

Shared Leadership

STEP 1 ▶ Review the “Guide to Using the Community Engagement Framework” in this kit.

The guide explains the four categories of community engagement and provides some key terms and definitions.

STEP 2 ▶ Shared leadership projects promote collective ownership, accountability and shared decision-making around an issue.

Follow the guidelines below for projects in the **shared leadership** category.

- ▶ Share power in decision-making when starting and executing the project.
- ▶ Respect and elevate community members’ or partners’ priorities.
- ▶ Form long-lasting, transparent relationships.
- ▶ Engage in varied and consistent communication.
- ▶ Allocate sufficient resources to enable meaningful engagement.

The following is one example of a project that falls within the shared leadership category:

The Brooklyn Active Transportation Community Planning Initiative is a recipient of a Health Department grant on active transportation in Brownsville/East NY. As part of this grant, residents gave their input through surveys, school and community forums, neighborhood street assessments and activation events. Together, residents, City agencies and community-based organizations declared their support to expand bicycling infrastructure in Brownsville/East NY.

STEP 3 ▶ Use the following standards and questions to shape each phase of your community engagement.

If needed, adjust your community engagement strategy to meet these standards.

Standards During Planning

1. Identify the stakeholders you would like to involve.

Tip: Check Partners Connect to identify potential partners and existing Health Department relationships.

2. Identify how the lasting effects of structural racism have affected this community. Consider the Health Department’s historical practices in this community as well.

3. Identify ways to form a relationship that encourages transparency, shared leadership, accountability and shared decision-making.

4. Work with the Bureau of Communications to make your content for external audiences simple and accessible and to translate your materials. For plain language guidelines and tips, visit plainlanguage.gov.

5. Determine what methods of communication are most appropriate and accessible for your audience.

6. Communities know their own strengths and challenges best. Identify ways to include this expertise in your leadership process.

7. Identify how shared leadership burdens or benefits community members or partners. Determine how to minimize this burden.

8. Create a plan with your partners to ensure diversity in community representation.

9. Determine if you have the resources (budget, staff, time, etc.) needed to meet the goals of your project or activity.

10. Refer to the Considerations During Post-Implementation and the suggested metrics in Step 4 as you plan your evaluation strategy.

Standards During Implementation

1. Determine how often the Health Department will be in contact with community members or partners. Identify ways to strengthen communication channels.
2. Outline ways in which the Health Department can continue to grow and maintain a positive relationship with stakeholders.
3. Identify any stakeholders that dominate the decision-making process. Work with communities and partners to distribute decision-making power.
4. How does the Health Department support and reinforce community-led strategies or initiatives?
5. Plan strategies to ensure a long-lasting, collaborative relationship between the Health Department and the community.

Questions for Post-Implementation

1. Did the Health Department involve community members or partners in project development at all levels? How?
2. Did you seek feedback on the communication process? Based on feedback, were communication channels valuable and transparent? If not, what are ways the Health Department and the community can work together to make the communication more effective in future projects?
3. How did you share the knowledge and resources needed for shared leadership with community partners?
4. How did the Health Department and community partners identify problems and outcomes to achieve shared leadership?

STEP 4 ▶ Choose from the suggested metrics to measure your community engagement efforts.

You can also track some of these metrics in Public Health Partners Connect.

Below are a sample of suggested quantitative, process indicators to measure your outreach efforts. These indicators are not exhaustive and can be modified for your project or activity. You can track most of these indicators by target audience demographics, language and geographic unit (for example, ZIP code, community district, Neighborhood Health Action Center area, etc.). Items marked with an asterisk can be tracked in Partners Connect.

- ▶ Emails or calls between Health Department staff and partners*
- ▶ Agendas and meetings co-facilitated
- ▶ Decisions reached by consensus
- ▶ Partner organizations involved in the shared relationship*
- ▶ Members in planning groups*
- ▶ Trainings for building the skills of community residents*
- ▶ Evaluations or surveys with partners to get their feedback on shared decision-making
- ▶ Meetings and attendees
- ▶ Products (e.g., materials, public-facing documents) co-created with partners
- ▶ Note: Engaging communities in aspects of research and evaluation

This document is one of four assessment and metrics guides developed to help employees who work with external partners plan, implement and evaluate community engagement efforts. The questions in this guide are not exhaustive and may be different for your project or activity. All community engagement efforts use information that is data-driven, community-informed, culturally sensitive and accessible to New Yorkers with limited English proficiency. For more information on culturally sensitive language, see the "Language Use Guide" in this kit. For interpretation and translation resources, email languageaccess@health.nyc.gov.