



Social Impact Consultants

Discovering better ways
to solve social problems



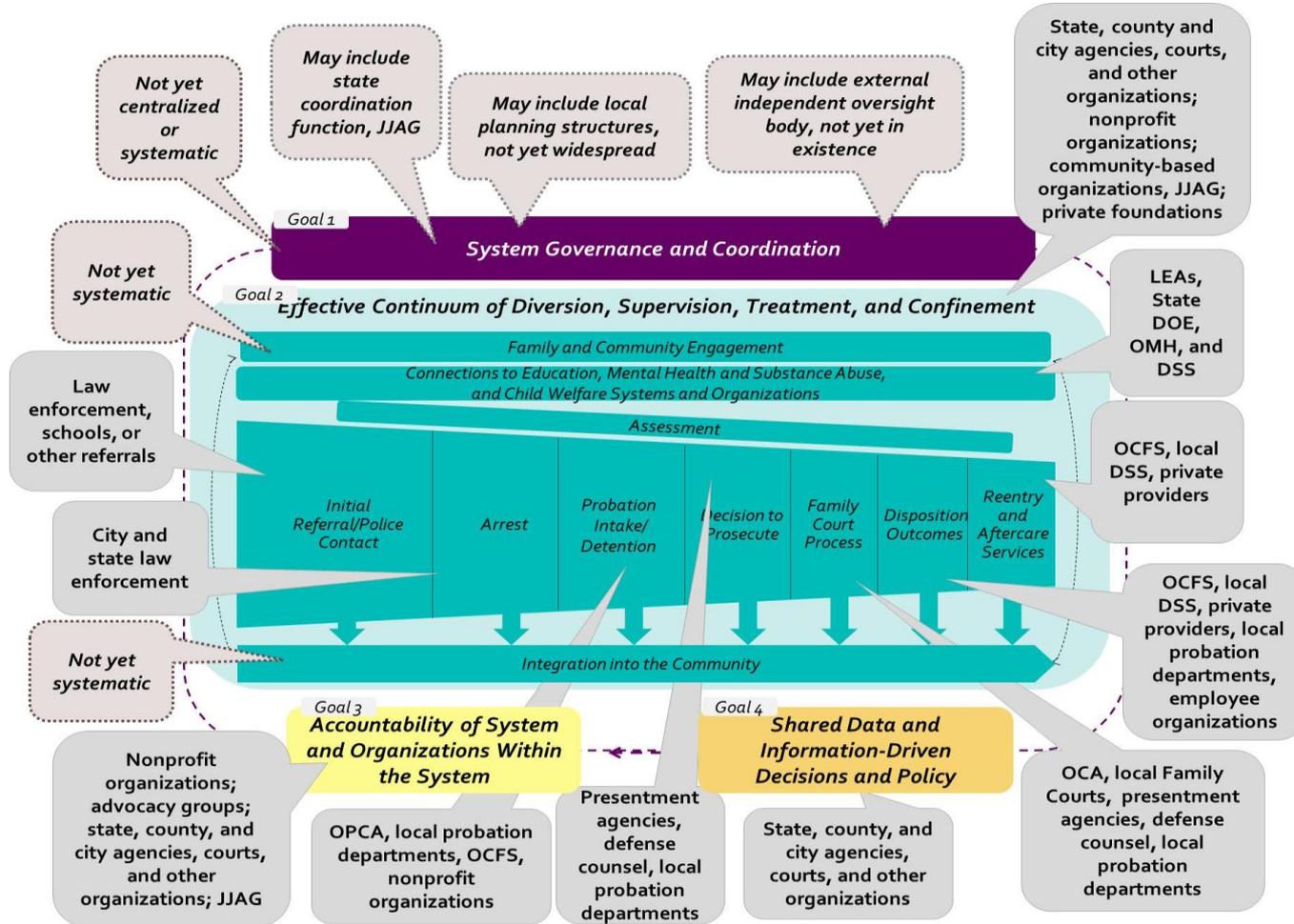
Collective Impact

Juvenile Justice in New York



\$286,000 = 89% recidivism rate

The NYJJ System Is Significantly Fragmented With Dozens of Agencies, Organizations and Courts at Multiple Levels



This complexity is increased due to varying processes and structures across New York State's 62 counties

There Are Several Types of Problems

Simple

Baking a Cake



Complicated

Sending a Rocket to the Moon



Complex

Raising a Child

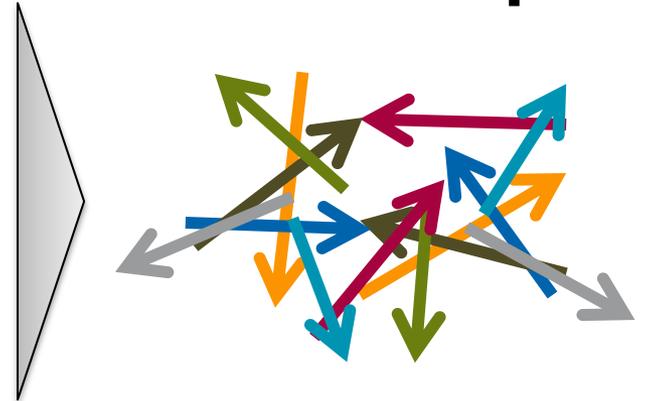


Social sector treats problems as simple or complicated

Traditional Approaches Are Not Solving Our Most Complex Social Problems

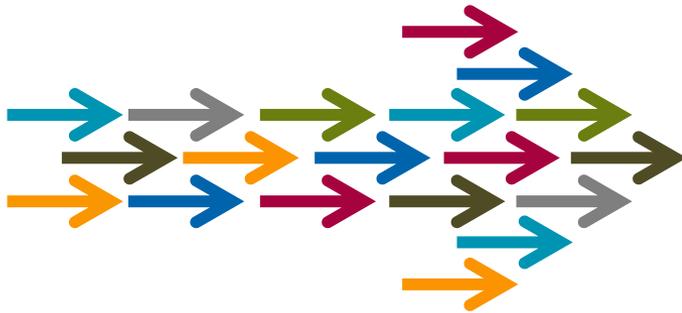
- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**

Isolated Impact



Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

Collective Impact



- Understand that social problems – and their solutions – arise from **interaction of many organizations within larger system**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned
- All working toward the **same goal and measuring the same things**

Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

Five Conditions for Collective Impact



Common Agenda



**Shared
Measurement**



**Mutually Reinforcing
Activities**



**Continuous
Communication**



**Backbone
Organizations**

Collective Impact Can Apply to Many Complex Social Issues

Education

READY BY 21
All youth ready for college, work & life.

CCER
COMMUNITY CENTER for EDUCATION RESULTS

people1st

Strive Together

Healthcare

gain
Global Alliance for Improved Nutrition

Shape Up Somerville:

ROLL BACK MALARIA PARTNERSHIP

Eat Smart. Play Hard.

Homelessness

Calgary Homeless Foundation

HOME AGAIN
ONLY A HOME ENDS HOMELESSNESS

Youth Development

The Staten Island Foundation
Working to improve the quality of life on Staten Island

New York State
Division of Criminal Justice Services
DCJS

Communities that Care

Economic Development

MARS

OPPORTUNITY CHICAGO

MEMPHISED
MEMPHIS AREA ECONOMIC DEVELOPMENT PLAN

Community Development

Elizabeth River Project
Making restoration a reality

magnolia place

The SC Agreed on a Shared Vision, High-Level Outcomes, and Components of an Excellent Juvenile Justice System

Vision: Across New York State, the juvenile justice system promotes youth success and ensures public safety

Community Outcomes



Community safety & quality of life



Delinquent acts



Victims have a voice in the process



Youth Outcomes



Just and fair to youth



Services to meet youth development needs



Successful reintegration of youth

Components of System Excellence

1

System Governance and Coordination

2

Effective Continuum of Diversion, Supervision, Treatment, & Confinement

3

Accountability of System & Organizations Within the System

4

Shared Data and Information Driven Decisions and Policy

New York Juvenile Justice: Results

Between 2010 and 2012, across the state:

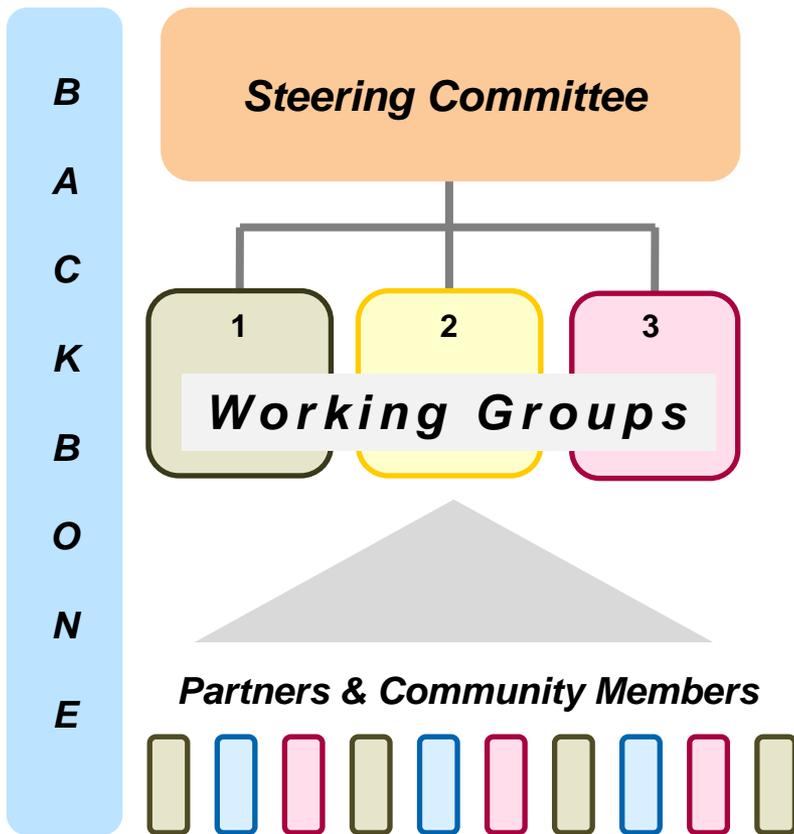
- Juvenile arrests were down by 24%
- Juvenile admissions to state placement were down 28%

Between December 2010 and June 30, 2013 the number of youth in state custody declined by 45%

- 
- New and Stronger Relationships Across the System
 - Deeper Knowledge of Programs and Services
 - Significant Policy Changes: The Close to Home and Raise the Age
 - Commitment to Data-Driven Decision-Making
 - Engagement of Local Communities
 - Empowerment of New Stakeholders
 - Exponential Leverage of Original Investment

Partners Are Engaged at Multiple Levels, with the Backbone Coordinating the Various Leaders, Partners, and Groups

Notional CI Structure



Key Roles

Steering Committee

- Provide overall vision and leadership for the effort

Working Groups

- Lead implementation including indicator selection and strategy setting

Partners & Community Members

- Collaborate on indicator selection, strategy setting, and implementation

Backbone

- Serve as a neutral, coordinating entity that convenes stakeholders and manages activities

Working in Collective Impact Requires a Mindset Shift

Adaptive vs. Technical Problem Solving

- Allowing answers to come from within
- Supporting common agenda building, information sharing and coordination / alignment

No Silver Bullets.... But we do have Silver Buckshot

- Many small changes implemented in alignment can add up to large scale progress

Credibility vs. Credit

- Creating new incentives to work collaboratively vs. competitively

Launching a Collective Impact Initiative Has Three Prerequisites



Influential Champion

- **Commands respect** and engages cross-sector leaders
- **Focused on solving problem** but allows participants to figure out answers for themselves



Urgency for Change

- **Critical problem** in the community
- **Frustration** with existing approaches
- **Multiple actors** calling for change
- Engaged **funders** and **policy makers**



Financial Resources

- **Committed** funding partners
- **Sustained funding** for at least 2-3 years
- **Pays for** needed infrastructure and planning

In Catalyzing Social Change, Collective Impact also Depends on Essential Intangible Elements for its Success

Collective Impact's Intangible Elements

- **Relationship and Trust** building



- Fostering **Connections** between People



- **Leadership** Identification and Development



- Creating a **Culture of Learning**



Questions?

