

REINVENT PWD



TOOLKIT

Community Outreach

Acknowledgements

This toolkit is submitted by a multidisciplinary health team, convened by St. Luke's Health Initiatives (SLHI), as part of Reinvent PHX. Funded by the U.S. Department of Housing and Urban Development, Reinvent PHX is a partnership between the city of Phoenix, Arizona State University, and SLHI to develop a holistic, long-range sustainability plan for the neighborhoods along the light rail.

The scope of SLHI and the health team's work is to gather information from "underserved, particularly non-English speaking, residents in each district." From information gathered from residents, along with other primary and secondary data, the health team will produce a "health impact assessment of each district's existing built-environment conditions" with a focus on "healthy food and recreation access, walking and bicycling safety, and exposure to excessive heat." After assessing the current conditions, the health team will recommend "intervention strategies focused on improving public health."

The Reinvent PHX health team includes the following members: Dean Brennan, FAICP; Mariana del Hierro; Dr. Ernesto Fonseca, The Elemental Group, LLC; Dr. Pam Goslar, Dignity Health; C.J. Eisenbarth Hager, SLHI; Dr. Debarati "Mimi" Majumdar Narayan, Catalyze Research and Consulting, LLC; Stephen Reichardt, Arizona State University; and Kim Steele, The Elemental Group, LLC.

SLHI's mission is to inform, connect and support efforts to improve the health of individuals and communities in Arizona. In all that we do, St. Luke's Health Initiatives seeks to be a catalyst for community health.



St. Luke's Health Initiatives

A Catalyst for Community Health

The purpose of this toolkit is to document the strategies St. Luke's Health Initiatives (SLHI) used while conducting outreach to underserved populations for Reinvent Phx. According to the scope of work, SLHI's enhanced outreach is defined as identification and outreach to "underserved, particularly non-English speaking, residents in each district." This toolkit will share how SLHI developed initial contacts with community members and organizations. These relationships helped establish key partnerships, which ultimately facilitated resident participation in the community workshops, audits and development of recommendations. This toolkit will serve as a resource to inform the city of Phoenix on how to effectively identify and involve underserved residents in the planning processes beyond Reinvent PHX.

The majority of the outreach took place in neighborhoods where SLHI had little to no community contacts or previous knowledge of who and what made up the communities within the project area. This lack of knowledge, limited by the project's short timeframe, shaped SLHI's outreach approach and knowledge gathering. SLHI needed to seek support in the form of creating informal partnerships with community stakeholders to not only gain decades worth of community history, but also gain the trust of community residents. Community residents whose input is at the core of Reinvent PHX.

Creating Initial Relationships

Identifying Contacts

In order to gain a better knowledge of a community and its residents and begin identifying community partners, SLHI conducted a windshield survey of each district, taking note of schools, churches, healthy food outlets, businesses, parks, public housing properties and community-based organizations. SLHI created a working list of these places, making note of places where residents may regularly congregate. Based on this list, SLHI researched these organizations and places, their work in the community and who may be a good first contact. SLHI also coordinated with the city of Phoenix's Neighborhood Services Department (NSD) staff to verify and augment SLHI's working list of potential community partners and determine if NSD could facilitate communication with any community stakeholders.

Identifying Contacts: Snapshot

SLHI contacted Ray Buchanan, a city of Phoenix NSD Neighborhood Specialist, who works within the Gateway district, for support with establishing a meeting with Wilson Elementary School District and St. Mark's Catholic Church. Mr. Buchanan arranged a meeting where he introduced SLHI to both Superintendent Sanchez and Father Fausto and asked for their support of SLHI's outreach efforts.

First Contacts

SLHI learned that in-person introductions, rather than introductory e-mails or phone calls, proved to be more effective in establishing initial contacts with potential partners. Based on the preliminary research and assistance from NSD, SLHI had an idea of whom to speak with about partnering for outreach efforts.

As opposed to phone calls or e-mails where a message is more direct with a specific goal (such as setting up a meeting), in-person introductions allowed SLHI to have broader dialog about the school, church or organization and ask questions about the surrounding community. The intent is to focus the discussion on learning about the community and its residents, placing the project goal as secondary. These organic conversations cannot occur via phone call or e-mail.

By positioning itself as wanting to learn about the community, SLHI created a more genuine relationship. Once this relationship was established, SLHI would share the Reinvent PHX project goals and how these goals matched with the efforts the school, church or organization.

Once SLHI shared with community stakeholders how their efforts matched the larger goals of Reinvent PHX, SLHI asked if there were community meetings it could attend to talk about the project and invite residents to a community workshop. Lastly, SLHI would ask if any other community stakeholders would be interested in supporting the project. This strategy is known as the snowball method of sampling: a methodology that relies on identifying an initial contact who provides the names of other contacts (Atkinson, R. & Flint, J., 2005).

Establishing Trust: Snapshot

SLHI's outreach coordinator regularly attended Eastlake Neighborhood Association meetings, Frank Luke Hope VI resident meetings and Garfield Latinos en Accion Neighborhood Association meetings throughout the period within the project that SLHI was working within the Eastlake-Garfield district (approximately 18 months).

First Contacts: Snapshots

When establishing contact with a school, SLHI learned that communicating directly with the school's Community Liaison, rather than the principal or a teacher, was the most effective point of contact. The Community Liaison schedules and facilitates parent meetings, such as Parent-Teacher Organization (PTO) meetings, and can ensure school support of Reinvent PHX.

When having a conversation with a school's Community Liaison, SLHI asked about the percentage of students that received free or reduced lunches, the primary language students spoke at home and what services the school provided to parents and surrounding community. This information later helped shape SLHI's recommendations for each district, such as what strengths can be built upon within a community or what community-specific strategies should be introduced.

Establishing Trust

Once invited by community stakeholders to meetings with residents, SLHI made sure to attend all regularly scheduled community meetings—such as monthly PTO or neighborhood association meetings. Wherever SLHI was planning to partner and conduct outreach, SLHI identified and regularly attended meetings where there was resident participation. During these meetings, SLHI would provide project updates, even before residents had participated in a community workshop. This allowed residents a larger understanding of the project and its many moving parts and underlined the importance of their participation.

Additionally, regular attendance at community meetings helped SLHI create a deeper relationship with individual community members. This more personal relationship allowed SLHI to learn about the nuances within a community that may not be identified on a survey or at a workshop. This trust building allowed for a more personal, reciprocal relationship building that encouraged attendance at community workshops.

Beyond a simple flyer at the door, residents knew SLHI as the face of Reinvent PHX and may have felt more comfortable attending meetings because of SLHI's prolonged presence in their community. This relationship with individual residents also helped SLHI identify potential leaders who could conduct resident-led park and street audits, as well as potentially serve on project steering committees.

Meeting Reminders

When conducting outreach for the Reinvent PHX, SLHI learned e-mail communication was not the best form of communication with residents for meeting alerts or project updates. Because of the population SLHI was tasked to conduct outreach and work with, many did not have regular access to e-mail.

When possible, SLHI compiled a list of community residents who would like to receive a phone call reminder to attend a community workshop. SLHI would call these residents a day before the event to remind them to attend the community workshop. A phone call not only made the invitation more personalized, but also allowed SLHI to clarify any questions a resident may have about the meeting and encourage resident input.

Additionally, support from partnering community stakeholders by informing residents about meetings and handing out flyers to residents saved SLHI a great deal of effort.

Extended Conversations: Snapshot

An analysis of pedestrian injuries identified the intersection of 24th and Van Buren Streets as particularly dangerous, in spite of the presence of a traffic light with a crosswalk signal. Informal conversations with residents revealed that residents avoided the crosswalk because of suspicious behavior. Residents risked crossing a busy street outside of the crosswalk in order to avoid those loitering.

Meeting Reminders: Snapshots

During a presentation at St. Mark's Catholic Church, SLHI asked interested residents to sign-up to receive a reminder for the community workshop. Over 300 residents provided their phone number as their primary form of contact.

Community stakeholders in schools sent flyers home with students. Luke Krohn Public Housing property had resident volunteers distribute flyers to every home. Wilson Elementary School District used their automated robo-call service to inform parents about the community workshop in English and in Spanish.

Extended Conversations

Having extended conversations with residents during outreach efforts, at a Reinvent PHX community workshop, or while collecting resident-led park and street audits proved to be a critical relationship building and knowledge gathering opportunity for SLHI. When conducting outreach for Reinvent PHX events or meeting with residents for audits, SLHI had the opportunity to speak with residents outside of a formal event. This lack of formality allowed for open and organic conversations to take place with residents about their communities and often provided the background information of concerns shared by residents during the community workshop. Extended conversations with residents in these informal settings not only solidified SLHI's presence in communities, but also helped SLHI learn from resident experiences and later integrate resident perspectives and recommendations within SLHI reports.

Establishing Partnerships

Community Knowledge

SLHI's community outreach efforts are rooted in asset-based community development methodology. This methodology considers local assets and strengths as the primary building blocks for community development (The Asset-Based Community Development Institute, 2009). Rather than entering communities and attempting to bring together community members single-handedly, SLHI searched for places where residents were already congregating and working together improving their communities. During outreach efforts for Reinvent PHX, identifying and partnering with existing assets and strengths helped SLHI by facilitating outreach and strength-based information gathering.

Creating and maintaining partnerships with key stakeholders allowed SLHI to gain a strong knowledge of existing assets from a resident perspective. Rather than beginning outreach and data collection from an outsider's perspective, key partnerships provided an insider's perspective of the communities from a point of pride and achievement. Although residents did touch on issues they would like improved, such as a dangerous intersection or the condition of a local public park, the conversations were focused on existing strengths and proactive efforts. Approaching residents through partners that are embedded in community improvement efforts provided SLHI with the knowledge of existing strengths that Reinvent PHX could build upon and use as catalysts for additional improvements.

Continuous Engagement: Snapshot

SLHI continued to attend meetings at Frank Luke HOPE VI, Booker T. Washington Headstart and Garfield Neighborhood Association Latinos en Accion providing residents with project updates, all the while circling back how their input shaped project decisions and reports.

Outreach Support

SLHI's outreach was facilitated by partnering with key stakeholders that were already bringing residents together around issues such as community improvement. The public schools, neighborhood associations, public housing properties and community-based organizations were key partners that are doing just that. Because of their efforts, it was easy for stakeholders to understand the importance of civic engagement and working together to create a healthy community. For this reason, these key partners agreed to support Reinvent PHX, connected SLHI with community residents and encouraged residents to participate.

Outreach Support: Snapshot

Luke Krohn public housing managers asked residents who needed to fulfill community service hours to volunteer by handing out flyers on the property; 700 households received a flyer. Schools in all districts helped by sending home workshop flyers with their students.

Continuous Engagement

Creating partnerships with community stakeholders gave SLHI the opportunity to provide project updates to residents and to re-engage residents at various points of the project. Providing residents with project updates ensured that residents still felt part of the project's larger process by explaining how resident input had been integrated into SLHI's project reports and next steps. By attending community meetings hosted after the Reinvent PHX community workshop and making sure residents still felt part of the process with updates, it was considerably easier for SLHI to re-engage residents for additional meetings to gather resident input. Continuous engagement ensured that residents never stopped being part of the process and provided an opportunity to show residents how SLHI integrated their input.

Building Capacity

Identifying a Skill Base

Resident capacity building is a key effort that was not included in SLHI's Reinvent PHX scope of work, but was identified as essential to ensure underserved residents are engaged throughout the project and allowed their expertise as residents to inform steering committee decisions. Working within the asset-based community development methodology for community engagement, SLHI identified residents and their knowledge of the district as the local assets and strengths upon which SLHI would build its assessment and strategy reporting. Because SLHI was tasked to engage underserved residents who typically do not participate in city of Phoenix processes, many of the residents engaged in SLHI events are not familiar with planning and zoning policies, city codes or presenting plans to the Phoenix City Council. In order to ensure that resident participation and knowledge was effectively utilized, SLHI prepared extra information about the project and shared it with residents.

Identifying a Skill Base: Snapshot

SLHI set aside extra meeting times with residents before and after Steering Committee meetings to review information, solicit questions or offer clarification. Additional information that was prepared ranged from a glossary of terms used during meetings to providing information in the resident's native language, explaining standard meeting rules and processes to simply sitting with a resident to explain where a specific Steering Committee meeting fell within the greater picture of the project and their community. These additional interactions, which ranged from 30 minutes to an hour, provided resident volunteers with the added knowledge to confidently represent their community and take part in the decision-making processes that would continue building on their community's existing strengths.

Language Barrier: Snapshot

SLHI's joined two IRC staff as well as a Burmese speaking IRC caseworker to distribute flyers to Burmese speaking residents at Park Lee Apartments for a Solano district community workshop. The assistance of the Burmese speaking caseworker helped to respectfully invite Burmese speaking residents to the upcoming workshop.

Overcoming Common Barriers

Language

SLHI's enhanced outreach was defined as the identification and outreach to underserved, particularly non-English speaking, residents in each project district. Enhanced outreach that included non-English speakers meant integrating language accessibility processes, which ensured respectful participation of non-English speaking residents in community workshops, events and meetings. When conducting outreach, SLHI asked community partners what languages residents used and if interpretation would be needed. Once the languages were identified, SLHI secured interpreters and translators to assist with community workshop flyer translation, community workshop interpretation, as well as translation of documents such as health surveys and resident-led audits. Because SLHI's outreach coordinator was a bilingual English-Spanish speaker, SLHI was able to engage Spanish speaking residents during initial outreach efforts. However, when engaging residents who spoke languages other than Spanish, SLHI counted on

partners such as the International Rescue Committee (IRC) to assist with outreach efforts and connect SLHI with interpreters and translators.

Although not ideal, when a community required multiple languages to be interpreted, residents were grouped at tables based upon language. Ideally, multiple languages would be present at one table. However, because of the nature of the events and the scarcity of interpreters of languages other than Spanish, SLHI grouped languages by tables to facilitate interpretation.

Transportation

For additional community engagement events, SLHI assisted with transportation by paying for cab fare or Light Rail passes or by carpooling with SLHI. For some residents, a barrier to participating in Reinvent PHX beyond the community workshop is a lack of reliable and affordable transportation.

Participation Incentives

Being respectful of residents' time and commitment was an ever-present topic throughout SLHI's outreach efforts; SLHI's intent was to be respectful of residents' time. To facilitate participation, SLHI chose community workshop locations that were close to a community hub, such as a school, church or within a key neighborhood, ensuring that the location was within a walking distance for many residents. Through SLHI's established partnerships with community stakeholders, SLHI was often allowed to use a partner's facility, such as a gym, community center or main offices, to host a community workshop, therefore saving the cost of a facility rental.

Work Cited

The Asset-Based Community Development Institute (2009). Welcome to ABCD. The Asset-Based Community Development Institute: School of Education and Social Policy, Northwestern University. Retrieved November 26, 2013, from <http://www.abcdinstitute.org/>.

Atkinson, R. & Flint, J. (2005). Snowball Sampling. In M. S. Lewis-Beck, A. Bryman, & T. F. Liao (Eds.), *The Sage Encyclopedia of Social Science Research Methods* (3rd ed., pp. 1043-1044). Thousand Oaks: SAGE Publications, Inc.

To recognize people's time, SLHI raffled at least five \$50 gift cards at each community workshop. Residents who conducted street, canal and park audits received a \$50 gift card. SLHI also provided catered meals for each workshop. When possible, SLHI contracted with district residents to provide catering services. The average cost for catering was \$400 for 50 people.

Childcare

Some residents mentioned that they would like to participate in the community workshop, but do not have anyone to watch their children while they attend a meeting. For this reason, SLHI provided childcare at each community workshop to remove the burden of finding and or paying for childcare. Childcare providers were paid an average of \$15 per hour.

Childcare: Snapshot

SLHI contracted with childcare providers who worked as volunteers at partnering schools. This not only facilitated finding a childcare provider within a specific community, but also displayed SLHI's commitment to a specific community. Childcare providers were also kindly asked to help with outreach by sharing event details with their neighbors.

Sample Outreach Flyers