OVERVIEW

Materials: Completeness Checks

Core Principles for Community Change

A Big Picture Approach to Community Planning and Action

A Big Picture Approach – Levels & Alignment

Worksheet: Summary of Current Work

Example: Ready by 21 Theory of Change

TAKE SHAPE

Step One: FORM

- ☐ Planning/Design Team includes representation from interested community members and from all involved sectors, settings, systems and levels of leadership
- ☐ Identified "community catalyst" or backbone support' organization has clearly defined roles in the change management process

Step Two: CONNECT

- ☐ Existing levers (networks, coalitions and initiatives) that can be built upon and linked to have been documented
- ☐ An initial change management infrastructure has been created
- ☐ A community "org" chart reflecting the infrastructure, including named units and accountability lines, has been created

TAKE AIM

Step Three: FRAME

- ☐ Core principles about leadership action, community context and population-level outcomes have been agreed to and written down
- ☐ These core principles have been used to create a "people-centered" planning framework with common terminology used for joint planning and data alignment
- ☐ An initial set of aspirational outcomes statements have been agreed upon and are ready for use in the engagement process

Step Four: ENGAGE

- ☐ Community is defined along with the important "communities within"
- ☐ Engagement plan is created for each important community
- ☐ Question driven process is used to gather essential data
- ☐ Information about needs and goals is collected with information about assets
- ☐ Information about consequences, behaviors, causes, and local conditions is collected
- ☐ Community themes resulting from engagement process are articulated

TAKE STOCK

Step Five: ANALYZE

- ☐ Goals statements have been written that conform to six criteria for effectiveness
- ☐ Best suited analysis technique has been selected
- ☐ Analysis was conducted with appropriate participation from stakeholders and community

Step Six: VALIDATE

- ☐ Validation tests are applied to analysis results.
- ☐ Consensus has been gained for final resulting picture

TARGET ACTION

Step Seven: VISUALIZE

- ☐ Model meets standards: a) Adequacy, b) Completeness, c) Line logic, d) Communications power
- ☐ Model elements have been paired with data/measures
- ☐ Issue-integrated model has been developed and agreed upon

Step Eight: ALIGN

- ☐ Intervention package is comprehensive (incorporating all appropriate strategies)
- ☐ Intervention package is deemed adequate to produce desired effects
- ☐ Intervention package is clearly aligned with intended effects and model
- ☐ Community development and capacity were considered in intervention selection
- ☐ Culture and cultural competence were considered in intervention selection
- ☐ Actions are distributed with clear responsibilities and accountability

## TRACK PROGRESS

Step Nine: TRACK

- ☐ A monitoring and feedback system has been established to support improvement and accountability
- ☐ A complete set of measures have been developed for output, short-term, intermediate, and long-term outcomes
- ☐ Measures are linked to each element of the logic model
- ☐ Timeframe for analysis and reporting has been agreed to

Step Ten: IMPROVE

- ☐ Timeline for feedback and critical reflection has been established

BIG PICTURE: Core Principles for Community Change

Leader CAPACITY

Community CONTEXT

Population-Level OUTCOMES
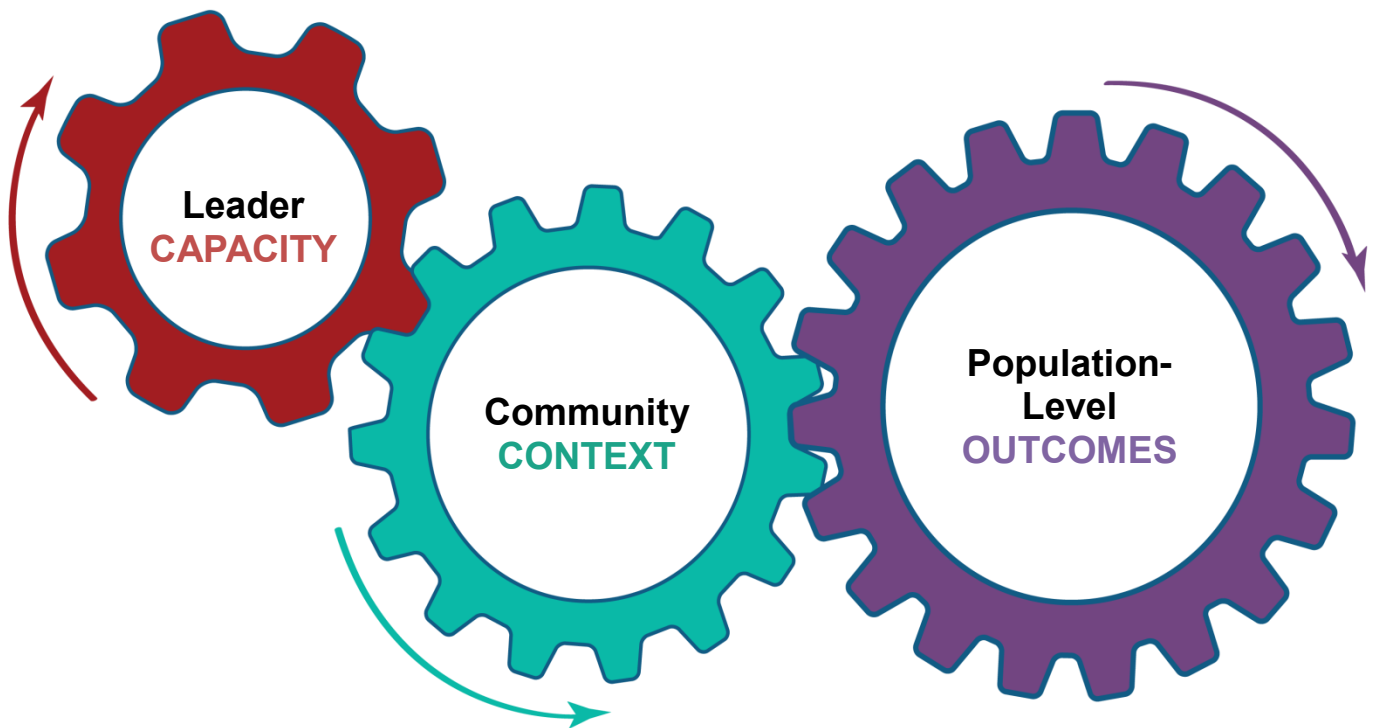
About Leaders

- See people as change agents, not clients.

- Engage all sectors & stakeholders.

- Coordinate efforts, align resources.

- Inspire & inform the public.

About Community Context

- People live in families and communities, not programs.

- To reduce problems & promote development, both personal & environmental factors must be addressed.

- Community ecology matters – across times, places & systems.

- The quality of supports matters as much as their reach & coordination.

About Focus Populations

- Invest early & sustain investments over time.

- Support the whole person or household.

- Focus attention on those most in need.

- Build on strengths, don't just focus on problem-reduction.

A big picture approach to community planning and action

Community partnerships, collaborations, and stakeholder groups use the stages and steps shown below to identify current community work and partners, gain a clear understanding of priority issues, identify root causes, achieve consensus for needed change, and adjust interventions until desired results are achieved.

Take Shape
- *Form*
- *Connect*

Track Progress
- *Track*
- *Improve*

The recurring steps of
Community Change Management

Take Aim
- *Frame*
- *Engage*

Target Action
- *Visualize*
- *Align*

Take Stock
- *Analyze*
- *Validate*

The Forum for Youth Investment and Community Systems Group work with leaders to build their capacity to inspire and mobilize action at multiple levels — from neighborhood and issue-specific coalitions to provider networks and over-arching leadership councils. For each of the ten steps outlined here, leaders learn the clear standards, organizing questions, facilitation tools and techniques, data collection methods, and analytic approaches that link each step to the next and position their group for collective impact.

What makes a community change effort "big picture?"

A *Big Picture Approach* takes a whole person or whole family perspective instead of a disease-specific or issue-centered one.

Communities naturally coalesce around pressing issues such as substance abuse, crime, school readiness, high school graduation, income security or homelessness. Personal experience, community tragedies or new data bring these issues to a community's attention and become a moral call for collective action. It is tempting to focus on the "hot topic," but no one experiences problems in isolation or "one at a time." Problems must be viewed as connected and understood as they are actually experienced in the day-to-day context of a child or family's life .

A *big picture approach* makes it more likely that a community can move outcomes for any one of these specific issues by addressing the problem from a child- or family-centered point of view.

A *Big Picture Approach* promotes alignment with other community actors and partnerships.

The first response by concerned community stakeholders is often to form a new group, partnership or coalition. The result is that most communities have more partnerships than they can sustain – sometimes upwards of 50. These partnerships can be an important venue for collective action, but not if they remain disconnected from each other and from broader community goals. Their respective work must be aligned to maximize their collective impact.

A *big picture approach* looks to existing actors and coalitions before starting new efforts. A *big picture approach* follows key steps that promote alignment with broad community goals and with the work of other community actors and initiatives. *Big picture* does not mean that everyone does everything. It means that issues are not tackled in isolation and that solutions are not implemented alone.

A *Big Picture Approach* focuses on root causes, underlying conditions and broader systems change to create lasting differences in population outcomes.

Faced with a moral call to action many community groups jump to selecting "evidence-based" interventions. While implementing the best of what is known is a requirement of good community work, an accurate diagnosis must precede the selection process. As in medicine, an incorrect diagnosis can lead to prescriptions for action that fail to address real causes and fail to produce desired results.

A *big picture approach* assures a localized and data-based diagnosis anchors the choices a community makes for needed action.

A *Big Picture Approach* puts pressing problems into a broader and long-term aspirational frame while committing to public accountability for progress.

Measuring impact is key, but it will take some time before community-level concerns respond to collective action. Sustaining community action therefore becomes imperative. Often problem-oriented initiatives struggle to sustain their efforts as communities fatigue from being the "no-fun police" (such as in the case of youth problem behaviors like substance abuse, juvenile delinquency or teen pregnancy). In the end, we all aspire to achieve positive goals for our children and families, not just to avoid specific problems.

A *big picture approach* tackles pressing problems directly while couching the overall effort in aspirational terms and as the pursuit of goals communities hold for long-term well-being.

A big picture approach promotes effective community work at multiple levels . . .
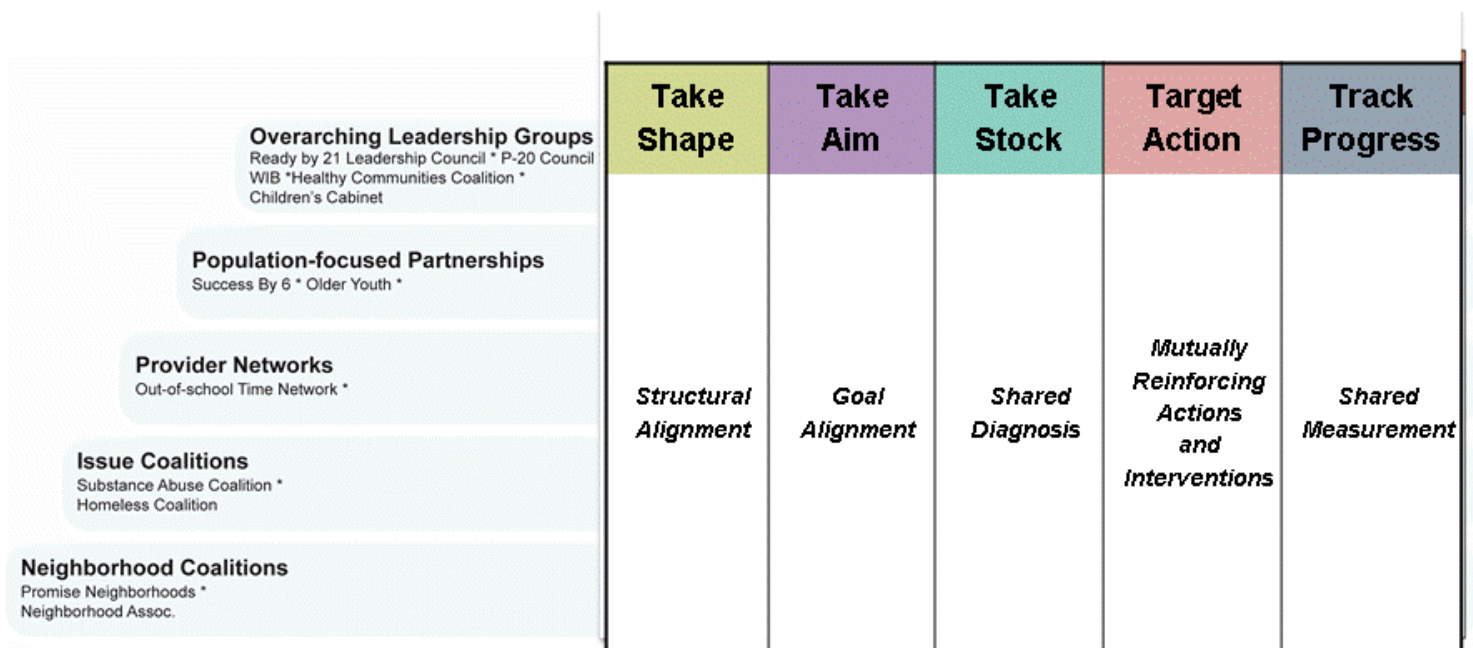
The ten steps of community change management are relevant for community change efforts at all levels -- ranging from top-level leadership groups to neighborhood coalitions.

Over-Arching Leadership Councils: P-20 Councils, Children's Cabinets, Healthy Community Coalitions, and Poverty Reduction Task Forces are just a few examples of the kinds of broad leadership groups that are put in place to act as "coalitions of coalitions," linking together multiple networks and systems that are each focused on major pieces of a complex goal. P-20 Councils, for example, work to connect early childhood education to K-12 and higher education. *A big picture approach* is critical to creating the nested infrastructure necessary to link efforts at multiple levels under these umbrella structures.

Population-Focused Partnerships: Success By 6 is one of the most prominent examples of a multi-issue or age range partnership. The goal of tackling all relevant barriers to health and well-being for an age group is one that is repeated at different points in the age continuum. A *big picture approach* provides a way to make sure that the issues considered for a particular age group are defined as broadly as possible and ensures that the partnership thinks about opportunities for alignment and connection with adjacent age group partnerships.

Provider Networks: The importance of out-of-school time to the learning and development of young people has given rise to Out-of-School Time Networks and these are just one example of the power service and support providers can realize through collective planning and action. A *big picture approach* provides a way for service providers to align their work with complementary community strategies such as policy and environmental change.

Single Issue Coalitions: Many communities have a teen pregnancy, drug-free communities, immunization, active living, or literacy (to name just a few) coalition actively working to achieve population-level goals. These coalitions can tackle their individual issues in a *big picture* way and are more likely to see outcomes if their efforts are aligned and coordinated.

Neighborhood Organizing: Promise neighborhoods, opportunity zones, and neighborhood improvement associations are typical examples of neighborhood-level organizing and are important venues for collective action. Place-based organizing requires alignment with broader community-wide efforts as many of the policies, programs, and practices that must be changed for the better are under the control of extra-neighborhood forces.

# . . . and can even help link and align work across the levels

Each phase of the process (take shape, take stock, take aim, target action, and track progress) assures different aspects of alignment are realized. The steps required to Take Shape promote structural alignment across levels of community action. The steps for Taking Aim promote goal alignment. Taking Stock assures that community partnerships have a shared understanding of root causes and underlying conditions – a shared diagnosis. The steps to Target Action assure that the interventions and activities pursued by multiple community actors are mutually reinforcing. Finally, Tracking Progress sets the stage for shared measurement which strengthens all steps and provides a platform for assessing collective impact.

Overarching Leadership Groups
Ready by 21 Leadership Council * P-20 Council
WIB *Healthy Communities Coalition *
Children's Cabinet

Population-focused Partnerships
Success By 6 * Older Youth *

Provider Networks
Out-of-school Time Network *

Issue Coalitions
Substance Abuse Coalition *
Homeless Coalition

Neighborhood Coalitions
Promise Neighborhoods *
Neighborhood Assoc.

Take Shape	Take Aim	Take Stock	Target Action	Track Progress
Structural Alignment	*Goal Alignment*	*Shared Diagnosis*	*Mutually Reinforcing Actions and Interventions*	*Shared Measurement*

BIG PICTURE: Summary of Current Work

INSTRUCTIONS – PART ONE:
1. Interview another participant about their work
2. Listen for the *who, what, how, where* and *why*.
3. Take notes against the picture below.

Leader CAPACITY

Community CONTEXT

Population-Level OUTCOMES
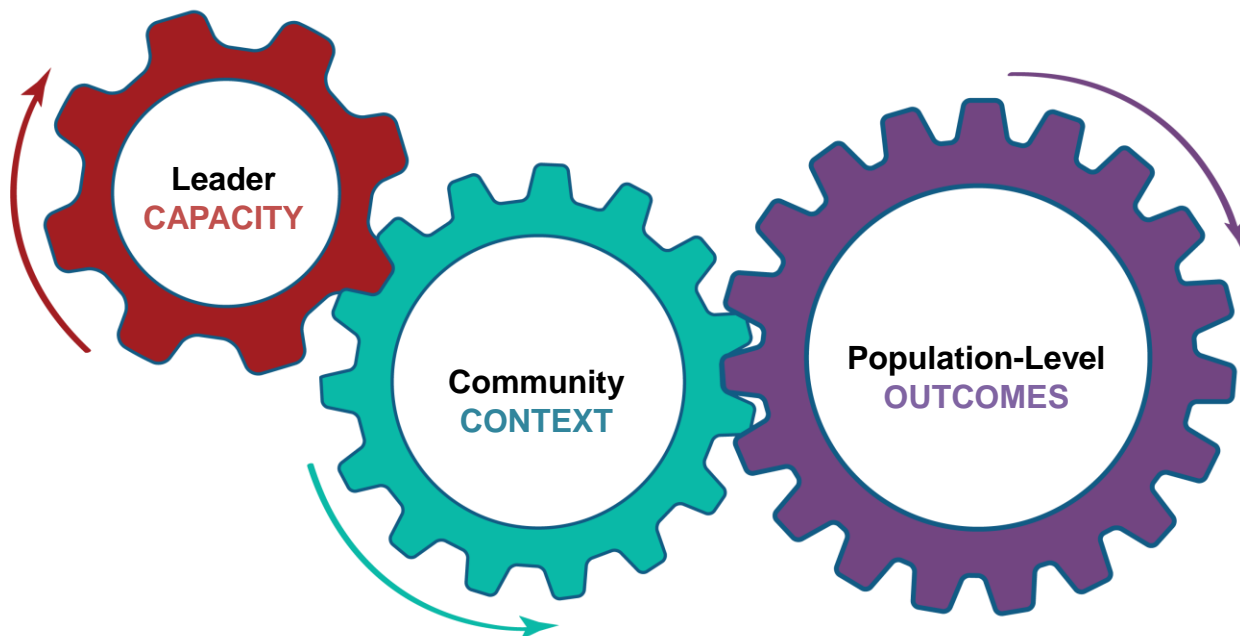
WHO?
Who are you working with to bring about change? What is your leadership group? What are their strengths?

_____

_____

WHAT & HOW?
What are you trying to change in your community? What resources or supports are you trying to improve?

_____

_____

WHY? FOR WHOM?
Who are you trying to impact? What outcomes do you want to see improved?

_____

_____

INSTRUCTIONS – PART TWO:
Exchange pages. For your own work, make a short summary statement by filling in the blanks below.
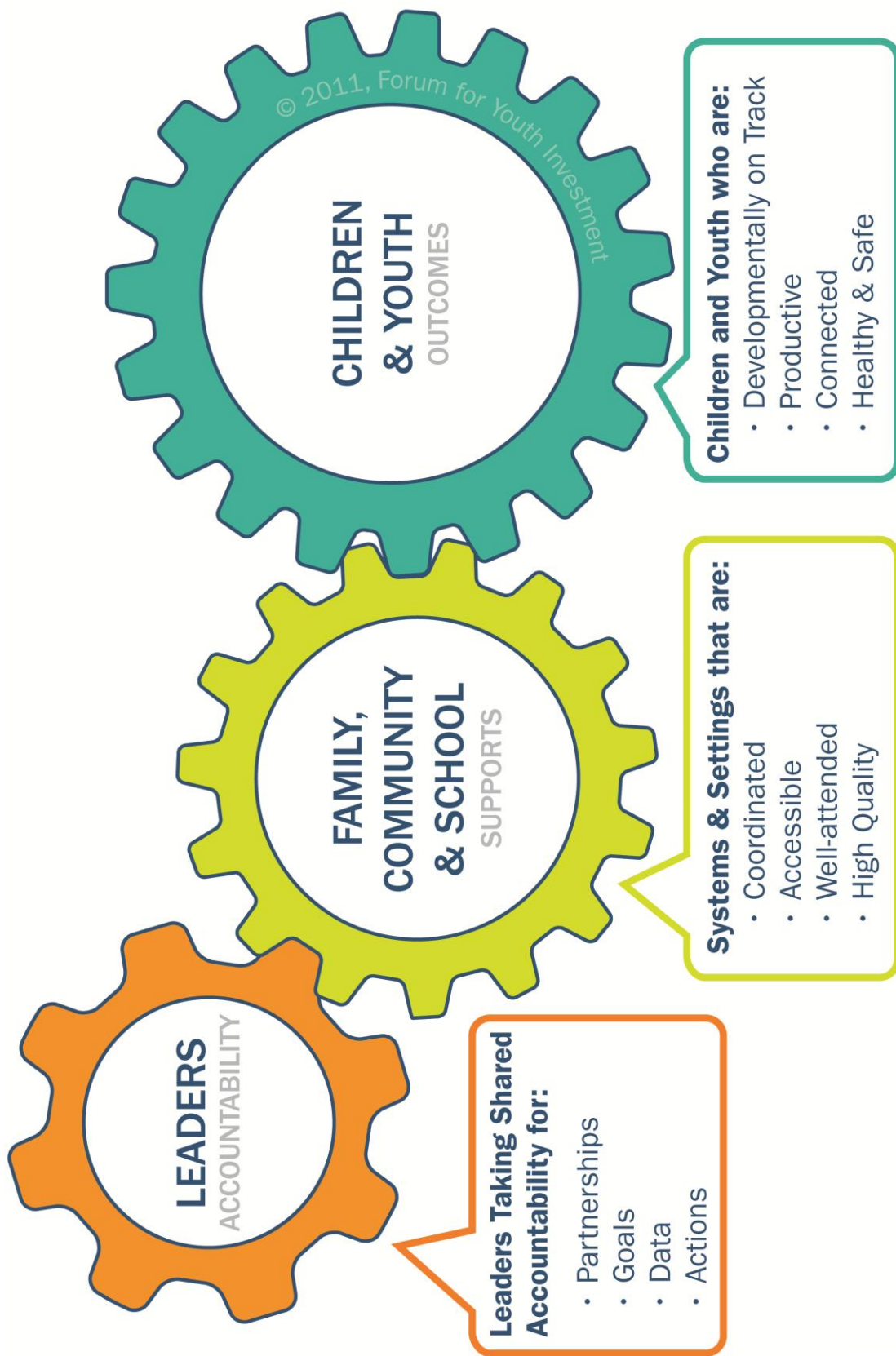
We are _____*(leader group)*
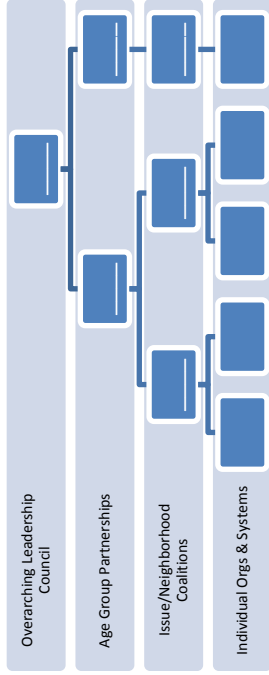
We are working to _____ so that _____*(population)*

will be _____ *(outcome)*.

NOTE: *We will be turning this statement into a more specific theory of change and logic model over the course of the training.*

Ready by 21 Theory of Change

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CHILDREN & YOUTH OUTCOMES

Children and Youth who are:
· Developmentally on Track
· Productive
· Connected
· Healthy & Safe

FAMILY, COMMUNITY & SCHOOL SUPPORTS

Systems & Settings that are:
· Coordinated
· Accessible
· Well-attended
· High Quality

LEADERS ACCOUNTABILITY

Leaders Taking Shared Accountability for:
· Partnerships
· Goals
· Data
· Actions

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Leadership Capacity Standards

Civic Management Infrastructure

- Overarching Leadership Council
- Age Group Partnerships
- Issue/Neighborhood Coalitions
- Individual Orgs & Systems

Broader Partnerships
- Build an overarching leadership council
- Align and strengthen coalitions, commissions and intermediaries
- Engage key stakeholders in setting priorities and solving problems

Better Data
- Collect complete data about youth outcomes, community supports and leadership actions
- Align and connect data for decision-making
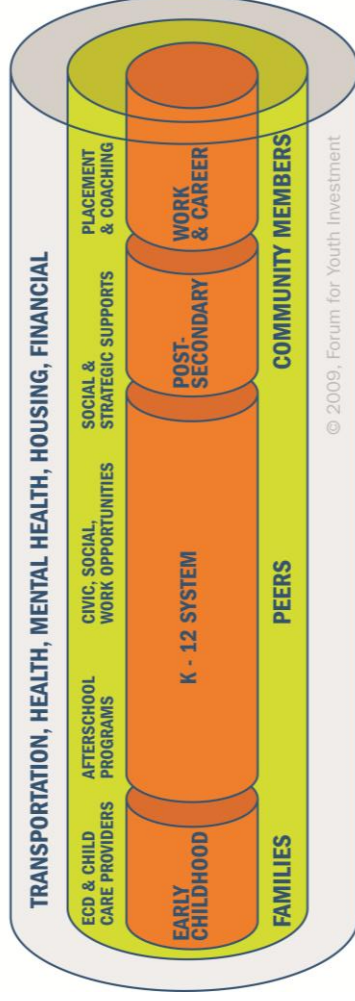- Use the best information about what works

Bigger Goals
- Establish a balanced set of goals and indicators for all children, youth and young adults
- Define supports that the full community must provide
- Create a big picture, goal-oriented action plan
- Define common terms and communicate core messages

Bolder Strategies
- Improve systems and settings
- Align policies and resources
- Increase demand
- Engage youth, families and community members in solutions

Insulated Education Pipeline

TRANSPORTATION, HEALTH, MENTAL HEALTH, HOUSING, FINANCIAL

ECD & CHILD CARE PROVIDERS | AFTERSCHOOL 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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National Research Council's Features of Development Settings
- Safety
- Structure
- Opportunities to Belong
- Positive Norms
- Support for Mattering
- Opportunities for Skill-building
- Integration of Family, School, Community

Socially & Civically Connected:
List adapted from the Partnership 21st Century Skills
- Critical Thinking and Problem Solving
- Communication
- Collaboration
- Creativity and Innovation

Gallup Student Poll Measures:
- Hopeful
- Engaged
- Thriving

The Readiness Target

PHYSICALLY & EMOTIONALLY HEALTHY & SAFE
SOCIALLY & CIVICALLY CONNECTED
ACADEMICALLY & VOCATIONALLY PRODUCTIVE

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