Creating Collective Action Regional Hubs

Report on the CBO Convenings May-June 2023

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Table of Contents

Executive Summary **2**

Introduction **5**

Main Themes for Regional Collaboration **8**

Theme 1: Norming Regional Teamwork 9

1.1 Strengthening intra-region relationships 9

1.2 Holding ongoing conversations 11

1.3 Piggybacking on the work of other CBOs 12

Theme 2: Sharing Knowledge and Resources 13

2.1 Sharing campaign messaging & outreach tactics 14

2.2 Reflecting language and cultural competency 15

2.3 Using population and geographic data 17

Theme 3: Reaching Out to Communities and Stakeholders 18

3.1 Recruiting staff and volunteers 18

3.2 Collaborating with OCPSC 20

3.3 Engaging external stakeholders 21

Conclusions and Recommendations **23**

Annex A: Organizations in Attendance by Region **27**

Annex B: Convening Facilitation Guide **31**

Annex C: Example of Regional Collective Action Tool Convening Handout **41**

Acronyms

CBO	Community-based organization
CIT	Collective Impact Table
ITIN	Individual Taxpayer Identification Number
NGO	Non-governmental Organization
OCPSC	[California] Office of Community Partnerships and Strategic Communications
RPM	Regional Program Manager

Executive Summary

This report presents insights gathered during two convenings of community-based organizations (CBOs) sponsored by the California Office of Community Partnerships and Strategic Communications (OCPSC), housed within the California Office of Planning and Research. OCPSC initiates and executes campaigns related to the state's highest priority public awareness and community outreach efforts by partnering with trusted messengers. The convenings engaged 224 representatives from 121 participating organizations.

Image 1. North Convening: Sacramento, May 31, 2023

The May-June 2023 convenings were designed for CBOs to come together in regional groups facilitated by Regional Program Managers (RPMs) to establish a collective action vision and plan to foster greater collaboration among CBOs in their respective regions. CBOs, alongside their RPMs and peers, will use the collective action plan to work together to ensure the people of California have critical, timely and accurate information on the priority issues as designated by OCPSC.

Moving forward, regional groups will agree upon a final collective action plan for their region and convene biweekly in virtual meetings called Collective Impact Tables (CITs) to sustain relationship building efforts and facilitate coordination around their collective action plans to achieve their outreach goals.

Three main themes for supporting collective action emerged across the ten regions from CBO engagements with one another in regional breakout rooms. These themes are interconnected and mutually reinforcing, and contribute to different outcomes for CBO campaign models:

1. **Norming regional teamwork** focuses on establishing mechanisms for ongoing communication and relationship building, fostering solidarity and greater knowledge about other CBOs in the region.
2. **Sharing knowledge and resources** creates collaborative spaces for innovative approaches to campaign messaging, outreach tactics, language and cultural competency, and data utilization. This enhances the effectiveness of outreach tactics, optimization of CBO resources, and meeting communities "where they're at."
3. **Reaching out to communities and stakeholders**, including collaboration with OCPSC and CBO recruitment, cultivates new partnerships and support systems for CBOs operating in the region.

Under the norming regional teamwork theme, conversations focused on strengthening intra-region relationships, holding ongoing conversations, and piggybacking on the work of other CBOs. Crucial to cultivating a smooth working relationship and finding efficient methods of coordination was building a **foundation of understanding and familiarity**, having tools available that allow **ongoing communication** within regional groups, and **participating in existing efforts of fellow organizations.** For example, CBOs would like to be able to use icebreakers or presentations during CITs to continue to get to know one another, establish a dedicated platform for real-time coordination and communication beyond CITs, and participate in each other's community events to disseminate messaging to identified populations.

Conversations around sharing knowledge and resources focused on sharing campaign messaging and outreach tactics, reflecting language and cultural competency, and effectively using population and geographic data. To optimize the effectiveness of CBO's strategies and tactics and foster a culture of learning, recommendations were made to coordinate collaborative efforts, such as hosting **joint events** and **coordinating on canvassing efforts and social media campaigns**. Sharing existing **in-language resources and translation/interpretation services** to enhance language and cultural competency, as well as coordinating with OCPSC's to leverage data collection and processing tools, were identified as effective approaches to promote collaboration, learning, and support CBOs to meet their needs. Examples to accomplish this include creating spaces for inter-regional learning, finding opportunities to share community-appropriate practices and strategies for engaging effectively, and sharing population and geographic data among CBOs to coordinate targeted outreach efforts.

The theme of reaching out to communities and stakeholders encompassed recruiting staff and volunteers, collaborating with OCPSC, and engaging external stakeholders. Discussions revolved around the significance of ensuring **representation of their focal populations and languages within the organization,** a strong interest in **continued horizontal collaboration with the OCPSC**, and the mutual support in forging new partnerships by sharing networks with other CBOs, thereby strengthening the regional support system. As an example, CBOs proposed the inclusion of local responders' expertise for specialized training, collaborating with OCPSC to co-facilitate upcoming CITs, and forming partnerships with stakeholders like schools or churches to amplify the impact of their collective efforts.

Image 2. South Convening: Glendale, June 2, 2023

CBOs expressed gratitude for being treated as experts during the convenings rather than sitting through long presentations. This shift in approach has already begun to allow CBOs to take ownership of their work, define collective action plans, and feel empowered to collaborate as equals with their peers. It is apparent that CBOs are understanding collective action, excited about the benefits of working together, and are beginning to identify concrete next steps. Their main questions and needs for moving forward on collective action relate to ongoing communication, getting to know one another, improving effectiveness of outreach messaging, shared measurement of progress and outcomes, and continued horizontal collaboration with OCPSC.

A concluding section of the report offers recommendations for OCPSC regarding areas for future consideration. Among the topics proposed for additional support to CBOs are creating spaces for in-person meetings and inter-regional dialogue while allowing ample time for meaningful discussions and knowledge sharing, providing data recommendations for capturing and categorizing focal populations, and continuing to foster spaces for more horizontal collaboration between CBOs and OCPSC.

Introduction

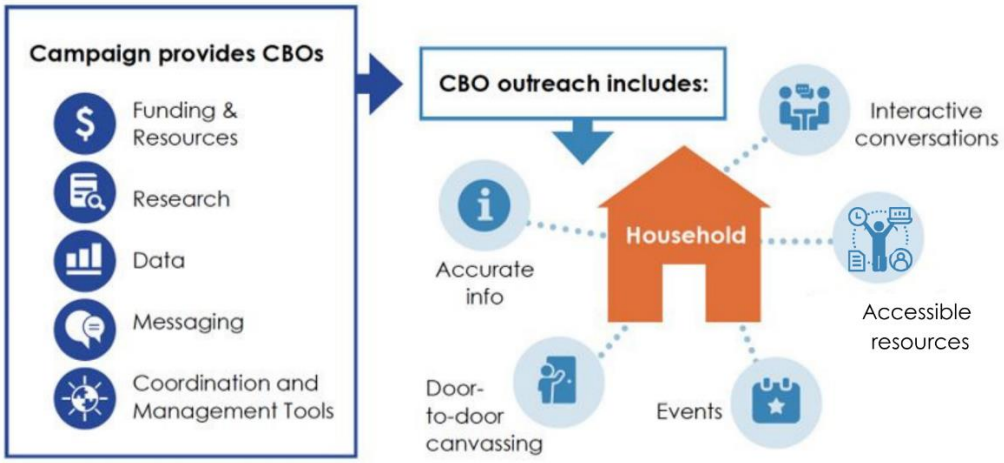
This report presents insights gathered during two convenings of community-based organizations (CBOs) sponsored by the California Office of Community Partnerships and Strategic Communications (OCPSC), housed within the California Office of Planning and Research. OCPSC initiates and executes campaigns related to the state's highest priority public awareness and community outreach efforts by partnering with trusted messengers. The convenings engaged 224 representatives from 121 participating organizations.[1] Two cities, Sacramento and Glendale, served as venues for the day-and-a-half events. Invitees, who attended the convening closest to their outreach work, came from CBOs funded by OCPSC.

Sessions engaged 224 representatives from 121 participating community-based organizations (CBOs)

OCPSC has awarded grants to these organizations for one year to work on issues of extreme heat, water conservation, individual taxpayer identification numbers (ITIN), and seasonal or surge related COVID vaccination campaigns. Outreach workers, drawing upon their first-hand knowledge of the communities they serve, knock on doors, create special events, and provide Californians with culturally competent and accessible information and resources, among other interactive peer-to-peer activities. OCPSC offers partner CBOs access to the latest research on campaign topics, in-language communications tools, and technical assistance, through one-on-one meetings with CBOs and virtual meetings, called Collective Impact Tables and state-wide briefings. The Campaign-CBO partnership focuses on communities that experience the greatest social and health inequities (the bottom two quartiles on various statewide health metrics).

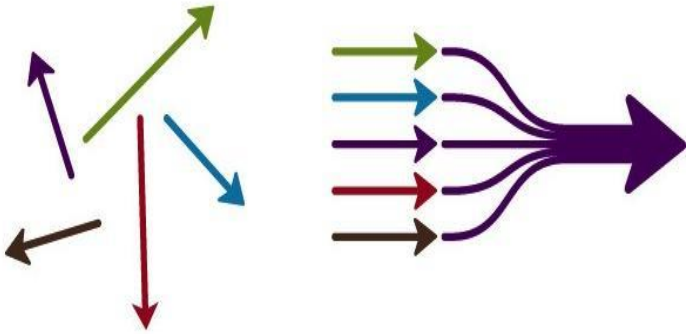
[1] For an image of the OCPSC regions and a full list of attending organizations by region, see Annex A.

Figure 1. CBO Campaign Outreach



The May-June 2023 convenings were designed for CBOs to come together in regional groups facilitated by Regional Program Managers (RPMs) to establish a collective action vision and plan to foster greater collaboration among CBOs in their respective regions. Topics of discussion included understanding details about each CBO's activities and the geographic service areas. Participants also explored their outreach strengths and assets, along with opportunities for collaboration, learning, and skill-sharing. CBOs, together with RPMs and peers, will use the collective action plan to work together to ensure the people of California have critical, timely and accurate information on the priority issues as designated by OCPSC. Each invited organization was encouraged (and funded) to send two participants.

Figure 2. Aligning Under Collective Action



A three-person team from Root Change, an NGO designed the second day of the convenings. The Root Change mission ("to bring people together to question assumptions, think deeply, test ideas, and lead the way to a world built on social justice principles") is exceptionally well aligned with the convenings' purpose to foster collective action among CBOs. Figure 3 below outlines nine key benefits of collective action among CBOs; see Annex B for the full facilitation guide for day 2 of the convenings.

Figure 3. Benefits of Collective Action

Moving forward, regional groups will agree upon a final collective action plan for their region and convene biweekly in virtual meetings called Collective Impact Tables (CITs) to sustain relationship building efforts and facilitate coordination around their collective action plans to achieve their outreach goals.

The remaining sections of this report highlight collective action themes and recommendations across all ten regional breakout rooms that took place the second day of the convenings. All the ideas presented below come directly from participant notes and comments or summary conversations with the RPMs about what they heard from their group of CBOs.

Main Themes for Regional Collaboration

From learning about one another, to ensuring representation of focal populations, to data gathering and processing, the regional groups showcased their commitment to their collective action work. CBOs emphasized the need for collaboration, knowledge sharing, and effective communication strategies to drive their collective efforts forward, ensure effective campaign outreach and messaging, and ultimately create a positive impact in their communities.

Three main themes for supporting collective action emerged across the ten regions: 1) Norming regional teamwork, 2) Sharing knowledge and resources, and 3) Reaching out to communities and stakeholders.

Figure 4. Collective Action Themes from the CBO Convenings

The three themes represented in Figure 4 are interconnected and mutually reinforcing, and contribute to different outcomes for CBO campaign models:

1. **Norming regional teamwork** focuses on establishing mechanisms for ongoing communication and relationship building, fostering solidarity and greater knowledge about other CBOs in the region.
2. **Sharing knowledge and resources** creates collaborative spaces for innovative approaches to campaign messaging, outreach tactics, language and cultural competency, and data utilization. This enhances the effectiveness of outreach tactics, optimization of CBO resources, and meeting communities "where they're at."
3. **Reaching out to communities and stakeholders**, including collaboration with OCPSC and CBO recruitment, cultivates new partnerships and support systems for CBOs operating in the region.

When combined, these three key themes portray effective collective action. In the following sections, we explore each of the themes and their sub-themes, providing examples from across the ten regions.

Theme 1: Norming Regional Teamwork

Norming regional teamwork is a crucial aspect, and a first step, to collective action. It emphasizes the importance of continuous communication and relationship-building among CBOs in regional groups. This section aims to exemplify ways in which CBOs can foster solidarity and enhance understanding of other CBOs operating in their regional groups.

1.1 Strengthening Intra-Region Relationships

One of the first steps towards collective action is understanding who you're working with. During the convenings, regional breakout groups comprising between 6 and 18 CBOs, depending on the region, engaged in collaborative discussions facilitated by an RPM. These sessions were particularly valuable as some CBOs had not previously met or interacted

with others in their respective regional groups.

Across the state, CBOs expressed that building a **foundation of understanding and familiarity** was crucial to cultivating a smooth working relationship and finding efficient methods of coordination to develop and implement their regional collective action plans. Participants recognized the importance of simple yet high-impact actions, such as **sharing contact information** like cell phone numbers and email addresses and dedicating time to highlight individual CBOs during upcoming meetings. Fun and innovative ideas for strengthening relationships included **organizing social and informal opportunities**, such as a "CBO speed dating" event and celebrating CBOs' progress together. These strategies underscored the fundamental need for establishing and nurturing trust and familiarity with one another.

CBO ideas for strengthening intra-region relationships

Visit other CBOs' sites and understand their specialized services to facilitate referrals with soft hand-offs. *[Region 2]*	Assessments of services and programs offered by each organization to identify potential areas of overlap or synergy. *[Region 5]*

Connections with other CBOs in the region were also seen as instrumental in promoting **awareness of available expertise and resources**, in other words identifying who does what and where in the region. By gaining a deeper understanding of each organization's work, areas of expertise and focal populations, CBOs can ensure effective collaboration without duplicating efforts.

"Working in the regional Hub today was just incredible to meet all the other groups, a lot of familiar faces, groups that we've worked with before but now we're united by a new project together. New goals and new coordination."

-Participant, Region 9

To facilitate this process, CBOs would like to do **assessments of services and programs offered** by different organizations, building on conversations that started in breakout rooms of the convenings. Another idea to learn more about each other's work and activities was to **arrange meetings with one another** to facilitate open communication and ask each other questions, or to provide time during CITs to continue sharing and learning more about other CBOs in their region.

What are CBOs and RPMs observing?

During discussions on CITs, important insights were emphasized that can improve the process of Relationship Building:

1. **Create a safe and inclusive space**: It is essential to establish a safe space during CITs so participants can feel comfortable and speak freely. Encouraging open dialogue and active listening can facilitate meaningful engagement and foster trust among participants. This can be achieved by incorporating ice-breaker activities to the agenda.
2. **Allow time and space for introductions and comfort-building**: Providing dedicated time and space for soft introductions and fostering a sense of comfort among participants can create an atmosphere where individuals feel at ease expressing their needs and seeking support.

1.2 Holding ongoing conversations

Expanding on the relationship building efforts mentioned above, participants highlighted the importance of **ongoing communication among CITs** as a key element for effective collaboration and maintaining momentum. **Digital tools** for ongoing conversations and **real-time updates** can be used for CBOs to have access to live information from others in their group and coordinate around events, such as outreach efforts. **Direct messaging platforms** were also recommended to have easy and constant communication. Whichever communication tool(s) are chosen, CBOs across regions emphasized the importance of **training on the communication tool** so that everyone in the region knows how to use it.

CBO ideas for holding ongoing conversations

Utilizing the CIT platform as a means to report on objectives and challenges, promoting transparency and enabling collective problem-solving. *[Region 4]*

Following up meetings, such as CITs, with notes/minutes and delivering a clear call to action. *[Region 10]*

According to CBOs, a few **small tweaks to existing platforms for engagement** could also go a long way. For example, holding more frequent **in-person events** was specifically endorsed by seven regions as an effective means to enhance coordination. CBOs would like to be **more actively involved in planning CITs,** including agenda input, co-facilitation responsibilities, setting clear expectations and tasks, and sharing progress notes to ensure group-wide awareness.

It was also noted that CITs should create visibility of the work being done by other CBOs and even other regions. Lastly, **region-specific breakout sessions** during statewide briefings would create safer, more comfortable spaces where participants can freely discuss challenges, share lessons learned, and exchange best practices, as opposed to having to speak up in front of over 100 other CBOs.

1.3 Piggybacking On the Work of Other CBOs

> ***"Collaborating with our Antelope Valley partners has been a great way to reach out to more community members. It's been easy working alongside them to tackle hard to reach areas."***
> -Participant, Region 7B

Once CBOs have fostered strong relationships and maintained consistent communication within their respective groups, they are well-positioned to engage in activities with other CBOs. This involvement can take the form of **participating in the existing efforts of colleague organizations**, simply showing up to learn and support whenever possible. This approach not only strengthens relationship building and dialogue but also minimizes the immediate need to create new collaborative spaces and mechanisms.

CBO ideas for piggybacking on the work of other CBOs

The California State Alliance of YMCA's members are present in all major cities and have regularly programmed events. This far-flung presence can serve as a platform for gaining information on climate-related events. *[Region 3]*	We can tap into existing services that already serve target groups. For example, we can go to a senior center or resource fair. *[Region 7B]*

By identifying these opportunities, CBOs can capitalize on the visibility and knowledge shared during ongoing conversations to effectively "piggyback" on the existing efforts of others. Examples of such collaborations include basic yet effective actions like tagging each other on **social media**, including updates for fellow CBOs in **newsletters or listservs**, **attending each other's community events**, and participating in **internal management meetings**. The use of shared calendars becomes particularly relevant in this context, enabling CBOs to learn about and participate in events hosted by others within their region, as well as engage in outreach activities.

What are CBOs and RPMs observing?

1. CBOs are eager to **gain insights into the challenges** faced by their peers, seeking to understand best practices and how they have overcome those challenges.
2. There is a recognized **need to provide resources or training** to empower CBOs in effectively carrying out their collective action plans.
3. Despite the **strong desire to learn from one another**, CBOs are not yet sure what the most effective approach to achieve this might be.

Creating opportunities for CBOs to observe and actively participate in each other's activities can lead to a deeper understanding of **each other's expertise and perspectives**, which can, in turn, serve multiple purposes. Such opportunities not only allow for valuable **insights and learning** but also highlights the significance of **thought partnership** and **resource sharing**. Additionally, this approach helps distribute the responsibility of training and sharing new resources among the CBOs.

Theme 2: Sharing Knowledge and Resources

Sharing knowledge and resources among CBOs cultivates a collaborative environment where innovative strategies can be developed for campaign messaging, outreach tactics, cultural competency, and data utilization. Such sharing enhances the effectiveness of outreach tactics, optimization of CBO resources, and meeting communities “where they’re at.”

2.1 Sharing Campaign Messaging and Outreach Tactics

At the heart of each CBO's work under OCPSC lies the need to effectively connect and communicate with their focal populations. To achieve this, CBOs employ various messaging and outreach strategies, constantly striving to enhance their effectiveness. During the convenings, CBOs started to collectively assess the strengths and areas where they needed additional support within their region and identified a few key outreach tactics such as **phone banking, door-to-door canvassing, and social media as commonly expressed needs for support**.

Collaborative efforts, including **hosting joint events** and **coordinating on canvassing efforts and social media campaigns**, were recognized as effective ways to foster collaboration and meet these needs. They emphasized the value of creating joint social media campaigns as a straightforward and cost-effective approach to broaden their audience reach.

> ***"One idea for collaboration is sharing resources, not only just in terms of material resources but also in terms of people resources."***
> -Participant, Region 9

Participants also highlighted the importance and value of **learning from other CBOs strategies, tactics, and practices related to outreach**. For example, they could attend each other's outreach events and meetings to gain exposure and learn about diverse methods used. Another suggested approach was to utilize templates, such as scripts, to ensure consistent campaign messaging across the board. Several organizations mentioned needing support on phone banking efforts, and the idea of incorporating "text banking" as a new tactic emerged in several regions, generating interest for exploration, although there is limited knowledge on its implementation.

CBO ideas for sharing campaign messaging and outreach tactics

Collaborating to offer joint training sessions or workshops to enhance outreach skills and knowledge (especially virtual). *[Region 5]*	Seek high traffic sites such as bus stops for community canvassing. *[Region 5]*	Training at local events, specifically for Promotoras. *[Region 6]*

Taking a closer look at outreach tactic strengths and needs, it is apparent that **learning should occur not only within regions but also across them**. In several regions, outreach tactic areas for support were also common strengths but in other regions this was not the case. For example, in region 10 there was an expressed need for support on social media but no one in the region said this was a strength; meanwhile, organizations in regions 2-7 all said they have social media as a strength. Likewise, regions 2, 5 and 8 all expressed a need for support in door-to-door canvassing but no one in their respective regions listed this as a strength; meanwhile CBOs in regions 4, 6, 9 and 10 all listed door-to-door as a strength. State-wide meetings might serve as platforms for sharing this knowledge between regions.

2.2 Reflecting Language and Cultural Competency

In a state as diverse as California, one of the most valuable assets that CBOs bring to their work is cultural, ethnic, and language diversity. The regional group sessions provided a platform for CBOs to acknowledge and appreciate the diversity within their region as well as the cultural and linguistic knowledge and experience of each CBO. Through these conversations, participants acknowledged the need for collaboration to **meet the needs of diverse populations** in their region.

Acknowledging the diverse linguistic landscape of the communities they serve, CBOs recognized the value of collaborating around language needs. CBOs in several regions stated that one of their strengths is providing language and culturally inclusive services, while several others expressed a need for support in this area. CBOs serve a diverse range of at least 39 languages, including Spanish, Dari, Hmong, Filipino, Tibetan, Somali, Japanese, and Hindi, to name a few. **Sharing existing in-language resources** is an easy way to

spread them more widely across the region and be prepared for language needs that arise when doing outreach in communities. **Tapping into other CBOs for translation or interpretation services** is another way that CBOs in the region can collaborate.

CBO ideas for reflecting language and cultural competency

Collaborate with CBOs who speak non-English languages to be translators/interpreters. *[Region 3]*	Facilitating warm handovers and referrals to culturally competent organizations as needed. *[Region 10]*
A notable strength is their strong and trusted community presence and active engagement, which contributes to the improvement of cultural competency. *[Region 8]*	Strengths within the region include providing comprehensive services to diverse populations, such as transitioning offenders and victims of violence. *[Region 1]*

Multiple regions identified cultural competency as a crucial area where collaboration among CBOs could expand their reach, extending beyond language into **community-appropriate practices and strategies** for engaging effectively with diverse populations, such as elderly adults, veterans, the undocumented community, and the LGBTQI+ community. Sharing can be immensely beneficial in expanding CBOs' reach and ensuring that their focal populations receive the intended campaign messaging in an effective, sensitive, and relatable way for that population.

Lastly, CBOs recognized the need to have self-awareness when they may not have the necessary skills, expertise, or resources to meet the unique needs of certain populations. When this arises, they would like to be able to make **warm transfers to other CBOs** who can more effectively communicate with the person or group. Many regions also noted the **importance of follow-up** when a case is handed over to a partner CBO.

What are CBOs and RPMs observing?

Important points have been emphasized that can enhance resource and knowledge sharing during CITs:

1. **Emphasize opportunities for collaboration**: RPMs have observed that discussions centered around collaboration have yielded fruitful outcomes in previous CITs. Fostering an environment that encourages and explores collaborative possibilities can fuel collective efforts.

2. **Share examples from work other regions are doing**: Regional groups could benefit from learning about ideas from outside their region and learning more about highlights about how others are approaching their collective action plans.

2.3 Using Population and Geographic Data

Given the significant diversity and distinct characteristics previously mentioned, it is crucial for CBOs and regional groups to be able to **track the populations they are reaching or need to reach**. This includes identifying geographical gaps within the region, as well as working on focal population categories to better address intersectionality.

One step CBOs recommended is to share population and geographic data, including cities and ZIP codes, in order to coordinate targeted outreach efforts, avoid duplication, and identify special pocket communities that may require additional support. To collect this data, they might **engage with local administrations** to identify underrepresented communities, **conduct needs assessments**, and **leverage OCPSC's data collection and processing tools**.

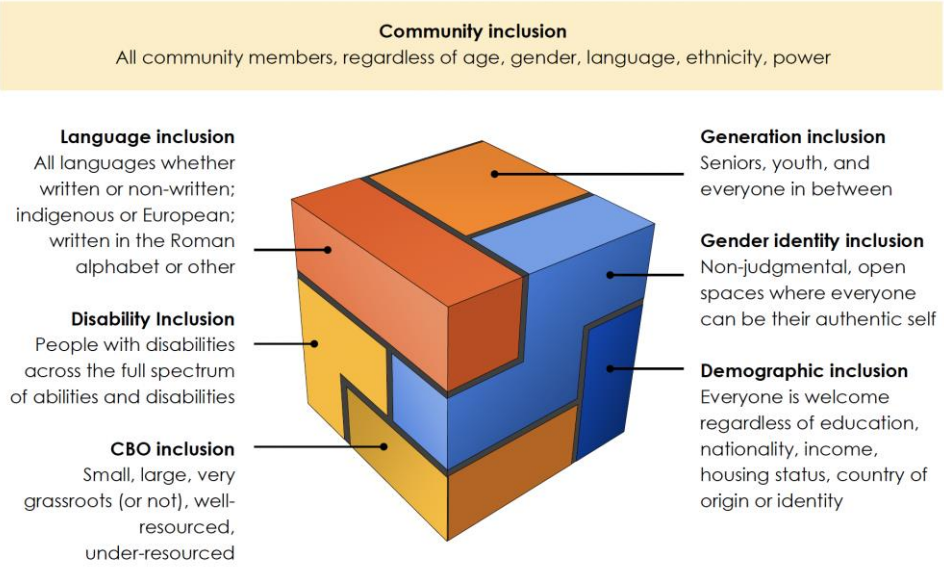
CBO ideas for using population and geographic data

Collaborating to cross-tabulate and compare data when people fall into multiple focal population groups. *[Region 5]*	Making data-informed decisions for strategic outreach. *[Region 4]*	Come up with a collective strategy for organizations that are serving Latino and immigrant communities, where there is a lot of overlap. *[Region 7A]*

A key challenge that CBOs face in discussing and using population data is **categorizing focal populations**. Data should better emphasize intersectionality across various attributes such as race, sex, and special circumstances. Participants also suggested using the term "Priority Populations" instead of "Focal Populations" for more clarity and inclusivity. Several regions stated that it would be helpful to collaborate on efforts to support each other in finding best practices for categorizing populations that may fall into multiple population groups, as well as **developing data-driven success measures** for their collective action work to ensure they are reaching key populations across all CBO work in the region.

"[People] that are here today doing the day-to-day work […] all of that brings the community data […] that will create sustainable change even beyond our times."
-Participant, Region 7A

Figure 5. "Pieces" of Focal Population Intersectionality



Theme 3: Reaching Out to Communities and Stakeholders

By actively reaching out to community members and stakeholders, CBOs can establish valuable partnerships and gain access to support systems that strengthen their collective work within the region. Collaborating with diverse stakeholders such as OCPSC, schools, and businesses, further enhances the network of resources and expertise available to CBOs.

3.1 Recruiting Staff and Volunteers

When participants were asked to identify their strengths and areas where they seek support during the convenings, half of the regions mentioned needing support related to **enhancing staff and volunteer recruitment, commitment, well-being, and internal communication**. They specifically mentioned staff, volunteers, community navigators, and *promotoras*, all of whom carry out their outreach work and are often on the frontlines in their communities.

CBOs emphasized that a crucial aspect of effective recruitment, training, and retention of human resources is ensuring **representation of their focal populations and languages within the organization**. Staff and volunteers who possess a deep understanding of the community's needs, challenges, and preferences can effectively deliver culturally appropriate and accessible information, becoming "trusted messengers." This approach facilitates engagement with focal populations, overcomes communication barriers, and fosters a horizontal relationship between staff and the community, thereby enhancing the credibility of the information and support provided by CBOs.

> ***"Collective action is an opportunity for our partners to work together to identify their strengths, weaknesses, gaps, and areas where they want to focus to be able to leverage and harness opportunities within regions communities that they're reaching."***
> -OCPSC member

CBOs also highlighted the necessity of having **staff members who possess specialized knowledge in trauma and grief**. This expertise proves particularly valuable when engaging with communities impacted by wildfires, disasters, and climate-related

displacements. Sensitivity and specific skills are required to provide effective support to these populations.

Another recurring theme in multiple regions was the recognition that work in the field can be challenging and emotionally tolling. Therefore, it is important to **promote self-care practices and prioritize the well-being of staff and volunteers**, addressing their individual needs. This can have a positive impact on staff and volunteer retention as well as their overall demeanor while conducting outreach.

CBO ideas for recruiting staff and volunteers

Community health equity navigators and a diverse staff are valuable assets in fostering community engagement. *[Region 8]*	Invite local responders like firefighters to present on topics like heat stroke. *[Region 9]*

Collective action ideas related to staff and volunteers include **jointly seeking external expertise and leveraging resources from other CBOs** to increase sensitivity and provide effective support to populations. CBOs also recommended establishing personal connections among staff and volunteers and **celebrating achievements together** to foster a supportive and celebratory environment.

3.2 Collaborating with OCPSC

Because each CBO has a partnership with OCPSC, this topic came up across all regions at the convenings. CBOs emphasized their interest in **continued horizontal collaboration with the OCPSC**.

During and after the convenings, CBOs celebrated the format of the events, which created time and space for CBOs to generate ideas. They acknowledged the effectiveness of RPMs "leading from behind," providing support as a facilitator to help move discussions forward and supporting CBOs in their own processes. **CBOs expressed gratitude for being treated as experts** rather than sitting through long presentations. This shift in approach has already begun to allow CBOs to take ownership of their work, define collective action plans, and feel empowered to collaborate as equals with their peers.

CBOs expressed a desire to **continue this style of engagement in CITs** by co-facilitating, co-creating agendas, and sharing responsibilities in decision-making. Additionally, there is a keen interest in **working collaboratively with OCPSC on translation and resource production**. This way, CBOs can provide their input early on, streamlining the process of resource creation and adaptation, while instilling a sense of ownership of the resources among CBOs.

CBO ideas for collaborating with OCPSC

Enhancing community members' access to state resources through the provision of up-to-date information on available resources. *[Region 10]*	OCPSC could provide assistance to access state resources, such links, up-to-date information, etc. *[Region 9]*

CBOs expressed a need for **increased access to state resources**. In multiple regions, CBOs highlighted the need for easier access to state campaign resources even by communities, and more flexible funding opportunities. They seek support in navigating available services, accessing digital tools and technology, and extending their outreach to underrepresented communities.

3.3 Engaging External Stakeholders

While several CBOs acknowledged the strength of their existing networks and relationships, various regional groups expressed a need for **support in forging new partnerships and sustaining existing ones**. This includes collaborations with media organizations, other CBOs, and stakeholders interested in specific aspects of their work.

The regional groups recognized the value of collaboration with organizations outside those contracted by OCPSC in amplifying the impact of their collective efforts and making community outreach easier. For example, partnering with schools can enable CBOs to connect with students, families, and educators, providing valuable outreach support and implementing initiatives.

CBO ideas for engaging external stakeholders

Media outreach and partnerships in religious and ethnic communities. *[Region 8]*	Collaborating with community members, including sidewalk vendors. *[Region 10]*
Organizing meetings or events that bring together all relevant stakeholders for efficient collaboration and decision-making. *[Region 5]*	Using community feedback to ensure government agencies take follow-through actions. *[Region 7A]*

Some CBOs have already established diverse networks of partners that can contribute to their work. These networks encompass other CBOs, community members, places of worship, and businesses, among others, which represent valuable assets for the regional groups. By **making their networks available to other CBOs** within the regional group, the collective reach of the regional groups can grow exponentially. Other CBOs recognized the importance of **actively participating in networking opportunities** and building and maintaining strong relationships that support their collective efforts. Examples of partners they are trying to reach include ethnic media, county governments, businesses, and malls, among others.

In addition to forming partnerships, CBOs seek support from OCPSC and other CBOs in improving and sustaining collaboration once partnerships are formed. **Tapping into partnership expertise within their regional groups**, specifically organizations proficient in public relations and partnership building strategies, was considered vital because the expertise and support provided by such partnerships can significantly enhance the effectiveness and impact of outreach efforts.

Innovative Collaboration Ideas

The following are some examples of concrete collective action ideas that came out of the regions across collaboration themes. CBOs in that region are eager to incorporate these ideas into their individual work and collective action plans.

Vision y Compromiso from Region 6 expressed concerns about the physical safety of their staff during door-to-door outreach due to exposure to harsh weather conditions and navigating challenging neighborhoods.
One idea is to coordinate with the regional group to enable **pairs from different CBOs to conduct outreach together**, optimizing resources and ensuring staff safety. *[Region 6]*

CBOs in the LA North region are excited to **host a joint event, called a "cooling party."** The cooling party would provide the same opportunities to cool off as cooling centers, but would remove stigmas around attending by framing it as family-fun community activity rather than a place for people to go when they don't have the resources to cool off. *[Region 7B]*

The regional 1 group discovered existing informational materials that were specifically created by other CBOs and state programs for the population in their region. They expressed interest in **reusing and duplicating these materials**.
The modification would involve adding a section for CBOs to include their logos, ensuring a uniform appearance that reinforces message recognition. Examples of existing resources include information from the United Way's "Choose to Boost" Campaign and assets from the Plumas Crisis Intervention and Resource Center (PCIRC). *[Region 1]*

Conclusions and Recommendations

Based on regional breakout room conversations from the convenings, it is apparent that CBOs are understanding collective action, excited about the benefits of working together,

and are beginning to identify concrete next steps. Their main questions and needs for moving forward on collective action relate to ongoing communication, getting to know one another, improving effectiveness of outreach messaging, shared measurement of progress and outcomes, and continued horizontal collaboration with OCPSC. The following are recommendations for OCPSC based on these needs from CBOs.

To help CBOs in the process of norming regional teamwork, OCPSC may consider…

- **Ensuring that CBOs have access to a communication platform that allows for direct messaging, document collaboration, and calendaring**. CBOs expressed that a new platform for ongoing virtual collaboration and communication, even across CITs will be essential to their collective action work. They would like the ability to connect with others in their region in real-time, jointly work on documents and see when others in the region are hosting events or meetings. In addition to providing the platform itself, CBOs stated that it will be important for OPCSC to provide training on how to use this platform so that everyone throughout the region is able to contribute.

- **Creating space for in-person meetings as much as possible**. CBOs acknowledged that time spent together is invaluable to creating open dialogue and collaborating on ideas together. Many regions mentioned that it would be great to have quarterly in-person CITs, especially those in urban regional settings where people could more easily displace for the meetings. RPMs might help to facilitate this by ensuring that the group chose a hosting CBO (some CBOs mentioned that they have enough office space to host) or common location for the meeting. They might also ask for volunteers to work on logistics for the in-person meeting.

- **Allowing enough time for conversation and getting to know one another.** CBOs are craving more icebreakers, presentations on one another, and relationship-building activities. Moving forward, it will be essential for OCPSC and RPMs to create space for CBOs to learn about and build trust with one another, especially during CIT meetings and in-person events. Important, too, is to account for the amount of time it takes to hear many different voices. For example, a lot of value came from cutting the geography discussion out of the convening agenda and going deeper on CBO focal populations rather than skimming each topic.

To help CBOs in the process of sharing knowledge and resources, OCPSC should consider…

- **Creating spaces for CBO-to-CBO learning and application.** Whether it be during CITs, in-person events, or statewide briefings, OCPSC should place greater emphasis on CBOs learning from one another. An example of how to do this is to have

regional breakout rooms during statewide briefings so that CBOs can ask questions in a safe space and begin to apply information from OCPSC to their regional work and context. Being able to digest information during the briefings would leave more room for region-specific work in CITs and would ensure immediate application of the information CBOs are getting.

- **Capitalizing on the strengths of various regions for cross-regional sharing and training**. As noted in section 2.1, some regions are seeking additional support in areas where other regions are very strong. OCPSC might help to organize topical training based on the "in need of" data coming out of the convenings. For each topic, OCPSC could ask for a couple volunteers from CBOs to give the training, based on their skill sets.

- **Exploring better ways to categorize focal population data and consider using language of "priority populations."** CBOs expressed difficulty talking about the populations and communities that they work with to other CBOs due to the fact that populations often fall into multiple categories. OCPSC could work with CBOs to better understand the granularity of data that they are looking for, as well as which intersections of categories would be most important to capture in each region.

To help CBOs in the process of reaching out to communities and stakeholders, OCPSC should consider…

- **Continuing to foster spaces for horizontal collaboration between CBOs and OCPSC.** CBOs expressed gratitude for the convenings, for the new model of RPMs "leading from behind," and for the opportunity for CBOs to feel like the experts of their regions that they are. OCPSC should continue to solicit input from CBOs and ask questions to help them to come up with their own solutions to create a better sense of ownership over the work that they have been granted to carry out.

- **Creating additional spaces for CBOs to "localize."** CBOs said they would like to be more involved in creation of campaign resources to cut down on the need to adapt those resources in the future and effort to explain resources that don't resonate with certain populations. They would also like to explore possibilities for flexible funding in future grants so that they can use those resources to better support the collective work that they are doing.

Annex A: Organizations in Attendance by Region

Figure 6. OCPSC Regions

Region 1: Northern California and the Sierras

- California Indian Manpower Consortium, Inc.
- United Way of Northern California
- Butte Environmental Council
- Siskiyou Community Resource Collaborative
- Plumas Crisis Intervention & Resource Center

Region 2: Greater Sacramento

- California Rural Legal
- Hmong Youth and
- Liberty Towers Church of

Assistance Foundation Inc.

- Greater Sacramento Urban League
- Lao Family Community Development, Inc.

Parents United

- Healthy Community Forum for the Greater Sacramento Region
- La Familia Counseling Center, Inc.

the Nazarene

- The Folsom Cordova Community Partnership
- Yolo Healthy Aging Alliance

Region 3: Bay Area

- California State Alliance of YMCAs
- Youth Speaks, Inc.
- Urban Strategies Council
- Refugee & Immigrant Transitions
- Black Cultural Zone Development Corporation
- Brighter Beginnings
- Canal Alliance
- Center for Empowering Refugees, Inc.
- Disability Rights Education and Defense Fund
- Asian Health Services
- Training Institute for Leadership Enrichment (TILE)

Region 4: Central Valley North

- Jakara Movement
- CAIR- Sacramento Valley/Central California
- Stanislaus Multi Cultural Coalition Health West Modesto King/Kennedy
- Cultiva La Salud
- Madera Coalition for Community Justice
- Fresno Interdenominational Refugee Ministries
- Valley Onward
- Central Valley Workers Center
- El Concilio California
- LGBTQ+ Collaborative

Region 5: Central Valley South

- California Farmworker Foundation
- Binational of Central California
- Westside Family Preservation Services Network
- Education and Leadership Foundation
- SHEPOWER LEADERSHIP
- The Source LGBT+ Center
- Valley Voices
- West Fresno Health Care Coalition (dba: West Fresno Family Resource Center)
- Resources for Independence Central Valley
- Fresno American Indian Health Project
- Fresno Building Healthy Communities
- Fresno County Economic Opportunities Commission
- Kings Community Action Organization Inc
- Dolores Huerta

ACADEMY

- Cultural Brokers Inc.

Foundation

Region 6: Central Coast

- Community Action Board of Santa Cruz County, Inc. (CAB)
- El Concilio Family Services
- Pajaro Valley Prevention and Student Assistance
- Center for Family Strengthening
- Mixteco Indígena Community Organizing Project
- Vision y Compromiso

Region 7A: Los Angeles South

- Bienestar Human Services
- Comunidades Indigenas en Liderazgo
- Salvadoran American Leadership and Educational Fund
- Instituto de Educacion Popular del Sur de California
- PARENT ENGAGEMENT ACADEMY
- InnerCity Struggle
- Building Skills Partnership
- Centro Community Hispanic Association
- Community Development Technologies Center
- Korean Immigrant Workers Advocates of Southern California
- United Cambodian Community Inc
- Central City Neighborhood Partners
- Instituto de Avance Integral Latino CDC
- Watts Labor Community Action Committee
- Latino Coalition for a Healthy California a project of Tides Center
- Esperanza Community Housing Corporation

Region 7B: Los Angeles North

- Active San Gabriel Valley
- Antelope Valley Partners for Health
- South Bay Center for Counseling
- ONEgeneration
- Young Men's Christian Association of
- Clinica Monsenor Oscar A. Romero
- MEND - Meet Each Need with Dignity
- SALVA
- Pacoima Beautiful
- California Association of African-American
- Coalition for Humane immigrant Rights
- Project Joy, Inc.
- The TransLatin@ Coalition
- CORE Community Organized Relief Effort

Metropolitan Los Angeles

Superintendents and Administrators

- The Los Angeles Chamber of Commerce Foundation

Region 8: Orange County

- BPSOS CENTER FOR COMMUNITY ADVANCEMENT, INC.
- Casa de la Familia
- Orange County Coastkeeper/Inland Empire Waterkeeper
- Orange County Communities Organized for Responsible Development
- Abrazar, Inc.
- Hope Community Services, Inc
- Getting Residents Engaged in Empowering Neighborhoods - Madison Park Neighborhood Association
- The Cambodian Family

Region 9: Inland Empire

- California Alliance of Boys & Girls Clubs, Inc.
- California Black Women's Health Project
- Youth Leadership Institute
- Escuela De La Raza Unida
- Building Resilient Communities
- California Health Collaborative
- Divine Truth Unity Fellowship Church, Inc
- El Sol Neighborhood Educational Center
- Reach Out West End
- Family Assistance Program
- Inland Congregations United for Change
- Inland Empire Immigrant Youth Collective
- Mi Familia Vota Education Fund
- Young Visionaries Youth Leadership Academy
- Walden Environment
- The Way Resource Center
- Communities for a New California Education Fund

Region 10: Border Region

- Equality California Institute
- Somali Family Service of San Diego
- Horn of Africa Community in North America
- Calexico Wellness Center
- City Heights Community Development Corporation
- Comite Civico del Valle, Inc.
- Southwestern College Foundation
- Imperial Valley LGBT Resource Center, Inc.
- Labors Training and Community Development Alliance

Annex B: Convening Facilitation Guide

**Note the following facilitation guide is inclusive of changes made during the convenings and reflects the timing during the actual event.*

9:00 am - 9:50 am: Welcome & Format of Today [Main Room]		
Time	**Session Title**	**Facilitation Steps / Responsible**
9:00 am - 9:20 am	**Welcome**	**CA TEAM** • Welcome everyone • Yumi presentation from Day 1 • Introduce the Root Change team
9:20 am - 9:40 am	**What is a Regional Hub?**	**ROOT CHANGE** • What is a regional hub and why are we using them? • Last time we met we asked… What would have happened if we worked together?
9:40 am - 9:50 am	**Format for Today**	**ROOT CHANGE** • Explain the objectives of the session and the agenda for the day • CBOs will go to a breakout room corresponding to the region they have been assigned to (pre-determined by The Office). • RPMs join the room for their region and act as the facilitator for the day. • Handouts of the Collective Action tool are given to each CBO member and the RPM to help guide the discussions. • Each room is supported by visual techniques such as Post-it notes, color dots, flipcharts, computer aids, etc. Root Change has created flip chart “templates” to help guide certain activities.

		• Members of the Hub (ie. CBOs) will be called upon to act as co-facilitors for certain sessions. They will take notes on flip chart paper, visible to the whole group, and will ensure that ideas and comments are being captured correctly. • Throughout the day, our photographer captures a group photo of each regional hub.

9:50 am - 10:45 am: Round 1 - Introductions and Outreach Tactics [RPMs Leading Breakout Rooms]		
Time	**Session Title**	**Facilitation Steps / Discussion Questions / Materials**
9:50 am - 10:10 am	**Hub Introductions**	• RPMs give handouts to each participant, point them to **CAT Section 1: Hub Members** **Introduction:** Begin the meeting by explaining the importance of the Hub, collective action and the role of RPMs. **For example:** "Welcome, everyone. Today, we gather as a diverse and powerful hub of culturally and linguistically distinct community-based organizations (CBOs), each bringing unique combinations of skills, services, and influence. Our shared responsibilities include collaborating around (priority issues), reaching out to our communities, and sharing vital information. Our strength lies not only in our diversity but also in the ripple effects that our relationships create. RPMs will act as our hub anchor, convening hub meetings, facilitating continuous communication, and coordinating individual roles and responsibilities when appropriate". **Activity Explanation:** Ensure that each participant has a pen and paper. "Each of you will have 5 minutes to write down six words that best describe yourself and six words that best describe your organization. These words can be traits, values, goals, or any descriptor you think best captures who you are and what your organization is about."

		Write 6 words for yourself on one sticky note and 6 words for your organization on a separate sticky note **Time Keeping:** Make sure to keep time during the activity. "I will let you know when the 5 minutes are up." **Sharing Instructions:** Once the time is up, instruct the participants on how to share their descriptions. "After the time is up, we will go around the virtual room, and each of you will share the six words you chose for yourself and for your organization. We will listen and hold any questions or comments until everyone has had a chance to share." **Closure:** After everyone has shared, ask: “what are some of the things we have in common”? "Thank you for sharing. It's exciting to learn more about each other and our organizations in this way. Let's keep these self-descriptions in mind as we collaborate and learn from one another today."

10:10 am - 10:20 am	**Part 1: Outreach Tactics Data Discussion**	• RPMs point hub members to **CAT Section 2: Outreach Tactics**.
		• CBOs take time to review the data on the handout (3 mins)
		• RPMs identify a co-facilitator to take notes on flip chart paper and then ask **key questions**:
		  ◦ Which interactive peer-to-peer engagements are most widely used? Why?
		  ◦ Which interactive peer-to-peer engagements are the least used? Why?
		Supporting materials: Flip chart paper titled “Round 1: Outreach Tactics - Data Discussion”

10:20 am - 10:45 am	**Part 2: Assets & In Search of**	• RPMs ensure that hub members have sticky note paper. Members of the same organization sit together. • Take 5 minutes to write on separate sticky notes (with their org name): In which 2-3 tactics is your organization most strong? ◦ Members place them on a flip chart titled “Strengths”

		○ Ask someone to go up and group them to see overlap ● Take 5 minutes to write on separate sticky notes (with their org name): For which 2-3 tactics is your organization in search of new skills or ideas? ○ Members place them on a flip chart titled "In search of…" ○ Ask someone to go up and group them to see overlap ● Take 15 minutes to discuss: Looking across both flip charts… ○ **Reflective and interpretative (choose two of the following):** ■ What surprises you about the less-used peer-to-peer engagements? ■ What makes your organization strong in the identified tactics? ■ What are the similarities and differences you observe in the strengths across organizations? ■ What patterns or themes can you identify in the areas where organizations are seeking new skills or ideas? ○ **Decisional (choose two of the following):** ■ Considering our identified strengths and areas for improvement, what potential collaborations can you see among our organizations? ■ How might we leverage each other's strengths to address our individual weaknesses? ■ What concrete steps could our organizations take to help each other grow and improve? ● A note taker captures on the bottom of the flip charts for this activity, for reference later **Supporting materials:** 2 Flip chart papers with titles… 1. "Round 1: Outreach Tactics - Strengths" 2. "Round 1: Outreach Tactics - In search of…"

10:45 am - 11:00 am	**Break**	• Release them to break and ask to meet back at the **Main Room at 11:00 am**

11:00 am - 11:30 am: Debrief [Main Room]		
Time	**Session Title**	**Facilitation Steps / Responsible**
11:00 am - 11:30 am	**Debrief**	**ROOT CHANGE** • What have been some of the easiest parts of coming together as a Hub? What have been some of the most challenging parts?

11:30 am - 12:15 pm: Round 2 - Focal Populations [RPMs Leading Breakout Rooms]		
Time	**Session Title**	**Facilitation Steps / Discussion Questions / Materials**

11:30 am - 12:15 pm	**Round 2 - Focal Populations**	• RPMs point hub members to **CAT Section 3: Focal Populations**.
		• CBOs take time to review the data on the handout (3 mins)
		• RPMs identify a co-facilitator to take notes on flip chart paper and then ask **key question** (10 mins):
		  ○ What overlap do you see between your own focal populations and the focal populations that others are reaching?
		• Ask participants to discuss questions with 3-4 other people next to them (7 mins):
		  ○ **Reflective and interpretative (choose two of the following):**
		  ■ Does this create any concerns or opportunities for your organization?
		  ■ To what extent is this overlap redundant, or complementary and necessary?

		■ What implications might this overlap have for our collective outreach efforts and strategy? ○ **Decisional (choose two of the following):** ■ What additional outreach tactics would be beneficial to the focal populations you currently serve? ■ Are there ways you can collaborate with other CBOs to make this happen? How? ■ What other groups might you want to reach? How might you reach them? ● Identify a co-facilitor to take notes on flip chart paper and bring everyone back together to hear from small groups (10 mins) **Supporting materials:** Flip chart paper titled "Round 2: Focal Populations - Data Discussion"
12:15 pm - 1:15 pm	**Lunch**	● Release them to lunch and ask to meet back at the **Main Room at 1:00 pm**

1:15 pm - 1:45 pm: Round 3 - Opportunities for Collaboration [RPMs Leading Breakout Rooms]		
Time	**Session Title**	**Facilitation Steps / Discussion Questions / Materials**
1:15 pm - 1:35 pm	**Opportunities for Collaboration Brainstorm**	● RPMs ensure that hub members have sticky note paper ● Take 10 minutes to write on separate sticky notes (with their org name): What do you see as ways to collaborate with others in your Hub based on the conversations you've had today? ● Members place them on a flip chart titled "Opportunities for Collaboration" (10 mins) ○ Flip chart has 2 axis: Easy to hard & Least valuable to most valuable

		○ Hub members read the idea off and place them where they think they go on the axis (ie. is it valuable but difficult, valuable and easy, less valuable and easy?) **Supporting materials:** Flip chart paper titled "Opportunities for Collaboration" with axis for easy & axis for valuable
1:35 pm - 1:45 pm	**Opportunities for Collaboration Discussion**	● RPMs ask **key questions**: ○ What appeared in the box for easy and valuable? What about the other 2 boxes? ○ How do you feel about these ideas for collaboration?
1:45 pm	**Debrief**	● Release them back to the **Main Room at 1:45 pm**

1:45 pm - 2:30 pm: Debrief, Photo and Break [Main Room]		
Time	**Session Title**	**Facilitation Steps / Responsible**
1:45 pm - 2:15 pm	**Debrief**	**ROOT CHANGE** ● Each regional hub shares one idea for collaboration that is both easy and valuable.
2:15 pm - 2:30 pm	**Photo & BREAK**	**ROOT CHANGE** ● Participants are sent to an area with chairs set up for a photo and then released for break after the photo is taken ● Ask to meet back in the **Breakout Rooms at 2:30 pm**

2:30 pm - 3:45 pm: Round 4 - Collective Action Charter [RPMs Leading Breakout Rooms]		
Time	**Session Title**	**Facilitation Steps / Discussion Questions / Materials**
2:30 pm - 3:15 pm	**Part 1: Collective Action Vision**	• RPMs point hub members to **CAT Section 5: Regional Hub Charter** for discussion questions. • RPMs ensure that hub members have sticky note paper. • Take 7 minutes to write on sticky notes (with their org name): What is our collective action vision for this regional hub? In other words, based on our conversations from today, what do you hope to accomplish together? ○ Members place them on a flip chart titled "Collective Action Vision" • RPMs read them and start grouping by similar visions, pulling out key words (10 minutes) • For round 2, only those who want to pitch a vision use sticky notes. Take 3 minutes for those people to write them down. They read them out as they put them up on the flip chart. • The final 10 minutes are spent choosing which one the group likes best. Vote on options, recombine them into a new vision, etc. At the end, RPM writes the vision on a flip chart paper. **Supporting materials:** Flip chart paper titled "Collective Action Vision" with 3 sections: 1) Brainstorm round 1; 2) Brainstorm round 2; and 3) Final vision
3:15 pm - 3:45 pm	**Part 2: Rotating Stations Brainstorm**	• Flip chart papers are around the room with headers: "Intra-Hub Coordination"; "Intra-hub Communication"; and "Defining Success" • Break participants into 3 even groups and explain that the first group will start at station 1: Intra-Hub Coordination with **Key Questions:** ○ We will be meeting bi-weekly as a Hub following today's convening. What ideas or suggestions do you have for how these meetings (ie. CITs) operate?

		○ Apart from these meetings, what additional ideas do you have for coordination of our Hub members, as well as with other CBOs working in our region? ● The second group will start at station 2: Intra-Hub Communication with **Key Questions:** ○ We will be meeting bi-weekly as a Hub following today's convening. What ideas or suggestions do you have for effective communication during these meetings (ie. CITs)? ○ Apart from these meetings, what additional ideas do you have for effective communication among our Hub members, as well as with other CBOs working in our region? ● The third group will start at station 3: Defining Success with **Key Questions:** ○ How will your group know that you've been successful? ○ What are some effective ways to celebrate successes and acknowledge contributions, including ways to involve and engage stakeholders in the process? ● They will have 10 minutes at their stations, and then will rotate to read what the previous group has done and add anything additional ● They will then rotate a final time until they've been at all 3 stations ● **IF RUNNING LOW ON TIME:** Focus on the Defining Success flip chart and questions **Supporting materials:** 3 flip chart papers titled… ● Intra-Hub Coordination ● Intra-hub Communication ● Defining Success
3:45 pm	**Debrief & Close**	● Release them back to the **Main Room at 3:45 pm**

3:45 pm - 4:30 pm: Debrief & Close [Main Room]		
Time	**Session Title**	**Facilitation Steps / Responsible**
3:45 pm - 4:00 pm	**Debrief**	**ROOT CHANGE** • Each regional hub shares their collective action vision or what success will look like to them.
4:00 pm - 4:20 pm	**Reflection Activity**	**ROOT CHANGE** • Time Capsule activity - put something into the time capsule to remember this day (write on sticky notes or a piece of paper) • Share out: What did you put in? What was not said already? How would you react to these items if you opened the time capsule in 5 years?
4:20 pm - 4:30 pm	**Next Steps & Acknowledgements**	**CA TEAM** • Next steps on CITs, work plans, anything else from the CA side • Closing remarks for the event

Annex C: Example of Regional Collective Action Tool Convening Handout

Region 1: Northern CA & the Sierras

RPM: [Name], [Email], [Phone]

1. Hub Members & Contact Information

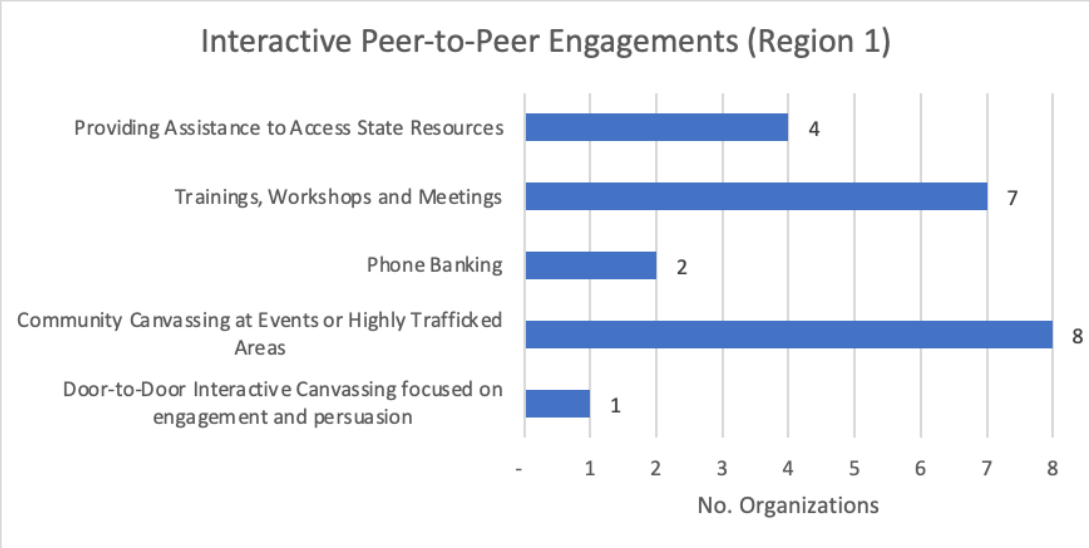
Butte Environmental Council		**Counties:** Butte, Glenn, Tehama	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
California Indian Manpower Consortium, Inc.		**Counties:** Amador, Butte, Calaveras, Colusa, Del Norte, Glenn, Humboldt, Inyo, Lake, Lassen, Mariposa, Mendocino, Modoc, Mono, Nevada, Shasta, Sierra, Siskiyou, Tehama, Tuolumne	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
Plumas Crisis Intervention & Resource Center		**Counties:** Plumas	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
Siskiyou Community Resource Collaborative		**Counties:** Siskiyou	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
United Way of Northern California		**Counties:** Butte, Glenn, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, Trinity	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]

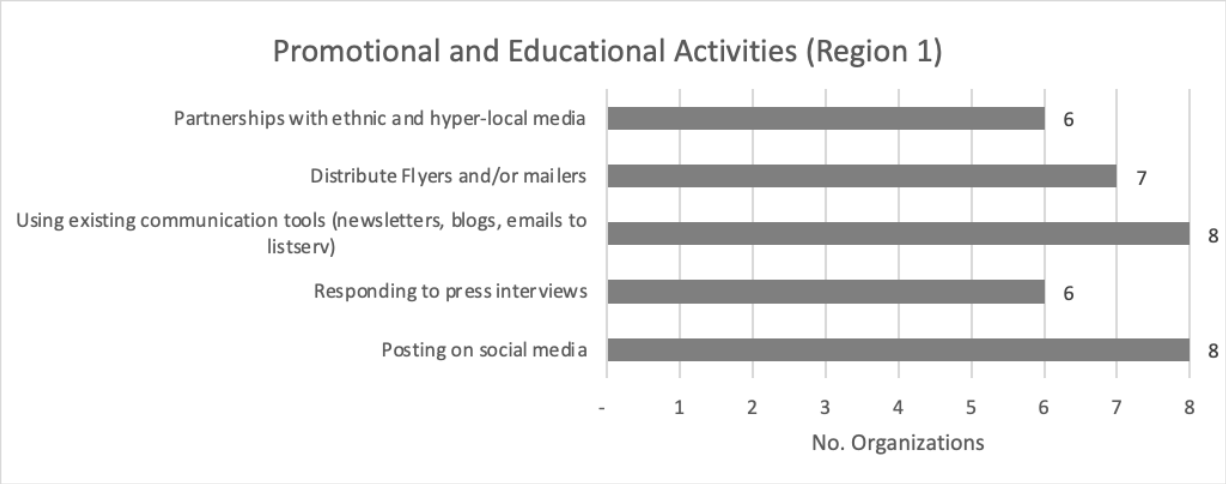
1a. Other CBOs Working in the Region

The following organizations work in your region, but joined other Regional Hubs.

California State Alliance of YMCAs		**Counties:** Butte, Shasta, Siskiyou	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
Equality California Institute		**Counties:** Butte	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
LGBTQ+ Collaborative		**Counties:** Calvera, Mariposa, Tuolumne	
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]
[Name]	[Position]	[Email]	[Phone]

2. Outreach Tactics

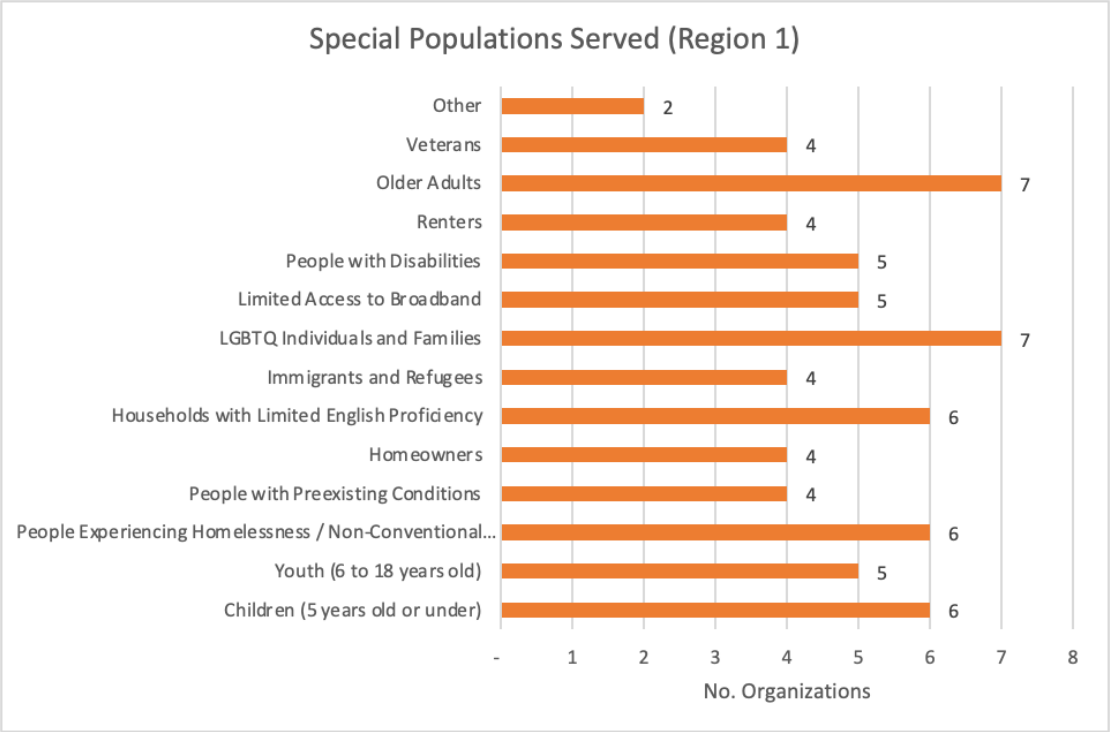


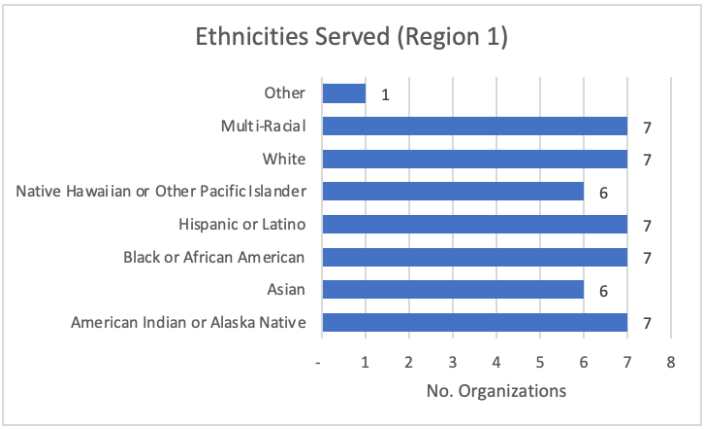


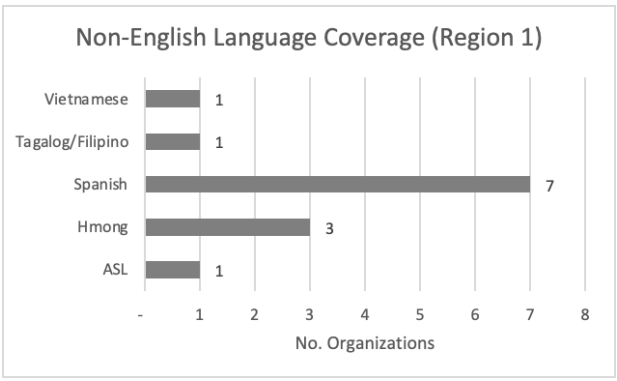
Collective Action Reflection Questions

- Which interactive peer-to-peer engagements are most widely used? Why?
- Which interactive peer-to-peer engagements are the least used? Why?

3. Focal Populations







Collective Action Reflection Questions

- What overlap do you see between your own focal populations and the focal populations that others are reaching?

4. Geographies

County	No. Organizations Present	No. People Reached Through Interactive Engagements*
Amador	1	30
Butte	**5**	**2,760**
Calaveras	2	630
Colusa	1	75
Del Norte	1	250
Glenn	**3**	595
Humboldt	1	250
Inyo	1	300
Lake	1	75
Lassen	2	240
Mariposa	2	675
Mendocino	1	150
Modoc	2	320
Mono	1	75
Nevada	1	30
Plumas	2	**7,110**
Shasta	**3**	**3,610**
Sierra	1	30
Siskiyou	**3**	**10,770**
Tehama	**3**	**1,840**
Trinity	1	860
Tuolumne	**2**	**970**

**Data is from activity plans*

Collective Action Reflection Questions

- In which geographic areas are we most engaged?
- What focal populations are we serving in those specific counties?
- What outreach tactics have been most and least used here and why?

5. Regional Hub Charter

Collective Action Vision

- Based on your conversations from today, what do you hope to accomplish together?

Intra-Hub Coordination

- We will be meeting bi-weekly as a Hub following today's convening. What ideas or suggestions do you have for how these meetings (ie. CITs) operate?
- Apart from these meetings, what additional ideas do you have for coordination of our Hub members, as well as with other CBOs working in our region?

Intra-Hub Communication

- We will be meeting bi-weekly as a Hub following today's convening. What ideas or suggestions do you have for effective communication during these meetings (ie. CITs)?
- Apart from these meetings, what additional ideas do you have for effective communication among our Hub members, as well as with other CBOs working in our region?

Defining Success

- How will your group know that you've been successful?
- What are some effective ways to celebrate successes and acknowledge contributions, including ways to involve and engage stakeholders in the process?