# Public Engagement Plan

Clackamas County Travel Options Action Plan

September 26, 2024

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## 1 Introduction

This public engagement plan (PEP) will guide outreach for the planning process of the Clackamas County Travel Options Action Plan (the TO Action Plan). Public involvement efforts will include a variety of stakeholders with varying interests to inform the travel options recommendations within the TO Action Plan. This PEP outlines the purpose and background of the project, strategies, and tools for involving the public in the planning process, as well as the schedule for implementing engagement tools. This is a working document that will be revised as new ideas and other adjustments are identified.

## 2 Project Overview

The Clackamas County Travel Options Action Plan will serve as the travel options section of the County's Transportation System Plan (TSP). The TO Action Plan will comprehensively plan Travel Demand Management (TDM) programming for urban Clackamas County and identify new, innovative opportunities to improve access and mobility for people who live, work, and play in Clackamas County.

TDM is the application of programs and activities to make it easier for people to travel without a single occupancy vehicle. TDM focuses on strategies and techniques to reduce vehicle demand on roadways by increasing the use of modes other than driving alone. TDM includes, but is not limited to, travel options such as van pools, commuter shuttles, bike parking, vehicle parking policy and employer programs such as reduced transit pass.

TDM solutions do not come packaged in "one-size-fits-all". Therefore, it is necessary to determine which TDM activities are most suitable for Clackamas County given the county's unique geographic challenges and limited transit options. The project will identify strategies to help people living and working in Clackamas County better utilize the existing multimodal networks and provide direction on specific TDM actions and programming for investment during the 10-year planning horizon.

Utilizing findings from the project's technical analyses and community feedback provided throughout the course of the planning process will help ensure that final TDM recommendations will center the county's unique geographic challenges, limited transit options, and community perspectives. The Plan will result in a plan for programming within the county with the goal to provide and make people aware of travel options; reduce greenhouse gas emissions; and improve public health. The project will focus on the urban areas of Clackamas County.

## 3 Equity Considerations

Clackamas County "supports effective and genuine community engagement by ensuring an inclusive and equitable process so that every voice is heard, and decisions reached result in an improved lived experience for all residents of the county."

The engagement strategy will leverage existing county partnerships with community-based organizations, non-profits, and other regional partners as appropriate.

There are some groups that are disproportionately represented in the planning process, with feedback typically coming from white, middle income community members. Methods for engaging Black, Indigenous, and People of Color (BIPOC), and others not typically involved in the planning process could include efforts such as:

- Working with agencies and community organizations that serve underrepresented communities who may provide input on the project and potentially help promote feedback opportunities through their networks.
- Promoting and/or providing feedback opportunities using culturally relevant platforms like flyers posted on bulletin boards in community rooms or at culturally specific businesses or tabling at culturally specific events.
- Holding community meetings in accessible, culturally relevant locations.
- Providing transcreated<sup>2</sup> promotional materials and survey questions, and interpretation services at briefings/community conversations, if needed.

The engagement efforts noted above will also ensure compliance with Title VI of the Civil Rights Act of 1964<sup>3</sup> and relevant engagement Division Rules laid out in the Chapter 660 Division 12 of the State of Oregon's Land Conservation and Development Department code<sup>4</sup>, described below.

#### 3.1 Title VI

According to the Clackamas County Civil Rights Title VI Plan:

It is the policy of Clackamas County to involve the public in important decisions by providing for early, open, and continuous public participation in and access to key planning and project decision-making processes. The County recognizes that Title VI has been implemented to ensure decision-making processes are designed to prevent disproportionate adverse human health and environmental effects, including social and economic effects, as a result of any County project or activity on communities of color and low-income populations.

<sup>&</sup>lt;sup>1</sup> Clackamas County Community Engagement Framework

<sup>&</sup>lt;sup>2</sup> "Transcreation" refers to translating materials in a culturally relevant way, with the understanding that phrasing, idioms, etc. used in one language/culture may not be understood in another if translated verbatim.

<sup>&</sup>lt;sup>3</sup> Fact Sheet: Protecting Individuals from Discrimination Based on Shared Ancestry or Ethnic Characteristics

<sup>&</sup>lt;sup>4</sup> Chapter 660, Statewide Planning Goal 12: Transportation Planning

Title VI requires that outreach related to projects or programs receiving federal funding or assistance must include collecting data on the intended population(s) reached and who participates, especially if limited English proficiency or environmental justice thresholds apply.

The demographics of Clackamas County outlined below help the project team understand the racial and economic composition of the county as well as language needs for outreach materials<sup>5</sup>.

	% of population
White	78.4%
Black or African American	1.5%
American Indian and Alaska Native	1.1%
Asian	5.8%
Native Hawaiian and Other Pacific Islander	0.3%
Two or more races	4.2%
Hispanic/Latino	10.2%
Total population	101.5%

Race (not Hispanic or Latino by origin).

Per the Clackamas County Department of Transportation and the Development Title VI Implementation Plan, when looking at the County as a whole, the following languages have an LEP score not strong enough to meet the 5 percent threshold, but are above the 1,000 person threshold and should be considered during outreach planning<sup>6</sup>:

Language	% of Total County Population	Total Persons
Spanish	2.33%	8,365
Chinese	0.39%	1,417
Russian	0.31%	1,122
Korean	0.28%	1,022
Vietnamese	0.28%	1,015

Language spoken at home by ability to speak English for the population 5 years and over; persons who speak English less than "very well".

The grant funding by Metro that funds the Travel Options Action Plan project, which will act as the travel options section of the County's Transportation System Plan. The TOAP will identify TDM approaches that serve people traveling to, from, or within the county's urban areas. A

<sup>&</sup>lt;sup>5</sup> U.S. Census Bureau, Quick Facts

<sup>&</sup>lt;sup>6</sup> U.S. Census Bureau, 2010-2012 American Community Survey

closer look at the demographics of communities living within the Clackamas County Metro Area are as follows:

	% of
	Population
Population less than 18 years old	20.4%
Population age 65 and older	19.4%
Population with Limited English Proficiency	1.3%
Population of Black, Indigenous, and People of Color communities	18.9%
Population of people of Latino/Hispanic descent	9.2%
Households with at least one disabled person	24.7%
Population with incomes under the federal poverty level	7.7%

High-level summary of demographics within the Clackamas County Metro Area.<sup>7</sup>

The project team will assess whether any items in the proposed recommendations could have adverse effects, disparate impacts, or disproportionate burdens to Clackamas County community members based on race, color, or national origin. If impacts are noted, the project team will identify potential mitigation options.

## 3.2 Statewide Planning Goal 12: Transportation Planning, Chapter 660

The State of Oregon's Department of Land Conservation and Development (DLCD) outlines engagement guidance and requirements to reach underserved populations during transportation planning efforts. The purpose of these provisions are to "provide and encourage a safe, convenient, and economic transportation system" that accounts for "the mobility and access needs of those who cannot drive and other underserved populations."

To reach this goal, the DLCD directs jurisdictions to make a special effort to center underserved populations<sup>8</sup> in the planning process by

- "Inform[ing] them about the choices that need to be made in the project
- Giv[ing] them a meaningful opportunity to inform the planning process, and;
- Giv[ing] them an equitable share of the decision-making power over key decisions, to the extent possible."910

<sup>&</sup>lt;sup>7</sup> U.S. Census Bureau, 2010-2012 American Community Survey

<sup>&</sup>lt;sup>8</sup> "Underserved populations" are defined in DLCD Chapter 660, Section 660-012-0125

<sup>&</sup>lt;sup>9</sup> DLCD Chapter 660, Section 660-012-0120

<sup>&</sup>lt;sup>10</sup> DLCD Chapter 660, Section 660-012-0130

## 4 Public Engagement Process

The project team will engage the TO Plan Steering Committee as well as the public to gather feedback during key phases of the project around topics such as:

- Engagement strategies
- Plan vision and goals
- Community perspectives on transportation challenges, opportunities, and motivations regarding mode choice
- Plan recommendations and pilot priorities

All public involvement will specify how feedback is used to impact the project. Regular discussion will be held among the project team to identify gaps in participation and identify areas for improvement.

## 4.1 Community Engagement Goals and Objectives

By striving to achieve the goals and objectives listed below, the project team will work to inform the public on the project and underlying goals as well as involve the public to help the project team develop Transportation Demand Management (TDM) recommendations that reflect community perspectives on transportation challenges and opportunities. The engagement goals for developing the Clackamas County Travel Options Action Plan are as follows<sup>11</sup>:

# Goal 1: Build community awareness and shared understanding of project need and ways to participate.

**Objective:** Plan, coordinate, and/or support this project through a variety of public engagement and outreach methods. Provide a consistent information flow regarding project updates and engagement opportunities to stakeholders, community members, and agency partners. Methods include: development of a project website, dissemination of a project fact sheet, and conducting outreach via social media, newsletters, listservs, tapping partner agencies, etc.

# Goal 2: Implement engagement opportunities that catalyze feedback from communities historically underrepresented in planning processes.

**Objective:** Use communication approaches that enable accessible and inclusive participation in the process. Methods include: transcreating project materials such as the project fact sheet and survey questions as well as outreach to partners and community groups that serve diverse audiences based on race, linguistic backgrounds, income level, housing tenure, and ZIP code.

# Goal 3: Leverage guidance, existing community relationships, and expertise from agency partners and commissions to inform plan recommendations.

**Objective:** Consult the Travel Options Action Plan (TOAP) Steering Committee members, key community stakeholders, and other agency partners for input into and implementation of outreach tactics and proposed recommendations.

<sup>&</sup>lt;sup>11</sup> See Appendix A for Engagement Metrics related to each outreach goal.

Goal 4: Gather and use public input throughout the planning and decision-making process, making explicit the through-line between public feedback and planning outcomes.

**Objective:** Identify and implement a variety of engagement strategies for gathering feedback, with clear understanding of how each method of feedback will be used to inform project deliverables. Tactics include convening the TOAP Steering Committee, hosting a community conversation or focus group, and distributing a project survey.

**Objective:** Document how community feedback informs or impacts the planning process by drafting an engagement summary that synthesizes key engagement findings and identifying areas within final planning documents where outreach feedback influenced recommendations.

## 4.2 Key Decisions and Input Opportunities

Public engagement will inform key decisions and activities for this project. The following table identifies the key public involvement milestones. Once the TO Action Plan is drafted, the project team will bring it to the TO Action Plan Steering Committee to help finalize the plan and prioritize a pilot project(s) for the next phase of the project.

Key Decisions	Stakeholders	Primary Engagement Methods
Engagement strategies and audiences	<ul><li>TOAP Steering Committee</li><li>Partner agencies</li></ul>	Steering committee meetings
Confirming project vision and goals	TOAP Steering Committee	Steering committee meetings
Identifying travel preferences, barriers, and opportunities to inform possible TDM strategies	<ul> <li>TOAP Steering Committee</li> <li>General public</li> <li>Title VI community members</li> </ul>	<ul> <li>Steering committee meetings</li> <li>Online survey</li> <li>Focus group</li> <li>Advisory group briefings</li> </ul>
Finalizing recommendations and pilot project prioritization	<ul> <li>TOAP Steering Committee</li> <li>General public</li> <li>Title VI community members</li> </ul>	<ul> <li>Steering committee meetings</li> <li>Online survey</li> <li>Focus group</li> <li>Council hearings</li> <li>Project memos, presentations, and other materials as needed</li> </ul>

## 4.3 Levels of Participation

The community involvement opportunities will be organized to allow people to engage across a spectrum of interest levels:

• Inform: Some members of the public will want to know about the project, others will be interested in tracking the process and staying up to date on the latest project news.

Staff will use multiple methods of outreach to inform the public about the project and

allow interested individuals to stay informed. Staff will provide balanced and objective information to assist the public in understanding the project and how it may affect them.

- **Consult:** Interested members of the community will want to provide input on the transportation opportunities, challenges, and related priorities. This is typically a higher level, more quantitative approach to identify key themes.
- Involve: Some members of the community will be interested in contributing more
  robustly during the planning process and development of final recommendations. Staff
  will provide feedback opportunities to these individuals at key points in the process that
  will be more qualitative in nature (such as interviews or community conversations).
  Some liaisons or representatives of groups may also want to be involved in outreach
  activities to help gather public feedback.

## 4.4 Engagement Tools, Tactics, and Audience

Engagement for this planning process is limited in duration as well as general capacity. The highest priority methods of engagement include the convening of a Travel Options Action Plan Steering Committee, briefings with existing advisory groups, conducting an online survey, and convening a virtual focus group. Each of the methods and their proposed audiences are described in more detail below<sup>12</sup>.

Following the description of the high-priority engagement approaches, is a tactics table that represents a suite of options to support broad or otherwise remote outreach as well as directed outreach. Tools may be further customized once tactics for best reaching priority audiences are determined and follow-up needs are identified.

#### **Travel Options Action Plan Steering Committee Meetings (Virtual)**

The project team will meet with the TOAP Steering Committee four times during the planning phase of the project. Meetings will cover diverse topics and will occur in alignment with key milestones of the project schedule:

- Meeting 1 August 2024: Project Kick-Off and Engagement Approach
- Meeting 2 October 2024: Plan Vision and Goals
- Meeting 3 Winter 2025: Plan Recommendations
- Meeting 4 Spring 2025: Pilot Project Prioritization

#### Steering committee members

Metro	Marne Duke
SMART (South Metro Area Regional Transit)	Kelsey Lewis
Tri Met	Darrin Lund
Clackamas County Public Government Affairs (PGA)	Ellen Rogalin
Lake Oswego	Will Farley

<sup>&</sup>lt;sup>12</sup> Please note members of any advisory group or the focus group can also take the community survey and/or promote the project to others in their networks.

Community Planning Organization e.g. Oak Grove Community Council	Joseph Edge
Clackamas County Health Housing Human Services (H3S) - Transit	Kristina Babcock
Clackamas Community College	
Transportation	Sara Ford Oades
ODOT	Stephanie Miller
TriMet / DEQ ECO Survey Administrator	Darin Lund
Get There Oregon – statewide TDM	
resource and branding. Launched by	
ODOT	Sydney Cape
Street Trust	Nicole Perry

#### Stakeholder Meetings - TBD

The project team will present at existing advisory group meetings to inform them of the project and gather feedback, which can be used to inform initial plan recommendations and/or to help inform pilot project priorities. The timing of the stakeholder meetings will be determined by the project team and advisory group schedules.

Potential advisory groups include:

- Clackamas County Pedestrian and Bicycle Advisory Group
- Clackamas Transportation Advisory Committee
- Clackamas County Youth Action Board
- Clackamas County Traffic Safety Commission
- Clackamas County Aging Services Advisory Council

#### Online Survey - Early December 2024 thru Late January 2025

A bilingual online survey will be deployed to gather feedback on people's travel preferences and what potential opportunities and barriers exist as they travel to, from, and within Clackamas County's urban areas. Findings from the Existing Conditions Analysis will inform additional questions as needed. Feedback from the survey will be used to inform initial plan recommendations.

The survey will be marketed via social media outreach, newsletters, email listservs, and dispersed via Steering Committee members and partner agencies. The initial audience for the online survey includes:

- General public
- Employers and Employees
  - North Clackamas Chamber
- McLoughlin-area business organizations
- School-related
  - o Clackamas Community College (Wilsonville, Milwaukie, and Oregon City)
  - School Districts
  - o PTAs
  - o Individual schools
- Neighborhood associations

- Bike Milwaukie
- Canby Bike Advisory Committee
- Oregon Walks
- Clackamas County Bus Alliance
- Sunnyside Community Planning Organization
- Sunrise Corridor Outreach Group

#### Virtual Focus Group - February or March 2025

The project team will recruit participants for a 2-hour virtual focus group session. The session will be used to refine initial recommendations, allowing participants to dive deeper into the proposed recommendations, with questions being informed by the existing conditions analysis, findings from the online survey, and the development of plan recommendations. Some potential topics include:

- Travel trends
- Driver issues and opportunities (e.g. lack of access to parking in urban cores, congestion, etc.)
- Refinement of specific plan recommendations
- Pilot project prioritization

The project team will prioritize recruiting community organizations and social service providers that serve Clackamas County residents and visitors (e.g. faith institutions, schools, organizations that diverse community members based on race, income, English proficiency, etc.). The project team will also consider including representatives from large employers in Clackamas County that have an office-based workforce. The initial list of potential focus group participants is as follows:

- Community Organizations
  - Northwest Family Services and Vibrant Futures Coalition
  - AntFarm
  - Todos Juntos
  - o Unite Oregon
  - Affordable Housing Partners
    - Northwest Housing Alternatives
  - Portland Indigenous Marketplace
- Social service providers
- Faith-based institutions
- School-related representatives or organizations
  - North Clackamas School District
  - SR2S representatives
  - Clackamas Community College
  - o PTA members
- Employers
  - Major employers with office-based staff (Willamette View, Lake Road Health Center)
  - Business associations (Sandy Connect, Damascus Connect)
  - Chambers of Commerce (North Clackamas Chamber)
- Transit dependent populations
- Elders
- Youth

- Community members with disabilities
  - o Human Center (Wilsonville)
- Clackamas Community Planning Organizations

#### **Other Opportunities**

There are many existing relationships that the project team may inform and/or coordinate with as part of the planning effort. These agencies include:

- South Clackamas Transportation District
- Local Jurisdictions: Gladstone, Lake Oswego, Milwaukie, Oregon City, Wilsonville
- Department of Land Conservation and Development
- Elected officials
  - Board of County Commissioners
  - Metro
  - Regional and state legislators

			Audiences			
Outreach Tools	Roles and responsibilities	Participation Level <sup>13</sup>	TOAP Steering Committee	Other agency partners	Community organizations / Title VI/CFEC	General public
Collateral/materials						
Project website  Use as an opportunity to educate about the project, provide updates on project status, share information about project milestones and upcoming engagement opportunities, provide background and archive documents, and solicit online feedback.	County: develop content, build out site Steer: provide input on content El: None	Inform	<b>~</b>	~	~	<b>~</b>
Survey (up to 1) Survey instrument designed to capture information on topics such as community values and preferred design options—laid out for online use.	County: review survey questions  Steer: draft survey questions, conduct survey analysis  El: review survey questions, consult on survey approach, build out survey on  MetroQuest platform	Consult			~	~
Fact sheet Project overview, planning process, FAQs, information about engagement opportunities, invitation to share feedback.	County: draft content, translate content (as needed), & design fact sheet  Steer: TBD  EI: None	Inform	<b>~</b>	<b>~</b>	<b>~</b>	~
Online marketing and promotion  Utilizing the County's existing communications channels - Digital promotion of the project and surveys. Could include ads in language.	County: draft content, design posts (graphic design), translate content (as needed), and post to social media channels  Steer: TBD  EI: None	Inform	~	~	~	~
Emails Including listservs for project updates, Clackamas County newsletters, Tri-Met channels, etc.	County: review content, build out listserv, coordinate emails  Steer: TBD  El: None	Inform	<b>~</b>	~	<b>~</b>	<b>~</b>
Direct outreach						
Steering Committee Meetings (up to 4)  Attendees could provide more detailed input on topics such as the vision and goals, transportation challenges and opportunities, and recommendations.	County: draft content and build out presentations, coordinate and co-facilitate meetings  Steer: review content, co-facilitate meetings, take notes  El: review content, attend 1 meeting re: engagement	Inform Consult Involve	<b>~</b>			
Stakeholder meetings (up to 4)  These would consist of 2 meetings each with the Pedestrian and Bicycle Advisory Committee and Traffic Safety Commission, and/or Aging Services Advisory Council. Attendees could provide more detailed input on topics such as the vision and goals, transportation challenges and opportunities, and recommendations.	County: draft content and build out presentations, coordinate and co-facilitate meetings  Steer: review content, co-facilitate meetings, take notes  El: review content	Inform Consult Involve		~		

<sup>&</sup>lt;sup>13</sup> The outreach tools in the table indicate the level(s) of participation they are designed for. Many of the communication tools such as the fact sheet, emails, online marketing are primarily designed to share information and updates about the project and have therefore been labeled only as opportunities to inform. When possible, these communication tools will also provide an invitation, call to action, or include information about how to share feedback or otherwise engage in the project.

		_		Aud	iences	_
Outreach Tools	Roles and responsibilities	Participation Level <sup>13</sup>	TOAP Steering Committee	Other agency partners	Community organizations / Title VI/CFEC	General public
Virtual focus group (up to 1)  This meeting would consist of community organizations who may be affected by and/or are interested in the project. Attendees could provide more detailed input on proposed recommendations in the plan, topics such as the vision and goals, transportation challenges and opportunities, and recommendations.	County: coordinate recruitment, draft content and build out presentations, coordinate and co-facilitate meetings  Steer: TBD  EI: TBD	Inform Consult Involve			~	

#### Other potential engagement options

			Audiences			
Outreach Tools  Direct outreach	Roles and responsibilities	Participation Level <sup>14</sup>	Travel Options Steering Committee	Other agency partners	Community organizations / Title VI/CFEC	General public
One-on-one interviews (up to 6)  These interviews will target community organizations and other partners (particularly those who are underrepresented in the planning process) identified by the project team, steering committee, or others. They will consist of a series of questions to solicit input on topics such as the vision and goals, transportation challenges and opportunities, and recommendations.	County: review interview guide/questions & conduct interviews, as needed  Steer: draft interview guide/questions & conduct interviews, summarize findings  El: review interview guide/questions	Inform		<b>~</b>	<b>~</b>	
In-person open house  Host an open house that will provide an opportunity for people to learn about the project in person and give feedback directly to the project team.	County: identify and secure venue, purchase refreshments, develop materials, bring supplies, & attend and present/support as needed  Steer: TBD  EI: TBD	Inform Consult			<b>~</b>	<b>~</b>
Virtual public meeting  Host a project-specific virtual event will provide an opportunity for people to learn about the project who may not be a part of a project briefing or community conversation and give feedback directly to the project team.	County: draft content & build out presentation, present at meetings  Steer: review content, as needed, present at meetings  EI: TBD	Inform Consult			<b>~</b>	<b>/</b>

<sup>&</sup>lt;sup>14</sup> The outreach tools in the table indicate the level(s) of participation they are designed for. Many of the communication tools such as the fact sheet, emails, online marketing are primarily designed to share information and updates about the project and have therefore been labeled only as opportunities to inform. When possible, these communication tools will also provide an invitation, call to action, or include information about how to share feedback or otherwise engage in the project.

## Appendix A. Engagement Metrics

The engagement goals for developing the Clackamas County Travel Options Action Plan are as follows:

Goal 1: Build community awareness and shared understanding of project need and ways to participate.

**Objective:** Plan, coordinate, and/or support this project through a variety of public engagement and outreach methods. Provide a consistent information flow regarding project updates and engagement opportunities to stakeholders, community members, and agency partners.

Metrics	Output
Diversity of outreach methods	The number and type of outreach methods that are leveraged
Reach	The number of social media interactions (reach, likes, etc.)
	<ul> <li>The number of people reached via email, newsletter, and other digital means</li> </ul>

# Goal 2: Implement engagement opportunities that catalyze feedback from communities historically underrepresented in planning processes.

**Objective:** Use communication approaches that enable accessible and inclusive participation in the process.

Metrics	Output
Provision of accessible materials	<ul> <li>Informative materials are transcreated and free of jargon</li> </ul>
Diversity of participants in the planning process	<ul> <li>Information on the demographics of participants, where able. This includes:         <ul> <li>Racial diversity</li> <li>Linguistic background and English proficiency</li> <li>Income level</li> <li>Housing Tenure (Rentership/Homeownership status)</li> <li>Geographic diversity (by ZIP code)</li> </ul> </li> </ul>

# Goal 3: Leverage guidance, existing community relationships, and expertise from agency partners and commissions to inform plan recommendations.

**Objective:** Consult the TO Action Plan Steering Committee members, key community stakeholders, and other agency partners for input into the outreach and/or planning process.

Metrics	Output
Steering committee feedback	Number of community connections identified
Agency partner feedback	Number of community connection interactions
Community organization	
feedback	

Goal 4: Gather and use public input throughout the planning and decision-making process, making explicit the through-line between public feedback and planning outcomes.

**Objective:** Identify and implement a variety of engagement strategies for gathering feedback, with clear understanding of how each method of feedback will be used to inform project deliverables.

**Objective:** Document how community feedback informs or impacts the planning process.

Metrics	Output
Feedback response rate	<ul> <li>Number of survey participants</li> <li>Number of attendees at briefings, focus groups, and steering committee meetings</li> </ul>
Feedback assessment	<ul> <li>Quantitative and qualitative assessment of feedback, including assessment that highlights feedback from underrepresented communities, such as Title VI/CFED populations</li> </ul>
Documentation of findings and their influence	<ul> <li>Development of engagement findings summaries</li> <li>Development of summaries that describe how engagement findings influenced the planning process</li> </ul>

# Appendix B. Outreach Timeline

## **Clackamas County Travel Options Action Plan**

## **Engagement Timeline**

		August 2024	September 2024	October 2024	November 2024	December 2024	January 2025	February 2025	March 2025	April 2025	May 2025	June 2025	July 2025
Lead STA	ART END	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	3 10 17 24	3 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30	7 14 21 28

