

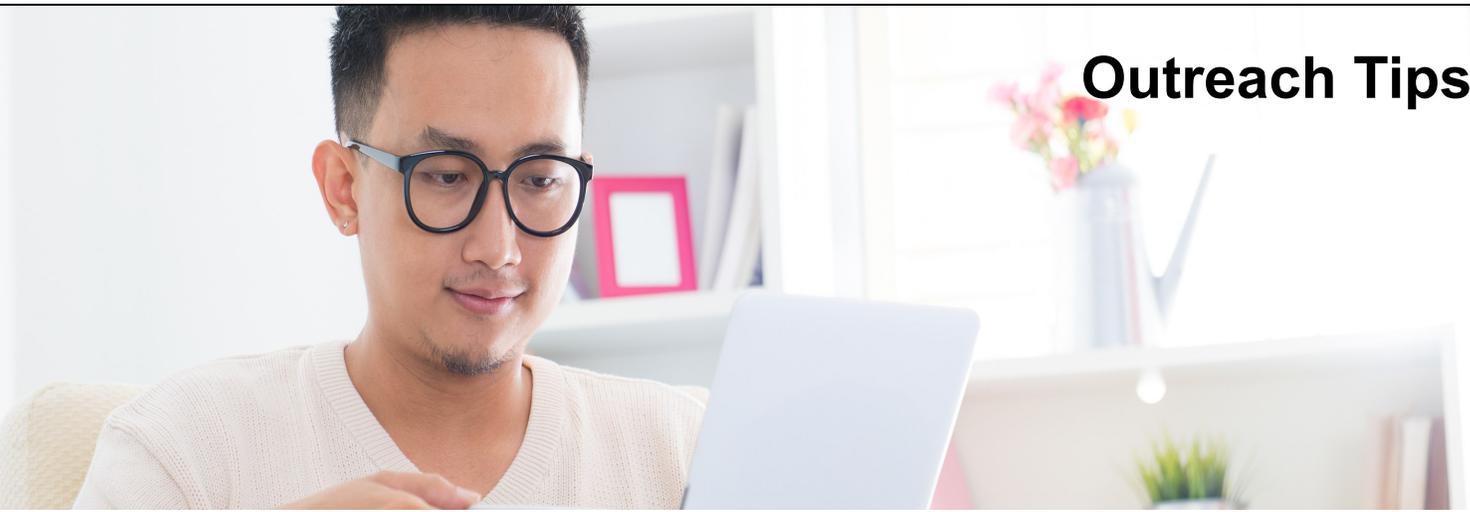


## *Outreach and Asian American and Pacific Islanders*

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## Outreach Tips



- **Language Lesson** – Translate your message makes it easier for the LEP/NEP population to receive the messaging you are looking to promote/convey.
- **Knowledge is Power** – Understand the history and make-up of the target audience, their behaviors, attitudes, and needs.
- **The Usual Suspects** – A familiar looking face bridges initial fears by many in the AAPI community.
- **A Good Buy** – Get buy-in by community leaders to help in create advocates for your programs and efforts.
- **Comfort Zone** – In going to where the target community feels comfortable, you break down one barrier of residents of being in a new, unfamiliar place.
- **Community Connectors** - Build a group of liaisons between an Agency and the community through existing networks or new approaches.
- **Action, no Reaction** – Outreach before an incident happens—this is an effective means to address issues in the community. It also helps build trust and avoid negative situations that could be linked with your Agency, giving a negative perspective of your Agency in the community.
- **Relevant Information** – Distribute information that is unrelated to issues facing the community leads to a similar thinking people have towards junk mail. Make sure to distribute materials that are relevant to the community you are outreaching to.
- **No Dead Zones** – Stay connected with the community on a regular basis, it is important to establish familiarity and trust.
- **Secret of Your Success** – Successful resolution of issues in the community plays a significant factor in trust and reliance by the AAPI community on the Agency. Positive and negative news flows throughout the community by word of mouth
- **Don't Trick, Treat** – Provide give-aways or other items provides incentive to find out information many may not know is important—it helps get their attention and give them something to remind them of you when they leave.

# Engaging Asian American Ethnic Populations in Community Projects



*A Guide for Local Government Agencies*

## Executive Summary

The Office on Asian and Pacific Islander Affairs (OAPIA) is experienced in connecting government and the AAPI community for over twenty years. Over the years connections were made through a variety of projects ranging from health to economic development to safety. OAPIA is using this wealth of experience and knowledge of successful partnership to develop a toolkit to assist Agencies in developing and managing community—government partnerships.

The toolkit is designed to take Agencies through a process that is applicable in the planning and implementation of community-government partnership projects and programs. This toolkit implements uses the international development concept of a stakeholder analysis and the policy analysis concept of backward mapping. These two analysis techniques combined with OAPIA's expertise and success are what guide this toolkit. The toolkit seeks to alter traditional planning and implementation by focusing and driving these processes from the client/stakeholder rather than the policy/government perspectives.

Initially, the focus lies with building a foundation through stakeholder analysis to gain an understanding on the individual who influence and will carry out the project. The next step includes identifying the barriers that cannot be changed immediately or in wholesale that can affect how the project is implemented through an organizational analysis. Finally, the last section focuses on using the information gained on barriers to successfully move the project forward within the context of the stakeholders and organizational barriers.

Using this methodology it is important to recognize the inclusion of those being impacted by the process and securing their support for a project.

## Acknowledgements

Examples on the project are taken from an actual project coordinated by OAPIA and the Office of Planning. The project occurred in 2008 with the Chinese community entitled Chinatown Community Development Strategy. The planning and engagement led to the Strategy becoming a Small Area Plan.

## Introduction

Increasing the participatory nature of the planning process of DC government programs have lead to the development of various policies and procedures on public engagement. Careful planning and execution of full participation in the planning process benefits DC Agencies and communities alike.

With the passing of the Language Access Act in 2004 and increasing awareness of the diversity within the District of Columbia, there is growing interest in engaging underserved populations, such as the Asian American and Pacific Islander community with special emphasis on the low-income, limited and non-English proficient populations.

This growing interest in this population and the communities' interest in civic engagement are driving forces behind this toolkit. The purpose of this toolkit is to provide an organizing tool on an effective method to building a community—government partnership with the Asian American and Pacific Islander Community in the District of Columbia. The toolkit is based on ideas from international development, expertise in outreach, and successful community-government partnership examples.

The toolkit is designed to be general and applicable to a variety of municipal governments and communities interested in developing government-community partnerships. Outreach employees, middle managers and frontline staff can all use this toolkit in the AAPI community.

## Structure of Guide

The toolkit is set up in a chronological order identified through a step by step process with eight different modules. Each module will be structured to include and answer the following:

1. What is it?
2. Why is it important?
3. Case Study example
4. Key Questions/Points

The modules provide guidance with an overview of the key areas to a successful government-community campaign.

They include:

1. Identify All Stakeholders
2. Know Your Audience
3. Identify sources of conflict
4. Identify strategies/solutions
5. Engage stakeholders
6. Arrange follow Up
7. Engage stakeholder again
8. Final Product

# Identify All Stakeholders

## Key Questions

*Who can influence and “make things happen”?  
Who will benefit from the outcome of the project?*

### What is it?

Identifying all stakeholders is a process that provides organizers the full range of those affected by the problem/issue.

### Why is it Important?

The underlying result of identifying all the stakeholders is 1) gain understanding of individual issues; 2) understand their individual bias; and 3) gain knowledge on how they communicate.

With a list in hand, it creates an inclusive process and helps to identify the scope of the project. One method to identifying all stakeholders is by asking the “key questions” and make a list of those who fit from the following categories: Organizations, Community Leaders, Merchants, Government Agencies, Religious Organizations, Academia, Research Organizations, Others Groups, and Residents.



### Case Study Example

The first step that Office of Planning (OP) took in the CCDS Project was to form a partnership with Office on Asian and Pacific Islander Affairs (OAPIA), because it has expertise with the Chinatown community and a better understanding of how to effectively engage this group in the community planning process. When OAPIA first met with OP and other members of the CCDS planning team, OAPIA provided a list of the Chinatown stakeholders. OAPIA shared its knowledge and understanding of the Chinatown community’s history, the key players and their perspectives of where Chinatown is now and where it should be in the future. It was also important to identify the best way to communicate to these key players of the community. Some of the individuals required more explanation and convincing, while some required Cantonese or Mandarin language to effectively communicate the idea of the project and why it is important to have their support.

## Key Questions

**What is their underlying goal?**

**What are their biases?**

**How do they communicate with each other and with “outsiders”?**

### **What is it?**

Knowing your stakeholders allows for improved preparation that will lead to a successful process and avoid major barriers at the end.

A list of stakeholders provides one the quantity of efforts needed to make the project a success, but here its quality that is of interest. An analysis of who the stakeholders and what they represent is a key to an effective process.

### **Why is it Important?**

The first step in knowing your audience is to understand what they are seeking. This will give you an idea of the direction they will most likely take and will help you in communicating with them by using the information on the direction they want to pursue.

The next step is to understand their biases so that you can address it as you move through the process. For example, if they come with a bias that government is not helpful, this will help you

understand a potentially negative attitude at meetings or in other interactions. Understanding this barrier to success will allow you to cater your communication to address their bias. Once you are able to get a clear picture of these barriers it is time to understand what the best method is to address these barriers. This may seem like intuitive or a simple idea, but understanding what method of communication the stakeholders subscribe too will maximize you ability to get your message across. Furthermore, getting to know community politics and how stakeholders interact and history of interaction will provide you information on how to communicate with out inciting conflicts between stakeholders. Here, there is no one size fits all answer, but can vary from email correspondence to one-on-one interactions.

## Case Study Example

When CCDS began, OAPIA and OP invested time in meeting with key Chinatown community leaders individually and introduced them to the rest of the planning team, who were not familiar with the politics of Chinatown at that time.

The team talked to the community leaders, understanding where they come from, their involvement with Chinatown (past and present), the issues they have with Chinatown and others. Through these meetings, the team gained a better understanding of the politics of DC Chinatown community and came up with some ideas of how to effectively communicate with them and encourage their participation in the CCDS Project.

# Identify Sources

## Key Questions

*Look at sources over symptoms.  
What looks temporary and what looks long term?*

### What is it?

A community – government partnership’s goal is to look at the sources of problems which can often be found by looking at the behavior of the stakeholders. It is these stakeholders who can best identify these sources. For example, a reduction in Chinese merchants in Chinatown is a symptom of a possible behavioral explanation for a lack in tax incentives for Chinese businesses to survive the high rent Chinatown.

### Why is it Important?

This is important because it focuses the project to meet the needs or addresses the causes of problems of the stakeholders. The stakeholders will be the ones best suited to really identify their issues and it can be done in a variety of ways depending on what you identified as communications methods in the stakeholder analysis. Furthermore, the understanding of the stakeholders will provide

improved understanding on reading their input into the sources of the problem and push to investigate their responses further if you identify a bias in their response.



## Case Study Example

### *Brainstorming Session Preparation:*

To prepare for the first large community meeting, OAPIA and OP made sure to invite everyone who may possibly be interested in this project – Chinatown residents/merchants; Chinatown surrounding neighborhoods, Metropolitan DC area’s Asian American service providers, universities and others.

### *First large community Meeting:*

This meeting included the first part of a Strength, Weakness, Opportunities and Threats (SWOT) exercise for DC Chinatown with everyone. Nearly 85 participants attended the meeting and wrote (in English and Chinese) their ideas about the strengths and weaknesses of Chinatown in colorful notes. At the end of this meeting, the speakers invited volunteer participants to read the notes. This helped everyone realize that many of them are on the same page as far as what they consider strengths and weaknesses for Chinatown.

# Identify Organizational Barriers

## Key Questions

*How are barriers in Agency operations?  
What are the related Agencies?*

### What is it?

Organizational barriers are often overlooked in planning an implementation. As a government entity the process focused thus far on the community or affected population. The other side of the coin is the government and identifying the barriers in planning and implementation.

### Why is it Important?

This is important because it will help the community understand the limits of government as they develop

solutions to the sources of the problems they identify. Additionally, it allows for government to identify areas they need to improve in order to implement some of the ideas the community and government participants develop. It also adds an added component to developing solutions by including the practicality of a solution from an organizational implementation standpoint and helps identify all the bureaucratic parts to a problem. For example, in order to start a business there may be one lead Agency that provides a permit, but four others are involved in inspection, renovation, or regulation.



# Identify Strategies

## Key Questions

*How can the barriers identified be addressed?*

*What format of collaboration will bring about the most success?*

### What is it?

This is intuitively the next step after a lengthy process of analysis on the stakeholders and problem areas. The stakeholders and government representatives identify strategies with pros and cons that address the organizational barriers and results from the stakeholder analysis. These strategies will be used to address the sources of the problem. For example, one strategy could be to use task forces to break up the problem and address them a parts, rather than as a whole.

method of doing this is developing the strategies using the following guiding principles:

- gain most community buy in
- self sustaining in the long run
- cost and time efficient, given the limited resources
- independent of organizational bias/culture

After developing the strategies, implement efforts to communicate this strategy to all the stakeholders.

### Why is it Important?

It is important to identify the pros and cons to ensure the strategies because a one size fits all model does not work with a diverse group of stakeholders. One

## Case Study Example

After the first large meeting and SWOT exercise, the planning team listed the ideas and suggestions. Then, these ideas were organized into 5 major goals for Chinatown – Working Together, Developing Chinatown as a Cultural Destination, Making Chinatown a Safe Place to Live in, Promoting Chinatown Businesses, and Creating a Chinatown Street Experience. So, 5 task force groups were formed to start addressing these goals correspondingly – *Community Leadership, Arts & Culture, Residents & Neighbors, Design & Public Realm, Business and Economic Development.*

The planning team decided to keep Community Leadership as one of the task force groups even though the items it covers a lot similar to the other groups'. This is because working together has been mentioned several times in the meetings by many community members, clearly seeing this as a priority in order for CCDS to become successful. Ensuring that the community's input is valued is crucial in gaining their support to the project in the long run, especially if the project will rely on their (community) initiative in order for it to be self-sustaining.

### **2<sup>nd</sup> Large Community Meeting:**

Continuing from the SWOT analysis started at the 1<sup>st</sup> large community meeting, the 2<sup>nd</sup> meeting included exercise to identify opportunities and threats of DC Chinatown. Once again, they had bilingual note takers and facilitators to assist each table.

# Engage Stakeholders

## Key Questions

*How to get the stakeholders to commit to the process?*

*What communication styles will be most effective in moving the process?*

### What is it?

Here is where the work of developing solutions to the problems begins by using the developed strategies. This process can be accomplished by:

- Informing and/or educating all stakeholders on formulated strategies.
- Asking people to commit to the project
- Setting up Visions/Goals and sub-goals for overall project
- Organizing issues/problems into categories
- Developing action items (ST, MT, LT) that link to goals

After communicating the bigger vision to all stakeholders, encourage people to commit and participate at a task force group. Find out what each person can contribute by asking them to fill out a form with the listing all the possible needs.

Explain briefly the type of support needed from the community. Provide the group an idea of the type of commitment that you are looking for. Explain the process to them, such as the number of meetings

that they will be invited to attend. Reinforce how their participation in every step of this process is crucial to the long term success of this project.

Contact key influencers after the meeting to get more in depth feedback and buy-in. After every large meeting, the team needs to meet with key stakeholders to continue collecting feedback, address any concerns and gain support. This will allow everyone to take ownership of the project at some level.

### Why is it Important?

It is important to engage the stakeholders to ensure longevity of the project by creating ownership of the process. This ownership will add to the community-government joint project versus the negatively viewed government projects in community.

This also empowers the community to move the initiative forward as Government's priorities change, the community will have a solid foundation from where to advocate for their issues and concerns in

## Case Study Example

### *3rd large community meeting:*

At the 3<sup>rd</sup> meeting, the planning team presented the images of future possibilities for DC Chinatown based on what the community said they'd like to see happen. After showing this to the community, the planning team challenged the audience to sign up and become a part of this exciting project. The number of task force meetings that they are expected to attend and type of participation needed were clearly explained to them as well. A printed and online task force membership sign up form was prepared for them.

OAPIA and OP arranged a special debrief meeting with two main Chinatown organizations to meet with the CCDS consultant team right after the first large meeting. The meeting allowed the planning team collect feedback that will help improve the next meetings, answer any questions the organizations may have about this project, as well as provided the whole team a better understanding of the community and how much they can support the project. This debriefing meeting also serve to emphasize that their opinions are valued in t his process.

# Arrange Work Sessions Meetings

## Key Questions

*How can the enthusiasm be converted to productivity?*

*What is the best way to keep stakeholders engaged?*

### What is it?

The work sessions are code for empowering the community with tools to move their issues and concerns forward. By having them taking ownership, they will be able to identify their role and push government where needed to fulfill their role.

One such method to accomplish this is by:

1. Asking the stakeholders/participants to set the goals
2. Asking the stakeholders/participants to list action items
3. Present to the public the participants' input from previous meeting
4. Asking participants to review the goals and ask for edits/additions. Provide clarification or explanation of each.
5. Asking participants to review the action items and ask for edits/additions. Provide clarification or explanation of each.
6. Prioritizing actions by dotting
7. Voting on dotted items

### Why is it important?

It is important for every stakeholder to understand why they are participating in a project and to have ownership in order to become an effective member of the task force. The facilitators can help the work groups identify issues, then set up goals and lists all possible action items that can resolve these issues. The group will also identify which action items they think are achievable in the short, middle and long term. This helps everyone know that their ideas and input are valued in this process.

During this process it is also helpful to refresh everyone's memory and provide any necessary changes. It also provides some background knowledge to those who were not able to attend the first meeting. In this meeting, the meeting facilitators will help the group select the most popular action items out of each category (short, middle, long term).

Using a democratic voting process is always a great way of engaging the community. Creating work sessions, task forces are effective ways of moving project forward. There are other tools that can be used, so one should not limit themselves to this idea, but seek to maximize the goal of empowering community.

# Arrange Work Sessions Meetings

## Case Study Example

OAPIA and OP organized three work sessions for each task force group.

**First task force meeting:** OAPIA/OP started the meeting by reminding everyone how these smaller task force groups came about. All 5 task force groups were in the same room and each group had a bilingual facilitator and note takers.

A large print out of the goals identified from previous community meetings was presented for everyone to review and provide comments or edits. Then, each task force group brainstormed with their facilitators on all possible action items that can be done to help meet each task force's goal.

This exercise allowed everyone to use their creativity and come up with new ideas which they believe can help advance Chinatown. All ideas, large or small, were added on the list.

**Second task force meeting:** OAPIA/OP reviewed with the initial action items listed from the first session and gave additional 5 minutes to task force members if there were any more additions. Then everyone was asked to help identify which action items were realistically achievable in short term (3 – 6 months), mid term (6 – 12 months) and long term (more than 1 year).

**Third task force meeting:** At this last task force meeting, OAPIA/OP engaged the community in an exercise to help them prioritize the many action items that they suggested in the previous task force meeting. All participants were given nine dot stickers. With the action items all posted on the walls and organized by short, mid and long term, participants put dot stickers of their top three choices for each category. After this short exercise, the most popular action items per category are clearly stands out. OP read each of the most dotted action items again and asked for participants to raise their hand to show their votes again. Arrows were drawn as to which goals each action item tries to accomplish.



# Re-engage Stakeholders

## Key Questions

*How can we maintain buy-in?  
Are all the stakeholder's voices included?*

### What is it?

This provides an opportunity for everyone to come together and make sure everyone is on the same page. This can be done by:

1. Provide update on the work session groups' accomplishments
2. Identify the next steps
3. Inform public what is needed from them
4. Distribute sample of the final product

### Why is it Important?

It is important to help ensure the sustainability and effectiveness of the project. Far too often there is initial engagement and then the interested or parties with time work through a process while other stakeholder are left out. This provides an opportunity to continue strong community buy-in.

## Case Study Example

OAPIA/OP carefully organized all the action items for each task force groups. OAPIA/OP wanted to publish a booklet to highlight the most popular action items that came out of the community task force meetings. This booklet needed to be distributed at the 4<sup>th</sup> large community meeting to summarize the work that everyone has done. We selected one voted top priority item from the short term plan and one from the long term plan.

To make the final meeting even more engaging, OAPIA/OP asked for volunteers from each task force group to present these popular action items.

**4<sup>th</sup> (Final) Large Community Meeting:** The final community meeting summarizes the hard work from the past 9 months. There were a total of 10 action items (2 from each task force group). Business owners, residents, seniors, and others went in front of the room to present action items to other groups, explaining why their group thinks it is important. OAPIA/OP concluded the meeting by explaining what the next steps are and how the community can continue to get information about the project and support it.



## Key Questions

*What has the most appeal to the community?  
What format can be used for other purposes in the future?*

### What is it?

After all the discussions, meetings, workshops the result should be something tangible that highlights all the efforts throughout the process. Some of the possible ways of accomplishing this include, but not limited to:

1. Organizing a closing event to celebrate achievements
2. Identifying ways for a presentation of the final product
3. Planning meetings to continue engaging the community

### Why is it Important?

It is important to maintain interest in the project/ program; assist in recruiting new stakeholders and volunteers; and a success the community can hold it's hat on as they move forward to achieving other successes.

