

# Implementation Goal

1. **Goal: The Randolph Community Wellness Plan is strategically implemented and public health in the Town is improved.**
  - 1.1. **Recommendation:** Establish a structure and roles for implementation that builds on the Collective Impact Framework and includes a backbone organization, steering committee, working groups, and partners.
  - 1.2. **Recommendation:** Secure funding for sustaining the administration, coordination and implementation of the CWP.
  - 1.3. **Recommendation:** Apply for the Community Compact Best Practices Program and select to advance the Public Health Best Practices that will improve public health and healthy community initiatives, such as the “Healthy Community Design” or the “Local board of Health” best practices.
  - 1.4. **Recommendation:** Foster inclusive participation in planning and implementation activities by priority youth, older adult and immigrant resident groups, and other groups that experience disparate health outcomes.
  - 1.5. **Recommendation:** Build the capacity of CWP leadership through funded Collective Impact Framework and other capacity building trainings.
  - 1.6. **Recommendation:** Track progress on the CWP and communicate progress updates to Randolph residents and stakeholders through diverse media channels and events. Do this annually or more frequently.

# IMPLEMENTATION

The Randolph Community Wellness Plan implementation will draw from the successes Randolph has had with project implementation previously and the Collective Impact Framework.

## Building on Successes in Randolph

Randolph CWP steering committee members reflected on projects and initiatives that have previously been implemented in Randolph and shared the elements of them that made them successful.<sup>a</sup> The projects included Powers Farm; a 2008 plan for improving Randolph Public Schools; Imagination Station<sup>1</sup> – Randolph’s largest community playground; Turner Free Studio, the local library’s digital media studio; and the Randolph Public School, Back to School Jamboree.

**Project strengths** identified included:

- **Multi-sectoral partnerships increased capacity.** All projects discussed engaged partners beyond the municipal or school system leadership. Initiatives were often led by municipal department staff (i.e. planning, DPW, library), school district staff, and commissions (i.e. conservation). In some cases, they engaged outside consultants that provided important expertise and capacity (i.e. related to ecological assessments, design and construction, and community engagement facilitation). And, in some cases private entities were important partners (i.e. businesses, Higashi school).
- **The community informed and was involved in doing projects.** All projects described engaged community members. Youth involvement was noted to be of particular importance. Larger projects included community meetings and workshops (i.e. Powers Farm and the Randolph Public Schools project), that engaged a greater number of residents. The Randolph Public Schools project was emphasized as exemplary in its community engagement approach, in which a hired facilitation consultant convened a very successful community workshop. The Imagination Station project held a design workshop with children for the playground, and a subsequent community build day for its construction.
- **Several sources of funding were required.** Projects typically applied several sources of funding and other resources. These included town staff time and resources, municipal funds (i.e. Community Preservation Act), Randolph public school funds, state funds (i.e. Local Acquisition for Natural Diversity Grant), donations (Costco and United Way), and in-kind contributions (i.e. use of meeting spaces).

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<sup>a</sup> Steering Committee members provided this feedback at the July 12, 2019 CHIP Steering Committee Meeting.

- **Tracking project implementation guided improvements.** Some projects tracked participation. In the case of the Back to School Jamboree, this information led to a change in location of the event to attract more middle and high school age youth.

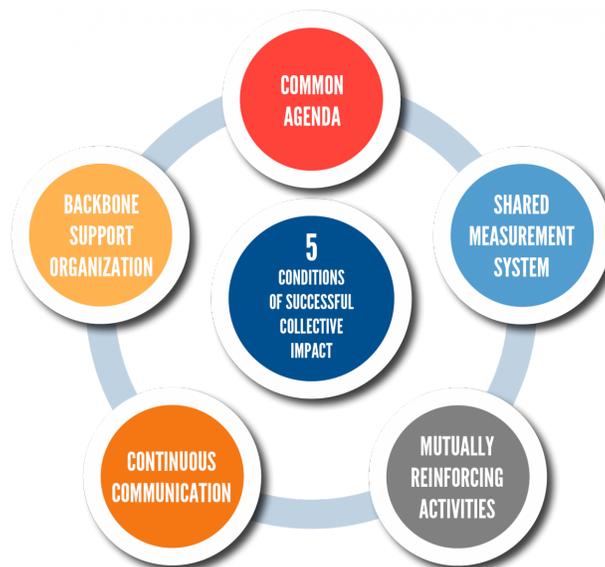
Steering Committees also shared **hurdles** they generally encountered in implementing projects and initiatives. These are included here to understand and learn from constraints and challenges encountered in previous project work, and proactively address them in future projects. Some of the key hurdles included:

- **Capacity limitations** Limited staff to lead and guide projects.
- **Responsibility** Lack of coordination across municipal departments and limited formal assignment of responsibility for maintenance of projects, particularly park projects.
- **Funding** Limited funding sources.
- **Distrust and tensions** As they pertained to the Randolph Public School project, distrust of school department and racial tensions were mentioned.

# The Collective Impact Framework

*Collective Impact*<sup>2</sup> is a structured approach to bringing people together to coordinate and act on complex issues, to bring about positive social change. It has five key conditions (Figure 1) and is based on a set of practice principles. Principles include prioritizing equity, involving community members, fostering cross-sector partnerships, making iterative improvements, cultivating leadership, making system changes, encourage a culture of trust and respect, and customize action to the local context (See Appendices for detailed list of Principles).

Figure 1: **Five Conditions of Collective Impact** source: <https://www.unitedwaylebc.org>



## **Five Conditions of Collective Impact:**<sup>3</sup>

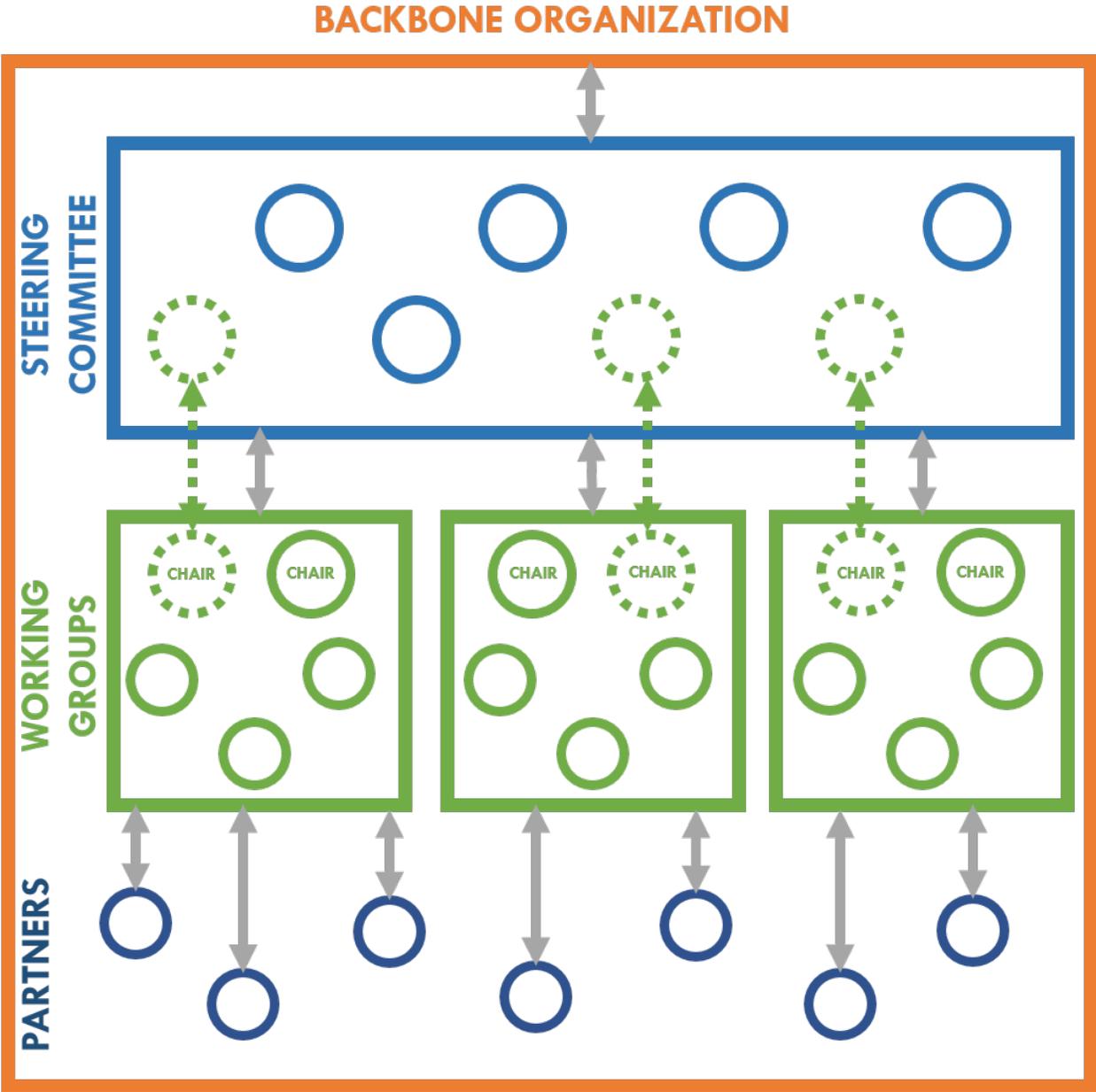
1. **Common agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
2. **Shared measurement:** All participants agree on how to measure and report on progress, with a short list of common indicators identified to drive learning and improvement.
3. **Mutually reinforcing activities:** A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated, mutually reinforcing set of activities.
4. **Continuous communication:** All players engage in frequent, structured communication to build trust, assure mutual objectives, and create common motivation.
5. **Backbone support:** An independent, dedicated staff provides support and key functions for the sustained operation of the collective impact initiative.



### **Structures for Coordinating Activities**

Application of *Collective Impact* includes establishing structures for coordinating activities. The **Backbone Organization** supports the overall infrastructure and facilitates coordination of the Collective Impact strategy and provides six essential functions related to strategy, aligned activities, evaluation, community engagement, advancing policy, and mobilizing resources (see Appendices for detailed description of functions). The Backbone Organization has dedicated capacity, staff and funding to carry out the role. The **Steering Committee** provides strategic direction on an initiative, and is a cross-sector group, with members who bring diverse perspectives relevant to the issues addressed by the initiative. **Working Groups** coordinate action on discrete parts of the common agenda and are comprised of members with firsthand experience with the issues being acted on, who are empowered with the authority to represent and influence their organization and field. Working Groups are led by 2-3 co-chairs, one of whom is also Steering Committee member. These are the formal members and structures, but other stakeholders and community representatives are also simultaneously engaged and partnered with in the initiative.

Figure 2: Collective Impact Organizational Structure, adapted from Collective Impact Forum by MAPC



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- 1 Town of Randolph website (nd). Parks & Recreation: Playgrounds. Accessed on December 6, 2019 from <https://www.randolph-ma.gov/parks-recreation/pages/playgrounds>.
  - 2 Collective Impact Forum website (nd). "Welcome to the Collective Impact Forum" home page. Accessed on December 6, 2019 from <https://www.collectiveimpactforum.org/>.
  - 3 Collective Impact Forum website (nd). "Collective Impact Principles of Practice: Putting Collective Impact into Action" blog post. Accessed on December 6, 2019 from <https://www.collectiveimpactforum.org/blogs/1301/collective-impact-principles-practice-putting-collective-impact-action>.