AGENDA

Wednesday, November 2

8:00   **REGISTRATION OPENS**

8:00   *BREAKFAST*

9:00   **Welcome & Opening Session**
        Pinnacle Ballroom

10:15   **Concurrent Sessions**

Improving Health Through Housing: Collaborative Approaches to Combat Homelessness

Margaret Bozik, Champlain Housing Trust; Erin Ahearn, Safe Harbor Health Center, Community Health Centers of Burlington; Jason Williams, University of Vermont Medical Center

Pinnacle C

Community needs and available resources vary across the country. However, the tools required for building strong, active partnerships share many commonalities, and can be replicated. This presentation will focus on expanding the role of hospitals partnering with community social services and housing organizations to improve health in non-traditional ways. Participants will learn how effective partnerships can be sustained and built through shared capacity-building. This presentation will examine the Burlington, Vermont community and Chittenden County area housing needs. Safe, affordable housing is one of the foundational building blocks of a person's health and well-being. We will share how our collaborative brought together community service providers' expertise to house and improve the health outcomes of our most vulnerable community members.

Using a Systems Mapping Approach to Create a Self-Organizing Network

Barry Lampke, Voices for the Lake

Executive Boardroom

Learn how more than 65 Vermont organizations participated in a systems mapping process to establish a common agenda and new network dedicated creating a culture of clean water. Using the systems map as a guide, participants identified "levers" or opportunities for collaborative action. They formed action teams around these levers, and now work in 90-day project cycles using an Align, Act, Adjust approach. Barry Lampke, manager of the backbone organization project, will share why this "self-organizing" network approach may be the future of multi-sector collaboration in an increasingly complex world.

The Chittenden County Opioid Alliance: The Necessity of Mutually Reinforcing Activities

Cathy Aikman, Chittenden County Opioid Alliance; Sam Francis-Fath, Chittenden County Opioid Alliance; members of the Chittenden County Opioid Alliance Steering Committee and Action Teams

Green Mountain Room A

The Chittenden County Opioid Alliance: The necessity of mutually reinforcing activities, will be a group discussion with stakeholders and team members of the CCOA who will detail the history of the Alliance and the impetus behind using a collective impact model. We will review the intentional structure of the group, and the work of the group in their first months of implementation, including successes and challenges, as well how data is used to solidify mutually reinforcing activities.

The Hunger Councils of Vermont - Supporting Local and Statewide Collective Impact

Jenna Banning, Hunger Free Vermont

Green Mountain Room B

Beginning in 2006 in Chittenden and Washington Counties, Hunger Free Vermont began convening community groups to share information and take action on a variety of food security and related issues to address hunger at a local level. By providing opportunities for community members to network and learn about local anti-hunger initiatives and statewide trends, more effective and comprehensive solutions arose to make a measurable impact on hunger. Over the next ten years, the "Hunger Council" model has been replicated gradually across the state. The ten Hunger Councils of Vermont now cover the entire state, bringing together nearly 1,000 local and regional leaders to learn about hunger and improve community and household food security. In this presentation, Jenna Banning, Hunger Council Organizer for Hunger Free Vermont, will share some of the successes and the lessons learned as the backbone organization for the largest collective impact group in the state. Topics will include communication strategies, balancing community-driven priorities with high-level strategic directions, and methods to build an inclusive and broad membership base.

The Caring Collaborative: Building a Collaborative Backbone

Raquel Aronhime, United Way of Northwest Vermont; Diana Carminati, United Way of Northwest Vermont; Samantha Eayrs, Howard Center; Kristin Fontaine, University of Vermont Medical Center; Matt MacNeil, Howard Center

Beatrice Room

The Caring Collaborative is a family-driven community pilot using a Collective Impact approach to identify and support system changes with the potential to improve outcomes for children and better access for families seeking services and supports within a childcare setting. This panel will address the work of establishing and maintaining a multi-stakeholder, collaborative backbone and will share lessons learned from the first year.

11:30   KEYNOTE by Paul Born, Cofounder and President of Tamarack Institute

Communities Collaborating for a Collective Impact

Paul Born had a profound awakening the day he accepted the United Nations Award for developing one of the 40 best community development practices in the world. Though he was receiving this prestigious award for his leadership, poverty had actually increased by five percent in his community during the period for which he was being recognized. His response will surprise you and resulted in him developing the Tamarack Institute with philanthropist and business leader Alan Broadbent in order to better understand how communities can work better together and how to make this work of working together easier and more effective. Paul will share his remarkable story and explore the leadership principles that result in a collective impact and large scale systems change.

12:30   *LUNCH*

1:45   **Concurrent Sessions**

Results-Based Meeting Facilitation
Hillary Orsini, Center for New Leadership at Marlboro College
Green Mountain Room B
The first handful of times a group comes together are critical for building a foundation of trust, inclusion, and a culture of using data and taking action. This workshop will include lessons learned from designing and facilitating the early stages of Collective Impact in rural Vermont, basic tips and tricks of facilitation, and time for participants to share their own experiences of what worked well. The group will explore and engage with practices and tools to help develop stakeholder trust and shared leadership when doing cross-sector collaboration with more than one organization. The group will come away with practical tools and experience in design elements for the first meeting of a new steering committee or action team, establishing group norms, creating shared vision, and initiating shared measurement frameworks for holding stakeholders compassionately accountable. We will leave time to debrief the process and harvest any input from the group on the process.

Managing and Leveraging Conflict in Collective Impact
Paul Dickin, Cope & Associates, Inc. and Leah Schulz, Cope & Associates, Inc.
Pinnacle C
An interactive experience demonstrating how conflict can be the essential leverage element from which collective impact ecosystems emerge. The session highlights the value of developing a common agenda and how through naming existing conflicts we can leverage different ways of working together for greater impact. Together we will challenge our current patchwork collaborative models and explore the potential of community impact through a different lens. Along the way we will look at some tools and principles that assist us in making use of existing and inherent conflict. We will weave in a sprinkling of how we can stay customer-focused (it turns out that our work really isn't about us). And we may even poke fun at our habit of attending conferences as a metaphor for how we set about our work. An ambitious 75 minutes that will depend on all of us staying focused and active in the dream time slot immediately after lunch. Is it possible to develop from a system that invites stakeholders to the table, to one that is an ecosystem of collaborators? We invite you to explore this proposition together.

Human-Centered Design: Building High-Impact Customer-Centric Initiatives
Rich Nadworny, Empatico and Jenni Cathcart, VEIC
Beatrice Room
Human Centered Design, also known as design thinking, is an approach to solving big problems or challenges through an intensive people-focused, innovation-enabling process. As community leaders, you're asked to find ways of solving some of our biggest problems. So how can you find ways to help you and your organizations break through and find solutions that have the most impact? In our workshop, we'll show you examples of innovative solutions and examine the mind-sets and tools used to create them. But since Human Centered Design has a bias toward action, we'll spend most of our workshop letting you "do" design. You'll experience the process in real time, with real people. Our intent is that you'll understand design on both an emotional and intellectual level and feel empowered to use these techniques in your everyday work life.

Building Great Neighborhoods through Collaboration, Innovation and Research

Scott Tucker, Project VISION, Rutland City Police Dept.; Sarah Roy, Rutland - Vermont Dept. of Health; Clay Gilbert, Evergreen Services; Jess Ellis, Rutland County Women's Network; SGT Greg Sheldon, Project VISION, Community Response Team, Rutland City Police Dept.; Brad GoodHale, Project VISION; Caprice Hover, Rutland County Parent Child Center; Alicia Armstrong, Rutland Mental Health; Rich Eckrote, Rutland - Probation & Parole; Sarah Narkewicz, Bowse Health Trust, Rutland Regional Medical Center

Executive Boardroom

Our panel will provide "lightening rounds" to give participants a flavor for Rutland's approach with cross-sector partnerships and collective impact to achieve common outcomes for "complex social problems" called Project VISION. This presentation describes a promising strategy implemented in Rutland, VT for smaller communities to adopt when confronted with a plague of addiction affecting public safety, public health, community trust and the quality of life in our neighborhoods. Project VISION boasts over 400 visionary members with about 100 organizations, non-profits, agencies, departments, faith-based communities and neighbors represented. Our mission is to address substance abuse, reduce crime and build great neighborhoods; with a vision for "Rutland, (as) the healthiest, safest, happiest place in America."

Collective Impact Fundamentals: A Conversation with Newbies & Doubters

Paul Born, Tamarack Institute

Green Mountain Room A

For the past 15 years, Paul and his colleagues at the Tamarack Institute have observed, documented, and taught collective action to individuals and communities seeking to improve their social and economic conditions. This informal discussion will engage those who are new to the concepts of Collective Impact, or those who have questions or doubts about the concepts, in exploration and shared learning around Collective Impact Fundamentals, including: common agenda, shared measurement system, mutually reinforcing activities, continuous communication, and backbone governance and staffing.

3:15   **Concurrent Sessions**

Lessons from Energy Action Network: Working to Achieve Statewide Collective Impact

Andrea Colnes, Energy Action Network

Executive Boardroom

Energy Action Network (EAN) is a community of diverse, high-level stakeholders — business, government and non-profit leaders — who are committed to collaborating as a network and using a systems approach to transform Vermont's energy system. EAN's mission is to end Vermont's reliance on fossil fuels and to create clean, affordable and secure electric, heating, and transportation systems for the 21st Century. Andrea Colnes, Executive Director of EAN, will share the story and history of this established Collective Impact initiative, focusing on key factors in its development, including the role of a visionary funder and the use of a systems mapping approach. She will also share lessons learned through EAN about what makes a Collective Impact effort successful and what makes it harder than, or different from, other work. Participants will be invited to discuss rationale and strategies for engaging key stakeholder including state government and business sector.

The Intersection of Innovation and Action: Building Bright Futures as a Backbone Organization to Vermont's Early Childhood System

Sarah Squirrell, Building Bright Futures; Alyson Richards, Permanent Fund for Vermont's Children; Reeva Murphy, Child Development Division, Vermont Agency of Human Services; Dr. Breena Holmes, Division of Maternal and Child Health, Vermont Department of Health; Rebecca Raymond, Central Vermont Building Bright Futures Regional Council

Green Mountain Room B

Learn from Building Bright Futures, a backbone support organization to Vermont's early childhood system, how they use their state-wide advisory council and 12 regional councils to expand the capacity of diverse state and regional public/and private partners to improve the well-being of Vermont's youngest children. Session participants will learn about how to build statewide coordination, engagement and alignment between public, private and philanthropic partners to impact child well-being, and hear statewide collaboration stories that showcase effective practices, challenges and lessons learned. Participants will also have an opportunity to share, through a facilitated discussion, their additional tips, tools and resources to promote collective impact that may be useful for other cross-sector collaborative impact initiatives in the state.

Empathic Interviewing: A Tool for Inclusion & Innovation

Amy Carmola and Rachel Sanborn, United Way of Northwest Vermont

Beatrice Room

This active learning session explores a tool partners can use to gain empathy and develop strategies and solutions that truly meet the needs of the communities we serve. This session will draw on core themes from Human Centered Design, which emphasizes empathy, creativity, and rapid prototyping in designing solutions to problems. Participants will explore the role of meaningful inclusion and mutual understanding in achieving collective impact, and will practice empathic interviewing as a way to engage stakeholders more deeply and transform the way communities work together.

Working Bridges: Engaging Employers in Innovation

Lisa Falcone, United Way of Northwest Vermont; Lorri Miller, Rhino Foods; Penne Lynch, CCV; Lindsey West, Keurig Green Mountain

Green Mountain Room A

Working Bridges is a nationally recognized, public-private, employer collaborative that shares innovative practices to directly improve hiring, retention, productivity, advancement and financial stability of low-to-moderate income earners, using the workplace as the platform for services. Through Working Bridges, low to moderate wage workers to have access to resources and supports that assist them to be successful at work and secure their personal economic stability. This panel discussion will focus on the role of employers in designing and implementing new strategies to promote financial stability, and how the Working Bridges employer collaboration has been developed and sustained.

Inclusion of People with Lived Experience: Workshop & Discussion

Paul Born, Tamarack Institute

Pinnacle C

In Collective Impact, innovation is essential, as to be content with how things are now is to assume that if we just work harder, smarter or invest more money in the current way of doing things we will get a different result. Change at the community level requires us to be "rethinking" and to improve current systems. It requires us to come up with new ideas. When we engage people with lived experience with an issue, they provide critical insights into their needs and foster a culture of new or renewed thinking. This session will explore the value, expertise, and power of people with lived experience, and how to engage them in efforts to solve complex community problems.

5:00   **Networking Reception**
         Stoweflake Atrium
         Featuring a tasting of Vermont Ciders and Cheeses

6:30   **Optional Dine-Around in Stowe**

         Join an informal dinner discussions for groups of up to 10 people at local restaurants, focused on a shared topic of interest. Attendees can select from remaining slots at registration.

         Dine Around Topics:
- Challenges and ideas for being truly inclusive
- How to tell the story of a Collective Impact effort
- Creating Sustainability in Collective Impact
- What will it take for Vermont to support community solutions?

Thursday, November 3

8:00   *BREAKFAST*

9:00   **Plenary Session with Paul Born, Cofounder and President of Tamarack Institute**
Deepening Community for Collective Impact
Pinnacle Ballroom
This interactive keynote is based on Paul's best-selling book *Deepening Community - Finding Joy Together in Chaotic Times*. As Community Leaders we work to build stronger and healthier communities. To do this we require engaged citizens who know each other's stories, enjoy and care for one another. This commitment to community causes citizens to reach out and to work together for a better world. What happens when our collective sense of community is not strong and people are more concerned with individual wellbeing than collective capacity? Paul will help us explore how our own leadership is connected to our beliefs about community, and will focus on several practical community development leadership principles such as community engagement, community innovation, collaborative leadership and collective impact.

10:30   **Concurrent Sessions**

Open Data: Get Your Hands on Tools for Collective Impact and Social Change
Bill Morris, Faraday; Leslie Pelch, GISP, PMP, Vermont Center for Geographic Information; Casey Cleary, MBA, Information Enterprise Architect, Department of Information & Innovation/State of Vermont; Michael Moser, Vermont State Data Center; Eric Fowler, Burlington Police Department; Lauren-Glenn Davitian, CCTV Center for Media & Democracy
Green Mountain Room B
There is a growing movement to open local, state, federal and shared data sources to provide communities with information about critical resources such as affordable housing, public safety and environmental protection. The panel will discuss how open data can help collective impact initiatives through the presentation of working Vermont examples, national initiatives, and a look at what is ahead for this important trend in sharing community knowledge to unlock new solutions for the common good.

Shared Measurement: Meaningful Use of Data
Erin Roche, University of Vermont Center for Rural Studies
Green Mountain Room A
This session will explore the role that data should and can play in furthering Collective Impact efforts in meaningful and valued ways. Drawing on evaluating experiences of Vermont initiatives, Erin Roche will help participants recognize the "sweet spot" between high level population indicators and specific performance measures – where data can be used to further understanding, drive action, and assess progress, all in service to collective impact.

Data Walk: Engaging Stakeholders in Shared Meaning
Diana Carminati, Leah Soderquist and Rachel Sanborn, United Way of Northwest Vermont
Beatrice Room
This interactive session will explore a process for engaging diverse stakeholders in making sense of data and information in ways that support shared understanding and decision-making. Participants will practice engaging in a Data Walk exercise, and will explore how they can use this exercise in their own communities to engage stakeholders, strengthen relationships, develop a common agenda, and take action collectively.

Turning the Curve on Complex Issues: A Results-Based Accountability Tool for Identifying and Engaging Stakeholders
Executive Boardroom

For a many years, Vermont stakeholders (including state government and a growing number of nonprofit organizations) have used Results-Based Accountability (RBA), a planning and evaluation framework developed by Mark Friedman, to guide efforts to improve community conditions and assess the performance of programs. RBA is a disciplined way of thinking, planning, and acting to move communities forward on big challenges requiring collective action. In this interactive session, participants will learn and practice RBA's Turn the Curve exercise and explore how that exercise can be used as a tool to develop shared understanding of complex issues and identify the full range of partners with a role to play in "turning the curve" through mutually reinforcing activities.

The First 12 Months of Collective Impact: Strategies to Get Things Done
Paul Born, Tamarack Institute
Pinnacle C

In this highly practical workshop Paul will explore the unique challenges and opportunities to employ the principles of Collective Impact and the key activities in our first 12 months of launching a community wide strategy. Topics will include the four pre-conditions and five principles of achieving a collective impact 1) Building a Community Engagement Strategy 2) Engagement and formalizing our community partners 3) Governance and the Backbone role 4) Raising funds and engaging funders. This workshop includes small group exercises to take ideas from theory to action.

12:00 *LUNCH with Table Discussions by Issue Area*

1:15 **Open Time**

This time is reserved for teams who are attending the conference together to meet and share their learning or for participants to meet with colleagues or new connections. Conference breakout rooms will be available for small groups to use and share on an informal basis.

2:00 **Concurrent Sessions**

Developing a Model for Collaborative Funding
Diana Carminati, United Way of Northwest Vermont; Amy Carmola, United Way of Northwest Vermont; Julie Cole, University of Vermont Medical Center; Marcy Esbjerg, City of Burlington; Jane Helmstetter, Agency of Human Services; Regina Mahoney, Chittenden County Regional Planning Commission; Martha Maksym, United Way of Northwest Vermont; Jen Peterson, Vermont Community Foundation; Susie Posner-Jones, University of Vermont Medical Center Foundation
Pinnacle C

Funders can and should play important roles in Collective Impact efforts and, like community partners and all stakeholders, funders need tools, processes, and practices that allow us to be more open, more informed, and more collaborative. A group of local, regional, and statewide funders has been working together to develop opportunities and a framework for funders to create greater impact through collaborative investment toward common priorities. During this session, this group will (1) share a prototype for a collaborative funding model that could be used in any community to facilitate collaborative funding within a multi-stakeholder group, and (2) share the results of testing the process and identifying leverage points within the focus area of reducing homeless. Session participants will be invited to provide real time feedback that will inform the next phase of design for the collaborative funding model.

Peer Assist Workshops
Green Mountain Room B
This structured peer-assist process will help conference participants assist with, and learn from, a particular challenge being faced by colleagues engaged in a multi-stakeholder initiative. Participants will engage in a structured process for shared learning and problem solving, and will explore how that process can be used in their own work to further stakeholder engagement, innovation, and collective action.

Visualizing Systems: Understanding & Mapping Complexity
Christopher Koliba, University of Vermont
Beatrice Room
Christopher Koliba is a Professor in the Community Development and Applied Economics Department at the University of Vermont and the Director of the Master of Public Administration Program. In this interactive session, he will help participants identify the elements of a complex system and how those elements interrelate, and he will lead the group through the process of constructing a systems map within the context of a community challenge. Graphic recorder Angelique McAlpine will capture the groups' work in real time, and the group will explore how visual representation can help facilitate conversation and foster understanding of complex systems.

The Collaborative Leader
Paul Born, Tamarack Institute
Green Mountain Room A
In this workshop Paul presents an overview of the study of both leadership and collective leadership. He engages participants in examining their own 'leadership lenses' and shares a number of new images or metaphors for collaborative leadership. Finally, he leads participants through a discussion of the different competencies/images for collaborative leadership and how they can build on their own leadership strengths.

3:30   **Closing Plenary**

Evaluating Collective Impact: Defining and Recognizing Success Along the Way
Panel discussion featuring two Vermont initiatives, facilitated by Lauren-Glenn Davitian, CCTV Center for Media & Democracy

Concluding Reflections
Paul Born, Tamarack Institute

4:30   *INFORMAL NETWORKING*