COLLABORATION, EQUITY AND COMMUNITY ENGAGEMENT

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Collective Impact Forum
Part I: Integrating 3 Foundational Elements of Community Change into Prevention Plans (Slide 3)

Part IA: About Collaboration and Collective Impact (Slides 4-12)

Part IB: About Equity (Slides 13-19)

Part IC: About Community Engagement (Slides 20-25)

Part II: Recommendations (Slides 26-30)

Contact Information (Slide 31)
Three elements (concepts, practices, approaches) of large-scale community change can operate together to identify and implement community-generated strategies that improve outcomes and reduce disparities.
Defining Community Collaboration

Community Collaboration means a process by which clients and/or families receiving services, other community members, agencies, organizations, and businesses work together to share information and resources in order to fulfill a shared vision and goals. (Click here for the Law Insider Definition).

"Community-based collaboration," is the process by which citizens (residents), agencies, organizations, and businesses make formal, sustained commitments to work together to accomplish a shared vision. (Office of Justice Programs) (Office of Justice Programs)
Typical Collaborative Activities

It often involves:

- partnerships and coalitions
- mobilizing resources
- influencing systems
- changing relationships among partners, and
- serving as catalysts for changing policies, programs, and practices. (CDC, 1997, p. 9).
**What Are the Different Ways to Collaborate?**

**Networks:** People connected by relationships, which can take on a variety of forms, both formal and informal.

**Strategic Co-Funding:** Partnership among organizations that work in pursuit of a common goal. This could mean aligning programs or administrative functions or adopting complementary strategies.

**Strategic Alliances:** Partnership among organizations working in pursuit of a common goal while maintaining organizational independence. This could mean aligning programs or administrative functions or adopting complementary strategies.

**Movements:** Collective action with a common frame and long-term vision for social change, characterized by grassroots mobilization that works to address a power imbalance.

**Public-Private Partnerships:** Partnerships formed between government and private sector organizations to deliver specific services or benefits.

**Coalitions:** Organizations whose members commit to an agreed-on purpose and shared decision making to influence an external institution or target, while each member organization maintains its own autonomy.

**Collective Impact Initiatives:** Long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

**Other:**
Collective Impact 2.0*
Collective impact is a network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change.
Fundamental mismatch between the complexity of social problems and our traditional strategies

**Isolated Impact**
- Funders select *individual grantees*
- Non-profits *work separately* and *compete*
- Evaluation attempts to *isolate* a particular organization’s impact
- Large scale change is assumed to depend on *scaling a single organization*
- Corporate and government sectors are often *disconnected* from the foundations and non-profits

**Collective Impact**
- Understanding that social problems – and solutions – arise from the interaction of many organizations
- Organizations working toward *same goal* and *measuring same things*
- Large scale impact depends on *cross-sector alignment and learning* among organizations
- Government, non-profit and corporate sectors are essential *partners*
- Organizations actively *coordinate* their action and share lessons

*Collective Impact initiatives provide a structure for cross-sector leaders to forge a common agenda for solving a specific social problem*
Achieving Large-Scale Change through Collective Impact Involves Five Core Elements

| Common Agenda          | • Common understanding of the problem  
|                       | • Shared vision for change             |
| Shared Measurement     | • Collecting data and measuring results 
|                       | • Continuous learning and improvement  
|                       |   by focusing on performance management  
|                       | • Shared accountability                 |
| Mutually Reinforcing Activities | • Differentiated approaches  
|                          | • Willingness to adapt individual activities  
|                          | • Coordination through joint plan of action |
| Continuous Communication | • Consistent and open communication within  
|                          |   the collaborative and with the public  
|                          | • Focus on building relationships and trust |
| Backbone Support        | • Dedicated staff  
|                          | • Resources and skills to convene and  
|                          |   coordinate participating organizations |

ADAPT CORE ELEMENTS TO SPECIFIC CIRCUMSTANCES OF THE COMMUNITY AND INITIATIVE
The Collective Impact Forum – A Free Online Community for Collective Impact Practitioners, Partners, and Funders
University of Kansas Community Tool Box is excellent resource for collaboration and community change.
Defining Equity

Equity*

Equity is fairness and justice achieved through systematically assessing disparities in opportunities, outcomes, and representation and redressing [those] disparities through targeted actions.

Click here for the Standard Social Innovation Review: Centering Equity in Collective Impact
Equity Implementation Actions Can Take a Variety of Forms

**North Star**

Equity is the “North Star” for the work, its unwavering purpose, its mission, the source of hope and inspiration.

**Outcome**

Equity is an explicit outcome for the work, with indicators & targets to measure progress.

**Policy**

Policies require equity as a foundation for all policies, procedures, practices, programs, etc.

**Strategy**

Equity is a component of strategies & interventions where goals cannot be achieved without eliminating disparities.

**Principle-Value**

Equity is a principle/value which guides the work, & a standard against which to assess the work.

**Equity Lens**

*Equity is the lens through which to examine data & the entirety of the work*
Placing equity at the center is vital to advancing community change efforts.

One frequent reason community change efforts fall short is the failure to center on equity.

Equity:
- Reduces the risk of reinforcing, existing inequalities
- Shifts power to communities and the most marginalized
- Engages systems change
- Places a focus on social justice

An Initiative of FSG and Aspen Institute Forum for Community Solutions
Five Strategies for Centering Equity in Collective Impact

1. Ground the Work in Shared Language; Data & Context; Targeted Solutions
   - Create a shared language; ground the work in data and context; and target solutions to groups with disparities

2. Focus on Systems Change
   - Focus on systems change, in addition to programs and services.

3. Shift & Share Power
   - Shift and share power within the collaborative and with community

4. Work with Community
   - Listen to and act with community

5. Create Accountable Leadership
   - Build equity leadership and accountability for results
Four Tools for Embedding Equity Into Change Efforts

Organizational EQUITY Assessment

Targeted Universalism

Process Mapping

Targeted Universalism
Targeted Universalism means setting universal goals that can be achieved through targeted approaches for segments of the population.

“Fairness is not advanced by treating those who are situated differently as if they were the same...A targeted universal strategy is one that is inclusive of the needs of both the dominant and marginal groups but pays particular attention to the situation of the marginal group.”

...the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the wellbeing of those people. It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices (CDC, 1997, p. 9).

What is Community Engagement?
Types of Community Engagement Activities

- Community Building
- Community Education
- Community Organizing
- Deliberative Dialogue
- Direct Service
- Economic Development
- Engaged Research
- Participation in Leadership
- Participation in Decision-Making
- Organizational/Institutional Engagement
5 Reasons to Engage Community & Those with Lived Experience

1. Understand pressing systemic community challenges
   - Understanding the issues
   - Clarify questions that arise about the challenge

2. Co-create solutions
   - Spark innovative problem-solving rooted in the “lived experience” of the community
   - Identify and spread unique solutions that exist within the community

3. Verify the direction
   - Get feedback on specific strategies and indicators from selected 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
<table>
<thead>
<tr>
<th>STANCE TOWARDS COMMUNITY</th>
<th>IMPACT</th>
<th>COMMUNITY ENGAGEMENT GOALS</th>
<th>MESSAGE TO COMMUNITY</th>
<th>ACTIVITIES</th>
<th>RESOURCE ALLOCATION RATIOS</th>
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</thead>
<tbody>
<tr>
<td>IGNORE</td>
<td>0</td>
<td>Marginalization</td>
<td>Deny access to decision-making processes</td>
<td>Closed door meeting, Misinformation, Systematic</td>
<td>100% Systems Admin</td>
</tr>
<tr>
<td>INFORM</td>
<td>1</td>
<td>Placation</td>
<td>Provide the community with relevant information</td>
<td>Fact sheets, Open Houses, Presentations, Billboards, Videos</td>
<td>70-90% Systems Admin</td>
</tr>
<tr>
<td>CONSULT</td>
<td>2</td>
<td>Tokenization</td>
<td>Gather input from the community</td>
<td>Public Comment, Focus Groups, Community Forums, Surveys</td>
<td>60-80% Systems Admin</td>
</tr>
<tr>
<td>INVOLVE</td>
<td>3</td>
<td>Voice</td>
<td>Ensure community needs and assets are integrated into process &amp; inform planning</td>
<td>Community organizing &amp; advocacy, House meetings, Interactive workshops, Polling, Community forums</td>
<td>50-60% Systems Admin</td>
</tr>
<tr>
<td>COLLABORATE</td>
<td>4</td>
<td>Delegated Power</td>
<td>Ensure community capacity to play a leadership role in implementation of decisions</td>
<td>MOUs with Community-based organizations, Community organizing, Citizen advisory committees, Open Planning Forums with Citizen Polling</td>
<td>20-50% Systems Admin</td>
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<td>DEFER TO</td>
<td>5</td>
<td>Community Ownership</td>
<td>Foster democratic participation and equity through community-driven decision-making; Bridge divide between community &amp; governance</td>
<td>Community-driven planning, Consensus building, Participatory action research, Participatory budgeting, Cooperatives</td>
<td>80-100% Community partners and community-driven processes ideally generate new value and resources that can be invested in solutions</td>
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Spectrum of Community Engagement to Ownership
Community Engagement Toolkit

Paul Schmitz
Version 2.2
March 2017

Community Engagement Toolkit
RECOMMENDATIONS…
• General

PLAN DESIGN CONSIDERATIONS
• On Collaboration, Consultation and Community Engagement
• On Equity
• On Evidence-Based Practices
GENERAL RECOMMENDATIONS:

INVEST
• Investment in Primary Prevention (Need more investment and focus on primary prevention-meeting basic human needs of families; addressing the effect of poverty and racism require long-term, intergenerational investments in low income and families of color just as has been and continues to be done for White families)
• Investment in building new infrastructure- can’t keep investing all of the funds in the system that does not work; must devote resources to creation of new structures and systems that serve the diverse populations of the state, including infrastructure for managing equity.

BUILD INFRASTRUCTURE
• Moving From Inclusion to Belonging-requires not just inviting historically excluded groups to the table, but the invite should be to co-create the table with all stakeholder groups represented in the values, culture and practices that govern the new table

BUILD CAPACITY
• Strategy/Intervention implementation tools and technical support (Counties will need Strategy/Intervention implementation tools and technical support)
BUILD, EXPAND AND IMPROVE THE INFRASTRUCTURE FOR COLLABORATION, CONSULTATION AND ENGAGEMENT

• Establish clear mandate/requirement, performance measures and accountability around collaboration, consultation and engagement
• Provide resources for building capacity or locating partner capacity to do this line of community building work
• Ensure the right people, both within the agencies and in the communities, who have the knowledge, competencies and desire to do the community building work and leading and contributing to the work
BUILD AND EXPAND THE STATE INFRASTRUCTURE FOR EQUITY

• Create state and local agency capacity to do equity work and to support counties in their equity work
• Identify and address state- and county-level structural and systemic factors contributing to CW disparities for PoC
• Require equity inquiry/assessment and action plan for all implementation plans
• Create personnel and agency equity accountability structures, tools
• Create disparity reduction targets/outcomes for sub-segments experiencing disparities
• Increase state capacity for rigorously mining and improving the data systems to effectively address equity to inform and provide leadership to the counties
EXPAND EVP REQUIREMENTS TO MOST PUBLIC AGENCY PRACTICES AND CREATE INNOVATION PROGRAMS PERMITTING COMMUNITY/PARENTS TO CREATE AND PILOT EVPs

• Create infrastructure for EVP determinations which: 1) provides opportunity for community-based organizations and families to identify, employ and document innovative practices; and 2) requires public agencies to comprehensively assess their practices and subject them to an EVP assessment.
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