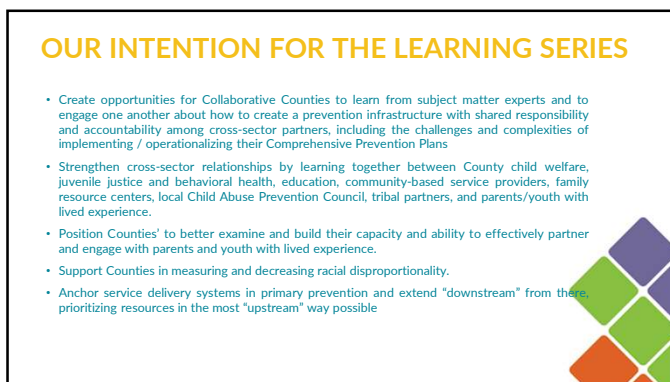


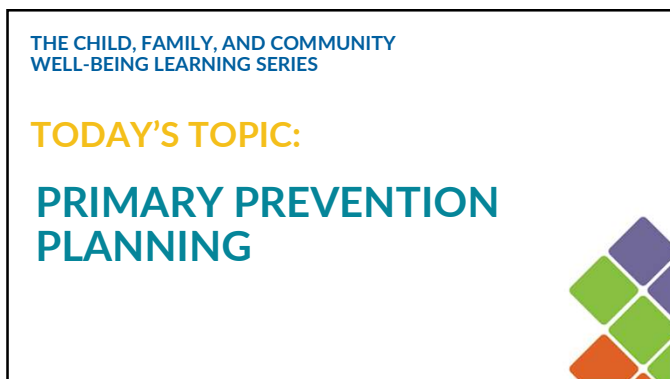
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5



6

THE CHILD, FAMILY, AND COMMUNITY WELL-BEING LEARNING SERIES

OUR PRESENTERS



KHUSH COOPER, MSW, PhD
President & CEO, Implematics
Adjunct Professor, UCLA



JON PEDIGO
Community Engagement
Strategy Consultant



JUNIOUS WILLIAMS, JD
Senior Advisor
Collective Impact Forum



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TODAY'S CONTEXT

- Our discussions for prevention of family violence typically begin "downstream" when families are already involved with, or at the brink of, systems involvement
- Then we "move upstream"
- However, the root causes of family violence and associated systems involvement lie "upstream"
 - Structural inequity and economic disadvantage
 - Reduced access to Social Determinants of Health and Protective Factors
 - Increased exposure to community risk factors
- If we "flip the script" and begin the discussion "upstream", where primary prevention and restoring structural equity lives, we get the biggest return on our investment



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WHAT WILL THIS REQUIRE?

- Co-Design with those communities over-represented in child welfare systems, which integrates respect for Tribal Sovereignty and Racial Equity & Inclusion (REI)
- Identifying Community Leaders, Natural Supports and Local Assets
- Authentic Community Engagement:
 - Moving beyond "outreach" to authentic engagement
 - Mutual aid support and community healing
 - Partnerships over "grants"
- Incorporating Racial Equity & Inclusion (REI) into:
 - Governance
 - Partnerships
 - Service provision



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STRATEGIC COMMUNITY ENGAGEMENT

From Outreach to Engagement

Jon Pedigo, Community Engagement Strategist and Community Organizing Consultant in Santa Clara County



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TODAY'S JOURNEY

- How might government and large institutions engage with local place-based community organizations in new ways in order to:
 - Meet people where they are: Work on big problems at an effective and accessible local scale
 - Shift from a different organizational paradigm of "service delivery" (Detect-Correct) to a community-centered, community-led paradigm of "Detect and **Connect**")
 - Integrate racial equity, inclusion and belonging into all levels of collaborative design, joint planning and shared execution
 - Operate with cultural competency in communities historically marginalized
- Frame with a specific case study to illustrate broader principles that you can apply to your initiatives



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CULTURE* EATS...

TALENT

RULES AND REGULATIONS

STRATEGY

OUR BEST INTENTIONS

POLICY

TIME

DREAMS AND HOPES

FOR BREAKFAST...



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ENGAGING THE COMMUNITY THROUGH THE CULTURE

"La Cultura Cura"



"Promotoras"



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From the Point of View of Community-Based DEIB Engagement Strategies

Principles

Capacitación vs. Care and Intervention

Self-agency and self-determination

Community holds the power of healing

Connect, not "correct"

Action Plans

→ The community drives the agenda, we drive capacity

→ Those directly affected know what they need (asset build)

→ Culture, relationships, and community-resourcing that address trauma and are sustainable over the long-term

→ Ground operations around listening, engagement and dialog, not focus groups

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THE EASTSIDE STORY: WHO ARE WE?

- 3.6 square miles **14,660.4** people per square mile
- 46.2% Foreign born; 59% Latino, 28% AAPI
- **\$76,339** Median income, (about **half the amount** in the San Jose-Sunnyvale-Santa Clara, CA Metro Area: \$138,370)
- **11.5%** below poverty line (more than **1.5 times the rate** in the San Jose-Sunnyvale-Santa Clara) 17% over 65 in poverty
- 60% renters
- Violent crime ranking (1-100) **47.2** (US average is 22.7)
- Property crime ranking (1-100) **56.1** (US average is 35.4)

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THE EASTSIDE STORY:

What community-based solution worked in reducing youth-centered violence in the neighborhood?

- Work with already-identified community leaders, respected moral voices, and trusted community groups
- Faith Communities and neighborhood leaders
- Enlisted *abuelas* to talk to their *nietos* through their faith communities who can address shared trauma and its impact and build trust within the family or household groups.



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STRATEGIES THAT WORK!

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WHAT'S WORKING NOW:

Operational Expansion and Intersectional Challenges?


- *Inter-faith community* leadership
- *Network partnership* with County and place-based CBO's
- *Promotoras* taking lead in bringing families together around community safety and tenant rights
- *Community Markets* in neighborhoods as "one-stop shop" for public benefits enrollment, receive direct services, and community building
- *La Cultura Cura* that brings people together for "healing" the traumas that debilitate belonging and participation in community



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BEYOND MODEL T'S

Funders' change by production and product



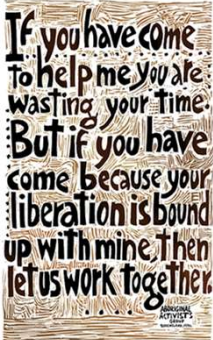
The community needs a solution!
We have a solution!
Here's our solution that you can learn!

Standard Funder-support Process

```


graph TD
    A[Search for a CBO that is essentially a Sub-contractor] --> B[Choose a CBO]
    B --> C[Set Deliverables that are output based]
    C --> D[Set programs and a chain of command with CBO]
    D --> E[Get reports]
    E --> F[Success based on outcomes performed by CBO]
  
```

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DEIB STRATEGIC COMMUNITY ENGAGEMENT:

From "Detect and Correct" to "Detect and Connect"




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DEIB STRATEGIC ENGAGEMENT COMMUNITY MODEL:

"Relationships are inherently healing"

- ✓ Choosing Community as a Healing Place
- ✓ Community engagement is a strategic decision.
- ✓ In making this strategic decision, ask, "Who takes the role of the healer?" If it's not the community, review your strategic conversation
- ✓ Take on the role that your agency will be a capacity-builder for the community. If your agency cannot commit to building capacity, review your strategic conversation.
- ✓ Data and deliverables should be built on this model, not the previous one

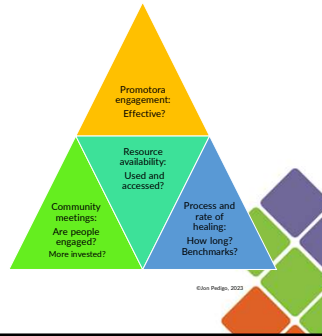


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DATA: Deliverables and Progress

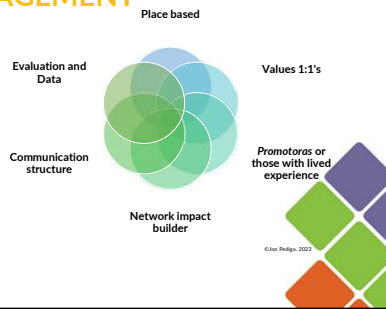
- ✓ When the community becomes an active co-partner and you are using data and you are creating deliverables, consider how you will measure effectiveness of social investment
- ✓ How might you collect data about the role of promotoras, community meetings, and the immediate and local accessibility of resources?
- ✓ How might you capture data to evaluate staff interaction with the community?
- ✓ Does your data collection reflect the complexity of moving from trauma-impacted to post-traumatic growth?
- ✓ Do the deliverables and timeline in the contract reflect that complexity?



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CONSIDERATIONS FOR STRATEGIC COMMUNITY ENGAGEMENT

- ✓ Checklist for the best CBO partner appropriate for your work
- ✓ Detect and connect framework
- ✓ CBO builds relationships through 1:1's
- ✓ CBO identifies leaders and develops promotoras
- ✓ Build bridges and networks with County, other CBO's and community stakeholders
- ✓ Create multi-directional communication structure
- ✓ Values data



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CHOOSING THE RIGHT INSTITUTIONAL PARTNER

Considering the CBO

- How do they include the client and community voice in their work?
- Are they located in and are they made up of community members?
- How do they use data? Do they use data to evaluate themselves?

Considering Yourself as a Funder

- *Do you see and treat the community as an active co-equal partner?*
- *Are you comfortable with and trust this partner? What's the history of this partner?*
- *Are you flexible enough to take direction from your partner and the community?*

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RISKS

If you don't...

- Listen to the community and create trust...
- Enlist promotoras/lived experience in the work...
- Work within the culture and values of the community...
- Invest in "knock and talk..." and be visible and available...

This might happen

- The community won't "own" the solutions
- People will not buy in on your solution
- You will be forever seen as an "outsider"
- You will have a low turn out



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YOU'VE DECIDED: What's next?!

Choosing the right partner is most important but after that, we must work on sustaining that relationship...

Meet	Meet regularly, mentor and support
Focus	Keep the focus of the conversation on impact and push for verifiable data
Ask	Ask questions for clarification and to learn, not to judge
Leverage	Don't pit CBO's against one another, incentivize collaboration, build a network
Develop	Develop deliverables in the contract together with the CBO

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PLANNING AND IMPLEMENTING EFFECTIVE COMMUNITY ENGAGEMENT



Junious Williams, JD
Senior Advisor
Collective Impact Forum

1. Intro/Overview
2. Menti Polling and Discussion
3. Integrating 3 Foundational Elements of Community Change
4. Two Community Engagement Tools
 - a. Spectrum of Community Engagement
 - b. Community Engagement Toolkit
5. Determining Goals/Objectives, & Steps for Planning Effective Community Engagement
6. Community Engagement Situation Analysis
7. Steps for Planning Effective Community Engagement
8. Challenges, Opportunities and Promising Practices
9. Breakout Group Discussions
10. Resources, Debrief and Closing



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OUTCOMES

1. **Identify Strategies for Challenges and Opportunities:** Identify challenges and opportunities in community engagement work and strategies to address them
2. **Understand Context:** Understand the context for the increasing focus on community engagement which includes equity and collaboration
3. **Situate Work:** Understand current status and aspirations using the [Spectrum of Community Engagement](#) and situation analysis questions
4. **Review Toolkit:** Learn about the contents and potential uses of the [Toolkit for Community Engagement](#) and selected tools
5. **Identify Sources and Resources:** Understand Sources and Specifics of legal/administrative requirements for community engagement and resources to support community engagement work

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MENTI POLLS

In the first Menti poll, list words that identify

- a. the greatest **challenges** in pursuing community engagement

In the second Menti poll, list words that identify

- b. the greatest **opportunities** in pursuing community engagement



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Comprehensive Prevention Planning and Community Engagement

CDSS (California Department of Social Services) Comprehensive Prevention Planning Guidance to County Title IV-e Agencies (All-County Letter 22-23, March 10, 2022):

- Engage Tribes
- Consult individuals and families with lived experience
- Prioritize those disproportionately impacted by the child welfare system
- Document barriers to engagement

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INTEGRATING THREE FOUNDATIONAL ELEMENTS OF COMMUNITY CHANGE

Community engagement

EQUITY

Three elements (concepts, practices, approaches) of large-scale community change can operate together to identify and implement community-generated strategies that improve outcomes and reduce disparities

Collaboration

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PLACING EQUITY AT THE CENTER IS VITAL TO ADVANCING COMMUNITY CHANGE EFFORTS

One frequent reason community change efforts fall short is the failure to center on equity

Equity*
Equity is fairness and justice achieved through systematically assessing disparities in opportunities, outcomes, and representation and redressing [those] disparities through targeted actions.

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5 REASONS TO ENGAGE COMMUNITY & THOSE WITH LIVED EXPERIENCE

- Understand pressing systemic community challenges**
 - Understanding the issues
 - Clarify questions that arise about the challenge
- Co-create solutions**
 - Spark innovative problem-solving rooted in the "lived experience" of the community
 - Identify and spread unique solutions that exist within the community
- Verify the direction**
 - Get feedback on specific strategies and indicators from selected communities, particularly those who will be the ultimate beneficiaries
- Expand the reach of strategies**
 - Expand the reach of adoption of initiative strategies
 - Evoke and sustain the will to take aligned action
- Build community capacity to lead and sustain change**
 - Train stakeholders in skills of effective collaboration and strategy execution
 - Share resources and learning across the community to support scaling best practices

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Benefits of Collaboration

1. **Increased resources:** Cross sector collaboration can pool the resources of multiple organizations, which can lead to greater efficiency and impact.
2. **Improved problem-solving:** Collaboration across sectors can lead to a broader range of perspectives and expertise, which can result in more creative and effective solutions to complex problems.
3. **Enhanced communication:** Cross sector collaboration requires clear and effective communication between partners, which can improve understanding, trust, and accountability.
4. **Increased community engagement:** Collaboration between organizations from different sectors can engage a wider range of stakeholders and communities in problem-solving and decision-making processes, resulting in greater community buy-in and support.
5. **Increased innovation:** Cross sector collaboration can lead to the development of new ideas, technologies, and approaches that would not be possible through individual efforts.
6. **Improved impact and outcomes:** Collaborating across sectors can result in greater impact and outcomes, particularly in addressing complex social and economic challenges that require multiple perspectives and resources.

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TOOLS TO SUPPORT EFFECTIVE COMMUNITY ENGAGEMENT

1. Spectrum of Community Engagement
2. Community Engagement Toolkit



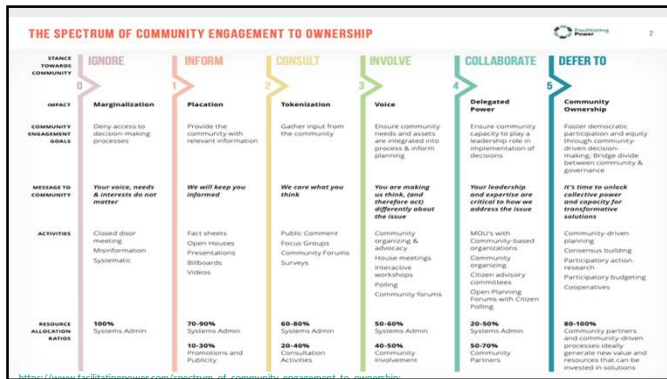
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SPECTRUM OF COMMUNITY ENGAGEMENT

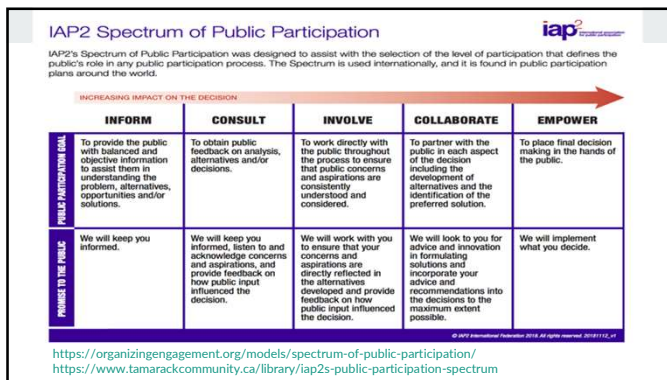
- ☐ <https://organizingengagement.org/models/spectrum-of-public-participation/>
- ☐ <https://www.tamarackcommunity.ca/library/iap2s-public-participation-spectrum>
- ☐ https://www.facilitatingpower.com/spectrum_of_community_engagement_to_ownership



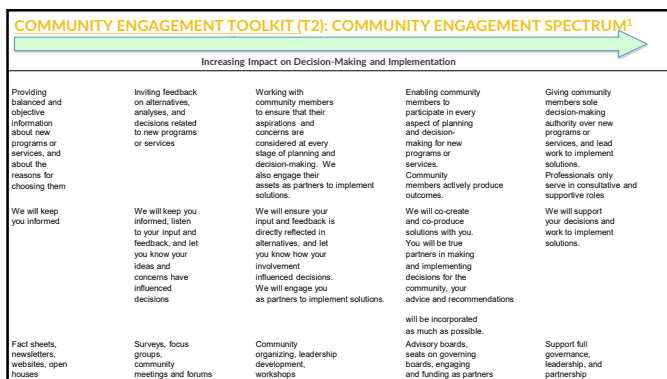
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WHERE IS YOUR AGENCY ON THIS CONTINUUM?

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Community Engagement Toolkit T2: Community Engagement Spectrum¹

Choose your community engagement strategy, clarify the promise to community members, and then fulfill those promises. Engagement is obviously most robust on the right side of the diagram. This can also be read as a spectrum between buy-in and ownership. On the left side, we are often mobilizing people to support or provide limited input or feedback to our decisions. On the right side, we are organizing people to identify their interests and assets – they become deciders, outcome producers, advocates, leaders. It is about shifting power to community.

It is not always necessary, appropriate, or within your capacity to practice collaborative or empowering approaches, but you should push your assumptions and comfort to move as far right as appropriate. Moving to the right means giving up power, because this work is not about your power, but about community results.

¹ This is adapted from the International Association for Public Participation (IAP2) www.iap2.org

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V2.1

It is essential that wherever you are on the spectrum, you must be clear and transparent about your position and fulfill the promises of being there. The greatest tensions and conflicts come when leaders promise a more involved, collaborative, or empowering level of engagement but deliver an informing or consulting level. If you aspire to more engagement, communicate that and take clear steps that demonstrate your commitment is real. It is also important to be transparent about how much power you are willing to give away or not.

Where are your community engagement efforts now on the spectrum? Where do you aspire to be?

For where you aspire to be, what steps will you need to take to pursue that level of engagement? What power or control do you have to give up?

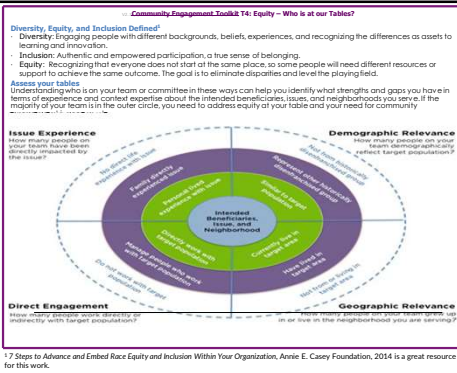
What expectations will you need to communicate and fulfill for community members?

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WHO IS AT THE TABLE?



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* 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization, Annie E. Casey Foundation, 2014 is a great resource for this work.

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V2.1

Please map your core team, board, or steering committee based on where individuals are on the map.

Map your Core Team/Committee	Direct Relevance	Secondary Relevance	Limited Relevance
Demographic Background			
Geographic Relevance			
Direct Engagement			
Issue Experience			

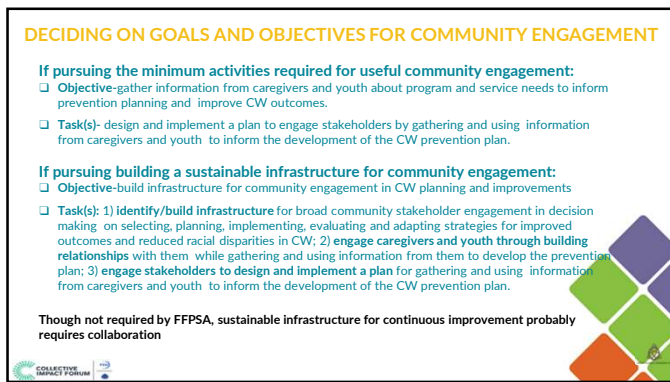
Do you feel you have the right mix of actors involved to understand the population, issue, and neighborhoods you wish to help?

What gaps are at your tables? What steps could you take to correct for that? (examples of steps include adding people to your committee, hiring people, forming an advisory group, seeking professional support, and partnering with other groups)

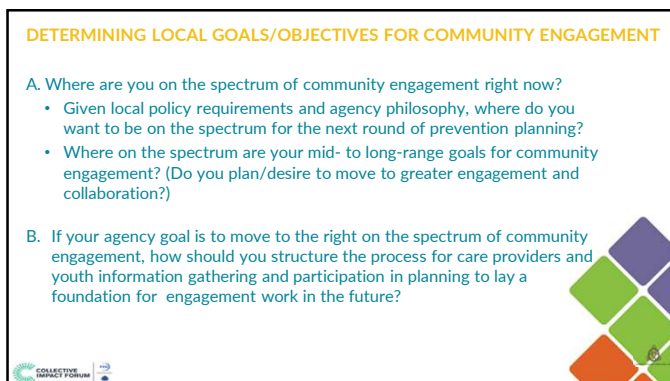
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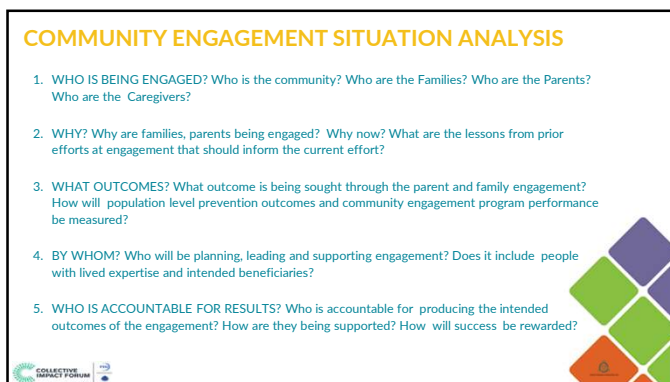
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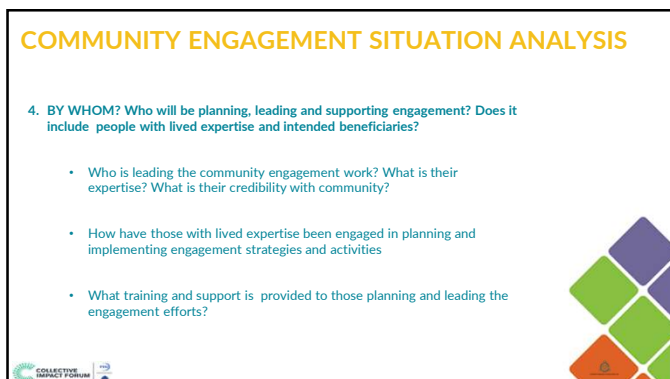
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COMMUNITY ENGAGEMENT SITUATION ANALYSIS

5. WHO IS ACCOUNTABLE FOR RESULTS? Who is accountable for producing the intended outcomes of the engagement? How are they being supported?

- What are the outcomes and performance measures for community engagement?
- Who is accountable for producing engagement outcomes?
- How are they supported? Trained?
- How are they evaluated and required to improve?
- How is excellence in community engagement valued and rewarded?



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POSSIBLE PROCESS STEPS FOR DEVELOPING AN INFORMATION GATHERING PLAN

Process Steps

1. Check for county/agency policy on engagement; design around requirements
2. Spectrum of engagement analysis and determine information gathering objective(s)
3. Landscape documentation and analysis of who on agency staff, in other public agencies OR in the community are highly skilled and effective in collaboration, community engagement and info gathering from community; identify lead partner and collaborators
4. Put together an information gathering workgroup either as a stand alone or connected to the data analysis work group
5. Identify a staff member and a community partner to lead the work
6. Develop the overall information gathering plan using the tools the project is providing or alternate sources
7. Develop a specific caregivers and youth information gathering plan and learning agenda
8. Execute the plan
9. Summarize the findings and share back with participants
10. Debrief the implementation and determine strengths and improvable
11. Repeat info gathering with same group after incorporating their input to develop credibility that you are listening and that you value/use the information they provide



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Challenges, Opportunities and Promising Practices in Community Engagement

Challenges

- Not everyone agrees with or supports community engagement towards ownership
- Difficult, time consuming and costly area of work
- Some organizations will not agree to share power with the focal population(s) within their organization or collaboratives
- Some institutional and agency leaders will not participate at table when community members have equal or more power than bureaucrats
- Not everyone on staff is qualified to work on community engagement and may need training/re-assignment
- Don't yet have the correct personnel structure to evaluate, incentivize compensate, and support this area of work
- Don't yet have the correct structure for collaborative accountability when sharing decision-making authority (power) with other organizations and community members



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Challenges, Opportunities and Promising Practices in Community Engagement

Opportunities




In developing collaborative structure and practices designers can build new policies, practices and culture to accelerate and sustain community engagement as tool for improved population-level outcomes

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Challenges, Opportunities and Promising Practices in Community Engagement

Promising Practices



- Reach out and engage focal populations in selection of who is at the table to represent their interests
- Ensure everyone at the table is compensated for their effort and expertise
- Create majority of seats on bodies for focal populations and create equal leadership seats for them
- Launching collaborative processes with training for bureaucrats and community participants
- Pay attention to activities that build connections, respect and relationships as foundations for trust
- Be patient and plan time for building new infrastructure for engagement and collaboration while addressing the social change focus

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BREAK OUT GROUPS





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BREAKOUT GROUP INSTRUCTIONS AND QUESTIONS

BREAKOUT INSTRUCTIONS

1. You will have 15 minutes for your breakout discussion
2. Briefly introduce yourselves and organizations
3. Ask for a volunteer to "lightly" facilitate discussion of the questions and staying on time
4. Ask for a volunteer to record and report out for the group
5. You will have about five minutes to discuss each of the questions
6. Make sure everyone gets a chance to contribute
7. Each person has a copy of the spectrum of community engagement to refer to during the discussion

FULL GROUP DEBRIEF

1. What is your group's "headline" (not the whole story) from the discussion on where your agency is right now on the spectrum of community engagement?
2. What is your group's "headline" from your discussion of how you would structure the information gathering process if you wanted your agency to move to the right to greater community collaboration?
3. Other headlines and observations from the full group



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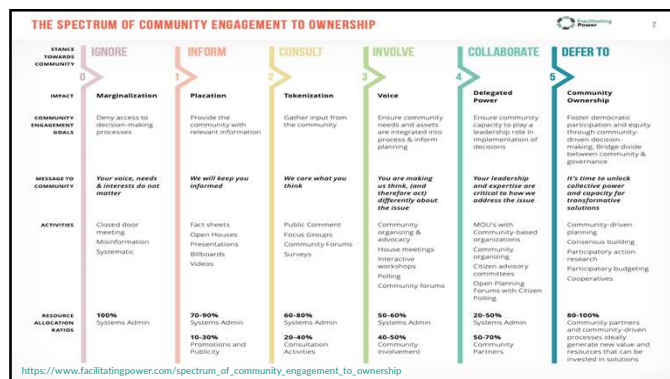
DISCUSSION QUESTIONS: DETERMINING AGENCY GOALS/OBJECTIVES FOR COMMUNITY ENGAGEMENT

DISCUSSION QUESTIONS

1. Where is your agency on the spectrum of community engagement right now?
 - Given local policy requirements and agency philosophy, where do you want to be on the spectrum for this round of prevention planning?
 - Where on the spectrum are your mid- to long-range goals for community engagement? (Do you plan/desire to move to greater engagement and collaboration?)
2. If your agency goal is to move to the right on the spectrum of community engagement, how should you structure the process for care provider and youth information gathering and participation in planning to lay a foundation for engagement work in the future?



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