

COLLECTIVE IMPACT

IMPROVING COLLABORATIONS TO END CHILD HUNGER IN KING COUNTY, WA

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United Way of King County

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INTRODUCTION

Key partners working to alleviate child hunger in King County provide essential relief to thousands of King County families every day. In recent years, organizations across sectors have collaborated to do better to meet these critical needs: in 2007, Children's Alliance developed their *End Childhood Hunger Washington* 10-point plan; in 2009, United Way of King County released its *Hunger Relief Now!* plan to reduce hunger in King County; and since 2010, Washington Connection, with support from the Bill and Melinda Gates Foundation and other funders, has worked to streamline access to the Basic Food program and other public benefits. All along the way, the emergency food system has worked hard to provide essential relief to families in communities in King County and across the state. Through these initiatives, thousands of King County families have gained access to the food they need, and Basic Food participation rates among eligible individuals and families are at an all-time high. However, hunger persists: 1 in 4 kids are at risk of hunger, Washington is the 15th hungriest state in the country, and ranks 41st in participation in the Federal School Breakfast Program and 40th in the Summer Food Service Program.¹

All around King County, organizations are under-staffed and under-funded, anti-hunger leaders are stretched thin, programs are underutilized, and existing collaborations lack the tools, resources, and overall bandwidth to efficiently and effectively move the needle on child hunger. Food banks and schools, with their proximity to children and their families, feel the urgency and magnitude of the problem but often lack the resources required to manage all of the various approaches to meeting needs. Advocates find themselves working to recruit and retain summer and after school meals sponsors and sites, diminishing their ability to focus their efforts on advancing change at the policy level. Community organizations find themselves vying for the same limited pool of funds, creating the unintended consequences of competition and fragmentation. **So much potential is lost because there is no easy or organized way to communicate and work together.**

Hunger is a complex issue, but it is solvable. Strategies to address it must have the organization, depth, and scope to ensure that they meet basic needs, address root causes, and eliminate gaps along the way. A highly structured, long-term approach is needed to better harness and better focus the unique skills and limited resources of partner organizations and individuals, while working to build new partnerships and funding streams as well. Finally, more structural support is needed to bring more cohesion and rigor to existing collaborations: such an entity could offer coordination and leadership to all partners by helping to develop and guide a shared vision and strategy, establishing shared measurement practices, building public will, advancing policy, and mobilizing funding. In the Collective Impact model, a collaboration framework set forth by the Stanford Social Innovation Review in 2011, organizations from different sectors commit to a common agenda and share a “heightened vigilance” around which they come together to solve a specific social problem. These “rules of collaboration” set forth by the Collective Impact model offer a way to bring the individual efforts of key partners to scale in a more impactful way.²

This paper introduces Collective Impact as a viable option for improving the effectiveness of child hunger work in King County, and builds a platform around which key partners may assess the feasibility of its implementation.

¹United States Department of Agriculture, Economic Research Service. (2013). Food security data in U.S. households [data file]. Retrieved from: <http://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us.aspx#.Uo7icGTX0c>

² Kania, J., & Kramer, M. (2011). Collective impact. *Stanford Social Innovation Review*, 1(9), 36-41.

PROBLEM

In January 2013, a Collective Impact Readiness Survey and interviews were conducted among over 60 leaders of organizations representing various sectors working to end child hunger. Across the board, a number of challenges emerged (Appendix A):

1. **Insufficient resources.** Key partners do not believe that enough funding is being allocated to all areas of child hunger work, from the emergency food system, to the federal child nutrition and public assistance programs, to increasing access to healthy food. Exacerbating this, organizations often compete for the same pool of limited funds, which creates competition and isolation between these organizations.
2. **Organizations and individuals are spread thin.** Key partners play many leadership roles in child hunger work: in addition to leading their own organizations, they are often a part of multiple collaborations covering many different child hunger intervention strategies.
3. **Existing collaborations are lacking.** Key partners feel that existing anti-hunger collaborations do not have adequate tools, resources, and/or processes in place to effectively end child hunger.
4. **Different understandings of the problem.** Key partners lack a shared understanding of child hunger, which leads to different strategies and priorities for solving it. While key partners operate with an awareness of one another's activities, they make decisions within their own spheres of influence which results in a disjointed approach (or worse, redundancy.)
5. **Lack of access to/awareness of programs.** Key partners shared that too often, families in need lack access to programs meant to help them, or are not aware of them in the first place.

Alongside these challenges, a number of findings indicate that some consensus exists among key partners in the following areas:

1. **Child hunger is a critical problem** in King County.
2. **Shared Urgency:** Community anti-hunger partners share an urgency for changing the way child hunger work is approached in King County.
3. **Call for funding:** Key partners believe that local public/private funders should align and financially support an initiative that focuses on increasing the effectiveness of government and non-profit entities working to end child hunger in King County

Strategies to improve the effectiveness of organizations and collaborations working to end child hunger should build upon these positives and explicitly address these highlighted challenges to ensure that kids in King County are able to live, learn, and play to their fullest potential.

SOLUTION

Too often, anti-hunger initiatives operate from a defensive, remedial position. As food bank lines continue to grow and Basic Food benefits decrease with each passing legislative compromise, the need for a systematized effort that provides broad vision while honoring the unique roles of each partner organization becomes increasingly urgent. Individual organizations working to provide essential relief in King County have the granular knowledge and trust of their communities that is necessary to inform the strategies they use to meet these needs. As outlined above, these organizations face a number of technical challenges that often preclude their ability to meet these needs in their daily operations. More should be done in the way of funding and support to better enable relief organizations to address these technical challenges, but one message remains clear:

ending hunger will require more than technical fixes. While increased funding towards existing interventions can help meet the very real needs of today, a more sophisticated, rigorous approach is required to simultaneously provide emergency relief and prevent these challenges before they emerge. In light of this, there needs to exist a new approach to end child hunger that is clear in its delineation of roles, democratic in its creation and delegation of these roles, intentional in maintaining open communication, and capable of adapting to emerging needs, from ensuring that basic needs are met to advocating for policies that ensure food as well as economic security, and every intervention point in between.

Collective impact initiatives involve “a centralized infrastructure, a dedicated staff, and a structured process that leads to the development of a common agenda, shared measurement system, continuous communication, and mutually reinforcing activities among all participants.”³ Those elements are **the five conditions of collective impact: the common agenda, shared measurement system, mutually reinforcing**

The Five Conditions of Collective Impact	
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

SOURCE: “Collective Impact”, SSIR

activities, continuous communication, and backbone support. While these are not *new* ideas, and many collaborations already use many of these components in their work, it is the universal commitment to these conditions across sectors, across work groups, and across individual organizations, that makes it unique. As such, the five conditions should not be viewed as a checklist, but rather as a set of guiding principles to which partners might aspire in order to make their work more effective at the organizational as well as regional level.

A discussion of a few of these key components as they pertain to child hunger collaborations in King County follows.

³ Kania, J., & Kramer, M. (2011). Collective impact. Stanford Social Innovation Review, 1(9), 36-41.

COMMON AGENDA

“All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.”

Key partners can contribute a diverse set of experiences and skills to ensure that hungry kids are able to live, learn, and play to their fullest potential in the the key developmental years of their lives. As identified in the Collective Impact Readiness Survey, key partners do have a basic shared vision which fuels their work: they believe that child hunger is a critical problem, and have a shared urgency towards ending it. To accomplish this goal, key partners need to build on this shared urgency and better situate their individual and organizational work within a common framework that is collaboratively built around a shared understanding of the causes of child hunger, examines the system-wide gaps that perpetuate or worsen the problem, and addresses these challenges head on with a united approach.

What happens if organizations have differing perspectives or political ideologies that govern their chosen approach to ending hunger? If collective impact provides a set of guidelines for communication, then formulating the common agenda can be the first place where organizations acknowledge these differences and work to respect the different philosophies that fuel the urgency of hunger partners to accomplish their goals. While it would be remiss to not acknowledge that organizations and individuals have differing opinions about the respective roles that government, charity, and the private sector play in ending hunger, one thing is clear: the status quo is simply not good enough. Summer meals sponsors cannot work in isolation and reasonably expect to end child hunger. Emergency food providers do the important work of providing immediate relief to struggling families, but they cannot *end* hunger alone. While a given organization’s particular mission or focus area may not necessarily change upon committing to a collective impact initiative, the increased understanding and communication that can result from such a commitment can help ensure that key partners are primed to tackle emerging challenges with the kind of adaptive solutions that will be necessary to truly end child hunger.

The process of formulating a common agenda can serve to democratize a discussion among the many leading voices participating in child hunger work, which can engender greater inclusivity and collaboration as the work moves forward. This process, while often difficult, is essential to a successful initiative as it provides a venue for a nuanced discussion of challenges and solutions to child hunger. Key partners can share their understanding of the problem of child hunger, the barriers that they believe impede progress, as well as the personal lenses and value systems through which they view their work. In this way, a joint approach can reflect and honor a variety of approaches, whether they come from an economic justice framework, community health, healthy food, advocacy, or community organizing and empowerment.

“Action plans often seem to have an infinite shelf life. There is a vast difference between having a well-written action plan and a well-implemented one.”

-Director of Collective Impact Initiative, California

COMMON AGENDA

SECTION 1: JUMP START RELIEF

1. Immediate outreach effort to enroll the lowest income and most vulnerable people into the food stamp program and other public benefits
2. Feed hungry seniors, people with disabilities, people experiencing homelessness and homebound people via meal programs and home delivery of groceries and meals
3. Serve more meals to low-income children this summer through summer meal programs
4. Meet critical equipment, staffing, and transportation needs of food banks, meal programs and home delivery of groceries and meals
5. Increase enrollment of pregnant women, infants and young children in the WIC nutrition program

SECTION 1: MAKE LONG-TERM IMPROVEMENTS

6. Strengthen marketing, outreach, technology and state processing for food stamp program and other benefits
7. Strengthen and coordinate the community-based food system
8. Increase the number of low-income students who eat a healthy breakfast and lunch at school
9. Sign up more child care providers for federal child care food program
10. Increase nutritional value of food for all strategies in this plan
11. Form a King County Hunger Relief Council to reach shared goals and measure progress
12. Engage community leaders in advocacy efforts to increase resources and effect policy changes

There is significant opportunity to synthesize components of past anti-hunger action plans in King County as road maps for formulating a common agenda and defining roles for key partners moving forward. One such example is the 2009 *Hunger Relief Now!* plan set forth by United Way of King County and a steering committee comprised of emergency food providers, advocates, and government leaders.⁴

The *Hunger Relief Now!* plan, which was formulated in swift response to the economic recession, distinguishes a variety of anti-hunger strategies that serve to: 1) provide immediate relief by addressing technical challenges faced by providers and identifying access and utilization gaps among underserved populations; and 2) build up longitudinal efforts to provide more consistent relief and prevention moving forward. This plan for King County adopts many of the strategies outlined in the state-level *End Childhood Hunger in Washington* report published by The Children’s Alliance, Share Our Strength, and over 80 partners and leaders in the WA anti-hunger field.

Interviews with a number of collective impact practitioners revealed a common sentiment: action plans can have a remarkably long shelf life, and there is a vast difference between having a well-written action plan and a well-implemented one. Whether a common agenda utilizes items from existing plans or is built from scratch, the commitment to building this common agenda ensures a common understanding and approach that are essential to needle-moving change.

⁴ United Way of King County. (2009) . *Hunger Relief Now!*. Seattle. WA. Retrieved from <http://www.uwkc.org/assets/files/research-and-reports/hunger-relief-now.pdf>

COMMON AGENDA

Questions for anti-hunger partners in King County:

- To what extent do key partners share a common understanding of hunger? In which areas is there good understanding, and in which areas is more clarity needed?
- What should be the scope of an anti-hunger initiative in King County? Child hunger? Hunger across the board? Should the initiative be focused on the County level or perhaps the State level?
- Are there any existing, comprehensive, and collaboratively-assembled anti-hunger plans that could be used as the basis for a common agenda? Who put the plan(s) together? Could any of those individuals/organizations generate sufficient buy-in to catalyze such an initiative? Or should a new common agenda be built from from the ground up?

SHARED MEASUREMENT

“Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.”

Any organization that has applied for foundation dollars will be quite familiar with various evaluation metrics used to show that resources are both necessary and being well-utilized to effect positive change. Food banks measure pounds of food and numbers of “unique visitors” to demonstrate levels of need and to guarantee funding year after year. Summer meal sponsors must demonstrate their ability to reach high-need or underserved populations by showing an understanding of their communities’ specific needs, alongside “well-thought out plans”. Such due diligence is required in order to ensure that grantees have the technical capacity to utilize scarce dollars to their fullest potential, but this type of measurement seldom taps into the greatest potential of systems of evaluation.

Prove vs. Improve

Jeff Edmondson of Cincinnati’s *Strive Together* collective impact partnership writes that a key difference between collaboration and collective impact is the difference between “using data to **improve, not just prove**. In collaboration, data is often used to pick a winner or prove something works. In collective impact, data is used for the purpose of continuous improvement.”⁵ In this way, the collective impact condition of shared measurement builds on partners’ agreement on common goals and raises this commitment to a higher level. Through the alignment and collective learning that follow, shared measurement emerges as the key element that not only indicates success, but it becomes the feedback mechanism *through which* success comes about. As Edmondson says, if the common agenda provides a shared vision and plan of action, then the system of shared measurement provides the “common language” that brings people together, even across ideological or political differences.

Case Study | The Road Map Project

The Road Map Project aims to double the number of students in South King County and South Seattle who are on track to graduate from college or earn a “career credential” by 2020. Working across 12 grade levels and 7 school districts, The Road Map Project utilizes a combined system of 10 “On-Track indicators” (which are reported annually against specific targets) and 27 “Contributing indicators” (which are reported annually/whenever possible, but are not measured against targets) to paint an accurate picture of whether or not their collective effort is meeting their project goals. The

progress towards these outcomes is then published in an annual Results Report, which serves as a “report card” to measure results and make course corrections as necessary. Because the project utilizes data to *improve* its work, at times it has had to create entirely new data sets by implementing new collection methods: for example, to connect their parent engagement initiative with the specific children of participating parents, they created a unique student identification system that allowed them to isolate the impact of this program at the individual student level.

SOURCE: Road Map Project Annual Results Report: December 2013

⁵ Edmondson, J. (2012.). The Difference between Collaboration and Collective Impact. Striving For Change . Retrieved January 26, 2014, from <http://www.strivetgether.org/blog/2012/11/the-difference-between-collaboration-and-collective-impact/>

SHARED MEASUREMENT

“The key to making a partnership work is setting a common vision and finding a common language. You can’t let people get focused on ideological or political issues. You need a common language to bring people together, and that language is the data.” -Jeff Edmondson, Strive Together

A shared measurement system should be widely available and uniformly implemented. Partner organizations should agree on a series of key indicators built around the common agenda, and have the technical ability and/or software to facilitate the measurement of this data. The shared measurement system should identify short and long-term indicators and targets to inform the progress of various initiative areas. These indicators should be able to be “influenced by focused action and be consistently tracked over time using available data.”⁶ To be able to track this progress, organizations may need to develop new data streams or methods for capturing data which can provide a more accurate picture of what is working, what is not working, and what areas or populations remain underserved. In this way, data allows us to evaluate not only the overall effectiveness of programs, but the extent to which these programs are **equitable** and able to meet the needs of all populations, and especially those that have been historically marginalized. The table below draws from the *Jump Start [Short Term] Relief Strategies on the Hunger Relief Now!* plan and offers a sample of what a shared measurement report might look like at the county level.

STRATEGIES JUMP START RELIEF	Indicator	2010 Baseline	2013 Data	On track to reach 2020 target?
1 . Immediate outreach effort to enroll the lowest income and most vulnerable people into the food stamp program and other public benefits	% of eligibles enrolled in Basic Food	-	-	-
2 . Feed hungry seniors, people with disabilities, people experiencing homelessness and homebound people via meal programs and home delivery of groceries and meals	% of served populations experiencing increased food security	-	-	-
3 . Serve more meals to low-income children this summer through summer meal programs	% of eligibles served by summer meals	-	-	-
4 . Meet critical equipment, staffing, and transportation needs of food banks, meal programs and home delivery of groceries and meals	% of emergency food providers with sufficient capacity to meet needs	-	-	-
5 . Increase enrollment of pregnant women, infants and young children in the WIC nutrition program	% of eligibles enrolled in WIC	-	-	-

⁶ The Road Map Project: Measuring Success. (2014). Road Map Project. Retrieved February 1, 2014, from <http://www.roadmapproject.org/data-center/measuring-success/>

SHARED MEASUREMENT

Questions for anti-hunger partners in King County:

- 1) To what extent do organizations utilize measurement and evaluation tools to improve their work (rather than just *prove* to funders and the public that their work is significant and/or impactful?)
- 2) What are some examples of indicators you currently use to gain a sense of whether or not your strategies are effective?
- 3) Is there any data that does not currently exist which needs to be collected in order to better assess the way your work contributes to ending child hunger at the county level? What are some examples of this data?

BACKBONE ORGANIZATION

Perhaps the most significant element of a collective impact initiative is the creation of a backbone organization. To better contextualize the key roles of a backbone organization, let us take a look at a constellation of some existing anti-hunger collaborations in King County.

The eleven collaborations in the diagram to the right represent a variety of approaches to anti-hunger work: emergency food providers, political advocacy, federal child nutrition and public assistance programs, and increasing healthy food access. In some way, each collaboration utilizes a number of the components of collective impact to move their work forward: for example, the South King County



Food Coalition meets regularly, troubleshoots problems together, and leverages their collaboration to appeal to funders. The Summer Meals Work Group is comprised of a funder, state agency, hunger advocates, and summer meal sponsors/supervisors to coordinate outreach, identify goals, and target underserved communities. Further, the work group is beginning to harness the power of data and is implementing new software at the state level to improve its ability to evaluate each summer’s data and to plan for next year. In both of these examples, nothing is inherently lacking in either approach: partners organize around a common issue and collaborate to leverage their expertise into greater impact. Instead, a number of **practical limitations** prevent their work from reaching its greatest potential.

THE SIX CORE FUNCTIONS OF A BACKBONE ORGANIZATION

- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding

SOURCE: Channeling Change, SSIR

Some of these limitations include time, resources, staffing, and funding. Collaboration requires all of these elements, and when these work responsibilities are appended to individuals’ daily work, one cannot expect these collaborations to operate at their fullest potential. Put simply, it is no one’s job to commit their full energy to these collaborations between meetings, and the intermittent work flow that results, in addition to the increased workloads from participating in collaborations, are sizable obstacles to achieving more significant outcomes. If the overarching goal is to end child hunger at the county level, there needs to be a broader vision which aligns each collaboration’s focus within a common framework. The dedicated staff of a small backbone organization can provide this full-time vision and guidance, along with the other five responsibilities that make up the “Six Core Functions of a Backbone Organization.”⁷

⁷ HanleyBrown, F., Kania, J., & Kramer, M. (2012). Channeling change: Making collective impact work. Palo Alto, CA: Stanford Social Innovation Review.

BACKBONE ORGANIZATION

TYPES OF BACKBONE ORGANIZATIONS

Collective impact initiatives across the country have utilized a variety of different ‘types’ of Backbone Organizations to provide the auxiliary support necessary for an initiative to be most effective. The type of backbone organization that is best suited to implement the work typically depends on the specific social issue at hand at the existing landscape of potential collective impact partners. Robert Albright from FSG describes these backbone organizations in four broad categories, and offers a few benefits and possible drawbacks of each type:⁸

- **Funder-Based:** Private or corporate funders can facilitate and convene a collective impact initiative by securing start-up funding and ensuring that this funding will last through the vital first few years of an initiative. Funders typically have significant convening power, as they can often bring in other funders and partners. However, funders must take extra care to generate inclusivity and community buy-in when implementing a new initiative.
Example: *Calgary Homeless Foundation, Calgary, Alberta, Canada*
- **New non-profit:** A funder or group of funders can invest in an entirely new entity to serve as a backbone organization. New non-profits can bring “neutrality and clarity of focus” to an initiative in its infancy; however, depending on the level of competition around funding among organizations within the field, problems may arise if community organizations view a new initiative as new competition within this limited pool of funds.
Example: *Community Center for Education Results, The Road Map Project, Seattle, WA*
- **Existing non-profit:** Non-profits that are well regarded in a community are often primed to function as backbone organizations because others may already perceive them to be capable of neutrally convening key partners. Further, they may have existing credibility around an issue area, which facilitates their ability to generate broad buy-in. However, practical limitations in terms of staffing and/or overall bandwidth may prevent an existing non-profit from sufficiently prioritizing a new collective impact initiative.
Example: *Opportunity Chicago, Chicago, IL*
- **Government:** State or local governments can provide support and infrastructure by utilizing existing sources in the public sector. For example, Shape Up Somerville in Boston, MA is supported by the city of Somerville’s local health department, while also partnering with Tufts University. Government-supported backbone organizations have the benefit of being able to attract a diverse set of partners, but may face unique public funding challenges or constraints.
Example: *Shape Up Somerville, Boston, MA*

Finally, some experts suggest that a collective impact can begin more smoothly if multiple organizations coordinate to fulfill the various roles of a backbone organization, rather than having a single organization fulfill all of the roles. These **backbone functions**, while having their own set of challenges, have been utilized to diminish key partners’ wariness of the centralized power hierarchy which seems to flow from the position of a backbone organization.⁹

⁸ Albright, R. (2011). Collective Impact Blog. FSG. Retrieved January 6, 2014, from <http://www.fsg.org/KnowledgeExchange/Blogs/CollectiveImpact/PostID/170.aspx>

⁹ Edmondson, J. (2013). Backbone Organization or Backbone Function?. Striving For Change. Retrieved February 1, 2014, from <http://www.strivetgether.org/blog/2013/12/backbone-organization-or-backbone-function/>

BACKBONE ORGANIZATION

Questions for anti-hunger partners in King County:

- 1) Will a backbone organization fulfill a new, essential role among existing anti-hunger collaborations?
- 2) Are there any organizations (individually or in some combination) currently fulfilling any of the six core functions of a backbone organization?
- 3) Does an organization currently exist that has the ability, respect, and community wide buy-in necessary to move into the role of a backbone organization? Or should a new organization be created to fulfill this role?

COMMON MISPERCEPTIONS

ABOUT A BACKBONE'S ROLE

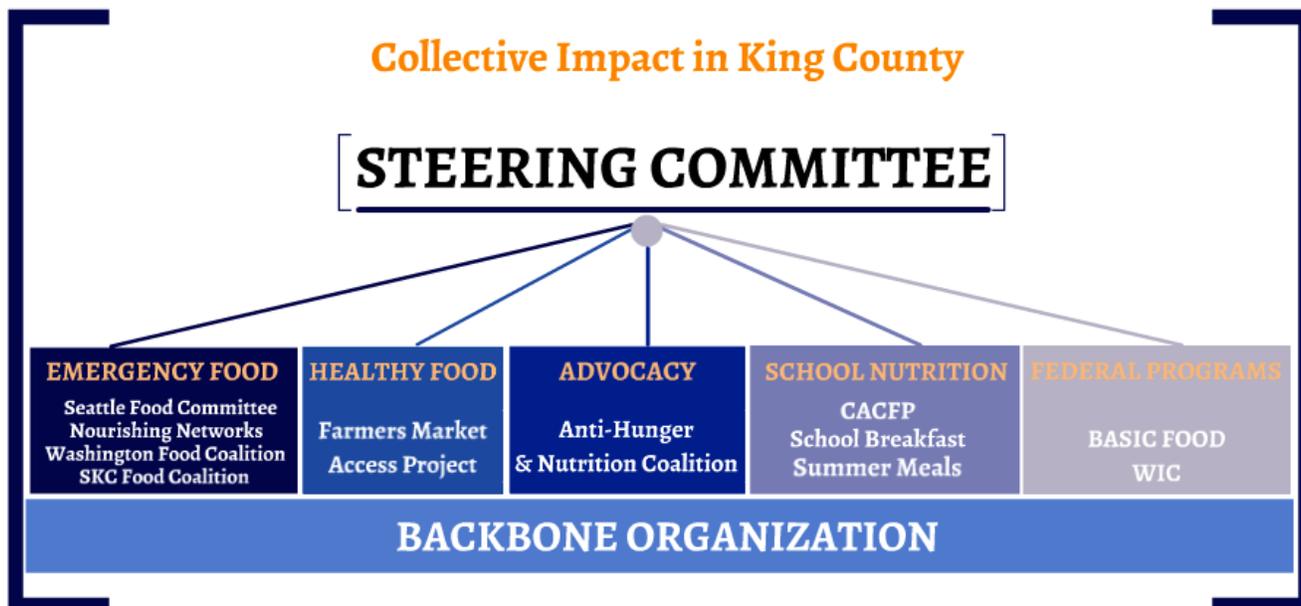
- The backbone organization sets the agenda for the group
- The backbone organization drives the solutions
- The backbone organization receives all the funding

- The role of backbone can be self-appointed rather than selected by the community

- That the role of backbone isn't fundamentally different from "business as usual" in terms of staffing, time, and resources

SOURCE: HanleyBrown, F., Kania, J., & Kramer, M. (2012). Channeling change: Making collective impact work.

FROM COLLABORATION TO COLLECTIVE IMPACT

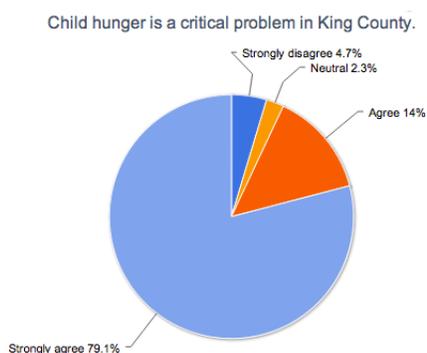
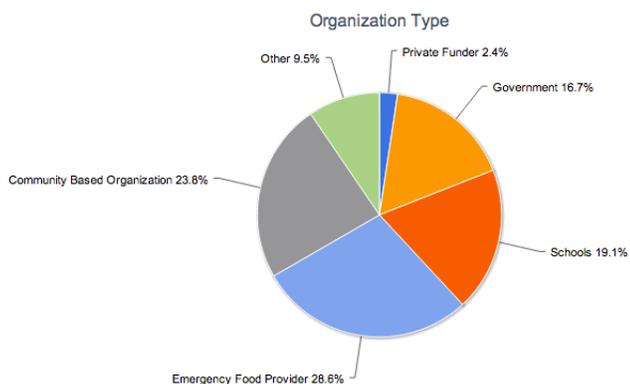


Anti-hunger organizations in King County partner together for a number of reasons: to share knowledge, to address challenges, to leverage a common voice for funding opportunities, and to situate their work among other organizations across regional boundaries. However, key challenges including limited funding, a lack of resources, and isolated approaches to ending child hunger have prevented these collaborations from leveraging their limited resources and thought leadership from useful collaboration to generating significant impact at a larger scale.

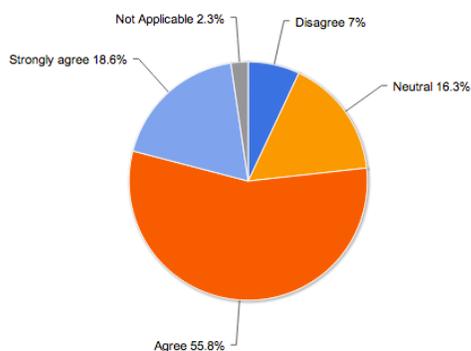
Collective impact is not a panacea— it offers no explicit or immediate solution to these challenges. Nor is it a checklist: simply participating in a collective impact initiative and committing to its component parts does not guarantee improvements in the health or effectiveness of existing collaborations. Organizing around the collective impact model, however, *can* create an opportunity to move from the relative fragmentation of anti-hunger collaborations to clear alignment within a structured framework that more effectively solves problems. The **common agenda** provides commitment to a plan of action, while the **shared measurement system** functions as the language through which the initiative communicates and achieves the goals of this action plan. All along the way, a commitment to **continuous communication** ensures that organizations regularly move through pieces and challenges of the initiative together, and the resultant clarity of roles ensures that key partners are participating in **mutually reinforcing activities**, rather than activities that duplicate existing efforts. Finally, a steering committee made up of representatives from each work group provides overall leadership, while the **backbone organization** provides foundational support.

Taking these components together, Collective Impact provides a set of rules for communication alongside a structured approach that may well leverage existing collaborations to a place of more significant impact by generating a culture of heightened awareness and rigor that can better position key partners to end child hunger in King County.

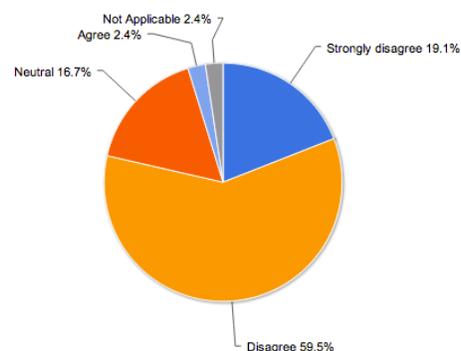
Appendix A



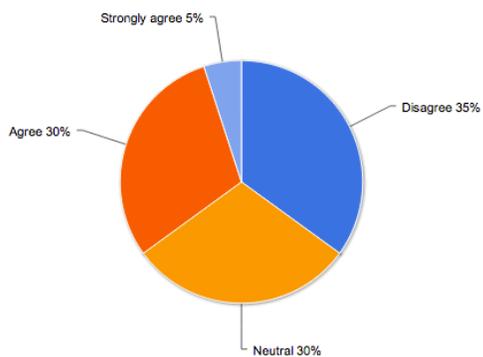
Community anti-hunger partners have a shared urgency for changing the way child hunger work is approached in King County.



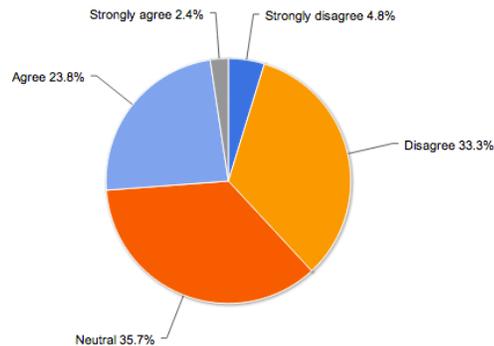
Existing anti-hunger collaborative efforts have adequate tools, resources, and/or processes in place to end child hunger.



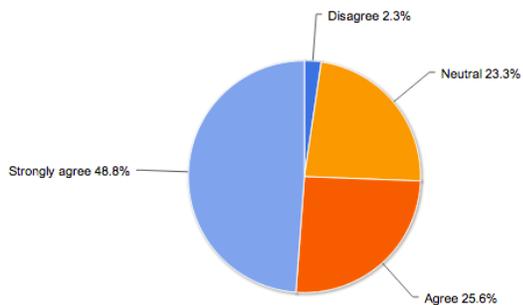
Community partners have a common understanding of the problem of child hunger in King County.



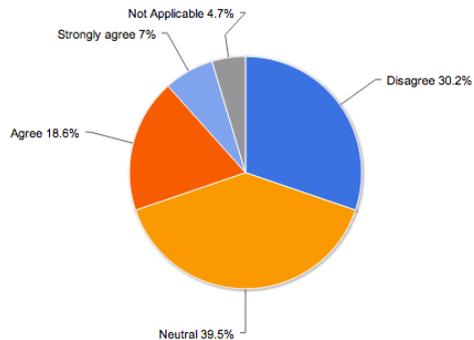
Community Partners share a joint approach to solving child hunger through agreed upon actions.



Local public/private funders should align and financially support an initiative that focuses on increasing the effectiveness of government and non-profit entities working to end child hunger in King County.



Key players maintain consistent and open communication about efforts to end child hunger.



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