



Rapid City Collective Impact

Assessing the impact
five years later

Presented by:
Don Greer
Greer Black Company
drgreer@greerblackcompany.com
+1 (406) 570-1905

Background

- In 2016 Rapid City, South Dakota, faced persistent community issues including an increasingly confrontational, violent relationship with local indigenous Lakota Sioux tribe members and the adjacent Pine Ridge reservation.
- Previous efforts to engage and resolve these issues, while logical in concept, did not improve the situation and failed to achieve the desired *"improvement in the quality of life for everyone"* in Rapid City.

This Presentation

- Review approach taken by the Rapid City Collective Impact "backbone office" to address these issues
- Review use of system dynamics representations as boundary objects
- Examine approach's effectiveness and its community impact five years after the 18-month initiative ended

Starting Rapid City Collective Impact



[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

Brent



Ray



Bruce



Albert



Don



Meagan

Five Conditions for Collective Impact:

1. Common agenda:

All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

2. Shared Measurement:

Collecting data and measuring results consistently across all participants ensures that efforts remain aligned, and participants hold each other accountable.

3. Mutually Reinforcing Activities:

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

4. Continuous Communication:

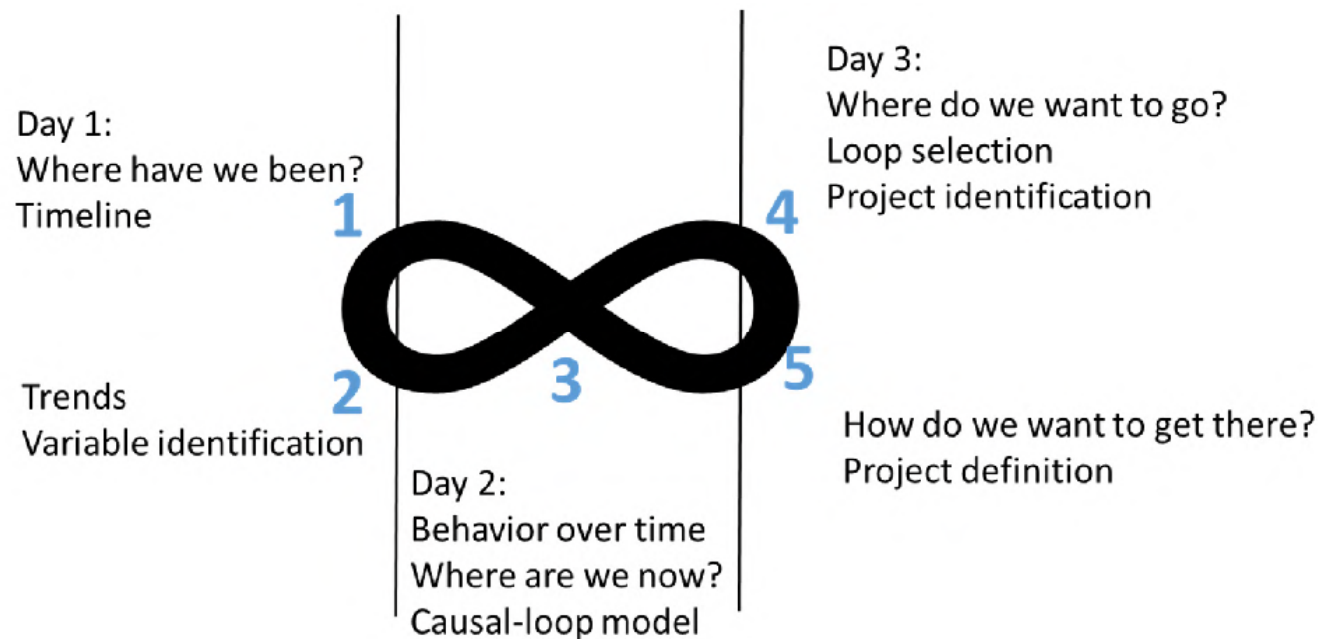
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

5. Backbone Support:

Creating and managing Collective Impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and to coordinate participation organizations and agencies.

Hanleybrown, Kania, & Kramer (2012)

Kick-off Workshop Method Overview



Hopes and Fears Debrief (Day 1)



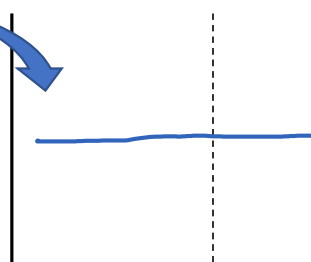
Timeline (Day 1)



Affinity to Variable to Behavior-over-time

How to find services for children with disabilities

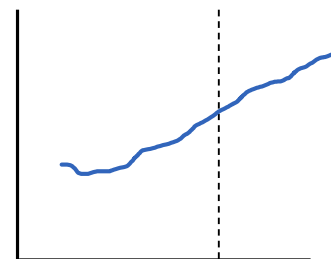
Disabled child services capacity



Had no early intervention or preventative services when young

Family moved to Rapid City for more services for daughter with Traumatic Brain Injury

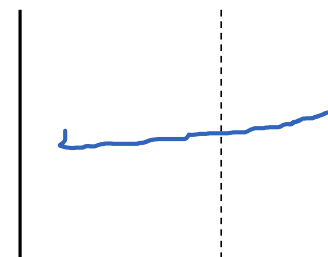
Number of disabled children in Rapid City



Disconnect of services between school and TBI services

Had to take daughter out of school so she could get TBI services

Number of services for disabled children



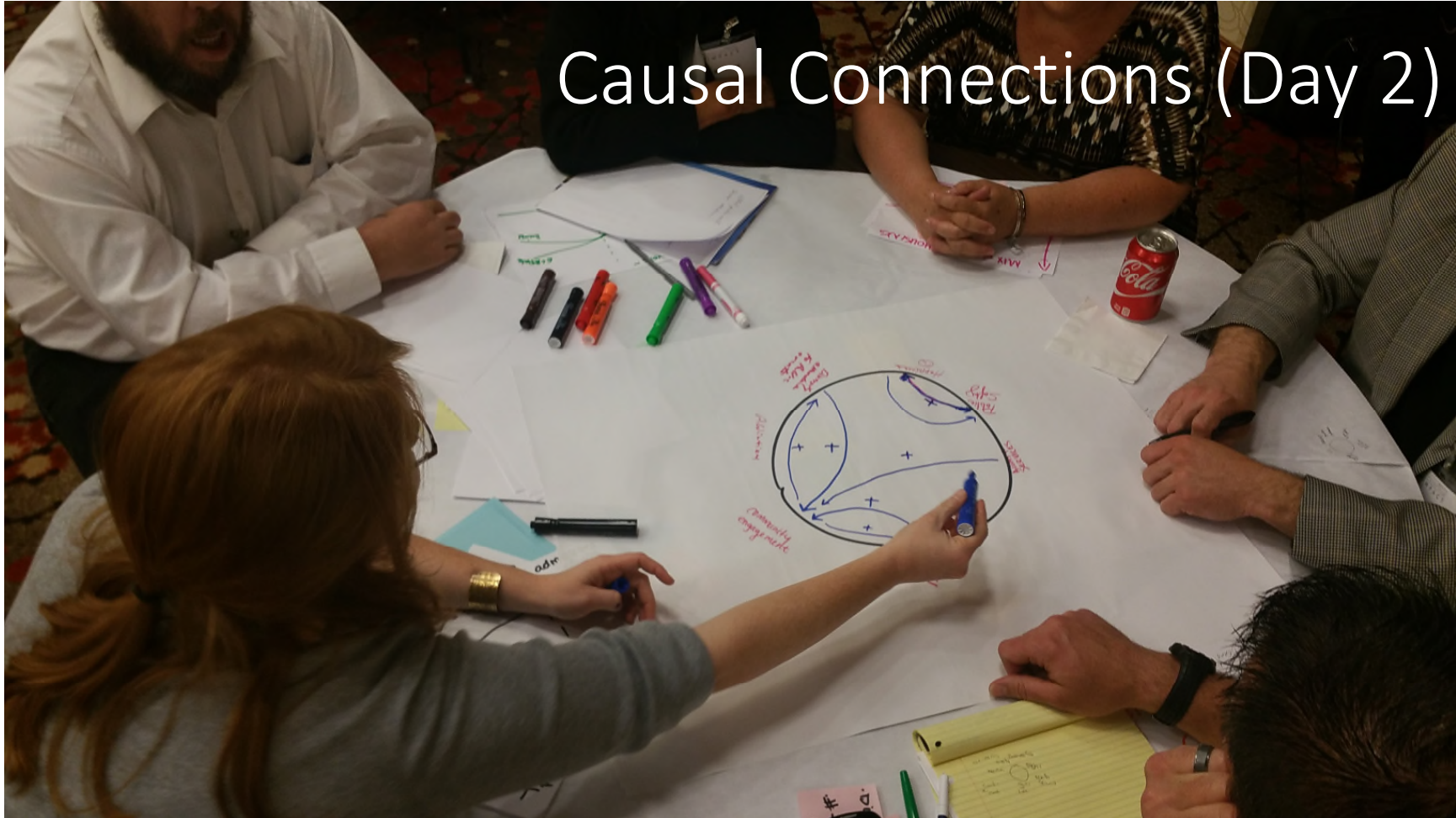
Variable Identification (Day 1)



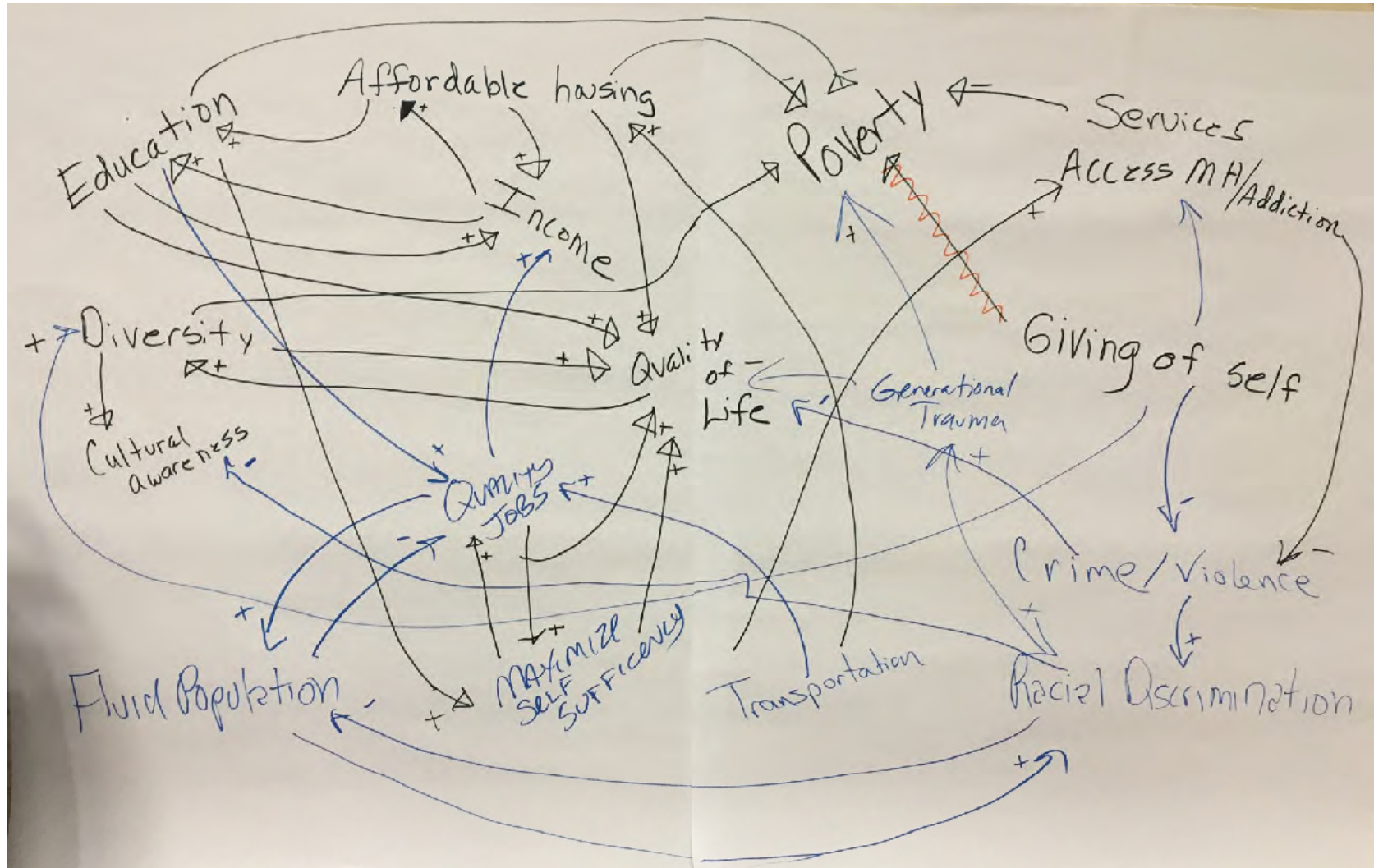


Behavior Over Time Debrief (Day 2)

Causal Connections (Day 2)



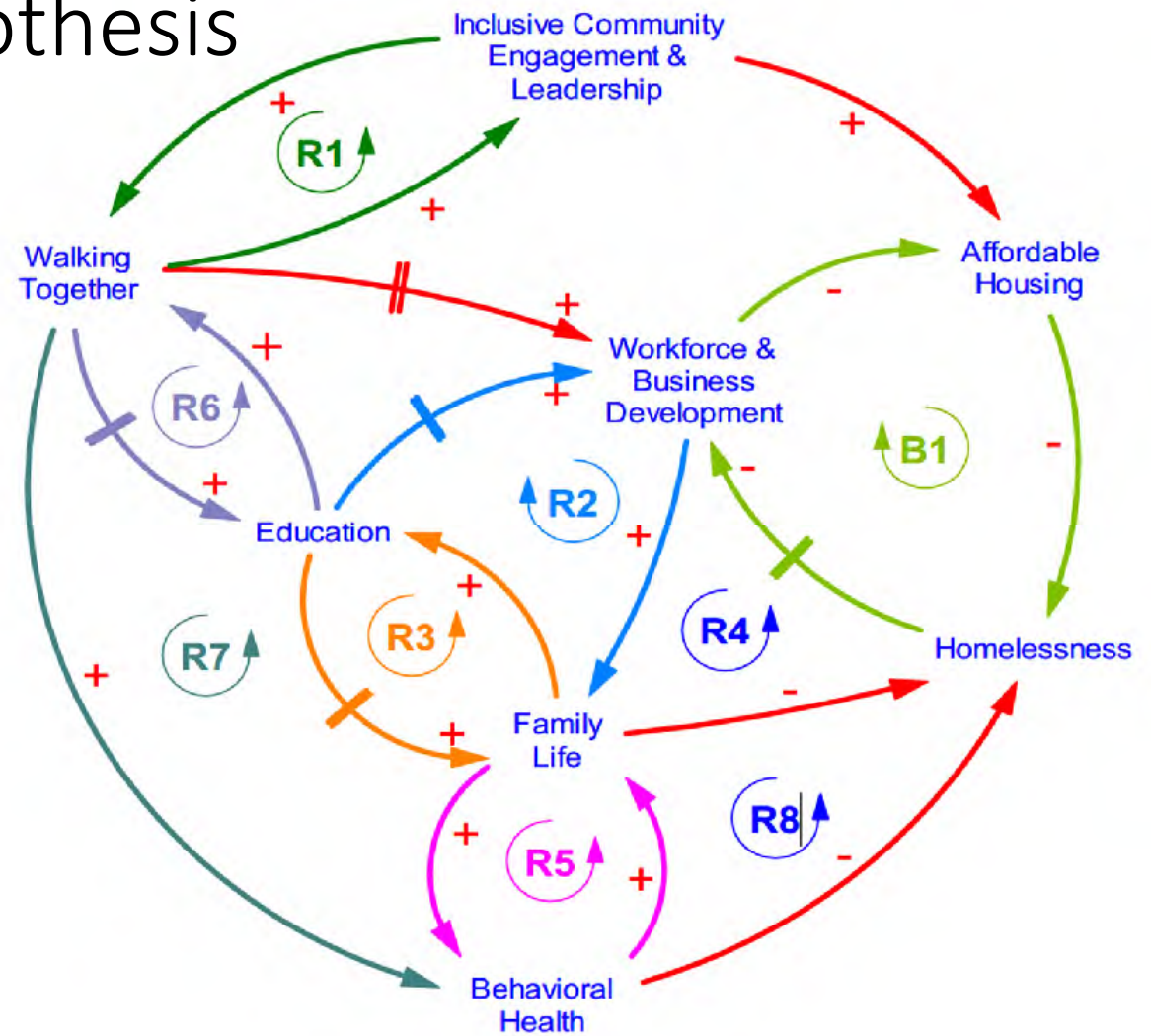
Causal Connections



Project Definition (Day 3)

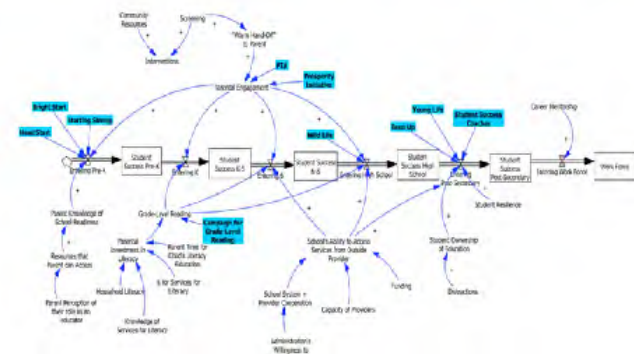
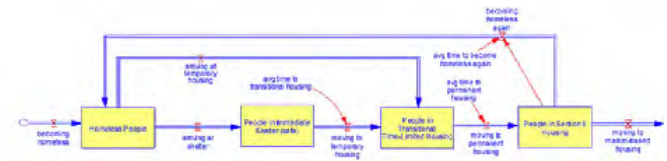
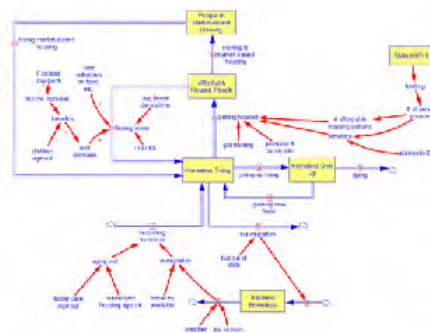


RCCI Dynamic Hypothesis



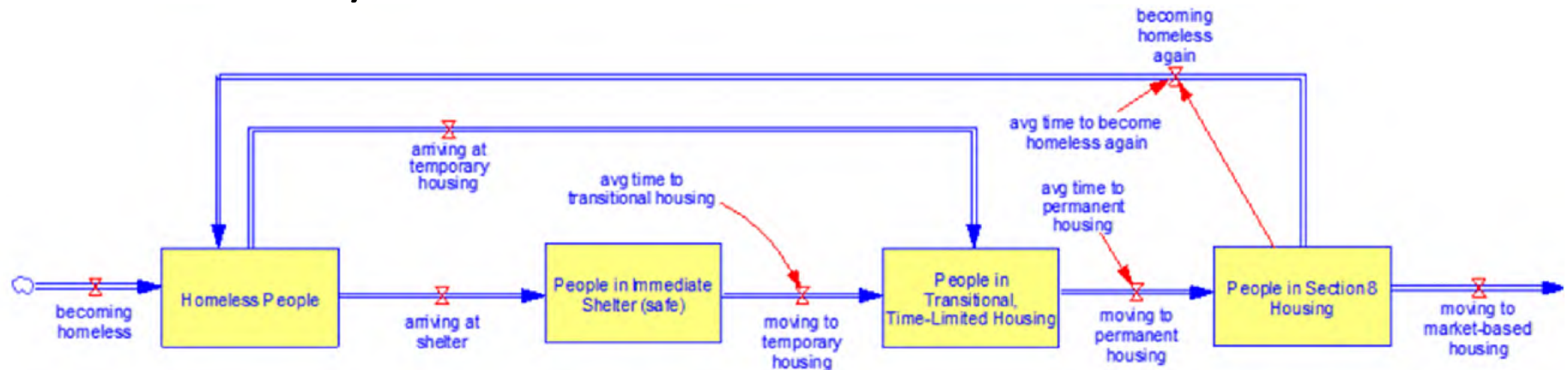
Resulting workstreams developed boundary objects over the next year

- Leadership
- Walking Together
- Behavioral Health
- Family Life
- Homelessness
- Workforce and Business Development
- Affordable Housing
- Education



Introduced “Loop Meetings”

Simple stock-flow maps helped talk about community issues...



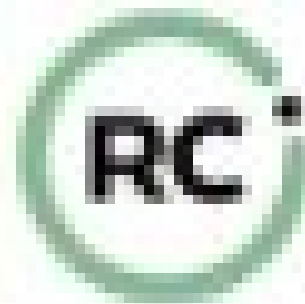
- *Cumulative* cost of providing shelter
- *Different* organizations volunteer for each step
- Uneven organizational *capacity*
- *No one* addresses moving to market-based housing
- “*Scrap cost*” of becoming homeless due to eviction
- Total time *doesn’t meet HUD standards*
- *No one is responsible for the whole process*

A city-wide systems approach to Collective Impact

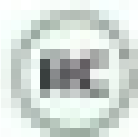
<https://www.youtube.com/watch?v=yCzAit7FVUk>



FIRST TIME IN HISTORY



**RAPID CITY
COLLECTIVE
IMPACT**

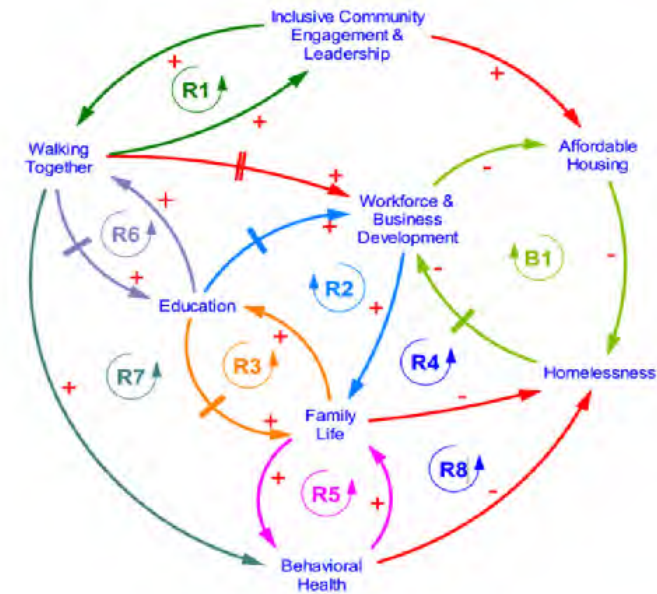


Gene Tyson

Director at Days-Lula Chokwe, Inc.

What has changed?...

- Community partners invested >\$30 million in **comprehensive approach** to citizens suffering with addiction, facing challenges in finding affordable homes, and in need of workforce training.
 - 2018 Opened \$14M Care Campus and Crisis Stabilization Unit to prevent police taking people to the emergency room or jail (9,000 visits in first 8 months)
 - 2021 Opened \$16M One Heart Campus to help people regain balance and re-enter the community as a productive citizen
- Police chief now speaks Lakota and other city and county officers are learning
- Recent public denunciations of a hotel owner's racist comments
- Tribal members hold seats on many community boards
- Funding for non-profit-operated affordable housing experiment
- More aggressive city **policy** on demolition and renewal of in-city-limit commercial and residential areas



April 28, 2022, Mayor speaking on crime...



“...[Crime] is a tip of the iceberg because it’s still not looking globally, ...many of these resources ...are designed to deal with a problem that is occurring right now and not geared toward preventing a problem in the future.”

“...the root of the issue is complicated, but many of the [criminal] cases related to substance abuse can be attributed to childhood trauma and childhood experiences...”

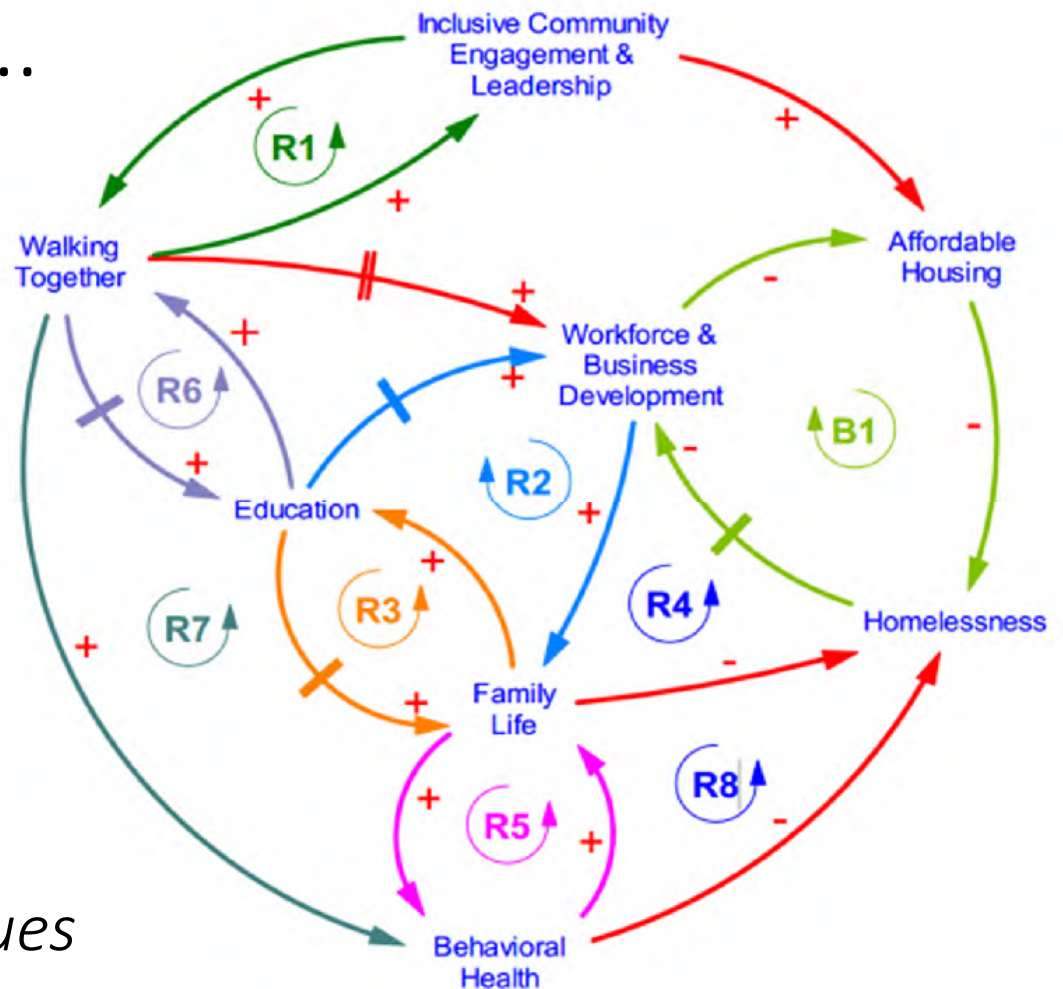
“...an underinvestment from the state in terms of treatment facilities, and communities are “manufacturing criminals”...it has to do with parenting and the home environment...it’s predictable, and officers can point to a house where children are raising themselves, parents are uninvolved, where there’s high incidents of sexual, physical and substance abuse, and the child is extremely disadvantaged coming out into the community...”

“...There seems to be a feeling that you cannot be conservative and support early childhood education because childhood education is “socialist” or it’s “liberal” or it’s something else ...I'll tell you what it is. It's expensive. It's expensive and it takes police officers dealing with generation after generation with hordes of kids who grew up raising themselves and are now part of the [criminal justice] system. This is unsustainable and we've got to stop it.”

What has changed?...

- Evidence people have internalized the city and its people as a system
- Richer details of underlying workstreams, more broadly understood, by larger parts of population
- Shared language persists 5 years later

Assessing the impact continues





Thank You

