

Establishing & Sustaining a Community Committee

A STEP-BY-STEP TOOLKIT
FOR COMMUNITY-BASED ORGANIZATIONS (CBOS)



WHAT IS A COMMUNITY COMMITTEE?

A **Community Committee** is a structured group of community members representing a specific population that a community-based organization (CBO) engages to provide input, feedback, and support in achieving its mission. This toolkit provides practical steps, tips, templates, and downloadable resources to help you successfully develop and sustain a meaningful Community Committee that uplifts community voices, builds trust, and drives impact, includes:



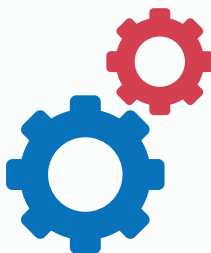
TIPS

Practical guidance from the field



TEMPLATES

Editable tools to customize for your work



RESOURCES

Curated materials to support implementation

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WHAT IS A COMMUNITY COMMITTEE?

A **Community Committee** is a structured group of community members representing a specific population that a community-based organization (CBO) engages to provide feedback, input, and support in achieving its mission and goals. This committee serves as a bridge between the organization and the community, ensuring that programs, initiatives, and services are informed by lived experiences, cultural perspectives, and the needs of the population.

The committee members collaborate with the organization by:

- Providing feedback on policies, services, education materials, communications, and outreach efforts.
- Supporting community engagement, advocacy, and capacity-building efforts.
- Strengthening trust and relationships between the organization and the community.

Through meaningful participation, a Community Committee helps ensure that the CBO's initiatives are accessible for all and responsive to the needs of the population it serves.



STEPS FOR DEVELOPING A COMMUNITY COMMITTEE

Step 1: Define Purpose & Goals

Before forming a Community Committee, a CBO must clearly define why there is a need for a committee and how it will contribute to the organization's mission. The purpose should align with the organization's broader goals or activities while centering community voices in decision-making, program development, education or resource development, community engagement or outreach, etc.

To develop the committee's purpose and goals, it is important to:

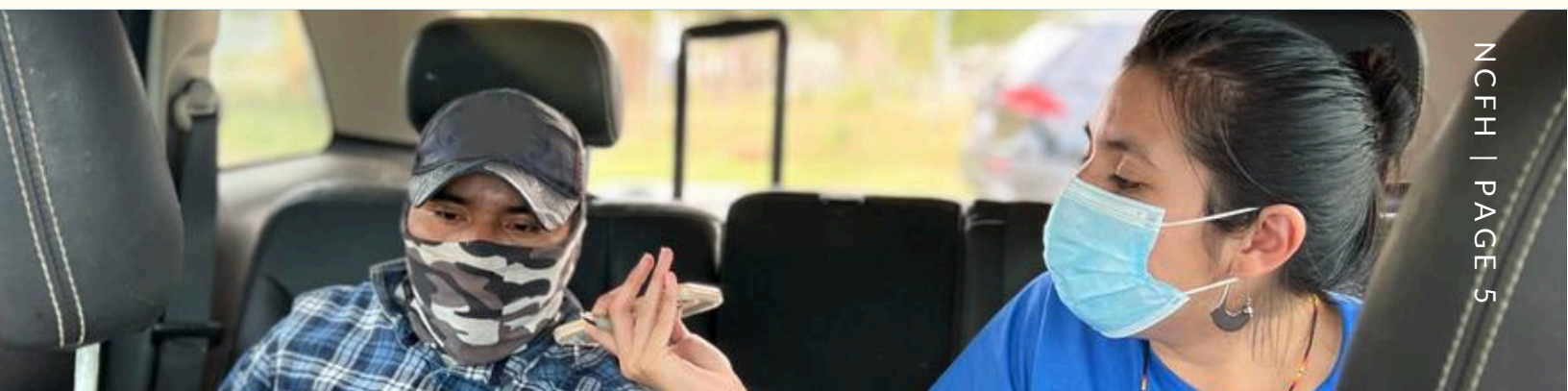
- Clarify the role of the committee in supporting the organization's mission.
- Identify specific objectives (e.g., gathering feedback, increasing engagement, supporting program implementation, reviewing educational materials, etc.).
- Determine how the organization will use the committee's input in decision-making.
- Define the expected outcomes or impacts.

Step 2: Identify the Population of Focus

The Community Committee should represent a specific population that the organization seeks to engage. This could center on their geography, cultural identity, occupation, language, lived experience, health risks, or other shared characteristics. Representation should be balanced and include different voices and perspectives.

To identify and select the population of focus, it is important to:

- Define the population the committee will represent.
- Ensure broad representation within the committee.
- Consider unique factors such as language, customs, habits, and literacy level.
- Identify barriers that could prevent participation and how to address them.



Step 3: Develop Committee Structure & Roles

A clear structure helps ensure efficiency, accountability, and sustainability. Establishing roles, responsibilities, and operational guidelines will allow the committee to function effectively.

Key Elements to Define:

- Membership criteria: who can join? Are there specific eligibility criteria?
 - 💡 ◦ **TIP:** Committee members should be...
 - Part of the population of focus.
 - Vocal and able to express opinions clearly.
 - Interested in participating and contributing.
 - Willing to dedicate a couple of hours to providing reviews and feedback.
 - Responsive and engaged in communications.
 - Familiar with the organization and its mission.
- Roles & Responsibilities: Assign roles among internal team members supporting the committee.
 - 💡 ◦ **TIP:** Identifying a primary point of contact within your organization for all committee communication helps to build rapport and trust with committee members. This same contact is recommended to perform administrative tasks with community committee members such as invoicing and compensation.
- Term Limits: How long will members serve?
- Meeting Frequency & Format: in-person? Virtual? Hybrid? Monthly, quarterly, ad-hoc? WhatsApp/messaging?
- Determine how members will be compensated for their time and knowledge.
 - 💡 ◦ **TIP:** It is essential to compensate committee members for their time. This helps build trust in the community and show appreciation for their valuable time and knowledge. Compensation ideas can include financial payments, gift cards, or providing a meal and childcare during scheduled meetings.

Once the committee structure and roles are defined, draft an agreement that includes the key information that committee members need to know including their expectations, compensation, term limits, etc. and request their signature/commitment. Use this agreement template to customize an agreement specific to your Community Committee. Make sure it is in their preferred language and appropriate literacy level. Take time to explain the agreement verbally to ensure they understand.



[Community Committee Service Agreement](#)

Step 4: Recruit & Engage Members

Successful recruitment requires intentional outreach efforts that resonate with the target community. Being transparent about expectations, benefits, and the impact of their participation encourages commitment and willingness to participate.

Strategies for recruitment:

- Leverage existing networks (partner organizations, community leaders, community spaces)
- Use multiple outreach methods (flyers, social media, newsletters, in-person events, word-of-mouth, direct outreach through messages and calls.)
- Clearly communicate the purpose and benefits of participation.
- Ensure accessibility such as language accommodation, transportation support, etc, remote support (i.e. WhatsApp groups).



[Community Committee Recruitment Email](#) to network/partners.

Step 5: Provide Training & Support

Empower committee members to contribute effectively. Providing training and ongoing support fosters engagement and strengthens the committee's impact.



TIP: To support your committee:

- Offer orientation sessions to familiarize members with the CBO's work and the purpose of the Community Committee.
- Review work expectations (review timelines etc.), demonstrate material reviews, explain feedback processes, provide work examples, and train on answering questions.



- [Onboarding/Training Call agenda and pointers](#)
- [Example standardized material review questions](#)
- Assign a staff liaison to support and facilitate meetings/communication.
- Set ground rules for respectful and open discussions.
- Ensure to address confidentiality and ethical considerations.
- Consider offering training opportunities around leadership skills and other capacity building topics of interest to the committee.

Step 6: Facilitate Meaningful Engagement

To maintain long-term engagement, meetings and activities must be structured, interactive, and purpose driven. Members should see the value of their participation and feel their contributions are making an impact.

- Create structured agendas with clear discussion topics.
- Offer interpretation services as needed and when possible.
- Use participatory approaches (listening sessions, focus groups, storytelling, dinamicas, etc.).
- Ensure members feel heard and valued by incorporating their input into initiatives.
- Share final products or resources to show how their contributions make an impact.



• **TIP:** WhatsApp can be a great resource to use for communication, here are a few benefits of using WhatsApp:

- Ability to communicate in the U.S. and outside of the U.S. and with U.S. or non-U.S. phone numbers.
- Committee members can respond at their convenience. For example, farmworkers are up very early and work late into the evening and can respond whenever is easiest for them.
- You can share files, voice notes, video calls, and create group/community chats within WhatsApp.



[This guide](#) provides information for health centers on how to use WhatsApp for patient health education but includes excellent instructions for using the different features of WhatsApp for communication with constituents.



[This resource](#) provides information on phone and virtual interpretation best practices for communicating with people who have limited English proficiency (LEP).



Step 7: Evaluate & Sustain the Committee

Ongoing evaluation ensures the committee remains effective and impactful. Regular assessments help identify areas for improvement and inform future strategies.

- Collect feedback from members on their experience and effectiveness.
- Adjust committee structure and processes as needed.
- Recognize and celebrate contributions to maintain engagement. Show committee members what they contributed to and the success of it!
- Plan for long-term sustainability (ongoing recruitment, funding, leadership succession).
- Use this [template evaluation survey](#) to gather feedback from committee members on participation and engagement, experience and impact, support and logistics, and open-ended feedback.



For Community Committee implementation support, questions, or to share success stories please reach out to NCFH at info@ncfh.org



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APPENDIX

COMMUNITY COMMITTEE SERVICE AGREEMENT

This Service Agreement is between [] (Corporation) and [], an independent contractor (Contractor), in consideration of the mutual promises made here under, as follows:

Terms of the Agreement: This Agreement shall become effective [] and shall remain in effect until [].

Services to be provided by the Contractor: *for example*....Participate in the review of farmworker health education materials and provide input based on their experience and knowledge. Additionally, the Contractor shall participate in an orientation call where the expectations of the committee and requirements of the review process will be reviewed. All services provided by the Contractor shall be provided from home or remotely using the WhatsApp application as a method of communication.

The Contractor accepts the following service delivery method: *for example*....The Corporation will send the Contractor a work order via WhatsApp detailing the review's specifications and requirements, the time frame to complete it, and the projected rate for that project. The Contractor may accept or reject the order if it is unwilling to complete the work and receive that rate. Likewise, if the Contractor fails to complete the work (respond) within the required time frame, the Corporation is not obligated to make a payment. The Contractor shall determine the method, details, and means of performing the services described above. Once the work order is accepted, the Contractor must complete the work to the standards of professionalism established by the Corporation. The Contractor is responsible for establishing a method for providing comments for each deliverable and allocating time for NCFH review. The Corporation may ask additional questions to clarify the Contractor's comments.

Compensation: In consideration for the services to be performed by the Contractor, the Corporation agrees to pay the Contractor \$_____ for each materials review performed and \$_____ for the required orientation call upon completion of the work to be performed as outlined in the work order, and upon receipt of the Corporation's invoice from the Contractor.

Tools and Equipment: The Contractor shall use its own equipment (cell phone with WhatsApp application) and supplies to deliver services while working off-site or remotely successfully.

Insurance: The Contractor agrees to hold the Corporation free and harmless from any claim arising out of any negligent act or omission during the performance of any duty under this agreement. The Contractor agrees to provide its own insurance, such as worker's compensation, unemployment, health, and general liability insurance.

Assignment: The Corporation or the Contractor may not transfer this Agreement or any duties or obligations under it without the prior written consent of the Corporation or the Contractor.

COMMUNITY COMMITTEE SERVICE AGREEMENT

Notices of General Provisions: Any notice to be given hereunder by either party to the other may be given by personal delivery, by mail, or by message over WhatsApp, registered or certified, postage prepaid, return receipt requested. Notices sent by mail shall be addressed to the parties at the addresses shown on the signature page of this Agreement, but either party may change that address by written notice in accordance with this paragraph. Notices delivered personally shall be deemed communicated as of the date of actual receipt; Notices sent by mail or message on WhatsApp shall be deemed communicated three (3) days after the date of sending.

Entire Agreement: This Agreement supersedes any other agreements, whether oral or in writing, between the parties hereto with respect to the performance of services by Contractor for the Corporation and contains all covenants and agreements between the parties with respect to the performance of such services in any manner. Each party to this Agreement acknowledges that neither party nor any person acting on behalf of either party has made any representations, inducements, promises, or agreements, orally or otherwise, which are not incorporated herein and that no other agreement, representation, or promise not contained in this Agreement shall be valid or binding. Any modification of this Agreement shall be effective only if in writing and signed by the party to be charged.

Partial Invalidity: If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will continue in full force and effect without being impaired or invalidated in any way.

Governing Law: This agreement shall be governed by and construed in accordance with the laws of the State of _____.

Corporation Signature:
Name:
Date:

Contractor Signature:
Name:
Date:

COMMUNITY COMMITTEE SERVICE AGREEMENT

Here is an example work order that could be included in the service agreement.
Work Order: Review of Health Education Materials

The Contractor shall work with the Health Education Products (HEP) team by reviewing materials and providing expertise and knowledge in Spanish on health education topics for farmworkers and their families. The Contractor shall answer project-specific questions and provide feedback by call, text, or WhatsApp voice message, review Spanish translations for accuracy, and evaluate visual or audio content of materials. All materials shall be targeted to migrant farmworker populations working or living in the United States or H-2A or TN guest workers living or working in the United States.

The Contractor will (1) provide written or audio comments on existing materials within the timeframe specified by NCFH staff, typically this timeframe could be between three to five days after receipt, (2) participate in an orientation call to review the committee's expectations and requirements of the review process, (3) assist by providing expertise and knowledge in the development of new materials,

During this contract, you will review approximately 10-15 products (Note: this number may vary at the discretion of NCFH) and will be paid \$50 per review per product at the beginning of the next month (for example, if you do a review in November 2024, you will be paid in December 2024). They will also be paid \$50 for participating in the required initial orientation call.

Contract Timeline: October 1, 2024 - September 29, 2025

Corporation Signature:
Name:
Date:

Contractor Signature:
Name:
Date:



COMMUNITY COMMITTEE RECRUITMENT EMAIL

This is an example newsletter or email blurb to share with partner organizations and network contacts to support recruitment of community committee members.

Dear [Name of Health Center or Organization],

[Background on your organization and purpose of the committee] Greetings from the National Center for Farmworker Health (NCFH). NCFH is a nonprofit organization whose mission is to improve the health and well-being of agricultural workers and their families. NCFH is reaching out to invite your organization to collaborate with us in forming a Dairy Worker Committee. This committee will be a vital resource for improving health and safety within the dairy industry by providing input and feedback, from October 2024 to September 2025, on health education content and disease prevention projects tailored to dairy workers, covering areas like flu, COVID-19, and H5N1 avian flu, also known as the bird flu.

[Statement of request and the “why”] We are seeking health centers and organizations that support and serve dairy workers to help us recruit committed individuals for this committee. By leveraging your connections and insights, together, we can build a committee that reflects the voices and needs of the dairy workforce, making sure that health education materials and resources are both relevant and effective.

[Definition of the committee member role] As committee members, dairy workers will be able to:

- Be part of a national committee of dairy workers who can advise, advocate, and provide feedback on important topics.
- Review and share comments on health information.
- Use their own experiences to guide projects that support dairy worker health.
- Help us make sure our resources are useful and easy for dairy workers to understand.
- Receive an incentive for each resource they review and provide feedback.

[Compensation and logistical information] We pay committee members \$50 per hour (or per material review) by check, money order, or gift card. Committee members will interact with NCFH staff and occasionally with CDC staff if they feel comfortable doing so. All meetings and activities can be done virtually, and NCFH staff train and support workers on using tech when needed.

[the “why”] By supporting this initiative, you play a critical role in ensuring that dairy workers across the country can have access to culturally and linguistically appropriate resources they need to stay safe and healthy. If your organization is interested in collaborating with us or would like more information, please reach out to us at [Contact Information].

Thank you for considering this opportunity to strengthen health equity and support the dairy worker community.

Warm regards,

[Your Name]

[Your Title]

[Organization name]

The National Center for Farmworker Health



COMMUNITY COMMITTEE RECRUITMENT EMAIL

Estimado [Nombre del Centro de Salud u Organización],

Hola [Nombre del centro de salud u organización]

Saludos desde el Centro Nacional para la Salud del Trabajador Agrícola (NCFH). NCFH es una organización sin fines de lucro cuya misión es mejorar la salud y el bienestar de los trabajadores agrícolas y sus familias. Queremos invitar a su organización a colaborar con nosotros en la formación de un Comité de Trabajadores de Lecherías. Este comité será un recurso vital para mejorar la salud y la seguridad dentro de la industria lechera, proporcionando información y comentarios, desde octubre de 2024 hasta septiembre de 2025, sobre el contenido de educación para la salud y proyectos de prevención de enfermedades adaptados a los trabajadores de las lecherías, abordando áreas como la gripe, el COVID-19 y la influenza aviar H5N1, también conocida como gripe aviar.

Estamos buscando centros de salud y organizaciones que apoyen y atiendan a los trabajadores de las lecherías para que nos ayuden a reclutar individuos comprometidos para este comité. Aprovechando sus conexiones y conocimientos, juntos podemos crear un comité que refleje las voces y necesidades de los trabajadores de la industria lechera, asegurándonos de que los materiales y recursos de salud para la salud que sean relevantes y eficaces.

Como miembros del comité, los trabajadores de lecherías podrán:

- Revisar y compartir comentarios sobre la información de salud.
- Utilizar sus propias experiencias para orientar proyectos que apoyen la salud de los trabajadores de lecherías.
- Ayudarnos a asegurarnos de que nuestros recursos son útiles y fáciles de entender para los trabajadores.
- Recibir un incentivo por cada recurso que revisen y aporten comentarios.

Al apoyar esta iniciativa, usted desempeña un papel fundamental para garantizar que los trabajadores de las lecherías de todo el país tengan acceso a recursos cultural y lingüísticamente apropiados que necesitan para mantenerse seguros y sanos. Si su organización está interesada en colaborar con nosotros o desea más información, póngase en contacto con [Información de contacto].

Gracias por considerar esta oportunidad de fortalecer la equidad en salud y apoyar a la comunidad de trabajadores de las lecherías.

Un cordial saludo,

[Su nombre]

[Su cargo]

[El nombre del organización]

Centro Nacional para la Salud de los Trabajadores Agrícolas

ONBOARDING/TRAINING FOR COMMUNITY COMMITTEE MEMBERS

This is an example of what you could include in an onboarding and training call with new or existing committee members to educate or refresh their understanding of the service agreement and feedback process.

Service Agreement Review:

- **Duration:** The agreement started on Date and will end on Date.
- **Responsibility:** State what their responsibility is as a committee member in simple, plain language.
- **Procedure:**
 - List out the process for participation and completion of requests, including timelines, point of contact, and method of communication.
- **Payment:** Share the compensation dollar amount and the frequency/timeline of payment.
 - Payment method: Share the specific payment method they will receive their compensation through.
- **Any questions about the contract?** Leave time for questions.

ONBOARDING/TRAINING FOR COMMUNITY COMMITTEE MEMBERS

Go through an example feedback request process, this is an example of an educational material feedback request and specifically the type of responses being requested.

Example:

Low-Cost Health Services for Farmworkers & their Families!

Are you connected with your local health center?

Health centers are located all over the U.S. and are available to ALL farmworkers (including H-2A/ temporary workers) and their families even if you do not have health insurance.
Health centers offer low-cost services based on income and family size.

Health Center services can include:

 <p>Medical treatment when sick or hurt</p>	 <p>Vaccinations</p>
 <p>Health education (heat stress prevention and diabetes management)</p>	 <p>Mental health services</p>
 <p>Medical exams & health screenings</p>	 <p>Pre-natal care</p>
 <p>Dental services</p>	 <p>Prescription medications</p>

Stay healthy and get connected to a health center near you! Most health centers have staff who speak Spanish or interpretation for other languages, and transportation to make your visit easier!

To find your nearest health center, contact:
Call for Health at +1 (800) 377-9968
or through WhatsApp at +1 (737) 414-5121,
or by opening your phone camera over the
QR code



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1. **What do you think is the main message of this resource/tool?**
 - a. "The main message on the topic is to teach farmworkers that there are health centers and that we can go for low-cost check-ups and that they offer many services such as immunizations, dental services, and more."
2. **Do you think this topic is important and of interest to agricultural workers? Why?**
 - a. "Yes, it is very important. Because we see many workers who suffer from health problems and they don't know where to get checked here or they think it's too expensive. And with this resource, we can inform them that it is possible to get checked and be healthy."
3. **How do you think this resource/tool motivates agricultural workers to take action?**
 - a. "It tells them that it's important to stay healthy and also gives them the phone number for the Call for Health program so they can get help there."
4. **From the information and images included in this resource, can you mention anything that might be confusing to agricultural workers?**
 - a. "Well, a little bit, the picture on the side of mental health makes me sad. I also don't understand what the white box is with no text or words."
5. **What information do you think could be added or changed to make health centers in the U.S. easier to understand?**
 - a. Maybe explain what prenatal care is because I don't understand it very well and it would be good to add it to maybe other diseases like eye diseases.

Spend time during the call ensuring that everything is clear and understood by the committee member. Identify gaps and where the committee member could use training or support to fulfill their responsibilities.

FARMWORKER COMMITTEE REVIEW QUESTIONS

Example Standard Questions:

1. ¿What do you think is the main message included in this resource/tool? /
¿Cuál piensa usted que es el mensaje principal en este recurso/herramienta?
2. Do you think this topic is important and interesting for Farmworkers? Why? /
¿Piensa que este tema es importante y de interés para los trabajadores agrícolas? ¿Porqué?
3. How do you think this resource/tool motivates farmworkers to take action? /
¿Cómo cree usted que este recurso/herramienta motiva a los trabajadores agrícolas a tomar acción?
4. From the information and images included in this resource, could you identify something that could be confusing for farmworkers?
De la información e imágenes incluidas en este recurso, ¿podría mencionar algo que pueda ser confuso para los trabajadores agrícolas?
5. What information do you think could be added or changed to make it easier to understand [ADD TOPIC]? /
¿Qué información cree que pudiera añadirse o cambiarse para entender más fácil [AGREGAR TEMA]?

Please note: These questions could be tailored depending on topic. Also, additional questions could be added to get specific feedback. It is recommended to limit the questions to a maximum of 6 in total, when possible.

COMMUNITY COMMITTEE PARTICIPANT FEEDBACK SURVEY

This is a basic evaluation survey for participants of a Community Committee to share feedback with a Community-Based Organization (CBO) about their experience.

Thank you for your participation in the [] and your valuable contributions to []. We would appreciate your feedback to help us improve the experience for all members and ensure our work reflects the community's voice.

I. Participation & Engagement

1. How long have you been a member of the Community Committee?

- Less than 3 months
- 3–6 months
- 6–12 months
- More than 1 year

2. On average, how often do you attend/participate in committee meetings, feedback sessions, or other interactions?

- All meetings
- Most meetings
- Some meetings
- Rarely
- Never

3. How engaged do you feel during meetings and activities?

- Very engaged
- Somewhat engaged
- Neutral
- Not very engaged
- Not at all engaged

COMMUNITY COMMITTEE PARTICIPANT FEEDBACK SURVEY

This is a basic evaluation survey for participants of a Community Committee to share feedback with a Community-Based Organization (CBO) about their experience.

II. Experience & Impact

4. Do you feel your voice is heard and valued as part of the committee?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

5. Do you understand the purpose and goals of the committee?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. Have you gained knowledge or skills through your participation in the committee?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. Has your participation made a difference in programs or services at [Organization Name]?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. Do you feel connected to other committee members and the broader community through this committee?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

COMMUNITY COMMITTEE PARTICIPANT FEEDBACK SURVEY

This is a basic evaluation survey for participants of a Community Committee to share feedback with a Community-Based Organization (CBO) about their experience.

III. Support & Logistics

9. How would you rate the support you receive from [Organization Name] to participate (e.g., transportation, childcare, stipends, materials)?

- Excellent
- Good
- Fair
- Poor
- Not applicable

10. Are meeting times and formats (in-person/virtual) accessible and convenient for you?

- Always
- Most of the time
- Sometimes
- Rarely
- Never

IV. Open-Ended Feedback

11. What has been most meaningful or valuable about participating in the Community Committee?

12. What challenges or barriers have you experienced as a committee member?

13. What suggestions do you have to improve the committee experience for you and others?

14. Is there anything else you'd like to share with us?