2016-2017

Progress and Plans for La Red del Rio Abajo's Collective Impact Initiative

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EXECUTIVE SUMMARY

La Red del Rio Abajo (La Red) is an immigrant-friendly, social justice collaborative dedicated to creating the environment and circumstances to promote healthy and economically secure families and community. As a Collective Impact initiative, La Red is comprised of eleven organizations dedicated to serving the South Valley of Albuquerque, New Mexico. La Red began in 2014 with the support of the McCune Charitable Foundation. Continued support by McCune is crucial for strategic planning and the implementation of La Red long-term plans as well as supporting related projects and initiatives.

This year's evaluation focused on organizing, compiling, and assessing the documents and data that are relevant to the implementation and long-term progression of La Red as a Collective Impact initiative. Organization of the initiative was achieved by constructing a logic model and a multi-year plan.

When developing the logic model, we began with the intended impact. **We defined several intended, long-term impacts that are categorized by (1) Societal impacts and (2) Impacts on the organization of La Red itself. What developed was a clear and direct correlation between the Activities, Outputs and Outcomes, and how those all line up to support and initialize the long-term impacts intended by La Red**.

The multi-year plan provides a focused tool for La Red to manage where they are in each stage in its development. The multi-year timeline maps out La Red's trajectory and milestones into the future and will assist in strategic planning. It will also be useful in identifying patterns, context, and connections of events, activities, grants, actions, and achievements. Long term goals outlined in the logic model and timeline are solidified and made more obtainable through these organizational tools.

In the first three years La Red has made great strides towards their ultimate social goal of creating conditions that lead to self-empowerment and healthier community. Reaching this goal requires tremendous commitment from the member organizations. **One of the discoveries that came out of building the timeline is the ongoing activities section that will need to be continuously and consistently acted on and appraised. Documentation of these activities will be an important factor of building a replicable model of Collective Impact for other communities, which is one of the long-term organizational goals**.

Years 2015-2017 have been heavily focused on building the organization while building community partners, and starting initiatives and developmental programs. By year 2018 a new platform and shared data system with the Family Independence Initiative (FII) will be implemented. La Red will then have the support structure and backbone established for long term collective impact and will be able to instruct higher quality programming, conduct service quality assessments, and begin building

awareness of policy makers. By 2020, La Red will be able to establish a process model and by 2021, have a replicable model of Collective Impact that organizations across New Mexico can follow. With this model to follow, similar networks can be initiated in New Mexico by 2022-2023.

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1. Introduction

Initiated in mid-2014, La Red del Rio Abajo is a collaboration of eleven non-profit organizations that have agreed to work together to promote safe, healthy and economically secure families and communities in Albuquerque's South Valley. The members of La Red have dedicated themselves to a Collective Impact (CI) approach to focus their efforts of understanding, addressing, and resolving complex social and environmental issues of the South Valley. Collective impact takes place when organizations with similar and compatible interests, but with different capabilities, share a common perception of the nature of a problem. They collectively implement agreed initiatives towards the solution of the problem. Specifically, La Red endeavors to better understand community needs of Albuquerque's South Valley, establish shared goals, improve responsiveness by effectively leveraging resources, and advocate for systemic change. An imperative part of a collective impact initiative is the ability to evaluate the collective impact effort.

Using the collective impact model is truly a holistic approach to long-term social change. For example, by taking a collective impact approach, each member gains a better understanding of community needs and what needs are met by other organizations. In this way, not only are they more aware of additional resources that may be available to the community, it may allow the individual organizations to better focus on what they themselves are best at. The knowledge that other partner organizations are meeting additional needs of the community that their clients may benefit from can then free them to focus on their own strengths while simultaneously leveraging the strengths of other organizations.

The eleven organizations of La Red that currently operate in the South Valley area are: AgriCultura Network - La Cosecha, Barelas Community Coalition, Centro Sávila, Encuentro, Enlace Comunitario, the New Mexico Immigrant Law Center, Partnership for Community Action, PB&J Family Services, Prosperity Works, South Valley Economic Development Center, and Artful Life. (See Appendix A)

The McCune Charitable Foundation is providing support for La Red in strategic planning, facilitation, and evaluation.

The Evaluation team consists of Amy Hawkins and Julian Baca from UNM, La Red facilitator, Juan Abeyta, and La Red Consultant Virginia Perez-Ortega.

The focus of this report is a multi-year timeline, to include a program evaluation blueprint of where La Red envisions themselves to be as the collective impact initiative is implemented and matures. This will include documentation of the process of building a sustainable collective impact model that is long-term and replicable.

The evaluation questions are:

1) Where is La Red going and how will it get there?

2) What collective impact processes, outcomes and milestones has La Red accomplished so far?

The purpose of this report is to provide an overview of the Evaluation Lab's work for 2016-2017 as well as to document significant changes, processes, and achievements of La Red. In the La Red 2016-2017 Evaluation Plan, there were key objectives identified to aid in the advancement of La Red's goals. As detailed in Table 1, the evaluation plan objectives include the development of a multiyear timeline, identifying data for assessment, documenting existing processes, collecting data, and creating or identifying a place for La Red to store and organize documents and data. The table also provides a snapshot of whether or not, and how, evaluation objectives were met. In addition to the evaluation work described in table 1, this report also details smaller projects that were completed, the process of creating a multiyear timeline, and La Red's system of governance.

Additional goals met by the Evaluation Lab include the completion of the La Red Logic Model (see Appendix B) which was helpful in developing the timeline. For details regarding the development of the La Red logic model, please see the 2016-2017 Evaluation Plan.

Significant developments for La Red happened this year. Most notable is La Red's partnership with the Family Independence Initiative (FII). FII is an approach to economic mobility that is participant/client led and based on their self-identified needs. FII has a presence in New Mexico currently with 81 participating families. La Red will seek to enroll 100 additional families in FII per year. Another important milestone for La Red was the December 2016 decision to adopt a target demographic of single head of household families. For La Red, this is an obtainable target for their initiative. La Red is structured around the idea that great advancements are made through Collective Impact and moving quickly toward its overarching goal of improving the conditions in the South Valley community. The work and processes documented in this report are meant to assist in strengthening the backbone function of La Red and the continuation of a sustainable collective impact model that is long-term and replicable.

Table 1. Evaluation Objectives and Outcomes

Objectives	Outcomes
Multiyear timeline that maps out trajectory and milestones from logic model into the future	Objective met with a finished, easy to navigate and editable timeline. See Section 3 for details and finished product.
Identify data that will be needed to assess outputs and outcomes	We identified using South Valley, New Mexico CDP for statistical purposes as a more appropriate attribute than zip code 87105. Data regarding level of services and satisfaction of La Red organizations will depend on reports and data from FII. A process of using the same intake forms among the La Red organizations is still ongoing as is developing a way to capture data regarding referrals between organizations.
Document existing processes	Objective met with documentation of La Red's governance process. See Section 4 for details. Other processes documented through timeline (Section 3)
Collect or compile existing data	Objective met by compiling existing data into the updated Data Atlas and collected new data regarding single-heads of households for South Valley, New Mexico CDP. Virginia Perez-Ortega has prepared a final report of the Resolanas, which we made available in March 2017 in the La Red shared Dropbox folder.
Create an evaluation "repository" for La Red for documents and data	We looked into many options for this including creating a private web page within the Evaluation Lab website. Juan Abeyta organized an agreement with [Share NM](#), a resource directory for community organizations, programs, and initiatives which has agreed to give La Red their own page on the website. A La Red team is currently working on the design of the landing page. Target date of going live is July-August 2017.

2. Work Performed by Evaluation Team

In order to answer the evaluation questions, and meet our goals outlined in the Evaluation Plan, a deep understanding of La Red and its objectives is imperative. La Red operates as a system of complex relationships, working together to achieve collective impact. Performing the tasks below allowed us to gain an intimate understanding of La Red and allowed us insight about what we can provide to assist La Red in achieving its mission. (See Table 2.)

Table 2. Summary of Evaluation Activities

Work/Activities	Results/Accomplished Through
Observation and documentation of the Resolanas	Written reports providing overview of the 2016 Resolanas conducted on March 24, April 29, July 14, September 22, and October 11. Achieved through participant observation performed by Michael Ayala. Virginia Perez-Ortega provided a final report on 2016 Resolanas to La Red in March 2017.
Observation of the August 2016 La Red Director's meeting	Insight to the dynamics of the La Red members/Directors. Achieved through participant observation performed by Amy Hawkins.
Literature Review: Evaluating Collective Impact	Using different approaches of measurement for each of the three stages of CI, developmental, formative, and summative is a recognized strategy for measuring progress and evaluating effectiveness and impact. La Red, still in the developmental phase, has been focused on establishing the initiative's structure, processes, and communication. See Appendix E for Collective Impact developmental stages model, and examples of how to structure Outcomes and Indicators for assessment. Refer to La Red Program Evaluation Plan 2016-2017 for full literature review.
Working sessions to create La Red's Logic Model and presentation of logic model to La Red Directors at December 2016 meeting	Working sessions included Juan Abeyta, Julian Baca, and Amy Hawkins. Input for logic model draft was asked for and given by La Red Directors. They were able to ask questions and address any concerns with the logic model at the December meeting. Amy Hawkins presented the logic model, facilitated discussion and answered questions about the logic model at this meeting.

La Red Directors adopted the final version of the Logic Model document shortly after. (See Appendix B) |

Two conference calls including Mr. Abeyta and Ms. Perez-Ortega to discuss and decide on the appropriate direction of the 2016-2017 Evaluation Plan	Juan Abeyta, Julian Baca, Amy Hawkins and Virginia Perez-Ortega attended the conference calls. We discussed several possible avenues for the 2016-2017 report. It was determined that a multi-year evaluation scope for La Red was appropriate for this stage in their development. This would allow for long-term planning and help focus their strategies in order to meet long-term goals.
Updated *Data Atlas* to include the *Number of Businesses by Type: A Comparison to Albuquerque's Uptown* report.	The 2015-2016 New Mexico Evaluation Lab team completed the *Data Atlas* and *Number of Businesses by Type* reports. Juan Abeyta requested that we combine these reports and Amy Hawkins completed this in November 2016.
Research about South Valley demographics and location to provide new data for La Red	UNM worked with La Red to identify the proper US Census geography (South Valley CDP) for data analysis in order to accurately capture the demographic characteristics and trends in the target community.
New research and data scan using South Valley CDP, New Mexico	This research helped define the target demographic for La Red moving forward. La Red adopted the decision to make single heads of household families the target demographic in Dec 2016.
Working sessions to create timeline for multi-year plan with Mr. Abeyta January 2017	Working sessions included Juan Abeyta, Julian Baca, and Amy Hawkins during the months of Jan & Feb 2017. Guiding this work was FSG's *Guide to Timeline Mapping.* Using La Red's logic model as the building blocks, we were able to map out a reasonable, multiyear plan that is easily navigated in an editable document. (See section 3)

3. Timeline

A long-term evaluation scope is appropriate for La Red at this stage in its development. To project a program evaluation blueprint of where La Red expects to be at each stage in its development, we created a multiyear timeline that maps out La Red's trajectory and milestones into the future. Timeline mapping is important for long term evaluation and strategic planning and will be a useful tool for La Red to see patterns, context, and connections of events, activities, grants, actions, achievements, and other milestone markers (Parkhurst and Preskill, 2015). FSG's *Guide to Timeline Mapping* suggests that four identifications be made in preparation of timeline mapping: topic, who will participate, scale of analysis, and timeframe.

Amy Hawkins facilitated the timeline process and began conversations with Juan Abeyta and Julian Baca regarding these four boundaries.

Using the logic model (see Appendix B) to guide the timeline project, topics for the timeline remain consistent with La Red's long-term outcomes and impact, and categorized into societal and organizational design:

Community/Social
- Conditions created that lead to self-empowerment and healthier community
- Sustainable economic development
- Leadership Development:
  - Creating Platform for collective action and a "Community of Learning"
  - Develop New Leaders
- Changing narratives between community and institutions

Organizational
- Support structure for long term collective impact
- Established process model
- Influence policy
- Replicable model of Collective Impact for organizations across NM

The scale of the timeline project was pre-determined by La Red's target group, which is the South Valley. We decided on a timeline of ten years, beginning when La Red first received funding, in 2015. In terms of participation, the evaluation team completed the timeline. Mr. Abeyta would facilitate a conversation with the La Red BOD at a monthly meeting for input, questions, or concerns and relay any suggestions by the BOD to the facilitator for changes or edits.

Additional preparation before working sessions was done by using the logic model and meeting notes as guides to pre-populating data on individual note cards. We held two working sessions, each about one and one-half hour each. For each working session, the facilitator drew out the ten-year timeframe on a whiteboard, distributed a printed copy of the logic model for reference, and then placed each pre-populated card on the whiteboard corresponding with the appropriate year. Pens, markers, and additional notecards were also made available. This part of the process of working together to plot the data was very interactive with lively discussion and careful contemplation. We used additional notecards to plot data that came up during discussions that had not been prepopulated.

Discovery of themes throughout this process include items that happen on a regular basis such as the monthly BOD meetings. The evaluation team added a space for "ongoing" data to capture the instances of these types of entries.

Plotting data from the logic model provided insight of the data relationships, inputs, and activities that are not apparent when looking at the logic model alone. Working through the process together sparked ideas about achievements and projects that La Red had participated in that we had not previously documented such as the partnership with Hispanics in Philanthropy (HIP). Once the plotting of data on the whiteboard was complete, Amy took pictures, marked each card with where it belonged on the timeline, and took careful notes about any additional information or discoveries that had not been plotted on a card. She then transcribed the information into a digital, editable format.

The timeline is organized into a table where the x axis represent years 2015-2023. It's then divided into three categories on the y axis: Community/Social, La Red Organizational, and Ongoing. We started retroactively with year 2015 because of the importance of having an easy and consistent way of documenting and accessing this information. We then matched activities, funding, milestones, initiatives, and changes with the appropriate year and category. For example:

In 2015, the Community / Social entries include:

- Service gaps are identified
- Community engagement & participation (Resolanas)

Entries for the 2015 La Red Organizational field include:

- McCune funding
- Baseline data with consistent indicators (Data Atlas)
- Partnership with 11 community based organizations
- Established governance & process for decision making (Dynamic Governance)
- Orientation / tour of organizations for La Red members
- Service inventory
- Dissemination of strengths of orgs

We were able to use information already gathered for years 2015-2017 as these were recent activities, etc. that we have documentation on. For years 2018-2023 we carefully considered items outlined by the logic model and how they fit into the long-term goals and when, reasonably, they could be completed.

Ongoing items, by which we mean things that happen on a regular basis and at least monthly, include items such as trust building, improved communication and interactions, and design of projects or programs that support collaborative initiatives.

By identifying the timeframe, period markers (yearly), strategic focus, activities, achievements, and internal changes or transitions, La Red has a tool to inform each year of operation that can be easily changed or updated as appropriate.

See La Red Timeline below.

La Red Timeline: What has happened and what we expect to happen

	2015	2016	2017	2018	2019	2020	2021	2022	2023
Community /	• Service gaps are identified • Community engagement & participation (Resolanas)	• Increased awareness of issues that impact community • Increased understanding of issues	• Leadership Development • Creating Platform for collective action and a "Community of Learning" • Sustainable economic development	• Increased public knowledge of services & how to access them	• Higher quality programming			• Institutional change • Establishment of similar networks in NM	• Conditions created that lead to self-empowerment and healthier community
La Red Organizational	• McCune funding • Baseline data with consistent indicators (Data Atlas) • Partnership with 11 community based organizations • Established governance & process for decision making (Dynamic Governance) • Orientation / tour of organizations for La Red members • Service inventory • Dissemination of strengths of orgs	• HIP funding • Develop a shared vision for change • Established conditions that allow "creative collisions" to develop new approaches towards ameliorating long-standing problems • Agreement of collaborative approach to address issues	• Kresge funding • Updated service inventory • Expansion of La Red network • Technical support structure established • Program efficiency evaluation • Established evaluation plan • Submission of funding proposals for new projects or programming • Increased inter-program engagement	• Service gaps identified • New Platform established FII • Established shared data system (FII) • Support structure for long term collective impact	• Quality of services assessment • Comparison of services with needs • Building awareness of policy makers	• Established process model • Inform policymakers on issues confronting the SV community so that they take actions to create favorable policy environments and build the base of support for priority issues	• Program efficiency evaluation regarding Implementation of FII • Replicable model of Collective Impact organizations across NM	• Influence policy • Changing narratives between community and institutions	• Institutional change

Ongoing

- Trust building
- Monthly meetings with shared lessons
- Continuous & consistent communication through email, meetings, etc.
- Designing new projects or programs that support collaborative initiatives

- Incorporation of an evaluation culture in individual organizations
- Improved communication & interactions between orgs
- Results of evaluation to be used for planning

4. Significant Changes

There have been several significant changes for La Red in the past several months. A goal of the evaluation team was to try to capture as much information about the activities of La Red as possible. This includes changes in scope, direction, activities, projects, and partnerships.

1. The scope has changed to focus on single head of households. The evaluation team provided the data scan comparing statistics to assist La Red with this decision (See Appendix C). The La Red Board of Directors (BOD) adopted this in December 2016.

2. Previously, data gathered for La Red used the 87105 zip code to represent the South Valley. The United States Census Bureau recognizes the South Valley, New Mexico as a census-designated place (CDP) which is a concentration of population defined by the Census Bureau for statistical purposes. Moving forward, La Red will use South Valley, New Mexico CDP for data and statistical purposes.

3. La Red adopted the Family Independence Initiative (FII) Platform in January 2017. FII will be the service provider and La Red will act as the sponsoring organization who provides staff, funding, and access to public service organizations. Implementation of the partnership is to begin in 2018. A description of the FII platform follows:

    i. This is a partnership with La Red. Families sign up through La Red, they get a computer and track their own progress towards improving their lives through community engagement, recognition of resources and how to access them.

    ii. A 2-year commitment for families who sign up.

    iii. 10-year commitment for La Red.

    iv. Data tracking through an Online Journal: Each family enrolled in FII has access to the FII online data system. The system allows La Red and the national organization to collect a rich body of data on the initiative of each household while also providing each family a tool for self-reflection. Each month families log into their online journals to input information about income and savings, health, education and skills, housing, leadership, and connections. Families can easily track their progress and evaluate priorities, while receiving payment in exchange for sharing their data.

4. Share NM, a resource directory for community organizations, programs, and initiatives has agreed to give La Red their own page on their website. Implementation date is to be determined.

5. Current La Red Initiatives / Activities

La Red is a multifaceted collaborative with various projects that members engage in. The following section documents some of the work that they have been doing that is not laid out in any other section of this report.

A. Hispanics in Philanthropy (HIP): HIP is a collective initiative with a core group of five La Red organizations that collectively designed a mentoring demonstration program targeting young Latino men in the South Valley. The project, called "South Valley Men and Young Men's Initiative," enrolled twenty Latino youths in the pilot program. The participants are connected with male mentors and local nonprofit resources from their community through project leader, William Poehner (Ortsman & Hand, 2016). See appendix D for an article about the project titled "A Collective Takes Root" for more information and click here for a video documentary piece on Vimeo.

B. Building Movement Project (BMP): The BMP in collaboration with the Common Good Action Project will take place early May to November, 2017. A cohort of La Red organizations are expected to participate; facilitation of cohort orientation is scheduled for May 2, 2017. See appendix H for Expectations of Cohort Organizations and list of BMP Advisory Members.

C. Kresge Foundation: La Red has received funding from the Kresge Foundation for a "Community Table" project. This includes clients and participants from the South Valley gathering for a meal for the purpose of sharing, building community, and strengthening community engagement.

D. Economic engagement poll: This was a poll on the financial security and prosperity of La Red clients that sought to understand which interventions would make a difference in their financial wellbeing. Questions included: 1) What do your families need most immediately? 2) What assistance would benefit your families the most in the long term? The full survey results are located in Appendix F.

E. Economic Development in the South Valley: There are several avenues in which La Red is supporting economic development in the South Valley. La Red organizations, Prosperity Works and the New Mexico Immigrant Law Center, have taken the lead on this initiative and have been working with Nusenda Credit Union and the W.K. Kellogg Foundation to provide South Valley community members reasonable access to:
   i. Emergency student loans (Active)
   ii. Filing fees for immigration relief (Active)
   iii. Business loans (2017 implementation targeted)
   iv. General consumer loans (2017 implementation targeted)

F. Regular reporting: Each year, La Red submits a Project Report to the McCune Charitable Foundation. These reports provide a significant amount of information about the activities performed under contract with the McCune Charitable Foundation for collective impact. La Red project reports Year 1 and Year 2 have been made available to the Evaluation Team and are stored in our shared La Red Dropbox folder.

G. La Red participation poll: Juan Abeyta carried out a questionnaire for the La Red BOD. This was used to inform how the Director's felt about the facilitation of La Red. This survey was taken in July 2015. At that time, there were nine member organizations. The evaluation team has discussed giving the same survey to the two new organizations, or possibly giving the survey again to everyone and seeing if answers have changed. There were several questions, using the Likert scale for replies, in each of the two categories of Logistics and Participation. Open ended questions included:

    i. What has been the best part of participating in La Red?
    ii. What has been the most frustrating factor of participating in La Red?
    iii. What factors inhibit your interactions with La Red?
    iv. What has La Red no addressed that you would like to discuss?
    v. Should La Red be expanded to include other partners? If so, who, and why?

See Appendix G for survey results.

6. Governance Process

La Red has a unique approach to their governance process that is important to recognize and document as a part of this report. Sociocracy, also referred to as Dynamic Governance, is a "method of governing organizations that produces greater commitment, higher levels of creativity, distributed leadership, deeper harmony, and dramatically increased productivity. The principles and practices, based on the values of equivalence, effectiveness, and transparency, are designed to support both unity and respect for the individual" (The Center for Dynamic Community Governance, 2017). Juan Abeyta as La Red's facilitator provided the following established system of governance:

Sociocracy is a system of governance, using consent-based decision making among equivalent individuals and an organizational structure based on cybernetic principles. It has been adopted in many different kinds of public, private, non-profit, and community organizations as well as in professional associations. Some common adaptations of sociocracy are dynamic governance and decision circles.

This approach seeks to abide by three operating principles: (1) The interests of all members must be considered and the individual must respect the interests of the

whole; (2) no action should be taken without a solution that everyone can accept; and (3) all members must accept decisions when unanimously made. Decisions are made when there are no remaining "paramount objections", that is, when there is informed consent from all participants. Objections must be reasoned and argued and based on the ability of the objector to work productively toward the goals of the organization. Sociocracy makes a distinction between "consent" and "consensus" in order to emphasize that decisions are not expected to produce "a consensus". Expressed in simple terms, Sociocratisch Centrum co-founder Annewiek Reijmer has summarized the difference as follows: "By consensus, I must convince you that I am in the right; by consent, you ask whether you can live with the decision."

In practice, a proposal/proposition is made by an individual or circle to the large group. After the presentation, there is a clarification round to ensure everyone understands what is being proposed, followed by a reaction/discussion round during which objections are addressed and the proposal may be amended, followed by a consent round. Sub-groups working together in specific programmatic activities are expected to establish their own circles to develop proposals for consent by the larger circle.

There are many advantages to the sociocracy approach. First, consent as defined and practiced in sociocratic organizations is a more efficient and effective decision-making method than autocratic decision-making because it protects the ability of each member and unit of an organization to work toward a specific aim effectively. In the end this decision-making method builds trust and understanding, while reducing friction and facilitating effective action. The consent process educates the participants about the needs of the other members in doing their work effectively. Additionally, this well-defined, information-based, and highly disciplined decision-making process helps organizations stay focused and move swiftly through examining an issue and making decisions. The feedback structure between circles and the involvement of all members of the organization in the policy making process ensures a united organization.

The approach has been extensively studied and applied around the world. Early adopters of this model include corporations, small businesses, nursing homes, colleges, ecovillages and cohousing communities, religious organizations, private schools, non-profit organizations, and international professional and educational membership organizations.

7. Recommendations

- Revisit and update the timeline at least annually, or around key decision-making junctures and/or when leadership or scope of initiative shifts.
- Update Logic Model to reflect new partnership with FII
- Continue to use South Valley of New Mexico as a CDP for any future data scans
- Outline process for capturing data on referrals given between and among La Red member organizations for families and individuals not enrolled in FII
- Update Data Atlas annually using South Valley, New Mexico. CDP
- Revisit the process of having constant intake forms among La Red organizations to determine if it is a plausible course of action
- Revisit evaluation objectives following first year of FII program to affirm and update La Red collective impact initiative, utilizing feedback from FII data results

8. Next Steps

The next phase of evaluation for La Red will be dependent on the scope of evaluation provided by FII. FII will generate an abundance of data on families who are participants in the program. La Red will still be serving other South Valley community members who are not participating in FII. How does La Red plan to evaluate the member organizations participants that are not a part of the FII program? This will be a key question for further evaluation projects. Does La Red continue to research collective impact assessment to build a plan from? This might be something for the 2017-2018 evaluation team to consider.

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Appendix A: La Red Member Organizations

Barelas Community Coalition is a community-based organization dedicated to enhancing the quality of life in Barelas through intergenerational organizing and building community alliances that enhance education; promote economic development and job opportunities; advocate for permanently affordable housing and housing rehabilitation; ensure the responsible redevelopment for the Barelas Railyards; and preserve the community' heritage and historical resources.

Centro Sávila is a behavioral health organization devoted to the recovery and healing of individuals, families, and communities suffering from emotional and psychological distress. Our goal is to improve the mental health of our community through prevention and by ensuring access to linguistically and culturally appropriate, quality mental health services.

Encuentro offers educational programs and services that address the needs of the immigrant community, including adult education classes in English language learning, GED preparation, computer training and financial literacy.

Enlace Comunitario is a social justice organization led by Latina immigrants whose mission is to eliminate domestic violence in the Latino immigrant community and promote healthy families through comprehensive domestic violence intervention services in Spanish, preventative community education, policy advocacy and leadership development.

La Cosecha CSA provides food surety for low-income families while serving as a traditional community supported agriculture organization.

New Mexico Immigrant Law Center provides legal assistance to low-income immigrant families facing separation due to deportation as well as to asylum seekers, and unaccompanied minors.

Partnership for Community Action mission is to build strong, healthy communities throughout New Mexico by investing in people and families, supporting them to become strong leaders in our neighborhoods and in our state.

Peanut Butter & Jelly Family Services helps at-risk children to grow and develop to their full potential in nurturing families within a supportive community.

Prosperity Works is an intermediary organization working with 32 community-based organizations and financial institutions across New Mexico. We facilitate financial capability and coaching, and offer highly effective Individual Development Accounts (IDAs), and Child Savings Accounts, other asset building products and strategies to help families move into the middle class.

South Valley Economic Development Center is the community hub for new and emerging businesses; and is dedicated to fostering economic revitalization in New Mexico with a focus on the south valley of Albuquerque.

Artful Life is dedicated to the Tewa belief that revitalization is an individual and collective process fueled by creative inspiration, labor, and a thoughtful approach. Projects transform communities through the co-creation of art. Professional artists and residents of underserved communities work together over months and years to envision and co-create significant works of art. Collaborative art-making (especially over months and years) allows community members to get to know each other in new ways, discover the power of working in teams, and create art that expresses who they are, where they live, and what they dream.

Appendix B: La Red Logic Model

Project Resources	Core Project Components	Evidence of Project Implementation and Participation	Evidence of Change/Outcomes		
Inputs	**Activities**	**Outputs/Goals**	**Short-Term**	**Medium-Term**	**Long-Term/Impact**
What we Invest	What We Do	Direct Products from Program Activities (something measureable)	Changes in knowledge, skills, attitudes, opinions	Changes in behavior or action that result from participants' new knowledge	Meaningful changes, often in their condition or status in life

South Valley Community Engagement & participation
 	
Strong Community leaders and residents to actively participate in Resolanas
 	
11 cutting edge community
	• Establishing an evaluation plan & shared data system.
	• Developing a shared vision for change
	• Establishing governance
	• Continuous & consistent communication through email, meetings, etc.
	• Monthly meetings with shared lessons
		• Baseline data with consistent indicators
		• Documented evaluation plan
		• Established process for decision making
		• Trust Building
		• Shared knowledge between programs
		• Level of interaction between orgs
			• Results of evaluation to be used for planning
			• Increased awareness of issues that impact community
			• Increased understanding of issues
			• Technical support structure established
				• Higher quality programming
				• Incorporation of an evaluation culture in individual organizations
				• Agreement of collaborative approach to address issues
				• Shared system of data
				• Institutional change
					Societal Impact
					• Conditions created that lead to self-empowerment and healthier community
					• Sustainable economic development
					• Leadership Development
					  o Creating Platform for collective action and a "Community of Learning"
					  o Develop New Leaders

based organizations	• Orientation / Tour of organizations for La Red members • Dissemination of strengths of orgs (who can do what) • Updated service inventory • Comparison of services with needs • Quality of services assessment • Resolanas • Establishing conditions that allow for "creative collisions" to develop new approaches towards ameliorating long-standing problems.	• Funding towards specific projects • Service gaps are identified • Designing new projects or programs that support collaborative initiatives • Inform policymakers on issues confronting the South Valley community so that they take actions to create favorable policy environments and build the base of support for priority issues	• Increased inter-program engagement • Improved communication & interactions between orgs • Program efficiency • Building awareness of policy makers • Submission of funding proposals for new projects or programming	• Expansion of La Red network • Establishment of similar networks in NM	• Changing narratives between community and institutions **La Red Impact** • Support structure for long term collective impact • Established process model • Influence policy • Replicable model of Collective Impact for organizations across NM

Appendix C: South Valley, New Mexico CDP Data Scan

Figure 1. Children in households with income below the poverty level

Children in households with income below the poverty level
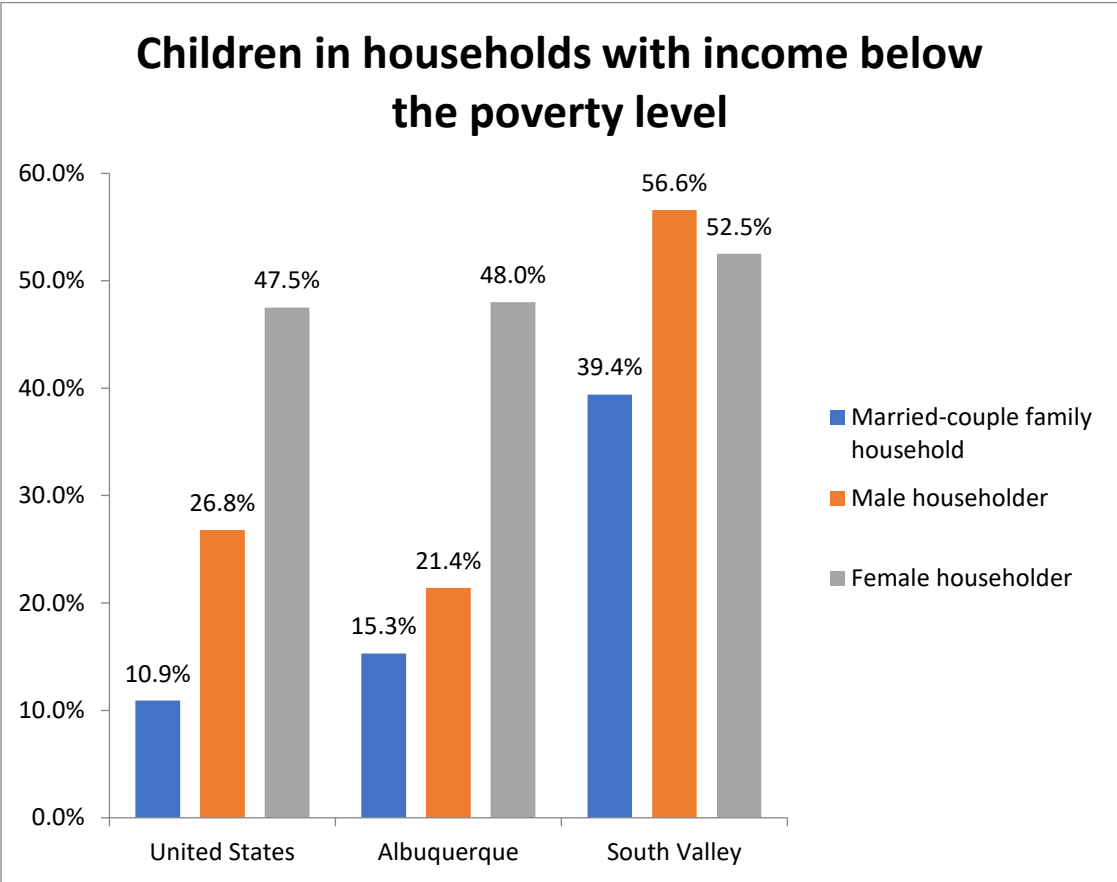
Source: 2011-2015 American Community Survey 5-year estimates (Table S0901)

Figure 2. Children under 18 years in owner-occupied housing

Children under 18 years in owner-occupied housing
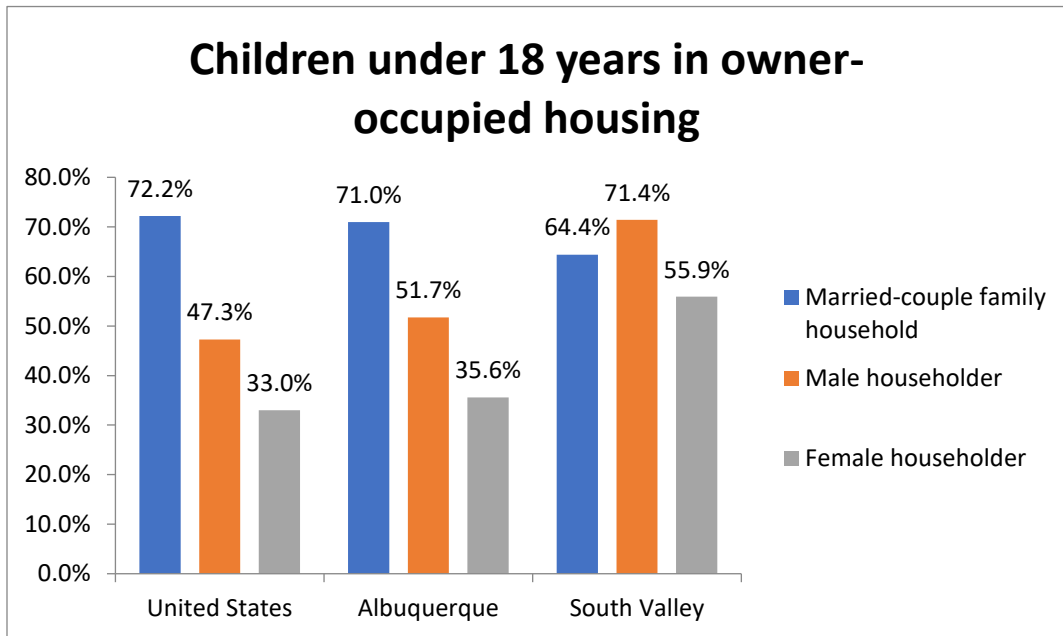
Source: 2011-2015 American Community Survey 5-year estimates (Table S0901)

Figure 3. Children under 18 years who are foreign born

Children who are foreign-born

Source: 2011-2015 American Community Survey 5-year estimates (Table S0901)

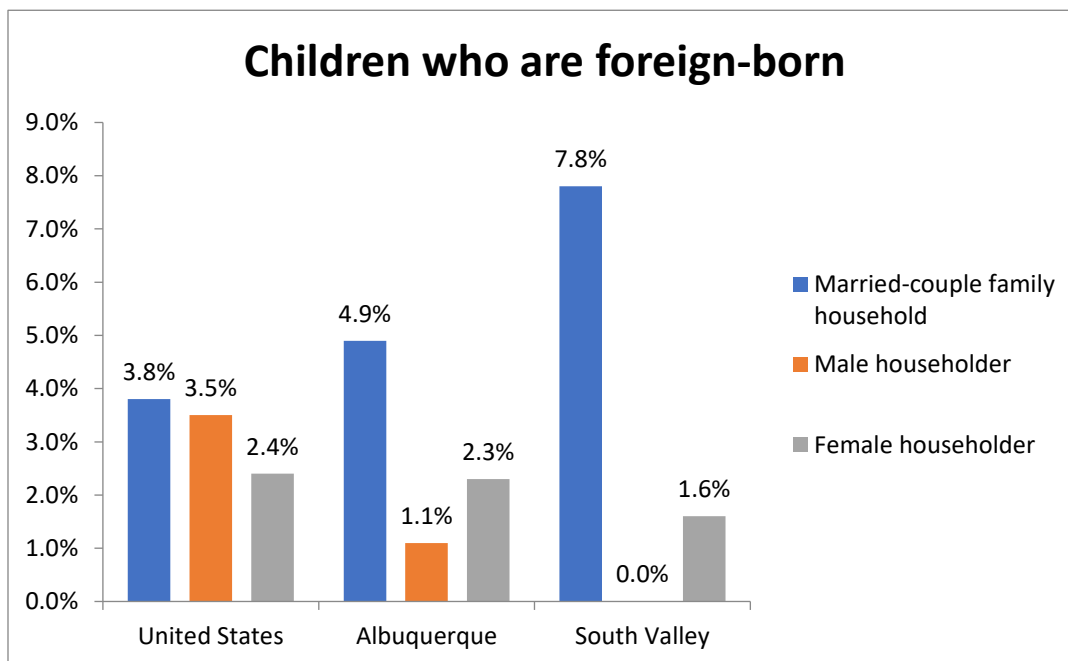# Appendix D: South Valley Men and Young Men's Initiative

A COLLECTIVE TAKES ROOT

Developing new models of collaborative mentorship, services and incentives helps Latino youth thrive in Albuquerque's South Valley.

La Red del Río Abajo
www.enlacenm.org

Mission:
To create the environment, systems and circumstances to promote safe, healthy, and economically secure families and communities.

Initiative:
Latino youth connected with Latino male mentors and local nonprofit resources—from their own community in this place-based, collective-impact project.

Population Served:
Latino boys ages 13-18 and Latino adult mentors

Geographic Location:
South Valley, Albuquerque, New Mexico

Key Promising Practices Employed:
Youth Mentorship, Building Assets with Latino Families, Incentivizing Participation, and Personalized Case Management.

Recruiting Latino boys and men to participate in nonprofit programming can be a challenge to even well-established organizations. For La Red del Rio Abajo's Men and Boys pilot project, strong community connections coupled with providing much needed incentives made the process significantly easier.

The Project: A core group of five La Red organizations collectively designed a holistic, place-based pilot program centered on the meaningful engagement of 20 Latino youths who live in the South Valley. The broader aim was to build leadership and camaraderie, and support robust connections among Latino youth, their social networks and the La Red agencies, in addition to demonstrating a new model for aligning resources around common goals to achieve greater impact. Each organization contributed its expertise, resources and contacts, and they all worked together to develop and implement the project. Throughout the nine-month program, participants received a diverse package of classes and opportunities. Topics varied from violence prevention and nonviolent communication to financial capability, business development, nutrition, health and video-making.

The project also had a strong group Youth Mentorship component, matching 20 Latino boys with 10 adult mentors. Engaging adult male mentors was a dual strategic decision: It recognized adult men in the South Valley as a precious resource, while benefiting boys in the program who lacked male mentors at home due to deportation, incarceration, substance abuse and other systemic issues. Many of the mentors expressed skepticism about working with youth when they were first approached on behalf of the initiative.

As time passed, attitudes changed dramatically. Virginia Pérez-Ortega, Prevention Director for Enlace Comunitario observed a powerful effect on the mentors as they began to form honest relationships with the youth. "

The mentors ended up learning about more than even what they contributed," Pérez-Ortega said. "The engagement of the young men provided the elder men with hope."

Keeping the Promise
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Having a core group of mentors was similarly inspirational to the youth: Several expressed that they felt more likely to give back to their community and use their time positively.

The organizations also worked to Build Assets with Latino Families by offering youths the opportunity to participate in an individual development account program. Qualifying low-income boys in the program saved $1,000 toward educational or career goals, which then earned them a $4,000 match. They also received individualized financial coaching and 10 weeks of financial literacy classes through La Red partner Prosperity Works. The individual accounts served as a significant incentive for many of the youth -- and, since it required a long-term savings plan, it appeared to increase overall program retention.

Ona Porter, President and CEO of Prosperity Works, says that financial tools, such as the individual development account program, are an attractive incentive for partner organizations as well.

"If they can offer IDAs, their engagement with families can be longer and deeper," she said, "which we know lends to high impact outcomes." In anonymous surveys conducted by La Red, many of the youth expressed increased confidence about being able to pay for college, and shared that they felt more prepared and less afraid to apply for college.

All of the adult mentors and 13 of the 20 enrolled Latino youths remained engaged through the entire program. Interestingly, two of the seven boys who dropped out of the program did not qualify for the IDA program because of income, suggesting that IDA eligibility may be extremely useful for Incentivizing Participation among low-income boys. The youth and adult participants also received 20 weeks of fresh, locally grown organic produce from La Red member organization Agri-Cultura Network. In addition, mentors received a stipend to compensate their participation, as well as their assistance with transporting some of the youths and picking up food for meetings.

La Red offered Personalized Case Management to the boys in the program to remove barriers that could impede their participation in it and overall pathway to success in life. Barrier strategies included helping youth pass their driver's license test and providing referrals to culturally appropriate mental health services. The broad network of La Red members expanded opportunities for participants.

"It's one thing when one agency helps one youth or one family," says William Poehner, Project Coordinator, "but it's another thing when they can work together, and they're able to touch all different agencies. It multiplies the impact."

Lessons Learned and Next Steps: Satisfaction surveys and informal post-program interviews with participants indicate that the pilot program succeeded in meeting or exceeding its goals. The adult mentors and youths expressed that they want to remain engaged with future cohorts. Participants reported that they increased their knowledge and positively changed their behavior for nonviolent communication, healthy eating, ability to prevent violence and have healthy relationships, and more. Participants seemed grateful for the camaraderie and new relationships they formed. La Red members were also extremely pleased with the project, for its impact on the boys and men, as well as their greater capacity to develop a robust program across multiple organizations.

Moving forward, La Red members plan to spend more time directly communicating with the entire family as some of the boys reported feeling that they were advancing in their own lives at the expense of leaving their families behind. And according to La Red members, some of the boys' mothers didn't fully understand the program benefits and subsequently felt disconnected.

La Red is actively seeking resources to continue the project. They received bridge funding from the McCune Charitable Foundation to form another cohort over the summer of 2016.

Appendix E: Collective Impact Model and Assessment

Developmental	Formative	Final or summative

• Know the context
  – Community needs
  – Services offered by the public agencies
  – Services offered by participating NGO's
  – Gaps in the current services offered
• Assess readiness for collective impact
	• Assess the five conditions for effective collective impact
	  – Shared vision
	  – Reinforcing activities
	  – Shared measuring system
	  – Continuous communication
	  – Effective backbone organization
	• Construct indicators of impact
	• Validate the logic model
	• Assess intermediate results: changes in awareness, engagement, attitudes, behaviors, and skills
		• Modeling for generalization
		• Measuring the impact on society

Assessing Impact: Organizational

Organizational Outcomes	Organizational Indicators
• An effective backbone function has been established • The development of the common agenda has includes a diverse set of voices and perspectives from multiple sectors • Quality data on a set of meaningful common indicators is available to partners	• Steering committee includes voices from all relevant sectors and constituencies • Members of the target population help shape the common agenda • Backbone staff effectively manages complex relationships • Partners commit to collecting the data as defined in the data plan

Assessing Impact: Societal

Societal Outcomes	Societal Indicators
• The collective impact initiative is influencing changes in attitudes and beliefs toward the desired behavior change • Funding in the targeted area is increasingly aligned with the goals of the collective impact initiative	• Individuals view the issues and goals with increased importance, relevance, and urgency • Individuals express attitudes or beliefs that support the desired behavioral change • Existing resources are directed or redirected towards evidence-based strategies in the targeted area

Source: Parkhurst, Marcie, & Preskill, Hallie. "Learning in Action: Evaluation Collective Impact". 2014.
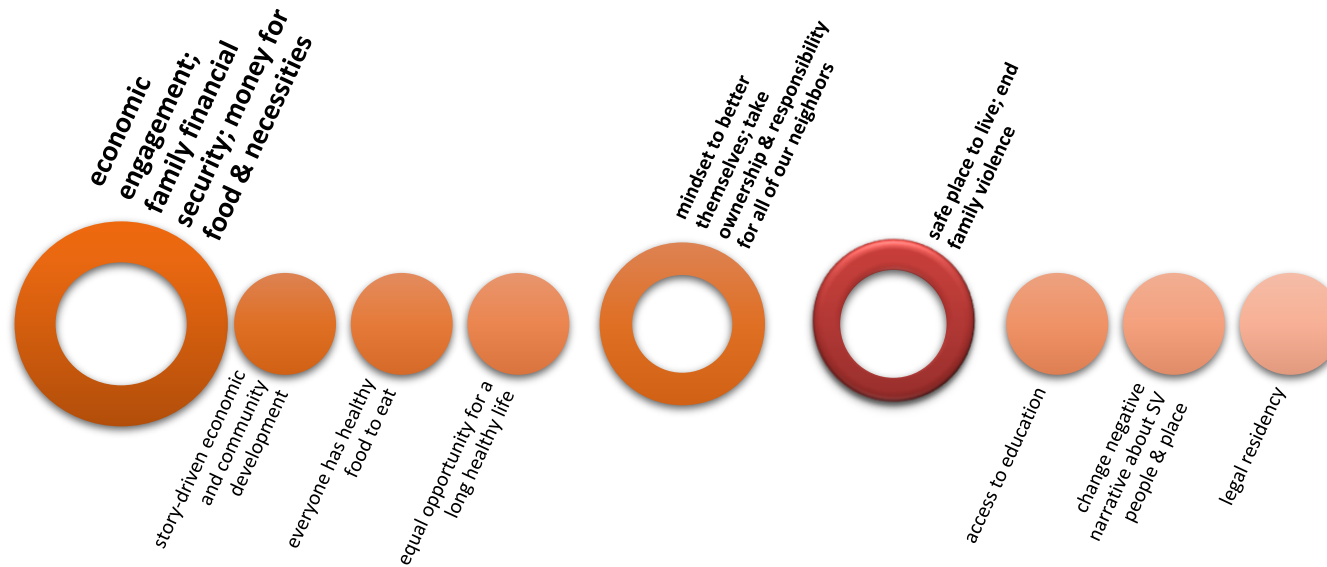
Appendix F: Economic Engagement Poll Results

Poll on the financial security and prosperity of La Red organization clients and which interventions would make a difference in their financial wellbeing.

At previous La Red meetings we determined that economic engagement is a key issue for our community. At the last meeting you took a poll on what your families need most immediately (now thru 6 months) and how (what approach) your organization would use to deliver that assistance. The second question was what assistance would benefit your families the most in the long term and how would your organization deliver that service/product. Results are below in the next two tables; some comments grouped by topic; no ranking order; n=10. Also shown are the results from the previous poll on identification of issues.

What do your families need most immediately? Short term (immediately>6 mos.)	
What assistance?	**What approach? (how would your organization deliver that assistance)**
a) food assistance; provide healthy food to SV residents	a) subsidized shares in La Cosecha; use CSA as food access program
b) keep farming traditions alive	b) provide professional development for co-op farmers
c) work authorization (better paying jobs)	c)
d) debt relief; small emergency loans; economic assistance	d) La Fuente Credito/credit union; bridging capital
e) entrepreneurship training; business incubator; promote more connections between business owners, providers, clients	e) some training now at SVEDC, but need additional staff; SVEDC has 20 offices, 3500 sq. ft. kitchen, launching co-working space; TAZA creates some connections, but we could do more
f) financial capabilities training; financial education	f) need someone to provide hands-on financial capabilites training
g) health insurance; access to substance abuse/mental health treatment	g) promote enrollment in Medicaid/NMHIX; need to link to PCP to obtain documentation for treatment (not available in-house) and build referral system w/others
h) information and access to resources	h) navigators using culturally and linguistically appropriate talks, materials, etc.; legal representation to get child support, restraining orders, etc.; connections to ESL, job training/education, benefits
i) build capacity in organizations to provide asset strategies and technical assistance	i) development of technical assistance support
j) transportation	j) bus passes
k) safety; consciousness training of domestic violence	k) safety planning and counseling

What assistance would benefit your families the most in the long term? (1 yr. or more)	
What assistance?	**What approach?**
a) job training; certificate programs; career prep; workforce ESL; adult ed	a) creating more opportunities/building on strengths; using promotoras, youth leaders; policy changes allowing immigrants to transfer college degrees/certifications; classes/training in Spanish; scholarships & student support
b) small business development assistance; help grow more business by facilitating connections & opportunities	b) connections to supportive financial institutions; build upon social capital; opportunities driven by social justice
c) continuous support to break isolation from being new to this country	c) focus on the populations being served; collaborate with others; highlight strengths
d) IDA's, educational accounts, small loans	d)
e) universal health care	e) organizing around health care as a right
f) gardening training for families and community collectives; nutrition education	f) farmer led training by ACN farmers in schools, neighborhoods, community organizations

economic engagement; family financial security; money for food & necessities

story-driven economic and community development

everyone has healthy food to eat

equal opportunity for a long healthy life

mindset to better themselves; take ownership & responsibility for all of our neighbors

safe place to live: end family violence

access to education

change negative narrative about SV people & place

legal residency

Appendix G: La Red Members Questionnaire Results

LOGISTICS
La Red meetings should be held: Monthly = 5 / No Opinion = 2
The length of La Red meetings should be: 2 hrs. = 5 / 1 ½ hrs. = 2 / 2 ½ hrs. = 1
My preferred length of time for a strategic planning session is: ½ day = 4 & Full day = 4; Two days = 1
In addition to the regular monthly meetings, I would be willing (over the next year) to meet for strategic
planning sessions: Twice a Year = 5; Once a Year = 2; Quarterly = 1
La Red meetings are well facilitated: Agree = 4; Strongly Agree = 3

PARTICIPATION
My organization's commitment to La Red is: Strong = 4; Very Strong = 3
I feel my voice is heard and my opinions are valued by others: Strongly Agree = 6; Agree = 1
Members operate from a spirit of cooperation rather than competition: Strongly Agree = 6; Agree = 1
La Red meetings strive to include everyone's input: Strongly Agree = 4; Agree = 3
It has been worthwhile to participate in La Red: Strongly Agree = 6; Agree = 1

What would you like more time to do? Rank each one of the areas below from 1 to 5 with 1 being the most important to you.

RANK 1-5	Engage in Reflection	Engage in Planning	Engage in Exchange	Engage in Relationship Building	Engage in Skill Building
	1	5	2	4	3
	2	1	4	3	5
	2	1	3	5	4
	3	2	1	4	5
	1	2	3	4	5
	2	3	1	4	5
	4	1	5	2	3
TOTAL	**15**	**15**	**19**	**26**	**30**

What has been the best part of participating in La Red?

- Connecting to a network of supportive leaders working on specific causes that overlap with ours.
- The incredibly supportive culture of the network built on high trust, mutual respect and shared values. It has been a space where it feels like our org's work has the potential greater impact through the collaboration.
- Working in a high trust community and knowing that the best and highest use of resources for the benefit of community is a shared goal.
- Collection of creative minded, progressive individuals with a commitment to community health. Sounding board. Culture of Information sharing, innovation, Constructive feedback, strategy.
- Hearing what's happening in the collaborative, and discussing new collective initiatives
- Our collective work—HIP grant, community forums
- Lack of ego around the table.
- Not feeling rushed in gaining understanding of the purpose, vision, and customary ways of working together.
- Having Juan facilitate not only our meetings but data gathering, relationships and grant opportunities.

What has been the most frustrating factor of participating in La Red?

- Lack of clarity around bringing new people into the fold. At one point we agreed to vet new participants through consensus but then new folks started showing up without any conversation. Fortunately they have all been great people, but I wonder about this moving forward.
- There is also now a level of suspicion from some community members about La Red, not understanding our purpose and us being another power table to compete with for limited resources in the south valley
- Some of the conversation is long and irrelevant to our work, and that makes meetings less useful than they might be
- Feels like we're at a point to do some real strategizing, rather than reacting. This came to a head when we were planning around the HIP application and one of the proposals on the table was to hire an attorney to process DACA and DAPA applications. Thankfully, the group rallied around our current project, but it took hours of email, phone and face to face conversations to get here.
- Not having a coordinator who can devote a significant amount of time to strategizing and helping move the group to the next level.
- I've had no frustrating factors in my participation
- Not moving fast enough to solidify opportunities to invest in the community. Always a frustration because need is so great.
- Keeping my focus on the South Valley. PB&J is located in the South Valley but our families come from all over the county and city.
- There is so much potential but not enough staff or resources to realize it.

What factors inhibit your interactions with La Red?

• Time	• Lack of time	• Business of my days and workload	• Time and other commitments.

- Understanding the common purpose and vision of the group
- Resources, dedicated staff.

What has La Red not addressed that you would like to discuss?

- Nothing really. I would just like to make sure that when we identify objectives that we are cutting edge and innovative about our work, including how we evaluate the work. I don't want to operate under other models that have not worked in the past.
- I'd like to see more of a long-term vision begin to solidify for the partners
- Long-term vision and strategy for achieving it.
- The share data project should be prioritized. It's been put on hold.
- Only things that I believe a strategic planning session should address. Core values…a company line…what participation in the collective impact means in terms of responsibilities.
- I think we've touched on this but it would be nice to have more discussion on support/training/mentorship to increase the effectiveness of organizations in network (including management capacity).

Should La Red be expanded to include other partners? If so, who and why?

- I believe La Red is good as it is right now. Because is a shared philosophical concept that started out of a need of having deep conversation about share visions, it would be hard to integrate new members who may see this collaboration the same as other existing collaborations.
- I'm not opposed to additional folks, although I like the working size of the group right now. If new people do come on board, I would like us to have a discussion about who and why and make sure there is awareness and agreement among the group.
- Yes, eventually. But first we must decide on our vision and then bring in the partners that can help execute.
- Not yet. We are still learning, and defining our collective…what it means to be a part of it, and its effectiveness. When those things are clear, we need a "filter for decision making" that will allow us to critically consider other participants.
- Since I don't yet feel strong and confident in my participation with the current members, I am hesitant to suggest the addition of more members. I loved Melissa's presentation and can imagine her becoming more involved. It may be a more limited participation based upon the needs of the group rather than more intensive partnership. I like the idea of building mutually beneficial relationships with partners who easily move in and out of involvement based on interest and need. I also like the idea of a strong core that nurtures the strength and purpose of the group and that allows a culture and philosophy to continue to develop. I felt Norty's comments about collective impact and words becoming rhetoric spoke to some of what I am feeling about La Red. The current members represent a broad range of skills and approaches. You have built a strong core culture. Interactions in the meetings are careful and respectful and I feel reflect a strong depth of purpose – not mere rhetoric. Because the core is strong Norty's suggestion to find ways of reaching out to various systems and influencing change is both compelling and challenging. I think about the importance of common values, trust that efforts will be aligned with the culture and philosophy of La Red and at the same time the need for openness to learning and change within La Red. All of that requires a very strong investment in the relationships within the group. I have fallen into rambling.
- Maybe, but selectively. High trust relationships deteriorate very quickly when new partners don't share same values or way of operating.
- Working Classroom, under new leadership, is dedicated to developing young artists in Albuquerque, with a focus on the South Valley and Barelas. Many of the organizations that are part of La Red could benefit from partnering with WC.

Appendix H: BMP Expectations & Committee Members

Expectations of Cohort Organizations:

1) Identify an "internal team" of 3-5 staff members, including at least one member of the Senior Leadership and one direct service provider, to work with the Building Movement Project (BMP) on the Common Good Action Project which will take place between early May to November, 2017;
2) Distribute the Common Good Survey to a cross-section of your staff and stakeholders, and provide feedback on the experience;
3) Commit to engage with BMP during the 6-month project timeline and do some limited "internal team" work between meetings. A tentative schedule for the points of engagement include:
   - Orientation Meeting on May 2 2017 from 1:00 – 4:00 pm. Here you will meet BMP co-directors and local consultants, and your cohort partners. You will also review the Common Good survey instrument and develop a plan for distributing the survey tool in your organization. [3 hours].
   - May - June: Distribute the survey; receive results and follow up with your team [4-5 hrs.]
   - June: Meet with local BMP consultant to review results of the organizational survey, discuss insights and findings, and begin identifying possible areas for growth [2 hrs.].
   - July: Group Meeting with BMP staff, consultants, and cohort partners to share experiences with taking the survey and possible areas for organizational growth, and to brainstorm ideas for a collaborative social change action plan [3-4hrs.]
   - August - September: Meet with local BMP consultant to discuss and develop your social change action plan [2-3 hrs.]
   - Early October: Participate in a peer learning session on a topic that emerges as a shared interest among cohort members [2-3 hrs.]
   - November: Group meeting with BMP staff, consultants, and cohort partners for technical assistance session to finalize social change action plans. Participate in a final evaluation of the cohort experience [5-6 hrs.]
4) Provide evaluation feedback to BMP staff/consultants throughout the process and at the end of the six-month project, and participate in ongoing discussions and planning with Common Good participant organizations [2-3 hours]

Expectations of Building Movement Project:

1) Select a cohort of La Red organizations to participate in the Common Good Action Project.
2) Facilitate a cohort orientation meeting **(scheduled for Tuesday, May 2 2017);**
3) Assist groups in sending out link to Common Good survey tool, provide survey results and feedback to cohort organizations.
4) Provide coordination and communication support, and one on one coaching with cohort organizations.
5) Conduct two group trainings for the cohort and coordinate a final convening.
6) Collect evaluation feedback from cohort.
7) Provide $2,500 to organizations upon completion of the pilot program.

Building Movement Project New Mexico
Advisory Committee Members

Adriann Barboa
New Mexico Field Director, Strong Families

Javier Benavidez
Executive Director, SouthWest Organizing Project

Mónica Córdova
Program Director, The Funders' Collaborative on Youth Organizing

Annie Sanchez
Director, Center for Nonprofit Excellence

Andrea Plaza
Executive Director, Encuentro

Ona Porter
Executive Director, Prosperity Works

Claudia Medina
Director, Office for Community Health, Community Health Worker Initiatives

Jenny Metzler
Executive Director, Albuquerque Healthcare for the Homeless

Adrian Pedroza
Executive Director, Partnership for Community Action

Julie Radoslovich
Principal/Director, South Valley Academy