



COMMUNITY ENGAGEMENT PLAYBOOK

March 2023

UHP



COMMUNITY ENGAGEMENT PLAYBOOK

Engaging community members in public improvement work **so that residents have a voice in decisions impacting their own communities.**

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A group of people are gathered around a bright green outdoor table and benches. Five people are seated at the table, engaged in conversation and eating. A man in a blue shirt and jeans is standing next to the table, leaning on a black scooter. The table is cluttered with food containers, a water bottle, and a smartphone. The background shows a paved area with a white car, a pedestrian, and a man in a blue cap and jacket standing near a tree. The scene is set outdoors during the day.

The New Mobility Project

and Ford City:One partnered on the Miami-Dade County New Mobility Project. This collaboration implemented a bold community engagement effort to inform current and future piloting of new mobility solutions in the County. **Utilizing a variety of community engagement methods, the project sought to better understand the community's vision for how new mobility solutions could be used to improve accessibility and mobility equity throughout the County.** In addition to a wide range of partner engagement and outreach activities, the foundational strategy utilized was the Community Liaison Framework (CL Framework). Developed and championed by UHP, the CL Framework is a power-building model where residents are hired and trained to create a bridge between government agencies and other stakeholders and the community.

The CL Framework emphasizes the need to increase community integration in decision making processes, without assuming or expecting that individuals have the financial ability to volunteer their time.

Community members are compensated for their expertise, effort, and contributions when taking on community organizing and advocacy efforts. Their lived experience is valued as highly as technical experience, and their unique skills and individual goals are supported with capacity building training. **UHP has hired and collaborated with 49 Community Liaisons on behalf of both public and private entities.** The CLs participated throughout all New Mobility Initiative project phases, ensuring that each element of the initiative was reflective of the unique challenges and opportunities presented by their communities.

Public engagement is an ongoing process, not a single event, and it requires investment of time, resources, and intentional action.

This **Community Engagement Playbook** outlines strategies that can be utilized by Miami-Dade County, other government agencies, and anyone who wants to commit to authentic engagement and integration of community members in decision and change-making efforts. It includes:

- Case examples of community-driven approaches used in the Miami-Dade County New Mobility Project.
- An overview of the CL Framework and ways to implement it successfully.
- Recommendations for meaningful engagement strategies that can be used by Miami-Dade County or any organization seeking to co-create solutions *with* community.
- Guidance on how to integrate a community-leadership model into an organization, benefitting not only planning and implementation of projects, but also maintenance and operations of ongoing services.

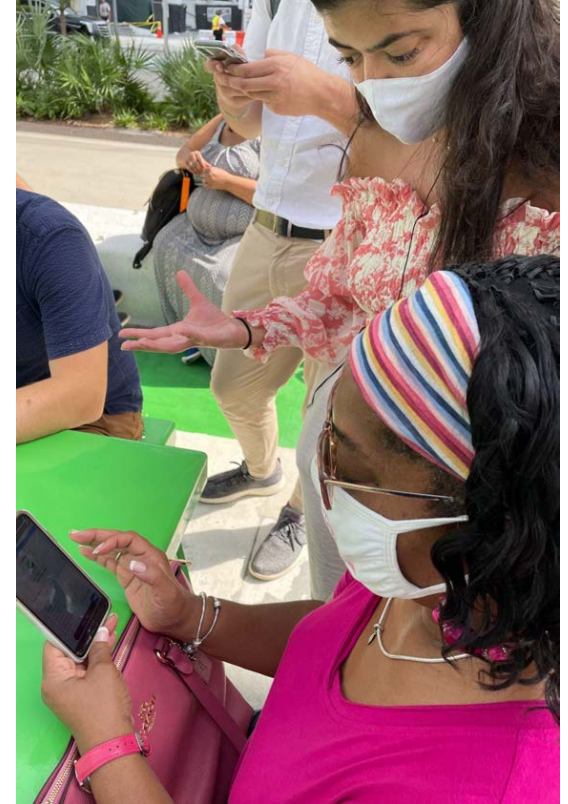


Photo: CLs interact with staff operating the semi-autonomous delivery robots during a service demonstration event.

Acknowledgements

Thank you to our many partners for assisting in promoting events and information, reviewing project materials, and guiding project activities. Two partners in particular—Healthy Little Havana (HLH) and the Disability Independence Group (DIG)—were instrumental in supporting robust community participation throughout the project.

Thank you to the James L. Knight Foundation for supporting the Miami-Dade County New Mobility Project through the Autonomous Vehicles Initiative, and providing access to a network of supportive sister cities and organizations, including Urbanism Next, Cityfi, and the Cities of San Jose, Pittsburgh and Detroit.

About UHP

Urban Health Partnerships' (UHP) mission is to invest in our communities to co-design sustainable change and promote equity and well-being across the lifespan. UHP' work is focused on historically underserved and disenfranchised communities experiencing health disparities due to a wide range of challenges in the social and built environment, harmful policies, and structural and institutional racism and other “-isms”. We work closely with communities throughout Miami-Dade and Broward Counties where we have implemented leadership and capacity-building efforts to support advocacy, sustainable community-level change, and promote equity and health.

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1.0 Lay the Groundwork

Toolbox

- + B-JEDI Assessment
- + Engagement Plan Template
- + Mobility Personas

1.1 Set Your Goals

To ensure that services, processes, and products are effectively serving the needs of Miami-Dade County residents, residents must be integrated in their planning, development, implementation, and maintenance.

Think of community engagement as an ongoing process—a feedback loop—rather than a stand alone event. Solicit feedback. Analyze what you're hearing. Integrate it into your work. Evaluate and refine the process. Repeat.

The feedback loop should include:

- Information sharing and gathering;
- Identifying themes; and
- Action.

Create an inclusive, ongoing engagement framework by incorporating community stakeholders into everyday processes, in addition to project specific initiatives. Community stakeholders can participate in a variety of ways, including:

- Identify opportunities for more intentional community/resident engagement and integration.

- Establish strategies for more intentional and continuous community/resident engagement and integration.
- Test a new or existing service, product, or vendor.
- Provide feedback on an Request for Proposals (RFP), a Scope of Work (SOW), a process, document, contract, meeting, or idea.
- Co-design events and engagement strategies.
- Share their opinion(s) about new or existing products or services.
- Support the development of data collection and communication materials.
- Participate in the analysis of community insights received.
- Inform the broader community about available products, services and processes.
- Participate in internal as well as public meetings.
- Co-design a community action plan together that emphasizes community needs and wants.

1.2 Ground Your Work in Equity

Equity is the just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. (1) Inclusion is fostering the structure, culture, and mindset that creates a feeling in people that they belong and are valued and able to contribute to their fullest. (2) It includes ensuring that diversity of knowledge, perspectives, and information is sought and applied in the way we make decisions. (3)

The Belonging, Justice, Equity, Diversity & Inclusion (B-JEDI) Assessment developed by UHP helps identify potential biases, challenges, and barriers to implementing equitable and inclusive projects and prompts us to identify solutions. It is meant to help us think more inclusively across social identity groups. Still, remember that there are intra-group differences, nuanced dynamics and unique contexts to consider.

The **Thrive 305 Action Plan** includes Equity as one of the County's four main objectives, with the vision that, **"Our residents and workforce are fully included in all aspects of life in the County regardless of who they are."**

When can the B-JEDI Assessment be implemented?

At various project milestones:

- At the start of the project scoping process
- During project initiation and planning
- During project reviews/reporting
- During project closeouts/post-mortems

Who can be involved in the process of going through the B-JEDI Assessment?

This process will be most effective if a broad range of voices is included from the beginning. Include:

- Project staff, including Community Liaisons (CLs)
- Project partners, including community members
- Other local stakeholders

How is the B-JEDI Assessment organized?

The B-JEDI Assessment includes the following sections:

- Community Inclusion
- Project Planning & Implementation
- Communications & Graphics
- Evaluation
- Grants, Proposals & Budgeting
- Human Resources & Operations

B-JEDI Key Questions

Belonging, Justice, Equity, Diversity & Inclusion

Will this process or project be inclusive of a wide range of people, especially those that are historically disenfranchised or from vulnerable communities? Review these key questions with the team, partners and community at project planning or kick-off sessions and during key check-ins.

These key questions are pulled from UHP' B-JEDI Assessment, which includes targeted questions for each project/process component, including planning, communications, evaluation, proposal writing, budgeting, and human resources.

Who am I holding in my head when I think about this process/project?

- What associations and assumptions am I holding about them?
- What are the social identities/demographics within this particular community?
- What are the parameters/boundaries for these groups/this project?

How does this process/project represent the varying interests and needs of the community and its members? How do you know this?

Whose interests does this process/project best serve? Whose interests are left out? Consider who has power, wealth, or resources to gain or lose.

What social identities or demographics are being included or left out? How can their needs be represented and addressed within this project? How would this process/project include/impact:

- | | |
|---|---|
| • Issues around gender and sexual identity? | • Individuals with low social capital and/or access to power? |
| • Older Adults? | • People who speak different languages? |
| • Children? | • Different religious or spiritual groups? |
| • People with disabilities? | • The undocumented community? |
| • Low-wealth individuals? | • People who aren't tech-savvy? |

Whose input in the process/project would be valuable though may be difficult to reach (therefore we must allocate more time outreaching to them)?

How does this process/project include representatives from the community, or at a minimum, is informed by community needs and input?

What are the unique dynamics of the community/communities, including any relevant historical context and socio-political-cultural factors? How will we intentionally grow our understanding of these? How will we navigate them within the scope of this process/project and our available resources?



1.3 Identify Key Communities

Identify representative communities within the County and unique experiences meriting special consideration for community engagement based on type of project or process. The [U.S. Census](#), and the [Miami Matters](#) website are good places to start when looking for demographic data within the County, but this information needs to be layered with historic, social, and cultural context in order to create a clear framework. Maps and statistics should be utilized to frame a discussion with the team and community members to help create realistic targets, and ensure that all of Miami-Dade's residents are represented.

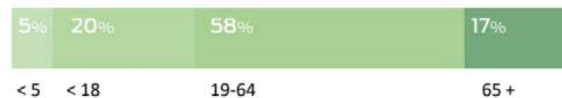
Identifying priority communities and geographical locations should also take into account equity factors such as health disparities experienced, income-level, levels of houselessness and unemployment, high number of vulnerable populations such as recent immigrants, individuals who are undocumented, people with disabilities, and older adults.

Gather your existing team and work through the nine discussion questions introduced in UHP' B-JEDI Checklist.

Language³



Age²



An example of some of basic demographic information about MDC reviewed, as shared in the Roadmap for New Mobility Solutions, 2022 (4)



41%
Of residents are responsible for dependent (child or older adult)¹

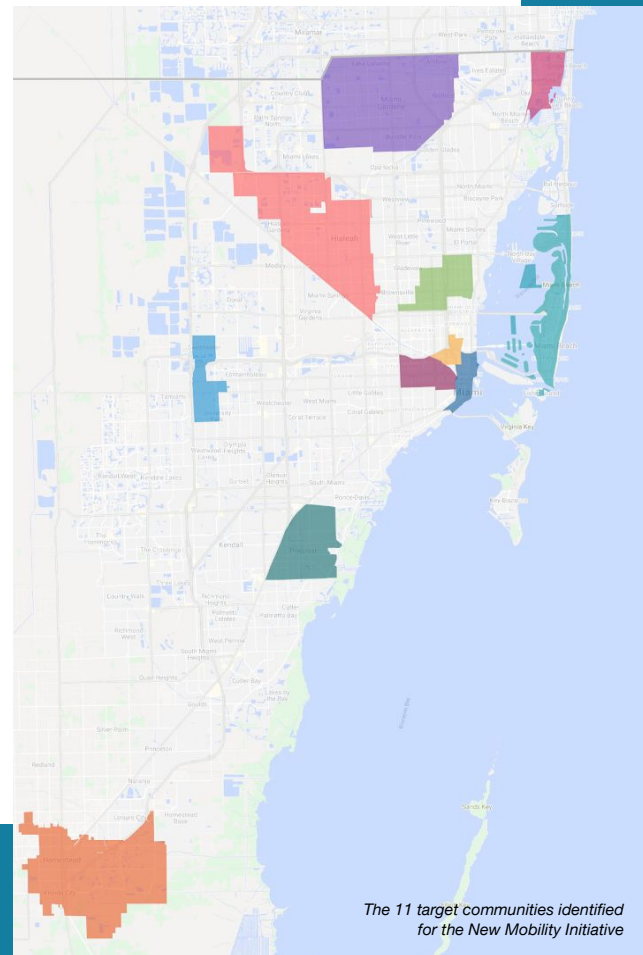
20% Of residents identify as having a disability³

New Mobility Initiative | Engagement in Action

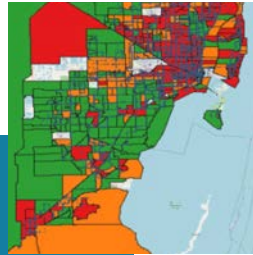
Identifying a “Community Tapestry” for Targeted Outreach

UHP Collaborated with the MDC Transportation & Public Works as well as Ford City:One’s community data team to identify a set of diverse and representative communities for targeted engagement. The group collaborated to **layer census datasets with local historical and cultural context—creating a “community tapestry”**. Maps were created showcasing basic demographic information, as well as data that was specific to the transportation needs of residents, such as travel time vs. transit stop density, and vehicle ownership vs. transit stop density. The project team, as well as UHP’ existing CLs then discussed neighborhood histories, projects in the works, and existing partnerships to define ‘communities’ for the sake of the project at hand. **Neighborhoods can be demographically and geographically very similar, but when sociopolitical factors are considered, they prove to be very different.**

This “community tapestry” approach allowed the project team to include **a full spectrum of County voices, while also ensuring that the neighborhoods and populations that have been historically excluded from transportation planning processes were prioritized.** CLs were hired from the target communities, and key outreach partners (municipalities, nonprofits, churches, advocacy groups, etc.) were identified in others.



On paper, adjacent neighborhoods sometimes had similar demographics and landscapes, but by talking with residents and knowing the history of the area, it was clear that the two communities required completely separate approaches to outreach.



Bottom left: A map used to help identify target communities. Top left: A CL sharing information on the history of development in Overtown. Right: UHP team members wait at an on-demand rideshare pick-up spot during a test of the County's new service.

2.0 Build a Team

Toolbox

- + Partner Commitment Checklist
- + Vendor Criteria Checklist

2.1 Maximize Existing Partnerships & Resources

In addition to the core team in your department, bring a broader group together from the beginning of the project, providing information about your goals, identifying how they could be integrated, and asking for a commitment to helping you achieve your outreach and engagement goals. Begin convening your team early, so they can collaboratively develop the scope. (5) The team could include:

- Key players within your immediate department and role;
- MDC Community Liaisons (CLs) and community boards;
- MDC colleagues providing essential services such as communications and interpretation;
- Elected officials from the County and municipalities;
- MDC departments that provide high-touch public services, such as the MDC Libraries and MDC Public Schools; and
- Existing community groups & nonprofits, particularly those representing your key communities.



Photos: CL-led community engagement events

Miami-Dade County Government Resources

Miami-Dade County Government and its municipalities have a range of community committees and boards already in place. Connect with the groups relevant to your initiatives, and incorporate them throughout the project. Some have regular meetings where you can present on planned work or projects in progress, or solicit their feedback via email or surveys.

Communications & Customers Service

Department: The mission of this department is to, “deliver accurate, timely and relevant information about government programs and services to all Miami-Dade County residents and visitors while ensuring an excellent service experience for all customers.” Their expertise and resources will be essential in completing the feedback loop between community members and county activities. They have resources available including county-wide social media accounts, interpretation and translation contracts, service centers, Miami-Dade TV, social media, and advertising placement.

Departments, Offices & Trusts: The County has an extensive network of department and offices that may be useful to include on your team, depending on your goals, (Parks & Recreation, Libraries, etc.)

Community Advisory Committees: Committees representing 16 geographic neighborhoods.

Miami Dade County Advisory Boards: Official Advisory Boards that advise the Board of County Commissioners and County administration on special issues. They can be a great place to start when seeking information or input on specific issues and populations. These boards include:

- Commission on Disability Services
- Asian American Advisory Board
- Black Affairs Advisory Board
- Commission for Women
- Community Councils
- Domestic Violence Oversight Board
- Elder Affairs Advisory Board
- Hispanic Affairs Advisory Board
- Interfaith Advisory Board
- LGBTQ Advisory Board
- Military Affairs Board

Vendors & Service Providers

Vendors and service providers working alongside the County should be included in the engagement process strategically. Some vendors may have extensive customer feedback systems in place that can be included in the broader County engagement effort. Some will rely completely on the County's engagement system.

Invite vendors into the engagement process, and include their participation in contracts and RFPs. Use language from the Partner Commitment Checklist, and the Vendor Criteria Checklist as needed. Request that vendors address the questions in the Vendor Criteria Checklist, and incorporate their responses as commitments into any contracts.

2.2 Identify Community Groups & Nonprofits

Some of the most innovative and successful projects have resulted from government partnerships with community nonprofits (for example, the Better Bus Project, the creation of the Underline, etc). Partner organizations should be included to create a strong network of community perspectives and voices, and ensure that each of the target communities and marginalized populations are properly represented. Nonprofits are working on the ground to develop expertise and support for specific issues, populations, and initiatives and spend a considerable amount of time building trust among their networks.

Keeping relevant nonprofits informed about your work, and contracting them when possible will maximize your expertise on high priority issues and expand your reach to key communities.

2.3 Initiate the Community Liaison Framework

In this document, 'Community Liaison' (CL) refers to community members hired, trained, and supported through Urban Health Partnerships' Community Liaison (CL) Framework. **The CL Framework is a power-building model where residents are hired and trained to create a bridge between key agencies and the community.** The Framework emphasizes the need to increase community integration in decision making processes, without assuming or expecting that individuals have the financial ability to volunteer their time. Their lived experience is valued as highly as technical expertise, and their unique skills and individual goals are supported with capacity building training. CLs are not hired to work only on a single project or deliverable, but rather are hired to be part of the team. Ideally, they are integrated into work on a variety of issues and efforts, building and sharing their expertise broadly. By cultivating a network of active CLs, an organization benefits from their availability to be included in outreach and project work as the need arises, but also participate in organizational planning and everyday processes.

Why use the Community Liaison Framework?

- Support employment in high-need communities, valuing and **honoring resident expertise with fair compensation.**
- Create and sustain an **ongoing relationship of trust**; acknowledging the historical harms in governmental processes and how those practices resulted in a present day mistrust of the community engagement process.
- **Develop a community network** that can be activated and mobilized around different issues, projects, or pilots.
- **Build community capacity** for residents to advocate for their needs and communities in the long term.
- **Build organizational capacity** to better integrate community members and their voices and expertise intentionally throughout all facets of operations, practices, and projects.

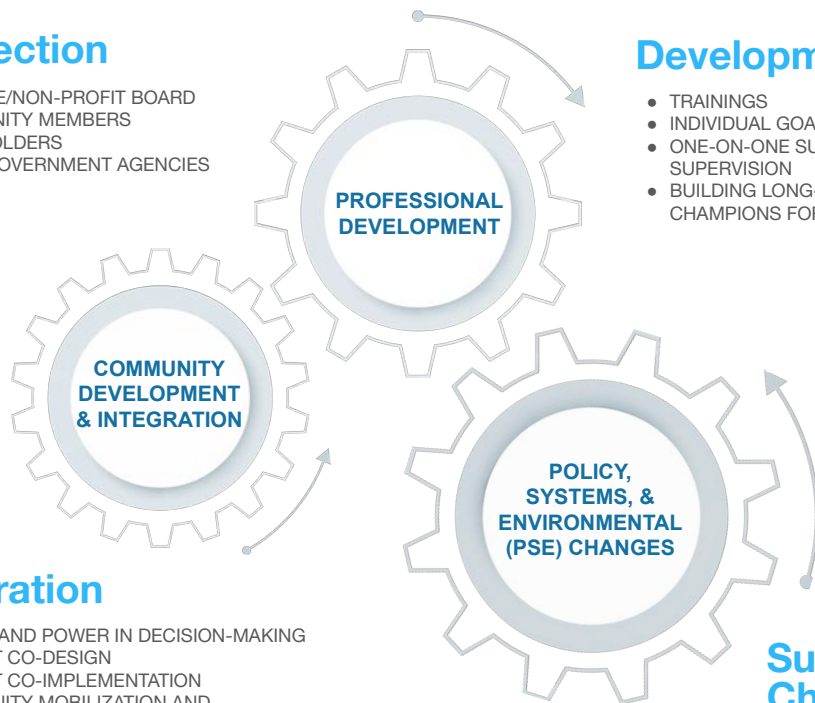
Supporting Community-Driven Leadership through the Community Liaison (CL) Framework

Connection

- INITIATIVE/NON-PROFIT BOARD
- COMMUNITY MEMBERS
- STAKEHOLDERS
- LOCAL GOVERNMENT AGENCIES

Development

- TRAININGS
- INDIVIDUAL GOALS
- ONE-ON-ONE SUPPORT AND SUPERVISION
- BUILDING LONG-TERM CHAMPIONS FOR CHANGE



Integration

- ACCESS AND POWER IN DECISION-MAKING
- PROJECT CO-DESIGN
- PROJECT CO-IMPLEMENTATION
- COMMUNITY MOBILIZATION AND CAPACITY BUILDING

Sustainable Change

CL CAPACITY BUILDING

Knowledge

About the Initiative/Program Frameworks and Methodologies Evaluation and Data Collection Outreach and Organizing Leadership and Advocacy Multiculturalism and Equity Programs and Tools.

Skills

Teamwork and Communications
Public Speaking
Writing and Materials
Evaluations and Analysis
Collaboration and Logistics
Program Development
Navigating Community Systems

Competencies

Critical thinking
Leadership
Emotional Intelligence
Effective Communication
Performance Measures Oriented
Problem Solving and Adaptability
Time Management

What does a Community Liaison (CL) do?

- Maintains a finger on the pulse of what matters to communities, developing a stakeholder list and **building relationships that support engagement activities.**
- Participates in community, project, program, and/or initiative meetings, **providing direct feedback on projects, programs, processes, services and initiatives, evaluating for efficacy and cultural competency.**
- Gathers and tracks **diverse community feedback, perspectives, and insights.**
- Conducts regular community canvassing, outreach, and “out-of-the-box” engagement activities, **integrating community members** intentionally into projects and programs.
- **Serve as trusted messengers**, reaching populations that government may not reach or where historically strained relationships have become a barrier. (6) (7)
- **Builds their community’s capacity** to activate, mobilize, and advocate for PSE change solutions.

How are CLs supported to carry out the CL Framework?

An individualized capacity building plan is created for each CL, taking into account their personal and professional goals. This effort **provides knowledge, skills, and support that leverage and strengthen CLs’ community leadership.**

CLs receive one-on-one and group coaching, formal trainings, in-the-field experience and support from a community engagement management team and other experts and partners.

Some of the topics covered through capacity building include:

- Organizational & project onboarding;
- Social determinants of health, collective impact, & PSE change solutions;
- Cultural competency;
- Subject matter such as mobility training;
- Community-based stakeholder communications & engagement;
- Creating & implementing an Outreach Plan; and
- Local government processes & advocacy.

How is the CL Framework structured and managed?

Community members and local organizations must be compensated for their expertise, effort, and contributions. **Value lived experience as much as technical expertise.** If their labor is not appropriately acknowledged and compensated, government agencies run the risk of perpetuating many of the injustices and disparities that they are trying to address in the first place. (8) Build your engagement team using one, or a mix of the following strategies:

- **Hire** Community Liaisons directly as employees;
- **Contract** community-based organizations to support specific engagement tasks;
- **Contract** a community-based organization to have one of their staff serve in a CL capacity; and/or
- **Contract** a community-based organization to operate and manage a CL network for your agency (as MDC DTPW has done with UHP in the New Mobility project).

2.4 Hire Community Liaisons & Partners

Before hiring a Community Liaison (CL), determine if you have the infrastructure and capacity to manage CLs, and whether you can invest in the staff and resources required to appropriately set the CLs up for success.

- Assess your ability to hire someone who may speak a different language other than English.
- Assess your ability to offer inclusive and welcoming conditions to individuals with disabilities.
- Assess your ability to collaborate with someone working alternative hours. How will you accommodate schedules outside of normal office hours?

If there are concerns of whether you will be able to properly support a CL team, consider contracting a community partner to administer the CL framework, or to take on some of the engagements tasks that might otherwise be assigned to a CL.

Hiring a successful network of CLs requires a strategic and targeted approach. Consider the following criteria when building a team of CLs:

- **Location:** The primary criteria for a CL position is that they must identify as a resident of the target community.
- **Time Commitment:** CLs can work anywhere from 5 hours per week to full-time, offering maximum flexibility to accommodate other jobs and personal schedules. Providing a range of opportunities to participate allows for a broad range of voices and experiences to be represented within the framework.
- **Number of CLs:** The number of CLs and the number of hours you hire them for will vary depending on the departmental and/or project scope and needs and the unique factors of the community you are working with. If CLs are working part-time, ideally they will work in pairs to ensure that they can provide consistent coverage.
- **Diversity:** Hiring decisions should emphasize diversity including but not limited to cultural background, language, age, ability status, educational background, and income ensuring that the composition of the CL cohort is reflective of the communities served.
- **Experience:** While it is beneficial for the CLs to have previous experience with outreach and community involvement, look beyond “traditional” experiences and assess for professional and lived experience that would translate well into this type of work. Since the CL Framework emphasizes capacity building, there will be an opportunity for CLs to build the necessary skills for the work.

Community Liaison Recruitment Tips

- **Cast a wide net** to ensure that you have a pool of candidates that represent a variety of skills, areas of interest, lived experiences, and connections to the community.
- **Do not underestimate the power of word of mouth.** Find community leaders, trusted establishments, and organized groups to spread the word. Identify recruitment partners that can help you promote the position widely. This may include community-based organizations with roots in the target community, organizations with newsletters or communications outlets with a large audience, local businesses, or public service organizations.
- **Leverage Miami-Dade County and your local government's network** including libraries, human service centers, parks, committees and boards, social media, and career centers.
- **Use a combination of print and digital media** to reach different audiences with varying access to technology or digital literacy.

Community Liaisons Have Shared:

"I believe my impact as a community liaison is helping people become more involved what is going on in the neighborhood. The more people are being aware of the changes the more people can engage."

Tamu Quinton, UHP Community Liaison

"I have learned to get rid of bias to help my community in need and be more understanding of different people's situations."

Carmen Benitez , UHP Community Liaison

"So many people think that we are so far south that nobody cares to hear about the needs of the community. As a CL, I'm happy to see that Miami-Dade and other companies have an interest."

Melanie Rogers, UHP Community Liaison

"I feel that I can share information more efficiently especially with the love I have for my community."

Raquel Hanshaw, UHP Community Liaison

New Mobility Initiative | Engagement in Action

Building a Team of Community Members & Partner Organizations

For the New Mobility Initiative, UHP was contracted by Miami-Dade County Department of Transportation & Public Works to lead public engagement, including the hiring, training, and coordination a network of Community Liaisons (CLs). Once key neighborhoods were selected for targeted engagement, the team set out to hire CLs from each of the 11 communities. **Ideally, the CLs hired were representative of a major characteristic or condition that was present in the target community, and/or were connected to important networks in the target community** (parent teacher associations, church groups, sororities, advocacy networks, etc.)

UHP posted the CL job opportunity on County and national job sites, on social media, and shared it directly with local partners. Requesting that partner organizations share the job posting through their own networks proved to be particularly effective in this effort. For example, requesting that local organizations with large audiences shared the job posting in their e-newsletters and social media and received a significant activity.

Two local organizations—Healthy Little Havana and the Disability Independence Group (DIG)—were contracted to perform engagement and outreach activities where we didn't have CL representation. Additionally, presentations were made during meetings for various stakeholders including for the Miami Dade County and the City of Miami LGBTQ Advisory Boards and the Miami-Dade Age-Friendly Initiative to keep them informed about the project, and solicit input.



Photos: CLs, service providers and County staff participating in a demonstration of the autonomous delivery robots.

3.0 Co-Design a Plan

Toolbox

- + Engagement Plan Template
- + Community Engagement Continuum
- + Menu of Outreach Options

3.1 Build a Stakeholder List

You've identified target communities for your engagement work, so the next step is to create a comprehensive stakeholder list of people, groups and organizations within those target communities. Gather your team to develop a stakeholder list within the first tab of the Engagement Plan Template.

A. Identify Stakeholders

- Start by thinking through **'first places'**, or where people live. What neighborhoods, apartment complexes, senior living homes are in your target communities? Who are some contacts that live in your target communities?
- Then move on to **'second places'** which are work and school. What major businesses or offices are in the target communities? List schools and colleges.
- Then move on to **"third places."** Third places are any other place where communities connect: churches, community centers, libraries, salons, barber shops, parks, rec centers, gyms, and restaurants, health centers, etc. (9)

B. Categorize Stakeholders

The Stakeholder List in the Engagement Plan Template allows you to categorize the list based on who the Stakeholder represents, such as students, artists, youth, seniors, transit users, etc. Assigning and sorting by category will allow you to quickly see if the list is representing those who've been identified as target communities, and what types of communities may be missing. Continue to add stakeholders until your list is representative of your goals.

C. Review Existing Networks

Make note of how each of your stakeholders is best contacted, and how they best communicate with their network. This is where you'll want to start documenting social media handles and audiences, whether there's an e-newsletter and how often it's sent, when in-person meetings and events take place, etc.

The Stakeholder List, and the Engagement Plan in general, will change and develop as you connect with additional partners and CLs and learn more about the networks and systems in place.

3.2 Identify Strategies that Build Community Power

Outreach and **engagement** are essential parts of the community integration process. Outreach refers to information sharing that is typically transactional and one-directional. (10) Engagement builds on outreach

COMMUNITY OUTREACH	COMMUNITY ENGAGEMENT
Short-Term	Long-Term
Marketing	Relationship-Building
What can A do for B?	What can A and B do together?
One group benefits the most	Community benefits
Transactional	Connectional
Directional	Cyclical

initiatives, creating a relationship through consistent or periodical collaboration. An Engagement Plan should include immediate, and short-term goals, as well as long-term, relationship-building objectives. Support and build community integration into your projects and initiatives. **The ultimate goal is to build a partnership through which community has the ability to both define the problem and drive the solution.**

Consider UHP' *Community Engagement Continuum* which outlines five levels of engagement. The next page highlights a sample of the Continuum in action and was co-created with Community Liaisons and partners to highlight strategies that span from basic outreach through power-building community integration that supports policy, systems, and environmental change solutions.

Based on the *IAP2' Public Participation Spectrum*, (11) the Continuum outlines the "Promise to the Public" that each level of participation presents:

- **Inform:** We will keep you informed.
- **Consult:** We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
- **Involve:** We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- **Collaborate:** We will look to you for advice and innovation in formulating solutions and incorporate your recommendations into the decisions to the maximum extent possible.
- **Co-Lead + Build Power:** We will honor, follow and uplift your expertise, leadership, and power as a community to implement solutions.

UHP' COMMUNITY ENGAGEMENT CONTINUUM

All strategies incorporate a scan of best practices and Community Liaison (CL) feedback. Urban Health Partnerships' Community Engagement Continuum is informed by and adapted from the IAP2 Public Participation Spectrum.

INFORM

Provide community with information and education to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Make your project website accessible to people who speak other languages, and those with disabilities.

Schedule regular website updates to maintain up-to-date information and provide information on a timely basis to partners.

Add a schedule of project-related events on your website and/or ask partners to share the information on theirs.

CONSULT

Obtain the community's feedback on analysis, alternatives and/or decisions.

Use a chat group to ask questions, conduct polls, or invite comments.

Manage social media platforms to engage community members discussing their concerns.

Hold town hall meetings or open houses to ask for resident feedback.

Have at least one opportunity (e.g., button, link, comment box) on the website and at events for participants to share their opinions about the project/activity.

INVOLVE

Work directly with the community to ensure that concerns and aspirations are understood and considered.

Include resident-led time during your project activities, (e.g. updates, activities, presentations).

Have at least one project staff and/or community leader who speaks the language(s) spoken by the community.

Co-create culturally and language-specific meeting materials with resident input.

Manage digital platform(s) to engage community members in discussions and making their own posts.

COLLABORATE

Partner with the community in each aspect of decision making, including the development of alternatives and the identification of the preferred solution.

Include community-led evaluation processes; e.g., walking audits, park assessments, community conversations.

Have at least one resident engaged on project teams, assisting with project and proposal development.

Develop and maintain a digital community resource database with quarterly management and community feedback.

CO-LEAD+ BUILD POWER

Place final decision making in the hands of the community, co-designing and implementing systems for community power building, sustainability, and leadership.

Co-design a community action plan.

Develop a community-led sub-committee or advisory board or planning committee that advises, approves and/or monitors the work.

Build balanced representation of residents and technical experts in project-development planning.

Have at least 2 resident delegates from key stakeholder groups (e.g., immigrants, business owners, etc.) represented in your project with ability to vote on decisions.

MENU OF OUTREACH OPTIONS

SOCIAL MEDIA



- Create a video post
- Share project-related posts
- Use hashtags
- Find others' relevant posts to interact with in comments
- Sponsored ads
- Social media flash mob (post the same thing at the same time on various social media platforms)

VIRTUAL



- Whatsapp groups-existing or creating new ones
- Nextdoor app/website
- Facebook groups or pages
- Reddit subreddits (ex. r/miami, r/hialeah)
- Dotmocracy (in-person or virtual)
- Jam board
- Lead your own virtual meet-ups on Zoom
- Mass text/regular text

NEWSLETTER



- E-newsletters
- Requesting partners to share in their e-newsletters
- Requesting people to sign-up to the mailing list
- Conferences/Forums with mailing list

PRINT:



- Mail postcards
- Flyers
- Community-printed newspapers
- Posters
- Banners
- Advertisements

FLYERS:



- School backpack inserts, bulletin boards
- Bus shelters
- Churches
- Salons
- Cafeterias
- Gyms
- Libraries
- Community centers
- Senior centers

PRINTED ADS:



- Restaurant menus with ads
- Conference programs
- Local magazines or newspapers
- Bus shelter/ bench ads

IN-PERSON:



- Community events
- Partner meetings
- Canvassing door-to-door
- Canvassing at public location
- Impromptu (grocery store, gas station, etc.)
- Visiting "third places"

PARTNERING WITH OTHERS:



- Nonprofits
- Musicians/artists
- Businesses
- Government agencies
- Media outlets

SWAG:



- Hats
- Pens
- Masks
- Stickers
- Collapsible fans

QR CODES:



- Art murals or wall/window decals
- Sidewalk decals
- Flyers or printed ads

Build a foundation for continuous, authentic engagement by making a plan to bring community perspectives into your existing processes. Using the second tab of the Engagement Plan Template, start identifying longer-term strategies for community integration from the **Involve**, **Collaborate**, and especially, **Co-Lead + Build Power** sections of the Continuum.

- Incorporate Community Liaisons (CLs) into regular project meetings, and other areas of everyday work activities.
- Incorporate a CL review into the communications development.
- Hold regular one-on-ones with CLs and other members of your team to share insights on the job and their priorities.
- Plan for CLs to participate in County's Community Advisory Boards, and other oversight and advisory groups.
- Work with CLs and partners to help identify, outline, and carry out long-term engagement efforts.
- Attend and participate in ongoing community-based activities and events.

Now, begin to add outreach strategies from the **Inform and Consult** sections of the Continuum. Create a foundation of community interest, understanding, and trust by prioritizing regular engagement with the public. This way, when issues and projects arise that require intensive public outreach efforts, you're not starting from scratch. Reference the Menu of Outreach Options on the following page, and tailor the strategies specifically for each community and type of stakeholder. When developing this portion of the Engagement Plan, remember to:

- Work with CLs and partners to help identify, outline, and carry out short-term outreach activities.
- Ensure broad-reaching and diverse communications (i.e., different formats or methods and languages).
- Consider and mitigate technology gap challenges.
- Identify when and how regular updates will be provided to key stakeholders, to maintain a consistent information-sharing schedule.

Build Trust Through Continuous Communication

MDC Government has a Communications and Customer Experience Department and a set of wide-ranging communications platforms to reach residents: a website with pages for each department, social media pages with hundreds of thousands of followers, and regular newsletters from a variety of departments.

Maximize your use of these platforms on a regular basis, sharing information with stakeholders on the services offered and people providing these services. This may look like forwarding an e-newsletter or tagging specific community groups in an instagram post to make sure they've seen it and know you're thinking about them.

3. Set Goals, Targets, & Evaluation Plans

For each of the strategies included in the Engagement Plan, include a goal, target metric, and plan for measuring the success of that strategy. A space for each of these items is included in the Engagement Plan Template.

Goals: Define what you're hoping to achieve with each strategy. For example, informing about a topic, co-designing an intervention, advocating about an issue, or to mobilizing a community.

Targets: Targets for engagement goals will vary widely between communities, based on the available connections and communication preferences. In some cases, having 10 long-form conversations with key stakeholders may be more beneficial than getting a survey response from 100 residents. Also consider what metrics are available and feasible to monitor.

Evaluation Plan: How will you monitor and define success of your outreach strategies?

Engagement numbers can be tracked through the data collection tools noted in section 4.4 *Record Community Feedback*, or pulled from online services (social media clicks, website views, e-newsletter subscribers, etc.) Make a plan for what will be monitored and when it will be recorded.

Engagement quality can be monitored by asking participants direct questions, and also tracking actions and activities that have resulted from engagement initiatives. Determine what questions can be asked of participants to help evaluate the success of your engagement strategies, and when these questions will be asked. Consider the following:

- Pre- and post- surveys completed by CLs, initiative partners, and stakeholders to gather quantitative and qualitative data assessing engagement efficacy.
- Tracking of PSEs resulting from this project.
- Project and event evaluations to gather issue or event-specific data about individual and recurrent engagements.
- Pre- and post- assessments to evaluate changes in CLs' knowledge, skills, and abilities.

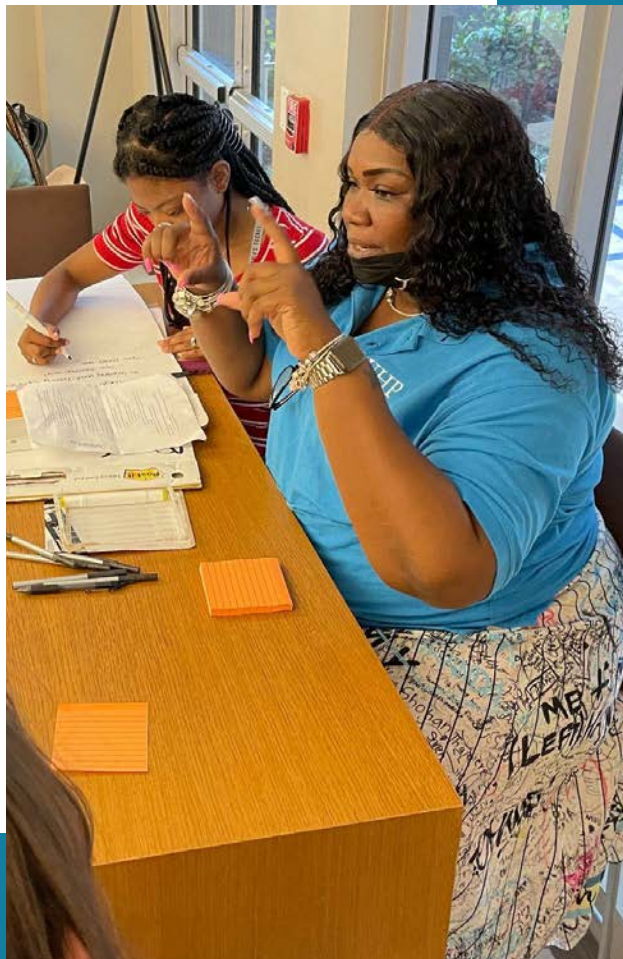
New Mobility Initiative | Engagement in Action

Building a Broader Network through CL-Led Outreach Strategies

After experiencing the semi-autonomous delivery robots and the on-demand rideshare service themselves, the Community Liaisons (CLs) developed and implemented outreach plans targeting specific stakeholders within their networks. **More than 6,060 interactions were completed by the CLs through their individualized engagement initiatives.**

For example, Raquel Hanshaw focused on one-on-one conversations with small business owners in her neighborhood of Overtown, while Carmen Benitez focused on canvassing at her local parks in Sweetwater, and reaching students through tabling at nearby Florida International University. In Little Havana, Yurmeira Benal collaborated with a neighborhood walking group to plan her own experiential outreach event, bringing the delivery robots to the neighborhood on a walking tour. Wendy Quintero gave short presentations at community meetings taking place at the churches in her neighborhood in Hialeah. CLs shared their own experience using the new mobility technologies, and recorded the initial impressions, feedback, and ideas from their neighbors through field notes, video recordings and survey entries.

The CLs were able to gather honest feedback, and create a network of informed, interested residents by using outreach strategies tailored to their own communities. To expand their networks further, CLs also led an all-county virtual community meeting over Zoom, open to anyone who may not have been able to attend an in-person engagement.



4.0 Engage

Toolbox

- + Engagement Plan Template
- + Community Input Tracker
- + Partner Commitment Criteria

4.1 Ask Good Questions

You've identified who and how. Now, take time to carefully craft the information and questions you'll be sharing. Asking good questions helps communities identify pain points within neighborhoods and find solutions to solve them. Some "closed questions" are necessary to track the demographics and basic info from community members (What neighborhood do you live in? How many miles do you commute to work?). Open-ended questions encourage deeper reflection, exploring of ideas, and sharing feelings and thoughts freely.

Offer a range of open-ended questions throughout your engagement work. Some types of open-ended questions offered in *Leading with Questions* by Michael J. Marquardt (12) include:

Explorative questions force expansion on new points of view and uncovered areas. *Have you thought of...?*

Affective questions reveal people's feelings about something. *How do you feel about...?*

Reflective questions encourage more elaboration. *What do you think causes...?*

Probing questions invite a deeper examination. *Can you describe how...?*

Analytical questions look for the roots of a problem. *What are the causes of...?*

Clarifying questions help align and avoid misunderstandings. *So, you mean that...?*

Good questions should empower.

Empowering questions are asked from trust—they communicate to the person that their input is valuable and get people to think and find their own answers, which transfers ownership and develops self-responsibility.

- *What do YOU feel/think about...?*
- *What would YOU suggest/do...?*

Good questions should cause the person to stretch.

They should encourage reflection and help people go beyond the obvious. Good questions motivate people to take things to the next level.

- *What do you think the biggest opportunity/challenge would be in...?*

Good questions should encourage breakthrough thinking.

Good questions open up new possibilities. They involve people in divergent thought processes that lead to new perspectives.

- *What if...?*
- *Imagine that...?*

**Good questions should challenge assumptions and biases.**

They should help clarify the situation and cause individuals, teams, and organizations to explore the methods, processes, and conventions that drive their actions. They should stretch beyond our own biases of who/what/how we imagine community members engage and feel about project objectives.

- *Who else could benefit that we might not be thinking of?*
- *What other uses can you think of that we may not be thinking of?*

4.2 Create a Media Kit

A media kit is a reservoir of information and images that have been agreed upon to represent your work. Ideally, it will be formatted in a variety of ways that will allow the team to quickly and easily share with partners and the community to ground the engagement work, provide more detailed information about projects, and share opportunities for follow-up.

Create a shared file or document that includes at least the following elements, and continue to update it as the work evolves. Be sure to include translated versions of the items, and alternative text descriptions for photos in any digital formats:

1. **Sample social media posts;**
2. **An e-newsletters post for partner;**
3. **An e-newsletter sample format;**
4. **A print flyer;**
5. **3-4 photos or images; and**
6. **Talking points and key questions.**

Content in the media kit should include consistent contact information, links to any ongoing surveys, and a link to a landing page where community members can learn more about the initiative.





4.3 Host Inclusive Events

Whether in-person or virtual, ensure that engagement activities are welcoming, accessible, and culturally responsive. Co-designing engagement activities with Community Liaisons (CLs) brings the community-driven approach into action and will lead to more effective engagements.

CLs provide guidance on the best locations, times, methods of gathering input, and promotion strategies, while also highlighting and addressing potential barriers for participation. **CL knowledge of the community, its history, and any current issues of importance is key in tailoring outreach activities to be respectful and have a higher resonance with residents.** Important considerations for hosting inclusive events include:

- **Go to the community rather than expecting the community to come to you.** Hold the events in locations that are easily accessible and where residents already congregate.

- **Be familiar with the cultural context** and needs of the community so that you can be thoughtful about cultural values, traditions, potential barriers to participation, and recognizing current and historical pain points.
- **Lead with a strengths-based approach** that uplifts community power and expertise. Don't focus completely on problems. Elevate what's working and what's successful in a community.
- **Plan activities during times that work best for the community**, which in many cases is outside of what are considered normal office hours.
- **Design activities so they are accessible to everyone** including people with disabilities and be prepared to provide accommodations at all levels as necessary. This includes ensuring that there is accommodation language on all event materials.

- **Make it easy for residents to get to the event.** Anticipate and address transportation barriers by, for example, arranging for transportation or ensuring there are affordable and convenient transportation options. If virtual, consider any digital literacy considerations which may include ensuring there are proper log-in and participation instructions or CLs offering technical assistance.
- **Offer translation and interpretation** in the predominant languages used within the community. Consider the use of “Language Commitments,” as shared in the Partner Commitments Criteria.
- **Be aware of how immigration status may play a role in how residents engage** or don’t engage due to fear, lack of documentation, or uncertainty about who they can trust. This may mean not requiring identification for participation, being thoughtful about taking pictures and video, and the presence of law enforcement.
- **Plan activities that include children and families** or arrange for available childcare so that parents are able to participate
- **When possible, include healthy, culturally aligned food.** This serves as an incentive, a “thank you” to the community for their time and expertise, and also may be serving a need for food insecure families in the area. Remember to have a plan in place to reduce food waste and consider how any remaining food could go back to the community.
- **Prioritize buying and contracting services local to the community** so that as part of your outreach activities you are also investing in the community and its businesses. This may include providers of catering, interpretation services, printing, advertising, etc.
- **After events, ask participants directly whether they felt community members had an opportunity to participate in a meaningful way** and whether or not the activities affected their level of trust and their ability to influence change in their communities. Keep track of how many and *who* was engaged to determine if you are reaching your target populations and who else you may need to more intentionally and strategically engage. These evaluations can be done formally through a post-event survey, or through intentional conversations with attendees.

4.4 Record Community Feedback

Properly recording the insight provided by community members allows it to be used effectively to improve systems, and also builds trust and confidence that feedback is being heard.

Effective community engagement uses a range of strategies to connect, and much of what is learned comes through conversation and storytelling. Be prepared with a 1) a place to log formal and informal feedback in the field, and 2) a clearinghouse to capture all input in one place.

Community Feedback Tracker

At UHP, field notes, surveys, and social media is used to collect feedback, which is then compiled into a Community Feedback Tracker—a spreadsheet where feedback is recorded with notes on who provided it, how it was shared and links to any source material. The project team checks in on the tracker regularly to review, analyze, and add additional context. Analyzing feedback as a team will illuminate context and reveal meaning in the qualitative data.

Field Notes

Field notes are online forms used to collect qualitative and quantitative data during or after community interactions. Field notes document who is participating, in what context (community meeting, event, etc.) and what's shared through conversations and interactions. UHP uses Google Forms to create a simple, easily accessible field note with a few key questions, and space for general notes.

Digital & In-Person Communications

Feedback data should not be limited to formal or traditional data collection methods. Insight gleaned from social media comments, texts, Whatsapp group conversations, as well as phone and in-person conversations should be included in the tracker.

Team Meetings

Insight offered from Community Liaisons and partners during meetings should also be added to the Community Feedback Tracker. Link to meeting recordings when possible, to reference for quotes during the analysis phase.

Surveys

Train CLs to be survey data collectors. Having CLs in this role can reduce resistance from over-surveyed communities or undocumented residents. CLs, who are residents just like those being surveyed, can explain the importance of the survey within the context of the community. CLs as survey data collectors also provide assistance in survey completion to residents who may experience barriers due to literacy, language, or comfort and can make community members feel comfortable voicing their opinions about the survey content or process.

People often don't want to give any potentially identifiable information such as a zip code or location if they don't know how it is being utilized. Mistrust may be rooted in something simple like not wanting to receive spam, or more complex like their immigration status. CLs can provide context so they understand exactly how the info will be used and what they can expect from their participation.

New Mobility Initiative | Engagement in Action

Robots & Rideshares: CLs Test New Mobility Services

Community Liaisons tested out new mobility pilots in two formats: through demonstration events and impromptu service experiences. The semi-autonomous delivery robot, offered by Kiwibot, was tested by the CLs through five demonstration events. Kiwibot staff was onsite at the Underline's outdoor dining room, where CLs each used their phones to order lunch from a nearby restaurant. The CLs were able to ask questions directly of the Kiwibot and MDC Department of Transportation & Public Works staff, interact with the software and robots directly, and then hold small group discussions with the operators and County staff. Some CLs felt it was important that their neighbors get to see the robots in action, and coordinated with service providers to host additional demonstrations in the Little Havana and Overtown neighborhoods.

Alternatively, the County's new on-demand transit connector service, Go Connect, was tested in a different format—through CLs using the service without announcement or prior arrangement with the service provider. Groups of 2-3 CLs used the Go Connect app to call for a ride within the Go Connect service areas, took photos and videos of their experience, and then convened as a group to share and discuss. Feedback from the CLs was summarized in meetings and a brief report to the County, who used the information to request immediate changes from the Go Connect operators.



Photo: CLs tested new mobility pilots

Questions heard during testing included:

*How will this affect **job opportunities**?*

*Can this **improve access** to food, medicine, wifi, or emergency services in my neighborhood?*

*How will this **impact my safety** and the security of my family?*



Top left and bottom right: CLs and Ford City:One, and County staff testing the semi-autonomous delivery robots. Top right: CLs in Little Havana hosted a neighborhood walk with the semi-autonomous delivery robots.

5.0

Analyze Community Feedback

Toolbox

- + Community Input Tracker
- + Feedback Themes Template
- + Engagement Plan Template

5.1 Review & Identify Themes

Community feedback can only be helpful if it is effectively reviewed, analyzed and shared. Schedule regular working meetings (monthly is a good standard), for members of the team to review the Community Input Tracker and begin identifying recurring themes within the notes. If a survey has been included as an outreach method, include the latest findings from the survey in the feedback tracker. Identify themes emerging in the feedback, and begin to categorize the feedback by those themes in the Tracker. Once categorized, the Tracker can be sorted so that feedback can be grouped by theme, enabling further analysis and discussion. Review which comments or issues are being brought up most frequently, which are felt most passionately, and which types of stakeholders are bringing up which types of issues. Make note of representative quotes that have been recorded.

Doing this as a team is important, so discussion can take place. Some of the information in the tracker may require clarification, and additional detail may change the meaning or tone of a recorded comment.



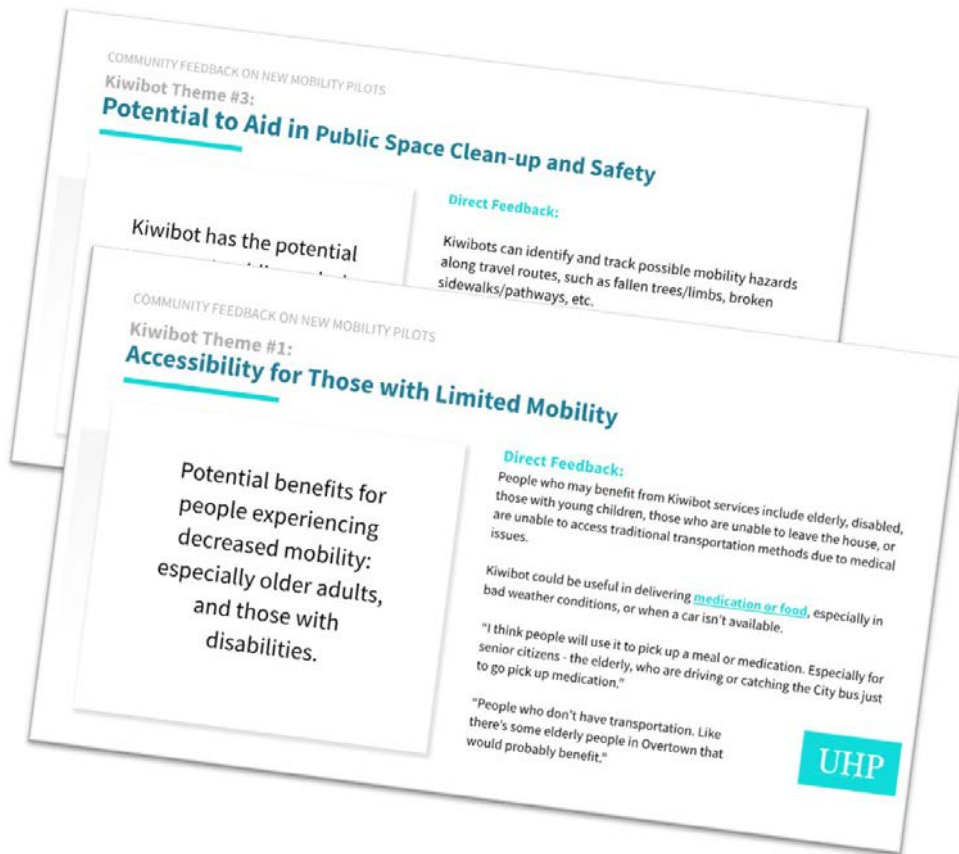
Photo: CLs and community members discussing survey questions at a local park.

5.2 Report on Community Narratives

Develop a “What We’re Learning” update to share with partners, the public and other stakeholders as needed. This summary should include key themes and questions heard from the community, particularly representative quotes, survey responses, and brief information on where and how the feedback was collected. Share briefly how the feedback is being considered, and when and how the County will be using and responding to the feedback. This summary can be created as a blogpost, social media update, document, or presentation—whatever is easiest for your team to develop and share. UHP’ Feedback Themes Template is available for this purpose.

Review the “What We’re Learning” updates with Community Liaisons before sharing, to help ensure that the summary is representative of what is being heard in the field.

1.



6.0 Take Community- Informed Action

Toolbox

- + Community Input Tracker
- + Feedback Themes Template
- + Engagement Plan Template

6.1 Co-Design Actions

Some of the insights and themes will highlight clear next steps—practices to improve, edits to marketing materials, etc. Often, however, addressing feedback will require broader, systematic changes requiring coordination across departments or organizations. Share the themes from community feedback broadly with teammates and partners to encourage deeper thinking about how to act upon the insight. Encourage ideas for short-term actions, as well as long-term outcomes.

Review potential actions with CLs and community members before implementation to ensure that the actions will work towards solving problems and improving conditions. Consider all aspects of the County's work when identifying potential actions, including:

- RFP processes.
- Contract development.
- Employee training.
- Service & product maintenance.
- Service & product development.
- Marketing & promotions.
- Governance.

6.2 Close the Feedback Loop

Reporting back on actions and changes implemented based on community insight creates an important feedback loop. This feedback loop builds trust in government processes, and increases the likelihood that community members will continue to participate in engagement processes in the future.

Showcasing how the system is working will build the community's capacity for co-designing actions collaboratively, and build the County's capacity for integrating community needs.

This may look like:

- Referencing community insight during public meetings, project meetings, in action plans and in reports.
- Sharing engagement results on social media & other public communications.
- Thanking engagement participants directly, with updates on the process.

6.3 Evaluate the Process

Review both the Community Input Tracker, and the Goals & Metrics section of the Engagement Plan to evaluate whether each outreach strategy is reaching its goal. Plan on continuously evaluating engagement activities as a team. Checking in periodically will allow the refinement of strategies, resulting in more effective, meaningful engagement process and stronger outcomes.

Engagement evaluation:

- Is an iterative process that is designed to continuously improve engagement.
- Begins as soon as engagement starts and lasts the lifecycle of engagement.
- Identifies barriers or “red flags” early and allows for course correction.
- Allows for early understanding of how well the engagement is connecting with the target populations.

Revisit the B-JEDI Assessment, and also reflect on the following questions:

- Did community leadership feel that they had an opportunity to provide input into County activities?
- Did community leadership feel that they were welcome at County activities?
- Did community leadership feel that their voices were heard when they provided input?
- In what ways were they able to meaningfully participate?
- Are there other ways they could meaningfully participate that were missed or not made accessible?
- Were the capacity building activities applicable to engaging community leaders in practice?
- Are there additional capacity building opportunities needed?

6.4 Refine & Re-Engage

Take the lessons learned and reinvest that knowledge, experience, and community expertise in improving your community engagement systems and processes. Collaborate with CLs to address gaps in outreach and engagement outcomes, and update and refine the Engagement Plan to reflect the desired changes.



New Mobility Initiative | Engagement in Action

Immediate Actions Based on CL-Feedback

After the CLs tested the County's on-demand rideshare service pilot, feedback from the CLs was summarized in a brief report for the County, who used the information to request immediate changes to the Go Connect operators. **The DTPW staff was able to immediately offer additional support and create operational guidelines that CLs had noted would be required in order for service to be successful upon expansion.**

Issues that CLs highlighted for immediate action included: **accessibility of pick-up and drop-off points, ability of the drivers to share information on the service and area, usability of the app, clarity of the marketing materials for those requiring additional assistance, and potential concerns about safety.** The County was able to act upon CL recommendations before expanding the Go Connect program further, while also gaining a better understanding of the elements and features that should be prioritized when offering any future new service to residents.

Jarice Rodriguez, of MDC DTPW shared that, "Working with CLS changed the way I think about community engagement, and I will be doing it differently from now on."



Photo: Partners from DIG test mobility pilots



7.0

Sustain Momentum

7.1 Policy, Systems & Budgetary Considerations to Sustain Momentum

While Miami-Dade County has built a strong foundation of more transparent, engaged, and responsive governance, there must be continued significant, long-term, and intentional investment to meet the civic engagement and community empowerment goals outlined in the Thrive 305 Action Plan. The following policy, systems and budgetary considerations would support the County's efforts in building a more community-driven government.

Plan for how to integrate community leadership into all County departments, offices and boards.

This includes identifying the meetings, processes, committees, and plans where they can participate actively. For example, Community Liaisons (CLs) could be embedded across departments, participate in the County's work on an ongoing basis,

and form a bridge between the County and the community. Community leaders or CLs should be integrated into County-wide and department-level strategic planning processes to ensure that from the start the vision is guided by the needs and wants of the community.

Provide capacity building opportunities for staff. Staff must feel confident in working effectively with the community, and should receive regular training around equity, multicultural competency and community-driven, collective impact approaches.



Update contracting and payment processes, especially those that involve non-profit organizations, community-based organizations, and small businesses so they are more streamlined, timely, and take into consideration organizations that have more limited resources. This would increase community partnerships and strengthen relationships of trust and mutual benefit.

Ensure there is sufficient staffing within each department with the time and expertise to support Community Liaisons or any other robust ongoing grassroots community engagement. Assess whether a community-based organization may be better positioned to manage these programs, alleviate resources needed from the County, allowing them to maintain focus on departmental activities.

Embed the expectation of an authentic community engagement process in Requests for Proposals (RFPs) and contracts. The criteria should prioritize grassroots efforts that leverage the power of community such as the CL Framework and includes budget for community-based partners.

Build in funding to hire community residents across County departments. While we are championing the CL Framework in this document, there are many different ways to integrate and appropriately compensate community members.

Expand public involvement budgets for each department and each project. Budgets should take into account the amount of time that it takes to truly build relationships based on trust and to address community needs as they arise. Authentic engagement is rarely predictable or linear.

Continue to invest in developing the County's Division of Equity and Engagement. While each department has its own engagement plans and processes, the Division can be a continued resource for a more cohesive approach that can connect CL and grassroots engagement taking place across departments.

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