

IMPACT
COALITION
BUILDING COMMUNITY PROSPERITY

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**PRESENTATION SESSION:
Developing Your Bridges out of
Poverty Steering Committee into a
Stable Organization**

- **Brittany Ford**
 - Policy Analyst, Lucas County Planning & Development
 - Chair, Lucas County Impact Coalition
- **Lisa Smith**
 - Impact Coalition Project Coordinator, Lucas County Family and Children First Council
 - Ohio ERN

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OBJECTIVES

- Review/discuss:
 - History of Lucas County Bridges Out of Poverty and the Impact Coalition
 - 2016/2017 Lucas County Impact Coalition Organizational Assessment by LISC Toledo
 - How we have applied what we learned from the LISC report

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LUCAS COUNTY IMPACT COALITION (Toledo, Ohio)

Mission

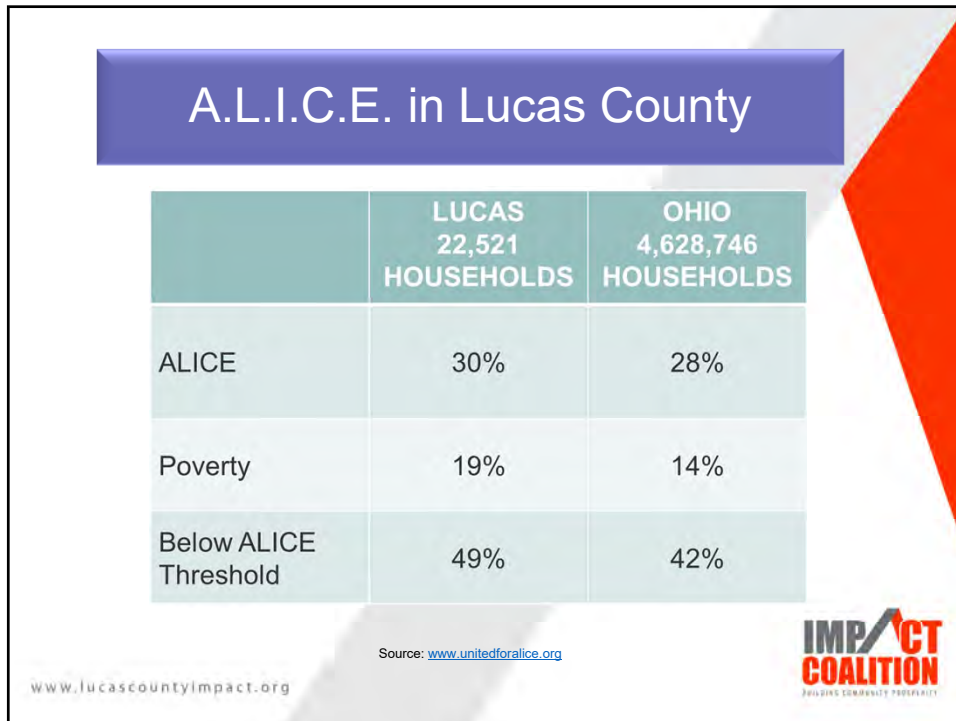
To engage and equip people and sectors of our community in building sustainable resources that create stability for all.

Vision

To be a thriving, resilient and mutually responsible community.

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HISTORY OF THE LUCAS COUNTY IMPACT COALITION

- | | |
|---------|---|
| 2006 | Forms as the Bridges Out of Poverty Steering Committee |
| 2010 | Becomes permanently housed within the Lucas County Family & Children First Council |
| 2015 | Rebrands as the Lucas County Impact Coalition |
| 2016-17 | LISC Toledo conducts organizational assessment of the Impact Coalition and makes recommendations to optimize sustainability and effectiveness |

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CONTEXT OF REPORT

- 2016 Ohio Department of Job & Family Services Health Buckeye Council Grant Funding \$11.5 million
- Lucas County Family & Children First Council's Impact Coalition was named the regional HBC
- Lucas County Impact Coalition was awarded \$750,000
 - \$10,000 included for an organizational assessment with partner and technical assistance provider LISC Toledo

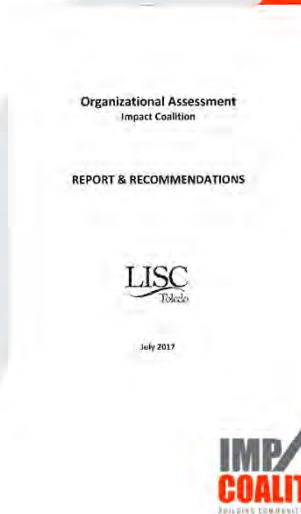
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CONTEXT OF REPORT (CONT.)

- Context
 - Lucas County Impact Coalition was growing programs, partnerships, and staff
 - Did not have a formal organizational structure for the steering committee or for future sustainability
- Goal of Assessment
 - To assess the organizational capacity and assist in the development of an organizational development plan to ensure future sustainability
- LISC Toledo was on our Steering Committee and a partner
- Timeline November 2016 through July 2017

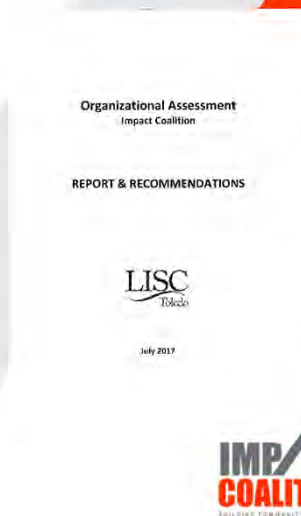
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WHY IMPORTANT?

- The internal structures, procedures, and administration of an organization determines its capacity to mobilize resources and advance its mission
- The more expert--or competent--an organization is in key areas, the more it will be able to achieve
- To build a more structured organization with processes and procedures in place that outline membership expectations, set priorities, and track outcomes
- For sustainability of the work, to effectively fundraise, and because we were going through growing pains

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SCOPE OF REPORT

- Historical review of committee and project records
- Stakeholder interviews with key committee members, funders, and partners
- Surveys of committee members

Organizational Assessment
Impact Coalition

REPORT & RECOMMENDATIONS

LISC
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KEY FINDINGS OF REPORT

- Historical records for informal committees were inconsistent
- No work plans and few outcomes tracked
- Inconsistent attendance OR “super volunteers” who were on multiple committees



All of this limits organizational capacity, growth, and sustainability

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RECOMMENDATIONS OF REPORT

- Organizational Structure
- Membership
- Transfer of Institutional Knowledge
- Lack of Quantitative Data
- Resource Development

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RECOMMENDATION: Organizational Structure

- Establish By-Laws for Governance and Transparency
- Adopt proposed organizational chart
 - Addition of the Executive Committee
 - Kept Steering Committee and two working committees, Training and Engagement
 - Move Quality and Marketing to Ad Hoc because of inconsistent leadership
 - Proposed adding a Policy and Systems Change Committee

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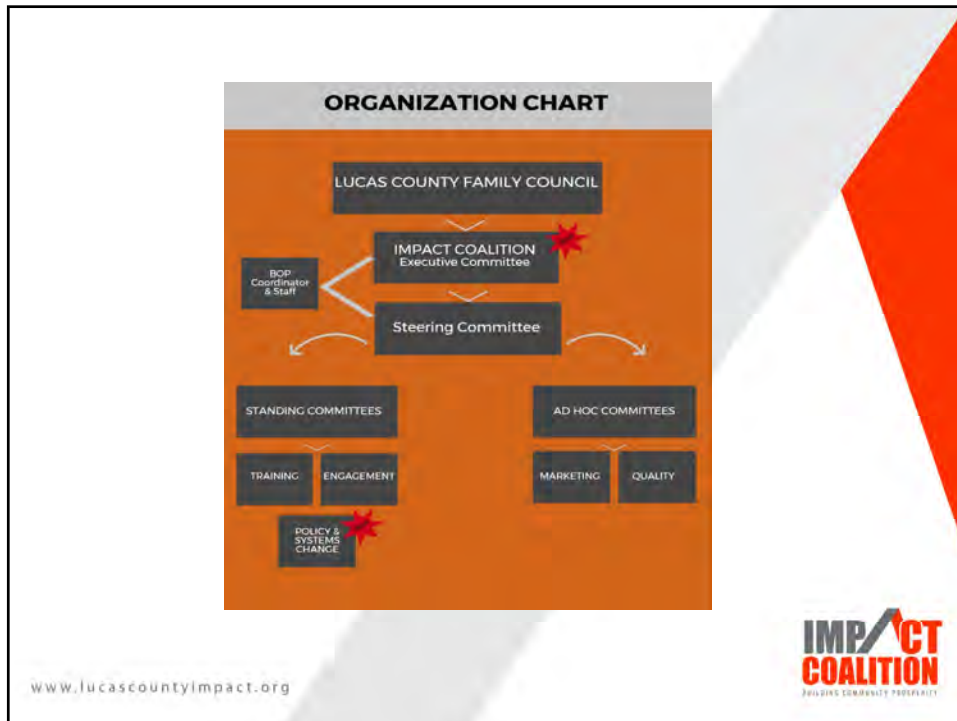
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RECOMMENDATION: Membership

- Create Orientation Materials
- Recruit priority sectors
- Partnership Agreements for Steering Committee, Executive, and Working Committee Members
 - Tied to training program

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RECOMMENDATION: Transfer of Institutional Knowledge

- Share Orientation Materials with existing members and ongoing with new members for onboarding, historical knowledge
- Web page
- Assign staff support to serve as record keeper

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RECOMMENDATION: Lack of Quantitative Data

- Establish working committee work plans with outcomes/key metrics for success
- Require funded partners to provide regular reports on progress toward key metrics

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RECOMMENDATION: Resource Development

- Establish budget to support Impact Coalition staff to implement strategic priorities and programming
- Formalize programmatic goals and funding priorities

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RECOMMENDATIONS Progress since 2016/2017 Report

- Organizational Assessment
 - Adopted Proposed Organization Chart creating Executive Committee
 - Established Charter (or by-laws)
- Membership
 - *In progress*: Creating Orientation Materials (or *Committee Toolkit* - priority for calendar year 2019)
 - Partnership Agreements
- Transfer of Institutional Knowledge
 - Web page on Lucas County website
 - Staff support minutes and record keeping development and organization maintenance

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RECOMMENDATIONS

Progress since 2016/2017 Report (cont.)

- Lack of Quantitative Data
 - Working Committees (specifically Training and Engagement) create annual work plans with outcomes/key metrics that are approved and monitored by the Executive Committee
- Resource Development
 - Established budget with strategic input from Executive Committee
 - *On radar*: Develop Impact Coalition 501©3 to fundraise for unrestricted funds to support strategic initiatives and programs

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How we've used our findings so far

- Cross-sector Stakeholders
 - Charter, Partnership Agreement, and soon-to-be Committee Toolkit are important
- New Committees
 - Work more strategically and effectively
- Employer Resource Network (ERN) Development
 - Increased capacity and efficiency
- Funding
 - Exploring options
 - Filling data gaps

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HANDOUTS

- Lucas County Impact Coalition Overview
- Employer Resource Network (ERN) Overview
- 2016/2017 Lucas County Impact Coalition Organizational Assessment Overview
- Partnership Agreement

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QUESTIONS?

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THANK YOU!

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