

Aligning Movements

Insights and Information from the Opportunity Youth/Boys and Men
of Color Alignment Strategy Group

About OY/BMoC Alignment Strategy Group

The Opportunity Youth / Boys and Men of Color Alignment Strategy Group (OY/BMoC Alignment Strategy Group) is made up of several national organizations joined together by a shared commitment to align initiatives focused on Opportunity Youth and/or Boys and Men of Color (BMoC). The group's approach is not to create a separate branded entity, but instead to work behind the scenes to help existing initiatives work together more efficiently and effectively. The group meets quarterly with different organizations tackling key tasks in between meetings.

OY/BMoC Alignment Strategy Group Participants:

Andrus Family Fund ✕ Annie E. Casey Foundation ✕ Aspen Center for Native American Youth ✕ Aspen Forum for Community Solutions ✕ Atlantic Philanthropies ✕ Bloomberg ✕ BMe ✕ Campaign for Black Male Achievement ✕ Casey Family Programs ✕ Center For Youth Engagement ✕ Citi Foundation ✕ Collective Impact Forum/FSG ✕ Community Foundation for Greater Buffalo ✕ DC Children and Youth Investment Trust Corp ✕ Deloitte ✕ Equal Measure ✕ Ford Foundation ✕ The Forum for Youth Investment ✕ Frontline Solutions ✕ Government Alliance on Race and Equity ✕ Jobs for the Future ✕ JPMorgan Chase ✕ Kaiser Permanente ✕ Kapor Center For Social Impact ✕ Living Cities ✕ Lumina ✕ Mainspring Consulting ✕ Marguerite Casey Foundation ✕ National League of Cities ✕ Open Society Foundation ✕ PolicyLink ✕ Raben Group ✕ Rosenberg Foundation ✕ Say Yes To Education ✕ Schott Foundation for Public Education ✕ Schultz Family Foundation ✕ SHINE Educational Leadership Program ✕ Sierra Health ✕ Skillman Foundation ✕ Starbucks Coffee Company ✕ Strive ✕ The California Endowment ✕ The California Wellness Foundation ✕ The San Francisco Foundation ✕ The Wit Group ✕ The Women's Foundation of Colorado ✕ United Way ✕ Urban Institute ✕ W.K. Kellogg Foundation ✕ Winthrop Rockefeller Foundation ✕ YouthBuild, USA

OY/BMoC Alignment Strategy Group Steering Committee:

- ✕ Co-chair: **Antoinette Malveaux**, Casey Family Programs
- ✕ Co-chair: **Steve Patrick**, Aspen Forum for Community Solutions
- ✕ **Erin Bailey**, Center for Native American Youth
- ✕ **Matt Cervantes**, Sierra Health Foundation/YTFG
- ✕ **Shawn Dove**, Campaign for Black Male Achievement
- ✕ **Thaddeus Ferber**, The Forum for Youth Investment/Opportunity Youth Network
- ✕ **Barbara Langford**, Youth Transition Funders Group

About the Forum for Youth Investment

The Forum for Youth Investment, which took the lead in compiling this report, is a nonprofit, nonpartisan action tank dedicated to helping communities and the nation make sure all young people are ready by 21 – ready for college, work and life. Informed by rigorous research and practical experience, the Forum forges innovative ideas, strategies, and partnerships to strength solutions for young people and those who care about them. The Forum manages the Opportunity Youth Network (OYN) in partnership with Aspen Forum for Community Solutions and Gap Inc. OYN brings together leading foundations, corporations, governments, nonprofits and formerly disconnected youth to collaborate toward our shared goal of reconnecting one million disconnected youth over five years.

Acknowledgements

A special thank you to the local initiative leaders who shared their experiences that informed the recommendations found in this learning brief, the conveners of Cities United and the Opportunity Youth Incentive Fund for accommodating the interviews and focus groups, and the national initiative leaders who provided feedback and support throughout the process.

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A report from the OY/BMoC Alignment Strategy Group, compiled and published by the Forum for Youth Investment.

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A Message from the OY/BMoC Alignment Strategy Group Steering Committee

As the steering committee of the Opportunity Youth/Boys and Men of Color Alignment Strategy Group, we have been gratified by the deep commitment of the passionate leaders who have come together to help communities implement multiple national initiatives more coherently, efficiently and effectively.

We all know that there are a number of national initiatives focused on improving outcomes for opportunity youth, boys and men of color, and/or other related populations such as foster youth and homeless youth. We all know that many of these initiatives land in the same communities with little or no coordination at either the local or national levels. And we all know that this can lead to initiative fatigue, confusion and fragmentation.

But we also know that having multiple initiatives can be a great asset to communities that struggle with not one challenge, but many. Community transformation often requires greater resources than any one national initiative can provide on its own.

We believe the only viable path forward is to align national initiatives with each other in ways that allow communities to do the same. Either all of us will succeed or none of us will.

This work could not come at a more important time. We have too often and too recently seen our communities torn apart by injustice, inequity and ignorance. We need to address these issues head-on, and we can prevail only if we tackle them together. Accordingly, our group has taken a particular interest in documenting, improving and aligning the equity frameworks and approaches used in each of our initiatives.

Each participant in the OY/BMoC Alignment Strategy Group has come to the table with a sincere commitment to make significant changes to help communities implement multiple national initiatives more effectively. We are working together to figure out what we should do differently in places where those initiatives overlap, and how to do this through a lens of cultural competence and sensitivity, while promoting and integrating equity into our work.

To work toward this goal, the steering committee directed members of the group to:

- Conduct an *initial assessment of the OY/ BMoC field*, including an initial analysis and profiles of key national initiatives with OY/BMoC focused place-based components;
- Outline explicit *ways and areas in which national initiatives can better coordinate and align*;
- Develop a set of *rules of engagement* to be applied across national initiatives and with local initiative leaders; and
- Solicit *input from local leaders* and develop recommendations that national leaders can work together to adopt.

The following learning brief contains the initial insights, information and resources gathered and developed by members of the OY/BMoC Alignment Strategy Group.

This brief does not represent the culmination of our efforts. It represents our starting point. The work that begins today is to apply the learnings outlined in this brief to make concrete changes to each of our initiatives, so that communities can implement their respective initiatives more coherently, efficiently and effectively.

The path will not always be clear, and the turns we take will not always be correct. But we invite you to join the journey with us.

Sincerely,

The Steering Committee of the OY/BMoC Alignment Strategy Group

The OY/BMoC Alignment Strategy Group is working to:

- Develop extensive national initiatives maps that assess overlaps in target populations, goals, approaches, audiences, requirements, resources, etc.
- Gather input from local initiative leaders.
- Establish “rules of engagement” for people running national initiatives that would make it easier for local leaders to implement them in more aligned manners.
- Develop recommendations for ways national initiatives can improve and support alignment across multiple efforts.
- Identify opportunities for national initiatives and local leaders to work together and to implement methods that promote alignment.

Initial Assessment of the OY/BMoC Field

Ahead of the first in-person meeting of the full OY/BMoC Alignment Strategy Group (in February 2015), Deloitte and the Forum for Youth Investment were asked to conduct an initial review and analysis of key national initiatives that focus on opportunity youth and/or boys and men of color, and that have place-based components. Based on a review of public materials and information submitted by participating national initiatives, the subsequent analysis and profiles were created.

The following information was curated to serve as a starting point for discussion during the February meeting. The group will continue working to determine how to build on this initial analysis/mapping and other existing mapping efforts in the field so that:

- National initiatives have at-a-glance information about other initiatives that work in the same space, allowing them to connect with other initiatives more efficiently and enter communities more responsibly.
- Local leaders have hard-to-compile information about the similarities and differences among the many “branded” initiatives that are present or are presented as options.
- “Brand neutral” technical assistance providers have easy access to information that can help them provide better advice.
- National and local funders get information that can aid their efforts to encourage collaboration.

Understanding Points of Intersection and Opportunities for Collaboration

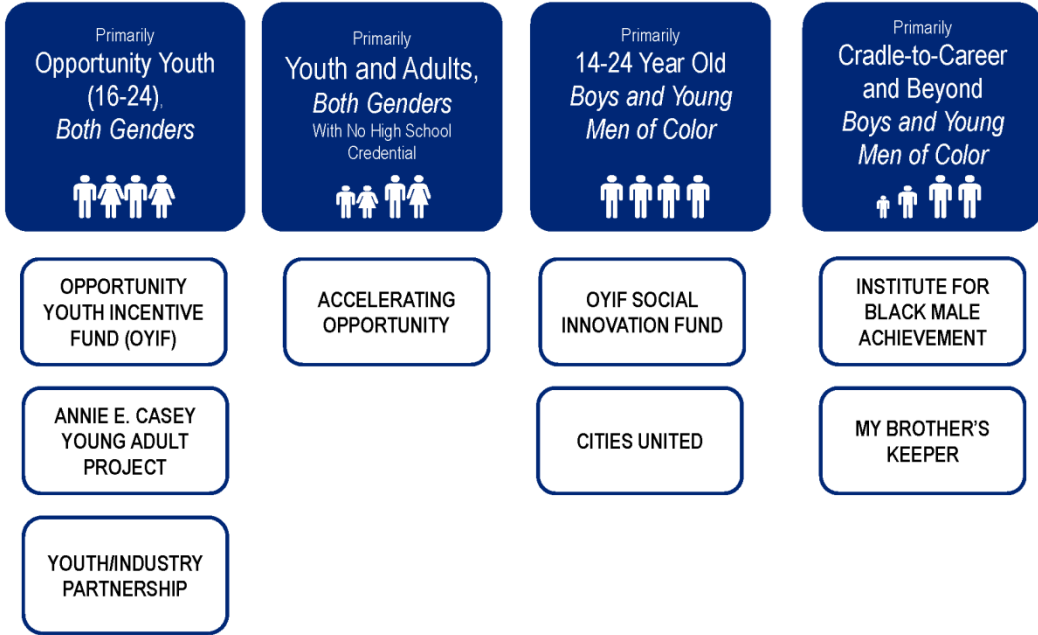
About Deloitte Consulting, LLP

Deloitte provides industry-leading audit, consulting, tax, and advisory services to many of the world's most admired brands, including 80% of the Fortune 500. Our people work across more than 20 industry sectors with one purpose: to deliver measurable, lasting results. We help reinforce public trust in our capital markets, inspire clients to make their most challenging business decisions with confidence, and help lead the way toward a stronger economy and a healthy society. As a member firm of Deloitte Touche Tohmatsu Limited, Deloitte Consulting LLP, through its Social Impact practice, assists clients in the public, private, and social sectors become a catalytic force to meet our greatest societal challenges. Our multidisciplinary teams can co-create new solutions with clients and help evolve those critical solutions beyond the concept and pilot phases. We focus on strengthening linkages between sectors, quantifying and communicating impact, and mobilizing the fast-evolving ecosystem of players—to ultimately move both the organization and society from aspiration to tangible impact.

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WHO ARE WE FOCUSED ON?



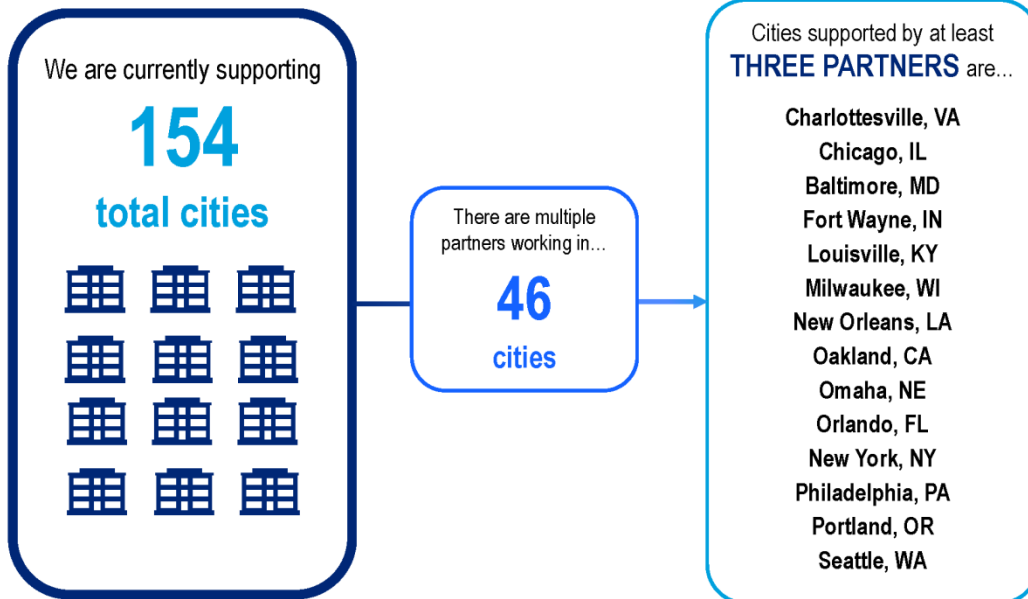
Deloitte. This material focuses on the responses provided by the eight organizations that completed the National Initiative Description Survey prior to the 2/27 Strategy Alignment Meeting

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WHERE ARE WE WORKING?



Deloitte. Communities represented include Cities United partners, MBK Community Challenge summit invitees, YIPI partners, BMA cities identified for connection with Cities United, and Annie E. Casey partners

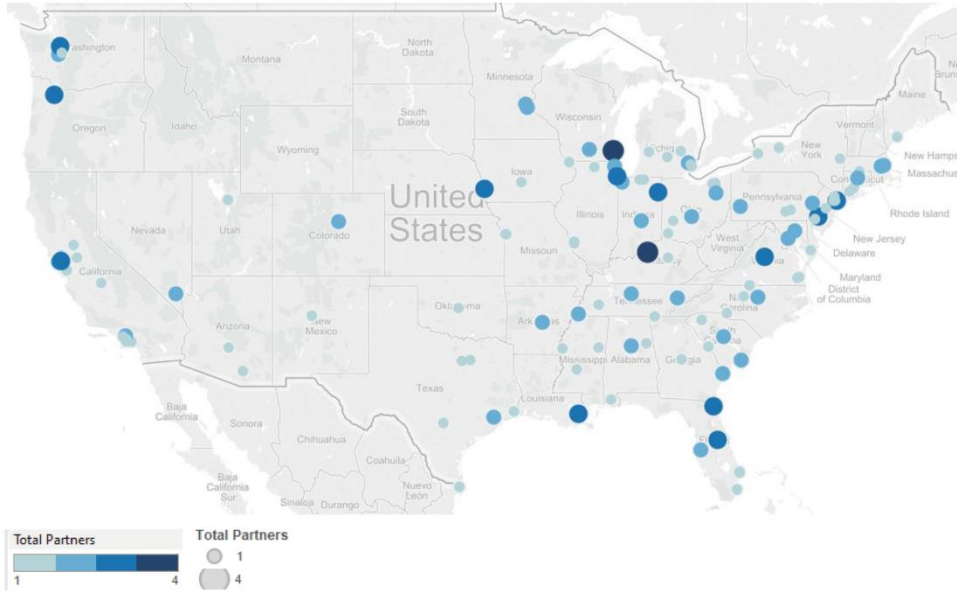
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WHERE ARE WE WORKING?

Overlapping Sites Across Organizations



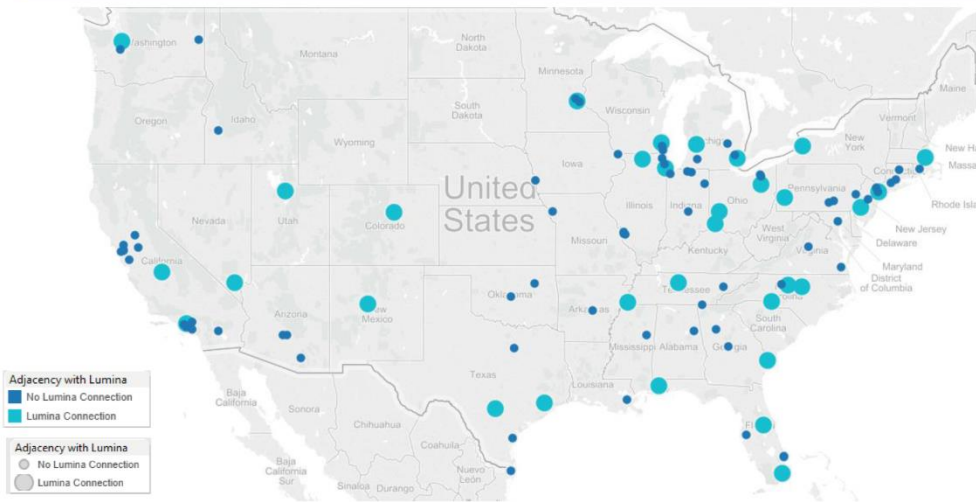
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WHERE ARE WE ADJACENT TO OTHERS?

Related Place-Based Work: Lumina Foundation Example



We are working in **47** of the **75** communities selected by the Lumina Foundation as Community Partnership for Attainment sites

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WHAT ARE WE FOCUSED ON?

Organization	Education	Workforce	Reducing Violence	Collective Impact
ACCELERATING OPPORTUNITY				
A. E. CASEY YOUNG ADULT PROJECT				
BLACK MALE ACHIEVEMENT				
CITIES UNITED				
MY BROTHER'S KEEPER				
OYIF				
OYIF SOCIAL INNOVATION FUND				
YIPI				

Using the Following Technical Assistance Methods...

Direct Coaching

Site Visits and Training

Online Resource Hubs

Strategy Development

Webinars

Convening

Deloitte. Focus categorization based on vision and goal statements as provided in the National Initiative Description Survey responses

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WHAT QUESTIONS COULD WE ANSWER WITH MORE DATA?

- **HOW BIG** are our efforts in terms of hours, dollars, and cost effectiveness?
- **WHERE** are our initiative entry points (elected official, community organization, etc.) – and our gaps in connectivity, collaboration, and type of intervention?
- **HOW** can we collaborate on Technical Assistance?
- **WHICH** interventions are and are not working?
- **WHAT** is the collective impact of our investments?

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Profiles

- Annie E. Casey Young Adult Project
- Campaign for Black Male Achievement
- Cities United
- Executives' Alliance for Boys and Men of Color
- Generation Indigenous
- My Brother's Keeper Community Challenge
- Opportunity Youth Incentive Fund
- Youth Industry Partnership Initiative

Annie E. Casey Young Adult Project	
Organizational Home	Annie E. Casey Foundation, National Fund for Workforce Solutions and Jobs for the Future
Vision	Offer more and better assistance to additional collaborations to develop effective strategies for moving young adults (age 18-24) into good careers.
Selection Criteria/ Requirements	All National Fund collaborations were informed about the opportunity to receive targeted technical assistance, best practice information and access to experts to improve their ability to work with young adults. We requested that collaborations interested in participating contact the National Fund project lead.
Goals	<ol style="list-style-type: none"> 1. Develop a basic tool to measure both the learning and the application of the learning from the technical assistance provided to assist collaborations with producing better outcomes for young adults. 2. Uncover numerous examples of employers that pro-actively recruit, hire and successfully retain young adults for their business/organization. 3. Deepen and expand the learning community. 4. Provide 12 collaborations with targeted technical assistance, best practice information and access to national experts to help improve the ability of collaborations and their industry partnerships to identify, plan for and implement effective strategies to increase the number of disconnected/disadvantaged young adults (aged 18-24) obtaining careers paying family-sustaining wages.
Population	Young Adults aged 18-24
Number of Cities	The National Fund chose collaborations in 14 cities: Baltimore, Md.; Bradenton-Sarasota, Fla.; Cincinnati, Ohio; Danville, Va.; Jackson, Miss.; Greensboro, N.C.; Greenville, S.C.; Louisville, Ken.; Milwaukee, Wis.; New Orleans, La.; New York City, N.Y.; Omaha, Neb.; Central Pennsylvania, Pa.; and Pittsburgh, Pa.
Primary Contact	Elicia Wilson, Senior Program Manager, National Fund for Workforce Solutions
Timeframe	July 2014-June 2015
Convenings/ Community of Practice	Community Forum: List of resources. There will be a workshop focused around the project at the 2015 National Fund Annual Meeting in Baltimore, Md.
Technical Assistance	A number of coaches will be assigned to assist the collaborations in creating workforce strategies for working with young adults in their communities. We will also provide a catalogue of online resources about working with young adults and provide information as needed to collaborations interested in working with young adults.

**Materials:
Toolkits,
Papers, etc.**

- Survey instrument to measure the impact of coaching, technical assistance and resources offered to collaborations as it relates to young adults.
- Three brief papers on how to connect young adults to three different industry sectors. (These will provide important “how to” information to other collaborations interested in pursuing a young adult career development initiative by using examples from our collaborations’ industry partnerships).
- “Young Adult Employer Champion” Recognition Nomination Form: The National Fund will select three employers that proactively recruit, hire and retain young adults in their businesses.
- Workforce Strategy Template for working with Young Adults.

Campaign for Black Male Achievement (CBMA)

Organizational Home	<p>CBMA is led by three leadership staff members and collaborates with other organizations (Root Cause and PolicyLink) to leverage their efforts.</p> <p><u>Strategic Partners:</u> Association of Black Foundation Executives (ABFE), Black Male Engagement (BME), Black Male Achievement Funders, Echoing Green Black Male Achievement Fellowship, Frontline Solutions, National League of Cities, Catchafire and JPMorgan Chase.</p> <p><u>Supported by:</u> Open Society Foundations, Carnegie Corporation of New York, Casey Family Programs, The California Endowment, The Chicago Community Trust, Heinz Endowments, Kapor Center for Social Impact, Knight Foundation, Robert Wood Johnson Foundation and The Skillman Foundation.</p>
Mission	<p>The Campaign for Black Male Achievement (CBMA) is a national membership network that seeks to ensure the growth, sustainability and impact of leaders and organizations committed to improving the life outcomes of black men and boys. CBMA is a growing network that includes more than 4,677 individuals representing 2,539 organizations and programs across the country.</p> <p>We are a diverse field of individuals and organizations, yet we are bound by a common vision: create a future where black men and boys are able to thrive in all aspects of their lives because we, as a nation, have tackled the historical and systemic barriers to black male achievement.</p>
Selection Criteria/ Requirements	<p>CBMA Capacity-Building Grant criteria:</p> <ul style="list-style-type: none"> • clarity of the black male outcomes they aim to achieve and how those outcomes are achieved; • clarity about capacity needs and focus on improving targeted capacity areas, leadership’s commitment to building capacity, demonstrated time and attention to make best use of capacity support; and • potential for the grantee to serve as a leader and help strengthen the national black male achievement field.
Goals	<p>Reverse trend of 75 percent loss of effective programs focusing on BMA issues by providing BMA-focused organizations and their leaders with the tools they need to build capacity and connect.</p> <p><u>In two Years:</u></p> <ul style="list-style-type: none"> • Develop a robust network of leaders and organizations that are advancing black male achievement around four key areas: education, family, workforce and a positive shared narrative. • Provide 300 leaders and organizations with capacity-building in the areas of leadership development and organizational sustainability, moving them toward high performance. <p><u>In four years:</u></p> <ul style="list-style-type: none"> • 1,000 organizational leaders make measurable progress in expanding work opportunities, strengthening family structures and attaining

	<p>educational equity.</p> <ul style="list-style-type: none"> Philanthropic and government funders increase their investments in the black male achievement field.
Population	<p>Age: 0 – death Gender: males Race/Ethnicity: black</p>
Number of Cities	20 capacity-building grantees, 16 dashboard cities
Primary Contact	Shawn Dove, CEO
<i>Initiative Resources</i>	
Funding/ Grants	Capacity-Building Service Grants: Awarded through a competitive process, these grants support access to high quality capacity-building services.
Convenings/ Community of Practice	CBMA Member Network: The CBMA views its members as a key resource to strengthen the capacity of other members and the black male achievement field as a whole.
Technical Assistance	<p><u>Organizational and Leadership Capacity Assessment:</u></p> <ul style="list-style-type: none"> Central component of the CBMA’s offerings. Provides insight into strengths and areas for improving performance. Organization receives a report that includes a capacity-building action plan with recommendations and resources to address the areas identified for improvement. <p><u>City-Based Seminars:</u> 1-2 day seminars that offer interactive, hands-on instruction for local organizations.</p> <p><u>Webinars:</u> Free, online training sessions covering the CBMA’s focus capacity areas throughout the year.</p> <p><u>Capacity-Building Service Providers:</u> CBMA has growing list of service providers that offer a range of services.</p>
Materials: Toolkits, Papers, etc.	<p><u>CBMA Network Maps:</u> Illustrates members located across the country and provides a way to identify and contact other members with helpful areas of expertise.</p> <p><u>BMA Dashboard:</u> For 16 cities, the dashboard tracks 17 indicators that measure opportunity for black men over the course of their lives.</p> <p><u>Skills Based Volunteers:</u> Partnership with Catchafire, an online skills based volunteer provider.</p> <p><u>Resource Library:</u> More than 180 action-oriented resources including practical and actionable tools, how-to guides, articles, reports, videos, and books.</p>

Cities United (CU)	
Organizational Home	Co-led by Casey Family Programs, Mayor Nutter (Philadelphia), Mayor Landrieu (New Orleans), National League of Cities and Campaign for Black Male Achievement
Vision	By 2025 more than 500 mayors from across the country will have partnered with community leaders, families, youth, philanthropies, and other stakeholders to implement plans that result in Cities United realizing 50 percent national reduction in violence and violence-related deaths among African American men and boys.
Selection Criteria/ Requirements	Any mayor can sign up for Cities United provided that they meet the requirements.
Goals	<ol style="list-style-type: none"> 1. Provide Cities United mayors with experts, assessment tools, tool kits, database of planning documents, best/promising practices, policies, and data leveraging existing National Forum/Dept. of Justice Cities and other cities engaging in violence prevention work. 2. Work with a targeted group of Cities United mayors with a support team to develop and implement plans that begin to produce measurable reduction in violent death. 3. Develop and implement national and local strategic communications plan that results in greater awareness, advocacy, and accountability. 4. Develop and implement national technical assistance convenings for mayors and their staffs. 5. Plan and implement youth engagement strategy which focuses on advocacy and leadership, including a national youth summit. 6. Develop a framework for how African-American men and boys are incorporated into CU activities. 7. Develop and implement a Cities United Measurement System for CU and that can be used by all cities.
Population	Age: 14-24 Gender: males Race/Ethnicity: African-American
Number of Cities	76 cities
Primary Contact	Anthony Smith, Executive Director Cities United C/O Tides Center PO Box 29198 San Francisco, CA 94129-0198
<i>Initiative Resources</i>	
Convenings/ Community of Practice	<ul style="list-style-type: none"> • Annual convening • Cities United partner cities include My Brother’s Keeper, Black Male Achievement (BMA), Bloomberg Innovation, DOJ National Forum for Youth Violence Prevention, Opportunity Youth Incentive Fund, and Promise Neighborhoods
Technical	<ul style="list-style-type: none"> • Annual technical assistance convening

<p>Assistance</p>	<ul style="list-style-type: none"> • Peer technical-assistance site visits • Site specific/topic specific training supported by consultants • Mayoral-only, mayoral-led calls • Monthly webinars • Resource Guide of Consultants • Publications and information
<p>Materials: Toolkits, Papers, etc.</p>	<ul style="list-style-type: none"> • Assessment Tool • Best practice publications, toolkits, and data analysis • Bi-weekly e-newsletter

Executives' Alliance for Boys and Men of Color	
Organizational Home	The Executives' Alliance is a sponsored project of Rockefeller Philanthropy Advisors. It is led by a Governance Committee comprised of nine foundation Presidents/CEOs.
Mission	The mission of this group is to strengthen the philanthropic sector's breadth, depth and coordination of investments and activities focused on expanding opportunities and wellness for black males and other boys and men of color. The Alliance will provide space to facilitate coordination, communication, learning and action among and between willing members.
Goals	<ol style="list-style-type: none"> 1. Increase philanthropic investments in boys and men of color. 2. Elevate the public voice of foundation executives as field leaders committed to improving life outcomes for boys and men of color. 3. Develop strategic collaborations and opportunities for coordination amongst philanthropic institutions. 4. Increase public will and policy attention to boys and men of color.
Population	Men and boys of color; no age limitation, but often focusing on young men of color.
Number of Cities	<p>Nationwide presence of members, with plans for deep-dive presence in select cities and regions as follows:</p> <ul style="list-style-type: none"> • Site-based assistance to cities (initially 6-9; growing to over 20) • Support for police reform campaigns (6-8 cities)
Primary Contact	<p>Damon Todd Hewitt, Executive Director Executives' Alliance to Expand Opportunities for Boys and Men of Color c/o Open Society Foundations 1730 Pennsylvania Avenue, 7th Floor Washington, DC 20006 (202) 654-1016</p>
Convenings	Semi-annual meetings; "Collective Action Tables"
Funding/Grants	<p><i>All funds come from membership dues from the following foundations:</i> Andrus Family Fund, Annie E. Casey Foundation, Arcus Foundation, Atlantic Philanthropies, Blackbelt Community Foundation, Butler Family Fund, California Community Foundation, California Endowment, California Wellness Foundation, Casey Family Programs, Community Foundation for Greater Buffalo, Community Foundation of South Jersey, DC Trust, East Bay Community Foundation, Ford Foundation, Foundation for Louisiana, Foundation for the Mid South, Hazen Foundation, Institute for Mental Hygiene, Kapur Center for Social Impact, Kresge Foundation, Langeloth Foundation, Liberty Hill Foundation, Living Cities, Lumina Foundation, Marguerite Casey Foundation, NBPA Foundation, NEO Philanthropy, Public Welfare Foundation, Robert Wood Johnson Foundation, Rosenberg Foundation, Schott Foundation for Public Education, Sierra Health Foundation, Silicon Valley Community Foundation, Skillman Foundation, Southern Education Foundation, Tides Foundation, W.K. Kellogg Foundation and Winthrop Rockefeller Foundation.</p>
Materials: Toolkits, Papers, etc.	<ul style="list-style-type: none"> • Annual reports; Periodic e-newsletter for members; Policy statements ("ban the box" and peace and protest in Ferguson, Mo.)

Generation Indigenous (Gen-I)	
Organizational Home	Center for Native American Youth at The Aspen Institute, White House and U.S. Department of the Interior
Vision	Gen-I, launched by President Obama, is a Native youth initiative focused on removing the barriers that stand between Native youth and their opportunity to succeed. This partnership works to build a National Native Youth Network to provide a sustainable platform to engage and provide resources to Native youth.
Population	Age: 2.1 million Native youth under the age of 24 living on reservations or in urban settings within the United States Gender: both Race/Ethnicity: Native American
Major Resources Provided	Network of Youth Ambassadors, leadership toolkit, dissemination of funding opportunities and programming for educational scholarships, entrepreneurship and job training, and economic development program.

My Brother's Keeper (MBK) Community Challenge

Vision	A call to action for communities to implement a coherent “cradle-to-college-and-career strategy” for improving the life outcomes of all young people to ensure that they can reach their full potential, regardless of who they are where they come from or the circumstances into which they are born.
Selection Criteria/ Requirements	Any mayor, tribal leader, county executive or their official designee can sign up for the challenge by e-mailing the White House. They must commit to convening key stakeholders to get involved locally, to implement proven strategies for improving the life outcomes of young people, to measure their successes and setbacks, and to share their plans to help communities learn from one another.
Goals	<ol style="list-style-type: none"> 1. Ensuring all children enter school cognitively, physically, socially, and emotionally ready. 2. Ensuring all children read at grade level by third grade. 3. Ensuring all youth graduate from high school. 4. Ensuring all youth complete post-secondary education or training. 5. Ensuring all youth out of school are employed. 6. Ensuring all youth remain safe from violent crime.
Population	Age: young people Gender: both, with focus on males Race/Ethnicity: all, with a focus on boys and young men of color
Number of Cities	180+ communities
Primary Contact	Designated point of contact on local executive’s staff. MBK Challenge Director: Michael Smith, White House
Initiative Resources	
Materials: Toolkits, Papers, etc.	<ul style="list-style-type: none"> • Playbook for Corporation and Businesses • “Playbook for Action” and Sample Materials • Step 1 Supplemental Materials • Step 2 Supplemental Materials

<h2 style="text-align: center;">Opportunity Youth Incentive Fund (OYIF)</h2>	
Organizational Home	Aspen Forum for Community Solutions, Aspen Institute
Vision	<p>To support community collaboration – including collective impact – that enables communities to effectively address their most pressing challenges. The Aspen Forum for Community Solutions works to accomplish this mission by pursuing four complementary strategies:</p> <ul style="list-style-type: none"> • building awareness by documenting and lifting up successful strategies and stories of success • mobilizing stakeholders through knowledge and network development • removing barriers by advocating for effective policy • catalyzing investment by encouraging funder partnerships
Selection Criteria/ Requirements	<p>The 21 communities have been selected based on the power and potential to achieve the following five levers of change:</p> <ul style="list-style-type: none"> • Collaborating for Impact: An organization fulfilling the backbone function acts as a neutral convener and guides the development of the community’s vision for OY. • Building Effective Pathways: The backbone/collaboration develops and executes a strategic plan for significantly increasing the number of OY on educational and career pathways leading to credentials with value in the labor market/in-demand jobs. • Using Data to Guide Decisions and Assess Impact: The backbone/collaboration use data to assess both the progress of the collaboration in creating the policy and system changes required to create new pathways for OY, and the impact of these pathways and opportunities on reconnecting youth to education and the workforce. • Leveraging Funding to Support and Sustain Innovation: The backbone/collaboration engage local private philanthropy to support collaborative impact efforts with a one-to-one match and identify and leverage (or repurpose) public dollars to support system change in creating effective pathways for OY. • Developing Supportive Policies: The backbone/collaboration identify local and state policies that present barriers to the success of OY and develop a policy agenda to both mitigate these challenges and support the creation of effective pathways, with the ultimate goal of informing federal policy. <p>Full selection criteria available here: http://www.aspeninstitute.org/sites/default/files/content/docs/community-solutions/Evidence-Criteria-February-2013.doc</p>

Goals	<ol style="list-style-type: none"> 1. To build strong evidence of success for utilizing the collective impact community collaboration strategy to build and deepen pathways that achieve better outcomes in education and employment for Opportunity Youth. 2. To make the case for increased adoption of the collective impact and community collaboration strategy as an effective model for community change.
Population	<p>Age: 16-24 Gender: both Race/Ethnicity: all Other: opportunity youth, young people between the ages of 16 to 24 who are neither enrolled in school nor participating in the labor market.</p>
Number of Localities	<p>21 communities</p> <ul style="list-style-type: none"> • 19 communities received development awards. • Two communities received implementation awards.
Primary Contact	<ul style="list-style-type: none"> • Steve Patrick, Executive Director, Aspen Forum for Community Solutions • Monique Miles, Deputy Director, Aspen Forum for Community Solutions
Timeframe	<ul style="list-style-type: none"> • 21 sites for the five-year course of the fund (started in 2012) • 19 communities received one-year planning grants
<i>Initiative Resources</i>	
Funding/ Grants	<ul style="list-style-type: none"> • 21 grants to communities – w/ 1:1 match for implementation grants
Convenings/ Community of Practice	<ul style="list-style-type: none"> • Design learning agenda and implement a learning community across grantees. • Generate and lift up case studies of collective impact that are demonstrating positive outcomes for Opportunity Youth. • Develop a finance study to highlight strategies that leverage and/or repurpose public resources to sustain and scale effective reconnecting pathways for Opportunity Youth. • Create a communications strategy that leverages the Aspen Institute brand and engages key stakeholders, high-level leaders and core constituencies. • Shape an advocacy agenda and policy priorities focused on local, state and national system alignment and change to generate better outcomes for opportunity youth. • Two convenings (fall and spring).
Technical Assistance	<ul style="list-style-type: none"> • Provide site specific training and technical assistance to grantees • Engage in a rigorous third-party evaluation
Materials: Toolkits, Papers, etc.	<ul style="list-style-type: none"> • Produce white papers and other tools to inform the field and encourage adoption of the collective impact/community collaborative approach in other communities • Bi-weekly e-newsletter

Youth Industry Partnership Initiative (YIPI)	
Organizational Home	National Fund for Workforce Solutions (NFWS) and Jobs for the Future (JFF)
Vision	This initiative aims to gain a deeper understanding of how strong employer engagement can connect low-income young adults to good careers.
Selection Criteria/ Requirements	<ul style="list-style-type: none"> • A notice, along with a number of questions/criteria, was sent out to National Fund collaborations that had previously received funding through the Annie E. Casey Foundation and Social Innovation Fund (match funds) to invest in a career development initiative for young adults tied to their existing industry partnerships. • The collaborations were selected after submitting work plans laying out how they planned to improve outcomes of young adults while also contributing to the learning objectives of YIPI. National Fund/JFF Staff took part in evaluating the various work plans. • Three collaborations were selected to receive grants of \$80,000 while another three were invited to participate in the "learning" by attending meetings and providing feedback.
Goals	<ol style="list-style-type: none"> 1. Confirm how industry partnerships can impact the youth unemployment crisis and identify specific strategies that work in connecting youth to industry partnerships. 2. Describe how best to organize relationships between employers and their education and training providers to support youth participation, including identification of strong business rationales for hiring youth and addressing perceived and real barriers to youth participation. 3. Cultivate and highlight a set of leading employers with experience in developing industry partnership training designs that generate improved youth employment and career advancement outcomes.
Population	Age: 18-24 Gender: both Race/Ethnicity: all Other: Opportunity Youth
Number of Cities	Three grantees: <ul style="list-style-type: none"> • SkillWorks (Boston, Mass.) • Workforce Solutions Collaborative of Metro Hartford (Hartford, Conn.) • SkillUp (Seattle, Wash.) Three learning communities: <ul style="list-style-type: none"> • Southwest Alabama Workforce Development Council (Mobile, Ala.) • Bay Area Workforce Funding Collaborative (San Francisco, Calif.) • Central Iowa Works (Des Moines, Iowa)
Primary Contact	Elicia Wilson, Senior Program Manager, National Fund for Workforce Solutions
Timeframe	December 2013-July 2015

Funding/Grants	\$80,000 to three collaborations. (Total grants to sites: \$240,000.)
Convenings/ Community of Practice	<ul style="list-style-type: none"> • Learning convening (twice a year): Representatives from the six sites, the National Fund/JFF team, the Rockefeller Foundation, and Annie E. Casey Foundation are to meet twice during the course of the project. • The first meeting was held in Boston to share work plans, discuss key strategies and issues, and explore the best ways to collect information to address the Foundations' key learning questions. • The initiative hosts a community forum where National Fund partners can access resources and find out about technical assistance opportunities, webinars, affinity groups, and other "learnings." • The next meeting will be held in March 2015. There will be a plenary regarding the lessons learned from the YIPI initiative at the National Fund's 5th Annual Meeting in Baltimore, Md.
Technical Assistance	National Fund and JFF staff conduct site visits, deliver webinars on topics of common interests surrounding young adults, hold monthly calls, and provide access to resources through the National Fund's community Forum and website.
Materials: Toolkits, Papers, etc.	Community Forum: List of resources from the field (and JFF). White paper (to be published Summer 2015) which will summarize key learnings and recommendations from the initiative. Three learning reports that discuss the current work and learnings as the project progresses.

Ways to Align Multiple Place-based Initiatives

Questions should be addressed to:

Thaddeus Ferber, Vice President of Policy Advocacy
The Forum for Youth Investment
thaddeus@forumfyi.org

There are many areas and countless ways in which initiatives at all levels can work together to leverage their efforts and minimize inefficiencies. The ways in which initiatives can align fall along a spectrum of intensity and complexity: from simple collaborative efforts, such as informing other initiatives of what your reporting requirements are, to more complex efforts, such as combining reports so that sites only need to do a single report for all of their related initiatives.

The Ways to Align Multiple Place-based Initiatives chart can help multiple initiatives identify and select opportunities to collaborate in meaningful, appropriate and mutually beneficial ways. The chart was developed to provide examples of ways that national place-based initiatives focused on opportunity youth and/or boys and men of color can align. It also works well for all national place-based initiatives, not just those focused on OY and BMoC. The Forum has developed other versions of the chart for aligning efforts that are not national place-based initiatives.

Please note that this chart should not be construed to imply that *combining* efforts is necessarily the *best* type of collaboration. As one local stakeholder put it, “You wouldn’t put gumbo in a blender and eat it. Gumbo is good because the spices and ingredients are mixed together complementing each other while retaining their integrity. We need to stand on our own integrity; we need to figure out the right recipe for alignment without diminishing our individual spheres of influence.”

Ways Leaders of Related National Place-Based Initiatives Can Collaborate

		Inform (Give Advance Notice)	Seek Input	Invite (National Staff)
Initiative Formation	Visions, goals, populations, outcomes, approach	<ul style="list-style-type: none"> • Inform staff of related national place-based initiatives when you are planning a new place-based initiative. • Inform them about what the vision, goals, populations, outcomes and approach will be. 	<ul style="list-style-type: none"> • Ask staff of existing related national place-based initiatives how a new initiative could add value to existing place-based efforts. 	<ul style="list-style-type: none"> • Invite staff of existing related national place-based initiatives to join the initiative planning team or equivalent.
	Site Selection	<ul style="list-style-type: none"> • Tell staff of other related national place-based initiatives the sites you are going to select. 	<ul style="list-style-type: none"> • Ask staff of other related national place-based initiatives what sites they recommend. 	<ul style="list-style-type: none"> • Invite staff of other related national place-based initiatives to serve on site selection committee or equivalent.
Grant	Grants	<ul style="list-style-type: none"> • Let staff of other related national place-based initiatives know who you gave grants to and how much they received. 	<ul style="list-style-type: none"> • Ask staff of other related national place-based initiatives to weigh in on how much funding should be provided to each site. 	<ul style="list-style-type: none"> • Invite staff of other related national place-based initiatives to review sites' proposed budgets.
	Reporting	<ul style="list-style-type: none"> • Inform staff of other related national place-based initiatives of your reporting requirements and timelines. 	<ul style="list-style-type: none"> • Ask staff of other related national place-based initiatives what reporting requirements and timelines should be set. 	<ul style="list-style-type: none"> • Invite staff of other related national place-based initiatives to read the reports from each other's initiatives.
Communications with Sites	Participant lists, contact information, listservs, intranets, network e-newsletters	<ul style="list-style-type: none"> • Share participant lists and contact information with staff of other related national place-based initiatives. • Tell staff of other related national place-based initiatives what communications channels you use for your network. • Share your statistics about who you reach with staff of other related national place-based initiatives. 	<ul style="list-style-type: none"> • Ask staff of other related national place-based initiatives for recommended topics, etc. 	<ul style="list-style-type: none"> • Invite staff of other related national place-based initiatives to join.
	Conference calls, webinars	<ul style="list-style-type: none"> • Let staff of other related national place-based initiatives know upcoming schedule and topics. 	<ul style="list-style-type: none"> • Ask staff of other related national place-based initiatives for recommended topics, etc. 	<ul style="list-style-type: none"> • Invite staff of other related national place-based initiatives to join.
	Convenings	<ul style="list-style-type: none"> • Let staff of other related national place-based initiatives know meeting location, dates and agenda topics, and invitees/ participant lists in advance. 	<ul style="list-style-type: none"> • Ask staff of other related national place-based initiatives for feedback on the proposed dates, locations, agenda and invitation list. 	<ul style="list-style-type: none"> • Invite staff of other related national place-based initiatives to join.

Invite (Grantees/Sites)	Align	Combine
<ul style="list-style-type: none"> • Invite a few of other related place-based initiatives' sites to join the initiative planning team or equivalent. 	<ul style="list-style-type: none"> • Develop a vision, goals and approach that either builds on existing related place-based initiatives or avoids overlapping topics and populations. 	<ul style="list-style-type: none"> • Combine entire initiative with one or more existing ones.
<ul style="list-style-type: none"> • Invite existing related place-based initiatives' sites to apply for your initiative. • Invite existing place-based initiatives' sites to send letters of support for new initiatives' applicants to ensure they build on existing efforts. 	<ul style="list-style-type: none"> • Intentionally select places to overlap (or to avoid overlapping) with each other, as appropriate. 	<ul style="list-style-type: none"> • Combine sites into an overarching set that national organizations support collectively.
<ul style="list-style-type: none"> • Invite sites to submit a joint budget for multiple related place-based initiatives. 	<ul style="list-style-type: none"> • Have staff from multiple related national place-based initiatives make funding decisions together. 	<ul style="list-style-type: none"> • Combine funding from multiple related national place-based initiatives into a single grant.
<ul style="list-style-type: none"> • Invite sites to read the reports submitted by other related place-based initiatives in their localities. 	<ul style="list-style-type: none"> • Align reporting requirements so that sites do not need to provide duplicate information. 	<ul style="list-style-type: none"> • Combine reports so that sites need to submit only a single report for all of their related initiatives.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to join. 	<ul style="list-style-type: none"> • Identify which individuals are subscribed to multiple related e-newsletters/listservs, etc. If there are a lot, avoid duplicating content. If there are few, borrow each other's content. • Create a joint subscription process to join multiple related e-newsletters/listservs, etc., at once. 	<ul style="list-style-type: none"> • Combine e-newsletters/listservs, etc., to create a single one that incorporates content from each related national place-based initiative. • Combine mailing lists to reach one collective set.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to join. 	<ul style="list-style-type: none"> • Develop a cross-initiative schedule of conference calls and webinars. 	<ul style="list-style-type: none"> • Combine conference calls/webinars to create a cross-initiative set of learning opportunities that are offered to the combined mailing list.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to join your event. 	<ul style="list-style-type: none"> • Develop an inter-organizational convening schedule. • Pay travel costs for your grantees to participate in each other's convenings. • Hold convenings in the same place, one after the other, allowing participants to attend both; or schedule them apart, to avoid conflicts for potential attendees. 	<ul style="list-style-type: none"> • Combine conferences into a single event, with pooled funding, participants, agendas.

Ways Leaders of Related National Place-Based Initiatives Can Collaborate

		Inform (Give Advance Notice)	Seek Input	Invite (National Staff)
External Affairs	Websites	<ul style="list-style-type: none"> Let staff of other related national place-based initiatives know what website features and content you are working on. Share statistics on who you reach. 	<ul style="list-style-type: none"> Ask staff of other related national place-based initiatives for feedback on the draft website. 	<ul style="list-style-type: none"> Invite other related national place-based initiatives to share content.
	Publications	<ul style="list-style-type: none"> Let staff of other related national place-based initiatives know what publications you are developing. 	<ul style="list-style-type: none"> Ask staff of other related national place-based initiatives for feedback on draft papers. 	<ul style="list-style-type: none"> Invite staff from other related national initiatives to author publications or parts of your publications.
	Advocacy	<ul style="list-style-type: none"> Share your advocacy agenda with staff of other national place-based initiatives. 	<ul style="list-style-type: none"> Ask staff of other national place-based initiatives for feedback on your advocacy agenda. 	<ul style="list-style-type: none"> Invite staff of other national place-based initiatives to advocacy events. Share your political connections and help negotiate access for each other.
	Connections	<ul style="list-style-type: none"> Let staff of other related national place-based initiatives know what connections you have to policymakers, foundations, corporations and other influential leaders. 	<ul style="list-style-type: none"> Let staff of other related national place-based initiatives what they think these influential leaders should be asked to do. 	<ul style="list-style-type: none"> Invite staff from other related national initiatives to join advisory board/leadership council, etc.
Technical	Tools and Trainings	<ul style="list-style-type: none"> Share your technical assistance plans, tools and trainings with staff of other related national place-based initiatives. 	<ul style="list-style-type: none"> Ask staff of other related national place-based initiatives for feedback on your tools, trainings and technical assistance approaches. 	<ul style="list-style-type: none"> Share tools and training with staff of other related national place-based initiatives.
Research	Evaluation/ Data Collection	<ul style="list-style-type: none"> Share your draft evaluation/ data collection plans and reports with staff of other related national place-based initiatives. Share the data you collected with staff/evaluators of other national place-based initiatives. 	<ul style="list-style-type: none"> Ask staff of other related national place-based initiatives for feedback on your evaluation/data collection plans and reports. 	<ul style="list-style-type: none"> Invite staff of other related national place-based initiatives to join evaluation/data advisory committee or equivalent.

Invite (Grantees/Sites)	Align	Combine
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to share content. 	<ul style="list-style-type: none"> • Dedicated space on the website to explain the work of other related national place-based initiatives. • Include links to other related national place-based initiatives' websites. 	<ul style="list-style-type: none"> • Combine websites into a collective site.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to submit case studies, lessons learned, etc., for your publications. 	<ul style="list-style-type: none"> • Publish sidebars, etc., that connect the dots among other related place-based initiatives. • Select publication schedule, topics and formats together. 	<ul style="list-style-type: none"> • Combine content into co-branded, co-authored publications.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites. • Share your political connections and help negotiate access for each other. 	<ul style="list-style-type: none"> • Organize the advocacy agendas of national place-based initiatives within a coherent framework. 	<ul style="list-style-type: none"> • Co-develop and advance a shared policy agenda.
<ul style="list-style-type: none"> • Invite a few other related place-based initiatives' sites to join the advisory board/ leadership council, etc. 	<ul style="list-style-type: none"> • Intentionally overlap (or avoid overlapping) contacts with influential leaders, as appropriate. • Design an overarching vision around which influential leaders are focused. • Facilitate introductions to influential leaders as requested. 	<ul style="list-style-type: none"> • Combine influential leaders into one overarching advisory board that support all of the related initiatives.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to get tools and join training opportunities. 	<ul style="list-style-type: none"> • Select the same technical assistance firm(s). • Organize tools and trainings into a coherent inter-initiative framework. • Revise tools to allow them to fit together better. • Produce translation guides between related frameworks and tools. • Design tools to fill collective gaps. 	<ul style="list-style-type: none"> • Combine tools and trainings to create a co-developed, co-branded set of technical assistance offerings.
<ul style="list-style-type: none"> • Invite other related place-based initiatives' sites to participate in data collection and evaluation opportunities. 	<ul style="list-style-type: none"> • Agree to common data definitions, quality standards, etc. • Collect some of the same data points, measures and indicators. • Conduct cross-initiative data analysis. 	<ul style="list-style-type: none"> • Combine data sets and evaluations into a mega-evaluation of all related initiatives, to uncover common elements of success. • Explore the interplay among multiple simultaneous initiatives.

Rules of Engagement

About the Youth Transition Funders Group

The Youth Transition Funders Group (YTFG) is a national network of funders that work together to support the well-being and economic success of vulnerable young people age 14 to 25. We seek to ensure that all young people have lifelong family, personal, and community connections and the opportunities and tools to succeed throughout adulthood.

YTFG provides a vibrant and active community for approximately 100 national, regional, and community funders to learn from each other and other experts in the field, stay abreast of new research and key policy developments, inform and influence policy and practice, and foster collaborative approaches to grantmaking. We support peer networking and sharing, create key partnerships with leaders in the field, and provide strategic opportunities to leverage and extend the efforts of individual members.

Questions should be addressed to:

Barbara Langford, Director
Youth Transition Funders Group
barbara@ytf.org

OY/BMoC Alignment Group – Rules of Engagement

Partnerships between national and local funders and organizations are critical to the success of efforts to improve outcomes for boys and young men of color. Transparency around goals, priorities, resources, and constraints of each partner can help ensure that these collaborations are effective and productive. The following Rules of Engagement can help support conversations between national and local partners in crafting effective initiatives supporting boys and men of color, and opportunity youth.

National organizations wish communities knew. . .

- *We have good intentions.*
- *We care about structural inequalities and systems change.*
- *We understand the importance of civic engagement.*
- *We know enduring change comes from within, not from outside, communities.*
- *National organizations have goals too. Shared goals result from a give and take.*
- *How we all connect and how to connect.*
- *We all have different roles.*
- *Collaboration is hard at the national level too.*
- *We have a theory of change that we strategically and intentionally developed to guide our work.*
- *We have a BMoC life outcomes framework.*
- *The value add of technical assistance.*
- *We have learned lessons that might be useful.*
- *During our partnership, our board will likely undertake a strategic planning process.*
- *We are accountable to our board.*
- *Our investment timeframe might seem short, but we care about the long-term, especially about building local infrastructure to sustain the work.*
- *We have limited capacity to invest in direct service.*
- *How important it is to leverage other funding.*
- *We can be slow. Be proactive – don't wait for us.*

Communities wished national organizations knew and/or would do:

- *This is not my only job.*
- *How race, gender and culture play out is highly localized and I know more about that than you.*
- *Include me in the design of your effort. Be more approachable. Unlock the box.*
- *Your theory of change is sometimes just a theory.*
- *All that is happening in my community. Recognize that there may already be local efforts with which to align.*
- *To align before the fact. It's much easier to start alignment conversations before an initiative is launched rather than trying to retrofit work later.*
- *Alignment should not blur the distinction between various initiatives underway. Each was launched for a specific purpose and has a unique contribution.*
- *Collect and provide key information. Explore deeper to understand the underlying collaborations already in place – not just the one you're igniting*
- *We have no shortage of brilliance. Don't overlook our wisdom and experience.*
- *The unique shape and scope of the population of boys and men of color in my community. Allow flexibility for local adaptation.*

- *The constraints of the policy and political landscape in my community and the timeline of the local election cycle.*
- *We're not monolithic. We don't speak with one voice.*
- *Be transparent that power dynamics exist. Err on the side of ensuring community agency.*
- *We want support, not charity.*
- *Building community capacity is more important to me than field building.*
- *We have received many types of technical assistance before. Provide deeper support to build capacity in critical areas, not simply light touch, off-the-shelf approaches.*
- *Increase networking opportunities within and across initiatives. We have much to learn from others and have much to share as well.*
- *The timeframe to accomplish our shared goals may be different.*
- *Not to speak in acronyms.*

National Organizations: Rules for Engagement in Efforts to Improve Outcomes for BMoC and Opportunity Youth

1. *We will promote and embody equity – that every young person, including boys and young men of color, should have the opportunity to succeed regardless of who they are, where they come from, or the circumstances into which they are born. This includes addressing persistent opportunity and outcomes gaps faced by boys and young men of color, and challenging structural and institutional racism within our culture and public systems.*
2. *We will be transparent and candid in our communications.*
3. *We will err on the side of sharing knowledge vs. marketing ideas and services.*
4. *We all will contribute and we all will benefit.*
5. *We will respect, value and elevate what others have done.*
6. *We will work to intentionally share resources. We seek to build on, not replicate, that which already exists.*
7. *In the event we are not able to share a resource, we will name when that's not possible and reconsider the reason why.*
8. *We will ensure the role of the community in design work whenever possible and provide space for civic engagement.*
9. *We will include authentic roles for youth, which include youth voice as well as management and leadership roles*
10. *We will remember the community is expert in what their needs are.*
11. *We will respect both followership and leadership.*
12. *We check language and definitions to ensure shared understanding.*
13. *We will always do a gut check that, at minimum, our work is not harming any community.*
14. *We recognize the need for and commit to making both attitudinal and behavioral changes.*
15. *We will commit to use and promote evidence-based practices. Given existing gaps in evidence of culturally competent programs, this includes valuing practice-based evidence and supporting efforts to expand the evidence base of practices that improve life outcomes for boys and young men of color.*
16. *We will hold ourselves accountable to these rules.*

Input and Recommendation from OY/BMoC Local Initiative Leaders

Questions should be addressed to:

Sara Matthew, Policy Associate
The Forum for Youth Investment
sara@forumfyi.org

Introduction

The Opportunity Youth-Boys and Men of Color Alignment Steering Committee (steering committee) met on March 18 via conference call to discuss the purpose, methodology and site preferences for the next phase of the OY/BMoC National Place-based Initiatives Alignment project, *Gather Input from Local Initiative Leaders*. For this phase, the Forum for Youth Investment solicited feedback from local initiative leaders. By taking advantage of existing convenings, we were able to begin the process with face-to-face interviews rather than surveys. This recommendation report is based on the findings from those interviews.

The Cities United national convening (April, Philadelphia, Pa.) and the Opportunity Youth Incentive Fund (OYIF) national convening (May, New Orleans, La.) provided an opportunity to meet with individual initiative leads and lead teams from 11 cities (with some intentional overlap). Accommodating the convening schedules required the use of two formats: a focus group format at OYIF, and individual city team interviews at Cities United. Soliciting the feedback through the two different formats turned out to be an advantage which led to varied levels of detail, candor, and discussions about other initiatives.

The findings from these interviews surfaced seven broad themes that warrant review. Recommendations associated with these themes and summaries of the discussions are provided in the main section of this report. In addition to the themes, there are several general points worth noting:

- **Mayoral power matters.** There were many commonalities within the feedback we received during the Cities United and OYIF convenings, but there was also a key difference: Cities United interviewees were more likely to be empowered mayoral staff who have the ability to locally determine what is implemented and who are tied to more loosely structured national initiatives. This is in contrast to those representing OYIF sites, who were from community-based organizations and partnerships that were less connected to mayoral political and financial resources. Where a mayor's office was playing a central role in implementing a national initiative, the staff appeared to feel at greater liberty to adapt the precepts of the national initiatives to align this work with other activities underway.
- **Disorganization shows.** Sentiments were expressed across the groups that a lack of communication and alignment existed at the national level. (As noted above, the local government representatives from Cities United expressed a sense of more control over how to manage this disorganization on the ground.)
- **There is overlap with additional place-based initiatives.** Beyond the set of initiatives that are within the scope of this project, respondents named additional initiatives including: Second Chance City, Choice Neighborhoods, Promise Neighborhoods, MacArthur Recovery, and Bloomberg Philanthropies-Innovations Teams. (On the other hand, local leaders we spoke with were not familiar with the Accelerating Opportunity and the Youth Industry Partnership initiatives.)
- **The national initiatives are greatly appreciated.** Overwhelmingly, the local leaders shared their appreciation of the role that the national initiatives play in helping to make it a priority to serve BMoC and OY; to uplift the work they are doing and provide national attention; and to provide opportunities to network and learn from other places.

Thoughts from local initiative leaders expressing appreciation for the national initiatives:

Being a part of these national initiatives helps with other grant applications we apply for. Other funders like the idea of other initiatives being here because it is a sign of competency and sustainability, because we have other support.

This has been a great experience. It elevates the work nationally, which is helpful. This has given us a leverage point to just talking about young black men. Nice to have leverage, since the federal government is looking at this group and this is our focus locally. It really de-politicized this work a little bit. We still get some push back.

Because of the connection to the networks you connect to other cities in similar worlds and have access to youth voices and to connect to foundations and build relationships with foundations. Not only do you get to network but you get to position yourself – to lift up your city.

Them coming into the town opposed to if it is just us in town, it was a lot more meaningful. It isn't just me saying it is important - the nationals are doing/saying it and we [the city] are on track.

Methodology Detail

Site Selections. Deloitte curated a list of 14 cities that supported the work of at least three of the national initiatives. Of those 14 cities, we narrowed the list to those places that registered to attend the Cities United convening and/or the OYIF convening.

Cities United Convening Individual City Team Interviews. We invited seven cities to each participate in a 30-45 minute interview during the convening. The Cities United point of contact from six cities accepted our invitation and participated in the interviews. In most of the cities, the Cities United point of contact was also the My Brother's Keeper (MBK) and Campaign for Black Male Achievement point of contact. Some cities brought several representatives (e.g., the police chief, promise neighborhood director, city council member). In other cities only the Cities United point of contact participated in our interviews.

Cities United Places Interviewed:

1. Charlottesville, Virginia
2. Louisville, Kentucky
3. Milwaukee, Wisconsin
4. New Orleans, Louisiana*
5. Philadelphia, Pennsylvania*
6. Seattle, Washington*

OYIF Convening Focus Group. We invited the site leads from five cities to participate in a focus group dinner discussion during the convening. At least one site lead from each of the five OYIF communities accepted and participated in the focus group.

OYIF Places Interviewed:

1. Chicago, Illinois
2. New Orleans, Louisiana*
3. Oakland, California
4. Philadelphia, Pennsylvania*
5. Seattle/South King County, Washington*

**Cities interviewed during both convenings.*

Themes from the Local Initiative Leaders

Seven broad themes emerged from the Cities United interviews and the Opportunity Youth Incentive Fund focus group. Each broad theme below is followed by proposed recommendations (some taken verbatim from the local initiative leaders and others paraphrased).

Theme 1: Recognize that there may already be local efforts to align.

- Recommendation: Identify and acknowledge the existing efforts happening on the ground to better align multiple initiatives.
- Recommendation: Help localities identify all of their existing funding and programs that relate to this population.

Theme 2: Align before the fact, rather than after the fact.

- Recommendation: Be more thoughtful when making timelines and deadlines, and coordinate them across initiatives when possible.
- Recommendation: Coordinate and align calls, meetings and convenings across initiatives.
- Recommendation: Better align around eligibility, intake and reporting requirements.
- Recommendation: Be more explicit in the messaging on what the national initiative is including, what the initiative offers and what are the criteria to participate.

Theme 3: Collect and provide key information to enable better alignment.

- Recommendation: Identify and crosswalk the overlapping goals and outcomes across initiatives.
- Recommendation: Create a diagnostic assessment across initiatives to determine what types of technical assistance localities need.
- Recommendation: Provide fiscal analyses at the national level.
- Recommendation: Provide disaggregated local data on these populations for all communities, to spark discussion and comparison.

Theme 4: Provide deeper support.

- Recommendation: Provide support to develop and implement sustainability plans.
- Recommendation: Help localities to engage a wider range of experts and champions.
- Recommendation: Provide the financial and systemic support necessary to solve these issues.
- Recommendation: Emphasize and support authentic youth engagement.

Theme 5: Allow flexibility for local adaptation.

- Recommendation: Create an internal process in which a locality can seek a waiver from a national initiative to get the flexibility it needs for local implementation.
- Recommendation: Allow for implementation to reflect the needs and approaches of the localities.
- Recommendation: Recognize that localities may brand and/or combine multiple initiatives under one local initiative, and that once a locality decides what it is leading with, other initiatives might be used to fill in as wrap-around support.

Theme 6: Increase networking opportunities within and across initiatives.

- Recommendation: Create networking opportunities based on the locality's maturity level.
- Recommendation: Nationals need to acknowledge that they may end up putting more work on, or causing a heavier lift for, the more advanced cities.

Theme 7: Alignment should not blur key distinctions.

- Recommendation: Recognize that in the end what national initiatives are offering might not work with what the localities have, want and/or need.

Theme 1: Recognize that there may already be local efforts to align.

The cities have been thinking quite a bit about how to better align locally. One has even created an “alignment committee.” Many expressed that they are now at a critical point in which they are taking a step back to assess the full picture. Many shared existing ways – some intentional but many not – that they are tackling alignment issues on the ground, as well as ways that nationals could help and empower the localities to better align themselves.

Recommendation 1.1: Identify and acknowledge the existing efforts happening on the ground to better align multiple initiatives.

Recommendation 1.2: Help localities identify all of their existing funding and programs that relate to this population.

Related thoughts local initiative leaders shared:

- *As more things are layered on, people assume you will do more coordination automatically – seems naïve that not understanding that collaboration takes time and money. We end up putting general operating funds into trying to make that happen. The city itself lacks the ability to. The city structure is not there to support effective collaboration. The limited capacity they have, always side things, never assign the staff necessary to support collaboration. Putting that support into cities’ structure is not there.*
- *[What would be helpful is] a role played by outsiders in providing investment to coordinate and merge and scale what is [already] there. We want help with local small initiatives, pieces that need to fit [together] - that someone has a narrow focus on one thing, and other [people have a narrow focus] on others. [We need to] plant the integration of those pieces. They are disconnected collective impacts. There is a role [for someone] to see fragmented collective impacts initiatives and to bring those things together.*
- *They should ask, “Have we done a federal grant audit on everything that we are getting and all the related stuff?” When we sign up for the initiatives, help us to do a federal grant audit.*
- *If there was a centralized place and if there was someone to walk through and facilitate with fresh eyes that said send me everything you have and have a day-long conversation ... that would provide real clarity and help us prepare for next budget cycle ... [for them to say] here all the gaps and you are missing this and this.*
- *Mayor announced that they will hire someone for our office and will take some duties from me, allowing me to take a step back and think more about how these things fit together.*
- *Now we have all this stuff, we need to take a step back and assess. We have slices, we need to take a step back and look at the whole pie.*
- *The city needs to look through at what everyone has on the table and identify what they need and then answer what we want from nationals. For the National Forum’s [Department of Justice’s National Forum on Youth Violence Prevention] plan and assessment, we described what types of technical assistance we want from DOJ. What do we really need?*

- *We are working on the analysis, looking at them [the multiple national initiatives] and developing outcomes that overlap between the three initiatives, to figure out what is in the middle [between their current national initiatives].*
- *When people sign up for an initiative you need to explain how that fits into everything else. It is clear MBK is across all federal agencies, everyone knows it is not siloed. Philadelphia did [a good job of figuring it on their own] with their youth fiscal mapping.*
- *We are starting to better align – but because of relationships and not because of intentionality.*
- *[Nationals need to] find the people with a grasp on the landscape [locally] and ask what they need, and don't be offended if what they need is not you.*
- *Seven different collaboratives trying to meet the national conversation while staying in line with the local conversation in [our city], everyone is at a different table. [Described the separate focuses of the national initiatives]. We recently formed an alignment committee trying to bring together all the collective impact collaborative groups that are focusing on seven different initiatives, because we find when different groups are going after different grants, we are competing, and if we are not moving toward the same measurement it is counterproductive. We are bringing together the collaborative leaders and will come up with collaborative measurements so we can move toward the same goals.*

Theme 2: Align before the fact, rather than after the fact.

Local leaders identified several “simple” areas of coordination and alignment that could alleviate tension on the ground even before national initiatives enter a locality. Many of the areas of contention described by the local leaders reinforced the ideas discussed by the national initiative leaders in the first alignment strategy meeting held in February 2015.

A locality’s point of entry into the BMoC space seemed to impact the scope and emphasis of its work, where the locality felt most comfortable plugging in, and its understanding and classification of what the initiatives could offer. The “empowered” leaders we spoke with have managed to piece together and incorporate the initiatives into their city plans as each of the initiatives was being created. The local leaders suggested that clarification and aligning around messaging will be most important for smaller cities and cities newer to the BMoC landscape. There can often be some tension between initiatives that enter through a local government office and has the mayor’s backing, and initiatives that enter a place through a partnership outside of the government.

Many of the local initiative leaders expressed that there was ambiguity in what the national initiatives offered and what type of entity was the best fit for each of the initiatives. They explained how they classify the initiatives “so it doesn’t feel disjointed.” (See chart about distinguishing national initiatives.)

Recommendation 2.1: Be more thoughtful when making timelines and deadlines, and coordinate them across initiatives when possible.

Recommendation 2.2: Coordinate and align calls, meetings and convenings across initiatives.

Recommendation 2.3: Better align around eligibility, intake and reporting requirements.

Recommendation 2.4: Be more explicit in the messaging on what the national initiative is including, what the initiative offers and what are the criteria to participate.

Related thoughts local initiative leaders shared:

- *If most of those people have monthly calls, that is a lot of calls in one month, but there is also a benefit in it because it helps you move your city forward.*
- *Have one planning process – since all the initiatives require the same stakeholders and we will never get all of them together three [different] times.*
- *Around evaluation there needs to be some progress. Is there a more efficient way to study community change, rather than doing a search for an evaluator, then a year later coming up with a theory of change? It all just does not work.*
- *We started with a specific lens [joined Cities United first] and we may have encompassed more [beyond the goal of reducing African-American murder rates in our city], that would fall within a broader platform like BMA [Campaign for Black Male Achievement] if we started with an initiative like BMA.*
- *We committed to the three national initiatives. We are being pulled into different directions with different deliverables, processes and etc. We paused and then did internal thinking and ignored the timeline.*

- *I am here for the Cities United convening today and have to be back in two weeks for the DOJ National Forum [Department of Justice's National Forum on Youth Violence Prevention] in Philly.*
- *[They] should coordinate types of technical assistance - break it up and fill in gaps where they fit in.*
- *Once you get a template from them [the different national initiatives], you look at it and everyone [each national initiative] is asking the same questions about education, employment, mentorship. We can plug in our other stuff [materials/requirements from one initiative into other initiative], not much is different.*
- *We dressed up our goals and programs to place it in the MBK framework. We already have a plan that we can flip.*
- *Challenges come in not duplicating the efforts and often I take the same work and reframe it for the different initiatives. The work is the work. I am involved in the same things. Same performance measures, management, structure, etc.*
- *No common narrative, other cities were really confused. They couldn't tell the difference between MBK and Cities United because they are both are young men of color.*
- *The different TA [technical assistance], different evaluations, etc., is a struggle for us.*
- *The application process was a disaster. The city and a group of nonprofits applied for the same grant. It was awful. City won. Bad taste in everyone's mouth, made it hard for the city to support CBOs [community based organizations] when they are seen as taking their money away.*
- *We have dueling collective impact initiatives. Different players, different focus, but still a weird overlap. Which one is the boss? National Grade-Level Reading initiative is local foundation-led. They want to be the backbone but we are the ones providing most of the backbone capacity. Countywide violence prevention initiative, mayor starting a safety planning process, we just finished a violence prevention study. MBK doesn't mean much since we have a new mayor.*
- *Others that play in the same space: for MBK, the [city] gave a clear explanation of how it fit together, but I don't know at all, our mayor is doing some things with it and he owns it and he is not great at collaboration.*
- *Went to [national initiative] related event and they tried to convince us. They had a data dashboard, which reinforced what we are doing focused on the 16-24 years. The mayor asked "What is that dashboard? We are doing the same thing" ... and I told him don't worry about it.*

How Local Leaders Distinguish Between the Different National Initiatives	
Campaign for Black Male Achievement	<ul style="list-style-type: none"> • Largely for direct service providers. • Great for academic resources.
Cities United	<ul style="list-style-type: none"> • For mayors and their staff. • Go-to place for resources. • Great for networking. • A lot of criminal justice resources. • Focused on African-Americans.
Department of Justice's National Forum on Youth Violence Prevention	<ul style="list-style-type: none"> • Classification issues comes with MBK and DOJ National Forum, there is not a clear line. • DOJ National Forum has been extremely helpful for networking and making connections.
My Brother's Keeper	<ul style="list-style-type: none"> • Classification issues comes with MBK and DOJ National Forum, there is not a clear line. • A lot of the recommendations from the MBK policy plan has stuff from DOJ and other initiatives. • MBK is a good place to go for, if you are looking for a one-stop shop for federal stuff. They immediately ask what you need and then funnel you to other things. • The MBK list is a more curated list – 3 or 4 out of like 30 things that a locality could do. MBK hones in. There is some beauty to that. • Maybe a matter of maturity. A place goes to MBK first and if you want more come to Cities United. • Good employment resources.

Theme 3: Collect and provide key information to enable better alignment.

The local leaders identified types of resources and information that would be helpful for national initiatives to collectively provide. There is an economy of scale rationale to gathering this information across initiatives at the national level and providing it to the local initiative leaders, who expressed their limited capacity to do it themselves. Each of the places described a need for the hard-to-get data that help them make the case for their focused work on OY and BMoC populations, the ability to identify the funding that relates to these populations, and other mechanisms that help them better align on the ground.

Recommendation 3.1: Identify and crosswalk the overlapping goals and outcomes across initiatives.

Recommendation 3.2: Create a diagnostic assessment across initiatives to determine what types of technical assistance localities need.

Recommendation 3.3: Provide fiscal analyses at the national level.

Recommendation 3.4: Provide disaggregated local data on these populations for all communities, to spark discussion and comparison.

Related thoughts local initiative leaders shared:

- *We are working on the analysis, looking at the outcomes and to develop that overlap between the three initiatives. [To determine] what is in the middle.*
- *Needs assessment: undertaking community assessment of violence and opportunity for youth. Our council requested the assessment.*
- *We are lucky in [our city] to have this infrastructure existing already. We hear from other places like [named city] that had to get leadership bought in, but in our city we haven't felt that.*
- *Create some more cross-walking of goals and outcomes across initiatives. [National initiatives should] help locals find what the overlaps are [between the different initiatives].*
- *It is helpful to have the disaggregated data that provide evidence that it is necessary to focus on this population.*
- *There can be [better] national funder's coordination, especially for the national stuff that is not funded.*

Theme 4: Provide deeper support.

A common thread felt across initiatives is that they are being asked to achieve tough outcomes (especially those focused on employment) for a very high-need population but are not receiving the support to get to those outcomes. They struggled most with implementation, sustainability and engaging a varied range of champions, and could benefit from concerted support in those areas from national initiatives.

Recommendation 4.1: Provide support to develop and implement sustainability plans.

Recommendation 4.2: Help localities to engage a wider range of experts and champions.

Recommendation 4.3: Provide the financial and systemic support necessary to solve these issues.

Recommendation 4.4: Emphasize and support authentic youth engagement.

Related thoughts local initiative leaders shared:

- *Because of the cycle of mayors and [local] politics, when launching initiatives make sure it is embedded and ensure [that] sustainability is included in the plan because the next mayor may not keep it up.*
- *Helpful to have support for training on things like cultural competencies and looking at bias. We have been doing that internally. [We have been able to] spend that money on training. ... High-level training – youth/police relations training. We heard about it from other cities.*
- *Moving forward, we have to figure it out for [our city] and forget what the White House is telling us. There is no conversation between the MBK communities. Now we have to think of implementation. We only just get advice, not support.*
- *We have been given the tools to build our own capacity. Now let us do it. We have a strong mayor and structure that is committed to these issues because we have a deputy mayor and mayor committed. But there is skepticism from our sister cities. They have expressed skepticism, cynicism and fatigue.*
- *Two things: sustainability and implementation we are left to do on our own and by ourselves and that is what we want /need the most.*
- *[Regarding technical assistance, provide] us what other cities have done around making those connections and alignment. How do we get the new mayor interested in this population? Using best practices from the field. Last year I was looking at Boston's transition in mayor. Our collaboration is used to having relationship with the mayor but with the new mayor, how do we make this a more prominent issue? We would love TA [technical assistance] on how to transcend initiatives through mayoral transitions.*
- *There is a limit on how much info outsiders can have, and so they [TA providers] need to keep asking the same local people. Maybe we on the ground have to put TA providers in touch with each other.*
- *We need a sustainability and systemic plan.*

- *[They] bring the bully pulp of national offices – but it is all a local thing. [On] May 11th all the MBK plans are due and mayors are putting their names on it, but it will fizzle by the next administration.*
- *With Cities United we need to be willing to engage other people into the work and engage their expertise. For example, at the A Gathering of Leaders meeting: everyone who is doing boys and men of color work will be there and they will all be people of color. What is the resolution on that? We need this to be everyone's issue.*
- *We need better involvement of employers in the room. [Employers need to] advertise that they are interested in hiring this population.*
- *The work piece – we struggle with the older youth and the transition to employment.*
- *Everyone says employment is an outcome [but there is] not enough money to get to it. Employment [and employers] are not being engaged. I think there is just a mismatch in training and what jobs are available.*
- *Not enough youth [engagement]. There should be a platform where they [the youth] have their separate meetings and then bring them together with the larger group to hear what they are doing.*
- *In hindsight, in planning for the summit – we had youth involved but wish nationals would have emphasized more authentic youth engagement and making sure youth are integrated throughout this process. I think it doesn't come off as a priority. It is really critical to have buy-in of the solutions to have youth engaged and [to] prioritize them.*

Theme 5: Allow flexibility for local adaptation.

The local initiative leaders who had the power to do so “picked and pulled” across initiatives to reflect the needs of their communities and plugged the pieces into their local plan/initiative/mayoral platform. On the ground, the individual national initiative means very little – all of the work is typically classified into a comprehensive plan (e.g., NOLA for Life or Zones of Hope).

Recommendation 5.1: Create an internal process in which a locality can seek a waiver from a national initiative to get the flexibility it needs for local implementation.

Recommendation 5.2: Allow for implementation to reflect the needs and approaches of the localities.

Recommendation 5.3: Recognize that localities may brand and/or combine multiple initiatives under one local initiative, and that once a locality decides what it is leading with, other initiatives might be used to fill in as wrap-around support.

Related thoughts local initiative leaders shared:

- *We want funders to allow for flexibility. Two initiatives or multiple ones coming together in one city will look different from two coming together in a different city. Sometimes it would be one backbone [in a city], [other cities] would have multiple [backbone organizations]. Giving us the flexibility to allow us to align in different places.*
- *Nationals provide a framework if you do not already have one, so it makes it easier for some cities. But for those who have a city plan/framework already it makes it harder to pick and change your stuff [in order to adapt it into the national framework].*
- *We managed the multiple initiatives by encompassing it as a local initiative, [name of local initiative]. When I talk about [name of local initiative] people know you are talking about multiple initiatives.*
- *Anything run by the city is under the umbrella [name of local initiative]. When we had the MBK summit we already had a [name of local initiative] symposium in the works.*
- *[Name of local initiative] does a lot of the work in this space. We have youth programming that sits in a lot of other departments [like:] Parks and Recreation, Health and Human Services, Policy. Generally, we have a lot of programs in other departments outside of [name of local initiative] but [name of local initiative] explicitly focuses on this stuff. We brought them in [leads from the other departments] and deemed them as the [name for local projects/programs/initiatives that focused on related populations]. Labeled this across departments. We pulled staff from all of the departments in one space and got their input so we can align internally.*
- *Existing initiatives that are already in the city that are similar get erased from memory. [Gave a local example]. Once, [the national initiative] came and [the local initiative] got erased from memory.*

- *Our outcomes are very clear. We are focused on intervention and people hate it and want more prevention. Focusing on interventions allows for immediate wins, and buys you some commitment from people.*
- *The feds [Department of Justice's National Forum on Youth Violence Prevention] do not let people make choices, so many of the services are imposed on us. We cannot elect the services. We should be able to participate how we see fit.*
- *Moving forward, we have to figure it out for [our city] and forget what the White House is telling us.*
- *What seems most pressing to me is to honor how it makes sense in [our city]. I know [listed several national initiatives] all have the things they want, [but we know] how it would work locally and we know that better than they do. The tension is that if you are doing something at a national level you want to have something similar across sites, but there is something different about every place you are doing it. TA needs to follow that, can't be one size fits all, and it is jammed down our throat.*
- *I need them to understand to the complexity that our communities need to deal with. I need to see them challenging the status quo so they are doing that collectively.*
- *Make it a way to tailor these initiatives to our city when we apply for grants.*

Theme 6: Increase networking opportunities within and across initiatives.

Many of the leaders in this space are thinking about different ways to network within and across initiatives. Each locality we spoke with said that a major highlight of being connected to the national place-based initiatives is having the opportunity to connect with and learn from other localities, as well as having the great work they are doing highlighted nationally. Multiple places described issues with their lack of capacity and time to document the work they are doing. They needed help with capturing best practices and sharing it. Many expressed wanting more opportunities to uplift what they were doing – regardless of the individual initiative they are tied to.

Recommendation 6.1: Create networking opportunities based on the locality's maturity level.

Recommendation 6.2: Nationals need to acknowledge that they may end up putting more work on, or causing a heavier lift for, the more advanced cities.

Related thoughts local initiative leaders shared:

- *We signed up for Cities United before it was a thing. We do not participate with them very much. There are monthly TA meeting calls and we have only been on like two. [We started a while ago,] some of this is less useful at this stage now.*
- *The DOJ National Forum – we are a part of that but the health department is the lead. They actually gave their TA recommendations and we were already doing those things [that they recommended].*
- *Maybe present different cities' problems so they can help sites learn from each other.*
- *I would love to be able to go spend a couple days with another city participating in the same national initiative.*
- *Having a national blog or way to communicate that these things are working here in our city would be helpful.*
- *We should have a small cities network across these initiatives. We started talking about it with [named another city] they have very different needs than ours. For the small cities [that are apart of Cities United] we are not looking at the murder rates as much as the overall health of our cities.*
- *It is hard for me [us] to be at a level of Gary, Indiana. They've reached out to us and we have directed them to initiatives.*
- *[Re: Promise Neighborhoods] they should think about models that work for smaller cities. Everyone is using the Harlem Children's Zone model but that isn't applicable everywhere.*
- *[It would be] more helpful to spend time on best practices and information sharing. During a convening what is the point of trading business cards when people don't know what we are doing? Provide more of a platform for spoken word and more for best practices.*
- *We need to be able to tell our story so others can replicate it. One of the issues is we do not have staff to write this stuff up, we need help with getting our stuff resourced.*
- *We have better programs in place and we don't market it well. We need to sell it better.*

Theme 7: Alignment should not blur key distinctions.

National place-based initiatives exist for several important reasons. One of the biggest is to drive attention to unique populations. National initiatives should not encourage localities to blur all the lines of the distinct initiatives; instead, the nationals should help advance a framework for understanding how different initiatives can maintain their core focus while also respecting important distinctions.

- **Geographic Boundaries.** *It can be naïve to assume that if one national initiative is working in the local county, another in the local city, and another in the neighborhood, that those can and should align. The populations and politics at each of those levels are quite distinct. To a national organization, it may appear to be “close enough” to consider that multiple place-based initiatives are all underway in the same place and hence could and should be aligned, but this often masks the critical differences on the ground.*
- **Authenticity in Addressing the Targeted Population.** *Many local leaders felt that although all the initiatives are serving similar (and in many places the exact same) populations, some of the initiatives served as a distraction to their local, focused and specific goal.*

Recommendation 7.1: Recognize that in the end what national initiatives are offering might not work with what the localities have, want and/or need.

Related thoughts local initiative leaders shared:

- *We have major city/county issues.*
- *Our county has five times the funding of the city, but most of the county dollars go to the city since that is where the problems are. County supervisors of suburbs are pissed that all the funding goes to the city.*
- *[Our city is a county]. But we still operate in silos. Twenty percent of our high school population is involved in the juvenile justice system and we need to build more supports into the school system for this.*
- *We have city silos, county silos, and then silos across the two.*
- *Tension about [our city] or [our county]. We have intentionally focused on south of [the city]. My alignment issue is that poverty has pushed out of [city limits], yet [city] still gets the funding and attention. Brookings showed that [the county] is where the needs are ... but I could spend all my time doing site visits and reporting. And then there are lots of other local things that don't link up to any national initiatives.*
- *We were a month behind on signing on to MBK and decided to hold off on county involvement in the summit because they were behind in signing up and the city was on a rush timeline. Also, they only focus on MBK whereas we focus on three [national] initiatives. Moving forward we will work hard with county. Because of gentrification people of color are moving to the county as well as because the county is providing a lot of the relevant services.*

Thoughts from local initiative leaders related to target populations:

- *MBK diluted the process – everyone saw it as the president’s call to action and now that gave them an out. MBK de-focused us and allowed everyone to be involved and it dilutes the process. Everyone wanted to shift to be MBK, not BMA. If we move the needle for African-Americans then we can move it for all of the other stuff.*
- *Some controversy with MBK, with Latinos vs. African-Americans. She [a local leaders] was concerned that MBK did not have enough conversations about Latinos. We are trying to track subpopulations, how African-American and Latino males are still not doing well. Some tension with reinforcing that MBK just focuses on the demographics of your community and that is what you should focus on. We had to reinforce that it was Latinos and African-Americans.*
- *Opportunity youth needs to come into cities more explicitly. We use that language to make people comfortable. We have to talk about what is happening in our cities in a real and uncomfortable way. We have the data that shows opportunity youth is boys and men of color. Ninety-eight percent of our juvenile justice detention centers are people of color [gave other facts].*
- *MBK is a distraction in our city. There are positives. [For example] it is a blessing that the [a city sports team] are now involved. They needed an okay to participate and MBK did that for them. MBK opened up that conversation that they can be involved with the black side of MBK. We have a very active Indian nation – and they own casinos and foundations, and they are now on board. We have a community foundation now on board with MBK. Now they have made changes to include diversity in their language. Now a United Way representative is on the BMA board.*
- *I’ve distinguished the initiatives. Cities United is specific about the deaths of African-Americans and [our city initiative] is the exact same and [is all the things] that we are working towards. Other initiatives [re: opportunity youth], I feel like the outcomes are different.*
- *In [our city], Cities United and MBK are explicitly for African-Americans and OYIF is doing the same work but not calling it out. Because of that we did not embrace it [OYIF] upfront.*

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