THE CIVIC CANOPY

THE MANY WORKING AS ONE FOR THE GOOD OF ALL

Pueblo Department of Public Health & Environment

Solving Large Social Problems Together

October 9, 2019

Purpose and Vision: thriving communities in which all participate, prosper, and reach their full potential

Mission: to create the conditions for the many to work as one for the good of all

Build Relationships

Develop Capacity

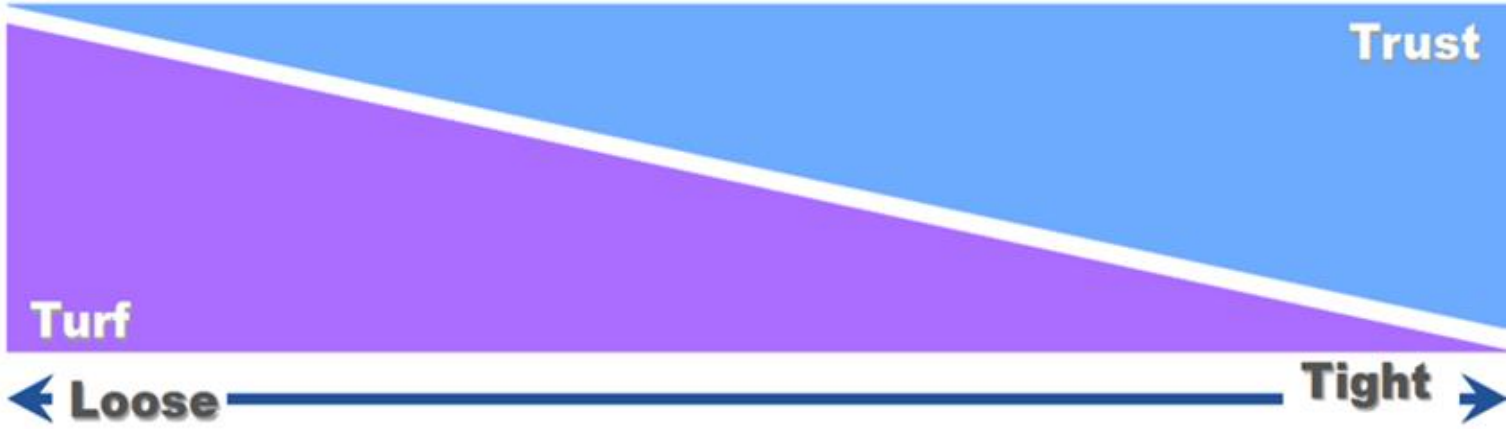
Catalyze Collective Action

Presentation Objectives

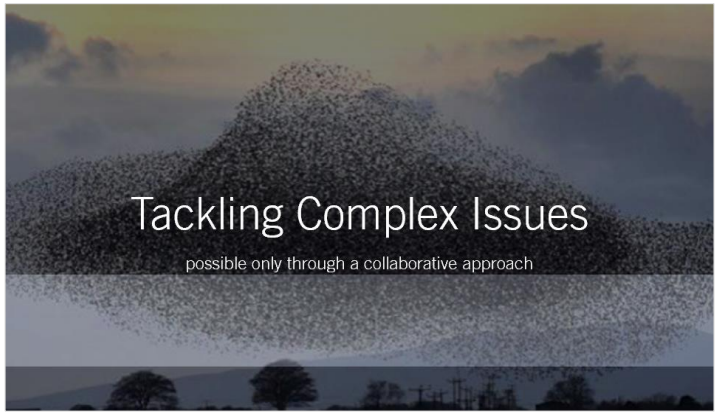
- Strengthen relationships among community stakeholders within and across Pueblo coalitions
  - Reduce duplication of efforts
  - Maximize collaboration and efficacy
- Build shared understanding of a collaborative approach for solving community challenges
- Understand the power of network mapping and develop initial network maps
- Define next steps for follow up action

The Collaboration Continuum

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.



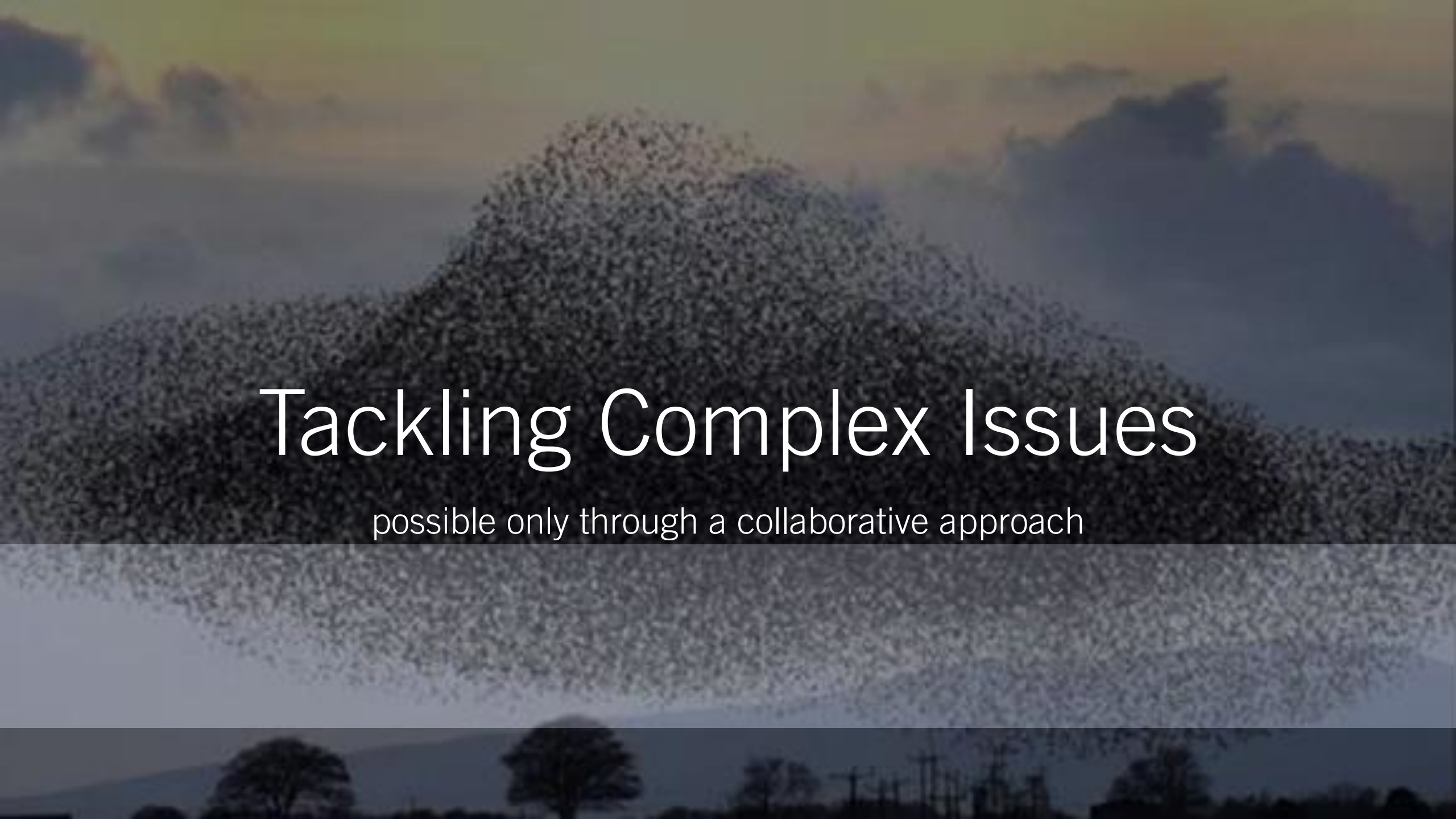
Workshop Overview



But First…

Silly Sally

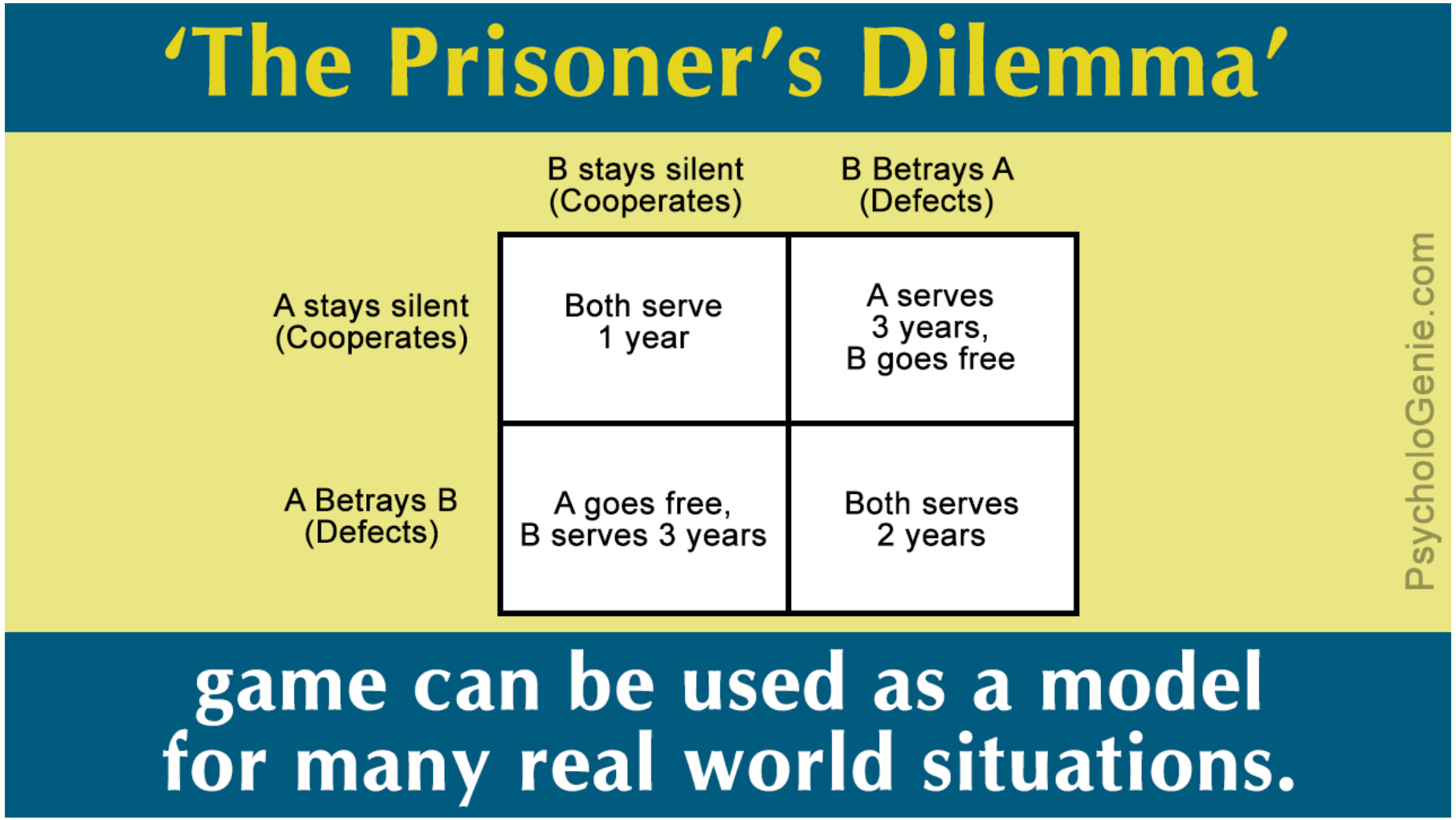
Silly Sally Likes…	Silly Sally Does Not Like…



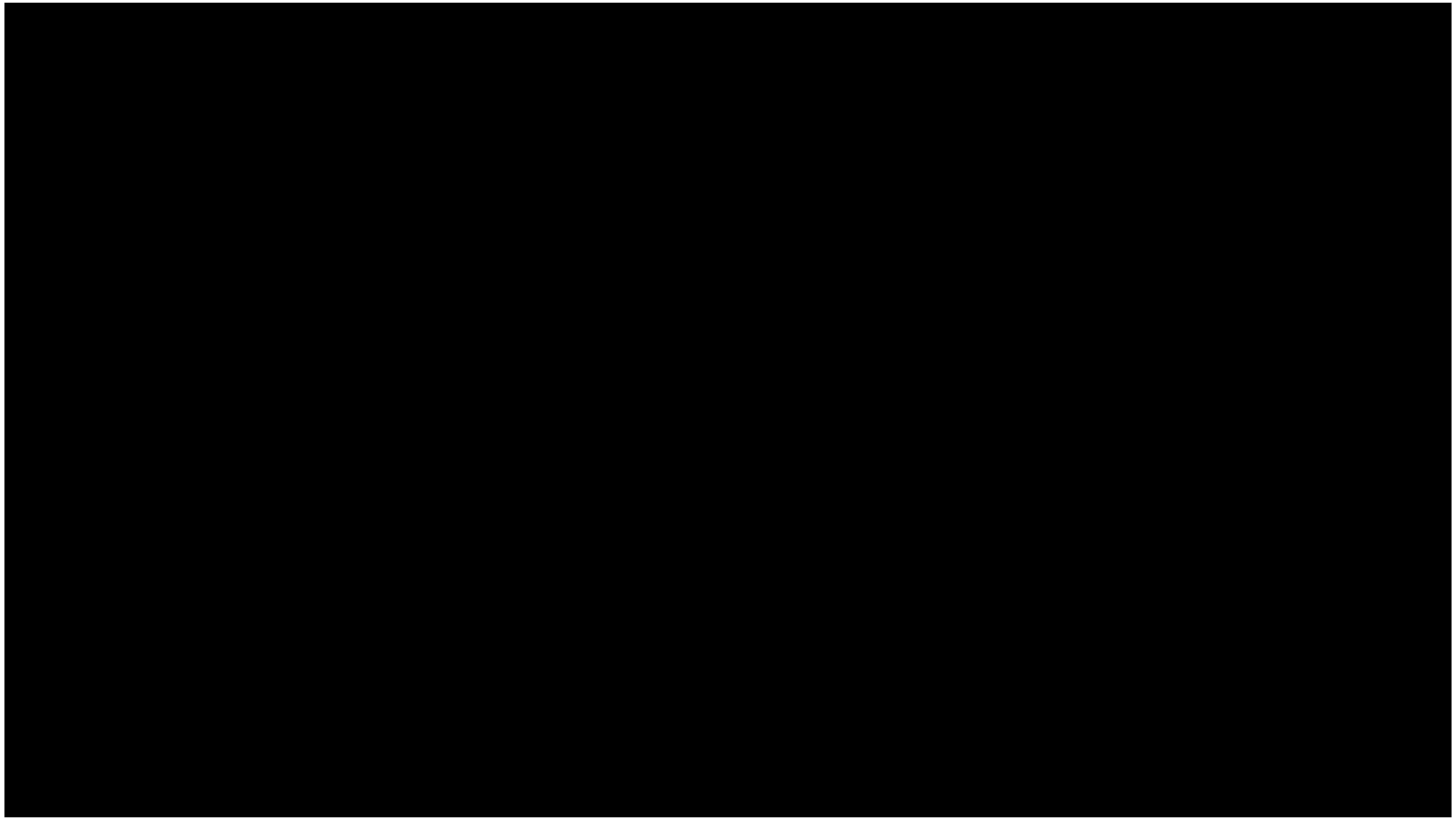
Tackling Complex Issues

possible only through a collaborative approach

Barriers to Collaboration



Prisoners Dilemma Video



Problem Types and Solution Orientations

Definition of Problem	Definition of Solution	Kind of Challenge	Type of Solution	Examples
Clear	Clear	Simple	Technical Problem Solving	
Clear	Unclear	Complicated	Adaptive Strategy	
Unclear	Unclear	Complex	Emergent Solutions	

Adapted from Ron Heifetz, *Leadership Without Easy Answers*, 1994, and Fourth Quadrant Partners, *A Whole Greater Than Its Parts*, 2018.

The Community Learning Model:

An Approach to Increased Collaboration

Community Learning Model

- Synthesis of research on effective teams and collaboratives
- Correlation between the quality of process and quality of population outcomes
- Provides a way to think about the ongoing work of creating collective impact through continuous improvement

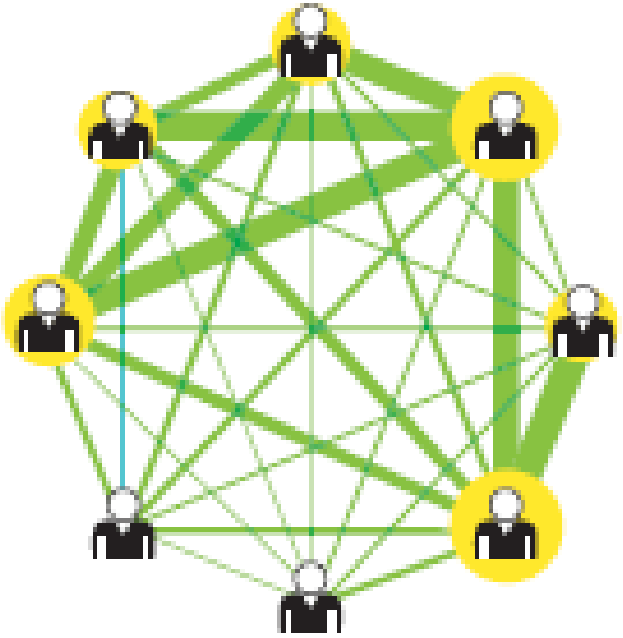
The Transfer of Commitment

So What is High Quality Process?

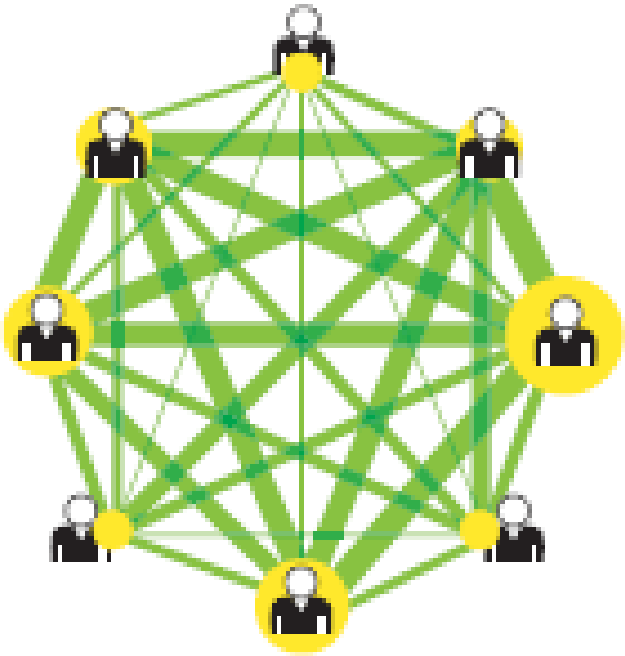
- Fairness—those affected by a decision have input into the decision
- Equality—affords all stakeholders equal opportunities to contribute and influence outcomes irrespective of role or background
- Goal-orientation—people's efforts are focused on the common good, not just advancing individual interests
- Authenticity—stakeholders feel they can make binding commitments without those being rescinded by agents with higher levels of authority

High Quality Process = Effective Flow of Energy in Group

"Team Within a Team"



Team of Equals



Results

Maintaining a Goal Orientation

Action Tool: GRPI

- Goals
- Roles
- Process
- Interpersonal Relationships

Key Distinction

Results & Indicators

are about the ends you want to see.

Performance Measures

are about the means to get there.

Key Definitions

Population Accountability

RESULT

A condition of well-being for children, adults, families or communities.

Colorado has a prosperous economy.

Arvada is a safe and supportive community.

All Jeffco residents with developmental disabilities are supported

INDICATOR

A measure which helps quantify the achievement of a result.

Employment rates

Violent crime rates

Mental health supports available

Performance Accountability

PERFORMANCE MEASURE

A measure of how well a strategy—e.g. a program, agency or service system—is working.

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?

A Framework for Complex Collaboration

Key partners aligning efforts. . .		around strategies that make a difference. . .		on measures at a population level. . .		leading to our desired future.	
Organizations and Institutions	Residents and Community Members	Strategies →	Performance Measures	Results →	Indicators	Shared Vision	

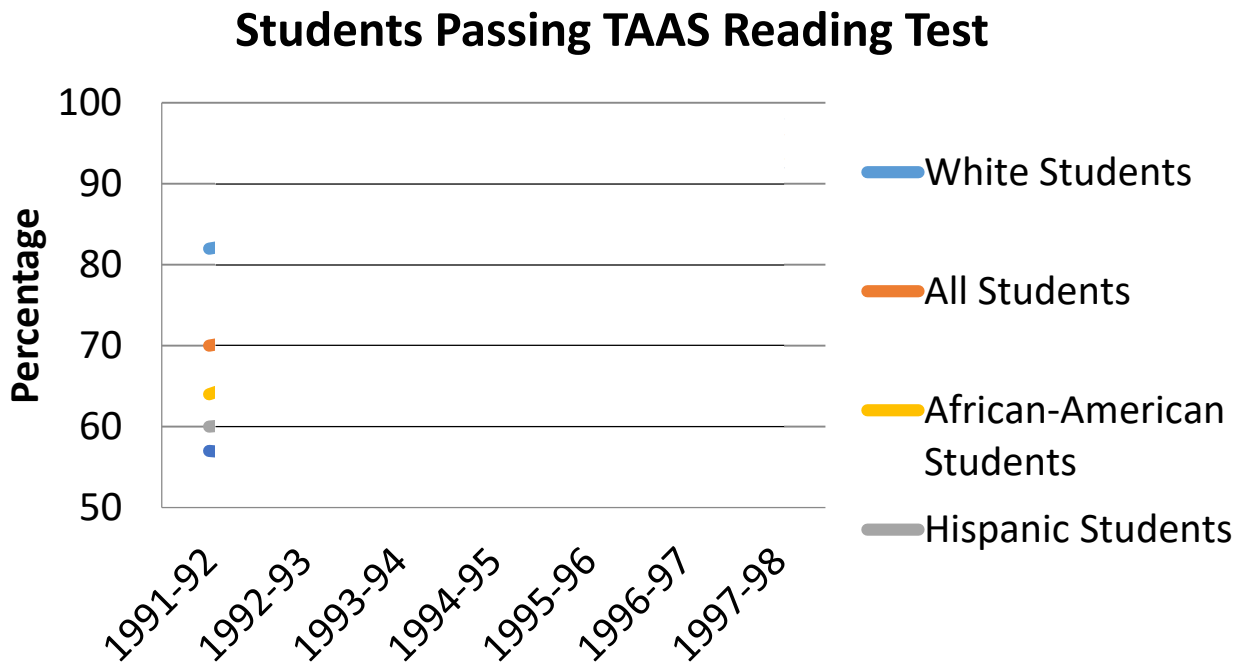
Reinforced by a set of ongoing supports:

- **Continuous communication**
- **Collaborative infrastructure and routines**
- **Shared data**
- **Mutual accountability**
- **Sustainable resources**

Shared Results Can…

- Encourage diverse and unlikely partners to work together
- Help partners see themselves as important contributors with a role toward achieving the end goal
- Create champions and collaborators instead of critics and competitors
- Keep partners motivated to stay at the table because their attention is on the end goal

Brazosport Independent School District: Closing the Achievement Gap



From *The Results Fieldbook* by Mike Schmoker, 2001, ASCD Publications

Case Studies in Collaboration

A Brief Case Study: NE Colorado

Let's Hear It!

SURE
Substance Use Response Ecosystem

PUEBLO
Communities that Care

CHA/CHIP

PUEBLO ALLIANCE FOR FOOD ACCESS
Awareness • Education • Action

SUICIDE PREVENTION COALITION
OF PUEBLO COUNTY
FORTIFICATION
SUSTAINABILITY
CONNECTEDNESS

BREAK

The Power of Networks

Network Basics

- Networks are sets of relationships and the patterns they create

- Network include nodes, links, isolates, directionality
  - more links aren't necessarily better, the quality of links matter
  - central hubs – energy and activity
  - peripheral nodes – draw in new ideas and resources

Scattered Fragments

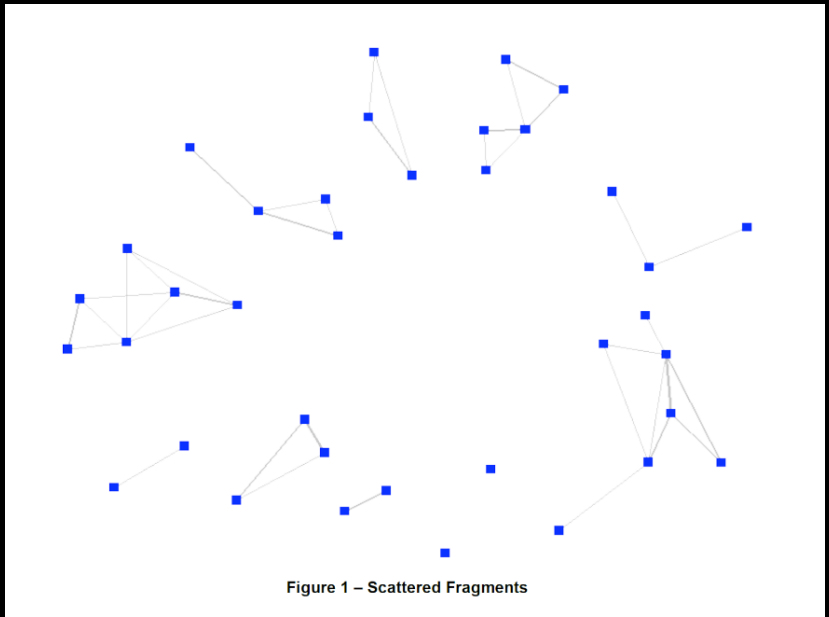


Figure 1 – Scattered Fragments

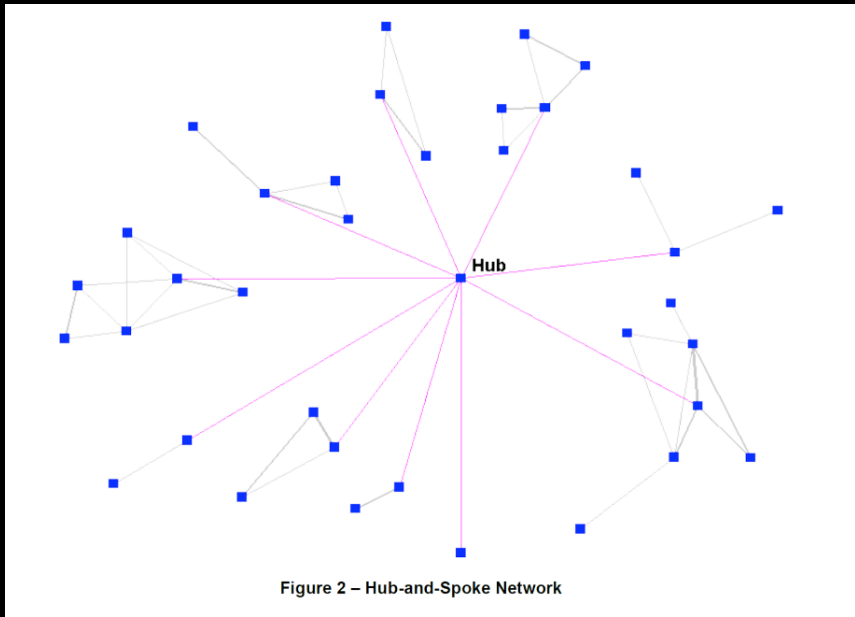


Figure 2 – Hub-and-Spoke Network

Hub and Spoke

Multi-Hub Small World Network

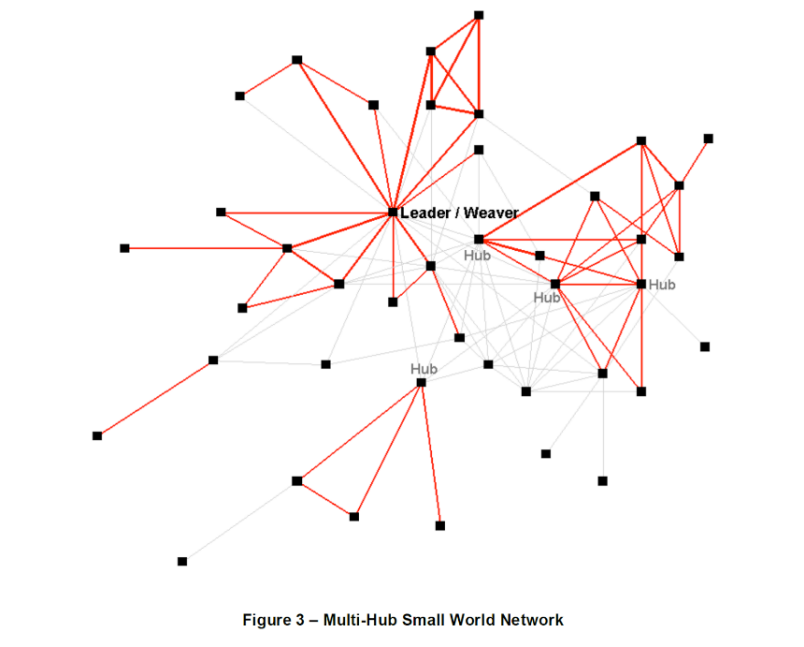


Figure 3 – Multi-Hub Small World Network

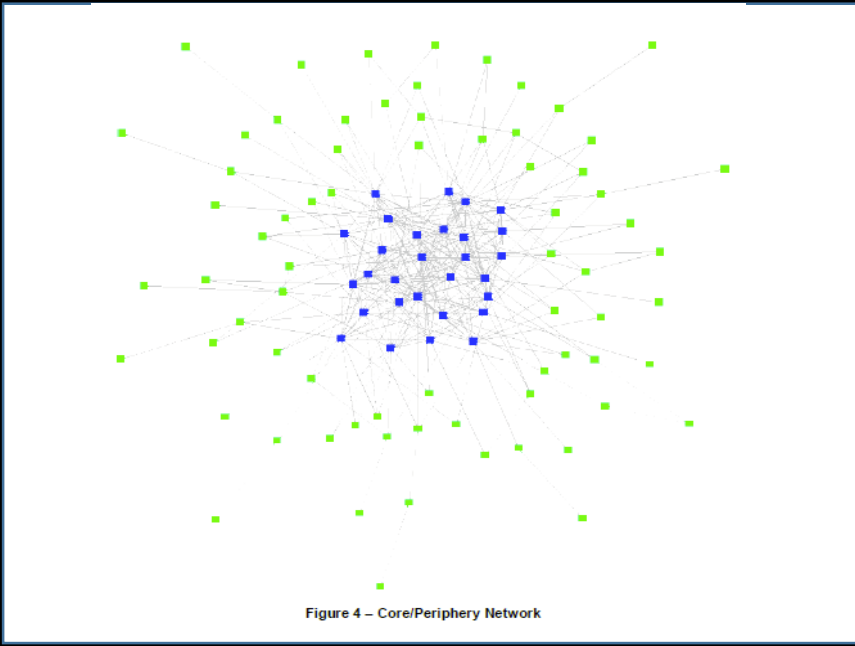


Figure 4 – Core/Periphery Network

Core-Periphery Network

Valdis Krebs and June Holley. *Building Smart Communities Through Network Weaving.* 2002-2006.

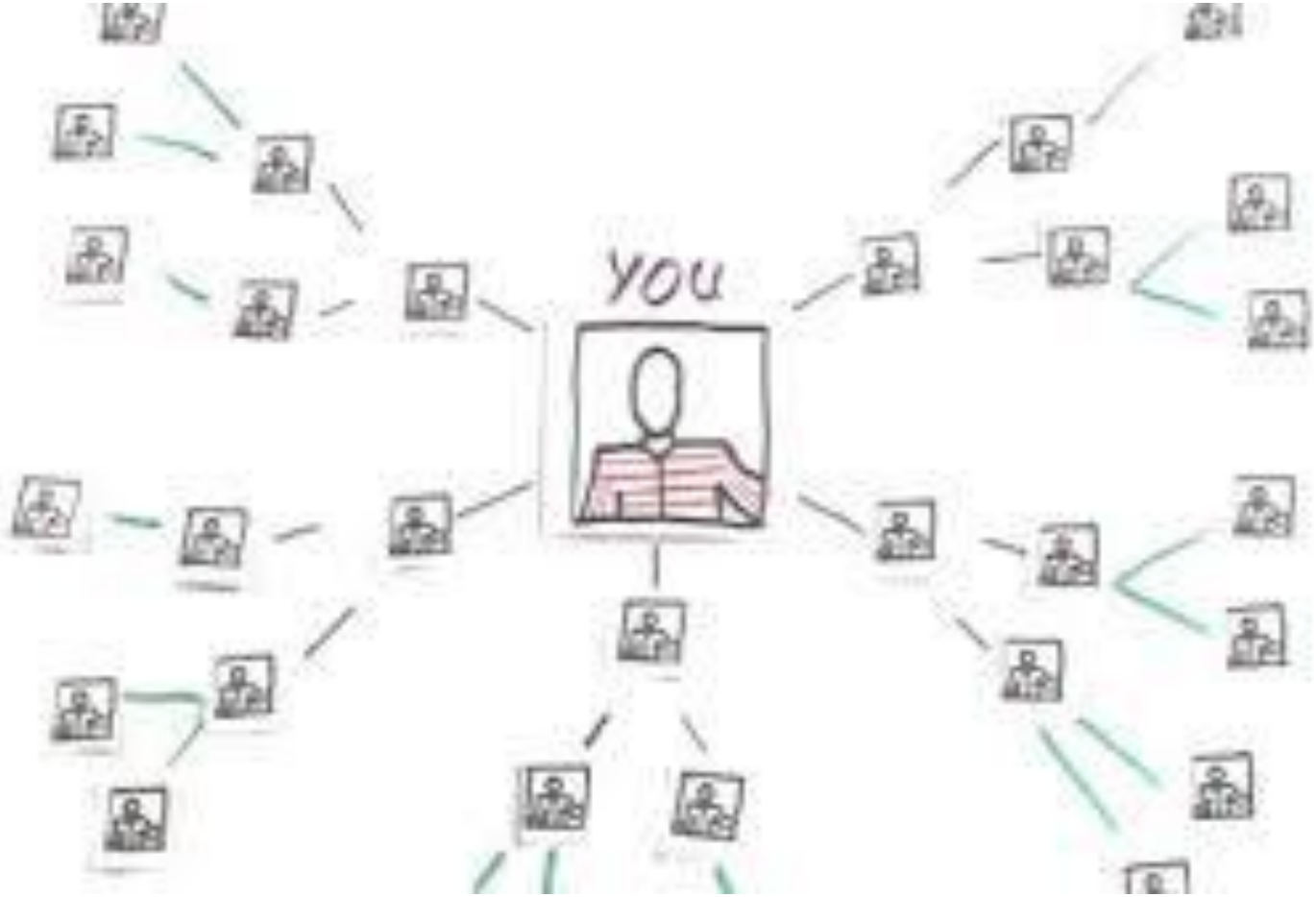
Network Weavers Help Build Networks

- People tend to cluster with those like themselves— “birds of a feather flock together.” Small clusters have strong bonds.
- But, connections with only people like yourself don’t bring much diversity or open new doors. We also need bridges to new ideas, new opportunities, and new resources.
- Network weavers—people skilled in the art of building networks—help strengthen the bonds of groups and help form bridges between new groups by acting as a hub of connections.

Network Weavers Help Build Networks Cont'd

- As the clusters, or fragments, in a network are connected, the weaver can share power by supporting new networking weavers to develop.
- As more people are connected to each other, they experience the "strength of weak ties," that is, the network's strength grows from strong bonds and strong bridges.
    - Similarity build trust, diversity fosters innovation and resilience.

Network Mapping



Civic Network

SWFI

stands for

trengthening Workin
Families Initiative

Abbreviations.com

Login to join this network

Network Coordinator

Meghan Chaney

Contact Coordinator

Network Locations

Adams County
Arapahoe County
Denver County

Issue Areas

Education

STRENGTHENING WORKING FAMILIES INITIATIVE (SWFI) CHILD CARE LEARNING COMMUNITY

NETWORKS

HOME | DOCUMENTS | MEETINGS | ACTIONS | OUTCOMES | MEMBERS

ABOUT

The purpose of the SWFI Child Care Learning Community is to identify systemic barriers to childcare – including cost, quality and service capacity - for low-income parents in the Denver-Adams-Arapahoe reg seeking employment and career advancement, and to ascertain potential solutions.

DOCUMENTS See All

Map of LC Process
Revised 5/16/17

Child Care Economic Action Team Plan
Revised 4/09/18

Results of January 2018 Learning Community Meeting

MEETINGS See All

11 Jun
Learning Community Meeting - "Sustaining Momentum"
1:00pm
710 Alton Way Denver CO 80230

19 Jun
June Planning Team Meeting
3:00pm
3532 Franklin St. Denver CO 80205

SHARED MESSAGING ACTION TEAM AND MENTOR TEAM

HOME | DOCUMENTS | MEETINGS | ACTIONS | OUTCOMES | MEMBERS

+ Add Action

ACTION	USER	DUE DATE	STATUS
Build tools and resources into the Shared Message Bank platform for ECCP partners to utilize.	Hanna Nichols	2018-12-31	In Progress
Support and provide ongoing professional development to the Mentor Team.	Hanna Nichols	2018-12-31	In Progress
Provide technical assistance and support to partners integrating the Shared Message Bank into their work	Hanna Nichols	2018-12-31	In Progress

MEETINGS See All

9 Apr
Follow up Meeting 1
3:00pm
3532 Franklin St Ste F denver CO 80205

10 Apr
Child Care Economic Action Team meeting
9:30am
CCA Lowry, West Quad, 203 conf room Denver CO 80230

11 Apr
Public Policy Action Group
1:00pm
TBD - Probably Community College of Aurora, Lowry Campus Aurora CO 80230

19 Apr
April Planning Team Meeting
3:00pm
3532 Franklin St. Denver CO 80205

+ Add Meeting

Network Map

Coalition Break Out

SURE

CTC

AFFA

BEGIN

Suicide Prevention Coalition

CHA/CHIP

Back to OUR Shared Goals for Today

- Strengthen relationships among community stakeholders within and across Pueblo coalitions
  - Reduce duplication of efforts
  - Maximize collaboration and efficacy
- Build shared understanding of a collaborative approach for solving community challenges
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Thank You