

Collective Impact and Performance Management

The Children's Trust's Approach



National Neighborhood
Indicators Partnership

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Because All Children Are Our Children

Who are we?

- One of 8 Florida Children's Services Councils, or independent countywide special districts, created by voters, funded via local property tax
- Mission: To partner with the community to improve the lives of all children and families in Miami-Dade County by making strategic investments in their futures
- Reach: Annual budget of \$109 million, serving 72,504 Miami-Dade residents last year



Our Focus on Accountability

- Strong fiscal and programmatic monitoring
- Focus on participant outcome measurement
- Mandate as a Children's Services Council to measure and address the needs of children in the community
- Tracking community indicator trends: report card on child well-being, KidStats & Maps site, www.thechildrenstrust.org/kidstats



Using Results-based Accountability

The Children's Trust is both:

- place-based funder that holds our service providers accountable for their program results
- government agency that is held accountable by our funders (tax payers) for collective program results

To keep perspective, implemented RBA framework

- Guides relationship between programs' performance measures & community indicators



RBA LINKAGE between Community Indicators and Performance Measures

Community Result & Indicator

- Children are Succeeding in School & Society
 - % of 3rd Graders Reading at Grade Level

Contribution relationship

Alignment of measures

Appropriate responsibility

Program Performance Measure

Summer Programs

Quantity: # of children in quality summer programs

Quality: % of parents pleased with programs

Better Off: #/% of children improving their reading scores



The Children's Trust

Collective Impact and Results-based Accountability

Collective Impact Conditions

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organization

RBA Questions

- What quality of life conditions do we want for community?
- What would they look like?
- How can we measure them?
- How are we doing on them?
- Who are our partners?
- What works to do better?
- What do we do?

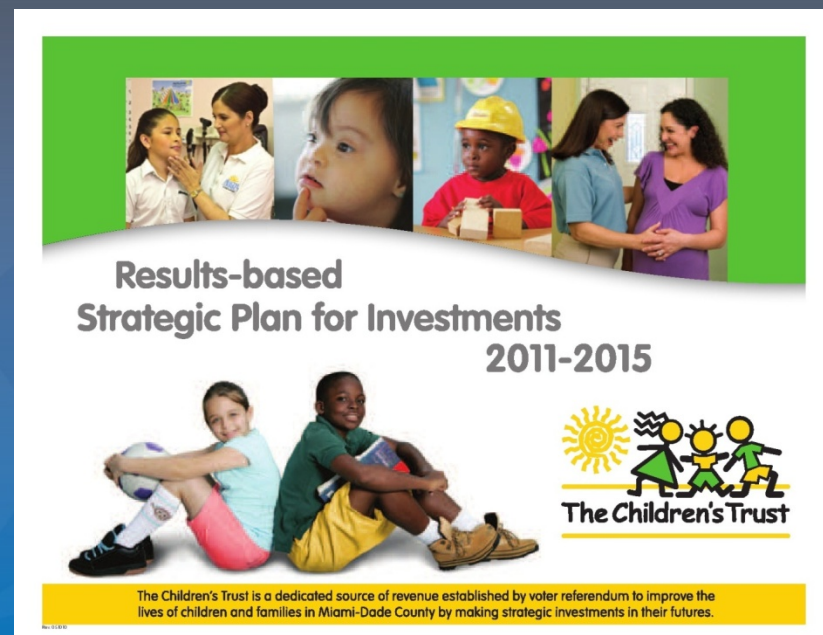


Implementing Collective Impact with RBA

Developed Strategic Plan

Defines at community level:

- results we want for children
- strategies to achieve them
- how we'll know making progress



Developed Common Performance Measures

Identifies at program level:

- How much will we do? How well will we do it?
- Is anyone better off?



Getting to Common Performance Measures

- Partnership model of working with contracted service providers: **their success = our success**
- Engaged and listened to provider community
 - Existing contracts with more than 200 programs
- Series of surveys and meetings with both funded and non-funded providers around program areas to dialogue on how to best measure participant benefits
 - Identify meaningful PROGRAM-level measures
 - Measures that align with and contribute to community results
 - Potential common measurement tools



Getting to Common Performance Measures

- Series of 5 provider half-day workshops on arts, parenting, early childhood and youth development programs (n=273)
- Shared information from relevant program literature; current contract measures of quantity, quality and participant benefits; potential measurement tools to capture these
- Integrated results into competitive procurement solicitations (RFPs) and contracts



Read to Learn Campaign

“As we implemented our Results-based Strategic Plan, it became clear that helping service providers to improve by incentivizing performance on agreed upon performance measures was easier than moving an entire urban community to collective action towards a shared goal. The National Campaign for 3rd grade reading came at the right time to bring us all together, as it centers on indicators related to all our results.”

Modesto Abety-Gutierrez

President and CEO of The Children's Trust



Potential Roles for NNIP Partners in Collective Impact

Common Agenda

- Present baseline data on social problem to develop case for change
- Create boundaries of system or issue to be addressed
- Guide consensus on establishing shared metrics
- Develop strategic action framework to guide activities

Shared Measurement System

- Identify or create data system and data-sharing MOUs
- Train on system; check quality of data, track and report progress

Mutually Reinforcing Activities

- Identify key players and existing work underway – Environmental Scans and Asset Mapping



Potential Roles for NNIP Partners in Collective Impact

Continuous Communication

- Facilitate community outreach; engage community; build public will; conduct advocacy
- Establish processes for active learning and course correcting as progress tracked toward common goals

Backbone Organization

- Provide overall strategic direction; facilitate dialogue between partners; manage data collection and analysis; handle communications; coordinate community outreach; mobilize funding



Selected Resources

Collective Impact

- *Channeling Change: Making Collective Impact Work* (SSIR, Jan 2012):
- <http://www.fsg.org/tabid/191/ArticleId/561/Default.aspx?srpush=true>
- FSG Collective Impact Blog:
- <http://www.fsg.org/KnowledgeExchange/Blogs/CollectiveImpact.aspx>

Results-based Accountability

- RBA Implementation: <http://raguide.org>
- *Achieving “Collective Impact” with Results-based Accountability*:
http://www.resultsleadership.org/documents/RLG_Collective_Impact.pdf

The Children’s Trust

- Results-based Strategic Plan for Investments 2011-15:
<http://www.thechildrenstrust.org/strategic-plan>
- FY 2010-11 Detailed Report of Program Result:
http://www.thechildrenstrust.org/images/stories/inside_trust/research/evaluation/BOCC_2010-11_DetailedFormat_012612.pdf

Campaign for Grade Level Reading <http://gradelevelreading.net>

