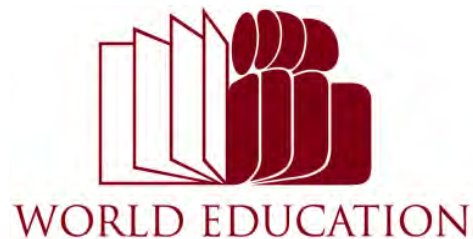


# Networks for Integrating New Americans

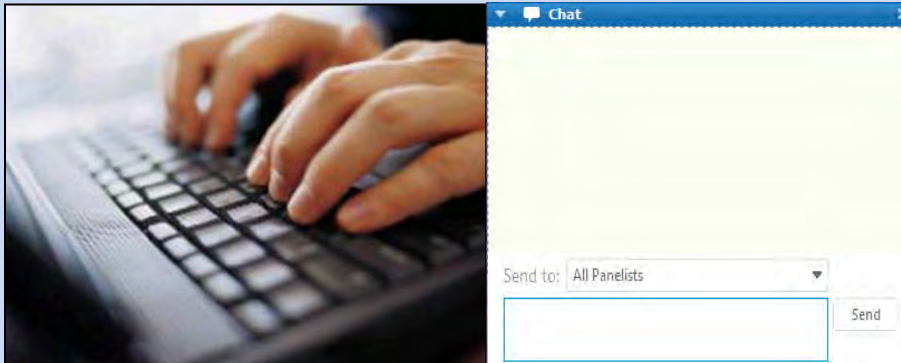
Presents

## Sustaining Our Networks

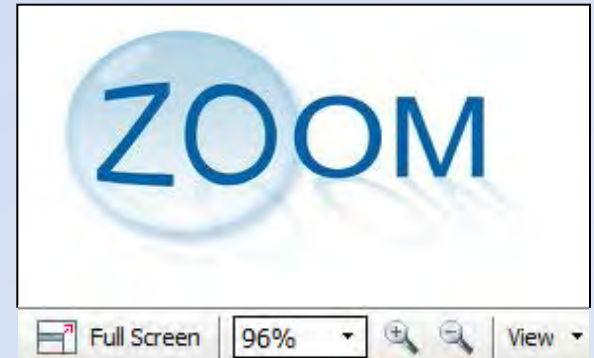


# Webinar Tools

## Use chat box for discussion

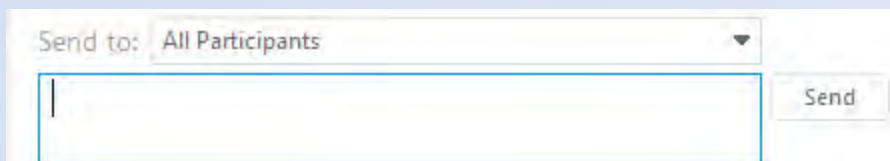


## Adjust Screen



Write your questions in the chat box.  
We'll take time at the end of the presentation to respond.

*Please remember to please send chats to “**all participants**” **NOT** “all attendees.”*



# Our Presenters



**Madeleine Beaubien Taylor**  
**Network Impact**



**Silja Kallenbach**  
**World Education**



**Adrienne J. Washington**





# CHANGING FILTERS: PAST



resource  
development

marketing &  
communications

investor  
relations

research

public policy

**UNITED  
WAY**

agencies

community  
impact

neighborhood  
associations

government

businesses

community  
systems



**Only 10% of Children Aged  
3-4 Enrolled in Publicly-  
Funded Pre-K**

**1 in 10 People  
Live in Poverty**

**1 in 10 People Do Not  
Seek Medical Treatment  
Due to Cost**

**More than 1 in 10 People  
have Limited Access to  
Adequate Food**

**72% of Households Have a  
Combined Housing and  
Transportation Cost  
Burden of 45%+ of Income**

**14% of the population  
are Uninsured**



**UNITED  
WAY**

collective impact

- neighborhood associations
- community systems
- businesses
- government
- agencies
- public policy
- resource development
- marketing & communications
- investor relations
- research



## The Previous Way

- An inch deep and a mile wide
- Fund as many agencies as we could

## The Bold Way

- Investing enough resources into issues to truly make a measurable difference
- Convening as many partners as needed
- Relevant and responsive to the community





# Why Fund Networks?



- Focus limited resources
- Focus on what matters most
- Set goals
- Develop strategies
- Collaborate and align efforts for maximum impact
- Connect with more people
- Show results to our community



It's **NOT** About The Agencies

It's about the community needs.



*Large scale social change requires broad cross-sector coordination!*

## The five conditions of Collective Impact success:

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Organization



*Foundation Strategy Group*



- **The Literacy Council of Lancaster-Lebanon**
- Church World Service
- Franklin & Marshall College's Ware Institute for Civic Engagement
- IU13
- Lutheran Refugee Services
- School District of Lancaster
- SouthEast Lancaster Health Services

“Integration Services for New Americans” will operate as a hub at the Community School at Reynolds Middle School, serving as a one-stop shop for education, health, and financial services for immigrants, refugees, and all Lancaster County residents within the boundaries of the School District of Lancaster.

**\$297,500** each year for three years upon a successful campaign and progress towards measurable outcomes



## Evaluation Strategy

From:

1. End Stage Evaluation
2. Measuring Touch Points
3. Results Shared in Annual Cycles
4. Few Stakeholders Involved

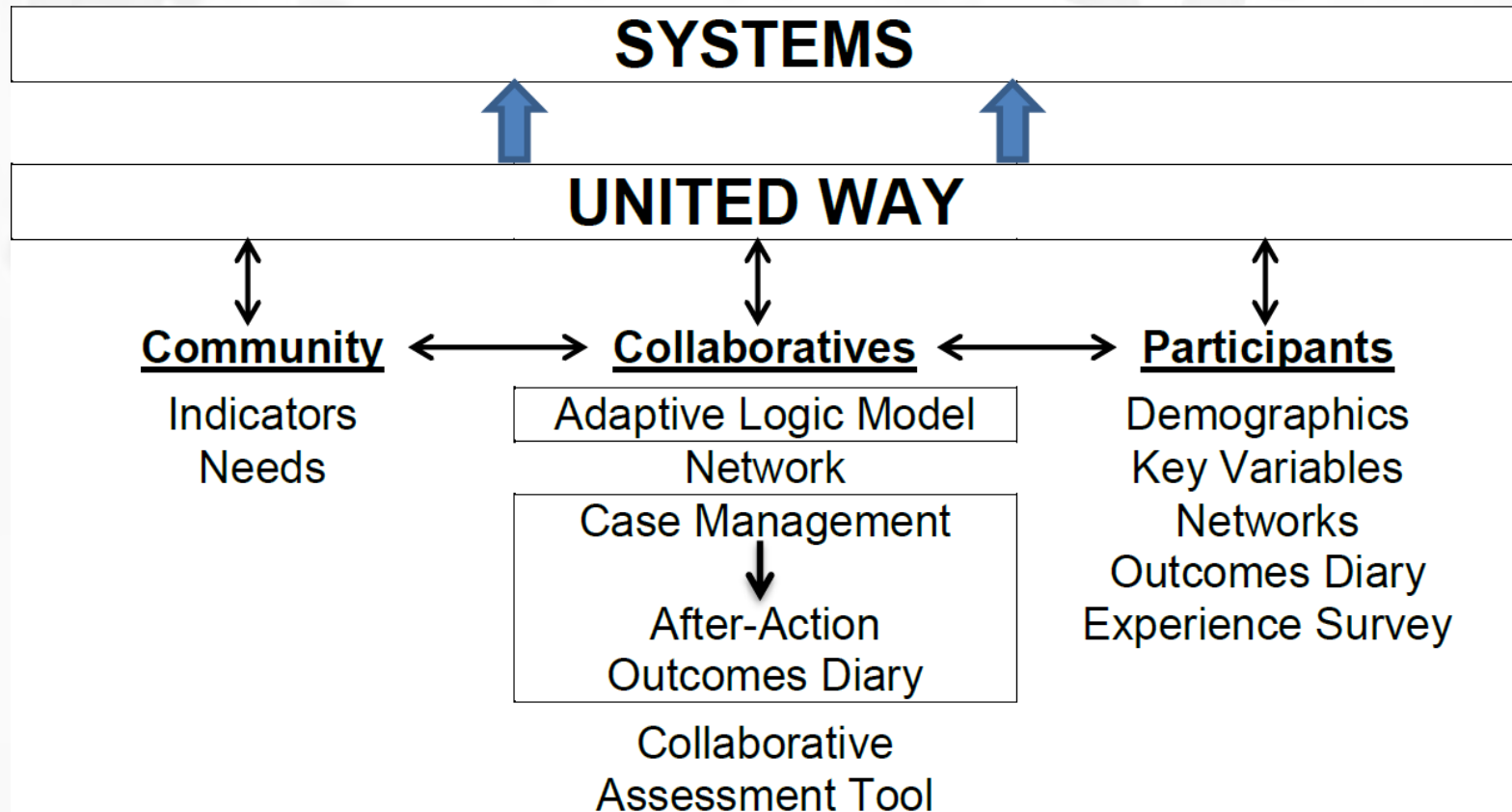
To:

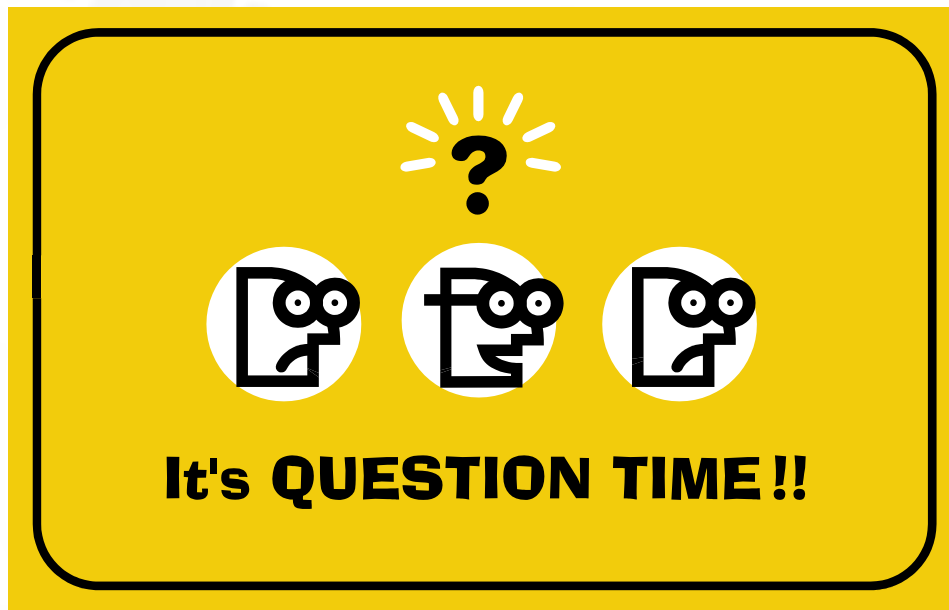
1. Continuous Evaluation
2. Community Indicators
3. Continuous Sharing of Info
4. Inclusive Process Engaging Stakeholders

## Funder Support

Funders Must:

1. Facilitate Coordination and Evaluation
2. Commit to training
3. Constantly communicate with the community
4. Change the way business is done daily





# What we heard from you

**How prepared is your network to use the following sustainability strategies:**

	not very	somewhat	very	don't know	Total
making the case for networking to partners and funders	0.00% 0	71.43% 5	28.57% 2	0.00% 0	7
explaining the real costs of networking	0.00% 0	71.43% 5	28.57% 2	0.00% 0	7
identifying potential sources of funding	14.29% 1	42.86% 3	42.86% 3	0.00% 0	7
knowing who will lead the approach to different funders	14.29% 1	57.14% 4	14.29% 1	14.29% 1	7



# Sustaining a network takes much more than materials resources. It also takes...

- **Shared purpose**
- **Technical capacity**
- **Adaptive capacity**
- **Effective stewardship**
- **Value generation**

**Nevertheless this is an important question for all networks:**

**How can we secure the material resources we need to support our work?**

# This presentation is designed to...

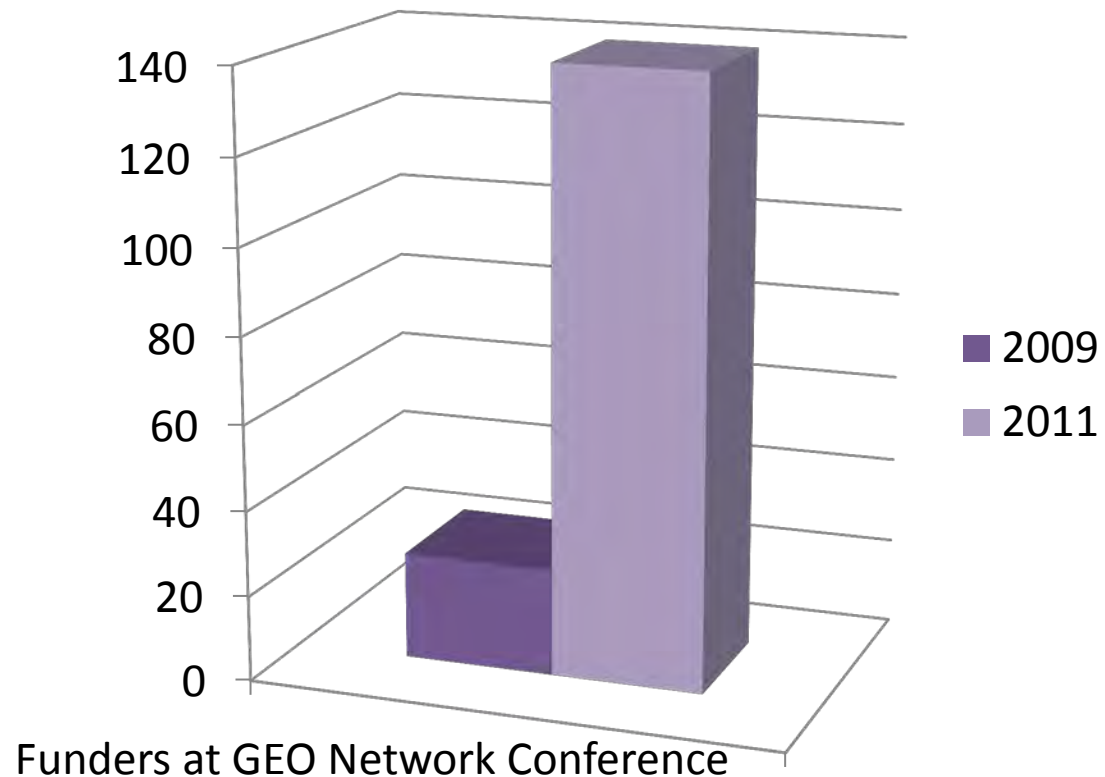
- **Provide a framework for thinking about securing resources**
- **Suggest 4 actionable steps**
  - Make your case for network advantage
  - Know your real costs
  - Identify potential sources of support
  - Determine who will lead the charge
- **Provide examples and resources**

# Funders More Network Friendly

The Annie E. Casey Foundation



the David &  
Lucile Packard  
FOUNDATION





# #1

## Make the Case for Network Advantage



**What will you  
achieve *as a  
network* that  
individual  
members could  
not do alone?**

# General Categories of What Social Impact Networks Do Well

- **Allocate – Match assets with resources**
- **Coordinate – Coordinate Resources and services**
- **Learn – Spread knowledge, skills**
- **Innovate – Create new knowledge or products**
- **Advocate – Promote a particular policy or point of view**
- **Mobilize – Activate large numbers of people**

# Provide specifics on advantages

## Demonstrate how your network is:

- Providing access to a wider and more diverse range of useful resources (people, information, ideas, advice, + tangible resources such as funding).
- Enhancing opportunities for learning and new knowledge creation through mutual exchange and group innovation.
- Getting more leverage in the social/policy change process/more influence on decision-makers thru: size of network, connections, quality of collaborative work
- Generating capacity for long-term mobilization that won't become exhausted.



# Example Case statement #1

ASHM is a diverse network of Maine-based organizations that have embarked upon a multi-year public health campaign to phase out the long-lived toxic chemicals that build up in the food web and our bodies.

*In 2008 the Alliance successfully passed the Kids Safe Products Act, a law aimed to protect the health of children and other vulnerable populations by ensuring that priority chemicals of high concern in consumer products are replaced with safer alternatives.*

*As a network the Alliance drafted the legislation, worked to get it passed and are now working to implement the requirements. This accomplishment would not have been possible had there not been a network to help plan strategically and set priorities.*

*The Alliance has also been instrumental in building momentum for federal reform of toxic chemical policies. The Safe Chemicals Act, a federal bill which incorporates elements from Maine's law was introduced in Congress in April and is the first real opportunity to fix the nations broken chemical safety laws in 34 years.*

## Example Case statement #2

For six years, the RE-AMP network— comprising 125 nonprofits and funders across eight states in the U.S.'s upper Midwest—has been focused on just one audacious goal: reducing regional global warming emissions 80 percent (from 2005 levels) by 2050. And it's working.

In just the past few years, the network has helped legislators pass energy efficiency policies in six states; promoted one of the most rigorous cap-and-trade programs in the nation; and halted the development of 28 new coal plants.

The network has also built the capacity of regional activists, increased funding for its cause, created a number of shared resources, and developed stronger relationships between funders and nonprofits.



**#2**

**Know Your  
REAL Costs**

# Checklist of possible costs:

## Core infrastructure services to members

- ✓ Coordination
- ✓ Internal Communications (equipment, monthly charges)
- ✓ External Communications (website, wiki)
- ✓ Financial management (fiscal agent)
- ✓ Record keeping/archiving
- ✓ Fundraising
- ✓ Travel, meeting, conferences
- ✓ Capacity building/technical assistance
- ✓ Evaluation/ Reporting

**In addition to program/project costs...**

# Areas that need unpacking

- **Coordination**
- **In-kind contributions**
- **Staff time**



# Coordination activities checklist

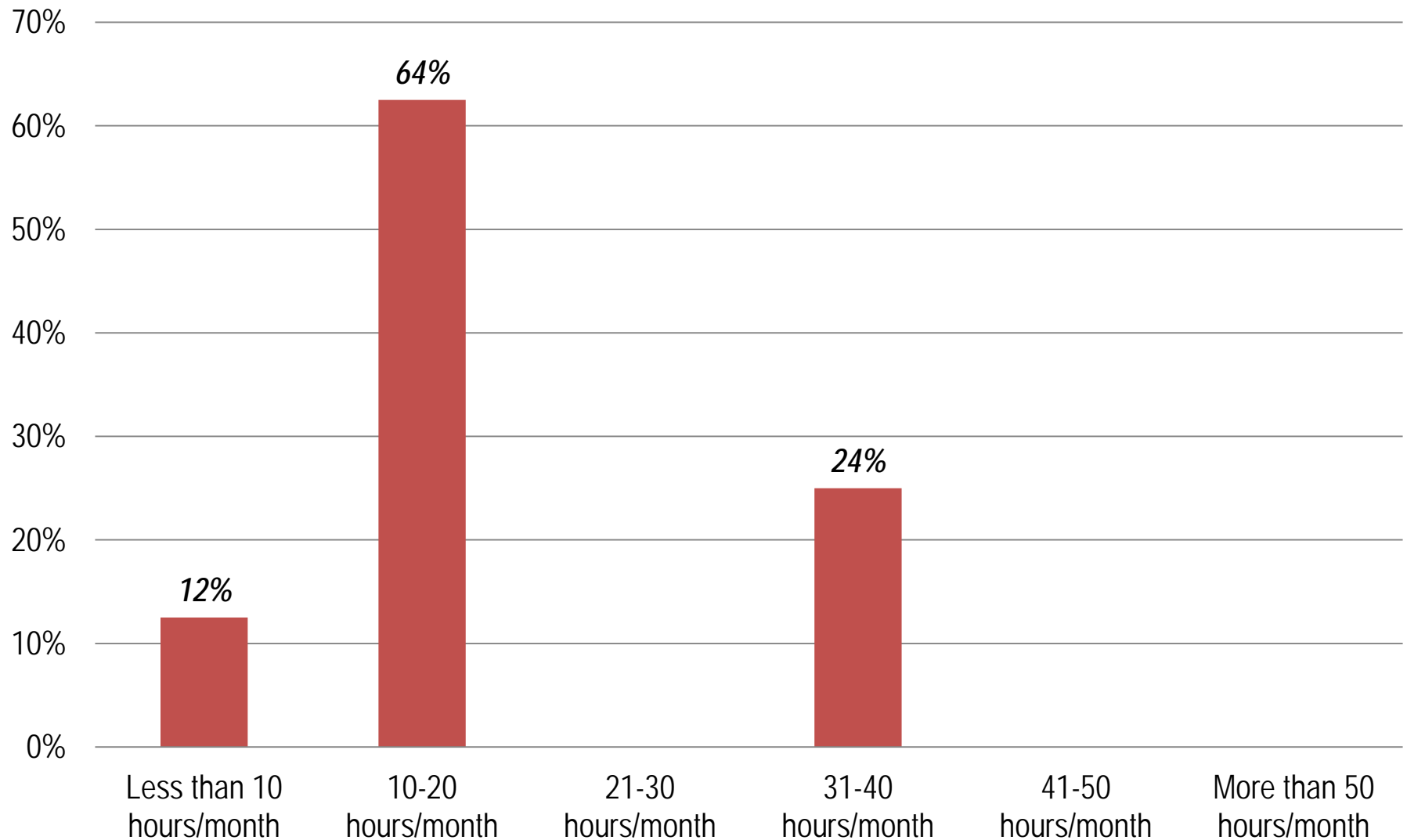
- ✓ Coordinate member activities
- ✓ Archive network documents
- ✓ Facilitate group process (network calls & meetings)
- ✓ Manage external communications (website, wiki)
- ✓ Orient new members
- ✓ Monitor the “health” of the network
- ✓ Fundraise for the network & administer its finances

# In-kind contributions

Additional resources contributed by members:

- Accounting system
- Internet
- Telecommunications
- Physical space, meeting space,
- Administrative assistance

# Staff Time Devoted to Network Activity





# Survey Tool for Calculating Value of Member Investments

Please describe the financial cost of your participation in the network over the last 6 months. As a member of your network over the last 6 months, what type of activity has taken most of your time:

- Network conference calls
- Face-to-face meetings
- Network projects
- Other. Please specify\_\_\_\_\_

In the last 6 months, what is the total amount of staff time that your organization has devoted to your network on a monthly basis?

What was the approximate financial cost of this staff time on a monthly basis (average hours spent X \$ per hour of wage/benefits)?

What has been the total financial cost of your related travel in the last 6 months (e.g., transportation and accommodation)?

Please list any additional resources that your organization has contributed to your Network in the last 6 months (e.g., use of telecommunications infrastructure, physical space, etc).

What is the total estimated cost of additional resources (identified in question 5 above) that your organization has contributed to your Network in the last 6 months



**#3**

## **Identify Potential Sources of Funding**

# Most Common Sources of Funding:

## **Public funds**

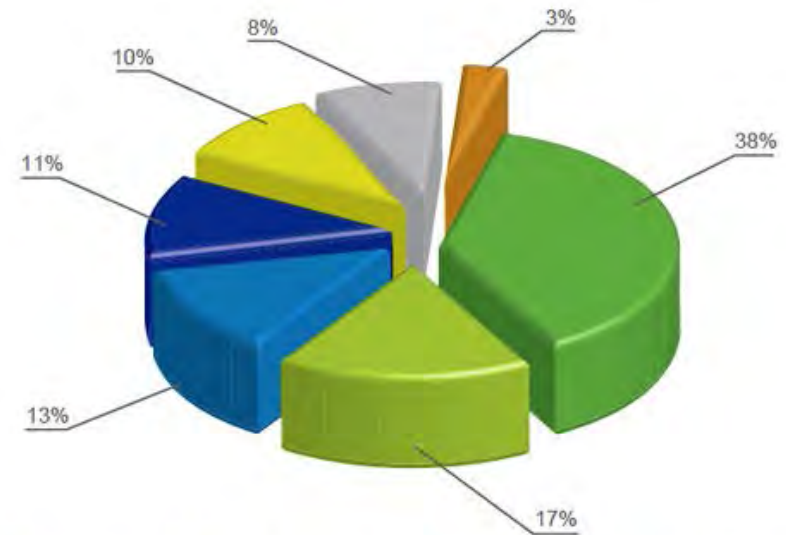
- Local or Regional (municipal, county or regional government entities)
- State
- Federal

## **Private funds**

- Individual donors
- Corporate sponsorship
- Private philanthropy

# Types of Funding Support

- Operating Grants
- Member Fees
- Program/Project Grant
- Earned income
- In-kind contributions
- Donations



# Example: Mass Smart Growth Alliance

**70%** from foundations for joint programs/ projects.

**20%** in kind

**10%** from member fees (some funded by individual members requesting support for fees from other donors)

# Example: Maine Woods Consortium

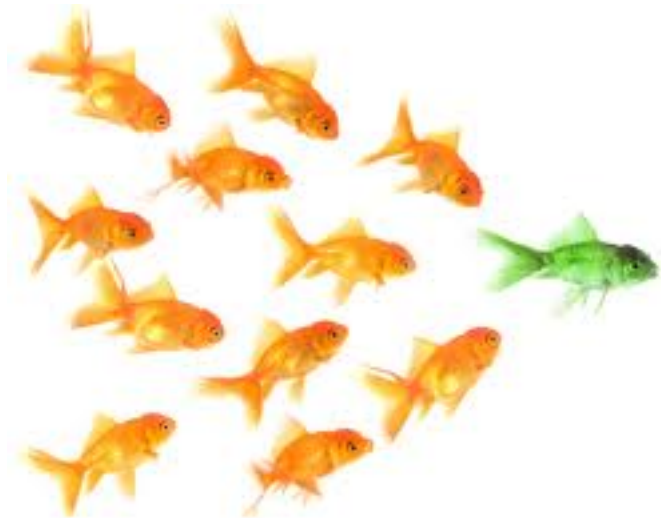
**75%** Project-based funding from government and private foundations

**10%** funds for network building drawn from project grants

**15%** Community Foundation support for core infrastructure (formerly in kind)

**#4**

**Who leads  
the charge to  
approach funders?**



# Consider all possibilities to find the best tack

Operating Grants	As a network?	Via a member org?
Foundations		
Private Business		
Public Sector		
Individual donors		



# Case study:

## Alliance for a Clean and Healthy Maine

### Formula for sustainability

**Anchor funding for core operations: funder commits to support a known Member organization to coordinate network, convene**

**+**

**Smaller grants: short term, concrete (white paper, convening)**

# Helping Funders Understand Networks



- **Who is accountable for results?**
- **Isn't there a lot of up front time and resources?**
- **What knowledge capture systems can be used to share what is learned?**
- **How do you evaluate a network?**

## Monitoring & Measuring Your Progress

## Internal monitoring tool:

- **Network Health Scorecard**

## Visualizing Impact:

- **Network Mapping**



22 questions to build a basic network  
diagnosis of strengths and areas of growth.



network  
health  
scorecard

Answer these questions for a basic network diagnosis of strengths and areas of growth. Refer back regularly and you can use your score to identify and track progress in key areas of network development. (We suggest quarterly.)

- Ask each network member to fill out an individual scorecard.
- Enter individual scores in a collective table, indicating the number of members selecting particular scores to tabulate network results.
- Together consider the results. What patterns do you see ?  
What results need further discussion? Over time, what has improved?  
What hasn't? Why?

# Network Capacity

Not so much Totally!

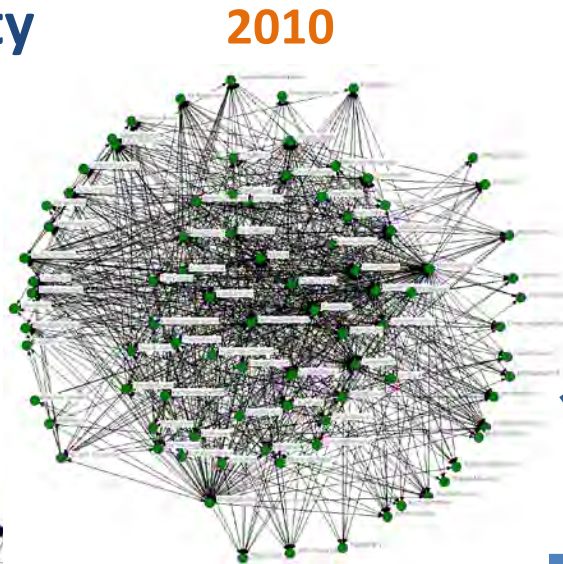
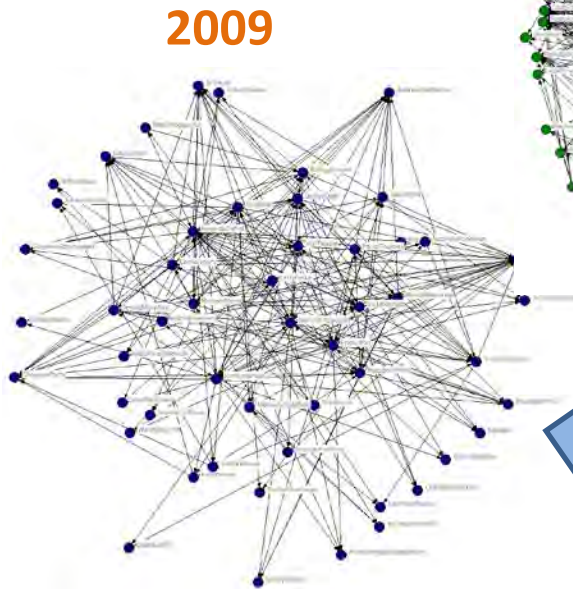
1 2 3 4 5

- |  |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. All members share a common purpose for the network.                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Together, members have identified strategic goals and objectives for the network. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Network plans reflect network goals.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. Members are working jointly to advance network goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Members are adding value to each other's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Members are creating new knowledge or insights together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Network Mapping

2009-11: Steady Increase in Network Members' Connectivity



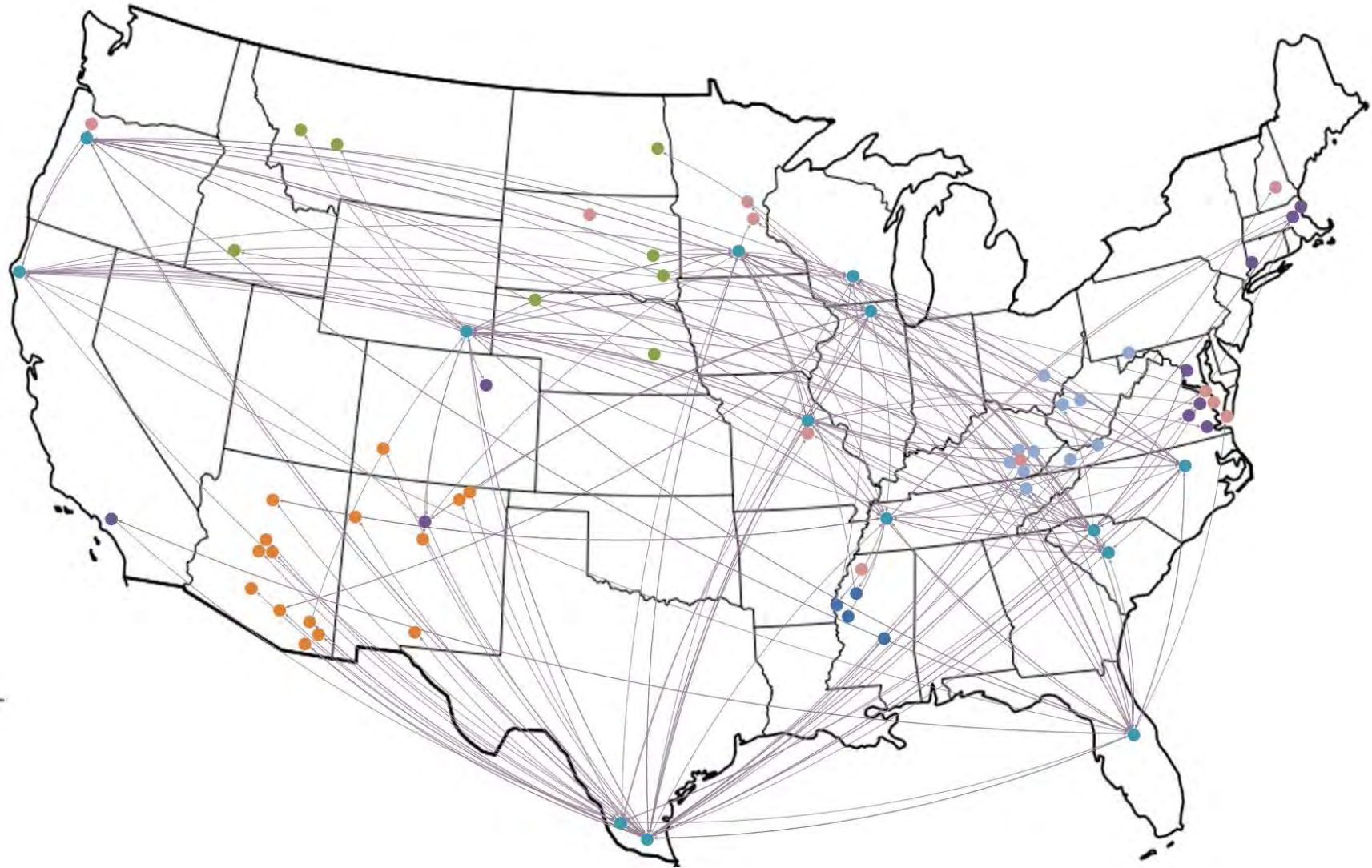
Year	Density	Avg # Ties
2009	9.2%	8
2010	12.9%	19
2011	20%	26

# One RPRP Network's Connections at Baseline (light blue nodes)





# The Same Network's Connections 5 Years later (light blue nodes)



# The Cross-Network Immigration Working Group That Emerged





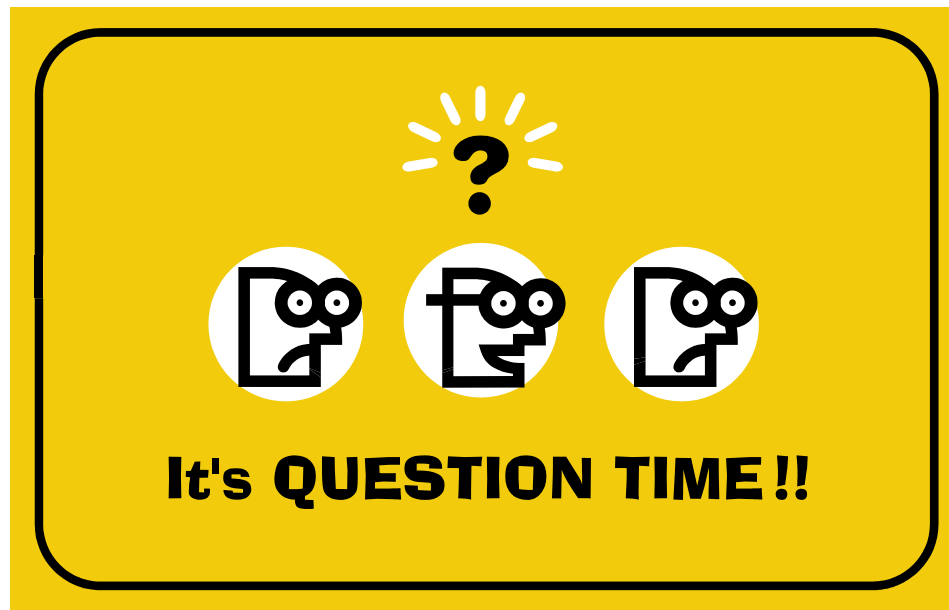
# Resources

## Who does this work?

- SNA specialists in academic settings
- Independent consultants
- Designers of SNA and network visualization software packages
- Networks practitioners

## Low – and no-cost resources for network practitioners (and others):

- **NodeXL** : a free, relatively easy- to-use network mapping software that works within Microsoft Excel
- **Netdraw and UCINET**: used by academics, free but a little harder to use
- **Gephi** : Like Netdraw and UCINET in one software package; prettier basic output but fewer design features
- **Kumu**: new entrant into the field of no cost network visualization tools



# Networks for Integrating New Americans

**Thank you!**

**A recording of this webinar will be available on the Virtual Community of Practice (VCoP). Please post additional comments and questions there!**

**To join the VCoP, please contact Sydney Breteler at [sbreteler@worlded.org](mailto:sbreteler@worlded.org)**

# Networks for Integrating New Americans

**Thank you!**

Find out more about the  
[Networks for Integrating New Americans](#)