CENTRAL VALLEY COMMUNITY FOUNDATION

# Fresno DRIVE
## Measurement & Evaluation

## Community Interaction Workshop
*[M&E, helping you!]*

Christy Patch, JD, PhD
Chelsea Chapman, PhD

Monday, October 9, 2023

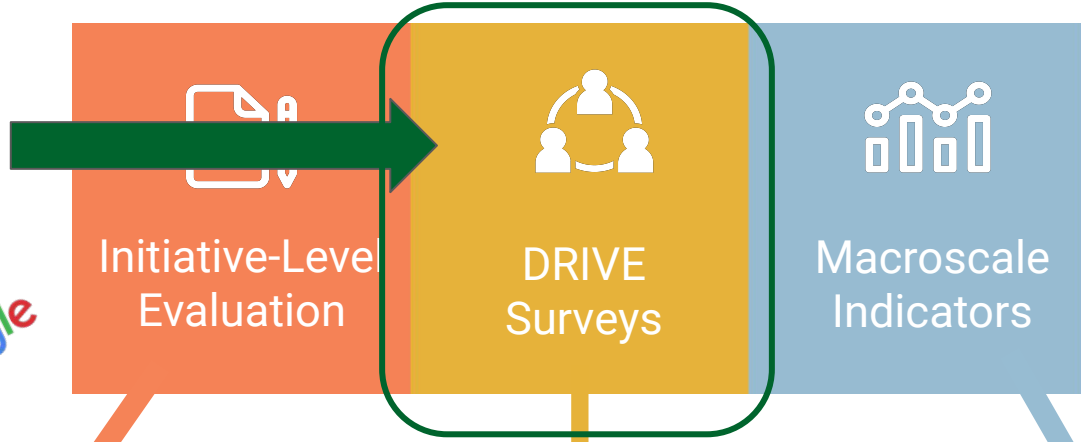
# Workshop Overview

1. Introduction
2. Community Engagement Survey
3. Cultural Competence Survey
4. Partnerships Survey
5. Next Steps

# DRIVE Measurement & Evaluation System

***Three Levels of Evaluation:***

**Today's Workshop**



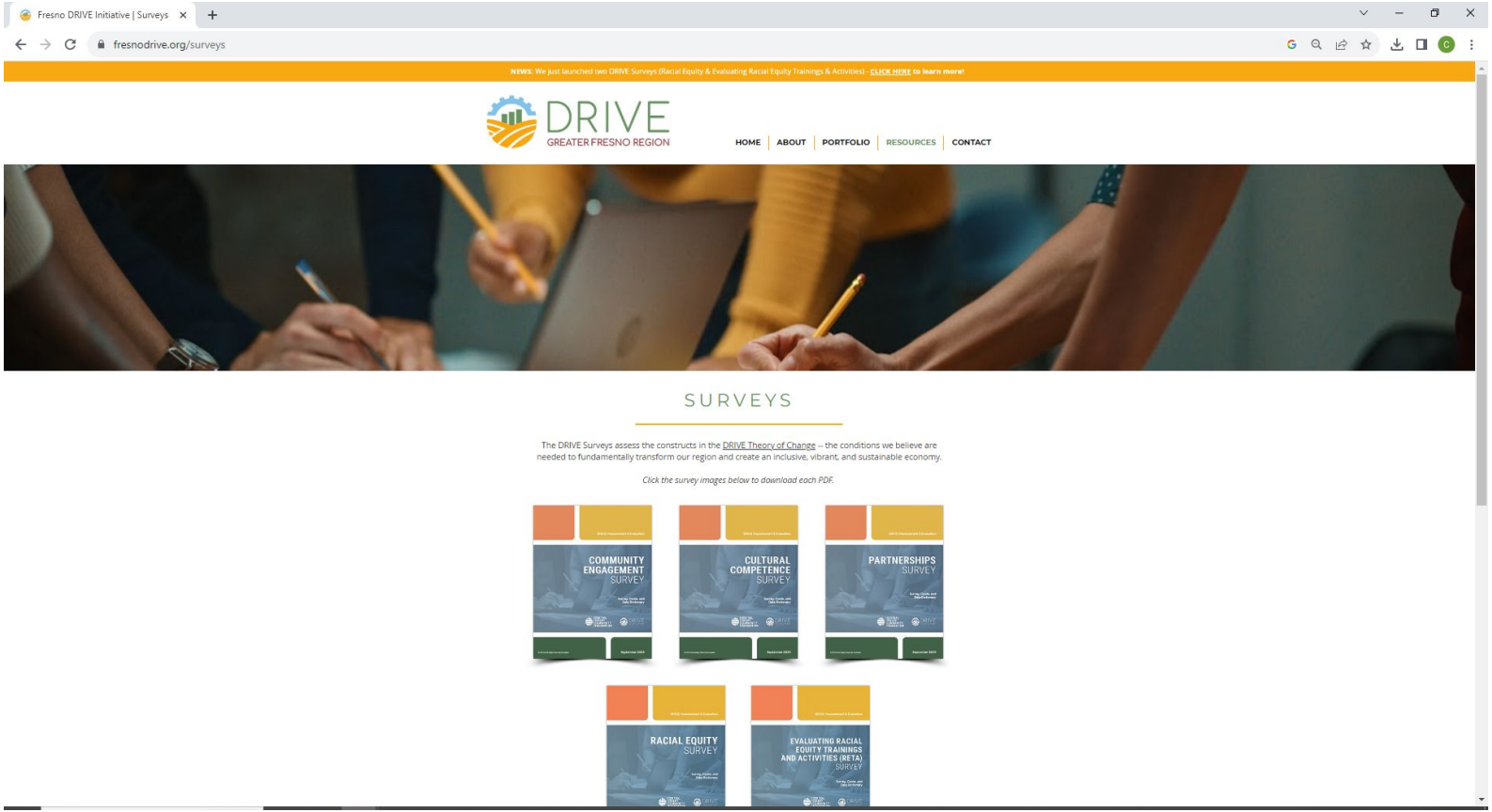

Google Docs

Initiatives collaboratively provide UNIQUE information SPECIFICALLY TAILORED to their organization

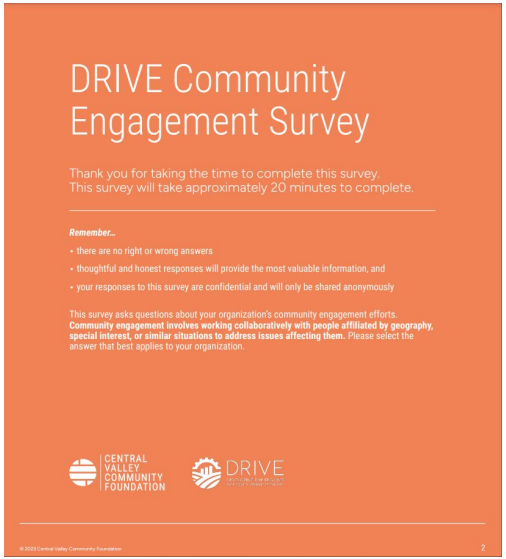
All Initiative leads take the SAME surveys

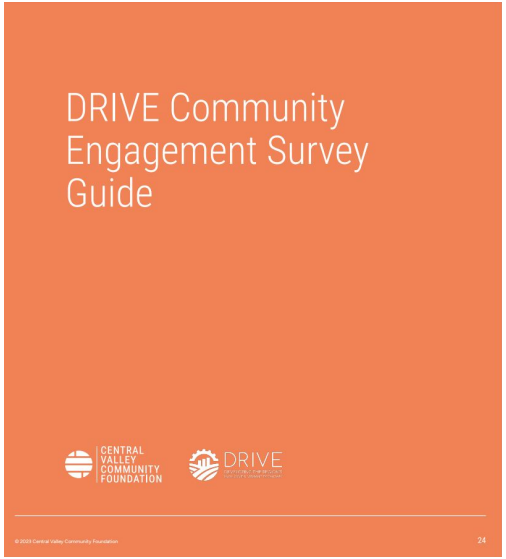
qualtrics XM

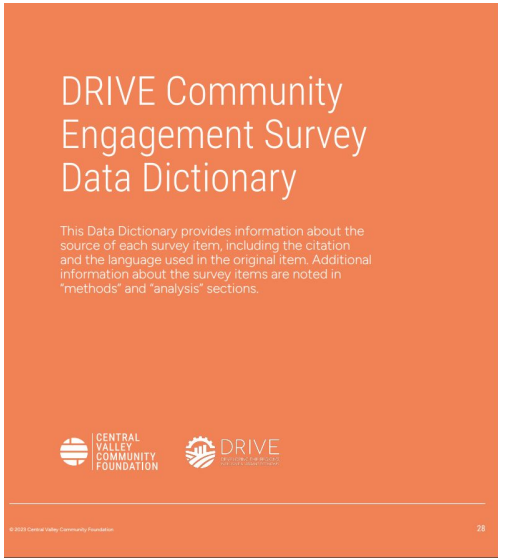
Fresno indicators of Boosting Upward Mobility Dashboard




# www.fresnodrive.org/surveys




**www.fresnodrive.org/surveys**

# DRIVE Surveys - Importance

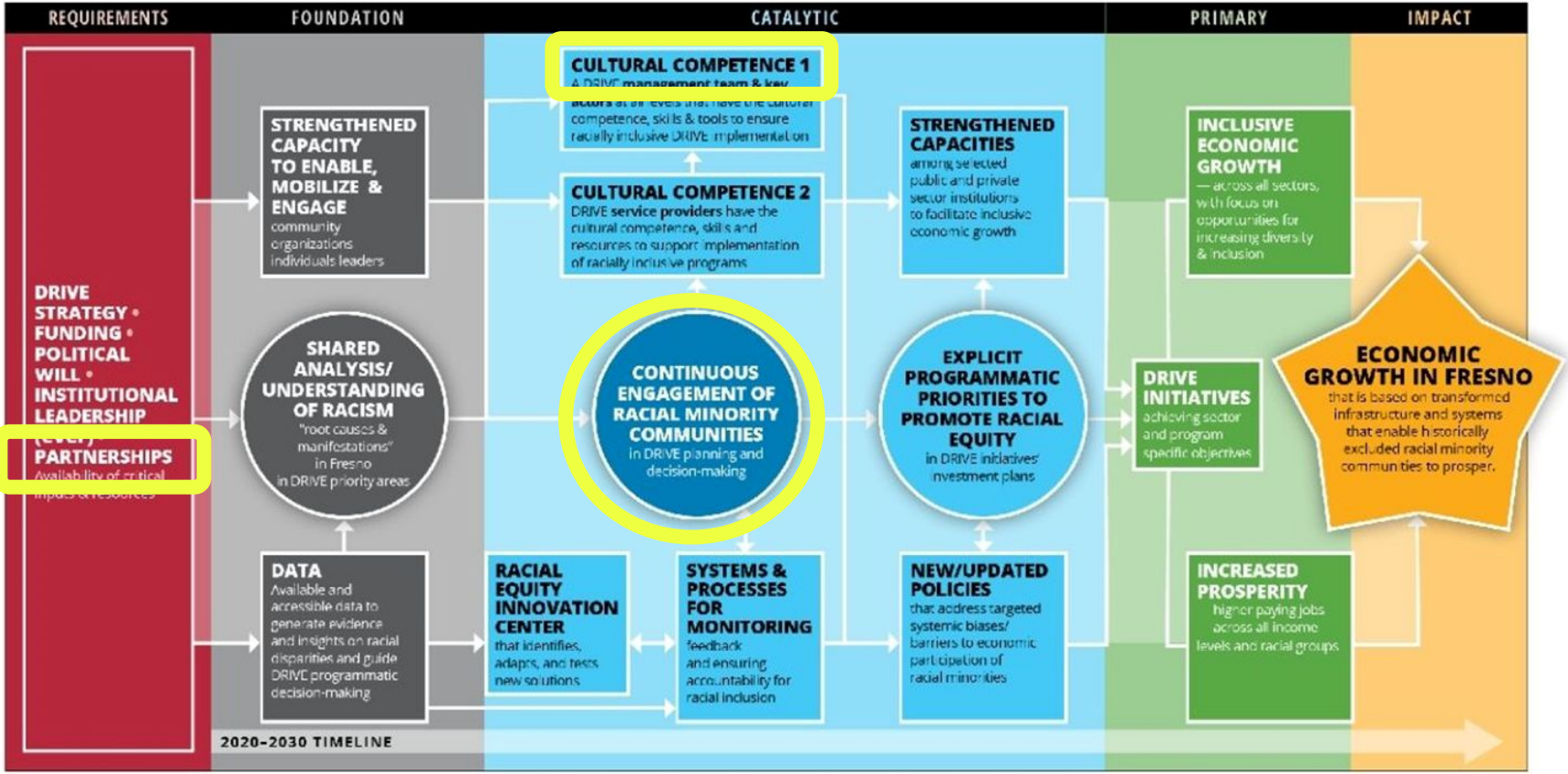
**Test:** are the hypotheses in the DRIVE theory of change valid?

**Learn**: identify successes and areas for improvement in our racial equity & community engagement work

**Share:** collect quality data to share with DRIVE stakeholders (funders, community members, your teams)

**Storytelling:** tell the collective story of DRIVE

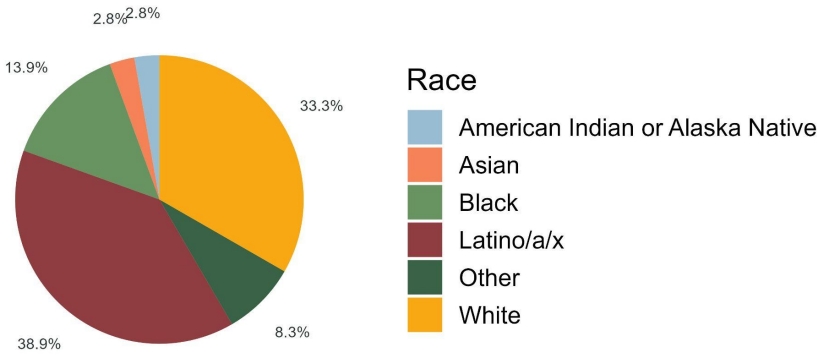
# DRIVE'S THEORY OF CHANGE

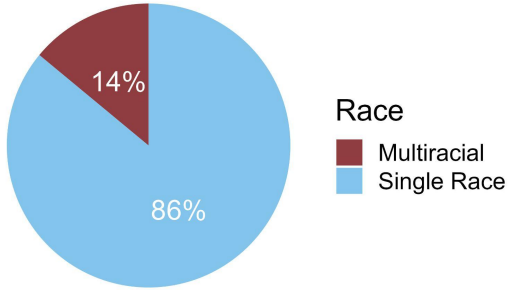


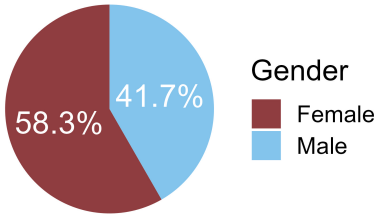
# Who is represented in the DRIVE surveys?

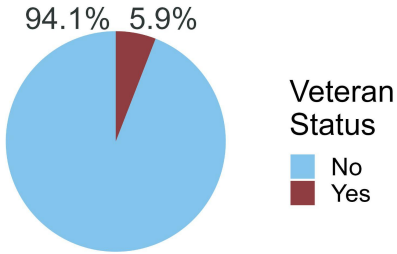
| Respondents | DRIVE Initiatives | Civic Infrastructure Hubs | Zip Codes |
|---|---|---|---|
| 40 | 13 out of 14<br>93% | 10 out of 12<br>83% | 14 zip codes<br>93701 = 6 respondents |

# Who is represented in the DRIVE Surveys?



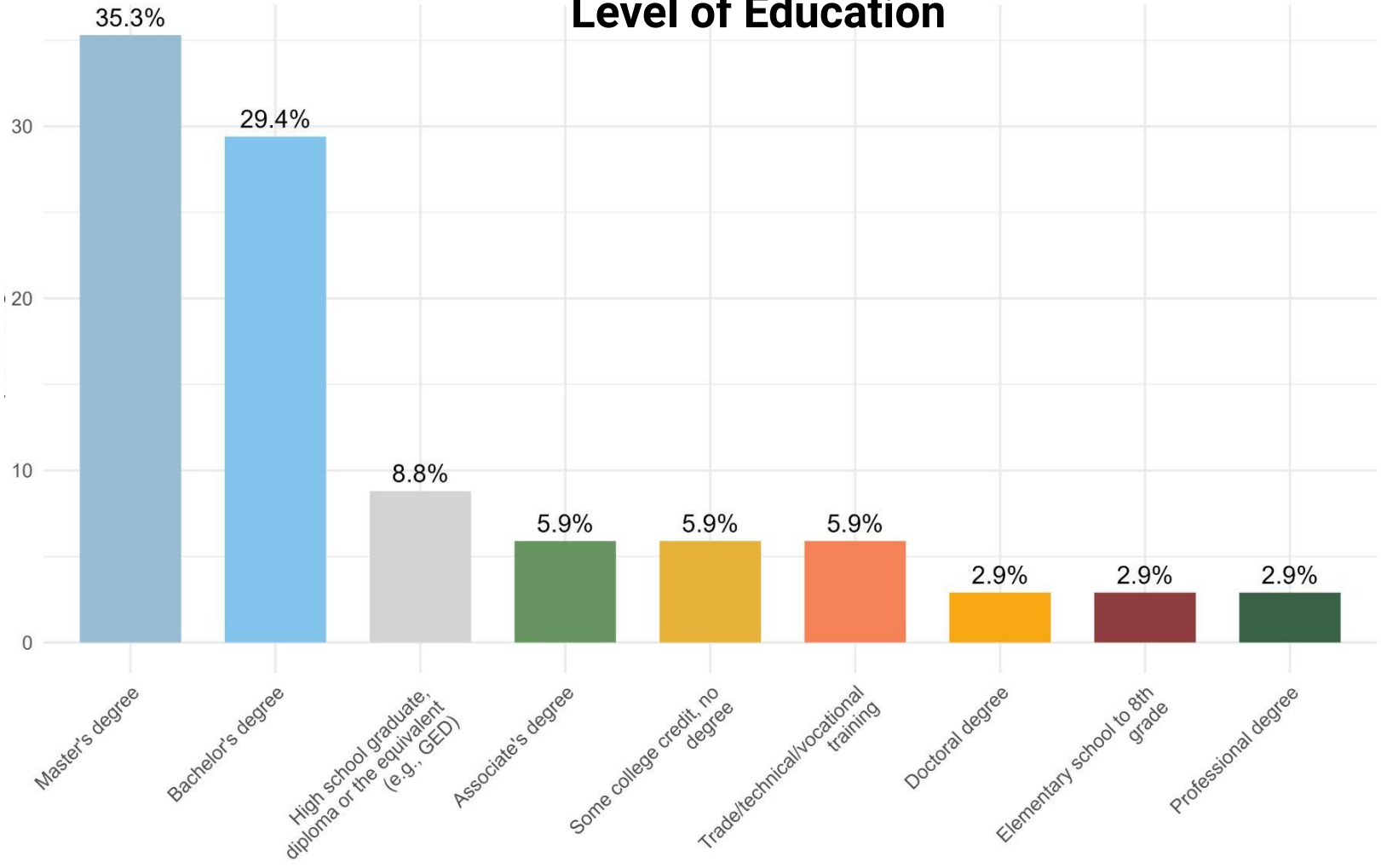




| | n = 34 | |
|---|---|---|
| | **Mean (SD)** | **Range** |
| **Age (years)** | 45.2 (12.5) | 22.6 – 72. 6 |
| **Years in the USA** | 42.6 (13.1) | 22 – 72 |

# Level of Education



# Community Engagement

The DRIVE theory of change posits that community engagement is required to shift power, build relationships, and support inclusive economic growth in the Central Valley.

The survey results help us reflect on current community engagement, and assess whether our activities support powershifting.

# Community Engagement

Evidence shows that programs with meaningful community engagement result in better community outcomes (such as local infrastructure improvements and connections with services), and resident outcomes (like social capital, empowerment, and skill building), as compared to programs without community engagement.

# UNICEF Core Community Engagement Standards and Learning Questions

| | |
|---|---|
| **Participation** | What type of community engagement strategies did you use? Who did you engage? How many people? Were they representative? |
| **Inclusion** | Were any groups excluded? Over-engaged? |
| **Adaptability & Localization** | What was done to remove barriers to participation and ensure that engagement activities were tailored for the local community? |
| **Two-way Communication** | Are mechanisms in place to support continued two-way communication between community members and initiative leaders? |
| **Empowerment** | To what extent was decision-making power shifted to the community? |
| **Building on Local Capacity** | Did the community engagement build the residents' skills or social capital? |

# IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

| | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|---|---|---|---|---|---|
| PUBLIC PARTICIPATION GOAL | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision making in the hands of the public. |
| PROMISE TO THE PUBLIC | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |

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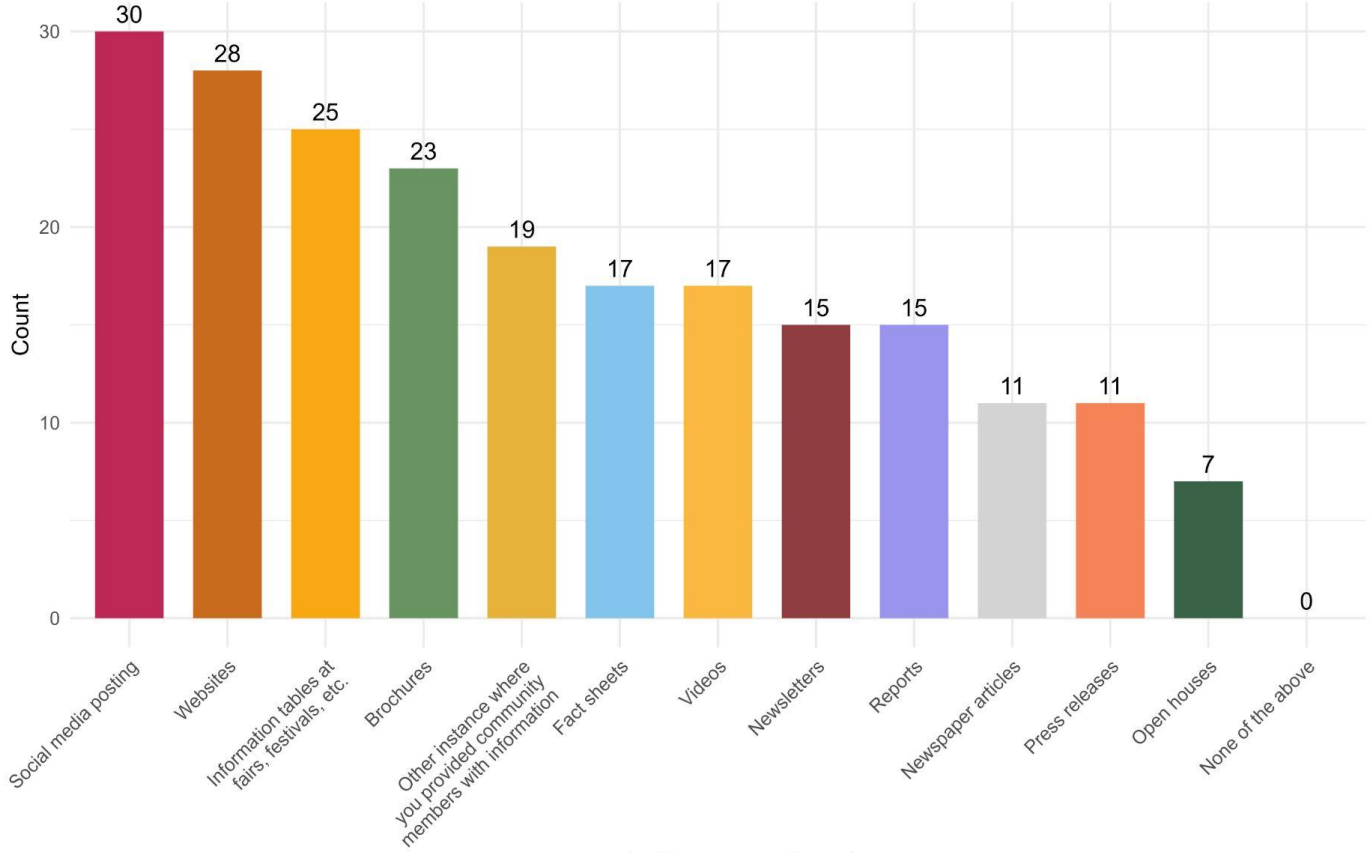
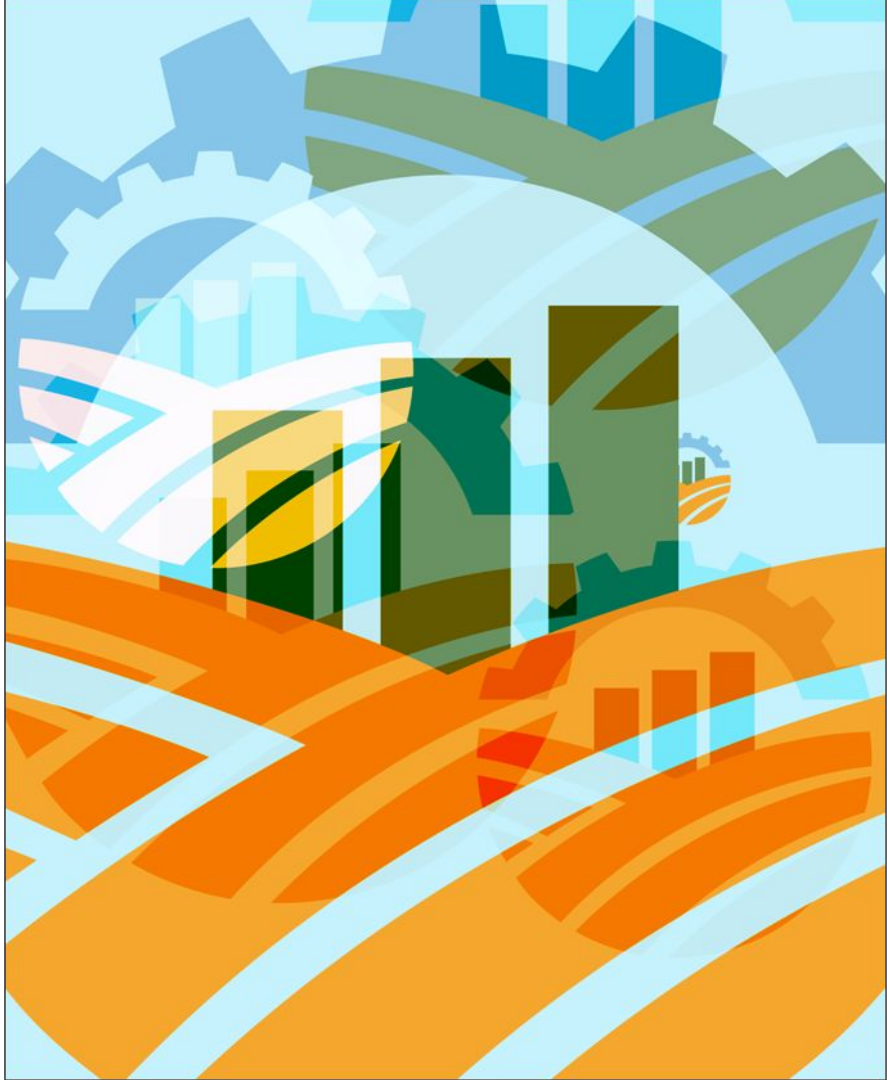
# DRIVE leaders reported using “Informing” strategies, like social media and websites, more than any other IAP2 level (n = 32)



# Other “Informing” Strategies

- Weekly food drives
- Job fair
- TV news coverage
- Phone banking
- Sharing information at Neighborhood Association Meetings



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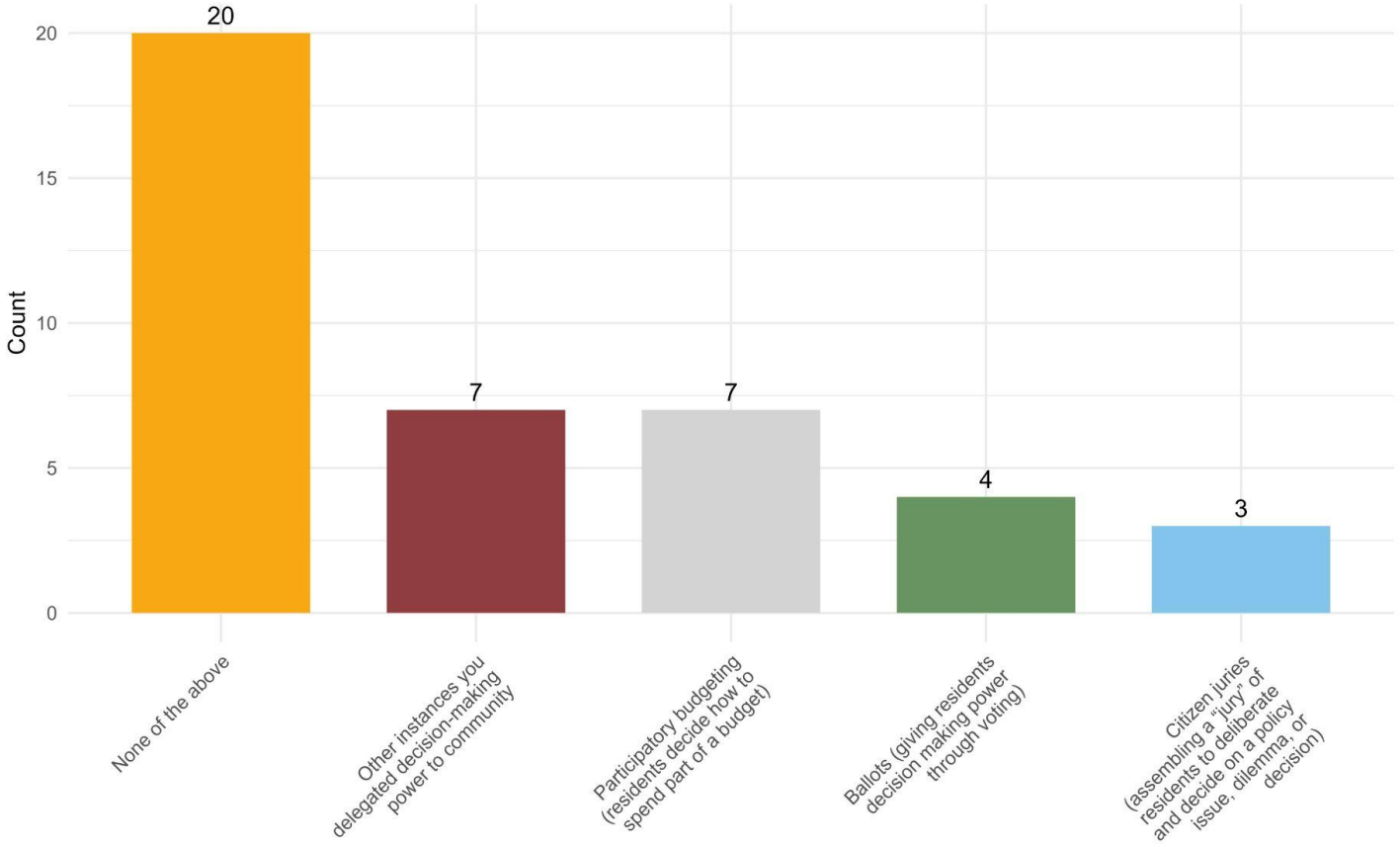
| | IAP2 Spectrum Level | Total respondents | Percentage of DRIVE Initiatives n = 13 | Percentage of Civic Infrastructure Hubs n = 10 | Sum | Mean (SD) | Max | Min |
|---|---|---|---|---|---|---|---|---|
| Focus groups | Consult | n = 22 | 61.5% (8) | 80% (8) | 204 | 8.8 (11.5) | 50 | 1 |
| Focus group participants | | | | | 3,019 | 150.9 (329.9) | 1,483 | 8 |
| Surveys | | n = 25 | 76.9% (10) | 80% (8) | 915 | 41.6 (181.2) | 853 | 1 |
| Survey responses | | | | | 5,737 | 260.8 (365.0) | 1,500 | 4 |
| Interviews | | n = 17 | 46. 2% (6) | 60% (6) | 968 | 69.1 (55.6) | 185 | 2 |
| Public/ Community meetings | | n = 21 | 46. 2% (6) | 80% (8) | 227 | 11.9 (12.2) | 50 | 1 |
| Public/ Community meeting attendees | | | | | 7,713 | 405.9 (717.8) | 3,000 | 22 |
| Workshops | Involve | n = 19 | 69. 2% (9) | 80% (8) | 193 | 10.2 (16.2) | 68 | 1 |
| Workshop attendees | | | | | 3230 | 170 (287.4) | 1,200 | 1 |
| Roundtables | | n = 14 | 46.2 % (6) | 60% (6) | 61 | 4.4 (3.0) | 12 | 1 |
| Citizen advisory committees | Collaborate | n = 6 | 30.8 % (4) | 20% (2) | 19 | 3.2 (4.4) | 12 | 1 |
| Citizen advisory committee participants | | | | | 120 | 20 (15.5) | 50 | 8 |
| Consensus building workshops | | n = 5 | 38.5% (5) | 10% (1) | 10 | 2 (1.2) | 4 | 1 |
| Consensus building workshop attendees | | | | | 201 | 40.2 (33.9) | 100 | 20 |
| Charettes | | n = 9 | 23.1% (3) | 40% (4) | 24 | 2.7 (1.6) | 5 | 1 |
| Charette attendees | | | | | 307 | 34.1 (30.5) | 84 | 7 |
| Participatory decision making events | | n = 17 | 46.2 % (6) | 70% (7) | 62 | 3.6 (2.6) | 9 | 1 |
| Participatory decision making event attendees | | | | | 1,680 | 98.8 (140.4) | 450 | 1 |

# Empowering Strategies

n = 32



# Examples of Other Empowering Strategies

- Greenfield work that will lead to Planning Commission and City Council **actions** by community members

Other Levels Included in Responses:

- (involving) voice to see what they wanted at park
- (consulting/ involving) 8 week Cohorts to hear community concerns
- (collaborating) presently forming a community advisory committee

# Removing Barriers to Community Engagement

On average, respondents “somewhat agreed” that their organizations removed barriers to community engagement (e.g., by providing food, transportation, compensation)

Total respondents
n = 32

| | Mean (SD) | Max | Min |
|---|---|---|---|
| | | [7 point Likert score] | |
| **Community Engagement Efforts** | 5.2 (1.6) | 7 | 1 |

| | |
|---|---|
| Strongly agree | 7 |
| Agree | 6 |
| Somewhat agree | 5 |
| Neither agree nor disagree | 4 |
| Somewhat disagree | 3 |
| Disagree | 2 |
| Strongly disagree | 1 |

# Removing Barriers to Community Engagement

## Item Analysis

Which of these outcomes are organizations performing best in?

| | Percentage Score [equivalent 7 point Likert score] |
|---|---|
| Focus on problems that the community thinks are important | 6.2 |
| Value community perspectives | 6.2 |
| Treat community members' ideas with openness and respect | 6.1 |

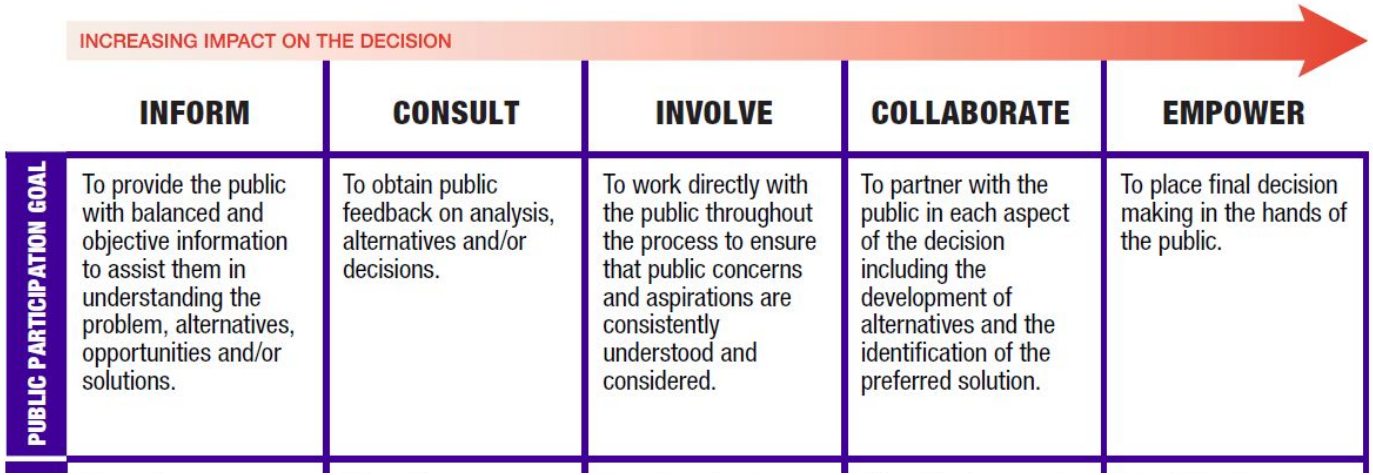
For which of these outcomes is there room for improvement?

| | Percentage Score [equivalent 7 point Likert score] |
|---|---|
| Delegate decision-making power to community members | 4.8 |
| Put systems in place to ensure continued two-way communication between community members and organization leaders | 5.1 |
| Help community members gain important skills from involvement | 5.1 |

# Sharing Reflections in Small Groups

1. Where did your organization's community engagement efforts fall on the Community Engagement Spectrum?

2. What are you doing well?  Any areas for improvement?



# Demographic data is often collected on participants in focus groups, surveys, and interviews; but not during larger group events

| | IAP2 Spectrum Level | Number of DRIVE Initiatives who held… | Percentage of those DRIVE Initiatives collecting demographic data … |
|---|---|---|---|
| Focus groups | Consult | 8 | 88% |
| Surveys | | 10 | 70% |
| Interviews | | 6 | 66.7% |
| Workshops | Involve | 9 | 33.3% |
| Roundtables | | 6 | 16.7% |
| Citizen advisory committee meetings | Collaborate | 4 | 75% |
| Charettes | | 3 | 0% |
| Participatory decision making events | | 6 | 33.4% |

*We did not ask whether participants collected demographic data during public/ community meetings as this would be impractical or impossible

# Under-engaged groups (n = 32)

- Most under-engaged group was **“youth ages 0 -17”** (31.3% of respondents), followed by “**business owners**” (12.5% of respondents)

- Only 6.3% of respondents felt “all groups are adequately or over engaged”

- Other under engaged groups:
  - City officials (9.4% of respondents)
  - Residents with disabilities like those deaf and blind (6.3%)

# Outcomes and Quality of Community Engagement

On average, respondents rated the quality and outcomes of their organization's community engagement "above average" (e.g., valuing community perspectives and building on community strengths)

| | Mean (SD) | Max | Min |
|---|---|---|---|
| | | **[7 point Likert score]** | |
| Overall organization performance in outcomes of community engagement | 5.5 (1.4) | 7 | 2 |

| | |
|---|---|
| Excellent | 7 |
| Good | 6 |
| Above average | 5 |
| Average | 4 |
| Below average | 3 |
| Poor | 2 |
| Very Poor | 1 |

# Outcomes and Quality of Community Engagement

## Item Analysis

Which of these outcomes are organizations performing best in?

| | Percentage Score [equivalent 7 point Likert score] |
|---|---|
| Focus on problems that the community thinks are important | 88.8% [6.2] |
| Value community perspectives | 88.4% [6.2] |
| Treat community members' ideas with openness and respect | 87.1% [6.1] |

Which of these outcomes is there room for improvement?

| | Percentage Score [equivalent 7 point Likert score] |
|---|---|
| Delegate decision-making power to community members | 68.8% [4.8] |
| Put systems in place to ensure continued two-way communication between community members and organization leaders | 72.8% [5.1] |
| Help community members gain important skills from involvement | 73.2% [5.1] |

# 78.1% of respondents said they “changed their programs, practices, and policies as a result of their CE strategies”

Of those who elaborated, types of changes included:

- **Programmatic Changes**
  - After hours programming
  - Changing meeting times, venues, and activities
  - Found funding for stipends instead of vouchers
- **Communication**
  - Outreach efforts & recruitment processes
  - Availability of translated materials
  - Communication strategies with Spanish speaking leaders
- **Other**
  - Added employee parking
  - Focus of grant deliverables in applications

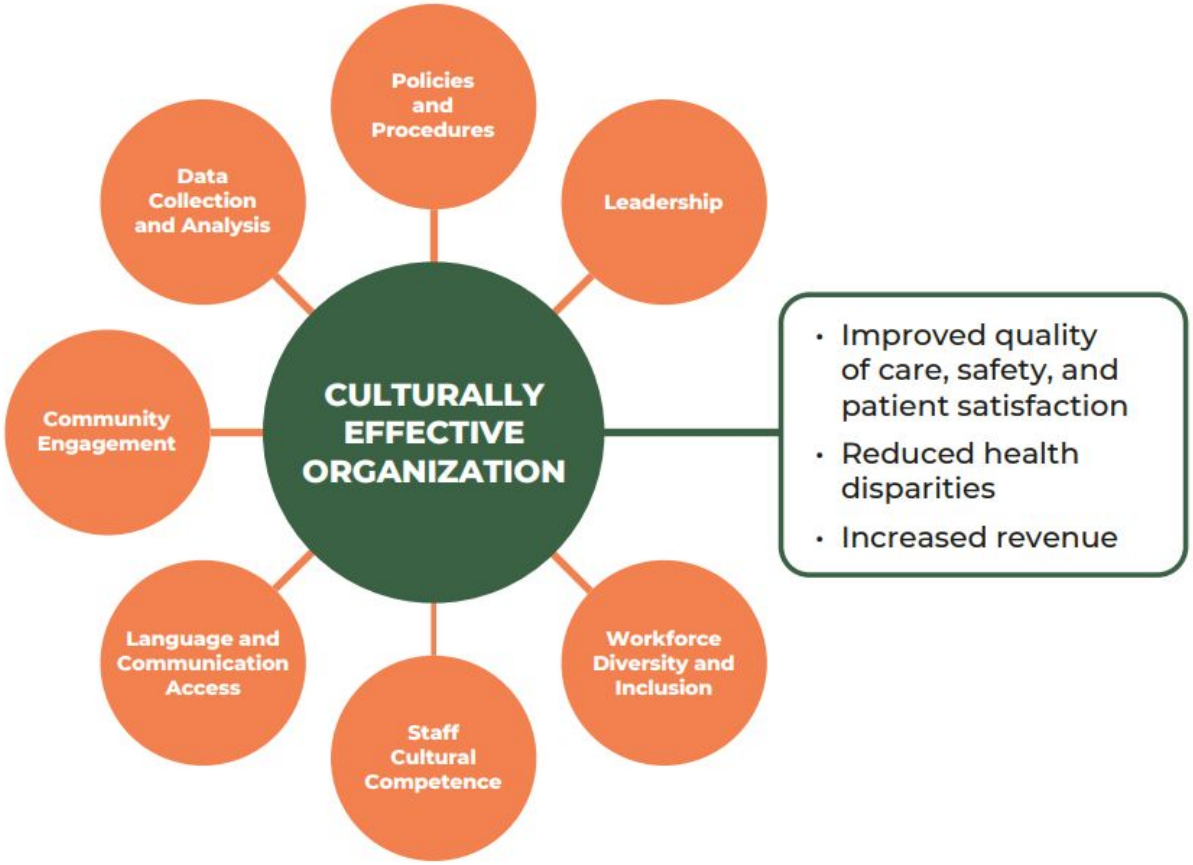
# Cultural Competence

"A set of behaviors, attitudes, and policies that enable a system, agency, or group of professionals to work effectively in cross cultural situations."

# Cultural Competence

**Why measure CC?** Research shows that culturally competent practices can improve access to and use of services, participant satisfaction, and trust in service providers.

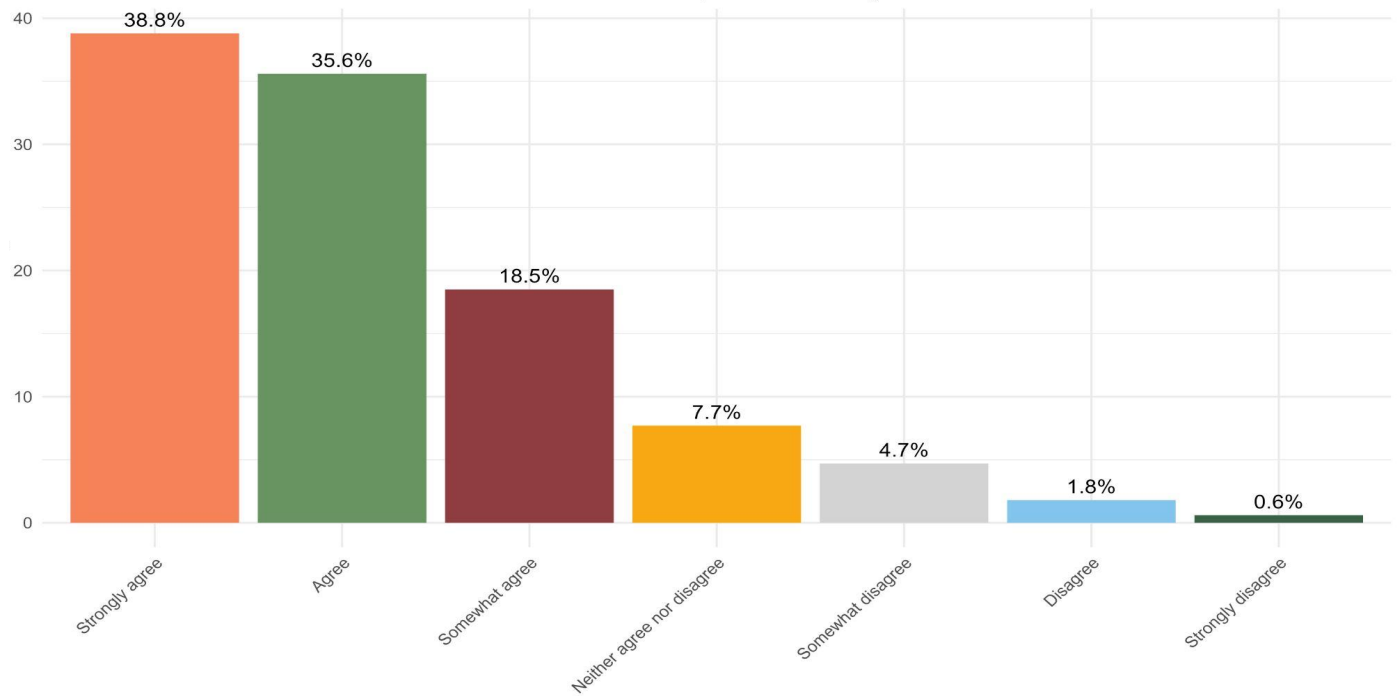
**What are we measuring?** This survey assesses seven domains identified in the Culturally Effective Organizations (CEOrgs) Framework.




## CEOrgs Framework domains and descriptions

# Cultural Competence Survey

Combining responses across all domains, most respondents strongly agreed or agreed that their organization was taking culturally competent actions.



# Cultural Competence

| | Total respondents n = 32 | | |
|---|---|---|---|
| | **Mean (SD)** | **Max** | **Min** |
| | | **[7 point Likert Score]** | |
| **Cultural Competence (overall)** | 5.8 (0.8) | 7 | 2 |
| ***Subscales:*** | | | |
| **Leadership** | 5.9 | 7 | 3 |
| **Policies & Procedures** | **5.2** | 7 | **2** |
| **Data Collection & Analysis** | 5.6 | 7 | 3 |
| **Community Engagement** | 6.0 | 7 | 3 |
| **Language & Communication Access** | 6.1 | 7 | 4 |
| **Staff Cultural Competence** | **5.2** | 7 | **2** |

| | |
|---|---|
| Strongly agree | 7 |
| Agree | 6 |
| Somewhat agree | 5 |
| Neither agree nor disagree | 4 |
| Somewhat disagree | 3 |
| Disagree | 2 |
| Strongly disagree | 1 |

**Policies and procedures** (2 items) exist to…

evaluate the cultural competence of programs and services. (e.g., use of a feedback survey)

to solicit input from communities of color to determine the relevancy of programs and services. (e.g., use of a feedback survey)

**Staff Cultural Competence** (1 item): Cultural competency training, mentoring, and coaching for all levels of staff are provided on a regular basis.

# Partnerships

Research shows that partnerships are a key condition of effective collective impact initiatives.

Diverse partners can add clarity to the target problem and develop more effective solutions. **The quality and depth of those partnerships matter.**

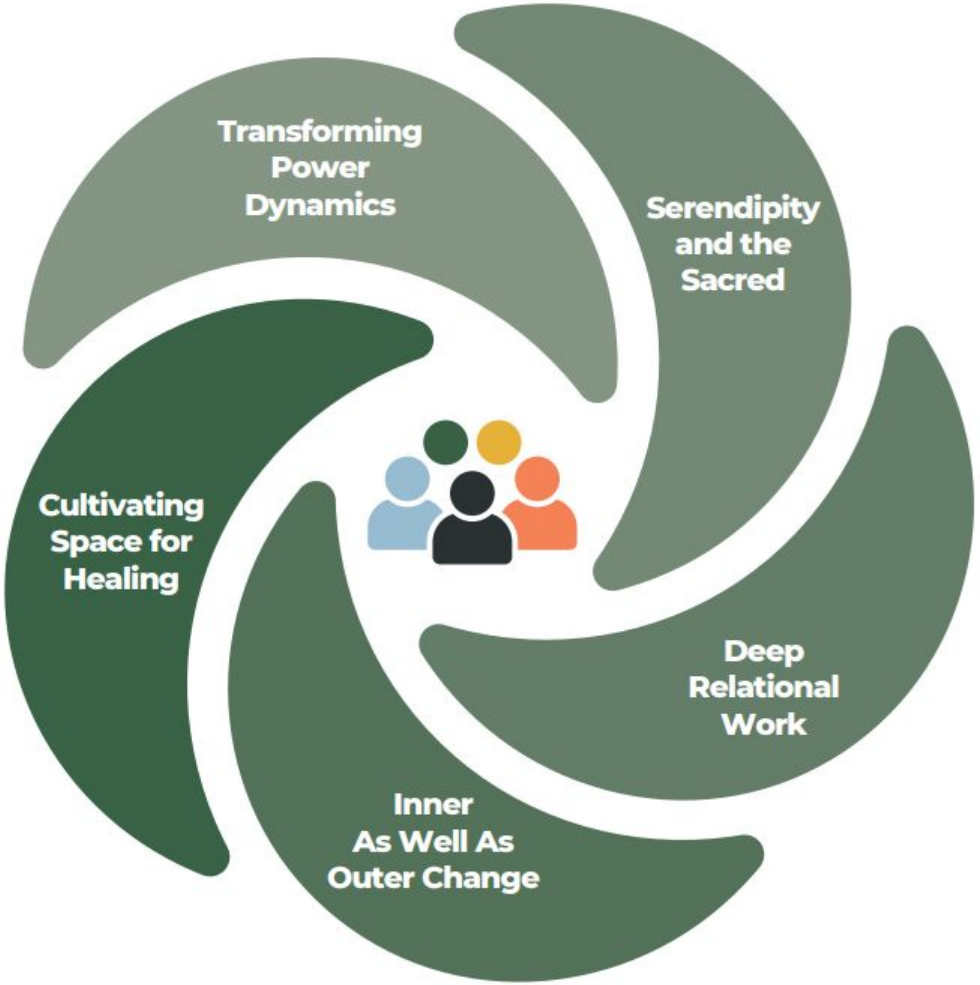
# Validated Partnership Surveys

- The Coalition Self-Assessment Survey
- The Wilder Collaboration Factors Inventory
- The Partnership Self-Assessment Tool

- The validated surveys measure traditional domains of partnerships, like vision & mission, governance, conflict resolution, communication, resources, data collection and sustainability.
- **BUT, they don't assess powershifting or the authenticity of relationships** – which are important in the context of inclusive economic growth.
- So we developed 13 supplemental survey items to assess five qualities of authentic partnerships (Milligan, 2022)….

# Five Qualities of Authentic Partnerships

Milligan, Zerda, Kania (2022)



# Qualities of Authentic Partnerships: Key Domains and Descriptions[10]

| | |
|---|---|
| **Deep Relational Work** | Create a space that all partners, especially those without institutional power, view as a safe environment to express themselves, be vulnerable, connect, and experience their common humanity. |
| **Cultivate Space for Healing** | Acknowledge that even though painful or traumatic events occurred in the past, the felt trauma exists in the present and will impede future progress unless safe spaces and opportunities are created to process that trauma. |
| **Serendipity and the Sacred** | Storytelling, rituals, and art help partners focus on what unites them, transcend self/ego, and ground the work in a space of compassion. |
| **Inner and Outer Change** | Examine individual biases, assumptions, and privileges (inner change) to enable more authentic partnerships and systems change work (outer change). |
| **Transforming Power Dynamic** | Acknowledge historic power imbalances across partners and intentionally shift power and decision-making. |

Milligan, Zerda, Kania (2022)

# Partnerships Survey Results

- 21.9% of respondents had **> 10 partners** to report
- 63.0% of respondents had partnerships that enable their org's work to be more inclusive and equitable
- Many respondents listed partners that they wanted, but weren't currently at the table.

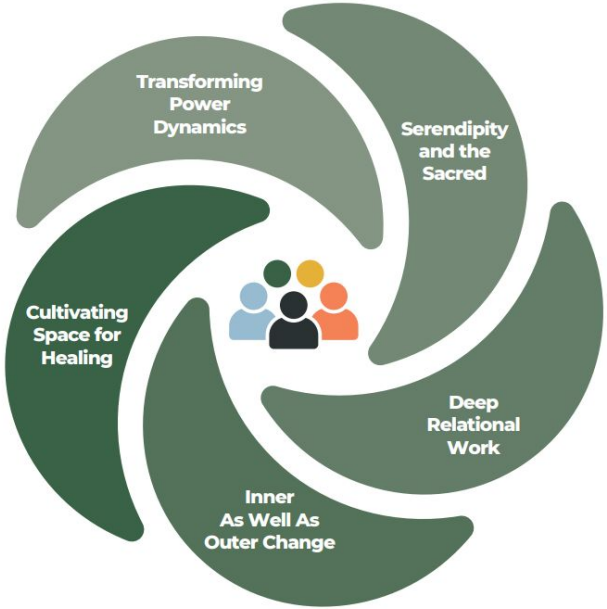


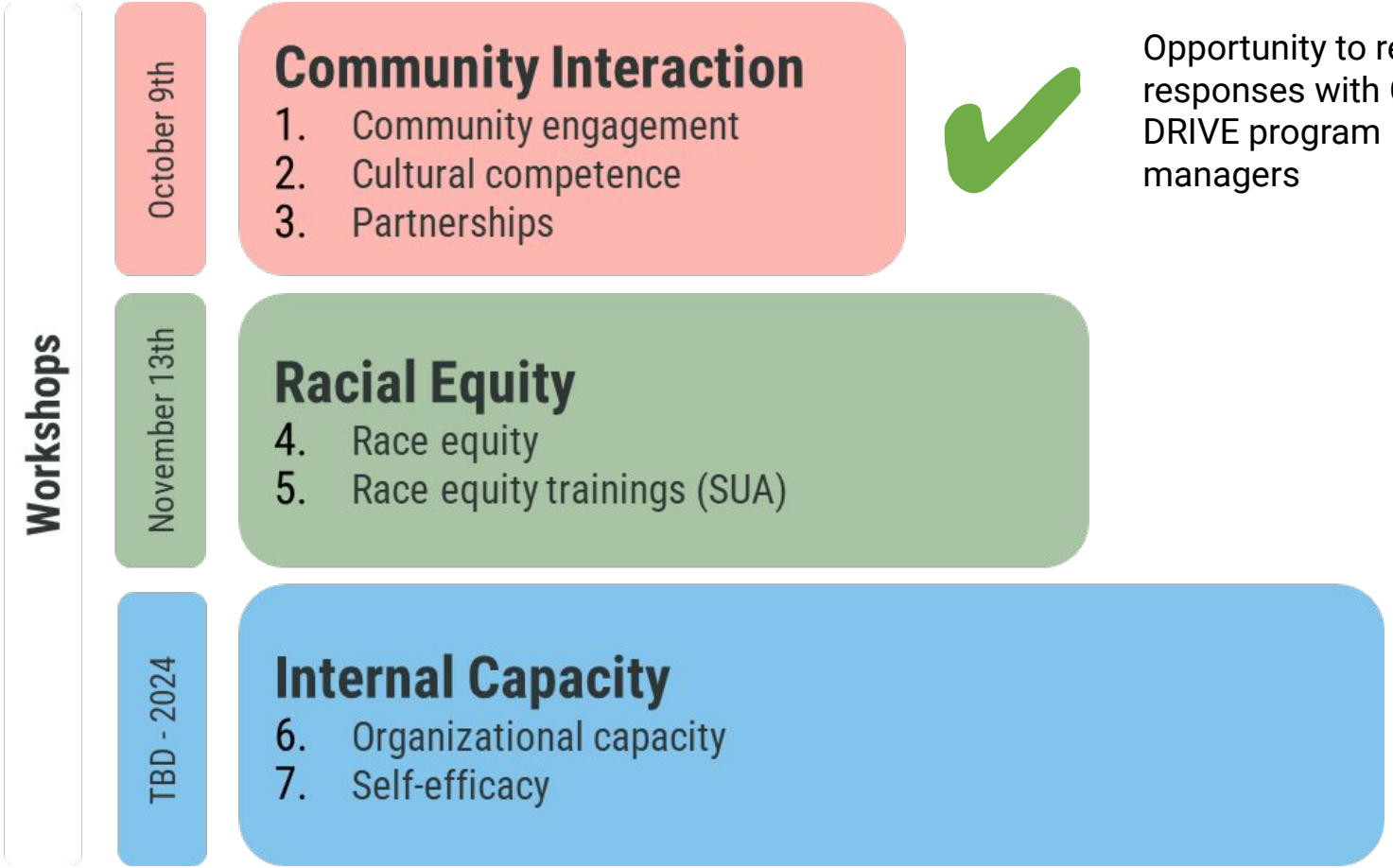

Figure 1. Qualities of Authentic Partnerships; Milligan, Zerda, Kania (2022)

**Desired partners that weren't currently at the table.**

**Let's make these connections happen!**

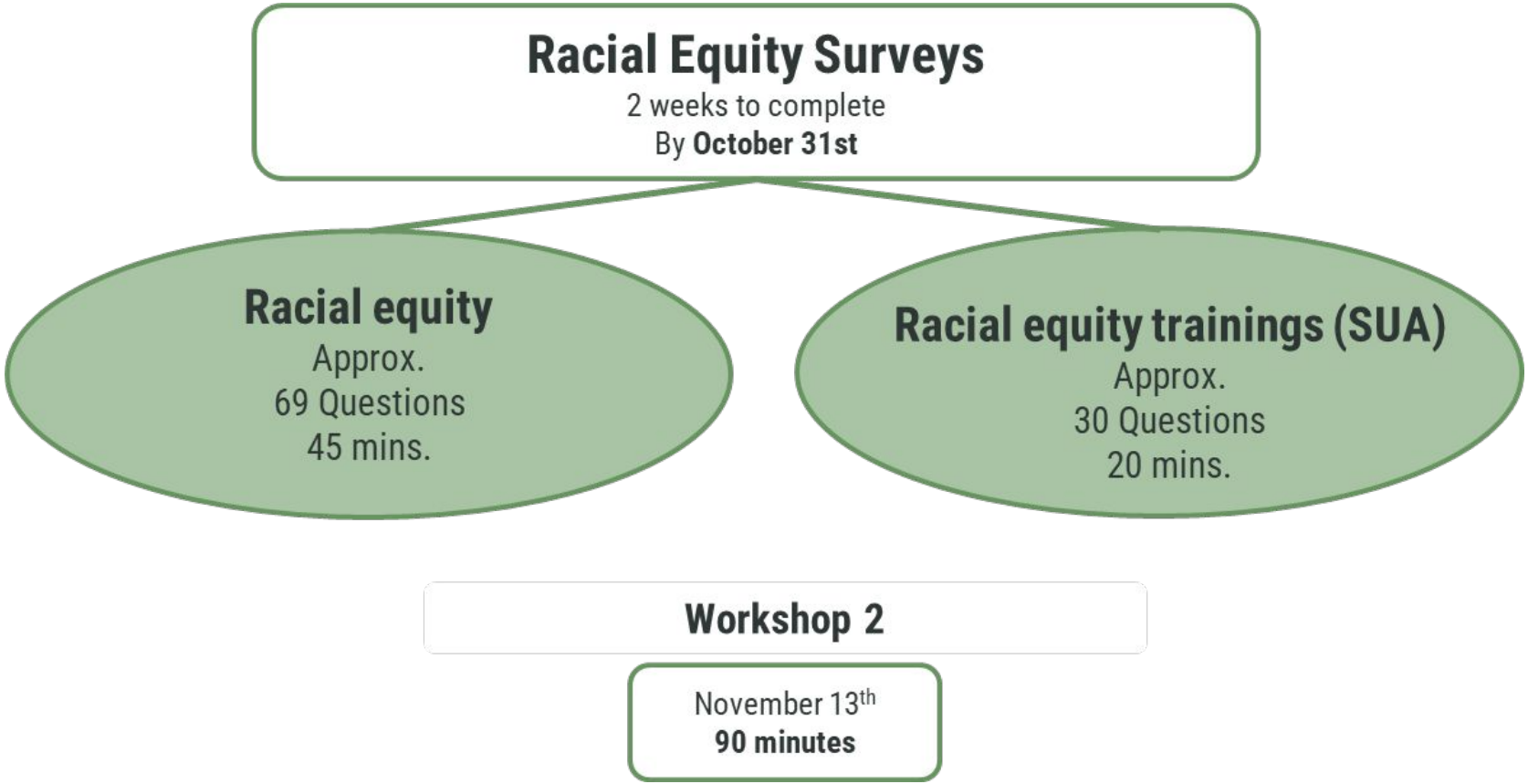
- California Endowment
- More businesses
- More student/family based CBOs
- Faith in the Valley
- Central California Food Bank
- CBOs who provide housing resources & advocacy
- Fresno Housing Authority
- Orgs that focus on Land Use
- Homelessness (HART + Povorello House)
- Another Level Training Academy (ALTA) & other CBOs that provided trauma & resiliency training
- District 7 representatives
- Caltrans
- Fresno COG
- Fresno-Clovis CVB
- DRIVE's current economic development partners and workforce development partners.
- Southwest Fresno Development Corporation
- Incremental Developer Alliance
- Historic Huntington Neighborhood Association
- The Children's Movement of Fresno
- Fresno State and Fresno City Community College
- Central, Fresno, and Clovis Unified School Districts
- Gladiator Welding Program
- Stanford Consulting
- Strategic Growth Council

# Next Steps




Opportunity to review responses with CVCF DRIVE program managers

# Next Steps


Racial Equity Surveys
2 weeks to complete
By October 31st
Racial equity
Approx.
69 Questions
45 mins.
Racial equity trainings (SUA)
Approx.
30 Questions
20 mins.
Workshop 2
November 13th
90 minutes

CENTRAL VALLEY COMMUNITY FOUNDATION

# Fresno DRIVE
## Measurement & Evaluation

## Community Interaction Workshop
*[M&E, helping you!]*

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Monday, October 9, 2023