Welcomes you to

It’s About the Community: Why Community Engagement and Process Matter in Collective Impact
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

<table>
<thead>
<tr>
<th>Reason</th>
<th>Description</th>
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| **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

<table>
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<tr>
<th>Increasing Level of Engagement</th>
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<tbody>
<tr>
<td><strong>Inform</strong></td>
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### Objective of the Approach

- **Inform**: To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions.
- **Consult**: To gather feedback from targeted stakeholders on the project’s goals, processes, shared metrics, or strategies for change.
- **Involve**: To work directly with stakeholders continuously to ensure that concerns are consistently understood and considered.
- **Collaborate**: To partner with stakeholders in each aspect of the decision including the development of alternatives and priorities.
- **Co-Lead**: To place final decision-making in the hands of stakeholders so that they drive decisions and implementation of the work.

### Examples

<table>
<thead>
<tr>
<th><strong>Inform</strong></th>
<th><strong>Consult</strong></th>
<th><strong>Involve</strong></th>
<th><strong>Collaborate</strong></th>
<th><strong>Co-Lead</strong></th>
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<tbody>
<tr>
<td>Email newsletters</td>
<td>Ask for input on initiative strategies</td>
<td>Invite to join Working Groups or an advisory body for the initiative</td>
<td>Appoint to a leadership role on a Working Group to help shape strategies</td>
<td>Invite to join the Steering Committee and/or similar body with decision making power in the initiative</td>
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<td>Send press releases announcing progress milestones</td>
<td>Invite to small group or individual presentations about initiative</td>
<td>Partner in policy advocacy</td>
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Source: Adapted from Tamarack Institute Community Engagement Continuum
### Examples of Each Approach

#### Increasing Level of Stakeholder Engagement

<table>
<thead>
<tr>
<th>Engagement Goals</th>
<th>Inform</th>
<th>Consult</th>
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<tbody>
<tr>
<td>Understand system challenges</td>
<td></td>
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<tr>
<td>Co-create Solutions</td>
<td>Surveys or interviews about lived experience</td>
<td>Engage new voices in Working Groups (WG)</td>
<td>Invite to join Steering Committee (SC)</td>
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<td>Verify the direction</td>
<td>Interviews about strategies for change</td>
<td>Recruit community members to lead working groups</td>
<td>Enlist to co-direct strategies as WG co-chairs</td>
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<tr>
<td>Expand reach</td>
<td>Public meeting to solicit reactions to draft common agenda</td>
<td>Make grants to develop and implement change strategies</td>
<td>Add SC members to represent missing perspectives</td>
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<tr>
<td>Build community capacity to lead change</td>
<td>Press / ad campaign</td>
<td>Enlist as spokespersons; enlist as trainers (train the trainer)</td>
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Stacey Stewart
*U.S. President*
United Way World Wide
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

VOICES FOR THE COMMON GOOD

SAN DIEGO SPEAKS OUT ON EDUCATION

United Way THRIVE
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**
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
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

- The Waiting Place
- Impasse
- Catalytic
- Growth
- Sustain/Renew
## Stages of Community Life

<table>
<thead>
<tr>
<th>Stage</th>
<th>Content</th>
<th>People Say</th>
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<tbody>
<tr>
<td>Waiting Place</td>
<td>• No agreement on the problems</td>
<td>“I’m waiting for a new mayor, to change things”</td>
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<td></td>
<td>• Felt unknown, something is wrong but can’t name it</td>
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<td></td>
<td>• Disconnect between leaders and community, and between intention and actions of groups</td>
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<tr>
<td>Impasse</td>
<td>• Greater sense of urgency than <em>Waiting Place</em></td>
<td>“This can’t go on. Enough is enough”</td>
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<tr>
<td></td>
<td>• See something is wrong</td>
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<td></td>
<td>• There’s more clarity about the issues, but people don’t know where to go</td>
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<tr>
<td>Catalytic</td>
<td>• New movement, not all in the same direction</td>
<td>“There’s some good work in parts of town”</td>
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<td></td>
<td>• Competing things are all happening at once</td>
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<tr>
<td></td>
<td>• Status quo still exists, even as pockets of change start to emerge</td>
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<tr>
<td></td>
<td>• Competition in narratives</td>
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<tr>
<td>Growth</td>
<td>• Abundance of capacity, networks, and productive norms</td>
<td>“We’re making real progress”</td>
</tr>
<tr>
<td>Sustain and Renew</td>
<td>• Very rare stage</td>
<td></td>
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<tr>
<td></td>
<td>• Community has done great things, still much to do</td>
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</tr>
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</table>
## Stages of Community Life

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<thead>
<tr>
<th>Stage</th>
<th>Be Careful Not To</th>
<th>What To Do</th>
</tr>
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<tbody>
<tr>
<td><strong>Waiting Place</strong></td>
<td>Rush into action. Since people can’t name the problem, they cannot act on it.</td>
<td>Dialogue – crystallize the problem. Bring things to a head. Look for areas to produce small progress.</td>
</tr>
<tr>
<td><strong>Impasse</strong></td>
<td>Confuse a shared sense of the problem with shared solutions.</td>
<td>Come together to name the problem. Find language that helps people imagine the future. Start with small steps.</td>
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<tr>
<td><strong>Catalytic</strong></td>
<td>Take on too much. Coordinate the pockets.</td>
<td>Create informal networks to support pockets. Recognize contest over narratives. Tell stories about work in pockets.</td>
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<tr>
<td><strong>Growth</strong></td>
<td>Rest on laurels. Ignore systemic issues (schools, race, etc.).</td>
<td>Bring pockets together to leverage them. Address larger city-wide or regional systemic issues.</td>
</tr>
<tr>
<td><strong>Sustain/Renew</strong></td>
<td>Rest on laurels. Ignore key issues. Let leadership capacity calcify.</td>
<td>Renew leadership. See who’s not part of conversations. Address key issues.</td>
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</tbody>
</table>
Albert Maldonado

Program Manager, Health Youth Development

The California Endowment
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)
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:

- **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:

**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

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