# Community Engagement Framework

THE CITY OF SAN FERNANDO

Final

# About the Plan

This Community Engagement Framework has been prepared by the City of San Fernando to establish a common understanding of and commitment to community engagement in all projects, programs, and policies. It also sets clear and specific standards for community engagement, applicable to all City Departments and hired consultants to apply. Lastly, the Framework will identify priority actions that move us towards achieving the goal of creating a more inclusive, transparent, and participatory base of residents, business, and visitors.

# Acknowledgements

# Contents

# Background

The City of San Fernando recognizes that authentic, intentional, and inclusive community engagement plays an important role in making local government both effective and responsive to the community it serves. In previous years, public processes in San Fernando have been designed around specific policy decisions or program development. Without a clear set of best practices for conducting community engagement, City projects and programs have sometimes suffered from a disjointed approach or a lack of innovation when interacting with the community, particularly when collecting impactful feedback.

In April 2021, the San Fernando City Council adopted the Strategic Goals for FY2022-2026. The first strategic goal, "Focus on Community First," emphasizes how vital community engagement is to the prosperity of San Fernando. Resident input on major City decisions supports the City Council and City Staff in ensuring that community needs are prioritized in both the creation and implementation of its policies.

The purpose of the Community Engagement Framework is to establish a common understanding of and commitment to community engagement across all departments and to the constituents the City serves. It will set clear and specific standards for community engagement that all City Departments and hired consultants can follow and contextually apply.

Additionally, this framework has been developed and will be applied with a Diversity, Equity, and Inclusion lens. Equitable community engagement can help lead to more inclusive and accessible governance. The City of San Fernando and its Community Partners seek to ensure that every resident's voice is heard and valued, especially those that have been historically disenfranchised.

Before outlining the community engagement framework and how it will be applied, it is important to create a shared understanding of three key terms: **Public Participation, Outreach, and Community Engagement.**



Walk Shop participants for the Safe and Active Streets Implementation Plan (2021)

- **Public Participation: A type of engagement that usually occurs in decision-making processes. It can define minimum standards, such as public hearings, comment periods and open records. It also can indicate a range of public involvement approaches from informing to partnering and collaboration.**

- **Outreach: The process by which an entity informs the community about issues, opportunities, or decisions. This is typically one-way dialogue.**

- **Community Engagement: An active, expansive relationship between the city and the community that includes any level of public participation; this typically encourages two-way dialogue.**

Establishing shared language creates greater clarity among the City, Community partners, and residents of San Fernando.

# Goals

The goals of the Community Engagement Framework are:

### 1. Create a culture of community engagement in San Fernando

- Establish a culture of equitable, inclusive, and adaptive community engagement across all City departments. In other words, make engagement a common-language for everyone.

### 2. Foster collaborative relationships with local partners

- Strengthen existing partnerships and develop new partnerships with community-based organizations and local businesses to enhance community engagement efforts.

### 3. Establish consistent and transparent community engagement processes

- Create a shared understanding as to how community engagement processes will occur for a given project, program, or policy. Consistent processes will help when evaluating the successes or gaps within the framework.

This document is the first of its kind in the City of San Fernando. It will be a living document, as community engagement must be iterative and adaptive. The City looks forward to implementing the framework and embarking on this journey of strengthening our San Fernando community, **together.**

# Principles

The Community Engagement Framework is developed on the following principles:

**Local government develops more effective policies, programs and projects when the community it serves is authentically engaged throughout the process.**

**Community engagement must be appropriately scaled, consistent and inclusive of all participants.**

**The purpose of community engagement initiatives are clearly defined and understood by those leading and participating.**

**All voices are encouraged, included, and valued.**

**Community engagement processes are transparent and help foster trusting relationships between the City, Community Partners, and participants.**

# Using the Framework

The framework outlines the process each department will go through when creating a community engagement plan for a project. The specifics of each project are different, and each community engagement plan will reflect those differences. The explanation below provides a broad overview of each step in the framework diagram to support City staff in the construction, implementation, and evaluation of their efforts. The standards outlined are to ensure that the City of San Fernando designs equitable, inclusive, and adaptive community engagement initiatives.

Before using the community engagement framework, determine what the level of internal capacity is like, and what City resources are available. Ensure that internal commitment and staff capacity to the process is present.

# Community Engagement Diagram

```
Start Here!
    │
    ▼
Define Purpose  →  Determine Who is  →  Identify Engagement Approach
and Outcomes        Affected               │      │       │        │
    ▲                                      ▼      ▼       ▼        ▼
    │                                   Inform Consult Collaborate Shared
    │                                                              Leadership
    │                                      ╲     │       ╱        ╱
    │                                       ▼    ▼      ▼       ▼
Applying                              Identify Barriers to
Learnings to Next                     Participation and
Community                             Ways to Overcome
Engagement Effort                     Them
    ▲                                      │
    │                                      ▼
Evaluate Plan ← Implement Plan ← Create Community
                                   Engagement Plan
```
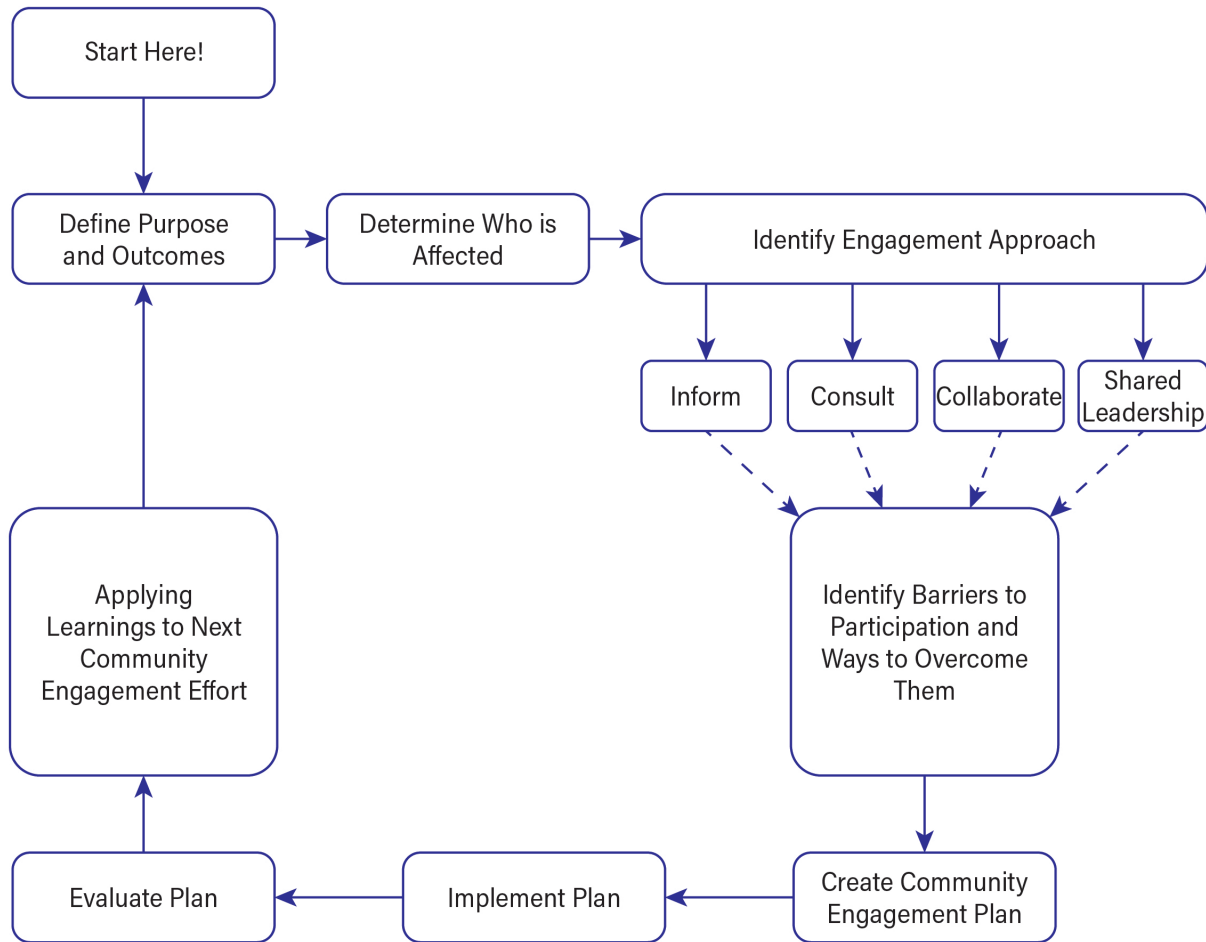
# Defining the Purpose and Desired Outcome

Create purpose and outcome statements with previous community engagement plans in mind. Plans should build off of one another, and incorporate key learnings and feedback from those who led the effort and those who participated.

Infuse the values of Diversity, Equity, and Inclusion (DEI) into the purpose and outcome(s) of every plan. When community members have access to opportunities to voice their opinion, feel valued and listened to while voicing it, and trust that their input will be considered by the final decision-makers, local governments can serve constituents in a more effective way.

# Who is Impacted?

When thinking about who will be affected and how, understand the history, values, and structures of power within the community. Think holistically as to the reasons why certain residents or stakeholders will be affected, yet be concrete and specific in the ways those reasons are communicated both internally to the leadership of the plan and externally to residents and stakeholders. Throughout the entire project:

- Identify any disproportionate adverse effects the project may have on low-income populations and communities of color.

- Identify strategies to prioritize the community's

needs throughout the planning, implementation, and evaluation processes.

- Consider who will not be affected by the project and the reasons behind it. Every project is different and comes with its own challenges and opportunities, meaning that the relevance of this consideration is context-dependent. Yet, thinking about impact from multiple perspectives will help strengthen the City's understanding of how San Fernando is structured socially and economically. This knowledge can support other community engagement efforts which may have a broader impact.

# Identify the Engagement Approach

### Inform

**Purpose**: To give the public clear and unbiased information to help with understanding a problem, alternatives, opportunities, and/or solutions.

**Outcomes**: The public is informed, and has clarity on the intent, meaning behind, and impact of the engagement approach.

**Process**:

- The City and/or Community Partners provide the content for mailers/flyers, give presentations to community members and relevant stakeholders, hosts pop-ups at community events/meetings, social media engagement, newsletters.

- Community Partners may support in canvassing and phone banking efforts. City and/or Community Partners may participate in media interviews.

*Key Considerations*

*Leveraging existing partnerships with local organizations may help increase access to the viewing of information. Identifying intended audience can help determine which partners would be best suited to support the initiative.*

*Communication is one-way, meaning this is the lowest level of engagement and has less community input in comparison to other engagement methods.*

### Consult

**Purpose**: To receive feedback from the public to help inform the City's decisions regarding a policy, project, or program.

**Outcomes**: The City understands the public's position(s) on a policy, project, or program, and is able to demonstrate how community input impacted the City's decision(s).

**Processes**:

- The City and/or Community Partner(s) creates and distributes surveys or questionnaires. The City and/or Community Partners facilitates community meetings, open house meetings, focus groups, design charrettes, walk shops and attends/presents at community events.

- The City may partner with community-based organizations to do canvassing or phone banking.

- The City holds individual meetings with community leaders.



Lawn Gone! Pop-up demonstration model (2023)

*Key Considerations*

*Requires more time and City resources in comparison to "Inform."*

*Establish what the reporting process will be for the final decision at the beginning of community engagement initiative (how ideas will be considered) and communicate that to the public. Emphasize that input is valued even if not every idea is incorporated into the final project.*

## Collaborate

**Purpose**: To work directly with the public in order to identify issues, create solutions, and develop future strategies for success.

**Outcomes**: The public's input is directly reflected in the solution(s) and the City is able to clearly show how the community influenced the decision(s).

**Processes**:

- The City can create an Advisory Committee or Implementation Committee. Committees can provide recommendations, but ultimate decision-making authority resides with the City.

*Key Considerations*

*With less control over the process, the City may need to accept unknown outcomes.*

*Collaborations take significant time and may require more City resources. For example, the City would need to set the parameters for creating a Committee, including who can be on it, how community members can apply or be appointed, and what the purpose and intended outcomes would be.*

*This approach is well-suited to tackle broader issues where a diversity of skillsets and interests can participate (e.g., environmental, transportation, housing).*

## Shared Leadership

**Purpose**: To delegate decision-making authority to the public or give them a formal role in making final recommendations.

**Outcomes**: The public's recommendation(s) is implemented to the maximum extent possible.

**Processes**:

- The City can partner with a community-based organization(s) and relevant stakeholders to develop and implement a community engagement plan. The coalition shares ultimate decision-making authority and is collectively responsible for the outcomes of the effort.

- Ballot measures.

- Assigning a Commission to be the final arbiter of a decision.

*Key Considerations*

*Establish clarity on which entities are sharing leadership and how decisions will be made.*

*Create shared goals, metrics for success, and mechanisms to evaluate effort after it is completed.*

*Similar to the engagement method "Involve" shared*

*leadership is well-suited to tackle broader issues where a diversity of skillsets and interests can participate (e.g., environmental, transportation, housing).*



Coyote Notification Mailer (2022)

# Choose Engagement Methods

Below are engagement methods that the City and or Community Partner may use when developing the community engagement plan as well as the expected audience engaged, and the estimated cost and staff effort.

## Cost and Effort Legend:

Low - up to $1,000. May include volunteers, City staff, and limited/no consultant expertise.

Medium - $1,000 to $5,000. Includes City staff, consultant expertise, and community partners.

High - $5,000 and above. Relies on City staff, consultant expertise and staff, community partners, securing materials and venue.

| Method | Description | Audience | Cost and Effort |
|---|---|---|---|
| **Advisory Committee** | An Advisory Committee would be developed by the City Council to help guide a policy, program, or project. The Council would need to set the parameters for creating the committee and outline its intended purpose, outcomes, and process (how long the committee. will last, how often the committee. should meet). | Adults, Older Adults, Working Parents | Low to Medium |
| **Ballot Measure** | The City may want to introduce a new tax (either general or special) to help either generate revenue or fund a specific service (housing, mental health services, transportation). The tax must be approved by voters through a ballot measure. | All residents of voting age | High |
| **Canvassing (Door to door)** | Usually done via Community Partner(s). Purpose is to inform residents and community stakeholders about a policy, program, or project, as well as obtain feedback. Bilingual canvassers are highly recommended. Strong communication between Community Partner and City regarding conversations at the door is important in order to incorporate public input. | Adults, Older Adults, Working Parents | Medium |
| **Commission** | The City Council appoints community members to support the City on a specific issue area (planning, education, parks and recreation). | Adults, Older Adults, Working Parents | Low |
| **Community Meeting** | City and/or Community Partner(s) may host. Purpose is to facilitate a dialogue and receive public input regarding a specific policy, program, or project. Ex: Las Palmas Park Revitalization Community Meeting with Pacoima Beautiful. | All ages | High |
| **Design Charrette** | City and/or Community Partner(s) may host. Purpose is to solicit public input by having community members and stakeholders physically design how they want a space to look. This can be done through an interactive activity (drawing, using physical pieces and moving them on a map, or dictating to a designer, planner, or architect what they envision). They are most effective for transportation projects, housing developments, and downtown master plans. | All ages | High |

| | | | |
|---|---|---|---|
| **Focus Group** | These can be done with specific stakeholder groups or with a random selection of residents. The goal is to facilitate a conversation, which may or may not include an interactive activity, in order to receive input on a specific issue. The City and/or Community Partner(s) can facilitate. | All ages | Low to Medium |
| **Individual Meetings with Community Leaders** | City and/or Community Partner(s) can identify key individuals in the community to meet with in order to receive input on a specific issue. | Adults, Older Adults, Working Parents | Low |
| **Mailer / Flyer** | Can be developed by City and/or Community Partner(s). Informs community members, businesses, and relevant stakeholders about engagement opportunities within the City. | All ages | Medium |
| **Media Interviews** | The purpose of media interviews is to inform community members about policies, programs, and projects as well as opportunities to provide public input. Particularly with projects, interviews should be conducted strategically in order to highlight key milestones. | Adults, Older Adults, Working Parents | Low |
| **Newsletters** | Newsletters can be sent out monthly or quarterly and are intended to provide relevant updates that occurred within a specific time period. | All ages | Low |
| **Notifications (text, email, voicemail)** | The City uses an automated notification system to alert residents of emergencies (SF Alert) and events (SF Info) via text message, email, and pre-recorded voicemail. | All ages | Low |
| **Open House Meeting** | City and/or Community Partner(s) may host. Purpose is to facilitate a dialogue regarding an issue or issues within the community. Dialogue aims to solicit feedback and develop solutions. | All ages | High |
| **Participatory Budgeting** | A portion of the budget is allocated for the community to decide how it is spent. | Adults, Older Adults, Working Parents | Low to Medium |
| **Phone Banking** | Typically done via Community Partner(s). Purpose is to inform residents and community stakeholders about a policy, program, or project, as well as obtain feedback. Bilingual phone-bankers are highly recommended. Strong communication between Community Partner and City regarding conversations is important in order to incorporate public input. | Adult, Older Adult, Working Parents | Medium |
| **Presentations** | The purpose of presentations are to inform and receive feedback from community members and stakeholders about a policy, program, or project. They can be done at community events in the form of a "pop-up" or for relevant stakeholders such as community-based organizations, businesses, senior clubs, league managers etc. | All ages | Low to Medium |

| | | | |
|---|---|---|---|
| **Questionnaires** | The purpose of questionnaires is to receive feedback. They are best used following engagement events to analyze what participants' experiences were like. The City and/or Community Partner(s) can create and distribute. | All ages | Low (electronic), High (manual) |
| **Resident Education** | Programming focused on educating residents on ways they can participate in local government processes, as well as how local government operates. | All ages | Low |
| **Social Media** | City and/or Community Partner(s) may create and disseminate posts on respective social media accounts. Also includes or using paid ads on City's Facebook, Instagram, Twitter, LinkedIn, YouTube, Vimeo, or flickr accounts. | All ages | Low |
| **Survey** | Can be created by City and disseminated by City or Community Partner(s). Helpful when needing to receive public input. Significant outreach needed to have community members complete it. Creating a translated copy is essential. | Adults, Older Adults, Working Parents | Low (electronic), Medium (manual) |
| **Task Force** | Created by the City Council; members are appointed by the Council to develop recommendations addressing a specific program, project, or issue. Typically convenes for a specific amount of time. | Adult, Older Adults | Low to Medium |
| **Tours** | Introduces community members to key facilities such as City Hall, Police Station, Courthouse. Helps develop greater comfortability when needing to engage in City services. | All ages | Low |
| **Volunteering** | Provides opportunities for residents to get involved in their community. Examples: Park clean-ups, emergency response support, helping at special events. | All ages | Low |
| **Walk Shop** | City and/or Community Partner(s) may host. This method is highly interactive, and is typically used for very specific policies, programs, or projects. For example: If the city wanted to add a new bike path, a "walk shop" event would consist of residents walking through potential paths and analyzing the benefits and drawbacks of each location. Walk shops typically take place at project-specific locations. | Youth, Adult | Medium |
| **Website** | Given that the City's website is the primary source for information, ensuring that it is consistently updated, easy to navigate, and has options for translation is essential to keeping the community informed. | All ages | Low to Medium |
| **Youth Engagement** | Programs to help youth in the community learn about local government, politics, and civic engagement. Youth engagement is also a key consideration to make when creating pop-up events, community meetings, and social media content. | Youth | Low to Medium |

# Identify barrier(s) to participation for residents and community stakeholders

A successful engagement campaign will identify and work to mitigate barriers to participation. Some barriers may include, but are not limited to:

- **Language**: Community members who are limited English speaking may decide not to participate in engagement opportunities if there are no options for translated materials or interpretation services. This excludes and isolates segments of the community and disempowers residents and community stakeholders from providing their input.

- **Access to transportation to attend event:** Low-income community members may rely on public transportation. Events held at locations far from public transit services may provide a barrier to participating at a community engagement event.

- **Timing of event given work schedule:** Community engagement events during traditional business hours (9am-5pm) are oftentimes inaccessible for working families and residents. Events during the business day prioritize wealthier residents who either do not work or have more flexible work hours. However, midday events during business hours can be beneficial in targeting older, retired adults.

- **Lack of food/refreshments during dinner time:** For community members working typical business hours, events held at night without food/refreshments may be infeasible and disincentivize participation.

- **Child or elder care:** Events without child care require parents to find an alternative child care option while they are attending. For low-income and working-class families, this potential added cost burden may significantly hinder their ability to engage. Events without elder care exclude older adults and deter participation. For older adults who may experience feelings of isolation, opportunities that do not provide elder care may exacerbate this sentiment.

- **Awareness of event (Digital Divide):** Community members without access to technology are disadvantaged when it comes to being informed about opportunities to engage. The digital divide enhances inequitable participation between those who can afford pieces of technology, and those who cannot.

- **Distrust in government**: Systemic racism in America has caused lack trust in government institutions. San Fernando's population is 93.2% Latino. Even if the City's policies and stances towards Latinos and community members of color is welcoming and inclusive, the symbol of a government institution may be enough to deter participation.

### Key Considerations

*Who does not have access to participating in this initiative?*

*What is the reason(s)?*

*What impact, if any, will this have on the project?*

*Who has participated in similar community engagement in the past? Who has not?*

*Where have the gaps been in preparation, implementation, and evaluation of the effort?*

# Create Community Engagement Plan

Depending on scope of a project, a Community Engagement Plan may be warranted and may be developed by the City, consultant, or a community partner. Steps for developing an engagement plan include:

- Agree on a clear identity and name for the project.

- Determine in Initial Meeting facilitated by leadership of community engagement effort. Depending on scale of project, it may be City or Community Partner.

- Determine what financial resources are available to support the effort from both the City and Community Partners (if applicable).

- Develop a 4WH (Who, What, Where, When, How) Engagement Methods Matrix to determine who is doing what, when, and how the efforts will be evaluated.

- Develop a timeline / Gantt chart for key milestones.

### Key Considerations

*Review community engagement plans from previous projects to apply key takeaways, and ensure they are*

*incorporated to new plan.*

*The plan may change during the project, so always save an original draft to note the adjustments made, if any.*

*For larger efforts, incorporate evaluation at major milestones to ensure sufficient adjustments are able to be made, if necessary.*

*Establish a primary method of communication for the public (email, website, social media account) to provide information about initiative, receive feedback, and answer questions. This will help create a transparent process.*

*Strategically engage the media to highlight key milestones.*

*Think carefully about the location of the engagement if in-person.*

- *Where would be the best location to reach the targeted population(s)?*

- *How can the City partner with community institutions to leverage the visibility of their location to host an event?*

*When employing engagement methods of "Collaborate" or "Shared Leadership", ensure one City staff member or staff member from Community Partner organization creates meeting agendas, takes meeting minutes, and keeps track of key documents*

## Implement plan

Execute the engagement methods and note when adjustments needed to be made, if any, and where the gap(s) was within the plan.

### *Key Considerations*

*What adjustments to the timeline need to be made, if any?*

*What have been the strengths of the initiative so far?*

*How can we leverage these strengths to fill any gaps that exist?*

*What are some areas for improvement?*

*How has the political context changed over the course of the initiative, if at all?*

## Evaluate the Community Engagement Effort

Evaluation should occur during implementation and at the conclusion of the initiative. There are two categories of evaluation: substantive and process-based. Leaders of the engagement effort should to solicit both types.

### Substantive Evaluation

This evaluation focuses on the information gleaned from the community engagement effort. It focuses on key takeaways regarding the substance of the engagement, which can be applied to the policy, program, or project that the engagement effort was intended to support. The leaders of the community engagement effort will perform this analysis.

### *Key Considerations*

*Were the desired outcomes achieved?*

*What were the key takeaways?*

*What were the surprises, if any?*

*How will the information gleaned impact the policy, program, project, if at all?*

*What adjustments need to be made to the policy, program, project, if any?*

*How well did the effort connect with the intended audience(s), if at all?*

*How effective was the method(s) of engagement, if at all?*

### Process-Based Evaluation

This evaluation has two components. The first component focuses on the experience of the participants at the community engagement event. It is important to evaluate the experience of participation because it helps determine what type of community engagement culture is being built. The goal is for residents and community stakeholders to participate consistently because every experience they have is positive and empowering.

There are multiple mechanisms to evaluate the experience of participants. Some examples include: surveys, community meetings, or phone banking to receive feedback from community members on their experience.

For example, surveys can be sent to participants on the

same day or when the community engagement effort is complete. Same day surveys may be helpful for initiatives with a longer time-frame to see whether any adjustments need to be made. Questions to pose in survey include:

- How did you hear about this opportunity?

- What was the reason you decided to participate?

- What was your experience like today?

- What was missing from your experience today?

- How likely would you be to participate in an event like this in the future?

- Conclude survey with social media, newsletter, city council/city commission meeting reminders

The purpose of the second component is for leaders of the community engagement effort to do an internal evaluation regarding the effectiveness of their implementation of the plan (and specific elements of the plan such as events).

Mechanisms to do internal evaluations may include include:

- Debriefs - Discuss the instances when adjustments were made (if any) and the reasons behind them, as well as perceptions from the facilitators on how the event went.

- Surveys (can be anonymous or not) can be done periodically throughout a longer initiative and/or only at the conclusion

Questions to pose:

- What was the greatest challenge experienced implementing the plan?

- What was the greatest success?

- What would you do differently if you could do it over?



Annual Ccommunity Survey Notification and QR Code (2022)

- What advice would you give to others working on similar community engagement efforts in the future?

***Key Considerations***

*Create digital project folder that holds the documented feedback (both substantive and process-focused) from leadership and participants regarding each community engagement effort. This will aid in applying key learnings to future initiatives and contribute to community engagement being an iterative process in San Fernando.*

*Both substantive evaluation and process-focused evaluation shall be reported back to the final decision-makers.*

## Report Results

One of the primary goals of community engagement efforts is to solicit public feedback in order to help the City inform a policy, program, or project. Thus, it is essential that the community is able to understand how their input was incorporated into the final decision/outcome. Clearly communicating the impact of the community engagement process through various mechanisms will demonstrate that participating in these efforts is worth residents and community stakeholder's time. It is important to always report back at the end of the community engagement effort, but depending on the scope and duration, it may be valuable to provide reports at multiple points in the timeline. Mechanisms include, but are not limited to: City Council meeting presentations, presentations at community events, social media posts, newsletters, mailing lists, interviews with media.

In addition to reporting back on the influence of public input on the substantive elements of the project, it is also important to report back the process-focused evaluation.

Tracking both substantive and process-focused feedback throughout the initiative will help with reporting. Depending on the mechanism used to receive the input, tracking can take many forms. For example, an online survey has a built-in system to track the feedback. However, for an in-person event where community members may be providing verbal or visual (interactive activity) input, there must be sufficient staff presence as well as a system in place for documenting the feedback.

## Apply Lessons Learned

As the community of San Fernando changes, so should the way residents and community stakeholders should be engaged. Documenting, reflecting on, and then implementing key learnings will be crucial in establishing a culture of equitable, inclusive, and adaptive community engagement in San Fernando.

# Evaluation of Community Engagement Framework (Metrics of Success)

The community engagement framework is a tool for the City and Community Partners to use when crafting community engagement plans. In order to ensure that it is working effectively, the City will use the strategies below to evaluate the goals of the framework.

### Goal:
Create a culture of community engagement in San Fernando

### Success looks like:
All City Departments use the framework, believe it is helpful, and integrate the values of community engagement into every aspect of their work.

### Measurement of Success:
After the first year of the framework's adoption, all City departments who use the framework will be asked about the benefits and limitations of the framework.

### Goal:
Foster collaborative relationships with Community Partners

### Success looks like:
Community Partners use the framework, believe it is helpful, and had a positive experience partnering with the City.

**Measurement of Success:**

After the first year of the framework's adoption, all Community Partners will be asked about the benefits and limitations of the framework, as well as their experience working with City.

**Goal:**

Establish consistent and transparent community engagement processes

**Success looks like:**

Residents and community stakeholders understand what the City's community engagement processes are, how their participation benefits the City, and have consistently positive experiences.

**Measurement of Success:**

Include evaluation questions in the Annual Community Survey to gauge the community's response to improved engagement approaches by the City.

# Conclusion + Priority Actions

Community engagement is an iterative process that will require patience and humility. The creation of this framework marks the beginning of a structured approach in San Fernando, where public input consistently informs City decisions, residents are empowered to actively participate in their community, and staff and Community Partners have an established frame of reference for scoping projects.

Below is a list of priority actions the City will take to implement the framework:

- Share the community engagement framework with residents to gain initial feedback. Mirror the method used for the 2023 Legislative Advocacy Platform (consult, via social media and email). Provide residents two weeks to submit responses.

- Once resident feedback is provided, share the community engagement framework with all City departments and Community partners to implement.

- Evaluate any existing community engagement efforts and make adjustments based on contents of framework.



Tabling opportunity at the Tree Lighting Event (2023)

# References:

Aguirre-Molina, Marilyn, Caitlin Falvey, Mindy Thompson Fullilove, Robert E. Fullilove, Nicholas Freudenberg, Peter B Gudaitis, Amy Richards, et al. "Community Engagement Framework." nyc.gov. New York City Department of Health and Mental Hygiene, May 2017. https://www.nyc.gov/assets/doh/downloads/pdf/che/community-engagement-framework. pdf.

Arnold, Liz, Jake Gallaher, Marissa Garcia, Byron Head, Hanna Hutcheson, Sayma Khajehei, Lily Oswald, et al. "Community Engagement Techniques." Edited by Ivis Garcia. Department of City & Metropolitan Planning at The

University of Utah,  2019. https://resources.depaul.edu/abcd-institute/publications/publications-by-topic/Documents/ Community%20Engagement%20Techniques%20-%20Univ%20of%20UT.pdf

City of Boulder. "Engagement Strategic Framework." City of Boulder, November 21, 2017. https://bouldercolorado.gov/ media/2323/download?inline=.

"Community Engagement Manual." City of Portland. Accessed April 6, 2023. https://www.portland.gov/sites/default/ files/2019-11/comm_engage_manual.pdf

"Community Engagement Resources." MRSC. Accessed April 5, 2023. https://mrsc.org/explore-topics/governance/ engagement/community- engagement-resources.

"Design Charrettes." involve.org.uk, July 9, 2018. https://involve.org.uk/resources/methods/design-charrettes.

Donovan, Molly E. "Why, What and How of Community Outreach and Engagement."  Community Economic Development, University of New Hampshire, March 13, 2023. https://extension.unh.edu/resource/community-outreach- and-engagement-information-brief.

Seattle Office for Civil Rights. "Inclusive Outreach and Public Engagement Guide - Seattle." seattle.gov, April 2009. https://www.seattle.gov/Documents/Departments/RSJI/GRE/IOPEguide01-11-12.pdf.

# Appendix

**A - Sample Community Engagement Plan**

**B - Language Access and Costs**

# Sample Community Engagement Plan

**Project Title:** *Park Redesign*

**Project Partners: City of San Fernando, Community-based Organization (CBO), Design firm, Sub Consultants (Civil Engineer, Electrical Engineer, Architect, Aquatic Designer, Irrigation Design, Geotechnical), etc.**

## Purpose and Outcomes of Community Engagement Effort

### Purpose

To establish a clear plan, including roles, responsibilities, and timelines, for conducting community engagement on this project.

### Outcomes

The community engagement effort is equitable, inclusive, and adaptive with a diverse range of community members and stakeholders participating.

Community members who participate understand how their feedback will be considered in the park's redesign.

Progress on the project is effectively communicated to stakeholders throughout the duration of the project.

## Target Audience

Residents who live within X miles of the park, organizations that have programming at the park (senior clubs, sports leagues, child care centers), businesses who are near the park, community members and visitors who use the park, etc.

## Engagement Approaches

### Consult and Inform

Consult: Hire community-based organization to help execute engagement methods and disseminate information.

Inform: Community members need to understand the purpose of the project, opportunities to participate in community engagement events, and how their input will be used to redesign the park.

## Engagement Method(s) (based on the project's need):

    a.   Canvassing: This will be done by CBO and be done to inform residents about the park redesign, receive any initial feedback, tell community members about opportunities to provide input, and distribute the flyer.

b.    Flyers: Flyers will be distributed while canvassing, at pop-ups, and posted around the community at relevant locations. They will explain the purpose of the project, opportunities to provide input (community meetings) and how it will be used to support the park redesign, and a link to the online project website and survey.

c.    Website (optional and depending on project scope): The website or webpage may include critical project information, relevant photos, the project timeline, a survey, and next steps.

d.    Survey: The survey may be developed by the City or consultant, and be a substitute and/or addition to participating in community meetings. Even though the timing of the community meetings will be scattered to accommodate as many residents as possible, some residents may still have unavoidable conflicts. The survey is created as an alternative mechanism for residents to provide input.

e.    Social Media: Throughout the duration of the project, content will be posted to all City social media accounts sharing opportunities to provide input. Project partners will be encouraged to do the same. The content will be developed jointly by the City, CBO, and design firm. The CBO will also be responsible for releasing paid advertisements on Instagram and Facebook.

f.    Community Meeting(s): The CBO will facilitate multiple community meetings throughout the project to receive input from the public. The City can help with facilitation and reserving/selecting meeting locations.

g.    Questionnaires: The content will be developed jointly by the City, CBO, and design firm to evaluate residents' experiences at the event.

h.    Focus Groups: The CBO will facilitate focus group sessions with key community stakeholders to understand their specific needs, concerns, and suggestions in regards to the project. The City may assist in identifying which groups to connect with.

i.    Presentations: The CBO will attend community events and do "pop-ups" to inform residents about the project, opportunities to provide input, and how their input will be used to support the final design.

# Identify Ways to Overcome Barriers

## Language
- Ensure canvassers and members of CBO leading pop-ups are bilingual.
- Ensure all flyers are translated into Spanish.
- Ensure all community meetings have interpretation services and key documents are translated.
- Ensure survey has an option to be taken in Spanish.
- Ensure project website can be translated into Spanish.

- Timing of Events: Scatter events between midday weekday, nighttime weekday, and midday weekend.

## Preferred times for key audiences
- Midday weekday: Older adults
- Nighttime weekday: Adults, working parents
- Weekend: All ages

## Child or Elder Care

- Ensure child care is provided at nighttime weekday and midday weekend community meetings.
- Ensure Elder care is provided at all community meetings, and locations are ADA accessible.

## Food/Refreshments

- Ensure food/refreshments are available for both adults and children at all events.

## Awareness of Event (Digital Divide)

- Post flyers at central locations throughout the City.
- Partner with schools in the City or to schools where residents may attend in neighboring cities.
- Examples of outreach include:
- Tabling at parent teacher conferences.
- Sending the survey to families via mailing list.
- Partner with the local library to have flyers posted near the computer section.

## Draft Timeline
*(Insert Gantt Chart)*

## Detailed Draft Timeline

### Weeks 1-3

CBO will conduct door-to door outreach. Residents who live closest to the park will be prioritized. The purpose of the outreach will be to inform community members about the project, collect initial thoughts from the community on what changes they would like to see and any initial concerns they have about the redesign process. The canvassers will also let individuals and entities know about the upcoming community meetings and to fill out the survey. The canvassers will provide a flyer which includes the dates of community meetings, a link plus QR code to a survey, and a link plus QR code to the project website. The flyer will be created in both English and Spanish, and the canvassers will be bilingual.

CBO will do pop-ups at community events for the same purpose as stated above during this time period.

CBO and design firm will create posts and share with City (and either CBO or design firm) for approval. Once initial content is approved, the CBO will post them as paid ads on Facebook and Instagram focused on engaging with residents who live near the park. Digital outreach will occur throughout the duration of the project timeline to help inform residents of community meetings, survey opportunities, and any project updates.

City engages local media outlets to inform residents about project, opportunities to provide input, and how their input will be used to support the final park redesign.

### Week 4

CBO facilitates meeting with City staff and design firm to share feedback from initial outreach in preparation for community meetings.

Facilitation includes the creation of meeting agenda and delegation of one member of team to take meeting minutes. Agenda for meeting will be sent to meeting attendees at least 24 hours in advance. A copy of the minutes will be sent via email to all team members within two days after the meeting.

### Weeks 5-7

CBO facilitates first round of community meetings. They will be spread out across three weeks, and each begin at different times to try and accommodate a multitude of residents. Times will include midday weekday, nighttime weekday, midday weekend. They will be performed at central locations throughout the City. Food will be provided at each event, and child care at the nighttime weekday and midday weekend meetings. Elder care will be provided at each event, and all locations will be ADA accessible. There will be an interpreter present at each meeting and all key documents will be translated into Spanish. The CBO will also distribute a brief questionnaire (created by the City) at the conclusion of each event which includes questions about how residents heard about the event and what their experience was like. The purpose of the questionnaire is to help analyze the effectiveness of outreach practices and what type of community engagement culture is being created in San Fernando.

### Week 8

CBO facilitates meeting with City staff and design firm to share feedback from first round of community meetings.

### Weeks 9-11

CBO hosts focus groups with key stakeholders. The purpose is to understand the organization's specific needs, goals, and concerns as it relates to the project.

CBO communicates with design firm and City to highlight any new feedback that should be incorporated into the Preliminary Conceptual Plan.

### Weeks 12-14

Preliminary Conceptual Plan is developed by design firm and completed by Week 14.

City engages local media outlets to inform residents of project progress, and how their input has been applied to the Preliminary Conceptual Plan.

### Weeks 15-16

CBO facilitates second round of community meetings. The purpose of the second round is to present the Preliminary Conceptual Plan, show how participants feedback was incorporated, receive any final feedback, and answer any questions from the community. The timing of each meeting will depend on the attendance during the first round of community meetings. The CBO will also distribute a brief questionnaire (created by the City) at the conclusion of each event which includes questions about how residents heard about the event and what their experience was like.

### Week 17

CBO facilitates meeting with City and design firm to share feedback from focus groups and second round of community meetings. The overarching substantive evaluation will be completed here, and decisions regarding what recommendations from the public will be included in the final park redesign will occur.

The Metrics for success established at the initial meeting will be evaluated in this meeting to see whether they were achieved.

The City will then share with the CBO and design firm a survey to help with its internal evaluation process. The purpose of this survey is to help the City understand ways they can become a better partner in community engagement efforts.

*This concludes the primary elements of the community engagement effort. Paid ads on Facebook and Instagram will continue throughout the duration of the project to help inform the public when major milestones or construction updates occur. The design firm will continue to update the project's website, and the City, through social media and strategic media*

*engagement, will help notify community residents and stakeholders of project updates.*

# Metrics for Success

### Door-to-Door Outreach

Knock on at least 300 doors over the course of the four-week period

### Survey

At least 350 surveys are submitted by community members by week 17

### Digital Outreach

10% of attendees at community meetings learned about opportunity via paid ads on social media (will be determined via questionnaire)

### Community Meetings

1.      For midday weekday meetings: Average number of participants= 10

2.      For nighttime weekday meetings: Average number of participants= 25

3.      For midday weekend meetings: Average number of participants= 15

# Evaluation

### Substantive-Feedback

Will be communicated during weeks 5, 9, and 17 with project team and collectively analyzed to determine best ways to apply public input.

### Process-Focused Feedback

Post-Event questionnaires will be released at the conclusion of each community meeting to assess resident experiences and community engagement culture in San Fernando.

At the conclusion of the community engagement effort, the City will create a survey for each member of the CBO and design team to complete about their experience partnering with the City. Once all surveys are submitted, the project leaders from the City will conduct an internal evaluation of the community engagement effort, and document what they learned. The goal is to help the City understand how they can be a better partner in future community engagement processes.

# Language Access and Costs

The City of San Fernando recognizes the importance of providing interpretation and translation services for residents with limited English proficiency to ensure that everyone can participate in public processes. . In San Fernando, approximately 73.1% of residents speak a language other than English at home, 71.2% of residents speak Spanish at home, and 28.1% of residents have limited English-speaking abilities . Removing barriers to public participation is a major component in creating a culture of equitable, inclusive, and adaptive community engagement in San Fernando.

Below is a pricing model outlining the costs for language access services.

## Verbal Interpretation (Spanish)

| Estimate | Cost Per Hour | Rate | City Council Meetings | Commission Meetings | Total Cost per Year |
|---|---|---|---|---|---|
| 1 | N/A | $400 for a minimum of 3hrs | All 24 Meetings per year= $9,600 | Parks, Wellness & Recreation: 12 meetings= $4,800<br><br>Education: 12 meetings=$4,800<br><br>Planning & Preservation: 12 meetings=$4,800<br><br>Disaster Council: 4 meetings=$1,600<br><br>Transportation and Public Safety Commission: 12=$4,800<br><br>All Commission Meetings: $20,800 | $30,400 |
| 2 | N/A | ½ Day flat rate (0-3 hrs.) of $600<br><br>Full day flat rate (3.1 – 6 hrs.) $1,100<br><br>Over 6 hrs. $120 per hr. | 24 meetings per year:<br><br>Up to 3 hrs.: $14,400<br><br>-or-<br><br>Full meeting: $26,400 | Parks, Wellness & Recreation: 12 meetings= $7,200<br><br>Education: 12 meetings= $7,200<br><br>Planning & Preservation: 12 meetings= $7,200<br><br>Disaster Council: 4 meetings=$2,400<br><br>Transportation and Public Safety Commission: 12= $7,200<br><br>All Commission Meetings: $31,200 | Partial City Council and full Commission Meetings: $45,600<br><br>Full City Council and full Commission Meetings: $57,600 |

| 3 | $250 per hour, per interpreter | $150 per Council meeting to interpret only the decorum and order, public comment, and any public comments in Spanish. | Current: 24 per year= $3,600<br><br>If full council meeting= Ranges from $18,000-$24,000 depending on how long meeting goes | Parks, Wellness & Recreation: 12 meetings=$6,000 (assumes avg. meeting is 2hrs)<br><br>Education: 12 meetings=$6,000 (assumes avg. meeting is 2hrs)<br><br>Planning & Preservation: 12 meetings=$6,000 (assumes avg. meeting is 2hrs)<br><br>Disaster Council: 4 meetings=$2,000 (assumes avg. meeting is 2hrs)<br><br>Transportation and Public Safety Commission: 12 meetings= $6,000<br><br>All Commission Meetings: $26,000 | Full Council and Commission meetings=Ranges from $41,000-$47,000 |
| American Sign Language | n/a | $400/per one ASL interpreter. After 2 hours, the ASL interpreters require two ASL interpreters per assignment. | 24 meetings per year = $19,200 | Parks, Wellness & Recreation: 12 meetings= $4,800<br><br>Education: 12 meetings=$4,800<br><br>Planning & Preservation: 12 meetings=$4,800<br><br>Disaster Council: 4 meetings=$1,600<br><br>Transportation and Public Safety Commission: 12=$4,800<br><br>All Commission Meetings: $20,800 | Full City Council and full Commission Meetings: $40,000 |

## Material Translation (Spanish)

| Estimate | Cost Per Word | Rate | City Council Agenda (5 pages, 1,000 words) |
|---|---|---|---|
| 1 | $0.20 | Minimum Fee of $85 | $200 |
| 2 | $0.25 | Minimum Fee of $60/page | $250 |

THIS PAGE IS INTENTIONALLY LEFT BLANK.