Warm-up

What energizes or excites you about this work, and what keeps you going when things get tough?
Before we begin

Future design sessions

• 1/26: drivers of change + community engagement (location: Boston Fed or TBD)
• February: ideas to action + systems change
• March: feedback loops/governance + evidence-based decision-making

Implementation application

• 3 components: cover page, design grant report/budget, and implementation narrative/budget; attachments include financials, documentation of local match, project director job description
• Available now in review-only format; page-limited, fillable version to follow
• Please review and share your questions so we can develop FAQ document
• Deadline: Thursday, May 5 at 5p
• Award amount: $475,000
Today’s agenda

AM – Your team’s shared result

• Hear from Round 1 winner Chelsea on the importance of this step
• JaNay Queen of Living Cities presents key questions for helping you determine and articulate a shared, population-level result
• Work independently on questions presented by JaNay
• AM session reflects application question #2, as well as 1, 3, and 4

PM – Who else needs to be at the table?

• Brittany DeBarros of Living Cities presents an exercise to help you think about what other stakeholders need to be engaged in achieving your result
• Work independently on exercise presented by Brittany
• PM session reflects application question #10

Team planning time → share one next step per team
Perspective from a Round 1 winner

Melissa Walsh
Community Engagement Director/Chelsea Thrives Director
The Neighborhood Developers
Chelsea
Moving from Vision to Shared Result

JaNay Queen
Associate Director of Collective Impact

jqueen@livingcities.org
Powerful work in the lives of children, youth, families, adults, and communities can be transformative when supported by a focus on results.
Significance of a Result

• People want to make a difference
• People want to KNOW they are making a difference
• People need better tools to help them KNOW and TRACK that they are making a difference

Having a shared result is a tool!
What is a result?

Results-Based Accountability framework definition
• A result is condition of wellbeing for children, youth, adults, communities and families.

Living Cities
• Uses “shared” to signal selecting an ambitious, measurable, “big-picture” goal about well-being and enduring change that is defined and selected by the Cross-Sector Table

Examples
• All citizens in Haverhill are economically stable
• Families in Brockton have quality, affordable and sustainable housing by 2025
Example Results from The Integration Initiative (TII)

- Low income families of color in San Francisco are sustainably housed and safe.
- All people in Seattle thrive economically.
- All children in Newark are healthy and learning.
- African American men in New Orleans earn family sustaining wages.
Making the Distinction

• Results are not...
  – Statements that do not speak to a particular population
• Results are...
  – Statements about accountability to a population in a place
• Results are not...
  – Statements that indicate means and strategies or highlight direction
  – Ex. Homeless people in Boston will have increased access to housing services
• Results are...
  – Statements that represent an end condition
Choosing a Result

ASK!!

• Does it have communication power?

• Does it pass the public square test?

• Can people see themselves in it?
Individual Activity

• To establish a result statement, complete the following sentences in no more than four words:
  – We want adults who are...
  – We want children who are...
  – We want families that are...
  – We want communities that are...
  – We want [INSERT POPULATION] who are...
Team Activity

• Share your sentences
• Decide what factors best represent the population change you seek in your city
• Create a results statement using the following structure as a guide:
  – All [POPULATION] in [GEOGRAPHIC PLACE] are [END CONDITION]
  – You may have more than one result statement
• Choose 3-5 to “vote on” and use for your team work later
• Reconvene as a large group and share 1 result statement
Getting to Results

• What would these conditions look like if we achieved them?

• What measures can we use to quantify these conditions (population measures)?

• How are we doing on the population measures quantitatively (data trend) and qualitatively (story behind the data)?
Making a Real Difference

If poverty is a disease that infects an entire community in the form of unemployment and violence, failing schools and broken homes, then we can’t just treat those symptoms in isolation. We have to heal the entire community. And we have to focus on what actually works.

• President Barack Obama, July 18, 2007
Questions?
Building, Sustaining & Improving Cross-sector Partnerships

By Brittany DeBarros
Collective Impact

Cross-sector Partnerships

Sustainable Change

Collaborative Change

Cross-sector Collaboration

Cooperative Action

Sector Strategies

It doesn’t matter what you call the tool
Collective Impact Core Elements

- Cross-sector table(s)
- Shared result
- Commitment to change behavior to achieve shared result
- Feedback loops that signal progress towards shared result
What should the cross-sector table do?

- **MEASURE**
- **BUILD**
- **LEARN**
- **PIVOT**
- **SWARM**

Away from what doesn’t work

Towards what does

*Lean Start Up Method*
# Why this tool?

<table>
<thead>
<tr>
<th>Co-blab-oration</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focused on assigning blame or taking credit</td>
<td>Focused on outcomes</td>
</tr>
<tr>
<td>Stakeholders participate to protect</td>
<td>Stakeholders participate to generate value</td>
</tr>
<tr>
<td>Opinions rule</td>
<td>Data is king</td>
</tr>
<tr>
<td>Talk exceeds action</td>
<td>Actions emerge from engagement</td>
</tr>
<tr>
<td>Informal process</td>
<td>Intentional, rigorous process</td>
</tr>
</tbody>
</table>

Source: Chris Thompson’s Regional Physics Blog  
Key Partnership Considerations
How are we structured?
Who should be at the table?
Accounting for differences in...

Power

Authority

Expertise
How are you aligned?

- Shared Result
- Resources
- Level of Intervention
How developed is your partnership?
## Work Session Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 min</td>
<td>Survey/Reflection time</td>
</tr>
<tr>
<td>45 min</td>
<td>Exercise</td>
</tr>
</tbody>
</table>
Take the survey at


and/or

Reflect on the feedback you received from the assessment
Exercise

STEP 1:
Select one shared result your partnership may work toward or is working toward and write it at the center of your chart.
Exercise

STEP 2:

Chart:

Who is currently involved in your cross-sector partnership?

What sector do they represent?

How close are they to the result that you are trying to achieve?
Exercise
STEP 3:
Use the “key questions” to consider who is missing from your chart.
Key questions to consider

• Who will be impacted if you succeed/fail?

• What systems are connected to what you are trying to change?

• Who has the power to make decisions that will impact your success/failure?

• Who is already working on a similar goal?

• Who has/controls access to something your partnership will need to be successful?
STEP 4:
Discuss how you might engage those you identified.
Team planning time

You may wish to work on:

- Developing your shared result
- Continuing the conversation about engaging more stakeholders
- Planning for independent work
- Articulating commitments to action steps

Facilitators: prepare to share one next step your team has committed to take
Next steps

- Tomorrow: respond to evaluation survey
- Continue to work on today’s questions, and begin thinking about your responses to the implementation application
- Send your questions about the application to Colleen
- Undertake independent planning work
- Prepare for our next session on 1/26 (drivers of change and community engagement); we will connect with facilitators in early January