

Reaching Beyond Food

*A toolkit for engaging in grassroots community
development to strengthen community wellness*



[HUNGER FREE COMMUNITY REPORT]

Community Food
Bank of Southern
Arizona, 2016



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Reaching Beyond Food: A toolkit to engage in grassroots community development to increase community wellness

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Introduction

How to use this toolkit

Hello,

The proposed audience for this toolkit is emergency food organization staff or volunteers striving to engage in community development. It was developed specifically for expanding the support offered by the Community Food Bank of Southern Arizona to our rural agencies and partners in Cochise County AZ. The purpose of this toolkit is to give one an overview of the why and how of the process we underwent to organize our first two community meetings we call Community Conversations in Bisbee and Sierra Vista. This process was an effort of the whole Agency Partnerships team during the Fall 2015 and this work will be continued throughout the next three years and beyond as a part of the Community Food Bank's effort to increase the capacity of our partner agencies and support the resilience of the communities we serve. The idea to host Community Conversations was informed by the work of other food banks who already engage in similar work like Mid Ohio Food Bank and the Oregon Food Bank. This version is adapted for the work done by the Community Food Bank in the five counties it serves.

This toolkit will include a description of the steps we took, documents we created, and email templates used throughout this process. Examples of things you will find in in this toolkit include our scoping templates, examples of scoping reports, past surveys and documents, and a proposed agenda and materials list for the Community Conversation. This toolkit is just a snapshot of an evolving process, there are still many aspects we are still learning about and improving throughout this process and would encourage you to do the same.

There is no one right or wrong way to use this toolkit. One can use as much or as little as they would like and adapt aspects to better fit any needs.

Best,
Martell Hesketh
Agency Capacity and Training Fellow
Community Food Bank of Southern Arizona
Emerson Hunger Fellow 22nd Class



Introduction

Why use this method?

We have chosen to put the time and energy into ensuring that this process is as community driven as possible. We believe that local agencies that provide direct service and communities themselves know their own needs and solutions best. They are the experts in local assets, local lives and local challenges. This method of engaging with communities is meant to facilitate a community driven process that produces community driven outcomes. We believe that these community driven outcomes are the most sustainable and impactful outcomes and the Community Food Bank is best positioned to facilitate and fund these outcomes, not prescribe them.



The goals of this whole process is to increase the *collective impact* of organizations, individuals and businesses working to improve the quality of life in their communities.

Important Definitions

Collective impact: commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

Social capital: the collective value of all social networks (who knows who) and all the tendencies that may arise for those within the same network to do favors for each other.

Overview of process

Each step in this process works towards the goals stated above. In this toolkit we will cover each of these steps, their goals, and intended outcomes. In addition we will share any documents or tools we used or created at each step.



1. **Scoping** out the existing assets and current community work
2. **Analyzing** and learning community assets and challenges
3. **Organizing** a date, time and place to hold a Community Conversation
4. **Facilitating** a Community conversation about community challenges, vision and action planning
5. **Supporting** ongoing efforts that result from action planning

Step 1: Scoping

Scoping

Purpose of scoping

- ◆ Learn the assets that the community already has
- ◆ Gain understanding of community values
- ◆ Learn current barriers to assets
- ◆ Learn what connections already exist in the community
- ◆ Define the community



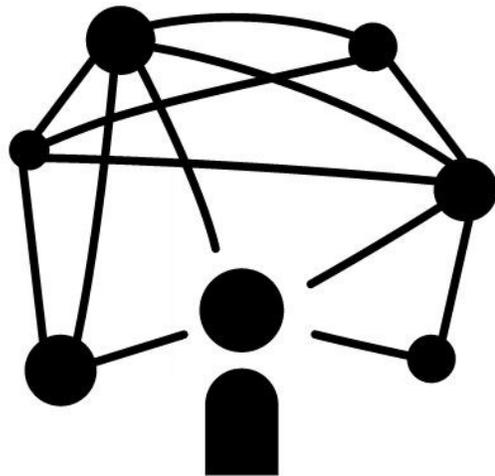
Scoping is what we call the process of first engaging with the community to **learn about what work related food security and community wellness is already happening**. We do this through meeting partner agencies, organizations, individuals and businesses and asking them a set of questions about their work. In addition to individual meetings we also attend community meetings that we have learned about through speaking with individuals. Through these conversations and community meetings we also **gain an understanding of community challenges**. It is important to listen for viewpoints and opinions on how these challenges should be addressed and note any points of agreement or disagreement within the community.

We use this process of scoping to **identify community leaders and potential partners**. Like I mentioned we want to learn not only about the work that is already happening but also about who is doing this work. Some questions are aimed at understanding the motivation for this work and the ultimate impact the community leader hopes this work will have on their community. Some people may be motivated by increasing health where others are focused on opportunities for youth.

Through speaking with community members we also **learn about shared community values**. It is important to have an awareness of the different ideologies and viewpoints present in the community so that in future meetings one can better sense if all factions of the community are represented.

This scoping process is also used to help define communities. There is no one right way to define a community, nor as an outsider are we at all qualified to do so. But defining a community is a necessary portion of this process. It is necessary because in order to hold a Community Conversation we need to identify and invite key people and stakeholders that all identify with at least one common community. Some communities may be easier to define, especially rural communities that are more spaced out from each other. But keep in mind that communities can also be defined by people's profession, neighborhood or ethnic background and many connections exist between rural communities. One suggestion is to start with a loose definition of the specified community and through conversation with community members you can continue to adjust the parameter of the specific community.

Finally through these conversations we learn about **connections between people or organizations** that already exist in the community.



What does scoping look like?

We have been setting up meetings with existing partner agencies and other contacts in the communities to ask a range of questions about their current work, challenges and goals. Below we will outline the process we took to contact, setup and engage in these scoping interviews.

Scoping Tips

- Hear about a local or city email list? Ask to be put on it
- Try to pick up the local newspaper and read about the local news they are reporting on
- Actively listen all the time, you are there to learn from the community because they are the experts and know their own needs best

Step 1: Scoping

Interviewing

Setting up the interview: Try to call or email the interviewee at least a week in advance. Explain who you are and the purpose of the interview and what the information gathered is used for. Inform the potential interviewee it will take about 45 minutes and the purpose is to get know more about organization/person and awesome work that they do in their community.

Allow the interviewee to choose the location of the interview so they can feel comfortable. A good location is somewhere that is quiet so you can hear each other and is comfortable to sit. Sometimes this may be at their place of work or at a nearby coffee shop. It is also important to conduct the interview in a language the interviewee feels comfortable conversing in. Plan ahead if you think you think the interview will require a translator.

If you're having trouble getting started on your cold calls or emails you can use sample email template below to give you a sense of what to say when contacting folks. Be sure to alter it to make it specific to that community and individual.

Sample email template

Hello _____,

My name is _____, I work with Agency Partnerships at the Community Food Bank of Southern Arizona. We have recently partnered with the Legacy Foundation of Southeastern Arizona to address food security and wellness in Cochise County. Currently we are reaching out to community members and organizations that are already involved in this work to better understand the work that is already happening in Cochise County and how we might best be able to support that work in a sustainable way. _____ (Explanation of how/where we met/who recommended you contact them) _____.

My co-worker and I are planning a few trips out to visit _____ (town) _____ on these dates: _____ (dates you plan to visit) _____.

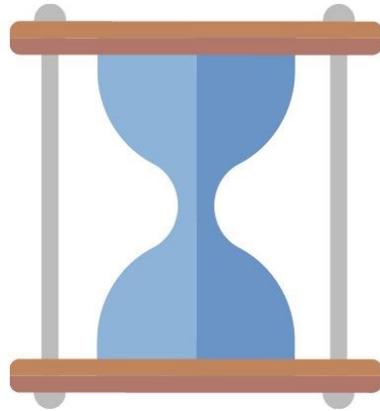
If you would like to meet with us to talk more about the work that your organization does and a possible partnership with the Community Food Bank's efforts in _____ (town) _____ please let us know when you would have a free hour to meet on one of the days I mentioned above. If none of those days work please let me know and we can schedule another time.

Thank you for your time and we look forward to meeting with you soon!
Best,

Before the interview:

During introductions be sure to share about your personal investment in this work and create the opportunity for human connection within this process. Mention to the interviewee that if they don't want notes taken on a specific topic to let us know we will gladly stop. Explain the general format of the interview, that you have some questions you want to get through about the organization and the work that they do in the community beginning with why the organization started to current services and ending with future goals and visions for the community.

- Know what questions are prioritized in case time runs short (priority questions are **bolded** on the following page)
- Leave the interviewee a way to get in contact after the interview such as a business card or contact information
- Make sure the interviewer has note taking tools



During the interview:

Try to encourage responses, this means expressing interest in what the informant is saying but trying to remain neutral in responses at the same time.

One will have to balance actively listening to the interviewee and taking notes to remember what was said. Notes should be a reminder of what the person said or specific important information that you found surprising. It is impossible to write down everything they say so write down things that will remind you later of what the interviewee said.

Possible probing methods to get the interviewee to speak more about a specific topic:

- ◆ **“What?” or “What” questions:** a stimulus without putting yourself in it
- ◆ **Silent Probe:** just remain quiet and wait for informant to continue what often happens as you are busy writing what the informant has just finished saying.
- ◆ **Echo Probe:** repeat the last thing an informant said and ask them to continue with the topic. You can also use this to transition to a different question “So I heard you mention that you have trouble retaining volunteers, are there any other challenges you encounter often in this work?”
- ◆ **The Uh-huh Probe:** encourage participant to continue with a narrative by making affirmative noises: “Uh-huh,” “yes, I see,” “right, uh-huh”
- ◆ **You can also ask the informant to elaborate by asking if they can “describe” or “tell me more about...”**

Pay attention to time and know that the **bolded** questions should be prioritized if time is running short. Try to leave 5 minutes at end for questions the interviewee may have for you.

Step 1: Scoping

A note on transparency: Be transparent! It's important. We recommend that before you begin the interview, take a few minutes to fully explain the purpose of this project and how this individual meeting fits into the large picture of the work that your organization is doing. The interviewee may have already heard about this project and have misconceptions or clarifying questions about it. A great opportunity to do this is right after you explain to the interviewee your role at the organization. If you would like an example of how to do this you can use the introduction script below and an example of what important information to share.

Intro script:

(Initial greetings explain who you are and role at the organization and in the community)

Our main purpose today is just to learn more about the important work you are doing here in (name of community). In _____ we are going to have a Community Conversation here in with the goal of gathering together people and organizations that do anti-hunger work in order to discuss community assets and challenges. But before we gather everyone in the same place we want to be sure we have a good idea of the great work that people are already doing in the community. We hope to support them in their work towards eliminating hunger and increasing community wellness, the first step for us is to hear from organizations and individuals like yourself about the great work already being done here. (Name of organization you work for) will also have (possible support or resources i.e. Grants, curriculum, connections etc.) that will be available for organizations, individuals or businesses to support any work to increase community wellness. Do you have any questions about this interview, this project or the general process?

(pause, listen, then answer questions if there are any)

I will leave my contact information so if you have any questions you think of after the interview you can get in touch with me and I will do my best to answer them. So this interview is really informal, and it's to get to know the organization and the work it does. It should take no more than 45 minutes. Nothing you say in this interview will be published or broadcast anywhere without your explicit permission first, and I also want to ask if it is okay if I take notes during the interview just so I can make sure I remember what you say?



Scoping Questions

1. **How was this organization you started/why did this work begin?**
2. What services do you currently offer?
3. From where do you get the resources to run these programs?
4. **Who are your biggest supporters/collaborators in community?**
5. **What vision for this community do you hope to achieve or work towards by doing this work?**
6. **What are the biggest challenges that stand between now and reaching your vision for this program?**
7. What would you need to address some current challenges?
8. What would be the *biggest* help to assist you in reaching your goal?
9. Is there any more information you would like to tell us about challenges in your community?
10. Who else should we talk to in order to better understand this community? Any individuals or organizations who are also really involved in anti-hunger, educational, or nutrition programs?
11. Do you have any questions for us? (5 mins)

After the interview:

Immediately sit down and make any further notes on written notes. You can also go over the notes and write down any additional observations made during the interview. Be sure to plan to have time to sit down and type out all the interview notes in a cohesive story within, at most, 2 days of the interview.

Follow up:

Within a few days of the meeting be sure to send a follow up email to the person/people you met with both thanking them, sending any contacts or information promised, then requesting any contact information they offered you during your meeting.

General Interview tips:

After conducting this interview enough times it is encouraged to try to keep the interview more conversational. It is not necessary to phrase the question exactly as it is written and one should listen for opportunities to probe about different questions as the interview progresses.

Step 1: Scoping

Analyzing

Writing up the interview:

It is important to sit down with the notes that you took during the interview and write out a narrative of the interview as soon as possible after the meeting. The longer you wait to do this the more likely you are to forget information that you didn't have the chance to write down. You can write this report in whatever manner best suits you, using bullet points or just a few paragraphs. The important part is to elaborate on the notes you took based on your recollection of additional details. This shouldn't simply be a transcription of the notes but a more detailed document with elaborations, explanations and observations not included in the rough notes. An example excerpt from a report written based on notes can be seen below.

Example Report

Example Notes

- set up tables to shop @ pantry
- don't like to limit when can
- originally started w/ pull top cans for homeless
- now more families + lots of grandparents raising grandkids + kids

For the food pantry they have a client choice model although they don't call it that. They set up tables with different groups of cans or dry good or produce and most of the time allow people to take what they need. If they have a limited amount of protein like tuna or fresh produce then they will set a limit on how much an individual can take although they stated that they generally don't like doing that. People can come to the pantry as often as they need, they were prepared to set limits at first if they saw someone abusing the services offered but so far haven't felt like that have been an issue so far. They originally saw a lot of homeless people come to the pantry to get food but over the past few years they have started to see more families. Now they say about half the people who come are single homeless people and the other half are from families who are struggling. Many of

these families are grandparents who are raising their grandchildren and sometimes still have their children living with them as well.

Analysis of information:

The next step after recording the information gathered through scoping in the form of a report is to analyze that information. I will lay out a suggested way of analyzing information below. The purpose of analyzing the interview information is to organize the information gathered from the interviews in a logical way that can be used to help anyone involved in the facilitating and planning of the Community Conversation have context and background to current assets, challenges, resources and collaboration in the community and for possible reporting on the Community Conversation process.

Organizing information:

The first step in the analysis of the written reports is to organize the information so it can be viewed and understood with the most ease possible. This can be done on an excel sheet. The *leftmost column will be the category of questions* that community members were asked during their interview. The *topmost row will consist the name of the person interviewed with their corresponding answers to the category of questions* pasted below.

Below is a photo of this technique

| | A | B | C |
|---|-------------------|--|---|
| 1 | Interviewee + org | WTP (Donna & Barbara) | Bisbee Community Gardens (BCG) Serena |
| 2 | How work began | <p>The Women's Transition Project was started in Bisbee by a lawyer who suffered from Alcoholism and she wrote a business plan for this womens transition project (formerly the Renaissance House). The business plan won 7th in the nation and the project was awarded a large initial grant.</p> | <p>- Idea of BCG started 4 years ago, the city had student who wrote new city ordinance to allow the city to have community gardens. Then Bisbee established a sustainability commission that Serena was on , tried to rally for a community garden but city just wasn't responsive. So it was put on hold for a while and Serena decided to take the leadership on implementation of the garden.-First difficulties finding a lease on a property in Bisbee for the garden but then remembered that she had a friend that had approached her about doing an agriculture project on her land in the past so connected with that friend. The land also had a greenhouse with an aquaponics system set up in it that was no longer in use. Then moving forward took some time because of conflicts between individuals on the steering committee for BCG. The plan for the garden is based off of a plan that was made in 2013/14. - When Serena was securing the land for the garden she needed someone to sign the lease so instead of signing it under just BCG she created an overarching organization called Community Synergy Solutions so that in the future when she applies for a 503(c)3 the work doesn't have to be limited to just community gardens but can also work on other initiatives.</p> <p>-in the past month Bisbee Community Gardens (BCG)</p> |

Step 1: Scoping

Further analysis:

Based on how useful you find this process you can continue to analyze the information on this spreadsheet in a variety of ways to best suit your needs. Some possibilities include:

- Bolding main themes/ideas in each answer
- Summarizing all the of answers at the end of each row
- Naming a few main themes that you may find in answers from multiple people



&



-Further familiarize self with content
-Gain deeper understanding from the scoping interviews
-Create a more succinct summary of responses

-Requires more time from the analyzer
-May lose detail when summarizing themes
-Summary may not be useful for facilitators

In summary you should do what you feel will be the most useful considering your capabilities, comfort level, and goals

Planning the Community Conversation

Setting the date:

The success of this Community Conversation is most dependent on who is at the table for that conversation. This means it is important to meet the needs of the community members and make sure the date that is set is the most convenient as possible for the largest number of participants. There are different ways to achieve this goal. We did it through sending out a google form for those we spoke with to fill out. For those we contacted via phone we called them and asked them the questions on the form and filled it out for them.

Below you can find an email template for the email we sent out to community members we had previously met along with the survey we used on the following pages.

Sample email template

Hello _____

Thank you again for taking the time to meet with me and talk with me about the important community work you are engaged in. I would like to invite you to attend the Community Conversation that the Community Food Bank (CFB) is planning on hosting in ____(community)_____ during ____(General time frame)_____. As we mentioned this meeting will be focused on visioning and action planning to better support current community efforts to increase general wellness (food security, housing security, economic wellness, etc.) in ____(community)_____. This meeting will also include the opportunity to learn about the process of applying for grants from the CFB that will be available to organizations, individuals or businesses for capacity building work in ____(community)_____. We will share with you an agenda of the full day closer to the date of the meeting.

*The meeting will be a half day commitment (plan on ____(insert approx. time frame of meeting)_____) with lunch and snacks provided. In order to make this meeting as convenient as possible for the largest number of people we are asking that you fill out the google survey that can be accessed through this link → **(insert link)***

There you will get to indicate your first, second and third preferences from a range of dates in ____(range of dates)_____.

We are asking that you please complete this form before ____(Date to complete form by)_____ so that we can send you a concrete date for the Community Conversation by next week. If you have any questions about the Community Conversation please don't hesitate to send ____(name of other co-worker working on this)_____, or I an email. We look forward to hearing from you soon and seeing you at the Community Conversation!

Best,

Step 2: Planning

Using google forms

In order to select a date that was most convenient for the largest number of people we chose to use google forms. Google forms can be accessed through google drive and more information about google forms can be found here: <https://www.google.com/forms/about/>

Below you can see an example of the survey we created in google forms to send to community members invited.

I used google forms because I could also insert questions at the end to ask about any dietary preferences to help us order suitable lunches. Another option for finding the best date is <http://doodle.com/> but doodle does not allow you to insert additional questions, it is limited to scheduling dates.

Sample of survey sent out

Date preference form for Community Conversation in Bisbee

In order to schedule this event for a day that we can have the most participation please indicate which days would work best for you using the form below.

* Required

Your name *

In general would you prefer for the Community Conversation to be during a weekday or weekend? *

- A weekday (Mon-Fri)
- A weekend (Sat or Sun)

What is your **FIRST** preferred date to attend a Community Conversation hosted by the Community Food Bank in Bisbee? *

Keep in mind it will be an all day event

- Monday January 4th
- Tuesday January 5th
- Wednesday January 6th
- Thursday January 7th
- Friday January 8th
- Saturday January 9th
- Sunday January 10th

Step 2: Planning

What is your **SECOND** preferred date to attend a Community Conversation hosted by the Community Food Bank in Bisbee? *

Keep in mind it will be an all day event

- Monday January 4th
- Tuesday January 5th
- Wednesday January 6th
- Thursday January 7th
- Friday January 8th
- Saturday January 9th
- Sunday January 10th

What is your **THIRD** preferred date to attend a Community Conversation hosted by the Community Food Bank in Bisbee? *

Keep in mind it will be an all day event

- Monday January 4th
- Tuesday January 5th
- Wednesday January 6th
- Thursday January 7th
- Friday January 8th
- Saturday January 9th
- Sunday January 10th

Do you face any possible barriers to attendance? If so what?

Eg. Transportation, childcare, daytime job commitments etc.

Any dietary restrictions or preferences? *

Any other accesibility needs?

Language, translation, wheelchair accommodations etc.

Submit

Never submit passwords through Google Forms.

Step 2: Planning

Securing a date:

Next steps after the majority of people have filled out the form:

1. Determine the best date that works for the greatest number of people
2. Notify participants of the date via their preferred contact method
3. Be sure to ask invitees to invite one additional community member

An example of a save the date email we used can be seen below.

Sample email template

Hello everyone,

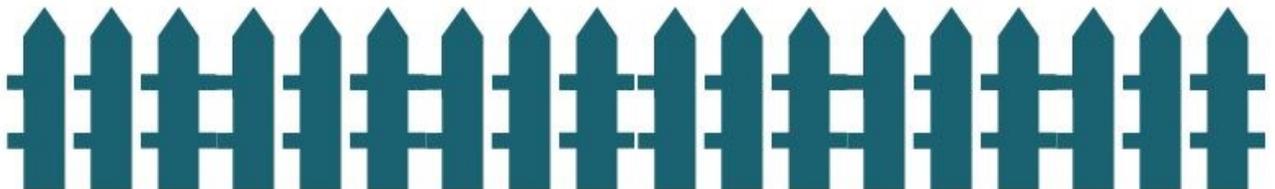
*Thank you all for your input on the most convenient dates to meet for the Community Conversation in (name of town). Based on everyone's responses I wanted to let you know that this meeting will be held **(date in bold)**.*

We are still working to finalize the exact time and place but please plan to be there from 9am-1pm and it will definitely be held in (name of town) - lunch and snacks will be provided. Once this information is finalized will let you know via an invitation with the exact location, time and general agenda.

***In addition we are asking that you pass on this information and invite one other community member** to attend this meeting who you feel should be at the table during this Community Conversation. This could be anyone from a neighbor, to a client to an organization you partner with. When we send out the finalized invitation we will also ask you to RSVP for yourself and the additional person you chose to invite.*

If you have any questions or concerns at all please don't hesitate to email (name of email contact), or give me a call at (phone number)

All the best,



Securing a location:

One of the most important aspects about finding a location is that it is located in the community that the participants of the conversation reside. This is important for both supporting local businesses as a large outside organization and also for the convenience of the participants.

There are certain needs that you need to consider when searching for an appropriate space to hold this Community Conversation. Some logistical factors to consider include:

- Number of people expected (always plan for at least 10 more than you expect)
- Lay out of space
- Are there tables and chairs available to use
- Allow food in the space
- Can you stick flip-chart paper on the wall
- Is there wall space
- Is it a neutral space
- Cost fit into budget
- Ability to make copies of action plans

Some suggestions on spaces to look for in the community include:

- ◇ Community Center
- ◇ Hotel conference room
- ◇ Chamber of Commerce meeting space
- ◇ Any event venues with meeting space
- ◇ Ask your local contacts if where they would recommend for the meeting space



If possible the meeting space should be locked down 2 weeks in advance. This means you should **start brainstorming and contacting venues at least 3 weeks before the actual meeting.**

Don't forget about lunch! Contact local cafes and restaurants and ask for their prices for catering events. Normally they will give you the price per person for food. Be sure to notify them of any allergies or dietary preferences of guests that will need to be accommodated.

Some places may not provide plates or silverware, be sure to check and see what the caterer provides and include plates and plastic ware on your list of materials to bring if they do not.

Also important to have refreshments (juice, coffee, tea, water) and light snacks (crackers, fruit, corn nuts) available at the beginning and throughout the duration of the meeting.

Step 2: Planning

When you have finalized the location be sure to send out a final invitation with location, date and time. An example of an invitation we used for the Bisbee Community Conversation below

It is our pleasure to invite you to the

Bisbee Community Conversation



The Community Food Bank of Southern Arizona is hosting a Community Conversation for leaders and stakeholders in the Bisbee Community.

In this one day meeting participants will work together on visioning, reflection and action planning to increase community wellness in Bisbee. Food bank staff will also share information about resources available for new community-led initiatives and strengthening existing services.

Lunch provided by High Desert Cafe

| | | |
|---|--|--|
| Bisbee Convention Center: 2nd Floor Chamber of Commerce | Wednesday January 6th 9am-3:30pm | Please RSVP by Mon Jan 4th to Martell via email or phone below |
|---|--|--|

mhesketh@communityfoodbank.org | 360-224-0133

*Photo credit: A Peoples History of Bisbee

Below is the email we included with the invitation. In it we included the basic information in the email as well as a reminder for people to invite one other community member they know or partner with in the community already.

Sample email template

*Hello everyone,
Attached you will find the invitation to the Bisbee Community Conversation along with the basic information below. As a reminder we are also asking you to bring one other community member to this conversation that you feel should be there, preferably someone who will bring a different perspective to the conversation. A couple examples could include a person from a partner organization we have not contacted or a client/member/guest served by your organization. We ask you indicate who you invite via the RSVP and let us know if they have any food allergies or dietary restrictions.*

What: Bisbee Community Conversation

Where: 2nd Floor Meeting room at the Bisbee Convention Center (across from the Bisbee Mining Museum) , 3 Copper Queen Plaza, Bisbee Arizona

When: Wednesday January 6th 9am- 3:30pm

RSVP by Monday Jan 4th to Martell via email (employee@communityfoodbank.org) or phone _____)

We look forward to seeing you next week.

Best,

Martell



Step 3: Facilitating

Facilitating the Community Conversation

Goals of the Day

- ◆ Networking between local stakeholders
- ◆ Increasing social capital of participants
- ◆ Gaining shared understanding of root causes of community challenges
- ◆ Spark new ideas to address challenges and renew energy
- ◆ Share information about local resources
- ◆ Fostering collective impact of local leaders

Proposed Agenda Overview

| | |
|----------|---|
| 8:30am | Overview of the day and introductions <ul style="list-style-type: none">● <i>Goal: Familiarize folks with agenda, food bank staff and fellow participants</i> |
| 9:10 am | Setting group working agreements for the day <ul style="list-style-type: none">● <i>Goal: Create an intentionally collaborative and respectful working environment</i> |
| 9:20 am | Why we are here activity <ul style="list-style-type: none">● <i>Goal: Practice transparency through sharing why the Food Bank is hosting this conversation and encourage others to share their goals for this meeting</i> |
| 9:45 am | Break |
| 9:55 am | Community Challenge Mapping <ul style="list-style-type: none">● <i>Goal: Have community members identify community challenges and root causes of these challenges</i> |
| 11:05 am | Action planning group activity <ul style="list-style-type: none">● <i>Goal: Encourage networking, collaboration to result in concrete steps that can be taken towards a collective goal</i> |
| 12:20 pm | Closing and lunch |

Assigning facilitators for each activity

Step 3: Facilitating

When planning the final agenda one should assign specific people to facilitate each activity so that everyone is aware of which portions they are responsible for leading. For some of the longer and more involved activities it may be useful to assign two people to co-facilitate for additional support if they feel it is useful.

Suggestions on how to use the detailed agenda

On the following pages is an outline of the agenda we used for our second Community Conversation. It is provided to give examples of how we went about accomplishing the goals of each agenda activity stated on the previous page. We would like to invite anyone using this resource to use as much or a little of our agenda items as they see fit and reflect on possible ways that it could be altered to better suit a community.

Set up

Arrive an hour early or so to make sure that the room is set up in a way best suited for the activities. Everyone should be able to see at least one side of the room with ease but also have the space to easily rearrange to work in smaller groups throughout the day.

It is also a good idea to set up a table with snacks and beverages that people can use throughout the meeting.

Set up a welcome table at the entrance to the room and include the following items on it:

- Sign in sheet
- Contact sheets with everyone who attended and their contact information
- CFB grant application
- Welcome letter that explains purpose/process of Community Conversation
- Name tags
- Pens/markers



Step 3: Facilitating

Detailed Agenda

- 8:30am** **Community members arrive settle in**
- Have someone check people in with contact sheet and an additional sheet to fill out information for people who didn't RSVP
 - Participants get name tags
 - Pick up contact list
 - Pick up grant application
 - Have a welcome letter explaining purpose of Community Conversation/ process
 - Evaluation form for people to pick up and turn in before leave
- 8:40am** **Overview of day's activities facilitated by _____**
- Thank everyone for their investment and time
 - Bathrooms, food, comfort, accessibility (let us know if we need to speak up)
 - Go over agenda (3 minutes)
 - Introduce facilitators (2 minutes)
 - Posted agenda on the wall with times
- 8:45am** **Icebreaker facilitated by _____**
- Introduce activity: Going to pair up and share the 5 steps that got you here today with your partner
 - Your five steps can start as far back or as recently as you like. It is a way to get to know you, your passions and what drives you to do this work.
 - Eg. 1) I was born in a small town in Washington but was always itching to get out of it and explore the world... 2) Went to a university in California where I learned about a world much larger than my small town, met amazing people and found that my passion for medicine was rooted in promoting community health 3) Through volunteer and internship work in community health I discovered food insecurity is a huge issue plaguing many communities 4) I began to study more the intersection of health and social justice especially hunger and decided I wanted to continue to work on these issues after graduation 5) I was accepted to a post-graduate fellowship and placed at the Community Food Bank to work on this project for 6 months
 - Ask to stand up and pair up with someone they don't work with and didn't invite if possible, and complete activity (10 minutes)
 - Ask for a few people to stand up and share (8 minutes)
- 9:10am** **Group Agreements facilitated by _____**

Step 3: Facilitating

- Describe group agreements and purpose- for creating a productive learning space, guided by this group, give chance to you here to have input on what space is like
- Introduce two agreements on the chart (take space, make space; Assume best intentions, but acknowledge impact)
- Solicit additional recommendations from the group

9:20am **Why are we here activity facilitated by _____**

- Introduce activity and give example of the CFB motivation to be here in Bisbee today making our intentions clear (10 mins)
- Clearly explain the grant and answer any questions that arise
- Ask participants to take 1-2 minutes to reflect on why they are here today, what do they hope to accomplish by participating, what do they want from this? what community challenges do they want to address?
- People will group into pairs to talk about what they are hoping to come away with from this meeting. Guiding questions will be provided (7 mins)
- Solicit a report back from people who want to share motivations for attending, record on flipchart (3 mins)
- Ask people to write one community challenge they want to address per sticky note in big bold letters
- Gather the sticky notes



9:45am **(Break)**

- Facilitators use this time to group challenges written on sticky notes into groups, they can also invite community volunteers to be a part of this process

9:55am **Challenge Mapping introduction facilitated by _____**

- Ask for feedback about categories and groupings
- Explain: Going to examine categories of challenges brought up in previous discussion
- Identify challenges and trace the root causes of problems through creating a web covering: people involved in challenge, social cause, political cause, economic cause, historical causes (have an example template upfront to show)
- Ask people to self-select into groups, each group provided with a piece of poster paper

10:05am **Begin challenge mapping in groups**

Step 3: Facilitating

- Group will work as a team to name the challenge and discuss and write down root causes
- 10:35am Report back of the challenge activity**
- Each group will present their challenge map to the larger group
 - Anyone from the larger group can add additional details or information to the challenge map
- 11:05pm Action planning introduction facilitated by _____**
- Shift from thinking about challenges to solutions. Think about other solutions to problems, innovative, creative, practical, community buy in, strategic partnerships
 - Going to work in groups to come up with solution focused action plans, can stay in same group or switch groups to better suit interests/skills/passion - whatever feels the most useful for you
 - Handout worksheet and walk people through the worksheet and instructions
- 11:10pm Begin action planning in groups**
- 12:00pm Begin report-back to larger group on action plans**
- Ask each group to share what they discussed and listen to comments from larger group
 - Make photocopies (or take photos) of each of the completed action planning sheets, give a copy to each group member and keep a copy to later review
- 12:20pm Closing and lunch facilitated by _____**
- Thank people for time, talk about CFB follow up, ask people to complete evaluation form before grabbing lunch, mention video opportunity again
 - Explain feedback form, questions/ purpose want to know needs to offer support

Materials and
Preparation



Step 3: Facilitating

Example materials list

| Food needs: | Materials: | Forms: |
|---|---|---|
| Lunch! any beverages not provided by the venue/caterer (juice, coffee, tea, water) snacks and breakfast items paper plates and plastic forks/spoons (if not provided by caterer) | name tags black/blue pens flip charts easels (2) markers tape butcher paper large post its | sign-in/contact sheet welcome letter audio/video consent form any grant applications agenda for facilitators contact sheets action planning sheet feedback form (see examples on following pages) |

MATERIALS LIST TIPS

Food needs: Check with the caterer/person providing lunch to make sure that there will be all necessary plates, bowls, utensils, cups and napkins. We also recommend providing beverages, especially coffee in the morning and snacks available throughout the meeting.

Materials: These were the materials specific to our agenda items. One should review the final agenda developed and create a complete materials list from that. We definitely recommend bringing small things like pens and paper for everyone in case anyone forgot and tape to hang paper up on walls for activities.

Forms: These are all the forms we used at our Community Conversation. They are all included in the following pages with the exception of the Audio/visual consent form. The Audio/visual consent form should be used if you want to take photos at the Community Conversation to later use and is specific to each organization. It is also important to note that after the action planning forms are complete someone will need to make photocopies of the form to give to each member of the group and keep one for facilitators to use to later contact the selected action planning group leader.

Contact sheet example

Step 3: Facilitating

| Name | Organization | Email | Phone # |
|---------|--------------------------|------------------------|--------------|
| Name 1 | Food Bank | email1@foodbank.org | 111-111-1111 |
| Name 2 | Food Bank | email2@foodbank.org | 222-222-2222 |
| Name 3 | Food Bank | email3@foodbank.org | 222-222-2223 |
| Name 4 | Methodist Church | anotheremail@yahoo.com | 222-222-2224 |
| Name 5 | Methodist Church | name2@gmail.com | 222-222-2225 |
| Name 6 | Homeless shelter | other_name@aol.com | 222-222-2226 |
| Name 7 | Farmers market Manager | email@email.com | 222-222-2227 |
| Name 8 | Co-op manager | email@email.com | 222-222-2228 |
| Name 9 | County Health department | email@email.com | 222-222-2229 |
| Name 10 | Community advocate | email@email.com | 222-222-2230 |
| Name 11 | Small business owner | email@email.com | 222-222-2231 |
| | | | |
| | | | |



At our Community Conversations we provide a contact sheet like the one above for all attendees to take. This contact sheet has the contact information for everyone who RSVP'd to the Community Conversation.

The purpose of providing a contact sheet for participants is to better assist in networking between community members. This way they have the information for everyone who RSVP'd already and don't have to spend time writing down everyone's contact information.

We also used the contact sheet as the sign in sheet by putting a check next to people's names and had people correct or add any missing contact information as they signed in. We also left some empty spaces at the bottom of the sheet and back of the sheet for anyone who didn't RSVP to sign in and provide us with contact information. To make our contact sheet we used an excel program to list people's names, organization, email and phone number. You could also include the person's title if it helps further identify the person.



Welcome letter example

Welcome to this "Community Conversation" - We're so glad you are here!

Step 3: Facilitating

What is a Community Conversation?

Community Conversations bring together key stakeholders related to hunger, poverty, and health, of a specific community. Participants may have worked together closely before, or may have never met. The purpose of the event is to identify community needs and assets collectively, and to work collaboratively and creatively to plan specific, doable solutions to key identified issues.

Why is the Community Food Bank of Southern Arizona hosting these events?

The Community Food Bank serves 5 counties of Southeast Arizona, with the mission to change lives in the communities we serve by feeding the hungry today and building a healthy, hunger-free tomorrow. Currently, our work in rural areas is largely limited to distribution of food through partner agencies and at mobile distribution sites. However, we fully recognize that hunger is not an isolated issue- it is closely tied with issues of local economy, jobs, environment, policy, access to services, and health. Hosting Community Conversations provides a starting point for addressing some of these larger issues that affect the people we serve.

Will there be other Community Conversations?

Throughout 2016-2017, we will be hosting these events in different Cochise County communities. The Bisbee conversation happened in early January, today finds us in Sierra Vista, and we are planning the next event in Wilcox for April 2016. Beyond that, future Community Conversations are slated for Douglas, Benson, Tombstone, and other communities over the next two years.

What are the Cochise County Capacity Building grants?

In partnership with the Legacy Foundation of Southeast Arizona, the Community Food Bank is offering small grants up to \$15,000 with the intent to provide funds to strengthen existing services and support community-led initiatives, projects, or programs, which aim to provide sustainable hunger relief, increase community food security, and improve diet-related community health and wellness. Grant applications will be accepted on a rolling basis and reviewed quarterly. This grant, in tandem with other local resources, could provide the catalyst funding for collaborative ideas that come out of the conversation today.

You are here because you are a key leader in this community- Thank you for contributing your time and talent to join us today!

Action planning sheet

Step 3: Facilitating

Action Steps

| | | | | | |
|--|--|-------------------------------------|---|---|---------------------------------|
| Area of Focus: | | Ultimate goal: | | | |
| Intent (why are we setting out to achieve this?): | | | | | |
| Action steps (what are key achievable steps we need to do to reach the stated goal?) | | Who is responsible for this action? | When (deadlines) | Resources needed to complete this step | |
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| Coordinator name and email: | | Potential partners/ collaborators? | Measures of success (how will you know if you are making progress?) | Possible barriers to complete goal and possible solutions | |
| Group member names and emails: | | | | | |
| | | | | | Next meeting Date/time/place |

Date: _____

Community Conversation Participant Feedback Form

Which activity did you find the most useful and why:

What activity did you find the least useful and why:

What will you do differently or change as a result of this Community Conversation:

What do you still feel like you want to learn more about? *(Examples include but not limited to-guest dignity, nutrition, volunteer and board engagement, grant writing, community outreach, advocacy, record keeping):*

Reflecting on the action plan you worked on, what resources or information do you need to move forward in completing any next steps stated in your action plan?

Who is one person at this meeting that you met and would like to collaborate with further in the future?

Step 4: Follow-up

After the Community Conversation



A necessary part of this process is reflection and revision. To do this our team set a date and time to debrief with all the facilitators present. To guide our conversation we used a specific method to reflect on what aspects of the Community Conversation worked well and which we may want to change. We used the **Start, Stop, Continue** method and started with discussing the overall format of the day then moved onto discussing the implementation and results of each agenda item.

Feel free to use this same method or another one that better suits your needs to reflect on the Community Conversation. Below is an example of the method we utilized.



| | | |
|--|---|---|
| Plan for extra space Plan lay out of room ahead of time Revise action planning sheet to be more concrete | Shorter overall meeting Bringing only red pens (mistake) The long timeline activity | Local food Welcoming all people even if they didn't RSVP Discussing why we are here Offering contact list at the beginning |
|--|---|---|

We also took this time to read over the Community Conversation feedback forms collected from participants at the end of the day and discuss changes to the activities and format of the day based on both participant feedback and facilitator observations.

Important Note: Use time during this reflection meeting to discuss a plan to follow up with leaders from action planning groups to check in on any progress or barriers the group may be facing and to possibly provide further resources or connections. We also used this time to discuss ideas to continue to be engaged with the community but to a lesser extent, one example is offering a grant writing workshops to community members a few weeks after the Community Conversation.

Step 4: Follow-up

Participant follow up after the Community Conversation

After the Community Conversation the contact list should be more complete as it is updated by community members at the sign in table. People may have updated email addresses on the sign-in sheet or community members who didn't RSVP may have decided to attend. Therefore an updated electronic version of the contact sheet is a useful tool for the participants. An electronic version also allows community members to copy and paste email instead of typing out individual email addresses. We recommend sending out a follow up email the day after the Community Conversation thanking participants for attending and including the updated contact excel sheet as an attachment.

Action plan follow up

During the debrief of the Community Conversation we also recommend discussing a plan to follow-up with action planning group leaders after a set amount of time to check in on progress and challenges the action planning groups are facing as they move forward. This would be best to discuss with others involved in this process so that everyone's time and capacity for follow-up can be considered. Some ideas for planning action plan follow up include:

- ⇒ Setting a concrete amount of time between the conversation and when you will follow-up (example: I will contact action plan leaders one month)
- ⇒ Creating a set list of questions to ask the group leader asking basic questions like: have you met with anyone the action planning group since the meeting? Have you been in contact with any other action planning group members since the meeting?
- ⇒ Don't try to call every single person that attended, instead have a set sample of people like all the community members that volunteered to be the action planning group coordinator
- ⇒ Also use this as a chance to ask about any barriers the group is encountering and offering support when possible

Long term evaluation

Evaluation of long term outcomes in community development work is challenging since results can take a long time to develop as ideas come to fruition. However it is a topic worthy of discussion and thought as one goes through this process. Some suggestions that were given to us from other Food Banks who have engaged in similar work, include tracking what services are available in the community and utilization of services before and after the Community Conversation. They also mentioned keeping track of the number of community organizations you partner with before then after the Community Conversation. One could also use the set list of questions for the action planning group coordinators to gather information such as if they have kept in contact with anyone from the group, or if they are planning on applying for funding for the project discussed.

Step 4: Follow-up

Reporting on the Community Conversation

After the Community conversation there may be a want or requirement to produce a report of what the Community Conversation accomplished. This section will present some ideas on how to produce a report outlining the outcome of the Community Conversation process.

To begin let's take a look at the information that was collected over the course of this process:



Based on the information gathered at the Community Conversation below are some questions that should be able to be answered.

- Who was in attendance?
- What are their roles in the community?
- What are some of the community challenges mentioned?
- What were the areas of focus for the action planning groups?
- What were some of the visions for the community as stated by community members?
- What were individuals goals for the day?
- What did participants find useful? Least useful?



Final Words

Though this is the end of this document this is not end of the conversation. The planning and implementation of these Community Conversation is an ongoing and evolving process. This document only reflects the work we did in the first few months of this process. Even in these first few months we have made many alterations and changes as we moved through this process, and encourage others to engage in this process of reflecting and improving as they become familiar with the process. There are still aspects of this Community Conversation we are refining, especially considering evaluation methods to track outcomes for this type of community work. We encourage you to learn more about the original models that inspired this work found in the appendix, especially the FEAST Model developed by the Oregon Food Bank and the Community Conversations hosted by the Mid-Ohio Food Bank.

We hope that this document can be used as a starting point for other organizations, individuals and Food Banks; that it may provide an example of how an emergency food provider can engage the community beyond food provision to help alleviate the root causes of hunger.



Challenge mapping exercise from Sierra Vista Community Conversation

Appendix

Brief Report of modes and models of participatory community assessments:

Handbook for Participatory Community Assessments:

Key principles

- Assessment is started by relationships and partnerships
- Community capacity building is a key part of the assessment
- Assessment needs to be community driven
- Good partnerships need to have clear roles of partners and good communication between partners

The direction of assessment is set through developing a community vision

- Ask organizations and business owners about their vision
 - Where are you headed?
 - Why do you exist? What is your mission?
 - What do you expect to achieve in the long run? Goals?
- Asset mapping to identify key players/leaders

(Alameda County Public Health Department & Alameda County Public Health Department, 2004)

FEAST Model

A type of grassroots community food assessment that gathers key stakeholders in the local food system in one place to identify local resources and strengthen inter-community connections within the food system

- Community Food Organizing: things to remember
 - Community Food Organizing (CFO) always highlights a community's resources and assets as well as its needs.
 - The act of doing an assessment is an organizing tool
 - CFO must include the grassroots of a community
 - CFO is done with communities, not to them
 - It's about the conversation!
 - This is both short-term and long-term work
 - Results may not be instant.
 - CFO should reflect local realities.
 - Make a plan for evaluation and follow-up.
 - Make it a celebration!!!

4 Main steps

Step 1: ID community

Step 2: Diagnose readiness

Step 3: Who is the audience?

Step 4: Have a timeline

The coordinator should do preliminary research

- Refer back to the secondary data throughout the process
- Poverty rate, food security,

Coordinator out in the community should

- Ask why
- Focus on assets
- Think vision

In the community meeting

- ID possible community leaders to follow through with initiatives discussed in meeting
- Learn about main resources and challenges in local food systems
- Explore common themes
- Consider ways to network key players
- Tips: keep a contact list with interest as well, also asked for preferred method of contact

Main themes to consider in meeting

- Supply side (farmers, ranchers, process, distribution, how to increase local consumption)
- Barriers to accessing food (hunger, food security, youth, elderly, POC, farmworkers)
- Community food efforts (farmers markets, farm2school, community gardens)
- Community health and education (includes both hunger, food security and educational programming to increase access and consumption of healthy foods)

(Oregon Food Bank, 2013)

Whole Measures for Community Food Systems

A value based, community oriented tool for evaluation, planning and dialogue geared towards organizational and community change

- Think broadest picture possible
 - Aims: elevate and inform dialogue about central values that truly matter when analyzing work
 - Develop a shared vision
- Whole measure fields include
 - Justice and fairness
 - Strong communities
 - Vibrant farms
 - Healthy people

Appendix

- Each field has PRACTICES that correlate to OUTCOMES
 - Outcomes must be defined based on field and practices and must be measurable through data or observation and discussion
 - Different types of outcomes to consider
 - Scope of outcomes- short term and long term
 - Changing outcomes – should re-visit outcomes
 - Consider potential negative outcomes
 - Group dialogue portion of the assessment is meant to promote learning
 - Differences are as important as consensus
 - This method can be used as a planning tool in addition to an assessment

(Community Food Security Coalition, 2009)

Resources Consulted: Other food bank models

Oregon Food Bank FEAST model (Food, Education, Agriculture Solutions Together)*

“FEAST is a community organizing process that allows participants to engage in an informed and facilitated discussion about food, education and agriculture in their community and begin to work toward solutions together to help build a healthier, more equitable and more resilient local food system. “

<http://www.oregonfoodbank.org/our-work/building-food-security/community-programs/feast>

Mid Ohio Food Bank Community Conversations

“As a series of five participatory meetings, these conversations uncover the collective wisdom and self-organizing capacity within communities served by Mid-Ohio Foodbank to assess, design, plan, and implement client centric strategies as identified and implemented by the community and its resources. To date, conversation series have been held in 19 of the 20 county service area. Currently, we are developing a strategy to host conversations in Franklin County”

<http://www.midohiofoodbank.org/programs-services/our-programs>

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