Collective Impact Core
Agreement on How Partners Will Work Together
Approved by the Collective Impact Core
12/1/2021

What roles do we need at the table?
- Facilitator
- Listener
- Connector
- Recorder
- Data Collector
- Representatives from the Backbone Organization
- Representatives from the Work Groups
- Community Stakeholders

What do we expect from these roles?

Facilitator
- Work with the committee to set the meeting agenda
- Follow the meeting agenda
- Lead the meetings
- Manage meeting time
- Encourage participation
- Be accountable to common agenda/values, not accountable to organization
- Participate in decision-making
- Guide conversation
- Challenge ideas
- Develop and bring expertise around subject matter to the Core
- Onboarding – Provide new members with an orientation to the Core
- Follow established meeting norms
- Actively engage in the meeting

Listener
- Follow up with facilitator after each meeting
- Assist in creating meeting agendas
- Help the group get unstuck
- Identify values/sticking points through close listening
- Takes facilitator's role, in facilitator's absence
- Participate in decision-making
- Follow established meeting norms
- Actively engage in the meeting

Connector
- Attend all work group meetings
- Share relevant info between work groups in real time (connect to other initiatives already happening)
- Bring this info back to the Core
- Follow established meeting norms
- Actively engage in the meeting

Recorder
- Take minutes + attendance
- Send meeting materials
- Draft letters of support
- Follow established meeting norms
- Actively engage in the meeting

Data Collector
- Work with the Core to create and maintain a dashboard (or something else) that holds the data
- Point person for data requests
- Share data as appropriate
- Follow established meeting norms
- Actively engage in the meeting

Representative(s) from Backbone Organization
- Coordinate meeting space
- Maintain records (MOUs, etc.)
- Guide and take lead on communication coming out of the Core
- Ensure that Core has adequate resources for work
- Follow established meeting norms
- Actively engage in the meeting

Representative(s) from Work Groups
- Take messaging/expertise to Work Groups
- Attend Core meetings
- Bring info re: challenges/ outcomes/ emerging issues to Core
- Coordinate with other Work Groups
- Address & Champion the common agenda in Work Groups
- Follow established meeting norms
- Onboarding – orient new members to the Work Group Representative role and the work group's relation to the Core
- Actively engage in the meeting

Community Stakeholders
- Bring lived experience with common agenda topic + use that experience to help move agenda forward
- Identify & bridge gaps in current strategy
- Following established meeting norms
- Act as champion for common agenda in community
- Participate in a work group
- Actively engage in the meeting

How often do we meet?
- Meetings will be scheduled once per month for 90 minutes; meetings will last only as long as needed to complete the agenda
- Can call or cancel meeting, if needed; full group decides either at a meeting or via email
- Members are expected to attend at least 75% of scheduled meetings in each calendar year

How do we make decisions?
- All decisions must have a quorum; a quorum will be 50% + 1 of total membership AND at least one representative from each work group. For this process, the backbone will function as a work group.
- For smaller decisions (approving agendas, etc.): Informal Consensus
    - State proposal, check for objections
    - If none, then move forward with the proposal as stated
- For larger decisions (anything that impacts the common agenda): Formal Consensus
    - State proposal, position poll (agree; reservations; stand aside; block)
    - If no blocks or too many stand-asides, move forward with proposal
    - If blocks or too many stand-asides, revise proposal and begin again

Collective Impact Core
Agreement on Shared Definition of the Common Agenda
Approved by the Collective Impact Core
4/6/2022

What is the common agenda topic?

The common agenda topic is to become a more trauma-informed and resilient community. This means:

- Everyone has what they need to be well.
- Everyone understands trauma and its impact.
- Everyone has what they need to support themselves and each other.

Who could be impacted by the common agenda topic and the work we do to address it?

- All residents of Lenawee County
- Everyone who lives, works, and plays in Lenawee County
- People who know those who live, work, and play in Lenawee County
- People who are considering living, working, or playing in Lenawee County
- People who receive presentations from us
- Surrounding communities
- Elected officials/legislators
- Organizations
- Systems
- Businesses
- Schools
- Healthcare
- Transportation
- Children & Families
- Law Enforcement & Court Systems
- Tourists
- Elderly individuals
- People living in poverty
- People with histories of traumatic experiences (personal & generational) & the people connected to them
- Disabled folks
- Neurodivergent folks
- Historically marginalized populations

Collective Impact Core
Agreement on Shared Values to Drive the Work Forward
Approved by the Collective Impact Core
4/6/2022

What are our values?

- *Community* - We gather in a shared space and strive towards fellowship.
- *Collective Enoughness* - When we share power and work together, we have everything we need.
- *Diversity, Equity, and Inclusion* - We reflect the community we serve, in all its complexities, and every member has what they need to participate in this work.
- *Constant Learning* - There is always more to learn; we will seek it out and change our behavior accordingly.
- *Transparency & Accountability* - We share information openly and honestly. We take ownership over our actions and their impacts on each other, the common agenda, and the community.

How do we practice those values?

Community
- Engage residents from across the community at all levels
- Make mission-driven decisions
- Create opportunities to build connections and relationships within the meeting
- Pair all strategies with education about why they're important
- Build in feedback opportunities from both Core members and people outside the Core
- Share the work with people outside the Core

Collective Enoughness
- Do not duplicate efforts
- Share resources (time, people, funding, materials, knowledge, etc.)
- Have membership from many organizations and communities
- Trust in partnership and accountability
- Use asset-based framing
- Take the time necessary to build and nurture relationships
- Share ownership of initiatives and programs
- Engage in open communication regarding both needs and strengths / resources

Diversity, Equity, and Inclusion
- Expect that all of our work groups adopt this value and engage in practices that reflect it
- Recruit members who reflect our community
- Know and talk about what identities are represented
- Actively create policies and practices that support people in this work

- Acknowledge intentional and unintentional harms created by previous policies and practices
- Educate ourselves about other identities, best practices, etc.
- Create a _welcoming_ environment for everyone
- Name and actively work to address power dynamics
- Use consensus decision making
- Use inclusive language (pronouns, etc.)
- Share power and meeting space (not talking over each other, etc.)
- Disaggregate data and design interventions that address inequalities

Constant Learning
- Stay up to date on the literature
- Share training opportunities with one another
- Evaluate our outcomes
- Assess our ongoing need for new skills and knowledge
- Create an expectation of experimentation and failure
- Seeking out opportunities for growth
- Share what we learn with our work groups and the community

Transparency & Accountability
- Do what you say you're going to do
- Address and support people through completing tasks
- Make sure people have what they need to be successful
- Request and accept support to fulfill expectations
- Follow our values and acknowledge when we stray
- Explicitly state harm caused when expectations aren't met
- Limit distractions during meetings
- Be transparent about what work has – and has not – been completed (between members, to the community, and in relation to the common agenda)
- Be willing to ask and answer questions
- Use a variety of facilitation strategies to engage members at different levels
- Publish information somewhere that's publically accessible
- Use a quorum when making decisions

Collective Impact Core
A Defined Collaborative Model which Identifies Accountabilities of the Partners
Approved by the Collective Impact Core
11/2/2022

Who are the partners?

- Backbone Organization
- Collective Impact Core
- Work Groups
- The people impacted

What roles do the partners fill?

Role	Partner
Facilitator	Backbone Organization
Listener	Backbone Organization
Connector	Backbone Organization
Recorder	Collective Impact Core
Data Collector	Collective Impact Core
Representatives from Backbone Organization	Backbone Organization
Representatives from Work Groups	Work Groups
Community Stakeholders	Work Groups

What would trigger a change in the partners?

Backbone Organization

- The current Backbone Organization is no longer interested
- The current Backbone Organization is not meeting expectations
- Another partner is better positioned to meet expectations

This change would be proposed to the Core by any Core Member and approved by formal consensus.

Work Groups

- There's a change in the common agenda
- A current work group is no longer interested
- A potential work group expresses interest
- The current work group is not meeting expectations

To add a new work group partnership:

- The potential work group expresses their interest and willingness to meet expectations to the Backbone Organization

- The addition is proposed to the Core by the Backbone and approved by formal consensus

To end current work group partnership:

- The Backbone Representatives and Work Group Representatives meet to explore the supports that are needed for the Work Group to either maintain their partnership or end it well
- The Core Members explore the supports that are needed for the Work Group to either maintain their partnership or end it well
- The Work Group Members agree to end the partnership by consensus
- The Work Group Representatives to the Core present the decision to end the partnership to the Core
- The Core Members discuss how to fill the gap left by the partnership

How are the partners connected?
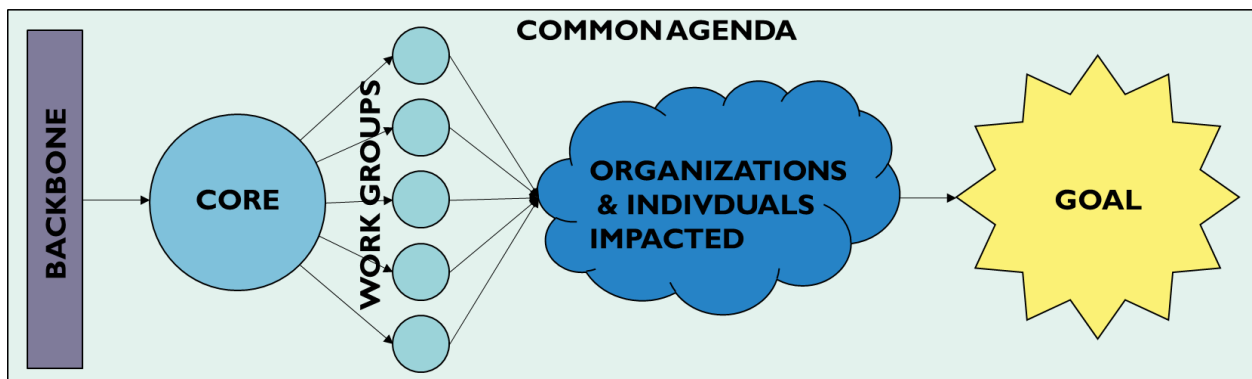
Who are the partners accountable to? How do the partners practice accountability?

Backbone Organization

Representatives of the Backbone Organization are accountable to:	Representatives of the Backbone Organization practice this accountability by:
• Other representatives of the Backbone Organization	• Working together to ensure roles are filled • Engaging in constant two way communication • Sharing records • Identifying needs/ gaps/support
• Members of the Core	• Sharing records • Doing what they say they're going to do

	• Sharing processes, skills, and resources, • Being responsive to the needs of the Core • Checking in on action steps, providing support, etc.
• People impacted	• Creating space at the Core to discuss emerging issues • Keeping records publicly available on the website • Keeping activities goal centered • Using community-based data to inform goals

Collective Impact Core

Members of the Collective Impact Core are accountable to:	Members of the Collective Impact Core practice this accountability by:
• Other Members of the Collective Impact Core	• Working together to ensure work groups are represented • Engaging in constant, two way communication • Sharing records • Identifying needs/ gaps/ supports • Doing what they say they're going to do • Checking in on action steps, providing additional support, etc. • Learning from each other • Attending meetings
• Representatives of the Backbone Organization	• Sharing records • Identifying needs/ gaps/ supports • Sharing feedback from the work group and people impacted • Attending meetings
• Members of their Work Groups	• Engaging in two-way communication between their work group and the Core • Making sure there's a place for Work Group members to participate in the Core

	• Providing training/ info/ resources that work groups need to do the work • Connecting work groups to each other
• People impacted	• Committing to the common agenda • Sharing actions and plans on the Core website

Work Group Members

Members of the Work Groups are accountable to:	Members of the Work Groups practice this accountability by:
• Other Members of their Work Group	• Working together to ensure work groups are represented • Engaging in constant, two way communication • Sharing records • Identifying needs/ gaps/ supports • Doing what they say they're going to do • Checking in on action steps, providing additional support, etc. • Learning from each other • Attending meetings
• Members of the Collective Impact Core	• Selecting representatives to the Core • Supporting the Common Agenda by engaging in shared action steps • Engaging in two-way communication between their work group and the Core • Incorporating the common agenda in their work plans/ actions
• People Impacted	• Ensuring their work group has representation from the people impacted • Seeking feedback/ guidance/ data from the people impacted • Sharing progress with the people impacted • Incorporating the common agenda in interactions with the people impacted

Collective Impact Core
Terms of Reference for Partners in the Collective Impact Effort
Approved by the Collective Impact Core
12/1/2022

What has to be achieved?

To become a more trauma-informed and resilient community where:

- Everyone has what they need to be well.
- Everyone understands trauma and its impact.
- Everyone has what they need to support themselves and each other.

Who will take part in it?

All partners (Backbone Organization, Collective Impact Core, Work Groups, People Impacted)

How will it be achieved?

Step 1: Complete an assessment to determine work group's current state re: being Trauma-Informed

Step 2: Become Trauma Aware
Focus A: Recognition & Awareness

1. At least one work group member understands the need for TIC and is a champion
2. A group of work group members understand the need for TIC and are champions
3. A majority of work group members understand and can speak about the need for TIC
4. Work group uses data to validate the need for TIC

Step 3: Become Trauma Sensitive
Focus A: Foundational Knowledge

1. A few work group members have attended foundational training about TIC
2. Most work group members have attended foundational training about TIC
3. Most work group members have knowledge about TIC
4. TIC knowledge is exchanged among work group members as part of the work group
5. A group of work group members can apply TIC knowledge and skills

Focus B: Work Group Readiness

1. Work group has stable funding and a low level of chaos
2. Work group leadership is committed to TIC
3. A majority of work group members are committed to TIC
4. Resources are directed to TIC efforts (e.g., time for training, etc.)
5. TIC is a work group priority
6. Work group leaders model TIC
7. Work group leaders embody TIC

* TIC = Trauma Informed Care

Focus C: Process & Infrastructure
1. A dedicated group within the work group is identified as TIC change agents
2. TIC change agents include people with lived experience in the work group's priority area
3. A process of communication and information sharing is established
4. TIC change agents are able to infuse TIC knowledge to other work group members
5. TIC change agents are empowered to call into question non-trauma informed policy and practice, including power structures

Step 4: Become Trauma Responsive
Focus A: Gather Information
1. TIC change agents use a process for gathering info about TIC opportunities
2. TIC change agents have reviewed policies, practices, and environment with a trauma-informed lens
3. The work group has a process for input and feedback from work group members and program/service beneficiaries
4. The work group uses other data to identify opportunities for TIC

Focus B: Prioritize & Create Plan
1. TIC change agents have developed a method to prioritize TIC opportunities
2. TIC change agents have created a work plan
3. TIC change agents monitor the work plan and use it to feed implementation efforts

Step 5: Become Trauma Informed
Focus A: Implement & Monitor
1. A change to policy, practice, or environment has been initiated
2. The change is reviewed and monitored
3. The change is modified as needed
4. Most changes to policy, practice, or environment have been initiated

Focus B: Adopt Policy & Practice
1. A change to policy, practice, or environment has been adopted
2. A change to policy, practice, or environment has been institutionalized
3. Most changes to policy, practice, or environment have been institutionalized

When will it be achieved?
Short-Term: Complete baseline assessment within 3 months of adopting this document
Intermediate: Re-Assess annually to determine progress and when to shift focus to next step
Long-Term: Achieve goal within 5 years