Forward Wayne County

2019

A 14% decline in population over the last 45 years … with a projected additional loss of 8.3% between 2020 and 2050.

Per capita personal income has increased over the last 45 years, it has been at a rate less than the state … falling to 87% of the state's mark.

The challenges in Wayne County were well documented in 2015

Poverty levels here are higher than the state averages … and with a greater rate of increase from 2007 through 2013.

A significant percent of the population here age 25 and older (38.8% in 2014) hold only a high school diploma or equivalent … and only 25% hold an Associate's Degree or higher.

How did this idea begin?

2011 Stanford Social Innovation Review introduced the **concept of Collective Impact**, as an effective form of cross-sector collaboration to address complex social and environmental challenges

Collect Impact Principles of Practice

- ❑ Design and implement the initiative with a **priority placed on equity**
- ❑ Include **community members** in collaborative
- ❑ Recruit and co-create with **cross-sector** partners
- ❑ Use data to **continuously learn, adapt, and improve**
- ❑ Cultivate leaders with unique **system leadership** skills
- ❑ Focus on program and **system strategies**
- ❑ Build a culture that fosters **relationships, trust, and respect** across participants
- ❑ Customize for **local context**

5 Conditions of Collective Impact

COMMON AGENDA

IT ALL STARTS WITH A **COMMON AGENDA**. CHANGE-MAKERS COME TOGETHER **COLLECTIVELY TO DEFINE THE PROBLEM** AND CREATE A COLLABORATIVE PLAN TO SOLVE IT.

SHARED MEASUREMENT

COLLABORATORS ESTABLISH A **SHARED MEASUREMENT**. AFTER A PROBLEM IS DEFINED AND A PLAN IS DEVELOPED, THE NEXT STEP IS **A CLEAR AGREEMENT ON HOW TO TRACK PROGRESS** WHICH ALLOWS FOR CONTINUOUS IMPROVEMENT.

MUTUALLY REINFORCING ACTIVITIES

COLLECTIVE IMPACT FOSTERS **MUTUALLY REINFORCING ACTIVITIES**. WHEN **COLLECTIVES WORK TOGETHER** ON A SOLUTION FOR AN IDENTIFIED NEED, EFFORTS ARE STRENGTHENED, AND THE END RESULT IS MAXIMIZED.

CONTINUOUS COMMUNICATION

GROUPS THRIVE ON **CONTINUOUS COMMUNICATION**. THROUGH **REGULAR INTERACTIONS** TRUST AND RELATIONSHIPS ARE DEVELOPED FOR NOW AND THE FUTURE.

BACKBONE ORGANIZATION

COLLECTIVE IMPACT REQUIRES A **STRONG BACKBONE**. **FORWARD WAYNE COUNTY** IS DEDICATED TO ORCHESTRATING WORK ACROSS THE COUNTY.

Forward Wayne County is a **collective impact backbone** organization.

Backbone organizations are responsible for:

- Guiding vision and strategy
- Supporting aligned activities
- Establishing shared measurement practices
- Building public will
- Advancing policy
- Mobilizing resources

FORWARD Wayne County

What Makes a Backbone Organization Effective?

Guide Vision and Strategy	• Partners accurately describe the **common agenda** • Partners **publicly discuss/ advocate for** common agenda goals • Partners' **individual work in increasingly aligned** with common agenda • Board members and key leaders increasing **look to backbone** organization for initiative support, strategic guidance and leadership
Support Aligned Activities	• Partners **articulate their role** in the initiative • **Relevant stakeholders** are engaged in the initiative • Partners **communicate and coordinate** efforts regularly, with, and independently of, backbone • Partners report increasing levels of **trust** with one another • Partners increase **scope/ type of collaborative work** • Partners improve **quality** of their work • Partners improve **efficiency** of their work • Partners feel **supported and recognized** in their work
Establish Shared Measurement Practices	• Shared **data system** is in development • Partners **understand the value** of shared data • Partners have robust / shared **data capacity** • Partners **make decisions** based on data • Partners **utilize data** in meaningful way
Build Public Will	• Community members are increasingly **aware** of the issues • Community members express **support** for the initiative • Community members feel **empowered** to engage in the issue(s) • Community members increasingly **take action**
Advance Policy	• Target audience (e.g. influencers and policymakers) is increasingly **aware** of initiative • Target audiences **advocate** for changes to the system aligned with initiative goals • Public **policy** is increasingly **aligned** with initiative goals
Mobilize Resources	• Funders are asking for nonprofits to **align** to initiative goals • Funders are **redirecting funds** to support initiative goals • **New resources** from public and private sources are being contributed to partners and initiative

Challenges with Collective Impact
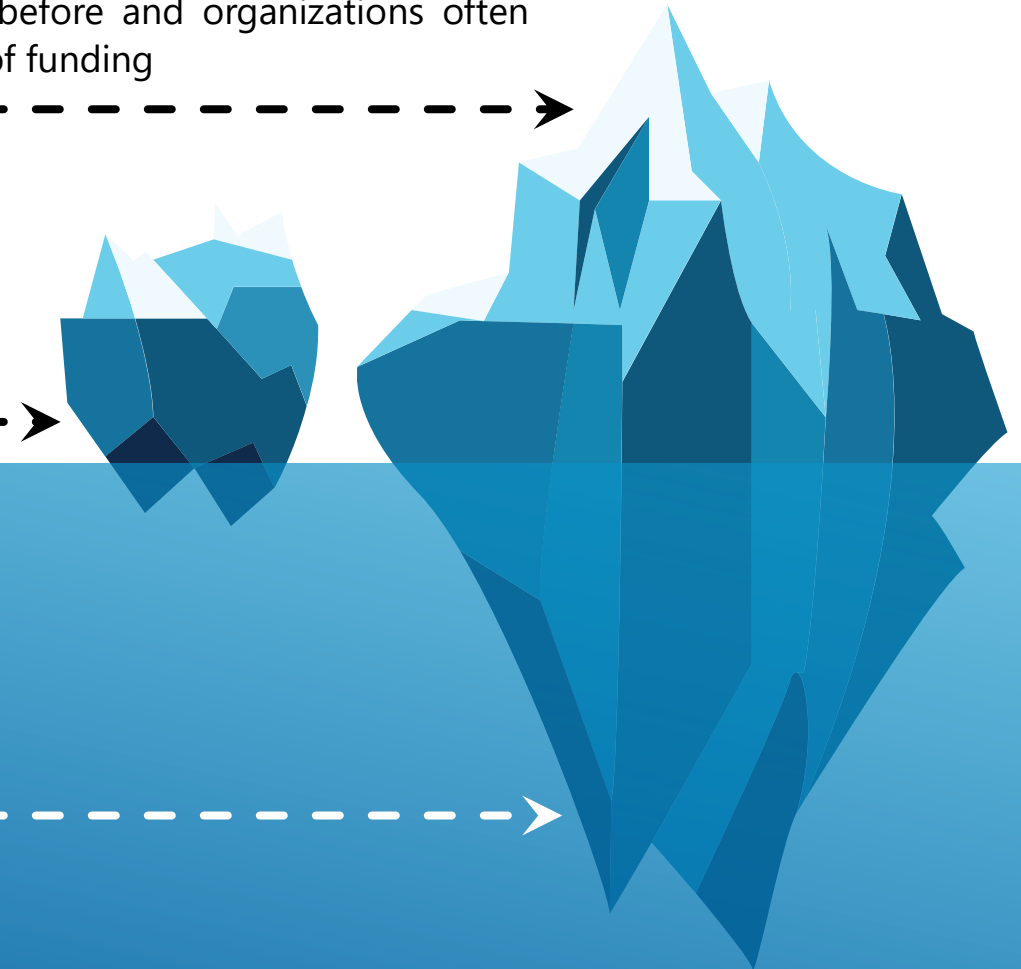
Collaboration & Competition

The difficulty of bringing together people who have never collaborated before and organizations often compete with each other for funding and could believe CI will result in loss of funding

Shared Metrics

Gaining alignment on what can be measured, how it's measured and why it's measured can be challenge for the organizations

Wrong Solutions

Predetermined solutions rarely work under conditions of complexity

Collaboration to Ensure Success
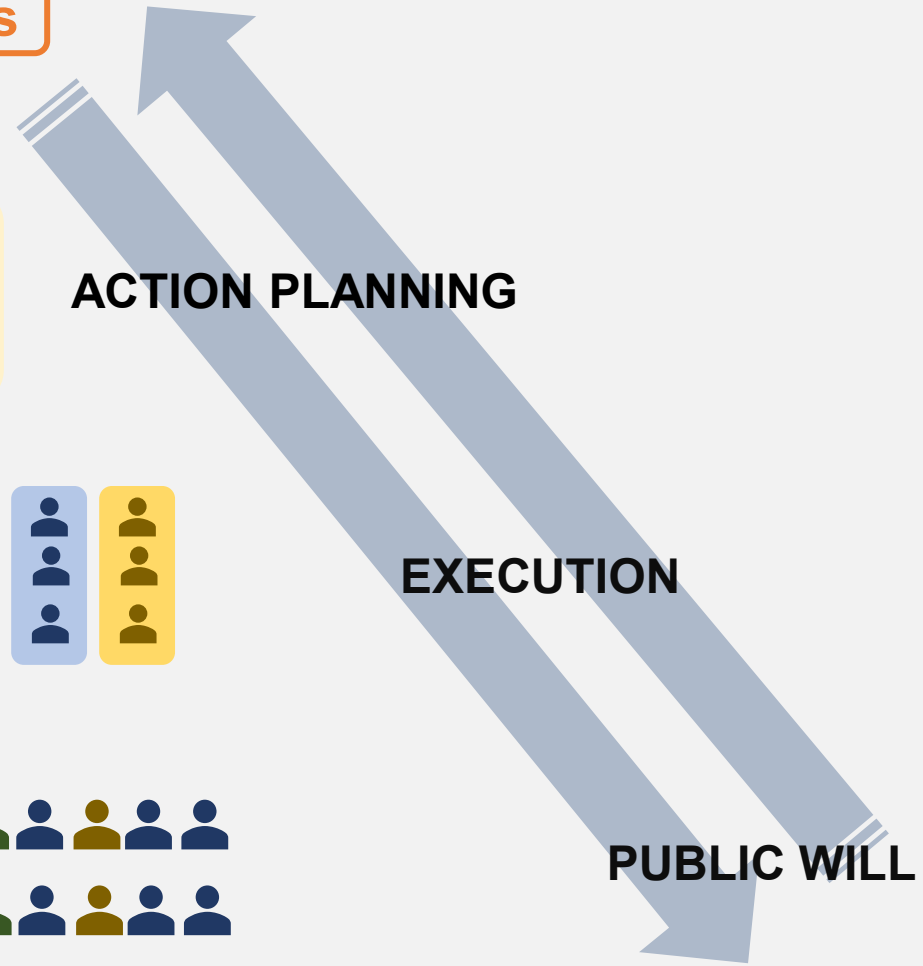
SYSTEMS CHANGE

STRUCTURAL CHANGE

POLICIES

PRACTICES

RESOURCE FLOWS

RELATIONSHIPS & CONNECTIONS

POWER DYNAMICS

TRANSFORMATIVE CHANGE

NORMS & BEHAVIORS
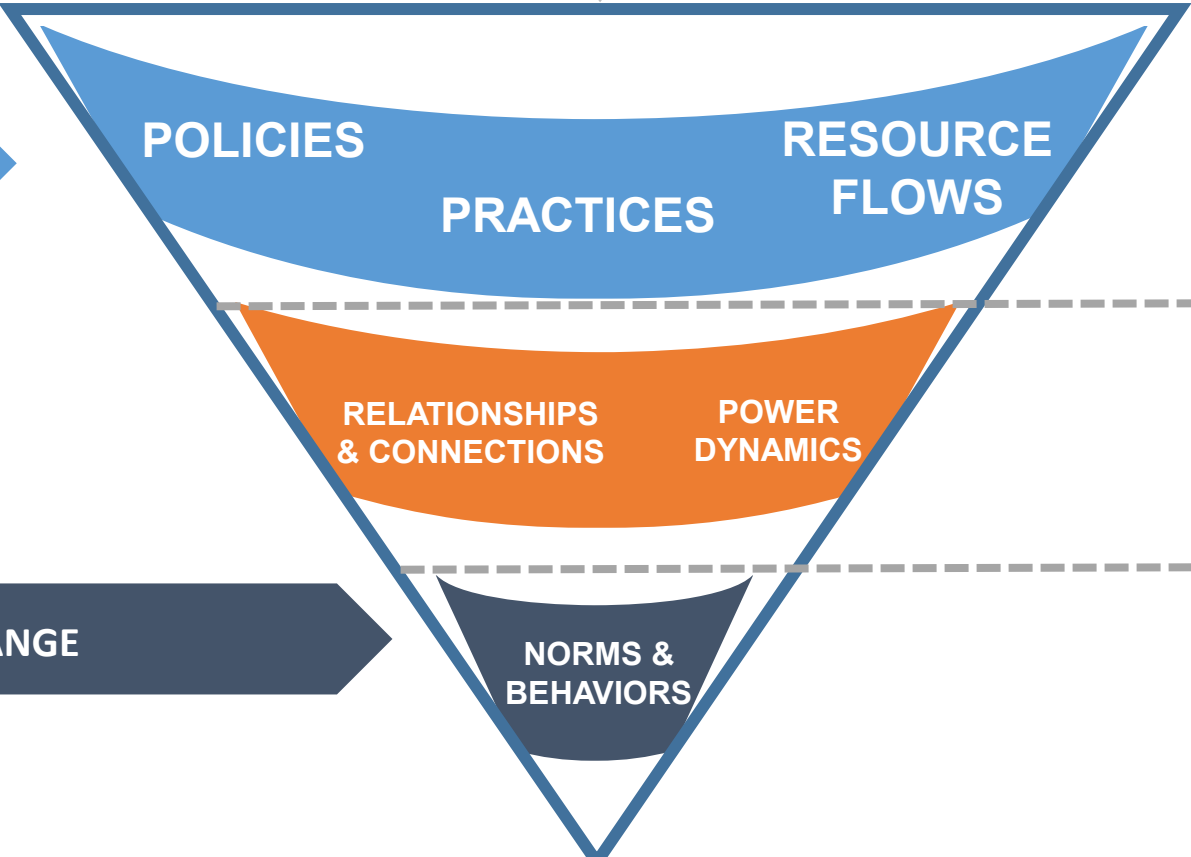
Policies: Rules, regulations, and priorities (formal & informal)

Practices: Organizational and practitioner activities targeted to address and making progress

Resource Flows: How money, people, knowledge and information are allocated and distributed.

Relationships & Connections: Quality of connections & communication between key players.

Power Dynamics: Which individuals and organizations hold decision-making power, authority, and influence (both formal & informal)

Norms & Behaviors: Deeply held beliefs and assumptions that influence one's actions.

Four Key Phases of Collective Impact Efforts

Components for Success	Phase 1 Generate Ideas and Dialogue	Phase 2 Initiate Action	Phase 3 Organize for Impact	Phase 4 Sustain Action and Impact
Governance and Infrastructure	Convene community stakeholders	Identify champions and for 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 to outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluations and Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline date to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

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Wayne County