working cities challenge

Design session 4
4/5/16

www.BostonFed.org/WorkingCities

Today's agenda

AM – Using evidence for decision-making

- Panel will discuss why and how to use data for tracking progress and performance
- Be prepared with questions!
- Exercise aimed at helping teams determine what indicators they'll use to track changes in conditions (outcomes) and gauge the efficacy of strategies and actions

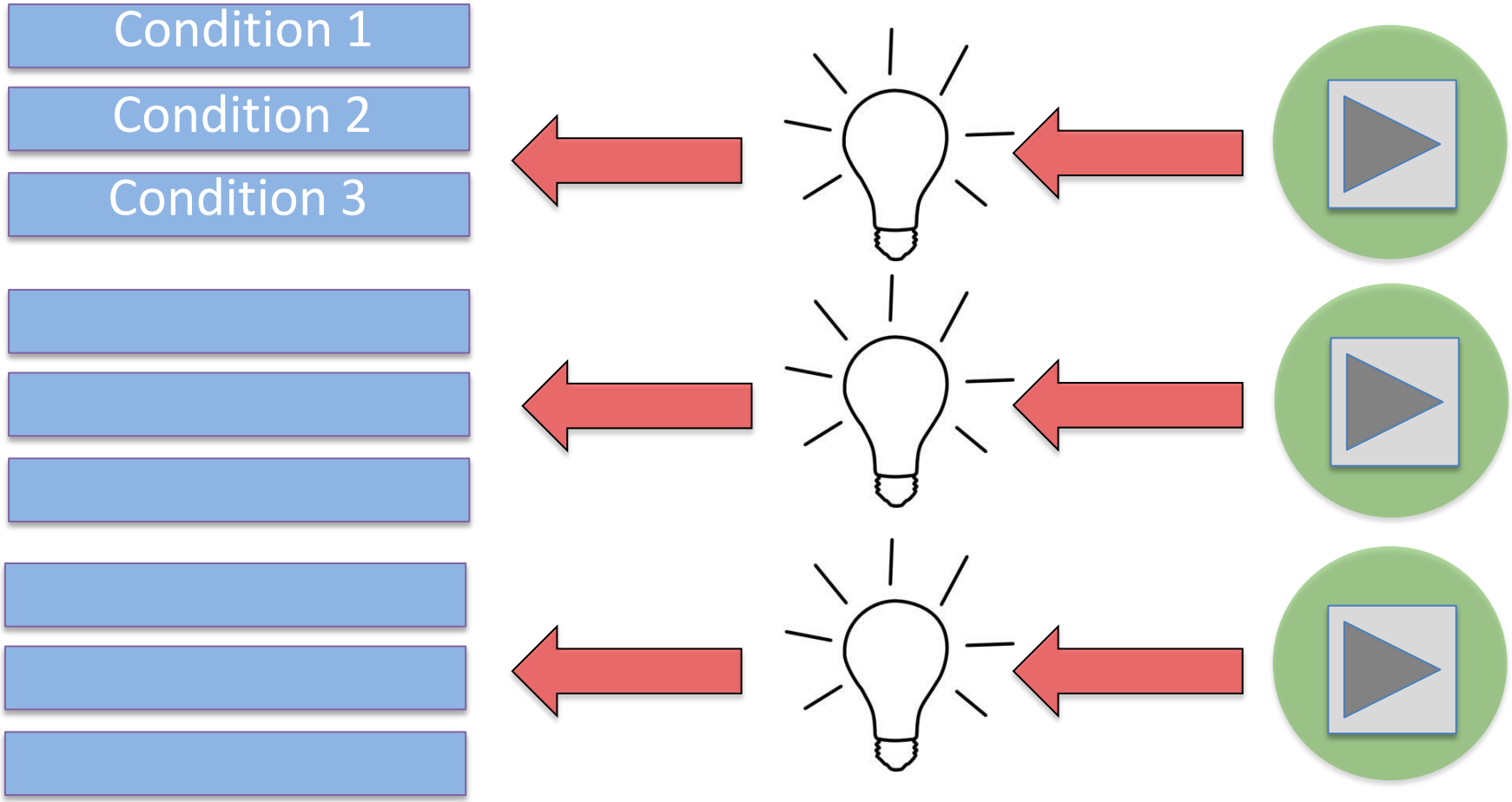
Lunch – Review questions about application and selection process; participate in video interviews

PM – Governance

- Overview of governance function and structures
- Exercise will give teams time to think through key questions related to how you organize yourselves moving forward

Closing reception – Ask the WCC team about lingering questions or concerns, participate in video interviews, take a team photo, and celebrate your progress!

Roadmap Part 4: Feedback Loops



How are conditions changing? (outcomes)
-Population-level measures
-Higher-frequency intervals are more useful

How are we performing? (outputs)
-Individual-level measures
-Can be reported at program, agency or system level

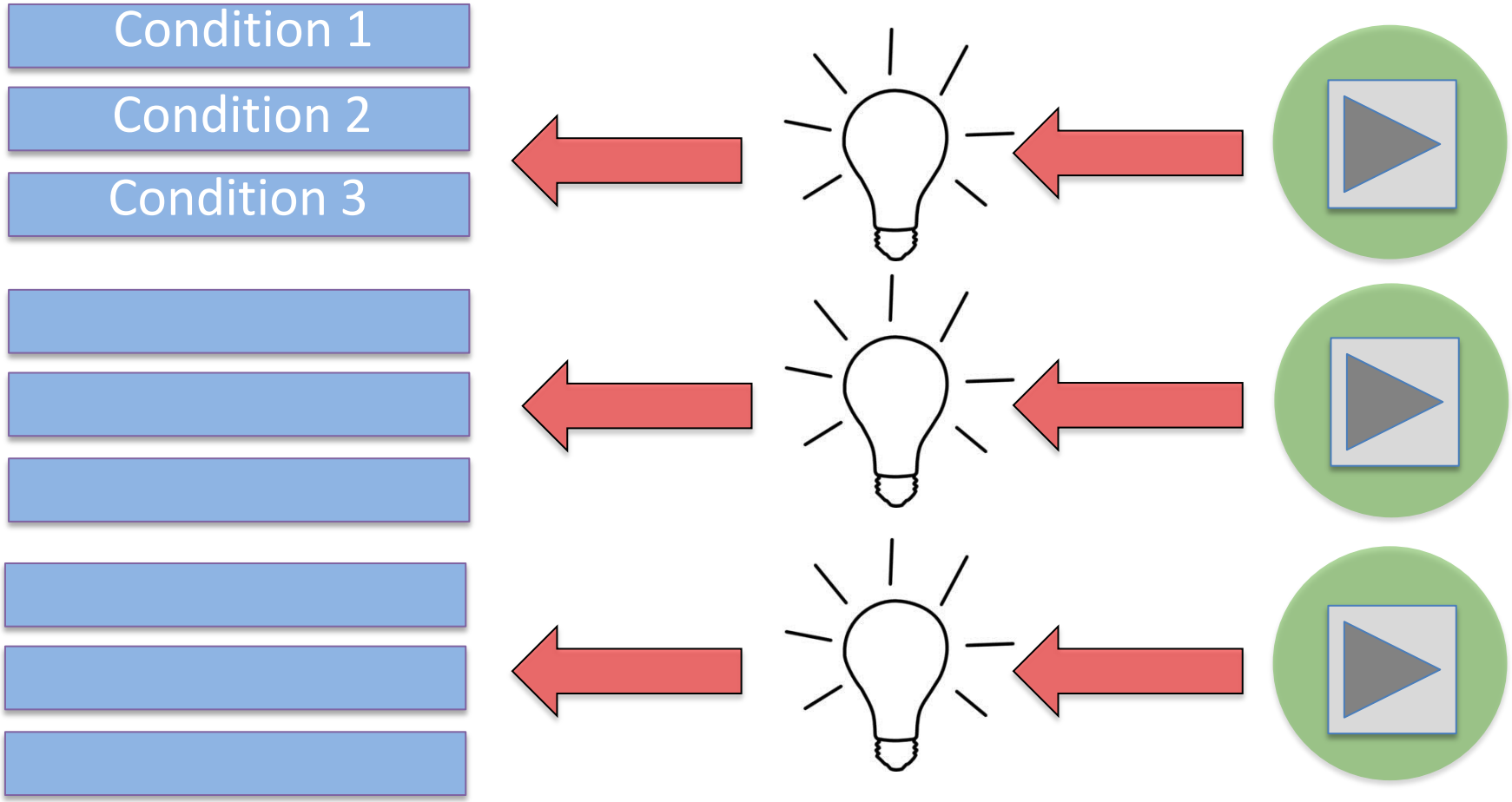
Lessons from the field: using evidence to track progress and continuously improve

Mary Brolin, Ph.D.
Heller School for Social Policy and Management
Brandeis University

Brittany DeBarros
Collective Impact Associate
Living Cities

Devon Winey
Principal
Mt. Auburn Associates

Roadmap Part 4: Feedback Loops



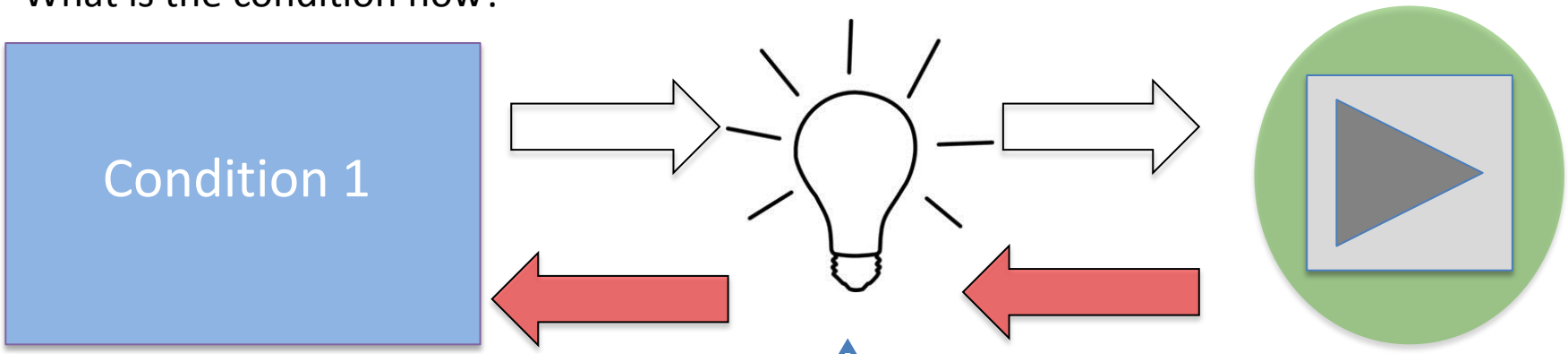
How are conditions changing? (outcomes)
-Population-level measures
-Higher-frequency intervals are more useful

How are we performing? (outputs)
-Individual-level measures
-Can be reported at program, agency or system level

Strategy 1

a: What condition(s) do you expect this strategy to change? What is the condition now?

b: What actions are you taking to implement this strategy?



Outcome

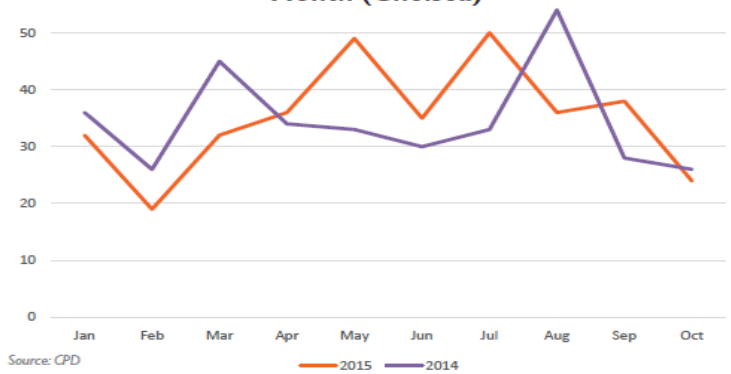
d: Are conditions changing for your target population, and does this indicate progress toward your shared result? If not, what do you need to do differently?

Performance

c: What did you do? How well did you do it? Did the action have the intended effect?

Chelsea Thrives - Draft Dashboard
November 2015

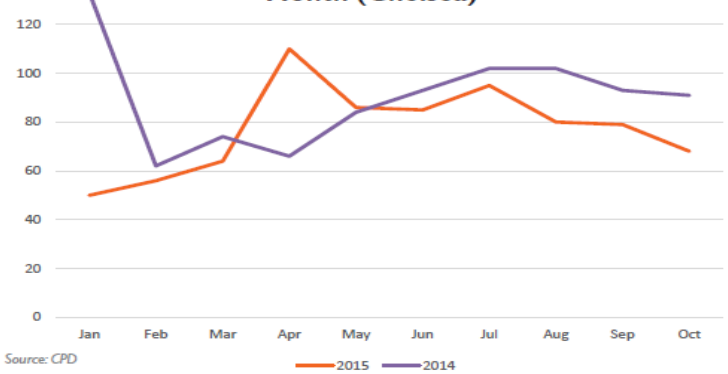
Violent Crimes by Month (Chelsea)



Source: CPD

Violent crime includes Murder, Rape, Aggravated Assault, and Robbery

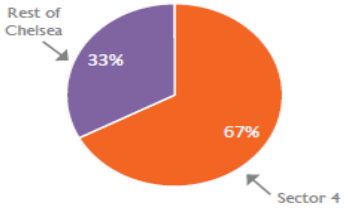
Property Crimes by Month (Chelsea)



Source: CPD

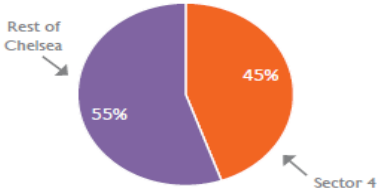
Property crime includes Burglarly, Larceny and MV Theft

Violent Crimes by Geography



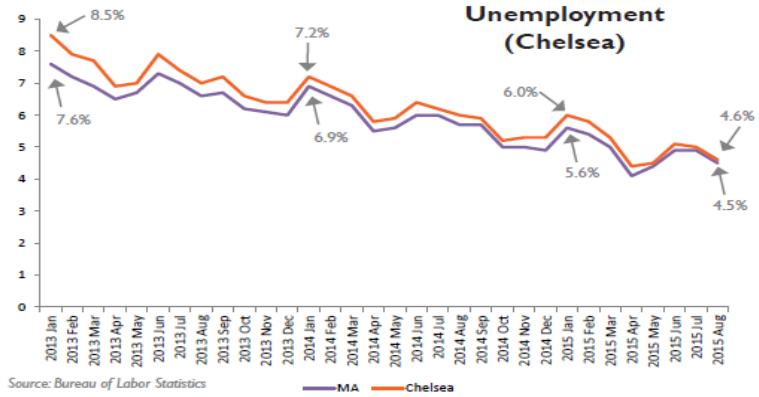
Total Violent Crimes to Date are up 1.7%

Property Crimes by Geography



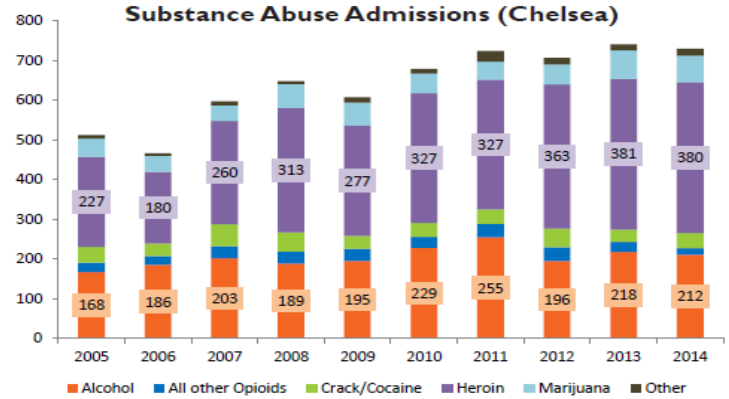
Total Property Crimes to Date are down 14%

Unemployment (Chelsea)



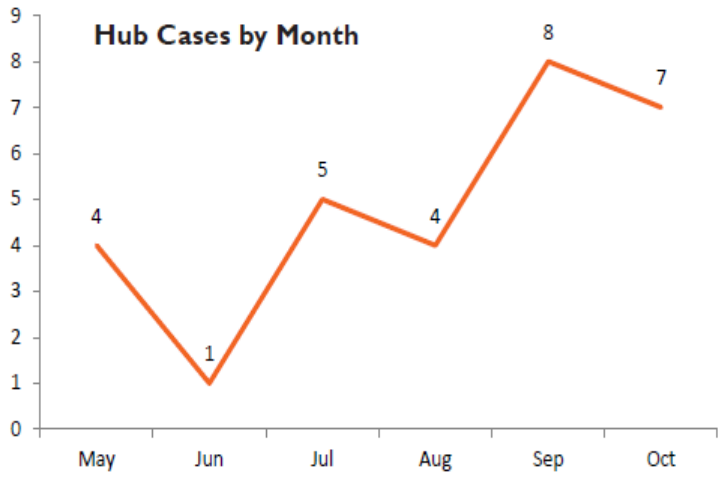
Source: Bureau of Labor Statistics

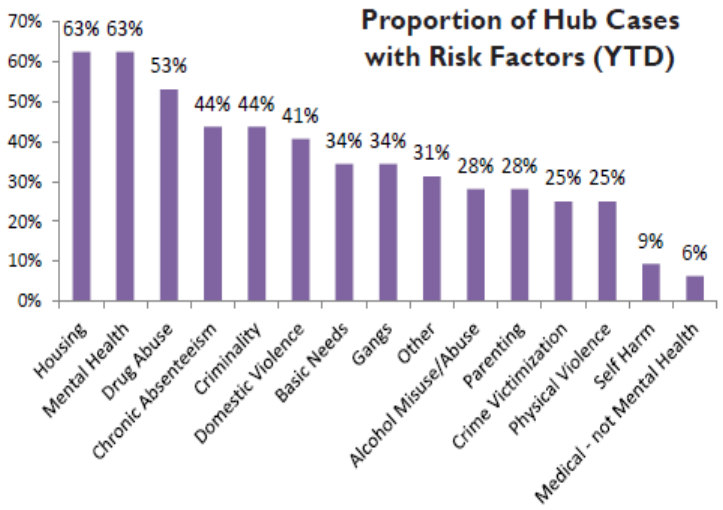
Substance Abuse Admissions (Chelsea)

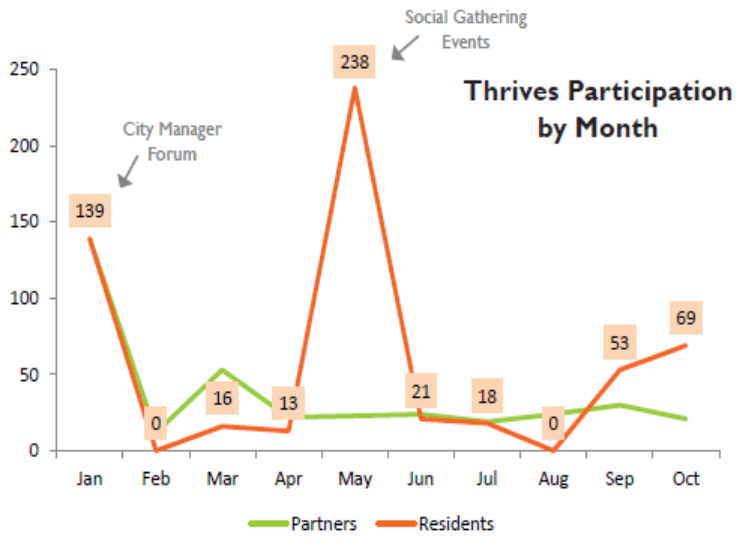


Source: Bureau of Substance Abuse Services

Population Indicators







Resident Participants by Type	n	%
Planning Meeting	76	16%
Clean Up	71	15%
Meeting with Elected Officials	135	29%
NeighborCircles	35	8%
Social Gathering	238	52%
Total Unique	462	

Partner Participation by Type	n	%
Hub & COR Planning, Training, and Situation Table	76	83%
Leadership or Executive Council	27	29%
Total Unique	92	

Activity Monitors

AM Exercise Part 1:

For 2-3 strategies, identify what performance measures you can use to gauge the implementation and efficacy of your actions, and what outcome measure you'll use to determine if the condition is changing.

Outcome

Strategy:

Performance

Condition:

Baseline level of condition:

Outcome measure:
- Indicator:
- Source:
- How often
- Who will collect/share

Action 1:
- Measure(s) of what/how much
- Measure(s) of how well
- Measure(s) of effect (#/%)

Action 2:
- Measure(s) of what/how much
- Measure(s) of how well
- Measure(s) of effect (#/%)

AM Exercise Part 1: Example

Outcome

Strategy: Improve early literacy

Performance

Condition: Low third grade reading scores

Baseline level of condition: Only 20% of third graders are reading at grade level

Outcome measure:

- Indicator: Percent of 3rd grade students scoring advanced or proficient on English portion of MCAS
- Source: MA Dept. of Elementary and Secondary Education
- How often: Annual (September)
- Process: school district to provide to team upon release, including scores by school and subgroup

Action 1: District adopts new literacy screening tool/protocol

- Measure of how much: # of students screened; # of schools where screening implemented
- Measure of how well: % of eligible students screened
- Measure of effect (#/%): #/% of students identified as at-risk

Action 2:

- Measure(s) of what/how much
- Measure(s) of how well
- Measure(s) of effect (#/%)

AM Exercise Part 2:

Either in this session or back in your city, use the tool provided to assess the quality of your outcome and performance indicators.

Key questions:

- **Source:** How is this measured, and by whom?
- **Practicality:** How much time, effort, and money will it take to measure this?
- **Reliability:** Will you be able to measure this same indicator consistently over time?
- **Comparability:** How will you make sense of your findings? Can you compare over time, across geographies, or among population groups?
- **Frequency:** Is data available often enough to track progress and/or efficacy? If not, do you need to collect primary data and/or identify proxies?
- **Relevance:** Is this indicator something that your team's work can actually influence?
- **Utility:** Is this indicator useful for learning, holding each other accountable, and motivating action? Will it resonate with stakeholders?

AM Exercise Part 2:

Either in this session or back in your city, use the tool provided to assess the quality (high/medium/low) of your outcome and performance indicators.

INDICATOR	SOURCE	PRACTICALITY (H/M/L)	RELIABILITY (H/M/L)	COMPARABILITY (H/M/L)	FREQUENCY (H/M/L)	RELEVANCE (H/M/L)	UTILITY (H/M/L)
3rd grade reading scores	DESE, via school department	H No cost/effort to obtain or interpret	H Measured same way and reported same way each year	H Can compare across schools, districts, subgroups	M Annual only; may not tell team enough about strategies	H Because school district is a partner, can make progress on this	H Easy to understand as long as we convey predictive power

Implementation application & selection process

- Award amount: $475,000
  - Local match must add at least 20% ($95,000), and at least half of the match must be in the form of cash ($47,500)
  - Therefore, your team's budget should reflect spending at least $570,000 over three years
- Interview process – week of 5/23
  - Each team will be invited for a 45-minute interview with the full jury
  - The full team is not required to attend; we encourage you to select 4-8 team members who are sufficiently representative of the full team's perspectives
  - Interview participants should be able to speak to their connection to the work (now and in the future) and their experience with the design phase
  - Jury will use the interview to learn more about your application, but also about intangibles like your team's dynamics, learning orientation, and orientation toward systems change

Implementation application & selection process

- Refining your shared result: finding the balance between ambitious and achievable
  - Result should be ambitious enough that:
    - No single partner can reasonably achieve it alone; instead, achievement depends on long-term collaboration
    - Programmatic interventions won't be sufficient to achieve it; instead, systems must be changed to reach the desired scale
    - A critical mass of low-income residents in your city will benefit when it is achieved
    - It truly will take 10+ years to realize
- Results framework
  - Teams need not populate/submit the results framework diagram; instead, the questions posed by each part of the diagram are asked in Part 2 of the implementation application so you can provide a narrative response
  - You are welcome to submit diagrams, including exercises you have completed as part of the design session, as attachments to your application, but these are not required

Implementation application & selection process

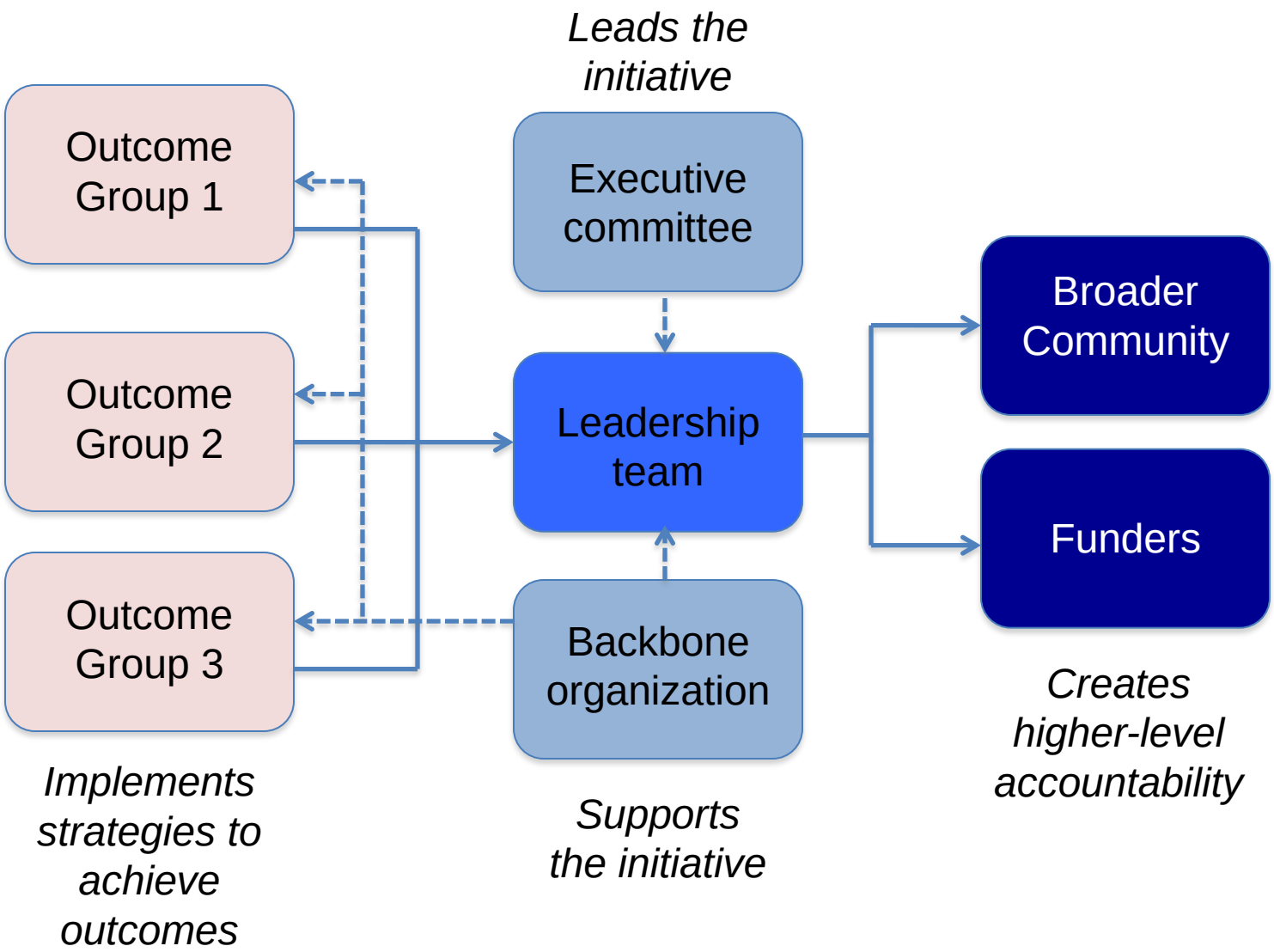
- Proposal summary
  - Not to exceed 2 pages of your implementation application narrative; this will be part of your 12 page limit
  - Should be able to serve as a standalone depiction of your initiative
- Letters of commitment, support
  - All matching funds must be verified with a commitment letter signed by the chief executive of the provider of the match; the letter should state the amount and source of the match funding, whether it is cash or in-kind, and any restrictions on the use of the funds
  - Letters of support are not required
- Looking for more examples of how collective impact teams are taking on systems change?
  - Presentations by WCC Round 1 winners now available at: https://www.livingcities.org/blog/1054-collective-impact-toolbox-partnership-leaders-explain-their-work

Governance: structuring your team for success

Functions of a governance structure

- Develop, manage and monitor your work plan
  - Are you implementing as planned?
  - How does your work plan need to respond to new challenges, opportunities, or lessons?
  - Do you have the resources needed to stay the course?
- Hold each other accountable for fulfilling roles and responsibilities
  - Are partners following through on commitments?
  - Are the necessary roles being filled?
  - Does everyone have a way to contribute to the team's success?
- Track progress and performance, and course-correct as needed
- Formalize your decision-making process
- Organize around emerging challenges or opportunities
- Record and communicate progress
  - How are you sharing progress with stakeholders? With the community?

Common elements of a governance structure



(adapted from FSG "Cascading Levels of Collaboration")

Common elements, defined

Backbone agency: supports day-to-day initiative operations

Leadership team: convenes regularly to fulfill high-level governance functions

Executive/steering committee: subset of leadership team that meets more frequently to address emergent issues/opportunities, keep key partners engaged, and provide stewardship for broader team

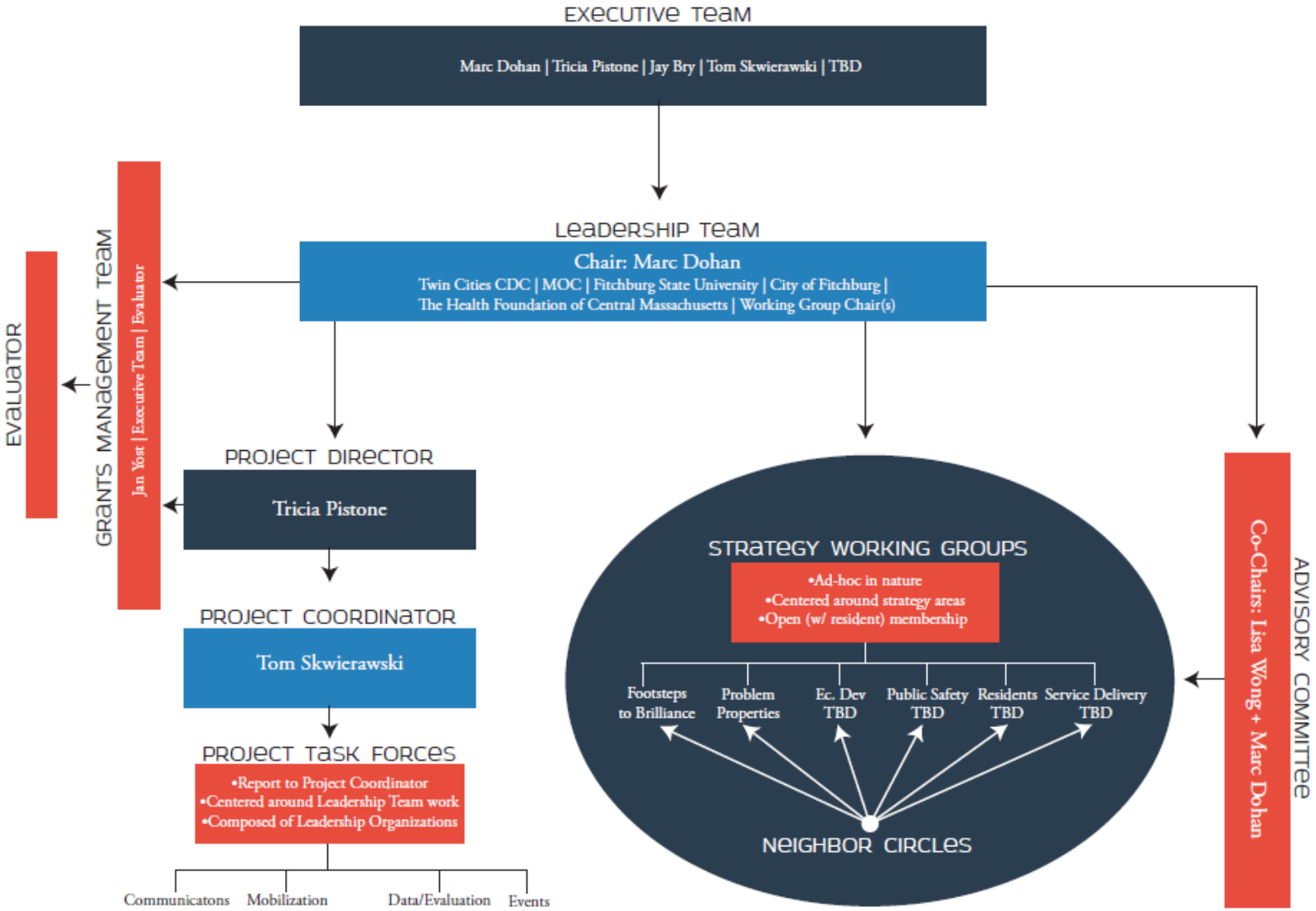
Outcome groups: working groups organized around outcomes team is trying to achieve by implementing associated strategies/actions and engaging in process of continuous improvement

Some teams have also added:

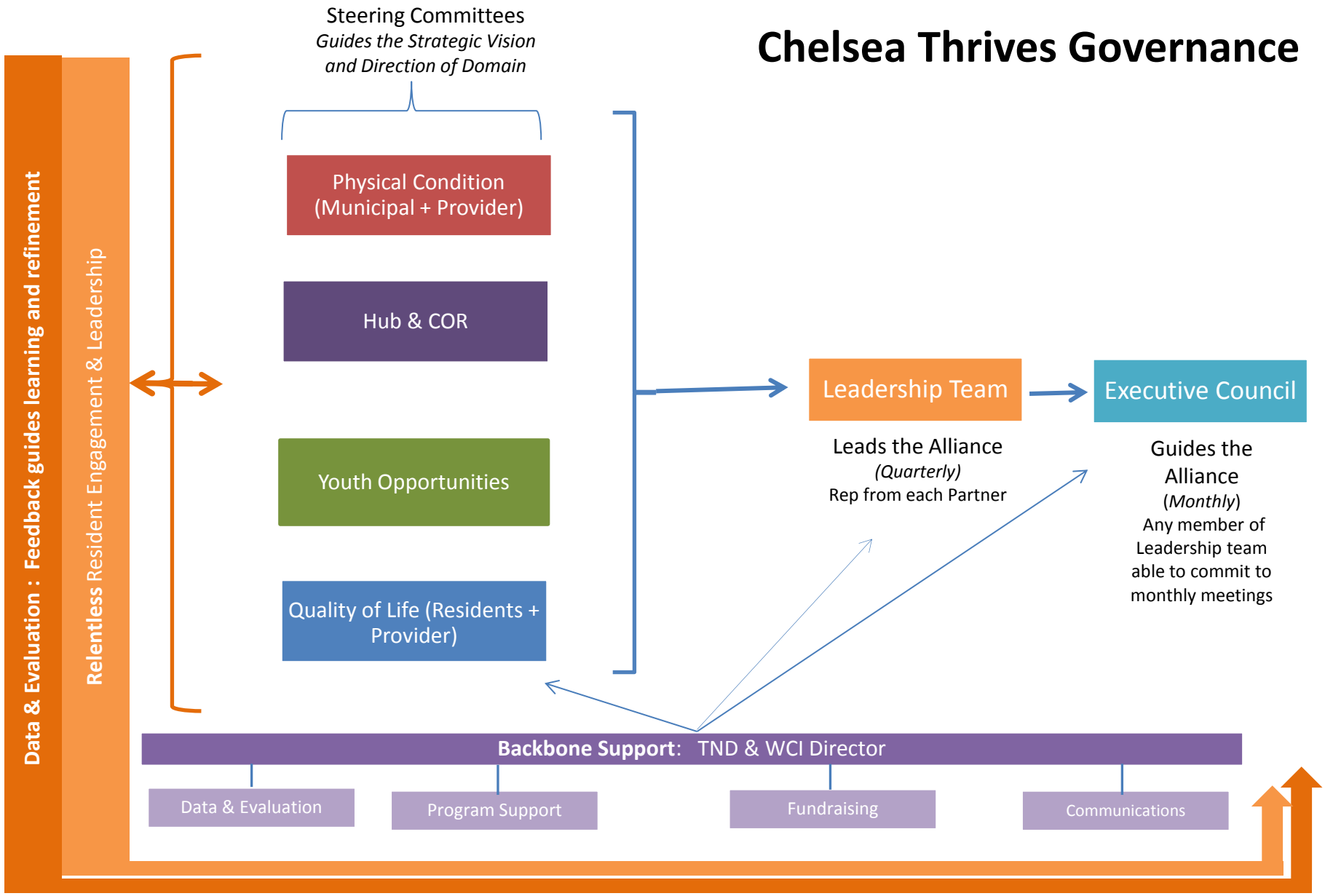
Data team: subset of leadership team members with expertise in and responsibilities around collecting, analyzing, and sharing data

Advisory groups: key stakeholders who can provide the leadership team with important perspectives and insights but do not need to be regularly engaged in the work; may focus on specific groups (community members, funders), roles (communications, fundraising), and/or issues related to the team's work (public health, leadership development)

Fitchburg – ReImagine North of Main



Chelsea Thrives Governance



Vital Village Network:

- Design team: shares responsibility for achieving consensus; supports implementation; makes decisions
- VV Community Partnership Leadership Team: residents who advocate for VV mission
- Research and Evaluation Committee: develops benchmarks to promote shared accountability and learning; communicates findings and lessons
- Advisory Committee

Who makes what decisions?

Types of decisions:

- Structural – decisions about your governance structure and process
- Financial – decisions about resource allocation
- Operational – decisions about how the initiative is being implemented on the ground
- Communications – decisions about the messaging around your work

Types of decision making authority:

- Input – provide consultation on decision to be made
- Decide – determine final course of action
- Approve – final authority on course of action
- Execute – take action to fulfill decision

(adapted from Strive's "Building an accountability structure", available at: http://www.strivetogether.org/sites/default/files/images/AccountabilityStructureToolkit.pdf)

Common Governance Challenges

- Creating opportunities for **community engagement and leadership**
- Need for **deeper engagement** from new or peripheral partners
- **Lack of clarity** about specific roles and responsibilities among individuals and partners
- Finding the right **balance of involvement** from senior executives, program and project staff

Discussion Questions

- ✓ What does your **governance model look like** now?
- ✓ What functions does your governance structure need to support, and how might you adapt your model?
- ✓ What **challenges** have you experienced or do you anticipate with the way you structure your team?
- ✓ What will be your process for **making decisions**?
- ✓ How will your governance structure facilitate collecting, sharing, and responding to **data**?
- ✓ What will be your process for **communication** within and outside of the team?