

# Handout 1: Questions to Consider at Each Stage

(adapted from The Collaboration Primer)

## 1) Shared purpose

- Why is it important for this group to exist?
- What is the primary purpose that cannot be met by working alone? (e.g., vision/mission)
- What are the desired changes? Success=
- What is the scope of the *shared agenda*?

## 2) Governance Structure

- What is the model being used? (e.g., network, partnership, Alliance, Coalition)
- What is the governance structure? (e.g., executive committee, partners, staff)
- What are the roles and responsibilities for each part of the structure?
- What is the communication plan?
- What is the outreach plan? (e.g., let others know of activities)
- How are staff identified? Who are they accountable to?
- What is the level of authority?
- How will decisions be made?
- How is leadership identified?
- How is a shared agenda set?

## 3) Partners

- What is the gain from participating in the network?
- What perspectives/partners need to be included?
- What can each partner contribute? (e.g., time, staff, resources)
- What are the roles & responsibilities of the partners?
- What motivates each partner to be involved?
- Do benefits of participation outweigh the costs?
- What does LWC's role as both a partner and funder look like?
- How are new partners encouraged to participate?

## 4) Strategic plan

- What are the goals of the network?
- What are the objectives/strategies?
- Is the network aligned around the goals and objectives?
- What are the primary roles & for what purpose? (e.g., convener, catalyst, advocate, capacity builder, innovator)

## 5) Outcomes- measuring desired change

- How do we measure success?

## 6) Essential Resources

- What resources are necessary—data/evaluation/research, communication support & financial?
- What is the plan for providing needed resources? (e.g., how and who is responsible).
- How is progress monitored?

## Handout 2: Roles of Collaboratives

### **Convener:**

- Engages public discussion of community issues
- Gathers data and conducts studies to gain common understanding of issues at hand

### **Catalyst:**

- Makes an early and clear commitment to participate in long-term community problem solving
- Uses influence and resources to make the collaborative initiative real in the minds of other potential partners who may be waiting for leadership

### **Advocate/Champion:**

- Uses influence and resources to call stakeholders into action
- Builds political will or rallies support for an emerging issue or response to a crisis
- Promotes understanding of partnership's goals to external groups or constituencies
- May bring legitimacy to a local effort of increase awareness of a particular issue.

### **Capacity builder:**

- Increase ability of community/constituency-based organizations to prioritize issues and secure resources relevant to addressing resources.
- Maintains focus on assets as opposed to deficits.

### **Innovator:**

- Invests in and cultivates new ways to get results

Adapted from The Collaboration Primer

## Handout 3: Partnership Principles

Draft example from LiveWell CO

**Title:** Partnership Principles for building a movement focused on childhood obesity prevention.

**Values Statement:** We value each other's expertise, experience, and voice and believe that together, we can achieve more.

- We engage in intentionally inclusive, honest, transparent and respectful communication.
- We actively listen with respect and openness to find meaning and understanding.
- We assume positive intent when exploring conflict or difference of opinion and to seek common ground (i.e., hard with ideas, gentle with people).\*
- We acknowledge when power dynamics are creating barriers to moving forward and will work together to find solutions.\*
- We are solution-focused.
- We seek to be innovative, creative, and ask bold questions.
- We commit to making time for this work together while balancing and respecting our other commitments.
- We hold each other and ourselves accountable for being present and engaged in the partnership.
- We actively seek out and engage in collective growth and building leadership opportunities, with specific focus on health equity and disparate populations.
- We embrace collaborative decision making to ensure that we collectively inform and influence our work together (see matrix).\*
- We intentionally seek to celebrate successes at every opportunity.\*

## Handout 4: Collaborative Decision Making Model- Draft from LiveWell CO

Collaborative Decision Making	Opportunity for Input	Opportunity to be Informed
<p><b>Definition:</b> LW Coordinators and LWC engage in a discussion to arrive at an agreed upon decision. "Nothing about us without us." Things that we create and decide on together.</p>	<p><b>Definition:</b> LWC and LW Communities will provide opportunities for input; will clearly state how the input will be used; and will communicate the outcomes of decisions.</p>	<p><b>Definition:</b> Share information and decisions that impact LWC, LW Coordinators, LW Communities and the broader statewide obesity prevention movement.</p>
<p><b>Communication Mechanism:</b> CAC, quarterly meetings</p>	<p><b>Communication Mechanism:</b> CAC, surveys, email, quarterly meetings, key informant interviews, phone calls, etc.</p>	<p><b>Communication Mechanism:</b> Email, webinar, quarterly meeting</p>
<p><b>Decision maker:</b> We (the collective) – <i>may need to further define</i></p>	<p><b>Decision maker:</b> LiveWell Colorado or LiveWell Community – <i>depending on the decision being made</i></p>	<p><b>Decision maker:</b> LiveWell Colorado or LiveWell Community – <i>depending on the decision being made</i></p>
<p><b>Examples:</b></p> <ol style="list-style-type: none"> <li>1. Statewide programs that are or will be implemented in LiveWell Communities</li> <li>2. Community Investments model (including funding, TA, etc.)</li> <li>3. Marketing/Communication strategies implemented in communities</li> <li>4. Policies that could have an impact on LiveWell Communities</li> <li>5. Joint grant/funding applications</li> <li>6. Common agenda</li> </ol>	<p><b>Examples:</b></p> <ol style="list-style-type: none"> <li>1. Critical staff positions being hired (CEO, VP of CI and VP of Policy)</li> <li>2. Evaluation efforts</li> <li>3. When new consultants are hired that interact regularly with communities or LWC (depending on the decision maker)</li> <li>4. New board members being selected</li> <li>5. Programs/initiatives, marketing, and/or communications that may intersect with a LW Community but are not solely focused on LW Communities.</li> </ol>	<p><b>Examples:</b></p> <ol style="list-style-type: none"> <li>1. New staff being hired (other than CEO &amp; VPs)</li> <li>2. When new consultants are hired that don't interact regularly with communities or LWC (depending on the decision maker)</li> <li>3. When major funding is obtained</li> <li>4. When major sponsorships are secured</li> <li>5. Annual budgets</li> <li>6. When the LWC Board makes decisions beyond what is explicitly called out in these examples.</li> </ol>

# Handout 5: Examples of Roles and Responsibilities

## LiveWell NWCO example

### Steering Committee will be responsible for the following:

- Create the vision and mission.
- Review and update the strategic plan as needed.
- Set priorities and actions based on the strategic plan.
- Provide direction/charge to Task Forces & Community Coordinator based on strategic plan.
- Recruit steering committee and task force members as needed.
- Hire consultants and new employees as needed.
- Identification of new growth opportunities.
- Development of a marketing plan to garner local resident support.
- Development and approval of budget.
- Fiscal over-sight, includes awarding of funds.

### Expectations for Steering Committee members:

- Actively support the work of LiveWell Northwest CO.
- Bring expertise, resources and commitment.
- Attend quarterly meetings.
- Provided timely input/feedback (e.g., email, phone calls).
- Work to resolve problems creatively and effectively.
- Be a spokesperson for LiveWell Northwest CO in the community.

### Executive Committee will be responsible for the following:

- Communicate goals, concerns and issues associated with carrying out the strategic plan and make recommendations to the Steering Committee.
- Provide input and recommendations to the Steering Committee regarding the strategic plan and yearly action items.

### Task Forces will be responsible for the following:

- Develop action plan for each year working with Task Forces and Steering Committee and make recommendations to Executive and Steering Committees
- Implementation of action items specific to their Task Force
- Work with Community Coordinator to address any concerns/issues

### Coordinator will be responsible for the following:

- Coordinate all meetings
- Provide Task Forces and Steering Committee with information about best practices
- Facilitate development of action plans
- Serve as a liaison with Task Forces and Steering Committee
- Facilitate monthly Executive Committee meetings with Task Force leaders
- Alert Chair and Steering Committee to issues
- Work with Chair to facilitate the work of the Steering Committee
- Provide regular progress updates
- Develop and maintain the budget
- Coordinate implementation of approved action plans with the Steering Committee and Task Forces
- Develop and conduct evaluations of each goal and strategy annually