

Community Engagement Model

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Narrative

Background – A Commitment to Environmental Justice

The California Air Resources Board (CARB) commits to just social change by working at all levels within the organization and externally to address environmental injustices and advance racial equity in the achievement of its mission. CARB works toward a future where all Californians breathe healthy and clean air, benefit from actions to address climate change, and where race is no longer a predictor of life outcomes.

CARB's Racial Equity Framework provides a shared foundation for an anti-racist organization and describes racial equity as both:

- An outcome—achieving racial equity means race will no longer predict life outcomes and outcomes for all groups are improved.
- A process—ensuring those impacted by structural racial inequities are meaningfully involved in the creation and implementation of CARB's policies, programs and practices that impact their lives.

On October 22, 2020, CARB adopted [Resolution 20-33](#) to establish and advance racial equity and social justice measures in all CARB actions. In this resolution, the Board called for all staff to identify and implement best practices for community engagement, and to apply these practices throughout all of CARB's activities. Essential to the work on community engagement, which the resolution addresses, is to address institutional and structural racism. This aligns with CARB's Vision for Racial Equity and the supporting Framework and Model of Organizational Change. In tandem with the Community Engagement Model, CARB is developing the Racial Equity Lens, a data driven analytical tool for staff to embed a racial equity analysis in the planning and implementation of policies, programs, and actions undertaken by CARB.

The Community Engagement Model and Racial Equity Lens will help CARB implement a charge of the resolution, "that all people of color – both inside the organization, and those outside the organization for whom CARB serves and works with as constituents and stakeholders – are treated without prejudice, bias, and derision." CARB is committed to advancing racial equity and deepening our community engagement efforts to make sure all Californians, especially people of color, are achieving equitable outcomes.

Purpose of the Narrative Document

This document provides a high-level overview and guidance for staff on how to use the Community Engagement Model. It also provides historical context as to why the Community Engagement Model is being developed and background on why community engagement is essential to the California Air Resources Board's projects, policies, programs, and regulations herein after referred to as CARB actions.

What is the Community Engagement Model?

The Community Engagement Model is a living internal guidance framework designed to help CARB staff gain the knowledge, tools, and confidence needed to develop and implement a robust community engagement plan. Staff must be thoughtful about the available methods to engage with communities. Three supporting templates shape the Community Engagement Model:

- Plan: This template clearly defines and outlines the goals and objectives for community engagement efforts at the start of the CARB actions.
- Implement: This template will help implement the outreach, engagement activities, and strategies outlined in the plan template.
- Close: This template provides guidance when closing the loop with community stakeholders by informing them on how their feedback was considered and influenced the CARB actions, as well as any next steps.



Figure 1. Community Engagement Model

A Step-by-Step Guide Through the Community Engagement Model

Plan

- Step 1: What is your goal? What are the main engagement objectives?
- Step 2: Who are the stakeholders?
- Step 3: Where does your effort fall on the engagement spectrum?
- Step 4: Racial and social equity assessment
- Step 5: Other important topics to consider
- Step 6: What is your timeline?
- Step 7: Select activities and strategies
- Step 8: Language access
- Step 9: Explore logistical needs
- Step 10: Informal process design check

Implement

- Step 1: Refine engagement events
- Step 2: Identify and implement communication methods

- Step 3: Preparation for events
- Step 4: Adjustments to engagement activities

Close

- Step 1: Public follow-up
- Step 2: Assessment of community stakeholder engagement
- Step 3: Recommendations for improvements to CARB's Community Engagement Model

The Community Engagement Model Aims To:

- Determine the appropriate level of community engagement for CARB actions
- Identify community stakeholders and support involvement of individuals, organizations, and leaders through formal and informal processes
- Support outreach, education and engagement methods, and activities that fulfill a commitment to equity and environmental justice
- Share successful tools and engagement methods
- Promote the need for project teams to have internal support and necessary resources
- Foster a culture where staff include community engagement into the initial design of all CARB actions and ensure that the engagement is measurable
- Streamline the processes of community engagement both internally and externally
- Foster equitable outcomes for stakeholders through CARB actions rooted in community stakeholder input

What is Community Engagement?

At its simplest, community engagement is a process that uses public input to make a change. It is sometimes referred to as public engagement or stakeholder engagement. Community engagement is a dialogue, not a presentation. Meaningful engagement practices include both speaking and listening and a multi-directional flow of information (e.g., not just top down), insights, and opinions.

Engagement is:

- Facilitating a deeper understanding of issues and projects.
- Providing a forum for sharing ideas and concerns.
- Seeking out and understanding ideas, concerns, thoughts, advice, or recommendations.
- Recording input received and turn it into actionable items.

Engagement is not:

- Simply attending community meetings or special events.
- Pushing a project or regulation.
- Seeking buy-in.
- Public Relations / Marketing.
- Education (in isolation).
- One-way communication.
- Talking and listening to people without actionable items.

Things to Remember about Community Engagement

Community engagement must be prioritized throughout all CARB actions to facilitate partnerships with diverse communities. Staff are highly encouraged to meet with community stakeholders during the brainstorming phase and to ask for feedback on a CARB action **early** in the process to begin building relationships with community stakeholders and to allow sufficient time to incorporate community perspectives into the final product.

Using engagement incorrectly or at inappropriate times can do more harm than good. Asking for feedback too late in the process, failing to circle back (close the loop)

with community stakeholders, or not taking actions with their feedback, would be a waste of their time and can create distrust.

Once feedback is received, there must be follow through for participants to see the results of their feedback. Summarize the feedback gathered from the engagement efforts. Clearly identify how comments were incorporated and clearly annotate and explain which comments were not included.

What are Key Principles of Community Engagement?

To ensure engagement efforts are meaningful, the following key principles are critical.

- Inclusion and demographic diversity
- Collaboration and shared purpose
- Transparency and trust
- Openness and learning
- Safe and respectful space
- Impact and action
- Sustained engagement and participatory culture
- Careful planning and preparation
- Adaptability and flexibility



Figure 2. Unpacking the Principles of Community Engagement

Why Does Community Engagement Matter?

Effective community engagement is important to appropriately include the public in CARB actions. As CARB serves the public, communities are an extension of regulatory and programmatic efforts and should take part as collaborative problem solvers.

Historically, some community members have felt frustrated by their interactions with government agencies.

This quote summarizes frustrations communities can experience with community engagement:

“What’s the point of more outreach if the decisions are the same?”

- Dr. Henry Clark, West County Toxics Coalition, U.S. EPA EJ Teach-in, March 6, 2014

Practices to Avoid During Community Engagement

This dissatisfaction can result when agencies use the “Decide, Announce, Defend” (DAD) approach, which can translate to community engagement where community organizations and members are engaged in dialogue, but agencies do not alter any decisions, even after hearing significant feedback. The Community Engagement Model is designed to avoid DAD, and to offer avenues to productively include public participation in CARB actions.

While CARB already values the involvement and engagement of community stakeholders, the Community Engagement Model actualizes a process to solicit and harness their feedback. The Community Engagement Model bolsters an engagement process that actively provides opportunities for communities to take part in the conversation, to learn, and to work collaboratively with agency staff beyond providing input.

AVOID “DAD”

It is critical to avoid falling into a flawed “Decide, Announce, Defend” process, whereby CARB:

- Determines and releases documentation on a CARB action devoid of any community input
- Engages with communities in public discussions after-the-fact
- Ultimately moves forward with implementing their initial proposed CARB action without incorporating significant feedback from community stakeholders

Reasons to Conduct Community Engagement



Figure 3. Reasons for community engagement

What Will You Need to be Successful with Community Engagement?

- Leadership (e.g., Board, upper management)
 - Promote agencywide understanding of the importance of community engagement
- Managers
 - Support (distribution of workload for community engagement, not only from lead staff) and provide resources (e.g., funding community partners and training related to community engagement)
 - Dedicate staff to focus on community engagement and indicate it in duty statement
- Agencywide (e.g., all staff, managers, and leadership)
 - Coordinated and streamlined approach on how to conduct community engagement
 - Openness and effective communication
 - Emotional intelligence; defined as: “the capacity to be aware of, control, and express one’s emotions, and to handle interpersonal relationships judiciously and empathetically.” (Oxford Languages)
 - Collaboration

What is Tribal Engagement?

Native peoples of California hold temporal and spatial insights, wisdom, and understandings of California lands and waters and have demonstrated effective strategies for climate adaptation and resiliency. California Native American Tribes and California state government agencies together can benefit from meaningful partnerships to better design and implement policies and programs that help achieve the California Air Resources Board (CARB) program objectives and meet tribal community needs.

The community engagement model is not intended to provide guidance on California Native American tribal outreach, engagement, or consultation. There are several important considerations when working with tribes in respect for their status as sovereign nations that require careful attention based on the type of interaction planned.

Please note that tribal engagement is different than consultation. Tribal engagement seeks to build intentional and meaningful connections with tribes to foster stronger relationships and communication. Tribal consultation is a formal process that provides an opportunity to consult with tribes in a government-to-government capacity about proposed actions that may affect tribal lands, resources, members, and welfare.

[CARB's Tribal Affairs Liaison](#) can work with you, in collaboration with the division tribal liaison, to incorporate tribal engagement into your community engagement plan.

There are several resources available to build internal capacity in working with tribes:

- [CARB Tribal Consultation Policy](#)
- [CalEPA Tribal Consultation Policy](#)
- [CalEPA Tribal Consultation Protocol](#)
- [National Indian Justice Center \(nijc.org\)](#)
 - [Part 1: Tribal Consultation with California Tribes](#)
 - [Part 2: California Tribes and the State of California](#)
 - [Part 3: Colonialism and Historic Trauma](#)

CARB is currently executing a contract to develop a tribal engagement strategy in collaboration with California Native American tribes. The tribal engagement strategy is being developed for California Climate Investments [programs](#) but will contain information and best practices that will be of value to broader agency work.

Understanding Our Present Through California's History

California is known as a leader in progressive policies, especially as it pertains to the environment. It is also the most populous state¹, one of the most culturally diverse

¹ Epstein, B. and Lofquist, D. (2021). *U.S. Census Bureau Today Delivers State Population Totals for Congressional Appointment*. Retrieved from <https://www.census.gov/library/stories/2021/04/2020-census-data-release.html>

states², and one of the most linguistically diverse regions in the world. The following several sections provide examples of California’s history as it relates to environmental and social injustices that continue to affect inequitable burdens on communities today.

Defining Individual, Institutional, and Structural Racism

This document summarizes some racist and intentional policies from many different institutions – banking, insurance, state regulatory agencies, realty associations, local governments, federal housing agencies. All these institutions created a system that continues to negatively impact communities of color. When we consider **individual** racism, we are referring to biases that are stereotypical and that are focused on groups of people. **Institutional** racism includes policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently. **Structural racism** encompasses a history and current reality of institutional racism across all institutions, it is the normalized and legitimized range of policies, practices, and attitudes that routinely produce cumulative and chronic adverse outcomes for people of color.

Like other states, California has a dark and troubled history that is responsible for shaping our landscape—this topic is not easily spoken about and is one that can understandably create unease and discomfort. This history made race a predictor to poorer outcomes across health, education, wealth, and environmental burdens.

Ultimately, to understand today’s environmental injustices, one must reflect on the individual, institutional and structural racism that create them. The reasons described in the following sections are an introduction to this history but are in no way comprehensive. **As CARB approaches community engagement, understanding California’s history is critical to implementing sustainable and equitable change.**

Native American Tribal History in California

Native Americans have lived within what has become modern day California since time immemorial. Thousands of years prior to European settlement in the mid-1530s, 100,000 to 300,000 Native people, organized in over 500 tribal groups, speaking 300 dialects of 100 languages, all lived within California’s current borders. Indigenous peoples continue to hold all lands and waters within modern day California as sacred.

Indigenous peoples in California have withstood and persevered through a long history of settler colonialism and systemic state-sanctioned violence. They were subject to generations of genocide, dispossession, and injustice. Governor Gavin Newsom’s Executive Order N-15-19 acknowledges this: “In the early decades of

² Hubbard, K. (2021) *US News and World Report: The 10 States with the Most Racial Diversity*. Retrieved from <https://www.usnews.com/news/best-states/slideshows/the-10-most-racially-diverse-states-in-the-us?slide=10>

California's statehood, the relationship between the State of California and California Native Americans was fraught with violence, exploitation, dispossession, and the attempted destruction of tribal communities.”

In the 1851 State of the State address by California’s first governor, Peter Hardenman Burnett, he stated, “...that a wave of extermination will continue to be waged between the races until the Indian race becomes extinct, must be expected.” Governor Burnett and his successor funded more than \$1.5 million to pay for vigilantes, militiamen, and military who worked in concert to erase Native people from the state. In addition, Burnett and other state leaders advocated against ratification of 18 treaties negotiated by more than 500 Native leaders throughout California; in response, the U.S. Senate not only turned down the treaties but ordered them sealed for 50 years.

It has taken almost 170 years to produce a formal apology to Native Americans in California, and it is critical to recognize the methodic wrongdoing toward the original inhabitants of California. In 2010, Governor Brown’s [Executive Order B-10-11](#) directed the state to consult with California Native American tribes and it acknowledged tribal sovereignty. Importantly, it requires state agencies to encourage communication and consultation with tribes. It also permits tribes to provide meaningful input into development of laws and policies on matters that may affect tribal communities. “If Governor Burnett could not envision a future California including Native Americans, it is just as impossible for us today to envision one without them,” Governor Brown stated at Native American Day in 2018.

In 2019, Governor Gavin Newsom recognized the state’s historical sanctioned depredation and prejudicial policies and issued a formal apology for the many instances of violence, maltreatment, and neglect. Importantly, the [Truth and Healing Council](#) was created to record and document the narratives. On June 18, 2019, Governor Newsom gathered with tribal members and apologized for past atrocities: “It’s called genocide. There’s no other way to describe it,” he said.

Redlining

Redlining was a discriminatory practice initiated in the 1930s in which services (financial and otherwise) were denied to potential clients. A popular form of redlining involved potential minority homeowners, whereby mortgage lenders would literally draw a red line around a neighborhood on a map, often targeting areas with a high concentration of people of color and deny loans in those areas because they considered them too “risky.”³ Figure 4 below shows an example of redlining in Los Angeles in 1939.

Around the time redlining was initiated, state and local governments chose to design interstate highways to create a physical barrier that separated African American

³ Rothstein, R. (2017) *The Color of Law: A Forgotten History of How Our Government Segregated America*. Liveright Publishing Corporation.

families from white families, furthering segregation. It should be noted that other communities of color experienced redlining as well. State and local governments purposely built highways through minority neighborhoods, which governments designated as “slums” and “blighted neighborhoods” and used eminent domain to clear them out, intentionally displacing many minority communities.³ Redlining and development of the interstate highway system used explicitly discriminatory practices and are examples of structural racism.

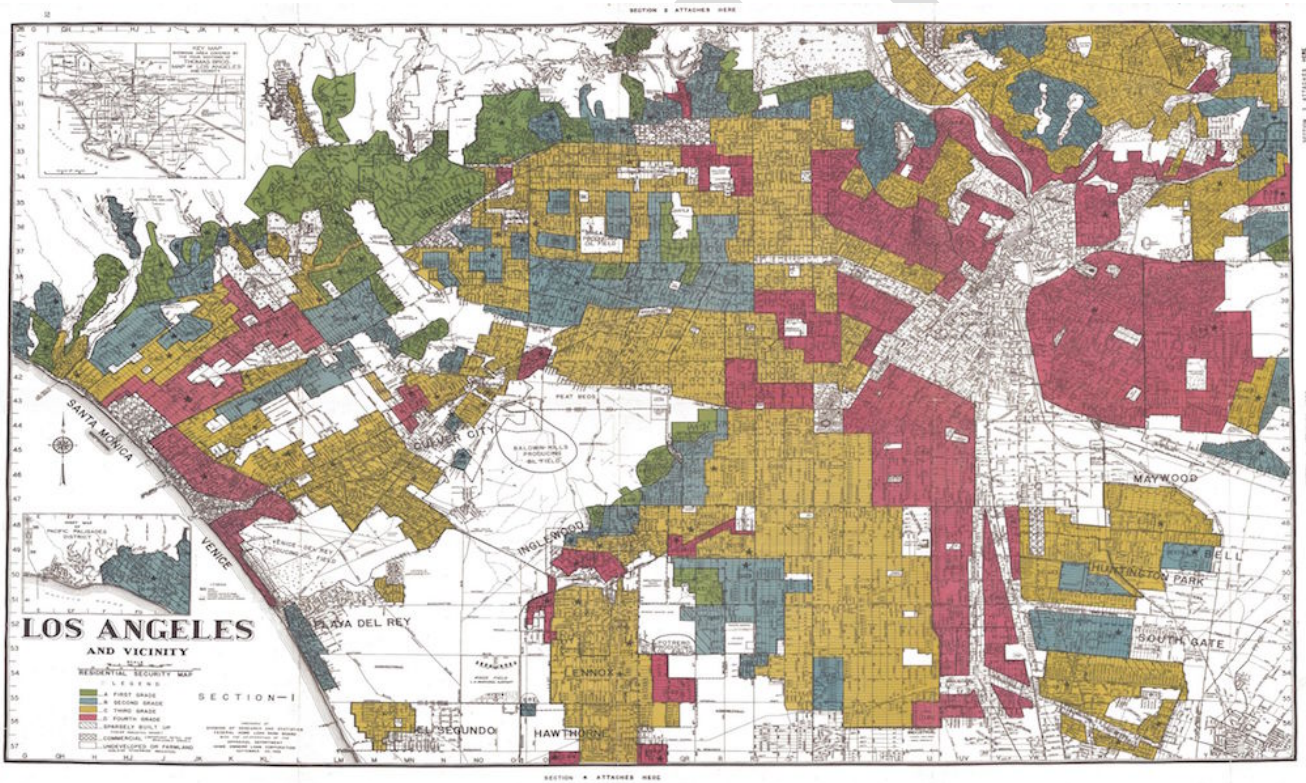


Figure 4. 1939 Homeowners Loan Corporation map of Los Angeles (Mapping Inequality)⁴

It is often believed these actions are a result of de facto segregation, segregation created from private practices, not from law or government policies. However, note the disturbing language from the Federal Housing Authority (FHA) Underwriting manual published in 1938.⁵

⁴ American Panorama. Mapping Inequality: Redlining in New Deal America 1935-1940. Segregation in the City of Angels: A 1939 Map of Housing Inequality in L.A. Ryan Reft in KCET’s Lost LA: Coded Geographies.

⁵ Federal Housing Administration (1938) *Underwriting Manual: Underwriting and Valuation Procedure Under Title II of the National Housing Act*. Retrieved from <https://www.huduser.gov/portal/publications/Federal-Housing-Administration-Underwriting-Manual.html>

“...protection from adverse influences is through the medium of appropriate and well drawn zoning ordinances...Deed restrictions are apt to prove more effective than a zoning ordinance in providing protection from adverse influences...Usually the protection from adverse influences afforded by those means includes prevention of the infiltration of business and industrial uses, lower class occupancy, and inharmonious racial groups.”

First, we see a reference to “well drawn zoning ordinances” and “deed restrictions.” Only local governments can establish zoning regulations, while local governments and homeowners’ associations can establish deed restrictions. Segregation was not only caused by deed restrictions. Zoning of commercial and industrial land uses played a critical role and were often zoned next to redlined neighborhoods. The federal government called on locals to enforce segregation. This is explicit, also referred to as de jure segregation, which describes practices that intentionally and systemically imposed segregation through law and government policies.

Second, we see reference to “infiltration of inharmonious racial groups” and environmental problems (business and industrial uses). Polluting land uses were kept out of white neighborhoods to protect the investments that were made there and instead were placed in or near redlined communities. We see that the two “influences” of polluting “industrial uses” and “inharmonious racial groups” were grouped together framed as “adverse.”

White Flight

Between the 1930s to 1960s, when African Americans moved into neighborhoods that had predominately white families, racially prejudiced white families moved away in part due to the belief their property values would decrease. African American households were often unable to invest money into their property because of exorbitant monthly mortgage payments set by banks. This led to poor neighborhood quality and white families believing their black neighbors neglected their property.³

In an effort to manipulate home prices, real estate firms would hire African American women to push strollers with their babies through white neighborhoods or African American men to drive through the neighborhood playing loud music. This practice, called blockbusting, further contributed to the belief that property values for white families would decrease if African Americans and other people of color moved into the neighborhood. These actions led to “white flight,” further segregating neighborhoods.³

Leapfrog Development

A massive migration of African Americans fleeing the Jim Crow South in the 1930s and 1940s settled in segregated labor camps, consisting of shacks and tents, dispersed across California’s Central Valley. Many of these camps were located on the fringes of urban centers, outside municipal boundaries. Most were cut off from municipal services and remained so even as these cities expanded. Few of these communities had the economic resources or political clout to form municipal governments and

often did not meet the criteria for incorporation. Meanwhile, many cities engaged in what is known as “leapfrog” annexation and development policies that purposefully excluded these communities of color and deprived them of municipal services. Geographers characterize this process as a type of gerrymandering, historically used by small cities and towns, especially in the American South, to avoid annexing black communities, reduce their voting power, and deny them municipal services.^{6,7} Places such as California’s Madera County only provided basic infrastructure and services because they decided that disadvantaged and unincorporated areas were too costly to maintain.⁸

An element of the 1973 Tulare County General Plan states, “Public commitments to communities with little or no authentic future should be carefully examined” and “these non-viable communities would, because of withholding major public facilities such as sewer and water systems, enter a process of long-term, natural decline...”⁹

The link between segregation practices is evident in rural and urban communities. In rural communities, leapfrog development and annexation policies excluded communities of color. Many are deprived of municipal services or underserved, do not have safe drinking water, and experience poor air quality. Lack of investment in public goods such as tree planting has created a clear link between higher heat and redlined neighborhoods. In poorer neighborhoods that were underfunded, trees were not maintained, leading to trees wilting or tree roots cracking sidewalks. Trees were also often removed along streets to make room for cars and allowed police helicopters to surveil redlined neighborhoods.

These discriminatory planning and transportation practices described above have had lasting legacies that affect where people live and work and how we travel to access goods and services today. They have contributed to negative health impacts for people living near pollution sources and to sprawling communities, which contribute to air pollution and greenhouse gas emissions.

Historical Policies Contributing to the Challenges of Today

CARB’s mission is to ensure a healthy California, by taking action to protect every person in the state from the harmful effects of air pollution and the impacts climate change. Recognizing and understanding the ongoing impacts of past practices and

⁶ Aiken, C. S. (2010) Race as a Factor in Municipal Underbounding. *Annals of the Association of American Geographers* 77:4, 564-579, DOI: 10.1111/j.1467-8306.1987.tb00181.x

⁷ Lichter, D.T. et al. (2007) Municipal Underbounding: Annexation and Racial Exclusion in Small Southern Towns. *Rural Sociology* 72(1), 2007, pp. 47–68

⁸ London, J. et al. (2018) *The Struggle for Water Justice in California’s San Joaquin Valley: A Focus on Disadvantaged Unincorporated Communities*. Davis, CA: UC Davis Center for Regional Change.

⁹ Tulare County Planning Department (1971) *Water and Liquid Waste Management Policies, Systems Plans, and Programs – an Element of the Tulare County General Plan*. Retrieved from <https://drive.google.com/file/d/1Vq7awnDaiOTa177vTkkJXhjCJTjQEvQ3/view>

directing action to equitable outcomes will improve CARB's ability to achieve this critical mission.

Genocide, dispossession, redlining, racial land use, zoning, and transportation policies have shaped California's landscape, leaving an indelible impact on the opportunity to generate wealth and choose where and how one lives. For example, historical zoning laws in Sacramento resulted in approximately 77.1 percent of residential areas zoned for single-family housing today. Single family housing zoning continues to perpetuate racial and economic segregation as it continues to discourage the development of multi-family residential (e.g., affordable housing developments, apartments, duplexes). A study conducted by the Othering & Belonging Institute showed the percentage increase of single-family housing in Sacramento is correlated with a rise of white residents.¹⁰ Currently, many California cities continue to be inclined towards single-family zoning and upholding their neighborhood character.

These and other past practices have ultimately resulted in lasting environmental impacts, under-resourced communities, unbalanced growth, racially segregated neighborhoods, and a wide cluster of racial inequities that warrant change. As public servants, we can make a positive impact on California and help to correct these injustices. Using the Community Engagement Model can lead to effective community engagement and more equitable outcomes.

¹⁰ Menendian, S. et al. (2022) Single-Family Zoning in the Sacramento Region. *Othering & Belonging Institute*. Retrieved from <https://belonging.berkeley.edu/single-family-zoning-sacramento-region?emci=dba4e82a-6101-ed11-b47a-281878b83d8a&emdi=dedb0485-be02-ed11-b47a-281878b83d8a&ceid=11623158>.

Plan Template

Purpose of the Plan Template

The purpose of this template is to help you plan effective community engagement efforts for CARB actions you are developing. There are a few things to keep in mind:

- It is important to clearly define and outline the community engagement goals and objectives for community engagement efforts at the start of your policy, program, project, or regulation, hereafter called CARB actions.
- These goals and objectives may require both long- and near-term engagement efforts and should be created in collaboration with communities.
- It is important that a staff person is identified to lead the community engagement efforts for any CARB actions. However, completing and implementing the Plan, Implement and Close templates and the work involved with community engagement needs to involve the entire team.
- Remember to be flexible, as your goals, objectives, and elements of your actions may change due to community input. Once the goals and objectives are established, they will guide and inform all the work that follows to create an effective community engagement plan.

The Plan template consists of 10 steps:

Step 1: What is your goal? What are the main engagement objectives?

Step 2: Who are the stakeholders?

Step 3: Where does your effort fall on the Engagement Spectrum?

Step 4: Racial and Social Equity Assessment

Step 5: Other important topics to consider

Step 6: What is your timeline?

Step 7: Select activities and strategies

Step 8: Language Access

Step 9: Explore logistical needs

Step 10: Informal process design check

Step 1a: Goals and Objectives of this CARB Action

Prior to tackling the central question—what is the goal of this community engagement plan from Step 1? CARB staff involved in the community engagement effort must have thorough knowledge about the initiation and intention of the CARB actions. CARB staff should understand what the intent of the CARB action is? Why and how did it come about? Who proposed it? And when is it planned to go into effect? This contextual preparation is critical to begin facilitating the process to clearly define the

goals and objectives of your community engagement effort. In the beginning, CARB staff should be ready to discuss the answers to these questions for community members to help establish why everyone is being brought together and what the objectives are.

During the planning stage, it is important to ask the following questions:

Step 1b: Goals and Objectives of this Community Engagement Plan?

Answer each of the following questions to help develop your goals and objectives for a community engagement plan:

- How can we elevate the lived experiences and expertise that community stakeholders are bringing to these engagement efforts?
- How will a community engagement plan align with the scope of the CARB actions?
- What are you hoping will happen because of this community engagement process?
- What insight could stakeholders provide?
- What questions do you want stakeholders to answer about how the CARB actions will impact them?
- How can stakeholder input make a difference in how the CARB actions is crafted? Understanding the “why” is important to think through while framing your objectives.

What is the goal? A short, broad statement focused on desired results. It usually needs to be achieved over a long timeframe.

- **Example Goal:** *Engage community stakeholders on a light-duty vehicle regulation in anticipation of a formal rulemaking process around vehicle electrification to understand concerns and technical issues on a nuanced level.*
- **Example Goal:** *Revise incentive program funding guidelines through engagement with applicants, community-based organizations, and the public to understand program opportunities and concerns.*

What are the main community engagement objectives? These objectives will guide the conversation and discussion as you begin to develop materials and resources. There may be multiple objectives related to a single goal. Examples below are provided to jumpstart your thinking.

(What’s a community engagement objective? A specific actionable target that needs to be achieved in a smaller timeframe.)

- **Objective x:** *[Example] Deepen relationships with community members concerned about air pollution/toxics/climate change and effects of CARB actions on their communities, etc.*

- **Objective x:** [Example] Better understand the perspectives and concerns of _____.
- **Objective x:** [Example] Equip residents/advocates/stakeholders to understand how to access incentive funds.
- **Objective x:** [Example] Conduct outreach to stakeholders in _____ geographic regions.
- **Objective x:** [Example] Design an action to include elements most important to the impacted stakeholders.
- **Objective x:** [Example] Inform _____ audience about _____ actions.

Step 2: Who are the Stakeholders?

Ask yourself the following questions to help create a list of diverse stakeholders:

1. Who will be impacted positively or negatively by the CARB actions? Whose air quality stands to be altered by an aspect of this CARB actions?
2. Who needs to know about this CARB actions? Think about the legal requirements or a group with an explicit interest.
3. Who can or will contribute to this conversation? Who are the experts? Who has discussed this topic or have worked on and implemented a similar CARB action? Refer to Table 1 below for more information.
4. Who has been missing from previous conversations on this topic?
5. What are the relative power dynamics between the stakeholders impacted by your CARB actions? [The Power Mapping Guide](#) is a great resource to help map out these relationships. Use the power map to guide the discussion on how to better elevate the needs of the least heard stakeholders.
6. What is the history of this issue from the view of CARB, communities, and other relevant stakeholders? Does this history help in identifying who should be at the table?
7. What is the history of the relationships from the view of CARB, communities, and other relevant stakeholders? What feedback have stakeholders provided in past community engagement efforts that can be used to identify other potential stakeholders?
8. When identifying stakeholders, you should also begin to think about their language access needs. Refer to the Language Access section below for more information.

How to find stakeholders: Answer the questions above. Conduct research to identify community stakeholders that are most impacted by the CARB actions (see step 4 for more information on data analysis). Obtain recommendations on who else should be involved to reduce meeting fatigue often experienced by communities, such as:

- Coordinating with other divisions within CARB to learn who they have been working with and the types of feedback or concerns that have been brought up

- Looking at agencywide internal contact lists and Office of Communications (OC) workshop contact lists
- Speaking with contacts from existing community stakeholders

Searching online for stakeholders, names, and contacts specific to your effort that reflect the community.

Table 1. Examples of relevant stakeholders

Stakeholders	Examples
Community Based Organizations (CBOs)	Environmental groups, transportation advocates, public health advocates, charitable organizations, non-governmental organizations, youth centers/organizations
Community Leaders	Unions, religious leaders, business leaders, community activists, medical community, professional organizations
Industry	Vehicle manufacturers, electric vehicle charging companies, private transportation companies, utilities, equipment manufacturers, refineries, oil and gas production/storage, consumer products manufacturers, agriculture, dairies, and livestock businesses
California State Agencies	California Energy Commission, California Public Utilities Commission, California Transportation Commission, California Department of Toxic Substances Control, Office of Environmental Health Hazard Assessment, California Department of Pesticide Regulation, California Department of Resources Recycling and Recovery, State Water Resources Control Board, California Department of Transportation, Governor’s Office of Planning and Research, Governor’s Office of Business and Economic Development, California Department of Housing and Community Development, Strategic Growth Council, California Department of Public Health
Other Government Agencies	International governments, federal government, other state governments, regional governments, local jurisdictions, air districts, transit agencies, airports, Department of Public Health, Social Services, school districts

California Native American Tribes	California Native American tribal nations and tribal organizations
Internal Agency Staff	Divisions, branches, sections, specific staff in CARB that may have expertise in this area
General Public	Low-income and disadvantaged communities, neighborhood groups, people in the area, residents, and workers
Researchers	Public and private universities/colleges, research institutes, think tanks, scientists

Step 3: Where do your Various Community Engagement Efforts Fall on the Engagement Spectrum?

The Engagement Spectrum charts a pathway about how to strengthen community engagement. It is likely that different aspects of your engagement plan will touch on several aspects of the spectrum and the level of participation will vary during the beginning, middle, and end of your community engagement process. The goal is to keep moving further toward the right of this spectrum, though where exactly your efforts fall will be dependent on the needs of the community, as well as your CARB actions.

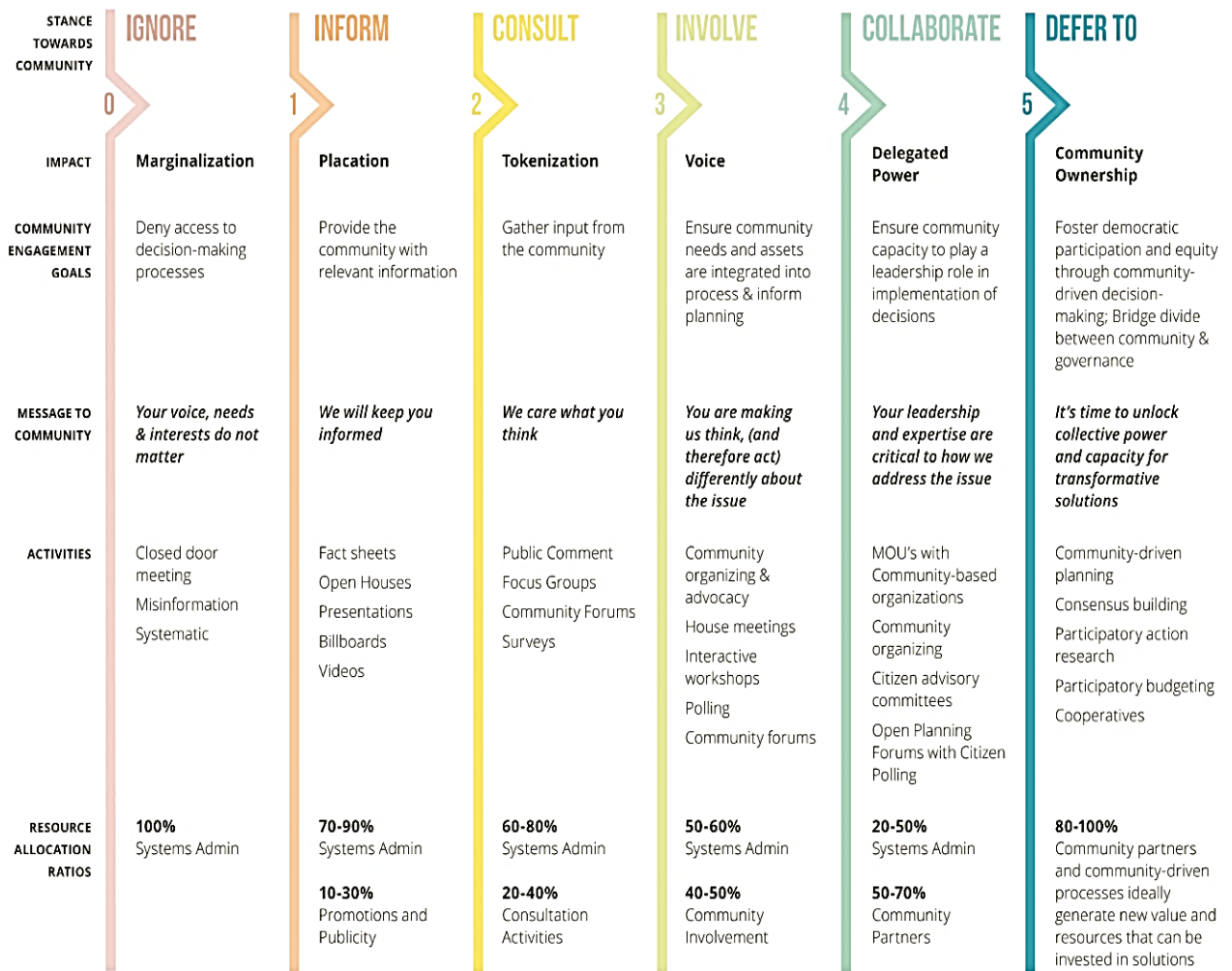


Figure 5. Community engagement spectrum¹¹

Step 4: Racial and Social Equity Assessment

4A: Benefit / Burden and Strategies for Racial and Social Equity

Consider the following questions to examine the outcomes and strategies when assessing racial and social equity for your proposed CARB actions. An effective community engagement plan must consider how to incorporate equity and apply strategies to address it. The questions below are intended for a racial and equity assessment of the CARB action and the community engagement plan. It is critical that the Racial Equity Lens, as defined in the narrative, is used in tandem to assess all work

¹¹ Image source: Rosa Gonzales, (2021). The Spectrum of Community Engagement to Ownership. Facilitating Power. [Spectrum 2-1.pdf \(movementstrategy.org\)](#)

done at CARB. Information learned from the lens will inform the below questions and should impact the resulting community engagement plan.

- In what ways may communities benefit from this CARB actions?
(e.g., financial benefits and health benefits)
- In what ways may communities/stakeholders be burdened by this CARB actions?
- What are potential unintended consequences?
- Are the impacts aligned with the desired outcomes (**See above Steps 1-3**)?
- What are the ways the CARB actions could be modified to enhance positive impacts or reduce negative impacts?
- What are some potential strategies to advance racial equity?

Data Sources

CalEnviroScreen 4.0

*CalEPA Workforce Data
Summary 2020*

4B: Analysis of Data

Sometimes staff may need to collect or procure data to properly assess which communities will be impacted by their actions. However, there are some available data sources, such as *CalEnviroScreen 4.0* or *Healthy Places Index* that can help to identify impacted communities and their needs.

- What data do you have and what does it indicate about existing inequities?
- Who is served or impacted by this CARB actions?
- What are the racial and social demographics that should be considered (e.g., income, non-English speakers, etc.)?
- What does the data say about existing racial and social inequities that should be taken into consideration? What are the root causes or factors creating these inequities?
- What gaps are there in the data? What other data do you need? Which stakeholders could provide that data?
- What equity indicators/metrics will you use to understand impacts? Examples might include, but are not limited to:
 - Affordability/cost
 - Accessibility
 - Reliability
 - Safety
 - Public health impacts
 - Emissions impacts
 - Vehicle miles traveled
 - Access to opportunity (such as greater connectivity to employment, education, services, and recreation)
 - Proximity to emission sources
 - Climate vulnerability
 - Geographic distribution of investments

- Efforts should analyze multiple equity indicators/metrics to understand the trends and challenges, and to shape the CARB actions. The equity analysis should include indicators/metrics at the appropriate stakeholder level (e.g., state, regional, or local), account for [Senate Bill \(SB\) 535 – Disadvantaged Communities](#) and Assembly Bill (AB) [1550 – greenhouse gases: investment plan: disadvantaged communities](#), and include communities that will be most affected by the CARB actions.

Analysis should include both quantitative and qualitative data. Qualitative data can include information gathered from community members’ lived experiences and community stakeholder feedback (i.e., ground truthing).

Ways of Knowing

While many scientists and engineers rely on collecting and interpreting data to better understand the world around them, community stakeholders may bring other ways of knowing and understanding to the table (e.g., data and lived experiences). Scientific research and evidenced-based practices can assist in making equitable policy decisions; however, it is important that staff are aware of, respect, and incorporate the knowledge gained from the lived experiences and expertise of community stakeholders into the decision-making process/CARB actions. Traditional Ecological Knowledge (TEK) is an example of a type of expertise that community stakeholders may possess. TEK is the knowledge and insights gained from extensive observation of an area and can be passed down in an oral tradition.¹² An example of how TEK can be linked with policy exists in California’s Fourth Climate Change Assessment, which provides a great deal of information about how the California state government can build resilience to climate impacts.¹³ One of the reports included in this assessment is the Summary Report from California Native American Tribal and Indigenous Communities within California.¹⁴ This report provides strategies and actions that incorporates TEK to address climate change. Overall, community engagement provides an opportunity for community stakeholders to share their expertise with staff and to strengthen CARB actions. It is crucial that staff acknowledge and respect various ways of knowing.

¹² Huntington, H. P. (2000) Using Traditional Ecological Knowledge in Science: Methods and Applications. *Ecological Applications*, 10: 1270-1274. [https://doi.org/10.1890/1051-0761\(2000\)010\[1270:UTEKIS\]2.0.CO;2](https://doi.org/10.1890/1051-0761(2000)010[1270:UTEKIS]2.0.CO;2)

¹³ Bedsworth, L. et al. (2018) *Statewide Summary Report. California’s Fourth Climate Change Assessment*. Retrieved from <https://climateassessment.ca.gov/state/>

¹⁴ Goode R. et al. (2018). *Summary Report from Tribal and Indigenous Communities within California*. Retrieved from: https://www.energy.ca.gov/sites/default/files/2019-11/Statewide_Reports-SUM-CCCA4-2018-010_TribalCommunitySummary_ADA.pdf

Step 5: Community Interactions

Cultural Competence

Developing cultural competence¹⁵—the ability to understand, communicate with, and effectively interact with people across cultures—is an important skill for staff to implement their work. Grounded in the respect and appreciation of cultural differences, cultural competence is demonstrated in the attitudes, behaviors, practices, and policies of people, organizations, and systems. Examples of this include: the food that is served and the music, art, or images used at an engagement event, the awareness of important cultural norms, and an understanding of the historic context and past harms that have been done to the community, among others. Please refer to Table 10 for relevant trainings that can help develop cultural competence.

Stakeholder Fatigue

Stakeholders may be reluctant to engage further with an agency when they are repeatedly asked to participate in numerous community engagement efforts but do not see their input incorporated. This describes stakeholder fatigue, and it is a common recurrence. Like many other policy issues, there are multiple agencies holding meetings on air quality, pollution exposure, and climate change at the local, regional, and state level. These state agencies/departments will often convene (separately) on the same or overlapping issues, seeking the attention of the same set of community members and stakeholders. Acknowledge and be sensitive to these issues. Tips to avoid or lessen participation-related fatigue include:

- Be aware of the potential to overburden communities and staff by asking them to participate in too many meetings – community stakeholders have busy schedules and may only have capacity to attend a limited number of engagement events:
 - Ask community and stakeholder leaders on your issue if there are conflicting efforts or workshops on the date(s) you are considering before you make them public
 - Set a periodic coordination call or meeting date with other divisions in CARB or with other agencies working on similar issues
 - Leverage other CARB actions and engagement opportunities
- Aggregate recent feedback gathered at other public meetings or events and present it to participants to acknowledge their previous feedback on the issue at hand (see the Close Template for more details). Useful feedback can be from your own community engagement efforts and from cross-divisional/interagency coordination described above.

¹⁵ Diversity and Racial Equity (DaRE) Task Force 90 Day Challenge has many resources for developing cultural competence.

Consider the Following

- Are there any contentious political/sociopolitical issues? What are they? Are there any legal considerations? What are these considerations?
 - Coordinate with legal on these topics
- Anything else especially unique with this issue?
- What previous feedback have you or other staff received on topics related to your CARB action?
- What will happen with feedback received? How will it be considered?
- Have you taken the appropriate steps to understand the history of a specific community? For example, if you are focusing on a specific place consider pointing to the redlining tool. Work with the communities themselves to learn about their history.
- What are the financial and staffing resources available for these efforts? Financial resources to consider include possible community expert compensation.

Step 6: What is the CARB Actions Timeline?

Identify major milestones for your CARB actions and where the outreach and engagement elements fit in relation to other milestones. Ensure there is sufficient time to plan, implement, and close. Ensure there is time to build relationships and trust and incorporate community suggestions/input/preferences into the CARB actions before it is finalized. Do not forget to build in plenty of time for language translation.

Timeline Suggestions

- Work backward from target dates for final decisions to determine how much time the community engagement efforts will require.
- A timeline is a valuable tool both for planning and educating the public/key stakeholders on the overall CARB actions process. Changes to timelines are always possible (unless subject to a statutory deadline) and should be communicated.
- Share the timeline using Gantt Chart, GanttPro, Excel or other tools with community partners early in the process. If sharing with community stakeholders, make sure a version of the timeline is Americans with Disabilities Act (ADA) accessible.

Include milestones in the timeline and highlight those that correspond to community engagement.

Step 7: Select Activities/Strategies

What will outreach and engagement look like? Review these example outreach and engagement activities on Tables 2 and Table 3 below and select those you would like to include in your plan based on the Engagement Spectrum (see Step 3). Use the

following questions to choose the appropriate activities that will help you achieve your goals and objectives.

1. Does this activity satisfy community expectations and needs? If not, what are some additional steps you can take to address their needs?
2. Do you have the resources (funds, time, staff, tools) to properly execute this activity?
3. Is this activity appropriate for the stage of the CARB actions and intended level of involvement?

It is essential to consider both in-person and online activities to broaden the types of participants. Do keep in mind that some rural communities have limited-to-no internet access; if this is the case, focus on in-person activities, as feasible. Depending on your outreach activity, consider translating/interpreting into multiple languages (including sign language) and ensure it is culturally and socio-economically appropriate.

Below are a variety of outreach and engagement activities/strategies. Select those that best fit your community engagement effort.

The examples below are ways to **inform and consult** community stakeholders and should be complemented with activities from Table 2 that provide stakeholders with more opportunities to provide input and feedback. You can also partner with community stakeholders on outreach activities and their networks can be used to help spread messaging about your engagement activities.

Table 2. Outreach Activity Examples

Outreach Activity	Description	Tips	Engagement Spectrum (See Step 3)
Agency website	User-friendly webpages can provide a significant amount of information about the CARB actions. They can also collect questions and comments from the community about the CARB actions.	Ensure it is ADA compliant. Understand who does not have access to the internet and/or to the website in your community. Make sure the website is easily viewable on a mobile device.	Inform, Consult
Educational brochure, flyer, fact sheet, or door hanger	Provide accurate and relevant information about the CARB actions and refer to the website for more information.	Translate flyers, avoid jargon or technical terms, use plain language and infographics. Work with the Office of Communications to design effective infographics. Understand the demographics that do not have access to the documents and try to mail or deliver flyers to those people.	Inform
CARB Environmental Justice (EJ) Blog	Provide information and announcements about the effort.	Work with Office of Environmental Justice (OEJ) on getting materials posted to the blog.	Inform

Outreach Activity	Description	Tips	Engagement Spectrum (See Step 3)
Public notice/ direct mailers	These are advertisements in newspapers, on websites, email listservs (e.g., GovDelivery), or direct mailers to stakeholders. They convey government-related activities including public hearings, workshops, community meetings, or other pending CARB actions.	Check that there are available staff and financial resources. Check legal requirements regarding posted timelines. If working on a regulation, this may be subject to CEQA and need to be part of the administrative record.	Inform
Social media (Facebook, Twitter, Instagram, LinkedIn, Snapchat)	Effective social media posts can promote upcoming events, share CARB actions updates, direct readers to surveys and webpages, and raise general awareness about the CARB actions.	Understand generational, cultural, and other differences in social media use. If you do not have access to these tools on your own, use CARB's Office of Communications.	Inform, Consult
Livestreaming (e.g., Facebook Live)	Livestream the video content of public workshop and other community engagement events. The feature allows for real-time public comments directly through the social media platform in combination with in-person.	Understand participation limitations for residents with low English proficiency and community members without access to the internet. If you do not have access to these tools on your own, use CARB's Office of Communications.	Inform, Consult
Media, including	Public Service Announcements (PSAs) can present important information to many	Use local multicultural media to reach immigrant communities and those with	Inform

Outreach Activity	Description	Tips	Engagement Spectrum (See Step 3)
multicultural media	individuals to increase awareness about your CARB actions. PSAs can be broadcast over television, radio, or print media. Local media outlets might donate their airtime or space in their publications.	low English proficiency. Work with CARB's Office of Communications.	
Monthly newsletter	A monthly newsletter informs stakeholders about CARB actions plans and communicates important updates and notices. These newsletters can be mailed out, emailed to a listserv, posted to a CARB webpage, or added to the CARB EJ blog.	Avoid jargon, include photos and graphics. Translate the newsletter as necessary.	Inform
Presentations	Presentations are an excellent way to keep an audience informed or up to date.	Sharp, graphically attractive presentations with minimal text are useful for internal and external audiences.	Inform, Consult
Conference Presentations	Annual conferences provide excellent opportunities to communicate.	Typically, proposals are due 9 months prior to a conference. Planning ahead is crucial.	Inform, Consult
Story maps and community hubs	A story map is a web-based 'map' that typically integrates maps, legends, text, photos, and video and provides user-friendly functionality, such as swipe, pop-	Geographic Information System (GIS) experts in your organization may be able to help you with a story map and community hub site.	Inform

Outreach Activity	Description	Tips	Engagement Spectrum (See Step 3)
	<p>ups, and time sliders, that help users explore the content. A community hub provides added functionality that lets organizations interact with interested members of the public by inviting them to participate in initiatives, provide feedback, and create and share their own content. CARB has purchased licenses and is developing a platform to host these sites.</p>		
Video	<p>Provides brief and entertaining educational information about your CARB actions at the kickoff phase or during later phases. Producing a high-quality video may range in cost. White board videos and multimedia movies that combine photographs, videos, sounds, music and text may cost less.</p>	<p>Work with CARB's Office of Communications.</p>	

The examples below are ways to **inform, consult, involve, collaborate, and empower** stakeholders and foster more input from them throughout the engagement process. *Note: due to legal requirements, childcare and food cannot be provided by California state government agencies.*

Table 3. More Engagement-oriented Outreach Examples

More Engagement-oriented Outreach	Description	Tips	Engagement Spectrum (See Step 3)
Online survey, questionnaire	Surveys are used to gather data, assess needs, gain feedback and collect community opinions. Surveys may be carried out in several ways including web-based, telephone, mail out, in person interviews and handout surveys. A questionnaire is a related tool that can be distributed in the mail, at information points, at public meetings, and through other channels to gather general information, ideas, and input.	Translate materials to facilitate inclusive engagement. Ask community partners to share the survey. Give examples of different types of survey hosts and questions.	Consult
Online voting/poll	Allows for real-time polling from an audience to which you are speaking, usually requiring computer software. However, low tech options, such as dot voting, red, yellow and green cards, and a show of hands are other ways for everybody to participate and be heard.	If polling at the meeting, have extra digital devices to share with people who do not have smartphones. Anticipate language barriers to participation and either provide paper versions of the poll or have a translator help people to vote.	Consult, Collaborate

More Engagement-oriented Outreach	Description	Tips	Engagement Spectrum (See Step 3)
Informal planning meetings with stakeholders	These are informal meetings, ideally co-hosted with a community partner. This method allows staff to convey a significant amount of information to individuals and small groups and respond to concerns in person.	Consider hosting these meetings in other languages and have a translator interpret in English. Pick time and locations that are convenient for community members. Consider if the meeting should be in person, virtual, or hybrid.	Inform, Consult
Mapping information	Map available and relevant data as a graphic illustration to convey the information about the CARB actions and/or its complexities. You may include information about demographics, census, environmental factors, and geographic area. Depending on the digital platform, community members can identify alternative boundaries and locations, understand the opportunity cost, and choose between tradeoffs. You can also map survey results and community assets.	Understand participation limitations for residents with low English proficiency and community members without access to the internet. Identify alternative methods to reach these audiences and collect their input. GIS experts in your organization may be able to help you develop maps.	Inform, Consult, Involve
Focus group	Bring together a group of 8-12 people to get their input, ideas, and reactions. The group can be selected a variety of ways (e.g., randomly, select targeted audiences).	[insert example]	Consult

More Engagement-oriented Outreach	Description	Tips	Engagement Spectrum (See Step 3)
Advisory committee	An advisory committee is a collection of individuals with knowledge and skills and a variety of perspectives to make recommendations and provide key information on CARB actions. They provide an outside and fresh perspective on issues and opportunities.	An advisory committee must be either appointed by the Board or formed consistent with criteria set forth the Bagley-Keene Open Meeting Act . They must comply with the Bagley-Keene Open Meeting Act, the Public Records Act, and funding-related legal requirements such as Government Code section 87104. This requires structure and organizational support from staff. Note that formal committees may necessitate advisory committee member compensation (see Step 5). Current examples of this at CARB are the Environmental Justice Advisory Committee (EJAC), Research Screening Committee, the Scientific Review Panel, the AB 617 Consultation Group.	Involve, Collaborate
Tabling at community events, fairs / traveling displays	Take your message directly to the residents via a travelling display, posters and brochures that explain the CARB actions, illustrate points you need to make and seek desired input. Depending on the format of the event, you can do a quick polling or	Design the appropriate activities, materials, and incentives to match the values of the demographics you are trying to reach.	Inform, Consult

More Engagement -oriented Outreach	Description	Tips	Engagement Spectrum (See Step 3)
	game on the spot. Have 'spin the wheel' to win a prize or other incentives to attract participants.		
Budget challenge/ participatory budgeting	This method can take a form of a 'low tech' game such as chips and buckets representing budget priorities, large forum or 'high tech' computer software. Residents express their budget preferences by allocating a set sum to various budget priorities. The method allows staff to identify resource allocation preferences, prioritize broad social policies and monitor public spending.	The community decision power can vary from inform to empower, from residents hearing about CARB actions elements, to providing decision-makers with information about budget preferences, to processes that allow residents to participate in designing how to use parts of the budget that the agency has discretion over and in compliance with legal requirements. Consult with CARB's Legal Office.	Inform, Consult, Involve, Collaborate, Empower
Site visits/commu nity tours	Staff tour a site, or multiple sites with community members/advocates. Community members work with staff to plan the visit/tour and identify sites/locations within their community.	While in person visits are preferred, online visits through Google Street View and Google Maps can help start to get a sense of the site.	Inform, Consult
Gallery/ station walk/ open house	Hold a half-day or daylong event to generate interest, present information about several aspects of your CARB actions, gather public input and have one-on-one interactions with community	Make sure that location and materials are ADA accessible. Translate materials and have bilingual staff or translators at the event. Create a welcoming and engaging atmosphere. Ensure that your	Inform, Consult

More Engagement -oriented Outreach	Description	Tips	Engagement Spectrum (See Step 3)
	members. The method includes various stations set up around a large room that residents can move between to learn at their own pace and comfort.	date does not coincide with other cultural holidays and events.	
Conversation cafe	This format allows participants to have safe, open, and meaningful conversations in public places. The goal is to foster civility and build social trust and cohesion.	Review this mini manual for conversation café hosts here .	Consult
Design charrette	A design charrette is a series of meetings to generate ideas for the effort and then refine them into the final design of the CARB actions. This method is most useful when the effort involves a design of new facilities, redesign of existing facilities or where brainstorming for land use and transportation planning is needed.	Make sure that location and materials are ADA accessible. Translate materials and have bilingual staff or translators at the event. Create a welcoming and engaging atmosphere. Ensure that your event does not coincide with cultural holidays and other events. Review the preparation checklist here .	Involve, Collaborate
Open office hour	Holding a time where anyone can join in for an informal discussion; provides another option for stakeholders.	Choose a place, platform, and time that is convenient for attendees.	Inform, Consult

Tables 4-6 below are examples of digital engagement tools that could be used as part of your outreach and/or engagement activity. You may need training and financial resources to access these.

Table 4. Dialogue and Deliberation, Facilitation Tools

<p>Dialogue and deliberation, facilitation tools, discussion platforms to foster civic exploration of choices to be made.</p>	<p>Description</p>	<p>Tips</p>	<p>Engagement Spectrum (See Step 3)</p>
<p><i>Jamboard / Miro/Mural</i></p>	<p>There are digital interactive whiteboards that lets users collaborate in real time by providing comments.</p>		<p>Involve, Collaborate</p>
<p><i>Lucidchart</i></p>	<p>This is a digital space that allows users to visually collaborate on drawing, revising, and sharing charts, diagrams, and sticky notes.</p>		<p>Involve, Collaborate</p>
<p><i>We and Me</i></p>	<p>Provides toolkits and services to help foster authentic engagement and better performance.</p>	<p>Useful training opportunity for staff and teams that need help building experience with engagement and collaboration skills.</p>	<p>Inform, Involve, Collaborate</p>

<p>Dialogue and deliberation, facilitation tools, discussion platforms to foster civic exploration of choices to be made.</p>	<p>Description</p>	<p>Tips</p>	<p>Engagement Spectrum (See Step 3)</p>
<p><i>Prezi</i></p>	<p>This is a visual communication tool that allows users to create more engaging PowerPoint presentations that zoom in, move, and jump around, helping to grab and keep an audience's attention.</p>		<p>Inform</p>
<p>Microsoft <i>Visual Studio Live Share</i>/ Github/Gitlab, JetBrains</p>	<p>This is an interactive environment that allows users to collaborate on coding such as computer programs, websites, and apps.</p>	<p>Mostly for internal use, this could be used when working on data analysis or when posting data to open data platforms.</p>	<p>Involve, Collaborate</p>

Table 5. Polling/Survey Tools

Polling/ Surveys Can be used to solicit feedback and rank CARB actions choices.	Description	Tips	Engagement Spectrum (See Step 3)
Zoom/ Microsoft Teams Polling	The polling feature allows users to create single- choice or multiple-choice polling questions for meetings and workshops.	Advanced polls can also be used as a quiz by specifying which answers are correct. Polls can also be conducted anonymously. Good for digital meetings/workshops.	Involve, Collaborate
<i>Mentimeter</i>	This is a space to develop interactive presentations that include questions, polls, and quizzes to create more engaging presentations.	Good for hybrid meetings/workshops. Your audience can use their smartphones or other electronic devices to connect to the presentation where they can answer questions, polls, or quizzes. Their responses are then visualized in real-time to create a fun and interactive experience.	Involve, Collaborate
<i>Sli.do</i>	This feature allows users to create polls, Q&A, quizzes and surveys for meetings and workshops.	Good for hybrid meetings. Attendees can join without any logins or downloads, and use their smartphones or other electronic devices. Can be	Involve, Collaborate

Polling/ Surveys Can be used to solicit feedback and rank CARB actions choices.	Description	Tips	Engagement Spectrum (See Step 3)
		used with Webex, PowerPoint, Microsoft Teams, and more.	
<i>Poll Everywhere</i>	This feature allows users to create polls, Q&A, quizzes, surveys, and word clouds for meetings and workshops.	Can be used with Webex, PowerPoint, and more. Good for digital meetings/workshops.	Involve, Collaborate
Microsoft Forms/Google Forms	This feature allows users to create online surveys and polls to collect feedback and view results.	Use the survey to gather data, understand challenges and needs, gain feedback and collect community opinions.	Consult
<i>SurveyMonkey</i>	This feature allows users to create and publish an online survey and view results.	The free version of Survey Monkey limits the number of questions that can be asked.	Consult

Table 6. Mapping and Data Analysis Tools

Mapping and Data Analysis Collect, analyze, and display data	Description	Tips	Engagement Spectrum (See Step 3)
ESRI/ ArcGISOnline/ ArcGIS StoryMaps	GIS software that supports mapping and spatial analytics.	A way to convey and illustrate information. CARB’s Office of Information Services has licenses and GIS experts that can help get you started.	Inform
ArcGIS Hub	ArcGIS Hub allows users to build modern and dynamic websites focused on specific community-based topics and incorporate relevant datasets that can help improve the public’s understanding of a particular issue. Additionally, ArcGIS Hub lets organizations interact with interested members of the public by inviting them to participate in initiatives, provide feedback, and create and share their own content.	CARB has purchased licenses and is developing a platform to host these sites. ArcGIS Hub customer examples can be found here: https://hub.arcgis.com/pages/gallery	Inform, Collaborate

<p><i>Google Earth/ Google Street view</i></p>	<p>A computer program that renders a representation of Earth based primarily on satellite imagery. Allows users to see cities and landscapes from various angles.</p>	<p>Can help users get a glimpse of a location and identify potential emission sources such as industrial facilities, ports, and highways/major roadways in proximity to sensitive receptors such as housing, schools, hospitals, etc.</p>	<p>Inform</p>
<p><i>Tableau</i></p>	<p>A visual analytics software to understand data.</p>	<p>Can help convey and illustrate information. Can connect to a variety of datasets, including big data, a SQL database, a spreadsheet, or cloud apps. CARB's Office of Information Services has licenses for your use and can help get you started.</p>	<p>Inform</p>
<p><i>Excel</i></p>	<p>A spreadsheet software program for visualization and analysis.</p>	<p>Can be used to create charts and graphs and to run statistics on small to medium data sets. Could be used to analyze equity data identified in Step 4.</p>	<p>Inform</p>
<p><i>R</i></p>	<p>An open-source programming language for statistical computing and graphics.</p>	<p>Can be used to run statistics on large data sets. Could be used to analyze equity data identified in Step 4.</p>	<p>Inform</p>

<i>Python</i>	A high-level, general-purpose programming language.	Can be used to run statistics on large data sets. Could be used to analyze equity data identified in Step 4.	Inform
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Step 8: Language Access

- Ensure that the agency carries out its legal obligations under the Dymally-Alatorre Language Services Act and language access priority commitment to early, equal, and meaningful access to critical programs, services, activities, and information to persons with limited English proficiency (also referred to as language justice).
- Interpretation deals with spoken language in real-time while translation focuses on written content.
- Both translation *and* interpretation are essential aspects of a community engagement plan.
- For more information on how to request translation and/or interpretation services, please refer to the Implement Template. For more information on language access, refer to the narrative section of this document.
- Please refer and adhere to the [CalEPA Best Practices & Guidance on Language Access Services for Persons with Limited English Proficiency](#).

Tips

- Conduct [research](#) into what languages other than English are spoken by your stakeholders.
- Ask local community-based organization of target communities what the language needs are.
- Explore partnerships with community-based organizations and multicultural media providers.
- Decide what you will translate for your effort. Decide what language(s) you will provide interpretation in at meetings. Base these decisions on your research and consultation with stakeholders.
- Do not get discouraged if you provide interpretation services at an event and no one uses them. You want to continue to be as accessible as possible to these communities, so continue to provide interpretation services at future events. It is better to have it available than not at all.
- Consider how your webpages can be made accessible, easy to navigate, and in plain language. Seek to post media documents and public notices in your stakeholder's language(s).
 - Please refer to the following webpages as good examples of accessible, easy-to-navigate program webpages
 - [Office of Community Air Protection](#)
 - [California Climate Investments Plan](#)
- Be sure your outreach and engagement activities/strategies (Step 7) have a robust component for connecting with those you want to reach who are monolingual, have Low English Proficiency (LEP), or simply may be more comfortable in a language other than English. Use bilingual staff and contractors effectively and appropriately, adding sufficient space in your timeline for translation and

interpretation. Make sure to work with the communities to identify language (translation/interpretation) needs to reach the broadest audience.

- If there are local language needs that cannot be accommodated by CARB's contractors (e.g., local indigenous languages), consider contracting for the needed translation/interpretation services with local Community Based Organizations (CBOs).
- Use plain language to ensure stakeholders can understand and use information as quickly, easily, and completely, as possible. Avoid jargon and acronyms.

Step 9: Explore Logistical Needs

The tips below will help you think about your logistical needs as you explore holding public meetings. More on this topic can be found in the Implement Template.

In-person meetings

- **When/Dates.** Run potential dates for your meetings/workshops by key stakeholders to ensure there is not a significant conflict for that group or in that geographic area. For example, many local government meetings are held on certain days at specific times. Will your meeting conflict with that meeting or another meeting at CARB?
- **Time of day.** Daytime and/or evening meeting times will depend on who you are trying to connect with; run potential timing by key stakeholders.
- **Where:** "Go to them" – Work with local stakeholders to find a location that is comfortable with those you want to reach. If you are working on a regulation, make sure you follow standards set by the [Bagley Keene Open Meeting Act](#).
- **Equipment.** The facility must have space, tables, chairs, and other audio visual (A/V) equipment suited to your intended purpose and audience. Rent equipment as necessary.
- **Room set up.** You need a general understanding of the facilitation approach for a meeting to understand if the room will accommodate your approach. For example, if you want to have stations or conduct break out groups using chart paper on walls, and the location does not allow tape or paper on the wall, then either your location or approach will need to be adjusted.
- **Budget.** Do you have a budget for your community engagement effort? Ask your management team. This will impact where you can meet and what you can do.
- **Children's activities.** Having some kind of activity for children illustrates your agency's commitment to welcoming everyone. Creative approaches to having materials at a meeting are plentiful, including coloring books, magazines, etc. Providing these activities for children allows for more focused attention from adults participating in the meeting.
- **Transportation.** Ideally your location is easily accessible to public transit. Parking should be no- or low-cost.

- **Special accommodations.** The Americans with Disabilities Act (ADA) is the law and must be followed. Be sure the location and set up are ADA compliant. There are many tip sheets on this topic including this [example](#).
- **Language access.** Provide translation services through a professional contractor. Account for the timing to find a contractor when scheduling the meeting time(s).

Virtual meetings (including hybrid meetings)

When exploring virtual meeting platforms, consider the following:

- **Scale.** Number of participants likely to attend. Make sure your virtual platform license (i.e., Zoom or Teams) can accommodate the scale of attendees you are expecting to participate.
- **Interaction.** Do you want to do breakout groups? Do you want public speakers to have video capability (versus presenters/panelists)? Do you want a chat or Q&A feature? Do you want participants to be able to unmute themselves? Who should have the option to share their screen?
- **Broadband/Access Constraints.** Meetings should be accessible for those who cannot join through a computer or have broadband access. Is call-in information provided? If you are using breakout rooms or interpretation, call-in participants will not be able to access these options. If majority of your primary audience does not have adequate broadband/internet access, consider hosting the meeting in person.
- **Staffing.** Do you have capable trained staffers who can assume various roles such as host, presenters, facilitator, chat and Q&A monitor, presentation slide advancer, poll/breakout room implementor, backup staff, etc.
- **Timeline.** Do you have enough time to hold at least two dry runs prior to your meeting(s)?
- **Language access.** If interpretation is being provided, is your contractor familiar with your platform? If participants phone in who are not fluent in English, will they hear the meeting in their preferred language?
- **Closed captioning.** Consider providing closed captioning through a professional contractor. Your legal department's contract for court-reporting services likely could be amended to add this service. If you are unable to use a contractor, you can enable auto transcript for closed captioning in certain platforms, such as Zoom.

Step 10: Informal Process Design Check

Ground truth/verify from community stakeholders if your draft approach resonates with key stakeholders. Contact a limited number of (3-10 depending on the scope of the effort) key stakeholders representing different perspectives. Communications could touch on the following:

- Provide a high-level overview of the outreach and community engagement plan.
- Is anything missing or overlooked?
- Looking at this plan through a race and equity lens, do you see any shortcomings with this approach?
- Is there anything else we should keep in mind?
- Are there any key people to reach out to?

Remember, you are working to build relationships with these key stakeholders, community groups, and residents. Begin building these relationships early.

Now You Are Ready to Enter the Implement
Step!

Implement Template

Purpose of the Implement Template

The Implement Template is designed to help CARB staff implement and operationalize the outreach and engagement efforts outlined in the Plan Template by refining and preparing their communication methods and engagement event. It is important to clearly define and outline the goals and objectives for community engagement efforts at the start of your policy, project, program, or regulation, hereafter called CARB actions. This template also contains an engagement event worksheet. Your communication methods will outline how to verify that information is disseminated through several channels of communication. The engagement event worksheet will guide staff through aspects of the planned community engagement event(s) for effective implementation. Additionally, this template includes guidance on considerations before, during, and after each event. Lastly, this template guides staff through the process of assessing each of their engagement events and if improvements can be employed for future engagement events related to your CARB actions.

The Implement Template consists of four steps:

- Step 1: Refine engagement events
- Step 2: Identify and implement communication methods
- Step 3: Preparation for events
- Step 4: Adjustments to engagement activities

Step 1: Refine Engagement Events

Incorporating Racial and Social Equity Data

As you go through the process of refining your engagement events, it is important to effectively use the data you derived from the Racial and Social Equity Assessment (Step 4 of the Plan template). This data will guide the conversation you will have with your community stakeholders. This will aid staff to be cognizant of any racial and social inequities that relate to your CARB action, and whether there are any unintended impacts or burdens that could be created from the action that must be addressed and how that can be done. For example, it is important to co-develop metrics with the communities to ensure that when regulations are developed, equity is considered and built into it from the beginning. This can be done by identifying communities that would be impacted by the regulation and ensuring there is an ample opportunity to hear their concerns, seek their input, and address and include their recommendations, as appropriate. Additionally, including a wide array of stakeholders using methods identified in Step 2 of the Plan Template in your engagement activities to get their perspective and input is a way to further promote equity.

Make Events Interactive and Engaging

It is important to make your events interactive and engaging to create a more participatory environment. This can be accomplished by using software mentioned in Tables 4-6 of the Plan Template or by having multiple smaller activities. Various types of software and methods for engagement should be used in the following ways to promote greater collaboration and receive more feedback:

Table 7. Types of Software and Methods for Engagement

In-Person	Virtual	Hybrid
Information stations	Word clouds	Text-in polls
Text-in polls	Instant polling	Small group discussions
Vote by raise of hands	Use of platform reactions	
Small group discussions	Small group discussions	
Community stakeholder presentation/talk on how CARB action impacts them or what they hope it addresses in their community (if it is a CARB-hosted event).		

Compensate Community Stakeholders

It is crucial that CARB compensates community stakeholders for their expertise. Community stakeholders, especially those from historically underserved communities, may face many burdens when asked to engage with CARB. Compensation can help to remove participation barriers and make it easier for underserved community members to engage meaningfully with CARB.

CARB is working on responding to compensation issues and will return and update this as these issues are worked out.

Step 2: Identify and Implement Communication Methods

Step 2 Actions

1. Written and approved communication methods (by CARB's Office of Communications and your manager)
2. Communication and/or social media methods widely distributed internally (and externally), as appropriate

3. Social media posts drafted and scheduled

The Plan Template has laid out steps for staff to effectively plan their community engagement efforts. This included selecting activities and strategies to best engage the community (Step 7) and ground truthing your approach with key stakeholders (Step 10). Now, Step 2 of the Implement Template directs you to identify the media you will use to engage and communicate with external community stakeholders regarding events, dissemination of key information, or other outreach and engagement needs.

Depending on your CARB action, you may continue to partner with community stakeholders when creating and implementing your communication methods. In Step 10 of the Plan Template, a small subset of key community stakeholders representing different perspectives were consulted to ground truth your initial plan. These key community stakeholders may be contacted to gauge their interest and determine their capacity to help with messaging about the events. You may contact a broader group of community stakeholders to help with messaging and outreach, as needed. Be flexible and acknowledge that your community partners may not have the capacity to be involved in the entire process. Consequently, it is important to share the timeline and goals of your communication method with community stakeholders upfront.

After identifying your group of community stakeholders, consult them to determine the best communication methods to use when engaging with the community. Additionally, you should work with CARB's [Office of Communications](#) (OC) staff to ensure your communication methods are clear and feasible and that the OC is involved, as needed. Your methods should consider the following kinds of outreach media (refer to the tables in Step 7 of the Plan Template for more ideas):

- Traditional media (e.g., newspapers, television advertisements, etc.)
- Multicultural media (e.g., media that intentionally produces news and content for multicultural communities such as newspapers and television channels in languages other than English.)
- GovDelivery (cloud-based email platform, public can choose interests from list).
- Web-based platforms designed to deliver and provide access to external-facing maps, applications, and content.
- Social media
 - CARB: Draft webpage content or social media posts that CARB's OC can post in multiple languages. Identify the message and images for the social media post and when they would be posted. Consider what hashtags you should use, see the Social Media Toolkit below for some examples. Additionally, consider how to use CARB's social media accounts:
 - [CARB website](#)
 - [Twitter](#) English (@AirResources)

- [Twitter](#) Spanish (@CARBespanol)
 - [YouTube](#)
 - [LinkedIn](#)
 - [Instagram](#) (@CaliforniaEPA)
- External partners: As an additional option, community partners such as community-based organizations or other state, regional, and local agencies can help spread your message. Identify your social media communication methods in collaboration with your community partners to post and use their platforms. Consider creating posts for LinkedIn, Twitter, Facebook, Instagram, and TikTok, as applicable. Make sure to consult with CARB’s OC prior to sending the social media communication methods to community stakeholder partners for dissemination and implementation. Below is an example of what social media communication methods for community partners should include.

Table 8. Social Media Communication Methods for Community Partners

Information Type	Description	Examples (Actual CARB Posts)
Overview/Resources	Provide a quick overview of the CARB action and the community engagement event you want to highlight. Point to websites, draft/final reports, regulations, or important information and tag anyone that may be a partner on the CARB action. Tagging uses a @ to identify a partner and helps get an original post reposted/shared for more visibility.	Posted on Twitter : CARB approved updates to the Commercial Harbor Craft Regulation to reduce #airpollution from ports and harbors on the California Coast. The regulation will provide \$5 billion in #publichealth benefits and will reduce diesel PM by 89%, reduce NOx by 54% and reduce cancer risk for 22 million Californians by 2035.
When to promote your event	Identify when you want community partners to post about your community engagement event(s). For example, specify that we want partners to post 10-15 days before an event and a	CARB’s Hybrid & #zeroemission Truck & Bus Voucher Incentive Project reopens to new voucher requests today, March 30, 2022, at 10 a.m. pacific time. Over \$400 million is now available to accelerate

	reminder post the day of the event.	California’s transition to zero emission vehicles. Apply today!
Take action	Encourage people to sign up to CARB listservs to get updates and be involved on the CARB action, to attend events, or to review draft materials.	Join the California Air Resources Board on May 21, 2022, from 2:00-5:00pm for a look inside one of the world’s most advanced and greenest vehicle emissions testing and research facilities dedicated to California’s #cleanair. Tour the lab, see the largest #airquality art collection, view the #ZeV truck and bus showcase, ride/drive #zeroemission cars, and visit interactive booths from the Riverside Community.
Additional example posts & hashtags	Provide community partners with several example posts (4-5) with different options for saying similar things, with images and hashtags for community partners to share. Posts can include quotes and data from reports. Hashtags are a strategy to get more people to see your posts and become familiar with the content.	California Climate Investments Implement \$10.5 billion in #GHG reducing projects that are expected to reduce 76 million metric tons of emissions with over 50% of investment benefiting disadvantaged and low-income communities. To learn more read the recently published California Climate Investment Annual Report #climateaction #capandtrade #CAClimateInvestmnets
		Today the California Air Resources Board released its Annual Climate Investments Report that shows the program continues to lead the way by supporting a low carbon and more equitable future.

		#climateaction #cleanair
		Additional Hashtags: #airquality, #airpollution, #cleanair, #cleanenergy, #zeroemissionvehciles, #environmentaljustice, #publichealth, #climatechange, #carboneutral

It is important to track how the public responds to your messaging strategies and to use this information to inform messaging for future events. There are several data points that can be tracked to accomplish this:

- How many posts you have shared to social media including how many likes, shares, comments they receive?
- How many opens on your GovDelivery emails?¹⁶
- Registrations to your event?
- How many people attended the event?
- How many people provided feedback or comments at the event?

It is essential that staff are intentional, consistent, concise, and thoughtful about their messaging. This requires careful planning which includes researching your community to ensure your messaging is appropriate and removing insensitive content (see Step 5 in the Plan Template). Check-in with your community partners to ensure messaging communicates the important and relevant information. Ensure the messages, related images, tagging and hashtags to be used are approved by CARB’s OC. Additionally, ensure materials are translated and culturally appropriate. More detail on this will be discussed in Step 3. refer to the Cultural Competence section in the Narrative and the Language Access section (Step 8) of the Plan Template. You may reach out to CARB’s Equal Employment Opportunity Office (EEO) to request the most up-to-date interpretation and translation service forms.

Step 3: Preparation for Events

When preparing for an event, it is essential to allow for space to authentically and meaningfully engage with community stakeholders. For example, you may consider using interactive polls throughout presentations, structuring the event to have more of a dialogue, or co-hosting an event with community partners. It is important to

¹⁶ Note that all bulletins broadcasted through GovDelivery generate a report that provides various analytics including what email address clicked a provided link.

remember that “90% of the work happens before the event begins.” The following guidance is useful before, during, and after an event.

This step includes the following:

- Before the event
 - Agenda and facilitation plan
 - Logistics
 - Information
 - Dress rehearsal
- During the event
 - Explain the engagement process
 - Facilitate the discussion
- After the event
 - Reporting back
 - Following up

Should you host the event?

To make it easier for more community stakeholders to engage in your process, consider presenting or sharing information at existing community events, rather than hosting your own separate meeting. Each community stakeholder group will have different meeting formats and customs, so keep in mind that participating in one stakeholder’s group may be different than the next. If you are attending events that stakeholders have convened or are co-hosting, the planning and agenda will be shared with the community stakeholders. This approach can be a good way to mitigate community stakeholder fatigue, create a welcoming environment for community members and empower communities to take leadership in the engagement process. If you do host the event, coordinate with other CARB staff/CARB actions, as appropriate. It is often good to take both approaches by hosting an event as well as participating in community events already happening.

Before the Event

There are several logistical considerations to keep in mind when planning a welcoming environment to help your event to run smoothly and effectively.

Agenda and Facilitation Plan

- **Public Agenda:** Create an agenda with estimated times for each item. It should be clear to the public when they can contribute, comment, or be included in a dialogue.
 - List the purpose of the meeting and intended outcomes
 - If appropriate, mark items as: informational only; decision-making

- Ideally, notify stakeholders and the public 30 days prior to event date but no less than 10 days in advance
- The agenda can be distributed by posting it on CARB's website, via listserv, directly via email, or through flyers distributed directly to community stakeholders
- **Facilitation Plan:** Your Facilitation Plan is an annotated agenda that includes all the behind the scenes details your team should have in preparation for and during the meeting. In Step 9 of the Plan Template, key roles and responsibilities were assigned. The key roles and responsibilities in combination with an annotated agenda comprise your Facilitation Plan. If the issue being discussed is contentious and complex enough, external support may be required. Refer to the [Facilitator Selection Criteria and Skillset Guidance](#).

Logistics

- Will your event be in-person, virtual, or hybrid?
 - In person:
 - Contact potential venues to determine availability, cost, application process, etc.
 - Ensure the facility is ADA accessible and essential amenities are functional (e.g., restrooms, elevators, wireless connection, etc.)
 - Fill out appropriate forms in coordination with your division administrative staff:
 - Prepare ASD 15 Contract Request form
 - Prepare ASD 255 Check Request form
 - Prepare STD 204 Payee Data Record form (send to venue to fill out)
 - Send DGS Public Liability Insurance (send to venue to fill out)
 - Collect invoice, fee schedule, and/or any other forms (such as those above) from the venue that should be part of the reservation package, as requested by either the venue or Administrative Services Division (ASD)
 - Send emails to venue staff to confirm rental details and get contact information for the people that will be onsite the day of the meeting
 - If virtual platform:
 - Ensure the platform is accessible for community stakeholders and interpretation services can be used
 - Recording a virtual event in multiple languages will require special considerations and should be planned for ahead of time as some virtual platforms do not allow for simultaneous language recordings

- If hybrid:
 - Consider how participants will experience the meeting both in the room and online
 - Ensure your audio and display of the presentations and materials is clear to both the in-person and online audiences
 - Establish a structure to capture comments
- **Event date and time:** Check potential meeting dates and times with local partners/key community stakeholders. Be sensitive to conflicts such as religious holidays (e.g., Eid al-Fitr, Yom Kippur, etc.), local government meetings (many city council meetings are on Tuesday nights), internal CARB meetings, other government or public meetings on the same topic or a similar topic, a fundraising event of a major community stakeholder group, etc. It may be necessary to hold more than one meeting because of day or time preferences. For example, professional advocates may be able to attend a daytime meeting, while residents who work from 8 a.m.-5 p.m. may only be able to attend evening or weekend meetings/workshops/events.
 - Check internal CARB calendars including:
 - CARB Events Calendar – <https://ww2.arb.ca.gov/events>
 - California Climate Investments Events Calendar – <https://www.arb.ca.gov/ccievents/>
 - ARB Funding Plan Workshop Calendar – FundingPlanWorkshopCalendar@arb.ca.gov
 - ARB MSCD Meetings and Events Calendar – 600.msdc.dcal.ARB@arb.ca.gov
 - ARB STCD Calendar - CARB-STCD@arb.ca.gov
 - ARB OCAP External Calendar OCAPCalendar@arb.ca.gov
 - CARB Environmental Justice Unit carbej@arb.ca.gov
 - [Low Carbon Transportation Investments and AQIP Meetings and Workshops](#)
 - Contact the key community stakeholders identified in Step 10 of the Plan Template to determine their preferred dates and times. Once a date is chosen, inform community stakeholders at least 10 days prior to the event date
 - Use GovDelivery listserv and/or add events to CARB calendar(s)¹⁷
 - You may also share on CARB’s social media such as Twitter for broader reach. See the Social Media Toolkit Table above for how to approach this

¹⁷ It is good practice to add a hold for your planned events on the external CARB Events Calendar (<https://ww2.arb.ca.gov/events>). Work with your management to determine what additional calendars are appropriate to post your event on.

- **Location:** For in-person meetings ensure the facility is welcoming for your intended participants and ADA accessible
 - Factor in public transit access and accessibility for people with mobility limitations
 - When possible, try to use a facility that your community stakeholders are familiar and comfortable with
 - Does the size of the room support the set up or design you want? In other words, if you want participants at tables of eight, are there enough tables available? Does the room have the capacity you need?
 - Additional considerations are included in Step 9 of the Plan Template
- **Room set up:** Participants should feel comfortable and welcomed as they enter. Avoid rows of chairs, if possible; looking at the back of other people's heads does not create an environment conducive to learning or dialogue.
 - Greet attendees and thank them for coming
 - Provide name tags (staff should have name tags on, too)
 - Provide voluntary sign-in sheets for participants to track attendance and interest in being added to a listserv. Please refer to the Legal Office regarding what personal information can be included
 - Share the restroom location(s) and emergency exits at the beginning, so people are not searching for these things
- **Audio/Visual:** Determine your audio and visual needs for your event. Does the space have microphones and screens? Or will you need to rent them (note: OIS and OC have some equipment you might be able to check out)? Is the space apt for hybrid meetings? Identify and verify all presentation and room requirements of the meeting.
 - Once an event date is secured and equipment needs are known, reach out to OIS and OC, if needed
 - Audio/visual includes laptop, projector, Wi-Fi, slide deck and person running it, staffing/equipment to run virtual platform if hybrid, microphones (if being used), audio speakers (if being used), table and chair configuration, location for easels, restroom location and availability, emergency exits, etc.
 - If the meeting is taking place at the CalEPA headquarters building in Sacramento, the CalEPA A/V team must be notified and contacted to ensure that the appropriate technological needs can be met. Refer to [Audio Video \(A/V\) Services](#) webpage for instructions on requesting A/V services.
 - If the meeting is taking place at the Southern California headquarters, please contact [OIS](#) to ensure your technological needs can be met. Staff should communicate in advance to the service desk to ensure there are resources and staff available to help them.

Information

- **Materials:** Ensure the public has access to materials on the topic at least 10 days in advance of the event. Be sure the materials are understandable to the public.
 - You can use [this tool](#) to check the grade level of your document. You should aim to use simple language at a sixth to eighth grade reading level (for more information look at the narrative section of this document).
 - Additional resources for consideration when developing materials for online publications are available on CARB's Inside Page under the [Introduction to Web Accessibility Tools and Resources](#) page.
 - Think about what visual aids or other materials you can use to facilitate group participation. This could include easels with flipcharts or print outs of visual aids like maps, program handouts, presentations etc., and items like sticky notes, markers, highlighters, note pads and pens for participants to use. Resources across divisions may vary, ask your division administrative staff for available materials.
 - To further ensure information is easy to understand and written in plain language, consult with internal staff members to review the materials. Additionally, you may also consult with the identified community stakeholders in Step 10 of the Plan Template by sharing meeting materials with them prior to finalizing them, if needed.
 - Ensure plenty of time has been built in for review, approval, and translation of the materials. You can request translation and interpretation services through the EEO and fill out form [ASD/MSB 256 Language Services Request](#).

Kid's activities: Coloring books, crayons or stickers will indicate you are glad a participant brought their children and allow the parents to focus more on the meeting. You can use [Climate Investment's Children's Materials](#).

- **Presentations:** Be sure staff and other subject matter experts or presenters understand the topic(s) and have practiced their presentations; presentations should be clear, using plain language and have useful visuals.
 - Different types of events will have different presentation needs and will vary in length. For example, a technical and/or regulatory presentation may require 20 minutes. On the other hand, a listening session centered around stakeholder discussion should have presentations no longer than 5 minutes

- Break long presentations up into shorter chunks by using polling questions throughout the presentation or invite questions or reflections between sections
- Aim to have a more open-ended discussion rather than staff presenting and reading from a script
- Present slides in the different languages or consider using hybrid language slides if only two languages are needed.
 - There are a few methods in PowerPoint that one can use to present two slides (the English and translated slide) simultaneously.
 - One way is to have the slides (English and translated) in separate presentations and present each presentation at the same time. An explanation on how to do this can be found here: <https://nutsandboltsspeedtraining.com/powerpoint-tutorials/view-two-powerpoint-presentations-at-the-same-time/>
 - Another way is to have the English and translated slides stacked vertically onto a single slide. To achieve this, open a blank presentation in PowerPoint. Then double the height of the blank slide (Design-> Slide Size-> Custom Slide Size). Save the English and translated language slides as pictures (Save As > JPEG File). Next you can paste (or add an image) the English and translated slides into a single slide as a picture and resize to fit the slide.

Making visual materials: Have Office of Communications review your graphics or maps to ensure they include all necessary labels and legends. Make sure to cite the images used. Also, get all graphics with appropriate language translations.

- **Interpreter:** Ensure you have shared all presentations and event materials with your interpreter(s) prior to the event. This will ensure interpretation staff are familiar with the technical terms and details that will be shared during the event. If possible, have a preparation call with the interpreter prior to an in-person, virtual, or hybrid event. Include your interpreter(s) in at least one dry run, or practice session, if a virtual event will be held. Including your interpreter(s) during the dry run(s) must be included in the initial interpretation service request.

A list of standard materials to be shared with interpreter(s) includes:

- Bilingual glossary of common words developed by CARB (on [Bilingual Services Program](#) page) which can be shared immediately with interpreter(s)
- Event PowerPoints
- Event documents
- Event notice/calendar item

Interpretation: Language services should be welcoming and easy to access the day of the event. *When presenting materials, speak slowly to assist interpreters.*

- **ADA accessibility:** Staff must ensure all documents and information posted to our website comply with [Web Content Accessibility Guidelines 2.1](#), levels A and AA. This makes content more accessible to people with disabilities and people with visual impairments. An ADA accessibility check should be done through Microsoft Office’s Accessibility Checker, Microsoft CommonLook Office, and the Adobe Acrobat Accessibility Tool. For more resources on how to make documents ADA compliant, please refer to the table below.

Table 9. ADA Resources and Tools

Software	Software Capabilities
<i>Microsoft Office (Word, Excel, Powerpoint)</i>	<ul style="list-style-type: none"> - Resources available from Department of Rehabilitation.
<i>Adobe Acrobat (PDF)</i>	<ul style="list-style-type: none"> - Instructions in software that help users create ADA compliant PDFs. - Full Check/Accessibility Check tool for new PDFs or already created PDFs. - Create Accessibility Report which summarizes findings of accessibility check.
<i>Colour Contrast Analyzer</i>	<ul style="list-style-type: none"> - Tool that allows user to check their text or visuals to optimize visibility for individuals with vision disabilities.

Dress Rehearsal

Conduct one or more final run throughs of the facilitation plan with CARB staff, interpreters, and key community stakeholders (if they are co-hosting the meeting) to ensure everyone is clear about their role and familiar with the physical or virtual set-up

of the event. It is important to review tough scenarios and consider what will be done if they occur. Depending on your choice of event location, this may include considering what will be done in the case that audio/visual, computer platform, Wi-Fi, etc., experiences issues.

A few specific tough scenarios for each event location type may include:

- In-person: What will be done if there is an individual yelling or disrupting the meeting?
- Virtual (or in-person): What will be done if there are 300 more people than you expected to show up and they all want to speak? What will occur in the case of an unwanted disruptive intrusion (also known as a Zoom bombing)?
- Hybrid: How will the online and in-person experience be handled simultaneously? What will be done if the platform internet connectivity is lost?

Regardless of your chosen event location/platform, remind all assigned staff to remain calm during any of these tough scenarios as we want to ensure all community stakeholders feel comfortable asking questions and raising their concerns.

During the Event

It is important for CARB staff are familiar with the following procedural considerations and resources to properly facilitate/participate in a discussion and be familiar with what to do when faced with conflict.

Explain the Process

- **Welcome:** The meeting facilitator should welcome participants and acknowledge community stakeholders that are attending the event and helped to plan it. This may include a poll to understand who is in the room.
- **Agenda review:** When reviewing the agenda during the event, note the goal(s) of the event, key topics, and what decisions will or will not be made.
 - Be transparent about how comments will be recorded and used. Clarify which aspects of your CARB action you are interested in gathering feedback on and how their comments will influence it, and what may not change due to program restrictions or by law
 - Let participants know when they will have an opportunity to provide feedback on specific topics during the meeting
 - Explain what plan/process CARB is using to determine what is on topic and off topic as it relates to your CARB action. If there is a comment or question that falls outside of the scope of the CARB action, it still must be recorded and followed up on appropriately (more information in the Close Template that follows)

- **Event ground rules/agreements:** Allow time shortly after reviewing the agenda to ensure that the event atmosphere remains respectful and allows for authentic collaboration and conversations by establishing ground rules.
 - Allow participants to share what they believe are appropriate and needed ground rules. This can be done by taking participants verbal suggestions, through submitting words for a word cloud, from the chat, etc.
 - Ensure that meeting participants are aware and agree to the established ground rules and refer to them when needed.
 - Event ground rules/agreements can be created at the beginning of the CARB action process and be kept for the entirety of the process and revisited when appropriate.
 - Ground rules may include but are not limited to:
 - Be civil and respectful
 - Step up and step back
 - Attack the problem, not the person
 - Additional information can from the [National Equity Project](#)

Meaningful Involvement

- Potentially affected community members have an appropriate opportunity to participate in decisions about a CARB action that will affect their environment or health.
- Although all stakeholder comments will be considered, community member comments should be weighted highly amongst stakeholders.
- The public's contribution can influence CARB's decision.
- The decision-makers seek out and facilitate the involvement of those potentially affected.

Manage the Discussion

- **Tone:** Set a friendly tone.
 - Be attentive and use [active listening](#) skills
 - Keep explanations simple and direct; avoid acronyms, jargon and technical terms
 - Be careful to avoid [tone policing](#), or silencing/ignoring someone's feedback if it is expressed with high emotion. Focus on the content rather than the tone
- **Respect:** Ensure that the conversation addresses the issue and does not attack people's ideas.
 - Ideas can be challenged, but respect for one another should be upheld

- If needed, have the facilitator remind participants of this during the event and refer to ground rules/agreements

Staff May Feel Attacked

Remember that community stakeholders are sharing their lived experiences and frustrations, which at this moment may be aimed at you. That does not mean that you are under attack, but rather that our institution and government have historically failed some communities. Take the lessons with humility.

- **Be Honest:** Be honest about what CARB can and cannot do.
 - Capture off topic comments to be addressed at a different time or to be sent to other agencies that could address it
 - Follow up materials on how to address and close the loop on matters will be discussed in the Close Template
- **Be Inclusive:** Solicit comments from those not often heard.
 - This can look like making space for people who have not yet spoken. This can be done by offering alternative ways of collecting comments such as through writing, email, polls, surveys, word clouds, or ways to remain anonymous before, during, or after the event. This is also mentioned in the Plan Template.
- **Be Mindful:**
 - Sometimes we ask questions or seek information that requires vulnerability from community stakeholders. Work on creating an environment where this can happen. This may be difficult at times as it requires trust.
 - Create an environment in which everyone feels comfortable in expressing themselves and participating fully, without fear of attack, ridicule, or denial of experience. For example, set up chairs in a circle rather than talking down to an audience
 - Establish meeting agreements (see info regarding ground rules/agreements above) and refer to them during the process
 - Practice nonviolent communication through compassionate behavior and interactions to achieve what everyone seeks
 - Avoid using terms like “we/I understand,” “we/I get it,” or “we/I hear you” when attendees express a concern or frustration as this may come off as disingenuous since we may not have had their lived experiences
 - Try responding with (1) compassion, (2) conviction, and (3) optimism
 - (1) I’m very sorry to hear about...

- (2) I'm confident that...
- (3) In the future I believe that...
- **Be human:** Try to connect with people on a human level.
 - Connect on our shared experiences and values
 - Try not to be overly scripted so that you can have a conversation.
 - Vulnerability and being human is not unprofessional

There are several helpful trainings and resources available for CARB staff to help develop their interpersonal skills that will be useful when attending, participating, or hosting an event with community stakeholders. Below are some resources:

Table 10. Resources and Trainings Available to CARB Staff on Learning Management System¹⁸

Resource	Description
Advancing Racial Equity at CalEPA	This training will help participants develop an understanding of fundamental racial equity concepts, a model of change to become an antiracist organization, and an overview of racial equity tools.
Communicating Effectively	This training will help you communicate in a clear and professional manner. You will improve your oral communication skills, increase your ability to understand and be understood, and help you have more influence. You will also learn ways to improve your listening skills, non-verbal communication skills, and be more assertive.
Leading at the Speed of Trust	Based on Stephen M.R. Covey's best-selling book, <i>The Speed of Trust</i> , your team will become competent in using the framework, language, and behaviors that lead to high-trust teams and organizations.
DaRE Resources Page	Diverse Panel Memo; Launching Pilot Program for Impartial Screening of Job Applicants to Support Increasing Diversity in the Workforce; 90 Day Challenge Resources; Guidance for Racial Equity Conversations; Glossary of Terms for Racial Equity, Diversity, and Belonging

¹⁸ Learning Management System <http://inside.arb.ca.gov/as/lms/lms.htm>

<p><i>Implicit Bias Training</i></p>	<p>Implicit bias is primarily seen as an attitude or stereotype below conscious awareness held about social groups below conscious awareness. Implicit bias has become very important to understand given the decreased frequency of Americans to freely and openly express negative thoughts, feelings and behaviors regarding other racial groups. This workshop will cover the causes of implicit bias, the overarching effects of implicit bias, and the ways implicit bias can be managed at the individual level.</p>
<p><i>CalHR Trainings</i></p>	<p>Diversity, equity, and inclusion trainings</p>

After the Event

After an event, you must summarize your event’s outcomes and follow up on matters that require action and/or answers to ensure that all participants and stakeholders are aware of the timeline and process of the CARB action. Please see the Close Template for information on closing the loop on the entire engagement process for your CARB action.

Reporting Back

- **Summary:** Prepare and disseminate an event summary, including notes taken at the event, as appropriate.
 - Make decisions, action items, and next steps easy to find. Consider putting these on your program’s webpage, on your calendar event page, in the body of a follow-up email to those who registered/attended or include it in your next [GovDelivery](#) announcement. Try and make a centralized location for all CARB action-related items easy to access.
- **Communicate:** Consider additional channels to share news about event outcomes such as related newsletters or blogs, including [CARB’s Environmental Justice Blog](#). You can contact the OC to request posts on CARB’s social media accounts.
- **Contact:** Be sure to provide a specific contact person for any follow-up matters (email, phone, and mailing address).

Following Up

- **Stakeholder follow up:** Reach out to attendees who did not speak up during the event (they may care just as much as those who spoke up but remained silent due to the power dynamic or past histories).
 - Follow up with those who might be disappointed with the decision; encourage them to stay involved

- Keep asking for feedback and continue to provide information and updates regarding the issue
- If questions arise outside of your work/scope, connect the individual asking to an appropriate contact. If questions continually arise, consider making a list with appropriate contacts to be shared or posted for all stakeholders to view

Step 3 Actions

1. Decide whether to attend an existing community event, cohost an event with a community group, or host your own (which may still include community stakeholder involvement).
2. Develop a public agenda and make it available as early as 30 days prior but no later than 10 days before an event.
3. Develop a detailed Facilitation Plan.
4. Select an event date, time, and location that accommodates community stakeholders the best and develop materials timely and accessibly.
5. Secure contracted services such as virtual meeting platform, interpreter(s), closed captioning, transcription, A/V, etc.
6. Scheduled dress rehearsals/dry runs and develop a contingency plan when faced with worst case scenarios.
7. Create ground rules/agreements with the community stakeholders present prior to delving into event content.
8. Review resources in the "Resources and Trainings Available to Staff."
9. After the event, ensure there is appropriate follow up with community stakeholders.

Now you are ready to implement your engagement event!

Step 4: Adjustments to Engagement Events

It is important to evaluate community engagement events after they have been executed to determine which practices employed during the events worked well and identify ones that can be improved on for future events when implementing your CARB action. This can be accomplished in two ways: meeting with internal CARB staff who participated in the engagement event and/or seek feedback from external partners who participated in the event. Both internal and external evaluation can take place for each event, however, it is recommended that at a minimum, a short survey follow each engagement event.

You can evaluate community engagement practices by asking about the following:

- Was the information easy to understand and not overly technical?
- Was there enough time to solicit questions and feedback on the issue being discussed?
- Do you feel that community stakeholders were able to authentically express their opinions?
- Was there a good representation of diverse stakeholders present?
- Was there something missing?

Internal Evaluation

After the community engagement event, such as a meeting or community visit, CARB staff can meet internally to discuss what went well and what may need further refining for future engagement events that may follow.

External Evaluation

Evaluation by external community stakeholders is also an option. This can be accomplished by integrating a poll/survey at the end of your community engagement event (in the last 5-10 minutes) or by sending out a short survey regarding the participant experience after the event. If this is the approach, there should be an option for the respondents to remain anonymous and have space to gather open-ended responses. An alternative method would be to solicit feedback from key community stakeholders who have been involved in the process over the phone, email, Zoom, etc. The survey or phone interview should be short, as it is only focusing on the single engagement event that occurred, not the entire process. The Close Template provides a sample survey that can be modified to better meet the intended evaluation purpose.

When using either method to solicit feedback from external partners, it should be explicitly stated that the information gathered is solely for the purpose of informing better practices to employ during future community engagement events.

Step 4 Actions

1. Identify who should evaluate the community engagement event (internally or externally, or both) after it takes place
2. Use feedback to inform planned future engagement events and make alterations or additions if required
3. Repeat this step after every community engagement event

Table 11. Community Engagement Event Worksheet

Engagement Event Worksheet
Event: Event Date: Event Time:
The following worksheet should be completed for each engagement event chosen for your CARB action in Step 7 of the Plan Template. This worksheet will assist you in executing your event effectively.
Event Planning
How will you engage community stakeholders during the event? Focus groups, tabling at community events, or site visits, etc.
What level of community stakeholder participation is involved? Refer to the Engagement Spectrum, Step 3 in the Plan Template, which identifies associated classifications.
Identify tools, software, or methods you will use to engage with participants during the event.
What considerations have you given to unique stakeholders you are seeking to have involved in the event? Please see Steps 4, 5, 8, and 9 in the Plan Template.

Internal and external steps when working with California Native American tribal governments

Communicating internally: When consulting with a California Native American tribal government you must notify CARB’s internal tribal liaison (Tracey Harper, tracey.harper@arb.ca.gov).

Communicating externally: When interacting with a California Native American tribal government you need to consider the government-to-government relationship. In other words, a sovereign government should be acknowledged and treated as such.

Will you need language interpretation services with the event? Will your presentation, brochure, or other materials need to be translated? Submit requests for translation and interpretation services at least 10 business days, or two weeks prior to the engagement event. You may reach out to CARB’s Equal Employment Opportunity Office (EEO) to request the most up-to-date interpretation and translation service forms. Additionally, if you are requesting translation of a large document consult with your EEO contact regarding time required.

For further questions, contact Payam Ahmadi, in the Equal Opportunity Office (EEO), at payam.ahmadi@arb.ca.gov

Will staff from other California state government agencies or other CARB divisions/programs be invited to attend and/or present? Demonstrate how state agencies and CARB are collaborating on actions. This will also provide the expertise that can help answer questions during the meeting.

Will a facilitator be needed? Do the CARB lead staff have any professional training? If the issue being discussed is contentious and complex enough, external support may be required. To request a trained CARB facilitator, fill this out _____. Refer to the [Facilitator Selection Criteria and Skillset Guidance](#) (see Appendix [X]) for guidance on selecting an effective facilitator. To request an outside facilitator, a contract is needed.

How does your engagement event acknowledge and address racial and social inequities? Refer to Step 4 in the Plan Template.

What questions/input are you looking to get? You want to listen to all input, but it is always good to know the questions/feedback you are looking for before going into a meeting. Make sure you are open to all feedback and that you don't cut people off to get your specific questions answered.

What equity indicators/metrics will you use to evaluate the effectiveness of your engagement efforts? Short list in Step 4 of the Plan Template.

Material Development

Which staff or teams will be needed to help prepare materials? List them here.

Who is authorizing the listed staff to participate?

Have the listed staff already been contacted?

Have the listed staff confirmed they have capacity for the engagement,

	<p>event material development and other needed participation?</p>
<p>Are the listed individuals trained to create ADA accessible documents? Resources for ADA compliance are listed in narrative section of this document. Consider the time to convert all materials that will be posted online to be in ADA accessible format (see Step 6 in the Plan Template to help you determine your timeline).</p>	<p>Who is responsible for coordinating work on the action? This staff person will be a point of contact and ensure materials use clear language.</p>
<p>Will graphic design be needed for the materials? If so, who will do that? Remember to have all graphics translated into appropriate languages. It will be helpful to work with the Office of Communications to create effective designs.</p>	<p>Has your division web points of contact (POC) been notified that the materials developed will need to be posted on a particular webpage? Or will a new section of your website need to be created? To find your division web POC check this list.</p>

<p>If translating documents, has time for it been built into the schedule? As mentioned above, ensure translation and interpretation services are submitted at least 10 days prior to the event. Make time to include the translated slides into all presentations.</p>	<p>If using external translators, have any program CARB staff been identified to review the translation for accuracy? Who will provide the translators with meeting materials/info in advance and be the main contact for the contractor? See Step 8 in the Plan Template for more information on language access.</p>
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Stipends

If applicable statutory or budgetary authority exists, is this an event where stipends can, should, or are available for participants (e.g., such as focus groups and community advisory committees)? To determine this, consult with the [Stipend Guidance in Development].

Appendix [X]: Facilitator Selection Criteria and Skillset

Selecting a facilitator that has the skillset to encourage participation, manage different types of discussions, and remain professional among several other aspects is essential to ensure that a successful meeting/workshop can be held. This document describes key criteria that is desired in a facilitator.

Below is a short summary list of desired characteristics:

- Knows key elements of facilitation
- Has good listening skills, clarifies and probes for understanding
- Able to use a variety of media for delivery of information and seeking participation
- Is comfortable in front of groups

- Responds non-defensively to challenges
- Puts people at ease; creates a comfortable learning environment
- Shows respect for the ideas and opinions of others
- Exhibits an ability to draw out differing ideas and opinions
- Able to think quickly, improvise, and adjust to needs of others
- Is not judgmental

Questions to Ask Facilitation Consultants Related to Process Design

If your project/program/regulation is contentious enough that you require a contract for facilitation services, the following are example questions to ask prior to moving forward.

Facilitation Process Design:

- What types of experience do you have related to policy/program/regulation?
- Please name various process techniques you use.
- How do you keep up on the latest trends in the field?
- How do you bring more junior practitioners up?

Facilitation Experience:

- Please give examples of facilitation situations you have encountered.
- How do you handle strong emotions?
- What is your strategy when the discussion goes off topic?
- What do you do when folks are not negotiating or engaging in good faith?

Key Skills

The following sections will describe interpersonal skills that are desired in an effective facilitator.

Personal Effectiveness and Emotional Intelligence:

1. Serves as a role model for others regarding appropriate conduct and ethical principles
2. Keeps emotions under control when facing adversity
3. Interacts effectively with varying levels of participants with different backgrounds and perspectives
4. Uses adult learning principles to ensure participant involvement, commitment and learning
5. Demonstrates and acts on an understanding of the collective concerns of the participants
6. Demonstrates and acts on an understanding of participants' personal interests, concerns, and motivations

7. Facilitates in a way that influences the participants to interact respectfully and effectively
8. Gains commitment of participants by positioning the discussion in terms of benefits meaningful to the participants
1. Effective Communication: Uses interpersonal and communication skills to gain acceptance of and commitment to session objectives
2. Makes effective verbal presentations (includes changing language or terminology to fit group characteristics)
3. Effectively uses nonverbal communication techniques
4. Reads and understands verbal and nonverbal behavior and responds appropriately
5. Uses active listening and effective questioning techniques to facilitate participant involvement

Encouraging the Involvement of Others:

1. Uncovers opportunities for participant involvement and takes innovative action to maximize the effectiveness of the group experience
2. Monitors participant experience by soliciting feedback and analyzes participant behavior and performance during exercises or activities
3. Maintains focus on job-related application and relevancy of discussion for participants
4. Contributes to individual, team, and corporate knowledge
5. Creates participant synergy through creative activities and communication strategies
6. Provides coaching to enhance constructive participant engagement
7. Takes appropriate risks to see new ideas, content, and instructional strategies are discussed and considered
8. Supports participants who take appropriate risks

Maintain Focus and Manage Process:

1. Plans and monitors facilitation to ensure efficient and effective use of time
2. Uses effective meeting management techniques
3. Implements creative facilitation strategies
4. Proactively recognizes situations where change in process is needed and modifies plan in response to changing conditions or participant needs, rather than pursuing a single, preplanned course of action
5. Demonstrates an understanding of the organization's strategic objectives, customers, products/services, informal political network particularly as they relate to the session content

Managing Groups and Interpersonal Conflict:

1. Promotes a spirit of cooperation among participants
2. Clarifies and communicates roles and expectations of facilitator and participants
3. Solicits the input of participants and leverages participant expertise through establishing collaborative relationships

4. Recognizes and rewards the contribution of participants
5. Positions the group process with participants by building relationships and setting the social climate
6. Builds trust between facilitator and participants, and among participants
7. Gains the cooperation and support of the participants
8. Gathers the relevant information and takes action to resolve a problem or issue within the group experience

Facilitator Role Example

Below is a chart that further explains the role of the facilitator when compared to that of a presenter or trainer during a meeting/workshop.

	Presenter	Trainer	Facilitator
What they do	Share their ideas and knowledge.	Provide information, tools, knowledge to develop skills. Lead two-way communication	Relinquish control to the group. Lead interactive communication, synthesize the collective knowledge and return the new understanding to the group.
Why they do it	Objectives are based on what is to be communicated (e.g., inform, describe, persuade/sell, motivate, inspire).	To assist participants in modifying behavior, acquire knowledge, or be introduced to information to meet predetermined learning objectives based on assessment of needs.	To access and gather the knowledge of the group to generate ideas, solve problems, learn; to meet the session objectives and desired outcomes established by the group.
How it's done	Generally, speak from a stage or podium. Provide a key message based on identified objective(s) and offer 2-4 main points to support that message.	Create a structured learning environment using strategies such as lecture, demonstration, group discussion, and participant activities/exercises to develop and measure participant competencies against stated objectives.	Apply adult learning theories, communication skills and group dynamics to assist the group through self-directed exploration and discussion.

Approaches	Communication is largely one way from presenter to audience. May enhance presentation with visual aids and anecdotes.	Use multiple techniques, including lecture, modeling or demonstration, discussion practice, and feedback. May lead exercises to involve participants in experiential learning, to enable them to learn from others' experience and to retain participant interest.	Manage the session process and structure, not content. Use questions to draw participants out, brainstorming, problem solving, consensus decision making, role clarification. Encourage open communication among all team members and uses tools to assist team problem solving.
Questioning style	Presenter primarily answers rather than asks questions.	Trainer asks questions to enhance learning and evaluate understanding.	Questions are used to develop individual involvement, clarify information and ideas, and encourage participation.
Who participates	Audience is present to receive prepared remarks.	Participants are present to learn.	Participants are frequently members of groups or teams who share a common purpose (e.g., solve problems, share information, make decisions, generate recommendations).

After you have finished implementing your engagement activities, it is time to explore how to close the loop with your community stakeholders and other partners

Close Template

Purpose of the Close Template

The purpose of the Close Template is to provide CARB staff with guidance when closing the loop with **stakeholders** by informing them on how their feedback was considered and influenced the policy program, project, or regulation, hereafter called CARB actions, as well as any potential next steps. Additionally, this template will help inform improvements to future external and internal community engagement efforts for the Plan and Implement portion of the **Community Engagement Model**.

The Close Template consist of three steps:

Step 1: Public Follow-up

- Acknowledge and thank stakeholders
- Present community stakeholders with an action summary

Step 2: Assessment of Community Stakeholder Engagement

- External evaluation
- Internal evaluation

Step 3: Recommendations for Improvements to CARB's Community Engagement Model

- Develop process improvement recommendations
- Present process improvement recommendations

Step 1: Public Follow-up

Acknowledge and Thank Stakeholders

Community stakeholders, especially those from disadvantaged, low-income, and underserved communities, may be particularly burdened by attending community meetings and workshops. To attend community meetings and workshops, some community stakeholders may need to balance multiple jobs, secure childcare, overcome transportation and technological challenges, among others. To continue to encourage community stakeholder participation as they overcome such challenges, it is important to take the time to acknowledge the obstacles they may need to overcome to contribute to their communities.

There are multiple opportunities to acknowledge community stakeholders for their contributions. To recognize participants for their contributions to the CARB action, staff should pursue developing a thank you page that lists the participants on this effort in the final written report and or CARB action webpage (more information below). Discuss with your management to explore options outside of what is listed here.

Another viable option is to present community stakeholders with a *Certificate of Participation*. A certificate conveys a personal touch that shows:

- Appreciation for their attendance, time, engagement, and contributions
- Affirmation that their contributions received during the community engagement process will be reviewed for follow-up action

Staff may use meeting registration information to distribute certificates to participating community stakeholders interested in the certificate. Staff can track participant name and contact information (email or mailing address) during the meeting registration. Note that some community stakeholders may not want to provide their contact information or might not want to participate in this part of the engagement process. For these reasons, they should have the option to opt out during the meeting registration. Staff can pose a yes/no question, such as, "If you would like to receive a personalized certificate of participation and notification of any outstanding follow-up items, please select 'yes.' To opt-out of receiving a certificate of participation, please select 'no.'" **Note:** Community stakeholders may still view post-meeting deliverables on the program website. If another method to view the deliverables is preferred, please let CARB staff know."

Figure 6 provides an example of what a completed certificate could look like.



Figure 6. Example of Certificate of Participation

Similarly, if the CARB action resulted in a report, CARB staff should include an acknowledgment page that thanks community stakeholders for their contributions to the report. Staff should assess how to best recognize the participants, such as creating a list of tiers that could be based on participant attendance to one or multiple events or based on the level of involvement. This approach can generate a long participant list, which will require establishing an automated process to capture everyone. Creating a CARB action webpage is one recommended solution. **Note** that CARB staff should obtain permission prior approval from community stakeholders if they wish to thank them by name (personal name or organizational name).

Present Community Stakeholders with an Action Summary

After the current community engagement activities have concluded, it is important to share how community stakeholder feedback influenced the final CARB action. To effectively do this, CARB staff are strongly encouraged to develop an action summary table, similar to what is used to track comments on a regulation, which tracks all community stakeholder feedback received and clearly identifies which comments were incorporated and annotates which were not included or fell outside the scope of the CARB action. For the items incorporated into the CARB action, CARB staff should clearly note where in the CARB action the comment was incorporated. If the comment was not incorporated, CARB staff should provide an explanation as to why the comment was not included. In cases where there are multiple comments that cover similar topics, group them together as one, respond to that grouped comment, and acknowledge that multiple community stakeholders had similar feedback.

Figure 7 provides an example of what a clear and effective action summary table would look like.

Summary Action Table				
This table tracks all feedback received during the community meeting. It provides context on the meeting itself, the feedback received, and how (if) the feedback was incorporated.				
Meeting:	Air Toxics Regulatory Process and Community Input Listening Session			
Meeting Date:	May 12th, 2022			
Meeting Time:	5:00 pm - 7:00 pm			
Community Stakeholder Feedback	Feedback Incorporated? (Y/N)	If feedback was incorporated, where in the document can it be found?	If feedback was not incorporated, please elaborate on reasoning for which it was not.	Additional CARB Comments
Community is concerned with the application of pesticides near the waterways. CARB should limit which pesticides are used and where they can be applied.	No	N/A	Comment was not incorporated. This is out of CARB's jurisdiction.	Concerns will be passed onto DTSC and Waterboards staff for appropriate follow-up.
Community would like to know when toxics inventory is updated.	Yes	Page 9 has been updated to incorporate comment. People on the Toxics Listserv will be notified when the toxics inventory is updated on a bi-annual basis.	N/A	N/A

Figure 7. Example Action Summary Table

Staff should ensure that community stakeholders who provided comments are directly notified about the action summary table via their preferred method of communication identified during the **Plan** and **Implement** portions of the Community Engagement Model. Staff should also use the outreach and engagement methods from the **Plan** and **Implement** portions of the model to distribute the action summary table to all community stakeholders.

As with all external documents, CARB staff should ensure the document follows [CARB's Guidance Document](#).

Step 1 Summary

Continue to encourage community stakeholder participation by **acknowledging and thanking community stakeholders** via the presentation of a certificate of participation and in acknowledgement pages of CARB-prepared reports.

Present community stakeholders with an action summary table outlining all the feedback gathered from the community meeting, clearly identifying how comments were incorporated and annotating and explaining why some comments were not included.

Step 2: Assessment of Community Stakeholder Engagement

To improve future community engagement practices, it is important for staff to assess the effectiveness of current practices from an external and internal perspective.

The following surveys have been developed to help guide CARB staff as they gather anonymous comments from community stakeholders and staff needed to evaluate and improve current community engagement practices. The findings will be used to inform Step Three: Recommendations for Enhancement to the Community Engagement Model.

Note that the surveys are suggested templates. Staff can use the templates as is but are highly encouraged to modify them to gather additional information per their experience and needs.

To maximize the lessons learned through the community engagement process, surveys should be sent at the end of the community engagement process and after staff has followed-up and closed the loop on all pending deliverables to community stakeholders.

Since the surveys are going to be delivered to all external community stakeholders present at the community meeting or other engagement activity, as well as to all CARB staff that were involved in the process (regardless of how minimal their involvement was), it is recommended that one staff be selected as the point of contact for distributing and collecting survey results.

External Evaluation

The external evaluation assesses the effectiveness of current practices from an external perspective. It seeks to gather feedback from community stakeholders to understand their experience with transparency, engagement, and overall experience participating in CARB's community engagement efforts after they have all been implemented.

Surveys can be shared through a wide variety of methods (see the Plan and Implement Templates for a full list). Staff should select the method(s) best suited to improve the accessibility to the community. Methods of distribution may include:

- Traditional paper survey
- Electronic survey (e.g., Zoom poll, Google Forms, Survey Monkey, QR code, etc.)
- Group meetings (e.g., formal, or informal focus groups)
- Phone calls

The staff person selected as point of contact for survey distribution and collection should include a deadline for response. Give community stakeholders at least 15 business days to complete and return the survey. To increase the response rate, the

designated staff to administer the survey should consider sending a reminder midway through the 15 days and one day before the deadline. The selected staff should also be sure to follow-up with survey recipients as needed.

Avoid requesting personal information in the survey and give participants the option to provide their information if they would like to be contacted. Regardless of the method used to collect feedback, the responses must be kept anonymous.

Figure 8 provides an example of what a community stakeholder survey for a series of meetings might look like.

Community Stakeholder Survey	
Event Title: Add	
Date: Add	
Time: Add	
CARB recognizes your continued care and commitment to your community. To continually improve our community engagement processes, we kindly ask that you complete the following survey.	
To complete the survey, please check the appropriate responses.	
Thank you. We look forward to receiving your feedback by ADD Date and working with you to implement your thoughts.	
Pre-community Engagement	
1. Select the statement/s that best describe your experience about the meeting notice you received.	<ul style="list-style-type: none"><input type="checkbox"/> The meeting notice offered sufficient time for me to prepare for my attendance<input type="checkbox"/> The meeting notice <u>did not</u> offer sufficient time for me to prepare for my attendance Less time for a meeting notice is acceptable-<i>suggest time in weeks</i><input type="checkbox"/> More time for a meeting notice is needed-<i>suggest time in weeks</i><input type="checkbox"/> Send multiple reminders leading up to the meeting<input type="checkbox"/> None of the above<input type="checkbox"/> Other-<i>provide response</i>
2. Select the statement/s that best describe your experience with the background material in the meeting notice you received.	

- The background material in the meeting notice helped me understand the purpose of the program/project, policy, and/or regulation to participate in this engagement process
- The background material in the meeting notice did not help me understand the purpose of the program/project, policy, and/or regulation to participate in this engagement process
- The language is too technical
- Too much background content
- Not enough background content
- None of the above
- Other-*provide response*

During Community Engagement

1. Select the statement/s that best describe your experience about the information provided during the community engagement.

- The information provided was satisfactory
- The information provided was not satisfactory
- Too much information
- Too little information
- None of the above
- Other-*provide response*

2. Select the statement/s that best describe your experience about the community engagement.

- It was well organized and followed the agenda
- The length of the meeting/s was adequate
- Staff took the time to answer questions
- There was enough time to comment
- There was time allocated to engage in a meaningful discussion
- None of the above
- Other-*provide response*

3. Select the statement/s that best describe how you felt throughout the engagement.

- I felt the process was inclusive and transparent
- I felt comfortable expressing my opinions
- I felt CARB understood my comments
- None of the above
- Other-*provide response*

4. Select the statement/s that best describe how you perceived the participation of other groups of people on this community engagement effort.

- This effort engaged multiple groups of people from different backgrounds
- This effort did not engage multiple groups of people from different backgrounds
- None of the above

<input type="checkbox"/> Others were missing- <i>Who? Provide response</i>
Post-community Engagement
<p>1. Select the statement/s that best describe your experience about the comments you raised during this community engagement process.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff followed up with me on pending items <input type="checkbox"/> Staff took too long to follow up with me <input type="checkbox"/> Staff understood and used the feedback to improve the project, program, and/or regulation at hand <input type="checkbox"/> None of the above <input type="checkbox"/> Other-<i>provide response</i>
<p>2. Select the statement/s that best describe your overall impressions about this engagement process.</p> <ul style="list-style-type: none"> <input type="checkbox"/> I feel that all the feedback contributed to a stronger program, project, policy, and/or regulation <input type="checkbox"/> I had a positive experience <input type="checkbox"/> I feel motivated to participate in future CARB community engagement efforts <input type="checkbox"/> None of the above <input type="checkbox"/> Other-<i>provide response</i>
<p>Provide additional thoughts, comments, or concerns you would like to share with CARB. If additional space is needed, please attach here, or email to [XXXXX@arb.ca.gov].</p>
<div style="border: 1px solid black; height: 200px; width: 100%;"></div>

Figure 8. Example Community Stakeholder Survey

Internal Evaluation

The internal evaluation assesses the efficiency of current practices from an internal perspective. It seeks to gather feedback from all CARB staff involved in the CARB action and community engagement process (regardless of how minimal their participation was) to understand their experience with the process.

The survey should be completed by all staff directly involved in the CARB action, as well as staff from other divisions/branches/sections that may have been involved. The survey should be conducted at the end of the CARB action and community engagement process.

Like the external evaluation, it is recommended that the staff person selected as point of contact for survey distribution distribute the survey via email and request a response within 15 business days. To increase the response rate, the designated staff to administer the survey should consider sending a reminder midway through the 15 days and one day before the deadline. The designated CARB action point of contact staff should also be sure to follow-up with survey recipients as needed. They should also consider holding a wrap-up meeting to discuss the survey results and provide an opportunity for all staff involved to bring their perspective before sharing the findings outside of the immediate staff team.

Anonymity can't be guaranteed with small internal groups. Despite this concern, avoid requesting personal information in the survey and give participants the option to provide their information if they like. Regardless of the method to collect feedback or the audience, the responses must be kept anonymous.

Figure 9 provides an example of what a completed CARB staff survey might look like.

CARB Staff Survey on the Community Engagement Model

Event Title: Add

Event: Add

Event: Add

CARB recognizes and thanks you for your hard work and dedication to the community engagement process. To make the process more efficient, we kindly ask that you complete the following survey.

To complete the survey, please check the appropriate responses.

Thank you. We look forward to receiving your feedback by ADD Date. We look forward to working with you to improve future engagement efforts.

Cross Divisional/Cross Boards, Divisions, and Offices (BDO) Coordination

1. Select the statement/s that best describe your experience on the cross divisional/cross BDO coordination.
 - CARB division staff had standing meetings to coordinate and implement work
 - CARB division staff communicated with and updated other CARB Divisions on a regular basis
 - CARB division staff communicated with and updated other sister agencies on a regular basis
 - Other-*provide response*
 - N/A

Provide any other suggestions to help facilitate cross-divisional/cross-BDO coordination. Any examples of what worked well and what was challenging with internal/external agency coordination?

Effectiveness of Community Engagement

1. Select the statement(s) that best describe your preparation for the community engagement process.
 - I was trained for the community engagement process
 - I felt prepared for the community engagement process
 - I had the resources (e.g., time, funding, materials, support from management, etc.) required for me to execute the community engagement
 - Other-*provide response*
 - N/A

What community engagement efforts worked well?

Was the engagement process flexible to allow changes based on the comments expressed by participants?

What were some reoccurring challenges during the community engagement process? Were there any items that hindered you from engaging community stakeholders (i.e., lack of funding, time, scheduling conflicts, management support, etc.)? If so, what could have been done to overcome some of those obstacles? What more did staff need to support this effort?

Community members that are well informed are more likely to be engaged throughout the entire process and are more likely to join future meetings. With that thought in mind, how might CARB continue to draw on and develop the community member's skillset, collaboration, and partnership?

What are the lessons learned from this community engagement effort? What are the lessons learned from this CARB action? How could these lessons learned be shared with others internally within CARB working on similar topics?

Implementation of Feedback

1. Select the statement(s) that best describe your experience about the feedback collected from community stakeholders.
 - The feedback received was thoroughly tracked
 - The feedback received was clearly identified as either incorporated or omitted
 - The Action Summary Table was shared with community stakeholder
 - Staff had followed up updates/conversations with community stakeholders about their feedback
 - Staff held a final meeting to report on the collected feedback and the actions taken related to the feedback received
 - Other-*provide response*
 - N/A

Provide any additional comments on how community stakeholder feedback could be collected, tracked, and/or implemented?

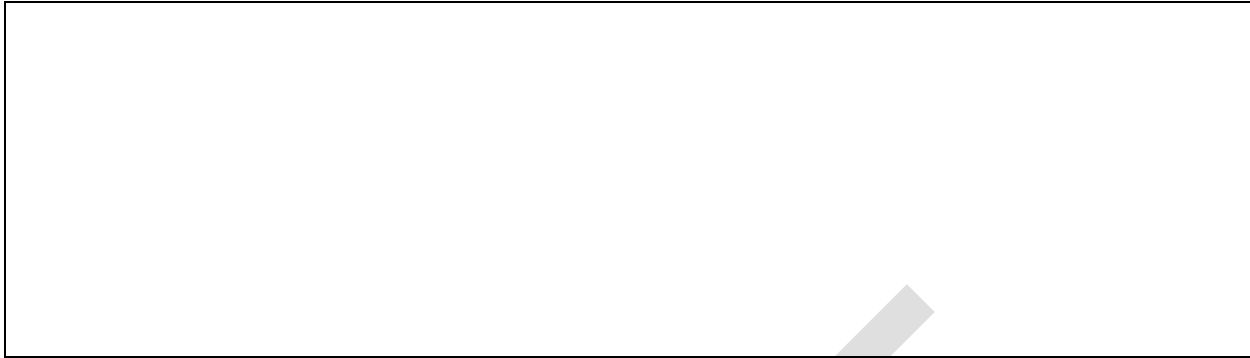


Figure 9. Example CARB staff Survey on the Community Engagement Model

Step 2 Summary

Designate a point of contact to **edit (if needed), administer, and collect survey** results from external and internal stakeholders at the end of the community engagement process.

Step 3: Recommendations for Enhancement to the Community Engagement Model

Develop Process Recommendations

Community engagement processes are ever evolving. As such, it is important for CARB to take the lessons learned from our interactions with community stakeholders and feedback from our peers to improve our community engagement processes. Responses from community stakeholders and CARB staff surveys should inform process recommendations.

There are two key areas to focus on: improving external community stakeholder relationships and recommending updates to internal community engagement processes.

Improving External Community Stakeholder Relationships

Questions to keep in mind are as follows:

- How did you historically engage overlooked communities (e.g., disadvantaged, low-income, under-resourced, or communities of color) in every step of the outreach process?
- To the best of your ability, how did you assess and eliminate potential burdens that might deter community stakeholders from participating. Examples of this can include:

- Aid stakeholders with a limited understanding of the subject at hand
- Help limit stakeholder fatigue
- Address barriers to participation such as childcare concerns and language access
- Offer alternatives to stakeholders facing transportation and/or technological limitations
- How did you ensure community stakeholders felt heard during the community engagement effort, and how did the action summary effectively demonstrate that CARB reviewed and incorporated their feedback where applicable?

Recommending Updates to Internal Community Engagement Processes

Questions to keep in mind are follows:

- How can intra- and cross-divisional communication be improved to help streamline community engagement? What about cross-BDO communication?
- Are CARB staff adequately trained in community engagement?
- Could staff benefit from additional community engagement training(s)?
 - **Note:** Refer to the implement portion of this training for full list of suggested training.
- Do staff duty statements accurately reflect community engagement responsibilities/time commitments?
- Do staff have access to the adequate resources (e.g., time, material, funding, etc.) to effectively engage community members?
- Are there other CARB actions that may benefit from stronger community engagement practices?
- Does CARB need to develop/update additional community engagement policies and/or procedures? What might that include?

Once survey results have been collected and analyzed by the designated action point of contact staff, they can condense survey results in the Recommendations for Enhancements to CARB’s Community Engagement Processes Form (see Figure 10 below). It is worth noting that the community engagement process may result in lessons learned that fall outside of the scope of community engagement. These are still great lessons to pass on to the entire agency. For that reason, it has its own dedicated subsection at the end of the form.

The recommendations are meant to provide a high-level summary of all survey results. The designated action point of contact staff will only need to submit one copy of this form to the Community Engagement Capacity Building (CECB) Workgroup via email, communityengagement@arb.ca.gov. More on this in the following sub-section, Presenting Process Recommendations.

Figure 10 provides an example of what a completed recommendation form might look like.

<p>Recommendations for Enhancements to CARB’s Community Engagement Processes</p> <p>CARB Action:</p> <p>Date:</p> <p>Time:</p> <p>The following recommendations for enhancement to the Community Engagement Model are based on survey results received from external and internal stakeholders after the community engagement efforts and after CARB project/regulation/program staff closed the loop with all stakeholders by sharing the action summary table(s) and tending to any pending follow-up items.</p>
<p>Improving Community Stakeholder Relationships</p>
<p>Pre-meeting(s) Improvement Recommendation</p>
<p> </p>
<p>Meeting(s) Improvement Recommendation</p>
<p> </p>
<p>Post-meeting(s) Improvement Recommendation</p>

Additional Recommendation for Improving Community Stakeholder Relationships
Recommendations for Updates to the Internal Community Engagement Processes
Recommendations for the Improvement to Cross-Divisional/Cross-BDO Coordination
Recommendations to Improve the Effectiveness of the Community Engagement Process

Recommendations to Improve the Implementation of Community Stakeholder Feedback
Additional Recommendations for Updates to the Internal Community Engagement Processes
All Other Recommendations for Process Improvements that Fall Outside of the Scope of Community Engagement

Figure 10. Example Recommendations for Enhancements to CARB’s Community Engagement Processes

Present Process Improvement Recommendations

The CECB Workgroup recognizes and thanks CARB staff for their hard work, dedication, and time commitment allocated to the community stakeholder engagement process as well as its continual improvements. As such, the CECB Workgroup wants to ensure that the lessons learned are incorporated as updates to the community stakeholder engagement process for an improved experience for all.

The lead staff team should maintain an open line of communication with all CARB's equity workgroups. As such, it is recommended that staff share their process recommendations outlined in the Recommendations for Enhancements to CARB's Community Engagement Processes with:

- Their immediate upper management
- The Diversity and Racial Equity (DaRE) Task Force
- Racial Equity Lens Workgroup
- The Equity Principles Workgroup
- Office of Environmental Justice, Tribal Affairs, and Border Relations (OEJTB)
- Other CARB equity workgroups

Action staff should host a meeting to present their findings and staff survey responses to their immediate upper management, including their division branch chief(s) and division chief at the end of each effort at a divisional all-hands meeting. The goal of this presentation is to provide upper management with insight on the overall community engagement process and better inform them of the resources, or lack of resources, that helped or hindered their staff. Divisions can use the lessons learned to improve their community engagement practices.

Ideally, the final step would be for CARB staff, with the support of the CECB Workgroup and other CARB equity workgroups, to present the process recommendations from this and other efforts to OEJTB on a bi-annual basis. If the CARB staff responsible for developing the process recommendations is unavailable for such a presentation, the CECB Workgroup can work with OEJTB to incorporate the process recommendations. The details of twice yearly meetings or recommendations from an individual effort can be arranged on a case-by-case basis by the CECB Workgroup.

Step 3 Summary

Use feedback from questionnaires to **develop process improvement recommendations** to improve external community stakeholder relationships, and updates to internal community engagement processes.
Present process recommendations to immediate upper management and the Equity Principles Workgroup for presentation to the Office of Environmental Justice, Tribal Affairs and Border Relations.

Congratulations! This concludes the close portion of the Community Engagement Model. Thank you for your dedication to the community engagement process.

DRAFT