

Birth to 22 United for Brighter Futures Steering Committee



Steering Committee Members:	
Name	Organization
Abigail Goodwin*	Palm Healthcare Foundation
Anestacha Jean-Mary*	Future Leaders United for Change (Youth Leadership Council)
Chris Koehn*	The Celia Lipton Farris & Victor W. Farris Foundation
Christian Allen*	Future Leaders United for Change
Darcy Davis*	Health Care District of Palm Beach County
Deandre Poole*	Coalition for Black Student Achievement
Judge Kathleen Kroll*	Juvenile Court Circuit 15
Keith Oswald	School District of Palm Beach County
Kim Reckley*	PNC Bank
Laurie George	United Way of Palm Beach County
Lisa Williams-Taylor	Children's Services Council of Palm Beach County
Michelle Dryer	CareerSource Palm Beach County
Mike Gauger*	Palm Beach County Sheriff's Office
Rachel Ondrus *	Palm Beach State College
Richard Radcliffe*	League of Cities
Sam Roman*	Puerto Rican Hispanic Chamber of Commerce
Seth Bernstein*	Children's Behavioral Health Collaborative
Sharon Alexander*	Unicorn Children's Foundation
Suzette Harvey*	Prime Time Palm Beach County, Inc.
Tammy Fields	Palm Beach County Youth Services Department
Warren Eldridge*	Early Learning Coalition of Palm Beach County

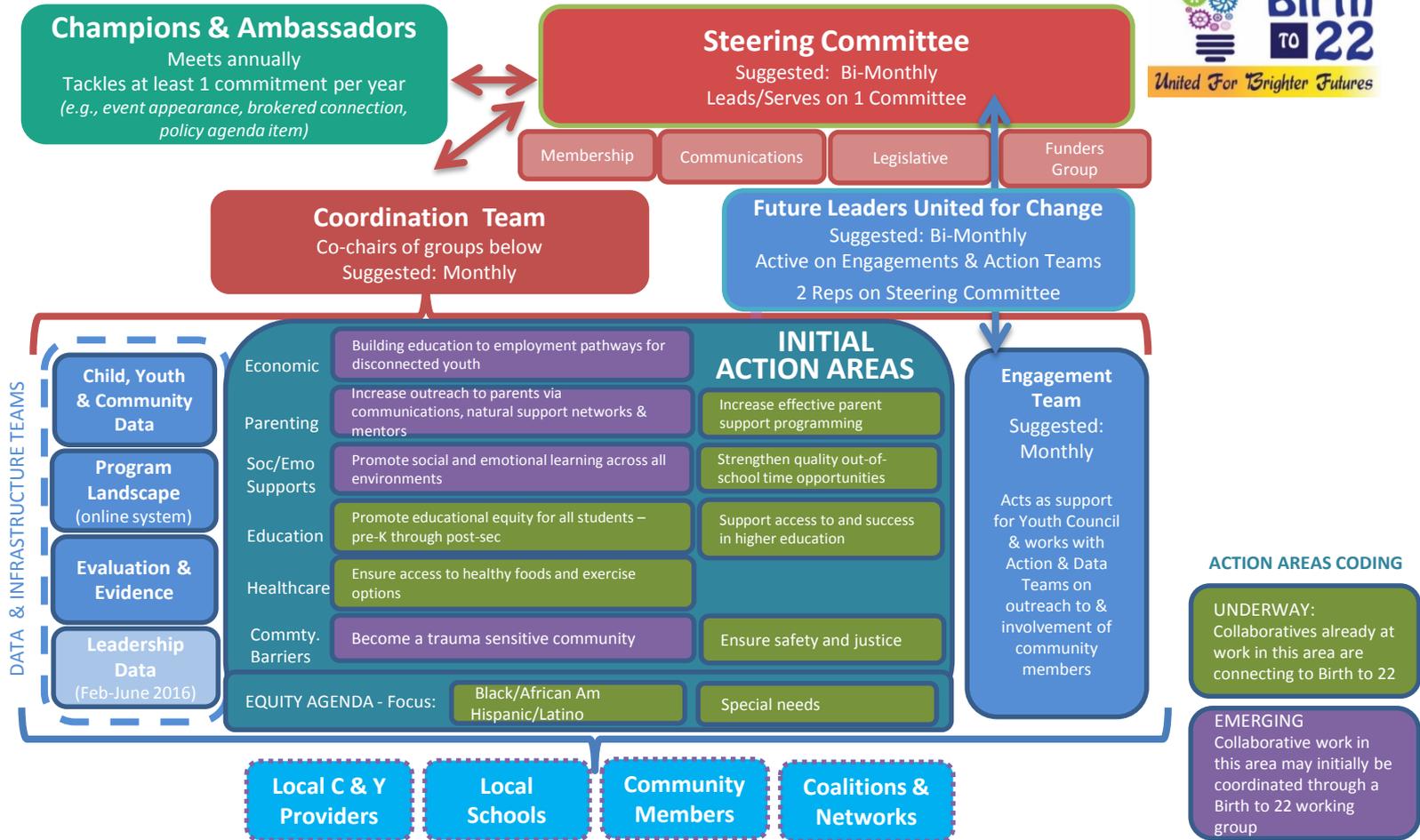
*=Joined during 2016



Leadership & Engagement Structure



Backbone Support Functions: YSD & CSC Staff



Roles & Responsibilities

Steering Committee
Suggested: Bi-Monthly
Leads/Serves on 1 Committee

Responsibilities	Membership	Recruitment/Nomination Process
<ul style="list-style-type: none"> To oversee and support agenda development of Birth to 22 Partnership, establishing processes for overall goal setting and identification of specific priority areas with key stakeholder and community input (currently being developed through the Youth Master Plan process). To work with existing partners and others to identify current or future resources (broadly defined) to be devoted to these priority areas. It is understood that as the community becomes more engaged and that as community conditions become clearer or change that new priorities will be developed. To provide guidance for the Work Teams and Subcommittees. To ensure appropriate stakeholder engagement (from key champions to coalitions to community members and young people themselves) To develop processes for tracking and monitoring the implementation of the Youth Master Plan and the ongoing work of the Work Teams. <p>LEADS OR SERVES ON 1 OF THE FOLLOWING:</p> <ul style="list-style-type: none"> MEMBERSHIP COMMITTEE: Responsible for developing and managing recruitment and nominations process. COMMUNICATIONS COMMITTEE. Oversees development and execution of communications strategy for Birth to 22. FUNDERS GROUP Focused on understanding the funding picture related to children and youth in PBC, understanding each others' funding as they relate to the Youth Master Plan in order to make more informed decisions within their institutional portfolios. Potentially, identify areas for coordinated funding. 	<p>Members: Diverse individuals representing multiple organizations, systems, fields, and sectors as well as the diversity of the population of West Palm Beach</p> <p>Size: 16-20 members. <i>Size considerations: Balancing inclusivity and representation with manageability, so that strategic decisions can be made in an environment of trust.</i></p>	<p>* = Named executive (able to make commitments for entity) ** = By Nomination then Elected</p> <p>Note: Plenipotentiaries for entity may sit in for steering committee members if they can fully act on their behalf.</p> <p>EDUCATION (2) Palm Beach County School District* Higher Education**</p> <p>WORKFORCE DEVELOPMENT (1-2) CareerSource * TBD**</p> <p>BUSINESS (1) TBD**</p> <p>GOVERNMENT (2) Youth Services Department * Children's Services Council *</p> <p>PHILANTHROPY (4-6) United Way* Local Foundations <i>connected to work of action agenda</i> ** Farris Foundation Unicorn Foundation Palm Healthcare Foundation TBD</p> <p>COALITIONS/NONPROFITS (3) ** <i>connected to work of action agenda. Not duplicative with above.</i></p> <p>YOUNG PEOPLE (2) ** <i>Active on the Youth Council</i></p> <p>COMMUNITY MEMBERS (2) ** <i>Active on an Action Team</i></p>



Roles & Responsibilities

Champions & Ambassadors
Meets annually

Coordination Team
Co-chairs of groups below
Suggested: Monthly

Future Leaders United for Change
Suggested: Bi-Monthly
Active on Engagements & Action Teams
2 Reps on Steering Committee

Data & Engagement

ACTION TEAMS

Backbone Support Functions:
YSD & CSC Staff

Responsibilities	Membership	Recruitment/Nomination Process
<ul style="list-style-type: none"> Well versed in Birth to 22 mission, goals, agenda, structure and annual objectives. Participates in annual briefing. Tackles at least 1 commitment per year on behalf of Birth to 22 (e.g., event appearance, brokered connection, policy agenda item) 	<p>Members: Key leaders or champions in the public and private sector who are:</p> <ul style="list-style-type: none"> not embedded in the process but whose influence and authority are essential to building public support and empowering partners. Committed to act as “empowering facilitators” invested in the goals of Birth to 22 – opening doors and busting barriers. Willing to lend their names to the effort and be called upon for specific tasks. Includes champions within the governance structures of Birth to 22 partners 	<p>To be discussed: At least 1 from each entity represented on the steering committee? 1 from any entity (e.g., system or coalition) that is co-chairing a work group or action team?</p> <p>Staffed by Backbone.</p>
<ul style="list-style-type: none"> Aligns and coordinates work across the Data, Action and Engagement teams. Prepares/reviews regular progress reports. Actively seeks alignment and efficiency with work of other teams and related coalitions 	<ul style="list-style-type: none"> Co-Chairs of each of the teams. Backbone Staff (also staff’s team) 	<ul style="list-style-type: none"> Nominated/Affirmed by Teams.
<ul style="list-style-type: none"> To provide input in the design, implementation and communication of an ongoing strategic plan for future community conversations, focus group discussions, interviews, surveys, youth summits, etc. Optional: Participation in Action Teams 2 Delegates on Steering Committee 	<ul style="list-style-type: none"> Youth mentor programs, nonprofit agencies, fraternities, sororities, sports teams, school based clubs, churches, government entities, and community groups. Elected officials will also be involved with the group. 	<ul style="list-style-type: none"> Offices selected by youth-open participation.
<ul style="list-style-type: none"> Develops strategies to implement common agenda Determines strategy level indicators to gauge process, forward momentum, and learning Connects with or organizes appropriate community partners to implement strategies 	<ul style="list-style-type: none"> Middle managers or leaders from: <ul style="list-style-type: none"> School systems / higher education Nonprofits/coalitions Government Business Community Members 	<ul style="list-style-type: none"> Co-Chairs: Nominated/Affirmed by Teams Open participation.. Assignments to particular groups may be made by agency/institutional leads based upon expertise. Active participation required for ongoing membership
<ul style="list-style-type: none"> Supports SC’s oversight of the initiative Supports work group efforts to develop, implement, and learn from strategies Dedicated Staff 	<ul style="list-style-type: none"> Key staff members from YSD & CSC 	



Roles & Responsibilities

Responsibilities

Backbone

- Support SC's oversight of the initiative
 - Connect directly to SC Co-chairs
 - Support work group efforts to develop, implement, and learn from strategies from Executive Committee orgs with **Dedicated Staff** to help:
- Guide vision and strategy
 - Guide YMP Process approach and implementation
 - Lead/participate in Design Team Core Team
 - Co-Lead Birth to 22 Work Team if asked
- Support aligned activities
 - Ensure key stakeholders remain engaged
 - Provide qualitative research support for integration of existing community efforts
 - Train local coalition members for facilitation and continuing the work post-engagement
- Establish shared measurement practices
 - Share guidance informed by research, expertise in youth development and best practices on collective impact
- Build public will :operationalized by Steering Committee & Birth to 22 Communications Team
 - Serve as public "face" of the Birth to 22 effort
 - Support communications
- Advance policy: Responsibility of the Steering Committee w/ staff from the backbone organizations as needed
- Mobilize funding : with support of the Birth to 22 Funders Group



Youth Master Planning Task Force & Work Teams

as of 9/15



YMP Design Team Co-Chairs: Marsha Guthrie (CSC) & James Green (PBCYSD)

YMP Design Team: Leads of each Work Team (see below)

Additional Backbone Staff: Aline Jesus Rafi (PBCYSD), Geeta Loach Jacobson (PBCYSD), Elsa Sanchez (CSCPBC), LaShawna Howard Mitchell (PBCYSD)

YMP Consultant Team: Merita Irby, Larry Pasti, Michelle Morris (The Forum for Youth Investment)

Child, Youth & Community Data Team: Child & Youth Outcomes/Indicators. Collect additional outcomes and indicators to balance out the child and youth dashboard. Explore development of a child and youth report card and/or data hub. Ensure disaggregated data is brought into master planning process.

	Name	Organization
TEAM CO-LEAD	Paul Houchens	School District of Palm Beach County
TEAM CO-LEAD	Beth Halleck	Children's Services Council of Palm Beach County
	Lisa Williams-Taylor	Children's Services Council of Palm Beach County
	Keith Oswald	School District of Palm Beach County
	Marsha Guthrie	Children's Services Council of Palm Beach County
	Ryanmarie Rice	Compass
	Lisa Lindeman	Prime Time Palm Beach County
	Suzette L. Harvey	Prime Time Palm Beach County
	Seth Bernstein	Boys Town
	Clay Walker	Department of Children & Families
	Randy Powell	School District of Palm Beach County

What Works Landscape (existing working group acting as "community supports data team") – Review and conduct gap analysis of our community programs targeting Birth-22 outcomes. Create an online resource directory to better facilitate referral and access to children and youth programs/services.

	Name	Organization
TEAM CO-LEAD	Marsha Guthrie	Children's Services Council of Palm Beach County
TEAM CO-LEAD	Nancy Reese	School District of Palm Beach County
	Suzan Buza	211 Helpline
	Jennifer Rey	Aid to Victims of Domestic Abuse
	Rebecca Keck	Aid to Victims of Domestic Abuse
	Sophia Dang	Palm Beach County
	Elizabeth Devine	Aspira of Florida, Inc
	John Sherman	BRIDGES/Children's Home Society
	Greg Starling	Department of Juvenile Justice
	Rachel Mondesir	Early Learning Coalition
	Tammy Fields	Palm Beach County Youth Services
	Samuel Pierre	Palm Beach Haitian Heroes
	Dr. Selena LaMotte	Palm Beach Sherriff Office
	Ronda Rogers	PrimeTime Palm Beach County
	Becky Walker	Southeast Florida Behavioral Health Network
	Gillian Moxey	ChildNet
	Randee Gabriel	211 Palm Beach County
	Clay Walker	Department of Children & Families
	Robert Kurimski	Children's Services Council of Palm Beach County
	Diane Huff	Palm Beach Sherriff's Office
	Barbara Gerlock	C15 Juvenile Justice Advisory Board



Evidenced-based Programming and Evaluation Infrastructure (existing working group acting as “community supports data team”) – Recommend additional evidence-based programming and determine the evaluation infrastructure to build program implementation and child outcome achievement capacity.

	Name	Organization
TEAM CO-LEADS	Kim Maxwell	Children’s Services Council of Palm Beach County
TEAM CO-LEADS	Aline Jesus Rafi	Palm Beach County Youth Services
	Matthew Tyler	Aid To Victims of Domestic Abuse
	Elizabeth Devine	Aspira of Florida, Inc
	Luis Mejia	Aspira of Florida, Inc
	Kimberly Sovinski	Boys and Girls Club
	Michelle Dryer	Career Source
	Krystal Kenison	ChildNet
	Karen McDaniels	Florida Atlantic University
	Jack Scott	Florida Atlantic University, CARD
	Majed Khan	Islamic Center of Boca Raton
	Richard Radcliffe	Palm Beach County League of Cities
	Dr. Selena LaMotte	Palm Beach Sheriff Office
	Dr. Lisa Lindeman	Prime Time
	Suzette Harvey	Prime Time
	John Sherman	System of Care Director
	Kate Watt	Urban League
	Sally Laws	Parent Child Center, Inc.
	Leila Shatara	Youth Coalition of South Florida
	Ron Alvarez	Judge, Palm Beach County
	Donna Quinlan	United Way
	Rachel Mondesir	Early Learning Coalition

Leadership Data: Mapping Coalitions & Networks. Assist in collection of key “leadership” data) to inform the long-term structure/relationships of Birth to 22: United for Brighter Futures and develop shared goals to connect the ongoing work.

	Name	Organization
TEAM CO-LEADS	Michelle Dryer	Career Source
TEAM CO-LEADS	Christine Koehn	Celia Lipton Farris & Victor W. Farris Foundation
	Jennifer Schneider	BRIDGES, Children's Home Society of Florida
	Randy Palo	Children’s Services Council of Palm Beach County
	Sharon Alexander	The Unicorn Children's Foundation, Inc.
	Dr. Deandre Poole	Coalition for Black Achievement
	Tammy Fields	Palm Beach County Youth Services



Engagement: Community meetings, Surveys, Youth Leadership Strategy, etc. Plan community conversation, outreach and youth/family engagement strategy for master planning process. Help execute strategy.

	Name	Organization
TEAM CO-LEADS	James Green	Palm Beach County Youth Services
TEAM CO-LEADS	Guarn Sims	School District of Palm Beach County
	Karen McDaniels	Florida Atlantic University
	Kimberly Sovinski	Boys & Girls Clubs of Palm Beach County
	Jennifer Munoz	Children's Service Council Palm Beach County
	Paul LaBoffe	Consultant
	Inger Cheves	Bridges
	Marsha Guthrie	Children's Service Council Palm Beach County
	Marcia Bahia	Sheriff's Office
	Rhonda Rogers	Prime Time Palm Beach County
	Geeta Loach-Jacobson	Palm Beach County Youth Services
	Amy Gyau-Moyer	Children's Services Council of Palm Beach County
	Linda Roman	United Way
	Taruna Malhotra	Palm Beach County Community Services Department

Additional Task Force Members:

	Name	Organization
	Aruna Gilbert	Early Learning Coalition of Palm Beach County
	Cathy Anaya	ASPIRA
	Jeff Goodman	Children's Services Council Palm Beach County
	Mark Howard	School District of Palm Beach County
	Sara Selznick	Achievement Centers for Children & Families
	Sonja Holbrook	Palm Beach County Department of Community Services
	Sheree Anderson	Planned Parenthood of South, East and North Florida
	Barbara White	Palm Beach County Office of the Public Defender
	Natalie Diaz	Palm Beach County Department of Community Services
	Paul Houchens	School District of Palm Beach County
	Randy Powell	School District of Palm Beach County
	Roderick White	Palm Beach County Sheriff's Office
	Alisa Scuderi	Children's Services Council Palm Beach County
	Linda Firestone	Boys and Girls Club of Palm Beach County
	Nancy Woolley	Palm Beach County Sheriff's Office



Champions Session

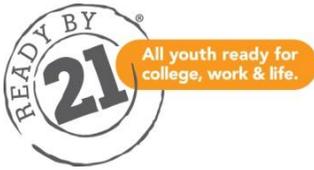


FIRST NAME	LAST NAME	ORGANIZATION
Gregory	Starling	Florida Department of Juvenile Justice
Dana	Johnson	Honda Classic
Kate	Watt	Urban League of PBC
Ginny	Keller	Health Care District of Palm Beach County
Lindsey	McMullen	PBC Public Library
Andres	Torrens	Center for Family Services of Palm Beach County
Lorene	Taylor	State Attorney
Leila	Shatara	Youth Coalition of South Florida
Abdulrauf	Khan	ICNA Relief USA
Richard	Radcliffe	League of Cities
Peter	Barbatis	Palm Beach State College
Lisa	Wilson	PBC BCC - District #6 Commissioner McKinlay's Secretary
James	Green	PBC Youth Services Department
Mayor MaryLou	Berger	PBC Board of County Commissioners
Majed	Khan	Islamic Center of Boca Raton
Tina	McNutt	Housing Partnership, Inc.
Becky	Walker	South Florida Behavioral Health Network
Deborah	Newell	Parent Child Center, Inc.
Ann	Killets	Palm Beach Atlantic University
Sally	Laws	Parent Child Center, Inc.
Jaime-Lee	Brown	Housing Partnership, Inc.
Michelle	Rubin	Autism After 21
Jennifer	Schneider	Bridges - Children's Home Society of Florida
Ryanmarie	Rice	Compass
Warren	Eldridge	Early Learning Coalition
Michael	Gauger	PBC Sheriff's Office
Karen	McDaniels	Florida Atlantic University
Dr. Deandre	Poole	Coalition for Black Achievement
Randy	Palo	PBC Children's Services Council
Keith	Oswald	PBC School District
Barbara	Gerlock	Juvenile Justice Advisory Board
Bassem	Alhalabi	Islamic Center of Boca Raton
Jeff	Koons	Homeless Advocate
Seth	Bernstein	Behavioral Health Collaborative
Suzette	Harvey	Prime Time Palm Beach County, Inc.
Lisa	Williams-Taylor	PBC Children's Services Council
Tony	Spaniol	PBC Youth Services Department



FIRST NAME	LAST NAME	ORGANIZATION
Alina	Alonso	Health Department Palm Beach County
Tara	Laxer	Early Learning Coalition
Cathy	Anaya-Wolf	Aspira of Florida, Inc.
Dr. Selena	LaMotte	PBC Sheriff's Office
Renee	Constantino	Community Foundation of PB/Martin
Marsha	Guthrie	PBC Children's Services Council
Linda	Roman	United Way of Palm Beach County
Pamela	Gionfriddo	Mental Health Association
Hazel	Lucas	Florida Rural Legal Services
Jack	Scott	FAU Center for Autism & Related Disabilities
Christine	Koehn	Farris Foundation
Geeta	Loach-Jacobson	PBC Youth Services Department
Larry	Rein	Child Net
Sharon	Alexander	Unicorn Children's Foundation
Clay	Walker	Florida Department of Children & Families/DCF
Kevin	Jones	Faith Based - Tabernacle Mission Baptist Church/City of WPB
Tammy	Fields	PBC Youth Services Department
Aline	Jesus Rafi	PBC Youth Services Department
Schnelle	Tonge	Public Defender's Office
Jorge	Avellana	Hispanic Human Resources
Houston	Tate	PBC Office of Community Revitalization





Birth to 22: United for Brighter Futures

Youth Master Planning in Palm Beach County

These discussions are really about good listening and documentation. Your job as a table facilitator is to keep the table on task according to the instructions below, make sure everyone gets a chance to speak, and document the group's work. Thank you for volunteering! We couldn't do it without you!

We are going to ask you to be both patient and flexible as these conversations can sometimes take interesting turns and we have to stay on our toes. Listen closely in case we modify instructions from the front of the room. If we do, we will say to you directly, "Table Facilitators, please . . ."

DAY 1

Table Facilitation

9:00 The Big Picture Approach to Collective Impact

Linking to Existing Efforts

10:30 Break

10:45 Child & Youth Outcomes: What does "Ready" look like? What does the healthy growth, development and educational achievement of our children and youth look like at each stage from prenatal through young adulthood?

How can key "Readiness Abilities" help children and youth achieve those outcomes? How would you know them when you see them? How could we use this in our community?

12:00 Lunch break – full group voting assignment.

12:45 Defining & Adapting Your Big Picture Framework Defining & Engaging Community

2:30 Break

2:45 Analysis Techniques: What are the root causes and local conditions that affect "readiness" for young people in Palm Beach County?

4:00 Adjourn

Check for set-up or meet/greet assignments

In your table envelopes, you will have a list of PBC coalitions and networks. Work with team members to show current / possible connections. Be Creative!!

Tables by Age: 0-5, 6-10, 11-15, 16-18, 18-24
Use Discussion Cards – [See Page 3](#)
Flipchart full group outcomes & indicators

Report out to wall: Top 2 Indicators Provide dots for "Voting with Dots" assignment – 5 dots of each color – Vote on Wall

Table activity. Flipcharts. Post to Wall
Table activity

Flipcharts & "Why // Why Here" analysis technique – [See Page 4](#)

Report Out: (see below)



DAY 2

Table Facilitation

9:00 Common Cause: What are the connections across these underlying causes?
How do we find areas for joint action?

Report out of above activity: Strips of paper provided to record your top 3 local conditions to be addressed. Group by systems and settings.

Issue-Integrated Logic Models

Table activity. Flipcharts. Post to Wall

10:30 Break

10:45 Cross-cutting Strategies: What are specific strategies and actions we need to move on in order to make a difference?

Flipchart Summary Sheet – See Page 5
Report out: 1 low/no cost idea;
1 expands on current success

12:00 Lunch

12:45 IF TIME: Readiness Practices: How do you collaborate across systems and settings to promote readiness? When do official practices align or conflict with the readiness practices? What are the expectations and supports for parents or caregivers?

Depends on how much time we take for
Action Planning above.. - [See Page 6](#)

2:30 Break

2:45 What can we commit to do together? Moving forward as a partnership. Nuts and bolts.

Full group facilitation

3:30 Close



9:00 Child & Youth Outcomes: What does “Ready” look like? What does the healthy growth, development and educational achievement of our children and youth look like at each stage from prenatal through young adulthood?

Each table has: 1) Individual discussion cards, 2) Flipchart paper, 3) Color markers,

DISCUSSION CARD 1: IN PAIRS/TRIADS 10 minutes Prompts (if needed)

As you work through this discussion, think about a young person you know:

How do you know that they are doing well? Are on track? What does it look like when you see it?

What Does “Ready” Look Like?

IN PAIRS OR TRIADS

For your age group, what does it mean to be “ready” at this age?
(Overall statement)

Specifically, what skills would you want the child/young person to have? What attitudes/behaviors? (Please list)

FULL TABLE: 10 MINUTES

1. Share Overall Statements. Then go to flipchart

YOUR AGE GROUP	
Desired Outcomes	Specific Indicators
EDUCATED	
WORKING	•
HEALTHY	•
CONTRIBUTING	
ETC.	

2. Use flipcharts – left column “Outcomes” -- to capture specific skills/attitude/ behaviors from the pairs’ discussions. Is there an emerging consensus? Things mentioned more than once?

3. If you had to “measure” it, what would you measure? How would you know it if you saw it? You do not have to press for separate indicator for each item listed.

The Readiness Abilities

INDIVIDUALLY – 10 minutes

Refer to the Readiness Skillsets & Mindsets (see back or separate handout)

1. PLEASE CIRCLE: Skillsets & Mindsets that were a part of your group’s discussion. (Which ones were listed on the flipchart?)

How many did you circle? _____

2. PLEASE CHECK OFF (✓): Which ones are you actively trying to promote in your work? (Or, if your work doesn’t directly affect young people, think of a young person that you know in this age group. How many of these do you see and/or are actively trying to promote in this child or young person?)

How many did you check off? _____

IF TIME, PAIR & SHARE – Thoughts? Observations?

DISCUSSION CARD 2: INDIVIDUALLY AND THEN AS



THE READINESS SKILLSETS & MINDSETS

The Readiness Abilities enable young people to take on life’s challenges and opportunities. To develop and express these readiness abilities, youth use different combinations of skillsets and mindsets, attitudes, dispositions, habits.

SKILLSETS	MINDSETS
BASIC LIFE MANAGEMENT I can meet basic life demands and practical needs.	HUMBLE I am thoughtful and honest about my talents and achievements or shortcomings and mistakes; I have a healthy perspective and on page with others even at times when the focus is not on me.
PROBLEM SOLVING & DECISION MAKING I can solve problems and make informed decisions.	FAIR I am sensitive to the difference between what is right and wrong and I believe that everyone deserves a fair chance.
COPING I can make it through and bounce back from hard times.	DRIVEN I am motivated and focused; I like the feeling of getting things done and accomplishing my goals.
ORGANIZATION & PLANNING I can organize and plan my life, projects, tasks and schedule.	ADILE I am able to change my mind and behaviors depending on what is needed, where I am and who I am with.
APPLICATION I can apply what I have learned in practice and real life.	FUTURE ORIENTED I am focused on what is ahead and not mistakes me to get through the present.
RELATIONSHIP MANAGEMENT I can form, grow, manage and keep my relationships with people.	OPEN-MINDED I am open to perspectives and experiences that are different than my own.
COMMUNICATION I can communicate what I want to say in an appropriate and effective way.	EMPATHETIC I am understanding and connected to the feelings or experiences of others.
RESOURCE & INFORMATION PROCESSING I can gather, keep track of and manage information and resources.	PRAGMATIC I am honest, practical and objective when considering life, problems and needs.
THINKING & ANALYSIS I can think and reason critically and creatively about issues and produce thoughtful responses.	PURPOSEFUL I am committed to accomplishing something and being someone.
SELF-CARE I can meet my physical, emotional, mental and spiritual needs, so long as I have the right income and supports.	OPTIMISTIC I am comforted by the hopeful and positive parts of a situation.
REFLECTION & SELF-AWARENESS I can think about my life and how only evaluate where I am, what I need or want and what I should do.	PERSISTENT I am focused; I do whatever it takes to accomplish a goal or task.
SELF-REGULATION I can manage my emotions, thoughts and behaviors so that they are appropriate for who I am with, where I am and what I am doing.	ADAPTABLE I am flexible in my thinking and behavior depending on what is needed.
	COURAGEOUS I am willing to take on challenges, even when I am scared or confused.
	GROWTH ORIENTED I believe that I can get better next practice and hard work.
	COMPASSIONATE I am moved by the struggles, situations and pain of others.
	CURIIOUS I am an eager learner and I have lots of questions to answer.

TABLE



11:00 Local Conditions: What are the barriers and pitfalls to being “Ready” in Palm Beach County

STEP 1: PICK AN INDICATOR TO DISCUSS

Look at the “heat map” from the “vote with dots” exercise on the wall. Decide as a group an indicator that you want to zoom in on. It could be that it is one of the “Top 2” indicators your group decided on from the last exercise. From the front of the room, we will make any adjustments necessary so that we don’t have multiple groups discussing the same indicator.

STEP 2: WHY & WHY HERE? - 20 MINUTES

Think about what children need from their families and surrounding communities to succeed.

A. INITIAL BRAINSTORM – WHY?

First, let’s brainstorm a 6-10 different things. Why do you think we are seeing [this result/trend]? What are factors that may be making this indicator worse? What are the factors that may be improving this indicator?

B. WHY HERE?

Pick one to dig deep. Why is it happening here in Danville & Pittsylvania County? In this community? Get specific. Ask “Why” or “Why here” a few times.

Each response gets its own bubble. All responses get captured. This is brainstorming at this point – not a debate over whether something is a good answer or not!

Then pick another one to dig deep.

Repeat multiple times. *Facilitator: You’ll need to write quickly and may need another scribe or two. You’ll end up with a large flipchart page (or two) full of ‘bubbles’.*

C. TOP 3 – IF WE COULD CHANGE THESE . . . *Facilitator: Wait until prompted.*

Prioritize. What are the most critical ones to address if we want to make a difference in the results that we are currently seeing with our indicator.

Record the top three on the strips of paper provided.

Facilitator Only: Bring the strips to the front of the room at the beginning of the lunch break and help us see how they cluster into themes.

FACILITATORS ONLY

Each table has:

1. Flipchart paper
2. Color markers
3. 3-4 strips of paper for recording the “Top 3” underlying factors to be addressed

The diagram illustrates the process of identifying underlying factors. It starts with a blue circle labeled 'YOUR INDICATOR' connected to two green circles labeled 'GENERAL REASON'. Each 'GENERAL REASON' is further connected to three green circles labeled 'Local Condition' under the heading 'Why Here?'.

A. BRAINSTORM 8-10 WHYS?

B. PICK ONE GO DEEP REPEAT

C. TOP 5



12:30 Family & Community Supports Needed: What specific supports are needed to make a difference? What can we build on? What else is needed?

After lunch, tables will be “re-grouped” to address with the top underlying issues identified in the previous discussion. At each table, groups will be asked to think through in detail, what it will take to address that issue. **WE WILL FACILITATE EACH STEP FROM THE FRONT OF THE ROOM**

STEP 1: RED & GREEN HAT - 20 MINUTES

A. GREEN HAT THINKING – 5 minutes

Consider the first local condition and brainstorm and generate as many ideas as possible, to address this local condition. The recorder should write every idea that is generated on a flipchart **in green magic marker**. You must include at least one “wacky, off-the wall” idea.

Facilitator prompts: What are the solutions to the local condition that are:
Off the wall ** No cost/low cost ** High impact

B. RED HAT THINKING – 5 minutes

Next, each participant in your group will put on his or her “Red Hat” “Red Hat” thinking involves the emotions in problem solving. Each participant chooses his or her favorite idea and passionately “sells” this idea to the other members of the group as the best idea. Each participant has 30 seconds to sell the idea and should be timed by the timekeeper. Each participant should **underline in red marker** the idea they are “selling.”

STEP 2: BLACK HAT – 40 MINUTES

Help participants turn their brainstormed list into concrete “action strategies.” After each participant expresses their passion for an idea, the group moves to “Black Hat” thinking which involves a critical analysis of the ideas. This type of thinking is used to prioritize the top three or four ideas that should be pursued.

A. GET SPECIFIC – 10 minutes

For the ideas that seem to have the most “passion” from above, describe them more specifically and fill in the first column of the Strategy Board flipchart provided. Be specific.

B. WILL IT BE HIGH IMPACT – 10 minutes

Leverage/power/potential for impact – Participants will focus on which strategies have the most potential to really impact the local condition and related indicators of child and youth well-being. This should be based on:

- **Research** about ‘what works’
- **Experience** from past performance
- **Reasonable expectations** based on what has worked in other places
- Experience of **similar strategies** and/or programs
- **Reach.** The strategy will reach the most youth, communities and families possible and have a high level of impact.

Put a **STAR** (★) next the strategies your group thinks will have the highest impact. Choose 3 to 5.

C. FOR HIGH IMPACT STRATEGIES– 10 minutes – FILL IN:

- The possible “WHOs” – who will do it.
- Whether the group thinks it will be high cost, lo cost or no cost
- Whether the group thinks it will be high, medium or low effort.

FACILITATORS ONLY

FLIPCHART #1:

Specific Local Condition at top of Page

- Idea #1 written out
- Idea #2 written out
- Idea #3 written out
- Idea #4 written out
- Idea #5 written out
- Idea #6 written out
- Idea #7 written out
- (and so on)

Note: Red underline = “sales pitch”

FLIPCHART “STRATEGY BOARD #1:

Specific Local Condition at top of Page

Strategy	Who?	Cost? hi/lo/no	Effort? H/M/L
★			

If time, tackle another local condition

FLIPCHART “STRATEGY BOARD #2:

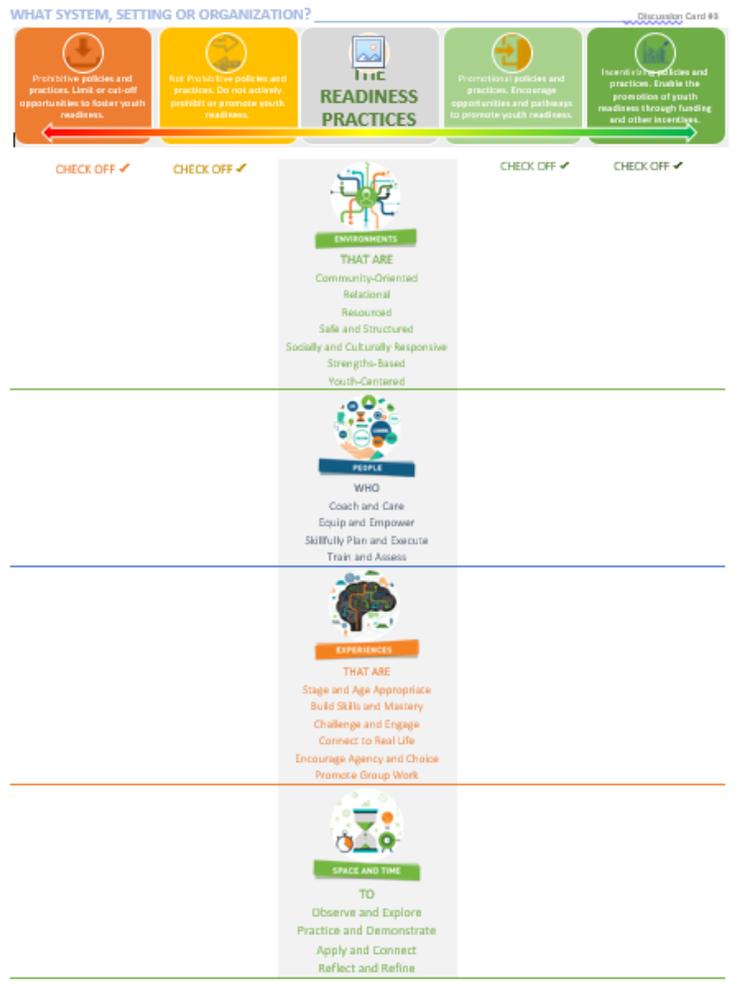
Specific Local Condition at top of Page

Strategy	Who?	Cost? hi/lo/no	Effort? H/M/L



1:30 Readiness Practices:

How do you collaborate across systems and settings to promote readiness? When do official practices align or conflict with the readiness practices? What are the expectations and supports for parents or caregivers?



FACILITATORS ONLY

WE'LL MOVE INTO SYSTEM & SETTING GROUPS.

(Flip Tent Card in middle of your table and write your System/Setting name)

PAIRS OR TRIADS

For your setting, on each of these elements, where would you rate them on **Prohibitive to Incentivizing** when it comes to these **Readiness Practices**?

DEPENDING ON TIME, WE MAY SUGGEST THAT EACH PAIR TAKE A DIFFERENT SEGMENT AND THEN REPORT OUT

FULL GROUP:

Record on 11 x 17 sheets for the table

FULL ROOM

We'll do a full room map.
For the 4 major areas, report out with
Orange
Yellow
Light Green
Green

DISCUSSION QUESTIONS: (As group has time)

How do you collaborate across systems and settings to promote readiness?

When do official practices align or conflict with the readiness practices?

What's been working?

What's been tried?

What are the policy and system barriers?

What are the bridges that we need to build to other sectors/systems?

(If we want to build on rather than duplicate or reinvent, how do we quickly get a lay of the land?)



TABLE OF CONTENTS

OVERVIEW

A Big Picture Approach to Community Planning and Action – Overview	3
Collective Impact Key Ideas	7
Core Principles for Community Change	9
Summary of Current Work	11
Example: Ready by 21 Theory of Change	13

TAKE SHAPE – *Structural Alignment*

FORM	Big Tent Stakeholder Wheel: You and Your Partners	17
	Big Tent Stakeholder Wheel	19
	Example: Local Action Planning Team Worksheet (Mass. Success4Life)	20
	Partnership Characteristics and Functions	21
	Collective Impact Infrastructure: Structuring for Intentionality & Uncertainty	22
	Partnership Roles	23
	Backbone Support Organizations – Activities & Types	25
	Community Catalyst / Backbone Support Diagnostic	27
	Backbone Effectiveness: 27 indicators	29
	Steering Committee & Working Group Traits & Responsibilities	30
CONNECT	Mapping Coalitions, Networks and Other “Moving Trains”	31
	From Program Performance to Collective Impact	33
	Example: Partnership Structures	35

TAKE AIM – *Goal Alignment*

ENGAGE	Community Mapping	39
	Engaging Community in Assessment, Planning & Action	41
FRAME	Outcomes Dashboard	43
	From Core Principles to Common Language: What is your Terminology?	45
	Example: Translating Parallel Frameworks	47
	Example: Indicators Dashboard	49
	Example: Indicators Dashboard – Top Indicator Picks	51



TAKE STOCK – *Shared Diagnosis*

ASSESS	Framing Questions for Community Assessment	55
	Developing Your Community Scan – Community Context	59
ANALYZE	Targeted Outcome Statement (3)	61
	Analysis Techniques	
	Five Why's Technique	67
	Local Causes Technique	69
	WWW Technique	71
	ABC Technique	73
	Overview of Analysis Techniques and Approaches	75
Retaining Ideas from Group Analysis	77	

TARGET ACTION – *Mutually Reinforcing Activities*

VISUALIZE	Representational Model	81
	Common Cause Analysis	83
	Common Cause Summary	85
	Metaphorm Logic Model	87
ALIGN	Intervention Mapping	89
	Designing and Selecting Interventions	
	Selection Criteria	91
	Resources for Finding Evidence-Based Causes, Strategies & Interventions	91
	Action Planning for Distributed Responsibility	93

TRACK PROGRESS – *Shared Measurement*

TRACK	Coalition Outcome Measures – Definitions & Example	97
	Evaluating Collective Impact – Mindset Shift; Evaluation & Shared Measurement	99
	Evaluating Collective Impact – Four Aspects of the Work	100
	Focus of Evaluation Will Evolve Throughout the Life of the Collective Impact Initiative	101
IMPROVE	Analyzing Your Contribution	103
	Critical Reflection Guide	105
	Embracing Emergence: How Collective Impact Addresses Complexity	107



Task Force Training



Trainees		
FIRST NAME	LAST NAME	ORGANIZATION
Holly	Carson	Career Source
Kate	Watt	Urban League of PBC
LaNita	Sanders	PBC Children's Services Council
Jennifer	Munoz	PBC Children's Services Council
Amy	Gyau-Moyer	PBC Children's Services Council
Doris	Mendez-DeMaio	PBC Public Library
Andres	Torrens	Center for Family Services of Palm Beach County
Lorene	Taylor	State Attorney
James	Green	PBC Youth Services Department
Tina	McNutt	Housing Partnership, Inc.
Becky	Walker	South Florida Behavioral Health Network
Michelle	Dryer	Career Source
Deborah	Newell	Parent Child Center, Inc.
Ann	Killets	Palm Beach Atlantic University
Andrew	McAusland	Early Learning Coalition
Jennifer	Schneider	Bridges - Children's Home Society of Florida
Ryanmarie	Rice	Compass
Cassandra Smith	Burney	South Florida Behavioral Health Network
Karen	McDaniels	Florida Atlantic University
Dr. Deandre	Poole	Coalition for Black Achievement
Samuel	Pierre	Haitian Heroes
Randy	Palo	PBC Children's Services Council
Keith	Oswald	PBC School District
Barbara	Gerlock	Juvenile Justice Advisory Board
Jeff	Koons	Homeless Advocate
Seth	Bernstein	Behavioral Health Collaborative
Suzette	Harvey	Prime Time Palm Beach County, Inc.
Tony	Spaniol	PBC Youth Services Department
Lisa	Williams-Taylor	PBC Children's Services Council
Cathy	Anaya-Wolf	Aspira of Florida, Inc.
Dr. Selena	LaMotte	PBC Sheriff's Office
Renee	Constantino	Community Foundation of PB/Martin
Marsha	Guthrie	PBC Children's Services Council
Linda	Roman	United Way of Palm Beach County
Jack	Scott	FAU Center for Autism & Related Disabilities
Christine	Koehn	Farris Foundation
Geeta	Loach-Jacobson	PBC Youth Services Department
Sharon	Alexander	Unicorn Children's Foundation
Clay	Walker	Florida Department of Children & Families/DCF
Kevin	Jones	Faith Based - Tabernacle Mission Baptist Church/City of WPB
Tammy	Fields	PBC Youth Services Department
Aline	Jesus Rafi	PBC Youth Services Department
Abby	Goodwin	Palm Healthcare Foundation
Ginny	Keller	PBC Health Care District
Houston	Tatae	PBC Office of Community Revitalization
Kim	Maxwell	PBC Children's Services Council
June	Eassa	PBC School District
Kimberly	Sovinski	Boys and Girls Club of PBC
Lynn	Powell	Office of the State Attorney

