

Willamette Cove Engagement Plan | Draft | V 1.3

Please record revisions to your Project Plan document in the table below.

Version Number	Brief Description of Change	Author(s)	Date
1.0		Matan, Kelsey	4/13/21
1.1	Input from YZ, Humberto, and Cory	Matan	5/3/21
1.2	Feedback from project team	Matan	5/21/21
1.3	Feedback from steering committee	Matan	6/8/21

Willamette Cove Overview

Metro's Willamette Cove property comprises approximately 27 acres and approximately 3000 feet of Willamette River shoreline. The low-lying riverfront property is on the northern bank of the Willamette River between the Burlington Northern Santa Fe Railway Bridge and the St. Johns Bridge, north of downtown Portland.

The Willamette River and its natural resources are of significant historic, cultural and ongoing importance to many tribes in our region who have maintained strong ties to and relied upon the river, its resources and lands for traditional and cultural practices, sustenance and subsistence, trade and travel since time immemorial.

Bridge construction, lumber and plywood mill operations, barrel manufacturing, dry-dock and ship repair at the site in the 1900s left contamination including heavy metals, diesel fuel, polychlorinated biphenyls (PCBs), and dioxins in soil in most of the Willamette Cove property.

Using money from the 1995 natural areas bond measure, Metro purchased the land in 1996 after receiving a report that there were no unacceptable risks to human or ecological health. Since that time, Metro has managed the site.

Many agencies and organizations are involved in the cleanup of Willamette Cove. DEQ has oversight from the top of the riverbank into the upland. The Port of Portland, as a responsible party for some of the contamination, joined with Metro to participate in the Oregon Department of Environmental Quality's Voluntary Cleanup Program. The U.S. Environmental Protection Agency has oversight from the top of the riverbank and into the river. Landowners of this portion include Metro and the Oregon Department of State Lands. The City of Portland and partners have started a separate community engagement process, which will help determine the design for the cleanup of the in-water area of Willamette Cove.

Metro has worked with partners over the years on several cleanup efforts, including in summer 2004 when a cap was constructed in a portion of Willamette Cove. In 2008, soils with high metal concentrations were removed from the central portion of the site. In 2015 and 2016, Metro partnered with the Port of Portland to remove soils throughout the site with the highest levels of contamination. The areas with removed soil were replanted with native vegetation. However, contamination remains throughout the site, which is why Willamette Cove remains closed.

In December 2020, Metro Council passed a resolution to make Willamette Cove eligible for funding through the Taking Care of Metro Parks program area of the 2019 Parks and Nature bond. Part of the resolution included a plan for meaningful public engagement to identify community priorities for future passive recreational opportunities and trail development consistent with protection and restoration of natural resources at Willamette Cove.

Engagement Overview

Metro will engage with community members, tribal governments and stakeholder groups to identify community priorities for passive recreational opportunities and trails in line with the protection and restoration of natural resources at Willamette Cove.

In December 2020, Metro Council passed a resolution to make Willamette Cove eligible for funding through the Taking Care of Metro Parks program area of the 2019 Parks and Nature bond. Through the bond's investments, Metro is working to ensure that parks and nature across greater Portland benefit communities who have not benefited equitably from past investments by prioritizing community engagement, racial equity, and climate resilience.

To ensure that the bond lives up to its principles and priorities, Metro is committed to establishing meaningful partnerships that drive the engagement of the diverse communities across the region, especially BIPOC, immigrant, low-income, people with disabilities and other systematically oppressed communities. We believe that collaborating on the design and implementation of engagement strategies with partners from diverse lived and professional experiences will ensure that we reach communities that have historically been excluded. This approach is grounded in racial equity and in our commitment to meaningful and transparent community engagement.

This framework aims to ensure that voices outside of dominant groups are at the table to influence decisions made about Willamette Cove. In this process partners will collaborate with program staff at different touch points and will inform how and when we engage with communities.

Engagement Ethos

- The engagement will center those who have been most harmed by white supremacy and neocolonialism
- The engagement will have clear and transparent sideboards
- Communities will have clarity as to what they do and do not have decision making power over
- We will place the least amount of burden upon community members

Engagement Goals

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

Questions/statements to be answered*:

Why is it important to engage communities in this project?

What will community engagement accomplish and deliver for this project?

What project outcomes will demonstrate that we've achieved the intended community engagement objectives?

The project will be successful if...

*Do to the ever-changing nature of this project, these questions will have to be revisited prior to the master-planning stage.

Engagement Scope

The scope of work outlined below is meant to be a guide for the engagement process. The scope will be evaluated throughout the process and will be modified based on the input of collaborators and as conditions change, programs evolve, and feedback from community is collected.

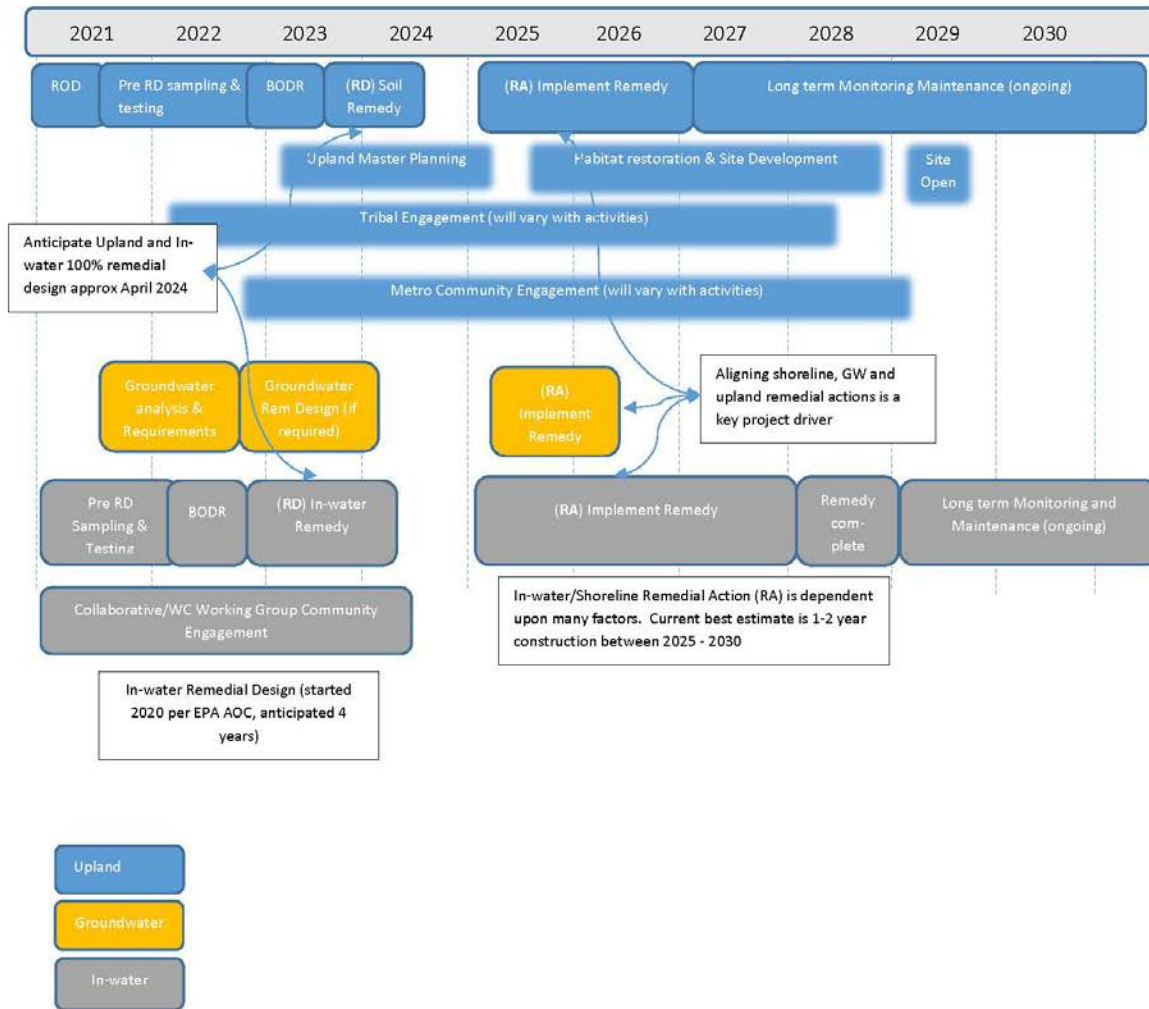
- Support the planning and facilitation of engagement events
- Lead culturally-specific events
- Support the recruitment and participation for engagement events prioritizing BIPOC, immigrant, low-income, people with disabilities and other systematically oppressed communities
- Support the development of communications resources related to the community engagement efforts and other materials related to Willamette Cove

Willamette Cove Draft Timing – July 2021--information known today; subject to frequent changes

Boxes with blurred borders are subject to Metro funding, bond priority, community input and other factors

Willamette Cove Draft Timing – July 2021--information known today; subject to frequent changes

Boxes with blurred borders are subject to Metro funding, bond priority, community input and other factors



Distinguishing different types of engagement

Throughout this plan, there are distinctions between community engagement, stakeholder engagement and tribal engagement. This framework centers community engagement. Although engagement opportunities will overlap, relationship management will be different (more details in stakeholder engagement section). Tribal government engagement will be led by Katie McDonald.

Community engagement

Community engagement within project decision-making and policy development processes focuses on involving community members and community representatives in shaping decisions that directly and indirectly impact their lives and the lives of their constituents. This includes those who are direct, self-identified stakeholders (e.g., neighbors near a potential park, waste management site or transit line).

It also requires effort to discover how prior projects or policies have impacted communities – especially systematically oppressed communities – and explain and discuss goals, objectives and options and how those might affect people who may not historically have been involved or have been actively excluded from governmental decision-making and policy development. Outreach strategies focus on both direct engagement and partnerships with community organizations, such as culturally-specific organizations, service organizations and neighborhood associations/CPOs.

Facilitating Power developed a [Spectrum of Community Engagement to Ownership](#) that breaks down the stages of engagement. These stages allow us to identify where Metro is at with engagement and where we can go if we restructure systems and processes. This community engagement framework strives to create opportunities that go beyond stage 3 (involve), into stage 4 (collaborate) and ideally land at stage 5 (defer to community). We want to engage with communities and partners in a way that defers ownership and decision-making power to those most impacted by our programs and policies, specifically BIPOC and other systematically groups. Community engagement is held by Matan Gold and could be implemented in collaboration with community partners.

Community organizations are key partners to leading meaningful community engagement. However, merely consulting (stage 2) and informing (stage 1) staff from community organizations or the general public is not meaningful community engagement.

Intended outcomes for community engagement:

- Collaborate with community members in designing and implementing community engagement strategies to inform Willamette Cove decision-making process
- Provide clear sideboards for community members so all participants know what is possible at Willamette Cove (and what isn't)
- Ensure that there is reciprocity in engagement strategies – meaning that the information and opportunities for engagement are of value to participants and provide valuable feedback for WC community engagement staff

- Ensure that BIPOC, immigrant, low-income, people with disabilities and other systematically oppressed communities participate in discussions and influence decisions throughout the engagement process
- Establish partnerships and processes that are transparent and accountable to the communities Metro is prioritizing

Stakeholder engagement

Stakeholder engagement focuses on involving stakeholders who have traditionally held political power within project decision-making and policy development, including jurisdictional and agency partners, business groups, and, often, established interest groups such as environmental, labor or industry-specific organizations.

Stakeholder engagement alone does not equate to meaningful engagement.

Intended outcomes for stakeholder engagement:

- Cultivate these long-held relationships
- Ensure transparency and open communication
- Leverage the expertise of various stakeholders
- Seek guidance from committees when appropriate

Tribal engagement

Tribal engagement or tribal consultation focuses on involving tribal governments with interest in the land and natural resources and who might have treaty rights to properties of interest to Metro and might be potentially impacted by projects or policies.

Tribal engagement is held by Katie McDonald.

Katie is currently building Metro's Tribal Affairs Program. It should be stated: tribal government engagement is not part of Metro's work to advance racial equity; it is Metro's recognition of the tribes as sovereign nations and co-managers of natural resources across the region. Metro is committed to consulting and engaging tribal government partners.

Collaborating with tribal governments is a new endeavor for Metro, thus it will take time to build relationships and to brief tribes on previous and current work on Willamette Cove. This engagement plan will adapt to the needs and requests of the tribes as priorities are identified. The work outlined in this plan will be implemented alongside the tribal government engagement plan and will be iterative as feedback is received.

Intended outcomes of tribal engagement:

- Metro builds positive relationships with tribal leaders, staff and representatives to understand tribal interests, explore opportunities for partnership and collaboration, and create approach to address tribal interests in Metro's work.

- Metro implements actions that promote G2G relations with tribes and support tribal sovereignty, treaty rights, interests and resources.
- Metro builds relationships with tribal governments that extend beyond the Willamette Cove project that provide benefits to our respective governments.
- Metro implements conservation actions with increased environmental, biological and cultural value and impacts at Willamette Cove.
- Metro natural areas/properties have increased use by tribal partners, tribal communities and urban Indigenous community members.
 - Increased use, access to nature and opportunities contribute positively to the pursuit of traditional life-ways for tribal partners, tribal communities and urban Indigenous community members.
- Metro is an informed decision maker and improves its ability to make decisions which guide the expenditure of public funds in support of the Willamette Cove project.
- Tribes are provided an opportunity to participate in processes to foster effective collaboration, informed decision-making and relationship building.
- Tribal interests, priorities and concerns are considered in Metro actions and decisions regarding the Willamette Cove site.
- Tribal expertise and traditional knowledge are considered and inform Metro actions and decisions regarding the Willamette Cove site.

Racial Equity

As recommended by the Willamette Cove Steering Committee, the Willamette Cove Community Engagement Strategy will be informed and guided by [Metro's Racial Equity Framework: Aligning decision-making practices to advance the values of diversity, equity and inclusion](#) tool. The Willamette Cove project team, prior to the engagement process, will as a team, complete the Racial Equity Worksheet found in Appendix A.

The values laid out in the framework will help guide the engagement process.

- An understanding that, due to structural racism, Black, Indigenous and other people of color (BIPOC), experience inequitable health, education, criminal justice and economic outcomes.
- A commitment to advance strategies to support and invest in Black Lives and transform systems that create or perpetuate harm.
- A commitment to redesigning and centering new programs, policies or planning efforts to benefit and support BIPOC communities so that they may thrive in our region.
- • An understanding that a traditional approach to decision-making without a racial equity considerations will result in communities of color bearing the disproportionate impacts.

The engagement process will also be guided by [Metro's Strategic plan to advance racial equity, diversity and inclusion](#) adopted in 2016.

Special attention will be paid to **Goal B: Metro meaningfully engages communities of color** and its three objectives:

Objective 1: Establish and strengthen relationships with communities of color.

Objective 2: Increase accountability by ensuring community involvement in the evaluation and implementation efforts.

Objective 3: Increase participation of communities of color in Metro decision-making

Another strategy to ensure that our racial equity goals are through engagement is to model our engagement

Criteria for meaningful engagement

Meaningfully engage with communities of color, Indigenous communities, people with low incomes and other systematically oppressed communities in planning, development and selection of projects.

- Desired outcomes
 - **Everyone benefits:** When parks and nature projects are selected/built/maintained in a way that seeks to lift up and give power to community members that have been systematically suppressed, decisions are ultimately made that benefit everyone. When everyone can enjoy Metro parks, it becomes an essential piece to creating vibrant communities (a desired regional outcome at Metro).
 - **Ownership:** Through shared power in decision-making, communities of color, Indigenous communities, people with low incomes and other systematically oppressed communities feel that they have a stake in the wellbeing of the place/project/investment. This public investment results in a feeling of personal ownership.
 - **Representation:** Communities of color, Indigenous communities, people with low incomes, and other systemically oppressed communities feel that the parks were built for them. Communities not only feel welcome but they see themselves in how parks and nature projects were selected/designed/maintained.
 - **Building trust and long-term relationships:** Investment decisions result in greater community confidence that systems can change when working with government, and will have cumulative impacts on Metro and jurisdictional partner relationships and reputation with community.
- Examples of practice
 - **Center and prioritize:** The needs and values of systematically oppressed communities are centered and prioritized so that they have power to influence decisions.

Prioritize projects and needs identified by communities of color, Indigenous communities, low-income and other systematically oppressed groups.

- Desired outcomes
 - **Everyone benefits:** When Parks and Nature projects are selected/built/maintained in a way that lifts up and gives power to community members that have been systematically oppressed, decisions are ultimately made that benefit everyone.

- **Ownership:** Through shared power in decision-making, communities of color, Indigenous communities, people with low incomes and other systematically oppressed communities feel that they have a stake in the wellbeing of the place/project/investment. This public investment results in a feeling of personal ownership.
- **Personal and systemic impacts:** When parks are selected/built/maintained in a way that gives power to community members that have been systematically oppressed, it impacts people on a personal level (giving more ownership) while also breaking down systemic barriers marginalized folks continue to face.
- **Representation:** Communities of color, Indigenous communities, people with low incomes, and other systematically oppressed communities feel that the parks were built for them. Communities not only feel welcome but they see themselves in how the park was selected/designed/maintained.
- Examples of practice
 - **Center and prioritize:** The needs and values of systematically oppressed communities are centered and prioritized so that they have power to influence decisions.
 - **Shared power:** We commit to sharing decision-making with communities who have been systematically oppressed during the engagement process. Where we fall short of that, we'll show our work to demonstrate why.
 - **Equitable process leads to equitable results**

Cycle of community engagement

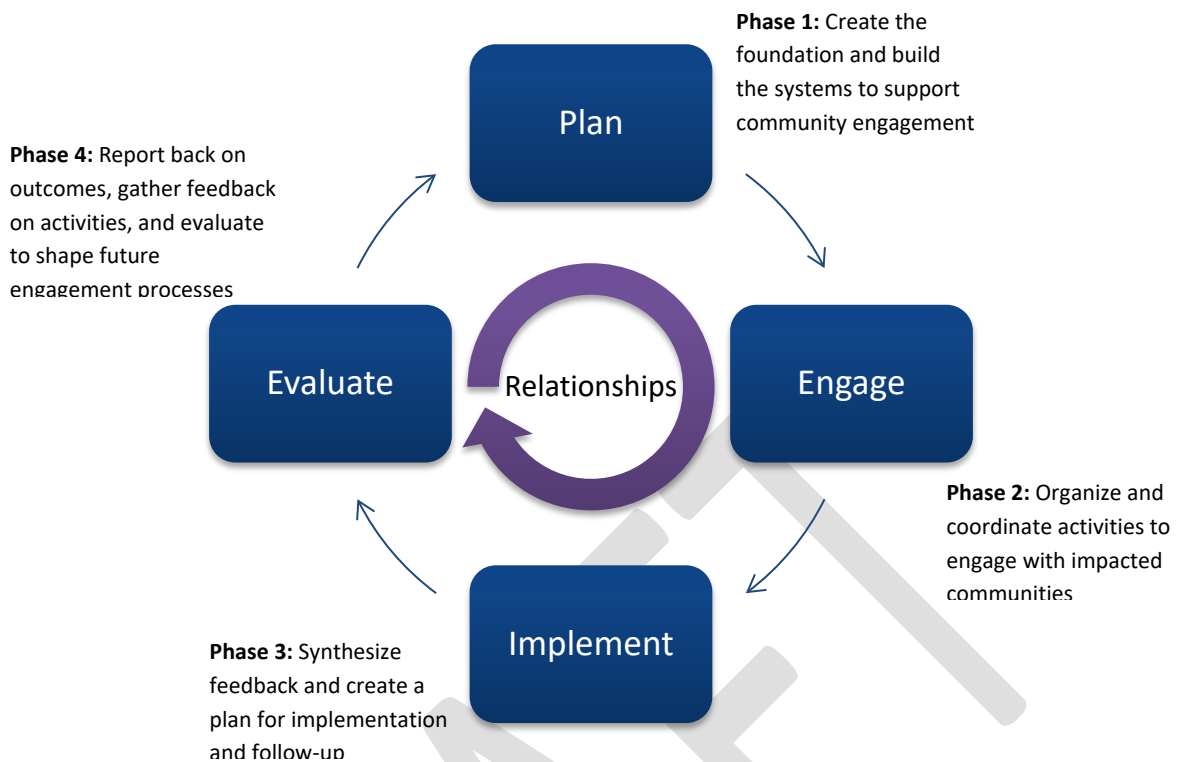
Overview

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

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

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

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



Racial equity and redistribution of decision-making power

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

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

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

Building and maintaining relationships

Relationships are central to community engagement.

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

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

Phase 1: Plan

Project teams develop the foundations of a project and internal structures that prepare them for successful and meaningful community engagement. This planning sets the groundwork for the rest of the process and, just like every phase of the cycle, needs to be guided with a racial equity lens and with multiple perspectives involved.

- Alongside a community engagement plan, project teams should also initiate tribal government engagement as early as possible to ensure tribes who might be impacted by the project are consulted prior to broader community engagement. Community engagement is not a substitute for tribal government engagement. Teams should create a plan in alignment to their agencies' recommended best practices for engaging tribal governments.
- Planning starts with subject-area experts (project staff) identifying decision-making points and areas of influence for external engagement as well as constraints within decision-making such as legal or financial obligations. This information is essential to ensure that engagement opportunities can actually impact project outcomes and that it will be clear to communities what the team is asking of them. Allow input from community members to shape as many of the decision points as possible
- This planning becomes a collaboration between project staff and community engagement staff to flag all critical decision-making points and to identify communities who are impacted and will be prioritized. Teams need to identify where in the [Spectrum of Community Engagement to Ownership](#) these decision-making points land. Community engagement opportunities should strive to be a level 5 (community ownership) and at a minimum a level 3 (involve). If these decisions are not at a level 3 or higher they need to be re-examined to allow for level 3 engagement.
- In creating a community engagement plan, teams need to identify overall objectives for engagement, specific objectives for each touch point depending on the level of engagement, process for evaluation, potential challenges and strategies to address them and a clear framework for how input from communities will be weighed and implemented.

- Apply a racial equity lens throughout the planning process to ensure that power will be redistributed through engagement, the most impacted communities are involved, biases are addressed and that engagement is starting as early as possible.

Phase 2: Engage

Engagement staff begin to organize and coordinate engagement activities guided by project objectives.

- It is essential that this process is led by individuals who reflect and/or have connections to communities who are highly impacted and will be prioritized in these efforts. When this is not possible, allocate resources to ensure that staff leading this work receive the education and support needed to do this work effectively. This could include training on racial equity, trauma informed practices, facilitation, an expanded budget for additional staff and contractor support, etc.
- Outreach and engagement strategies are coordinated with internal and external partners who provide the necessary level of experience and knowledge – partners such as program staff, community engagement staff, culturally specific organizations, community leaders and partners, etc.
- Events are planned with universal accessibility at the forefront and sufficient resources allocated for community members to fully participate in the process as intended (i.e. stipends, food, transportation, interpretation, translation, close-captioning, childcare, date/time of event, etc.).
- Activities are planned centering the communities prioritized in this process which could mean creating language-specific, community-specific or other formats that will create a more welcoming space for these communities.
- Engagement activities include a plan for meaningful and accessible engagement, translated materials and interpretation if necessary, facilitation (including culturally specific facilitation if needed), a process for evaluation and a plan for reporting back on outcomes to participants.

Phase 3: Implement

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

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

Phase 4: Evaluate

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

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

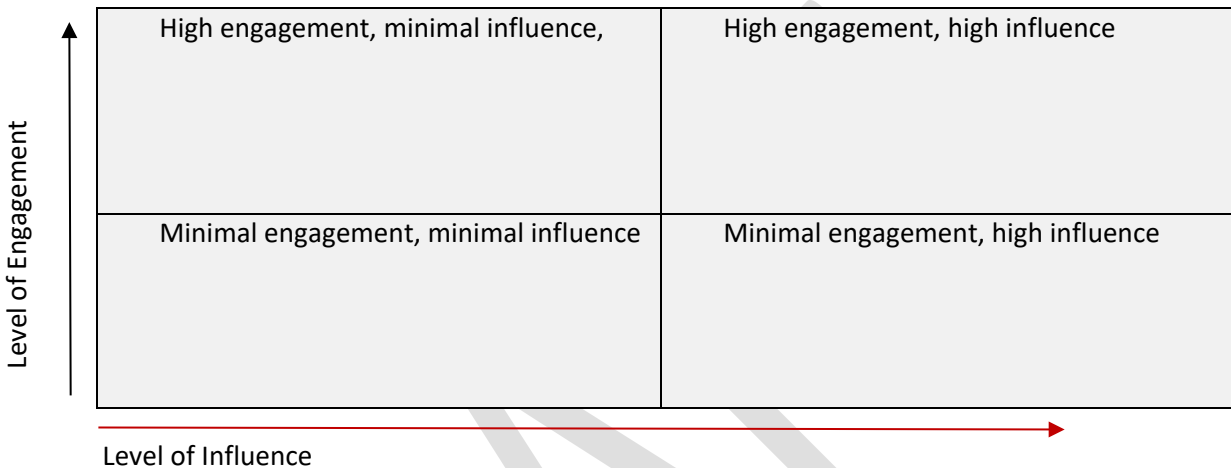
Community Impact

In order center racial equity for the Willamette Cove engagement process, strategies must be enacted to disrupt traditional forms of public engagement that, whether they be intentional or not, exclude and silence BIPOC, low-income, immigrant and refugees, and people with disabilities, and other communities most impacted by white supremacy and (neo)colonialism. This exercise will help scope what the intentional and unintentional impacts could be and with whom.

Intended Impacts	Unintended Impacts	Impacted external communities/stakeholders

Power Analysis

Once we identify the impacted external stakeholder and communities, we will use the following power analysis exercise to identify what groups we plan to engage and what level of influence they will have, in order to assure equitable engagement.



Redistribution of Power

Effective and meaningful community engagement **redistributes power** to communities whose power has not been recognized by government institutions. To truly implement meaningful engagement opportunities requires institutions to let go of decision-making power. This demands that we identify critical decision points that impact our project outcome and create engagement opportunities for communities to make those decisions. This next step is critical in ensuring that community engagement is not just a “listening session” or “open house” but an actual opportunity for communities to have **decision-making power** and **impact** the final outcome of our project.

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

Decision	Constraints	Decision-maker	How does it impact the final outcome?	Level of engagement needed

Scope of Work/Project Elements

The scope of work outlined below is meant to be a guide for the engagement process.

The scope will be evaluated throughout the process and will be modified based on the input of collaborators and as conditions change, programs evolve, and feedback from community is collected.

- Support the planning and facilitation of engagement events
- Lead culturally-specific events
- Support the recruitment and participation for engagement events prioritizing BIPOC, immigrant, low-income, people with disabilities and other systematically oppressed communities
- Support the development of communications resources related to the community engagement efforts and other materials relevant to Willamette Cove

Strategies for engagement

We recognize that planning for community engagement under COVID-19 brings forth unforeseen challenges to connecting with communities, particularly communities that have been under resourced and have historically (and continually) been left out of public engagement processes. The following strategies are intended to be a starting guide and will be updated as opportunities for engagement around Willamette Cove arise.

- Use universally accessible engagement tools and processes to facilitate online engagement opportunities that people with diverse identities and abilities can participate in
- Organize culturally-specific and language-specific events to center and reach BIPOC and immigrant communities
- Coordinate with different departments across Metro and the Regional investment strategy (RIS) team to implement cohesive engagement events that do not overburden our partners or the communities we are prioritizing
- Use Metro's website and social media platforms to inform and create alternative opportunities for participation in the refinement process on an ongoing basis
- Provide stipends, technical assistance, interpretation, accessibility assistance and other support services to ensure participation of all community members

Engagement Sequencing

It is the recommendation of the community engagement specialists that the engagement be phased, with each engagement built off the preceding input. It is our recommendation that the Tribes be engaged first, followed by Urban Indigenous engagement, and finally the greater public.

Tribal Engagement

Tribal Engagement for the Willamette Cove project will be led by Metro's Tribal Liason Katie McDonald. With respect to sequencing, this strategy will defer to her Tribal Engagement Plan.

Urban Indigenous Engagement

Urban Indigenous engagement for the Willamette Cove project will be led by Metro's Indigenous Liason Isabel LaCourse. With respect to sequencing, this strategy will defer to their Urban Indigenous Engagement Plan.

Budget & Staffing

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

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

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

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

Evaluation

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

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

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

DRAFT