

About the Bridgespan Group

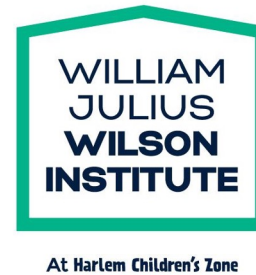
We work to build a better world by strengthening the ability of mission-driven organizations and philanthropists to achieve breakthrough results in addressing society's most important challenges and opportunities



Overview of Bridgespan's place-based work



blue meridian
partners



Goals for today's session

- 1** **Understand** the key elements of a credible and compelling community plan and **assess your current plan** to identify strengths and areas for improvement
- 2** **Begin to strengthen a key gap** in your **cradle-to-career pipeline** and identify potential strategies to address that gap
- 3** Take stock of the **strength of the partnership with your school district / charter school** and explore how to strengthen that partnership

Principles of cradle-to-career

WJWI defined six key principles for building high quality pathways to social and economic mobility and racial equity for young people.

Continuity



Accountability



Neighborhood-Based



Systems Change



K-12 Engagement



Proximate Leadership



Why create a community plan?

- Creates **alignment on a shared vision / north star**
- Provides **clarity on what you will do/not do**
- Provides a **timeline and roadmap**
- Can be a process for **building momentum and shared ownership**
- Can be a process to **define roles of partners** including in decision-making
- Can be a tool for **aligning public and private funding**

Elements of a high-quality community plan

- Overall **vision and north star** for community efforts
- Current **community context** (e.g., needs, assets, overview of cradle-to-career efforts)
- Priority **areas of focus and goals** (e.g., elements of the cradle-to-career pipeline to address and aligned outcome goals)
- Proposed **strategies and actions** to achieve such goals
- **Operating plan** (e.g., decision-making, measurement, resources required, staffing, governance structure)

A sample timeline of a community planning effort



Lessons learned from communities who have built strong plans

“Community experience and hard data are not an either-or ... **it's a both – and**”

“It's **about results for kids** and it's easy to get excited about activities”

“Change takes time and we need to **move at the speed of trust**”

“We should have started much earlier with **decision-making**”

“The **public sector** needs to be at the table from the start”

“You have to think about funding from the start – **'if you build it they will come' doesn't work**”



VISION

Northwest Dayton is a healthy, vibrant and thriving community for residents.



MISSION

The Northwest Dayton Partnership improves the quality of life for our community's residents by coordinating efforts to facilitate community engagement and achieve shared goals.

FOCUS AREAS

Early Childhood	K-12 Education	Community Culture	Homeownership
<ul style="list-style-type: none"> ■ Expansion of accessible childcare options ■ Childcare affordability ■ Education for caregivers ■ Support for Providers 	<ul style="list-style-type: none"> ■ After-school support for students ■ Wraparound services for families for socio-emotional learning, mental health & wellbeing ■ Relationships & community building 	<ul style="list-style-type: none"> ■ Community building programs & events ■ Beautification ■ Employment & wealth creation ■ Youth development & recreation ■ Healthcare ■ Entertainment & arts 	<ul style="list-style-type: none"> ■ Quality property ■ Education & knowledge ■ Financial Supports

Goal:

Significantly increase wealth, especially Black wealth, student success, community pride and amenities, especially for Black residents, so that families of Northwest Dayton thrive.

Northwest Dayton Partnership

Key Priorities

- Significantly increase wealth, especially Black wealth, student success, community pride and amenities, especially for Black residents, so that families of Northwest Dayton thrive
- There is a priority for Northwest Dayton's schools to become a top-choice in the county as a result of a welcoming and enriching learning environment, which foster strong relationships between parents, students, school leadership and community partners
- Establish safe and prosperous place to live, work, and play, where everyone in Northwest Dayton has the opportunity to foster transformative change
- Help existing homeowners maintain their properties, increase Black homeownership, and create neighborhoods of pride where families of all income levels can thrive



Follow this QR code to read the full Northwest Dayton Partnership Plan

<https://shorturl.at/gybAj>

Pages 17-19

Self-guided work: Assessing your current community plan or planning efforts

- In your community team and using the provided template – “Elements of a Community Plan”:
 - Assess the progress of your existing community plan using the provided template
 - Briefly describe your current “answer” on the key question(s)
 - Identify any needed next steps to refine your “answer”
 - Identify who else needs to be involved



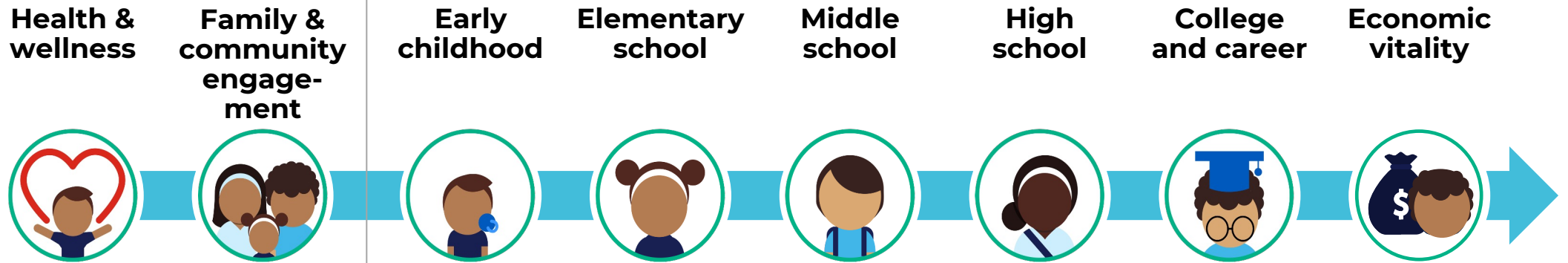
Follow this QR code to read the full Northwest Dayton Partnership Plan

<https://shorturl.at/gybAj>

Pages 17-19

Cradle to career – “ideal state” frame

Cradle-to-career continuum:



In addition, ideal state programming accounts for the relevant socioeconomic needs of the population and ties into relevant strategic opportunities

Cross-cutting continuum enablers:

Social environment and political capital, built environment, economic environment, public systems and infrastructure

Self-guided work: Strengthening your current cradle-to-career pipeline

- Identify one element of the cradle-to-career pipeline that you see as a key gap or opportunity
 - What is the current state – what is working well? What could be strengthened? What is missing?
 - What are 1-2 next steps you will pursue to carry this thinking forward? Who else needs to be involved?

Self-guided work: Assessing the current K12 partnership

- As you think about your cradle-to-career continuum and path forward, reflect on:
 - If you have a partnership with your school district / charter school, what is going well? What barriers have you faced?
 - If you don't have such a partnership with the school district / charter school, how could you envision such a partnership supporting your work?
 - What conditions need to be in place to facilitate or strengthen such a partnership?
 - What are one or two next steps you might take to advance your partnership? Who could help?



Please use this link
to complete a brief
evaluation and
submit takeaways
from this session

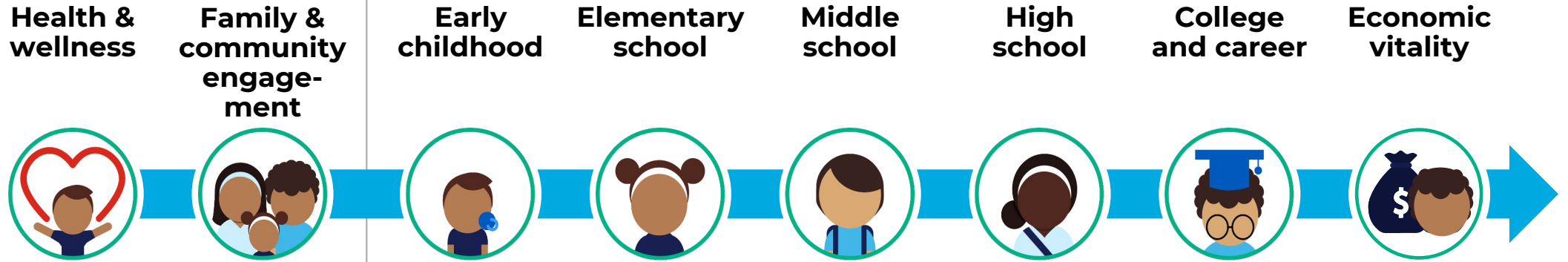
<https://shorturl.at/uUOfv>



The Bridgespan Group

Cradle to career – “ideal state” frame

Cradle-to-career continuum:



Example programs and services:

Physical health & wellness (e.g., fitness programs)
Emotional and mental health (e.g., trauma counseling)
Food and nutrition programs

Community benefits support (e.g., legal counseling, enrollment support)

Parenting education
Pre-school preparation
Pre-school

Quality elementary education
Wraparound in-school, after-school, and summer programs
K-5 after-school academic and creative enrichment programs

Quality middle school education
Wraparound in-school, after-school, and summer programs
Grades 6-8 after-school academic and creative enrichment programs

Quality high school education
Wraparound in-school, after-school, and summer programs
College preparation support
STEM career programs

Higher education support
Career support and workforce development

Financial literacy and mobility programs







In addition, ideal state programming accounts for the relevant socioeconomic needs of the population (e.g., provides immigration services in areas where relevant) and ties into relevant strategic opportunities

Cross-cutting continuum enablers:

Social environment and political capital	Effects of social network context (e.g., family, friends, peers)
Built environment	Physical infrastructure (e.g., housing, transportation, broadband access, community centers)
Economic environment	Economic prospects available (e.g., job availability, entrepreneurship pathways)
Public systems and infrastructure	Federal, state, and local government infrastructure (e.g., safety net)

Principles of cradle-to-career

WJWI defined six key principles for building high quality pathways to social and economic mobility and racial equity for young people.

Continuity 	Accountability 	Neighborhood-Based 	Systems Change 	K-12 Engagement 	Proximate Leadership 
<p>Programming within a neighborhood spans the full C2C continuum with clear links between all developmental stages</p> <p>Services may be provided by a single organization or a collection of organizations, but they should be coordinated and connected</p>	<p>One organization / entity is accountable for all C2C outcomes within the neighborhood</p> <p>Though services may be delivered by multiple providers, there is a singular centralized body taking responsibility across the continuum</p> <p>Accountable entity leverages data to inform outcomes</p>	<p>The programming is rooted in and designed for a particular neighborhood with a focus on the most historically underserved communities</p>	<p>The effort engages systems leaders and leverages conditions of systems change* to support the formation and sustaining of contiguous, accountable, neighborhood-based strategies</p> <p>Systems change/related efforts provide access to sustainable funding for efforts over time</p>	<p>The approach includes a focus on K-12 education, given the central role the system plays in shaping children's outcomes</p> <p>This focus may involve working to influence school systems, operating / partnering with a K-12 school, or operating / partnering with afterschool, weekend, and / or summer programs</p>	<p>The effort is led by members of the community being served</p> <p>Leaders should have deep connections and longstanding relationships within the community</p>

* Policies, practices, resource flows, relationships & connections, power dynamics, mental models (FSG, 2018)

Why create a community plan?

- Creates **alignment on a shared vision / north star**
- Provides **clarity on what you will do/not do**
- Provides a **timeline and roadmap**
- Can be a process for **building momentum and shared ownership**
- Can be a process to **define roles of partners** including in decision-making
- Can be a tool for **aligning public and private funding**

Elements of a high-quality community plan

- Overall **vision and north star** for community efforts
- Current **community context** (e.g., needs, assets, overview of cradle-to-career efforts)
- Priority **areas of focus and goals** (e.g., elements of the cradle-to-career pipeline to address and aligned outcome goals)
- Proposed **strategies and actions** to achieve such goals
- **Operating plan** (e.g., decision-making, measurement, resources required, staffing, governance structure)

A sample timeline of a community planning effort



For more information about The
Bridgespan Group, please
contact:

nithin.iyengar@bridgespan.org
rohit.menezes@bridgespan.org
reilly.kiernan@bridgespan.org

