



Pierce County Leadership in Action Program: A Results-based Approach to Leadership

“All families in Pierce County have housing that meets their needs”

FREQUENTLY ASKED QUESTIONS (FAQ)

Who developed the Leadership in Action Program?

In 2001, The Annie E. Casey Foundation developed the Leadership in Action Program (LAP), designed using the “Theory of Aligned Contributions” as a change model (Pillsbury, 2008). Dr. Jolie Bain Pillsbury, as the architect of the LAP, has supported the implementation of 15 LAPs across the country where cross-sector community leaders have worked together to accelerate measurable improvements in the well-being of families, children, and communities.

Has the LAP been implemented in any other counties in Washington State?

No, the Pierce County Leadership in Action Program is the first such offering in this state.

How was Pierce County chosen to implement this program?

Pierce County was chosen through a competitive selection process administered by Building Changes.

What is unique about the Pierce County Leadership Program?

Pierce County is using this results-based leadership program to address the issue of family homelessness in its communities. The program will deepen the competencies and collaboration of a diverse group of cross-sector leaders working collectively to ensure that *“all families in Pierce County have housing that meets their needs.”*

Who is funding the LAP in Pierce County?

The Annie E. Casey Foundation, Building Changes, Bill & Melinda Gates Foundation, and Pierce County provided funding for this program.

How will the success of this program be measured?

The LAP model includes a “Call to Action” by the Executive Sponsors and the Accountability Partners (see below). In the first session, participants focus on accelerating progress toward achieving population-level results. Success of the program will be defined by the group’s making a measurable difference in the population-level results in 12 months.

Pierce County’s call to action and measurement is as follows:

LAP leaders contribute to a measurable improvement in all families having housing that meets their needs by December 2015, as measured by number of homeless families, number of days in homeless system, number of returns to homelessness.

Who are the participants in this program?

The LAP participants represent a diverse group of cross-sector leaders in the county—representing government, housing authorities, health care, education, cities, providers, corporate entities, faith communities, and community organizations—who have the support to “take action together” using collectively defined strategies toward achieving the result.

Who sponsors this work in Pierce County?

Two Executive Sponsors (ES) and five Accountability Partners (AP) sponsor the leaders in this program:

- Pat McCarthy, Pierce County Executive (ES)
- Marilyn Strickland, Mayor, City of Tacoma (ES)
- Helen Howell, Director, Pierce County Community Connections (AP)
- Michael Mirra, Executive Director, Tacoma Housing Authority (AP)
- Diane Powers, Human Services Division Manager, City of Tacoma (AP)
- Dona Ponepinto, CEO United Way of Pierce County (AP)
- Alice Shobe, Executive Director, Building Changes (AP)

What role do the Pierce County Executive Sponsors and Accountability Partners play?

- Endorse LAP as a community strategy to achieve the program result.
- Ensure there is political will and support for LAP participation.
- Respond to requests and recommendations from LAP participants and engage to the extent feasible to support strategies that move the work toward measurable improvements.
- Review the progress of the LAP and publicly share the LAP progress towards achieving a measurable improvement in population-level results by December 2015.

When does the LAP occur?

LAP launches in Tacoma, WA, September 8-9, 2014. This is the first of seven, two-day sessions occurring between September 2014 and June 2015.

What happens during this first, two-day session and in subsequent sessions?

Accountability Partners and LAP participants come together to review the best available trend data and set targets for improvement that will accelerate progress towards “all families having housing that meets their needs.”

Example of measurable improvement: Marion County, Indiana, LAP*

“All adult offenders in Marion County are successfully reintegrated into their community.”

Indicator 1: “The percentage of ex-offenders released from the IDOC back into Marion County who returned to prison within six months decreased from 16.2 to 14.4.”

Indicator 2: The rate for ex-offenders released from the IDOC back into Marion County who were re-arrested in the county within one year of release decreased from 51 percent to 44.6 percent.”

*(*Excerpted from “Helping Ex-Offenders Turn Around Their Lives in Marion County, Indiana.” © 2010 The Annie E. Casey Foundation, Baltimore, Maryland.)*

During each of the following sessions, coach/facilitators will help LAP leaders strengthen their ability to use a core set of leadership competencies and align their actions and strategies with the goal of making changes in real time and ultimately achieving the results they set. Review of data will be a component of each LAP session.

When does the LAP end?

The formal, scheduled sessions and coaching end June 2015. This work, however, is ongoing and has no formal end date. These leaders will continue sharing knowledge and collaborating with one another on their community goals going forward. In January of 2016, we will provide an opportunity for LAP participants to come together again and share where they are in their ongoing implementation of strategies for meeting the housing needs of all families in Pierce County and progress made toward achieving the targets for improvement in population-level results.

How can I learn more about the fundamentals of the LAP model, and who can I contact if I have additional questions?

Please refer to “[Leadership in Action Program \(LAP\): Leading Together for Better Outcomes](#)” or visit [BuildingChanges.org](#). For additional information, contact Sarah Rajski, Project Manager, at Sarah.Rajski@BuildingChanges.org.

Core Competencies

This core set of competencies helps participants bring about their identified results.

Results Accountability

Makes aligned contributions to accelerate measurable improvement in the result.

Race, Class, and Culture

Takes action to address race, class, and culture disparities.

Leading from the Middle

Makes decisions and takes actions on behalf of the result.

Collaborative Leadership

Makes proposals to develop accountability for collective decisions.