

# COLLECTIVE IMPACT FORUM



Welcomes you to

## **It's About the Community: Why Community Engagement and Process Matter in Collective Impact**

*Tuesday, January 20, 2015*

*#collectiveimpact*



# Sheri Brady

*Senior Associate for Strategic Partnerships*

Aspen Forum for Community Solutions



# Panelists

**Stacey Stewart**, U.S. President, United Way World Wide

**Richard C. Harwood**, President and Founder, The Harwood Institute for Public Innovation

**Albert Maldonado**, Program Manager, Health Youth Development, The California Endowment

**Martin Zanghi**, Director of Youth and Community Engagement, University of Southern Maine Muskie School of Public Service



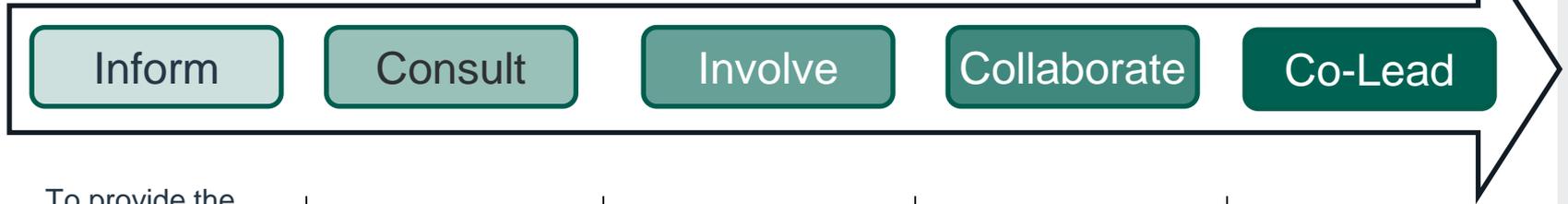
# Five Reasons Why Collective Impact Efforts Engage their Communities

- 1 Understand pressing systemic community challenges**
  - Begin a process of understanding the issue
  - Clarify questions that arise about the challenge
- 2 Co-create solutions**
  - Spark innovative problem-solving rooted in the “lived experience” of the community
  - Ensure that the community narrative is a part of the solutions created
  - Identify and spread unique solutions that exist within the community
- 3 Verify the direction**
  - Get feedback on specific strategies and indicators from communities, particularly those who will be the ultimate beneficiaries
- 4 Expand the reach of strategies**
  - Expand the reach of adoption of initiative strategies
  - Evoke and sustain the will to take aligned action
- 5 Build community capacity to lead and sustain change**
  - Train stakeholders in skills of effective collaboration and strategy execution
  - Share resources and learning across the community to support scaling best practices



# Approaches to Community Engagement

Increasing Level of Engagement



**Objective of the Approach**

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions

To gather feedback from targeted stakeholders on the project's goals, processes, shared metrics, or strategies for change

To work directly with stakeholders continuously to ensure that concerns are consistently understood and considered

To partner with stakeholders in each aspect of the decision including the development of alternatives and priorities

To place final decision-making in the hands of stakeholders so that they drive decisions and implementation of the work

**Examples**

- Email newsletters
- Send press releases announcing progress milestones

- Ask for input on initiative strategies
- Invite to small group or individual presentations about initiative

- Invite to join Working Groups or an advisory body for the initiative
- Partner in policy advocacy

- Appoint to a leadership role on a Working Group to help shape strategies

- Invite to join the Steering Committee and/or similar body with decision making power in the initiative

Source: Adapted from Tamarack Institute Community Engagement Continuum



# Examples of Each Approach

## Increasing Level of Stakeholder Engagement



### Engagement Goals

	Inform	Consult	Involve	Collaborate	Co-Lead
<b>1</b> <i>Understand system challenges</i>		Surveys or interviews about lived experience	Engage new voices in Working Groups (WG)		Invite to join Steering Committee(SC)
<b>2</b> <i>Co-create Solutions</i>		Interviews about strategies for change		Recruit community members to lead working groups	Enlist to co-direct strategies as WG co-chairs
<b>3</b> <i>Verify the direction</i>		Public meeting to solicit reactions to draft common agenda			
<b>4</b> <i>Expand reach</i>	Press / ad campaign			Make grants to develop and implement change strategies	Add SC members to represent missing perspectives
<b>5</b> <i>Build community capacity to lead change</i>	Provocative media campaign; Community training		Enlist as spokespersons; enlist as trainers (train the trainer)		



# Stacey Stewart

*U.S. President*

United Way World Wide



# Foundations of Our Work

**LIVE UNITED**



## Mission

To **improve lives** by **mobilizing** the caring power of communities around the world to advance the **common good**.

## Value Proposition

We **galvanize and connect** a diverse set of individuals and institutions and mobilize resources to create **long-term change**.



# United Way Empowers and Mobilizes Communities

- Connecting people with the tools they need to create impact on priority community issues
- Ensuring multi-sector partnerships take action on what is important to residents
- Using the community's priorities to guide United Way and partners' efforts
- Mobilizing the workplace
- Providing opportunities for strategic volunteerism and advocacy





# United Way Empowers and Mobilizes Communities

CONNECTING PEOPLE WITH TOOLS



ENSURING PARTNERSHIPS TAKE ACTION ON WHAT IS IMPORTANT



**United Way  
THRIVE**

**VOICES FOR THE  
COMMON GOOD  
SAN DIEGO  
SPEAKS OUT ON  
EDUCATION**



# United Way Empowers and Mobilizes Communities

.USING THE COMMUNITY'S PRIORITIES TO GUIDE UNITED WAY AND PARTNERS' EFFORTS



.MOBILIZING THE WORKPLACE

.PROVIDING OPPORTUNITIES FOR STRATEGIC VOLUNTEERISM AND ADVOCACY





# Connecting Leaders to Community

It is only by **delivering on the community's shared aspirations** that we can reach our vision:

*A world where all individuals and families achieve their human potential through education, income stability, and healthy lives.*





# Richard C. Harwood

*President and Founder*

The Harwood Institute for Public  
Innovation



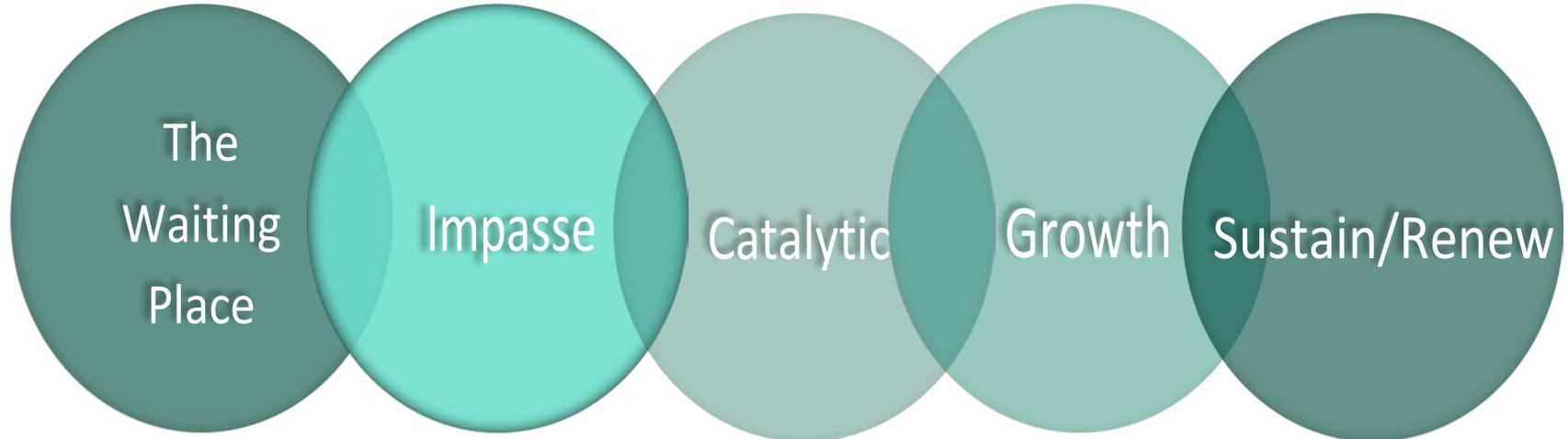
# Community Rhythms: The Five Stages of Community Life

## Questions to Consider

- **Why does an initiative that takes off in one community fall flat in another?**
- **Why can people identify an abundance of trusted leaders in one place but not another?**
- **Why does it seem like some communities are waiting to be rescued while others are moving forward?**
- **Why does it seem the story of some communities is that “things will never change” while in others there’s a real can-do spirit?**



# Five Stages of Community Life





# Stages of Community Life

	Content	People Say
<b>Waiting Place</b>	<ul style="list-style-type: none"><li>• No agreement on the problems</li><li>• Felt unknown, something is wrong but can't name it</li><li>• Disconnect between leaders and community, and between intention and actions of groups</li></ul>	<i><b>"I'm waiting for a new mayor, to change things"</b></i>
<b>Impasse</b>	<ul style="list-style-type: none"><li>• Greater sense of urgency than <i>Waiting Place</i></li><li>• See something is wrong</li><li>• There's more clarity about the issues, but people don't know where to go</li></ul>	<i><b>"This can't go on. Enough is enough"</b></i>
<b>Catalytic</b>	<ul style="list-style-type: none"><li>• New movement, not all in the same direction</li><li>• Competing things are all happening at once</li><li>• Status quo still exists, even as pockets of change start to emerge</li><li>• Competition in narratives</li></ul>	<i><b>"There's some good work in parts of town"</b></i>
<b>Growth</b>	<ul style="list-style-type: none"><li>• Abundance of capacity, networks, and productive norms</li></ul>	<i><b>"We're making real progress"</b></i>
<b>Sustain and Renew</b>	<ul style="list-style-type: none"><li>• Very rare stage</li><li>• Community has done great things, still much to do</li></ul>	



# Stages of Community Life

## Waiting Place

- **Be Careful Not To:** Rush into action. Since people can't name the problem, they cannot act on it.
- **What To Do:** Dialogue – crystallize the problem. Bring things to a head. Look for areas to produce small progress.

## Impasse

- **Be Careful Not To:** Confuse a shared sense of the problem with shared solutions.
- **What To Do:** Come together to name the problem. Find language that helps people imagine the future. Start with small steps.

## Catalytic

- **Be Careful Not To:** Take on too much. Coordinate the pockets.
- **What To Do:** Create informal networks to support pockets. Recognize contest over narratives. Tell stories about work in pockets.

## Growth

- **Be Careful Not To:** Rest on laurels. Ignore systemic issues (schools, race, etc.).
- **What To Do:** Bring pockets together to leverage them. Address larger city-wide or regional systemic issues.

## Sustain/Renew

- **Be Careful Not To:** Rest on laurels. Ignore key issues. Let leadership capacity calcify.
- **What To Do:** Renew leadership. See who's not part of conversations. Address key issues.



# Albert Maldonado

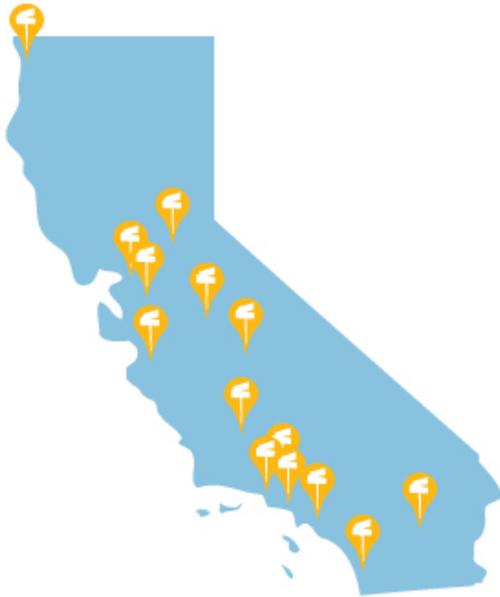
*Program Manager, Health Youth  
Development*

The California Endowment



## Building Healthy Communities: Local and Statewide Systems and Policy Change Efforts Aligned with Strategic Communications to Build Healthier Communities

✓ *Launched concurrent community-driven planning processes across 14 BHC places*



### Characteristics of BHC:

- Investing in grassroots community organizing
- Developing and maintaining long-term relationships with state-level advocates and policymakers
- Supporting both local and statewide advocacy infrastructure
- Authentic desire to let communities make local decisions
- Focusing on youth leadership and organizing
- Embedding program managers in each of the 14 BHC sites



# Building Healthy Communities: Drivers of Change(TOC)





# Building Healthy Communities: Learning and Progress

## .BUILD AUTHENTIC COMMUNITY CAPACITY

- Build capacity for residents and youth to act as change-makers through culturally and linguistically appropriate leadership training.
- When necessary, “build as you go” the infrastructure for youth and adult organizing.

## COMMUNITY ENGAGEMENT & DECISIONMAKING

- Integrate residents and youth in a meaningful way, including sitting at decision-making tables.

## .PROGRESS

- Youth across the state are leading positive school discipline policies.
- Parents and youth are increasing school resources to support social and emotional health of students.
- Youth and community advocates across California are advocating and securing youth development supports.
- Statewide policy change.



# Martin Zanghi

*Director of Youth and Community  
Engagement*

University of Southern Maine  
Muskie School of Public Service



# Leadership development opportunities to engage youth in the foster care system:

Marty Zanghi, Muskie School of Public Service

- Guiding Values
- Infrastructure
  - \* Systems Readiness
  - \* Training
  - \* Support
  - \* Skill Building
  - \* Reflection



“It makes me feel like my voice is heard, and important, like somebody does care about what we think. Because it is our life.” - YLAT Youth Leader. [www.ylat.org](http://www.ylat.org)



# Leadership development opportunities to engage youth in the foster care system:

Marty Zanghi, Muskie School of Public Service

## Continuum of Opportunities

- Low Barrier
- Power of their Story (Strategic Sharing)
- Policy Advising
- Legislative Opportunities
- Participatory Research

## Peer Leadership & Co-Facilitators

## Committed Relationships: Built on Trust, Honesty and Love



**YLAT: “Where foster care really mattered” - Carly**  
[www.ylat.org](http://www.ylat.org)

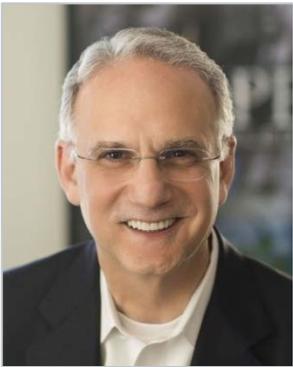
# Q&A



Moderator

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# Join the Collective Impact Forum – A Free Online Community for Collective Impact Practitioners, Partners, and Funders

The screenshot shows the homepage of the Collective Impact Forum. At the top left is the logo for the Collective Impact Forum, which consists of a stylized sunburst icon and the text 'COLLECTIVE IMPACT FORUM'. To its right is the FSG logo. The top navigation bar includes links for 'ABOUT US', 'PROFILE DIRECTORY', 'BLOG', and 'LOGIN', followed by a search bar and social media icons for Facebook, LinkedIn, Twitter, YouTube, and Google+. Below the navigation bar is a teal header with menu items: 'WHAT IS COLLECTIVE IMPACT', 'GETTING STARTED', 'FEATURED STORIES', 'COMMUNITY', 'RESOURCES', and 'NEWS & EVENTS'. The main content area features a large background image of people holding hands. On the left, the text reads 'Welcome to the COLLECTIVE IMPACT FORUM' in a mix of serif and sans-serif fonts. Below this is a paragraph: 'This is the place for those practicing collective impact to find the tools, resources, and advice they need. It's a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact.' A teal button labeled 'LEARN ABOUT THE COMMUNITY' is positioned below the paragraph. On the right, a section titled 'Visit Our Community' includes the text 'Select your role to visit the collective impact community most relevant to you.' and three buttons: 'FUNDER OF INITIATIVES', 'BACKBONE ORGANIZATION', and 'PARTNER ORGANIZATION', each with a corresponding icon. At the bottom of the page, there are two dark teal boxes with icons and text: 'What is Collective Impact? LEARN MORE >' and 'Where do I find help and the resources I need? FIND RESOURCES >'.

Sign up at

[www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)