2022

Collective Impact Toolkit for Partners

LEHIGH VALLEY
FOOD POLICY
COUNCIL

est. 2015

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Collective Impact brings people together in an intentional way to achieve change and solve the bigger problem.

Many people and organizations are working on part of a problem in a community, tackling one small bite at a time.

But the problem doesn't go away and its impacts aren't much smaller.

Collective Impact is a network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.

From Centering Equity in Collective Impact by John Kania, Junious Williams, Paul Schmitz, Sheri Bradey, Mark Kramer, and Jennifer Splansky Juster   ©FSG

Equity is centered as the aim of our work. What is equity?

The Urban Strategies Council definition best describes our understanding:

Equity is fairness and justice achieved through systematically addressing disparities in opportunities, outcomes, and representation and redressing disparities through targeted action.

Centering equity grounds work in our community.

Our community members recognize where differences occur, what causes them and what steps need to be taken to change that.

It is not about individual behaviors but about systems.

Disparities represent people who have suffered indignity and harm, so we have to focus on both systems and programs and services to influence outcomes.

When we *understand the context* of how people are *experiencing disparity*, we can *build a common agenda.*

Collective Impact supports our work with **shared measurement:** Everyone tracks progress the same way and can find space for continuous improvement

Download a step by step Community Engagement Toolkit from the Collective Impact Forum.

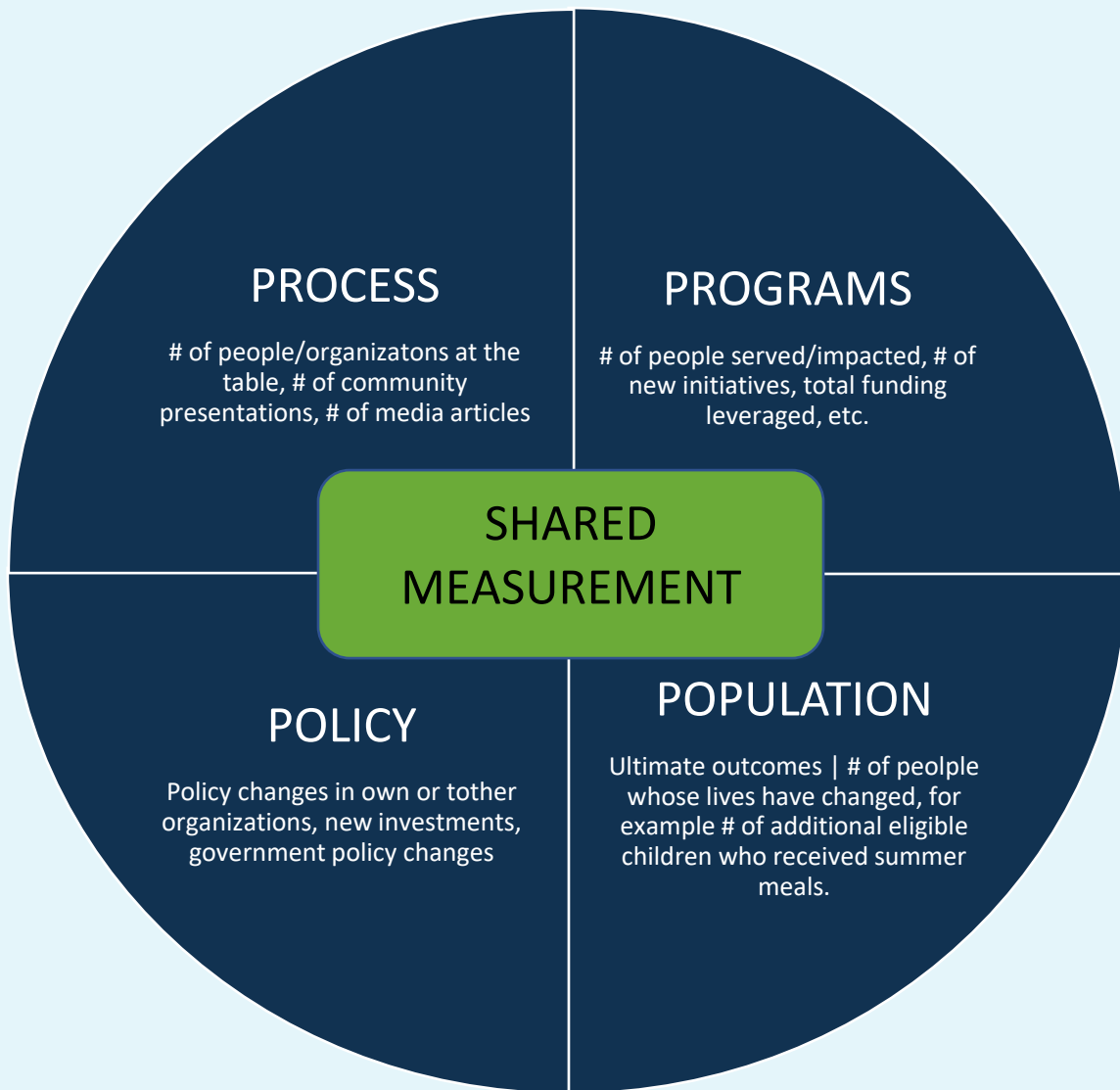Visit the Collective Impact Forum for resources on setting a common agenda.

View the LVFPC Common Agenda in Appendix

Collective Impact uses a common agenda: we collectively define the problem and the shared community vision to solve the problem.

A common agenda gives you three things:

➤ A Result – Diverse stakeholders learn together through research and consultation.
➤ Key Goals Document – Partners agree to a set of strategies that they will work on together.
➤ A Collaborative Infrastructure Plan – Partners establish a joint plan that outlines how they will work together to implement objectives to reach shared goals.

PROCESS

\# of people/organizatons at the table, # of community presentations, # of media articles

PROGRAMS

\# of people served/impacted, # of new initiatives, total funding leveraged, etc.

SHARED MEASUREMENT

POLICY

Policy changes in own or tother organizations, new investments, government policy changes

POPULATION

Ultimate outcomes | # of peolple whose lives have changed, for example # of additional eligible children who received summer meals.

Measuring the same data can illuminate the underlying problem and track progress in solving the problem.

- **What data helps us understand our shared issue and frame our common agenda?**
- **What systems & processes allow us to review and make sense of the data?**

Thank you to Liz Weaver @ Tamarack Institute for the Shared Measurement Template.

	Kindergarten Readiness	3rd Grade Reading Level	Standardized MS Testing	Advancement to HS	Graduation Rate	College Acceptance
Org A	KRA					
Org B	State Welfare & Education Assessment					
Org C	Checklist					
Org D		Lexile Measures				
Org E		Development Reading Assessment Levels				
Org F		Guided Reading Levels				
Org G (School District)		State ES Standardized Test (administered in 4th grade)	State MS Standardized Test	Enrollment Figures	Per Cent of Sr Class Students Graduating	Per Cent of Sr Class Students Accepted
Org H				Enrollment Figures and Changes from Year to Year		
Org I				Juvenile & Delinquent Records		
Org H (Workforce Development)						Survey of Seniors for # Accepting Work Positions

| Collective Impact Team | | High Rate of Unplanned Pregnancy with little to no support for students led to dropping out and not graduating |

None of the existing measures predicted the problem that was found or were geared to collecting data on the success of solutions. The Collective Impact Team found the area of concern, developed strategies to address the problem, and developed uniform data collection around the strategies to track progress and success so that high school graduation rates will increase.

Collective Impact fosters mutually reinforcing activities

that are coordinated to achieve maximum results.

What are the things that we understand that are contributing to the problem? *What we are going to highlight to make change* (the priorities) and what *can* we change, with visible buy-in and commitment from our stakeholders?

Our work focuses on thinking about and building the readiness and resilience in our community to respond to problems.

Critical shifts focus on systems level changes and/or human experience changes. Critical shifts focus on ideas and opportunities, not organizations. What are the critical shifts that we can make?

We can use the changes to build mutually reinforcing activities. We have a lot of programs. Are they aligned? Can we bring them together to make more impact? Can we leverage funding for programs throughout the community to achieve greater results?

Find the Critical Needs Analysis Worksheet

in the Appendix.

Work groups and task forces bring the goals and work
of collective impact to life.

Work Groups put the Critical Needs Analysis in action.

Work Groups can gather and assess data, lead critical needs analysis and engage cross-sector stakeholders for collaboration. Get the Work Group Leadership Toolkit to make the most of your work group participation.
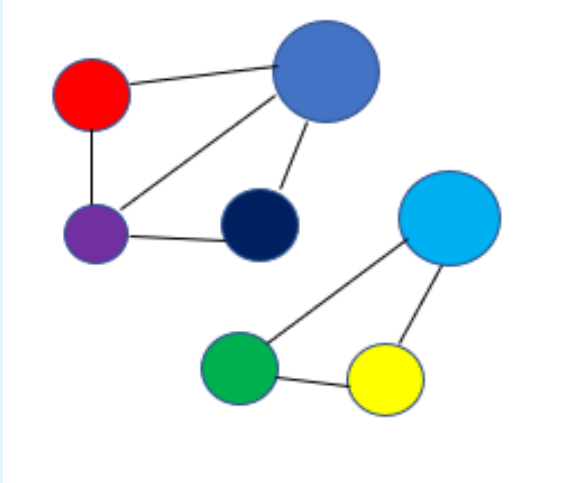

Visit Tamarack Institute for more resources on Community Engagement and Collective Impact.
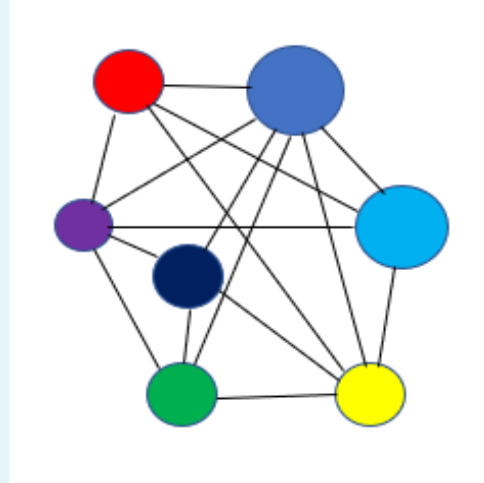
Collective Impact encourages **continuous communication** to build trust and relationships among participants.

Siloed Communications

Dense Continuous Communication

Continuous communication maximizes engagement across the collective efforts and ensure that all partners understand how their individual efforts are contributing to the collective results.

What are the multiple ways that you can be engaged in the community and contribute to the progress being made across those activities?

- ➤ Strategic leadership team
- ➤ Support working group activities
- ➤ Member of targeted task force
- ➤ Social media champion
- ➤ Collaborative programs and services
- ➤ Backbone support

Collective Impact builds a strong backbone team dedicated to coordinating and moving the work forward.

➢ Backbone leaders work on what they can't control and they are okay with that.
➢ Backbone leaders work with others they have no authority or control over.
➢ Backbone leaders use the power of the community.

The role of the backbone team is to help the partners have an honest discussion of the power dynamic and move it to equity.

Backbone leaders:

• are comfortable with uncertainty
• strive for clarity.
• are motivated by outcomes

They bring skills in facilitation, inquiry, evaluation, understanding context, and building trust.

Critical administrative functions are provided by the backbone. These include holding the agenda and the process, guiding actions and commitments, supporting community engagement and communication, ensuring common agenda updates, supporting staff requirements, mobilizing and leveraging resources, and supporting data driven work.

CONCLUSION

Strengthen Food Security

- 1.4 million meals served to children through the pandemic
- Over 24,000 emergency meals provided to meet meal gaps

Protect Farmland

- 43,800 acres of farmland preserved since 2015
- 58% increase in urban farms and community gardens since 2017

Build Resilience

- Over 54 tons of healthy local edible food diverted to food programs from the landfill
- Continues advocacy for composting programs across the Valley.

"I have seen so many positive changes in the local food system since LVFPC started their work. When I was working on anti-hunger programs, everyone in the area was working in a silo, running their own program, and nobody was working with anyone else at all. When you do that, all you are doing is putting on a Band-Aid, providing a temporary fix. You aren't solving the real problem at all. Now we see many more [organizations and community members] working together, even folks that aren't in the traditional circle you would think of pulling together."

Nancy Walters, Community Resident Stakeholder

ACKNOWLEDGMENTS

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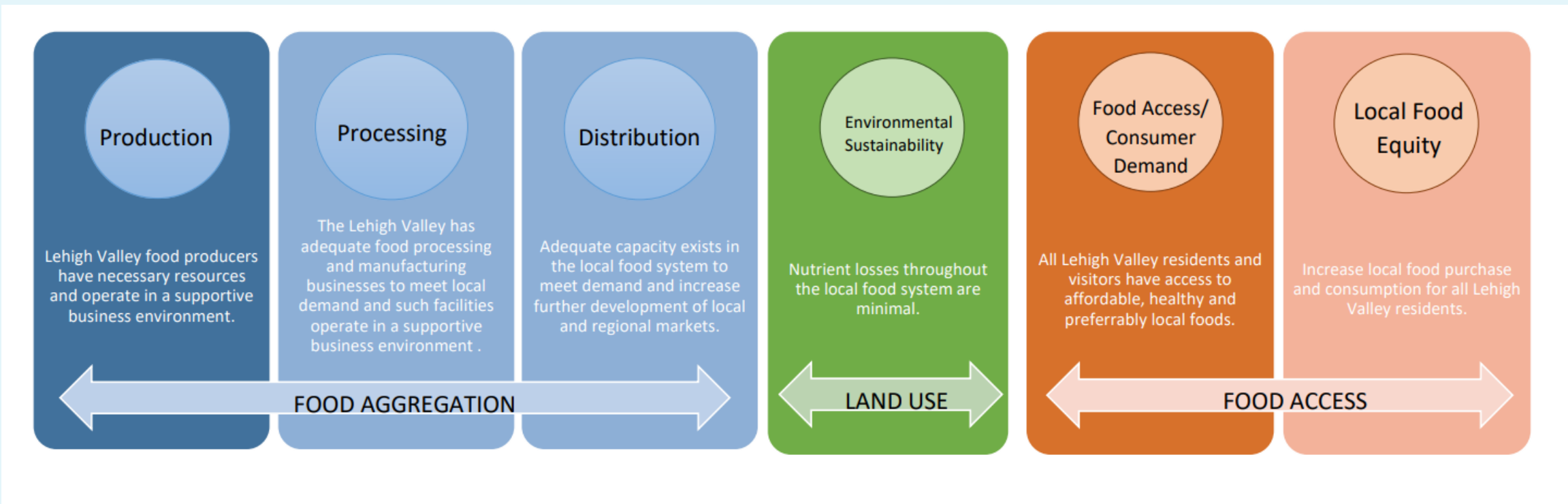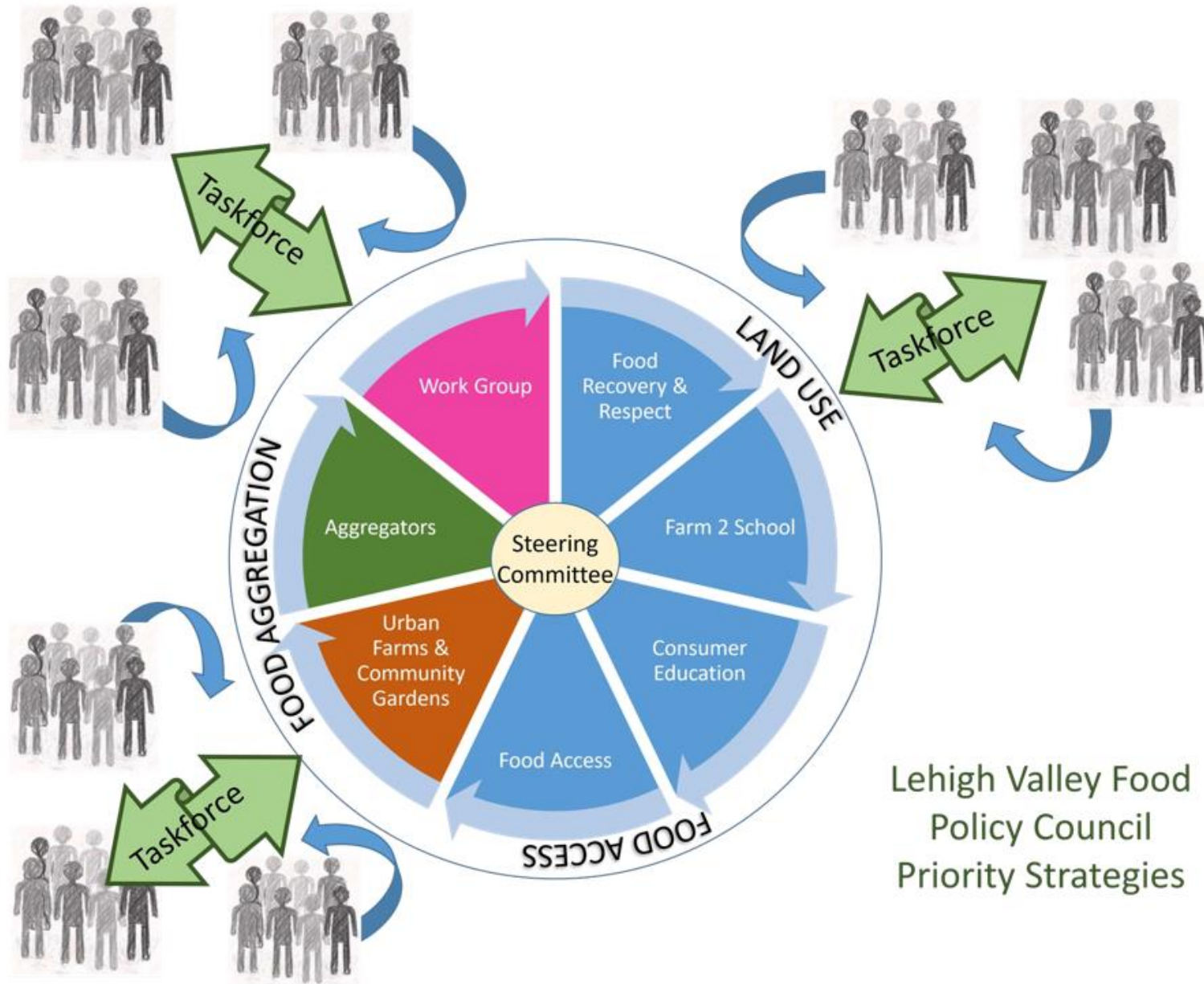Coordinator, Susan Dalandan
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Appendix

Lehigh Valley Food Policy Council
Long Term Strategic Plan

Vision: All residents of the Lehigh Valley eat healthy and nutritious local food for a strengthened local economy.

Mission: The Lehigh Valley Food Policy Council seeks to promote an environmentally healthy food system by strengthening the local food economy, increasing access to fresh food for everyone, reducing food insecurity and supporting local farming in the Lehigh Valley.

Organizational Goal: To build a culture among the members of the Lehigh Valley Food Policy Council that establishes service areas, fosters relationships among members, and creates transverse service areas to improve food system equity.

Production
Lehigh Valley food producers have necessary resources and operate in a supportive business environment.

Processing
The Lehigh Valley has adequate food processing and manufacturing businesses to meet local demand and such facilities operate in a supportive business environment .

Distribution
Adequate capacity exists in the local food system to meet demand and increase further development of local and regional markets.

← FOOD AGGREGATION →

Environmental Sustainability
Nutrient losses throughout the local food system are minimal.

← LAND USE →

Food Access/ Consumer Demand
All Lehigh Valley residents and visitors have access to affordable, healthy and preferrably local foods.

Local Food Equity
Increase local food purchase and consumption for all Lehigh Valley residents.

← FOOD ACCESS →

Lehigh Valley Food Policy Council Priority Strategies

What are Critical Shifts?
- Specific problem/priority spaces to focus on designing solutions for
- Help build consensus to build our shared intent and focus
- Confirm and prioritize specific and actionable changes to achieve together

Prioritizing Critical Shifts
1. What shift will advance our vision and goals most powerfully?
2. What shift, if we achieved it first, would enable other shifts to happen more powerfully and easily?
3. What shift would NOT happen without a group like ours to move it forward?
4. What shift would generate broad energy, enthusiasm, and leadership from our members?

Critical Shifts

Instructions
- Generate possible "Critical Shifts" to advance your Common Agenda
- If you meet as a group, generate additional possible "Critical Shifts" to advance your Common Agenda
- Review your critical shifts and group like ones together
- Once completed, use the criteria provided to prioritize your group's top 3 "Critical Shifts"

Examples

CURRENT STATE	FUTURE STATE	CURRENT STATE	FUTURE STATE
Youth in the community are not involved in decisions that impact the community's future.	Youth are actively involved in community decision-making on a regular basis.	Youth do not have enough mental health supports available in the community.	There are accessible and culturally safe mental health supports for youth in the community.

Food System Examples

CURRENT STATE	FUTURE STATE	CURRENT STATE	FUTURE STATE
A break in the supply chain or logistics chain affects local food security and choice	Producers and consumers are able to adapt to unexpected changes in the environment, enabling timely & flexible responses.	Small and mid-scale producers have limited access to markets within 50 miles that are not direct to consumer	Local aggregation, distribution, and/or processing capabilities serve Lehigh Valley producers.
Write current state here	Write future state here	Write current state here	Write future state here
Write current state here	Write future state here	Write current state here	Write future state here

Write current state here	Write future state here	Write current state here	Write future state here
Write current state here	Write future state here	Write current state here	Write future state here
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