



**Communication, Outreach, Resources &  
Education  
CORE Strategic Plan**

**October 1, 2012 - December 31, 2015**

# Communication, Outreach, Resources & Education CORE Strategic Plan

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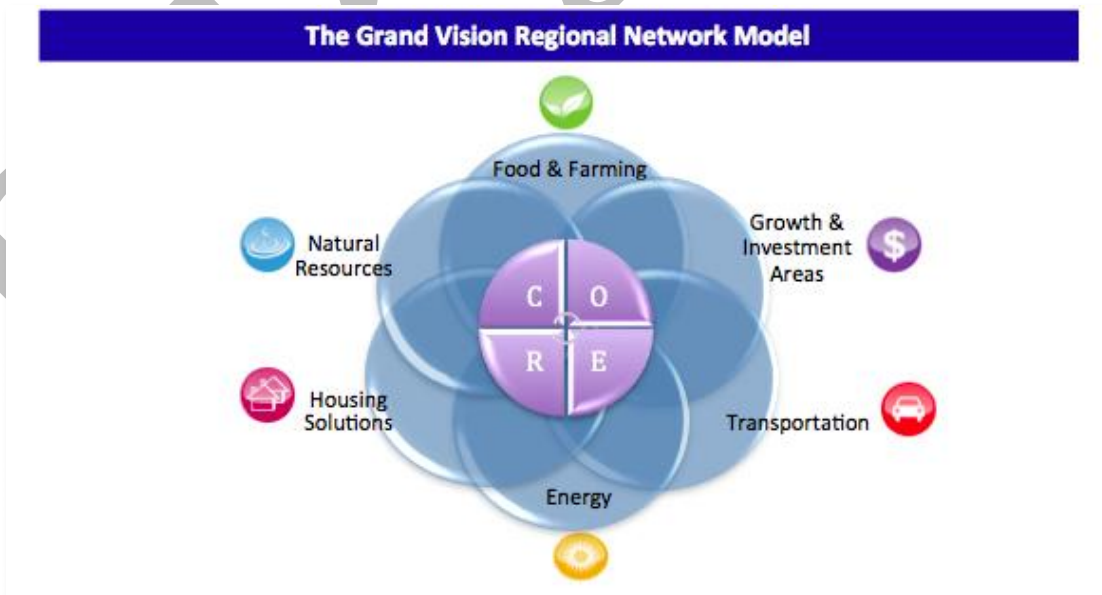
# Communication, Outreach, Resources & Education CORE Strategic Plan

## I. Introduction

During 2008, more than 12,000 people in Northwest Lower Michigan participated in a citizen-led process that created a 50-year vision for the region's future:

- *Local farms and regional food systems as a viable part of our communities;*
- *Unique and vibrant communities that strengthen the local economy;*
- *A diverse mix of regional housing choices with affordable options;*
- *A regional multi-modal transportation system that supports energy conservation;*
- *Protected and preserved water, forests, natural and scenic areas; and*
- *Sustainable-energy uses in construction, transportation and economic development.*

This strategic plan from October 1, 2012 to December 31, 2015 is **intended to guide the work of Grand Vision Communications, Outreach, Resources and Education (CORE)**. The Grand Vision has inspired a framework of regional networks that are coordinating actions to achieve **collective impact** across these six guiding principles. The Grand Vision Regional Network Model is depicted in the diagram below with six regional networks made up of nonprofit organizations, businesses, units of government, funders and community members whose work each overlaps and consequently impacts the other and is supported by CORE. CORE is a network of supporting entities that together provide communication, outreach, resources and education infrastructure to support the work of the networks.



## II. CORE Vision, Mission & Strategic Direction

CORE Vision & Mission	
<b>CORE Guiding Vision</b>	The Grand Vision Guiding Principles are assimilated into the regional culture and are the reference point for public-private decisions and investments.
<b>CORE Mission Statement</b>	<i>The Grand Vision networks have the support necessary to inspire and catalyze community conversations and actions that realize its citizen-defined guiding principles.</i>

### Strategic Direction - Strengthening the Grand Vision Framework for Collective Impact

CORE supports the Grand Vision networks primarily through strengthening and maintaining the framework for collective impact (backbone support) that enables the networks and community to self-organize to achieve common goals. In a series of publications on Collective Impact models like the Grand Vision, the Stanford Social Innovation Review calls effective backbone support a “critical condition for collective impact... [lack of backbone support is] the number one reason that collective impact initiatives fail.”

This three-year plan articulates CORE’s strategic direction in strengthening the five key components of the Framework for Collective Impact: Shared Vision, Continuous Communication, Aligned Actions, Shared Measurement, and Backbone Support.

Grand Vision Framework for Collective Impact	
<b>Backbone Support</b>	<b>Shared Vision</b>
	<b>Continuous Communication</b>
	<b>Aligned Actions</b>
	<b>Shared Measurement</b>

*Please see appendices 4 & 5 to review Our Preferred Future and Challenges to be Addressed in Pursuing Our Strategic Direction*

## III. CORE Strategic Goals

To achieve our strategic direction, CORE will pursue these strategic goals.

Strategic Goals for Grand Vision Framework for Collective Impact	
<b>Backbone Support Strategic Goal:</b> Backbone support for Vision, Communications, Actions & Measurement are	<b>Shared Vision Strategic Goal:</b> For those engaged in the Networks, regional businesses, units of government, nonprofits, funders, individuals and the community-at-large, there is a <b>common understanding</b> and <b>demand</b> for: <ul style="list-style-type: none"> <li>▪ The Grand Vision principles</li> <li>▪ Annual Network goals/targets</li> <li>▪ How to become engaged</li> </ul>
	<b>Continuous Communication Strategic Goal:</b> Networks and public are continuously informed and engaged in dialogue about Grand Vision aligned actions, opportunities for engagement and

provided through an established infrastructure (Gaps are identified and filled).	action, and progress towards Network goals through open, two-way communication, “working-in-public,” social media, collaboration platforms, etc. Evidence exists for rich connections between: <ul style="list-style-type: none"> <li>▪ Network participant-and-participant</li> <li>▪ Network-and-network</li> <li>▪ Networks-and-CORE</li> <li>▪ Participants/Networks/CORE-and-Public</li> </ul>
	<b>Aligned Actions Strategic Goal:</b> The region’s businesses, units of government, nonprofits, funders, and citizens align their individual actions in sustained efforts towards annual goals. There is strong evidence of progress towards Grand Vision principles.
	<b>Shared Measurement Strategic Goal:</b> Data is collected, reviewed and communicated on a regular basis. Networks engage in individual and collective “sensemaking” around the data that is collected - decides what it means for their individual and collective efforts. Progress is documented towards Networks’ goals and Grand Vision Principles.

#### IV. CORE Targets & Key Strategies

The following targets have been developed to measure CORE’s progress in reaching its strategic goals. Key strategies that will be implemented by CORE to reach its targets are also included in the table below. Details regarding key strategies (timing, lead, and resources) are included in a Strategic Plan Implementation Grid that follows.

Indicators have been developed for each target and are included in the Appendix 1. Indicators will be tracked regularly to determine if CORE is on-track to achieve its targets and strategic goals. Adjustments will be made to the strategic action plan to make mid-course improvements if targets are not being met.

Related Strategic Goals	CORE Targets	Key Strategies
Shared Vision Continuous Communication Aligned Actions Backbone Support	❖ Increase in the number and diversity of entities and individuals working to implement or influence actions aligned with Grand Vision principles/targets by 10% a year (private sector, government, nonprofits, youth and people in poverty).	<ul style="list-style-type: none"> <li>▪ Develop and implement a two-way communications plan</li> <li>▪ Explore technology that would allow outlying areas to participate in CORE &amp; Network meetings and events</li> <li>▪ Introduce and connect networks to each other</li> <li>▪ Create new opportunities for engagement</li> <li>▪ Identify projects and volunteers needed</li> <li>▪ Connect people to projects</li> <li>▪ Support youth engagement</li> </ul>
Shared Vision	❖ Increase in capacity	▪ Continue to develop the Framework for

<p><b>Continuous Communication</b></p> <p><b>Aligned Action</b></p> <p><b>Shared Measurement</b></p> <p><b>Backbone Support</b></p>	<p><b>of Network participants to use the Framework for Collective Impact to create, measure and sustain actions to reach Grand Vision principles/targets.</b></p>	<p>Collective Impact and backbone support infrastructure</p> <ul style="list-style-type: none"> <li>▪ Further define CORE &amp; Network roles</li> <li>▪ Work with Networks to establish 2013 Action &amp; Evaluation plans (that include goals/targets and indicators)</li> <li>▪ Develop a dashboard to report Network progress towards targets &amp; principles</li> <li>▪ Develop a leadership succession plan</li> <li>▪ Train Networks on Salesforce CRM &amp; provide TA</li> <li>▪ Explore use of Salesforce &amp; other web 2.0 engagement/collaboration tools</li> <li>▪ Work with networks to establish effective “rules for coordination and alignment”</li> <li>▪ Identify training/professional development needs for CORE &amp; Networks</li> </ul>
<p><b>Shared Vision</b></p> <p><b>Aligned Action</b></p> <p><b>Shared Measurement</b></p>	<p>❖ Increase the <b>number of actions in all counties</b> that align with Grand Vision principles/targets by 10% per year.</p>	<ul style="list-style-type: none"> <li>▪ Promote Network goals/targets when developed</li> <li>▪ Create mechanism for Network members and non-members to self-affiliate their actions with the goals/targets and/or principles that they align with</li> <li>▪ Make “In Support of Grand Vision” seal publically available</li> <li>▪ Ensure CORE &amp; Networks use seal for all aligned actions</li> <li>▪ Plan Grand Vision celebrations to acknowledge successes</li> <li>▪ Identify barriers to effectively working together and incorporate plans to eliminate them into strategic plan</li> </ul>
<p><b>Shared Vision</b></p> <p><b>Aligned Action</b></p>	<p>❖ Leverage \$75 million in resources to our region by 2015.</p>	<ul style="list-style-type: none"> <li>▪ Investigate potential to utilize NW Alliance for Sustainable Communities to leverage and manage resources for region</li> <li>▪ Link to other regional, state and national initiatives</li> <li>▪ Create &amp; implement a fund development plan for CORE/the Collective Impact Framework and work of Networks</li> <li>▪ Promote Grand Vision as a means to achieve preferred future</li> </ul>

**V. Grand Vision Roles and Responsibilities to Implement the CORE Strategic Plan**

**CORE Team**

**Description:** The CORE team is a network of supporting organizations and business that together provide backbone support for the Grand Vision Networks and ensure implementation of the shared vision.

**Composition:** The CORE Team consists of a Chair, Conveners of each Network, representatives from each partner backbone organization and other interested and involved regional leaders.

**Responsibilities:** The Core team, led by the Chair is charged with the following responsibilities:

- Set strategic goals for support functions as outlined in the Strategic Plan (leadership by CORE Chair)
- Provide coordination by working with networks to establish effective “rules for coordination and alignment” (full CORE)
- Provide coordinated leadership, a general spokesperson (CORE Chair) and linkages to other regional, state and national initiatives (full CORE)
- Develop strategic communications plan, select a team to work with a partner to coordinate strategy and assist networks with implementation (COG)
- Develop measurements and partner to assist Networks in the implementation (NS)
- Review progress of shared measurements and implementation of the plan (full CORE)
- Develop a financial resource plan to support CORE functions, implement aligned activities and a partner to coordinate and facilitate funding efforts (TBD-COG?)
- Coordinate active engagement of citizens and youth in aligned projects and partners to help connect people to projects (VC, VISTA)

## **Networks**

**Description:** Grand Vision Networks are self organized groups of organizations, businesses, government and citizens that come together to individually and collectively implement one of the Grand Vision Guiding Principles.

**Composition:** There are 6 Grand Vision Networks; Transportation, Growth & Investment, Housing, Natural Resources, Housing, Food & Farming and Energy. Each GV Network also has several subgroups coordinating specific areas of interest or activities that change periodically.

**Responsibilities:** Each GV Network, led by their Convener is charged with the following responsibilities:

- Identify aligned projects and needs for community involvement
- Implement aligned activities based on measurable goals for Network
- Identify Measurable Community Indicators of Success
- Collect and submit project data
- Identify and share with CORE professional development needs

## **Conveners**

**Description:** Network Conveners are appointed by Chair of CORE or selected by the Network members. They serve as the coordinators and spokespersons for each network.

**Qualifications:** Expertise in Network area, good communication and facilitation skills.

**Responsibilities:**

- Facilitate Network meetings
- Ensure that meetings are open and new participants are welcomed, notes are taken, results are shared, two communications between network participants, CORE and public are utilized
- Report Network goals, measurements, projects and activities to CORE and Communications team

## VI. Next Steps in Implementing the CORE Strategic Plan

The following actions will be taken by CORE to launch the implementation of the strategic plan.

- Prioritize strategies presented in plan
- Create a strategy for ensuring CORE strategic plan goals are reached - how will the actual the work of the plan get done, especially the strategies without leads and resources already identified
- Allocate and secure new resources to support achieving the work of the strategic plan
- Plan to revisit the strategic plan to make mid-course adjustments and formally update progress in grids on a regular schedule (e.g. quarterly)

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**STRATEGIC PLAN IMPLEMENTATION GRID**

❖ **Target: Increase in the number and diversity of entities and individuals working to implement or influence actions aligned with Grand Vision principles/targets by 10% a year (private sector, government, nonprofits, youth and people in poverty).**

**Shared Vision \* Continuous Communication \* Aligned Actions \* Backbone Support**

Strategies	Timing	Lead	Resources	Status
<p>Develop &amp; implement an annual communications plan with a focus on increasing the ability of network conveners and participants to engage in two-way communication.</p> <p>May Include:</p> <ul style="list-style-type: none"> <li>○ Branding program for Grand Vision &amp; Networks</li> <li>○ Blurb that clearly describes Grand Vision</li> <li>○ Recommendations for use of social media</li> <li>○ Process for capturing &amp; sharing success stories</li> <li>○ Promotion of “In Support of” seal</li> <li>○ Definition of audiences and identification of a value proposition for each audience.</li> <li>○ Explore cause-related marketing opportunities</li> <li>○ Regular media relations</li> </ul>		<p>CORE Communication Team (Develop);</p> <p>CORE Communications Team &amp; Networks (Implement)</p>	<p>W.K. Kellogg Grant (through February 2014) - Not Yet Allocated</p>	
<p>Explore technology that would allow outlying areas to participate in CORE &amp; Network meetings virtually</p>		<p>RC/NorthSky</p>	<p>Americorps VISTA</p>	
<p>Create new opportunities for engagement (physical opportunities to get together as well as virtual opportunities).</p>		<p>CORE with Networks</p>	<p>W.K. Kellogg Grant (through February 2014) - Not Yet</p>	

			Allocated	
Identify projects and numbers and types of volunteers needed.		Network Conveners	W.K. Kellogg Grant (through February 2014) - Not Yet Allocated	
Connect people to projects via the United Way Volunteer Center.		Network Conveners; Volunteer Center	W.K. Kellogg Grant (through February 2014) - Not Yet Allocated  United Way Volunteer Center	
Support youth engagement through VISTA program & Volunteer Center		Americorps VISTA	TBAISD; United Way Volunteer Center	

❖ Target: Increase in capacity of Network participants to use the Framework for Collective Impact to create, measure and sustain actions to reach Grand Vision principles/targets.				
Shared Vision * Continuous Communication * Aligned Actions * Shared Measurement * Backbone Support				
<b>Strategies</b>	<b>Timing</b>	<b>Lead</b>	<b>Resources</b>	<b>Status</b>
Continue to develop Framework for Collective Impact and backbone support infrastructure. <ul style="list-style-type: none"> <li>○ Explore other collective impact models</li> <li>○ Assess what is in place/what gaps exist</li> <li>○ Create action plan to implement strategies in strategic plan &amp; fill</li> </ul>	Feb. 2013	RC/NorthSky; NWMCOG	W.K. Kellogg (through February 2014) - Not Yet Allocated	

<b>existing gaps in infrastructure</b>				
Work with Networks to establish 2013 Action & Evaluation Plans that include Goals, Targets & Indicators & Action Plans.		CORE; RC/NorthSky; Networks	W.K. Kellogg (through February 2014) - Not Yet Allocated	
Develop a dashboard to report Network progress on website.		CORE; RC/NorthSky; Networks	W.K. Kellogg (through February 2014) - Not Yet Allocated	
Define role of the CORE team & roles of the Network.		CORE		
Develop a leadership succession plan.		CORE		
Train Networks on Salesforce CRM and provide technical assistance to conveners.		NorthSky	W.K. Kellogg (through February 2013)	
Explore the use of Salesforce as an engagement/collaboration platform <ul style="list-style-type: none"> <li>○ Research external use of Ideas and Answers platforms</li> <li>○ Explore Chatter Community Groups</li> <li>○ Apply for pro bono champion at Salesforce Foundation to guide build-out of community engagement platform</li> </ul>		Americorps VISTA; RC/NorthSky	Americorps VISTA  W.K. Kellogg (through February 2014) - Not Yet Allocated	
Work with Networks to establish effective “rules for coordination and alignment”		CORE		
Identify training and professional development needs for CORE & Networks		CORE		

❖ Target: Increase the number of actions in all counties that align with Grand Vision principles/targets by 10% per year.

Shared Vision \* Continuous Communication \* Aligned Actions \* Shared Measurement

Strategies	Timing	Lead	Resources	Status
Promote Targets when developed as well as Principles to give entities and individuals something nearer-term to align with.		CORE Communications Team; NorthSky; Networks		
Create a mechanism for entities (Network members and non-members) to self-affiliate their actions with the targets/principles that they align with.		CORE Communications Team; NorthSky; Networks		
Make “In Support of Grand Vision” seal publically available.		CORE Communications Team		
Lead by example - ensure all CORE & Network member actions that align carry the “In Support of” seal.		CORE; Networks		
Plan Grand Vision celebrations to acknowledge successes.		CORE		
Identify barriers to effectively working together (in 2013 capacity assessment) and incorporate activities into this plan to eliminate them.		NorthSky; CORE		

❖ Target: Leverage \$75 million in resources to our region by 2015.

Shared Vision \* Aligned Action

Strategies	Timing	Lead	Resources	Status
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Investigate potential to utilize NW Alliance for Sustainable Communities 501(c)(3) organization to leverage and manage resources for the region		CORE; NWMCOG		
Establish relationships and linkages to other regional, state and national initiatives that ensure that Grand Vision is strongly positioned and viewed as a leader and a model for success.				
Create and implement a fund development plan to fund Framework for Collective Impact development and Shared Measurement Plans and work of Networks		RC/NorthSky; CORE	W.K. Kellogg (Through Feb. 2014) - Not Yet Allocated	
Conduct communication activities that position Grand Vision as a means to achieve preferred future-reflects best practices, smart growth, etc.				

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## APPENDIX 1: Indicators to Measure CORE Targets

Related Strategic Goals	CORE Targets	Indicators
<p>Shared Vision</p> <p>Continuous Communication</p> <p>Aligned Actions</p> <p>Backbone Support</p>	<p>❖ Increase in the number and diversity of entities and individuals working to implement or influence actions aligned with Grand Vision principles/targets by 10% a year (private sector, government, nonprofits, youth and people in poverty).</p>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>▪ # of entities and individuals represented at network meetings</li> <li>▪ # of entities and individuals reporting actions that align with principles/indicators</li> <li>▪ # of students who participate in and report projects/actions</li> <li>▪ # of people who attend Grand Vision events</li> <li>▪ # of “In-public” dialogues about Grand Vision/indicators/projects (e.g. @TheGrandVision or #TheGrandVision use Twitter; Twitter followers; likes/mention/reach on Facebook; Chatter usage; Grand Vision YouTube views; other collaboration platform usage if developed)</li> <li>▪ # of visits to the Grand Vision website</li> <li>▪ # of downloads of materials on website</li> <li>▪ # of public organizations that have municipal plans and projects that align with Grand Vision principles/targets</li> <li>▪ # of downloads of the “In-Support of The Grand Vision” seal</li> </ul>
<p>Shared Vision</p> <p>Continuous Communication</p> <p>Aligned Action</p> <p>Shared Measurement</p> <p>Backbone Support</p>	<p>❖ Increase in capacity of Network participants to use the Framework for Collective Impact to create, measure and sustain actions to reach Grand Vision principles/targets.</p>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>▪ % of Network participants indicating that the Framework has helped them/their entity: <ul style="list-style-type: none"> <li>○ inspire new ideas</li> <li>○ self-organize and find partners</li> <li>○ communicate about Grand Vision aligned actions</li> <li>○ find and share resources</li> <li>○ find and access training and technical assistance</li> </ul> </li> <li>▪ % increase in overall capacity score from Network capacity assessment across all elements</li> </ul>
<p>Shared Vision</p> <p>Aligned Action</p> <p>Shared</p>	<p>❖ Increase the number of actions in all counties that align with Grand Vision principles/targets by</p>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>▪ # of actions reported by Network members and posted in CRM</li> <li>▪ # of actions reported by students</li> <li>▪ # of actions reported on a public collaboration platform (potentially)</li> </ul>

<b>Measurement</b>	10% per year.	
<b>Shared Vision</b> <b>Aligned Action</b>	❖ Leverage \$75 million in resources to our region by 2015.	<b>Measured by:</b> <ul style="list-style-type: none"> <li>▪ \$ raised for actions that align with Grand Vision principles/targets</li> <li>▪ \$ raised to support Framework for Collective Impact and backbone support</li> </ul>

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## APPENDIX 2: OUR PREFERRED FUTURE

*Shared understanding and reference to the Grand Vision principles across the region and throughout private and public sectors; universal embracing of the principles.*

- Increased private sector engagement
- Public policy sector refers to Grand Vision principles in master plans/ other planning; they may not refer to them as Grand Vision principles.
- In the future there will be less official Grand Vision events and more activities sponsored by other organizations and citizens that are in alignment with the Grand Vision principles. The Grand Vision principles will be part of the fabric of our community. The Grand Vision itself is more about providing the resources. The organizations need to profess that their activities are in-line with The Grand Vision.
- A cadre of young people who embrace our principles and are out working throughout the region.
- Citizens, organizations and projects self-align with Grand Vision principles and are less driven by Grand Vision. As we continue forward from a communications perspective it is more about maintaining outreach and passion in the regional for The Grand Vision. The forwarding of principles will come from the individual organizations themselves.
- Less about “community as a place” and more about a “social community and identity”.
- Grand Vision will have a regional cultural identity. It is about building the cultural identity for the region, which is what you can do when the money runs out. We need people in the community talking about the values of The Grand Vision.
- An appreciation of the resources that The Grand Vision leverages and brings to the region.

*Grand Vision provides the support; citizens, organizations, and networks activate the actions.*

- Grand Vision is more about the supports, infrastructure, the processes of doing things, and professional development. It is about forwarding the principles, communicating and encouraging specific processes and approaches. It’s about providing the tools to engage citizens, educate and involve them.
- The Grand Vision document is not a plan, it is a vision. The networks are working to put the vision into a plan.
- Expand to more than workgroups; the workgroups are supporters.
- The Grand Vision continues to leverage and attract new resources to the region.

*Further development of the leadership model*

- A leadership model is in place that supports our evolving work. We currently function with a Shared Backbone Organizations/ distributed leadership model that we want to be nimble enough to adapt as needed.

*Strong and effective communication and branding.*



- Grand Vision will forward branding of the Northern Michigan experience: “quality of place, quality of life, quality of spirit, quality of our guiding principles and innovation of solutions.”
- Reach audiences who don’t understand the Grand Vision and get more aggressive about communicating the concept of the Grand Vision as a citizen-led movement that seeks to engage every citizen and is transparent and inclusive.
- Our efforts will instigate and leverage significant resources to support activities and projects that further Grand Vision principles.

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## APPENDIX 3: CHALLENGES TO BE ADDRESSED IN PURSUING OUR STRATEGIC DIRECTION

### Internal Challenges

- Financial sustainability
- Attrition
- Burn out
- Competing interests - a lot people who are not in it for the long haul.
- Need fresh talent
- More linkages and communication between networks
- Low adoption of technology; become more digitally knowledgeable.
- Workgroup frustration; they feel they should be producing deliverables; we need to shift the focus to “we are here to deliver on these principles and that can happen in multiple ways.”
- Workgroups are also frustrated because they don’t see us forwarding their goals as a whole and perceive that they are doing it anyway.
- Distributed leadership model that is sustainable
- Volunteer recruitment and management
- Ensure networks don’t operate in silos
- Capture success stories

### External challenges

- Ownership/buy-in and skepticism from the private sector
- Confusion about what the Grand Vision is and why it’s important
- Positive communication
- Communicate to naysayers but don’t worry about them; offer them ways to get involved but build with those we already have been involved and grow from there.
- Self-identification of The Grand Vision work and related work
- Organizations and individuals are so busy that they don’t always respond to opportunities to communicate or support Grand Vision messaging
- Should we go open-sourced and just throw the Grand Vision logos out there for people to use as they see fit?
- The Annual event is part of challenging the community, but we should have other daily continuous means of doing this; Put up a billboard out in the community that keeps publicly challenging the community to forward The Grand Vision principles. The principles are what matter the details should be allowed to evolve.
- Communicate to the community that we are continuing to evolve, accomplish work and learning from our mistakes in our efforts to continue to forward The Grand Vision principles.
- Communicate about the assets and resources for the community The Grand Vision provides.
- Youth engagement is a difficult external challenge.

**APPENDIX 4: Evolution of the Grand Vision Stage of Development (Adapted from Stanford Social Innovation Review & FSG)**

Components for Success	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action & Impact
<i>Governance and Infrastructure</i>	Identify champions & form cross section group	Create infrastructure (backbone and processes)	Facilitate and refine
<i>Strategic Planning</i>	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
<i>Community Involvement</i>	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<i>Evaluation and Improvement</i>	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

GRAND VISION IS HERE - PHASE II

**APPENDIX 5: A NATIONAL MODEL OUTLINING OPTIONS FOR BACKBONE ORGANIZATIONS (SSIR)**

*(Please note: The Grand Vision uses the shared model)*

<b>Types of Backbones</b>	<b>Descriptions</b>	<b>Examples</b>	<b>Pros</b>	<b>Cons</b>
<b>Funder-based</b>	One funder initiates CI strategy as planner, financier, and convener	Calgary Homeless Foundation	Ability to secure start-up funding and recurring resources  Ability to bring others to the table and leverage other funders	Lack of broad buy-in if CI effort seen as driven by one funder  Lack of perceived neutrality
<b>New Nonprofit</b>	New entity is created, often by private funding, to serve as backbone	Community Center for Education Results	Perceived neutrality as facilitator and convener  Potential lack of baggage  Clarity of focus	Lack of sustainable funding stream and potential questions about funding priorities  Potential competition with local nonprofits
<b>Existing Nonprofit</b>	Established nonprofit takes the lead in coordinating CI strategy	Opportunity Chicago	Credibility, clear ownership, and Strong understanding of issue  Existing infrastructure in place if properly resourced	Potential “baggage” and lack of perceived neutrality  Lack of attention if poorly funded
<b>Government</b>	Government entity, either at local or state level, drives CI effort	Shape Up Somerville	Public sector “seal of approval”  Existing infrastructure in place if properly resourced	Bureaucracy may slow progress  Public funding may not be dependable
<b>Shared Across Multiple Organizations</b>	Numerous organizations take ownership of CI wins	Magnolia Place	Lower resource requirements if shared across multiple organizations  Broad buy-in, expertise	Lack of clear accountability with multiple voices at the table  Coordination challenges, leading to potential inefficiencies
<b>Steering Committee Driven</b>	Senior-level committee with ultimate decision-making power	Memphis Fast Forward	Broad buy-in from senior leaders across public, private, and nonprofit sectors	Lack of clear accountability with multiple voices