



# COLLECTIVE IMPACT FORUM



Welcomes you to the

## Fall 2016 Collective Impact Webinar Series



# Welcome from the Collective Impact Forum

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- Download today's presentation at the Collective Impact Forum
- We want to hear from you! Keep close to your computer to answer polls and ask questions



**Sheri Brady**  
*Senior Associate for  
Strategic Partnerships,  
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Community Solutions*

Poll:

**How many people are watching today's webinar at your location?**



# Thank you for joining

## Join the conversation

# 1

### Ask a question

Send questions via the white Q&A box on your screen.

# 2

### Share on Twitter

#collectiveimpact  
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@FSGtweets

## Technical assistance

E-mail [support@blueskyelearn.com](mailto:support@blueskyelearn.com)



THE RIDER-POOL  
FOUNDATION

# The What, Why & How of Building Capacity For Collective Impact

Collective Impact Forum Webinar  
November 1, 2016

Ron Dendas, MS – Program Officer, The Rider-Pool Foundation  
Christine Carpino, Ph.D. – Program Manager of the Collective Impact Fellowship

# Premises

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- Many of the social issues we all focus on are complex and require traditionally siloed systems to work together.
- Collective Impact is a model that emphasizes cross-sector partnerships and can be applied to complex social issues. One of the many appealing parts of Collective Impact is that it seeks to build the environment in which we want to do this work.
- Simply applying the model to a complex social issue does not create that environment. Capacity and infrastructure must be in place for cross-sector partnerships like Collective Impact to be successful.
- Funders cannot just fund “programs.” They must play a role in capacity building.



# Objectives

(and disclaimers)

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- Understand our journey and why we chose to take it
- Gain deeper insight into six areas of capacity building
  - Leadership Development
  - Trust
  - CI Development/Readiness
  - Community Engagement
  - Backbone Development
  - Data Sharing
- Learn about
  - Strategies developed by The Rider-Pool Foundation and its partners in Allentown, PA
  - Findings from a series of formal and informal conversations we've had with over 30 funders from around the United States and Canada

Poll:

**What role(s) do you play in  
collective impact?**



Poll:

**How many years have you been involved in a collective impact initiative?**

A lot of people  
using the  
Collective Impact framework  
jump quickly to  
“**impact**”  
and forget about  
“**collective**”.

# Funder's Perspective: Why This is Important to Us

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- Small, local foundation
- Community Development, Human Services, Education, Culture/Arts
- \$10M assets – annual grantmaking is approximately \$400,000
- 120 grants per year – average size \$3,333
- 3 years ago, Trustees wanted to radically change how we fund
  - 3-6 large grants vs. 120 small grants
  - Proactive vs. Responsive
  - Place-based focus



# Downtown Allentown

## Over \$2 Billion of Economic Development

- 5 new multi-story office buildings
- Arena
- Luxury Hotel
- 15 new restaurants
- Emerging Retail
- Luxury Apartment Flats
- Innovation Center
- Waterfront Development

## Established Private Sector Presence (Anchors)

## In the 84 blocks that surround the downtown area:



- Highest concentration of poverty and unemployment in the Lehigh Valley
- Limited access to quality early childhood education
- 69% HS graduation rate
- Highest concentration in substandard housing in the region (most built prior to lead paint bans)
- High crime/gang areas
- High disparities in physical and behavioral health
- Majority of residents are people of color



Place



Players



Partnerships

???

# Cross-Sector Partnership in the Lehigh Valley





# Data Gathering

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## Qualitative

- Social Reconnaissance
- Key Stakeholder Interviews
- Community Focus Groups
- Health Symposia
- Community Based Participatory Research

## Quantitative

- Promise Neighborhood Surveys
- Community Health Needs Assessments



# Key Themes

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- Coordination and cooperation, but not much collaboration
- Didn't teach us this in graduate school
- Servant leadership?
- Backbone = Power
- Funders are part of the problem
- Collective Impact is not for every community, complex social issue, agency and funder



# Leadership Development: The Collective Impact Fellowship

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- Objective:
  - Create conditions, training and support for cross-sector leaders to better meet community needs in the Neighborhood Improvement Zone in Allentown, PA
- Scope:
  - 180 hours of dedicated time over 9 months
  - Paid stipend for their time
  - Monthly sessions led by nationally-known faculty instructors
  - Opportunity for hands-on application of training and skills
- Composition
  - 26 Fellows in 3 years representing over 12 sectors
    - Housing, Health, Human Services, Arts, Education, Social Services, Business, Law Enforcement, Conservation, Social Science/Evaluation Research

# Leadership Development: The Collective Impact Fellowship

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- Structure
  - Collective Impact 101 (Honors), Systemic Leadership, and Communication
  
  - Community engagement strategies
    - Appreciative Inquiry
    - Digital Storytelling
    - Community Based Participatory Approach
  
  - Applications

# Building Trust Among Sectors

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- Collective Impact Fellowship
  - “I now have someone I can call”
- Community of Practice
  - Continued learning and engagement
- Stone Soup Makers
  - Investing in a collaborative eco-system

# Q & A



# Collective Impact Development

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- Creating the ecosystem for more collaboration
- Strategies emerge organically instead of forced
- Funder as partner, not leader
- Rapid prototyping

# 1. IDENTIFY

*Is the challenge/opportunity a fit for Collective Impact?*



I want to work on this challenge facing the Lehigh Valley.



I can use this guide to understand the collective impact approach.



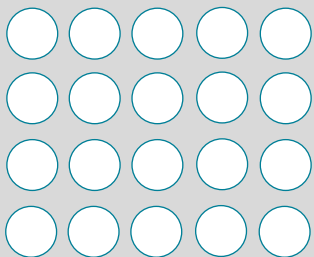
Based on the guide, I'm assessing the fit of collective impact for this challenge.



This resource person helps me ensure that my assessment is complete.

This person also coordinates my way forward .

POSSIBLE INITIATIVES



# 2. INNOVATE

*Is the proposed approach well-defined and viable?*



I meet with two Coordinating Team members to help assess viability and fit.



(A) It doesn't fit the incubator, so they help me understand other ways to advance.



They also connect me to other folks interested in addressing this challenge.

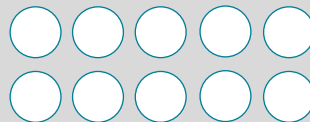


(B) It seems to be a fit for the incubator, so I present to the Design Team.



I refined the approach so I return for a round of deeper feedback and questions.

CI-SPECIFIC INITIATIVES



# 3. INCUBATE

*How do we successfully launch this initiative?*



I have a minimal viable plan for my collective impact approach so I join the incubator.



I'm now in a cohort of people developing other collective impact initiatives in the Valley.



I'm getting support to develop the agenda, metrics, data, learning & evaluation approach, equity & inclusion plan, communications plan, funding and connections to successfully launch the initiative.



My colleagues and I regularly return to the Design Team for feedback and question sessions.

INCUBATED INITIATIVES



# 4. ACCELERATE

*What capacity building is needed to support CI?*



## TRAINING

*1: Many knowledge transfer, replicable as-is*  
 CI 101: Concepts  
 CI 201: Application Facilitation & Engagement  
 Strategy & Structure  
 Funding/Resource Strategy  
 Equity & Inclusion



## PEER SUPPORT

*Buddy system arranged through Stone Soup but self-organized*



## COACHING

*1:1 customized mentoring around applying the concepts and knowledge*



## CONNECTING

*Initiative Coordinator helps connect leaders to partners, resources, etc.*



## ASSET MAP

*A reference of all work and resources across all issue areas in the LV*



## DATA PLATFORM

*A shared dataset across issues in the LV*

*Access to capacity building resources, referrals, information, data and alternate approaches.*



# Community Engagement

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- Investments that matter!
  - Town Hall Meetings
  - Resident Dinner
  - Block Parties
  - On-going Social Media Posts
  - Resident/Youth Liaisons
  - Neighborhood Survey



# Q & A

# Backbone Development

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- Funders shouldn't choose the backbone
- Ideally backbones emerge organically around an issue; don't create backbones that go searching for a cause
- Investment levels matter
- Backbones aren't like regular grantees
- Need to fund staff and the skills that make a backbone work



# Building Data Capacity

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- There's more to data sharing than swapping reports
- To make full use of data, we need:
  - Trust
  - Clear results, clear strategies
  - Formal data sharing agreements
    - What data?
    - Why do you want it?
    - How are you using it?
    - Who owns it?
  - Shared platforms like Community Commons, Urban Institute Community Platform
  - Security and accessibility
  - Technology and human resources to aggregate and disaggregate data
  - Communications/reporting protocols

# Early Successes

- The Collective Impact Fellowship is achieving what we wanted it to do
- There are emerging collaborative initiatives using a CI framework
- There is alignment between funders
- Our work is getting the attention of others
- We're seeing early systemic/infrastructure changes
- We are leveraging our funding

# Q & A

# *Thank you to our speakers!*



*Ron Dendas,  
Rider-Pool  
Foundation*



*Christine Carpino,  
Rider-Pool  
Foundation*



**Continue Your Journey in the Last Webinar in our  
Three-Part Series**

**How to Integrate Continuous Learning into  
Collective Impact**  
**November 29, 2016**





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## Welcome to the **COLLECTIVE IMPACT FORUM**

This is the place for those practicing collective impact to find the tools, resources, and advice they need. It's a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact.

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