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# New Voices at the Civic Table: Facilitating Personal and Social Change

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## Key Points

- This article describes six pilot initiatives of the Alliance for Children and Families -- New Voices at the Civic Table (New Voices), a philanthropy-funded effort to challenge human service organizations to integrate civic engagement as a permanent part of their infrastructure.
- All six New Voices models included common elements: leadership training, civic education, experiential learning, participatory decision-making, networking, and reflective evaluation.
- Each also reflected one of four primary variations to civic engagement based on their community needs and demands: self-efficacy, constituent involvement, mobilizing, and organizing.
- Results demonstrate that civic engagement in human services not only produces a means for promoting social change but also changes the way participants see themselves in the community.

change. Moreover, results demonstrate that civic engagement in human services not only produces a means for promoting social change but also changes the way participants see themselves in the community.

Human service organizations exist as a way for vulnerable children and families to access the necessary programs, services, and supports to function day to day. However, these organizations also serve a secondary function as advocates in community and political systems that often produce inequities and injustices experienced by the nation's marginalized children and families (Allen-Meares, 2007; Wolff, 2001). Increasingly anxious about how best to assist people in a complex economic and social environment, human service organizations find themselves needing to "re-engineer," improve their image, and redirect services in ways that establish that the work they do really improves people's lives and contributes to lasting individual and social change (Salomon, 2003). Diverse development strategies and program-gearred funding support the daily work of human service organizations. Innovative organizations are also seeking funding sources with an interest in investing in innovative civic engagement programs which support service outcomes that include facilitating and supporting constituents in developing skills, capacities and resources to advocate for themselves, transform their lives, and produce social change to bring equity and parity to U.S. institutions.

Six member organizations of the Alliance for Children and Families ventured beyond their traditional role as service providers to implement New Voices at the Civic Table — a constituent-driven civic engagement initiative rooted in the belief that human service organizations can help build strong families and communities by facilitating civic engagement among their constituents. This article describes the organizations' New Voices efforts, initial outcomes, and the mechanisms each used to negotiate the intersection between service delivery and social

This article describes six pilot initiatives of the Alliance for Children and Families (Alliance) New Voices at the Civic Table (New Voices), a philanthropy-funded effort to challenge human service organizations to integrate civic engagement as a permanent part of their infrastructure. Through ad hoc evaluation of these initiatives, we found that when human service organizations can devote resources toward facilitating and promoting advocacy and democratic participation among their constituencies, they not only produce movement on social policy, but serve the broader democratic goal of producing responsible citizens who feel committed to their communities and for making positive changes in their own lives.

### Initiative Background

The idea of New Voices began in 2003 when two separate groups, both interested in human service capacity to influence change, combined findings from dialogues with human service leaders. In discussions with Alliance member organizations, executives and boards identified restrictive government funding, lack of knowledge about the laws surrounding advocacy, and limited time and capacity to direct to “non-critical activities” as barriers to accessing decision-making bodies impacting the services of human service organizations (Winsten, 2003). Concurrent conversations of the Union Institute and University (UIU) with human service leaders also found that public participation, lobbying and issue advocacy, and community organizing occurred in pockets across human services but were not widespread (Rosenman & Nguyen, unpublished data, 2004). Additionally, UIU found that providers and service recipients needed incentives and encouragement to become more involved in civic engagement efforts and that organizations needed models of how to effectively integrate service delivery with civic engagement.

Given the barriers and the lack of know-how, little was being done to engage constituents of service in the civic process and take agency over their own lives, two activities that could benefit the organizational and individual service delivery goals. With foundation seed funding from Rockefeller Brothers Fund and Carnegie Corporation of New

York, the Alliance introduced the New Voices regranting opportunity to its 350 member organizations. New Voices became the exploratory model to provide funding and technical expertise in civic engagement to agencies to facilitate a range of activities that engage constituents in the democratic process and change the infrastructure of human services. In response to the barriers identified by the Alliance and UIU dialogues, New Voices was implemented with four goals in mind: (1) increase program constituents’ involvement in civic participation, (2) develop tools and skills to increase self-efficacy of constituents in the public arena, (3) increase capacity among staff and organizations to support these efforts; and (4) identify program models and promising practices.

*The only directive was to connect constituents to the civic process in meaningful ways.*

### Methods

In 2006, six organizations received \$10,000 each to pilot a seven-month civic engagement. The only directive was to connect constituents to the civic process in meaningful ways. There was no intention to formally evaluate initiatives, but rather to see what organizations could do with resources and technical assistance to support this work. The initial proposals, program materials, and grant reports provided through grantee sites became a data source to better understand possibilities that exist for integrating civic engagement and human service delivery. Site visits and semi-structured interviews with staff and constituents were conducted by the Alliance project director. Because there were no standardized criteria by which to evaluate the initiatives, we analyzed data for both supportive and obstructive conditions, as well as characteristics of constituents, models, and strategies that may assist organizations in selecting a civic engagement effort. Interpretations of the findings were deliberated among members of the Alliance civic engagement and evaluation team. Findings and extrapolations of lessons

TABLE 1 Goals, Strategies and Accomplishments of 2006 New Voices Pilot Projects

Program	Goal	Strategies	Achievement
The Council of Family and Child Caring Agencies (COFCCA), New York Women with Children	Inform, empower, and build skills with a core group of advocates for quality, affordable child care	<ul style="list-style-type: none"> <li>• Bilingual, semistructured curriculum employing simultaneous translation</li> <li>• Orientation and six three-hour training sessions focused on a support network of shared experience, knowledge and awareness of child care issues, and experiential learning</li> <li>• Action phase (i.e., phone calls to government offices, press engagements, rally)</li> <li>• Public recognition of project</li> </ul>	Advocated for a \$50 million budget resolution for universal pre-K; resolution passed
Family Services of Western Pennsylvania (FSWP), Pennsylvania Individuals with mental health issues	Develop capacity to advocate for mental health services	<ul style="list-style-type: none"> <li>• Organizing project committee of consumers and staff</li> <li>• Three and a half-hour workshop on advocacy, integrated didactic components</li> <li>• Opportunities to advocate</li> </ul>	Director of the Western Pennsylvania Office of the Governor to speak at May 2006 advocacy training; met with legislators to discuss mental health issues
Family and Community Service of Delaware County (FSC-DC), Pennsylvania Individuals with HIV	Increase capacity and effectiveness of participants in their public and political lives	<ul style="list-style-type: none"> <li>• Six-week leadership training workshop (i.e., building good communication, developing leadership skills, defining advocacy, identifying issues, and developing an advocacy plan)</li> <li>• Follow-up session cofacilitated by constituent</li> </ul>	Recommendation to AIDS consortium for HIV/AIDS prevention education be done in county senior centers; re-established consumer support group
Family & Children's Service (FCS), Minnesota Hmong refugees	Organize Hmong community to educate about government and service systems, strengthen leadership, build civic participation, and mobilize	<ul style="list-style-type: none"> <li>• Six-month training program—weekly two-hour sessions using “education through experience” model</li> <li>• Advocacy components for issues affecting immigrant families</li> <li>• Constituent hosted and facilitated public forums</li> </ul>	Marched in the national Immigrants with Dignity rally; leveraged grant to obtain Minneapolis Empowerment Zone funding

<p>El Centro Kansas City, Kansas Immigrants</p>	<p>Implement a Spanish-language leadership training program to support leaders in the immigrant community; outreach and mobilization for statewide efforts targeting immigration policy reform; voter registration among young adults and new citizens</p>	<ul style="list-style-type: none"> <li>• Development of a training program in both Spanish and English to register Latino and new citizen voters</li> <li>• Hosted workshops and community fund-raisers</li> <li>• Supported legislative efforts</li> </ul>	<p>Registered 70 new voters; met with members of the Kansas state legislature and U.S. Congress</p>
<p>Turning Point Center (Turning Point), Colorado Youth in recovery</p>	<p>Increase participation by adolescents in re-entering the community</p>	<ul style="list-style-type: none"> <li>• Intensive recruitment of constituents and support systems</li> <li>• Dialogue series to “give voice” to stakeholders around salient issues</li> <li>• Experiential “learning journeys” in the community</li> <li>• Ongoing weekly one-to-one contact</li> </ul>	<p>Engaged members of community organizations, government, and educational institutions in dialogues with youth</p>

learned were then shared with project sites, and feedback on the accuracy and relevance of these findings to their work was solicited before publishing a final report (see Pineseault, 2006).

This article focuses on the civic engagement strategies used by organizations to integrate service delivery and civic engagement work. We then discuss more generally what we learned from constituents and organizations about the preliminary indicators for viable efforts. The final discussion focuses on how New Voices informed the development of a long-term civic engagement initiative of the Alliance across the human services sector.

### Strategies for Linking Human Service Delivery and Civic Engagement

During the seven-month implementation period, 460 constituents participated in civic engagement activities. Table 1 summarizes the goals and curriculum of each of the six initiatives and their primary accomplishments over the seven months. In examining the program curriculums, we found that all six New Voices models included common elements: leadership training, civic education, experiential learning, participatory decision-making, networking, and reflective evaluation. At the same time, each of the six pilot sites reflected one of four primary strategic variations to civic engagement based on their community needs and demands: self-efficacy, constituent involvement, mobilizing, and organizing. These strategies echoed the “focus” of the initiative for the development of constituent capacity, the “reservoir of interest” or rather the mechanism agencies drew on to create cohesion among constituents, and the “underlying belief” or assumption of the strategy as to how engagement reflects individuals (see Table 2).

The purpose of this section is to define how the strategy (i.e., self-efficacy, constituent involvement, mobilizing, and organizing) used by the pilot initiatives united service delivery and civic engagement goals and the reported impacts of these strategies on the constituents and organizations. Mobilizing and organizing strategies drew on more conventional forms of civic engagement

**TABLE 2** Strategies for Civic Engagement

Type	Focus	Reservoir of interest	Underlying beliefs
Organize	Strengthen leadership of individuals; access any necessary decision-making body	Desire to improve community conditions on multiple issues	Engagement echoes interest in community; multiple perspectives create stronger policy
Mobilize	Leverage impact of constituent mass through resource provision; access high-level decision-making bodies	Pressing common issue or need	Engagement echoes individual needs; unified voice creates policy
Constituent involvement	Opportunities to expand local community involvement and visibility	Networks of support for marginalized group	Engagement echoes individual's interests, confidence and balance of power
Self-efficacy	Opportunities to see how one's individual needs and community needs are connected	Accomplishments toward individual goals of health and well-being	Engagement echoes individual well-being and views on whether community works for or against self

that are recognizable in civic arenas but require infrastructure and resources to be sustained. Self-efficacy and constituent involvement are rooted more strongly in service delivery models and are unique avenues for human service organizations to blend organization and civic goals.

*Self-Efficacy Strategy (Turning Point)*

I haven't been in the world for awhile. [Through Turning Point, I] acquired support. [It] introduced me to other kids that want to stay sober. It was cool to be able to meet other people . . . with the same goal of staying sober.

The quote from a Turning Point participant emphasizes impacts reported by youth involved in this effort: greater sense of self, social trust, and community membership. The self-efficacy effort in New Voices linked the goals of strength-based practice in youth recovery programs that assist individuals in identifying their skills and qualities to contribute to overall health and well-being with civic goals of social membership and participation. Turning Point blended high-intensity one-on-one work and group support to build trust in a community. The civic extension of service-based self-efficacy translates into a value of community

involvement and volunteering. Through volunteering and positive interaction with others in the community, Turning Point youth learned that engaging with and for others is part of caring for oneself.

The intensity of self-efficacy strategies limits itself to a small group of constituents and is staff intensive. The primary challenge of self-efficacy efforts is demonstrating impact of the model using conventional civic engagement tools focused on levels of participation not yet available to these youth and visible policy change. However, Turning Point did demonstrate that including civic participation as a goal of service delivery generates additional group support, positive experiences, and personal responsibility that serve as the foundation for community membership and engagement of youth. Turning Point also credited the project with building community partnerships and offering an opportunity for the agency to view practice in new and innovative ways.

*Constituent Involvement Strategies*

They allow me to be me. And that's how I got a lot of support. As long as I'm doing something positive, [New Voices] open doors for me. We talk about



things that are really serious. They didn't judge my background. They gave me a chance when nobody else would.

Constituent involvement in service delivery involves constituents of agencies as advisors to decision-making bodies that direct policies and services. Leadership training is not normally part of service delivery, and most decision-making bodies in organizations do not interact regularly with constituents. Therefore, as a service delivery model, constituent involvement means putting a constituent on an advisory council or board with little training or support for that role. As a civic engagement strategy, constituent involvement equips constituents with the knowledge and skills to actively participate in and advocate alongside formal decision-makers. For example, Family and Community Service of Delaware County (FCS-DC) offered leadership training to constituents providing them with skills to facilitate their own support networks and serve on and speak before councils directing HIV practice and policy.

Impacts identified in the FCS-DC constituent involvement effort included greater confidence in leadership skills and expertise, and a willingness, rather than a resistance, to contributing to decision-making about HIV care and policy. Additionally, the New Voices Consumer Organization at FCS-DC worked with constituents to develop and implement a personal advocacy plan of action for each member. As a result, constituents provided prevention-education, volunteered for leadership roles, and attended focus groups and town hall meetings that extended their participation outside of the agency.

Actual participation is only one measure of impact of constituent involvement efforts. The broader civic implications of these efforts require an examination of authenticity in representative power and helping constituents see other spaces in the community to share their voice and experience. Successful civic engagement and constituent involvement efforts force agencies to constantly challenge and monitor the organization-client power structure. In the first seven months, FCS-DC communicated a commitment to authentic

constituent involvement by directing resources toward training a core of constituent leaders and offering a "safe" structure for participation.

### *Mobilizing Strategies*

We met with our representative. I can talk to him; he seems really nice. He never heard about recovery. A lot of them haven't. ...We're going to meet with him again, but we have to wait until the budget is passed.

Participants in New Voices mobilizing efforts reported satisfaction in getting results and being heard, while gaining greater knowledge and understanding of political processes. Both El Centro and Family Services of Western Pennsylvania (FSWP) started by identifying a need of the people they serve not being addressed adequately by current policy and that threatened the agency's viability with respect to their work. The mobilizing strategy was to quickly provide constituents with the basic skills to advocate and understand policy and then to provide opportunities that put constituents in front of decision makers to educate them and get their voices heard. These opportunities included hosting events, supporting written legislation, registering voters, and providing transportation to get constituents before state legislators.

*Through volunteering and positive interaction with others in the community, Turning Point youth learned that engaging with and for others is part of caring for oneself.*

The impact of mobilization is evidenced eventually in getting more people involved and movement on social policy agenda items — just as seen in these efforts. Within human services, a residual effect, regardless of policy change, is a constituent with enhanced civic knowledge and experience in change-making; and an organization with the expertise and exposure to further the political process. Both these organizations succeeded at

this level, but both organizations also started with some basic capacity to participate in the political arena.

### *Organizing Strategies*

Information is strength. It allows me to contribute to the community and help other parents like myself. Now that we have knowledge, we can tap into knowledge. I am not just a parent, but a person who can reach out to other parents so they too can have a voice for themselves.

*The breadth of innovation suggests there are multiple paths to civic engagement and multiple ways to impact constituents and organizations that can be applied in just about any type of human service organization.*

The Council of Family and Child Caring Agencies (COFFCA) and Family and Children's Service (FCS) organizing initiatives involved a high degree of structure and are time- and resource-intensive. These efforts united individuals with leadership potential as part of a long-term investment in a segment of the community that could respond to or benefit from enhanced agency services. Both COFFCA and FCS developed culturally relevant and extensive leadership training for women with children and with the Hmong community, respectively. Following training, each group also implemented an action plan and provided ongoing resource support through the agency beyond the seven months.

Organizing strategies do not share a direct link to service delivery but are viewed by organization leadership and staff as enhancing and improving capacity to serve and as necessary activities. These organizing strategies created leaders and taught constituents to translate their

own experience into expertise as evidence and support for policy change on a number of issues affecting their communities. Additionally, these leaders used their skills and knowledge of the civic arena to engage and communicate with members of the community who were not aware of or did not know how to get their needs met through organizations and government entities. As a result, these organizations are able to reach out to new constituents and expand and improve services.

The four frameworks offered above tap into the focus, interests, and values of community change and civic engagement contained within human service organizations. Depending upon strategy, each organization involved in the pilot effort expanded, enhanced, or added to service delivery in a way that directed services toward constituent needs and put more authority and decision-making power in the hands of the people it serves, the design being that service delivery and civic engagement are interrelated aspects of individual and community transformation.

### **Listening to Constituents and Organizations**

Although the six efforts shared common elements across curriculums, each of the pilot initiatives chose to construct delivery models that were significantly diverse in terms of constituents served, focus of efforts, and impacts. The breadth of innovation suggests there are multiple paths to civic engagement and multiple ways to impact constituents and organizations that can be applied in just about any type of human service organization. Additionally, we found that short-term change in constituent knowledge, access and awareness of community and the civic process, and organization visibility and expertise in civic engagement practices show potential for the human service sector to enhance ways in which it serves constituents and better serve philanthropic interests in a more equitable society. As a result of New Voices, we learned from both constituents and organizations the indicators that lend support and viability to the integration of civic engagement work into the human service sector.



### *Constituent Engagement*

The public accomplishments of these efforts are an important aspect of civic engagement work in human service organizations (see Table 1). However, we also learned that equally important from the constituent perspective is how they see these opportunities as enhancing and improving their lives and their own development. In talking with constituents about their participation in these efforts, they identified the following as critical aspects to understanding and building on the civic engagement of constituents of human service organizations. In other words, these are the things constituents claimed they needed not only to foster a civic belief, but to expand their engagement.

*Social trust and belonging.* Constituents involved in these efforts talked not only about their engagement in social change, but that civic engagement is valuable in building social support, connections through shared experience with others who understand their positions and needs, and relationships with systems and providers that understand their needs from the constituent point of view. As a result, constituents develop a more positive outlook on life. As one FCS-DC participant reported,

They allow me to be me. And that's how I got a lot of support. As long as I'm doing something positive, they open doors for me as far as getting involved with New Voices. They didn't judge my background. They gave me a chance when nobody else would.

*Training and education.* In addition to more trust and feeling that one belongs to a community, participants also spoke about needing to feel knowledgeable about the civic process before developing a confidence and desire to be more engaged. One of the FCS participants described “the value” in training and education on sociopolitical systems combined with targeted efforts to engage government, service providers, the media and community in public forums:

[I] learned about the government structure and what politicians affect...and their roles; neighborhood organizing, talking within the community, having one voice so that everyone can communicate with

each other. Mobilizing around one issue to solve it. Ideas about the financial part of things—how the government decides how much money is allocated. Learning about business tax breaks and helping the community find jobs with that lens . . . [Before I] didn't see a way to help [myself] or others; now [I have] a vision to help [myself] and others.

The connection this participant makes between having information and knowing how to use it demonstrates not only the civic engagement goals that New Voices was trying to achieve, but also a service delivery support for an individual agency.

*Increased confidence and empowerment.* New Voices initiatives resulted in increased empowerment and confidence at many levels. Not only did the training equip constituents with knowledge so that they could feel confident in doing engagement, but engagement also reinforced a sense of power, affiliation, and membership in their community. One El Centro constituent stated,

I remember the first time I testified in Topeka; they trusted me. The trust . . . really encouraged me. All the times we speak to authorities, it helps develop your confidence. You appreciate what you're doing, having an impact in your community.

The outcome of civic engagement, when facilitated through service delivery, is not evidenced only in policy change and speaking to decision makers, but in changing the way constituents view their own capacity and appreciation for change.

In the New Voices initiatives, we found that given the challenges and barriers experienced by constituents of human service organizations (i.e., poverty, language, discrimination, educational attainment, citizenship, substance abuse), these critical elements of building trust and social membership, training and education, and increasing confidence and self-empowerment precedes any form of engagement. At the same time, engagement seems to build these critical elements as well.

### *Organization Engagement*

Wider recognition of civic engagement as purposeful for individual and social change extends

to organizational structure as well. Throughout the course of the project, we paid attention to identifying the conditions present within agencies to identify “readiness” to promote and actively support constituent civic participation as well as the ways civic engagement efforts strengthened these organizations. We concluded that readiness included commitment by leadership to public policy and advocacy, strength-based social service practice beliefs with opportunities for constituent involvement, and collaboration and coalition membership as foundations for these efforts. We found in these New Voices agencies that additional resources strengthened these practices and produced more authentic civic engagement within the organization.

*Commitment to public policy and advocacy.* Before New Voices, each of the participating organizations had adopted one or more of the following civic practices: formation of staff legislative committees, establishment of board committees to direct advocacy efforts, involvement in community coalitions to address issues relevant to service delivery, and offering training for the community in leadership, advocacy and community development. However, these activities remained primarily the domain of executives and management-level employees. Early interviews with New Voices staff referred to one or two organization staff “in the know” about legislative issues. The result of designating organization advocacy functions to upper-level management meant these functions and practices did not trickle down to differing levels of the organization. New Voices asked organizations to make civic engagement visible at all levels of the organization. As a result, organizations gained visibility and voice in public arenas.

*Strength-based practice and constituent involvement.* Each of the organization’s policy and advocacy practices attempted to engage others in decision making, but the role of the consumer was underused. Through New Voices, these organizations were challenged to put constituents at the center of service provision and offer opportunities to lead the organization in change, not simply be served by it. Several organizations, those with

experience in advocacy and civic engagement and those without, reported that participation in New Voices challenged them to think “outside the box” in designing programming that would promote civic engagement. For example, Turning Point, serving a largely involuntary constituent base, was able to offer youth transitioning out of rehabilitation services an opportunity to take what they’ve learned in their recovery program and reintegrate through volunteer opportunities. Larger organizations generated constituent interest in New Voices that resulted in more willingness on the part of constituents to participate in leadership opportunities within the organization. For example, the educational-support model of civic engagement offered through FCS-DC provided a vehicle for constituents to learn about leadership and experience the benefits of serving on councils and consortiums as active participants rather than participant-observers while meeting federal HIV grant requirements to involve constituents at decision-making levels.

*Valuing collaborations and coalitions.* In addition to shifting how the organization approaches its service delivery, the implementation of New Voices required collaborations and coalitions. Half of the participating organizations were staffed with the know-how for implementing civic engagement models. These organizations used their well-developed people skills to build rapport and assist constituents in identifying needs, whereas advocacy and leadership partners provided skilled facilitation and training to provide constituents with opportunities to be successful in these efforts. The collaborations were established around a common aim rather than a common service. As a result, these collaborations are less competitive and more specialized. The structure of these collaborations allow New Voices organizations to plan for ongoing efforts, solicit additional resource commitments and allow for fee-for-service trainings and trade-offs of expertise and knowledge outside of the traditional service delivery area.

New Voices initiatives focused energies on constituent participation and engagement in the civic arena while tapping into the strength of human

service organizations in connecting individuals. In the end, New Voices organizations demonstrated growth with respect to services, collaborative networks, and public perception that will benefit the organization despite slow-moving policy change. At the same, constituents met service delivery goals and achieved a greater sense of agency in the civic arena.

### **New Visions for New Voices: What's Next?**

Through New Voices, the Alliance learned a great deal about the resources needed to support civic engagement efforts that improve quality of life of constituents and organizational structures that support vulnerable children and families. It also lends support to the belief that civic engagement is consistent with human services and allows space to emerge that promotes greater capacity building in public and private civic arenas and supports the philanthropic goals of human development and a just society (Daubon, 2007).

More than three years have passed since New Voices began. Organizations involved in the pilot effort continue to show lasting organizational impact. One grantee hired a civic engagement coordinator, making civic engagement a central component of service delivery. Other grantees continue to grow mobilizing efforts in impact and size. These organizations continue to challenge the belief that service providers cannot serve as a home for civic engagement and social change and also deliver quality human services. New Voices demonstrated that human service agencies have robust capacity to create connections to constituents that identify and address barriers to civic participation, create forums for civic work, and reveal ways in which policies affect marginalized populations.

Missing from this evaluation was a formalized process for assessing outcomes and impacts and getting deep inside organizations to assess the value of philanthropic funding to the sustainability of this work. What we did learn from these organizations is that funding support backed up their existing skills and capacity to build strong collaborations and afforded opportunities to develop internal infrastructure to support innova-

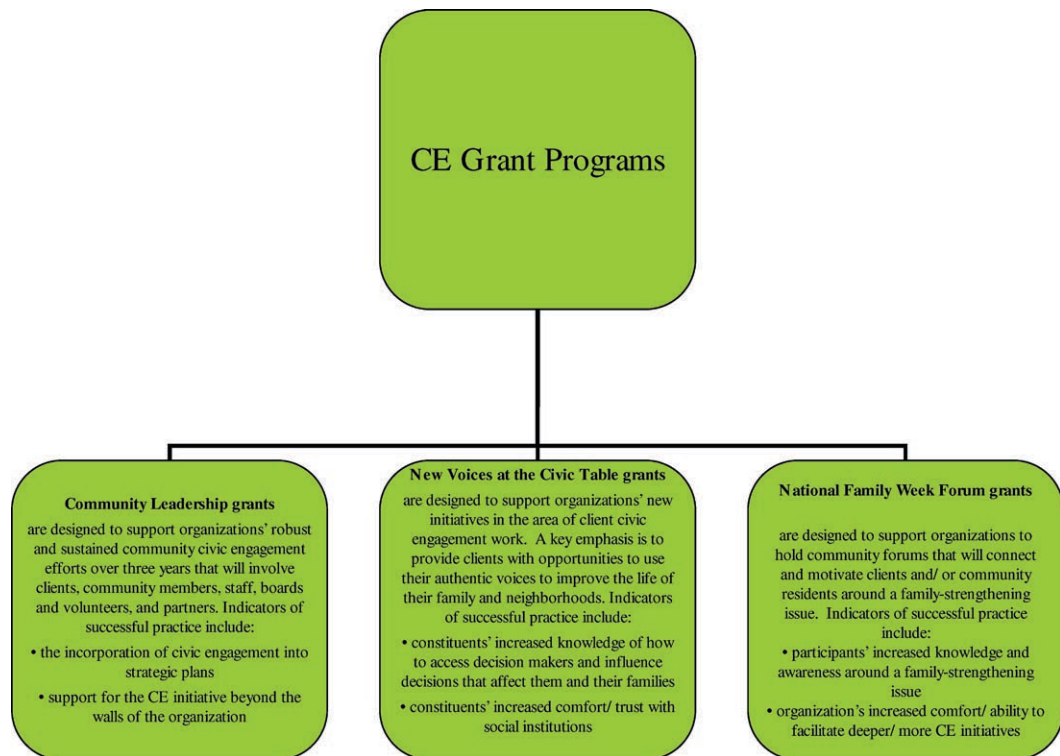
tive practice and services. Additionally, we found that organizations need tools to measure short-term and long-term impacts of civic engagement. Outcomes measures for service delivery are not readily adapted to support civic engagement outcomes, and civic engagement tools are not routinely aligned with human service-sector goals and practices. Although there is considerable growth in this area, additional resources need to be developed to strengthen these findings.

Infusing service delivery and civic engagement requires building a cohesive framework that is consistent with an organization's mission and vision, generating tools to demonstrate the value and effectiveness civic engagement, and securing partners and resources to build these efforts. This means drawing in funding from local and larger foundations interested in building community change and organizational strength through the civic work of individuals.

*Organizations need tools to measure short-term and long-term impacts of civic engagement.*

New Voices led to a whole new notion of Alliance support for civic engagement. The following year, the Alliance offered six new grants to keep these efforts sustainable and visible in the human service sector. In 2008, the Alliance received a larger grant from Rockefeller Brothers Fund and Annie E. Casey Foundation to continue to strengthen its civic initiatives across its membership. This new civic engagement initiative integrates New Voices with two other Alliance efforts, National Family Week and Building Community Voices, to promote infrastructure change at the organization, community, and constituent level. Supplemental amounts of funding from Carnegie Corporation of New York, and the W.K. Kellogg Foundation also support the Alliance efforts to continue to offer intensive technical support, training, and re-granting along three levels that evolved from the readiness indicators identified in the pilot

**FIGURE** Civic Engagement Grant Programs



program: Community Leadership funding provides money to intensify and infuse civic engagement throughout all levels of the organization; ongoing New Voices grants provide support for emerging engagement of civic work; and National Family Week Community Forum grants for those organizations launching or culminating civic efforts (see the Figure). Intensive evaluation and development efforts are also part of this initiative to demonstrate the importance of funding sustainable civic engagement that increases the impact of human service organizations. Finally, the Alliance is engaged in a collaborative effort with United Neighborhood Centers of America (UNCA) to support civic engagement efforts of UNCA members.

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