the forum FOR YOUTH INVESTMENT

The Forum for Youth Investment

What is Collective Impact?
Why Does it Matter for Youth-Led Prevention Initiatives?

Karen Pittman, President & CEO | The Forum for Youth Investment

The Ohio Youth-Led Prevention Network Adult Leader Summit

December 5, 2014

DURING THE 1950'S, AS SMALLER AND MORE PREMATURE BABIES WERE SAVED WITH INCREASINGLY TECHNOLOGICAL TREATMENTS AND THE INTENSIVE CARE OF THESE INFANTS EXPANDED ACROSS THE COUNTRY, SEVERAL PROBLEMS SURFACED. OXYGEN...SAVED MANY LIVES. HOWEVER, ITS UNREGULATED USE ...APPEARED TO BE DETRIMENTAL TO SOME BABIES...

1952

Thaddeus'
Daughters

2012

The U.S. graduation rate reached its historical high point at the end of the 1960s, with the graduation rate peaking at 77 percent in 1969.
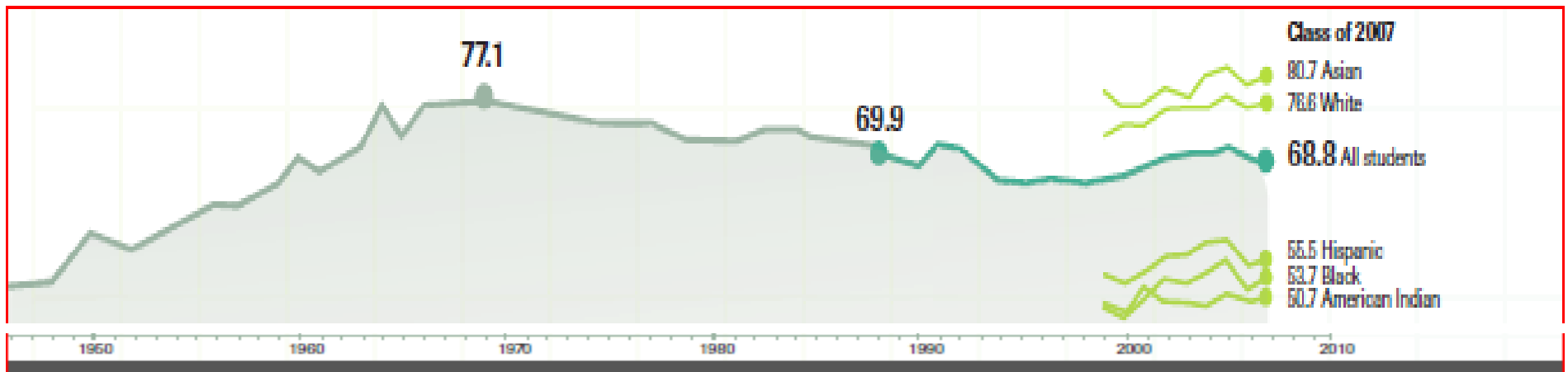
Why are some problems easier to tackle than others?

Simple

Complicated

Complex
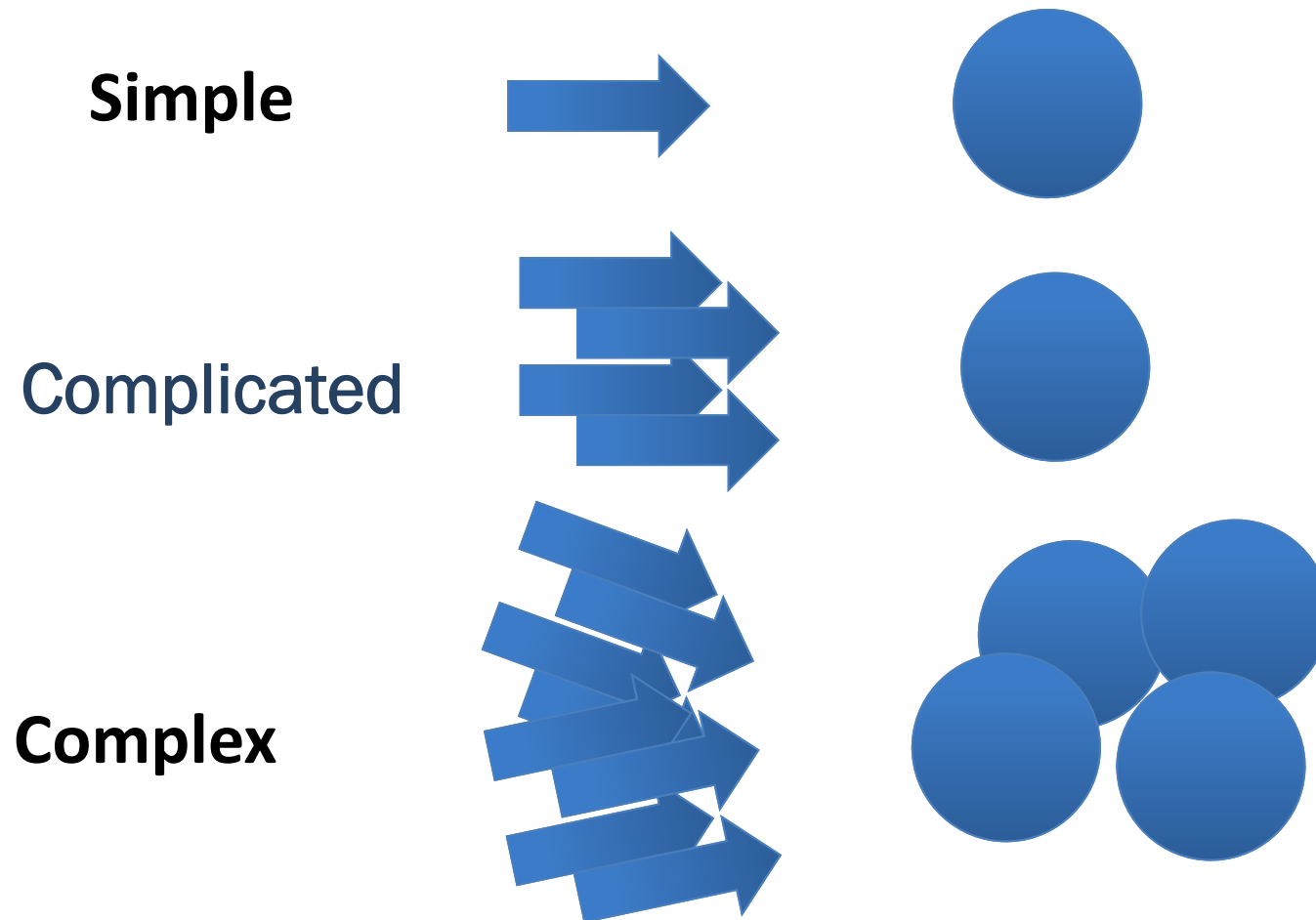
Collective Impact

Collective Impact is the <u>commitment</u> of a group of important actors from <u>different sectors</u> to a <u>common agenda</u> for solving a <u>specific social problem</u> at <u>scale</u>.

Source: Channeling Change: Making Collective Impact Work, 2012

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Sounds good!

Why haven't we done this?

Leadership Groups

Neighborhood Councils

Youth Network

Workforce Investment Board

P-20 Council

College Access Netwo[rk]

Substance Abuse Coalition

Mayor's Office on Children, Youth, Families

Afterschool Alliance

Health and Wellness Coalition

Family, School & Community Supports

Increase after-school participation

Improve OST program quality

Expand learning opportunities

Increase child health coverage

Reduce child welfare caseloads

Expand early childhood education

Child and Youth Outcomes

Increase School Readyness

Reduce Youth Violence

Improve Third Grade Reading

Reduce Abuse & Neglect

Reduce Obesity

Reduce Bullying

[In]crease On-Time Graduation
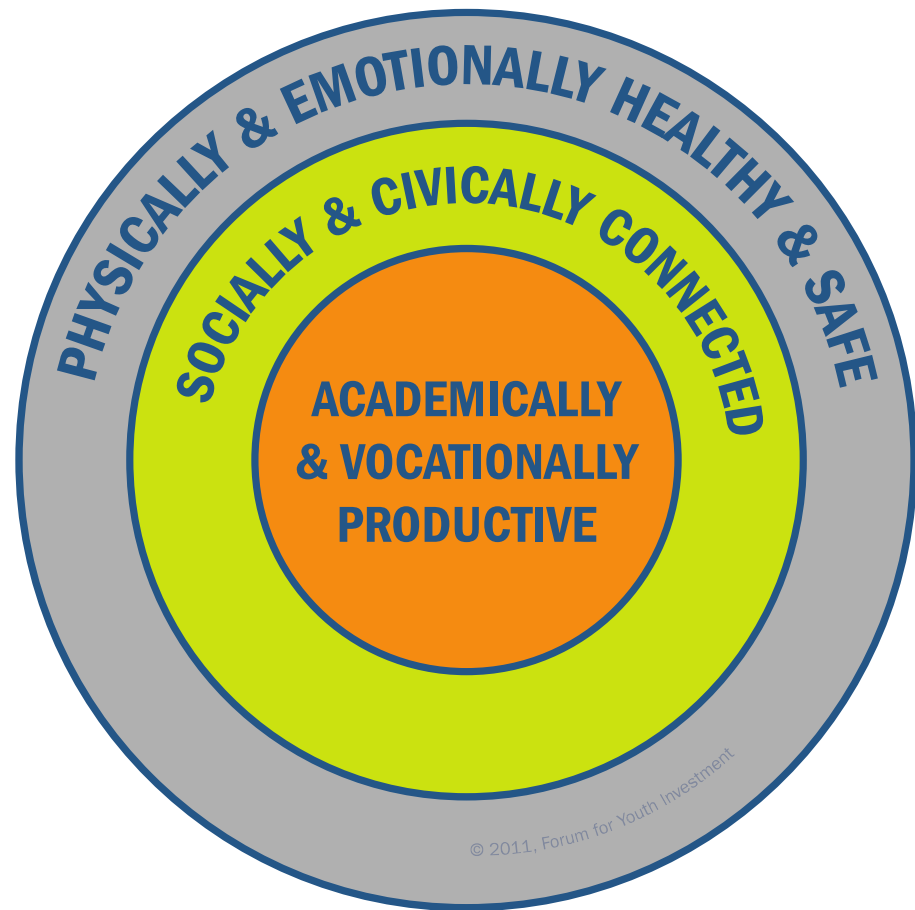
Improve Job Skills

Increase Civic Engagement

Reduce Substance Use

Decrease Youth Idleness

FRAGMENTED LEADERSHIP

COLLABORATIONS

Task Force on Violence

Counselor's Consortium

City Children's Collab.

Perinatal Community Consortium

America's Promise

Comm. Asset Network

Do Right by Kids campaign

Domestic Violence Partnership

SACSI

Early Childhood Develop I.

Domestic Violence Consortium

NBN

Not Me Not Now

CCSI TIER II

Advocacy

N.E.T.

Community Mobilization

Health Action

Juvenile Justice Council

Interagency Council

City Violence Initiative

Transitions Collab.

Cross - Systems Change

Enterprise Community Zone P.

Service Delivery

Positive Outcomes for Youth & Families

MCTP

SDFSCA Planning Committees

Reclaiming Youth

Youth 2000

Our City's Child

Student Asst. Prof. Greater Roch. Area

Evaluation

Homeless Continuum of care Impl. Team

Best Practice

Continuous Improvement

OASAS Prevention Initiative

Monroe Cty. Sch & Comm. Health Ed. Network

City Effectiveness Partnership

RAHYC

Mentoring Round Table

CHANGE

PCIC

Perinatal Substance Abuse Coalition

YRBS Group

HW & Tutoring Round Table

Homeless Services Network

Youth Services Quality C.

Children & Family Serv. Subcomm.

Adult Services Subcomm.

RECAP

Student Assistance Prof.

Runaway & Homeless Youth Ser Provider

CASAS Providers

Board of Health

Community Profile

Diversion Collaborative

Preventive Services Coalition

Reg. 2 Preventive Provid.N

Community Service Board

School Health Leadership Team

United Neighborhood Centers Of Greater Roch.

Take Aim: *Ready* Children & Youth

CHILDREN
& YOUTH
OUTCOMES

Problems co-vary.
Young people need to avoid risks and
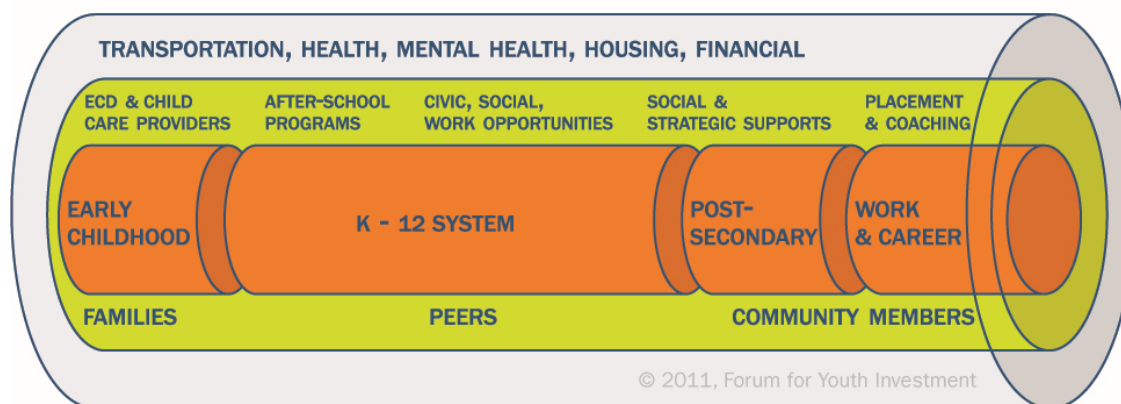build competencies across multiple
areas.

PHYSICALLY & EMOTIONALLY HEALTHY & SAFE

SOCIALLY & CIVICALLY CONNECTED

**ACADEMICALLY
& VOCATIONALLY
PRODUCTIVE**

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Ready Communities:
Insulate the Education Pipeline

FAMILY, COMMUNITY & SCHOOL SUPPORTS

Supports (or risks) are everywhere.

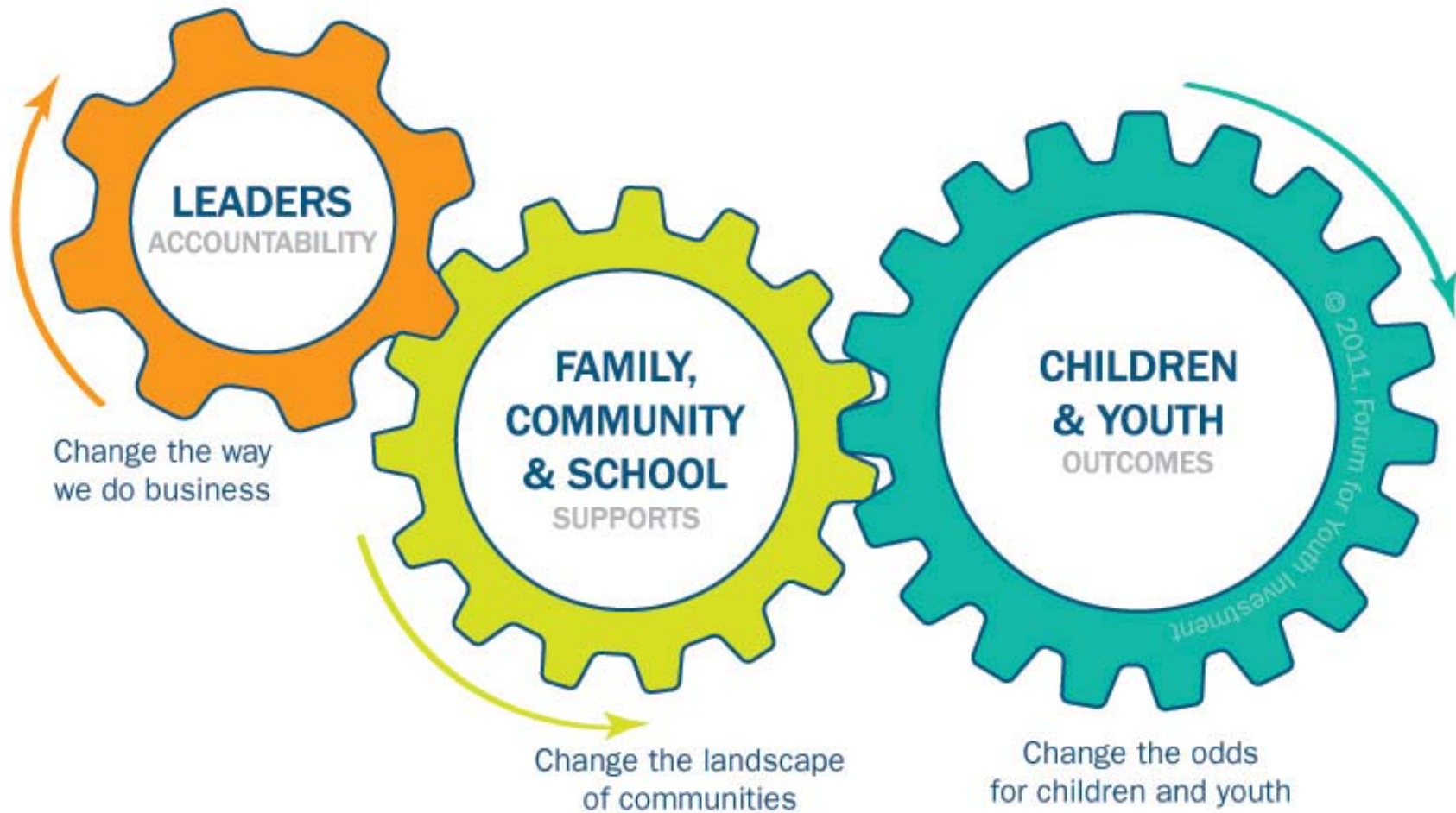Young people need access to quality supports and services in all of the places where they spend time.

TRANSPORTATION, HEALTH, MENTAL HEALTH, HOUSING, FINANCIAL

| ECD & CHILD CARE PROVIDERS | AFTER-SCHOOL PROGRAMS | CIVIC, SOCIAL, WORK OPPORTUNITIES | SOCIAL & STRATEGIC SUPPORTS | PLACEMENT & COACHING |

| EARLY CHILDHOOD | K - 12 SYSTEM | POST-SECONDARY | WORK & CAREER |

| FAMILIES | PEERS | COMMUNITY MEMBERS |

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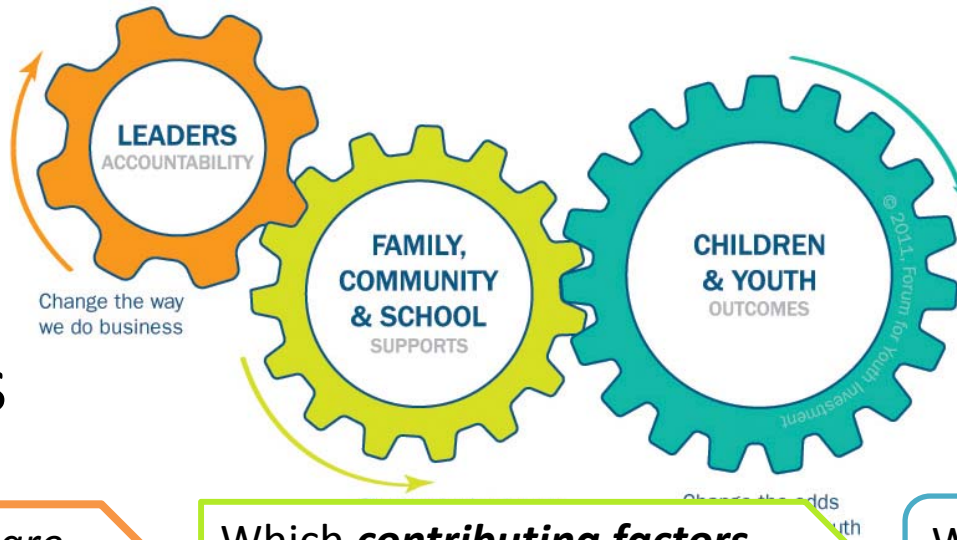
"Cradle to career" insulation (0-26)

Ready by 21 focuses on the small gear
challenging leaders to think differently & act differently…

Moving the small gear makes a BIG difference

LEADERS
ACCOUNTABILITY

Change the way
we do business

FAMILY,
COMMUNITY
& SCHOOL
SUPPORTS

Change the landscape
of communities

CHILDREN
& YOUTH
OUTCOMES

Change the odds
for children and youth

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Describe your initiatives

LEADERS
ACCOUNTABILITY

Change the way
we do business

FAMILY,
COMMUNITY
& SCHOOL
SUPPORTS

CHILDREN
& YOUTH
OUTCOMES

© 2011 Forum for Youth Investment

Change the odds
...th

Which **strategies** are you using?

Which **contributing factors** are you trying to change?

Which **outcomes** are you hoping to improve?

Describe your initiatives

Which **strategies**?

Info dissemination
Education
Community-based
Process
Environment
Alternatives

Which **contributing factors**?

Healthy Beliefs & Standards
Academic Commitment
Parental Support
FSC Involvement
Low Adverse Childhood
Experiences
Social Modeling
Internal Assets
External Assets
Social Norms
Strong Bonds to FSC
Transition to Adulthood
Resiliency

Which **outcomes**?

Substance Abuse
    Alcohol
    Tobacco
    marijuana
Violence
Mental Health
    depression
    suicide

Changing the Way we do Business:

Within *and* Across Coalitions

Defining and Documenting Contribution

Single-issue coalitions are learning to define and document their contribution by:

- Doing a problem analysis
- Developing a logic model
- Deciding on specific interventions
- Documenting implementation
- Analyzing their contribution

Example: Metro City Safe Streets

Partners

- Mayor's Office
- Juvenile/Family Courts
- Police Department
- Interfaith Coalition
- Metro United Way
- Metro Schools
- Metro PTA
- Neighborhood Councils
- Tenants Association
- Realtors Association
- Chamber of Commerce
- YouthNet Works
- Seniors Together

Neighborhood Level Indicators

- # thefts per 100 housing units
- # arrests per 1000 residents
- # arrests per 1000 youth <24
- # gang related incidents per month

Interventions

- Adequate lighting
- Reclaimed vacant lots
- Landlord Controls
- Liquor zoning restrictions
- Community policing
- Active Tip lines
- Neighborhood Patrols
- Afterschool/Teen Clubs
- Youth Jobs Program
- Community Rec. Centers
- Senior Escort Service
- School Safety Zones
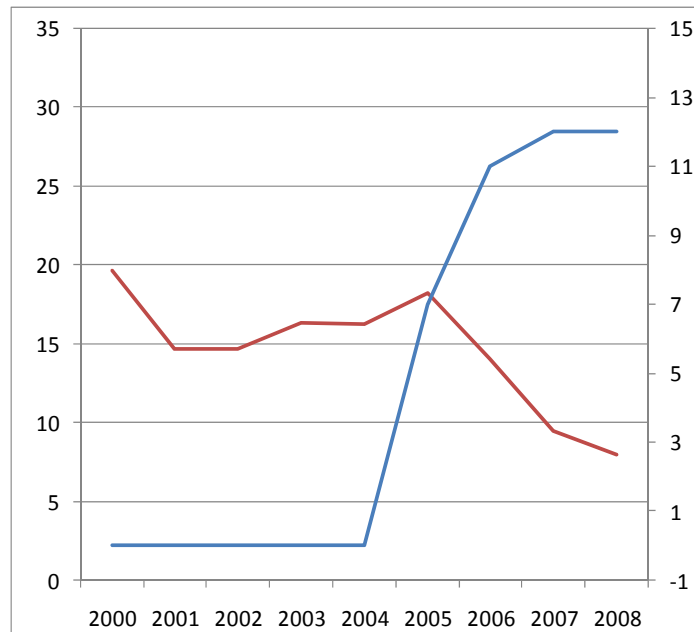- Mentoring
- Drug Courts

Metro City Safe Streets

Contribution to Reduced Crime: Neighborhood A
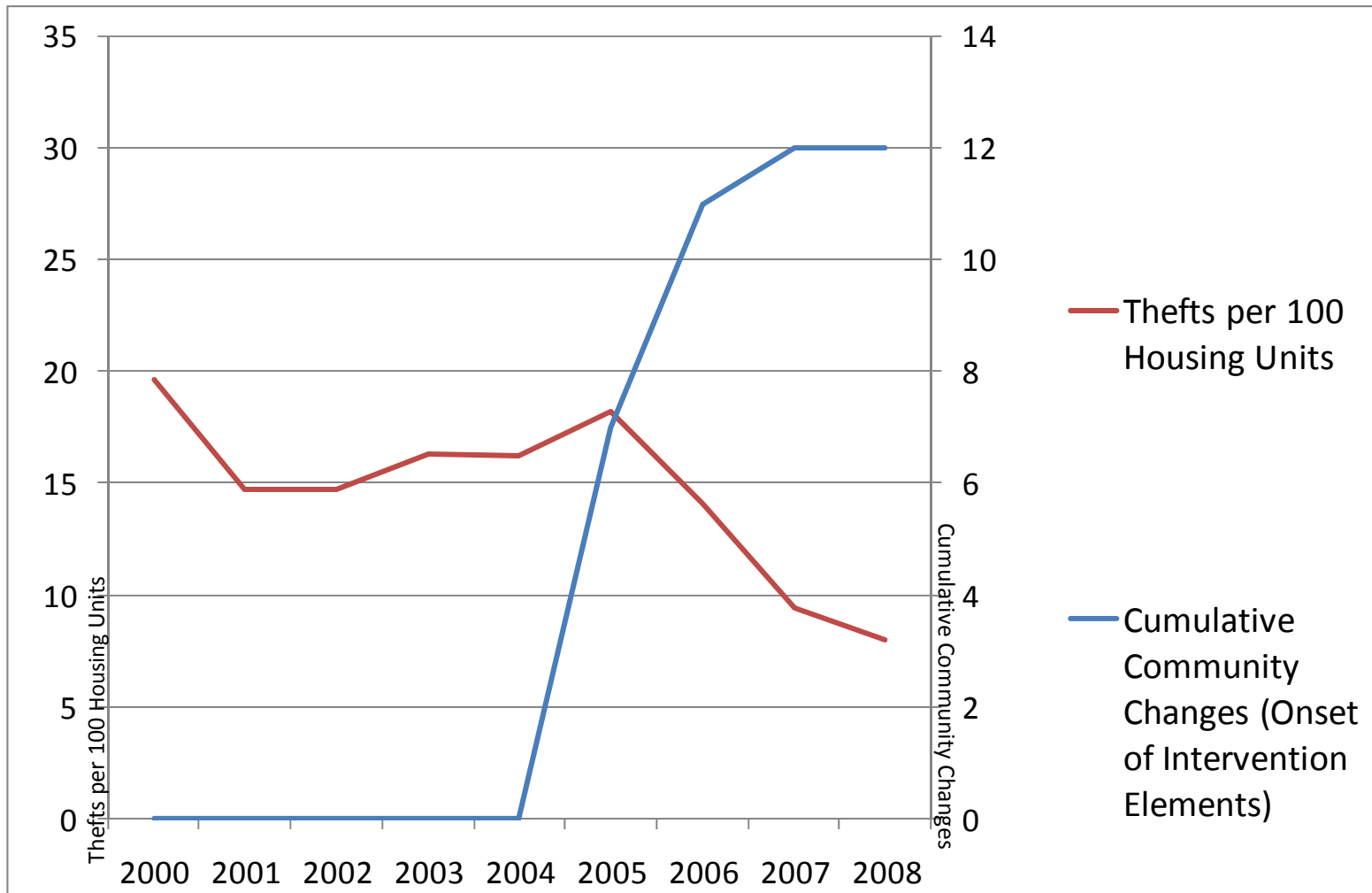
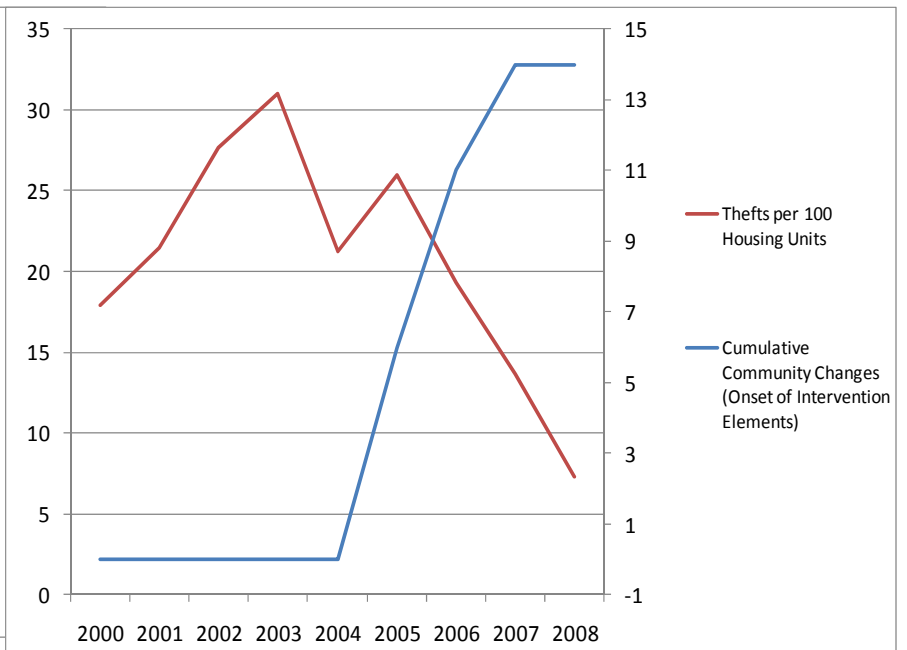# Contributions Consistent Across Neighborhoods
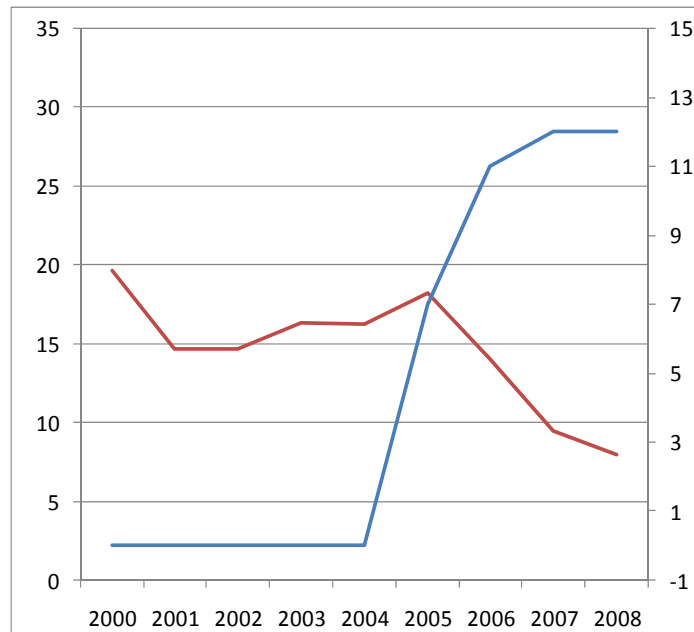
Safe Streets

Neighborhood A

Safe Streets

Neighborhood B
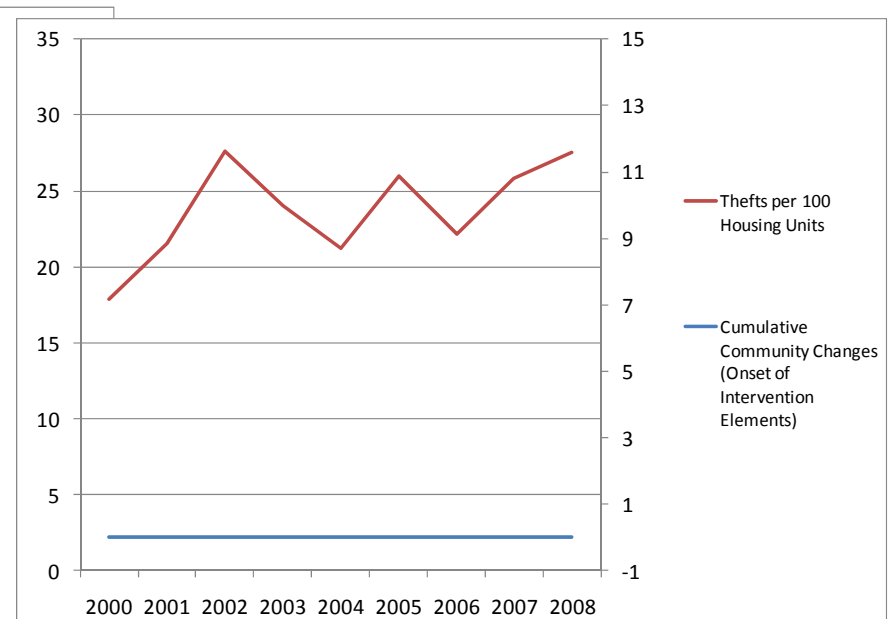
Contributions Consistent Across Neighborhoods
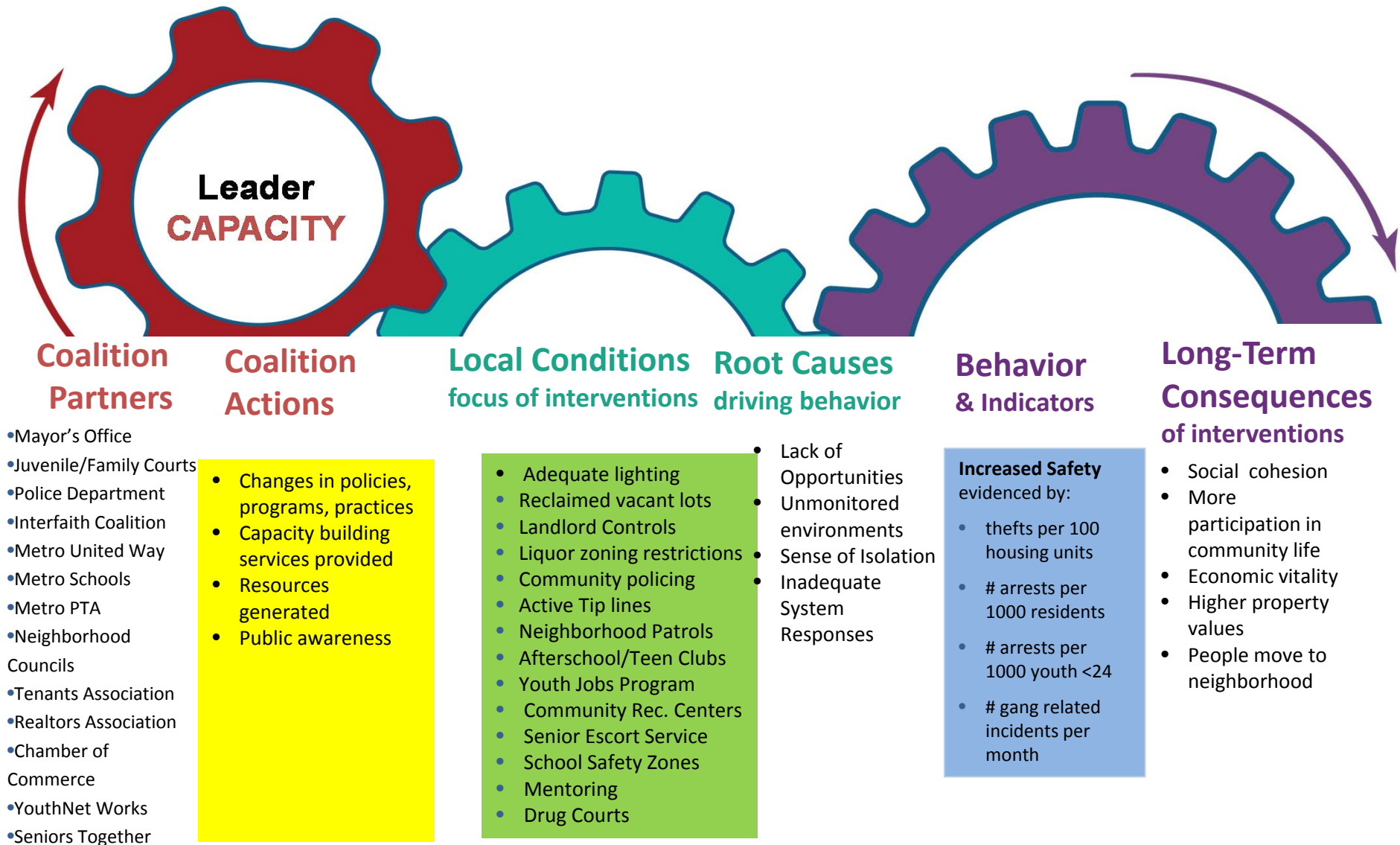
Safe Streets

Neighborhood A

No Intervention

Neighborhood G

Linking Effort to Outcomes: Safe Streets Example

Coalition Partners

- Mayor's Office
- Juvenile/Family Courts
- Police Department
- Interfaith Coalition
- Metro United Way
- Metro Schools
- Metro PTA
- Neighborhood Councils
- Tenants Association
- Realtors Association
- Chamber of Commerce
- YouthNet Works
- Seniors Together

Coalition Actions

- Changes in policies, programs, practices
- Capacity building services provided
- Resources generated
- Public awareness

Local Conditions
focus of interventions

- Adequate lighting
- Reclaimed vacant lots
- Landlord Controls
- Liquor zoning restrictions
- Community policing
- Active Tip lines
- Neighborhood Patrols
- Afterschool/Teen Clubs
- Youth Jobs Program
- Community Rec. Centers
- Senior Escort Service
- School Safety Zones
- Mentoring
- Drug Courts

Root Causes
driving behavior

- Lack of Opportunities
- Unmonitored environments
- Sense of Isolation
- Inadequate System Responses

Behavior
& Indicators

Increased Safety evidenced by:

- thefts per 100 housing units
- # arrests per 1000 residents
- # arrests per 1000 youth <24
- # gang related incidents per month

Long-Term Consequences
of interventions

- Social cohesion
- More participation in community life
- Economic vitality
- Higher property values
- People move to neighborhood

How are you using logic models?

Working with data?

What did success lead to?

- ## Community Confidence Boosted?

  Yes. By setting clear goals and documenting its contribution in selected neighborhoods, Metro Safe Streets Coalition was able to garner support for adding additional neighborhoods.

- ## Community Evaluation Model Introduced?

  Yes. Other Coalitions signed up to use this planning and evaluation approach.

- ## Community Leaders Aligned?

  No. There was no incentive or opportunity to look for overlap in partners, indicators, and strategies.

Leadership Groups

Neighborhood Councils

Youth Network

Workforce Investment Board

P-20 Council

College Access Netwo

Substance Abuse Coalition

Mayor's Office on Children, Youth, Families

Afterschool Alliance

Health and Wellness Coalition

Family, School & Community Supports

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Improve Job Skills

Increase Civic Engagement

Reduce Substance Use

Decrease Youth Idleness

FRAGMENTED LEADERSHIP

Example: Partner Comparison

Metro City Safe Streets

- Mayor's Office
- Juvenile/Family Courts
- Police Department
- Interfaith Coalition
- Metro United Way
- Metro Schools
- Metro PTA
- Neighborhood Councils
- Tenants Association
- Realtors Association
- Chamber of Commerce
- YouthNetWorks
- Seniors Together

Metro Teen Pregnancy Coalition

- Mayor's Office
- Juvenile/Family Courts
- Public Health Department
- Interfaith Coalition
- Metro United Way
- Metro Schools
- Metro PTA
- Neighborhood Councils
- University Hospital & Pediatricians
- Child Care Association
- Chamber of Commerce
- YouthNetWorks
- Planned Parenthood

Example: Intervention Comparison

Metro City Safe Streets

- Adequate lighting
- Reclaimed vacant lots
- Landlord Controls
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- Community policing
- Active Tip lines
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- Senior Escort Service
- School Safety Zones
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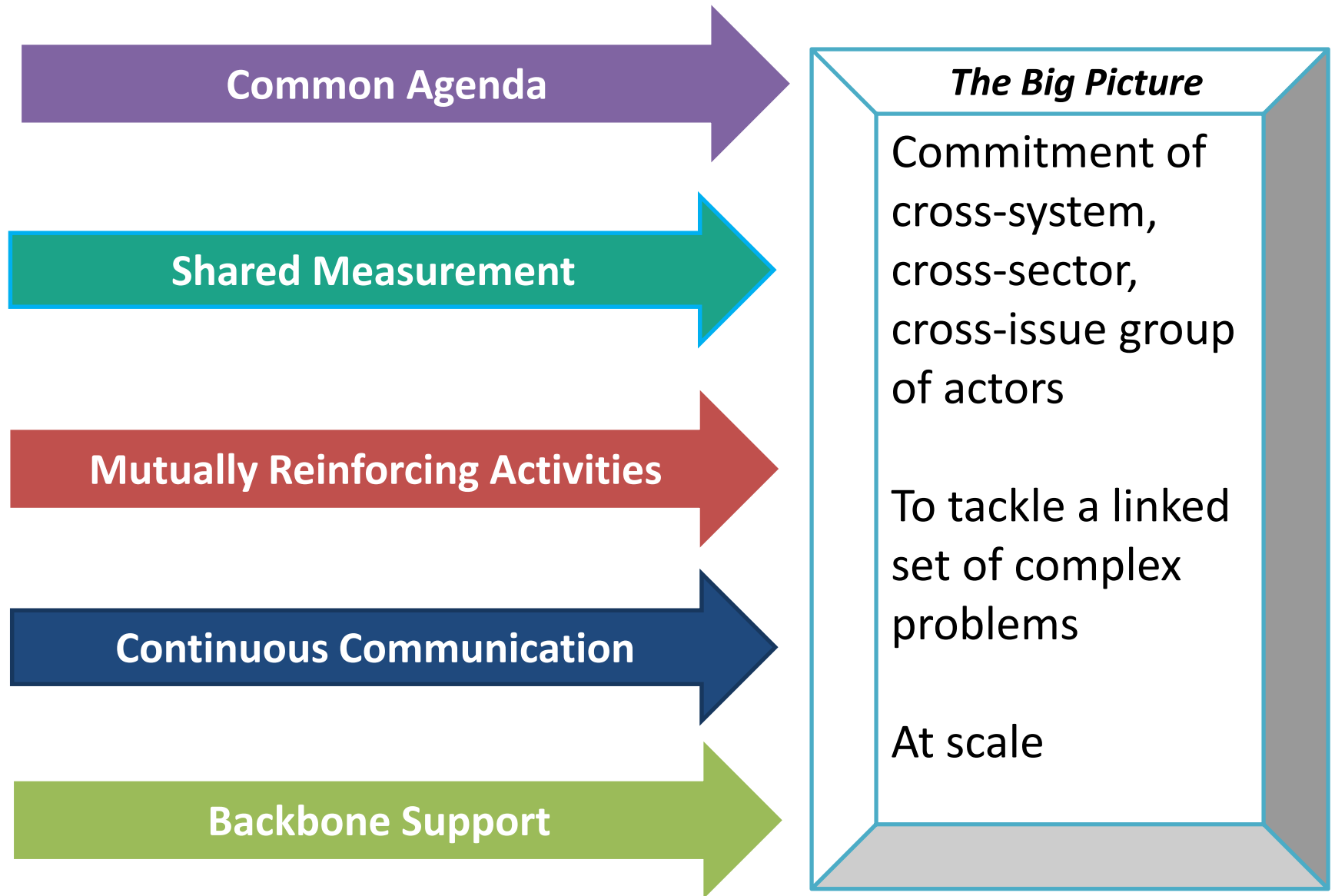- Drug Courts

Metro Teen Pregnancy Coalition

- Sexuality Education (home, school, faith)
- School Based Clinics
- Neighborhood Clinics
- School week curfews
- Peer to Peer Counseling
- 211 and Teen Hot Lines
- College and Career Awareness
- *Afterschool/Teen Clubs*
- *Youth Jobs Program*
- *Community Rec. Centers*
- Service Learning/Youth Engagement
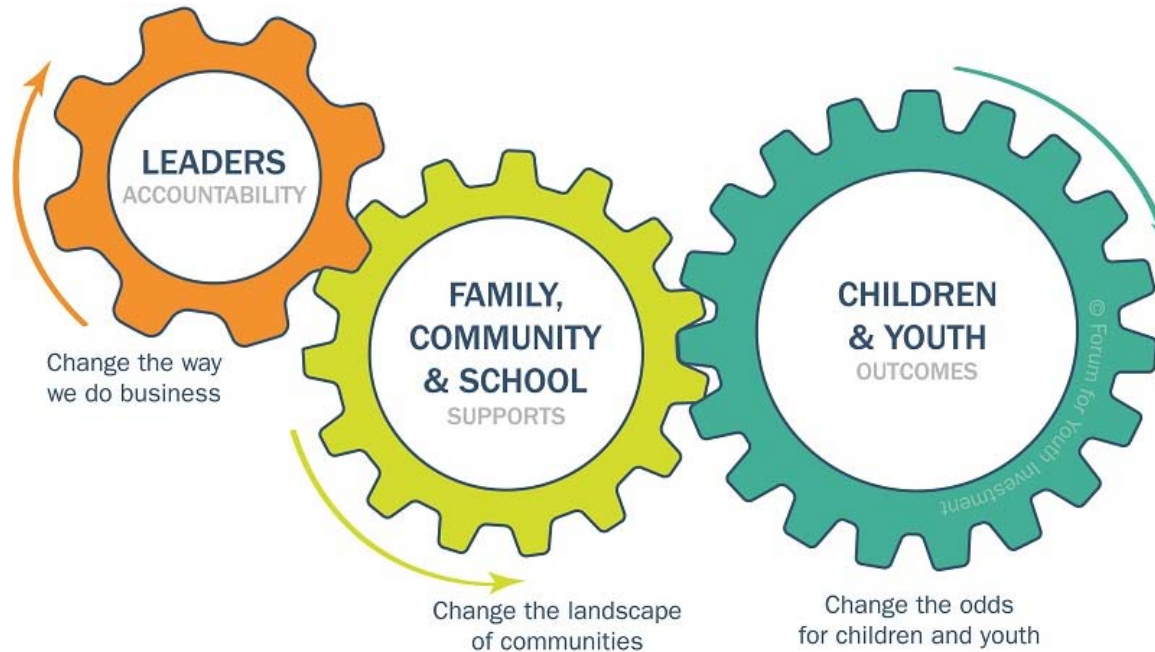- *School Safety Zones*
- *Mentoring*
- Family counseling

$$C = D \times V \times P$$

Change = Dissatisfaction x Vision x Plan

Five Conditions for Collective Impact

Common Agenda

Shared Measurement

Mutually Reinforcing Activities

Continuous Communication

Backbone Support

The Big Picture

Commitment of cross-system, cross-sector, cross-issue group of actors

To tackle a linked set of complex problems

At scale

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28

The Three Gear Question Path

LEADERS
ACCOUNTABILITY

FAMILY, COMMUNITY & SCHOOL
SUPPORTS

CHILDREN & YOUTH
OUTCOMES

Change the way we do business

Change the landscape of communities

Change the odds for children and youth

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Who have we engaged? (coalitions? providers? youth? the broader community?)

Where are our efforts focused? (specific geographies, age groups, issues?)

How well are we managing the community change process? Taking actions that:

- Align with our goals?
- Implement a powerful set of strategies?
- Address priority populations & communities?

Who supports our youth? (schools? CBOs? Families? faith community? Employers?)

Where are the supports located?

How well are these supports being provided?

- How accessible?
- How coordinated?
- How well-used?
- What is the quality of these supports?

Who are the youth in our community? (what descriptors? age? family status? special needs?)

Where do these young people and their families live, learn, work?

How well are the youth in our community doing:

- Academically & Vocationally?
- Emotionally & Physically?
- Socially & Civically?

A Big Picture Approach

to Action Planning & Community Change

Take Shape
- *Form*
- *Connect*

Take Aim
- *Frame*
- *Engage*

Take Stock
- *Analyze*
- *Validate*

Target Action
- *Visualize*
- *Align*

Track Progress
- *Track*
- *Improve*

The recurring steps of
Community Change Management

How many are <u>really</u> "*ready*"? It's up to you.

THANK YOU!

www.Readyby21.org

www.Forumfyi.org

www.CYPQ.org

www.Communitysystemsgroup.com