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IMPACT REFLECTIONS

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In This Issue

Creating a Strategic Development Plan to Advance a Foundation's Support for Rural Communities

Helping Sports Medicine and Science Professionals Make a Greater Impact, Collectively

Building Capacity for Early Childhood Development

Measuring Organizational and Community Impact and Planning for the Future

Moving to an Integrated System of Recovery, Resiliency, & Advocacy

Impact Resources

Talk About Us!

Creating a Development Plan to Advance a Foundation's Support for Rural Communities

Snowshoe Foundation, Inc., Snowshoe, West Virginia

Since 2003, [Snowshoe Foundation, Inc.](#) has been committed to the financial support of local community projects that provide benefit to the people of Pocahontas, Randolph, and Webster counties in West Virginia. The Snowshoe Foundation organizes major fundraising events each year to provide funding for numerous organizations and community endeavors. Along with other initiatives during the year, the Winter Benefit Dinner, Foundation Golf Tournament, and Treasure on the Mountain Raffle focus on generating funding to provide grants and scholarships for various endeavors.

When you combine these fundraising events with regular donations given, the Snowshoe Foundation has become a pre-eminent vehicle in providing for an enhanced quality of life in the surrounding communities. The Snowshoe Foundation strives to be the good neighbor for its local communities in addressing the multiple needs that small communities face. Whether it's rebuilding a fence around a local baseball field, helping provide funding for local food banks, supporting healthier lifestyle events, or supplementing higher education scholarships, the Snowshoe Foundation is dedicated to being a good neighbor during good times as well as difficult moments.



With financial support from the West Virginia Development Office Flex-E-Grant

program, the Board and leadership of Snowshoe Foundation came together for a two-day retreat to work with Collective Impact to create a strategic development plan to enhance the good work that the Foundation is doing. Participants started off the retreat by identifying what they individually considered to be the number one priority best practice or promising approach in the Foundation arena. Each participant shared their response with the larger group. Over the course of the planning retreat, participants engaged in several team building and learning activities, including a creativity exercise where participants worked in teams to design a new, innovative model for impacting social issues in their local communities, the Medicine Wheel: Work Style Analysis activity, and the visioning exercise.

An environmental scan (SCOT Analysis) was carried out by participants in order to identify the strengths, challenges, opportunities, and threats present in the current operational environment that might impact the Foundation. The Foundation's vision, mission, and core values statements were revised and/or developed and strategic plan goals and strategies, including goal champions, actions, responsible person(s), timelines, and resources/skills needed, were identified. Final project deliverables included a strategic planning retreat summary capturing the results of the planning process, a one-page "high-impact" executive at-a-glance plan document to be used for fund development, education, and outreach, and action planning spreadsheets framing the plan components into a "working plan" that is easy to revise, update, and evaluate.

Helping Sports Medicine and Science Professionals Make a Greater Impact, Collectively

**Joint Commission on Sports Medicine and Science (JCSMS),
Carrollton, Texas - Indianapolis, Indiana**

The [Joint Commission on Sports Medicine and Science \(JCSMS\)](#) serves as a convener and catalyst for cooperative ventures between and among national sports medicine and science professionals. JCSMS's work is to make it possible for colleagues from different member organizations to get to know one another on a personal level, thereby making future collaboration easier and more productive. JCSMS's mission is to advance sports medicine and science by lacing together, through informal liaison and joint ventures, the nation's leading organizations in sports medicine and sports science. This is done through regular convening sessions where major national sports medicine and exercise science organizations get together and foster thoughtful discussion to ignite collective action.



Collective Impact provided professional training and facilitation services for JCSMS to engage participants in interactive learning experiences to increase understanding, capacity, and action around collaboration, in general, and specifically the "collective impact" approach. A webinar was developed and conducted to "set the stage" for follow-up work at JCSMS's annual membership convening in St. Port Lucie, Florida in mid-February.

During the three-day annual meeting with JCSMS delegates and representatives, several new impact initiatives framed around the "collective impact" approach were identified, assessed, and launched on the following issue areas:

- Opioid Epidemic National Crisis
- Accelerating Progress in Exercise and Oncology
- Improving Military Health, Performance, and Readiness
- Youth Physical Activity & Health Education
- Appearance and Performance Enhancing Substances (APES)
- Advancing Diversity, Inclusion, and Equity
- Travel to Treat (S.808)

The "collective impact approach" was highlighted in the article titled "[Collective Impact](#)" in the Winter 2011 Stanford Social Innovation Review. More recently, with financial support from the Wallace Foundation, the Teachers College of Columbia University engaged in research relating to collective engagement around education reform. Their report ([Collective Impact and the New Generation of Cross-Sector Collaborations for Education](#)) describes the development of cross-sector collaborations and presents findings from a scan of initiatives across the United States. In this report, our firm Collective Impact, LLC is identified as the first entity to coin the term "Collective Impact" in the early 2000's (page 6, footnote 7). This body of research is an instructive example of how cross-sector collaborations have been bubbling up for several decades. Read the entire article by clicking [here!](#)

Building Capacity for Early Childhood Development and Family Support for Single Parents

Angels' Place, Pittsburgh, Pennsylvania

Young mothers face many challenges being a full-time parent and a full-time student, including child care issues. Two-thirds of teenage women who have chosen to keep their babies never finish high school. Teenage fathers experience similar difficulties when trying to raise children on their own. Without adequate support, these parents are likely to become trapped in a cycle of poverty driven by low-paying jobs or financial dependency.

Since 1984, [Angels' Place, Inc.](#) has offered care, concern, and compassion to young parents, creating brighter futures for them and their children. Student parents receive a comprehensive program of services, including child care accredited by the National Association for the Education of Young Children

(NAEYC), at two locations in the Pittsburgh area in Swissvale and the North Side. Other services include tutoring, support groups, counseling and required classes in parenting, nutrition, child safety, and life skills. A dedicated family of loving and supportive staff members and volunteers encourage and guide both generations toward realizing their full potential. Bright, idealistic and hundreds strong, the graduate student parents of Angels' Place are developing responsible, educated, civic-minded families while actively contributing to the progress of the community and region.



Angels' Place engaged Collective Impact, LLC to complete an extensive organizational analysis and develop a strategic plan for the future. The organizational analysis considered past experiences and performances, knowledge of current trends in early childcare education and nonprofit management, the current budget, past transactions, financial & event reports, and current trends in both the economy and nonprofit industry. Collective Impact, LLC endeavored to honor the agency's mission statement while developing options for innovative business models to ensure long-term financial stability.

The organizational assessment phase of this work included the following project components:

- Onsite planning meetings with the organizational assessment committee.
- Interviews with 45 key informants identified by the assessment committee, including Board members, staff, volunteers, community partners, clients, a capacity building coach, and funder.
- Data analysis and research on topic areas pertaining to existing program supports, expansion of services, development of existing services, and sources of potential funding partners.
- Practice research on the child care market, review of reimbursement rates from the subsidy agency, child care staffing ratios, and options for service expansion.
- Analysis of the organization using the following capacity building domains:
 - Governance and leadership
 - Program development and evaluation
 - Outreach and marketing
 - Human resource management and personnel
 - Financial stability
 - Facilities management

At the completion of the organizational assessment, Collective Impact, LLC recommended a multifaceted approach to capacity building and funding stabilization. These recommendations were then used in the development of the organization's strategic plan for the future. Angels' Place is an efficient and well run program that is strategically poised to expand its expertise to new horizons in service to young, single parents in the Pittsburgh community for decades to come.

Measuring Organizational and Community Impact and Planning for the Future

Create Huntington, Inc., Huntington, West Virginia

Create Huntington, Inc. began in 2006 when former Mayor David Felinton, the late Dr. Stephen Kopp, President of Marshall University, and a group of concerned business leaders and citizens came together to discuss the best way to improve Huntington's future. Collective Impact was engaged in the initial efforts in the mid-2000s to develop a plan that could help strategically move the community into the future.

After nearly a decade of being in the forefront of citizen engagement efforts and advancing numerous activities to strengthen social capital in the city, Create Huntington again engaged Collective Impact to help assess the impact made by the



organization and in the community to date and to develop a new plan for the next generation of the organization's work.

The project included a number of assessment and community engagement processes to allow the Board of Connectors to evaluate progress in the city over period that Create Huntington has been active and collect information from community residents to inform the organization's new strategic plan and future directions. Overall nearly 1,500 people participated in various stakeholder engagement activities, including a community survey, facilitated discussions

with 3 groups of key stakeholders, *StreetSpeaks* interviews conducted at community events, a community engagement event (Create VEGington) - the first veggie/vegan festival in the city, interviews with key informants, and a community capacity survey with current and previous Create Huntington Board members and other key community stakeholders.

Information collected from community members through the various stakeholder engagement activities lead to the following cross-cutting themes or conclusions. These conclusions and recommendations are held by notable majorities of the stakeholders contributing their views and opinions about current community conditions in Huntington and Create Huntington's impact.

- The City of Huntington is headed in the right direction - nearly all stakeholders see progress in recent years.
- Issues related to drug abuse continue to be a barrier to development and improved quality of life.
- Attitudes about the City are changing and there is increasing pride in community.
- Create Huntington is viewed positively by people familiar with the organization.
- There appears to be a consensus that Create Huntington has contributed to more positive attitudes among residents about the future of Huntington.
- Those people familiar with Create Huntington believe the organization has been a catalyst for a wide range of community improvements.
- The "Chat n' Chew" process is an effective and valuable engagement strategy and community stakeholders think it should be continued and expanded.
- Mini-grants are supported by all stakeholder groups and stakeholders think the mini-grants have been responsible for many projects to improve the city and provide events that bring people together.
- Small business development and entrepreneurship is cited by stakeholders as something that should continue and Create Huntington is generally seen as an incubator for increased entrepreneurial activity in Huntington.
- Removal or renovation of abandoned and dilapidated buildings in the city is cited as a problem and attention to this is supported across all stakeholder groups.
- Development of good jobs for local people that can be sustained in a more innovative emerging economy is a priority.
- Some (particularly representatives of minority populations) in the overall Huntington community see Create Huntington as a closed network of upper/middle class people.
- Stakeholders think Create Huntington needs to better publicize accomplishments and reach out to a wider diversity of city residents.
- Create Huntington is seen as being responsible for increasing cultural opportunities - people contributing their views acknowledge a growing arts and music scene.

To see the full Impact Study and Strategic Planning report, [click here!](#)

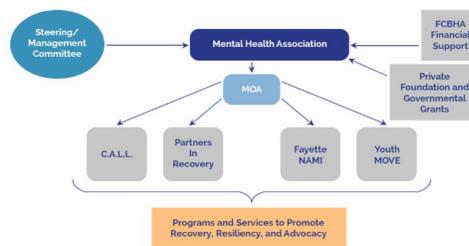
Moving to an Integrated System of Recovery, Resiliency, & Advocacy

Fayette County Behavioral Health Administration, Uniontown, Pennsylvania

Collective Impact, LLC worked with the [Fayette County Behavioral Health Administration \(FCBHA\)](#) in the development of a peer-led integrated system to promote recovery, resiliency, and advocacy in Fayette County, Pennsylvania. The purpose of the project was to advance recovery and

reduce the stigma of mental illness in the county. The envisioned system of services and programs would integrate consumer-led initiatives within a peer-leadership model.

Five (5) entities involved with peer-led initiatives engaged in a planning process to develop a plan for pursuing an integrated system of support services. These partners included:



- Fayette County Mental Health Association - a 501 (c) (3) non-profit organization providing a variety of services related to peer recovery and support including Helping Hands, Representative Payee Program, Consumer Family Satisfaction Team and Parent Involved Network, and a Drop-In Center.
- Fayette National Alliance on Mental Illness - convenes both consumer and family groups that meet two (2) times a month and provides other types of support services.
- Youth Motivating Others through Voices of Experience (Youth MOVE) - a youth-led advisory group that provides a forum for young people to have a voice which will be instrumental in the evolution of supports and services for young adults.
- Partners in Recovery - a coalition of consumers, county representatives, and providers who meet monthly to identify needs and issues affecting recovering Fayette County residents and to develop strategies to address community issues such as housing, employment, and stigma.
- Community Awareness of Life and Loss (C.A.L.L.) - a suicide prevention task force group that has promoted a variety of outreach programs to educate community members about the warning signs of suicide and what steps family members and friends can take to prevent suicide.

Collective Impact worked with a Planning Team consisting of FCBHA and its five (5) project partners to assess current relationships and explore system improvement opportunities. Key project components included planning sessions with the Planning Team, a series of stakeholder discussions with mental health consumers and providers, practice research, documents review, identification of funding opportunities, and the development of a transformational change strategic plan.

The Planning Team chose to pursue a "Lead Organization Model" as the most viable way to accomplish an integrated system of services and supports in Fayette County. Such a model requires that a lead organization be designated and assume responsibility for securing financial support and working with the other partner organizations to carry out services and programs. The Planning Team designated the Fayette County Mental Health Association (MHA) as the lead organization since that organization was an existing 501(c) (3) non-profit corporation. This type of collaborative model also requires some form of a Memorandum of Agreement (MOA) that defines the relationship among the parties and the responsibilities of each participating program or service making up the collaborative. A Steering/Management Committee made up of a representative of each entity would be established for the purpose of ongoing planning, priority setting, developing operating procedures, and fund raising. To see the full Transformational Strategic Plan, [click here!](#)

Impact Resources

Here are a few resources that might help you think about things through a different "lens" and ultimately help you make a greater impact in the work that

you do with the children, youth, families, and communities that you serve:

Daniel Pink - A Whole New Mind

Just as we were getting used to the information age, Daniel Pink tells us that it is ending. With it goes our focus on charts, statistics, and linear thinking. Traditional "left-brain" activities like logic, analysis, and repetitive production are being turned over to robots, computers, and offshore labor. The valued skills of 21st century will be those of the right brain: empathy, design, synthesis, and contextual thinking. [Click here](#) to learn more!

Language as a Window into Human Nature

Steven Pinker shows us how the mind turns the finite building blocks of language into infinite meanings. Watch the RSA Animate video by [clicking here!](#)

Technology Future Quotes

For those who can't imagine the future of technology, check out these funny, shocking, and [insightful quotes](#) from days gone past.

Talk About Us!

We want you to gossip and spread rumors about us!



Seriously though, word of mouth and testimonials from satisfied clients are the best ways that our work gets promoted. If you are involved with a group or partnering with another organization in need of capacity building services, please consider us and let others know about our work! We would very much appreciate you speaking on our behalf. Just a reminder, we provide an array of capacity building services in the following areas:

- Planning, Development, and Change Management
- Assessment, Research, and Evaluation
- Branding, Marketing, and Communication
- Financial Resource Development
- Training, Facilitation, and Stakeholder Engagement
- Venue Web & IT

To learn more about our work, [visit our website here!](#)

For more information about Collective Impact, email us at emailus@collectiveimpact.com, call us at 724.728.3368, or visit our website at www.collectiveimpact.com

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