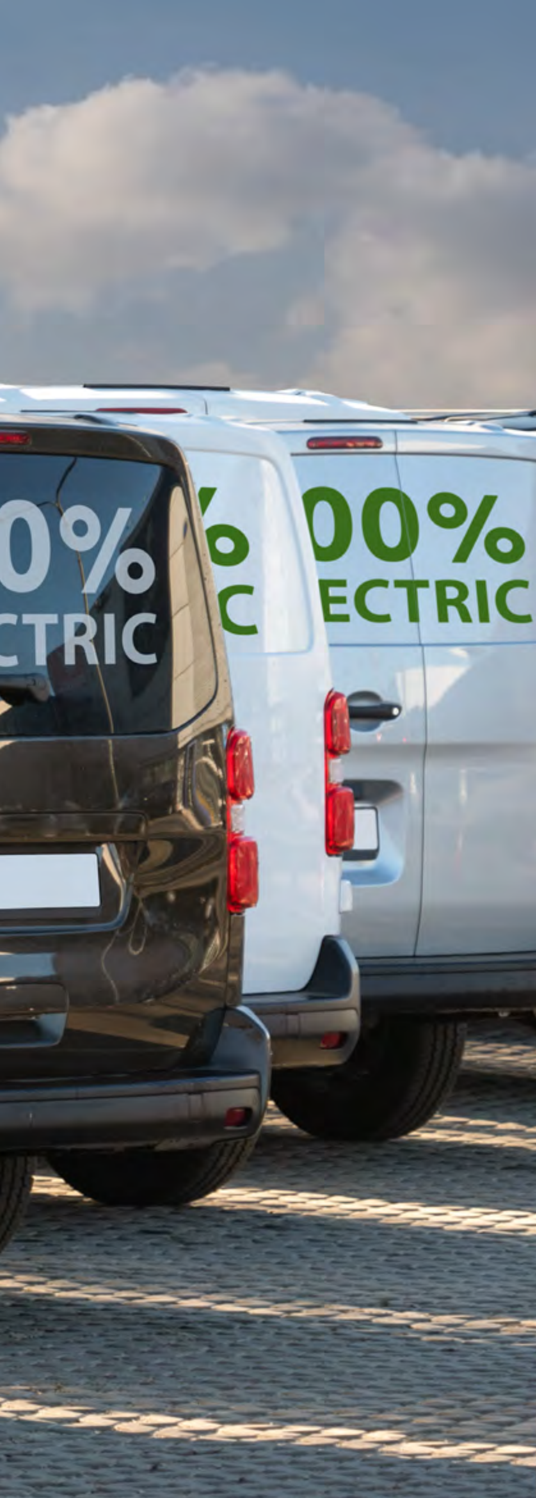
COMMUNITY ENGAGEMENT WORKBOOK

DISCRETIONARY GRANT PROGRAM FOR CHARGING AND FUELING INFRASTRUCTURE

JOHNS HOPKINS UNIVERSITY | BLOOMBERG Center for Public Innovation

TABLE OF CONTENT



INTRODUCTION

"This Bipartisan Infrastructure Law will rebuild America's roads, bridges, and rails; expand access to clean drinking water; ensure every American has access to high-speed internet; tackle the climate crisis; advance environmental justice; and invest in communities that have too often been left behind. The legislation will help ease inflationary pressures and strengthen supply chains by making long-overdue improvements for our nation's ports, airports, rails, and roads. It will drive the creation of good-paying union jobs and grow the economy sustainably and equitably so that everyone gets ahead for decades to come."

– The White House
www.whitehouse.gov/bipartisan-infrastructure-law

The Bloomberg Center for Public Innovation at Johns Hopkins University, along with our partners at National League of Cities and Delivery Associates, are proud to offer this community engagement workbook to support cities applying for Federal Bipartisan Infrastructure Funding and striving to reach the highest community engagement score possible. This workbook is designed to guide local government applicants to produce an effective and winning community engagement strategy, built on best practices and tailored to the requirements of Federal Bipartisan Infrastructure Funding. Completing this workbook provides local governments with a community engagement plan that can be included directly in grant applications.

For additional assistance with completing this workbook and creating a community engagement plan, please join upcoming coaching sessions or office hours. Visit the **Local Infrastructure Hub** website for more information.

This workbook and the Local Infrastructure Hub were made possible by **Bloomberg Philanthropies.**

DEVELOPED AND REVISED BY:

This grant workbook series has been developed by the staff of the Civic Engagement Practice in the Bloomberg Center for Public Innovation at Johns Hopkins University.

TRACY M. COLUNGA
Civic Engagement Director
Bloomberg Center for Public Innovation

NIKOLA PAVELIĆ
Senior Advisor, Civic Engagement
Bloomberg Center for Public Innovation

BEN STONE
Senior Advisor, Civic Engagement
Bloomberg Center for Public Innovation

USDOT's Discretionary Grant Program for Charging and Fueling Infrastructure

The Charging and Fueling Infrastructure program supports the strategic deployment of publicly accessible electric vehicle charging infrastructure and other alternative fueling infrastructure along designated alternative fuel corridors. At least half of this funding must be used for a community grant program where priority is given to projects that expand access to electric vehicle charging and alternative fueling infrastructure within rural areas, low- and moderate-income neighborhoods, and communities with a low ratio of private parking spaces.

Before You Begin

In order to help the Local Infrastructure Hub team continue to improve and streamline future workbooks, please complete this **pre-assessment survey.**

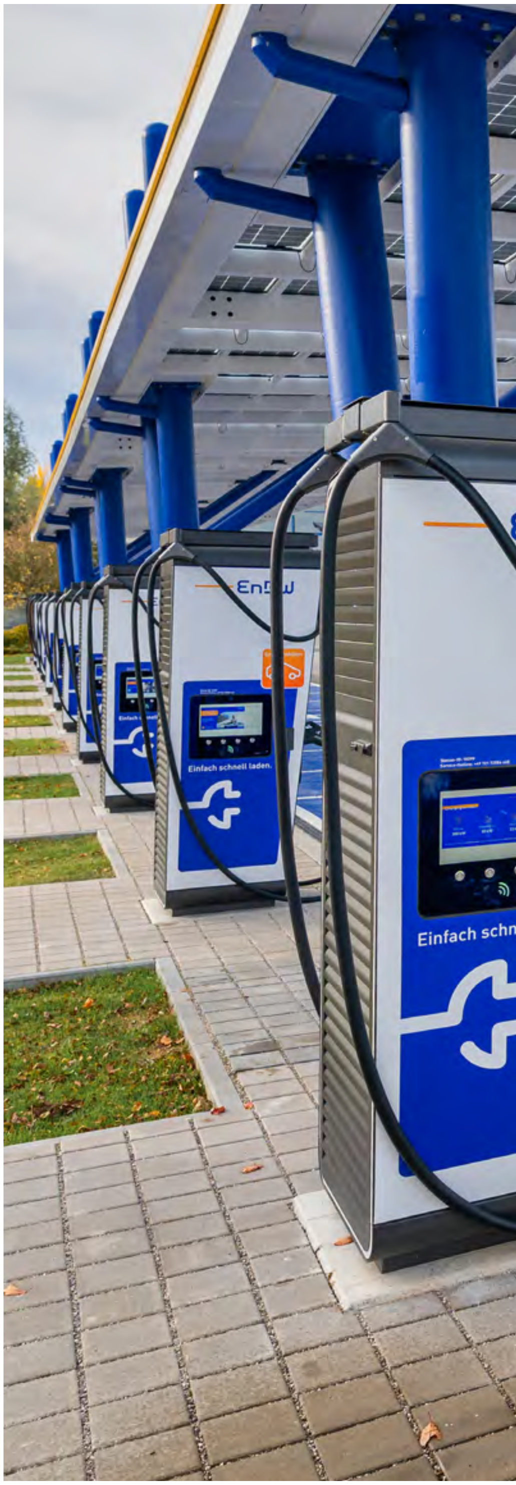
INSTRUCTIONS

Engaging community members around project planning and implementation can be an exciting experience. Many city officials want to jump right in and start connecting with community members, especially when timelines are tight. While that enthusiasm is a must for effective community engagement, taking time to plan before engaging community members will produce better, longer-lasting results that allow you to truly collaborate with community partners rather than just inform them of the city's plans.

We acknowledge that there are many ways to develop and run a successful and equitable community engagement strategy. Developing a strategy that allows impacted community members, especially those who have been historically excluded from decision making, to have a say in the early stages of your project development is key to successful community engagement.

- **Use** a range of engagement strategies to ensure that you reach as much of your community as possible;
- **Focus** on the most excluded and/or disadvantaged members of your community;
- **Allow** for multiple input points from the community throughout the planning, design, and implementation processes rather than just a single large public meeting to gather input;
- **Include** an explanation of how community input will be used to direct and shape the project; and
- **Include** an evaluation component to ensure that your team is achieving the level and range of input desired.

This workbook should be completed by city staff responsible for completing the grant application, managing proposed project(s) in the grant application, and directing community engagement work within the identified project(s). This may be the same person or multiple people.



ROADMAP TO DEVELOP A COMMUNITY ENGAGEMENT PLAN

In this workbook, you will complete the following exercises to develop your community engagement plan. The exercises are organized in steps with accompanying tasks, outlined in the list below.

Step 1

IDENTIFY THE PROPOSED PROJECT AND PROJECT TEAM BY

- Developing a project brief
- Asset mapping
- Selecting project and community engagement lead(s)
- Establishing a core team
- Naming entry points for community engagement on the project

Step 2

ESTABLISH COMMUNITY ENGAGEMENT SMARTIE GOALS

- Create SMARTIE goals

Step 3

SELECT AND PLAN ENGAGEMENT TECHNIQUES

- Select engagement techniques
- Plan engagement techniques

Step 4

ESTABLISH A COMMUNICATIONS PLAN

- Identifying what talking points need to be prepared
- Developing communication plans for each engagement technique
- Creating a communications plan

Step 5

PUT IT ALL TOGETHER

- Using a Community Engagement Activity Checklist

The Workbook

The following exercises will help you create a community engagement plan to include in the grant application and begin your engagement process even before you submit the grant, thereby ensuring the grant proposal is grounded in the voices of those impacted by the problem you are addressing.

SECTION I

IDENTIFYING THE PROPOSED PROJECT AND PROJECT TEAM

Before any community engagement begins, it is important to clearly explain the proposed project activities, list the members of the team that will be responsible for engaging key community members, and set clear parameters for the community engagement.

STEP 1

DEVELOPING A PROJECT BRIEF

It is important to ensure that all community engagement activities are grounded in a mutually-agreed upon project brief, so that all team members, members of the public, and all elements of the grant proposal are on the same page.

Your project brief should contain at least the following headings:

✓ **Key information about the proposed project:**

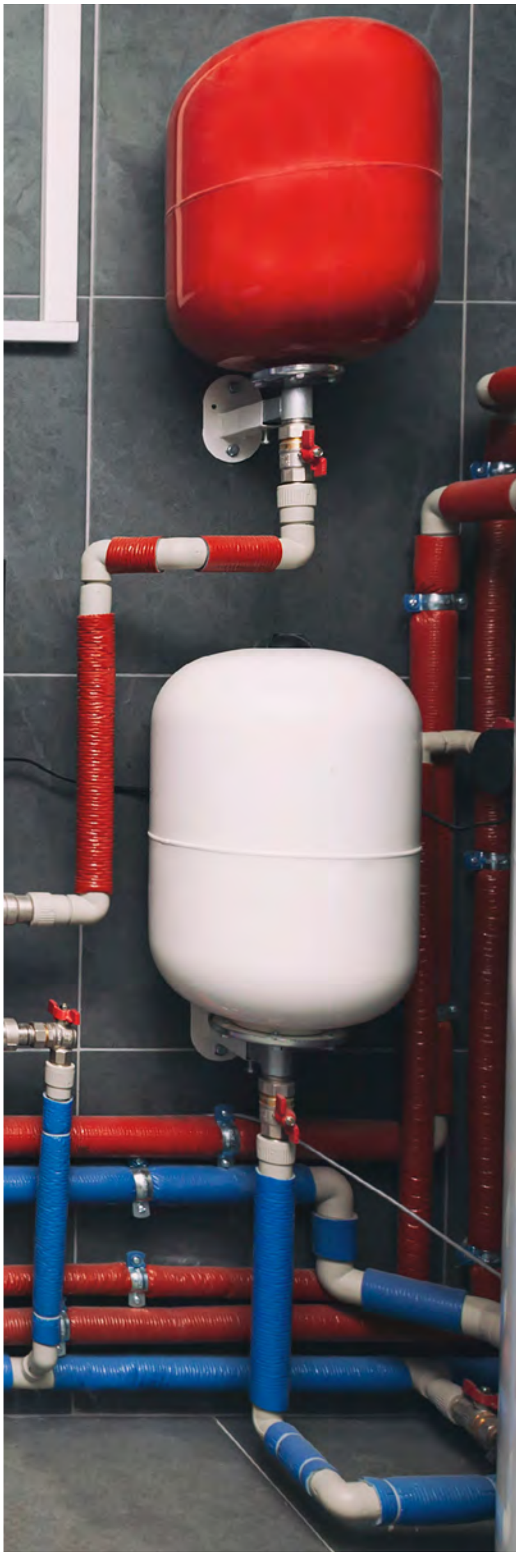
✓ **Key information about the grant:**

- Eligible activities that the grant can fund.
- Community engagement requirements (this language is included in this workbook and can be found in the NOFO).

✓ **An explanation of why city leadership has identified this grant opportunity and what benefits it will provide residents:**

- Does this grant fund activities that build on other recent city efforts?

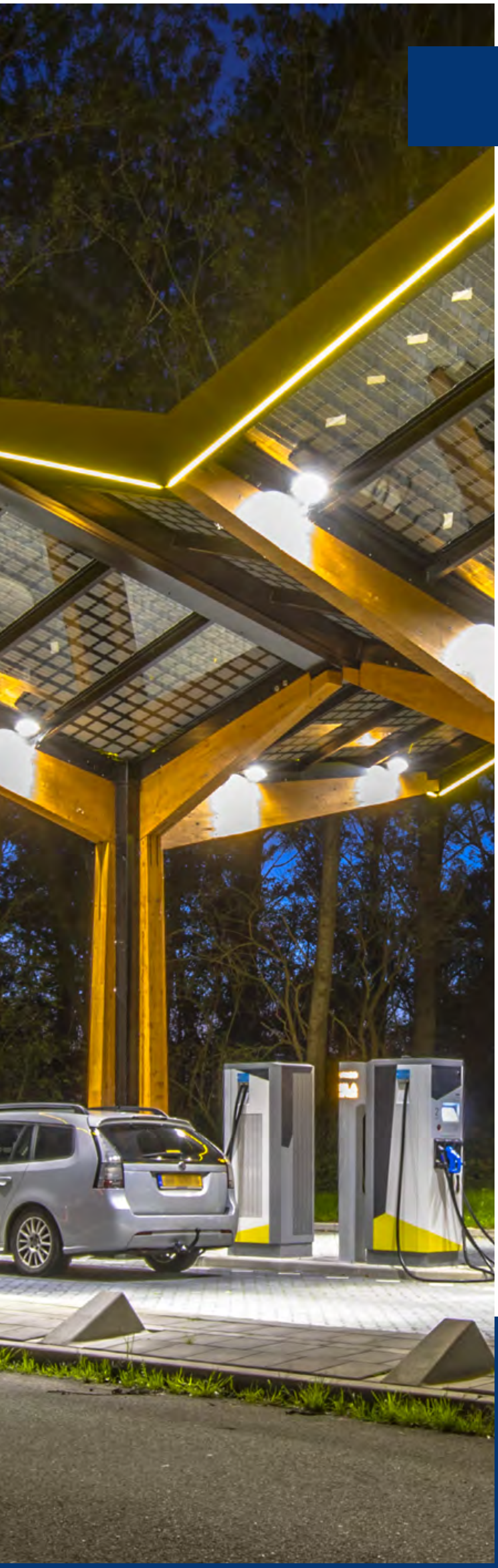
✓ **An explanation of the benefit to residents.**



STEP 1
CONTINUED

- ✓ A list of secured and potential project partners and funders.
- ✓ Key milestones and timeline.
- ✓ Projected project budget (include a line item for community engagement).
- ✓ Community engagement entry points for this project.
- ✓ A list of project aspects that cannot change or be altered (meaning these aspects cannot be influenced by the community and stakeholders):
    - For Implementation grants, link to the Action Plan's activities to show the list of possible projects that the grant could fund.

START STEP 1 WORKSHEET NOW



STEP 2

ASSET MAPPING

Now that you have a project brief that provides some parameters for your project proposal, you're ready to start mapping all of the assets that can help you both win funding for the project and implement the grant if/ when you're successful in securing funding. Asset mapping is the first step towards an Asset Based Community Development (ABCD) approach to the project. While the traditional approach is to identify a community's needs, deficiencies, and problems, ABCD allows you to discover a community's capacities and assets, and pair these with the funding you will hopefully soon acquire to solve problems and produce an equitable project.

Start by confirming the community boundaries you established in Step 1.

Next, list assets within your project boundaries in each of the following categories, with special emphasis on the people and organizations that are already working on your challenge, such as:

Individuals
Residents with relevant skills or connections, community organizers, trusted cultural leaders, etc.

Associations
Neighborhood associations, main street organizations, clubs, cultural districts, etc.

Institutions
Universities, hospitals, schools, religious institutions, etc.

Economic and Business Assets
Business associations, business owners, BIDs, etc.

Natural Resources
Parks, bodies of water, topography, etc.

START STEP 2 WORKSHEET NOW

STEP 3

SELECTING PROJECT AND COMMUNITY ENGAGEMENT LEAD(S)

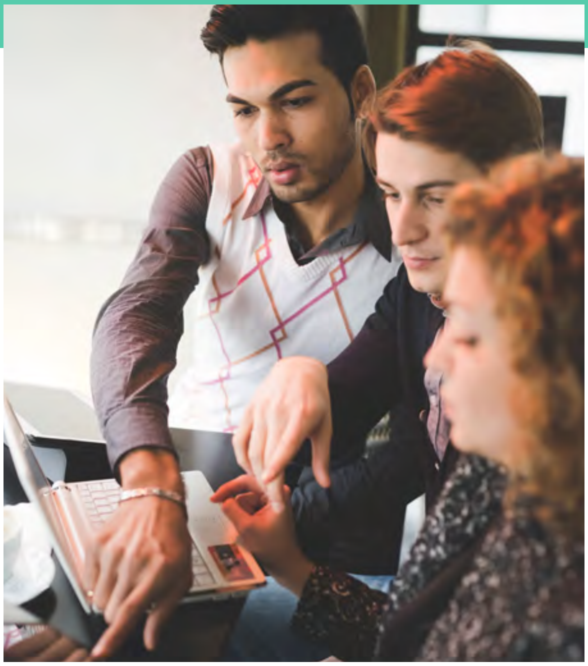
WHO IS/ARE THE PROJECT LEAD(S)?

This person(s) is responsible for the proposed project(s) in the grant application.

WHO IS/ARE THE COMMUNITY ENGAGEMENT LEAD(S)?

This person(s) is responsible for developing, managing, and evaluating the community engagement plan of the project(s). This may or may not be the same person(s) as the project lead(s).

START STEP 3 WORKSHEET NOW



STEP 4

ESTABLISHING A CORE TEAM

Review the asset map you created and select the individuals you want on the community engagement core team. The purpose of this core team will be to help the community engagement lead, develop, implement, and evaluate the community engagement plan.

STEP 4
CONTINUED

Tips for selecting community engagement core team members:

They need to have expertise/familiarity with one or more of these areas:

- Trusting relationships with impacted community members
- Relationships with key stakeholders that may influence the community engagement plan
- Past community engagement efforts with the impacted community members, the problem being addressed, and/or the solution being proposed in the grant application
- Familiarity with the public problem and/or the solution being proposed in the grant application
- Outreach experience
- Facilitation experience
- Data collection experience
- Communications background

Consider allocating stipends for core members who are not already funded by the city.

Consider hosting the core team meetings in a determined location during days and times that will ensure full participation of all the selected core team members.

Consider securing any additional accommodations such as food, transportation, childcare, and/or live interpretation.

START STEP 4 WORKSHEET NOW

What's Next

Once your list of core team members is complete, analyze the list to determine whether or not the group adequately represents disadvantaged and/or hard-to-reach groups within your proposed project area. For example, if you are focusing on roadway improvements in a predominantly Latino/Latinx/Hispanic community, do you have core team members who are fluent in Spanish?

After you've filled out the table above, explain how the core team is representative of the people in the project focus area, and how they will help you reach disadvantaged groups.

Cite census data or other relevant statistics to explain this representation.

STEP 5

NAMING ENTRY POINTS FOR COMMUNITY ENGAGEMENT ON THE PROJECT

Before you bring the community engagement core group together, it is important to identify each step of the project where you will want to engage community members. Ideally, you will want to engage community members during each step, though there may be some steps already set in stone due to previous decisions or policies/statutes which do not allow flexibility.

Possible project steps during which community members should be engaged include:

Identifying and scoping the problem(s): This includes selecting the locations for charging infrastructure and determining ownership of these sites.

Identifying, selecting, and scoping solution(s): This could include brainstorming with the local utility and deciding on the appropriate types of charging and fueling infrastructure.

Designing the selected solution(s)

Implementing solution(s): Largely focused on installation of charging infrastructure.

Assessing and communicating solution(s) impact: Community members will be helpful in collecting qualitative data about user experience with the new infrastructure.

START STEP 5 WORKSHEET NOW

SECTION II

ESTABLISHING COMMUNITY ENGAGEMENT SMARTIE GOALS

Now that you've decided on your community engagement leadership and core team, developed a project brief, and selected places for community input, it is time to establish Specific, Measurable, Achievable, Relevant, Timely, Inclusive, and Equity-Informed (SMARTIE) goals for the engagement plan.

STEP 6

CREATING SMARTIE COMMUNITY ENGAGEMENT GOALS

If time allows, we recommend developing SMARTIE goals at a meeting with the community engagement core team. If you choose to do this, see the "Hosting Your Kickoff Meeting" section in the appendices of this workbook. If time does not allow, you should develop your SMARTIE goals on your own and plan to share these draft goals with the core team for feedback in the future.

To begin, review the project brief and remind everyone of the entry points for engagement. Once ready, answer the following set of questions (keep in mind that some of these may be more relevant for your team than others):

- **Where would the engagement of identified stakeholders make the project more equitable and inclusive and amplify its positive impact while reducing any potential negative side effects? Please describe in as much detail as possible.**
- **When engaging identified stakeholders, what does the core team want to better understand, gather input on, and/or generate ideas for? Please describe in as much detail as possible.**
- **Where could the identified stakeholders provide leadership? Please describe in as much detail as possible.**

Here's an example to get you started

"Within four months of the project launch, 40% or more of the African American residents living within a quarter mile of the proposed charging infrastructure will have provided feedback on the proposed timeline and project details via an in-person meeting, virtual meeting, or online survey."

START STEP 6 WORKSHEET NOW

SECTION III

SELECTING AND PLANNING ENGAGEMENT TECHNIQUES

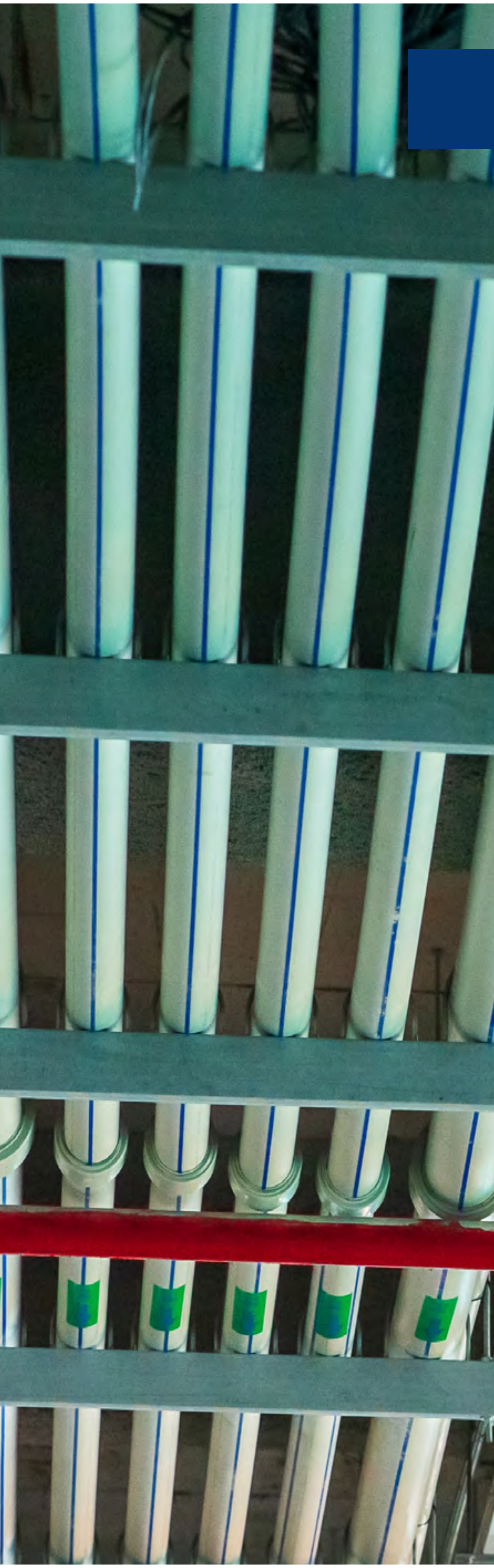
Now that your community engagement core team has a number of SMARTIE goals it is time for the group to pick the key engagement techniques for your engagement plan. This is when the team gets to be creative and innovative by developing relevant, equitable, and inclusive experiences for stakeholders to participate in the proposed project. Once again, we recommend developing these techniques with your core team, but if time doesn't allow for this, you may create a draft list of techniques to be shared later with your team.

STEP 7A

Selecting the engagement techniques

STEP 7B

Planning the engagement techniques



STEP 7A

SELECTING YOUR ENGAGEMENT TECHNIQUES

To begin the process of selecting your engagement techniques, familiarize yourself and your core team with the wide range of possible techniques. Your city may already have a list of preferred techniques, but we recommend exploring new ways to connect with community members, especially the techniques we've profiled on the **Cities of Service's Engagement Techniques webpage**

Click each link below for more information and to download a guide for each technique.

Card Sorting

Card Sorting is a technique to help cities understand how citizens view various aspects of a service or initiative. The city provides citizens with a set of cards containing images or words that represent different steps or facets of the service or initiative. The citizens then sort the cards in order of importance or into logical groups.

Card Storming

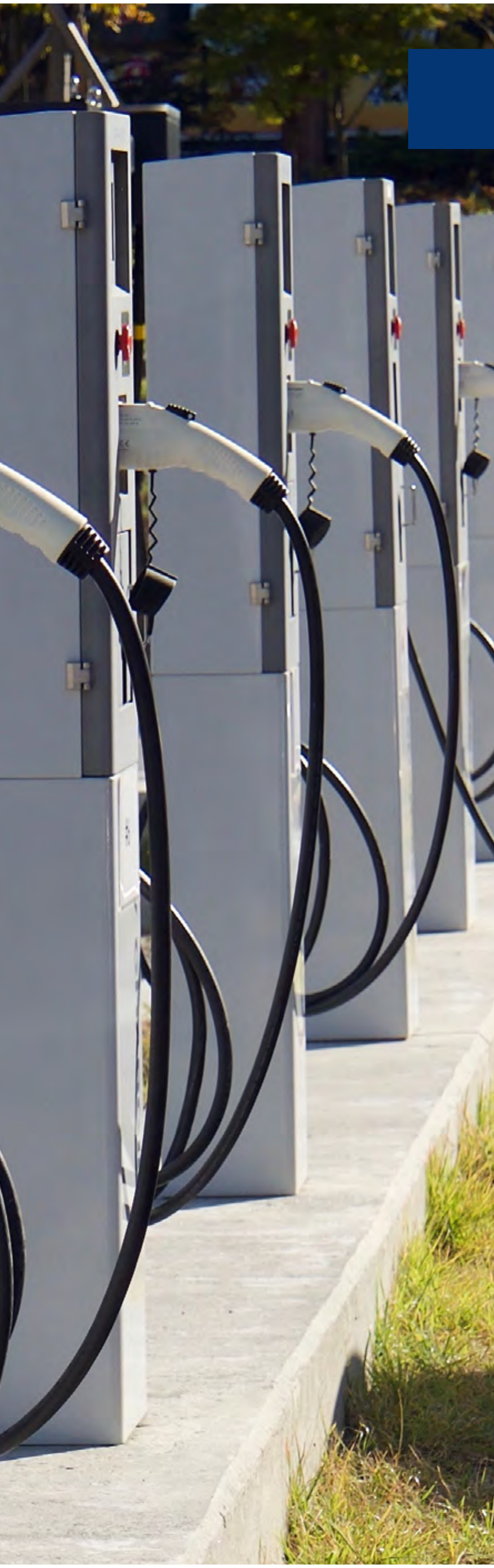
Card Storming is a brainstorming exercise through which cities solicit ideas from residents to address a specific problem and identify themes that might be incorporated into the city's solution.

Design Considerations

Using the Design Considerations technique, citizens review data on firsthand experiences such as surveys or interview notes regarding a specific public service. They tease out common themes and identify design considerations (such as language and accessibility) that could help improve the public service.

Expectation Mapping

Expectation Mapping gathers impressions about a service or initiative from participants to identify and reconcile differences between their expectations and service delivery.



STEP 7A
CONTINUED

How Might We
"How Might We" is a brainstorming exercise that cities can use to gather ideas and feedback from citizens. In this exercise, citizens review existing city or partner data about other citizens' firsthand experiences and then brainstorm possible improvements to a service by responding to a series of creative questions.

Impact Volunteering
Using the Impact Volunteering technique, the city creates an initiative that mobilizes citizen volunteers in an ongoing effort to address a public problem.

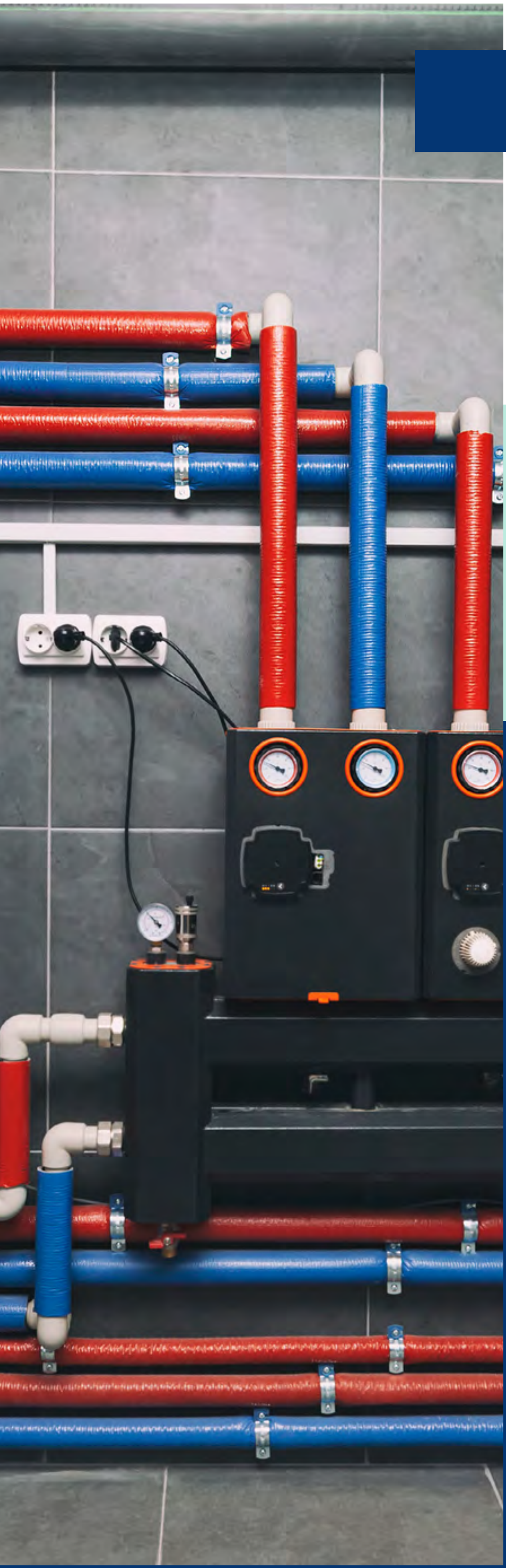
Journey Map
Using a Journey Map, citizens plot all of their interactions with a service or initiative and their emotional response throughout the experience. These insights can be used to improve service delivery.

Mini-grants
Mini-grants are small monetary awards provided by the city, along with technical assistance and other support, to citizen groups so they can take local action on a public problem.

Mobile Ethnography
Mobile Ethnography captures the firsthand experiences of citizens with a particular city service through the use of mobile phones, cameras, or audio recorders.

Pilot
A pilot engages citizens in a small-scale test of a new or improved service or initiative. Cities can use pilot programs to build successful prototypes and prepare for a wider public program launch.

Prototype
A prototype is a model used for demonstration and testing. Cities can use prototypes to get citizen feedback and test ideas. The city uses citizen input to create a new service or initiative (the prototype) and allows citizens to interact with it. Citizen feedback is used to refine the prototype, and the process is repeated.



STEP 7A
CONTINUED

Solution Narrative

Solution Narrative is an exercise cities can use to imagine possible solutions to a given challenge in partnership with their citizens. In a small group setting, residents discuss enablers and inhibitors to their creative solutions and pinpoint the strongest ones to suggest to the city.

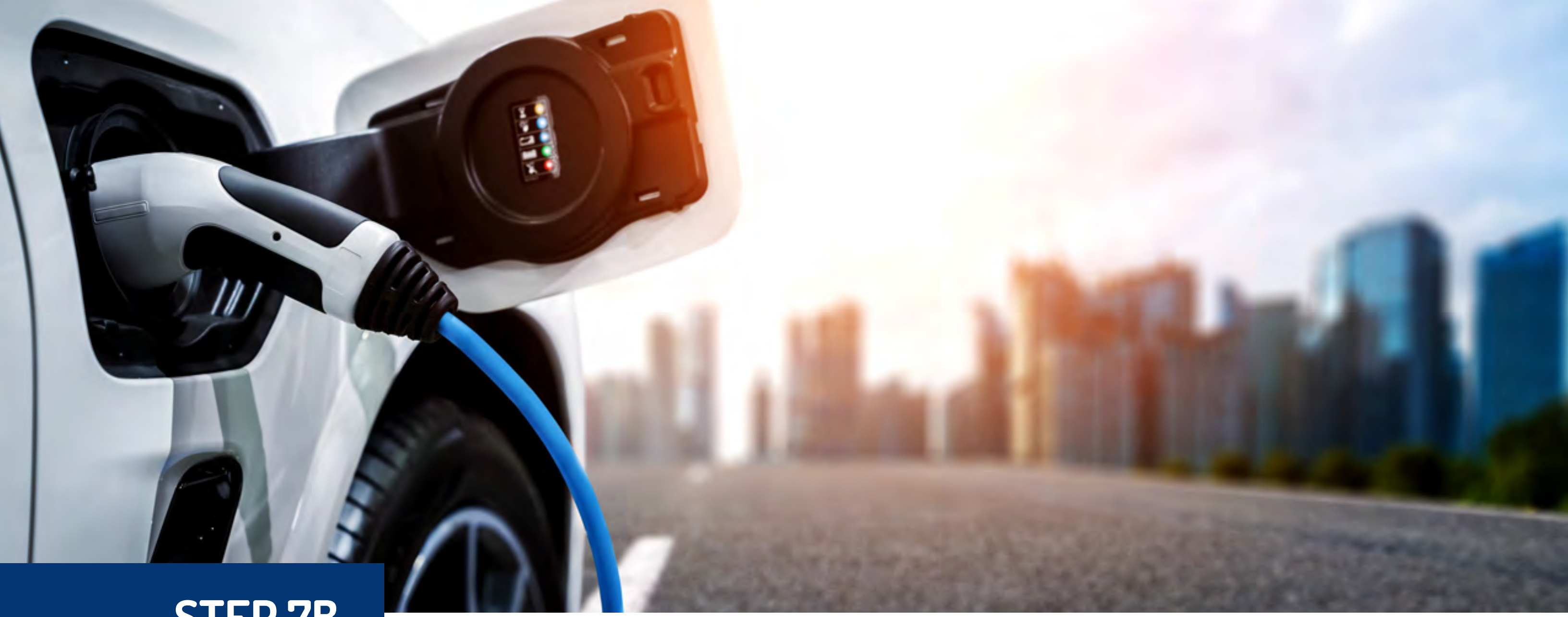
Note

One engagement technique could be paired with more than one goal. This is your initial brainstorming of possible engagement techniques the team will use for the engagement plan; it is not the final list.

START STEP 7A WORKSHEET NOW

Once you have compiled a list, use the following questions to narrow down the engagement techniques you will implement for this engagement plan:

- On a scale from 1 to 5, with 5 being very likely, how likely will this engagement technique help us achieve the SMARTIE goals?
- Can the engagement technique be designed in a way to meet required participation accommodations?
- Do we have time and money to prepare and implement the engagement technique?
- Does the engagement technique require skilled facilitation or other experts? If yes, do we have access to these experts? *Remember, they may be in the core group, project partners, or in the stakeholder list the team created in the earlier section of this workbook.*



STEP 7B

PLANNING THE ENGAGEMENT TECHNIQUE(S)

Once you've established your preferred list of engagement techniques, it's time to plan the implementation of these techniques.

1. Break the core team into small groups and assign each group one or more goals with the associated engagement techniques.
2. Ask the groups to fill out the **Engagement Technique Planning Template** for each engagement technique.

Once each team has completed their worksheets, put each engagement technique name under the month it is to be implemented using the calendar in the worksheet.

Once the core team finalizes the engagement techniques and calendar, it is time to share them, along with their respective SMARTIE goals, with the following stakeholders to secure the necessary resources to implement:

1 → 2 → 3 → 4 → 5

1. **City leadership (Mayor, City Council, City Manager)**
2. **Project and community engagement leads**
3. **Any other impacted city department directors**
4. **Key project partners**
5. **Key individuals from the tier 1, 2, and 3 stakeholder list**

The Next Section

You will develop a communications plan to help market each technique to the appropriate audiences.

SECTION IV

ESTABLISHING A COMMUNICATIONS PLAN

Now that your core team has clear entry points for engagement in addition to **SMARTIE** goals and associated engagement techniques, it is time for the group to develop a holistic communications plan. There are two steps in this process:

STEP 8A
Identifying what talking points need to be prepared

STEP 8B
Creating communication plans

STEP 8A

IDENTIFYING WHAT TALKING POINTS NEED TO BE PREPARED

The project lead should develop or designate someone to develop a list of talking points, which should include:

General talking points about the project. These talking points should answer the following questions

- What is the project at hand? How would you frame it for the audience? What are the foreseeable benefits that should be highlighted, and how will these benefits improve the lived experiences of the stakeholders in the impacted neighborhoods?
- Do you have data and stories to illustrate both the need for the project and the positive foreseeable impacts?
- What are some important milestones and dates for this project?

General talking points about the community engagement plan for the project. These talking points should answer the following questions:

- Why is the engagement of stakeholders important to the city? What is the city trying to achieve with the engagement?
- What is the city putting in place to ensure inclusive and equitable participation of all those impacted and interested in the project?
- What can the different stakeholders look forward to as far as the engagement activities? Are there key dates, times, and locations they need to know?
- Who should they contact if they have any questions about the community engagement work for the project?
- How will the different stakeholders be informed about the engagement activities? Is there a way for them to sign up to receive updates?

START STEP 8A WORKSHEET NOW

STEP 8B

DEVELOPING COMMUNICATION PLANS FOR EACH ENGAGEMENT TECHNIQUE

At your next core team meeting,

1. Break the team up into small groups

2. Complete the Communication Plans worksheet together.

Report out, then compile the worksheets into a single communications plan once every team is finished.

Once this is complete, the core team will have an overall communications plan to support the community engagement strategy.

START STEP 8B WORKSHEET NOW

SECTION V

PUTTING IT ALL TOGETHER

The worksheets you've been completing as you've made your way through this workbook is your community engagement plan. With a continuous improvement process in place – *see Appendix D* – you have now finalized your community engagement plan, and you're ready to include it in your grant application.

If you completed this workbook on your own or with a small team rather than the recommended core team, we recommend you share your draft with the core team before submitting your grant application. If time allows, we recommend bringing the core team together to work through some of the exercises in this workbook. *See Appendix C* for advice on running your first core team meeting.

Every grant opportunity has different requirements, so we recommend double-checking to ensure that your plan is the proper length and is formatted correctly. Your plan may seem quite long, so some editing is suggested. Strive to submit the most pertinent information that will convince a grant reviewer that your plan will lead to a project that allows for substantial, equitable, and frequent input from the most impacted members of the target community.

Don't forget that this community engagement plan isn't just meant to help you secure funding. Once you've received funding, this plan will guide your community engagement efforts throughout the life of the grant-funded project.

WRAP UP

CONGRATULATIONS!

You have successfully created your community engagement plan. This is a tremendous milestone and one that should help the overall project success.

At the beginning of the workbook we asked you to fill out a survey. We would like to ask you to fill out this survey one more time, which will help us gauge how useful this workbook was for you and the core team.

Please ***click here*** to begin.

DISCRETIONARY GRANT PROGRAM FOR CHARGING AND FUELING INFRASTRUCTURE

THE WORKSHEETS

Enter your responses to the questions and prompts in the Community Engagement Workbook in the fields below. This completed worksheet will form your community engagement plan and with some minor edits can be included in your grant application.

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION I:
IDENTIFYING THE PROPOSED PROJECT AND PROJECT TEAM

STEP 1: DEVELOPING A PROJECT BRIEF

Return to Instructions

Your project brief:

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION I: IDENTIFYING THE PROPOSED PROJECT AND PROJECT TEAM

STEP 2: ASSET MAPPING

Review your list of assets to determine who/what is missing. Work with your core team (next step) and the assets you've listed to find additional assets to fill in the gaps.

Return to Instructions

Asset category	Organization name (if applicable)	Individual contact name	How are they an asset? What skills or connections can they bring to your project? Are they already working on the challenge?
Individuals			
Individuals			
Individuals			
Associations			
Associations			
Associations			
Institutions			
Institutions			
Institutions			
Economic and business assets			
Economic and business assets			
Economic and business assets			
Natural resources			
Natural resources			
Natural resources			
Add more rows as needed			

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION I: IDENTIFYING THE PROPOSED PROJECT AND PROJECT TEAM

STEP 3: SELECTING PROJECT AND COMMUNITY ENGAGEMENT LEAD(S)

Return to Instructions

Who is/are the project lead(s)?

Who is/are the community engagement lead(s)?

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION I:
IDENTIFYING THE PROPOSED PROJECT AND PROJECT TEAM

STEP 4: ESTABLISHING A CORE TEAM

Return to Instructions

Your core team:

Full name	Value add to the community engagement plan	Specific tasks and time commitment requested	Are they a member of a disadvantaged group and/or do they serve community members who are? If yes, indicate the group(s).

Explain how the core team is representative of the target community.

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION I: IDENTIFYING THE PROPOSED PROJECT AND PROJECT TEAM

STEP 5: NAMING ENTRY POINTS FOR COMMUNITY ENGAGEMENT ON THE PROJECT

Explain which of your project phases will involve a community engagement component and why.

Return to Instructions

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION II: STEP 6
ESTABLISHING COMMUNITY ENGAGEMENT SMARTIE GOALS

CREATING YOUR SMARTIE COMMUNITY ENGAGEMENT GOALS

Return to Instructions

Capture your core team's SMARTIE goals for community engagement:

-
-
-
-
-
-
-
-
-
-
-
-

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION III: SELECTING AND PLANNING ENGAGEMENT TECHNIQUES

STEP 7A: SELECTING YOUR ENGAGEMENT TECHNIQUES

Return to Instructions

List your community engagement techniques:

-
-
-
-
-

STEP 7B: PLANNING THE ENGAGEMENT TECHNIQUE(S)

Complete the Engagement Technique Planning Template for each engagement technique you've decided to use.

Put each engagement technique name under the month it is to be implemented in the calendar below:

January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	

Discretionary Grant Program for Charging and Fueling Infrastructure

SECTION IV: ESTABLISHING A COMMUNICATIONS PLAN

STEP 8A: IDENTIFYING WHAT TALKING POINTS NEED TO BE PREPARED

Return to Instructions

List your talking points here:

-
-
-
-
-

STEP 8B: DEVELOPING COMMUNICATION PLANS FOR EACH ENGAGEMENT TECHNIQUE

Complete the **Communication Plans worksheet** with your core team.

Return to Instructions

Compile the information from the Communication Plans worksheet here:

APPENDIX A

DEFINITIONS

Understanding the following terms will help you navigate this workbook and create a compelling community engagement plan that is understood by the grant reviewers.

Disadvantaged community – may be characterized by variables including but not limited to low income, high and/or persistent poverty, high unemployment and underemployment, racial and ethnic segregation (particularly where the segregation stems from discrimination by government entities), linguistic isolation, high housing cost burden and substandard housing, distressed neighborhoods, high transportation cost burden and/or low transportation access, disproportionate environmental stressor burden and high cumulative impacts, limited water and sanitation access and affordability, disproportionate impacts from climate, high energy cost burden and low energy access, jobs lost through the energy transition, access to health care, and all geographic areas within tribal jurisdictions.

Stakeholders – the community at large, which includes funders, community members, public and private partners.

Community members – the public (individuals or groups).

Funders – current or potential sources of capital for your project.

Partners – those who will be included in the planning and implementation of the project whether there is a Community Engagement plan or not.

Community engagement techniques – the ways you are gathering public input and inviting action

Communication channel or channels – the ways in which you are informing the public of critical information regarding the engagement.

Project manager – person responsible for the overall project success.

Community engagement lead – person responsible for the development, management, and evaluation of the community engagement plan.

Additional roles for your project

Facilitator – a person who is acceptable to all group members, neutral on the matter, and has no decision-making power; this person pays attention to and guides the content, processes, and human needs of the participants.

Convener – host who makes sure that all the logistical details for the experience are accounted for and that facilitators and scribes have everything they need; this person(s) ensure that every participant is greeted and followed up with if specific requests are made.

Scribe – a person who documents what the participants are saying and makes this information available to staff and participants after the meeting.

Data coordinator – a person who ensures evaluations and demographic data is collected, processed and provided in understandable and simple reports to staff and participants.

Marketing & Communications coordinator – in projects where there are multiple long-term engagement experiences, this person may coordinate social media accounts and additional logistics that are related to marketing and communications.

APPENDIX B

HOSTING YOUR KICKOFF MEETING

Once you've selected the members of your community engagement core team and developed a draft community engagement plan, you're ready to host the first meeting of your core team. We recommend hosting this meeting before submitting your grant proposal, so that the team can provide feedback on your draft plan, recommend any needed changes to the core team membership or the plan itself, and work together to ensure that the plan is equitable and inclusive. However, you can also complete the remainder of this workbook before bringing your core team together. If you choose this route, make sure you allow the core team to provide feedback on your engagement plan and use it as the starting point for the conversation.

There are two steps in this process:

STEP 1
Identifying what talking points need to be prepared

STEP 2
Creating communication plans

STEP 1

HOW TO HOST A KICKOFF MEETING WITH YOUR CORE TEAM

Now is time to schedule meetings with the community engagement core team.
The immediate goals for the core group are as follows:

- Review the draft community engagement plan before submitting your grant proposal (or before beginning work on the project if you're not able to meet before submitting your proposal).
- Understand who is going to be impacted by this project.
- Make a list of stakeholders the community engagement plan will involve.
- Agree on meeting frequency and duration, establish some group agreements (see suggestions in the "Tips" section below), and determine the next meeting's agenda.

STEP 1
CONTINUED

Tips for your meetings with the core team:

- Meetings should always have an agenda and be two hours or less.
- After the initial round of planning meetings, aim for all subsequent meetings to be one hour or less.
- Group agreements should be co-created by the core group during the first meeting. Here are some ideas: listening for understanding, doing work in between meetings, speaking from experience, being flexible, holding our truths lightly, and sharing speaking time.

Action steps to take for your first meeting:

- Select people to invite to the meeting
- Establish a meeting agenda
- Identify options for the date, time, and location of the meeting and send invitations requesting participants to indicate their preferences
- Select the final date, time, and location, and confirm with participants
- Prep material needed for the meeting (the project brief should be covered in the first meeting)
- Decide if facilitator is needed; if yes, secure and brief them
- Decide if any accommodations are needed; if yes, secure them

STEP 2

STEP-BY-STEP GUIDE FOR FACILITATING AN IMPACT ASSESSMENT

Tips for your meetings with the core team:

1. Prior to the meeting with the core team

   a. Make a map of the census tracts or neighborhoods where the proposed grant project intends to have a direct impact.

   Tip: If you are looking for tools to help you with this step, consider using the following data sources:

   - DOT's Fatality Analysis Reporting System (FARS) data on fatal injuries suffered in motor vehicle traffic crashes can be found here: **www.nhtsa.gov/research-data/fatality-analysis-reporting-system-fars**

STEP 2
CONTINUED

- Smart Growth America's Dangerous by Design semi-annual report includes an interactive map of every pedestrian fatality from 2008-2020 (the most recent year available): smartgrowthamerica.org/dangerous-by-design
- Contact your municipal and/or state DOT for additional data on crashes in your community.
- Free (or paid) versions of PolicyMap and ArcGIS
- Social Explorer mapping data (with a free and paid version)

Pull together key demographic data about each impacted neighborhood and make it available as a handout.

Tip: If you are looking for a tool to help you with this step, consider the following:

1. Census
2. American Community Survey
3. StatsAmerica

2. At the meeting with the core team

a. Once you have invited your initial community members:

i. Explain the purpose of this activity and share the census tracts or neighborhoods where this project will have a direct impact.

ii. Pick the first census tract or neighborhood of focus with which to perform the first impact assessment.

iii. Prior to starting, explain to the core team that the purpose of this exercise is to share perspectives without being judged by others and without the need to defend answers. This is a free-flowing conversation with questions and answers. Remind the group that if there is something they don't know to jot it down and create a plan later in the meeting for how to address it.

iv. Break the group into 6-10 members if you have more than 12 people. If you would like more intimate conversations, break the group into four people per group.

v. Pass out the Impact Evaluation chart to everyone and also make one copy visible to everyone by projecting it on the screen, printing a large enough copy you can write on.

vi. Give participants time to read the table and invite them to place their individual X in appropriate columns per question.

vii. After each person has enough alone time to fill out the table, the facilitator of each group or the group as a whole, depending on the layout, asks each person to share where they placed their X. Each person in the room will indicate their input per question and the facilitator will check the appropriate box for each participant contribution.

viii. After the facilitator captures where each individual wants a check mark and shows top picks, it is time to get general consensus on where the check mark should be per question. Explain this to the participants.

1. The facilitator counts the number of ticks per box per question, ranges the check marks per question and indicates a probable midpoint.

2. The facilitator captures any further detail that may provide context for the midpoint check marks.

ix. Once the collective checks have been indicated, the facilitator reviews and captures any critical insight. For example, critical insights can include clustering/consensus of check marks, or a wide range of answers. Use the group's responses to build towards these insights.

x. Next, the facilitator asks for volunteers who will go out into the census tracts or neighborhoods of focus to validate the assumptions the group made by going into the areas to have informal conversations and/or informational interviews with residents and other key stakeholders.

xi. Once volunteers are identified, schedule a time with them to prepare for these conversations. Here's a list of items this group of core team members could assess through the neighborhood-based conversations:

1. Are the core group's assumptions correct around the different impact assessment checks?

2. Would they be willing to inform the core group's community engagement plan? If yes, when could they meet, at what time, where, and would they need any accommodations or incentives to provide this valuable input?

3. Would they be willing to play a role in the community engagement plan implementation? If yes, when could they meet, at what time, where, and would they need any accommodations or incentives to provide this valuable input?

4. Gather their contact information to add them into the project communication database and, for those interested, involve them in the community engagement plan development and implementation.

xii. Set the next meeting to review the findings from the neighborhood-based conversations and make any adjustments to the core team's impact assessment assumptions.

xiii. At that next meeting, review the final impact assessment and answer the following questions as a team, making sure to capture the answers for future reference (see notes below for definitions of tier 1, tier 2 and tier 3 participants):

1. Which residents and other stakeholders are tier 1 priority for your community engagement plan for each census tract or neighborhood of focus?

   a. Where do they want to be engaged, for what reason, and how? What would ensure their full participation?

b. How do they prefer to be informed about the project and future engagement opportunities after the initial engagement?

c. How representative is your tier 1 list in terms of the disadvantaged community characteristics?

d. Are there any risks you need to manage?

2. Which residents and other stakeholders are tier 2 priority for your community engagement plan for each census tract or neighborhood of focus?

    a. Where do they want to be engaged, for what reason, and how? What would ensure their full participation?

    b. How do they prefer to be informed about the project and future engagement opportunities after the initial engagement?

    c. How representative is your tier 2 list in terms of the disadvantaged community characteristics?

    d. Are there any risks you need to manage?

3. Which residents and other stakeholders are tier 3 priority for your community engagement plan for each census tract or neighborhood of focus?

    a. Where do they want to be engaged, for what reason, and how? What would ensure their full participation?

    b. How do they prefer to be informed about the project and future engagement opportunities after the initial engagement?

    c. How representative is your tier 3 list in terms of the disadvantaged community characteristics?

    d. Are there any risks you need to manage?

Note

Tier 1 means that participants must be reached and engaged in high participation rates **(50% or higher)** of your engagement plan.

Tier 2 means that participants should be reached and engaged in moderate **(20%-49%)** to high participation rates of your engagement plan.

Tier 3 means that effort should be made to reach these participants, and their participation rates are low **(19% or lower)** to moderate.

APPENDIX C

COMMUNITY ENGAGEMENT ACTIVITY CHECKLIST

Once you're finished with the plan and are ready to start its implementation, use the checklist below to ensure that you're prepared before each engagement activity:

- You've produced a "to do" list with due dates and responsible parties listed for the following sections of the engagement plan:
  - Securing venue
  - Securing accommodations and incentives
  - Identifying demographic benchmarks
  - Setting up and preparing materials for the orientation/training
  - Ensuring day-of setup is done
  - Ensuring tools and materials are ready and available on location on the day of
  - Developing the materials and tools
  - Securing the money
  - Purchasing what is needed
  - Sending out invitations
  - Responding to inquiries
  - Sending out follow-up communication after the engagement activity
  - Developing the agenda for the day
  - Ensuring technology works the on the day of
- Roles and responsibilities are defined for the duration of the engagement activity
- All the materials, tools, and logistics are set
- Invitations for the engagement activity are scheduled to be sent 2-3 weeks prior to the activity
- Accommodations and incentives for participants have been secured
- Facilitators have been secured, trained, and briefed

After the engagement activity:

- Follow-up communication with participants sent
  - A few days after the activity: thank-you email with any next steps and calls to action, and a participant survey if applicable
  - A week or so later: summary of how their input was used
- Core team member enters all the participant evaluations and demographics data into a database (ensure that your database is password-protected to ensure data security)
- Core team member assesses demographics and evaluation data and provides a summary of findings to the core team
- Core team reviews the findings and determines what changes need to be made to close any gaps in participant demographics and engagement activity experiences
- Next planning session set for future engagement activities

APPENDIX D

ESTABLISHING A CONTINUOUS IMPROVEMENT PROCESS

Your community engagement plan is a living document that will likely need updating as your project evolves. You'll therefore need a continuous improvement process to help the core team assess how successful your engagement of stakeholders is going, which techniques are working and which aren't, and where improvements are needed to solicit the highest level of participation of a diverse group of stakeholders.

Developing a continuous improvement process

In order to continuously improve your community engagement, you'll need to gather input from the participating stakeholders about their experiences. To do this, you can use the following forms either right at the end of an engagement activity or a few days later:

At the end of a engagement activity:

Use an engagement activity evaluation form to understand how participants heard about the activity, what the experience was like for them, if they are more informed about the project, and if one or more of your SMARTIE goals were met.

Here is a sample participant evaluation form. Please be sure to have this form translated into languages spoken by the community.

A few days after the engagement activity:

Use a reflection form to assess what should be kept the same, changed, or stopped for future implementation of the engagement activity. This can be emailed to participants (make sure you collect email addresses if you plan to go this route).

Here is a sample reflection form.

In both cases, you should capture demographic data from participants to determine whether or not you are reaching your target groups at the appropriate rates.

Here is a sample demographic collection form.

Participants may be reticent to complete an evaluation or demographic form, especially after they've spent so much time participating in the activity. To ensure maximum participation, use the following statement or a variation of it to introduce the evaluation forms:

> "We want our engagement activities for this project to reach all residents and other important stakeholders who are impacted and interested in this project. With that in mind, we have prepared anonymous forms to help us capture two things: what you thought of today's engagement experience, which neighborhood you live in, and how you identify in terms of age, gender, race, and ethnicity.
>
> This information is critical for us to better understand if participation in our engagement activities is accessible for all our neighbors. If you have any questions, please let me know.
>
> ***If completing the evaluation on site:*** We'll be passing out those two anonymous forms at the end. It'll take you five minutes or less to fill out, and we would like you to leave them in this box before you leave. If you have a smartphone or a tablet, you can fill out both forms using this link.
>
> ***If emailing the evaluation a few days later:*** We'll email those two anonymous forms in the next few days. It'll take you five minutes or less to fill out, and we would like you to complete them via the link we'll send you."

Johns Hopkins University | Bloomberg Center for Public Innovation