

COLLECTIVE IMPACT CORE

shared understandings for
systems change

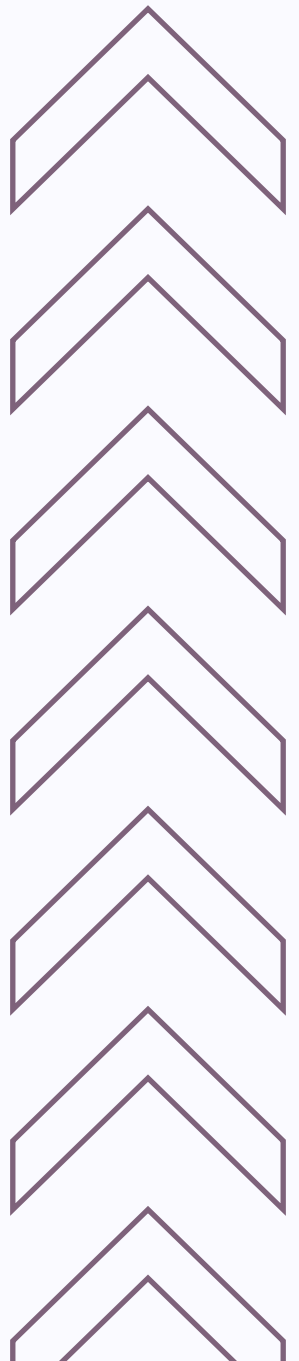


SECTION 01

welcome

"Why do we gather? We gather to solve problems we can't solve on our own. We gather to celebrate, to mourn, and to mark transitions. We gather to make decisions. We gather because we need one another. We gather to show strength. We gather to honor and acknowledge. We gather to build companies and schools and neighborhoods. We gather to welcome, and we gather to say goodbye."

-Priya Parker, *The Art of Gathering*



WELCOME TO THE COLLECTIVE IMPACT CORE

We are so happy that you're here.

This workbook will guide new members in joining the Collective Impact Core. It will also help returning members reflect on and re-commit to the group.

We encourage you to move through this workbook in the order it's presented. It may take some time and that's a good thing! Real change takes time. You can complete it in pieces, at whatever pace works best for you.

Some of the activities in this workbook are only for you. They may ask you to reflect on how a value or process looks in your life.

You'll share other activities as part of your agreement to join the Core. This will achieve two goals. One, the other members of the Core will get to know you better. Two, we'll know what changes we need to make as a group to welcome and help you succeed. We've marked these activities throughout the workbook.

A group of Collective Impact Core Members created this workbook in 2021 and 2022. Special thanks to:

Clint Brugger, Representative of the Lenawee Financial Stability Coalition
Tim Kelly, Representative of the Cradle to Career Partnership
Kathryn Szewczuk, Representative of the Backbone Organization
Madeline DeMarco, Representative of the Backbone Organization
Jackie Bradley, Representative of the Backbone Organization

and

John Haught, who worked in and for the community for many years, who saw wins big and small, and who started this project with us but passed before we finished.

As you complete this workbook, reach out to the Collective Impact Core's Facilitator for support -

Email: LenaweeCollectiveImpact@Gmail.com

Address: 1040 S. Winter St.
Ste 1022
Adrian, MI 49221

Phone: (517) 263-8905

Fax: (517) 263-7616

Thank you for coming, welcome, and we hope you enjoy your stay!

TABLE OF CONTENTS

Welcome	Page 2
Community	Page 5
<u>Activity</u> : What does community mean to you?	
<u>Activity</u> : Who are you?	
<u>Activity</u> : Intentional containers	
<u>Activity</u> : Deep hanging out	
<u>Activity</u> : What assumptions are part of our community?	
Diversity, equity, & inclusion	Page 13
<u>Activity</u> : What does diversity, equity, and inclusion mean to you?	
<u>Activity</u> : Who is your community?	
Constant learning	Page 16
<u>Activity</u> : What does constant learning mean to you?	
<u>Activity</u> : What wisdom do you bring?	
<u>Activity</u> : What do we need to learn?	
Collective enoughness	Page 23
<u>Activity</u> : What does collective enoughness mean to you?	
<u>Activity</u> : What do we have?	
<u>Activity</u> : What do we need?	
Transparency & accountability	Page 30
<u>Activity</u> : What does transparency & accountability mean to you?	
<u>Activity</u> : How do you want to show up?	
<u>Activity</u> : Reflecting on shared understandings	
Glossary	Page 36
Resources	Page 40

SECTION 02

community

"community is a place to practice and participate in care, attention, knowing and being known, being protected, having room to make mistakes and still belong...not just allowed to be there but be valuable...to heal. to recover. community feels responsible for each other.

community is a choice. more precisely, community is an accumulation of choices made every day, a set of growing practices."

-adrienne marie brown, *Distinguished and Singing*



WHAT DOES “COMMUNITY” MEAN TO US?

Definition

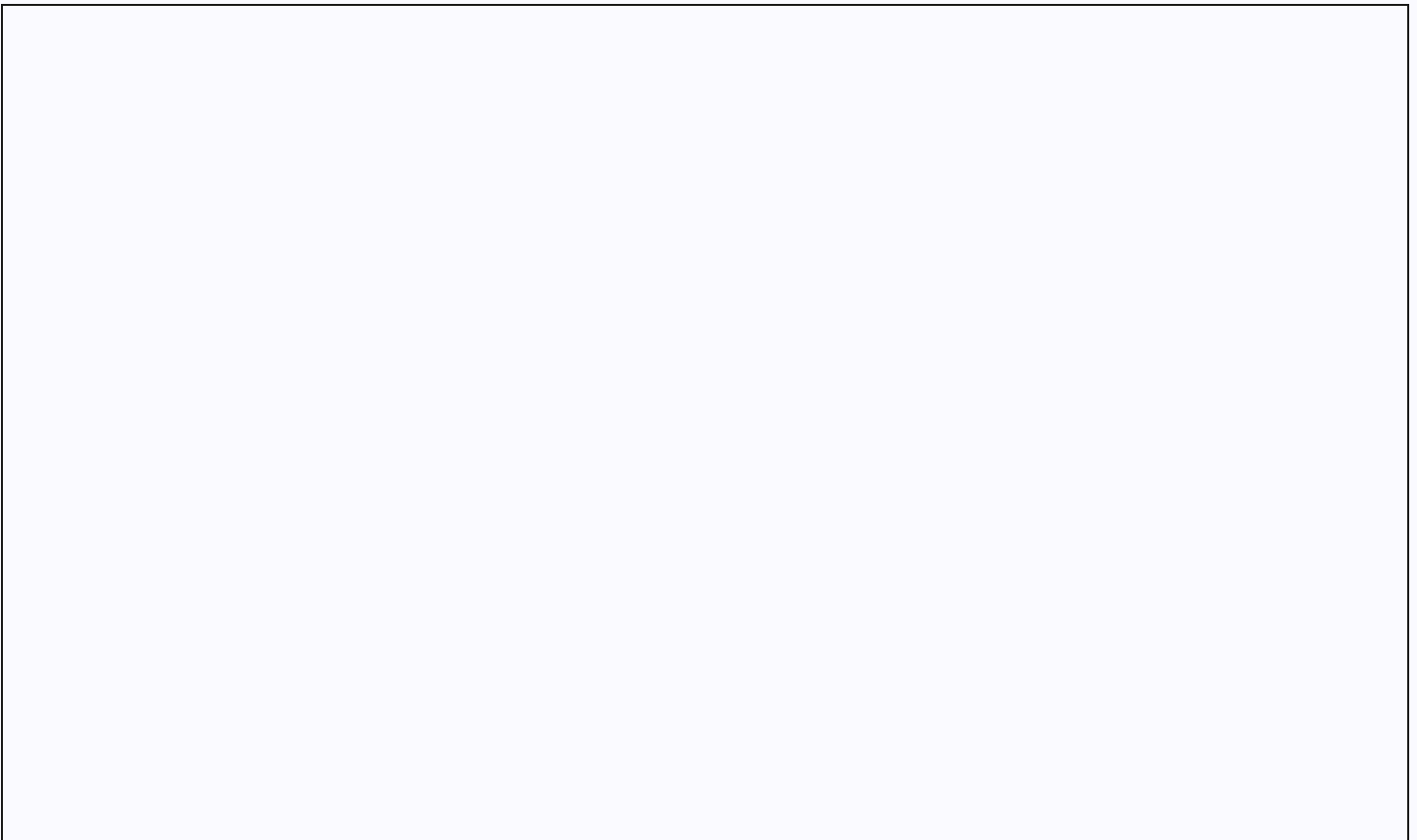
We gather in a shared space and strive toward fellowship.

Practice commitments

- We engage residents from across the community at all levels
- We make mission-driven decisions
- We create opportunities to build connections and relationships within our meetings
- We pair all strategies with education on why they are important
- We build in opportunities for feedback from our members, as well as other people impacted by our work
- We share knowledge and skills with people outside of the Core

What does community mean to you?

Spend some time reflecting on the value of Community. What is the color, texture, and shape of this value? Where does it live within you? What is its highest intention for you and your world? If this value had a voice, what would it say? Without editing yourself, write or draw what comes to you in a stream of consciousness.



Activity adapted from Kai Cheng Thom’s “So You’re Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”

WHO ARE YOU?

You'll share this page with the other members of the Collective Impact Core.

Name:

Pronouns:

- Workgroup: Cradle to Career Lenawee Essential Needs Council
- Lenawee Financial Stability Coalition Lenawee Health Network
- OneLenawee Backbone Organization

Self-love

A key to imagining a different future is being true to and loving yourself. What makes you feel important and valued? How do the people around you support these things?

Question adapted from “Building Utopia: A Radical Futuring Toolkit”

Moments when we thrive

When are you at your best? What helps you and the people around you thrive? Consider the moments when you feel encouraged and recognized.

Question adapted from “Building Utopia: A Radical Futuring Toolkit”

WHAT IS COLLECTIVE IMPACT?

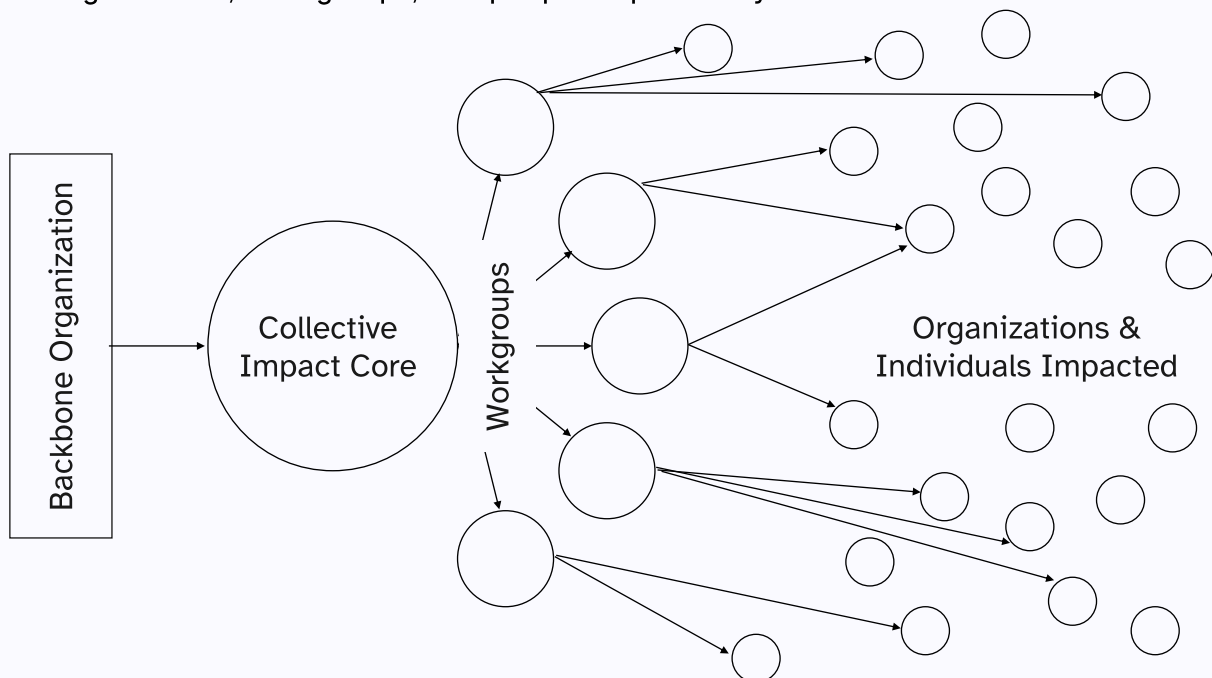
Collective impact is one way for people to work together to solve a complex problem. A complex problem is one that involves many systems and doesn't have easy answers.

The term "Collective Impact" is from a 2011 article in the Stanford Social Innovation Review. The authors described five things that Collective Impact efforts need to succeed:

1. A common agenda - a shared understanding of the problem and how to solve it,
2. Shared measurements - a way to understand the impact of the group's actions and hold each other accountable,
3. Mutually reinforcing activities - a way to work together that allows everyone to do what they are good at and moves everyone closer to the goal,
4. Backbone support - a single organization that helps plan, manage, and support the work, and
5. Continuous communication - a pathway to build and maintain trust between the people involved.

WHO ARE WE?

The Collective Impact Core is often called "The Core" for short. We include representatives from a Backbone Organization, Workgroups, and people impacted by our work.



The Backbone Organization provides ongoing support to the Collective Impact Core. This ensures we all have what we need to fill our roles. The Core supports the common agenda. We also provide strategic direction for the Workgroups. The Workgroups support their members. Workgroup Members are some of the people impacted by the Common Agenda. Other people are not involved, but are impacted by the Common Agenda topic and the work the Collective Impact Core does to address it. Each partner is described in more detail on the following pages.

Any member of the Collective Impact Core can fill the following roles:

1. Recorder. The recorder takes notes during meetings and ensures members can access meeting materials. They also draft communications on behalf of the Collective Impact Core.
2. Data Collector. The data collector creates and/or maintains the way the Core collects data. They also coordinate data sharing.

Backbone organization

A Backbone Organization provides ongoing support to a collective impact effort. Staff from the Backbone Organization fill four roles in the Collective Impact Core:

1. Facilitator. The facilitator leads meetings. They also make sure activities align with the vision and provide support as needed.
2. Listener. The listener helps identify unspoken values or sticking points that influence the group.
3. Connector. The connector attends all Workgroup meetings and shares relevant information between them.
4. Backbone Representative. The backbone representative ensures the group has what it needs to succeed. This includes space, staff time, favorable policies, and/or financial resources.

Lenawee Community Mental Health Authority is the current Backbone Organization for the Core.

The Backbone Organization could change if:

- The current organization is no longer interested in filling the role.
- The current organization is not meeting the expectations of the group.
- Another organization is better positioned to meet the expectations of the group.

Any member of the Collective Impact Core can propose this change at any time. Members would discuss and decide on the proposal using a formal consensus approach.

Workgroups

Workgroups are the heartbeat of collective impact. They take action and bring the goals to life. Workgroup Representatives are the bridge between the Collective Impact Core and the Workgroup Members. They make sure the Core and the common agenda are relevant to their Workgroup. They also help coordinate aligned activities.

The current Workgroups are Cradle to Career, the Lenawee Essential Needs Council, the Lenawee Financial Stability Coalition, the Lenawee Health Network, and OneLenawee.

These Workgroups could change if:

- There's a change in the common agenda.
- A current Workgroup is no longer interested in having a relationship with the Core.
- A current Workgroup is not meeting the expectations of the group.
- A new group wants to create a relationship with the Core.

Any member of the Collective Impact Core can propose to add a new Workgroup at any time. Members would discuss and decide on the proposal using a formal consensus approach.

Any member of the Collective Impact Core can propose to end a current Workgroup relationship at any time. The relationship between the Core and the Workgroup may end, even if the group itself continues to meet.

Once a member proposes to end a Workgroup relationship, we'll follow the process below. We'll move to the next step only as needed:

1. The Workgroup Representatives will meet with the Backbone Representatives to explore what support the Workgroup needs. This support may help continue the relationship or end it well.
2. All Collective Impact Core Members will meet to explore what support the Workgroup needs. This support may help continue the relationship or end it well.
3. The impacted Workgroup Members will agree to end their relationship with the Core using a consensus approach.
4. The Workgroup Representatives will meet with the other Collective Impact Core Members and present their decision to end the relationship.
5. Collective Impact Core Members will discuss how to fill any gaps left by the Workgroup.

People impacted

Every action has an impact. That's the whole point of taking an action! Before we decide to act, we must consider and involve the people the action will impact. Their input is necessary to keep the Core relevant, intentional, and effective. The specific people might change based on the action we are discussing.

Ideally, the People Impacted are already Workgroup Representatives. If not, all Collective Impact Core Members must seek out and consider their input.

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
- People who are neurodivergent
- Historically marginalized populations

HOW DO WE GATHER?

We have a scheduled gathering on the first Wednesday of each month from 10:00 - 11:30 am. Any member of the Collective Impact Core can propose to call or cancel a meeting at any time. Members would discuss and decide on the proposal using an informal consensus approach.

We expect each Core Member to attend at least 75% of scheduled meetings in a calendar year.

The space for our gatherings changes based on the meeting. Sometimes we meet online through a virtual meeting platform like Zoom. Sometimes we meet in person at a location that makes sense for the specific content of the meeting. Any space we use must be accessible to all members. It is also important that our space allow us to connect, focus, reflect, and feel safe.

Intentional containers

Change work takes space. We can use intentional practices to build space and reconnect to ourselves and our communities. Identify what values are most important to you. How could you bring them more intentionally into your life and work? How could you practice them in your relationship with the Collective Impact Core?

Question adapted from “Weaving Together a World Without Violence Medicine Deck”

Deep hanging out

Deep hanging out goes beyond the surface, passing interactions we have with our colleagues. It is the act of trusting and loving the people you work with. It is finding a way to shift relationships into ones that will transform systems. How could you better practice trust and vulnerability with Collective Impact Core Members?

Question adapted from “Weaving Together a World Without Violence Medicine Deck”

WHAT ASSUMPTIONS ARE PART OF OUR COMMUNITY?

You'll share this page with the other members of the Collective Impact Core.

What are your assumptions about how people should work together? How do these show up in the work of the Collective Impact Core?

Are there any assumptions that the Collective Impact Core needs to agree on?

How do you believe change happens? Do you agree with other Collective Impact Core Members about this? Do you need to?

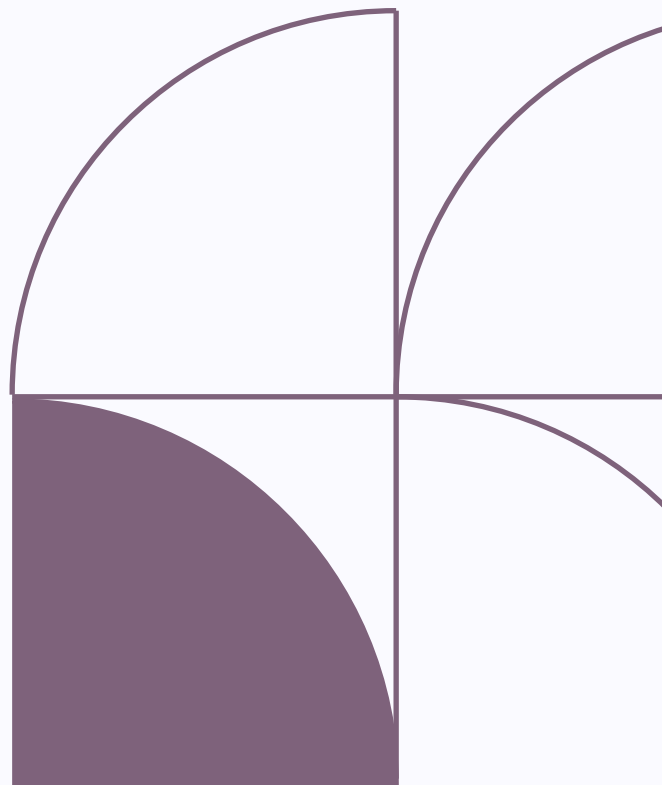
Questions adapted from "In It Together: A Framework for Conflict Transformation in Movement-Building Groups"

SECTION 03

diversity, equity, & inclusion

"Belonging or being fully human means more than having access. Belonging entails being respected at a basic level that includes the right to both co-create and make demands upon society."

-john a. powell



WHAT DO “DIVERSITY, EQUITY, & INCLUSION” MEAN TO US?

Definition

We reflect the community we serve in all its complexities. Every member has what they need to take part in this work.

Practice commitments

- We recruit and nurture members who reflect our community
- We know and talk about what identities are and are not represented
- We create policies and practices that support the people impacted by the work
- We acknowledge and seek to remedy the harms we've caused
- We educate ourselves about identities other than our own
- We create a welcoming environment for everyone
- We name and address power dynamics
- We make decisions through consensus

What do diversity, equity, and inclusion mean to you?

Spend some time reflecting on the value of Diversity, Equity, and Inclusion. What is the color, texture, and shape of this value? Where does it live within you? What is its highest intention for you and your world? If this value had a voice, what would it say? Without editing yourself, write or draw what comes to you in a stream of consciousness.

Activity adapted from Kai Cheng Thom’s “So You’re Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”

WHO IS YOUR COMMUNITY?

You'll share this page with the other members of the Collective Impact Core.

Who is your community? What is it like sharing space with them? How do you connect?

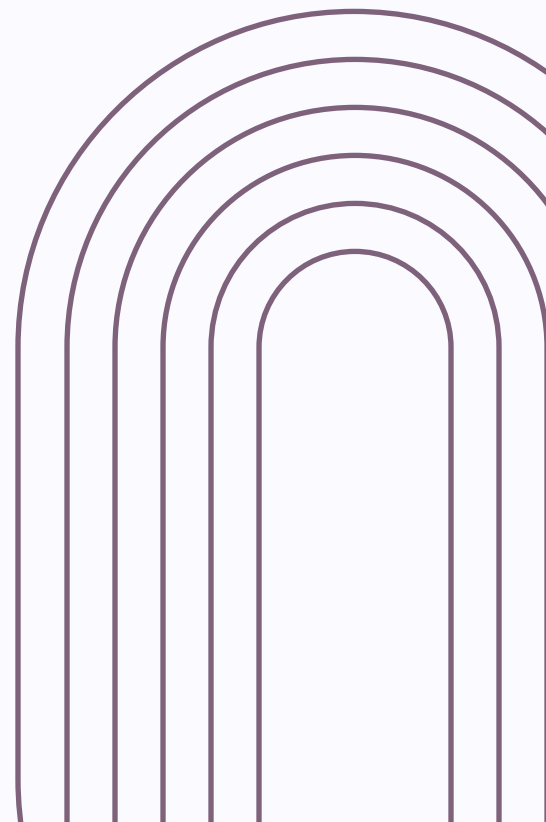
Question adapted from "Building Utopia: A Radical Futuring Toolkit"

SECTION 04

constant learning

"Do the best you can until you know better.
Then when you know better, do better."

-Maya Angelou



WHAT DOES “CONSTANT LEARNING” MEAN TO US?

Definition

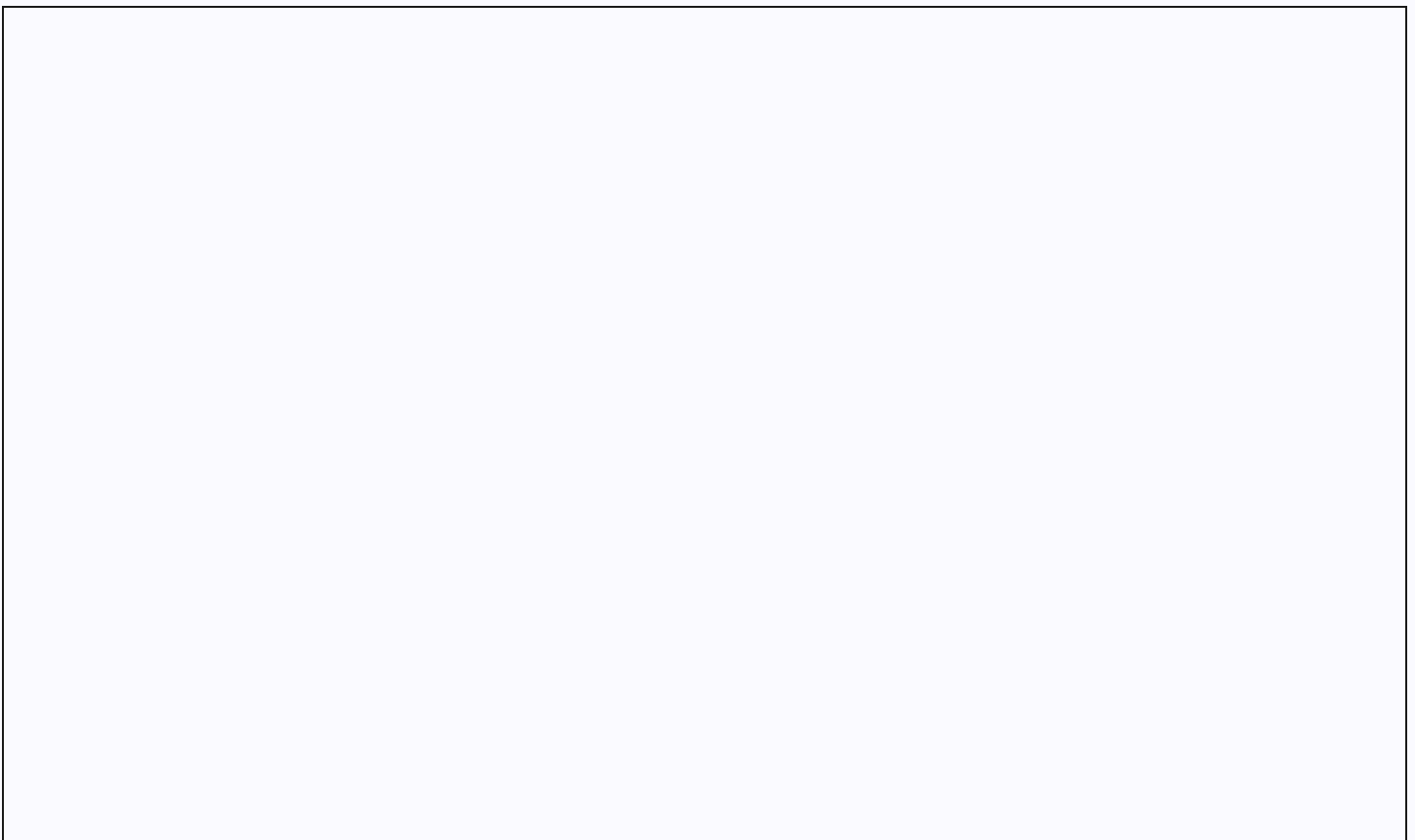
There is always more to learn. We will seek it out and change our behavior to match.

Practice commitments

- We stay up to date on best practices
- We share and take advantage of training opportunities
- We evaluate our outcomes
- We assess our ongoing need for new skills and knowledge
- We expect that we will experiment and fail
- We seek opportunities for growth
- We share what we learn with our Workgroups and the community

What does constant learning mean to you?

Spend some time reflecting on the value of Constant Learning. What is the color, texture, and shape of this value? Where does it live within you? What is its highest intention for you and your world? If this value had a voice, what would it say? Without editing yourself, write or draw what comes to you in a stream of consciousness.



Activity adapted from Kai Cheng Thom’s “So You’re Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”

WHAT IS THE COMMON AGENDA?

The common agenda 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.

What do we know about the common agenda?

Trauma

We define trauma as an experience that leaves people feeling hopeless or helpless. This could be a personal, community, or systemic experience.

A personal trauma is an experience that occurs to one person. It may be a single event, multiple events, or a prolonged event. This includes a car accident, a serious illness, or abuse or neglect. The Adverse Childhood Experiences Study took place in the 1990s. This research connected a group of potentially traumatic events to future life outcomes. The results informed a lot of what we know about the impact of personal trauma. The study and the specific events are often referred to as "ACEs."

A community trauma is an event or condition that lessens the sense of safety within a community. This includes natural disasters, poor housing quality, or racism. Community organizers and researchers built on the individual concept of Adverse Childhood Experiences. They named potential community traumas as Adverse Community Environments. Together, Adverse Childhood Experiences and Adverse Community Environments are often called "the pair of ACEs."

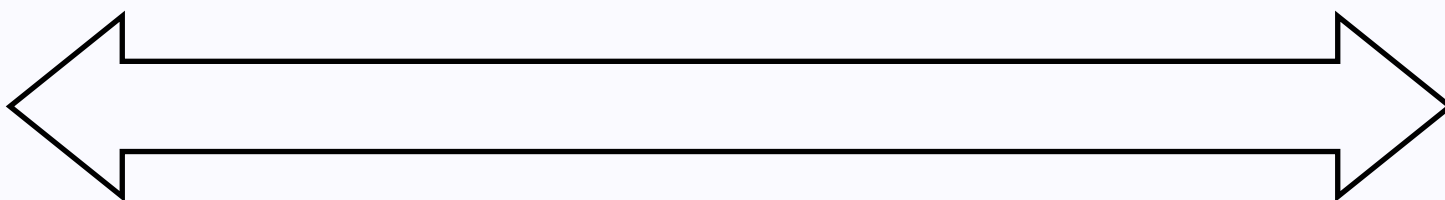
A systemic trauma is when an institution worsens the impact of an individual or community trauma. This includes not investing in a certain community, using inequitable hiring practices, or requiring people to re-tell their story to access support.

Trauma-informed care

Trauma-informed care is a set of practices that understand and respond to the impact of trauma. There are six key principles of trauma-informed care:

1. Safety - People feel physically and psychologically safe.
2. Trustworthiness & Transparency - People are transparent in making decisions. This builds and maintains trust among the people impacted.
3. Peer Support & Mutual Self-Help - People with shared experiences have the opportunity to accept, understand, and validate each other.
4. Collaboration & Mutuality - People focus on building relationships and sharing power and decision-making.
5. Empowerment, Voice, & Choice - Every person's experience is unique and needs an individual approach. This approach builds on their strengths.
6. Cultural, Historical, and Gender Issues - People recognize and address the impacts of historical trauma. This includes being culturally responsive and restoring traditional cultural connections.

Groups of people can become trauma-informed by practicing trauma-informed care. This process exists along a continuum. Groups move back and forth along the continuum over time.



Trauma Aware

Individuals understand trauma and how it can change the way they view and interact with others.

Trauma Sensitive

The group values a trauma-informed lens and identifies trauma and resilience in policies and practices.

Trauma Responsive

Members of the group apply their knowledge of trauma and resilience.

Trauma Informed

The entire group is skilled in using trauma-informed care.

Resilience

We define resilience as the ability to move forward in spite of challenges. It is the other side of trauma and, like trauma, it can occur in individuals, communities, and systems.

Individual resilience is when a person has the resources to meet their own needs. This includes internal resources, such as knowledge or skills. It also includes external resources, such as income or health insurance.

Community resilience is when a group of people use their resources to meet each other's needs. This could be an informal interaction, such as between family members or friends. It can also be formal, such as between local organizations.

Systemic resilience is when institutions allow space for individual and community resilience. This includes policies and practices. A policy might be providing paid sick leave. A practice might be hiring an American Sign Language interpreter for public meetings.

WHAT WISDOM DO YOU BRING?

You'll share this page with the other members of the Collective Impact Core.

Pooling resources and sharing wisdom is a part of community culture. What wisdom do you have to offer on trauma, trauma-informed care, and resilience? What has your community taught you about these ideas?

Question adapted from “Building Utopia: A Radical Futuring Toolkit”

Think of one aspect of the Common Agenda and consider how it has drastically changed in your time. What is the current state of trauma, trauma-informed care, or resilience? How has it changed from the past? What small changes led up to this change? What could cause a radical shift for the better?

Question adapted from “Building Utopia: A Radical Futuring Toolkit”

WHAT DO WE NEED TO LEARN?

Imagine that in the middle of the night, a powerful enchantment has been cast. 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. When you wake up, what do you notice that tells you this change has happened? In your close relationships? Neighborhood? Government? Workplace?

How does this enchanted world feel in your...

Body:

Mind:

Spirit:

Activity adapted from Kai Cheng Thom's "So You're Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth"

Think of something you do regularly in your work. What would that activity look like in your new enchanted world? In each box, sketch out one step of the new activity from beginning to end. You can use the lines to make notes about each step. Don't worry about making it perfect!

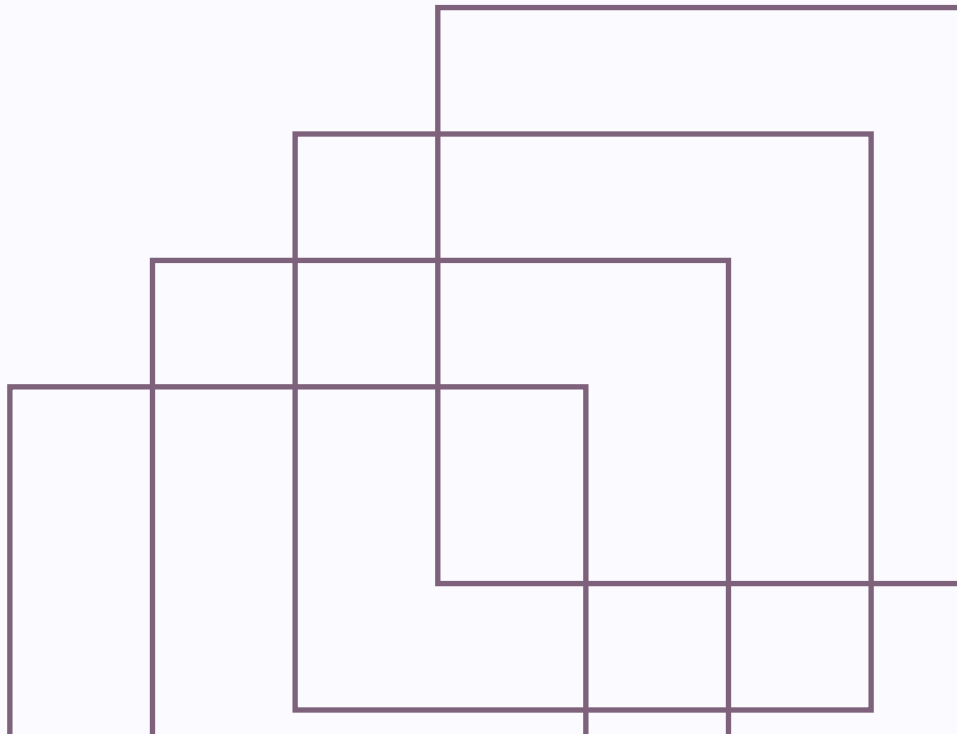
Question adapted from "Building Utopia: A Radical Futuring Toolkit"

SECTION 05

collective enoughness

"Our power together lies not just in our abilities but in our collective resources. As a community, we already have so much of what we need. Because together, there is always enough. It is only on our own that we experience scarcity."

-Hildy Gottlieb



WHAT DOES “COLLECTIVE ENOUGHNESS” MEAN TO US?

Definition

When we share power and work together, we have everything we need.

Practice commitments

- We build on and make use of each other’s strengths
- We share resources of all types
- We involve people from all across our community
- We trust our partners
- We take the time necessary to build and nurture relationships
- We share ownership of our work
- We engage in open communication about the good and bad

What does collective enoughness mean to you?

Spend some time reflecting on the value of Collective Enoughness. What is the color, texture, and shape of this value? Where does it live within you? What is its highest intention for you and your world? If this value had a voice, what would it say? Without editing yourself, write or draw what comes to you in a stream of consciousness.

Activity adapted from Kai Cheng Thom’s “So You’re Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”

HOW DO WE SHARE POWER & WORK TOGETHER?

How do we make decisions?

We only make decisions when at least 50% + 1 members and all Workgroups are present. For example, if we have 10 members, we would need at least 6 people to make a decision.

We make routine decisions using an informal consensus model. Routine decisions include approving our Meeting Agendas and Meeting Minutes. In informal consensus -

1. We state the proposal.
2. We check for understanding.
3. We ask for any objections.
4. If there are objections, we open the discussion and switch to a formal consensus model. If there are no objections, we accept the proposal as stated.

We make decisions about the common agenda using a formal consensus model. In formal consensus -

1. We state the proposal.
2. We check for understanding.
3. We ask each member to state their current position on the proposal. Possible positions include:
 - Agree - "I support the proposal and will help put it in place."
 - Reservations - "I have some concerns with the proposal, but will help put it in place if that's what the group decides."
 - Stand Aside - "I will not take part in putting this proposal in place"
 - Block - "I disagree with the proposal and the group cannot move forward."
4. If any member doesn't agree, we open the discussion, revise the proposal, and start again. If all members agree, we accept the proposal as stated.

The group can choose to move forward with members expressing "Reservations" or "Stand Aside" positions. The group cannot move forward if any member expresses a "Block" position.

What has to be achieved?

The Common Agenda. That is, 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 of the Collective Impact Core.

Step 1: Assess where each Workgroup is at along the continuum of trauma-informed care

We will decide on a survey tool and distribute it to the Workgroups to provide baseline data.

Step 2: Support each Workgroup to become Trauma Aware

Focus A: Recognition & Awareness

1. At least one Workgroup Member understands the need for trauma-informed care and advocates for it.
2. A group of Workgroup Members understand the need for trauma-informed care and advocate for it.
3. A majority of Workgroup Members understand the need for trauma-Informed Care and can speak about the need for it.
4. The Workgroup uses data to validate the need for trauma-Informed Care

Step 3: Support each Workgroup to become Trauma Sensitive

Focus A: Foundational Knowledge

1. A few Workgroup Members have attended foundational training about trauma-informed care
2. Most Workgroup Members have attended foundational training about trauma-informed care
3. Most Workgroup Members have knowledge about trauma-informed care
4. Trauma-informed care knowledge is exchanged among Workgroup Members as part of the Workgroup
5. A group of Workgroup Members can apply trauma-informed care knowledge and skills

Focus B: Workgroup Readiness

1. Workgroup has stable funding and a low level of chaos
2. Workgroup leadership is committed to trauma-informed care
3. A majority of Workgroup Members are committed to trauma-informed care
4. Resources are directed to trauma-informed care efforts (e.g., time for training, etc.)
5. Trauma-informed care is a Workgroup priority
6. Workgroup leaders model trauma-informed care
7. Workgroup leaders embody trauma-informed care

Focus C: Process & Infrastructure

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

Step 4: Support each Workgroup to become Trauma Responsive

Focus A: Gather Information

1. Trauma-informed care change agents use a process for gathering info about trauma-informed care opportunities
2. Trauma-informed care change agents have reviewed policies, practices, and environment with a trauma-informed lens
3. The Workgroup has a process for input and feedback from Workgroup Members and program/service beneficiaries
4. The Workgroup uses other data to identify opportunities for trauma-informed care

Focus B: Prioritize & Create Plan

1. Trauma-informed care change agents have developed a method to prioritize trauma-informed care opportunities
2. Trauma-informed care change agents have created a work plan
3. Trauma-informed care change agents monitor the work plan and use it to feed implementation efforts

Step 5: Support each Workgroup to 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: We will complete our baseline assessment by February 2023.

Intermediate: We will re-assess our Workgroups each year to determine our progress and focus for the next year.

Long-Term: All of our Workgroups will be Trauma Informed by 2028.

WHAT DO WE HAVE?

The three sisters

The Haudenosaunee use a gardening practice called the Three Sisters. The Three Sisters are corn, beans, and squash. Each plant is unique. When planted together, the qualities of each plant helps the others grow.

Consider the special place you occupy in the world, the community, and the Core. How might you express your gratitude for this space? In what ways do you support the people around you? How are you supported? How might these interconnections be more fully nourished?

Question adapted from “Weaving Together a World Without Violence Medicine Deck”

Living the future

Revisit the enchanted world you envisioned in the section on Constant Learning (p. 21). In what ways can you live more fully into that future in the here and now?

Question adapted from “Weaving Together a World Without Violence Medicine Deck”

WHAT DO WE NEED?

You'll share this page with the other members of the Collective Impact Core..

We all have needs all the time. Some needs are unique to us. Other needs are the same across people. Even when we have the same needs, the resources we need to meet those needs may be different.

What inner resources do you need to take part in the Collective Impact Core at your best? These are things you can do for yourself.

What community resources do you need to take part in the Collective Impact Core at your best? These are things others can do for you.

What systemic resources do you need to take part in the Collective Impact Core at your best? These are things that can ease systemic issues and power dynamics.

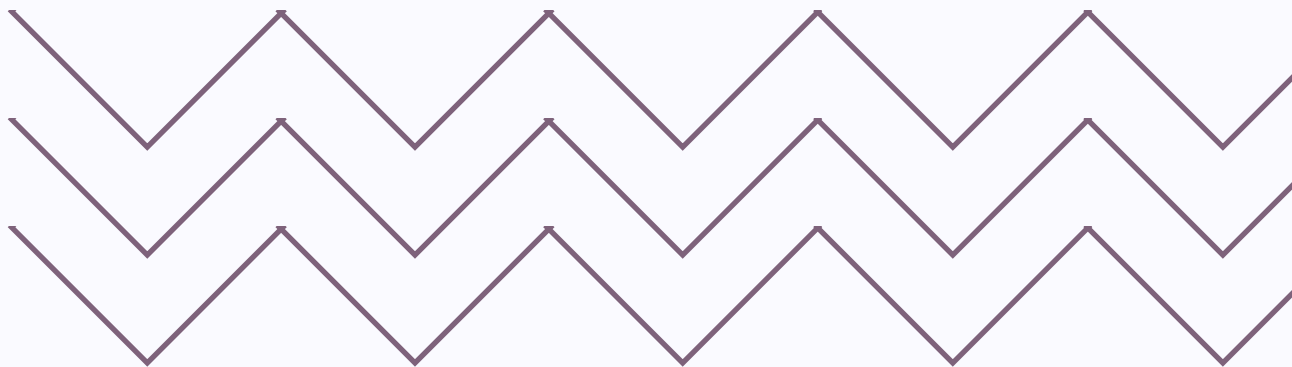
Questions adapted from “So You’re Ready to Choose Love: Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”

SECTION 06

transparency & accountability

"Accountability is not a destination: it is a skill we can build and practice. It is an art, a craft, an alchemy we can learn how to wield just as we have learned how to wield hurt and shame and fear."

-Mia Mingus



WHAT DO “TRANSPARENCY & ACCOUNTABILITY” MEAN TO US?

Definition

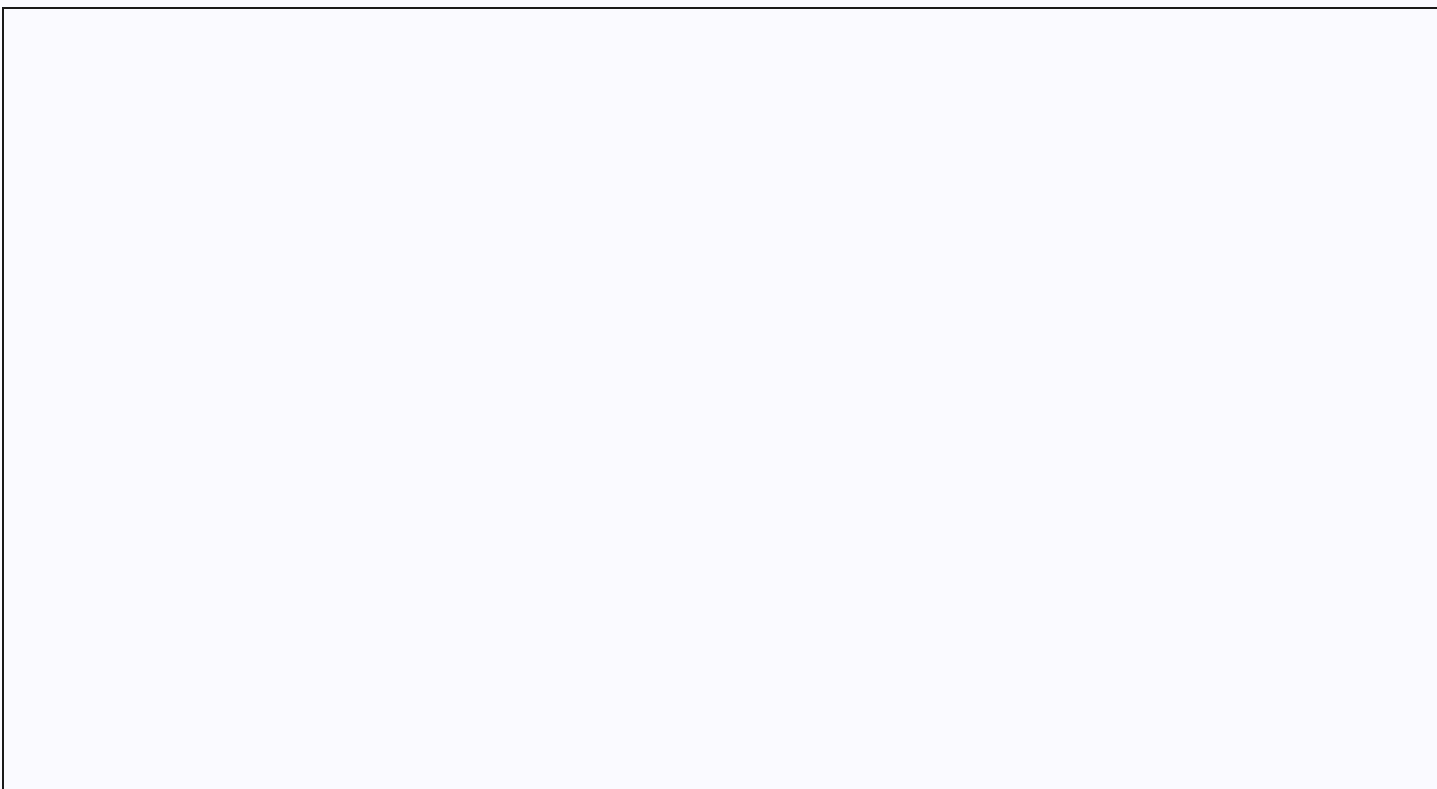
We share information openly and honestly. We take ownership of our actions and their impacts on each other, the common agenda, and the community.

Practice commitments

- We do what we say we’re going to do
- We support each other to get the work done
- We ensure everyone has what they need to be successful
- We request and accept support
- We follow our values and acknowledge when we stray
- We ask and answer questions

What do transparency & accountability mean to you?

Spend some time reflecting on the value of Transparency & Accountability. What is the color, texture, and shape of this value? Where does it live within you? What is its highest intention for you and your world? If this value had a voice, what would it say? Without editing yourself, write or draw what comes to you in a stream of consciousness.



Activity adapted from Kai Cheng Thom’s “So You’re Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”

HOW DO WE SHARE INFORMATION?

The Core shares information through in-person meetings, virtual meetings, emails, and the website. Partners may share other information in any way they agree to. We only make decisions that affect the Core when a majority of members and all Workgroups are present.

WHO ARE WE ACCOUNTABLE TO?

All members of the Collective Impact Core are accountable to each other, the Backbone Representatives, their Workgroup Members, and the people impacted by the actions we take.

In addition to the practice commitments, every member of the Collective Impact Core is expected to:

- Commit to the Collective Impact Core's shared agreements each year.
- Ensure all Workgroups are represented in meetings and decision-making.
- Share Workgroup documents, such as meeting minutes or action plans.
- Identify needs and gaps related to the common agenda.
- Check in on the progress of action steps and provide support to complete them.
- Share information between their Workgroup and the Collective Impact Core.
- Encourage Workgroup Members to participate in the Collective Impact Core.

WHAT HAPPENS WHEN WE DON'T LIVE UP TO OUR EXPECTATIONS?

No member of the Collective Impact Core is perfect. Each of us will fail to live up to the expectations we've set at some point.

As soon as a member of the Collective Impact Core notices that the work has been affected, they should :

1. Name what's happened with the person or people responsible (it may even be yourself!)
2. Ask what barriers came up and if they need support
3. Ask them to name the impact (for example, How does this affect our partners? Or our plans for next week, month, year?)
4. Ask what they would do differently next time
5. Ask them to make a new plan with a new deadline

If this does not repair the issue, the members should contact the Backbone Representatives. They will help explore ongoing supports or changes that may be necessary.

HOW DO YOU WANT TO SHOW UP?

Accountability is both a capacity and a skill. It is a powerful set of actions that we can take when we have accidentally or intentionally done harm. How do we grow and strengthen our accountability? Through practice and receiving support from those around us.

Think of a time when you struggled to be accountable - when you weren't able to show up as the person you wanted to be. What happened?

Personal accountability

What individual actions would have helped you to be more accountable?

Community supports

What kinds of supports from your community would have helped you to be more accountable?

Activity adapted from Kai Cheng Thom's "So You're Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth"

REFLECTING ON SHARED UNDERSTANDINGS

You'll share this page with the other members of the Collective Impact Core.

How well do these grounding agreements and values resonate with you?

What do you already agree with or practice in your life?

What feels out of sync with your experience?

What feels challenging?

Questions adapted from "In It Together: A Framework for Conflict Transformation in Movement-Building Groups"

YOU IN?

If all this sounds good to you, please sign and date this page. Then, send it, along with the following, to the Collective Impact Core Facilitator:

- pages 7, 12, 15, 20, 29, and 34 of this workbook
- a copy of the minutes where your Workgroup approved you to represent them at the Collective impact Core

Printed Name

Signature

Date

The Collective Impact Core Facilitator can be reached through any of the following -

Email: LenaweeCollectiveImpact@Gmail.com

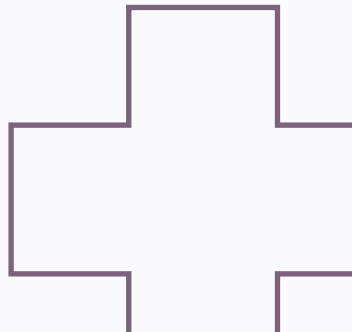
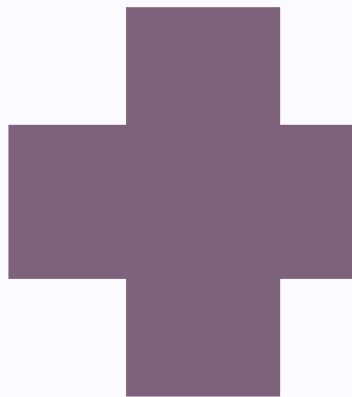
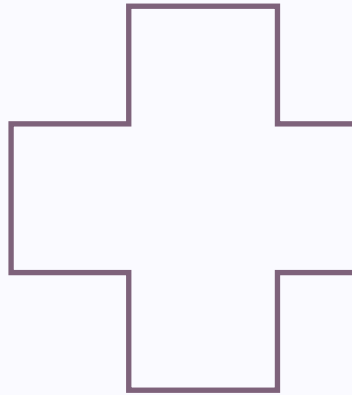
Address: 1040 S. Winter St.
Ste 1022
Adrian, MI 49221

Phone: (517) 263-8905

Fax: (517) 263-7616

SECTION 07

glossary



WORDS TO KNOW

Backbone organization

A Backbone Organization provides ongoing support to a collective impact effort. Lenawee Community Mental Health Authority is the current Backbone Organization for the Collective Impact Core.

Backbone representatives

The Backbone Representatives are members of the Collective Impact Core who attend on behalf of the Backbone Organization. The Backbone Representatives ensure the group has what it needs to succeed. This includes space, staff time, favorable policies, and/or financial resources.

Collective enoughness

Collective enoughness is a deep value of the Collective Impact Core. It means that when we share power and work together, we have everything we need.

Collective impact

Collective Impact is one way for people to work together to solve a complex problem.

Common agenda

A Common Agenda is a shared understanding of a problem and how to solve it. The Common Agenda of the Collective Impact Core 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.

Community

Community is a deep value of the Collective Impact Core. It means that we gather in a shared space and strive toward fellowship.

Constant learning

Constant Learning is a deep value of the Collective Impact Core. It means that there is always more to learn. We will seek it out and change our behavior to match.

Diversity, equity, & inclusion

Diversity, Equity, and Inclusion are deep values of the Collective Impact Core. They mean that we reflect the community we serve in all its complexities. Every member has what they need to take part in this work.

Formal consensus

The Collective Impact Core uses formal consensus to make decisions about the common agenda. Our process looks like:

1. We state the proposal.
2. We check for understanding.
3. We ask each member to state their current position on the proposal. Possible positions include:
 - Agree - "I support the proposal and will help put it in place."
 - Reservations - "I have some concerns with the proposal, but will help put it in place if that's what the group decides."
 - Stand Aside - "I will not take part in putting this proposal in place"
 - Block - "I disagree with the proposal and the group cannot move forward."
4. If any member doesn't agree, we open the discussion, revise the proposal, and start again. If all members agree, we accept the proposal as stated.

Informal consensus

The Collective Impact Core uses informal consensus to make decisions about routine issues that don't impact the Common Agenda. Our process looks like:

1. We state the proposal.
2. We check for understanding.
3. We ask for any objections.
4. If there are objections, we open the discussion and move to a consensus model. If there are no objections, we accept the proposal as stated.

Resilience

Resilience is the ability to move forward in spite of challenges. It can occur in individuals, communities, and systems.

Transparency & accountability

Transparency and accountability are deep values of the Collective Impact Core. They mean that we share information openly and honestly. We take ownership of our actions and their impacts on each other, the common agenda, and the community.

Trauma

Trauma is an experience that leaves people feeling hopeless or helpless. It can occur in individuals, communities, and systems.

Trauma aware

Being Trauma Aware is the first step towards becoming trauma-informed. It means that individuals understand "trauma" and how it can change the way they view and interact with others.

Trauma informed

Being Trauma Informed means that an entire group is skilled in using trauma informed care.

Trauma informed care

Trauma-Informed Care is a set of practices that understand and respond to the impact of trauma. There are six key principles of trauma informed care:

1. Safety
2. Trustworthiness & Transparency
3. Peer Support & Mutual Self-Help
4. Collaboration & Mutuality
5. Empowerment, Voice, and Choice
6. Cultural, Historical, and Gender Issues

Trauma responsive

Being Trauma Responsive is the third step towards becoming trauma-informed. It means that members of the group apply their knowledge of trauma and resilience.

Trauma sensitive

Being Trauma Sensitive is the second step towards becoming trauma-informed. It means that the group values a trauma-informed lens and identifies trauma and resilience in its policies and practices.

Workgroup

Workgroups take action and bring the goals of the Collective Impact Core to life. The current Workgroups are Cradle to Career, the Lenawee Essential Needs Council, the Lenawee Financial Stability Coalition, the Lenawee Health Network, and OneLenawee.

Workgroup members

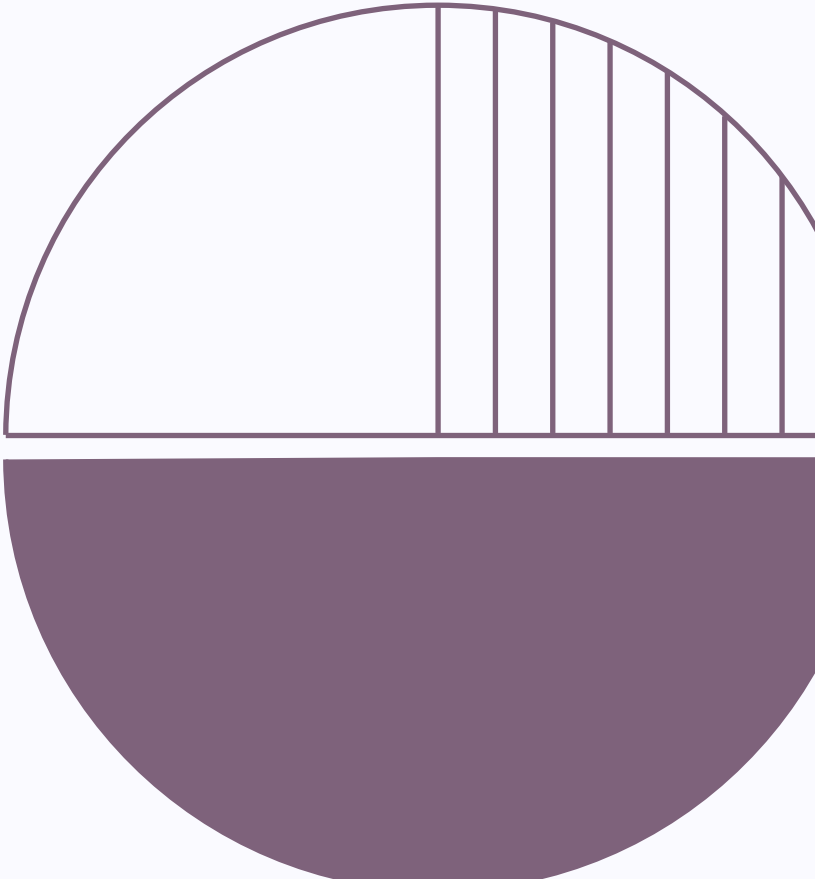
Workgroup Members decide whether their group is a part of the Collective Impact Core and who will represent them.

Workgroup representatives

Workgroups representatives are members of the Collective Impact Core who attend on behalf of a specific Workgroup. They make sure the Core and the common agenda are relevant to their Workgroup. They also help coordinate aligned activities.

SECTION 08

resources



RESOURCES

Building Utopia. [“A Radical Futuring Toolkit”](#)

Interrupting Criminalization & Dragonfly Partners. [“In It Together: A Framework for Conflict Transformation in Movement-Building Groups”](#)

John Kania & Mark Kramer. [“Collective Impact”](#)

Kai Cheng Thom. [“So You’re Ready to Choose Love: A Trauma-Informed Conflict Transformation for Social Justice and Spiritual Growth”](#)

Missouri Department of Health. [“The Missouri Model: A Developmental Framework for Trauma-Informed Approaches”](#)

Network Weaver Learning Lab. [“Weaving Together A World Without Violence - Medicine Deck”](#)

The Wildfire Project. [“Lessons on Interpersonal Accountability.”](#)

Trauma Informed Oregon. [“Road Map to Trauma Informed Care”](#)