



Building Community Power for Equity: The Collaborative Advocacy and Power Partnership (CAPP) in Contra Costa

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ABOUT

ENSURING OPPORTUNITY



The Ensuring Opportunity Campaign to End Poverty in Contra Costa was established in 2014 to combat economic disparity in the region. It aims to address the root causes of poverty through policy change in areas such as Economic Security, Housing Security, Health Security, Food Security, Education, and Safety.

FIRST 5 CONTRA COSTA



First 5 Contra Costa's vision is that Contra Costa's young children are healthy, ready to learn, and supported in safe, nurturing families and communities. First 5 invests in programs and advocates for policies focused on children during their first five years, the most important time in a child's development.

FAMILY ECONOMIC SECURITY PARTNERSHIP (FESP)



The Family Economic Security Partnership (FESP) is a public, private and nonprofit collaboration dedicated to increasing the income and building the assets of low-income families and individuals living in Contra Costa County. While acknowledging the significance of direct service provision, FESP also increases awareness of the root causes of poverty and the importance of policy/advocacy to focus on the structural and systemic changes needed to end poverty. First 5 provides staff support to FESP.

ACKNOWLEDGEMENTS

The Collaborative Advocacy + Power Partnership (CAPP) is grateful to the San Francisco Foundation, Dean & Margaret Lesher Foundation, Y & H Soda Foundation, The California Endowment, and the Chan Zuckerberg Initiative for their partnership in pursuing a shared vision. Together, CAPP established a strong and interconnected network of community organizations and residents, working collaboratively to advocate for impactful systems and policies that enhance the well-being of residents and improve their quality of life.



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INTRODUCTION

In July 2021, a collaboration between the Ensuring Opportunity Campaign (EO) and First 5 Contra Costa's Family Economic Security Partnership (FESP) started an innovative two-year program called the Collaborative Advocacy + Power Partnership (CAPP). This project aimed to bring a broad range of organizational and community leaders together to address inequities in Contra Costa County.

CAPP was designed to build a stronger network of direct service organizations, residents, and advocates pushing for policies and system change to increase equity. The program's goals include increasing knowledge and understanding of advocacy activities, deepening the understanding of nonprofit advocacy, expanding the power of uniting residents, direct services, and advocacy organizations, analyzing and changing narratives, increasing knowledge of public budgets and processes, and completing action planning.

The program recognizes the need for direct service providers to engage in effective systems advocacy grounded in equity, rooted in community voice, and coordinated with advocacy organizations and resident leaders. This approach is aligned with best practices in community organizing, which emphasize the importance of building relationships, trust, and partnerships among diverse stakeholders to achieve meaningful and sustainable change.

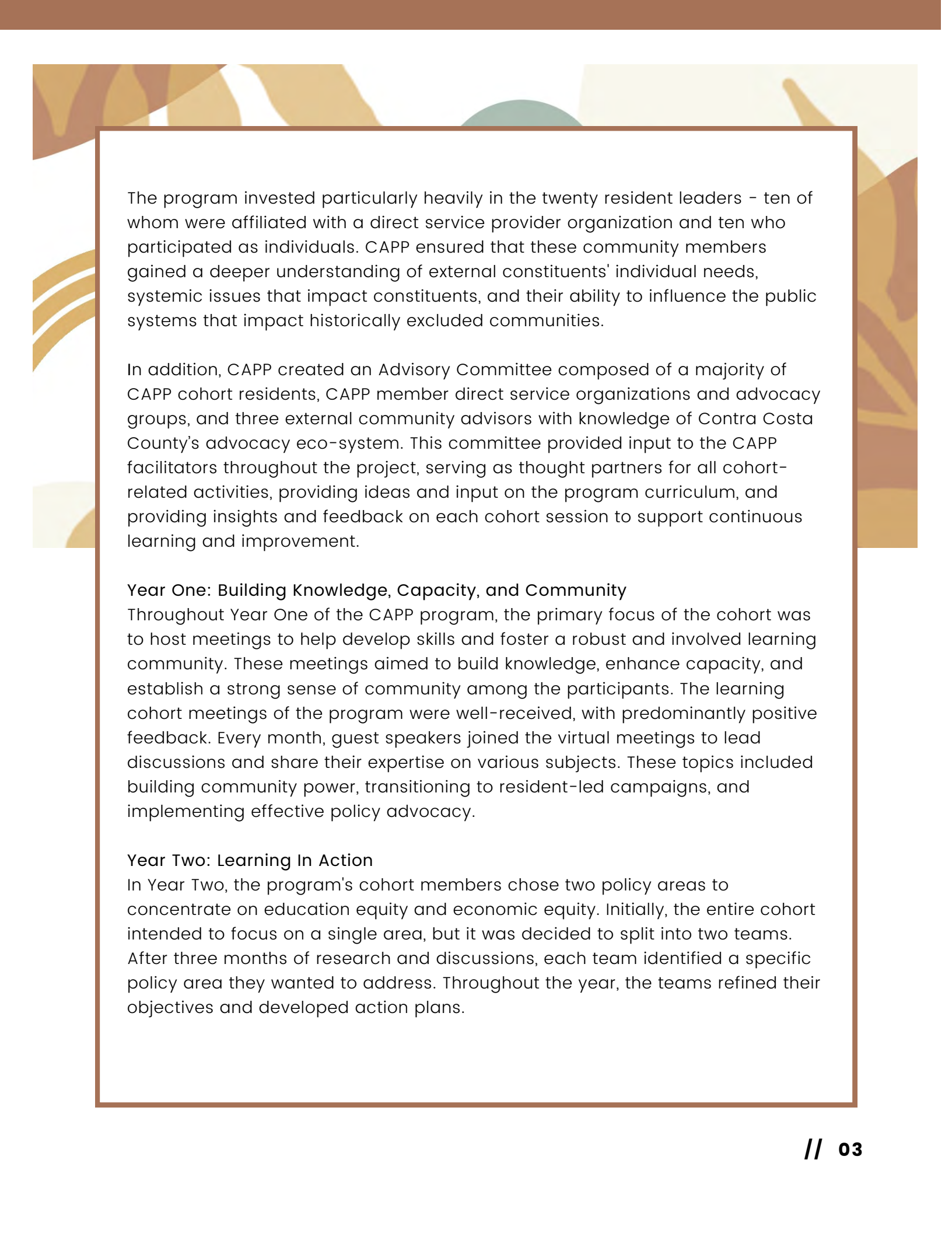
CAPP intends to deepen the collective power of residents, organizations, and coalitions in Contra Costa County to advocate for changes to policies and systems that unfairly prevent residents from gaining fair access to education, employment, health care, and safety net services. The program aims to address significant gaps in the advocacy landscape, including fragmented systems and a need for more consistent, coordinated, and deeply-informed advocacy.



The program included recruitment and selection of cohort members, retreats, monthly full cohort meetings, smaller Learning Pod gatherings, and planning and executing policy campaigns related to equity. Program participants had conversations with one another, learned about organizational assessments, completed reading assignments, heard presentations from local advocates and outside experts, learned about power mapping, and received individual coaching and mentorship. The program created a cohort of resident leaders, direct service providers, and advocacy organizations that developed/supported policies and created system shifts that are more inclusive, equitable, and effective.

CAPP's facilitators convened the cohort monthly, supported the cohort's research and discovery phase, supported the formation of cohort members into committees or working groups, ensured residents' voices and leadership were strongly centered in the advocacy campaign, approached work through a strong and intentional racial justice lens, and brought in key issue and strategy experts to provide information on best practices and examples from the field.

The program recruited into the cohort a diverse group of eleven service providers that were motivated to learn and take action. Each service provider organization was asked to bring a team, including a manager, frontline staff, resident constituent, and one board member. The program also recruited nine advocacy organizations that were already engaged in advocacy and community organizing that wanted to share advice and strategies, deepen system shifts, find new allies, and leverage new resources.



The program invested particularly heavily in the twenty resident leaders – ten of whom were affiliated with a direct service provider organization and ten who participated as individuals. CAPP ensured that these community members gained a deeper understanding of external constituents' individual needs, systemic issues that impact constituents, and their ability to influence the public systems that impact historically excluded communities.


In addition, CAPP created an Advisory Committee composed of a majority of CAPP cohort residents, CAPP member direct service organizations and advocacy groups, and three external community advisors with knowledge of Contra Costa County's advocacy eco-system. This committee provided input to the CAPP facilitators throughout the project, serving as thought partners for all cohort-related activities, providing ideas and input on the program curriculum, and providing insights and feedback on each cohort session to support continuous learning and improvement.

Year One: Building Knowledge, Capacity, and Community

Throughout Year One of the CAPP program, the primary focus of the cohort was to host meetings to help develop skills and foster a robust and involved learning community. These meetings aimed to build knowledge, enhance capacity, and establish a strong sense of community among the participants. The learning cohort meetings of the program were well-received, with predominantly positive feedback. Every month, guest speakers joined the virtual meetings to lead discussions and share their expertise on various subjects. These topics included building community power, transitioning to resident-led campaigns, and implementing effective policy advocacy.

Year Two: Learning In Action

In Year Two, the program's cohort members chose two policy areas to concentrate on education equity and economic equity. Initially, the entire cohort intended to focus on a single area, but it was decided to split into two teams. After three months of research and discussions, each team identified a specific policy area they wanted to address. Throughout the year, the teams refined their objectives and developed action plans.



The economic equity team dedicated its efforts to increasing support for transitioning foster care youth. This involved advocating for establishing a Guaranteed Income (GI) program. They actively wrote letters of support for state legislation and the county Board of Supervisors. Additionally, they planned to advocate for utilizing county Measure X funding for a GI project.

Meanwhile, the education equity group divided into three smaller teams based on school districts: West, Mt. Diablo, and East. Their focus was on fostering authentic parent and community engagement. The West county team continued to explore options for parent engagement, furthering some of the advocacy work they had begun before CAPP. East county team members established a solid relationship with district staff in Brentwood, and the Mt. Diablo USD team was pleased that the district was exploring various strategies for parent engagement. All three realized that organizing parents and advocating for authentic parent engagement is a long-term effort.

Overall, the program's Year Two activities centered on empowering the cohort to take collective action, advocating for policy changes, and working towards achieving education and economic equity.

Ceres Policy Research was asked to conduct an independent evaluation to assess the approach used and the extent to which the intended outcomes were achieved. This report will share learnings on resident-centered leadership, collaboration, ecosystem mapping, and inclusion and belonging. The findings show that CAPP was a unique, cross-sector, learning-in-action approach that brought together diverse community leaders and organizations to advocate for policy changes that improve residents' lives. However, It must be noted that when CAPP was created, the cohort intended to meet in person. Unfortunately, because of COVID, the only in-person meeting was the final retreat in March 2023. This impacted the ability of cohort members to connect and interact.

METHODOLOGY

Multiple data sources and collection methods were used to assess CAPP. CAPP evaluators collected:

- Pre and post-participation surveys to understand individual progress through the program,
- Survey data from participants who attended the end-of-program retreat to gather additional insights about the program,
- One-on-one participant interviews and stakeholder interviews to gather additional feedback about the process,
- Administrative data and documents from CAPP facilitators to understand the implementation of CAPP and how the program shifted program activities to address barriers to participation.
- Field observations at monthly meetings to learn about resident power building and the various equity campaigns participants were involved in.

Finally, the evaluation team conducted focus groups based on sector, including resident leaders, direct service providers, and advocacy organizations with CAPP participants using a participatory action research (PAR) approach. This approach aimed to involve the participants in the research process, as they were considered to be best situated to research and create solutions around the issues experienced in implementing the program. Thirteen participants were involved in the focus groups, providing qualitative data regarding their subjective experience in collaborating cross-sector on equity campaigns and allowing for an assessment of the program components' consistency with the program's guiding principles.

FINDINGS

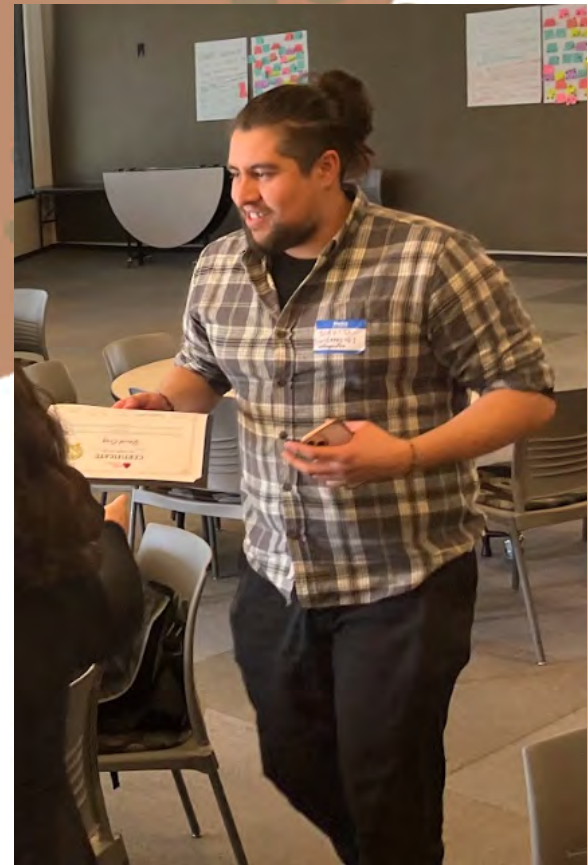
We share the research findings from each of the various sources and data collection activities below.


Survey Findings

Findings from the participation survey and retreat surveys were very strong. They show that participants had an improved understanding and expertise in most community organizing and policy advocacy areas. The survey included questions to track whether participants' skills improved in the following areas:

- power making,
- resident power building,
- political advocacy,
- lobbying,
- public policy,
- impact on individual lives,
- base building,
- community organizing,
- movement building, and
- knowledge about systemic oppression.

Respondents were asked if—as a result of program participation—they feel like they have an expert level of understanding, enough to teach the subject (the value assigned to this answer was “5”), a good level of understanding, enough to initiate a conversation (the value assigned to this answer was “4”), an adequate level of understanding, enough to engage in a conversation (the value assigned to this answer was “3”), a little understanding but not enough to engage in conversation (the value assigned to this answer was “2”) and, no understanding (the value assigned to this answer was “1”).





Overall, the program has been successful in enhancing participants' skills and knowledge in these areas of community organizing and policy advocacy. Respondents reported being a 3 or 4 in most of the areas.

The areas that people showed the most improvement on were:

POLICY ADVOCACY

The average for this area was a 3.9. Twelve people rated themselves a 4 or 5 in this area.

SYSTEMIC OR STRUCTURAL OPPRESSION

The average for this area was 3.8. Thirteen people rated themselves a 4 or 5 in this area.

The area where people reported the smallest improvement was:

BASE BUILDING

The average for this area was 3.1. Five people reported that they wouldn't be able to have a conversation about this topic.

In addition to skill building,

- 72% of respondents report that they are comfortable building and joining coalitions as a result of CAPP.
- 72% of respondents report that they have a deeper belief that their voice matters in improving the conditions of their community through political action.



In open-ended questions, people noted additional positive outcomes. Participants reported that they:

- are more comfortable speaking to groups
- trust their ability to have difficult conversations about social change
- will be able to bring more people into their advocacy work
- have a common language about the advocacy process, particularly in the area of defining policy areas
- more firmly believe in the power of personal stories
- deepened relationships with other organizations in the group
- have a better understanding of the interconnectedness of work across the county
- appreciated the diversity of experiences and backgrounds of the participants
- feel that building relationships and collaboration was key to success.

Some of the more mixed findings were related to staying in touch with people in the cohort and the size and structure of the cohort.

- 44% of people plan on regularly keeping in touch with people they met in the program. Another 44% of people plan on infrequently keeping in touch.
- 61% of people thought the cohort was the right size (there were 65 participants in year one; 28 in year two). The remaining respondents were split between thinking that the cohort was too big or too small or needed better facilitation. Still, other participants suggested that adding people to the cohort with additional expertise, time, or proximity to power/resources could be helpful moving forward.
- While CAPP provided Spanish-language interpretation and translation for all meetings and materials, some respondents still identified language access as a potential barrier to participation.
- Some participants would have liked more trainings and smaller group settings.



Feedback on Learning Cohort Meetings

The program's learning cohort meetings mainly received positive feedback. Guest speakers facilitated the monthly virtual meetings to share topics on building community power and effective policy advocacy. The program's learning cohort meetings in year one focused on establishing a strong and engaged learning community. Overall, the learning cohorts aimed to foster relationships, acquire knowledge and skills, and develop action plans to advance equity campaigns on the ground.

Overall, participants appreciated the opportunity to connect with like-minded individuals, work in small groups, and engage in interactive activities. The breakout sessions in each cohort meeting were well-received, allowing participants to learn from one another, and presentations on power, privilege, prejudice, and oppression were particularly noteworthy for some participants. Overall, the learning cohort model was well-organized, informative, and a good opportunity for community leaders to come together and learn from each other.



The things that participants appreciated the most were:

- meeting and interacting with like-minded people,
- learning from others,
- making connections,
- small group breakouts,
- the presentations on the racial equity analysis tool, and
- the learning pods, as they provided an opportunity for insightful discussions and brainstorming of action plans.

The things that could be improved are:

- more time for larger group discussions before breaking into smaller groups and
- more time for the breakout groups so participants could delve into the content more thoroughly.

Overall, the feedback suggests that the program's learning year one cohort model successfully allowed community leaders to learn from one another, take action together, and engage in insightful discussions around power, privilege, prejudice, and oppression.

Participant and Stakeholder Interviews

We conducted one-on-one interviews with thirteen participants and eight stakeholders and emerged with the following findings:

Residents were placed into the center of the work. Participants believe their time in CAPP has changed their home organization's approach to community engagement and put supporting residents at the forefront. CAPP facilitators emphasized the importance of residents defining and articulating their needs. Additionally, participants found that advocacy and direct service should coordinate to tackle systemic and structural problems supporting by resident leadership. For example, one participant from direct service discussed how they learned that they need to include residents in their work:

"I was excited to be a part of CAPP, just knowing that, as a community, we can change our county as a group. That's the main reason I stuck with it for two years, to get the whole concept of how everything works together and how we can work together with our residents."

The importance of sharing tools and power with residents was heavily emphasized in participant interviews as a major learning. Participants also learned more about the barriers for families whose first language is not English and gained more awareness of institutional or structural factors that contribute to inequity in civic engagement.




There is power in having sectors work together.

Respondents talked about the power that was generated by connecting different sectors with each other to build confidence and help them see that they have power and can use their voices collectively. This was particularly true in the areas of economic equity and educational access. In discussing their history with community organizing in Contra Costa, many participants highlighted the historical challenges of coming together, particularly in coordinating meetings, developing shared agendas, and getting people to commit to the work. For example, one participant stated,

“I had always understood that there has historically been a disconnect between direct services and advocacy work. I saw the value of creating opportunities for bringing people together, breaking the silos, and having them work together. Because you can't have change by just providing the right services, that's incremental work. It will go on forever and ever and ever, but I think it brings about systemic change. You need that policy. You need that advocacy arm as well. But, the two have to work together. And then you've got to get the actual residents and stakeholders involved in helping shape the program.”

After their participation in CAPP, many realize that community engagement is a practice that requires constant improvement, and that it is important to continue evaluating and refining campaigns for equity so that they are effective in achieving their goals.



Participants experienced personal and professional growth. Many participants noted that their involvement in the program has allowed them to grow both personally and professionally, and they have positive relationships within their community due to participation. For example, one participant stated,

“The CAPP program was very supportive. Much of the material we learned in the first year was new to me. I liked the speakers that they came in and spoke, and the PowerPoints had a lot of information. It took a while for the information to sink in because every presentation was different, and vocabulary was new to me with concepts like lobbying and power mapping. This was the first time I’ve heard of those ideas. So it was all new to me. So at first, it was baby steps for me. And I was considered pretty advanced. But even though I felt a little intimidated at the beginning, I met all diverse people and people who speak other languages, which helped me open up and share even if I made a mistake.”

Many participants shared key points about their experience with policy advocacy and community organizing in Contra Costa. They learned that it takes a significant amount of time and effort to do power-building work, and that relationships between residents and within groups need to be built and maintained, which is why spaces like CAPP are critical. Participants appreciated the opportunity to learn about other sectors and their role in advancing change.

Focus Groups Based on Sector

Ceres completed three focus groups. We summarize our findings below.

Direct Service Organizations: The Direct Service focus group provided valuable insights into the experiences and perceptions of its members regarding their involvement in advocacy work. Participants discussed their motivations for joining and their struggles and successes in achieving common goals. For example, one participant talked about how the program met their hopes of bringing extra resources to their community,

“When I started coming to CAPP, it aligned with what I was looking for. It’s important to understand how we shift and change policy to get the extra resources needed to improve our community.”

The group highlighted the importance of collaboration and acknowledged the challenges of navigating power dynamics and funding limitations. Many noted their participation in CAPP informed future efforts to promote resident leadership and community engagement in advocacy work in their organizations.

Resident Leaders: Resident Leaders shared their motivations for joining CAPP and discussed their experiences. They also discussed the importance of cross-collaboration and guidance, the challenges of working with others, and technical difficulties. Language barriers and the need for translation services were also highlighted. The conversation also touched on the challenges faced by families in accessing and navigating public resources. They urged more advocacy for expanding dedicated resources and support for underrepresented communities. For example, one participant stated,

“CAPP made me realize there must be a real effort to emphasize, bring out, or encourage cross-sector collaboration. Direct service, advocacy organizations, and residents working together would be great. Still, we need people in those roles who understand the marginalized community perspective and how you make stuff happen in these county systems.”

The participants emphasized the importance of community involvement and representation in decision-making processes and the need for community-led initiatives that are accessible and tailored to the needs of residents.

Advocacy Organizations: Advocacy organizations emphasized the importance of collaboration between advocacy groups, service providers, and impacted residents to bring about systemic change. The value of involving residents and stakeholders in shaping programs and bringing about change was also emphasized. One participant talked about how a common language was created.

“The program stimulated and opened my eyes to many structural and systemic injustices that had existed for a long time. At least for me, I became even more exposed and more sensitized to the underlying systemic issues. And I learned a lot during CAPP, not just by understanding the problems but also by using the shared language that sparks social change.”

Additionally, advocacy organizations recognized the need for direct services and advocacy arms to work together to achieve change. The conversation also highlighted the benefits and challenges of using Zoom for community building and advocacy, with participants noting the effectiveness of face-to-face communication and convenience, but also the importance of personal connection and the challenges of coordinating and setting up Zoom meetings. One participant reflected,

“One of the benefits of Zoom meetings is that if everybody's got their camera on, you're looking at everybody face to face all the time. And that is a benefit. Now in my organization, we will, at a minimum, require a hybrid approach. To involve more people while also building personal connections.”

LESSONS LEARNED

As the evaluators spoke to key stakeholders and participants through interviews and focus groups, people did identify a number of growing edges for the CAPP program. Some respondents noted that

- limited resources and staffing made it difficult to provide enough support for all groups to achieve their goals. With more staffing and funding, CAPP could support the work of different teams and ensure that all participants feel supported and empowered.
- there were challenges in coordinating meetings and getting people to commit to the work. Some participants had different agendas or priorities, and there was a lack of coordination between different teams. Other participants noticed a drop-off in attendance throughout the project, worrying that this decline was due to people feeling unheard.
- policy work has also been slow to see results, and some participants have felt micromanaged while others were left with no support. More structure and guidance might also help turn ideas into action, especially regarding aligning on an advocacy plan and coordinating with different teams.
- CAPP might consider coordinating with other county initiatives and having a longer-term strategy and staffing structure.
- the experiences working on Equity teams were mixed, with some describing it as a great team with kind people. In contrast, others struggled with logistics, issues selection, lack of support, and inconsistent attendance. Some members felt left behind or unheard, and there were challenges with time commitment and accountability. However, some also found it a good learning experience and an opportunity to network and advocate for their community.
- the program could have benefited from more group facilitation, project management support, and resident participation, while also addressing issues of racial bias and improving communication and training.

DISCUSSION

Many themes emerged during our data analysis of the CAPP program. Through our findings, we recognize the CAPP program as a cross-sector initiative to build a powerful base of committed activists to push for policies that increase racial and economic equity in Contra Costa.

The findings above show that the CAPP program in Contra Costa aims to increase equity for communities disproportionately impacted by systemic racism and economic inequality, particularly Black, Latinx, and immigrants. The program aims to build a broader and more powerful base of committed activists to push for policies and systems that increase racial and economic equity in Contra Costa. The program utilizes a unique, cross-sector approach that supports cohort members as they complete a joint advocacy initiative in a specific policy realm while assessing the effectiveness of this approach. The program provides financial, language, and cultural support to resident leaders participating in the cohort, and all program materials are provided in English and Spanish, with simultaneous Spanish interpretation provided in all cohort meetings. The program centers the voices and leadership of resident participants by applying the Spectrum of Community Engagement to Ownership framework in their project design, and half of the members of the Steering Committee are resident leaders.

Regarding the skills assessment in the survey, the results show that the CAPP program successfully improved participants' skills in power mapping, policy advocacy, lobbying, public policy impact, base building, community organizing, movement building, and systemic or structural oppression. These findings suggest that the CAPP program effectively increased participants' knowledge and skills in community organizing, but there is still room for improvement in some areas. Additionally, the findings suggest that the program successfully builds a broader and more powerful base of committed activists to push for policies and systems that increase racial and economic equity in Contra Costa. The program's focus on inclusion and belonging, resident-centered leadership, and learning-in-action approach was key to its success.

The program utilized a unique approach that supports cohort members in completing a joint advocacy initiative in a specific policy realm while assessing the effectiveness of this approach. Below are some ways to thematically categorize the program's impact:

RACIAL AND ECONOMIC EQUITY:

The program's goal is to increase equity for communities that have been disproportionately impacted by systemic racism and economic inequality in Contra Costa. Participants noted that the program has reinforced the importance of educating a broader base of residents and training them to be advocates. Additionally, the program has helped participants learn about structural inequalities and the county's responsibility in addressing these issues. Overall, the program has been successful in empowering community members to work together for a common cause, particularly in the areas of economic equity and education.

ADVOCACY AND COLLECTIVE IMPACT:

The program aims to build a broader and more powerful base of committed activists to push for policies and systems that increase racial and economic equity in Contra Costa. Participant interviews indicate that the program has helped participants develop their advocacy skills and provided them with opportunities to represent their respective communities. The importance of sharing tools and power with residents was heavily emphasized as a major learning, and the program has been successful in empowering residents to work together for a common cause.

LEARNING-IN-ACTION:

The program utilizes a unique, cross-sector approach that supports cohort members as they complete a joint advocacy initiative in a specific policy realm while assessing the effectiveness of this approach. The learning cohort meetings in year one received mostly positive feedback, with participants appreciating the opportunity to connect with like-minded individuals, work in small groups, and engage in interactive activities. The breakout sessions were well-received, allowing participants to learn from one another. Participants also appreciated the learning pods, as they provided an opportunity for insightful discussions and brainstorming of action plans.

INCLUSION AND BELONGING:

The program provides financial, language, and cultural support to resident leaders participating in the cohort, and all program materials are provided in English and Spanish, with simultaneous Spanish interpretation provided in all cohort meetings. Most respondents expressed satisfaction with the cohort meetings, with meeting and interacting with like-minded people, learning from others, and making connections being the top three themes. Participants also appreciated the opportunity to get to know cohort members and the racial equity analysis tool presentation.



RESIDENT-CENTERED LEADERSHIP:

The diversity of experiences and backgrounds within the group was seen as a strength, and participants found that advocacy and direct service should coordinate together to tackle systemic and structural problems in support of resident leadership. Overall, the program empowered community members to work together for a common cause, particularly in the areas of economic equity and education. Participants found that the program provided an opportunity for personal growth and increased advocacy.



RECOMMENDATIONS FOR FUTURE GROWTH

While the initial CAPP cohort has ended, some cohort members have expressed interest in continuing in a “CAPP Community” with limited support from CAPP facilitators. With additional funding and support, future iterations of CAPP might be considered. The findings from this evaluation suggest several fruitful areas to explore.

Based on the evaluation findings, there are several recommendations for the future of the CAPP program/any CAPP-like program:

1. Continue to prioritize racial and economic equity: The program should continue to prioritize equity for communities disproportionately impacted by systemic racism and economic inequality, particularly Black, Latinx, and immigrants. This should remain at the core of the program’s mission and goals.
2. Emphasize advocacy and collective impact: The program should continue to build a broader and more powerful base of committed activists to push for policies and systems that increase racial and economic equity in Contra Costa. The program should continue providing opportunities for residents to develop their advocacy skills and represent their communities.
3. Improve resident power-building: While the program has effectively increased the knowledge and skills of participants in community organizing, there is still room for even more improvement in resident power-building. The program should focus on empowering residents to take leadership roles within the CAPP project and make decisions that impact their communities with the support of direct service and advocacy organizations.
4. Expand outreach to diverse age groups: The overall program had fewer younger participants and more participants in the older age ranges. The program should consider expanding outreach to diverse age groups to ensure all voices are represented.



5. Maintain a focus on inclusion and belonging: The program should continue to provide financial, language, and cultural support to resident leaders participating in the cohort, and all program materials should be provided in English and Spanish. The program should also prioritize creating a space where residents feel included and valued. Additionally, consider in-person gatherings to deepen cross-sector collaboration.

6. Continue to center resident voices and leadership: The program should continue to apply the Spectrum of Community Engagement to Ownership framework in their project design, and half of the members of the Steering Committee should be resident leaders. The program should continue prioritizing resident voices and leadership in all aspects of the program.

7. Evaluate program effectiveness: The program should continue to conduct comprehensive assessments to evaluate program effectiveness and identify areas for improvement. This will ensure that the program is meeting its goals and making a positive impact in the community.

By implementing these recommendations, the CAPP program can continue to positively impact racial and economic equity in Contra Costa and empower residents to take leadership roles in their communities.

CONCLUSION

In conclusion, the Collaborative Advocacy and Power Partnership (CAPP) program in Contra Costa aims to increase equity for communities disproportionately impacted by systemic racism and economic inequality, particularly historically excluded communities countywide. The program successfully built a broader and more powerful base of committed activists to push for policies and systems that increase racial and economic equity in Contra Costa. The program's focus on inclusion and belonging, resident-centered leadership, and learning-in-action approach is key to its success. The program utilized a unique approach that supports cohort members in completing a joint advocacy initiative in a specific policy realm while assessing the effectiveness of this approach. The CAPP program effectively increased the knowledge and skills of participants in community organizing, although there is still room for improvement in some areas. The findings suggest that the program's unique approach and focus on equity, advocacy, collective impact, learning-in-action, inclusion, and resident-centered leadership are promising strategies for future advocacy efforts in Contra Costa.

APPENDIX A: CAPP ROSTER

Direct Service Organizations

Organization	Membership	Membership	Membership	Membership
Aspiranet	Vacant	Suman Dhanju	Hind Lalami*	
Care Parent Network	Hannah Michaelson*	Cherese LeBlanc	Shakira Reynolds	
Center for Human Development	Benisa Berry*	William Goodwin	Michelle Stewart*	
Court Appointed Special Advocates Program (CASA)	Ann Wrixon*	Sherina Criswell*		
Family Justice Center	Natalie Oleas	Rosa Dennis	Janell Coleman	Janet Kennedy
Food Bank of CoCo & Solano	Lizette Avalos	Keva Dean*		
Healing Circles of Hope (DBA) MASK Inc.	Charlene Harris	Olivia Mejia	Jannat Muhammad	Kathryn Wade
Hope Solutions	Vacant	Rosina Shipman	Irma Bodden	Kara Douglas
Mobility Labs	Loren Dalbert*	Estella Nunez*	Edith Aguilar	Greg Medley*
Opportunity Junction	Alissa Friedman*	Michelle Wade	Diana Aleman/ Sara Zoccoli	Linda Best*
Village Community Resource Center	Dhoryan Rizo*	Karina Martinez*	Alicia Naranjo*	(Gaby) Gabriela Castro*

* Participant graduated from the program in Year 2.

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Advocacy Organizations

Organization	Membership	Membership
350 Contra Costa	Marti Roach*	Ogie Strogatz*
Collaborising	Lea Murray	
Contra Costa Central Labor Council	Traci Young	
East Bay Leadership Council	Kristin Connelly	
Global Village for Healthy Families	Lisa Finnie	Raquel Watkins-Jones
Healthy Richmond	Roxanne Carrillo Garza*	Dante Miguel
IBEW LU 302/Contra Costa Labor Council	Rachel Shoemake	
Lift Up Contra Costa	Taylor Sims	James Herard*
Multi-Faith ACTION Coalition	Doug Leich*	Doug Holmes*

* Participant graduated from the program in Year 2.

APPENDIX A: CAPP ROSTER

Resident Leadership

Erika Cruces*
Petronila Fernandes*
Betty Gabaldon*
Dr. Michelle Hernandez
Linda Nelson*
Manisha Rattu
Stephanie Sequeira*
Linda Waters*

Community Advisors/Steering Committee Members

Ali Uscilka, Healthy and Active Before 5 (HAB45)
DC Carole Dorham-Kelly, Rubicon Programs
Solomon Belette, East Contra Costa Community Alliance (ECCCA)