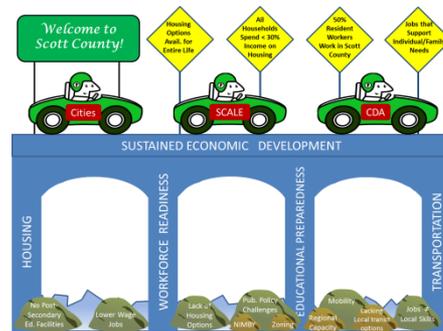




# SCALE

Scott County Association For Leadership And Efficiency



50 x 30 Collective Impact Kickoff  
April 14, 2016



# SCALE

Scott County Association For Leadership And Efficiency

## Government Without Borders

Working Together to Strengthen Each Other

The mission of the Scott County Association for Leadership and Efficiency (SCALE) is to forge new and innovative ways in which government entities can collaborate to provide superior services while making the most of limited resources.

# SCALE's Vision

SCALE has set a vision (or target) of achieving 50% of the County's labor force living and working in the County by 2030 by focusing on:

- Transportation
- Economic Development
- Housing
- Workforce Development

**This Collective Impact Effort is called 50x30**

# STRUCTURE FOR – 50x30

## Steering Committee

### Work Groups

Housing

Workforce  
Readiness

Educational  
Preparedness

Transportation

### Partners

CDA

CAP

FISH

Schools

Cities

County

FMF

Met Council

Diversity Council

Businesses

Faith Community

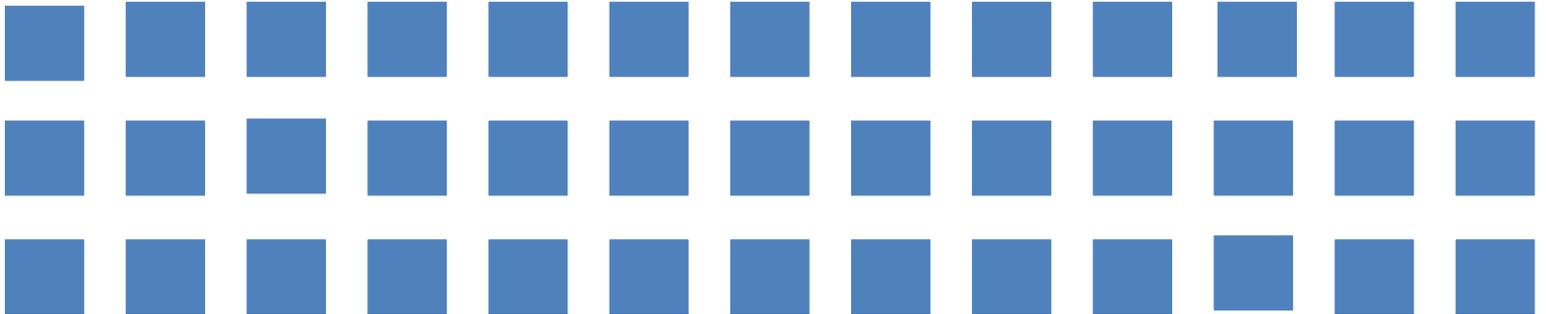
MN Housing

SMSC

DEED

MVTA

### Community Partners



SCALE  
(Backbone)

*Welcome to  
Scott County!*

Housing  
Options  
Avail. for  
Entire Life

All  
Households  
Spend < 30%  
Income on  
Housing

50%  
Resident  
Workers  
Work in Scott  
County

Jobs that  
Support  
Individual/Family  
Needs

Cities

SCALE

CDA

SUSTAINED ECONOMIC DEVELOPMENT

HOUSING

WORKFORCE READINESS

EDUCATIONAL PREPAREDNESS

TRANSPORTATION

No Post-  
Secondary  
Ed. Facilities

Lower Wage  
Jobs

Lack of  
Housing  
Options

NIMBY

Pub. Policy  
Challenges

Zoning

Regional  
Capacity

Mobility

Lacking  
Local transit  
options

Jobs  $\neq$   
Local Skills

# Our Objectives for The Day

1

Start with a focus on the outcomes you want to achieve



2

Draw a picture big enough so that existing efforts see how they can connect and why



3

Identify where there is more efficiency and power in working together than alone



4

Agree on process and principles for working together and clarify what happens “next”



# There Are Several Types of Problems

**Simple**

***Baking a Cake***



**Complicated**

***Sending a Rocket to the Moon***



**Complex**

***Raising a Child***

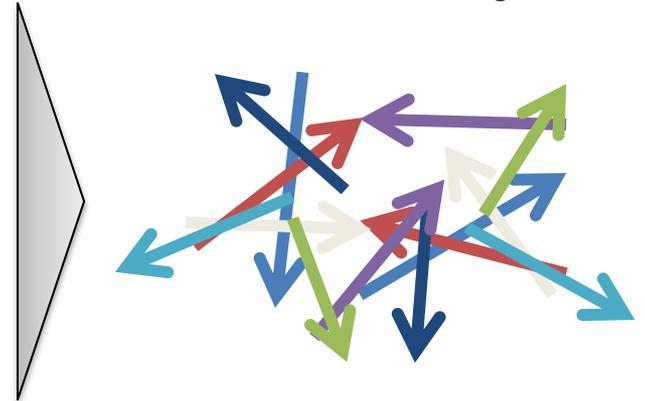


***Social sector treats problems as simple or complicated***

# Traditional Approaches Are Not Solving Our Most Complex Social Problems

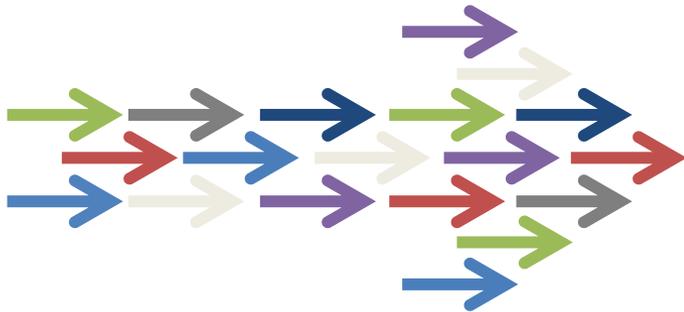
- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**

## Isolated Impact



# Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

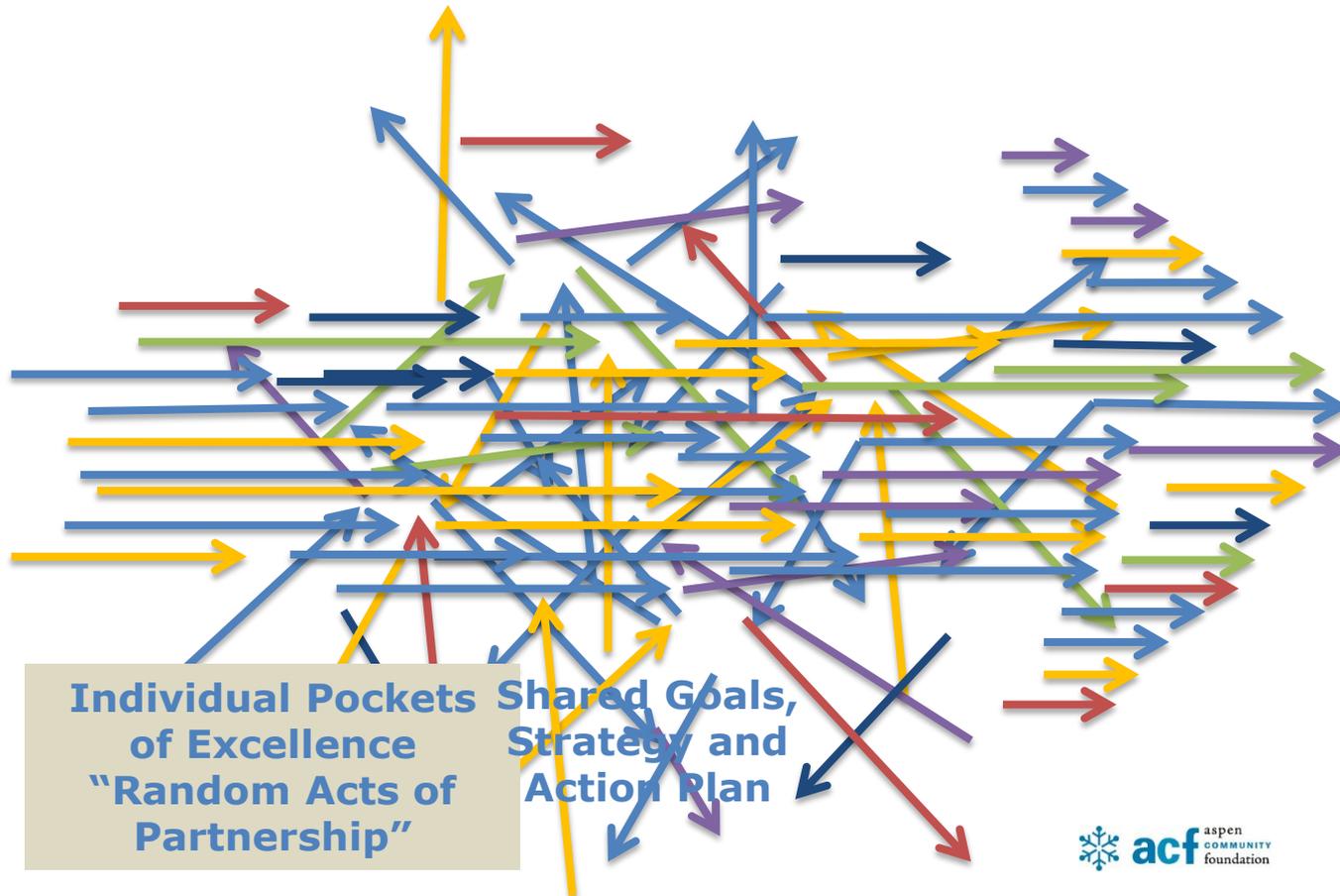
## Collective Impact



- Understand that social problems – and their solutions – arise from **interaction of many organizations within larger system**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned
- All working toward the **same goal and measuring the same things**

# Collective Impact

Cross-Sector Commitment to a Common Agenda creating Systemic Change at Scale – “Population-Level”



# Collective Impact: Examples of Outcomes

In the original STRIVE site,  
**40 of 53 tracked student outcomes**  
were moving in the right  
direction by year five

In Franklin County, MA, binge  
drinking among youth **declined**  
by **46%** in eight years

In Chicago, **6000 public housing**  
residents were placed in new jobs in five years

In New York State, the number of  
youth in state custody **declined**  
by **45%** between 2011-2013

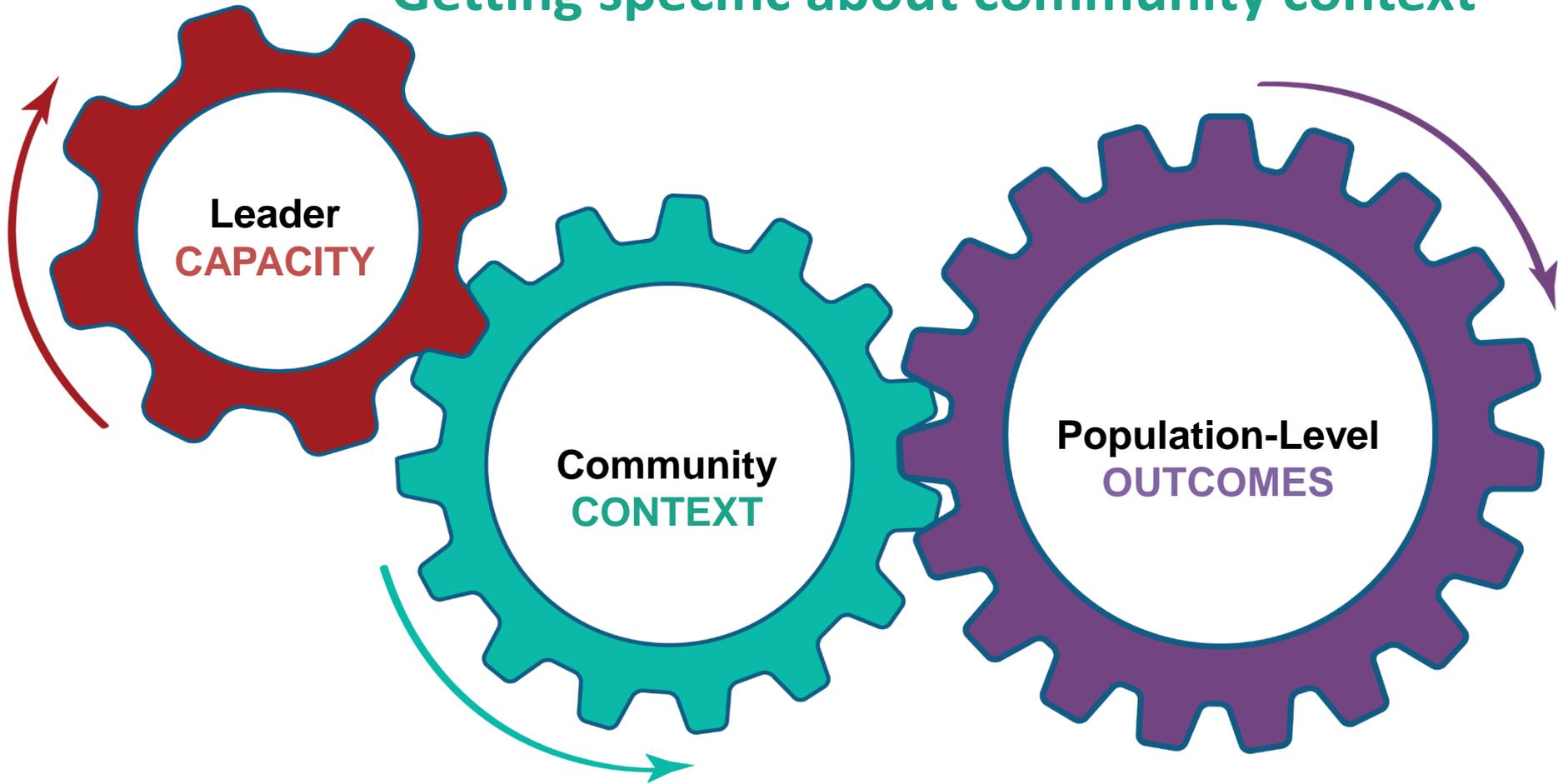
In Somerville, MA, child body mass indices  
**declined by 15 percent**  
between 2002 and 2005

In Memphis, a  
**23% reduction**  
in crime was achieved in five  
years

*In King County, WA,*  
**96 percent**  
*of eligible eighth-graders*  
*signed up for*  
*Washington's College*  
*Bound Scholarship in 2014*

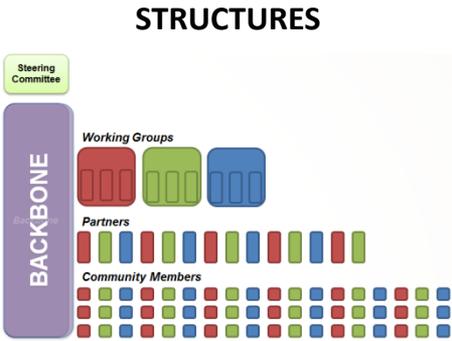
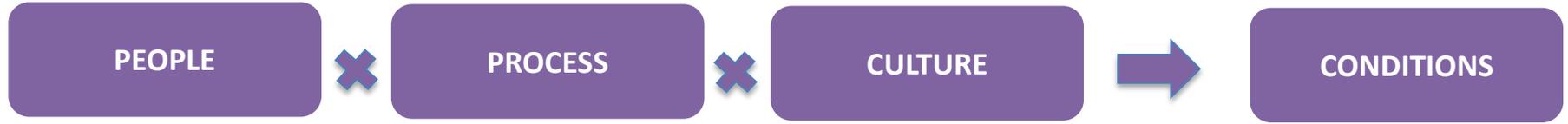
**Starting with the end in mind . . .**

**Getting specific about community context**



**The small gear makes a big difference**

# CREATING THE CONDITIONS FOR COLLECTIVE IMPACT



**Mindset Shifts**

*Adaptive*

*Shared Credit*

*'Silver Buckshot'*

*Whole person*

*Seeks alignment*

*Local diagnosis*

*Aspirational*



# Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

## Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

## Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

## Mutually Reinforcing Activities

- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

## Continuous Communication

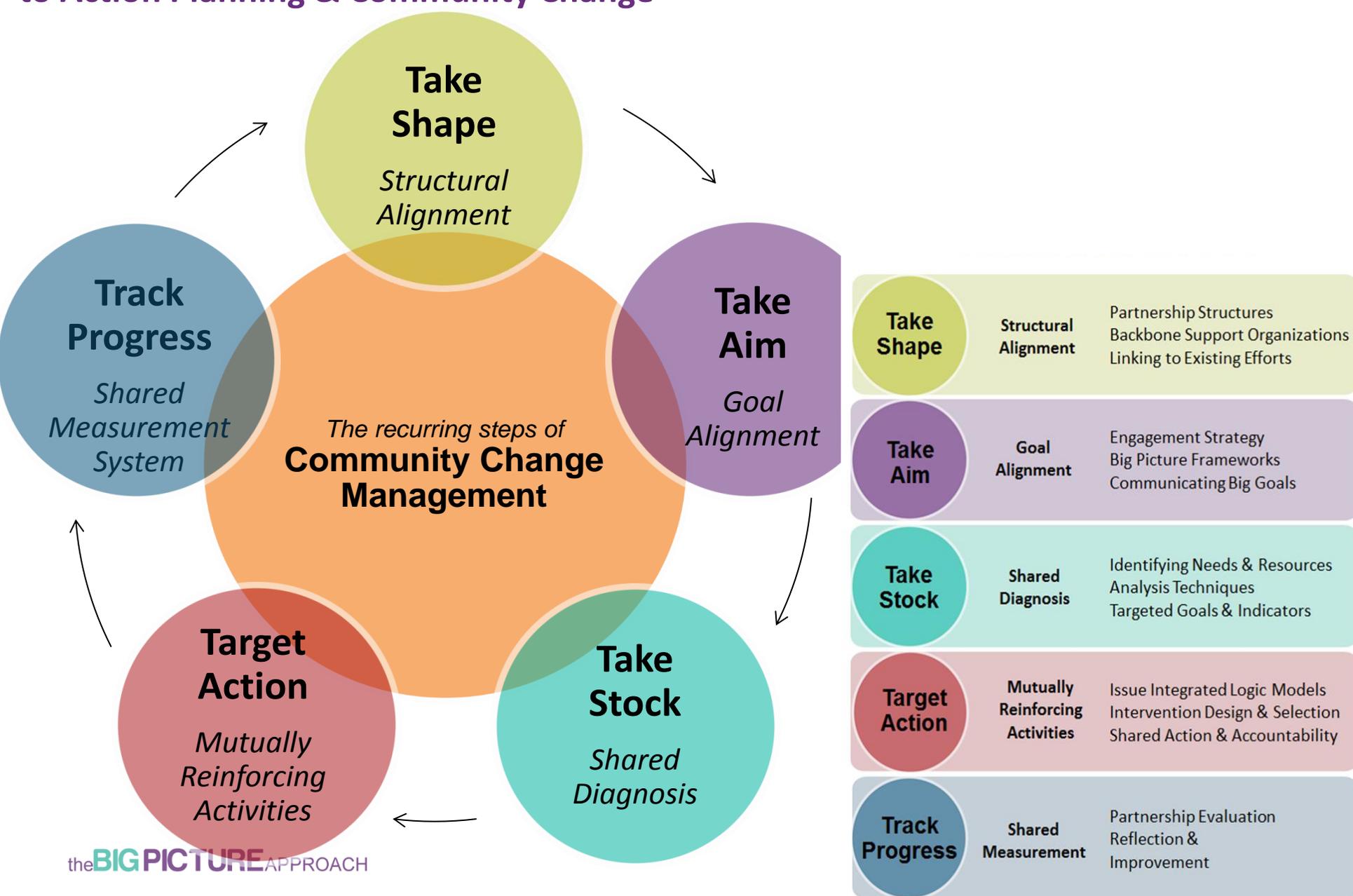
- **Consistent** and **open communication**
- Focus on **building trust**

## Backbone Support

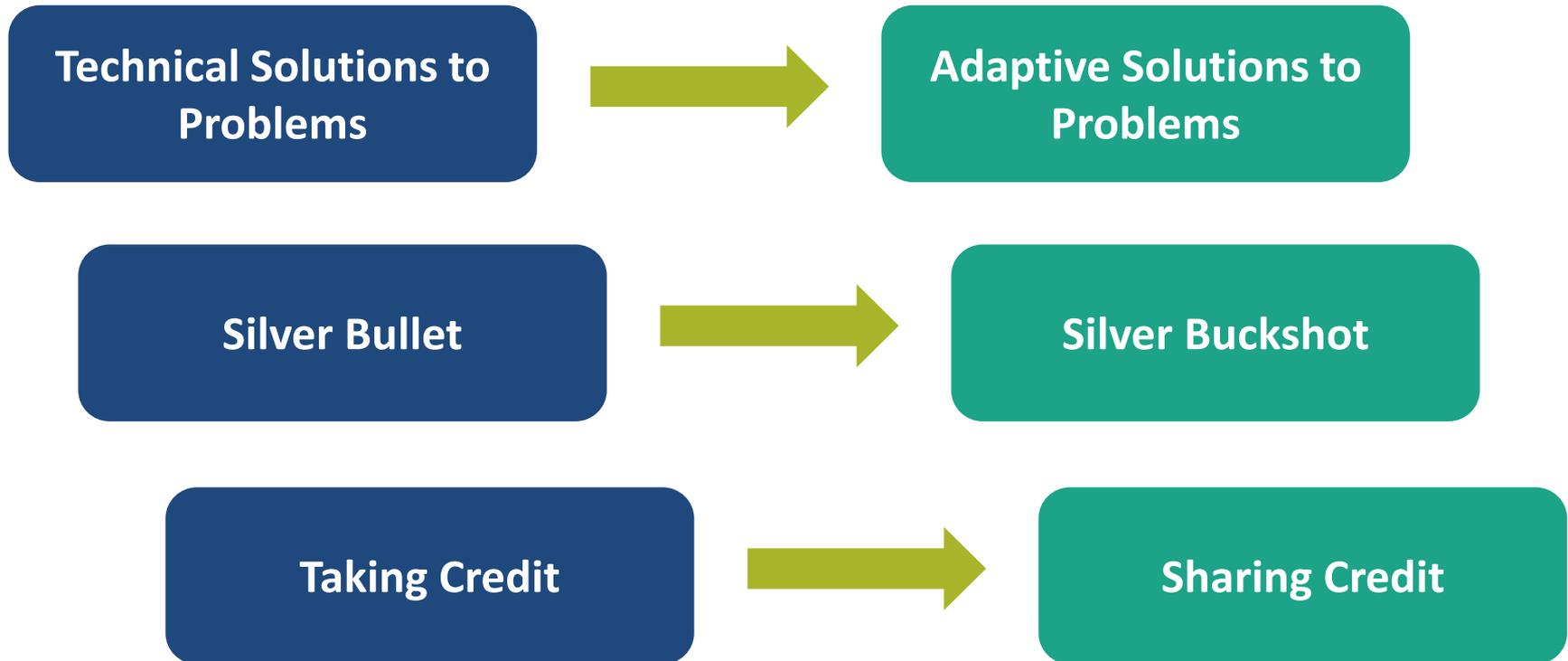
- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

# A Big Picture Approach

## to Action Planning & Community Change

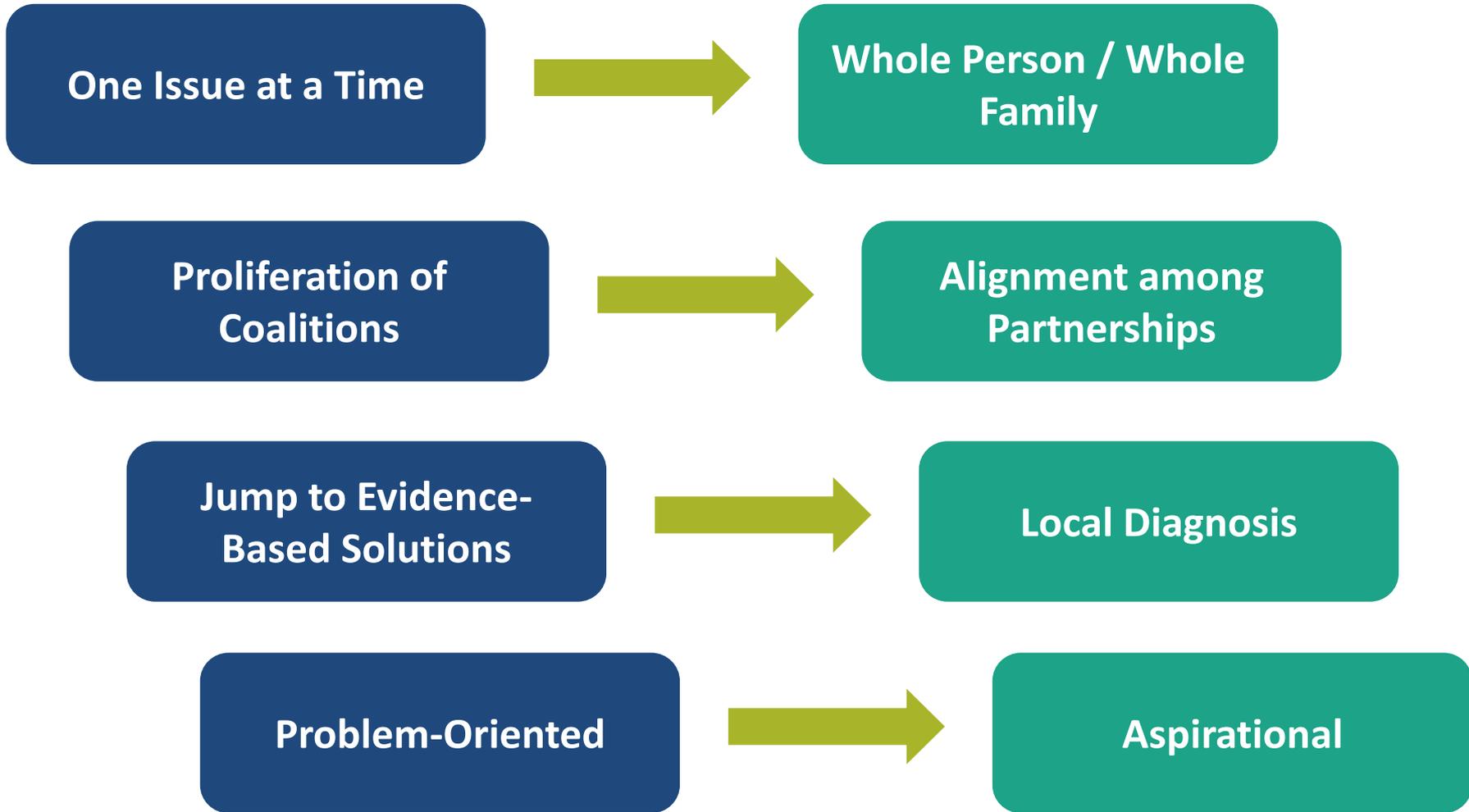


## Working in Collective Impact Requires a Mindset Shift



# Big Picture Approach

*Leaders Thinking Differently, So Together We Can Act Differently*



## Within the Collective Impact Framework, the Steering Committee and Backbone Organization Have Distinct Responsibilities

	Responsibilities	Typical Participants
Steering Committee	<ul style="list-style-type: none"> <li>Oversees common agenda development with community input</li> <li>Provides stewardship and community accountability throughout the life of the initiative</li> <li>Determines/oversees coordinating structure for initiative, including backbone</li> <li>Ensures appropriate stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li><i>High level decision-makers</i> from:               <ul style="list-style-type: none"> <li>School systems / higher education</li> <li>Nonprofits</li> <li>Government</li> <li>Business</li> <li>Funders</li> </ul> </li> <li>Community Members</li> </ul>
Working Groups	<ul style="list-style-type: none"> <li>Develops strategies to implement common agenda</li> <li>Determines strategy level indicators to gauge process, forward momentum, and learning</li> <li>Connects with or organizes appropriate community partners to implement strategies</li> </ul>	<ul style="list-style-type: none"> <li><i>Middle managers or leaders</i> from:               <ul style="list-style-type: none"> <li>School systems / higher education</li> <li>Nonprofits / other coalitions</li> <li>Government</li> <li>Business</li> </ul> </li> <li>Community Members</li> </ul>
Backbone	<ul style="list-style-type: none"> <li>Supports SC's oversight of the initiative</li> <li>Supports work group efforts to develop, implement, and learn from strategies</li> </ul>	<ul style="list-style-type: none"> <li><i>2-5 staff members</i> from the following types of organizations:               <ul style="list-style-type: none"> <li>Nonprofits</li> <li>Funders</li> <li>Government agencies</li> <li>Private sector</li> <li>Universities</li> <li>Independent Consultants</li> </ul> </li> </ul>
Work Together to:	<ul style="list-style-type: none"> <li>Facilitate collective impact through:               <ul style="list-style-type: none"> <li>Guiding vision and strategy</li> <li>Supporting aligned activities</li> <li>Establishing shared measurement practices</li> <li>Building public will</li> <li>Advancing policy</li> <li>Mobilizing funding</li> </ul> </li> </ul>	