Using Collective Impact to Support Your Community

August 20, 2019
Overview

1. Introduction
2. Collective Impact - why, what and how
3. Examples
4. Tools and Resources for Action
5. Next Steps
Who We Are

Transform Consulting Group (TCG) is a woman-owned, strategic, and data-driven consulting firm. We provide solutions that help our clients to facilitate, build, and mobilize.
Who We Help

- Government
- Nonprofits
- Education
- Communities
Our Solutions

Facilitate Evaluation, Research, & Analysis

Build Capacity

Mobilize Communities, Partners, & Systems
Our Approach

Collaborate

Assess

Facilitate

Create
Practice of Community Collaboration
My Main Street
Why did your community form your main street organization?
How do we get better at the practice of collaboration?
Why are some community collaboratives more effective?
Many times community collaboratives fail because there is no agreed upon process of engagement.
The Practice of Community Collaboration

Stakeholder + Collective Engagement Impact
Collective Impact

• You have an issue that you are wanting to address that is bigger than what one organization can solve on their own?

• It's a framework, not a program.

• What are the issues that your main street organization is wanting to address?
5 Components of Collective Impact

** Must have agreement on the “compelling challenge” to come together
1. Common Agenda for Change

- Agreement on the “compelling challenge” to address
- Who’s at the table
- Identify key stakeholders to engage on the issue
- Comprehensive, multi-sector engagement
2. Shared Measurement for Data

- Create a “baseline understanding” of where you are today in regards to the issue
- What questions do we want to answer?
- What information do we want to know?
- Agreement on key indicators
- Ongoing tracking of results and impact
3. Mutually Reinforcing Activities

- Create a plan for the future
- Reach consensus with all partners to adopt and integrate plan / strategies
- Build ownership and buy in – community will
- All working towards common goal (not just benefiting own organization)
4. Continuous Communication

- Clear channels of communication
- Clear decision-making process / committee structure
- Dissemination of information internally and externally
- Transparency
5. Backbone Organization

• Whose job is it to think about this every day?
• Someone(s) need to be responsible to move the work forward, bring everyone together, gather the resources, etc.
• Integrate within an organization and/or hire consultant / organization
Case Study Example

- Wabash County – compelling challenge

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<th>Population change</th>
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Sources: U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2018 [Table PEPANNRES]; U.S. Census Bureau, Population Division, Estimates of the Components of Resident Population Change: April 1, 2010 to July 1, 2018 [Table PEPTCOMP]
Compelling Challenge

How can we work together to change the trajectory of our population decline?
Identifying Stakeholders

Our Partners

1. Identified core sectors
2. Identified individuals and organizations
3. Considered diversity of geography and demographics
Wabash Baseline Data

- Completed a study on population decline
- Included data trends and projections
- Qualitative feedback from millennials and out of county residents
"I DON'T PLAN TO LIVE HERE IN 5 YEARS"

"WE DIDN'T HAVE ENOUGH CUSTOMERS"
-Wabash County Business Owner

LEARN MORE ABOUT THE FUTURE OF WABASH COUNTY ON AUGUST 20 AND AUGUST 22!
Crafting shared outcomes
Mutually Reinforcing Activities

- Our Plan for the Future
- Buy in and ownership

WABASH COUNTY EARLY CHILDHOOD EDUCATION COMMITTEE
2018-2022

WHO WE ARE
Stakeholders

GOALS

1. INCREASE CAPACITY
   - 50% more seats for infants & toddlers
   - Part-day exempt preschool programs become full-day
2. IMPLEMENT EARLY CHILDHOOD EDUCATION COOPERATIVE MODEL
   - 50 new seats for 0-5 year olds
3. RECRUIT AND RETAIN HIGH-QUALITY EARLY CHILDHOOD EDUCATORS
   - Teacher credentials by 20%
   - Enrollment in apprenticeship program
4. DIVERSIFY PROGRAM OFFERINGS TO MEET COMMUNITY NEEDS
   - Diversity in program models for children with disabilities
   - 2nd & 3rd shift option
   - Sick care program offerings
   - Geographic location options
5. ADVOCATE FOR STATE VOUCHER PROGRAM CHANGES TO MEET DIFFERENT ACCESSIBILITY NEEDS
6. INCREASE CAPACITY OF HIGH-QUALITY PROGRAMS
   - Number of rated, high-quality programs
7. IMPROVE THE QUALITY OF TEACHERS
   - 10 programs participate in professional development "Thrive in 5"
   - Classrooms/teachers implement CLASS assessment
8. CREATE AN EARLY LEARNING SCHOLARSHIP PROGRAM
   - Determine
     - Cost of tiered scholarship
     - Cost of high-quality program with livable wages
     - Source to host the scholarship fund
9. DEVELOP EMPLOYER-SPONSORED EARLY CHILDHOOD EDUCATION PROGRAMS
   - Develop toolkit for employers & Recruit employers to offer care
10. DEVELOP A CAMPAIGN TO PROMOTE EARLY CHILDHOOD EDUCATION
    - Create
      - Cost of tiered scholarship
      - Source to host the scholarship fund
11. OFFER PARENT EDUCATION AND TRAINING CLASSES
    - 75% New parents enrolled in education classes/training & collect data

THE DIFFERENCE THESE GOALS WILL MAKE
Outcomes

BENEFITS FOR CHILDREN
- Ready for school
- Safe & educational environments
- Higher chance of success

BENEFITS FOR FAMILIES
- Parents can work or go back to school
- Improve living situations

BENEFITS FOR ECONOMIES
- More reliable workforce
- More productive workforce
- More skilled workforce
- More earnings invested in economy and tax base

BENEFITS FOR COMMUNITY
- Lower incarceration rates
- Increase health outcomes
- More engaged citizens

COMMUNITY
- City of Wabash
- Community Foundation of Wabash County
- Wabash County Probation
- Wabash County United Fund
- Wabash County YMCA
- Wabash Presbyterian Church

BUSINESS
- Bona Vista
- Ford Motor Box
- Grow Wabash County
- Honeywell Center
- Transform Consulting Group

EDUCATION
- Healthy Families Area 5 Agency
- Heartland Preschool
- Ivy Tech Community College
- Little Friends Daycare
- Manchester Early Learning Center
- Manchester University
- Wabash City Schools

HEALTH
- Bowen Center
- Friends Counseling Center
- Parkview

OUR PLAN FOR THE FUTURE
Buy in and ownership

We’re here for giving. We’re here for good.
Clear plan for the future
Stakeholder Engagement Process

The Stakeholder Concept
The fundamental creator or destroyer of value is stakeholder relationships.
- Stakeholder Leadership
- The Stakeholder Map

A Collaborative Process
The process is the solution. Agreeing on a process for working together from the beginning creates increased commitment and builds trust among stakeholder groups.
- The Process Map
- Decision-Making Process

The Critical Roles
- Guiding Team
- Facilitative Leadership
- Stakeholder Organizations
- Process Facilitator(s)
- Content Experts

The Shared Outcomes
What outcomes and benefits do the stakeholders collectively desire? What creates value for each stakeholder?

Stakeholder Alignment
What two to three themes would strategically align the interests of the stakeholder group?

Gathering the Information
Stakeholders have more confidence when they determine their own information needs, as well as, how they will gather it, analyze it, and use it.
- Content and Contextual Information
- Stakeholder Work and Projects
- Show and Tell: Presenting the Collected Evidence

Restructuring the Work
At the core of value transformation is changing the way stakeholders are organized to deliver service.

Future State Picture ("could-be")
What opportunities exist to...
- form or strengthen relationships
- coordinate, connect, or align things
- restructure the existing work
- leverage and build on assets
- create new ways of working together

Understanding the Challenge
- What's working well?
- What challenges exist?
- What could be better aligned?
- What might be missing?
- Where are the leverage points and what can we influence?

Current State Map ("as-is")
- Project Work Maps
- Customer Experience Maps
- Systems and Network Maps
- Strategy Matrix Maps
- Asset Maps

The Grand Challenge
A compelling narrative about a complex community problem greater than any single organization can address

The Stakeholder Engagement Process

Continuous Improvement
- Project Portfolio Review
- Enlivened Portfolio Management
- Process Improvement

Identify and prioritize catalytic projects
- What should we?

Conduct a project with deliverables and metrics
How could we?

Create a current and future state picture
- Why?

Identify the right people who want to address the issue
- How?

Gather and understand the data
- Who?

Establish and build trusting relationships
- What?

Conduct a project with deliverables and metrics
- How could we?

Create a current and future state picture
- What?

Identify and prioritize catalytic projects
- Why?

Conduct a project with deliverables and metrics
How could we?

Create a current and future state picture
- Who?

Establish and build trusting relationships
- What?
Continuous Communication

- Formed a Steering Committee “Guiding Team”
  - Guide monitor work/ alignment

- Committees/ workgroup meet
  - Implement the agreed upon plan / activities

- Bring everyone together annually to check in and update
Continuous Communication

- Clear explanation of who is involved and role(s)
- Backbone Support organization
How to Get Started

- Stakeholder Map
- Organization Structure
- Stakeholder Engagement Process
Reflection

• How can you apply the key elements?
• What would be different in your community with this process?
Questions and Next Steps

• **Sign up** for our newsletter here: [https://transformconsultinggroup.com/contact/](https://transformconsultinggroup.com/contact/)

• **Contact me** with any questions or to talk further about how we can help you!
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