



Evanston Cradle To Career

A System of Shared Accountability

Evanston Public Library Board

January 15, 2014

Questions to consider

- In what ways could *Cradle to Career* advance the strategic plan of the Evanston Public Library?
- What are the strengths and challenges of the proposed system of shared accountability?
- How should EPL engage in this collective impact model?



Collective Impact Principles

Collective Impact Initiatives are “**long-term commitments** by a group of important actors from **different sectors** to a **common agenda** for solving a specific social problem whose actions are supported by a **shared measurement system, mutually reinforcing activities, and ongoing communication**, and are staffed by an independent backbone organization.”

Unique features of collective impact system

- Shared common vision of change and problem
- Shared measurement system of outcomes not outputs
- Mutually reinforced coordination, not necessarily collaboration
- Continuous high-level communication by top leaders in organizations
- Engagement of those stakeholders most impacted by this work (**)
- Backbone support organization including at minimum a full-time coordinator and a data-analyst
- Realignment of funders to long-term commitment to shared goals and measurable outcomes

Collective Impact Principles





**COLLECTIVE IMPACT
EVANSTON**

How we got here?

- Set of meetings last winter/spring getting input.
- Gathered a group of nominated and encouraged leaders to work together to take that feedback and develop a system of shared accountability.
- Spent the last 6 months meeting every other week working on developing a shared vision, set of working principles, measures for data-driven decision making, and organizational structures.

Timeline and partnership opportunities

- January/February- School Boards/Northwestern/City of Evanston
- March convening- identifying opportunities for others to partner and bring to their boards different types of commitment.
- September- launch baseline data analysis, initial meetings of various groups



VISION AND GUIDING PRINCIPLES

Vision

- By the age of 23, all Evanston young adults will be leading productive lives, building on the resources, education, and support that they and their families have had to help them grow into resilient, educated, self-sufficient, and socially responsible adults.

Guiding Principles

- Equity
- Shared Responsibility
- Collective Impact
- Positive Support Structures
- Resources
- Holistic Learning & Growth

Equity

- Work collectively to establish an inclusive community based upon equitable access and opportunity

Shared Responsibility

- We are all responsible for the success of our young people

Collective Impact

- We commit to work in an intentionally coordinated manner
- We commit to partner with the people most affected by this community initiative, as equal stakeholders

Positive Support Structures

- Social services, emergency assistance, housing assistance, workforce development, mentoring and financial literacy

Resources

- Leverage and redirect our collective resources

Holistic Learning & Growth

- We will be intentional in fostering an atmosphere that encourages and provides life-long learning & educational opportunities to all



**DATA-DRIVEN
DECISION MAKING**

Data-Driven Decision Making

- “the practice of basing decisions on the analysis of data rather than purely on intuition”
- We are developing a mutually agreed upon shared performance measurement system

Data-Driven Decision Making

- Examples of data-driven decision making processes:
 - Benchmarking
 - Cost of quality comparisons
 - Design experiments that could be scaled-up if they work
 - Identifying needs based upon identified outcome metrics

Data-Driven Decision Making

- Three core focus areas
 - Education
 - Health
 - Community
- All metrics will be disaggregated by:
 - Socioeconomic status, race, ethnicity and gender if possible.
- Phased approach to metrics
 - Phase 1: Currently collected measures
 - Phase 2: Aspirational measures



Collective Impact = Collective Responsibility

- By advancing these metrics, we are committing to supporting data collection and to making this information transparent both among the Evanston Cradle to Career network and to the entire community.
- Most importantly, we are committed to making decisions guided by whether efforts are moving the needle on these measures.



**STRUCTURE, FUNDING,
AND STAFFING, AND
BUDGET**



Working in a structure guided by our vision

- Learning and education occur in settings throughout the community, so we will connect across “silos”:
- Participation takes place in a matrix structure
 - Issue-based working groups
 - Age coalitions
- A Steering Committee coordinates at the system level

Administrative “home” for the Initiative

- The ECF will act as the 501c3 taking fiscal responsibility: receiving funds for Cradle to Career, paying the bills, reporting on the budget, employing the staff
- A fee of 7% of revenue is retained by ECF as compensation for providing services by its CFO

People are the heart of Cradle to Career

- Projected \$203,300 budget supports data analyst and a coordinator/facilitator for the project (\$155k), on-line data dashboard (\$20k), meeting/admin costs (\$15k) and fiscal sponsor fee (\$13,300)
- Initial system funding from local partners, based on organizational capacity



**OUR ASPIRATION FOR
COMMUNITY ENGAGEMENT -
STRUCTURE AND
MECHANISMS ...**

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