

Cradle-to-Career Community Engagement Advisory Board Staff Report

Date Report Issued: March 26, 2026
Attention: Members of Community Engagement Advisory Board
Subject: **Presentation on and Discussion of the Draft Community Engagement Advisory Board Proposals Report and Feasibility Studies (Agenda Item Six)**
Staff Contact: Ryan Estrellado, Director of Data Programs and Marykate Cruz Jones, Chief of Strategic Initiatives and Partnerships

At this meeting, the Community Engagement Advisory Board (CEAB) will have the opportunity to revisit the 2025 proposals with the feasibility study findings and amendments and provide concluding thoughts on the draft proposal report for the Governing Board (Board). This staff report is broken down into three main parts: section one, background, section two, member preparation for the Spring meeting, and section three, next steps in the process.

Requested Action:

The Office is requesting members prepare for this agenda item by completing the Member Proposal Workbook (Workbook), found in Attachment F.

Section One: Background

CEAB members last met on [October 24, 2025](#). At that meeting, members received reminders about the 2025 proposal process, learned about and discussed the two proposals submitted by members, and deliberated on which proposals would have the highest likelihood of success and impact.

Section Two: Member Preparation for the Spring Meeting

This section catalogs resources members are to review for member deliberations.

Section Two, Part A: CEAB Light-Touch Feasibility Studies

Following the October meeting, the Office of Cradle-to-Career Data System (Office) completed light-touch feasibility studies on all proposals, which can be found in Attachment A and Attachment C. Members will read the findings as the studies will inform member discussion.

Section Two, Part B: CEAB Proposal Update Forms

Proposal authors had the opportunity to update or clarify their ideas in response to the Office's feasibility process. Proposal update forms can be found in Attachment B and Attachment D. Members will read the updated forms to aid in their preparations for member deliberations.

Section Two, Part C: CEAB Proposal Report

CEAB members Dar'rell Jones and Carla Lopez-Valdes, EdD worked with Board Liaison, Christopher J. Nellum, to draft a report that summarizes the discussion from the Fall CEAB meeting. The draft CEAB Proposal Report can be found in Attachment E. During member discussion, CEAB members will consider the draft report and share any comments or reflections on the overall report.

Section Two, Part D: Member Workbook

To help members organize their thoughts and reflect on key questions, the Office created a Workbook.

Section Three: Next Steps in the Process

Page 38 of the [Governance Manual](#), states "the [Board's] liaison may update the [CEAB proposal] report based on the [Spring] discussion". The Board will have an opportunity to review and discuss the report at the May 20, 2026 Board meeting and the report "can inform the Board's work and deliberations".



Light-Touch Feasibility Study: Train-the-Trainer Ambassador Model

Recommendation from the Office of California Cradle-to-Career Data System

This proposal seeks to establish a California Cradle-to-Career Data System (C2C) Train-the-Trainer Ambassador Model. The intended impact of the proposal is to increase awareness and use of the data system across the state. The proposal aims to do so by increasing the number of practitioners who are equipped to present on C2C. This request has a high cost and a moderate-to-high level of value in increasing community engagement.

The Office of California Cradle-to-Career Data System (Office) recommends that it continues to invest in onboarding and training of Community Engagement Advisory Board (CEAB) members to prepare them to participate in community engagement activities. In addition, the Governing Board (Board) could direct the Office to reallocate staff time to convene a working group of Advisory Board members to explore a Train-the-Trainer Ambassador Model.

Background

In 2025, CEAB members Dr. Alexis Takagi and Dr. Lorenzo Gamboa submitted a proposal for C2C to establish a C2C Train-the-Trainer Ambassador Model. The proposal outlines a multi-phase process, beginning with a working group to develop the model, followed by training CEAB members to serve as C2C Ambassadors, expanding community engagement through ambassador-led activities, and finally preparing the next generation of C2C Ambassadors. The full text of the proposal can be found at [this link](#).

When conducting light-touch feasibility studies, the Office considers four factors: **Alignment, Impact, Cost, and Compliance.**

Alignment with C2C Mission and Workplan

Alignment with Mission: *The extent that the proposal aligns with the mission of C2C*

The proposal aligns closely with C2C's mission "To be California's source of actionable data and research on education, economic, and health outcomes for individuals, families, and communities; to expand access to tools and services to navigate the education to employment pipeline." The proposal intends to expand access to C2C data tools and services by increasing the number of people who are equipped to share the data system within their own communities, thus increasing the data systems' footprint and building trust through community-centered engagement.

Alignment with Workplan: *The extent that the proposal aligns with the Office's current and intended work*

The proposal aligns closely with the [C2C FY 2025-2026 workplan](#) by equipping CEAB Members to support the following elements of C2C's Engagement workplan:

- Hosting community conversations, events, and engagement activities (both in-person and online) to solicit input and feedback.
- Ensuring information is trusted and useful by prioritizing transparency in communications and processes.
- Promoting equitable access to engagement activities by region and key communities.
- Prioritizing actionable information and with measurable metrics by Summer 2026.
- Developing and implementing training on the Student Pathways data story through Data Academies and Data Walks.
- Iterate on data dashboard design based on input from the public.

Currently, the Office encourages CEAB members to support the 2025-2026 community engagement activities by promoting, attending, and co-hosting Data Walks and promoting the [Lesson Plan Challenge](#). The Office also uplifts materials and resources that CEAB members develop based on their own

expertise. Additional priorities include the launch of Data Academies to prepare more practitioners, including CEAB Members, to scale Data Walks across the state. The Office's ability to implement Data Academies are constrained by current staff capacity.

The Office provides orientation and training for Board and Advisory Board members to prepare them for their roles. Orientation includes topics such as the work of the Office, administrative services overview, data programs overview, engagement overview, the C2C governance structure, Advisory Board Member roles and expectations, and a legal overview. The Office has updated orientation over the past three years based on member feedback. A key addition of the 2025 Advisory Board member orientation is the Advisory Board member orientation questionnaire, which the Office uses for targeted engagement opportunities.

Impact

The potential benefits, risks, and/or drawbacks on advancing the goals of C2C.

The multi-phase C2C Train-the-Trainer Ambassador Model outlined in the proposal has the potential to expand equitable access to C2C by:

- Increasing the number of trusted messengers who can deliver customized information about C2C in ways that are contextualized to specific communities and culturally relevant.
- Developing additional resources and materials to equip non-Office staff to present information about C2C and promote its use. The complexity of the data system and the mandated neutrality of the system requires training and expertise in communications, facilitation, and technical specifications to present the system accurately. The proposal suggests a year-long process to further develop resources and training that could benefit future staff, board members, and the public.
- Leveraging CEAB members' current networks to expand the Office's capacity to reach a wide range of communities and constituencies. Current CEAB members report a significant array of expertise, geographic reach, and access to constituencies that include students and families;

K-12, community college, and university practitioners, administrators, and educators; state and local policy makers; and non-profit organizations.

One barrier for the model is the capacity for CEAB members to be trained and lead engagement events. Some members may not be able to fully complete engagement activities on a regular basis due to competing priorities and varying degrees of readiness. This is a particular risk given that CEAB members are highly dedicated to public education and have many responsibilities in their professional lives. In the 2024 Feasibility Study for the CEAB Proposal: [Expanding Community Conversations](#), interviews with the CEAB indicated that while many members felt that it would be moderately to highly feasible to host an engagement event, others did not have capacity to do so. In this case, there is a risk that implementing a C2C Train-the-Trainer Ambassador Model would require significant amounts of staff time to prepare C2C Ambassadors for events they do not have capacity to lead. In this scenario, staff time may be better allocated to directly hosting community engagement events.

The proposal also contains a risk to other priorities. Creating new requirements may constrain the scope of future C2C workplans by committing the Office and CEAB members to specific responsibilities. Because the Office has a very small staff, there are significant constraints on how many activities the Office can undertake. If a Train-the-Trainer Ambassador Model becomes a mandated strategy, there will be less flexibility to adapt and react to emerging community engagement needs as the data system evolves. Additionally, if staffing changes (for example, due to an unexpected open position), the Office staff may need to deprioritize other elements of the C2C workplan to ensure they are not in violation of the Governance Manual.

Finally, serving as C2C Ambassadors may involve low-to-moderate risk to CEAB members, particularly in clarifying their role as advisory board members versus their institutional roles. Participants may misinterpret content shared by CEAB members on behalf of the data system as official statements of their institutions.

Cost

Startup Costs: *Costs to design and launch the proposal, including both direct costs and associated staff time for the Office.*

Startup costs would primarily consist of Office staff and CEAB member time, such as:

- **Time of 2-3 CEAB members to participate in a working group**, including time for meetings and to develop materials, Ambassador Model parameters, and accountability structures.
- **Office staff time to identify and staff the working group**, including educating working group members about the workplan, data system, and current engagement efforts.
- **Office staff time to review materials, processes, and structures** created by CEAB working group members.
- **Board and Office staff time to amend the C2C Governance Manual.**
According to the C2C [Governance Manual](#), the responsibility of the CEAB is to “examine whether the Office is creating strong feedback loops with data users, supporting evidence-based decision making and analytical capacity, and ensuring equitable access to actionable information” (page 9). The proposal would involve amending the Governance Manual to specify expanded expectations for CEAB members. Responsibility would need to be assigned to the appropriate parties to ensure that CEAB members fulfilled their responsibilities.

Ongoing Costs: *Costs necessary to maintain the proposed idea.*

The ongoing costs necessary to maintain the proposal are primarily staff time, printing, and event costs.

Ongoing costs to the Office include:

- Providing in-depth training to CEAB Members and other Ambassadors who are new to the program on an annual, bi-annual, or tri-annual basis.
- Identifying topics and learning outcomes aligned to the broader C2C workplan for Ambassadors to present.

- Updating or adapting templates, materials, and resources to use during events, including marketing materials, presentation and activity materials, facilitation guides, and evaluation surveys.
- Printing and supplying materials to Ambassadors to use during engagement events.
- Tracking and providing follow-up as needed (e.g. for highly technical questions) for ambassador-led community engagement activities.
- Gathering feedback on C2C from Ambassadors to incorporate into future system improvements.
- Collecting and reviewing proposed events from CEAB members for the year, offering thought-partnership on events as needed, and following up with C2C Ambassadors who have not yet fulfilled their duties.
- Providing updates to the C2C Train-the-Trainer Ambassador Model to incorporate feedback or other improvements on a periodic basis.

Ongoing costs to C2C Ambassadors include:

- Time to receive training to serve as C2C Ambassadors, including demonstrating fluency in C2C vision, mission, workplan, and governance structures.
- Time to organize and host events, prepare presentations, and complete engagement activities. Time may also be needed to connect with C2C to share feedback, input, and relay any challenges.
- Financial resources to support the hosting of in-person C2C Events, including space, food, and accessibility costs (such as ASL or Spanish interpreters).
- Technical resources to host virtual events, such as access to a Zoom account.

Compliance

Legal Requirements: *Compliance with privacy laws, intellectual property rights, and any other relevant regulations.*

There are no legal concerns regarding establishing a C2C Train-the-Trainer Ambassador Model.

Scope: *Whether the proposal is consistent with the scope of work that is described in the Cradle-to-Career Act.*

The proposal is aligned with the Cradle-to-Career Act code, which specifies that:

- C2C shall: "Provide support for professional development opportunities to further policy making and to improve the functionality of the system by end users, including state agencies, schools, colleges and universities, social service providers, and students and families."
- The Office will "Implement communications, professional development, and technical assistance that supports data system use."

Neutrality of the Office: *Whether the proposal might jeopardize the Office's neutral stance.*

The Train-the-Trainer Ambassador Model proposal presents a moderate risk for Office neutrality, largely due to ensuring that C2C Ambassadors do not inadvertently misrepresent the Office's or Board's neutral position on an issue.

To guard against the risk to neutrality, significant training, including role-playing, coaching, and practice will be needed to ensure that CEAB members and future C2C Ambassadors are prepared to maintain office neutrality. Repeated training may be necessary, particularly as questions from the public may shift over time.



Community Engagement Advisory Board Proposal Update Form

Instructions:

Per the [Governance Manual](#), Advisory Board proposal authors may update or clarify their ideas in response to the Office of California Cradle-to-Career Data System's (Office) feasibility process. This form provides structure to the proposal updates, ensuring they effectively address the flagged issue and meaningfully advance the Office's work. Please note there should only be one update per form. An update should **clarify** the original proposal.

Name:

Lorenzo Gamboa, EdD and Alexis Takagi, EdD

Which proposal are you submitting an update for?:

Engagement Plans for Data Providers

Identify which section should be updated (Check only one):

- 1. What action should be taken to address the issue?
- 2. Who could benefit from this action?
- 3. Who would implement this action?
- 4. How does the action relate to the mission and vision of C2C?

What language do you want to change in the proposal?:

We recommend revising the train-the-trainer model proposal to clarify the sequencing of implementation. Specifically, the proposal should shift away from positioning the immediate facilitation of working groups as the first phase

of engagement and instead emphasize the need to first establish internal communication protocols, operational standards, and foundational materials before launching staff-intensive activities. The C2C Train-the-Trainer Ambassador Model is a long-term engagement plan designed to strengthen the office's statewide presence and standardize communication protocols.

What action do you want to take towards this language? (Check only one)

- Add language
- Clarify language/definitions
- Change the scope

What is your update for the proposal?

We propose that, prior to facilitating working groups, the C2C office focus on standardizing and formatting communication protocols and operational standards (e.g., best practices), particularly as the office prepares to expand public engagement through virtual and in-person events. Additionally, the office should cultivate relationships with former C2C advisory board members so they can remain engaged and serve as initial ambassadors. Because these individuals already have familiarity with the work, this approach creates an opportunity for them to meaningfully support and help advance ongoing efforts.

This phased approach would allow C2C to build greater long-term bandwidth and statewide presence by leveraging trained ambassadors while standardizing protocols. As part of this update, baseline materials should be developed, including communication best practices and standardized talking points about the data system.

What issue does your update address?

The update addresses the significant staff time required to develop and

facilitate working groups, while providing an opportunity for the C2C office to audit, standardize, and review key documents and protocols. By standardizing communication protocols and talking points for both former and current advisory board members, this approach strengthens neutrality and reduces risk. Additionally, it enables the office to reinforce connections with advisory board members, expand statewide presence, and leverage existing social capital to advance the work more effectively.

[How would your update resolve this issue?](#)

By prioritizing the standardization of communication protocols, operational standards, and talking points before facilitating working groups, the C2C office reduces the time and risk associated with ad hoc engagement. Engaging former advisory board members as initial ambassadors allows the office to tap into their familiarity with the work, maintain continuity, neutrality of the office, and strengthen relationships. This phased approach provides space to audit and refine documents, ensures consistent messaging, and expands the office's statewide presence, ultimately enabling more efficient and effective implementation of working groups in the future.

[Provide specific actions the Office could take to implement this update:](#)

To implement this update, the C2C Office could start by conducting a thorough audit and review of existing communication protocols, operational procedures, and talking points to identify gaps, redundancies, or inconsistencies. Based on this review, the office would standardize communication protocols and operational standards, creating clear guidelines for internal and external engagement, and develop foundational materials such as best practices guides and standardized talking points, particularly about the data system. Former advisory board members could be engaged as initial ambassadors, leveraging their familiarity with the work; they would receive orientation on the updated protocols and materials and be

assigned roles to support public engagement, virtual or in-person events, and future working groups. By taking these steps before launching resource-intensive working groups and training new ambassadors, the office can lessen staff burden, ensure consistent messaging, expand its statewide presence, and support a structured, efficient, and effective rollout of future initiatives.



Light-Touch Feasibility Study: Engagement Plans for Data Providers

Recommendation from the Office of California Cradle-to-Career Data System

This proposal seeks to establish engagement plans with data providers related to the California Cradle-to-Career Data System (C2C). The intended impact of the proposal is to support the dissemination and usage of C2C tools by data provider agencies and the communities which they serve. This request has a high cost and a moderate level of value in advancing community engagement for C2C.

The Office of California Cradle-to-Career Data System (Office) recommends that it continues to invest in working with data providers to disseminate information related to C2C through channels. This includes continuing to dedicate Office staff time to collaborate with data providers' communications offices, including continuing to coordinate public communication and offer resources and materials. In addition, the Governing Board (Board) could direct the Office to engage further with data providers to increase C2C engagement within agencies. If the Board is interested in investing further in this area, they could direct the Office to conduct a needs assessment to explore (1) data providers' internal use cases for C2C analytical tools; (2) the extent data provider agencies are effectively using C2C analytical tools to advance internal priorities; (3) additional supports that would enhance data providers' use of C2C.

Background

In 2025, Community Engagement Advisory Board (CEAB) member Marisa Johnson submitted a proposal for the Office and C2C data providers to co-create engagement plans to promote C2C Releases with internal and external audiences. The full text of the proposal can be found at [this link](#).

When conducting light-touch feasibility studies for CEAB Proposals, the Office considers four factors: **Alignment**, **Impact**, **Cost**, and **Compliance**.

Alignment with C2C Mission and Workplan

Alignment with Mission: *The extent that the proposal aligns with the mission of C2C*

The proposal aligns closely to the C2C Mission "To be California's source of actionable data and research on education, economic, and health outcomes for individuals, families, and communities; to expand access to tools and services to navigate the education to employment pipeline." The proposal intends to expand access to the C2C Data Tools by systematizing dissemination efforts by data provider agencies, both internally and externally.

Alignment with Workplan: *The extent that the proposal aligns with the Office's current and intended work*

The proposal aligns closely with the [C2C FY 2025-2026 workplan's](#) goal that "Different types of users will need different types of information when accessing the data system, and C2C will engage with communities to listen to and identify their information needs through our user-centered design work, community engagement activities, and trainings and outreach for the data system's practical tools, with a Governance structure that reflects and supports these priorities."

Currently, the Deputy Director of Communications partners with data providers to disseminate information regarding C2C. Activities include:

- The regular coordination of data providers' communication offices to co-create external engagement plans, collaborating to determine the dissemination activities that are most feasible and relevant for the data providers.
- Engagement with communications offices to collect quotes to champion data providers' contributions to the data system.

- The development of tailored resources and collateral materials, such as media toolkits, copy language, talking points, social media posts and related graphics, as well as other templates.
- Dedicated, in-depth coordination of cross-agency launches with data providers that are closely involved in the launch of specific C2C tools.

Impact

The potential benefits, risks, and/or drawbacks on advancing the goals of C2C.

Co-created engagement plans with data providers have the potential to exponentially increase the use of analytical tools by a variety of audiences across the state. Additional focus on data providers' engagement internally to encourage the use of C2C by their own staff has the potential to (1) ensure the state's investment in C2C advances the work of its own agencies; (2) increase data providers' investment in the data system and their role in submitting data by helping them to benefit from the system in their daily work, and (3) explore and expand use cases while strengthening feedback channels, fostering continuous improvement of both the system and community engagement efforts.

Creating new expectations for Office staff and CEAB members creates risks to the scope of future C2C workplans by committing the Office to specific responsibilities, thus providing less flexibility to adapt and react to emerging community engagement needs as the data system evolves. Additionally, if staffing changes, the Office staff may need to deprioritize other elements of the workplan to carry out the activities recommended by the CEAB.

The proposal includes similar risks to data providers by increasing expectations involved in participation in C2C. For data providers required to submit data, expanded expectations around communications and internal engagement could compete for staff's limited time. The Office currently aims to have coordinated engagement plans with data providers, but is limited by data providers' capacity as well as their own. Setting an expectation risks creating tension between data providers' many competing priorities. For those data

providers who submit data optionally, increased expectations could decrease the feasibility of overall participation in the system.

Cost

Startup Costs: *Costs to design and launch the proposal, including both direct costs and associated staff time for the Office.*

Startup costs for the proposal would be concentrated in Office staff time to:

- Further understand needs and opportunities for engagement;
- Develop processes, systems, and materials for the ongoing co-creation and engagement; and
- Determine necessary staffing to increase collaboration with data providers moving forward.

Startup costs would also include data providers' staff time to identify point-people beyond communications teams, participate in needs-sensing conversations with the Office, and develop internal processes for ongoing internal and external engagement related to C2C.

Ongoing Costs: *Costs necessary to maintain the proposed idea.*

This proposal involves significant ongoing costs in the form of staff time within both C2C and the data provider agencies.

Current collaboration with data providers requires a substantial amount of Office staff time. As one example, to implement a collaborative communications launch for the Student Pathways Data Story, the Deputy Director of Communications coordinated with communications offices of the six agencies that contributed data to the Student Pathways Data Story, including managing relationships, plans and timelines; creating content with time for agency review and input; maintaining consistent follow-up; and organizing public events with leadership participation. The Office's current ability to co-create engagement plans, coordinate messaging, develop materials, and implementation with data providers is constrained by staff capacity. Staff time and expertise in both communications and system use would be necessary for

additional meetings, co-development and revision of materials, customization of professional learning for interested data providers, and tracking of activities.

Data provider capacity is similarly constrained, and therefore it is likely that additional staff capacity within the data providers would be needed to support regular, required engagement.

Finally, Office staff time is likely required for oversight and accountability. Data providers' current capacity for C2C-related engagement is limited and competes with other priorities. Additional Office staff time is likely to be needed to provide the support necessary to ensure follow-through.

Compliance

Legal Requirements: *Compliance with privacy laws, intellectual property rights, and any other relevant regulations.*

There are no legal concerns regarding establishing engagement plans with data providers.

Neutrality of the Office: *Whether the proposal might jeopardize the Office's neutral stance.*

Low levels of risk to neutrality may arise if certain data providers are significantly more active in engagement plans than others. There could be a risk of perceived favoritism if the Office consistently reposts communications, as is best practice, from a limited number of data providers. Office staff capacity and accountability for data providers can mitigate this risk by ensuring all data providers participate.

There are no additional known risks to neutrality related to engagement plans with data providers. As large, statewide agencies, data providers are well equipped to disseminate information professionally and with sensitivity. Furthermore, any information delivered by data providers are not held to C2C's neutrality expectations and are free to present information from their perspective and voice.



Community Engagement Advisory Board Proposal Update Form

Instructions:

Per the [Governance Manual](#), Advisory Board proposal authors may update or clarify their ideas in response to the Office of California Cradle-to-Career Data System's (Office) feasibility process. This form provides structure to the proposal updates, ensuring they effectively address the flagged issue and meaningfully advance the Office's work. Please note there should only be one update per form. An update should **clarify** the original proposal.

Name:

Marisa Johnson

Which proposal are you submitting an update for?:

Engagement Plans for Data Providers

Identify which section should be updated (Check only one):

- 1. What action should be taken to address the issue?
- 2. Who could benefit from this action?
- 3. Who would implement this action?
- 4. How does the action relate to the mission and vision of C2C?

What language do you want to change in the proposal?:

Original Language, "Data Providers play a key role in ensuring that Cradle-to-Career Data (C2C) has the data to fulfil the agency's mission and represent many data users within their institutions/agencies. As C2C continues

to develop data stories and other tools, the Data Providers should support engagement within their Member Submission institutions/agencies and make sure their data users have the opportunity to provide feedback. Co-created engagement plans between C2C and the Data Providers would help maximize visibility and optimize feedback loops."

What action do you want to take towards this language? (Check only one)

- Add language
- Clarify language/definitions
- Change the scope

What is your update for the proposal?

These engagement plans should systemize the work already being done by C2C and Data Provider staff as demonstrated by the Student Pathways Data Story communications efforts.

What issue does your update address?

This update seeks to address some of the findings related to cost of staff time and the impact of new expectations.

How would your update resolve this issue?

While staff time and capacity will always be a finite resource, creating clear plans based on the work that was completed during the first dashboard launch could help set expectations, assess capacity constraints, and streamline efforts so that it is easier to launch similar efforts when deemed necessary.

[Provide specific actions the Office could take to implement this update:](#)

The office could reflect on the engagement efforts that were completed for the Student Pathways Data Story, identify what tasks/activities are evergreen or that would be necessary for any analytical tool launch, and identify if creating engagement plans with Data Providers from that task/activity list would be helpful in streamlining efforts in the long-run.

**Community Engagement Advisory Board Report:
Proposal Outcomes and Feasibility Insights
May 20, 2026**

Background

The Community Engagement Advisory Board (CEAB) examines whether the California Cradle-to-Career Data System (C2C) Office is creating strong feedback loops with data users, supporting evidence-based decision-making, analytical capacity, and ensuring equitable access to actionable information. Advisory Board members are charged with making recommendations to the Office about the development and implementation of the data system, and the Cradle-to-Career Governance Manual ([link](#)) sets forth the proposal process that is followed by the Advisory Boards. All proposals can be found on the [C2C website](#).

Community Engagement Advisory Board Proposals

During the fall of 2025, members of the Community Engagement Advisory Board (CEAB) submitted proposals for considerations related to rule changes and activities tasked to the Advisory Boards. In total, two proposals were submitted, composed by three members of the CEAB. These proposals were wide-ranging and aimed to transform both how the CEAB interacts with the data system providers and how the broader community can engage with the system through a train the trainer model.

Summary of Two Submitted Proposals

C2C Train-the-Trainer Ambassador Model: The proposal focuses on equipping our CEAB members with the right knowledge and skills for the C2C Data System. The hope is that board members go out into the community as Ambassadors and share what they know about the data system and its benefits to partners, community organizations, families, students, and community leaders. This train-the-trainer model not only increases engagement but it also allows C2C to standardize protocols for how Advisory Board members and community partners interact with the data. While establishing baseline metrics, consistent messaging, and best practices for community engagement.

Engagement Plans for Data Providers: The proposal focuses on deepening partnerships with the 11 data-providing agencies that hold seats on the C2C Governing Board to ensure their direct constituents—such as students and employees—are aware of and utilizing C2C tools, as well as how to ensure the tools being built are useful and actionable for the public.

The CEAB engaged in a two-part member deliberation. First, CEAB members presented their proposals for 10-minutes. This was followed by a discussion, where members shared reflections from the workbook that focused on addressing the questions in the VIN diagram comparison chart. Lastly, the CEAB addressed the questions in the big picture reflection chart.

Proposal	CEAB Discussion (October 24, 2025)	Result
<p>C2C Train-the-Trainer Ambassador Model</p> <p>Engagement Plans for Data Providers</p>	<p>Members uplifted that the data provider proposal is top down and the ambassador model is bottom up - envisioning both approaches are critical to expanding reach to data users and the general public.</p> <p>Connection points with data providers will be important to make data more user friendly. This can be integrated with a feedback loop protocol, where the C2C team develops how best providers engage with the tool and the data</p>	<p>Members discussed and elevated a lot of overlap between both proposals - a complementary component on how to engage various audiences and stakeholders.</p>

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Next Steps

Two volunteers will assist in drafting a formal proposal report. The C2C office will simultaneously conduct "light-touch" feasibility studies to determine the internal capacity required for these initiatives. The proposal reports will be presented to the Governing Board in May.

The following table highlights some of the key costs associated with the two proposals.

<u>Key Costs</u>	<u>Ambassador Model</u>	<u>Engagement Plans for Data Providers</u>
<u>Start Up Cost</u>	Staff time: To co-create a comprehensive approach, including the standardization of protocols for events and community engagement, the establishment of clear criteria for success, the development of talking points, and the construction of a replicable train-the-trainer model prior to any community engagement.	Staff time: Expenses would primarily involve staff time to review and co-create engagement plans and maximize partnerships with data providers.
<u>Ongoing Cost</u>	Materials: Once the comprehensive approach is created, ongoing costs will stem from marketing and training material for Ambassadors to use and stay uniform in their delivery of	Staff time: Expenses would primarily involve ongoing staff time to monitor implementation, and manage feedback loops.

	the data system.	Materials: Collateral materials to be used by data providers will need to be developed for communication.
<u>CEAB Member Cost</u>	Staff time: Expenses would exclusively involve CEAB member time. From co-creating the training model with C2C to actually delivering training to community members.	Staff time: Expenses would exclusively involve CEAB member time. This may include: support the development of documents and templates to determine engagement criteria and protocol. Additionally, members may be involved in ongoing feedback and coordination with C2C staff and data providers.

Summary of CEAB Proposal Discussion

At the October 24, 2025 CEAB meeting, members discussed both proposals. The key themes that emerged were:

General Reflections:

- There was strong alignment between both proposals, with interest in using both to deepen community engagement, user-friendly, and engaging data providers in ongoing feedback loops.
- Members share that both proposals complement each other to close gaps in knowledge building across data users and different audiences.
- Members acknowledged that C2C is a "small team" with a limited budget, which impacts the implementation of new proposals.
- Both proposals advance the mission and the vision of the work at C2C

Proposal 1: Train the Trainer Ambassador Model

- CEAB members emphasized the "trusted messenger" piece, noting that local practitioners are essential for building the trust necessary to deliver data effectively to diverse populations.
- A major point of discussion was the need for "standardized" talking points and "plain English" to ensure data is accessible and not limited to "academic language".
- There was significant feedback regarding the need for uniformity; members want structured training and templates to ensure all ambassadors represent C2C professionally and consistently.
- The model proposes a multi-year rollout, beginning with standardizing practices and training advisory board members, then expanding to broader community stakeholders.
- Members emphasized that this model combines data with storytelling to make information less intimidating for students, families, and practitioners.

Proposal 2: Engagement Plans for Data Providers

- Suggestions were made to improve or review the engagement role for data providers - leaning in to co-create a definition of engagement for the data to be more than numbers. It should be narrative building and/or messaging.
- For this to be successful, a framework should be created and utilized so there is a relationship component to the plan.
- Members uplifted the need for ongoing two-way communication so providers can share their experience, capacity, and constraints.
- This may be a long-term goal (3-5 years) as staff is small, and state budgets fluctuate versus a 12 month implementation.
- Members discussed possible restrictions on the role of data providers - to provide data only, and not provide a narrative or messaging.
- Developing data messaging in plain English so various stakeholders can access will make outcomes more impactful.

Next Steps

The draft report will be presented to the CEAB at its **April 8** meeting. CEAB members will have an opportunity to review the report, deliberate on the findings, and identify any additional edits or refinements as needed before it

advances.

On **May 20**, the Governing Board will hold a deliberative discussion of the proposals. This meeting is intended for public consideration and feedback rather than formal action. Public comments may be provided verbally during the meeting, as well as through written submissions. The discussion will allow Governing Board members to ask questions, offer general reflections, and consider how the proposals align with C2C's broader goals and current capacity.

The Governing Board is scheduled to approve the annual work plan on **August 12**. This milestone may provide an opportunity for members and the public to consider whether and how the proposals could be incorporated into the approved work plan, with careful attention to staff capacity, sequencing, and prioritization. Any additions to the work plan would require corresponding adjustments elsewhere, recognizing that new work may necessitate the removal or deferral of other activities, though not on a direct one to one basis. If one or both proposals are not taken up in the upcoming year, they will remain on file and may be considered for future work plans as capacity and priorities evolve.



Member Proposal Workbook

Community Engagement Advisory Board (CEAB) Meeting

Wednesday, April 8, 2026

Overview

The Member Proposal Workbook (Workbook) is designed to help members organize their thoughts and reflect on key questions in order to actively engage in discussion during the meeting. The Workbook is structured into two sections:

1. **Individual Reflections:** a reflection space to answer guiding questions and record additional thoughts on the light-touch feasibility studies and proposal updates.
2. **Big Picture Reflection Chart:** a visual tool to capture responses to key theme questions.

Instructions

Before the CEAB meeting, members are expected to:

1. Review both light-touch feasibility studies and both proposal update forms and fill out the **Individual Reflections** documents; and
2. Fill out the **Big Picture Reflection Chart**.

During the CEAB meeting, members are expected to share their reflections from the Workbook during member deliberation. This Workbook is for members' notes only and will not be shared publicly.

C2C Train-the-Trainer Ambassador Model - submitted by Member Gamboa and Member Takagi

Questions	Reflections
What are your understandings of the light-touch feasibility study?	
What are your curiosities of the light-touch feasibility study?	
What are your understandings of the update to the proposal?	
What are your curiosities of the update to the proposal?	

Engagement Plans for Data Providers - submitted by Member Johnson

Questions	Reflections
What are your understandings of the light-touch feasibility study?	
What are your curiosities of the light-touch feasibility study?	
What are your understandings of the update to the proposal?	
What are your curiosities of the update to the proposal?	

Fill out the Big Picture Reflection Chart, found below, addressing the questions in the left column.

	C2C Train-the-Trainer Ambassador Model	Engagement Plans for Data Providers
<p>Given the results of the light-touch feasibility study findings, how does this change the feedback in the Proposal Report?</p>		
<p>In thinking about the light-touch feasibility study findings and the annual work plan, how does this change the recommendations in the Proposal Report?</p>		