



TOOL 16

Create a Work Plan

TIME COMMITMENT

2–4 hours

PEOPLE

Park organization staff

SUPPLIES

- Create a Work Plan worksheet (link included in this tool download)
- Your organization's Theory of Change and Theory of Action

INTRODUCTION

How will you achieve equitable outcomes?

Set goals and select metrics to measure progress, to help everyone in your organization stay on the same path.

Once you establish the equitable outcomes you want to achieve (with your Theory of Change and Theory of Action), you need to create a work plan to guide your racial and social equity work. The goals you set should ensure you achieve the change you are seeking. Selecting metrics will help you think about what is possible, feasible, and attainable with your organizational capacity. But it's important to remember that what you measure implies what you care about.



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TIPS FOR USING THIS TOOL

- Note: You will be prompted to create a copy of Tool 16, Create a Work Plan. Please click on Make a Copy. The new file should automatically open in your internet browser.
- Here's an [equitable impacts goals and metrics list](#). This is designed to help you think about what is possible.
- Invite community input as you choose your metrics.
- Your data collection will depend on existing data and your capacity for ongoing tracking. Good metrics are tied to data; your observations and experiences are valuable too. Recurrence in measurement is key: Metrics can be collected monthly, annually, recurring (two to five years), or at milestone moments (every five or 10 years).

INSTRUCTIONS

1. Review your existing Theory of Change and Theory of Action (see Tools 5 and 6) and use this [Create a Work Plan](#) worksheet.
2. Define goals critical to achieving the change you are seeking. Goals should be the conditions to achieve your Theory of Change.
3. For each goal, use your Theory of Action to articulate the short- and long-term activities that will allow you to achieve this goal.
4. Define outputs for each activity. Outputs are the direct result of your activities (e.g. if your activity is running a training, an output would be people taking the training).
5. Name the resources that you have or need and the challenges to overcome to accomplish each goal.
6. Define outcomes for each goal and activity. Outcomes are the changes you expect to occur due to your activities (e.g. if your activity is people taking data courses, then a short-term outcome might be that community members learn about data management. A longer-term outcome might be that community members are actively using data to advocate for change).
7. Review your outputs and outcomes. How will you track your success? Metrics will help you define and measure your success, as well as communicate your progress with community members and partners.



Create a Work Plan

WORK PLAN EXAMPLE 1

A sample work plan from a Network member

IMAGE CREDIT

Work plans by:
High Line Network

Organizational ToC

Because of the history of exclusion of Black and Brown communities from much of the Region’s growth initiatives, we’re about **Black and Brown community place-making and place-keeping** to ensure that the benefits and the power—culturally, economically and civically—that are derived from BP flow equitably to Black and Brown neighborhoods.

Working goal

- Building on past community engagement efforts, plan a participatory “Voice of Community” event, program, or series to elevate latent yet powerful stories, deepen relationships, and more firmly embed underheard Black and Brown neighbors and their stories into BridgePark’s purpose.
- Share with, and shift power to, neighborhood leaders in shaping project initiatives.
- Deepen integration of resulting lessons and new leaders into BP purpose, programming and planning; people are the why

Activities

Short-term Activities (1 to 6 Months)

- Work to identify who is not in the room.
- Define questions for this phase of community engagement work.
- Engage community ambassadors in this participatory event or program.
- Identify and engage artists and cultural leaders of color, from a starting point of existing relationships.
- Incorporate artwork and other outputs from the program into BridgePark communications materials.

Long-term Activities (6+ Months)

- Map out a timeline and process for more involved engagement and integration.

Resources/Challenges

Resources

- Existing partnerships
- Strong relationships and social capital
- Community engagement track record

Challenges

- Staff capacity
- Managing evolution



Create a Work Plan

WORK PLAN EXAMPLE 2

A sample work plan from a Network member

IMAGE CREDIT

Work plans by:
High Line Network

Working goal

Leverage a participatory planning event to fundraise, build relationships, begin incorporating community into our park organization decisionmaking, and connect park to bigger equity goals

Activities

Short-term Activities (1 to 6 Months)

- Map out a set of activities that connects equity goals to larger park goals
- Map out a pathway from civic/cultural equity to other equity areas
- Connecting a role for community ambassadors within this participatory event
- Develop an outreach plan/strategy and connect it to ongoing development strategy (listening → partnership → resourcing).

Resources/Challenges

Resources

- Existing partnerships
- Potency of the history around the park
- Framework for community ambassadors?

Challenges

- Equity work needs to operate as an integrated part of the park
- City approval, Fundraising support, community accessibility



Create a Work Plan

WORK PLAN EXAMPLE 3

A sample work plan from a Network member

IMAGE CREDIT

Work plans by:
High Line Network

Organizational ToC

Our organization will use institutional influence to uplift and advocate for community voice, needs, and wellbeing in order to create dynamic, welcoming, and inclusive spaces where diverse communities are connected to each other and our city.

Working goal

Create a strategy plan to use participatory engagement as a tool to share power and thus guide the organization's advocacy process (perhaps by creating a community council).

Activities

Short-term Activities (1 to 6 Months)

- Define questions for the early community engagement work.
- Incorporate community feedback into internal process with board.
- Work to identify who is not in the room.

Long-term Activities (6+ Months)

- Map out a timeline and process for more involved engagement.
- Thinking about how community engagement can inform organizational asks/advocacy.
- Consider the implementation of a community council.

Resources/Challenges

Resources

- Communities that are already engaged with trail.
- Staff have existing relationship with some of the communities around trail.

Challenges

- Confusion between the organization and the trail.
- Organization is growing.

Outcomes

Short-term Outcomes (1 to 6 Months)

- Develop process for interactive community engagement.
- Put together structure for a community council.
- Utilizing Louis to help develop survey/engagement.

Long-term Outcomes (6+ Months)

- Implementation of survey process, both with currently engaged community members and 'folks not in the room.
- Identifying community needs through survey process.
- Convene community council.
- Shaping advocacy agenda.
- Increasing representativeness of the board.



Create a Work Plan

WORK PLAN EXAMPLE 4

A sample work plan from a Network member

IMAGE CREDIT

Work plans by:
High Line Network

Organizational ToC

In order to ensure our projects are beautiful, safe, welcoming and accessible to all, we need to: 1.) Cultivate long-term relationships with communities that have historically been disconnected from the river and excluded from city building planning and design, 2.) Adjust planning, design and engagement systems and process to make sure community voices are heard and help shape projects, 3.) Develop community ownership of projects and programs, 4.) Better understand the roles and responsibilities for both our organization and the City with respect to equity.

Working goal

Develop, adopt, and publish explicit equity plan, with clear definitions of goals and roles for our organization and the initiative.

Activities

Short-term Activities (1 to 6 Months)

- Draft a proposed equity planning process with phases
 - Phase 1: Organizational development
 - Phase 2: Reviewing design processes, adjust w equity lens
 - Phase 3: Looking at fundraising and advocacy (advocacy plan?)
- Develop key themes in partnership with board
- Vet equity plan with partners
- Engage a partner (local researcher?) around documentation

Long-term Activities (6+ Months)

- Pilot a small scale engagement process during design pause.

Resources/Challenges

Resources

- Nimble and flexible organization
- Engaged and knowledgeable board
- Pre-existing long-term community relationships
- Potential additional funding to work on equity and relationship with Dakota
- Four consultants working on design engagement

Challenges

- Timing between site design and planning engagement process
- Fundraising will impact timing
- City engaged on multiple projects, but not deeply involved
- Limited staff capacity
- Lots of change and expansion

Outcomes

Short-term Outcomes (1 to 6 Months)

- Review case studies to incorporate useful strategies into our organizational plan
- ID board member to participate
- Start thinking about org dev in anticipation of rapid org growth
- Design process that incorporates equity

Long-term Outcomes (6+ Months)

- Rolling out phased work, iterating from past phases
- Incorporating equity into the fundraising work
- Documenting process (engagement around design, etc.)