate findings into actions

3 Develop Strategy
Craft a strategic, inclusive approach

5 Analyze Results
Interpret data to uncover meaningful insights

4 Implement Strategy
Execute engagement activities with intention

Document Structure

The Equitable Engagement Toolkit is a comprehensive resource structured to provide both breadth and depth in supporting community engagement efforts. At its core is the seven-step Framework, which guides users through the entire engagement process.

The Framework is supported by Essential Guides & Worksheets for practical implementation, Deeper Dive Guides & Worksheets for advanced learning, and curated External Resources linking to external materials. These components create a versatile and robust toolkit that caters to various user needs and project complexities.

Toolkit	All of the content in this entire document including guides, worksheets, and external resources
Framework	The seven equitable engagement steps
Essential Guides & Worksheets	Materials meant to help the user implement and document an equitable engagement process
Deeper Dive Guides & Worksheets	Supplementary materials for further skill development and learning
External Resources	Links to external documents and websites relevant to the theory and practice of equitable engagement

Navigating the Toolkit

Table of Contents

- The Table of Contents appears in three strategic locations to introduce the: 1) Framework, 2) Essential Guides, and 3) Deeper Dives

- Each Table of Contents includes clickable links to navigate directly to specific sections and their subsections

Section Dividers: 0-7, Guides & Worksheets, Glossary, External Resources, and Appendix (Figure A)

- Appear at the start of each major section

- Navigate to sub-sections from here

- Return to the table of contents by clicking the this icon in the top right corner ✳

Section Overview (Figure B)

- Follows each section divider

- Shows all sub-sections and related guides

- All content is hyperlinked for easy access

Sidebar (Figure C)

- Click the chapter name to return to the section divider

Footer (Figure D)

- Links back to the appropriate table of contents based on your location (framework, essential guides, or deeper dive guides)

- Links back to section divider if you're in the glossary, external resources or appendix

Fast Track

Access streamlined content through hyperlinked sections marked "Fast-Track"

- Sections/ sub-sections that are Fast-Track are marked with this icon

Quick Links

- A range of yellow boxes that quickly link you to the essential/ deeper dive guides and worksheets and external resources

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- Located directly under each guide and worksheet heading, this breadcrumb trail shows the path back to its corresponding framework section

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Figure E

Figure D

Use Cases

The Equitable Engagement Toolkit is designed to support various project types and organizational capacities.

It offers tailored pathways for fast-track projects with limited budgets and timelines, standard projects with more resources and longer durations, and professional development for practitioners seeking to enhance their engagement skills.

Toolkit Uses	Project Type	Pathway
Fast-Track **Equitable Engagement**	Small projects with: • Less than $50,000 overall project budget • A timeline of less than six months • With 2 FTE staff	Subset of framework and essential guides & worksheets
Standard Use	Projects over $50,000 and longer than six months with multiple staffing capacity	Full framework and all of the essential guides & worksheets
Professional Development	Not project specific, meant for continuing education	Deeper dives guides & worksheets and resources

Fast-Track

Fast-track is for projects 6 months or fewer in duration and overall project budget of less than $50,000. Review these steps and guides, and complete these worksheets.

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0.2 About This Toolkit

Who Is this Toolkit For?

This comprehensive toolkit is designed to empower Oregon planners with strategies for equitable community engagement. It provides a framework for planning, implementing, and evaluating engagement processes across municipal projects, programs, and policies.

The toolkit's primary goal is to build the awareness, skills, relationships, and organizational capacity of local government planners in Oregon, including cities, counties, and regional governments, enabling them to engage diverse community members equitably.

Customized to Oregon's unique planning context, the toolkit not only addresses regulatory requirements set by the Oregon Department of Land Conservation and Development (DLCD) but also introduces innovative approaches for implementing Goal 1 (Citizen Involvement) and key housing and climate planning components. These include the Housing Production Strategy (HPS), Housing Capacity Analysis (HCA), and Climate-Friendly and Equitable Communities (CFEC) program.

These strategies are designed to keep community feedback at the heart of the planning process, inspiring planners with new possibilities.

This toolkit offers additional support and learning opportunities. It works in tandem with DLCD's Community Involvement Advisory Committee (CIAC) and similar local advisory bodies. It serves as a bridge between established practices and best practices in equitable community engagement.

Inside, you'll find:

- A 7-step equitable engagement framework

- Essential guides including worksheets and checklists for planning, budgeting, and measuring success

- Deeper dive guides to further skill development and learning

- A glossary of key terms

- External resources of documents and websites relevant to the theory and practice of equitable engagement

Building upon cornerstone resources like *Putting the People in Planning*, this toolkit addresses new regulatory requirements and introduces engagement best practices that center equity. It is a resource for planners, government officials, and anyone committed to advancing equitable community engagement and racial equity in planning processes.

DLCD has adopted several new administrative rules that require a higher level of engagement, evaluation, and reporting with marginalized communities. This toolkit summarizes requirements and tools to assist communities in meeting these requirements.

For detailed regulatory requirements and additional information, please refer to the appendix.

Why Equitable Community Engagement?

Beyond meeting state and federal regulatory requirements for engaging underserved populations, prioritizing equitable community engagement in planning initiatives acknowledges a crucial truth: those directly affected by policies and projects are best positioned to understand their own needs, aspirations, and challenges.

Successful equitable community engagement ensures these voices are heard, respected, and amplified in decisions that shape the future of neighborhoods and cities.

Equitable community engagement also brings several other benefits:

Reduced Conflict: Proactive community engagement helps identify and address potential conflicts early, promoting stronger partner relationships.

Strengthened Civic Voice: Community engagement empowers residents to shape decisions that affect their lives actively.

Enhanced Public Trust: Community engagement strengthens accountability and transparency in governance, fostering mutual understanding and confidence.

Better Decision-Making and Planning: Community members provide local knowledge, lived experiences, and diverse perspectives that inform better decisions and deepen understanding of local contexts.

Improved Implementation: Early community involvement builds trust and legitimacy, leading to more successful and sustainable initiatives.

Improved Community Outcomes: Equitable engagement generates social, economic, and health benefits that enhance community resilience and well-being.

Increased Equity: Engaging underserved and underrepresented communities promotes social justice by amplifying their voices and addressing systemic inequalities.

Leading with Racial Equity

This toolkit prioritizes race in addressing inequities, recognizing that racial disparities persist across all systems in the United States. We lead with race because:

- Racial inequities are deeply ingrained in American culture and governmental institutions

- These inequities are pervasive across all indicators of success

- Addressing racial equity provides a framework applicable to other areas of marginalization

This approach is not meant to rank oppressions but to create strategies that benefit all communities. We acknowledge that other groups are also underserved and adopt an intersectional approach, recognizing how race interacts with other identities, such as:
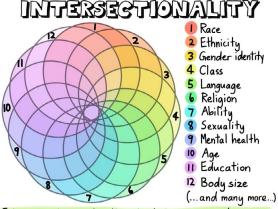
- Income level

- Housing status

- Disability

- LGBTQIA+ identity

- Age (youth and elders)

- Transportation access

- Citizenship status

We also consider urban and rural equity issues, including resource allocation, political representation, and challenges that smaller communities, rural areas, and unincorporated areas face.

This race-forward approach aligns with The State of Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan, which states:

"In addition to race, other areas of identity-based inequities, such as class and gender, are inextricably linked. While intrinsically interrelated, both research and lived experiences show that racial inequity persists beyond socio-economic factors. This plan focuses on race, not to deemphasize these connections, but as a starting point that needs urgent care and attention. Silence and inaction create the circumstances for bigotry and hatred to gain ground. Our state cannot thrive without addressing past harm and this pressing issue. As Oregon changes demographically, state agencies must formulate new approaches to ensure all residents can live and thrive in our state, across their identities. We intentionally place racial equity at the forefront in this plan to counterbalance racist policies and practices that should be dismantled."

- State of Oregon's DEI Action Plan

INTERSECTIONALITY

1 Race
2 Ethnicity
3 Gender identity
4 Class
5 Language
6 Religion
7 Ability
8 Sexuality
9 Mental health
10 Age
11 Education
12 Body size
(...and many more...)

Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege.
— Kimberlé Crenshaw —

@sylviaduckworth

Duckworth, S. (2020, August 19). Intersectionality [Infographic]. https://ecampusontario.pressbooks.pub/universaldesign/chapter/positionality-intersectionality/

What Equitable Engagement Is Not

Equitable engagement goes beyond mere numbers or tokenism. It is not:

- A "numbers game" of engaging with a set number of languages or racial groups without building trust and relationships

- Purely transactional, such as offering funding without establishing trust

- Tokenizing community members by having a single representative from each racial or cultural group speak for their entire community or serve on an advisory committee

What Equitable Engagement Is

Equitable community engagement is a dynamic, evolving practice that adapts to changing communities, climate, economy, and political landscapes. At its core, equitable engagement:

- Builds trust and relationships between community members and government

- Fosters community leadership in decision-making processes

- Evolves to provide the best service delivery to diverse communities

- Is not limited to one project, but is an ongoing conversation

- Aims to distribute decision-making power throughout a community, particularly to those traditionally excluded from power

Terminology

Throughout this toolkit, we will be using several terms to describe approaches to equitable community engagement. Some terms are defined in state and federal regulations, guidance and other terms are used to describe various communities for planning and analysis purposes.

Citizen/ community involvement: This term is defined under Oregon Statewide Planning Goal 1, Citizen Involvement in Oregon Administrative Rules 660-015-0000(1). The Oregon Department of Land Conservation and Development defines a citizen as "Any individual within the planning area; any public or private entity or association within the planning area, including corporations, governmental and private agencies, associations, firms, partnerships, joint stock companies and any group of citizens." While this term is embedded in the Oregon planning program, this toolkit uses equitable community engagement to be inclusive beyond citizenship. Common terms that may be used interchangeably in practice include public involvement, community involvement, civic engagement, and public participation.

Equitable community engagement: This concept refers to processes and practices designed to ensure that all community members have viable opportunities to meaningfully participate in decision-making and contribute to discussions that affect their lives. This approach focuses on strategies to identify and acknowledge historically and currently underserved populations who should be actively involved in the decision-making process.

Racial equity: This term refers to closing the gaps so that race can no longer predict any person's success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision, as stated in the State of Oregon's 2021 Diversity Equity and Inclusion Action Plan.

Social justice: This concept represents a process, not an outcome, which accomplishes four key objectives: (1) it seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) it challenges the roots of oppression and injustice; (3) it empowers all people to exercise self-determination and realize their full potential; and (4) it builds social solidarity and community capacity for collaborative action, as defined in the State of Oregon's 2021 Diversity Equity and Inclusion Action Plan.

Underserved populations: This term is defined in the Climate-Friendly and Equitable Communities Oregon Administrative Rule. The rule identifies these populations to include people in identified racial categories, those with limited English proficiency, people with disabilities, low-income renters, people experiencing homelessness, single parents, LGBTQIA2S+ community members, youth, seniors, and other populations identified in the rule. Additional information can be found in Section 0.4.

Vulnerable populations: This toolkit defines vulnerable populations as those that include underserved populations and other geographic locations and demographic categories, as further described in Chapter 1.2. These populations experience adverse health impacts and living conditions based on geographic proximity and exposure to adverse air quality, heat island effect, flooding, lack of safe transportation systems, access to healthy food, and other elements further described in this toolkit.

Prioritized communities to engage: Community members that have been identified and prioritized for engagement in your project. Prioritized communities include underserved populations, vulnerable populations, and other community members and organizations who have the potential to be impacted by the project as identified in the 2.3 Community Power Analysis.

Note: There are many other terms describing communities in state and federal regulations/ guidance and general use.

Additional definitions for further exploration are included in the Glossary.

0.3 State of Equitable Engagement in Oregon

Understanding Oregon Historical Context and Current Patterns

Planners and community engagement professionals must operate with a deep understanding of Oregon's historical context, including discriminatory policies and practices. This knowledge illuminates the root causes of current tensions and inequities, particularly the systemic racial injustices that have profoundly affected underserved populations, especially Black and Indigenous peoples.

Communities historically used housing lending restrictions and redlining to benefit specific communities at the expense of others. When these practices were outlawed, cities used exclusionary zoning to protect those with wealth, which continues today.

Cities and the state have long located highways where they would receive the least political blow-back - meaning in communities with the least resources, often with high concentrations of poor people and people of color, and virtually never through affluent white neighborhoods. This pattern of putting polluting infrastructure in these neighborhoods, or expanding highways in those neighborhoods, continues as current practice.

Key Historical Elements

Indigenous Stewardship: Since time immemorial, what we now call Oregon has been home to numerous Indigenous bands, clans, and Tribes, each with rich cultures and profound connections to the land. There is a history of government harm by colonization, forced displacement, Tribal status termination, and a lack of recognition of treaty rights.

Exclusionary Foundation: Oregon's territorial and state constitutions included explicit racial exclusion laws, setting a precedent for systemic discrimination in land ownership, housing, and civic participation.

Discriminatory Planning History: Historical practices, including redlining, restrictive covenants, and urban renewal projects, systematically excluded communities of color from specific neighborhoods and opportunities for property ownership.

Land Use Planning Legacy: Oregon's unique statewide land use planning system has historically overlooked impacts on marginalized communities. Past policies and practices have created generational trauma and distrust that continue to challenge relationship-building efforts today.

Ongoing Impact: These historical inequities continue to shape current disparities in housing access, neighborhood investment, and community engagement in planning processes.

This toolkit offers resources and guides for investigating your community's specific history of inequities. Such historical understanding is crucial, particularly when addressing requirements like those in the Climate-Friendly and Equitable Communities (CFEC) program and Housing Production Strategy (HPS) Program. These initiatives call for thorough documentation and the development of public policies and programs that directly address past harms and current inequities.

By acknowledging and comprehending this history, planners and engagement professionals can:

- Work more effectively towards building trust

- Foster truly inclusive communities

- Develop equitable policies and practices that address historical wrongs

- Create meaningful engagement strategies that resonate with diverse community experiences

- Identify and repeal inequitable policies and practices that persist

- Better understand current disparities in housing outcomes using this toolkit's community explorer tool

Recognizing this historical context is not about dwelling on the past but about informing a more equitable and inclusive future for all Oregonians.

> **Resources**
>
> Oregon History Resource List

Toolkit Development: Insights from Oregon Practitioners

DLCD's Equitable Engagement Toolkit Survey, which gathered insights from community engagement practitioners across Oregon, informed the development of this toolkit. The survey aimed to collect input on:

- Challenges in conducting equitable community engagement

- Types of engagement experiences

- Data sources and toolkits used

The survey, with 52 respondents, included public and private practitioners in Oregon.

Key Findings from Oregon Practitioners

Respondent Profile

- Primarily city, county, and regional government staff

- Focus on land use and transportation planning

Work Organization

- Most use a combination of in-house staff and consultants

- Common outsourcing: engagement/facilitation, technical expertise, community relations

- Smaller programs mainly outsource translation, interpretation, and graphic design

Racial Justice in Planning

- General incorporation of racial justice principles

Gaps in:

- Benefits and burdens analysis

- Adopting AFFH (Affirmatively Furthering Fair Housing) policies

- Understanding the impacts of past policies and historical and current injustices

Data Sources Used for Collecting Demographic Information

- Most common: U.S. Census Data, school district data, county public health data

- Additional needs: Higher resolution local data, information on houseless community members

- Limited familiarity with EJScreen and Justice40 mapping tools

Guiding Principles

- Cultural humility is perceived as the most effective approach for working with communities whose culture is different from yours

- Psychological safety creates an environment for participants to feel safe to take risks, speak up, and share ideas and concerns without fear of negative consequences
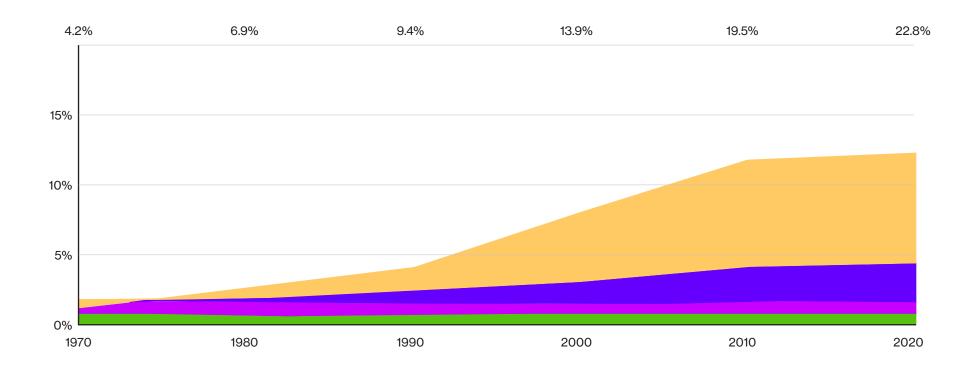
Success Measurement

- Most stop at reporting to decision-makers and documenting results

- Few systematically demonstrate the incorporation of public input into planning outcomes

- Evaluation is often based on participant numbers rather than project impact

These insights, which highlight both the progress made and the areas for improvement in equitable community engagement practices across Oregon, have been instrumental in shaping the practical guides, resources, and strategies presented in this document. The toolkit is designed to address these gaps and build upon existing strengths to enhance equitable engagement outcomes.

For complete survey results, please refer to Appendix - DLCD Equitable Community Engagement Survey Results.

Oregon Demographics: Non-White Population (1970-2020)

Source: U.S. Census Bureau Decennial Census

Oregon Demographics: Population Estimates & Percentages by Decade

Race/ Ethnicity	1970	1980	1990	2000	2010	2020
Hispanic/ Latin	22,206 (1.1%)	65,847 (2.5%)	112,707 (4.0%)	275,314 (8.0%)	450,062 (11.7%)	588,757 (13.9%)
Asian/ Pacific Islander	14,164 (0.7%)	44,775 (1.7%)	67,624 (2.4%)	103,243 (3.0%)	153,883 (4.0%)	203,253 (4.8%)
Black	26,308 (1.3%)	36,887 (1.4%)	45,083 (1.6%)	55,064 (1.%)	76,942 (2.0%)	93,124 (2.2%)
American Indian/ Alaska Native	22,206 (1.1%)	34,251 (1.3%)	39,448 (1.4%)	44,728 (1.3%)	69,247 (1.8%)	80,444 (1.9%)
Total Non-White	84,884 (4.2%)	181,760 (6.9%)	264,862 (9.4%)	478,349 (13.9%)	750,134 (19.5%)	965,578 (22.8%)

0.4 Applicability of Oregon's Regulatory Framework

Oregon's Land Use Planning Program

Oregon's land use program recognizes community engagement as crucial to all planning projects, as embodied in Goal 1: Citizen Involvement. This commitment extends to all Statewide Planning Goals, emphasizing community-driven planning to create thriving, inclusive communities. This approach centers on racial equity and incorporates frameworks such as Affirmatively Furthering Fair Housing (AFFH) and the Civil Rights Act.

Key land use programs that include requirements for community engagement include:

- Housing Production Strategy (HPS) Program

- Climate-Friendly and Equitable Communities (CFEC) Program

Goal One: Citizen Involvement OAR 660-015-0000(1)

Purpose: "To develop a citizen involvement program that ensures the opportunity for citizens to be involved in all phases of the planning process."

Governing bodies must adopt and publicize a program for citizen involvement that:

- Clearly defines procedures for public involvement

- Is appropriate to the scale of the planning effort

- Provides continuity of citizen participation

- Enables citizens to identify and comprehend the issues

Evolution of "Citizen" Definition

Since Goal One's adoption, Oregon's population has become more diverse. Recognizing that many community members may not be U.S. citizens, DLCD embraces the Oregon Department of Justice definition of "citizen," which reads:

"Any individual within the planning area, any public or private entity or association within the planning area, including corporations, governmental and private agencies, associations, firms, partnerships, joint stock companies, and any group of citizens."

This inclusive definition is intended to provide assurance that community members, regardless of citizenship status, have opportunities for engagement in the planning process.

Climate-Friendly and Equitable Communities

The Climate-Friendly and Equitable Communities Program, initiated by DLCD, addresses climate change while promoting equity in Oregon's metro areas. It focuses on:

- Reducing climate pollution from transportation

- Encouraging walkable, mixed-use development

- Boosting housing choices and affordability

- Improving access to quality transportation options

The program expands inclusive community participation in planning, ensuring climate-friendly benefits reach historically underserved populations.

Housing Production Strategy

The Housing Production Strategy is a comprehensive city-wide action plan encompassing all domains in a city's control to promote housing production, affordability, and choice. It must include a list of specific actions that ensure the opportunity for and promote the provision of Needed Housing to meet Housing Production Targets for the city's six- or eight-year HPS cycle. The provision of Needed Housing includes its development, preservation, adaptation, and maintenance under the principles of Affirmatively Furthering Fair Housing. It includes Strategies to Meet Current and Future Housing Needs.

Equitable community engagement is central to this program, addressing disparities in housing access and affordability. The program emphasizes community engagement to ensure housing solutions reflect local needs and preferences. The program also promotes sustainable and resilient housing developments, contributing to Oregon's efforts to create equitable, inclusive, and sustainable communities.

Title VI of the Civil Rights Act

Title VI of the Civil Rights Act of 1964 requires that "no person shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Organizations receiving federal funding are prohibited from engaging in intentional discrimination based on race, color, or national origin, including limited English proficiency. However, taking actions to address known health disparities, or discriminatory outcomes is not itself discrimination.

While every local planning study may not be specifically funded with federal dollars, most local governmental agencies do receive federal funds in some manner, either through direct federal grants or through programs administered by state agencies. This equitable community engagement toolkit contains many tools planners may use in meeting Title VI requirements. However, local governments are ultimately responsible for ensuring their engagement processes comply with federal standards.

More specific guidance from ODOT can be found here:

Oregon Department of Transportation

Oregon Department of Transportation. (2015). Title VI and Environmental Justice Implementation Plan Guidance for Transportation Planning. https://www.oregon.gov/ODOT/Planning/Documents/TitleVI-EJ_Guidance.pdf

Recommendations for Compliance with Title VI

- Conduct a demographic analysis early in the planning process. Consult local organizations and community groups to refine the understanding of underserved communities

- Develop a robust community engagement plan that ensures participation from all community members, especially underserved communities. Include targeted outreach strategies for communities that have been difficult to reach or have been underrepresented in public/ civic engagement processes

- During implementation, consider the benefits and burdens of the proposed project. Use the results of your benefits and burdens analysis, inclusive of all anticipated measurable impacts to stratified populations to ensure non-discrimination. Proactively mitigate for disproportionate impacts considering community vulnerability

- Document Title VI and Environmental Justice considerations and decisions throughout the planning process. Ensure these records are accessible to all interested parties to demonstrate compliance and transparency

- Engage interested parties, including community groups to ensure representation of underserved communities early and consistently throughout the project

Consultation with Federally Recognized Tribes & Engagement with Native Americans in Oregon

DLCD's administrative rules have new requirements for local governments for engaging with Federally Recognized Tribes and Indigenous Native Americans. This section provides guidance to local jurisdictions and references to these requirements.

Understanding Key Distinctions

While Native American is a racial identity, Tribal membership is a cultural and political designation. Not all Native Americans are members of Federally Recognized Tribes. This distinction leads to two different engagement approaches:

Federally Recognized Tribes: Engagement occurs through formal government-to-government relationships, with specific legal requirements and guidelines for these interactions.

Native American Individuals: These community members may live within your jurisdiction but may not be Tribal members, requiring different outreach strategies.

Tribal Government Engagement Requirements by Program

Climate-Friendly and Equitable Communities Program

Oregon's administrative rules mandate cities and counties in metro areas:

- Identify Federally Recognized Tribes with ancestral lands in the planning area

- Notify these Tribal governments of project activities

- Regularly assess and report on engagement progress

DLCD Goal 5 Cultural Areas Rule

These rules may require local governments to:

- Notify Tribal governments of ground-disturbing activities requiring a permit

- Provide notice to Tribal governments of urban growth boundary expansions

- Provide information to applicants about state laws protecting archaeological resources

- Develop optional memoranda of understanding with one or more Tribal governments

Housing Production Strategy

Cities must fulfill Tribal engagement requirements by:

- Notifying all Tribal governments (identified by the Oregon Legislative Commission on Indian Services) with ancestral connections to lands within city jurisdiction or approved expansion areas

- Inviting government-to-government consultation and staff coordination for:

  - City's contextualized housing need assessment

  - Housing Production Strategy development

  - Housing acceleration program audits to identify production barriers

- Completing all follow-up consultations and coordination requested by Tribal governments

Guidance Resources

DLCD's Government-to-Government Relations Policy: Offers additional guidance on Federally Recognized Tribal relations for state agencies

Federal Guidance: The EPA provides best practices for Tribal and Indigenous engagement in NEPA processes

Key Considerations for Consulting with Tribal Governments and Engaging with Native American Community Members

Consult your agency's legal counsel for specific guidance on Tribal Consultation

- See information provided by the Oregon's Legislative Commission on Indian Services

- Recognize that notification and engagement requirements may vary by project type and scope

- Understand that Tribal Consultation is a formal, government-to-government process

- Distinguish between Tribal Consultation and engagement with Indigenous communities

Prepare

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1

1 PREPARE

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1.1 Mindsets, Principles, Power & Decision Making

Mindsets

Mindsets are what we believe in and how we view the world. They are shaped by your upbringing, your social location and other lived experiences. Social location or social position is how your identity influences your power and privileges in society. Mindsets are also shaped by you and your organization's relationship to power, systems of governing, oppression and institutional culture.

It's important to examine both your individual and your agency's mindsets. Here are a few mindsets to explore before beginning your equitable community engagement planning:

- Dominant culture mindsets are beliefs and views that align with mainstream American culture

  - For example, the belief that hard work guarantees success often stems from privileged experiences within the dominant culture. Someone whose family has achieved financial stability through traditional paths - like higher education and corporate careers - may view this as a universal truth rather than recognizing how inherited wealth, social connections, and systemic advantages shaped their success

  - This perspective can lead them to judge others' circumstances through this limited lens, assuming that anyone who hasn't achieved similar success simply hasn't worked hard enough, while overlooking the very real barriers for many people

- Equity mindsets include concepts and principles which recognize the historical exclusion of certain groups to access, power and prosperity

- Growth mindsets are a personal and organizational culture of continuous learning and improvement, that encourages us to be open to making mistakes and learning from those mistakes

Guiding Questions

Here are a few questions for you to ask yourself to support your mindset exploration:

- What dominant mindsets can you identify within yourself or your organization?

- What equity mindsets can you identify within yourself or your organization?

- Do you and your organization have a growth mindset? If not, what are some ways to shift those mindsets?

Once you've answered these questions, where do you see your gaps in understanding and areas for further learning and application in your project and ongoing? Review the table of contents to find topics that apply.

Principles

Principles are actionable values that underpin a project, effort, or campaign. They embody your team's intentions for designing and conducting community engagement and the underlying motivation for your work. These principles serve dual purposes:

• They provide a guiding set of values for your engagement efforts.

• They offer a basis for future evaluation, helping you assess whether your project embodied or achieved these values.

What follows are some examples of key principles in community engagement.

Key Principles in Community Engagement

Inclusivity: We commit to ensuring all voices, especially those from underserved and underrepresented communities, are actively invited and welcomed into the engagement process. By removing participation barriers, creating diverse and representative groups, and valuing each individual's contribution, we strive to ensure decisions have fair benefits, costs, and tradeoffs.

Transparency: We openly share information about the project and engagement process, its purpose, methods, and expected outcomes. By keeping partners informed through clear, accessible communication, we build trusting relationships. Transparency enables deeper engagement by providing the community with the information needed for informed feedback and ensures participation from diverse backgrounds.

Accountability: We clearly communicate decision-making power, follow through on commitments, and explain how community feedback influences decisions. By aligning our words and actions, we demonstrate integrity and build trust.

Empowerment: We provide participants with tools, resources, and opportunities to influence the engagement process. By building capacity and confidence in community members, we encourage active participation in decision-making.

Equity: We pursue fair treatment, opportunities, and outcomes for all participants, with particular attention to historically underserved populations. We strive to identify and address systemic barriers and disparities to create a more just and inclusive process.

Justice: We extend our focus beyond synchronic equity to address and rectify historical and systemic injustices. We aim to transform structures and systems, ensuring a fair, inclusive, and sustainable future.

Continuous Improvement: We commit to ongoing learning and growth, recognizing that each individual has valuable contributions and areas for further development. This principle fosters an environment of constant enhancement in our engagement practices.

The Spectrum of Community Engagement to Ownership
Adapted from Rosa Gonzalez, Facilitating Power

Stance	IGNORE 0	INFORM 1	CONSULT 2	INVOLVE 3	COLLABORATE 4	DEFER TO 5
Goals	Marginalization	Placation	Tokenization	Voice	Delegated Power	Community Ownership
Potential Impact	Deny access to decision-making processes	Provide relevant information	Gather input from the community	Ensure community needs and assets are integrated into the process and inform planning	Community plays a leadership role in implementation of decisions	Foster democratic participation and equity through community driven decision-making
Message	*Your voice, needs and interests do not matter*	*We will keep you informed*	*We care what you think*	*You are making us think and act differently about the issue*	*Your leadership, expertise are critical to how we address the issue*	*It's time to unlock collective power and capacity for transformative solutions*
Activities	Closed-door meeting Misinformation	Fact sheets Open houses Presentations Billboards Videos	Public comment Focus groups Community forums Surveys	Organizing and advocacy House meetings Workshops Polling Community forums	MOUs with CBOs Organizing Advisory bodies Open planning Citizen votes	Community-driven planning Consensus building Participatory action Participatory budgeting Cooperatives
Resource Allocation	100% System admin	70-90% System admin 10-30% Promotions and publicity	60-80% System admin 20-40% Consultant activities	50-60% System admin 40-50% Community involvement	20-50% System admin 50-70% Community partners	80-100% Community partners and community driven processes

Power & Decision-Making

Historical and current circumstances have created significant power differentials among groups and individuals participating in public engagement. These imbalances stem from various factors, including laws, regulations, social norms, economic policies, and structural discrimination. Recognizing and addressing these power dynamics is crucial for creating equitable engagement and decision-making opportunities.

Defining Power in Community Engagement

Power manifests in various forms, including:

• Resource Access: Technology, transportation, generational wealth (financial, property, or social standing)

• Relationships: Connections with decision-making authorities

• Language: English fluency

• Physical and Mental Abilities

• Personal Identities: Gender, sexual orientation, race, ethnicity

• Housing Status

• Citizenship Status

• Educational Background

• Geographic Location: Rural/small communities

• Time Flexibility

Understanding Power Dynamics

Conducting a Community Power Analysis before developing your engagement plan provides valuable insights into relationships, power structures, impact, and influence within your community. This tool, detailed in Chapter 2, helps identify potential barriers and opportunities for equitable engagement.

Integrating Equitable Decision-Making

Decision-making is a cornerstone of equitable community engagement. Key strategies include:
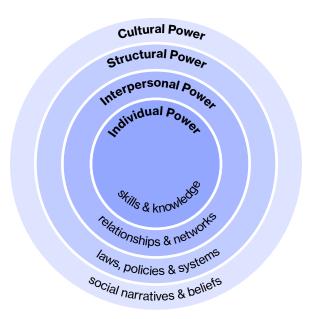
Providing Opportunities: Ensure underserved/ priority populations have an equitable share in decision-making power throughout the process.

Documenting Input: Systematically record and consider input from underserved communities.

Focusing on Impact: Prioritize the voices of those most affected by government policies.

By integrating these decision-making opportunities and carefully documenting input from underserved communities, you can help ensure that equitable outcomes are shaped by those most impacted by government policies. This approach forms a solid foundation for equitable community engagement and public policy-making.

True equity in decision-making goes beyond mere inclusion — it involves actively empowering traditionally marginalized voices and ensuring their perspectives significantly influence outcomes.

Concentric circles diagram: Cultural Power, Structural Power, Interpersonal Power, Individual Power; inner labels: skills & knowledge, relationships & networks, laws, policies & systems, social narratives & beliefs

Essential Guides & Worksheets

1.1A Organization & Personal Self-Assessment

Deeper Dive Guides & Worksheets

1.1B Self-reflection Worksheet

1.2 Starting Considerations

Effective community engagement demands a nuanced and thoughtful approach, particularly with unfamiliar groups. This section provides a useful framework of key considerations and guiding questions designed to help practitioners develop a deep understanding of community dynamics.

This reflective process ensures that your approach remains dynamic, responsive, and aligned with the evolving needs of the communities you serve.

Impact of Past & Current Actions on Relationships

Historical interactions between communities and government agencies significantly influence current relationships. Often, repeated engagements without visible action lead to community skepticism. Moreover, while practitioners may view initiatives as distinct, communities usually perceive the government as monolithic, coloring their expectations based on past experiences.

Guiding Questions

Here are a few questions for you to ask yourself to support your exploration:

- How can past engagement efforts inform the current project?

- What historical policies and practices have shaped priority communities' experiences?

Once you've answered these questions, where do you see your gaps in understanding and areas for further learning and application in your project and ongoing? Go to Chapter 2.2 - Evaluate Existing Conditions for more information.

Diverse and Interconnected Community Concerns

Communities often view issues holistically, in contrast to the segmented approach of bureaucratic structures. Additionally, communities are not monoliths, but have heterogeneity beyond simple racial, cultural, or other easily measurable categories that is crucial to recognize. This understanding helps determine when agency representatives should lead outreach and when external facilitators might be more effective.

Guiding Questions

Here are a few questions for you to ask yourself to support your exploration:

- What are the primary concerns for community members regarding their past, present, and future?

- How might cultural values and beliefs influence community preferences about the tone, pace, and style of engagement?

- Where do internal disagreements and diversity exist within priority communities?

Once you've answered these questions, where do you see your gaps in understanding and areas for further learning and application in your project and ongoing? Go to Chapter 2 - Understand Community for more details about how to do this.

Community Vulnerability

Community vulnerability stems from various factors, including economic cycles (boom-and-bust periods), environmental hazards, and unexpected crises (e.g. housing crises or pandemics). Effective planning must consider exposure to hazards, susceptibility to harm, protective factors, and adaptive capacities. Vulnerability results from adverse health impacts, unsafe living conditions, fragile livelihoods, and political marginalization that are exacerbated when disruption events (such as a recession) occur.

A comprehensive understanding of vulnerability encompasses four key elements:

• Hazard exposure

• Susceptibility to harm

• Personal or social protective factors

• Capacity to cope or adapt

For instance, consider urban heat as a hazard:

• Some individuals face greater exposure by living in hotter areas.

• Elders, youth, and those with pre-existing health conditions are more susceptible to heat-related harm.

• Lower-income residents may struggle to afford heat mitigation measures like air conditioning.

• Socially isolated individuals might struggle to access alternative housing or cooling centers during extreme heat events.

Causes of Vulnerability

Vulnerability arises when a community's capacity to anticipate, understand, prevent, adapt to, and avoid hazards is impeded. These impediments can be categorized into several interconnected domains:

• Decision-making power

• Financial resources

• Natural resources

• Infrastructure

• Knowledge and skills

• Social resources

By recognizing these multifaceted aspects of vulnerability, planners and community engagement professionals can develop more comprehensive, equitable, and practical strategies to build community resilience.

Guiding Questions

Here are a few questions for you to ask yourself to support your exploration:

• What are known infrastructure deficits, social or economic challenges faced by communities in your planning area?

• How might your current planning efforts impact socially, economically, or environmentally vulnerable groups?

• How can this project help to address inequities within underserved communities?

Once you've answered these questions, where do you see your gaps in understanding and areas for further learning and application in your project and ongoing? Go to Chapter 2.1 Identify Underserved Communities for more information.

Accessibility

Ensuring physical and cognitive accessibility is paramount in community engagement and a legal obligation. The Americans with Disabilities Act (ADA) and other federal and state laws require public entities to make their programs, services, and activities accessible to individuals with disabilities. This legal framework mandates that:

• Public entities must make their best effort to provide reasonable accommodations when requested

• These accommodations should be made unless doing so would fundamentally alter the nature of the service, program, or activity or impose an undue financial or administrative burden

In practice, this means:

• Proactively planning for accessibility in all engagement activities, ensuring that you are prepared and confident in your approach

• Responding promptly and effectively to accommodation requests

• Ensuring that physical spaces, digital platforms, and communication methods are accessible to people with various disabilities

• Providing alternative formats for materials (e.g., large print, Braille, audio versions)

• Offering sign language interpretation or real-time captioning when needed

• Offering multiple options for participating (e.g., hybrid meetings, accepting both written and verbal feedback)

• Adding language on project materials that these accommodations can be made by request, who they can contact

Failure to address these needs risks excluding significant segments of the community and potentially violating legal requirements. By prioritizing accessibility, you ensure compliance with the law, demonstrate respect for all community members, and enhance your engagement efforts' overall effectiveness and inclusivity.

Further information on accessibility of engagement materials will be covered in 4.2 Planning for Accessibility.

Guiding Questions

Here are a few questions for you to ask yourself to support your exploration:

• What accessibility concerns should be anticipated and communicated based on past engagement experiences?

• What essential services need to be established to anticipate accommodation needs?

Once you've answered these questions, where do you see your gaps in understanding and areas for further learning and application in your project and ongoing?

Go to 3.5 Outline Engagement Events & Key Project Milestones and 4.2 Planning for Accessibility; and corresponding Essential Guides and Worksheets 3.3A Accessibility Plan, and 3.3B Creating English Language Learner Friendly Publications for more information.

1.3 Foundational Practices

Equitable community engagement is built on a foundation of specialized practices - skills, ideas, principles, and goals - empowering planners to create more inclusive and effective participation processes. These practices, often developed and refined within professional communities, ensure that all community members feel valued, understood, and genuinely involved in decision-making.

Our practitioner survey revealed three critical areas where local government staff need consistent resources and skill-building opportunities:

• Unbiased listening

• Responding to sensitive issues beyond personal experience

• Building relationships of trust

To address these needs, we focus on three core practices:
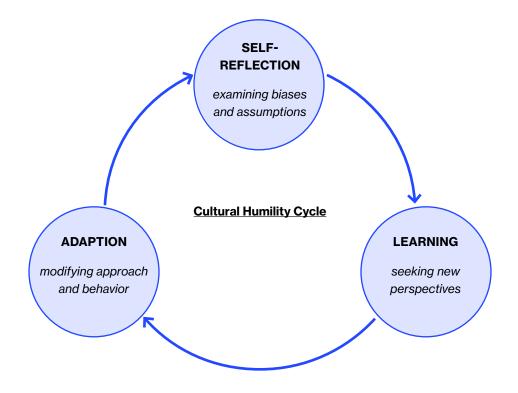
1. **Cultural Humility**

2. **Equitable Facilitation**

3. **Conflict Resolution**

These practices and their supportive skills enable practitioners to navigate the complex landscape between their roles as public servants and community members. By adopting these approaches, planners can create engagement processes that are not only more equitable but also more effective in capturing the diverse voices within their communities.

As we explore each practice, we'll provide practical strategies and tools to help you develop these crucial skills, ultimately leading to more inclusive, responsive, and impactful community engagement efforts.

"
In my experience, continual reflection on personal and cultural bias is essential. I continue to find ways in which our work tends to privilege ways of interacting and engaging with others that are very formal, transactional, etc.

- Equitable Engagement Survey Participant

Cultural Humility Cycle

SELF-REFLECTION
examining biases and assumptions

LEARNING
seeking new perspectives

ADAPTION
modifying approach and behavior

Practice #1: Cultural Humility

Cultural humility is a dynamic approach that involves:

- Being aware of and respectful of cultural differences
- Continuously evaluating our own cultural context
- Responding effectively to the cultural contexts of communities we serve

This practice recognizes that culture profoundly influences communication, decision-making, and worldviews. Cultural humility is an ongoing process of:

- Self-exploration and self-critique
- Willingness to learn from others
- Open-minded learning about diverse cultural perspectives and values
- Developing the ability to identify our own cultural assumptions

Cultural humility requires us to understand that cultures are not static and approach each interaction with an open mind, ready to learn and adapt. It also involves recognizing power dynamics among cultures and helping practitioners identify when dominant cultural attitudes may impede authentic community participation.

Key Strategies for Practicing Cultural Humility

Educate Yourself: Invest time in learning about the cultural backgrounds, traditions, communication styles, and norms of the communities you engage with.

Avoid Assumptions: Recognize that your cultural lens may not apply universally. What's considered respectful in one culture may be perceived differently in another.

Incorporate Inclusive Practices: Actively engage cultural leaders and use culturally-appropriate techniques, language, symbols, and materials in all engagement activities.

Supportive Skills for Practicing Cultural Humility

Reducing Implicit Bias

- Recognize unconscious attitudes shaped by personal and societal factors
- Develop empathy for diverse experiences, and acknowledge individual uniqueness
- Continuously refine perceptions of different groups

Cultivating a Growth Mindset

- Embrace new perspectives, and view challenges as opportunities
- Adapt practices for diverse communities
- Foster continuous learning in challenging situations

Enhancing Power and Position Awareness

- Reflect on personal social location (race, gender, class)
- Recognize how position shapes perspectives
- Embrace power and privilege frameworks

Use awareness to:

- Anticipate community needs
- Empathize with diverse viewpoints
- Gain insights into different experiences
- Foster inclusive processes
- Maximize engagement impact

Deeper Dive Guides & Worksheets

1.3C Power & Social Position
1.3D - Understanding & Mitigating Implicit Bias and Stereotyping

Resources

Cultural Humility, University of Oregon

Growth Mindset for Adult Learners

"What Having a Growth Mindset Really Means", Harvard Business Review

Practice #2: Equitable Facilitation

Equitable facilitation, a holistic approach to designing and conducting community events, acknowledges and addresses uneven power dynamics and structural disparities, creating an environment where all participants can engage freely and authentically throughout the process — before, during, and after events.

Key Strategies for Equitable Facilitation

• Ensure accessibility for all participants

• Develop balanced group agreements that address participation inequities

• Guide facilitation actively based on these agreements

• Be aware of group power structures and prioritize voices with less power

Supportive Skills for Equitable Facilitation

• Promoting Psychological Safety

• Creating an environment where participants feel:

  • Their identity and contributions are valued

  • Safe to disagree and express diverse viewpoints

  • Comfortable making mistakes as part of the learning process

This approach fosters open expression of thoughts, ideas, and concerns without fear of judgment or reprisal.

Applying a Trauma-Informed Lens

Recognize that community members may have experienced trauma affecting their participation. Prioritize:

Safety: Foster secure and supportive environments — both physically and emotionally — by modeling respectful behavior, explicitly acknowledging the emotional climate, and ensuring accountability to the group's agreements.

Empowerment: Give participants a voice and choice in the engagement process.

Flexibility: Accommodate varying levels of participation and engagement styles.

Practicing Reflexivity

Engage in ongoing self-reflection and learning:

Adopt a Beginner's Mindset: Seek and welcome feedback on engagement methods.

Conduct Regular Self-Assessments: Reflect on personal values, assumptions, and behaviors.

Adapt and Improve: Use insights to refine your approach continuously.

"
In our city, there are some divisions within specific Black or Indigenous populations that require socially competent and aware folx to navigate.

- Equitable Engagement Survey Participant

Essential Guides & Worksheets

1.3A Example Group Agreements
1.3B Practicing Across Difference

Resources

The Four Stages of Psychological Safety, Trauma Informed Oregon

Practice #3: Conflict Resolution

Land use decisions often ignite conflicting interests among various interested parties, rooted in diverse perceptions and values. Practitioners must skillfully navigate these complexities, considering relationships, personalities, and historical contexts that can lead to conflicts.

Adept conflict management can transform tension into empowerment, such as:

• Avoiding unhealthy conflict (artificial peace or destructive confrontation)

• Steering toward a constructive resolution

The Art of Navigating Conflict

Navigating conflict is a nuanced skill that develops with practice. As mediators, practitioners can:

• De-escalate conflicts

• Facilitate clear communication

• Foster an environment of mutual respect

• Empower parties to find common ground and reach resolutions

Remember, conflict resolution has no set timeframe. Patience is crucial, as resolution may occur swiftly or require extended dialogue. If tensions flare, consider rescheduling when cooler heads can prevail. Use this time for individual conversations to realign the process.

Key Strategies for Conflict Resolution

Pace the Conversation: Slow down discussions or take breaks to check in with participants.

Reframe Unhelpful Statements: Restate in your own words what you see is the issue.

Identify Common Ground: Foster mutual understanding and agreement.

Guide Towards Consensus: Help parties find a path forward.

Supportive Skills for Conflict Resolution

Active and Affirmative Listening

This critical skill requires:

• Total concentration on community members' concerns

• Deep understanding of spoken words

• Ability to paraphrase accurately

• Interpretation of emotions and intentions behind words

• Thoughtful responses

> **Resources**
>
> Conflict Resolution in Public Participation
>
> Get in Formation: A Community Safety Toolkit

Empathetic Communication

This skill involves:

• Interpreting subtle emotional cues

• Understanding underlying needs

• Responding appropriately to non-verbal signals

• Addressing discrepancies between verbal agreement and body language

• Effectively supporting and addressing underlying concerns

Safety Planning and De-escalation Training

This proactive strategy ensures:

• Participant well-being

• Effective conflict handling

• Preparedness for potentially challenging situations

> **Deeper Dive Guides & Worksheets**
>
> 1.3E Navigating Conflict
> 1.3F Developing Your Empathic Communication
> 1.3G Active Listening Exercises

1.4 Essential Project Resources

As you prepare to kick off your project, successful implementation of equitable engagement initiatives requires meticulous planning and resource allocation.

This section provides examples of essential resources to consider at the beginning of your project Not everything on this list will be relevant for every project. These include:

Budget

A well-planned budget is critical for covering expenses and ensuring initiative sustainability.

Budget Planning: Estimate expenses for all phases, from analysis to follow-up.

Strategic Allocation: Prioritize resources for inclusive activities.

Diverse Funding: Explore grants, sponsorships, and investing funding in community partnerships.

Staffing

The right team significantly impacts engagement effectiveness.

Clear Role Definition: Outline each team member's responsibilities.

Diverse Composition: Build a team reflecting community diversity.

Continuous Development: Provide or participate in ongoing training in equitable engagement practices or related topics.

Technology

Leverage technology to enhance engagement reach and efficiency, complementing traditional methods. Always provide non-digital alternatives for full community participation.

Accessibility and Inclusivity: Assess community digital literacy and access. Select accessible technologies, offering training and device loans if possible. Provide diverse feedback channels to empower community control over engagement.

Diverse Communication Platforms: Blend social media, webinars, and interactive websites with user-friendly video conferencing. Consider specialized platforms for targeted outreach.

Interactive Visualization: Use collaborative tools like Miro or ArcGIS StoryMaps for brainstorming and visual narratives. Ensure mobile optimization for broader access.

Accessibility Enhancements: Implement screen readers, closed captioning, alt text, and clarity-enhancing tools for written content.

Feedback Mechanisms: Utilize survey platforms and real-time polling tools for efficient feedback collection.

Artificial Intelligence (AI) Integration: Depending on your organization's AI policy, leverage AI for translation and feedback analysis while maintaining transparency, human oversight, and data security. Address potential biases.

Strategic Relationships

Build relationships with key community members to enhance credibility.

Community Partner Identification: Identify potential partners across various sectors.

Tailored Strategies: Develop engagement approaches that recognize unique community and powerholder interests.

Mutual Benefits: Create relationships where all parties are invested in success.

Timeline

Effective time management ensures orderly initiative progression.

Detailed Planning: Break the project into phases with realistic time frames.

Flexibility: Allow for adjustments based on feedback or unforeseen changes.

Milestone Reviews: Regularly assess progress and adjust plans as necessary.

Essential Guides & Worksheets

1.4A Budget Tracking Template
1.4B 'Do You Need a Consultant?'

1.5 Set Engagement Goals

Effective community engagement begins with clear, measurable goals and thoughtful questions. This foundation ensures your efforts are purposeful, impactful, and aligned with community needs and organizational objectives, leading to a sense of accomplishment and satisfaction.

Engagement Goals

Engagement Goals are the overarching aims that shape a community engagement process. They serve as a roadmap for teams and partners, helping to guide resource allocation, prioritize actions, and measure success while ensuring accountability and transparency. Engagement goals can identify and address potential participation barriers.

Central Questions

Central Questions are the guiding inquiries that ground the engagement team in what it is trying to understand. They provide a framework for genuine dialogue and can help to uncover deep community needs and priorities. Developing central questions helps to foster meaningful engagement that reflects the community's diverse perspectives and evolving needs. When the community has the chance to provide input into the central questions guiding an engagement effort, these questions can bridge project objectives with community aspirations.

Alignment with State Requirements

Your goals and questions must align with state equity performance measure requirements, ensuring your process meets community needs and regulatory obligations.

For more on specific requirements to support the equity analysis process please see Chapter 6 - Apply Results.

Engagement Goals Should

- Address participation barriers, community needs and priorities

- Ensure equity and inclusivity

- Navigate complex community dynamics

- Align with long-term community visions

- Inform state-required equity performance measures

- Assess effectiveness in reaching underserved populations

- Evaluate community input's influence on decisions

- Be prepared to adapt based on community characteristics and evolving needs

- Use the accompanying guide for a comprehensive goal-setting process

Central Questions Should

- Communicate the central learning goal of the project

- Be responsive to known community needs and priorities

- Consider community context, history, and diverse perspectives

- Look beyond surface-level issues to underlying factors

Remember, this is an iterative process. Regularly revisit and refine your goals and questions as you gain insights throughout your engagement journey, reinforcing your sense of purpose and keeping you engaged.

Essential Guides & Worksheets

1.5A Set Engagement Goals
1.5B Checklist of Report Worksheets

Understand Community

*

2

	Sections	Essential Guides & Worksheets	Deeper Dive Guides & Worksheets
2 Understand Community	2.1 Identify Underserved Communities		
	2.2 Evaluate Existing Conditions	2.2A Past Actions Analysis Results 2.2B Using the Community Explorer	2.2C Determining Historical & Current Harms Worksheet
	2.3 Community Power Analysis	2.3A Community Power Analysis Guide 2.3B Identify Power Holders & Communities	

2.1 Identify Underserved Communities

Public engagement processes face the challenge of capturing diverse voices within communities. While some community members may be more vocal or have easier access to participation, others with significant needs might be less visible.

To ensure comprehensive representation, organizations must proactively identify and understand potential impacts on underserved communities from the outset, carefully assess past engagement experiences, nurture existing relationships, and recognize potential barriers like historical distrust, past trauma, or cultural differences.

Oregon has defined underserved populations through multiple regulations, including land-use planning and the Climate-Friendly and Equitable Communities Program (OAR 660-012-0125). The Housing Production Strategy program focuses on communities of color, low-income communities, individuals with disabilities, and tribal communities (OAR 660-008-0075).

Planners can use the Community Explorer tool to identify these underserved and priority communities in their area (see guide 2.2B Using the Community Explorer). After identifying underserved populations in your community or planning area, you can conduct a Community Power Analysis to help build your equitable engagement plan.

Underserved populations are a key focus because they typically have limited resource access, are significantly impacted by decisions, and have low representation in decision-making processes.

Quality engagement centers on understanding these communities' challenges and locations. While certain groups or individuals, such as advocates or businesses, may have vested interests or influence in specific projects, understanding where and how underserved populations can participate should guide your engagement strategy.

As discussed in Chapter 1.2, vulnerable populations are a subset of underserved populations who face additional challenges. These communities experience adverse environmental conditions, political challenges, or economic circumstances that increase their stakes in land use decisions and the difficulty of participating in engagement processes. When analyzing underserved communities, consider these additional factors to ensure your engagement process accommodates their needs and enables meaningful participation.

Community Power Analysis Process

Community
Underserved Populations
Vulnerable Populations
Priority Communities to Engage

2.2 Evaluate Existing Conditions

Understanding your community's existing conditions is crucial for effective and equitable planning. This section guides you through using both quantitative and qualitative data sources to build a comprehensive picture of your planning area.

Community Explorer

The Community Explorer, an online mapping tool included with this toolkit, focuses on the distribution of some underserved residents in Oregon. This resource helps illustrate spatially evident inequalities and the impacts of past and present events, decisions, and policies that create disproportionate harm in our state. Unfortunately, many underserved populations aren't represented in most data sources, and thus cannot be mapped.

The Community Explorer is a tool for 1) identifying demographic diversity in your community, 2) identifying where communities of interest or vulnerability are concentrated 3) developing focal areas for engagement. It can help you identify **who** is in your planning area, which feeds into your power analysis — Chapter 2.3. After the power analysis, it can help you to identify **where** Prioritized Communities are concentrated.

Quantitative Sources

Quantitative data provides indispensable information for equitable planning, offering a high-level understanding of a community's demographic profile and vulnerability indicators. While you don't need to be a data scientist, a basic understanding of data types and sources is helpful.

Key Points About Quantitative Data

- Can characterize people, economics, land use, or environmental factors

- Data can be presented as simple counts (e.g. total number of people over 65), ratios (e.g. per capita measures), percentages (e.g. a response rate to a survey), or statistical measures (e.g. average, range, variance, or median)

- Sometimes can be integrated into metrics and indices for thematic summaries

- When spatial, analysis can reveal who might be impacted by planning decisions and where

- Can confirm stories told by qualitative sources and reveal non-intuitive patterns

Historical Context

Spatial data has a complex history - it has been used as a tool of segregation and discrimination, creating lasting distrust in many communities. However, when communities help guide its use and processes are transparent, spatial data can be transformed into a powerful tool for advancing equity and justice.

Best Practices

- Use data to start conversations, not as the sole basis for decisions

- Augment quantitative data with qualitative engagement and ground-truthing

- Ensure transparent, community-powered, and equity-oriented data use

Be Aware of Data Limitations

Consider the margin of error in using specific datasets, especially if the sample size is low. Consider that some underserved groups, such as communities of color and people experiencing homelessness, are historically undercounted.

Qualitative Sources

Qualitative sources provide deep context, stories, and lived experiences that answer how, why, and 'so what' about existing disparities and inequalities. These narratives offer invaluable insights into community cultures, concerns, and priorities.

Sources of Qualitative Data

- Reports from community-based organizations

- County, state, or federal reports

- Prior plans (e.g. comprehensive plan)

- Informational interviews with community advocates

- Direct conversations with diverse community members

Benefits of Qualitative Data

- Offers a nuanced understanding of community dynamics

- Challenges assumptions

- Fosters empathy with community needs

- Shapes inclusive and accurate community narratives

Processing qualitative data can be challenging as it requires accommodating new, potentially unexpected information rather than assimilating the results of pre-structured questions (for example from a survey). However, this process is crucial for developing a deep, contextual understanding of your community.

Identify Past & Current Harms of Policies

Recent policy developments in Oregon emphasize the importance of examining historical land use, housing, and transportation inequities. This examination is crucial for crafting effective, equitable engagement strategies and policies.

Key Policy Frameworks

Affirmatively Furthering Fair Housing (AFFH)

- Incorporated into Housing Production Strategy Program rules

- Requires jurisdictions to analyze past discriminatory actions in land and housing access

- Involves mapping patterns of racial and ethnic integration/segregation

- Examines relationships between these patterns and affluence/poverty distribution

Climate-Friendly and Equitable Communities

- Requires examination of historic and current inequities in land use, transportation, and housing

- Focuses on past and current policies' impacts on underserved populations

- Considers effects of climate change on underserved communities

- Addresses impacts of racism in these sectors

Importance of Historical Analysis

By thoroughly assessing inequities and harms, your team gains:

- Critical understanding to craft engagement strategies that avoid repeating past mistakes

- Ability to contribute actively to healing and empowering affected communities

- Foundation for genuine equity in community engagement and policy-making

- Motivation and hope for creating positive change

This process allows your team to approach engagement with sensitivity to historical context and a commitment to addressing longstanding disparities.

Essential Guides & Worksheets

2.2A Past Actions Analysis Results
2.2B Using the Community Explorer

Deeper Dive Guides & Worksheets

2.2C Determining Historical & Current Harms Worksheet

Resources

Oregon History Resource List
Equity-Centered Research Methods

2.3 Community Power Analysis

The Community Power Analysis is pivotal, empowering project teams and advisory bodies to navigate complex social dynamics and make informed, equitable decisions. It informs your engagement strategy by helping to identify and prioritize community members to engage. This prioritization is based on which communities will be impacted by the project and the influence that community members and partners will have on project outcomes.

Power Analysis and Impact: Understanding power dynamics in decision-making and resource allocation reveals historical and ongoing disparities faced by systematically excluded communities - including people of color, low-income individuals, people with disabilities, and other underserved groups. This understanding enables us to develop strategies that engage those with more influence while ensuring equitable access and participation for historically excluded communities.

Iteration: Remember, the Community Power Analysis is an iterative process. It demands ongoing reflection and adjustment as your understanding of community dynamics deepens and relationships strengthen over time.

Conducting a Power Analysis

The Community Power Analysis is a multi-step process that requires thoughtful consideration and realistic expectations. Here's how to approach it:

Start Where You Are: Recognize that comprehensive engagement is only sometimes feasible. Your existing network and relationships are valuable starting points, even if they're limited.

Be Intentional: Focus on building and strengthening relationships with known contacts. This intentional approach lays the groundwork for broader community trust.

Embrace Imperfection: The process may involve mistakes, project shifts, and unfulfilled promises. These challenges are common in complex projects and should be considered learning opportunities.

Build Gradually: Trust and relationship-building take time. Approach this as an ongoing process rather than a one-time task.

Be Comprehensive Yet Realistic: Aim to identify all potentially affected community members and organizations while acknowledging resource limitations.

Assess Impact and Influence: For each identified party, evaluate their potential impact on the project and their level of influence within the community.

Remain Flexible: Be prepared to adjust your analysis as you gain new insights and as community dynamics evolve.

Prioritizing Engagement

The goal of the Community Power Analysis is to inform an engagement strategy that is clear on when, where, and how underserved populations and power holders will be engaged to further project-specific, and community-centered goals.

This exercise is informed by your understanding of existing conditions, including sources of distrust today. The community explorer tool (see Guide 2.2B) can help you identify who to consider in the power analysis by identifying demographic diversity in your planning area. You may also choose to incorporate community vulnerability into your analysis.

Use the Essential Guide worksheet (2.3A) as a reliable tool to systematically conduct this analysis, ensuring a thorough and nuanced grasp of your community's power landscape. This tool will help you navigate the complexities of community engagement with greater insight and effectiveness.

Essential Guides & Worksheets

2.3A Community Power Analysis Guide
2.3B Identify Power Holders & Communities

Resources

Radical Imagination for Racial Justice: Power Mapping

Develop Strategy

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3

3
Develop Strategy

Sections	Essential Guides & Worksheets
3.1 Review Engagement Goals & Central Questions	
3.2 Scheduling, Budgeting & Resource Allocation	1.4A - Budget Tracking Template
3.3 Communication Strategy	3.3A Accessibility Plan 3.3B Creating English Language Learner Friendly Publications 3.3C Design & Layout Tips
3.4 Initiating Engagement	3.4A Outreach Tracker
3.5 Outline Engagement Events & Key Project Milestones	3.5A Engagement Event & Project Milestone Outline 3.5B In-Person Activities

3.1 Review Engagement Goals & Central Questions

Your engagement strategy will include each component outlined in this chapter written in your chosen order. It will consist of your goals and central questions (3.1), schedule and budget (3.2), communication strategy (3.3), approach to sampling, outreach, and partnership (3.4), and planned engagement activities (3.5).

Before developing a detailed strategy, it's crucial to revisit the foundations you've laid. This step is not just a formality, but a vital part of the process that ensures your approach remains aligned with your overarching objectives and the critical information you seek from the community.

Revisit Engagement Goals: Return to the engagement goals you set in section 1.5. Set Engagement Goals. These goals should serve as your north star, guiding all aspects of your engagement strategy. Ask yourself:

- How can we plan our approach to support each of our established goals?

- Are there any goals that our current strategy might be overlooking?

Reaffirm Central Questions: Recall the central engagement questions you developed. These questions represent the core information you aim to gather from the community. Consider:

- How can our strategy effectively address each of our central questions?

- Are there opportunities to more directly target these key pieces of information?

Align Strategy with Goals and Questions: It's essential to clearly articulate the connection between your goals, central questions, and planned activities. This alignment is the backbone of your strategy, providing a clear roadmap: "Here's what we want to do (goals), and here's the key piece of information we want to learn (central questions)."

Be sure to consider the post-processing requirements of benefits and burdens analysis and equity performance measures.

Adjust as Needed: Based on this review, be prepared to refine your approach. You might need to:

- Add new elements to your strategy to address overlooked questions

- Refine your goals or questions based on new insights or changing circumstance

3.2 Scheduling, Budgeting & Resource Allocation

Planning equitable engagement requires deliberate effort focusing on accessibility, timing, and diverse participation options. Effective communication strategies should feature clear messaging, recognizable branding, and relevant, meaningful content.

Key Considerations

• Move beyond traditional approaches (websites, emails, surveys, open houses, advisory committees) that often reach only a limited demographic

• It's crucial to prioritize underrepresented voices in engagement planning. This approach fosters meaningful interactions and builds relationships. It may require more resources and time, and may reach fewer individuals, but the goal is to hear key voices from traditionally excluded groups, rather than achieving high participation numbers

Scheduling

Effective scheduling ensures that your activities are well-timed, accessible, and integrated into the broader project timeline.

Considerations for scheduling equitable engagement activities:

Timeline Integration: Seamlessly incorporate engagement events, communication touchpoints, and feedback loops into your project timeline.

Strategic Milestone Identification: Pinpoint critical junctures for diverse engagement activities throughout the project lifecycle.

Post-Engagement Sharing: Schedule opportunities to share findings and insights after each round of community engagement.

Report Release Events: Plan events or communications around releasing summary reports to keep the community informed.

Decision-Making Meetings: Align engagement activities with advisory or decision-maker meetings to ensure timely community input.

Seasonal Awareness: When scheduling events, be mindful of academic calendars, religious observances, and government holidays.

School Break Considerations: Pay attention to winter, spring, and summer breaks that affect participation.

Community Event Partnerships: Identify opportunities to partner or co-sponsor events with existing community gatherings.

Cultural Celebration Integration: Look for ways to engage during culturally specific community events and celebrations (e.g., Lunar New Year, Cinco de Mayo).

Diverse Venue: Explore engagement opportunities at various community spaces, such as senior centers, community centers, and faith-based organizations.

Seasonal Festival Participation: Consider participating in or aligning with summer, fall, and winter festivals and gatherings.

Feedback Loops

Feedback loops are critical for maintaining transparency, trust, and continuous engagement throughout your project. They serve multiple purposes:

- Sharing insights and providing updates

- Validating input and interpretations

- Maintaining and expanding participation

- Refining approaches and adjusting timelines

Key Milestones for Feedback Loops

Initial Follow-up: Engaging after first activities — reach out to participants while memories are fresh, share immediate takeaways and next steps.

Activity Summary: Creating reports of findings and themes — create clear, accessible documents that capture what community members shared.

Community Review: Reconnecting to validate findings — reconnect with participants to confirm you understood their input correctly.

Decision Timeline: Identifying key decision points — show when and how community input will shape project decisions.

Decision Updates: Communicating choices to the community — tell participants how their input shaped decisions and what changes you made.

Progress Reports: Sending regular updates (monthly/bi-monthly) — provide consistent project updates, even when you have no significant developments to share.

Ongoing Communication: Maintaining transparency during internal work — update participants about behind-the-scenes work to build trust and maintain connections.

Best Practices for Effective Feedback Loops

Tailor Your Approach: Recognize that different engagement methods (in-person events, focus groups, surveys) will reach different community members based on their preferences and familiarity with your agency or project.

Set the Context

- Begin with a brief project description

- Explain why it's essential to individuals

- Clarify what participants should care about

Ask Relevant Questions

- Focus on individual or family experiences

- Example: "What challenges do you face in finding affordable housing?"

At Each Community Touchpoint

- Explain the project status and timeline

- Review and validate previous feedback

- Build on previous learnings with new questions

- Identify decision-making points and engagement opportunities

- Tailor questions for different priority communities, considering factors like housing status, language, cultural background, and lived experiences

- Apply cultural humility and trauma-informed practices — acknowledge community histories, remain open to learning, and create spaces where people feel safe sharing their experiences

Adapt to Community Needs

- Consider different engagement levels (informing vs. collaborating)

- Adjust your approach based on community characteristics and trauma-informed practices.

Budgeting

Developing a comprehensive project budget that prioritizes equitable community engagement is essential for ensuring meaningful participation throughout the project lifecycle. Ensure the budget includes establishing and maintaining feedback loops crucial for ongoing communication and trust-building with the community.

According to the responses from engagement practitioners from our survey, land use and transportation planners allocate an average of 30% of a project budget to support community engagement efforts for land use and transportation planning projects.

For construction projects, the percent allocation varies substantially depending on project scale and complexity, but is generally determined as a percentage of the project design fee. Best practices suggest dedicating more than half of your budget to focus on amplifying underserved voices.

This allocation should include resources for multiple feedback cycles to keep the community informed and involved throughout the process.

The exact allocation will depend on various factors, including:

- Policy scale and complexity

- Community demographics and diversity

- Available resources and organizational capacity

For projects with limited funding or staff capacity, consider these creative approaches:

- Leverage existing networks: Engage advisory committees, student clubs, senior groups, and community organizations

- Collaborate with social service agencies

- Empower community members to host meetings or focus groups

- Partner with schools and parent groups

- Conduct targeted one-on-one interviews and interview key partners, community leaders, and others who influence the community

- Integrate community art projects into the engagement process, such as murals, sculptures, etc.

Key Budgeting Considerations

Internal Capacity Assessment: Determine what can be accomplished in-house and where external support is needed.

Community Empowerment: Allocate funds directly to community members for engagement activities (refer to Chapter 3.5 for guidance on stipends and incentives).

Language Access and Accessibility: Budget for translation, interpretation, and accommodations (e.g., sign language interpreters, materials in alternative formats).

Strategic Partnerships: Fund collaborations with local organizations that have funding, community leaders, and influence in the community.

Culturally-Specific Engagement: Contract with organizations serving communities of color for comprehensive engagement support.

Feedback Loop Implementation: Allocate resources for regular updates, follow-up sessions, and platforms for ongoing community input throughout the project lifecycle.

Essential Guides & Worksheets

1.4A Budget Tracking Template

3.3 Communication Strategy

Before launching your project, developing a robust messaging and communications plan is crucial.

The key test: Can a community member quickly answer, "Why is this project relevant to me, and why should I care?"

If they have a clear answer, you're on the right track to creating an engaging, relatable message that resonates with the community.

Your communications strategy should build on your identified priority populations and engagement goals. The strategy should encompass various techniques to convey the project effectively.

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Consider the following elements for clearly communicating your project and engagement:

Diverse Communication Channels: Use various methods, including emails, websites, e-newsletters, posters, flyers, social media, direct mail, and personal outreach (text, phone, in-person). Track the effectiveness of each method for future refinement.

Visually Appealing Design: Balance text and images, maintaining consistent color schemes and fonts for brand recognition.

Accessibility: Ensure materials are accessible to people with disabilities. Incorporate screen reader compatibility, appropriate color contrast, adjustable font sizes, and multi-language translations.
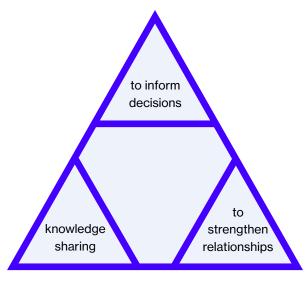
Plain Language: Craft messaging at a 5th-grade reading level, using clear, concise language.

Jargon-Free Content: Eliminate acronyms, initialisms, and technical jargon to facilitate easy understanding and translation.

Engaging Layout: Keep written descriptions brief, use ample white space, and incorporate bullet points, images, colors, and diagrams for visual appeal.

English Language Learner Considerations: Develop materials sensitive to non-native English speakers, focusing on clarity and cultural relevance.

Preliminary Outreach Materials: Create initial outreach tools such as postcards, website content, and posters to kickstart engagement.

Capire Engagement Triangle

Capire Consulting Group

Essential Guides & Worksheets

3.3A Accessibility Plan

3.3B Creating English Language Learner Friendly Publications

3.3C Design & Layout Tips

3.4 Initiating Engagement

Initiating engagement is a critical juncture in your community outreach efforts. It's the moment where your careful planning and community analysis transform into active outreach, setting the stage for inclusive and impactful participation. This section will guide you through the steps necessary to launch your engagement process effectively.

Identify Diverse Partners

Cast a wide net to include a broad cross-section of:

- Community-Based Organizations (CBOs)

- Agency partners

- Religious institutions

- Other community contacts

- Identify key community leaders for pre-engagement interviews to help understand the relational context in the community

- Find up-to-date contact information for each identified organization or partner. This step is crucial for ensuring your outreach efforts reach the intended recipients. some of these contacts may have been identified and even prioritized during your community power analysis (2.3).

Populate the Outreach Worksheet

Use the provided outreach worksheet to organize your contacts' information. This will serve as a central database for your outreach efforts.

Develop Outreach Messages

When writing your outreach:

- Personalize the message for each audience

- Clearly explain what participation involves

- State any available compensation

- Include who should respond and how

Update and Maintain Outreach Records

As you begin to receive responses:

- Update your outreach worksheet with correspondence information

- Make note of any new insights or changes based on partner feedback

- Regularly review and update this information to ensure it remains current

Essential Guides & Worksheets

3.4A Outreach Tracker

3.5 Outline Engagement Events & Key Project Milestones

Effective community engagement is not a one-size-fits-all approach. It's a process that begins with thoughtful planning and the implementation of diverse activities tailored to your community's needs and preferences.

As you plan your engagement strategy, consider the full spectrum of engagement methods - from in-person events to virtual interactions, and from informational outreach to collaborative decision-making.

Each approach has its strengths and limitations. Your goal is to create a balanced, inclusive plan that reaches diverse community members, with special attention to priority populations identified in earlier steps.

This section will help you:

- Match your schedule to specific event types

- Consider key factors in designing equitable engagement activities

- Explore a range of in-person and virtual engagement methods

- Understand the importance of accessibility and inclusivity in all engagement efforts

- Navigate the complexities of providing stipends and incentives for participation

Keep in mind that the most effective engagement plans are those that are flexible and responsive to community feedback. As you outline your events and milestones, make sure to build in opportunities to adjust your approach based on what you learn throughout the engagement process.

Essential Guides & Worksheets

3.5A Engagement Event & Project Milestone Outline

In-person

Face-to-face engagement remains the most effective approach for equitable community involvement. You can design these interactions at different levels of intensity - from informing community members about decisions to partnering with them in the decision-making process.

Low-Intensity Engagement: Low-intensity engagement methods focus on information dissemination and gathering basic feedback, often reaching a wide audience but with limited depth of interaction.

Activities include:

- Setting up information tables at community events

- Outreach at food pantries

- Transit stop interviews

- Community open houses

These methods typically fall on the lower end of the engagement spectrum, primarily providing information or offering limited, one-way feedback opportunities on pre-existing concepts or policies.

While familiar to many organizations, these approaches may not effectively build relationships or trust with underserved populations.

High-Intensity Engagement: High-intensity engagement methods involve deeper, more sustained community involvement, often building capacity and fostering leadership within the community.

Activities include:

- Creating community learning cohorts

- Developing community advocates

These methods involve recruiting, training, and empowering selected community members to engage with their peers on specific projects or serve as advisors to decision-makers. These approaches foster leadership development, strengthen relationships, and build trust. Financial support through stipends is crucial for the success of these more intensive engagement methods.

Choosing the right mix of engagement activities depends on your project goals, community needs, and available resources.

It's important to remember that the most effective engagement strategies often combine multiple methods. This approach ensures that diverse community members are reached and that meaningful, equitable participation is achieved.

> **Essential Guides & Worksheets**
>
> 3.5B In-Person Activities

Virtual

Virtual online engagement tools like meetings, webinars, and surveys provide valuable accessibility for groups such as mobility-challenged individuals, seniors, working parents, and rural community members. However, they primarily serve those with internet access, time, and technical skills to participate effectively. These platforms present opportunities and challenges for ensuring equitable community participation across different demographic groups.

To create genuinely inclusive virtual engagement, be sure to strategize your methods for accessibility features, including:

Closed Captioning: Provides real-time text for spoken content, benefiting deaf or hard-of-hearing participants and those in noisy environments or non-native speakers.

Multiple Language Channels: Offer simultaneous interpretation in various languages, allowing for broader participation from linguistically diverse communities.

Screen Reading Compatibility: Ensures that all digital content is compatible with screen reading software, making information accessible to visually impaired participants.

Meeting Recordings: Provide options for asynchronous participation, allowing community members to engage at times convenient for them and revisit content as needed.

Virtual Engagement Methods

One-Way Information Sharing

- Website content

- Email invitations and updates

- Social media posts

Interactive Data Collection

- Online surveys are helpful for quick information gathering and (opt-in) demographic data collection but are less robust for deep relationship-building.

- Interactive websites are engaging but less effective for deep connections. Intuitive design is crucial for inclusivity.

Two-Way Interaction

- Virtual focus groups

- Online meetings and webinars

Innovative Engagement Approaches

Creative Interactive Methods: Virtual engagement allows for innovative approaches, such as:

- Interactive mapping tools for narrative-driven engagement

- Customized platforms like Bang the Table (Engagement HQ)

- City-specific projects (e.g., Engage Milwaukie, Oregon)

These interactive methods can increase engagement, making the process more appealing and user-friendly, potentially attracting participants who might not otherwise get involved.

Limitations of Virtual Engagement

Despite its benefits, virtual engagement should not be the sole method for equitable community involvement. Consider these reasons:

Digital Divide: Many underserved populations lack reliable internet access or suitable devices, potentially excluding them from participation.

Digital Literacy: Some groups may not be experienced with technology, making it difficult to navigate digital platforms.

Relationship Building: Virtual interactions often fail to develop the authentic relationships and trust that in-person, face-to-face interactions foster.

Cultural Considerations: For many communities, cultural practices and norms emphasize in-person relational interactions. These allow for nuanced communication through eye contact, body language, and interpersonal dynamics that may be lost in virtual settings.

While virtual engagement offers valuable tools and increased accessibility for some, it should complement, not replace, in-person interactions for truly equitable and comprehensive community engagement.

Hybrid Opportunities

Hybrid events offer a flexible approach to community engagement by combining in-person and online participation. However, they present unique challenges:

Interaction Barriers: Online participants may struggle to engage effectively with in-person attendees, often due to limited visual connection.

Facilitation Complexity: Balancing the needs of both in-person and virtual participants requires skilled moderation.

Given these challenges, hosting separate virtual and in-person events is often more effective to ensure equitable access and participation.

Selecting Engagement Activities

Informing: Use one-way communication channels like websites, emails, and social media to provide updates and share key information.

Consulting: Gather input through interactive interviews, surveys, polls, and focus groups to understand community perspectives and needs.

Involving: Engage interested parties in discussions and decision-making through workshops, advisory committees, and participatory mapping exercises, ensuring their perspectives shape outcomes.

Collaborating: Foster deep partnerships by co-developing solutions through working groups, co-design sessions, and community-driven initiatives, ensuring shared responsibility in decision-making.

Deferring to: Transfer decision-making authority to community members, supporting self-determined leadership through advisory boards, citizen assemblies, or participatory budgeting processes.

▉▉
Community members often feel that agency surveys are self-fulfilling, reinforcing existing priorities – 'what you measure is what you get.' Agencies typically design questions based on their own project objectives and perspectives, which may not align with community concerns. Therefore, a key question for agencies to consider is: 'Do these questions reflect the community's starting level of understanding and interest?' Additionally, 'Have they been reviewed with community representatives who understand the cultural context and concerns of respondents?▉▉

- CIAC Reviewer

Stipends, Participation Incentives, Honoraria

As organizations recognize the critical value of community members' lived and learned experiences in shaping projects, policies, and programs, many are adopting practices to compensate participants for their time and expertise. This approach complements basic provisions like food, childcare, or interpretation services at events.

Important Considerations

- Public and private organizations have provided a range of types of support.

- Consult legal counsel regarding potential tax implications for payments exceeding certain thresholds.

- Some compensation may need to be reported as taxable income.

- To avoid discrimination lawsuits, you are paying for expertise with the experience, not being a member of a specific demographic.

Compensation Examples

Single Event Engagement (1-3 hours)

- Examples: Focus groups, workshops, meetings

- Range: $50-$250 per participant

Long-term Commitments

- Example: Advisory committee participation

- Range: $5,000-$12,000, based on commitment duration

Honoraria

- For guest speakers, experts, and community leaders

- Range: $550-$1,500 per engagement, depending on event and expertise

Leveraging Community-Based Organizations

Offering community-based organizations (CBOs) incentives can significantly enhance your engagement efforts. These incentives serve multiple purposes:

Event Promotion: CBOs can effectively advertise your events through their established networks.

Participant Recruitment: Their deep community connections help attract diverse participants.

Relationship Building: CBOs can bridge the gap between government agencies and priority community members.

Event Organization: They can lead and organize events in familiar, comfortable settings.

Resources

Index of Community Engagement Techniques

Inclusivity & Accessibility Needs

At this crucial stage of developing your engagement strategy, it's essential to prioritize inclusivity and accessibility. This approach ensures that all community members can fully participate in the engagement process regardless of their abilities or circumstances.

To ensure comprehensive community participation, planners must focus on inclusivity and accessibility when developing their engagement strategy. Rest assured, this is a feasible approach. Key actions include:

Needs Assessment

- Identify barriers to participation (physical, linguistic, cultural, technological)

- Document required accommodations and potential consequences if unmet

Cultural Sensitivity

- Align events with community values and cultural norms

- Develop protocols reflecting diverse community practices

- Participation Enablers:

  - Determine factors facilitating engagement in various formats

- Understand community preferences for input methods

- Address historical participation barriers such as geographic or political marginalization, lack of language translation and interpretation, or past conflict

Integrated Planning

- Incorporate accessibility considerations into all event aspects

- Design flexible, multi-format engagement options (in-person, virtual, asynchronous)

Resource Allocation

- Budget for necessary accommodations (interpreters, accessible venues, assistive technologies)

- Develop adaptable plans to address emerging community needs

Special Note: Engaging with the Houseless Population

Unhoused families and individuals tend to be the most marginalized segments of our communities. Decision-making impacts them as much as anyone else, and yet they usually have the least influence on the process. They are therefore a vital community to prioritize in an equitable engagement process.

Their unique experiences and perspectives with the unhoused community are invaluable in shaping policies and programs that directly affect them. It's important to note that while specific strategies may vary depending on local context, the implementation of trauma-informed practices is not just recommended, but essential across all approaches.

Effective Engagement Strategies

Targeted Focus Groups: Organize focus groups at youth houseless shelters, day centers, and community-based organizations supporting houseless individuals. Provide stipends and meals to facilitate participation.

Social Service Partnerships: Collaborate with social service agencies to conduct brief surveys and co-host focused discussion groups, leveraging existing relationships and trust.

Community Outreach: Engage at locations frequented by houseless individuals, such as food pantries, schools, faith-based organizations, and community centers during social service events.

Advisory Committee Inclusion: Create opportunities for houseless or formerly houseless individuals to serve on advisory committees. Provide support through financial stipends, staff relationship building, and flexible participation options (e.g., one-on-one interviews with trusted staff).

Implement Strategy

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4

Implement Strategy

Sections	Essential Guides & Worksheets
4.1 Event Planning	4.1A Event Planning Checklist 4.1B Annotated Event Agenda Template
4.2 Planning for Accessibility	3.3A Accessibility Plan
4.3 Facilitation Design	4.3A Facilitator Tips 4.3B Interview Guide
4.4 Engagement Materials	
4.5 Engagement Documentation	4.5A Demographic Questionnaire 4.5B Engagement Documentation Matrix
4.6 Improving on Your Plan & Process	4.6A Event Debrief - Facilitator Guide

4.1 Event Planning

Engagement events are fundamental opportunities where fun meets purpose, allowing organizations and practitioners to connect deeply with diverse communities. These gatherings are not just about sharing information; they are vital for building relationships and establishing trust. Engagement events offer a unique environment for amplifying unique voices, perspectives shared, and collaborations fostered.

What Makes Public Events Engaging?

Experienced planners know that successful events are born from trial and error. Engaging public events often feature interactive activities that encourage active participation, diverse formats catering to various learning styles, and cultural relevance that resonates with the community.

A welcoming atmosphere, clear communication of purpose, and skilled facilitation are crucial for fostering open dialogue. Prioritizing accessibility, providing networking opportunities, and having a solid follow-up strategy demonstrate respect for participants' time and input. Flexibility is critical; the most memorable events adapt to attendees' energy and real-time needs.

Key Considerations for Event Planning

Event Location and Setup

- Choose familiar, comfortable venues for community members (e.g., community centers, places of worship, schools)

- Set up a welcoming entrance staffed by recognizable figures (elected officials, community leaders) and offer giveaways and handouts

- Position staff throughout the venue to guide attendees and answer questions

- Create informative displays and invite partner organizations to participate

- Design interactive stations for hands-on participation (e.g., question wheels with prizes, model building, map annotations)

- Provide a dedicated area for youth activities (drawing, clay modeling)

Staffing and Roles

- Engage community volunteers, including Planning Commission members, Advisory Committees, and elected officials

- Assign specific roles such as staffing welcome tables, facilitating discussions, and note-taking

- If working with consultants, position them in advisory roles while keeping staff and community members in leading roles to build trust

Workshop Agenda Design

- Begin with icebreakers to foster connections

- Limit presentations to 15-20 minutes, using visuals and minimal text (30-point sans-serif font, ten words max per slide)

- Incorporate instant feedback tools (e.g., QR codes linking to Mentimeter or Miro boards)

- Offer diverse participation methods (speaking, writing, delayed feedback options)

- Balance small group, large group, and individual exploration opportunities

- Implement hands-on activities like PlaceIt (where participants use simple objects like blocks, cutouts, and markers to design spaces and places collaboratively) for interactive concept design

Essential Guides & Worksheets

4.1A Event Planning Checklist
4.1B Annotated Event Agenda Template

Resources

Index of Community Engagement Techniques

4.2 Planning for Accessibility

Ensuring these events address physical, cognitive, and cultural accessibility is crucial. When advertising for events, have a standard statement for participants to request special accessibility assistance. Consider the following when designing your plan:

In-Person Events

Venue Accessibility: Ensure mobility device accessibility, straightforward navigation for visually impaired individuals, and accessible parking, restrooms, and floors. Choose locations near public transit stops.

Deaf and Hard of Hearing Accommodations: Provide the most appropriate sign language interpretation, such as sign language in different languages, tactile signing, and sound amplification headsets for presentations and group discussions.

Visual Impairment Support: Offer all materials in digital formats compatible with screen readers.

Language Diversity: Hire interpreters for common community languages and use simultaneous interpretation equipment (microphones, booths, audio signal transmission systems).

Virtual Events (listening sessions, information sharing, focus groups, webinars)

Timing: Tailor schedules to participants' needs. While after-work hours and weekday evenings are often suitable, consider morning or lunchtime options for seniors or those with non-traditional schedules.

Webinar Format: Use for large attendance or when potential disruptions are a concern. This format, often used for public advisory body meetings, offers more security and control over public comments.

Registration: Pre-registration is required to manage accommodations like closed captioning and interpretation services. Use this opportunity to collect opt-in demographic information and share it at the event to clarify who is represented and who isn't.

Presentation Accessibility: Ensure live presentations have closed captioning. Make materials distributed before or after screen-reader-friendly with appropriate captions and alt-text for all images.

Technology Considerations: Explore wireless technologies for sound amplification and real-time interpretation. These can include headsets and systems that transmit audio signals, enhancing accessibility for various needs.

Essential Guides & Worksheets

3.3A Accessibility Plan

Resources

Creating Accessible PDFs

Best Practices for Making PowerPoint Presentations Accessible

Types of Sign Language Used in the U.S.

4.3 Facilitation Design

Effective facilitation is crucial for creating inclusive, culturally sensitive, and trauma-informed engagement opportunities. Developing a thoughtful agenda and facilitation plan can significantly enhance participation and build trust within your community.

Key Principles for Facilitation

Cultural Humility: Approach facilitation with an open mind, recognizing and respecting diverse cultural perspectives.

Trauma-Informed Approach: Be aware of potential trauma experiences and create a safe, supportive environment.

Ground Rules: Establish clear community agreements to set expectations and foster a comfortable sharing space.

Relationship Building: View each engagement as an opportunity to strengthen community connections and understanding.

Facilitation Strategies

Diverse Participation Styles: Offer written, oral, and hands-on activities to accommodate different preferences. Consider one-on-one interactions, especially for elders who may prefer personal conversations, providing opportunities for storytelling, taking notes, and active listening.

Flexibility: Be prepared to adapt your approach based on group dynamics and responses. Have alternative activities ready if needed.

Feedback Collection: Design your facilitation to gather specific data to inform your project and evaluate your engagement success. For more information, see Data Gathering in Chapter 4.5.

You can request voluntary, anonymous demographic feedback from participants. Methods include:

- Asking participants to complete an anonymous demographic form in exchange for being entered for a raffle prize by giving them a raffle ticket

- Having people put stars on places on a map to show who came to the meeting

- Having people complete an anonymous online survey

Feedback collection can include:

- Demographic information (race, ethnicity, age, residence, language, disability, income, education)

- Event types and numbers

- Engagement levels across different demographics

- First-time participant numbers

- Feedback loop frequency

Scaling Considerations: Tailor your facilitation approach based on event duration, available resources, and engagement complexity.

New vs. Familiar Participants: Identify first-time engagers to assess your outreach effectiveness. Adjust your approach for those already familiar with your process.

Collaborative Communication: If available, work with your municipality's communications team to align facilitation content with overall project messaging and feedback loops.

Essential Guides & Worksheets

4.3A Facilitator Tips
4.3B Interview Guide
1.3B Practicing Across Difference

4.4 Engagement Materials

Engagement materials are visual and interactive tools to facilitate communication, understanding, and participation in community engagement processes. These include posters, information boards, illustrations, maps, worksheets, coloring sheets, and interactive digital content. Such materials play a crucial role in the equitable engagement process by making complex information accessible, encouraging active participation, and accommodating diverse learning styles and abilities.

Why Engagement Materials Matter

Accessibility: They help break down complex concepts into easily understandable formats.

Inclusivity: Well-designed materials can transcend language barriers and accommodate various literacy levels.

Engagement: Interactive materials encourage active participation and deeper understanding.

Documentation: They provide tangible records of the engagement process and community input.

Key Strategies for Crafting Effective Engagement Materials

Visual Clarity: Use clear, simple designs focusing on readability and comprehension.

Cultural Sensitivity: Ensure images and language are culturally appropriate and inclusive.

Multilingual Approach: Provide materials in multiple languages relevant to your community.

Interactive Elements: Incorporate activities encouraging hands-on participation, such as sticker voting or drawing exercises.

Accessibility Considerations: Use high-contrast colors, large print options, and screen reader-compatible digital versions.

Flexibility: Design materials that can be easily updated or adapted as the engagement process evolves.

Consistency: Maintain a cohesive visual identity across all materials to build recognition and trust.

Relevance: Tailor content to address specific community concerns and project goals.

Simplicity: Avoid jargon and overly technical language; aim for clear, concise messaging.

Feedback Mechanisms: Include ways for participants to provide input directly on the materials.

4.5 Engagement Documentation

Document your engagement process carefully to capture community insights accurately, track who participates, and identify which voices you still need to reach. Good documentation helps maintain the integrity of your process and ensures you gather quality information throughout your project.

Key Documentation Practices

Post-Engagement Review

- Carefully examine collected information for completeness and accuracy

- Make necessary edits to ensure clarity and context

- Securely store all data, adhering to privacy and confidentiality standards

Process Documentation

- Record the engagement methodology, especially when deviating from the planned agenda

- Capture key decisions, unexpected outcomes, and participant dynamics

Event Summaries

- Create concise summaries of each event or engagement series

- Include main themes, key insights, and notable participant feedback

Documentation Strategies for Various Engagement Types

For semi-structured interviews, public meetings, virtual sessions, and small focus groups:

- Consider audio or video recording to create accurate transcripts. This approach minimizes information loss and reduces potential bias in reporting

For more extensive workshops or focus groups where recording may be impractical:

- Assign dedicated note-takers to capture small group discussions

- Use collaborative tools like digital whiteboards to gather real-time feedback

Remember, the level of documentation effort should align with the engagement type and project needs. Refer to the documentation tool (4.5B) provided to tailor your strategy effectively.

Data Gathering

Consistent collection of qualitative and quantitative data throughout your engagement process is a valuable tool for evaluating the effectiveness of your outreach to priority populations and continuously improving your organization's engagement strategies. The thoughtful design of data collection methods should be an integral part of your engagement plan and should be aligned with your goals and analysis needs, providing you with insights that can drive meaningful change.

When gathering personal information from participants, prioritize confidentiality and respect for privacy. Consider these approaches:

For In-Person Events

- Offer optional, anonymous demographic questionnaires

- Incentivize participation with entry into a raffle for small giveaways (e.g., stickers, flashlights, gift cards)

For Virtual Participants

- Offer optional, anonymous demographic questionnaires

- Send separate, optional surveys post-event

- Consider offering small digital incentives (e.g., $5-10 gift cards) for those who provide contact information

Best Practice Example: The CFEC rulemaking process exemplifies effective data use in engagement. By offering optional demographic data collection during event sign-ups, organizers could:

- Integrate real-time demographic data into presentations

- Highlight disparities in representation

- Raise awareness about underrepresented or absent demographic groups

Demographic Survey

Demographic surveys are invaluable tools for assessing the diversity and representativeness of your engagement efforts. However, it's crucial to balance the need for data with respect for participants' privacy and comfort. This section provides strategies for collecting voluntary demographic data while protecting identities and locations.

Strategies for Ethical Demographic Data Collection

Voluntary Participation: Communicate that the survey is optional and participation is voluntary.

Purpose Transparency: Explain why you're collecting this data and how the survey will be used to improve engagement efforts.

Anonymity: Design surveys to be anonymous, avoiding any personally identifiable information.

Broad Categories: Use range options for sensitive information like age or income rather than specific numbers.

Inclusive Options: Provide diverse options for race, ethnicity, and gender, including "prefer not to say" and write-in options.

Location Generalization: If collecting location data, use broad areas (e.g., zip codes or neighborhoods) rather than specific addresses.

Separate Collection: Administer demographic surveys separately from other feedback to prevent association with specific comments.

Digital Security: For online surveys, ensure data is collected and stored securely, adhering to data protection regulations.

Incentives Without Identification: If offering incentives, use methods that don't require linking responses to individuals (e.g., separate raffle entry).

Aggregated Reporting: Only report demographic data in aggregate form to prevent potential identification of individuals.

Sample Approach for In-Person Events

Provide a separate, optional sheet for demographic information. Participants can complete this and submit it to a secure box, separate from other feedback forms. Offer a raffle ticket in exchange, with the drawing conducted separately from data analysis.

Sample Approach for Virtual Events

Send a follow-up email with a link to an anonymous survey platform. Clearly state the survey's purpose and voluntary nature. Offer a separate link for those who wish to enter a prize drawing, ensuring no connection between survey responses and contact information.

EXISTING PARTICIPANTS VS **CITY OF BOSTON OVERALL**

| WHITE VS NON-WHITE | WHITE VS NON-WHITE |
| 80% / 20% | 45% / 55% |

| HOMEOWNER VS RENTER | HOMEOWNER VS RENTER |
| 75% / 25% | 32% / 68% |

| OVER 55 years old VS UNDER 55 years old | OVER 55 years old VS UNDER 55 years old |
| 56% / 44% | 25% / 75% |

| LONG-TERM resident (20+ years) VS NEWER resident | LONG-TERM resident (20+ years) VS NEWER resident |
| 70% / 30% | 16% / 84% |

Figure 4.1: This comparison of meeting participant demographics versus overall city demographics from Boston demonstrates data that reveals common participation gaps, showing how traditional engagement methods may not effectively reach renters, people of color, younger residents, and newer community members. This analysis can help identify adjustments to engagement strategies and techniques that need to be made.

Source: Boston Planning & Development Agency. "What is Community Engagement?" Instagram photo, April 17, 2024. https://www.instagram.com/

Essential Guides & Worksheets

4.5A Demographic Questionnaire

4.5B Engagement Documentation Matrix

4.6 Improving on Your Plan & Process

Every planner has experienced the disappointment of a sparsely attended community open house or an online survey with minimal responses. These moments often prompt the crucial question: "How can I better engage my community?"

Strategies for Refining Your Engagement Strategy

Tracking Progress and Success: Continuous evaluation is vital to improving engagement outcomes. Implement quick, simple evaluation methods, such as post-activity debrief sessions throughout your project timeline. Ask your team:

- What went well?

- What could have been improved?

- What did we learn?

- How can we enhance our process, methods, or strategy?

Gathering Participant Feedback: Incorporate participant perspectives into your evaluation process. During events, ask attendees:

- How they learned about the event

- Topics they'd like to explore further

- Preferred engagement methods

- The most effective communication channels

Consider sending optional post-event surveys for specific activities, paying particular attention to the suggestions of underserved populations how to improve engagement.

Adaptive Approach: Build flexibility into your process, allowing for methodological adjustments. Regularly debrief with your team and, when possible, ask participants to identify successful elements and areas for improvement.

If turnout is lower than expected, critically examine factors such as:

- Event timing

- Location accessibility

- Messaging relevance

- Outreach effectiveness

Comprehensive Debrief Guide: After each event, conduct a team debrief addressing:

Successes (what went well?)

• Effective methods and approaches

• Key community insights gained

• Participant feedback on positive aspects

Areas for Improvement (what could be better/differently?)

- Outreach and communication strategy effectiveness

- Diversity of engagement opportunities offered

- Success in reaching target demographics

Future Enhancements (what improvements/changes should we make for the next event?):

- Specific changes or improvements for upcoming events

By consistently applying this reflective and adaptive approach, you can refine your engagement strategy, ensuring more effective and inclusive community participation. Remember, regardless of turnout, each engagement activity offers valuable lessons for improving your practice and deepening community connections.

Note: The Housing Production Strategy program requires cities to evaluate how to improve their equitable engagement practices for future housing engagement efforts conducted by the city, including but not limited to affirmatively furthering fair housing and tribal coordination and consultation <u>OAR 660-008-0075(5)(c)(E)</u> and <u>660-008-0200(1)(c)((E).</u>

> **Essential Guides & worksheets**
>
> 4.6A Event Debrief - Facilitator Guide

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Summarize Results

5

Sections	Essential Guides & Worksheets	Deeper Dive Guides & Worksheets
5.1 Participation Data		
5.2 Community Engagement Results		
5.3 Developing Summaries	5.3A Participation Data Worksheet 4.5B Engagement Documentation Matrix	5.3B Data Analysis Considerations in Community Engagement 5.3C - Root Cause Analysis

5

Analyze Results

5.1 Participation Data

Understanding who participated in your engagement activities is crucial for analysis and reporting in an equitable engagement process. This data provides insights into the reach and inclusivity of your efforts, helping identify successes and improvement areas.

Key Participation Metrics

Total Participant Count: Tally the number of individuals engaged across all activities, including both in-person and virtual events.

Outreach Effectiveness: Track how participants learned about engagement opportunities:

- Public advertisements (specify channels: social media, local news, flyers, etc.)

- Direct invitations (email, phone, community partners)

- Word of mouth

Engagement Format: Document participation by format:

- In-person events (workshops, town halls, focus groups)

- Virtual engagements (webinars, online surveys, social media interactions)

- Hybrid events

Demographic Information: Collect voluntary, anonymized data on:

- Age groups

- Gender identity

- Racial and ethnic background

- Income levels

- Educational background

- Disability status

- Housing status (own, rent, unhoused)

- Specific demographics that are key to the issue you are considering, e.g. primary transportation mode or primary language at home.

Language Groups: Record the primary languages of participants and any interpretation services provided.

Community Affiliations: Note participants' connections to:

- Community-based organizations

- Religious institutions

- Neighborhood associations

- Local businesses

- Educational institutions

- Government agencies

Processing Participation Data

When processing engagement data, use systematic methods to organize and analyze participation information:

Data Aggregation: Combine data from various engagement activities into a centralized database.

Quantitative analysis

- Calculate percentages for each demographic category

- Compare participation rates across different engagement formats

- Analyze outreach method effectiveness

Qualitative Assessment

- Identify trends in community affiliations

- Evaluate language accessibility based on interpreter usage

Comparative Analysis: Compare participation data to community demographics to assess representativeness.

Gap Identification: Highlight underrepresented groups or communities to inform future outreach strategies.

Confidentiality: Ensure all reporting maintains participant anonymity, especially for smaller demographic groups.

5.2 Community Engagement Results

Transforming diverse community voices into actionable information makes engagement efficacious and consequential. Engagement is impactful when raw data from surveys, focus groups, and public meetings is distilled into meaningful insights that can shape policies and inform decisions.

Analyzing engagement data requires both analytical rigor and a nuanced understanding of community context. It involves uncovering stories within numbers and narratives and identifying trends, patterns, and disparities that might otherwise remain hidden. Mastering these techniques enables practitioners to amplify diverse community voices and translate input into tangible impact.

The following subsections explore strategies for analyzing various types of engagement data and present best practices for communicating findings clearly for maximum impact.

Survey

Surveying is gathering and analyzing qualitative and quantitative data by distributing a structured questionnaire. The goal is to identify patterns in responses across different groups in your community. Frequently statistical methods are used to help identify and validate trends.

Best Practices for Survey Analysis

Multiple Choice Questions

- Analyze using bar charts or tables showing answer counts or percentages

- Use consistent color coding

- Include total respondent count (n=X)

- Consider showing both count and percentage when relevant (especially when sample size is low)

Ranking Questions (questions that gauge opinion or preference on a scale, e.g., ordinal, Likert, or slider)

- Report results as averages or compare averages between groups

- Clearly label scale endpoints

- Show response distribution

- Highlight significant differences between groups

Open-ended Questions

- Summarize by themes or list discrete issues that emerged

- Use illustrative quotes

- Quantify theme frequency

- Consider sentiment analysis for large datasets

Spatial Data

- Use hotspot maps or area comparison charts

- Employ accessible color schemes

- Provide context with base maps

- Include legend and scale

Group Conversations & Listening Sessions

Gather insights from group conversations, focusing on shared themes and diverse viewpoints from participant discussions.

Notes

- Capture key points, quotes, and non-verbal cues, and note group dynamics and energy levels
- Use a consistent note-taking format

Transcripts

- Provide verbatim records of discussions or use professional transcription services for accuracy
- Review transcripts for errors or missing context

Audio/Video Recording

- Obtain clear consent from participants
- Use high-quality equipment
- Back up recordings immediately after sessions

Analysis

- Use deductive or inductive coding to identify themes from your group conversations and listening sessions
- Paraphrase long sections of dialogue to gut-check your summaries of each session
- Look for underlying or unexpected themes that emerge from a deeper look at the dialogue

Interviews

Learn from one-on-one conversations that reveal personal stories, detailed perspectives, and deeper insights about specific topics.

Notes

- Record key points and verbatim quotes, including interviewee's tone and emphasis
- Use a structured template for consistency

Transcripts

- Offer word-for-word records of conversations
- Review alongside notes for context

Audio/Video Recording

- Test equipment before each interview
- Ensure a quiet setting
- Inform the interviewee about the recording process and usage

Analysis

- Read through your transcripts several times to ensure you understand the material
- use a systematic coding method to identify patterns and themes within the dataset
- for large numbers of interviews consider cross-tab analysis to understand differences in responses across participant groups

Workshops

Synthesize ideas and solutions that participants create together through hands-on activities and group exercises.

Workshop Summaries

- Include key outcomes, action items, and next steps
- Share with participants for validation
- Interactive activity materials:
- Photograph or digitize all physical artifacts
- Organize digital files logically
- Analyze patterns across different groups or activities

Public Meetings

Collect and organize public feedback shared during formal meetings, including comments, questions, and group discussions.

Public Comment & Questions

- Record all comments verbatim

- Categorize by theme or topic

- Note the frequency of similar comments/questions

- Follow up on unanswered questions post-meeting

Digital Engagements Platforms

Track and analyze online participation through discussion forums, idea sharing, and voting features, using built-in tools to measure engagement.

Data Collection

- Export data regularly to prevent loss

- Ensure data is in an easily analyzable format

Analysis

- Use platform analytics tools for initial insights

- Combine with other data sources for comprehensive analysis

Reporting

- Highlight participation metrics

- Summarize key discussion threads or ideas

- Present top-rated suggestions or concerns

5.3 Developing Summaries

As you conclude your engagement data analysis, the next crucial step is synthesizing this information into clear, concise, and actionable summaries. These summaries will be the foundation for applying your findings and reporting results to interested parties.

Key Components of Effective Summaries

Data Analysis and Visualization

• Present analyzed data through accessible charts, graphs, and infographics

• Compare participation demographics against community demographics to illustrate representation

• Create visual representations of trends and patterns

• Ensure data visualization maintains participant confidentiality, especially for small demographic groups

• Use qualitative data visualization tools like word clouds or thematic maps where appropriate

Executive Summary

• Provide a brief overview of the engagement process and key findings

• Highlight major themes and significant insights

• Present urgent recommendations or next steps

Engagement Process Overview

• Describe the methods used and their rationale

• Detail participant demographics and compare them to community demographics

• Discuss any limitations or challenges in the engagement process

Key Findings

• Present major themes that emerged across all engagement activities

• Highlight areas of consensus and divergence in community opinions

• Identify trends in community affiliations

• Discuss any surprising or unexpected results

Equity Considerations

• Analyze and present findings through an equity lens

• Highlight any disparities or unique needs among different community groups

• Discuss the implications of these findings for equitable policy-making

Community Voices

• Include direct quotes or stories that illustrate key points

• Ensure a diverse range of perspectives is represented

• Use callout boxes or sidebars to feature individual experiences

Recommendations

• Provide clear, actionable recommendations based on the findings

• Link recommendations to specific community needs or concerns

• Discuss potential impacts and implementation considerations

• Include strategies to address identified representation gaps

Next Steps

• Outline the process for applying these findings to decision-making

• Describe how results will be communicated back to the community

• Identify any areas requiring further research or engagement

Best Practices for Summary Development

Use Plain Language

• Write in clear, jargon-free language accessible to all interested parties

• Define any technical terms that you are using

• Use short, simple sentences

• Use present tense and active voice

  • For more information, see the State of Oregon Plain Language

Be Concise

• Keep summaries focused and to the point

• Use bullet points and short paragraphs for readability

Maintain Objectivity

• Present findings impartially, even if they challenge existing assumptions

• Differentiate between data-driven conclusions and interpretations

Ensure Accessibility

• Create summaries in multiple formats (e.g., written, visual, audio)

• Provide translations for key findings in community languages

Contextualize Findings

• Relate results to project goals and broader community context

• Compare findings to previous engagements or relevant benchmarks

Acknowledge Limitations

• Discuss any gaps in data or potential biases in the engagement process

• Be transparent about the strengths and weaknesses of your findings

Tailor to Your Audience

Create different versions of summaries for various interested parties (e.g., community members, policymakers, technical staff).

By developing comprehensive and accessible summaries, you set the stage for effectively applying your engagement results and reporting back to the community.

These summaries will serve as valuable resources as you move into the next phases of your project, informing decision-making processes and ensuring that community voices remain at the forefront of your planning efforts.

Essential Guides & Worksheets

5.3A Participation Data Worksheet

4.5B Engagement Documentation Matrix

Deeper Dive Guides & Worksheets

5.3B Data Analysis Considerations in Community Engagement

5.3C - Root Cause Analysis

Resources

HUD Open Data

Data Visualization Using Excel

Data Visualization Using R

Using Generative AI to Improve Your Visualizations

Apply Results

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6

6
Apply Results

Sections	Essential Guides & Worksheets
6.1 Applying Results for Equitable Decision-Making	
6.2 Equity Analysis – Benefits & Burdens	6.2 Benefits & Burdens Worksheet
6.3 Equity Analysis - Equity Performance Measures	6.3 Equity Performance Measures
6.4 Operationalize Findings	6.4 Operationalize Findings Worksheet

6.1 Applying Results for Equitable Decision-Making

The significant work invested in planning, facilitating and summarizing your community engagement effort has a meaningful purpose — it holds value and power during the decision-making process. Using your engagement results to influence project direction is a central purpose of equity-based community engagement, and is also required by State of Oregon administrative rules.

Oregon's Climate-Friendly and Equitable Communities program require cities and counties to develop an equity analysis during land use and transportation planning processes. Link to rule. This analysis aims in part, to identify benefits and burdens of proposed projects and policies on underserved communities, and to adopt strategies to increase equitable outcomes and minimize harms to underserved communities.
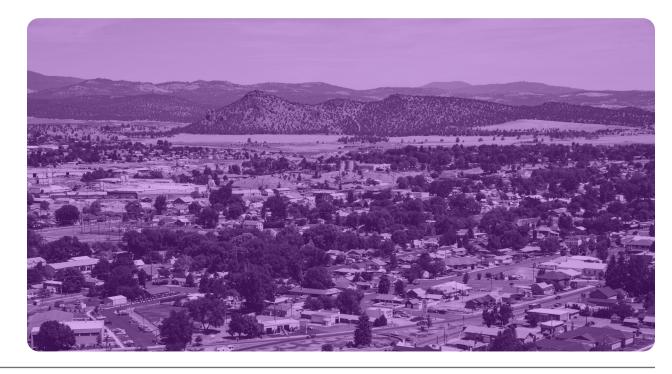
Oregon's Housing Production Strategy program (HPS) requires jurisdictions to identify how feedback from engagement informed the selected actions included in their HPS report. Additionally, rules also require that jurisdictions describe why, if any feedback, did not inform actions.

Your engagements activities should have been structured to receive information from community relevant to guiding the direction of your work. This information will directly support development of an equity analysis. Under the CFEC program, there are two primary frameworks to consider as you develop your equity analysis; a benefits and burdens analysis, and the development of equity performance measures.

The results of your community engagement are also important for longer term organizational improvements. It takes energy for community members to engage and each engagement should build off previous work you have done together.

Additionally, feedback that community members give you in one setting may have meaning or application in a broader context. Operationalizing your findings within your organization is an aspect of equitable engagement that will lead to continuous improvement.

The following sub-sections provide a brief overview of these topics and outline approaches to applying the results of your community engagement to engagement-focused equity analysis, developing equity indicators, and improving organizational work over the long term.

6.2 Equity Analysis – Benefits & Burdens

Oregon's Climate-Friendly and Equitable Communities program requires metro-area cities and counties to complete an equity analysis when updating their transportation plan, designating a climate-friendly area, or approving a major road expansion (OAR Section 660-012-0135). An equity analysis is "intended to determine benefits and burdens on underserved populations."

Similarly, the Housing Production Strategy program requires an analysis of income and demographic populations that the city anticipates will receive benefit or burden as part of HPS action selection (Oregon Administrative Rule 660-008-0200).

A benefits and burdens analysis evaluates the positive and negative impacts of a decision, action, or policy. It entails identifying and evaluating both the positive outcomes or benefits and the negative consequences or burdens. This analysis can be qualitative and documented through narrative reporting focusing on community priorities, concerns, and tradeoffs between options.

While these analyses are more commonly associated with federal agencies, some cities and counties have developed their methodologies for assessing policy and project impacts. Seattle, San Francisco, and Multnomah County have created comprehensive resources and approaches for evaluating how initiatives affect different communities, mainly focusing on impacts on underserved populations.

Their methods promote inclusive decision-making and ensure equitable distribution of benefits and burdens across communities. Links to these resources are provided in the resource list. Additionally, the accompanying Benefits and Burdens worksheet provides more guidance for conducting benefits and burdens analysis using your results.

Guiding Questions

- Who are the individuals or communities affected by the decision?

- What criteria will you use to evaluate the benefits and burdens?

- What is informing your evaluation? Do you need to have additional conversations or gather information to support your analysis?

Essential Guides & Worksheets

6.2A Benefits & Burdens Worksheet

Resources

Seattle Office of Planning and Community Development - Racial Equity Toolkit

Multnomah County Equity and Empowerment Lens

San Francisco Office of Racial Equity

6.3 Equity Analysis – Equity Performance Measures

Oregon's Climate-Friendly and Equitable Communities program requires local governments to develop equity performance measures. For jurisdictions with approved regional plans (in the Portland Metro region, and eventually Salem-Keizer and Eugene-Springfield regions), these performance measures can be those included in the approved regional plans.

For jurisdictions without an approved regional plan, equity performance measures are, at a minimum, focused on scenarios to track local government progress towards the regional climate pollution reduction target, including; change in housing units and jobs in climate-friendly areas, change in active transportation corridors and safe pedestrian crossings, accessible transit stops, and transportation system elements. The Land Use and Transportation Performance Measures list is found in Oregon Administrative Rule 660-012-0905.

In the context of equitable community engagement, the development of equity performance measures should be informed by issues and needs identified by the community through the engagement activities. Community engagement helps highlight the lived experience of community members, and daylight priorities that would otherwise not be visible to the government.

Equity performance measures are the quantitative outcomes of a plan or action which could uplift or impact equity for priority communities. These should be measurable and able to be compared across alternatives as well as between the proposed action and the baseline (status quo). These performance measures will become an important part of reporting.

During the decision-making process, equity performance measures help your organization weigh project alternatives by their performance against equity goals. These measures will become a part of your reporting requirements to DLCD, and will be updated as projects are implemented.

Guiding Questions for Developing Equity Performance Measures

- What aspects in your project does the community care about that you can change?

- What have you learned about existing disparities that can be alleviated through your project?

- How would you measure the difference in these aspects across your project scenarios and project lists?

- Are there clear thresholds to consider while measuring these aspects?

- Whatever scenario you choose, what is the outcome and how does it impact priority communities? What is the impact of the budget-constrained project list on underserved communities? (This is covered in the Benefits and Burdens analysis)

Essential Guides & Worksheets

6.3 Equity Performance Measures

Resources

Linking Social Equity and Performance

6.4 Operationalize Findings

Operationalizing findings from engagement involves translating insights from the process into concrete actions and strategies that are responsive to community identified wants and needs. It takes time, energy and resources for both the government and community members to participate in engagement activities so making changes beyond the limits of the specific engagement can maximize the benefits of your work.

Integrating results into institutional processes can promote fairness, inclusion, and collaboration with the community.

Some important considerations as you work to operationalize your engagement findings:

Review Findings

- Thoroughly examine insights, concerns, priorities, and suggestions from community members

Make Connections

- Link findings back to your plan, policy, or system

- Compile recommendations from various engagement types

Identify Key Themes

- Group similar feedback and observations

- Understand overarching issues or opportunities

Prioritize Issues

- Base prioritization on significance and impact

- Consider urgency, feasibility, and alignment with community values and goals

Develop Action Plans

- Create specific, actionable, and measurable plans for each prioritized theme

Allocate Resources

- Determine necessary resources: financial, staff time, expertise, partnerships, community support

Engage Community

- Involve community members, local organizations, government agencies, and key partners

- Seek input, collaboration, and support for inclusive and responsive actions

Establish Accountability

- Define roles and responsibilities

- Create timelines, milestones, and performance indicators

- Track progress and measure success

Promote Transparency

- Foster open communication throughout the implementation process

- Keep the community informed about progress, challenges, and decisions

- Solicit ongoing feedback and input

Essential Guides & Worksheets

6.4A Operationalize Findings Worksheet

Develop Reports

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7

7

Develop Reports

Sections	Essential Guides & Worksheets
7.1 Reporting	
7.2 State Required Reporting	
7.3 General Reporting Considerations	7.3A Considerations for Reporting Back Results 1.5A Checklist of Report Worksheets
7.4 Evaluating Equitable Engagement Efforts	7.4A Tools & Methodologies for Evaluation 7.4B Engagement Evaluation Worksheet
7.5 Developing a Case Study	7.5A Case Study Template
7.6 Continuity of Engagement	7.6A Strategies for Maintaining Ongoing Community Engagement

7.1 Reporting

Creating reports which document the process, results, and influence of engagement activities is a necessary step in the process of equitable engagement, supporting transparency, communication and continuous internal improvement.

Reports are a vehicle for documenting the process that was undertaken, the people engaged, the information received and the way decision-makers applied the information gathered. This toolkit has provided a series of guides and worksheets intended to support the reporting process. Compiling the essential guides and worksheets completed during the previous steps will provide a strong foundation for your report.

As you develop different report-back materials, consider different reporting audiences as mentioned in Oregon Administrative Rule (660-012-0130(3)): DLCD and the state planning commission, your local planning authority, and the public/ community.

The development of reports summarizing engagement activities is also a requirement of State of Oregon administrative rules, including the CFEC program's annual reporting in OAR 660-012-0900.

These requirements are intended to support equitable outcomes for housing and transportation through the Climate-Friendly Equitable Communities and Housing Production Strategy programs. The basic requirements for the State are focused on summarizing engagement-focused equity analyses.

Reporting on your equitable engagement activities valuable for:

Institutional Record: Creating an institutional record informs future actions and engagement activities.

Transparency: Sharing back to the community engaged can increase transparency and accountability in the decision-making process.

7.2 State Required Reporting

Oregon's Transportation Planning Rules (TPR) require jurisdictions in metropolitan areas to provide annual reports on the planning and implementation activities. These reports must contain summaries of engagement activities and engagement-focused equity analyses. Chapter 6 – Apply Results, contains information supporting the development of the equity analysis. An overview of the TPR reporting requirements is found here. There are two primary types of State required reports: minor reports and major reports.

Minor reports require jurisdiction to report progress on centering the voices of underserved populations in decision-making processes. They also require jurisdictions to summarize equity analyses, which should include the application of engagement results in the form of a benefits and burdens assessment or the development of equity performance measures.

Major reports add a quantitative report on performance measures and targets to the minor reports, and the integration of engagement results is more indirect. Your engagement results will inform the development of engagement-focused equity performance measures. Reporting on these progress toward performance measures is a requirement for major reports.

Oregon's Housing Production Strategy (HPS) program requires cities to ensure that equitable engagement informs the development of the contextualized housing need and the action selection in a Housing Production Strategy. The program emphasizes inclusion of feedback from historically underserved communities, such as communities of color, low-income communities, individuals with disabilities, and tribal communities. Cities must provide an equitable engagement summary as a chapter within the Housing Production Strategy that is locally adopted and submitted to the Department for review under OAR 660-008-0215, that includes:

- A description of the communities engaged and the methods used

- Summaries of major feedback themes and an analysis of how feedback influenced housing need determinations

- Documentation of tribal coordination, including consultation efforts with tribal governments connected to the jurisdiction

- An evaluation of the effectiveness of engagement efforts and recommendations for future improvements

7.3 General Reporting Considerations

Beyond fulfilling State requirements, developing reports on your engagement activities creates an essential record of your work with community members. This record helps to ensure the time and energy spent on the engagement effort will have influence on the decision-making process, increase transparency with community members, provide a basis for the evaluation of your engagement effort and drive your government towards continuous improvement.

This toolkit is structured to support the development of a community engagement report through the compilation of all the worksheets included in the previous chapters. These worksheets provide the essential substance of a report which address the core needs identified above.

The next step is to synthesize the worksheets into a series of higher-level findings which can inform an internal evaluation of your efforts. This may include demographic summaries of the groups engaged, qualitative results of specific engagement questions and thematic analysis to uncover additional information shared by community which could help improve equity policy or efforts in your project or your organization.

Once higher-level findings have been developed, it is important to share this information back to the community. Community members have a vested interest in the work and value knowing how their participation influenced the project. Be direct and transparent about what you heard and what influence that information had. If they community shared requests that were not accommodated it is important to be clear why that information was not integrated. Effectively communicating findings from equitable community engagement processes is crucial for ensuring transparency, accountability, and continued community involvement.

Your report will become a document of record to refer back to as you work to evaluate your effort and plan future engagement activities. Engagement should be additive, and your organization should be focused on building long term relationships with community members that grow into the future. This will help you gain a deeper understanding of equity issues while also expanding your network and community knowledge.

Essential Guides & Worksheets

7.3A Considerations for Reporting Back Results

1.5B Checklist of Report Worksheets

7.4 Evaluating Equitable Engagement Efforts

After your engagement work is complete, take time to reflect on your effort through an internal evaluation process. Evaluating community engagement efforts allows you to assess whether your engagement efforts met your project goals, providing a platform to refine methodologies and enhance future interactions with the community.

Oregon's Housing Production Strategy program (HPS) administrative rules require jurisdictions to evaluate how to improve engagement practices for future housing engagement efforts, including improvements in affirmatively furthering fair housing through future engagement efforts.

Key Questions to Consider for Evaluating Community Engagement Efforts

- Did you reach identified priority communities?

- How effectively were these priority communities engaged?

- Are there important groups that were left out of the process?

- Was the engagement process universally accessible? If not, what could be improved upon?

- How did the engagement process influence decision-making?

- Did the engagement process achieve equitable outcomes?

- Did the engagement process meet internal project management goals?

- Were the hours and budget allocated sufficient to do the work?

- What existing relationships were deepened? What new relationships can be further developed?

- What parts of the effort should be celebrated?

> The process of how we got to the outcomes is equally as important to the success of the project than the outcomes themselves. For instance, do we help build trust with the community? Did participants feel they had an opportunity to shape the outcome even if they disagreed with the outcome? Did participants feel that the information was accessible and easy to understand?

- Equitable Engagement Survey Participant

Essential Guides & Worksheets

7.4A Tools & Methodologies for Evaluation

7.4B Engagement Evaluation Worksheet

7.5 Developing a Case Study

Once you have completed your evaluation process, you might consider developing it into a case study if you are happy with the results. Creating a case study can serve as an informative project record, offering insights for your organization and sharing them with the broader community engagement field. Additionally, the process allows for reflection on outcomes and their relation to the community power analysis completed earlier.

A case study provides a detailed description of the engagement context, process, and outcomes, helping those not involved understand what occurred. Developing a case study offers two main benefits:

- It synthesizes and documents the events, lessons learned, and best practices for future efforts

- It produces materials useful for reports, grant applications, and awards

Oregon Department of Land Conservation and Development' Community Involvement Advisory Committee annually awards projects for outstanding engagement programs with communities. The Achievement in Community Engagement (ACE) Award recognizes organizations and individuals who have actively promoted and implemented the values of Oregon's Statewide Planning Goal 1 through an outstanding community engagement strategy. DLCD lists recent and past awards to local jurisdictions from around the state.

Creating a case study can provide the following benefits:

Documentation and Synthesis: A case study details your process, contextualizing the project within your community's unique landscape. It synthesizes the process, from initial planning to outcomes, creating a cohesive narrative of your efforts.

Reflection and Learning: Developing a case study allows reflection on your engagement strategies, successes, and challenges. This reflection can uncover insights that might otherwise be overlooked, fostering continuous improvement in your engagement practices and enlightening you on the path forward.

Best Practice Identification: By documenting your methods and outcomes, you contribute to the growing body of knowledge on effective community engagement. Your experiences can inform and inspire other practitioners, advancing the field.

Accountability and Transparency: A well-crafted case study demonstrates accountability to your community and partners, showing how their input was valued and incorporated into decision-making processes.

Resource for Future Initiatives: The case study can become a resource for your organization, informing future engagement efforts and helping to avoid past pitfalls while building on successes. It can be a roadmap for growth and improvement.

Promotional and Funding Opportunities: A compelling case study can be used in grant applications, award submissions, and promotional materials, showcasing your commitment to equitable engagement and potentially attracting resources for future projects.

Highlighting Equity: By explicitly addressing equity components in your case study, you reinforce the importance of inclusive practices and provide a model for centering equity in community engagement.

Connection to Community Power Analysis: The case study allows you to reflect on how your engagement outcomes relate to the community power dynamics identified earlier in your process, providing a full-circle analysis of your project's impact.

> **Essential Guides & Worksheets**
>
> 7.5A Case Study Template

7.6 Continuity of Engagement

Continuity of engagement is essential for building and maintaining trust, fostering long-term relationships, and ensuring community voices are continuously integrated into planning and decision-making processes. Sustained engagement enriches planning efforts and empowers communities, making them active participants in shaping their environments.

By integrating these strategies, you can ensure engagement is not just a temporary or superficial effort but a continuous and integral part of the planning process. This sustained commitment helps build a stronger sense of community, trust, and shared purpose, ultimately leading to more effective and equitable planning outcomes.

Commitment to Continuity of Equitable Engagement

Long-Term Vision: Cultivate a long-term vision for community engagement that aligns with broader organizational goals and community aspirations. This vision should guide all engagement efforts and be reflected clearly in project planning and execution.

Resource Allocation: Commit and advocate for necessary resources, including time, personnel, and finances, to support ongoing engagement activities, demonstrating a genuine commitment to building and maintaining strong community relationships.

Essential Guides & Worksheets

7.6A Strategies for Maintaining Ongoing Community Engagement

Guides &
Worksheets

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Essential Guides & Worksheets

Deeper Dive Guides & Worksheets

Essential Guides & Worksheets

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Essentials

1 Prepare

2 Understand Community

3 Develop Strategy

4 Implement Strategy

5 Summarize Results

6 Apply Results

7 Develop Results

1.1A Organization & Personal Self-Assessment Worksheet

Step 1: Prepare | Mindsets, Principles, Power, and Decision Making

Personal Self Reflection

- How does your social identity impact your advantages or disadvantages in this project?

- How are systemic biases operating within you, your organization, and your community?

- What unique influence do you have on outcomes, and is your social identity overrepresented in decision-making?

Organizational Commitment

- How do your organization's mission, vision, and values regarding equity apply to this project?

- How is equity integrated into relevant organizational goals and policies?

- How can you improve your organization's past equity efforts in this project?

Leadership and Accountability

- What is the level of leadership support for equitable community engagement?

- What accountability mechanisms ensure equity goals are met?

- How do decision-making processes prioritize equity and community leadership?

Navigating Conflict

- How do you recognize and address early signs of conflict?

- What techniques do you use to facilitate respectful dialogue and problem-solving?

- How do you learn from conflicts to improve engagement practices?

Staff Capacity and Training

- What is your organization's capacity for equitable community engagement?

- What equity-related training has your staff received?

- How will you address gaps in staff knowledge or skills?

Policies and Practices

- Do existing engagement policies align with equity principles?

- How do you incorporate diverse perspectives into decision-making?

- Where can you enhance transparency and responsiveness in engagement efforts?

Collaboration and Partnerships

- What are your current collaborations with diverse community organizations?

- How will you foster more robust relationships with community partners?

Decision-Making and Power Dynamics

- Who makes decisions at critical points, and does this align with equity principles?

- How will you integrate equitable engagement strategies throughout the project timeline?

Evaluation and Improvement

- How will you evaluate the impact of engagement on equity outcomes?

- What mechanisms exist for community feedback on engagement processes?

- How will you incorporate lessons learned into future efforts?

1.1A Organization & Personal Self-Assessement Worksheet

Personal Self Reflection

How does your social identity impact your advantages
or disadvantages in this project?

How are systemic biases operating within you, your
organization, and your community?

What unique influence do you have on outcomes, and
is your social identity overrepresented in decision-
making?

Organizational Commitment

How do your organization's mission, vision, and values
regarding equity apply to this project?

How is equity integrated into relevant organizational
goals and policies?

How can you improve your organization's past equity
efforts in this project?

Leadership and Accountability

What is the level of leadership support for equitable
community engagement?

What accountability mechanisms ensure equity goals
are met?

How do decision-making processes prioritize equity
and community leadership?

What will you include in your engagement plan?

continue

1.1A Organization & Personal Self-Assessement Worksheet

Step 1: Prepare | Mindsets, Principles, Power, and Decision Making

Navigating Conflict

How do you recognize and address early signs of conflict?

What techniques do you use to facilitate respectful dialogue and problem-solving?

How do you learn from conflicts to improve engagement practices?

Staff Capacity and Training

What is your organization's capacity for equitable community engagement?

What equity-related training has your staff received?

How will you address gaps in staff knowledge or skills?

Policies and Practices

Do existing engagement policies align with equity principles?

How do you incorporate diverse perspectives into decision-making?

Where can you enhance transparency and responsiveness in engagement efforts?

What will you include in your engagement plan?

→

continue

1.1A Organization & Personal Self-Assessement Worksheet

Step 1: Prepare | Mindsets, Principles, Power, and Decision Making

Collaboration and Partnerships

What are your current collaborations with diverse community organizations?

How will you foster more robust relationships with community partners?

What will you include in your engagement plan?

Decision-Making and Power Dynamics

Who makes decisions at critical points, and does this align with equity principles?

How will you integrate equitable engagement strategies throughout the project timeline?

Evaluation and Improvement

How will you evaluate the impact of engagement on equity outcomes?

What mechanisms exist for community feedback on engagement processes?

How will you incorporate lessons learned into future efforts?

1.3A Example Group Agreements

Group agreements are essential for creating shared values and expectations in project teams, advisory committees, focus groups, and community workshops. These agreements cover participation, communication, conflict resolution, and accountability, setting the stage for respectful and productive interactions.

Principles

Group agreements aim to create a work culture that empowers all team members to contribute their talents, capabilities, and best thinking. This not only fosters psychological safety but also makes each member feel valued and integral to the team's success. By allowing the expression of ideas and affirming cultural identities, these agreements counteract the legacy of white supremacy culture embedded in public institutions. This process is vital for everyone in multicultural teams, not just white members.

Values

Equity: Providing support based on individual needs and abilities.

Responsibility: Taking ownership and initiative within the larger context.

Collaboration: Fostering an environment where all can contribute to decisions.

Relationship-centered: Prioritizing trust-building to enhance productivity and sustainability.

Model Group Agreements

Make Space, Take Space: Be mindful of your participation level, ensuring everyone has an opportunity to contribute.

Oops, Ouch: Acknowledge that mistakes happen. Be kind to yourself and others when unintentional harm occurs.

Be Mindful of Time: Be conscious of time management, recognizing each person's mental energy and commitments.

Community Wisdom: Recognize that while no individual knows everything, our combined knowledge is vast.

Patience and Respect: We may disagree even when we are aligned on our desired outcomes, remember patience and respect even when we disagree.

Assume Positive Intent, but Attend to Impact: Assume positive intent, but be mindful of how your words may affect others before sharing.

Active Participation: Value openness and authenticity over perfect articulation.

Embrace Discomfort and Expect Non-Closure: Acknowledge that learning can be uncomfortable. Hold space for these feelings and don't expect immediate resolution.

Awareness of Power and Privilege: Be aware of group power structures and prioritize voices with less power.

Evaluate for Equity: Regularly assess how standard processes impact racial equity principles and adapt as necessary.

Practice Accountability: Respectfully interrupt when agreements are not followed. Ask facilitators to pause for group discussion, using conflict resolution strategies.

Continuous Improvement: Review and refine these agreements at the start of each meeting.

Accountability

- Respectfully interrupt violations of agreements
- Ask facilitators to pause for the group to address the issues
- Use conflict resolution strategies
- Review and refine agreements at the start of each meeting

Implementation

When introducing these agreements, start with draft recommendations and engage participants in customizing them for the specific group and topic. This collaborative approach ensures buy-in and relevance to the unique dynamics of each team or community group.

1.3A Example Group Agreements

Group agreements should be developed with the group you will be working with. You may have different group agreements for your project team and with advisory groups, focus groups and community workshops. We've provided example group agreements and a fillable form for you to develop your own. For examples of some principles for equitable community engagement, see section 1.1 - Mindsets, Principles, Power and Decsion-Making.

Principles	Values	Agreements

1.3B Practicing Across Difference

This guide provides strategies for practitioners engaging with diverse communities. It recognizes that interactions between dominant and non-dominant groups can be complex and challenging. We acknowledge that practitioners from marginalized backgrounds may face unique challenges, including potential triggers and trauma, but they also bring valuable lived experiences to their work.

For Practitioners with Marginalized Identities Engaging with Dominant Groups

Self-Care and Preparation

- Identify potential triggers and develop coping strategies

- Set clear boundaries about comfortable discussion topics

- Practice regular self-care activities

- Establish a support system or "buddy system" with trusted allies

Education and Empowerment

- Know your rights and relevant protective policies

- Stay informed about issues concerning your identity and experiences

Communication Strategies

- Use assertive communication techniques

- Employ "I" statements to express perspectives

- Maintain professionalism in challenging discussions

Navigating Difficult Conversations

- Practice pausing and reflecting before responding

- Know when and how to exit overwhelming situations

Building Resilience

- Develop personal coping mechanisms (e.g., deep breathing, grounding exercises)

- Seek professional support when needed

Advocacy and Allyship

- Educate and collaborate with allies

- Participate in supportive professional networks

Fostering Inclusive Environments

- Advocate for inclusive practices within your organization

- Share resources to promote understanding of marginalized experiences

Practical Communication Tips

- Prepare scripts for challenging situations

- Use technology to manage stress in communications

- Document uncomfortable interactions

Self-Reflection and Growth

- Regularly reflect on experiences and learnings

- Celebrate personal strengths and achievements

For Practitioners with Marginalized Identities Engaging with Their Communities

Leveraging Common Experiences

- Use shared backgrounds to build deeper connections

- Create safe spaces for open dialogue

Empowerment through Solidarity

- Encourage mutual support and collective problem-solving

- Celebrate cultural identity and traditions

Mentorship and Role Modeling

- Offer guidance based on personal experiences

- Share success stories to inspire others

1.3B Practicing Across Difference

Collective Advocacy

• Work together on community issues

• Engage in beneficial community projects

Resource Sharing

• Disseminate valuable information and opportunities

• Build robust support networks within the community

Encouraging Authenticity

• Create environments where individuals can be their whole selves

• Use shared language and cultural references to strengthen connections

Collective Learning and Growth

• Engage in community learning opportunities

• Establish feedback mechanisms for continuous improvement

Practical Tips

• Schedule regular community check-ins

• Organize events to strengthen community bonds

• Collaborate on projects addressing community needs

For Practitioners from Dominant Identities Engaging with Underserved Communities

Education and Self-Reflection

• Learn about the historical and contemporary contexts of marginalized groups

• Understand and reflect on personal privileges

• Examine and address implicit biases

Active Listening and Empathy

• Practice attentive, non-interruptive listening

• Validate others' experiences, even when different from your own

• Show genuine empathy and compassion

Respectful Communication

• Use inclusive language, avoiding stereotypes and assumptions

• Ask thoughtful questions without burdening others to educate you

Supporting Marginalized Voices

• Give credit and space for self-representation

• Amplify marginalized voices using your platform

Allyship and Advocacy

• Challenge discriminatory remarks and actions

• Use your privilege to advocate for equity and inclusion

Continuous Learning and Unlearning

• Stay curious about diverse experiences

• Challenge and discard internalized stereotypes and harmful narratives

Creating Inclusive Environments

• Ensure welcoming spaces for all

• Actively seek and value diverse perspectives in decision-making

Practicing Humility

• Acknowledge and take responsibility for mistakes

• Approach allyship as an ongoing learning process

Practical Tips

• Attend diversity, equity, and inclusion (DEI) training

• Engage in regular self-reflection on interactions and commitments to equity

• Build genuine relationships with people from diverse backgrounds

• Grow your own lived experience in ways that don't burden individuals such as reading diverse literature and media or attending open invitations to cultural events

Navigating interactions across different identities and social locations requires continuous learning, self-reflection, and adaptation. Practitioners can promote mutual respect and understanding by employing these strategies while ensuring their well-being.

1.4A Budget Tracking Template

Step 1: Prepare | Essential Project Resources

The Budget Tracking Template Tool will help organizations effectively plan, monitor, and manage their financial resources throughout community engagement processes. This template allows users to:

- Itemize and categorize engagement-related expenses

- Track actual costs against budgeted amounts

- Allocate resources equitably across different engagement activities

- Identify areas where additional funding may be needed

- Ensure transparency in financial decision-making

CLICK TO DOWNLOAD TEMPLATE

Event Budget Tracking Sheet
DLCD Equitable Engagement Toolkit

[Event Name]   [Event Date]
Event Total Cost: $600.00

Item Type	Item	Description	Unit Cost	Qty	Total Cost	Person Responsible
Printed Materials	Posters	36x48", color prints mounted	$150.00	4	$600.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$600.00*	
Facilitation Materials			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	
Swag			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	
Food			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	
Childcare			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	
Translation/ Interpretation			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	
Venue			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	
Incentives			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
			$0.00	1	$0.00	
Subtotal					*$0.00*	

1.4B 'Do You Need a Consultant?'

Considering Expertise for Equitable Engagement

When assembling your team, consider these key areas of expertise:

Equitable Engagement Specialists

- Proficient in situation-appropriate methods (surveys, focus groups, meeting facilitation)

- Center racial equity in their approach and business model

- **Technical Experts:** Possess domain-specific knowledge in relevant planning areas

- **Relationship Experts**

  - Skilled in bridging language, cultural, or network barriers

  - Often found in Community-Based Organizations (CBOs)

Note: Equitable engagement is not a "numbers game." Avoid consultants who promise to deliver a certain quantity of diverse participants without a strategy for meaningful relationship-building with your agency.

Factors Influencing Outsourcing Decisions

- Project budget and scale

- Timeline (short-term vs. long-term)

- Engagement application (technical or general)

- Target community and existing municipal relationships

- Need for neutrality or handling of politically charged issues

- Internal staff capacity and budget availability

Key Questions for Consultant Interviews

- "What is your theory of change regarding equitable engagement and racial equity?"

- "How will you help us build and strengthen community relationships?"

- "What strategies have you found successful in leveraging existing community partnerships?"

→
continue

1.4B 'Do You Need a Consultant?'

Agency Staff vs. Consultants in Engagement Projects

Agency Staff Role	Consultant Role
Agency staff are typically well-positioned to: • Manage engagement projects and contractors • Address broader questions beyond a consultant's specific scope • Participate in events to build trust • Facilitate communications	Consultants primarily provide strategic input, advising on practical approaches and materials. Their involvement may extend to: • Recruitment • Materials creation • Event facilitation • Developing engagement summaries • Writing reports • Conducting equity analysis **Note:** Community-Based Organizations (CBOs) may be subcontracted by consultants or directly by the jurisdiction. Some agencies hire solely for materials creation and translation services.

➡️

continue

1.4B 'Do You Need a Consultant?'

Thinking Through Your Need for Consultants

Make an assessment of whether a consultant makes sense for your project's success. Circle how you think your project fits along each of these dimensions.

If you circle a majority of any specific color in the "high consultant need" column, you should consider hiring a consultant.

Also note that your budget and staff capacity will influence whether or not hiring a consultant will be feasible.

- Engagement Expert
- Technical Expert
- Relationship Expert

Low Consultant Need low resource/ complexity	High Consultant Need high resource/ complexity
Staff are ready to facilitate equitable engagement	There is low staff readiness for equitable engagement
Simple and/or small-scale engagements & techniques	Complex or large-scale engagements & techniques
General and routine application	Technical application
Short-term (months)	Long-term (years)
Leverages existing relationships	New relationships needed
Neutrality not required	Neutrality required
There is a track record of proportional participation	There are significant barriers to participation

1.5A Set Engagement Goals

This guide aims to help your project align with organizational objectives and community needs while addressing critical aspects of equity, inclusion, and historical context.

Goal Setting Prompts

Core Objectives and Alignment

- Identify primary issues and needs addressed by the initiative

- Ensure alignment with broader organizational objectives

Community-Centric Goals

- Determine desired community outcomes

- Reflect community priorities and values in goals

Specificity and Measurability

- Define concrete success criteria

- Establish progress indicators and measurement frequency

Feasibility and Capacity

- Assess goal achievability with current resources

- Plan for capacity enhancement if needed

Relevance and Context

- Align goals with the community's long-term interests

- Consider external factors and trends

Timeline and Milestones

- Set a clear timeline for goal achievement

- Outline key phases of the engagement initiative

Adaptability

- Plan for monitoring and responding to external changes

- Develop strategies for goal adjustment

Impact Assessment

- Define long-term community impact goals

- Link goals to improved current and future engagement

Feedback and Learning

- Plan for gathering community members/ partner feedback

- Establish mechanisms for reflection and learning

Critical Considerations

Equity and Inclusion

- Ensure engagement of historically underrepresented groups

- Address cultural, linguistic, and accessibility barriers

Power Dynamics

- Analyze community power structures

- Create safe spaces for disempowered groups

Historical Context

- Consider past experiences influencing trust

- Address historical harms

Capacity Building

- Plan for developing community leadership skills

- Identify knowledge gaps to address

Interconnected Issues

- Recognize links to other community concerns

- Develop holistic engagement approaches.

Future Vision

- Align with the community's long-term aspirations

- Use engagement to foster long-term planning

Feedback Loop

- Plan for communicating how input is used

- Establish ongoing dialogue mechanisms

Measuring Success

- Define "meaningful engagement" from a community perspective

- Identify indicators of equitable and inclusive engagement

1.5A Set Engagement Goals

Principles

see 1.1 Mindsets, Principles, Power & Decision Making for examples

Goals

Operationalize Plan

1.5B Checklist of Report Worksheets

Step 1: Prepare | Set Engagement Goals

By completing all these worksheets, you have created
a record of your equitable engagement process.

- [ ] 1.1 Organization & Personal Self-Assessment Worksheet
- [ ] 1.3A Example Group Agreements
- [ ] 1.4A Budget Tracking Template
- [ ] 1.4B 'Do You Need a Consultant?'
- [ ] 1.5A Set Engagement Goals
- [ ] 2.3B Identify Power Holders and Communities
- [ ] 3.3A Accessibility Plan
- [ ] 3.3B Creating English Language Learning Friendly Publications
- [ ] 3.3C Design & Layout Tips
- [ ] 4.1A Event Planning Checklist
- [ ] 4.1B Annotated Event Agenda
- [ ] 4.5B Engagement Documentation Matrix
- [ ] 4.6 Event Debrief - Facilitator Guide
- [ ] 6.2A Benefits & Burdens Worksheet
- [ ] 6.3A Equity Performance Measures
- [ ] 6.4A Operationalize Findings from Equitable Engagement
- [ ] 7.4B Engagement Evaluation Worksheet

2.2A Past Actions Analysis Results

Step 2: Understand Community | Evaluate Existing Conditions

This guide and worksheet will assist you in understanding historical inequities and past/current harms, an element of the Affirmatively Furthering Fair Housing framework now included in the draft Housing Production Strategy administrative rules. The draft rules will require jurisdictions to conduct analyses to understand their past discriminatory actions related to land and housing access, including mapping geographic patterns of racial and ethnic integration and segregation and their relationship to patterns of affluence and poverty impacted by these past actions. For more detailed information about meeting these requirements, visit the DLCD Housing Program.

The Climate Friendly and Equitable Communities also requires jurisdictions to examine historical inequities, including where current and past land use, transportation, and housing policies and effects of climate change have harmed or are likely to harm underserved populations and where current and past racism in land use, transportation, and housing has harmed or is likely to harm underserved populations.

Diversity, Segregation, and Integration

First, think about the demographic diversity of your community and how current diversity reflects past cultural, economic, political, and technological changes.

Question: What do you already know about the demographic makeup of your planning area? Are there demographic enclaves, and if so, how did they come to be? Are there areas of significant heterogeneity, and how did they come to be? Is the overall community representative of the demographic diversity of Oregon? Why or why not?

Example: "LGBTQIA2S communities have historically concentrated in downtown areas, a pattern shaped by both urban development and social dynamics. Historically, city centers were vibrant, diverse spaces where marginalized groups could find acceptance and build community. Economic factors played a crucial role: many young LGBTQIA2S individuals, facing family rejection and discrimination, had limited financial resources and settled in downtown neighborhoods that were then considered less desirable. The presence of LGBTQIA2S establishments in urban cores thus reflects both the community's resilience and its historical marginalization. However, this geography has evolved with changing urban economics. As downtown areas have gentrified and become increasingly expensive, many LGBTQIA2S individuals who face multiple forms of marginalization — particularly those from racial, ethnic, or economic minorities — have been priced out of these traditional spaces of community and acceptance."

continue

2.2A Past Actions Analysis Results

Ongoing Impacts

Now think about your planning project and how it might impact existing disproportionate burdens across communities. Such burdens include exposure to pollution, toxic substances, hazardous waste, transportation hazards, and limited access to environmental benefits like clean air, water, green spaces, and safe living conditions. Burdens can also include unintended short-term market impacts on housing prices, land, or capital in communities with a historical lack of access. Look at resources such as reports or research discussing the legacy of past harms, needs assessments of your community of interest, or social determinants of health. For example the EPA's EJ Screen, the Center for Disease Control's PLACES Dataset, DLCD's Anti-Displacement Toolkit, or find additional ideas using Equity-Centered Research Methods from DLCD's CFEC webpage.

Question

What possible impacts may your project exacerbate or mitigate? What communities have existing disproportionate burdens along this potential impact? How might any burden or benefit contribute to cumulative impacts for these communities?

Example

"Our urban green space expansion project must carefully navigate potential unintended consequences. While adding parks and green areas can enhance environmental quality, these improvements often increase property values and living costs — a process known as green gentrification. This poses particular risks in our project area, which the CFA Anti-Displacement Map identifies as currently affordable but vulnerable to change.

The project presents two key equity challenges. First, rising property values and rents could force existing low-income residents to leave the neighborhood, effectively excluding them from the environmental benefits the project aims to provide. Second, if planning processes aren't intentionally inclusive, language barriers may prevent non-English speaking communities from shaping these new spaces to reflect their needs and cultural preferences.

However, with proper safeguards, the project can deliver equitable benefits. This requires coupling green space development with strong affordable housing protections and implementing comprehensive multilingual community engagement. Such measures would ensure new green spaces enhance rather than disrupt existing communities while creating inclusive spaces that serve all residents' needs."

continue

2.2A Past Actions Analysis Results

Summary

For more information, look into the deeper dive guide 2.2D Determining Historical and Current Harms Worksheet.

Historic Policy, Disparity, or Exclusion	Impact Today	Project Recommendations

2.2B Using the Community Explorer

Getting Started

The Community Explorer Mapping Tool User Guide provides an overview of the Community Explorer, detailing its purpose, functionality, navigation, and data sources. It explains how to use the tool to explore your city, compare your planning area to state-level benchmarks, and identify and create focal areas within your planning area.

Reporting Results
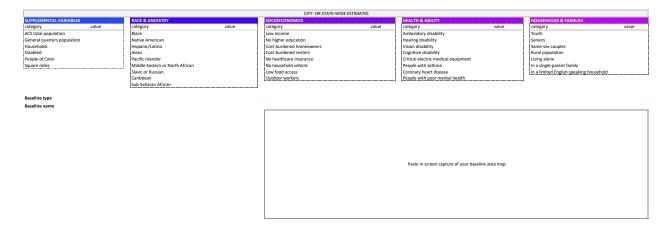
The Data Exports Comparison Template is a spreadsheet that is formatted to receive simple exports from the Community Explorer. The sheets can then be saved as pdf files and included with your reporting.

Instructions for use of the Template can be found in the Community Explorer User Guide, and in the "Read Me" tab of the template spreadsheet.

CLICK TO DOWNLOAD THE COMMUNITY EXPLORER MAPPING TOOL USER GUIDE

Community Explorer Mapping Tool User Guide

A resource of the Equitable Engagement Toolkit for local governmental agencies and planners in Oregon.

DLCD
Department of Land Conservation & Development

CLICK TO DOWNLOAD THE DATA EXPORTS COMPARISON TEMPLATE

CITY- OR STATE-WIDE ESTIMATES				
SUPPLEMENTAL VARIABLES	**RACE & ANCESTRY**	**SOCIOECONOMICS**	**HEALTH & ABILITY**	**HOUSEHOLDS & FAMILIES**
category value	category value	category value	category value	category value
ACS total population	Black	Low income	Ambulatory disability	Youth
General quarters population	Native American	No higher education	Hearing disability	Seniors
Households	Hispanic/Latino	Cost-burdened homeowners	Vision disability	Same-sex couples
Disabled	Asian	Cost-burdened renters	Cognitive disability	Rural population
People of Color	Pacific Islander	No healthcare insurance	Critical electric medical equipment	Living alone
Square miles	Middle Eastern or North African	No household vehicle	People with asthma	In a single-parent family
	Slavic or Russian	Low food access	Coronary heart disease	In a limited English speaking household
	Caribbean	Outdoor workers	People with poor mental health	
	Sub-Saharan African			

Baseline type
Baseline name

Paste in screen capture of your baseline area map

2.3A Community Power Analysis Guide

This guide helps you systematically analyze and map community power dynamics to inform your engagement strategy. It's designed for both fast-track and comprehensive projects.

For steps 1 and 3-6, complete the worksheet 2.3B Identify Power Holders & Communities.

Step-by-Step Process

1. Identify Interested Parties (Column 1)

- Brainstorm with your team to list community members, organizations, and affiliations

- Include diverse groups (e.g., individuals with disabilities, houseless people, transit-dependent)

- Use data tools to identify underserved populations

2. Complete Grid Exercise

Gather your team for a collaborative exercise either using the template on the following page or, using a flip chart or whiteboard:

- **Create the Power Analysis Grid:** Draw and label four quadrants on your chosen surface

- **Interested Parties Identification:** Write each community organization/member on a sticky note

- **Placement and Discussion:** Position sticky notes on the grid. Discuss and agree on quadrant placement as a team

3. Assess Relationships (Column 2)

Rate your organization's relationship with each party:

- **High:** Previous collaboration, familiar with your organization

- **Medium:** Aware of their needs, some communication, no direct engagement

- **Low:** No prior engagement or contact

4. Identify Highly Impacted, Low Influence Groups (Column 3&4)

Focus on those in the upper-left quadrant of the Power Analysis grid:

- **High:** Priority for engagement

- **Medium:** Some existing resources, but still a focus

- **Low:** Already familiar with your system

5. Determine Engagement Level (Column 5)

Aim for higher levels of engagement with underserved communities:

- **Inform:** One-way outreach

- **Consult:** Gather feedback

- **Involve:** Ongoing participation

- **Collaborate:** Partnership in process and decisions

- **Empower:** Final decision-making authority

6. Develop Tailored Strategies (Column 5)

Create specific engagement approaches for each community, such as:

- **Latinx communities:** Engage at cultural events and provide Spanish materials

- **Transit-dependent:** Conduct bus stop interviews and offer participation incentives

- **Youth:** Partner with after-school and Safe Routes to School programs

7. Analyze Outcomes

Prioritization: Select 10-15 critical parties based on your project's timeline, budget, and resources.

Note: Comprehensive engagement with all identified parties may be challenging.
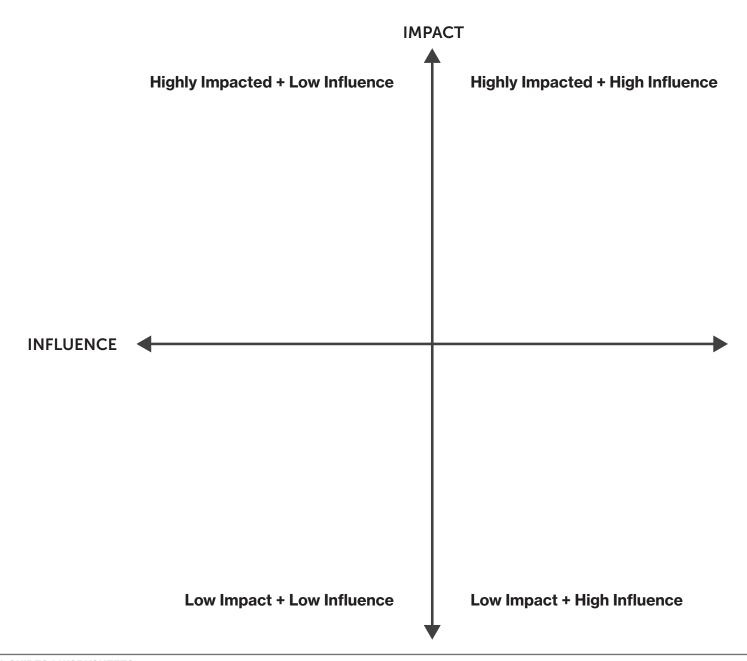
Equity Focus: Prioritize community members who are most impacted but have the most minor influence. While other interested parties (e.g., elected officials and business owners) are essential, they typically require fewer resources due to their familiarity with the system.

The Community Power Analysis will yield:

- A list of Priority Communities to Engage

- Guidance for developing strategies based on each group's impact and influence Use these outcomes to inform your Engagement Plan, ensuring a balanced approach that emphasizes equitable participation while acknowledging all relevant interested parties

2.3A Community Power Analysis Guide

Step 2: Understand Community | Community Power Analysis

IMPACT

Highly Impacted + Low Influence

Highly Impacted + High Influence

INFLUENCE

Low Impact + Low Influence

Low Impact + High Influence

2.3B Identify Power Holders & Communities

Step 2: Understand Community | Community Power Analysis

Once you've completed the Power Analysis Grid and prioritized your 10-15 members, fill out this worksheet to assist you with determining your engagement strategies. We've included examples on the first two lines to assist with your evaluation.

Prioritized Communities to Engage

Community Member/Organization	Relationship	Impact	Influence	Level of Engagement	Engagement Strategy

3.3A Accessibility Plan

Project Planning for Accessibility

When budgeting for inclusive community engagement, consider the following accessibility costs:

Language services: Translation and interpretation, including American Sign Language (ASL) and its regional dialects, Signed Exact English, Pidgin Signed English, tactile signing, and home signs

Venue selection: Spaces that accommodate wheelchairs and diverse body types

Location accessibility: Choose venues that minimize transportation barriers for attendees

Extended duration: Allow for a slower pace to ensure proper orientation and thorough discussions

Remember that genuinely accessible engagements often require more time and resources, which may increase overall costs. However, this investment is crucial for ensuring equitable participation from all community members.

Plan for:

Translation and Interpretation

☐ Costs for real-time captioning services for individuals with auditory impairments.

☐ Sign language interpreters for various sign languages (e.g., American Sign Language, other regional sign languages)

Mobility Device Accessibility

☐ A venue has ramps, elevators, and accessible restrooms

☐ Ensuring there are accessible seating arrangements for various body types and mobility aids

Transportation

☐ Choose event locations wisely, considering proximity to public transportation, parking, and size

☐ Better access may cost more money to rent

☐ Cost of shuttle services from public transport hubs

☐ Public transportation passes or reimbursements to get to and from the event

Engagement Duration

☐ Additional breaks to prevent cognitive overload

☐ Plan for longer engagement periods to accommodate slower processing times

3.3A Accessibility Plan

Event Planning for Accessibility

Accessibility in the Facilitation Design

When planning accessible events, consider physical and digital spaces to meet diverse needs. Ensure venues accommodate mobility aids and various body types. For online activities, design with neurodiversity in mind. Assess participants' digital and spatial literacy, adapting materials accordingly. Engage community liaisons to understand accessibility requirements better.

Implement multi-modal information sharing and feedback collection to support different learning styles. Make visual materials color-blind friendly. Embrace diverse engagement methods and flexible pacing to accommodate all participants. Remember, accessibility benefits everyone by fostering more meaningful and inclusive participation. Regularly seek feedback to continually improve your approach to accessibility in event planning.

Plan for:

Physical Space

☐ Arrange seating to accommodate wheelchairs and provide enough space for movement.

☐ Ensure tables and workstations are accessible for all participants

Neurodiversity

☐ Use clear and simple language in all communications

☐ Provide information in various formats (visual, auditory, and tactile)

☐ Use structured schedules and clear agendas to reduce anxiety

Digital and Spatial Literacy

☐ Provide training sessions or guides on using digital tools before the event

☐ Use familiar and user-friendly platforms for online engagements

Inclusive Design

☐ Ensure materials are accessible to people with visual impairments (e.g., large print, braille, screen reader compatibility)

☐ Design visual aids that are color-blind-friendly and use high-contrast colors

☐ Is there healthy, culturally appropriate food available from local vendors?

continue

3.3A Accessibility Plan

Step 3: Develop Strategy | Communication Strategy

Event Planning for Accessibility

Accessibility in the Event Logistics

Logistics Internal to the Event

Food and Beverage

- ☐ Cater to dietary restrictions (e.g., vegan, gluten-free, halal)
- ☐ Clearly label all food and beverages

Facilities

- ☐ Ensure accessible restroom facilities are available
- ☐ Provide quiet rooms or relaxation areas for those needing breaks from sensory overload

Safety and Comfort

- ☐ Is the event in an area that is safe during the time period the event is taking place?
- ☐ Is there enough space, is the temperature and lighting comfortable?
- ☐ Conduct a safety assessment of the venue
- ☐ Monitor temperature, lighting, and ventilation to ensure a comfortable environment
- ☐ Provide comfortable seating and allow for standing options

Cognitive Load

- ☐ Is the language being used accessible and friendly to non-technical audiences?
- ☐ Are you providing "just in time" information so people have enough context, but are not overwhelmed?
- ☐ Use plain language and avoid jargon
- ☐ Provide handouts or digital copies of presentations for reference
- ☐ Offer context and summaries for complex topics

Logistics External to the Event

Transportation Access

- ☐ Reduce barriers by giving clear instructions for accessing the site
- ☐ Provide detailed, accessible directions and transport options including transit routes
- ☐ Offer clear directions for accessible parking and drop-off zones
- ☐ Offer travel reimbursements or stipends if possible

Childcare and Activities for Youth

- ☐ Provide on-site childcare or partner with local childcare providers
- ☐ Ensure the childcare environment is safe and accessible from the perspective of community members
- ☐ Provide childcare location close to the meeting area so parents and children can see each other and check in periodically
- ☐ Allow for activities where youth and children can contribute to the project by providing artwork, maps and have them present at the meetings

Timing

- ☐ Choose a good time for the community you are engaging (after work hours for example)
- ☐ Schedule events at times convenient for the community (e.g., evenings, weekends, etc)
- ☐ Consider cultural and religious holidays to avoid scheduling conflicts

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Resources

Radical Inclusion from the Philadelphia Equitable Engagement Toolkit

3.3B Creating English Language Learner Friendly Publications

Rules	Guidelines	Examples
☐	☐	
	☐	
	☐	
☐	☐	
	☐	

continue

3.3B Creating English Language Learner Friendly Publications

☐

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continue

3.3B Creating English Language Learner Friendly Publications

Rules	Guidelines	Examples
1. Use Simple and Clear Language ☐	**Keep Sentences Short** ☐ · Aim for 15-20 words per sentence · Break longer sentences into multiple shorter ones	*Complex:* "After much deliberation and consultation with various interested parties, the city council approved the new urban development plan that will guide the city's growth over the next decade." *Simplified:* "The city council approved a new plan. This plan will guide how the city grows over the next 10 years. The council talked to many people before making this decision."
	☐ **Choose Common Words** · Use everyday vocabulary familiar to most readers · Avoid jargon, idioms, and complex terminology	*Complex:* "The initiative aims to ameliorate the current housing crisis." *Simplified:* "This plan aims to improve the current housing problem."
	Use Active Voice · Write sentences where the subject performs the action ☐	*Passive:* "The new park was opened by the mayor last Saturday." *Active:* "The mayor opened the new park last Saturday.
☐ **2. Be Direct and Specific**	**Provide Clear Instructions** · Give step-by-step directions for any actions readers need to take	*Vague:* "Submit your application as soon as possible." *Specific:* "Fill out the application form. Bring it to the City Hall at 123 Main Street by 5:00 PM on Friday, June 15."
	Avoid Ambiguity ☐ · Use precise language for dates, times, locations, and procedures	*Ambiguous:* "The event will be held next week." *Specific:* "The event will be held on Tuesday, July 10, from 2:00 PM to 4:00 PM."
Rules	**Guidelines**	**Examples**

3.3C Design & Layout Tips

Designing accessible and inclusive engagement materials ensures that all public members, including those with disabilities and diverse needs, can participate effectively in civic processes. This guide outlines key best practices to create materials that are universally accessible and engaging.

Universal Design Principles

Universal Design aims to create environments and materials that all people can access, understand, and use regardless of age, size, ability, or disability.

Simplicity

- Use clear, concise language

- Avoid jargon and technical terms

- Break complex ideas into simple, digestible parts

- Example: Instead of "The municipality is initiating a comprehensive infrastructure revitalization program," say, "The city is starting a project to improve roads, bridges, and public buildings."

Consistency

- Maintain a uniform layout across all materials

- Use consistent color schemes, fonts, and formatting

- Create recognizable patterns in information presentation

- Tip: Develop a style guide for all your engagement materials to ensure consistency

Flexibility

- Provide information in multiple formats:

- Print (e.g., brochures, posters)

- Digital (e.g., websites, PDFs)

- Audio (e.g., recordings, podcasts)

- Visual (e.g., infographics, videos with captions)

- Allow users to choose their preferred method of engagement

Web Accessibility

Ensuring digital content is accessible to all users, including those with disabilities, is crucial in the modern age.

Follow WCAG Guidelines

- Adhere to Web Content Accessibility Guidelines (WCAG) 2.1 or later

- Aim for at least AA-level compliance

- Regularly audit your digital content for accessibility

Keyboard Navigation

- Ensure all interactive elements are operable via the keyboard

- Provide visible focus indicators

- Maintain a logical tab order through the content

Screen Reader Compatibility

- Use proper HTML markup for structure (e.g., <h1>, <h2> for headings)

- Implement ARIA (Accessible Rich Internet Applications) roles and attributes

- Provide alternative text for images and other non-text content

- Example: <img src="city-hall.jpg" alt="Front view of City Hall building with steps leading to the main entrance">

Color Contrast

- Maintain a contrast ratio of at least 4.5:1 for normal text and 3:1 for large text

- Avoid using color alone to convey information

- Use tools like WebAIM's Contrast Checker to verify your color choices

continue

3.3C Design & Layout Tips

Design for Diverse Needs

Acknowledging and accommodating the diverse needs of your community ensures broader engagement and participation.

Multilingual Support

- Identify the primary languages spoken in your community

- Provide materials in these languages

- Use professional translation services to ensure accuracy

- Include language selection options prominently in digital materials

Plain Language

- Write at a 6th to 8th-grade reading level

- Use active voice and direct address

- Define necessary technical terms

- Example: Instead of "The proposed ordinance will mitigate the adverse effects of urban sprawl," say, "The new rule will help reduce problems caused by the city growing too quickly."

Alternative Formats

Offer materials in:

- Braille

- Large print (at least 18-point font)

- Audio recordings

- Electronic formats compatible with assistive technologies

- Provide clear instructions on how to request alternative formats

Visual and Sensory Elements

Thoughtful use of visual and sensory elements can significantly enhance the accessibility and engagement of your materials.

- Readable Fonts

  - Use sans-serif fonts like Arial, Helvetica, or Verdana

  - Maintain a minimum font size of 12 points for printing 16 pixels for digital

  - Ensure sufficient line spacing (1.5 times the font size)

  - Avoid using all caps, italics, or underlines for long passages

Visual Hierarchy

- Use clear headings and subheadings

- Implement bullet points and numbered lists for easy scanning

- Use white space effectively to separate content sections

- Example: Main Heading: "City Budget Proposal" Subheadings: "Revenue Sources," "Planned Expenditures," "Public Feedback Process"

Captions and Transcripts

- Provide captions for all video content

- Offer transcripts for audio content

- Ensure captions are accurate and synchronized with the audio

- Include descriptions of relevant visual information in video captions

By implementing these best practices, you can create government engagement materials that are more accessible, inclusive, and effective in reaching all members of your community. Regularly seek feedback from diverse user groups to improve your materials and processes.

3.4A Outreach Tracker

Step 3: Develop Strategy | Initiating Engagement

The Outreach Tracker helps to streamline and enhance community outreach efforts, as well as:

- Record and organize contact information for community members and partners

- Log all outreach activities, including dates, methods, and outcomes

- Track participation rates and demographic information

- Identify gaps in engagement and underrepresented groups

- Monitor follow-up actions and commitments made during outreach

CLICK TODOWNLOAD TEMPLATE

Organization	Community affinities	Contact Information			Communication		
		Contact Name	E-mail	Website	Team Contact	Initial Contact (Date)	Status

3.5A Engagement Event & Project Milestone Outline

Step 3: Develop Strategy | Outline Engagement Events & Key Project Milestones

Event/ Activity	Event Type	Preparation Materials Required	Point Person	Date	Time	Partner Contact	Other Notes

Milestone	Description	Point Person	Due Date	Other Notes

3.5B In-Person Activities

The following list provides an array of methods for reaching priority communities, ranked by recommended approach for equitable in-person engagement with marginalized communities.

Community Advocates/Ambassadors/Leaders

- Create a cadre of community advocates to foster leadership, relationships, and trust in government

- Recruit and compensate individuals to learn about government projects and policy processes

- Train advocates and staff, focusing on cultural humility, trauma-informed practices, and psychological safety strategies

Examples:

- Community Design Advocates (CDAs):

  - Collogate's work with CDAs on Midland Library in Portland

  - CDAs are paid for their time, with stipends to support engagement as they see fit for their communities

  - CDAs meet with community members weekly

  - All information is collected and developed through the design at the concept phase

- Cohort Approach:

  - Beaverton's Inclusive Housing Cohort

  - Designed to develop leadership skills, build capacity, and gather feedback on city projects

Focus Groups

- Organize diverse groups, including elders, youth, cultural groups, and advocacy organizations

- Contract trusted community members to plan, recruit, and facilitate discussions

- Offer stipends, food, childcare, translated materials, and interpretation services

- If trust is lacking, seek partnerships with other agency departments with direct community connections (e.g., parks, county public health departments, schools, and cultural community centers)

School Engagement

- Collaborate with schools to engage youth

- Attend after-school activities or work with teachers on classroom projects

Community Walks

- Coordinate walks through project areas or specific sites (parks, housing, transportation corridors)

- Provide street-level experiences and identify areas for investment and improvement

- Ensure accessibility for people with disabilities:

  - Offer accessible vehicles

  - Plan appropriate routes with rest breaks

  - Provide restrooms, refreshments, and shelter from weather

Bus Stop Interviews

- Engage transit riders to gather insights about their experiences and perspectives on projects

Tabling at Community Spaces & Events

Build relationships by tabling at:

- Public locations (libraries, parks, other public locations)

- Events (back-to-school nights, cultural fairs, farmers markets, celebrations)

- While light-touch, this method helps reach people who don't typically engage with projects

3.5B In-Person Activities

Resource Fairs

Participate in community resource events aligned with project goals:

- Job fairs
- Food pantries
- Community gardens
- Bicycle fairs
- Fix-it fairs
- Homeownership or financial education events
- Reach out to partner organizations to coordinate and track upcoming event opportunities

Door-to-door Canvassing

- Conduct interviews to build relationships and trust, particularly among residents in affordable housing

Intercept Surveys

- Conduct short, in-person surveys:
  - For transportation projects: interview transit riders at bus stops or on buses
  - For other projects: survey people visiting or working near the project site (e.g., master plan or park redevelopment)

Advisory Committees

- While traditional, these engage only a small portion of the community
- Can represent individuals with lived experiences, racial and ethnic identities, and organizations
- Ensure broader representation and encourage members to connect with their communities for input

Community Workshops

- Reduce emphasis on workshops and open houses, as they often attract those already engaged
- If used, partner with Community-Based Organizations (CBOs) to host at familiar locations:
  - Community centers
  - Culturally specific grocery stores and markets
  - Health centers

Open Houses

- Less effective for reaching harder-to-reach communities compared to more targeted outreach
- Still a viable option to reach the "usual suspects"
- Consider using this later in the project after engaging the community through other methods
- Can be more effective if community members feel comfortable and interested in your project due to previous engagement efforts

Public Hearings

- While often a common requirement for government policy or project adoption, it is not necessarily considered an engagement strategy
- To make it more inclusive and accessible:
  - Provide closed captioning, translators, and materials in different languages
  - Ensure accessibility for deaf and blind community members
  - Hold hearings during non-work hours
  - Host at various locations throughout your community (schools, senior centers, community centers, etc.)

Note: Prioritize methods higher on this list for broader community reach and more equitable engagement. The effectiveness of each method may vary depending on the specific community and project context.

4.1A Event Planning Checklist

This checklist will guide you through the essential steps to make your events welcoming and equitable, ensuring every attendee can engage fully and meaningfully.

Pre-Event Planning

Cultural Responsiveness

☐ Research the cultural backgrounds of expected participants and consult with people, such as culturally based organizations, community leaders, and consultants for culturally responsive techniques and strategies

☐ Provide materials in relevant languages

☐ Arrange for translation or interpretation services as needed

Communication Styles

☐ Plan for multiple communication methods (e.g., oral, visual, written, tactile)

☐ Include interactive and non-verbal engagement options

Economic Barriers

☐ Select cost-effective venues and suppliers

Offer sliding scale stipends or honorariums

Timing and Scheduling

☐ Choose event dates and times that accommodate community members' schedules, considering childcare options and avoiding significant religious and cultural holidays

☐ Provide advance notice and regular reminders

Physical Accessibility

☐ Ensure the venue is accessible (e.g., ramps, elevators)

☐ Check for adequate parking, including accessible parking spots

☐ Verify proximity to public transportation

Technological Accessibility

☐ Choose platforms and tools that are accessible to people with disabilities. Access interpretation equipment

☐ Provide clear instructions and support for using technology

☐ Allow plenty of time for set up and testing technology, if possible schedule a dry run of show several days prior to the event

Written Materials, Handouts, Presentations, Give aways

☐ Determine relevant written materials needed, translate into languages, as needed

☐ Ensure presentations are short and engaging, minimize the amount of text in presentations and include images, colors and contrast for accessibility

☐ Find giveaways for participants, such as stickers, pencils, bike lights, etc.

☐ Consider options for raffle prizes with local business donations

Data Collection, Meeting Feedback

☐ Determine what demographic data you will be collecting and how

☐ Determine how you will be collecting feedback, comments: flipcharts, written surveys, comment cards, sticky notes and how you will capture and transcribe

Mental and Emotional Considerations

☐ Identify potential triggers in discussion topics and talk with planning team about how to self reflect and provide care

☐ Arrange for trauma support if needed, i.e.: active listeners

Food/Refreshments

☐ Always provide a range of water, coffee, tea and light snacks at in-person events

☐ Provide food from local vendors and culturally specific providers

Childcare

☐ Provide childcare or activities for children during the event

Roles and Assignments

☐ Identify roles for staff, consultants, volunteers and elected officials

☐ Set time for set up and take down at the event with volunteers

➡️ continue

4.1A Event Planning Checklist

Step 4: Implement Strategy | Event Planning

During the Event

Registration and Reception

- [ ] Ensure registration desks are accessible.
- [ ] Have organizers available to assist with navigation and questions

Communication and Engagement

- [ ] Use clear, simple language in presentations and discussions
- [ ] Offer real-time captioning or sign language interpretation

Accessibility Monitoring

- [ ] Have volunteers precisely monitor and address accessibility needs
- [ ] Ensure all areas are kept clear and accessible throughout the event
- [ ] Develop a de-escalation and safety plan and review with staff and volunteers

Post-Event

Feedback Collection

- [ ] Distribute feedback forms in various formats (digital, paper)
- [ ] Ask specific questions about the inclusivity and accessibility of the event

Follow-Up

- [ ] Send thank-you notes and event summaries to participants
- [ ] Provide resources for further learning or participation

Review and Improve

- [ ] Analyze feedback to identify areas for improvement
- [ ] Debrief with your planning team on what went well and what you would do differently
- [ ] Plan adjustments for future events based on feedback

4.1B Annotated Event Agenda Template

Event agendas are critical tools for ensuring the success and efficiency of any gathering, from small meetings to large conferences. A well-crafted agenda serves multiple purposes:

- It provides structure and direction, keeping the event on track and focused on its objectives

- It helps participants prepare and engage more effectively by setting clear expectations

- It demonstrates respect for attendees' time by outlining a thoughtful, organized approach to the event

- It is a communication tool, ensuring all community members/ partners are aligned on the event's purpose and flow

- It can be used as a checklist during the event to manage time and cover all intended topics or activities

This guide offers an annotated event agenda template to help practitioners create effective event agendas. Following this template ensures that your events are well-organized, purposeful, and productive, ultimately leading to better outcomes and more satisfied participants.

Event Agenda Items

Event Details

- Title of Event

- Date & Time

- Location

Event Overview

Event Description: In plain language, what is this event?

Meeting Goals: How does this event fit into or meet larger project objectives?

Meeting Outcomes: What will participants walk away having learned, accomplished, or experienced?

Questions: What are you hoping to learn from this engagement?

Materials: List of materials and who is responsible

Facilitation Principles: What are you keeping in mind as you facilitate? How do you want to show up and hold space?

continue

4.1B Annotated Event Agenda Template

Step 4: Implement Strategy | Event Planning

How to Use This Template

1. Fill in each section with relevant details for your specific event.

2. Be as clear and concise as possible in your descriptions.

3. Ensure the event goals, outcomes, and questions align with your project objectives.

4. Review your materials list and assign responsibilities well in advance.

5. Reflect on your facilitation principles to guide your approach during the event.

6. Craft a detailed agenda timeline for all necessary activities while maintaining flexibility.

Timing	Topic	Details	Visual/ Text on Screen
How long will the agenda item take place?	*What is the agenda item about? (activity, etc)*	*Whose facilitating it? What are they saying? What are the instructions for the activity?*	*What are participants looking at?*

continue

4.1B Annotated Event Agenda Template

Step 4: Implement Strategy | Event Planning

Focus Group Agenda Example

Title of Event: Community Center Development Focus Group

Date & Time: June 15, 2024, 2:00 PM - 4:00 PM

Location: Riverside Community Hall, 123 Main Street

Event Overview

Event Description

This focus group aims to gather detailed feedback and insights from community members regarding the proposed new community center. Participants will discuss their needs, preferences, and concerns to help shape the final plans.

Meeting Goals

The focus group is part of a larger effort to ensure community input is integrated into the development process. The goal is to collect qualitative data that will inform the design and services of the new community center.

Meeting Outcomes

Participants will walk away having:

- Shared their thoughts and opinions on the proposed plans
- Learned about the project details and timeline
- Contributed to the community decision-making process

Questions

We hope to learn:

- What specific features and services are most important to the community?
- Are there any concerns or potential challenges we should address?
- How can the community center best serve the needs of diverse groups?

Materials

- Project plans and visuals (responsible: Project Manager)
- Note-taking supplies (responsible: Facilitator)
- Refreshments (responsible: Event Coordinator

Facilitation Principles

- Create a welcoming and inclusive environment where all voices are heard
- Encourage open and honest dialogue
- Maintain neutrality to allow for unbiased feedback
- Ensure the session stays focused and on track

Timing	Topic	Details	Visual/ Text on Screen
2:00 PM	Welcome and Introduction	Opening remarks, purpose of the focus group, and agenda overview	Event title, purpose statement, agenda outline
2:15 PM	Project Overview	Presentation of the community center project plans/ timeline	Project plans, timeline slides
2:30 PM	Participant Introductions	Brief introductions and icebreaker activity	Names and roles of participants
2:45 PM	Discussion 1: Community Needs	Open discussion on community needs and preferences	Discussion prompt questions on screen
3:15 PM	Break	Short break with refreshments	"Break - Refreshments Available"
3:30 PM	Discussion 2: Concerns & Solutions	Discussion on concerns and potential solutions	List of concerns and solution ideas
4:00 PM	Wrap-Up and Next Steps	Summary of key points, next steps, and closing remarks	Summary points, next steps, contact info

4.3A Facilitator Tips

Community Forums allow diverse participants - including community members that are residents, business owners, students, and community partners - to discuss values and experiences. These forums involve both affinity groups and mixed groups.

Pre-Forum Preparation

Working with Your Notetaker:

- A notetaker will be assigned to your table to capture discussion points

- They may request clarification or additional time to transcribe concepts accurately

- Your notetaker can help ensure all participants are recognized

Setting the Tone: Meeting Agreements

Begin your session by establishing these meeting agreements:

Student-Centered Approach: We prioritize student voices and will call on them first.

Orderly Participation: Raise your hand to speak. We'll recognize participants in order, using a "stack" (a facilitation strategy where participants raise their hands to speak, and the facilitator communicates an organized speaking order).

Concise Contributions: Keep comments brief to allow others to share.

Time Management: Facilitators may gently interrupt to ensure equitable participation. Alternative input

methods (e.g., handouts) are available.

Written Input: We provide worksheets for additional comments if the time for verbal input is limited.

Facilitation Strategies

Empowering the Group

- Encourage participation from all, not just the most vocal

- Be mindful of cultural communication styles and comfort levels

- Offer written participation options (e.g., chat box)

- Interrupt attempts to dominate or overpower the group

- Address social power dynamics and participation disparities

- Enforce agreed-upon meeting guidelines

- Use a trauma-informed approach, especially in racially diverse groups

Active Facilitation Techniques

- Observe non-verbal cues: body language, facial expressions, etc

- Maintain topic relevance. Address tangents or potential conflicts promptly

- Summarize discussions, synthesize comments, and highlight areas of agreement

- Create opportunities for less assertive participants

- Ask clarifying questions when needed

- Respect diverse opinions, participation styles, and cultural perspectives

Facilitation Don'ts

- Don't dominate the conversation yourself

- Don't allow off-topic discussions or harmful comments

Breakout Group Guidance

When facilitating smaller breakout groups:

- Adapt these strategies to the group size and composition

- Encourage more intimate and focused discussions

- Ensure all voices are heard in the smaller setting

Closing the Forum

- Summarize key points and areas of consensus

- Collect any written feedback (worksheets, handouts)

- Thank participants for their engagement and valuable input

4.3B Interview Guide

This guide provides best practices for conducting effective community interviews. It covers interviewer mindset, behavioral approach, and logistical considerations to ensure consistent, respectful, and productive conversations with community members.

Mindset: Open, Multi-partial, Curious

Be Open and Neutral: Approach each interview without preconceived notions, including those gained from other interviews. Your goal is to listen and inquire into the perspectives and concerns of each participant.

Be Present Mentally and Emotionally: Be mindful of your own emotional responses and try to keep them from coloring your interpretation of the person in front of you.

Affect: Present, Attentive, Empathetic

Listen carefully: notice body language, tone, volume, pace of speech, word choice, and content. Notice trigger words that are great places for follow-up questions.

Show Respect and Empathy: Acknowledge the importance of each participant's input. Use active and affirmative listening appropriate to the cultural context.

Paraphrase: Paraphrase in a way most likely to resonate with the other person. This helps build the energy of the interview and helps the person share more deeply.

Logistics: Thorough, Friendly, Reflective

Cover Your Bases: Remember to begin by introducing yourself, the purpose of the interview, what will be happening with the data, and confidentiality.

Build Rapport: Build rapport to establish a sense of safety and respect boundaries that may come up. It's okay to come back to something later.

Reflect after each Interview: Reflect, if possible, immediately after the interview, capturing as much of the conversation as you can. It is also a time to reflect on connections to other interviews or data sources. Write down questions and insights.

Project and Engagement Goals (examples are provided in gray text)

Broad Engagement Goals

Community Insights: Gather diverse opinions and insights regarding current land use and potential changes.

Identify Needs and Concerns: Understand the community's needs, concerns, and hopes for future land use planning.

Foster Trust and Collaboration: Build a foundation of trust with community members to encourage ongoing collaboration

Interview Goals

Assess Awareness: Determine the level of community awareness about current land use policies and upcoming plans.

Gauge Impact: Identify how current and proposed land use plans affect the daily lives of community members.

Collect Suggestions: Gather specific suggestions and ideas for land use improvements from the community.

Team Description

Interviewer Name: Jane Doe, Community Engagement Specialist

Team Description: The interview team comprises experts in urban planning, community outreach, and environmental science. Each member brings a wealth of experience in engaging with diverse communities and facilitating inclusive discussions.

Goals (in plain language)

Understand Community Views: Learn what people in the community think about how land is currently used and how it could be used better.

Hear Concerns: Find out what worries people have about changes in land use.

Get Ideas: Listen to people's suggestions for improving land use in their area.

4.3B Interview Guide

Step 4: Implement Strategy | Facilitation Design

Interview Topics (in plain language)

Current Land Use: Discussion about how land is currently being used in the community.

Future Plans: Community opinions on proposed changes or developments.

Personal Impact: How land use affects individual lives and livelihoods.

Environmental Considerations: Views on how land use impacts the local environment.

Community Resources: Availability and accessibility of community resources (e.g., parks, schools, transportation).

Format

This will be a 45-minute to 1-hour semi-structured interview, which means that we have questions that will guide the bulk of the interview, but also have flexibility to go where we need. You can withdraw from this interview at any time for any reason. You can decline to answer any questions that you do not wish to answer. Does an _____ end time still feel like a realistic end time for you?

Documentation Plan

Notes and Recordings: The interviewer will take detailed notes during the interview. If the interviewee consents, the conversation will also be audio recorded to ensure accuracy.

Data Storage: All notes and recordings will be stored securely, accessible only to the research team.

Report Compilation: Information from the interviews will be compiled into a report that summarizes the key themes and insights without identifying individual respondents.

Confidentiality and Data Security

Confidentiality Assurance: "Your responses will be kept confidential. We will not attribute any comments directly to you without your permission. The information gathered will be used to inform the land use planning process and improve our community's development plans."

All information you provide will be considered confidential. Furthermore, you will not be identified by name in the study or in any report or publication resulting from this study. All data collected through this study will be used only for _____. We like to record our interviews for our own internal review and to ensure we thoroughly and accurately capture what you're sharing with us. Would it be okay for me to start recording?

4.3B Interview Guide

Interview Script (during interview)

Introduction, Risk, and Consent Statement

Thank you for taking the time to speak with me. Our team is **[Team Description]**. We are conducting these interviews in order to **[Goals in plain language]**. This interview will cover **[Interview Topics]**. This interview will have the following format **[Format]**. To ensure you feel like you can share freely, **[Confidentiality and Data Security]**.

Do you consent to participating in this interview? Do you have any questions before we begin?

Lastly, **[Documentation Plan]** to ensure we thoroughly and accurately capture what you're sharing with us. Does that sound okay to you?

Questions

Use this format to help you walk through interview questions and topics as you conduct the interview. Examples are provided in gray text.

Topic 1: Housing Disparities

Topic Description: Investigating the availability and quality of housing in the community.

1. Are there parts of the community where housing conditions are noticeably better or worse?

2. Does your current living situation meet your housing needs? Why or why not?

Topic 2: Social Mobility

Topic Description: Understanding the factors that influence social mobility in the community.

3. What opportunities do people in your community have to improve their living situations?

4. Are there specific programs or supports that help people move up economically or socially in your community?

4.5A Demographic Questionnaire

Demographic data collection is a crucial component of effective community engagement. When done thoughtfully and ethically, it provides valuable insights that can help ensure your outreach efforts are inclusive, representative, and tailored to the diverse needs of your community. This guide explores strategies for collecting voluntary demographic information while respecting privacy and protecting individuals' identities.

Importance of Demographic Data

Collecting demographic data is essential for the following:

- Ensuring you are reaching priority populations

- Gaining insights into effective strategies for engaging different community segments

- Evaluating the success of your outreach methods

- Identifying underrepresented groups in your engagement efforts

- Tailoring future engagement activities to be more inclusive

For example, after hosting a community open house, you can analyze the demographic data of attendees to evaluate the effectiveness of your advertising strategies and adjust future outreach accordingly.

Best Practices for Collecting Demographic Data

When collecting demographic data at in-person events, consider the following strategies:

Create a Comprehensive Questionnaire: Develop a hard copy sheet for participants to fill out, including:

- Disaggregated racial or ethnic categories

- Gender

- Income level

- Age

- Place of residence (zip code or cross street)

- Educational level

- Language

- Disability status

- Preferred travel mode

- Number of family members

- Occupation/ place of employment

Ensure Voluntary Participation: Make demographic questions optional and anonymous - no names or addresses required

Offer Incentives: Boost participation with incentives like prize drawings

Track Attendance: Track total attendance at each event

Designing Survey Questions

When creating your demographic questionnaire, keep these points in mind:

Relevance: Choose questions directly relevant to your project goals and community context.

Inclusivity: Ensure categories are comprehensive and allow for self-identification.

Sensitivity: Word questions in a respectful and culturally appropriate manner.

Clarity: Use clear, simple language to avoid confusion.

Privacy: Remind participants that all responses are confidential and will only be used in aggregate.

Sample Questions

[Include a set of sample questions covering the categories mentioned above]

Data Analysis and Reporting

- Analyze data to identify engagement trends, gaps, and opportunities

- Use insights to improve outreach strategies and inclusivity

- Share findings with project partners/ community members and explain planned improvements

- Protect participant privacy through secure, transparent, and compliant data practices

4.5A Demographic Questionnaire

Demographic Survey Questions

Can be filled out by participants in hard copy or virtual.

1. How did you find out about this event?

2. How did you travel to this event?

3. What cultural organizations do you belong to? Place of worship, community organizations and service organizations.

4. Please indicate your current housing tenure:
   - ☐ Housed as homeowner
   - ☐ Housed as renter
   - ☐ Houseless
   - ☐ Other_____

5. Please describe your household composition:
   - ☐ Single
   - ☐ Single parent or guardian with children
   - ☐ Two or more adults with children
   - ☐ Two or more adults with no children
   - ☐ Number of children, if applicable_____

6. Do you have a disability? Yes/No (circle one)
   - ☐ If yes, what are the unique challenges you have accessing transportation services because of your disability?

7. Please describe your gender in any way you prefer

8. Please describe your sexual orientation in any way you prefer.

9. What languages do you speak?

10. What is your annual income level?
    - ☐ Below $10,000
    - ☐ Between $10,000-$40,000
    - ☐ Between $40,000-$70,000
    - ☐ Between $70,000-$100,000
    - ☐ Between $100,000-$150,000
    - ☐ Over $150,000

11. What is your highest educational level?
    - ☐ Middle School/High School
    - ☐ Community College
    - ☐ Trade School
    - ☐ 4-year University
    - ☐ Graduate School
    - ☐ Post graduate school.

12. What is your racial or ethnic identity? Check all that apply.
    - ☐ American Indian
    - ☐ Alaska Native
    - ☐ Canadian Inuit, Metis, or First Nation
    - ☐ Indigenous
    - ☐ Mexican, Central American, or South American
    - ☐ Hispanic or Latino Central American
    - ☐ Hispanic or Latino Mexican
    - ☐ Hispanic or Latino South American
    - ☐ Hispanic or Latino Caribbean
    - ☐ Other Hispanic or Latino
    - ☐ Chinese
    - ☐ Asian Indian
    - ☐ Filipino
    - ☐ Hmong
    - ☐ Japanese
    - ☐ Korean
    - ☐ Laotian
    - ☐ South Asian
    - ☐ Vietnamese
    - ☐ Asian American
    - ☐ Guamanian or Chamorro
    - ☐ Micronesian
    - ☐ Native Hawaiian
    - ☐ Samoan
    - ☐ Tongan
    - ☐ Other Pacific Islander
    - ☐ African American
    - ☐ African (Black)
    - ☐ Caribbean (Black)
    - ☐ Black American
    - ☐ Northern African
    - ☐ Middle Eastern
    - ☐ Eastern European
    - ☐ Slavic
    - ☐ Western European
    - ☐ Other White/Caucasian
    - ☐ Other (please list) _____

4.5B Engagement Documentation Matrix

Implementing a robust data documentation strategy is crucial for effective community engagement activities. A well-structured approach organizes information and ensures that the data collected serves its intended purpose. This guide outlines key considerations for planning and executing data documentation in community engagement efforts.

Planning Your Documentation Strategy

When planning an event, developing a documentation plan that aligns with the specific activities and their objectives is essential. This plan should consider:

1. The types of data to be collected
2. The methods of collection
3. The intended use of the data
4. The level of detail required

The depth and breadth of your documentation may vary depending on your data collection methods and the data's ultimate purpose. For instance, some activities require detailed notes, while others only need summary information.

Key Components of Data Documentation

Data Type

Each engagement event will generate specific types of data. These may include:

- Written notes

- Audio or video recordings

- Annotated maps

- Numerical data and spreadsheets

- "Artifacts" (e.g., maps, drawings, or models produced during workshops)

Consider the most appropriate data formats for each activity and ensure you have the tools and processes to capture this information effectively.

Results Format

Determine how the collected data should be processed and presented to maximize utility. Consider formats such as:

- Tables

- Graphs and charts

- Thematic analysis reports

- Visual representations (e.g., infographics, heat maps)

Choose formats that best communicate the insights gained and support decision-making processes.

Use Value

- Clearly articulate how the data will contribute to:

- Understanding your core questions

- Informing the plan, policy, or design under consideration

Use value ensures that data collection efforts are purposeful and aligned with project objectives. It also aids in prioritizing which data to analyze in depth.

Report Back

Develop a strategy to communicate findings back to the community, including:

- A summary of how you incorporated community feedback

- Explanations for cases where the feedback could not be applied

- Rationale behind decisions made

This step is crucial for maintaining trust and encouraging ongoing community participation. Consider various reporting methods, such as community meetings, newsletters, or online platforms, to reach a broad audience.

4.5B Engagement Documentation Matrix

Step 4: Implement Strategy | Engagement Documentation

Benefits of a Tailored Documentation Approach

A documentation strategy designed for each engagement activity helps you:

• Collect data that directly supports your objectives

• Match documentation methods to different activities

• Process information efficiently

• Share meaningful results with community members

• Build trust through transparency

By documenting strategically, you show community members their input matters while creating an engagement process that invites ongoing participation.

Examples are provided in gray.

Data Type Source	Documentation Plan	Results Format	Use Value	Report Back
Demographic Info sign-in sheet spreadsheet	Demographic survey at the beginning of the event, offer raffle ticket. Kai collects.	Demographic breakdown of each of the events based on attendance record	Helps report back outreach and engagement representation at focus groups	Who participated, and how successful was our targeted outreach?
Focus Groups table facilitator notes or transcript	Each facilitator asks a volunteer to take thorough notes using a notes template and takes notes for redundancy.	Major themes for each group and the group overall, with illustrative quotes	Deep insights, connections, and context behind community perspective	Who was engaged about what? What emerged, and how were groups different?
Surveys/ Community feedback forms, survey tables and graphs, open-ended question responses	We have "multiple select" questions, Likert scale questions, and open-ended questions...	Graphs, tables, and narrative supporting quant and qual survey results	Identify key disaggregated concerns, priorities, and suggestions at scale, both quantitatively and qualitatively	How many people said what, and what themes came up repetitively?
Public Meetings meeting minutes and audio/ video recordings	Record the event from the front, have note-takers in case there is noise that disrupts recording	Summary of meeting and key takeaways	Summarizes the breadth of opinions and issues raised during open forums	What came up in public testimony?
Interviews interview transcripts	Recording via zoom and then using audio to transcribe using an online transcription service	Summaries, key themes, frequency analysis, individual interview results, if relevant	Capture personal stories and key issues from individual community members and experts	What questions did we ask our participants, and what did they report?
Workshops workshop "artifacts" and notes	We are making all notes on maps.	Summary reports, maps, and other artifacts	Understand and visualize key community input or knowledge	What did we learn from our workshops?
Social Media Engagement stories and posts		Engagement metrics and sentiment analysis	Monitor public sentiment and track engagement trends on social platforms	What's trending and how is the community responding online?
Observation Notes field notes and images	Field notes are richly descriptive and capture date, location, and participants	Narrative, Storytelling, Themes	Record non-verbal cues and additional context during engagement activities	What unique insights were gained through observational methods?

continue

4.5B Engagement Documentation Matrix

Step 4: Implement Strategy | Engagement Documentation

Data Type Source	Documentation Plan	Results Format	Use Value	Report Back
Demographic Info sign-in sheet spreadsheet				
Focus Groups table facilitator notes or transcript				
Surveys/ Community feedback forms, survey tables and graphs, open-ended question responses				
Public Meetings meeting minutes and audio/ video recordings				
Interviews interview transcripts				
Workshops workshop "artifacts" and notes				
Social Media Engagement stories and posts				
Observation Notes field notes and images				

4.6A Event Debrief - Facilitator Guide

Evaluation Topic and Positive Examples

Participation & Recruitment

- Achieved target attendance numbers and diversity

- Attracted interested parties and communities

- Managed logistics effectively (food, stipends, sign-in)

Materials & Facilitation

- Clear, accessible presentation materials

- Well-defined roles and activities

- Effective use of resources

Community Engagement Quality

- Active, diverse participation

- Positive participant feedback

- Expressed interest in future involvement

- Accessible to all participant

Feedback Quality

- Clear documentation

- Sufficient quantity and depth

- Aligned with intended objective

Your Evaluation Notes

Fist to Five Debrief

For each one of these sections have group members hold up a score of how the group did by holding up 1 to 5 fingers.

1 - poor

2 - not great

3- fair

4- good

5 - excellent

Have some one from each grouping share (1 and 2s), (3s), (4s and 5s). If there are trends talk about that, if there are outliers talk about that. Paraphrase and document the groups answers to each section of event evaluation.

continue

4.6A Event Debrief - Facilitator Guide

Appreciative Inquiry Debrief

This is a process focused on a positive framing and requires a mental shift from the way debriefing usually happens, which focuses only on what didn't go well (a focus on weaknesses rather than strengths).

Definition: Remind the team of the goals of the engagement. Define the goal of debriefing together. [engagement goals and debrief intention]

Appreciate: What do we have gratitude for? What was successful? What was something that went smoothly that flies under the radar? What was excellent? What enabled this excellence (relationships? diligence? technology?)? [strengths or "positive core"]

Dream: What can we take forward? What do we want to build on this success? How can we continue to grow? What are our exciting edges? [provocative proposition]

Design: What are the practical implications of this future growth vision? What positive action can we take toward future anticipated challenges? [action steps]

Deliver/ Destiny: What are the touchpoints where we will activate this learning?

Check-In: Were all issues addressed? Are there any blaring problems we could not reframe in affirmative statements?

Resources

What is Appreciative Inquiry?

5.3A Participation Data Worksheet

The participation data spreadsheet functions as follows:

- A template for creating an online data collection form

- A tool for entering demographic survey data manually via Excel forms

- A foundation for generating demographic reports and analysis

This streamlines data collection while enabling distributed survey administration and comprehensive reporting.

CLICK TO DOWNLOAD TEMPLATE

How did you find out about this event?	How did you travel to this event?	What cultural organizations do you belong to? Place of worship, community organizations and service organizations.	Gender	Housing Tenure

6.2A Benefits & Burdens Worksheet

This worksheet is meant to help you develop a benefits and burdens analysis for your project and community.

Who are the individuals or communities affected by the decision?

- Consider both those directly impacted (e.g., marginalized groups) and those indirectly impacted (e.g., the broader community or environment)

What criteria will you use to evaluate the benefits and burdens?

- Think about economic factors (e.g., cost savings, revenue generation), social impacts (e.g., community well-being, equity), environmental considerations (e.g., sustainability, carbon footprint), and ethical concerns (e.g., fairness, justice)

What is informing your evaluation? Do you need to have additional conversations or gather information to support your analysis?

- Is that sufficient or would more information be helpful in understanding the possible benefits and burdens to community members along each of your criteria

How will you weigh benefits and burdens?

- Some of the criteria may be more important than others given community values, organizational goals, or legal requirements. You could use a multi-criteria decision matrix, or compare scenarios to report back whether benefits outweigh burdens. This could be a quantitative process using indicators for each criterion, or qualitative, with narrative comparisons of benefits and burdens

Guiding Question	Considerations
Who are the individuals or communities affected by the decision?	
What criteria will you use to evaluate the benefits and burdens?	
What is informing your evaluation? Do you need to have additional conversations or gather information to support your analysis?	
How will you weigh benefits and burdens?	
What are the opportunities to mitigate burdens and redistribute benefits?	

6.3A Equity Performance Measures

Guiding Question

What aspects in your project does the community care about that you can change?

Considerations

What have you learned about existing disparities that can be alleviated through your project?

How would you measure the difference in these aspects across your project scenarios?

Are there clear thresholds to consider while measuring these aspects?

6.4A Operationalize Findings Worksheet

Step 6: Apply Results | Operationalize Findings

Materials Needed

- Community engagement report

- Writing materials (notepad, pens)

- Computer with internet access (for research and document creation)

- Whiteboard or large paper for brainstorming

Instructions

1. Review Findings

- Read through the community engagement report carefully

- Highlight important insights, concerns, priorities, and suggestions made by community members

- Summarize the collected information in your own words to ensure a thorough understanding

2. Make Connections

- Based on the key themes identified, brainstorm potential recommendations for each theme

- Consider insights from various engagement types and how they connect to the larger plan or system

- Answer your original guiding questions of the community engagement using the findings

3. Identify Key Themes

- Identify recurring themes or common threads

- Create a list of these themes and briefly describe each one

- Use a mind-mapping tool or diagram to group similar feedback and observations visually

4. Prioritize Issues

Discuss with peers, leaders, and/ or the community to prioritize the themes based on criteria like urgency, feasibility, and community alignment

Use a ranking method to order the themes from most to least critical (see prioritization matrix)

5. Develop Action Plans

- For each top-priority theme, draft a detailed action plan. Include specific steps, responsible persons, timelines, and expected outcomes. Ensure that each action plan is clear, actionable, and measurable

- You can use the action planning table below as a starting point

6. Allocate Resources

- Identify the resources needed for each action plan, such as funding, personnel, and materials

- Estimate the costs and identify potential sources of funding or partnerships

- Plan for the efficient deployment of resources to maximize impact

7. Reflect On the Following

- What are some challenges you might face in implementing these action plans?

- How can we ensure the continuous involvement of the community in the operationalization process?

- What metrics or indicators would be effective in measuring the success of these action plans?

→

continue

6.4A Operationalize Findings Worksheet

Prioritization Matrix Template (for step 4)

1. Fill in Criteria Scores: Assign a score from 1 to 5 for each criterion for every theme. The score should reflect the degree to which each theme meets the criterion.

2. Calculate Total Score: Sum the scores of all criteria for each theme to get the total score.

3. Rank Priorities: Sort the themes by their total scores in descending order to determine their priority rank.

Scoring Guide:

- Urgency: How quickly does the issue need to be addressed?

- Feasibility: How easily can the issue be addressed with available resources?

- Impact: How significant is the impact of addressing this issue?

- Alignment: How well does addressing this issue align with community values and goals?

Identified Theme	Urgency (1-5)	Feasibility (1-5)	Impact (1-5)	Alignment (1-5)	Total Score	Priority Rank

→
continue

6.4A Operationalize Findings Worksheet

Action Plan Development Table (for step 5)

Priority Theme: Insert the theme based on its importance and relevance to community goals.

Action Steps: Detail the sequential steps necessary to tackle the theme effectively.

Responsible Person/Team: Assign a person or team responsible for overseeing the execution of these steps.

Timeline: Specify the timeline for each action to be completed, including any milestones.

Expected Outcomes: Define what success looks like for each action plan.

Resources Needed: List all resources required, including human, financial, and material

Identified Theme	Action Steps	Responsible Person/ Team	Timeline	Expected Outcomes	Resources Needed

7.3A Considerations for Reporting Back Results

This guide provides a thorough set of considerations for reporting back results. These are helpful questions while developing an outline of results, evaluating your report to ensure that it is comprehensive, or planning to incorporate community members/ partners into your reporting process.

Building the Report

Understand Your Audience

• Who are the primary community members/ partners interested in the findings of our community engagement efforts?

• What are the specific information needs and preferences of community members, local organizations, government agencies, and funders?

• How can we tailor our communication approach to effectively reach and resonate with each audience group?

Prepare Clear and Accessible Materials

• What are the key findings from our community engagement process that need to be communicated?

• How can we present these findings in a clear and concise manner using reports, presentations, infographics, or videos?

• Are there any technical terms or jargon that we should avoid to ensure accessibility and comprehension by all community members/ partners?

Highlight Key Insights and Recommendations

• What are the most important insights, concerns, and priorities that emerged from our engagement with the community?

• How can we structure and organize these insights to make them easily understandable and actionable for community members/ partners?

• What recommendations can we provide based on the key findings?

Provide Context and Background

• What background information is necessary to help community members/ partners understand the significance of our findings?

• How can we present demographic, historical, and policy-related context in a way that supports the findings?

• What are the goals of our engagement process and how do they relate to the reported findings?

continue

7.3A Considerations for Reporting Back Results

Communicating Findings

Engage the Community in the Communication Process

- How can we involve the community in the process of communicating our findings?

- What methods, such as feedback sessions or focus groups, can we use to gather input from community members on our communication approach?

- How can we ensure that our communication strategy is inclusive and responsive to the needs of the community?

Use Multiple Communication Channels

- What communication channels are most effective for reaching our diverse audience?

- How can we utilize in-person meetings, virtual webinars, social media, email newsletters, and printed materials to distribute our findings?

- Are there any accessibility needs we should consider when choosing our communication channels?

Facilitate Dialogue and Discussion

- What opportunities can we create for community members/ partners to discuss and provide feedback on our findings?

- How can we encourage community members to share their perspectives and ideas during these discussions?

- What strategies can we use to foster a collaborative environment for dialogue?

Address Concerns and Misconceptions

- What potential concerns or misconceptions might arise from our findings, and how can we address them?

- How can we be transparent about the limitations or uncertainties in our data?

- What resources or contact information can we provide to address issues outside the scope of our project?

Follow Up and Next Steps

Follow Up with Action Plans

- What concrete action plans can we develop based on the findings to address identified issues or opportunities?

- How can we communicate the roles and responsibilities of community members in implementing these action plans?

- What mechanisms can we put in place to provide ongoing updates on the progress of our actions?

Seek Feedback and Evaluation

- How can we gather feedback from community members on the effectiveness of our communication process?

- What methods can we use to evaluate and refine our approach based on this feedback?

- How can we use this evaluation to improve our future community engagement efforts?

7.4A Tools & Methodologies for Evaluation

This guide provides several options for ways to conduct robust evaluations of your community engagement efforts:

Feedback Surveys

- Create surveys that are easy to understand and accessible to all community members. Include questions covering various aspects of the engagement efforts, like satisfaction, perceived effectiveness, and improvement areas

- Use multiple channels to distribute these surveys to ensure broad participation. Online platforms, paper forms at community centers, and interviews are effective methods

Focus Groups

- Organize focus groups with diverse community representatives to discuss the engagement activities. Ensure representation from various demographics and community members

- Use these sessions to explore deeper insights into what worked, what didn't, and why. Focus on obtaining qualitative data that you might have missed through surveys

Interviews

- Conduct one-on-one interviews with key community leaders, participants, and dissenters to gather detailed feedback on the engagement processes

- Develop a set of open-ended questions that encourage detailed responses and stories of personal experience

Internal Team Reflection/Debrief and documentation

- Have team members or other partners attend various engagement events and reflect and record their interactions, community participation levels, and engagement quality

- Have team members reflect on any points of tensions/ inconsistencies/barriers that resulted in lessons learned

Performance Metrics

- Develop quantitative metrics such as participation rates, diversity of participants, number of inputs gathered, and feedback scores

- Comparison with Goals: Map these metrics against the goals and objectives set at the outset to measure performance objectively

continue

7.4B Engagement Evaluation Worksheet

One simple way to evaluate your community engagement effort is to evaluate whether your engagement efforts implemented the core values or principles of the engagement. This corresponds with 7.4A Option 5.

Refer to the following template as an example:

Equity principle/ goal/ value	Operational form it takes in the project	Metric that evaluates how successful it was in the project
Inclusive Participation	Actively recruit and involve diverse community members in planning and decision-making	Number of community members from diverse backgrounds participating; Participant satisfaction surveys
Transparency	Provide clear, accessible, and regular updates on project progress and decisions	Frequency and reach of communication updates; Participant feedback on clarity and sufficiency of information
Power Sharing	Establish co-leadership roles and decision-making committees that include community representatives	Number of co-leadership positions held by community members; Participant perception of influence on decision-making
Solicit targeted community feedback	Engage people who have historically not been involved	How many new people did we engage? What communities did we reach that have not been represented?
Ensure language accessibility	Provide translation services and multilingual materials	Number of languages supported; Percentage of participants who found language accessibility adequate
Promote Inclusive Decision-Making	Form advisory groups that include diverse community members	Diversity of advisory group members; Number of recommendations from diverse members implemented
Address Transportation Barriers	Provide transportation assistance or information on accessible transport options	Number of participants using transportation assistance; Accessibility of transportation information

continue

7.4B Engagement Evaluation Worksheet

Equity Principle/ Goal/ Value	Operational Form	Metric

7.5A Case Study Template

General Information

- Project Name

- Jurisdiction/Organization/Agency

- Engagement Leader

- Project Start and Completion Dates

- Other Collaborators

Detail Project Information

Project Description: Describe the project and the planning area. Why is it essential to the community?

Project Goals: What are the project's goals?

Desired Outcomes: What will this land use planning effort accomplish?

Community Engagement Objectives: What are this plan or project's effective and practical objectives?

Importance of Community Engagement: Why was engaging the community in this project important?

Project Successes: What was successful about the project?

Communication and Engagement Methods: What methods, approaches, and tools did you use to communicate and engage with the community?

Equity Components: What equity components did you include, and why were they essential to the project's success?

Results and Learnings: What were the results? What did you learn from the community? How did decision-makers use this information? What were the results of assessments or evaluations of the community engagement work?

Lessons for Future Efforts: Do any lessons inform future phases or new community engagement efforts? Who was not engaged and how might we make efforts to engage this group in the future?

 *Adapted from Queensland community engagement toolkit and the Achievement in Community Engagement Awards offered by DLCD's Community Involvement Advisory Committee.

7.6A Strategies for Maintaining Ongoing Community Engagement

Step 7: Develop Reports | Continuity of Engagement

Create and Maintain a Database

This should include a record of people, community organizations, agencies previously engaged in projects, contact info, how they were engaged, their preferences, and interests. Use this database to reach out for specific interests, such a creating an advisory committee. Ideally, your organization will create a cross department database to share information and coordinate engagement for contact information for community engagement within your organization.

Establish Regular Communication Channels

Understand Communication Preferences: Ask how certain groups would like to stay engaged/get plugged into future projects/programs, such as email listservs or to be on the list for future advisory committee recruitments, etc.

Consistent Updates: Regularly inform the community about project developments, decisions, and outcomes. Use newsletters, social media, community bulletin boards, and other accessible communication tools.

Feedback Mechanisms: Implement and maintain open channels for community feedback, such as through digital platforms, suggestion boxes in community centers, or regular community meetings.

Organize Recurring Engagement Activities in Collaboration with CBOs

Scheduled Meetings: Hold regular meetings, workshops, or forums that allow community members to discuss ongoing projects, express concerns, and provide input. Offer stipends or participation incentives to participants.

Annual Events: Organize or collaborate (provide financial sponsorship) with culturally based organizations for annual community events that celebrate milestones, discuss plans, and gather community input in a more informal, festive atmosphere.

Develop Long-Term Relationship Building Initiatives

Offer Your Time: Offer your staff time to volunteer at a culturally based organiztion's events or sponsorship. This will help build relationships and trust when they can see government staff working with them.

Community Liaisons: Appoint or hire community liaisons who are trusted by the community and understand its dynamics well. These individuals can facilitate communication and build bridges between planners and the community.

Partnership Programs: Establish partnerships with local organizations, schools, and businesses to foster a network of support and collaboration.

Incorporate Community Input into Decision Making

Advisory Committees: Create advisory committees with community representatives who can provide ongoing input into planning and policy-making processes.

Co-creation Opportunities: Engage community members in co-creation processes where they can contribute directly to project design and implementation. Such as engaging participants in a design exercise and preferences for design of an affordable housing project for interior and exterior layout, paint colors, window placements, private and public spaces, such as community gardens and play areas.

Encourage community participation and leadership on appointed and elected positions, such as planning commissions, budget committees and city councils.

7.6A Strategies for Maintaining Ongoing Community Engagement

Invest in Community Capacity Building

Education and Training: Provide opportunities for community members to acquire skills and knowledge that enhance their ability to participate effectively in planning processes, such as workshops on planning, public speaking, or leadership training.

Support for Community Initiatives: Offer support and resources for community-led projects and initiatives, which can help build a sense of ownership and empowerment.

Monitor and Evaluate Engagement Processes

Ongoing Evaluation: Regularly evaluate the effectiveness of engagement strategies and their impact on community participation and satisfaction. Use these evaluations to make necessary adjustments.

Transparent Reporting: Share the results of these evaluations with the community and any plans for changes or improvements to engagement practices.

Foster an Organizational Culture of Diversity, Equity and Inclusion with Engagement

Staff Diversity and Training: Having a racially diverse staff with lived experience can assist with trust and relationship building. In addition, ensure that all staff members are trained in community engagement principles and practices, emphasizing the importance of empathy, respect, and inclusivity.

Institutional Policies: Develop and enforce policies that support sustained community engagement and prioritize community relationships in all projects. Often, engagement/equity budgets are the first to get cut by decision makers when developing annual budgets. To make the case for ongoing funding, it can be helpful to be sure to document engagement, including costs, and demonstrate the value of the local government's relationships with the CBO(s)/groups. Testimony from community members can be very convincing in these cases, and having those relationships in place is important.

Deeper Dives Guides & Worksheets

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Deeper Dives

1.1B Self-Reflection Worksheet

Step 1: Prepare | Mindsets, Principles, Power, and Decision Making

By completing this worksheet, you can gain insights into your strengths and areas for growth, ultimately enhancing your ability to facilitate inclusive and equitable planning processes. You may also want to use this self-reflection worksheet with your team as part of project chartering to ensure you are on the same page for how you will approach your project with racial equity principles. This worksheet encourages you to reflect on your perspectives, biases, and readiness for equitable community engagement with the following prompts:

Awareness of Personal Perspectives and Biases

What are your background, experiences, and social identities related to racial equity?

How does your perspective influence your planning and community engagement approach?

What biases or preconceptions do you hold about communities, their needs and concerns?

Understanding of Equity and Social Justice

What do equity and social justice mean to you in the context of your planning projects?

How does your understanding of equity and social justice inform your planning practice and outcomes for communities?

How do your planning decisions impact different social groups and communities?

continue

1.1B Self-Reflection Worksheet

Step 1: Prepare | Mindsets, Principles, Power, and Decision Making

Readiness for Inclusive Engagement

What is your readiness, willingness, and comfort level to engage with diverse communities?

What is your comfort level with addressing your personal power and privilege and working to change systemic inequities in planning processes?

Where are the areas where you need to further develop skills or knowledge to facilitate inclusive engagement?

Values and Ethical Considerations

What are your values related to planning and community engagement?

What are ethical dilemmas or challenges you may encounter in your planning practice, and how do you plan to address them in this project?

Commitment to Continuous Learning and Improvement

What is your commitment to ongoing learning and professional development in equity and inclusive community engagement?

What are specific actions or steps you can take to educate yourself further and expand your skillset?

How will you incorporate feedback from communities and individuals into your project and future projects and engagement processes?

1.3C Power & Social Position

Feeling comfortable with the concepts of social position (or social location) significantly enhances your ability to connect with diverse community members and create inclusive engagement processes. A deep understanding of this idea should extend from personal understanding and professional approach.

Social Location: Your Position in the Community Web

Social location refers to your unique position within the complex web of your community. It encompasses various social, cultural, and economic factors that position individuals within society, affording them more or less information and power within social institutions.

Components of Social Location

Social location is multifaceted and includes, but is not limited to:

- Racial and ethnic identity

- Gender and sexual orientation

- Socioeconomic status and income level

- Educational background

- Professional position and occupation

- Age and generational cohort

- Religious or spiritual beliefs

- Cultural background and traditions

- Neighborhood of residence

- Geographic location within a city, county, or state

- Physical and mental health and abilities

- Family structure and roles

- Immigration status and national origin

- Physical appearance

Moreover, social location extends to the privileges granted or withheld by governmental and non-governmental institutions. These privileges can significantly impact an individual's power over their circumstances and environment. For instance:

- The ability to volunteer for civic activities

- The opportunity to participate in community meetings

- Access to resources that allow for engagement in local decision-making processes

- The capacity to influence policy and planning decisions

- Ease in navigating systems of power to obtain needed resources

1.3C Power & Social Position

Social Location Impacts Social Identity Development, Experience, and Perspective

Shaping identity, social location:

- Defines how individuals perceive themselves and relate to others

- Forms the foundation of self-concept, values, and cultural norms

- Influences an individual's sense of belonging within the broader social fabric

- Shapes the lens through which one views their place in society

Influencing experience, social location:

- Determines access to some resources, opportunities, and privileges

- Acts as a gatekeeper to social and economic advancement

- Can expose individuals to discrimination and oppression based on various aspects of their identity

- It helps in recognizing the diverse challenges and advantages different community members face

- Shapes life trajectories and opportunities for personal and professional growth

Affecting interaction, social location:

- Shapes how individuals engage with others across various social settings

- Influences communication styles, expectations, and interpretations of behavior

- Impacts how others perceive and treat an individual, often based on visible or assumed aspects of their social location

- Can create or bridge gaps in understanding between different community groups

Informing perspective, social location:

- Acts as a lens through which individuals view and interpret the world around them

- Shapes understanding of social issues, political views, and approaches to problem-solving

- Critical for fostering empathy and bridging divides in diverse communities

- Influences priorities and what is considered necessary in community development

Privileges often stem from having the necessary free time, financial resources, education, and social connections to participate actively in community affairs.

The Importance of Self-Reflection

Understanding your social location and its implications is about self-awareness and attentiveness. The journey towards effective community engagement begins with introspection. Reflecting on your own social identity, power dynamics, privileges, and potential trauma triggers is essential.

This self-awareness:

- Fosters humility in your approach to community interactions

- Ignites a genuine curiosity about others' experiences

- Lays the foundation for building trusting relationships within the community

- Allows you to recognize potential biases in your approach to community engagement

- Helps identify and address power imbalances in community interactions

- It enables you to create more inclusive and accessible engagement opportunities.

- Enhances your ability to empathize with diverse community members' perspectives and challenges

- Guides the development of strategies that account for varying levels of privilege and access within the community

1.3C Power & Social Position

Power Dynamics

Power dynamics stem from differences in power between any group of people working together. Power is a complicated concept in many places, including social identity, organizational position, wealth, and political relationships. Power is the capacity to act and influence or dominate others. It operates on two fundamental levels: shaping individual conduct (or actions) and context (the environment in which we make choices). Understanding power dynamics can help practitioners prevent re-creating them in public engagement and navigate conflicts between unevenly privileged parties.

Power Shapes Conduct

First, to understand power dynamics, we must understand what power is and where it comes from. One definition of power is that it profoundly impacts behavior, turning individual action on or off. We can categorize how power manifests in conduct into four main types:

Personal Power: This is one's inherent dignity and worth. We enact it by:

- **Visioning:** imagining the future

- **Manifesting:** changing our mindset to bring forth a future vision

- **Liberating:** changing our habits and daily choices to bring forward a vision

- **Acting:** making choices that align with our values

Soft Power: This is influence power, the ability to recruit people to your cause. We enact it by:

- **Arguing:** making claims based on evidence

- **Persuading:** attempting to convince others to adopt our position

- **Incentivizing:** rewarding others for their desirable behavior

- **Shaping preferences:** changing the system of incentives to attempt to create a behavioral outcome

Hard Power: This is coercive power, a tool for getting what you want, regardless of the needs, desires, and dreams of others. We enact it by:

- **Forcing:** using power over another person to change their behavior where they otherwise would not choose to do so

- **Intimidating:** threatening an undesirable outcome to shift a person's behavior

- **Dominating:** commanding control over another

- **Constraining or limiting choices:** using power to shift the available options to an actor

Adequate Power is the capacity or ability to act or get things done. We enact it by:

- **Inspiring:** sharing our passion and responding to another's interest to bring them along

- **Recruiting:** asking for another person to join your effort

- **Taking responsibility:** demonstrating leadership through action

Power Shaping Context

Power also profoundly impacts context, which is where structural power operates. This form of power enables specific individuals and groups to have more choices than others due to differences in historically accumulated or present power and privilege.

Individual actions and systemic outcomes are deeply interconnected. Different individuals have more or less power to influence the actions and processes that produce unjust outcomes.

In planning situations, it's important to recognize that:

- Some parties are likely to bear more responsibility for specific outcomes than others

- Individuals with greater power to shape the series of relationships and actions leading to outcomes (the context) have more responsibility for those positive or negative outcomes

- While it's often politically convenient to focus on synergistic partnerships and shared responsibility, we must be cautious not to oversimplify the diverse interests at play

- To avoid these pitfalls, it's crucial to integrate an understanding of structures and systems into our concept of power that operates in a social, cultural, and institutional context

1.3C Power & Social Position

Power-Conscious Community Engagement

By recognizing these nuanced aspects of power - both in shaping individual conduct and broader contexts – we can develop more effective and equitable approaches to this work. This understanding allows us to:

1. Create more inclusive and accessible engagement opportunities

2. Address power imbalances in community interactions

3. Develop strategies that account for varying levels of privilege and access

4. Foster empathy and bridge divides in diverse communities

5. Make more informed and equitable planning decisions

6. Build trusting relationships within the community

7. Promote social justice and equity in community development

The journey towards effective community engagement is ongoing and requires constant reflection, learning, and adaptation. By remaining vigilant about our power dynamics, we can work towards creating more inclusive, equitable, and responsive communities for all members.

Personal Reflection on Power

Here are some questions to reflect on that result from a power-conscious reflection on social location:

• How is my social identity (such as your racial, educational, income level, position in government and community) giving me advantages or disadvantages in this project?

• How is __ism* operating or being enacted by me, within my organization, or within the community I'm engaging?

• What influence do I have on the project or sector outcomes that others do not? Is my social identity as __ overrepresented in power and decision-making circles?

"Privilege exists when one group has something of value that is denied to others simply because of the groups they belong to, rather than because of anything they've done or failed to do. Access to privilege doesn't determine one's outcomes, but it is an asset that makes it more likely that whatever talent, ability, and aspirations a person with privilege has will result in something positive for them."

- Peggy Macintosh

Various "-isms" afford historical or contemporary privileges to people of specific identities, impacting their social choices, mobility, and capacity to influence the policy. People might disagree on what is a privilege versus something earned based on their ideas of fairness based on their life experience. Having worked hard to get something does not exclude it from being a structural privilege.

These include:

Patriarchy: privileging men

Racism: privileging people who are white

Homophobia: privileging straight people and couples

Ableism: privileging able-bodied people

Sizeism: privileging people of a perceived ideal build

Ageism: privileging people based on their age

Lookism: privileging people based on their appearance

Linguicism: privileging a dominant language

Classism: privileging the wealthy

There are many more based on your context; see the Wheel of Power and Privilege.

continue

1.3C Power & Social Position

Deepen Your Internal Conversations on Structures of Power

With this background on power and social position, you can reflect on how these issues play out in your specific system.

What follows are questions about specific "isms" that will help you reflect more deeply on how power is operating in your context. Because racial disparities are still palpable across Oregon, we use race as an example of how to answer these questions. Fill out this table with a specific "ism" replacing "racism" with whichever "ism" you are reflecting on. You can draw from Sylvia Duckworth's Wheel of Power and Privilege.

Examples are provided in gray text.

Example:

Level	Mechanism: How does racism work at this level/context?	Result: What are examples of how this plays out in society?
Individual (beliefs)	Some elected and community member's belief in stereotypes	The effect of stereotyping of Black men in public space (see the Proctor and Gamble video "The Look")
Interpersonal (actions)	Biased/ discriminatory actions or decision-making in hiring decisions	Being dismissed from a job opportunity due to racial assumptions about intelligence
Structural (policies and practices)	Laws, policies, and practices that enact violence or inequitably distribute resources	Housing discrimination, racial profiling
Cultural (social narratives and beliefs)	The "myth of meritocracy"	Achievement is self-centered by default and dismisses collective contributions to success

➡
continue

1.3C Power & Social Position
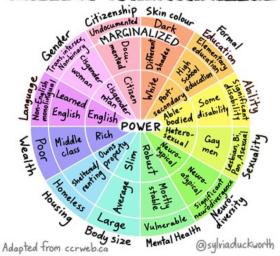
Level	Mechanism: How does _____ work at this level/context?	Result: What are examples of how this plays out in society?
Individual (beliefs)		
Interpersonal (actions)		
Structural (policies and practices)		
Cultural (social narratives and beliefs)		

continue

1.3C Power & Social Position

Once you feel clear on the significant structural concerns impacting the communities you are interested in engaging with, think about who has historically had the least and most power in decision making. Relative positions of power along different ways of understanding identity are represented in the diagram below. These positions can vary in different contexts, and it's important not to assume that power always shows this particular pattern.

These are also not the only ways of understanding identities. Use the blank wheel to diagram out your system using other forms of identity (e.g., religion, age, etc.), or to rearrange the relative positions of power.
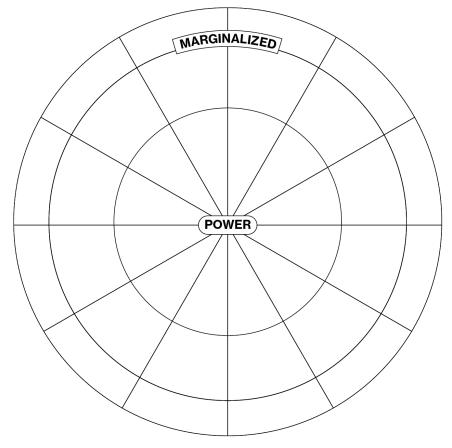
"Wheel of Power/Privilege" by Sylvia Duckworth, adapted from ccrweb.ca

Intersectionality

Thinking about these dimensions of power acting together to create disparities in power, opportunities, and outcomes for certain groups of people is essential. This is also more realistic for how people experience problems in the community. The challenges for young girls may differ from those of middle-aged women, for example, middle-aged white women versus older women of color.

1.3D Understanding & Mitigating Implicit Bias and Stereotyping

Step 1: Prepare | Foundational Practices

In our information-rich world, we're constantly bombarded with data from various sources – social media, personal experiences, stories from those around us, books, TV shows, and news outlets. This influx of information shapes our perceptions of different social groups, often leading to stereotypes and overgeneralizations. These perceptions can form implicit biases: unconscious attitudes, stereotypes, or preferences that influence our judgments and decision-making processes without our awareness. While not necessarily malicious or intentional, these biases can significantly impact public policy, including:

- Resource prioritization and allocation

- Data interpretation

- Community engagement

- Policy implementation

The goal of reducing implicit bias is to develop the ability to:

- Understand others' experiences

- Revise our understanding of diverse groups

- Recognize and appreciate the unique qualities of individuals we encounter

Strategies for Reducing Your Own Implicit Bias

Focus on Individual Traits

- Look beyond group stereotypes

- Identify the unique characteristics of the person in front of you

Practice Emotional Self-regulation

- Develop techniques to bring yourself to a calm and responsive state

- Examples: Deep breathing, mindfulness, or brief meditation

Develop an In-group Identity

- Find common ground with diverse individuals

- Emphasize shared experiences or goals

Emphasize Universal Humanity

- Focus on everyday human experiences and emotions you recognize

- Recognize the shared humanity in every situation and person

Overcoming Stereotype or Identity Threat

Stereotype threat occurs when individuals feel at risk of confirming negative stereotypes about their social group. To combat this:

Focus on Personal Strengths

- Identify aspects of your identity that make you feel strong

- Recall experiences that counter the stereotype

Emphasize Individuality

- Remind yourself of your unique qualities

- Recall examples of your capabilities and achievements

Acknowledge the Threat

- Recognize that stereotype threat may be contributing to your anxiety

- Understanding the source of discomfort can help manage it

continue

1.3D Understanding and Mitigating Implicit Bias and Stereotyping

Step 1: Prepare | Foundational Practices

Adopt a Growth Mindset

- View intelligence and abilities as developable, not fixed

- Embrace challenges as opportunities for growth

- Remember: Not every task is an evaluation of your competence

Practice Value Affirmation

- Reflect on why you're engaging in a particular task or role

- Connect your actions to your core values and goals

Recall Belonging

- Think about contexts where you feel a strong sense of belonging

- Use these memories to boost confidence in challenging situations

Interrupting Suspected Stereotyping from Others

When you suspect someone is applying stereotypes to you:

Highlight Unique Traits

- Pivot the conversation to aspects of your story or traits that are unique to you

- Example: "Actually, my background is quite different. Let me tell you about..."

Find Common Ground

- Identify and focus on shared goals or experiences

- Example: "I think we're both trying to achieve X. How can we work together on that?"

Reframe Fixed Mindset Statements

- Use "not yet" statements to challenge fixed perceptions

- Example: "I may not have mastered that skill yet, but I'm working on it."

Express Your Values

- Explicitly bring your core values into the conversation

- Example: "One of the things I value most is [your value]. That's why I..."

Interrupt the Stereotype with a Counter-Stereotypical Act

- Consciously behave in ways that challenge the suspected stereotype

- Be authentic, but don't be afraid to surprise others

Seek Solidarity

- In future group situations with this person or group, bring in allies who can support and validate you

- This can help create a more balanced and inclusive environment

Remember, reducing implicit bias and overcoming stereotyping is an ongoing process. It requires consistent effort, self-reflection, and a willingness to challenge our assumptions and those of others. By implementing these strategies, we can work towards creating more inclusive and equitable environments in both personal and professional spheres.

1.3E Navigating Conflict

As an engagement practitioner, you are more than likely to encounter conflict. It could be internal to your organization, between team members, or external, such as between community members or organizations and elected officials. Facilitating healthy conflict is a learned skill that can help participants fully participate and develop respect for each other.

Important Considerations

Learning Experience: Though challenges may feel discouraging, view them as learning opportunities for all involved.

Relationship Dynamics: Sometimes, stronger relationships between community members or organizations are needed for collaborative problem-solving. Historical conflicts may require additional support.

Flexibility: Have a Plan B ready. If direct conflict resolution isn't feasible, be prepared to pivot to alternative processes to accomplish your project goals.

Levels of Conflict and Resolution Strategies

The following sections describe how to identify different levels of conflict and develop strategies to address the conflict.

Level 1: Lack of Mutual Understanding

In this situation, the parties may not be effectively hearing or understanding each other due to the intensity of emotion or pace of conversation. It is a Level 1 conflict when:

- Each side of the conflict has yet to hear each other effectively

- Either side is making some assumptions about the other's position, motivations, or values

- The sides have not had an opportunity to listen deeply, explain their points of view, and ensure that they understand each other

Strategies: If you are facilitating a discussion between community members and it appears that there is a misunderstanding about motivations, values, or relationships and the conversation is escalating in volume and tension:

- Call for a break or time out

- Name what you observe and ask the group to take a break to cool down

- Offer to meet with the individuals who are having the conflict separately

- Stay in a questioning mode without using words that may be construed as judgment and blame. For example:

  - "Can you help me understand what is happening with you and the other person?"

  - "How do you think we can move forward with this meeting?"

  - "How can I help you so people better understand your position?"

1.3E Navigating Conflict

Level 2: Different Values or Experiences

Underlying value differences or expectations about the outcome based on different experiences are causing the parties to have different positions. The key here is to facilitate a mutual understanding of the needs of each party (or their interests) and, if needed, establish some level of agreement about the basic facts. It is a Level 2 conflict when:

- The parties have heard one another and demonstrated understanding but still disagree

- The parties are stuck in their positions (a strategy, solution, alternative, or scenario) but do not discuss underlying interests (values, needs, and experiences)

- Parties interpret presented evidence differently or disagree on what authoritative sources of information are

Strategies: Your role as a facilitator is to help individuals articulate their feedback and ideas. Be an active listener, looking for the body language of the speaker and participants. Note when some people talk and may not listen to others.

- Reframe questions that can help participants articulate the values that underlay the positions

- Summarize what you heard to ensure others understand what the person said

- Suggest to the group that the goal of this conversation is not to reach a consensus but to allow everyone to participate and share their values and feedback

Level 3: Obstacles to Healthy Conflict: Individual, Relationship, Situational Conflicts

In this situation, personalities, past interactions, interpersonal conflicts, and conflict situations can create complications. It is a Level 3 conflict when:

- The conflict is unrelated to the issue being discussed

- It is difficult to understand participants' reasons for their positions; they do not explain their reasoning or are internally inconsistent

- One or more parties are not (presently) committed to finding a solution with the other

Building a deeper understanding of past interactions and the political environment and building trust between individuals or groups may lead to resolutions to this type of conflict. This will take time outside of the particular conflict moment. It could be a short break or years-long relationship building. Some options include bringing in a third party to mediate, engaging in a conflict resolution process, or providing assistance. Many communities have neighborhood mediators through their local municipal court system who could provide help.

Strategies: Here are some general ideas of actions to take to intervene in a Level 3 conflict and remove obstacles to resolution in order of importance[1]:

- **Build Trust:** For example, make time outside the session for deeper listening to each party

- **Shift the Mindset about Conflict:** For instance, develop group agreements that help ensure open dialogue and suggest how to respond to disagreement

- **Gain Buy-In:** For example, co-develop goals for your time together. Demonstrate how parties' input has been considered in the development of the process

- **Model Accountability:** For example, be honest with the real limitations you have, follow through with your promises, and expect the same from community leaders and advocates

- **Focus on Your Common Goals:** For example, remind the group of your common goals at touchpoints throughout the process and tie your facilitation choices to commonly established or held goals

Remember, the goal is not to eliminate conflict but to manage it constructively and use it as a catalyst for positive change. With practice, patience, and an open mind, you can effectively guide participants through conflict challenges and toward more productive engagement.

[1] adapted from Patrick Lencioni's book "The Five Dysfunctions of a Team"
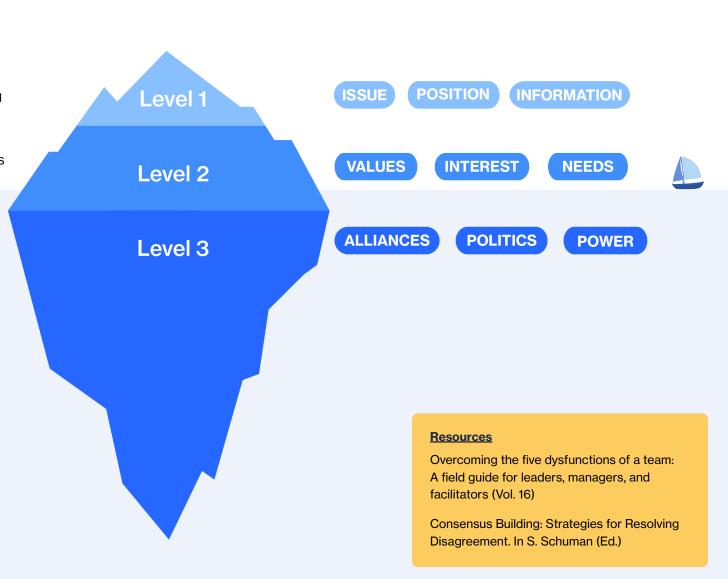
1.3E Navigating Conflict

Level 1 is a conflict about the content, about the issues at the surface where careful listening and information can resolve the conflict.

Level 2 conflict is about the underlying values that drive the positions on the content. These conflicts can be resolved through understanding people's interest and creating solutions that meet multiple parties needs.

Level 3 is a conflict that has a structure such that it cannot be fully resolved in the conflict situation, but other strategies will need to be taken to reduce barriers to resolution outside of the session.

Level 1

Level 2

Level 3

ISSUE   POSITION   INFORMATION

VALUES   INTEREST   NEEDS

ALLIANCES   POLITICS   POWER

Resources

Overcoming the five dysfunctions of a team: A field guide for leaders, managers, and facilitators (Vol. 16)

Consensus Building: Strategies for Resolving Disagreement. In S. Schuman (Ed.)

1.3F Developing your Empathic Communication

Nonviolent Communication (NVC), developed by Marshall Rosenberg, offers a powerful framework for improving our ability to connect empathetically with others and ourselves. This guide presents a series of exercises based on NVC principles designed to enhance your empathetic listening skills and overall awareness. These skills are crucial for effective communication in personal and professional contexts, particularly in community engagement and conflict resolution settings.

Observation Without Evaluation

Objective: Develop the ability to describe situations objectively without judgment or interpretation.

Exercise: Throughout your day, practice naming your observations without adding evaluations. This skill forms the foundation of NVC and requires consistent practice to master.

Detailed Process

1. Choose a specific situation or interaction to observe
2. Describe what you see or hear without using evaluative language
3. If you catch yourself making a judgment, pause and try to rephrase your observation in neutral terms
4. Practice this regularly, gradually increasing the complexity of the situations you observe

Example: In a focus group setting:

Instead of thinking, "Bill talks too much and is ignoring the group's needs," observe: "Bill speaks first after each question is posed. His responses typically last 3-4 minutes. By the time he finishes, we often need to move to the next question, and I notice that three other participants have lowered their hands without speaking."

Additional Tips

- Use specific, measurable terms when possible (e.g., "speaks for 3-4 minutes" rather than "speaks for a long time")

- Focus on actions and behaviors rather than interpretations of intent

- Practice this skill in various contexts: work meetings, family dinners, public spaces, etc.

Emotional Fluency

Objective: Expand your vocabulary and comfort with expressing emotions, moving beyond simple descriptors like "good" or "bad."

Exercise

- Find or create comprehensive feelings and needs inventories

- Display these lists where you can see them regularly (e.g., on your desk, as a smartphone background)

- Incorporate this emotional language into your daily interactions

- Keep a feelings journal to track and name your emotions throughout the day

Detailed Process

1. Start by identifying basic emotions (happy, sad, angry, scared)
2. Gradually introduce more nuanced emotional terms (elated, melancholic, frustrated, anxious).
3. Practice using these terms in your internal dialogue and external communications
4. When someone expresses an emotion, try to identify more specific feelings that might be present

Example: Instead of a cerebral response to a stressed colleague, for example: "I know there have been a lot of projects lately. Could you ask for an extension on some?"

Try an emotion-centered response: "These simultaneous deadlines sound overwhelming. It seems you're feeling pressured and perhaps anxious about meeting all these expectations. I'm sensing that you're yearning for breathing room and support to manage this workload effectively. Is that right?"

Additional Tips

- Practice naming emotions in various media (books, movies, news articles)

- Reflect on how different emotional states feel in your body to enhance your emotional awareness.

- Encourage others to express their emotions more specifically by asking clarifying questions.

1.3F Developing your Empathic Communication

Step 1: Prepare | Foundational Practices

Needs Recognition Through Self-Reflection

Objective: Identify the underlying needs behind your emotional responses, recognizing that all actions are attempts to meet universal human needs.

Exercise: Reflect on significant emotional moments in your day, exploring the met or unmet needs driving those feelings. Keep a needs journal to track patterns over time.

Detailed Process

1. Identify a strong emotion you experienced during the day

2. Describe the situation that triggered this emotion objectively (using your observation skills).

3. List possible needs that might be connected to this emotion

4. Reflect on whether these needs were met (positive emotion) or unmet (negative emotion)

5. Consider alternative ways to meet these needs in the future

Examples:

- Feeling elated after achieving a goal   Need for accomplishment, recognition, or competence met

- Feeling frustrated when a colleague is late   Need for respect, consideration, or effective use of time unmet

- Feeling anxious about an upcoming presentation   Need for security, competence, or acceptance unmet

Additional Tips

- Practice connecting emotions to needs in various situations, not just your experiences

- Explore how different needs might lead to similar emotions or how similar situations might trigger different needs in different people

- Use your needs inventory to expand your understanding of possible underlying needs

Making Clear Requests

Objective: Learn to express needs and make specific, positive requests that enhance the likelihood of meeting your needs while respecting others' autonomy.

Exercise: Use this template to practice making clear requests:

1. Observation: "I notice that..."

2. Feelings: "I feel..."

3. Needs: "...because I need..."

4. Request: "Would you be willing to...?"

Detailed Process

1. Identify a situation where you have an unmet need

2. Describe the situation objectively (observation)

3. Express your feelings about the situation

4. Connect your feelings to your unmet needs

5. Formulate a clear, specific, and positive request

6. Ensure your request is truly a request, not a demand, by being open to hearing "no"

Example

- **Observation:** "I'm noticing that people are starting to speak over each other in our team meetings"

- **Feelings:** "I'm feeling concerned and a bit frustrated..."

- **Needs:** "...because I need everyone's ideas to be heard and for our meetings to be productive"

- **Request:** "Would you be willing to experiment with a system where we use a talking piece, and only the person holding it can speak? We could try this for our next three meetings and evaluate its effectiveness together"

Additional Tips

- Make requests for specific, present actions rather than vague or future commitments

- Practice making requests even when you usually complain or remain silent

- When making requests, be prepared to hear and empathize with the other person's response, whether it's yes, no, or a counter-proposal

Empathetic Listening

Objective: Enhance your ability to understand and reflect on others' feelings and needs, creating a space where they feel genuinely heard and understood.

1.3F Developing your Empathic Communication

Step 1: Prepare | Foundational Practices

Exercise: When someone shares with you, focus on identifying their feelings and needs. Reflect these back to ensure understanding. Practice active listening without trying to fix, advise, or share your own experience.

Detailed Process

1. Give your full attention to the speaker, setting aside your thoughts and judgments

2. Listen for the feelings and needs behind their words, even if they're not explicitly stated

3. Reflect back on what you've heard, focusing on emotions and needs

4. Ask if your understanding is accurate, and be open to clarification

5. Continue this process until the speaker feels fully heard and understood

Example: Speaker: "I'm so tired of always being the one to organize team events. No one else ever steps up to help!"

Listener: "It sounds like you're feeling frustrated and perhaps underappreciated because you need support and shared responsibility in organizing these events. You might also need recognition for the effort you've been putting in. Is that accurate, or is there more to it?"

Additional Tips

• Practice empathetic listening even in everyday, low-stakes conversations to build the skill

• Pay attention to non-verbal cues that might indicate feelings or needs

• Remember that empathetic listening doesn't mean you agree with everything said; it's just that you're striving to understand

Immersive Learning

Objective: Gain hands-on experience and immediate feedback on NVC skills in a supportive environment.

Exercise: Host or attend NVC workshops that include:

• Role-playing scenarios using NVC steps

• Coaching and direct feedback

• Practice in an immersive environment where all participants are using the same skill set

Detailed Process

1. Research NVC workshops or training opportunities in your area or online

2. Prepare for the workshop by reviewing basic NVC concepts

3. During the workshop, fully engage in all exercises, even if they initially feel uncomfortable

4. Seek feedback from facilitators and other participants

5. Reflect on your experiences and how you can apply what you've learned daily

Additional Tips

• Consider organizing a regular NVC practice group with colleagues or friends to maintain and develop your skills

• Look for opportunities to apply NVC in various contexts: work, family, community engagement, etc.

• Be patient with yourself as you learn; NVC is a practice that develops over time

Developing empathetic listening and awareness skills through Nonviolent Communication is a journey that requires consistent practice and patience. These exercises provide a framework for enhancing your ability to observe without judgment, express emotions clearly, recognize underlying needs, make effective requests, listen empathetically, and continuously improve your skills.

You may notice improved relationships, conflict resolution abilities, and overall communication effectiveness as you incorporate these practices into your daily life and professional interactions. Remember that the goal is progress, not perfection. Each interaction is an opportunity to practice and grow in your NVC skills.

Resources

Nonviolent Communication: A language of life. Puddledancer Press.

Vulnerable Honesty, Yoram Mosenzon

1.3G Active Listening Exercise

Step 1: Prepare | Foundational Practices

Active listening is crucial in effective communication, particularly in community engagement and conflict resolution. It involves fully concentrating on, understanding, and responding to the speaker beyond mere hearing of spoken words. This guide provides fundamental principles of active listening and a structured exercise to enhance this skill.

Core Principles of Active Listening

Give Full Attention

Ensure that the speaker has your undivided attention, such as:

- Maintaining eye contact

- Avoiding distractions (e.g., checking your phone)

- Setting aside your thoughts or upcoming responses

Reflect and Clarify

Demonstrate your engagement and prevent misunderstandings by:

- Periodically summarizing what you've heard

- Asking clarifying questions to deepen understanding

- Using phrases like "If I understand correctly..." or "So, what you're saying is..."

Acknowledge and Validate

Build trust and open communication by:

- Recognizing the speaker's feelings and experiences

- Validating their perspective, even if you disagree

- Using phrases like "I can see why you might feel that way" or "That must have been challenging."

Active Listening Exercise: The Speaker-Listener Protocol

Goal

Enhance active listening skills among participants using a structured approach that emphasizes deep listening and accurate reflection.

Setup

- Participants: Two people

- Materials: An object to serve as a "talking stick" (e.g., a ball)

- Environment: A quiet space where participants can sit facing each other

Guidelines

1. Only the person holding the talking stick may speak. They "have the floor" until they feel complete or until a predetermined time limit is reached.

2. Before passing the talking stick, the listener must paraphrase what they heard, and the speaker confirms the accuracy of the paraphrase.

3. This exercise focuses on listening and understanding, not on agreeing or disagreeing.

4. Pay attention to the speaker's body language and tone of voice, as these can convey emotions and nuances beyond the spoken words.

Steps

1. Speaking and Listening (2 minutes)

Speaker:

- Holds the talking stick

- Speaks about a chosen topic (e.g., a recent experience, a hobby, or a current challenge)

- Expresses thoughts and feelings freely

Listener:

- Gives full attention to the speaker

- Focuses on understanding the message and emotions conveyed

- Refrains from interrupting or planning a response

1.3G Active Listening Exercise

Step 1: Prepare | Foundational Practices

2. Listener's Response

Listener

- Summarize the speaker's message in their own words

- It uses phrases like "I heard you say..." or "It sounds like you feel..."

- Reflects both the content and the emotional aspects of the speaker's message

3. Speaker's Confirmation

Speaker

- Confirms whether the listener's summary was accurate

- Clarifies any misunderstandings or adds any missed points

- Provides feedback on how well they felt heard and understood

4. Role Switch

- Pass the talking stick to the listener, who now becomes the speaker

- Repeat steps 1-3 with reversed roles

Multiple Rounds

Repeat the process for as many rounds as it feels productive and sustainable. Multiple rounds allow both participants to practice speaking and listening numerous times.

Debrief

After completing several rounds, engage in a reflective discussion:

- How did it feel to be the speaker? The listener?

- What challenges did you face in each role?

- Did you notice any improvements in your listening or speaking as the rounds progressed?

- How did it feel to be accurately heard and understood?

- What aspects of this exercise could you incorporate into your daily communications?

Active listening is a skill that improves with practice. By consistently applying these principles and engaging in structured exercises like the Speaker-Listener Protocol, you can significantly enhance your ability to understand others, build trust, and communicate effectively.

Remember that active listening goes beyond just hearing words; it involves empathy, patience, and a genuine desire to understand the speaker's perspective. As you develop this skill, you'll likely notice improvements in your personal and professional relationships and your effectiveness in community engagement and conflict resolution scenarios.

Resources

Speaker-listener Technique with Example

2.2C Determining Historical & Current Harms Worksheet

This example worksheet guides the process of identifying historically harmful policies and practices that continue to impact communities today in your area. Each step will require more planning and documentation than is included in this worksheet; the worksheet is a starting point to facilitate a high-level understanding of your research and report writing. Examples are provided in gray text.

Step 1: Historical Research and Data Collection

A. Gather Historical Data

Collect historical data on policies and programs focusing on topics significantly impacting community dynamics, such as zoning regulation, budget documents, public service provisions, and law enforcement practices. Begin with national or statewide resources and consult individuals with institutional knowledge to identify relevant resources, events, time periods, or communities of interest.

Once you have your bearings, you can strategically use local government policy archives, such as city/county ordinance and resolution logs, council/commission agendas, minutes, and other historical documents or references. Use the table below to fill out your sources.

Example Topics: zoning laws, annual budgets, public service resource allocation (e.g., fire stations, brownfields, or solid waste facilities), fatalities on streets, school/park locations, air quality, police and fire responses, and crime rates by location.

Example Sources: Local government policy archives, city/county ordinance logs, council/commission agendas, minutes, comprehensive plans, and other historical documents

Topic:

Source Citation	Link or Location	Summary
Title #, Jurisdiction, § #, Date, Year	link.com	summary or implications of code section

B. Examine Broader Context

Examine academic research, historical accounts, and local archives to understand these policies' broader social and political context. Explore resources such as local historical museums, newspaper archives, and academic research papers to provide context.

For example, the Salem Breakfast on Bikes blogger analyzed records of properties auctioned during highway location using archived newspaper articles. Use the table below to fill in each resource type and your summary of that source type.

Example Sources: Academic research, historical accounts, local archives, local historical museums, and newspaper archives.

Resource: Academic Search on Topic

Source Citation	Interpretation
Author, Title, Date	Main points I'm taking forward that inform my study

Resource: My Historical Museum

Exhibit A, Date Observed	My interpretation and what I learned

Resource: Blog

Blog: Breakfast on Bikes, March 2024, Neighborhood just north of Geer park may be the most impacted by I-5 corridor in 1950's	Discusses the construction of I-5 through Salem in the 1950s that displaced at least 26 households, primarily in the area north of today's Geer Park. Many affected homes were newly constructed, having been built in the late 1940s.

2.2C Determining Historical & Current Harms Worksheet

Step 2: Understand Community | Evaluate Existing Conditions

C. Conduct Interviews/Focus Groups

Conduct interviews or focus groups with long-standing community members, leaders, and local historians who can provide insights into past policies' lived experiences and perceptions. Use the table below to organize what you learn from your interviews or focus groups.

Interview or Focus Group ID Pseudonym or ID #	Description of the Participant or Group What is important as context?	Summary/ Key Takeaways What did you learn from this interaction?
ID001/ Pat	Elderly community member, resident for 50+ years	Described changes in neighborhood demographics and noted increased policing in certain areas starting in the 1970s. Expressed concern over reduced funding for public schools and community centers.
ID002/ Billie	Group of long-term residents, mixed ages and backgrounds	Highlighted various impacts of past public service cuts on low-income neighborhoods. Discussed collective memory of specific policy changes and their direct effects on community cohesion and social mobility.

D. Document Harms Using Data

Summarize the harms caused and their implications or ripple effects on outcomes today. Making these connections may require drawing upon reports or research discussing the legacy of past harms, needs assessments of your community of interest, or social determinants of health.

Potential sources:

- EJ Screen from the Environmental Protection Agency

- The center for disease control's PLACES Dataset

- Equity-Centered Research Methods from DLCD CFEC webpage

- DLCD's Anti-Displacement Toolkit

- American Panorama, a US history atlas from the Digital Scholarship Lab at the University of Richmond. Topics include redlining, urban renewal, and displacement resulting from the Homestead Act

2.2C Determining Historical & Current Harms Worksheet

Step 2: Analysis of Policy Impact

Use the data to identify trends and disparities in policies across different demographics and areas. Look for disparities in outcomes related to race, economic status, gender, and other relevant factors. For example, the sample charts displayed here focus on the racial wealth gap.

Use GIS tools or other mapping techniques to visualize the geographical impact of policies, highlighting areas that have been disproportionately affected.

Evaluate how these policies have shaped community health, economic stability, social mobility, and access to essential services. Your local community health improvement plan may be a good resource.

Examples are provided in gray text.

Identify Trends	Visual Impact	Long-term Effects
Identify trends and patterns of disparity in policies across race, economic status, gender, etc.	Use GIS tools or mapping techniques to visualize policy impacts. If the phenomena is not spatial, visualize existing data showing disparity.	Evaluate the long-term effects of disparity on community health, economic stability, social mobility, and access to services.
Zoning laws from the 1960s disproportionately affected African American neighborhoods, limiting access to quality housing and resources.	Map shows concentration of low-income housing in specific zones primarily inhabited by African American communities.	Long-term effects include higher rates of poverty and unemployment, lower educational attainment, and reduced access to healthcare in these areas.
Analyzed school funding allocations from the 1980s to the present, revealing consistent underfunding of schools in predominantly Hispanic neighborhoods compared to those in predominantly White neighborhoods.	Graph illustrates per-student funding disparities over time between predominantly Hispanic and White neighborhoods.	Long-term effects include lower academic achievement, decreased college enrollment rates, and limited career opportunities for students from underfunded schools.

Step 3: Synthesis and Documentation

Document your research and analysis findings.

Highlight the critical historical inequities, the specific harms caused, and their enduring impacts on current disparities.

Create a concise impact statement or report summarizing how past policies have shaped current disparities within the community.

Examples are provided in gray text.

Use this template to start an impact statement or report:

Audience: Who is your desired audience, and what are key considerations to remember for this audience?

Key Takeaways: What are the highest level findings from the historical investigation (the "elevator speech" of your findings?)

Introduction: What did your historical research focus on? What was the research area and time period? What did you seek to understand? Why is this important to your effort or agency?

Methods: Describe how you went about the investigation, what sources you used, and why. If you collected stories, conducted interviews, or focus groups, tell your audience about the questions you asked, the number of participants, and their demographics.

Results: What historical inequities or harms did you find? How have these events, policies, practices, or systemic inequities impacted people (and disparities) today?

Implications: How do your findings impact your area of practice?

2.2C Determining Historical & Current Harms Worksheet

Step 2: Understand Community | Evaluate Existing Conditions

Step 4: Review and Feedback

Before finalizing the findings, share them with the community and key interested parties for feedback to enhance transparency and allow for corrections based on community insights.

Incorporate feedback to refine the understanding of historical inequities and ensure the findings accurately reflect the perspectives and realities of those affected.

Examples are provided in gray text.

Event: For example a community meeting, focus group, or interested party consultation

Feedback	Response
Feedback about findings, whether they reflect communities' perspectives.	How you are responding the feedback, what are going to change? If not, why?
Younger community members mentioned that the report's focus was too historical and lacked emphasis on ongoing issues and future recommendations.	Adding a section that outlines current issues and provides recommendations for future policy changes based on the feedback from the youth focus group.

5.3B Data Analysis Considerations in Community Engagement

In community engagement, data analysis is pivotal in uncovering insights, validating observations, and informing decision-making processes. This guide delves into quantitative and qualitative data analysis nuances, offering practitioners a deep understanding of methodologies, considerations, and best practices.

Quantitative Data Analysis

The Importance of Quantitative Data

Quantitative data serves as a cornerstone in community engagement efforts, providing measurable, objective insights that can:

- Illuminate patterns and trends across large populations

- Validate or challenge anecdotal observations on a broader scale

- Offer clear, actionable metrics for decision-makers

- Enable comparison across different communities or periods

The scope of quantitative data in community engagement is vast, ranging from simple participant counts to complex, statistically valid surveys. It may encompass:

- Demographic information

- Survey responses

- Attendance records

- Geographic data

- Economic indicators

- Health statistics

- Environmental measurements

Key Considerations for Quantitative Data Analysis

1. Disaggregation: Unveiling Hidden Disparities

Disaggregation is a crucial strategy for identifying inequities or disparities across different groups within a community. It involves breaking down aggregate data into smaller subpopulations based on characteristics such as:

- Gender

- Race/ethnicity

- Age groups

- Socioeconomic status

- Educational attainment

- Disability status

- Geographic location within the community

Key Points

- Quantitative data requires significant sample sizes for each subgroup to ensure statistical reliability.

- Some demographic data (e.g., LGBTQIA2S+ identification) may be sensitive or challenging to collect.

- Disaggregating data can reveal patterns of inequality that might be obscured in aggregate data.

Best Practices

- Ensure privacy and confidentiality when collecting sensitive demographic information

- Use consistent categories across different data collection efforts for comparability

- Consider intersectionality – how different identity factors may interact

Example: A city-wide survey on public transportation usage might show high overall satisfaction. However, when disaggregated, it could reveal that residents in low-income neighborhoods or those with disabilities report significantly lower satisfaction levels, pointing to potential equity issues in service provision.

> **Resources**
>
> Race/Ethnicity Data Disaggregation Toolkit
>
> Shifting Power to Communities Through Data
>
> Equity: Six Steps Beyond Data Disaggregation
>
> Community Explorer

5.3B Data Analysis Considerations in Community Engagement

Step 5: Summarize Results | Developing Summaries

2. Spatial Scale: Avoiding the Ecological Fallacy

Understanding the appropriate spatial scale for data analysis is crucial in community engagement. The ecological fallacy, a public health, geography, and epidemiology concept, warns against inferring about individuals or smaller areas based on aggregate data for larger areas.

Key Points

- Be cautious about applying trends observed at larger scales (e.g., county level) to smaller scales (e.g., neighborhoods)

- Recognize that communities may have different levels of heterogeneity that can be obscured when looking at averages

- Communicate the spatial scale and scope of your engagement efforts and data analysis

Best Practices

- Use multi-level analysis when possible, examining patterns at different spatial scales

- Complement large-scale data with targeted, smaller-scale surveys or qualitative data

- When presenting findings, always specify the spatial scale of the data and avoid overgeneralization

Example: In 2022, Umatilla County's median household income was $77,006, while Jefferson County's was $69,345. It would be incorrect to infer that all individuals in Umatilla County earned more than those in Jefferson County. Within each county, there may be significant variations in income levels across different neighborhoods or demographic groups.

Resources

Ecological Fallacy

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3. Statistical Power: Ensuring Meaningful Results

Statistical power refers to a study's ability to detect an effect when there is an effect to be detected. Lack of statistical power may result in data that doesn't represent an unbiased sample, leading to unclear or misleading patterns.

Key Points

- Spatial data is influenced by sample size, effect size, and chosen significance level

- Low statistical power can lead to Type II errors (failing to detect a real effect)

Best Practices

- Conduct a statistical power analysis before data collection to determine appropriate sample sizes.

- Document the number of people sampled and the sampling method

- Consider supplementing results with peer-reviewed studies if your survey has low statistical power

- Be transparent about the limitations of your analysis, especially when working with small samples

Example: A community survey about a proposed park renovation receives responses from 50 residents in a town of 10,000. While the responses might provide some insights, the small sample size limits the statistical power, making it difficult to draw

5.3B Data Analysis Considerations in Community Engagement

4. Sampling: Striving for Representation

The sampling method can significantly impact the generalizability and validity of your findings. While random sampling is often considered the gold standard in research, it may not always be feasible or desirable in community engagement efforts.

Key Points

- Completely random sampling is rare in local planning studies

- Non-random sampling can limit the generalizability of data to the community or scale of interest

- Equitable engagement often requires intentional oversampling of historically underrepresented communities

Best Practices

- Be transparent about chosen sampling methods, community outreach strategies, and participation rates

- Document the demographics of your sample and compare them to the broader community

- Use weighted sampling or post-stratification techniques to adjust for underrepresented groups

- Acknowledge potential biases and limitations in your findings

Example: A city wants to gather input on a new public transportation plan. Instead of relying solely on an online survey (which might be biased towards younger, more tech-savvy residents), they use a mixed-method approach:

- Online survey

- Paper surveys distributed at community centers and libraries

- In-person interviews at bus stops and train stations

- Focus groups with seniors and individuals with disabilities

This approach helps ensure a more representative sample across different age groups, socioeconomic statuses, and abilities.

5.3B Data Analysis Considerations in Community Engagement

Qualitative Data Analysis

The Value of Qualitative Data

Qualitative data provides rich, contextual information that can complement and explain quantitative findings. It encompasses:

- Community stories and narratives

- Individual and collective lived experiences

- Nuanced perspectives on complex issues

Examples of qualitative data in community engagement include:

- Transcripts from listening sessions or interviews

- Open-ended responses in community surveys

- Images or videos captured by community members

- Annotated maps or plans from participatory mapping exercises

- Field notes from community observations

Why Qualitative Data Matters

- Qualitative data is essential in community engagement because it:

- Answers 'how' and 'why' questions, providing depth to the 'what' of quantitative data

- Captures the nuances of community perspectives that might be missed in structured surveys

- It helps in understanding complex social dynamics and cultural contexts

- Provides powerful narratives for storytelling, making findings more relatable and impactful

- Can guide the development of more relevant quantitative measures in future engagements

Making Sense of Qualitative Data

The goal of qualitative data analysis is to identify key themes, tensions, questions, and explanations for patterns of inequality. This process involves several steps:

1. Data Preparation

- Transcribing audio recordings

- Organizing and cleaning data

- Anonymizing data to protect participant privacy

2. Coding: A Systematic Approach to Analysis

Coding is the most common method for rigorously and transparently analyzing qualitative data. It involves tagging sections of text with interpretive labels.

Types of Coding

Deductive Coding: Using pre-established codes derived from research questions or theoretical frameworks

Inductive Coding: Developing codes as they emerge from the data (line-by-line coding)

Hybrid Approach: Combining both deductive and inductive coding

The Coding Process

- Develop an initial codebook (for deductive coding)

- Read through the data multiple times, paraphrasing where necessary

- Apply codes to relevant sections of text

- Refine and add codes as needed

- Group codes into broader themes or categories

- Analyze relationships between codes and themes

Outputs of Coding

- A comprehensive codebook

- An annotated document with tagged text segments

- A frequency table of code occurrences

- Thematic maps or networks showing relationships between codes

Best Practices

- Use multiple coders to check each other's interpretations (intercoder reliability)

- Conduct participant checks to ensure accurate capture of statements

- Maintain a coding journal to document decision-making processes

- Use qualitative data analysis software for managing large datasets

5.3B Data Analysis Considerations in Community Engagement

3. Thematic Analysis

After coding, thematic analysis involves identifying patterns and themes across the data. This process helps in:

- Summarizing key findings

- Identifying recurring ideas or concerns

- Understanding the relationships between different themes

- Developing explanatory frameworks or theories

4. Narrative Analysis

Narrative analysis focuses on the stories people tell and how they tell them. This approach is particularly valuable in community engagement as it:

- Preserves the context and complexity of individual experiences

- Highlights the sequence and consequence of events or decisions

- Reveals how community members make sense of their experiences and environments

5. Discourse Analysis

Discourse analysis examines how language is used to construct social realities. In community engagement, this can help in:

- Understanding power dynamics within the community

- Identifying how different groups frame issues or problems

- Revealing underlying assumptions or biases in communication

Integrating Quantitative and Qualitative Insights

The most potent analyses often come from integrating quantitative and qualitative data. This mixed-methods approach allows for:

- Triangulation of findings

- Explanation of quantitative trends through qualitative insights

- Generation of new hypotheses for further quantitative testing

- A more comprehensive understanding of community dynamics and needs

Effective data analysis in community engagement requires a thoughtful, rigorous approach to quantitative and qualitative data. By considering the key issues outlined in this guide – from disaggregation and spatial scale in quantitative analysis to coding and thematic analysis in qualitative research – practitioners can ensure more accurate, representative, and meaningful insights from their engagement efforts.

Remember that the ultimate goal of data analysis in community engagement is to collect and interpret data and use these insights to inform decision-making, improve community outcomes, and foster more equitable, responsive governance. By combining robust analytical techniques with a deep respect for community voices and experiences, practitioners can leverage data as a powerful tool for positive change.

Resources

Interrater reliability explained: Bandura's Bobo doll experiment example

5.3C Root Cause Analysis

Step 5: Summarize Results | Developing Summaries

Root cause analysis encompasses various exercises to understand the root causes of observed data patterns and design upstream interventions to prevent undesirable outcomes. It deepens our understanding, reducing the likelihood of unintended negative consequences on other important factors.

While many exercises can aid this process, here is one such method. Although causal analysis can involve community members, it can also be used as a tool for the capable and confident engagement team.

"Five Whys" & Fishbone Exercise

Once your needs assessment has identified several large takeaways, disparities, or community needs, it is time to start this exercise.

1. Distill one pattern from your data into at most a one paragraph statement.

2. Identify some causal factors associated with the pattern but asking: "why" is this pattern happening? Ask five of these "Whys?" in layers, collecting the answers to each why in order.

Problem Statement

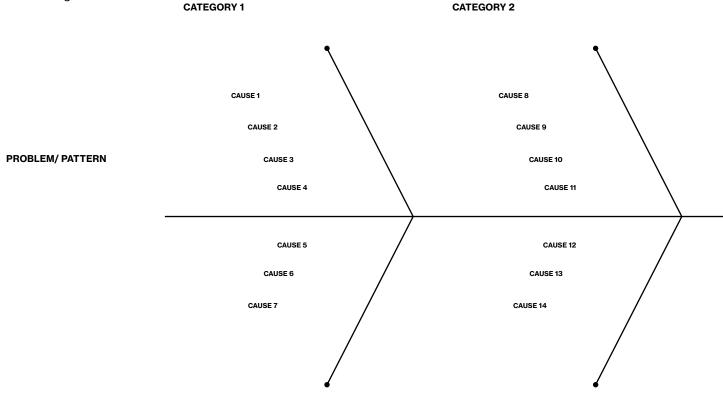**Why #1:**

Why #2:

Why #3:

Why #4:

Why #5:

5.3C Root Cause Analysis

Step 5: Summarize Results | Developing Summaries

3. Assessing the why's together, do they form any groups? Identify causal factors and contributions. Natural groups of, or causal factors will populate the categories in the next step, and individual related causes will be listed underneath each.

4. Use a fishbone diagram to capture groups or categories of causes related to your problem statement. Populate the diagram with related causes that come up. Fill in any causes or categories that emerge after looking at the full diagram.

Fishbone Diagram

CATEGORY 1   CATEGORY 2

CAUSE 1   CAUSE 8

CAUSE 2   CAUSE 9

PROBLEM/ PATTERN   CAUSE 3   CAUSE 10

CAUSE 4   CAUSE 11

CAUSE 5   CAUSE 12

CAUSE 6   CAUSE 13

CAUSE 7   CAUSE 14

CATEGORY 3   CATEGORY 4

5.3C Root Cause Analysis

5. This is the process for one pattern or problem resulting from your data. You may have several patterns you've identified in your data.

6. Once you have all of your causal diagrams, translate these fishbone diagrams into a simplified table of results, root causes, and recommendations.
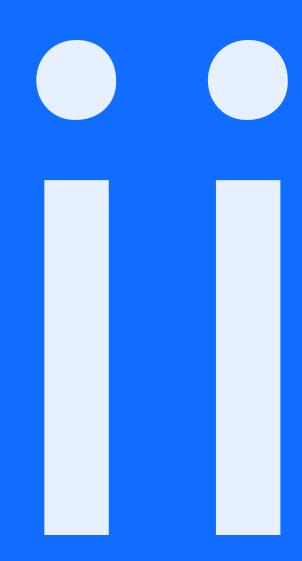
Resources

5 Whys: Getting to the root of a problem

A Guide to Assessing Needs

Synthesis Problem Statement:

Casual Factor 1	Contributing Factors	Recommendations

Casual Factor 2	Contributing Factors	Recommendations

Casual Factor 3	Contributing Factors	Recommendations

Casual Factor 4	Contributing Factors	Recommendations

Glossary

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Glossary

Accessibility[1]: The extent to which a space is readily approachable and usable by people with disabilities. A space can be described as: a) Physical or literal space, such as a facility, website, conference room, office, or bathroom B) Figurative space, such as a conversation or activity c) Digital space, such as a website

Benefits and Burdens Analysis: A Benefits and Burdens analysis is a framework for evaluating how the positive and negative impacts of a policy, project, or decision, such as a healthcare reform, a new infrastructure project, or a tax policy, are distributed across different communities or populations.

The analysis typically examines:

- Who receives the advantages or positive outcomes (benefits)

- Who bears the costs, risks, or adverse outcomes (burdens)

- Whether these impacts are distributed equitably across:

  - Geographic areas

  - Income levels

  - Racial/ethnic groups

  - Age groups

  - Other relevant demographic or community characteristics

Communities of Color: Groups with common racial identities, cultural heritage, and lived experiences. These communities are united by physical characteristics and shared histories, traditions, and experiences of systemic racism. While members may live in different geographic areas, they are connected through their shared racial and cultural identities. Communities of Color include, but are not limited to individuals who are identified with race and ancestry groups such as Native American, Latino, Asian, Hawaiian and Pacific Islander, African American, African, and Middle Eastern. It's important to note that these identities and communities continue to evolve over time, as race is a social construct rather than a biological one.

Community Engagement[7]: The process of working in a collaborative manner with and through groups affiliated by geographic proximity, race/culture, shared vulnerabilities and/or a collective vision. All equity-based community engagement processes should positively contribute to the group's wellness.

Community Power Analysis: A method of examining how decision-making influence and control are distributed within a community. It looks at:

- Who has the ability to influence decisions that affect the community

- How power relationships shape community outcomes

- What formal and informal structures maintain these power dynamics

- Which groups have more or less access to decision-making processes

Continuous Improvement: The ongoing practice of refining engagement approaches, relationships, and community partnerships over time. This strategy emphasizes making incremental, community-informed changes that lead to significant, long-term improvements in how organizations and communities work together.

Cultural Humility[1]: When one maintains an interpersonal stance that is open to individuals and communities of varying cultures, in relation to aspects of the cultural identity most important to the person. Cultural humility can include a life-long commitment to self-critique about differences in culture and a commitment to be aware of and actively mitigate power imbalances between cultures.

Discrimination[1]: The unequal treatment of members of various groups based on race, ethnicity, gender, gender expression, socioeconomic class, sexual orientation, physical or mental ability, religion, citizenship status, a combination of those identified, and/or other categories. Also refer to Racism.

Diversity[1]: Honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and underresourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Dominant Culture[8]: Dominant culture refers to the collective norms, values, and practices upheld by the prevailing social group, influencing societal standards and expectations.

Environmental Justice[2]: Environmental justice means the just treatment and meaningful involvement of all people, regardless of income, race, color, national origin, Tribal affiliation, or disability, in agency decision-making and other Federal activities that affect human health and the environment so that people: a) are fully protected from disproportionate and adverse human health and environmental effects (including risks) and hazards, including those related to climate change, the cumulative impacts of environmental and other burdens, and the legacy of racism or other structural or systemic barriers; and b) have equitable access to a healthy, sustainable, and resilient environment in which to live, play, work, learn, grow, worship, and engage in cultural and subsistence practices.

Equity[1]: Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

Feedback Loops: A systematic process of sharing information back and forth between organizers and community members throughout a project or initiative. This includes regular updates about how community input is used, validation of interpretations, and opportunities for community members to respond to and shape ongoing work.

Ground-truthing: Verifying data or information by directly checking or gathering evidence "on the ground" through community engagement, site visits, or fieldwork. This helps ensure that planning decisions are based on accurate, real-world conditions rather than just data or assumptions.

Harm: Actions or policies that are detrimental to one's comfort, health, success, or material well-being.

Healing[6]: The process of becoming well after a physical injury and or personal loss. Revitalization initiatives often create unaddressed feelings of loss and trauma for equity-seeking groups. Community engagement should engender a form of community healing for those from equity-seeking groups.

Implicit Bias[1]: A belief or attitude that affects our understanding, decision, and actions, and that exists without our conscious awareness.

Inclusion[1]: A state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

Intersectionality[1]: Coined by Professor Kimberlé Crenshaw in 1989, this term describes the ways in which race, class, gender, and other aspects of our identity, "intersect" with one of another, overlap, intersect, and interact, informing the way in which individuals simultaneously experience oppression and privilege in their daily lives interpersonally and systemically. Intersectionality promotes the idea that aspects of our identity do not work in a silo. Intersectionality, then, provides a basis for understanding how these individual identity markers work with one another.

Justice[1]: The process required to move us from an unfair, unequal, or inequitable state to one which is fair, equal, or equitable, depending on the specific content. Justice is a transformative practice that relies on the entire community to respond to past and current harm when it occurs in society. Through justice, we seek a proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

Lived Experience[7]: Lived experience is an important form of expertise often underutilized in urban development processes. Individuals with lived experience of a place and/or social identity possess a deepened knowledge of neighborhood strengths, challenges and opportunities. Lived experience experts are also the keepers of important place-based stories and rituals. When this form of knowledge is coupled with professional expertise and translated into design, programming and policy decisions—community transformation processes are more harmonious and productive.

Oppression[1]: A system of supremacy and discrimination for the benefit of a limited dominant class that perpetuates itself through differential treatment, ideological domination, and institutional control. Oppression reflects the inequitable distribution of current and historical structural and institutional power, where a socially constructed binary of a "dominant group" hoards power, wealth, and resources at the detriment of the many. This creates a lack of access, opportunity, safety, security, and resources for non-dominant populations.

Power[5]: Power is unequally distributed globally and in U.S. society; some individuals or groups wield greater power than others, thereby allowing them greater access and control over resources. Wealth, whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates. Although power is often conceptualized as power over other individuals or groups, other variations are power with (used in the context of building collective strength) and power within (which references an individual's internal strength). Learning to "see" and understand relations of power is vital to organizing for progressive social change.

Power may also be understood as the ability to influence others and impose one's beliefs. All power is relational, and the different relationships either reinforce or disrupt one another. The importance of the concept of power to anti-racism is clear: racism cannot be understood without understanding that power is not only an individual relationship but a cultural one, and that power relationships are shifting constantly. Power can be used malignantly and intentionally, but need not be, and individuals within a culture may benefit from power of which they are unaware.

(A) The ability to name or define. (B) The ability to decide. (C) The ability the set the rule, standard, or policy. (D) The ability to change the rule, standard, or policy to serve your needs, wants, or desires. (E) The ability to influence decision makers to make choices in favor of your cause, issue, or concern. Each of these definitions can manifest on personal, social, institutional, or structural levels:

Personal Power - 1. Self-determination. 2. Power that an individual possesses or builds in their personal life and interpersonal relationships.

Social Power - 1. Communal self-determination. 2. A grassroots collective organization of personal power. 3. Power that social groups possess or build among themselves to determine and shape their collective lives.

Institutional Power - 1. Power to create and shape the rules, policies, and actions of an institution. 2. To have institutional power is to be a decision maker or to have great influence upon a decision maker of an institution.

Structural Power - To have structural power is to create and shape the rules, policies, and actions that govern multiple and intersecting institutions or an industry.

Power Analysis: A methodical examination of how decision-making influence and control are distributed within a community. This analysis identifies who can influence decisions, how this power shapes community outcomes, what formal and informal structures maintain these power dynamics, and which groups have more or less access to decision-making processes.

Racial Equity[1]: Closing the gaps so that race can no longer predict any person's success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.

Racial Justice[1]: The proactive process of reinforcing and establishing cement of policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all individuals and groups impacted by racism. The goal, however, is not only the eradication of racism, but also the presence of deliberate social systems and structures that sustain racial equity through proactive and preventative measures.

Racism[1]: The systematic subjugation of members of targeted racial groups, who hold less sociopolitical power and/or are racialized as non-white, as means to uphold white supremacy. Racism differs from prejudice, hatred, or discrimination because it requires one racial group to have systematic power and superiority over other groups in society. Often, racism is supported and maintained, both implicitly and explicitly, by institutional structures and policies, cultural norms and values, and individual behaviors.

Social Justice[1]: A process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.

Social Location/Social Position: How your unique mix of identities – like your race, gender, wealth, abilities, and life experiences – affects your relationship with power and opportunity in society. It's about understanding that we all move through the world differently based on these factors.

Trauma-Informed Lens: Looking at community work through the understanding that past personal and collective injuries continue to affect how people engage today. It means planning engagement that helps people feel safe, respected, and able to participate without reopening old wounds.

Underserved Communities[3]: Populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. Examples of Underserved Communities & Under-resourced Communities Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality

Vulnerable Communities[4]: are defined as people living in areas that have/are located in:

- High heat island areas

- Floodplain designations

- Areas prone to wildfires

- Air quality limitations

- High crash corridors or areas with high pedestrian accidents

- Noise issues, such as highways, airports and industrial areas

- Drinking water quality issues

- Food deserts

- High crime rates

- Limited public transportation access

- Areas with limited access to green spaces and natural resources and are part of vulnerable population groups and vulnerable communities.

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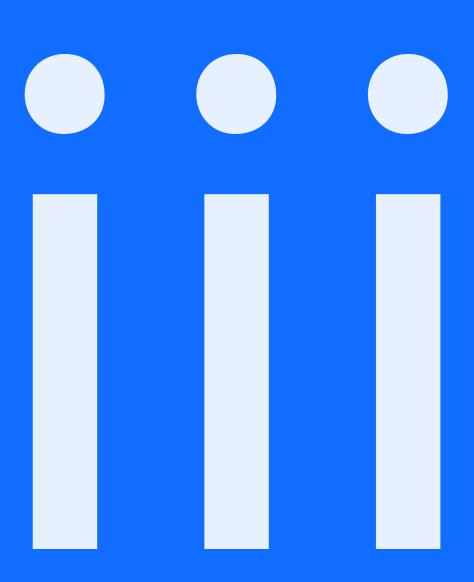3 National Centers for Coastal Ocean Science. Accessed December 18, 2024.

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External Resources

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External Resources

State of Oregon Resources

DLCD Putting the People in Planning

DLCD Community Involvement Advisory Committee Resource List

DLCD Policy on Government to Government Relations with Oregon Tribes

DLCD Racial Equity Framework for Decision Making

LCDC Public Participation Guidelines for Policy Development

State of Oregon DEI Action Plan

Equitable Community Engagement Guide. 2020-2023. ODOT

Resources on Race, Racism and Health Disparities. OHSU

Guidelines for Addressing Title VI and Environmental Justice in Transportation Planning

Equity-Centered Research Methods for Oregon Communities

DLCD's Anti-Displacement Toolkit

Climate-Friendly & Equitable Communities Resources

CFEC Guidance DLCD

CFEC Implementation Guide

Anti-Displacement Toolkit Guide for Cities

Anti-Displacement Analysis

Equity & Race Resources

Equity: Six Steps Beyond Data Disaggregation

Government Alliance on Race and Equity

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History of Racism and Movements

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History of Racist Planning in Portland

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Oregon's History. Policies and Actions Perpetuating Racial Inequities. Oregon Department of Administrative Services

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Oregon History of Land Use Planning. Oregon Department of Land Conservation and Development

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Race in Oregon. Antiracism: Books and other resources addressing systemic racism and ways to combat it. University of Oregon.

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The Sunrise Project. Oregon Remembrance Project. From Sundown to Sunrise Towns

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Get in Formation: A Community Safety Toolkit

Radical Imagination for Racial Justice: Power Mapping

Rural & Small Communities Focus

Developing and Advancing Effective Public Involvement and Environmental Justice Strategies for Rural and Small Communities.

Rural Community Building Approach. Ford Family Foundation

Appendix

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1.1B Self-reflection Worksheet

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1.3G Active Listening Exercises

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7.6A Strategies for Maintaining Ongoing Community Engagement

Oregon Regulatory Framework

Climate-Friendly and Equitable Communities Survey

From Executive Summary Climate-Friendly and Equitable Communities Agency Request Budget Outreach Report. July 7, 2022.

In 2020, the Department of Land Conservation and Development (DLCD) initiated the Climate-Friendly and Equitable Communities rulemaking process to update Oregon's administrative rules guiding land use and transportation planning to improve equitable outcomes, and reduce climate pollution from land use and transportation in Oregon's eight metropolitan areas. The rulemaking and ensuing implementation work aims to collaborate with, and build capacity in, underserved and historically excluded communities to meaningfully engage in decision-making about public policies and investments to help Oregon meet its legislatively adopted climate policy and goals and advance racial equity through land use and transportation planning.

To inform the department's program and budget, staff interviewed members of community-based organizations that served on the rulemaking advisory committee, hosted an open forum for community members, and administered a survey of local governments. This report contains a summary of the input gathered by the department through these engagement actions to help better understand the needs of the implementing partners in local governments and community-serving organizations. The information gathered provides the department with insight into local opportunities and constraints around achieving the climate and equity objectives of the rulemaking. This information was gathered with guidance from the department's community engagement plan to complete a Racial Equity Impact Statement for the agency request budget for the 2023-2025 biennium.

Key themes from the interview, forum, and survey include:

- Local government and community-based partners demonstrated need and desire to meaningfully implement the requirements but need funding to reduce pollution and increase equitable outcomes

- Local governments need grants, model code, technical assistance, and training

- Community-based organizations need capacity building resources and stipends to support meaningful community engagement.

Recent adoption of Climate-Friendly and Equitable Communities (OAR 660-012) and Housing Production Strategy (OAR 660-008-0050) administrative rules provides specific requirements for equitable engagement. Additional requirements for Oregon Administrative Rules for Division 8, Housing Production Strategy are currently being developed.These requirements are summarized below and include links to the relevant Oregon Administrative Rule requirements.

1. Engaging with Underserved populations. Prioritize community-led engagement and decision-making with specific to engaging with underserved populations. Underserved populations are defined in OAR 012-0125

2. Engagement Focused Equity Analysis with decision-making with underserved populations. Requirements include developing decision making factors that work to reduce historic and current inequities, identity federally recognized sovereign Tribes in the planning process and to regularly assess and report on progress. In addition, analyze changes for impact and alignment to key community outcomes and key performance measures. OAR 660-012-135

3. Equity Analysis. In addition to the Engagement Focused Equity Analysis, agencies shall develop an equity analysis to include assess, document, acknowledge and address current and past harm, racism in land use, transportation, housing and climate change have has harmed or is likely to harm underserved populations, identify geographic areas with disproportional concentrations of underserved populations and develop key performance measures for key community outcomes. OAR 660-012-0135

4. Analysis of income and demographic populations that are anticipated to receive benefit or burden from the Housing Production Strategy. OAR 660-08-0050.

5. Affirmatively Advancing Fair Housing (AFFH) OAR 660-08. (placeholder for administrative rules under development)

Oregon Regulatory Framework

Affirmatively Furthering Fair Housing

The Federal Fair Housing Act (FHA) is a federal law that protects people from discrimination when they are renting or buying a home, getting a mortgage, seeking housing assistance, or engaging in other housing-related activities. Affirmatively Furthering Fair Housing (AFFH) is a mandate within the FHA for all private housing, public housing, and housing that receives federal funding.

The FHA protects against discrimination in housing because of race, color, national origin, religion, sex (including gender identity and sexual orientation), familial status, and disability, also known as federally protected classes.

In 2023, the Oregon Legislature established HB 2001 (2023) for housing production that creates more housing choices by requiring jurisdictions to address requirements under ORS 197A.100(2) for Affirmatively Furthering Fair Housing. These requirements provide a framework to help jurisdictions develop actions promoting housing, choice, opportunity, inclusivity, and thriving, integrated communities. Jurisdictions must adopt a housing production strategy that includes a list of specific actions, including adopting measures and policies that the city shall undertake to promote affirmatively furthering fair housing, among other requirements.

Oregon's protected classes for affirmatively furthering fair housing include race, national origin, color, sex, gender identity, sexual orientation, age, religion, physical or mental disability, income, domestic violence survivors, military status, or marital or family status. ORS 659A.421

For additional regulatory requirements regarding the Affirmatively Furthering Fair Housing for Housing Production Strategy, see this summary. Regulatory references ORS 197A.100(2), ORS 197.290(2), OAR 660- 008-0050.

Oregon Regulatory Framework

Title VI of the Civil Rights Act

Title VI of the Civil Rights Act of 1964 requires that "no person shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Organizations receiving federal funding are prohibited from engaging in intentional discrimination based on race, color, or national origin, including limited English proficiency. However, taking actions to address known health disparities, or discriminatory outcomes is not itself discrimination.

While every local planning study may not be specifically funded with federal dollars, most local governmental agencies do receive federal funds in some manner, either through direct federal grants or through programs administered by state agencies. This equitable community engagement toolkit contains many tools planners may use in meeting Title VI requirements. However, local governments are ultimately responsible for ensuring their engagement processes comply with federal standards.

More specific guidance from ODOT can be found here:

Oregon Department of Transportation

Oregon Department of Transportation. (2015). Title VI and Environmental Justice Implementation Plan Guidance for Transportation Planning. https://www.oregon.gov/ODOT/Planning/Documents/TitleVI-EJ_Guidance.pdf

Recommendations for compliance with Title VI:

- Conduct a demographic analysis early in the planning process. Consult local organizations and community groups to refine the understanding of underserved communities.

- Develop a robust community engagement plan that ensures participation from all community members, especially underserved communities. Include targeted outreach strategies for communities that have been difficult to reach or have been underrepresented in public/ civic engagement processes.

- During implementation, consider the benefits and burdens of the proposed project. Use the results of your benefits and burdens analysis, inclusive of all anticipated measurable impacts to stratified populations to ensure non-discrimination. Proactively mitigate for disproportionate impacts considering community vulnerability.

- Document Title VI and Environmental Justice considerations and decisions throughout the planning process. Ensure these records are accessible to all interested parties to demonstrate compliance and transparency.

- Engage interested parties, including community groups to ensure representation of underserved communities early and consistently throughout the project.

Oregon Regulatory Framework

Applicability to Oregon Land Use Planning Regulatory Framework

Recent adoption of Climate-Friendly and Equitable Communities (OAR 660-012) and Housing Production Strategy (OAR 660-008-0050) administrative rules provides specific requirements for equitable engagement. These requirements are summarized below and include links to the relevant Oregon Administrative Rule requirements.

6. Underserved populations. Prioritize community-led engagement and decision-making with specific to engaging with underserved populations, defined in OAR 012-0125 (2)

(a) Black and African American people;

(b) Indigenous people (including Tribes, American Indian/Alaska Native and Hawaii Native);

(c) People of Color (including but not limited to Hispanic, Latina/o/x, Asian, Arabic or North African, Middle Eastern, Pacific Islander, and mixed-race or mixed-ethnicity populations);

(d) Immigrants, including undocumented immigrants and refugees;

(e) People with limited English proficiency;

(f) People with disabilities;

(g) People experiencing homelessness;

(h) Low-income and low-wealth community members;

(i) Low- and moderate-income renters and homeowners;

(j) Single parents;

(k) Lesbian, gay, bisexual, transgender, queer, intersex, asexual, or two-spirit community members; and

(l) Youth and seniors.

7. Public engagement and decision making centering the voices of underserved populations. OAR 660-012-0120 (1)-(3) Make a special effort to ensure underserved populations are:

a. Informed about the choices that need to be made in the planning process;

b. Given meaningful opportunity to inform the planning process; and

c. Given an equitable share in decision-making power over key decisions, to the extent possible.

8. Decision-making with underserved populations OAR-660-012-130 (1)-(3)

a. Centering the voices of underserved populations in all processes at all levels of decision-making.

b. Conducting Engagement Focused Equity Analysis OAR 660-012-0135

c. Developing decision-making factors that recognize the work to reduce historic and current inequities;

d. Identify federally recognized sovereign Tribes whose ancestral lands include the planning area and engage with the Tribes to notify them of activities and projects

e. Regularly assess and report on progress.

9. Equity Analysis. OAR 660-012-0135 (3) An equity analysis shall include all the actions in the engagement-focused equity analysis. In addition, a city or county shall:

(a) Assess, document, acknowledge, and address where current and past land use, transportation, and housing policies and effects of climate change have harmed or are likely to harm underserved populations;

(b) Assess, document, acknowledge, and address where current and past racism in land use, transportation, and housing has harmed or is likely to harm underserved populations;

(c) Identify geographic areas with significantly disproportionate concentrations of underserved populations;

Oregon Regulatory Framework

(d) Develop key performance measures as required in OAR 660-012-0905, or review existing performance measures, for key community outcomes as provided in subsection (4)(a) over time; and

(e) Use the best available data in conducting sections (a) through (d).

10. Engagement Focused Equity Analysis. OAR 660-012-135 (4)

a. Engage with members of underserved communities to develop key community outcomes;

b. Gather, collect and value qualitative and quantitative information, including lived experience from the community on how the proposed change benefits or burdens underserved communities;

c. Recognize where and how intersectional discrimination compounds disadvantages;

d. Analyze proposed changes for impacts and alignment with desired key community outcomes and key performance measures under OAR 660-012-0905 (4)(e).

11. Equity Performance Measures for Metropolitan Greenhouse Gas Reduction Targets. OAR 660-044-11 (9)-(12)

a. Equity performance measures to determine whether implementation of the preferred land use and transportation scenario is improving equitable outcomes for underserved communities.

b. Report on community based conversations and other efforts to solicit input from underserved communities.

c. An assessment of benefits and burdens of the scenario on underserved community members compared to the population as a whole.

12. Analysis of income and demographic populations that are anticipated to receive benefit or burden from the Housing Production Strategy OAR 660-08-0050. (3)(c) including:

a. Low-income communities;

b. Communities of color;

c. People with disabilities; and

d. Other state and federal protected classes.

DLCD Equitable Community Engagement Survey Results

Executive Summary

This survey examined how municipalities conducted equitable community engagement in Oregon, focusing on challenges, methods, and outcomes.

The findings revealed that while agencies increasingly incorporated equity principles into their work, they faced significant structural barriers in implementation. Sustainable funding, relationship building, and systematic feedback integration emerged as critical areas requiring improvement.

Current State of Practice

Most municipalities employed a hybrid approach to community engagement, with 74.5% using in-house staff and consultants. This model allowed organizations to maintain relationship continuity through staff while leveraging specialized consultant expertise for specific project needs. However, engagement budgets varied widely, ranging from 0-50% of project costs, with nearly all respondents indicating that current funding levels were insufficient for meaningful engagement.

Data collection relied heavily on traditional sources, with 93.5% of practitioners using US Census data, followed by PSU Population Research Center (58.7%) and school district demographics (47.8%). These sources, while valuable, often lacked the granularity needed for effective local planning. More sophisticated tools like EJScreen and Justice40 saw limited adoption, with only 8.7% of respondents utilizing these resources.

Implementation Challenges

Organizations faced significant structural barriers in their engagement efforts. Inconsistent funding disrupted relationship building, while tight project timelines often precluded meaningful engagement.

The formal nature of government processes frequently clashed with community relationship needs, and technical planning requirements tended to overshadow community priorities.

Community-specific challenges further complicated engagement efforts. Government staff lacked BIPOC representation, and practitioners struggled to effectively engage renters and mobile populations. Language barriers, limited technology access, and trust deficits, particularly in rural areas, created additional hurdles for meaningful engagement.

Effective Practices

The most successful engagement approaches utilized multiple methods to reach diverse communities. Advisory committees proved most popular with 92.5% adoption, followed by online surveys (85%) and community events (82.5%). Focus groups and one-on-one interviews, used by 62.5% and 65% of respondents respectively, provided deeper insights into community needs and concerns.

Practitioners emphasized three key principles in their work. Cultural humility, adopted by 91.3% of respondents, encouraged ongoing self-reflection and learning from community expertise. Psychological safety (73.9%) focused on creating welcoming environments and valuing diverse perspectives. Trauma-informed approaches (56.5%) helped build trust through consistency and historical awareness.

DLCD Equitable Community Engagement Survey Results

Measuring Success

Organizations tracked success through various metrics, with event participation (79.4%) and policy influence (64.7%) being the most common measures. Demographic representation (55.9%) and engagement depth (41.2%) provided additional insights into engagement effectiveness. Leading practitioners documented findings systematically, disaggregated data by demographics, and demonstrated clear links between community feedback and decisions.

Recommendations for Improvement

Institutional changes should focus on establishing dedicated engagement funding, with a recommended minimum of 20-30% of project budgets allocated to engagement activities. Organizations need to invest in staff capacity through training in equity principles, dedicated engagement specialists and enhanced language and cultural competency.

Process reforms should extend project timelines to allow for meaningful engagement, integrate community feedback systematically, and better balance technical and community needs. Organizations should strengthen their data collection practices by developing local demographic data, tracking engagement outcomes consistently, and measuring relationship quality over time.

Implementation Framework

Success requires a phased approach to improvement. Organizations should begin with foundation building: securing sustained funding, developing staff capacity, and establishing community partnerships. This should be followed by process reform, including revised engagement timelines and systematic feedback mechanisms. The final phase focuses on practice enhancement through comprehensive metrics, stronger relationship networks, and demonstrated community influence.

This framework acknowledges resource constraints and institutional realities while providing a clear path toward more equitable, effective community engagement. Success requires sustained commitment, adequate resources, and systematic integration of engagement principles throughout the planning process.

For local governmental agencies
and planners in Oregon