

Collective Impact- Finding Ways to Work Better Together

September 15, 2015

Facilitated by: Aimee White, Custom Evaluation Services

Collective Impact and United Way

United Ways of Washington Training Opportunity:
Collective Impact



**CHARTING A COURSE FOR CHANGE:
 ADVANCING EDUCATION, INCOME AND HEALTH
 THROUGH COLLECTIVE IMPACT**

APRIL 2013

WHERE THE MONEY GOES...

Meet Casey. Casey is a child who wants to succeed. All he needs is an opportunity.

LET'S GO!
 A GOOD EARLY EDUCATION PUTS CASEY ON THE RIGHT TRACK.
 CASEY'S PARENTS KEEP HOME OF THEIR HAND-EARNED MONEY.
 CASEY GRADUATES FROM HIGH SCHOOL!
 CASEY GETS A JOB AND IS SELF-SUPPORTING.
 A STRONGER LARIMER COUNTY

United Way brings the community together to lift up thousands of "Casey's" across Larimer County. We focus on EDUCATION, HOME, and HEALTH – the building blocks for a better life.

Casey's family gets help to stay in their home. United Way's 1:1 connects and supports with community services and resources to address immediate needs, including rent and utility assistance.

Casey's parents keep home of their hand-earned money. In 2014 alone, United Way helped 2,300 low-income households get over \$1m in savings to get ahead.

Casey gets a job and is self-supporting. High school graduates who receive job training and are more likely to connect to local resources, are more likely to connect to job opportunities, and are more likely to connect to job opportunities.

For us, success means an individual, a family, and a community that is stronger and more resilient.

WE ALL WIN!

To learn more about how your gifts to the Community Impact Fund are helping change Larimer County for good, visit www.UnitedWayofLarimerCounty.org.

LIVE UNITED
 United Way of Larimer County

COLLECTIVE IMPACT MODEL



Create a vision and set goals for specific issues

Align all programs, activities, strategies to mutually reinforce each other



Create an environment of continuous communications

Measure success by tracking and sharing data and modifying programs to ensure results



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Meet the CES team!

Past Clients

THRIVE Santa Barbara County



Shepherd Higher Education Consortium on Poverty



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Agenda

Time	Activity
10:00-10:10 AM	Welcome
10:10-10:45 AM	Complex Community Change Initiatives and Collective Impact
10:45-11:45 AM	Panel Discussion of Local Collaborative Initiatives
11:45-1:00 PM	Lunch, Networking, and Interactive Gallery Session
1:00-2:55 PM	Afternoon Breakout Sessions: Shared Measurement and Creating a Common Agenda
3:00-3:45 PM	Table Discussions
3:45-4:00 PM	Wrap-Up and Next Steps



How Have We Typically Tackled These Problems?



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How Has That Worked for Us?

U.S.

After 10-Year Plan, Why Does **Seattle** Rate Surged Among Veterans Have More Homeless Than Ever?

By JOHN RYAN • MAR 3, 2015

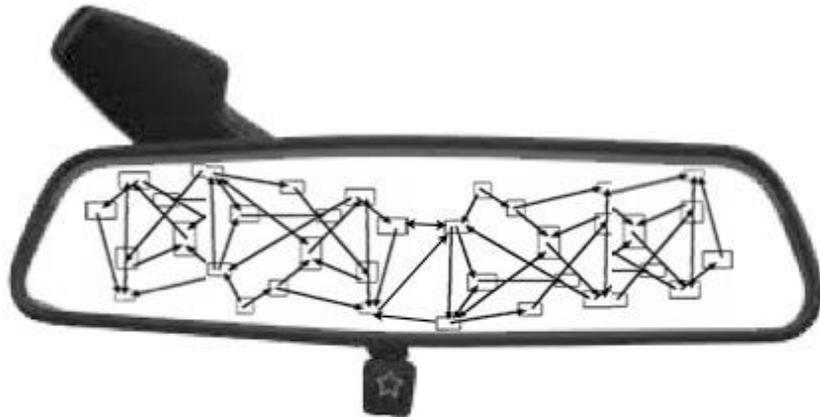
Study: Graduation Rate Gap Exists Between Black, White Males
By Tim Weldon, CSG Policy Analyst

WASHINGTON, 13 Jan (IPS) - Suicides among United States military veterans ballooned by 26 percent from 2005 to 2007, according to new statistics released by the Veterans Affairs (VA) department.

Food Stamp Beneficiaries Exceed 46,000,000 for 38 Straight Months

War on Drugs: 'A Trillion-Dollar Failure'

Why Has This Not Worked for Us?



The system you see is bigger than it appears... Richard Brynteson

What Would Be More Useful?



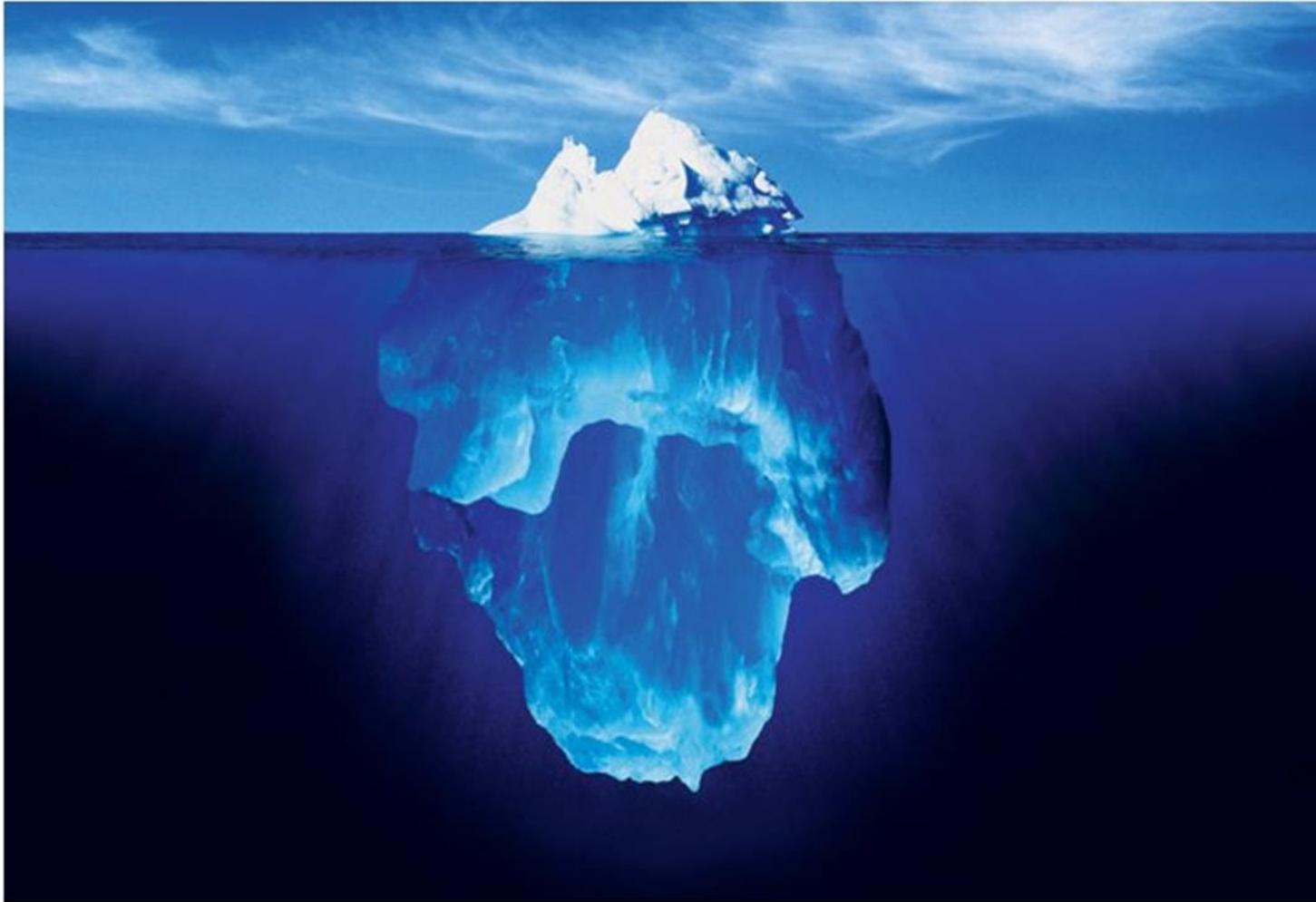
Reminder



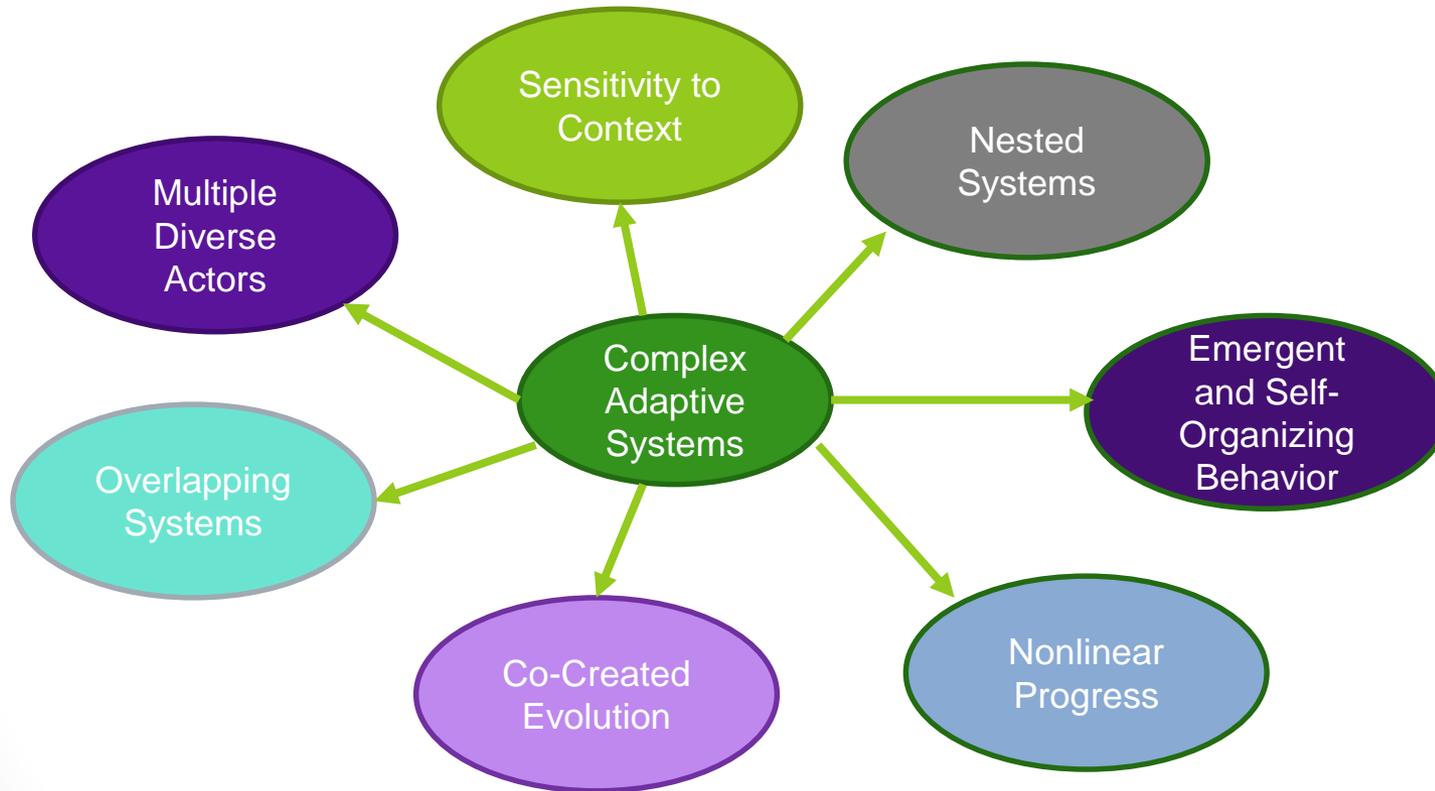
Our personal beliefs and experiences tend to direct us away from systems thinking and toward silver-bullet solutions.



Where Do We Start?



Characteristics of Complex Adaptive Systems



So...

How do we get from here:



To here:



We Start By Thinking Differently

Traditional Mindset	Network Mindset
Firmly controlled and planned	Loosely controlled and emergent
Strengthening individual efforts	Weaving connections and building networks
Procuring deliverables (e.g., programs)	Stimulating activity (e.g., platforms)
Proprietary information and learning	Open information and learning
Decision making concentrated	Decision making shared
Insight from individual, “expert” actors	Collective intelligence
Effectiveness linked to concrete outputs (e.g., a policy win, a measurable increase in community prosperity)	Effectiveness also linked to intangibles (e.g., trusting relationships, information flows)

Then We Behave Differently

Network Approach

Weave social ties

Access new and diverse perspectives

Openly build and share knowledge

Create infrastructure for widespread
engagement

Coordinate resources and action

Collective Impact Framework

Collective Impact: Overview

FSG.ORG

Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Continuous Communication

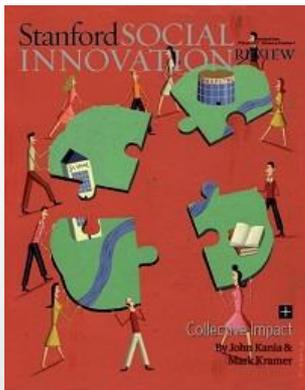
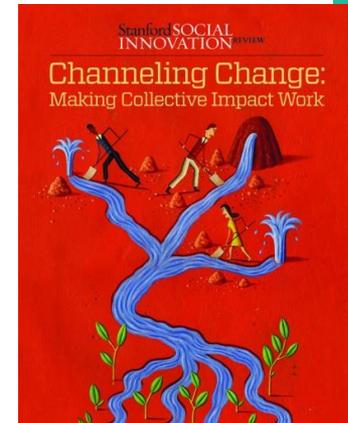
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews 3

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Pillars of Collective Impact

Common Agenda

Partners share a vision for change, including a common understanding of the problem and a joint approach to solving it.

Shared Measurement

Partners collect data and measure results consistently, using a shared list of community-level and organization-specific indicators.

Mutually Reinforcing Activities

Partners undertake a specific set of activities in a way that supports and is coordinated with the actions of others.

Continuous Communication

Partners regularly meet as a cohort to engage in shared learning and problem solving.

Backbone Support

A separate organization provides dedicated staff who can support the initiative through facilitation, data collection, and communication management.

Differences in Approach

Isolated Impact

- Nonprofits work separately and compete
- Evaluation attempts to isolate a particular organization's impact
- Large scale change is assumed to depend on scaling organizations
- Corporate and government sectors are often disconnected from foundations and non-profits

Collective Impact

- All players work toward the same goal and measure the same things
- Cross-sector alignment occurs with government and corporate sectors as essential partners
- Organizations actively coordinate their actions and share lessons learned

Phases of Collective Impact

Collective Impact Efforts Tend to Transpire Over Four Key Phases

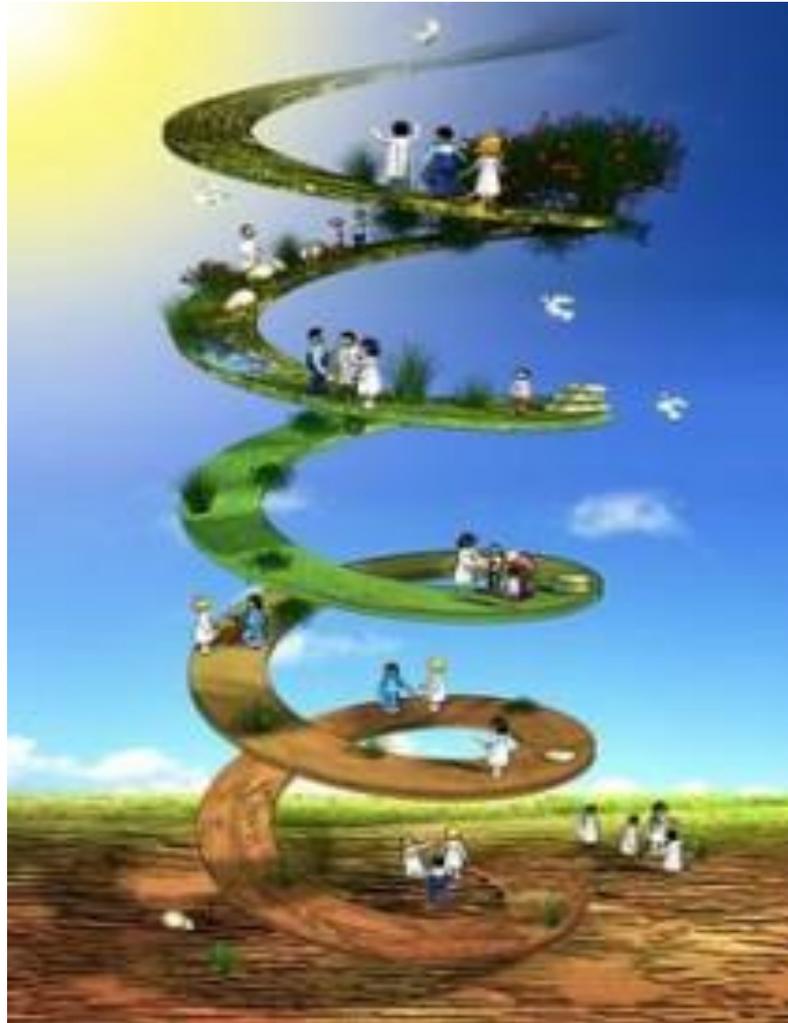
Components for Success	<i>Phase I</i> Generate Ideas and Dialogue	<i>Phase II</i> Initiate Action	<i>Phase III</i> Organize for Impact	<i>Phase IV</i> Sustain Action and Impact
Governance and Infrastructure	Convene community stakeholders	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
Community Involvement	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation And Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

Reminder

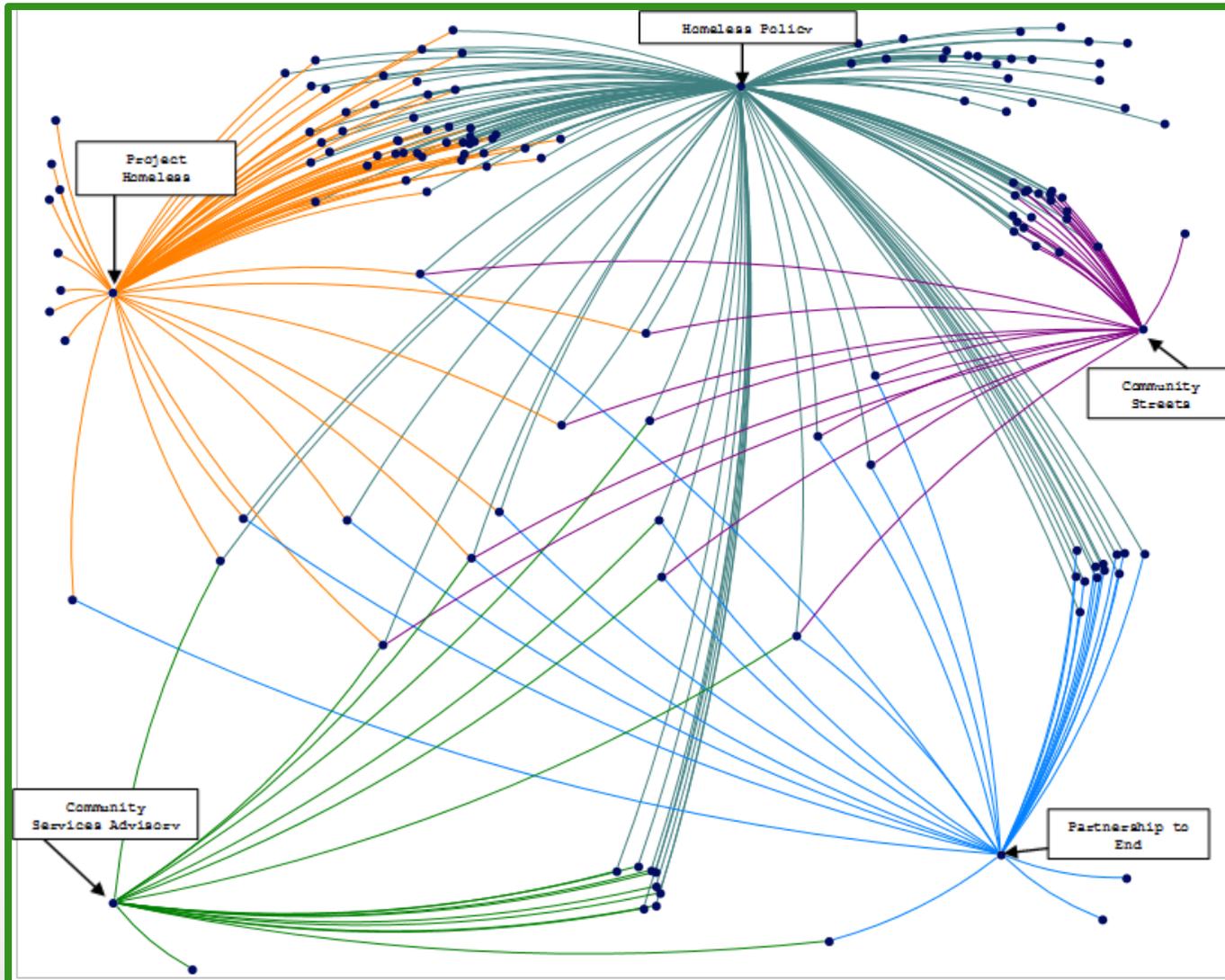
How Can Change Efforts Get Stuck?

- Working on too many complex problems and ideas at once
- Pursuing many small projects that have little collective impact
- Focusing all resources on a single outcome
- Applying strategies from one sector to others, without translation/alignment
- Focusing on policy, without emphasizing change in practice
- Neglecting the human and technical aspects of effective change

Your Participation is Critical!



Lunch, Networking, and Interactive Gallery



Panel Discussion with Local Collaborative Efforts

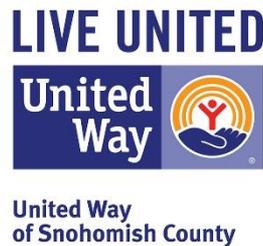


Snohomish County, WA

Human Services

Everett_{WA}

SNOHOMISH COUNTY
HEALTH LEADERSHIP COALITION



The power of *you*.

Table Discussions

- 1. In order to this work effectively, as a community, we must engage all of our community in the design and implementation. Please share with us any ideas you have about to broaden our engagement across the community, engaging people in authentic ways, not in words only.**
- 2. When considering the work we hope to do together, what are some barriers to our collaborating more formally or aligning all of our work around addressing poverty in our community?**

Wrap Up and Next Steps

- ❖ Commitment Forms at the tables
- ❖ Next Collective Impact Summit is **November 18, 2015 Lynnwood Convention Center**
- ❖ Resource Sharing and Learning Community Update
- ❖ You will receive an online survey about the day, please complete it!