



GPS4KIDS COLLECTIVE IMPACT REPORT

2015

Gathering Policy Solutions to Chart a New Course for Westchester's Kids

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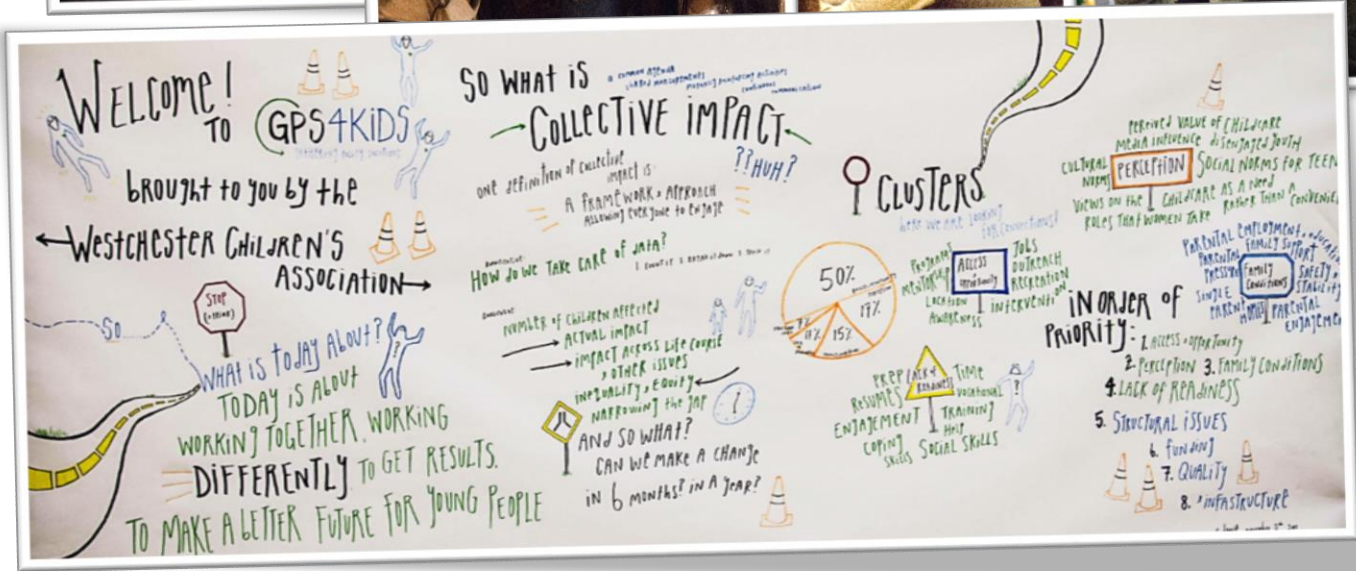
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TO OUR COMMUNITY PARTNERS

We are pleased to share with you the 2015 report for the Gathering Policy Solutions for Kids (GPS4Kids) Collective Impact Initiative, a cross-sector effort to improve life outcomes for all young people in Westchester County.

In February 2015, you entrusted the Westchester Children's Association (WCA) to launch GPS4Kids and serve as its catalyst backbone organization based on our 100+ year history of raising awareness of children's issues, sharing data and policy analysis, building a community vision, and mobilizing for change. As part of our Centennial Campaign, WCA committed to augment this legacy by investing capacity and resources in GPS4Kids—to build necessary communication, engagement, and measurement infrastructure, and leverage best practices from similar efforts nationwide.

Together, we have worked over the past year to lay the foundation for a shared vision that will amplify our collective work across sectors on behalf of Westchester's children. Through greater coordination, mobilization, and accountability for achieving shared results, we aim to create positive impact from birth through early adulthood. Continuous conversations with 50+ community agencies including subject matter experts, youth, caregivers, educators, service providers, philanthropists and public officials have made for a collaborative year.

This first report reflects efforts to identify a common vision and shared goals for children, youth and young adults in Westchester—with over 150 community partners at our culminating GPS4Kids Forum event this year—which will form the basis for setting our priorities and action plan in 2016.

We thank those of you already involved in this critical work for your continued dedication. For those of you learning about GPS4Kids, we invite you to engage with us as we work together to scale systemic solutions on behalf of Westchester's children.

GPS4Kids is committed to continuous improvement by aligning policies and practices with mutually-reinforcing activities across sectors that will produce sustainable life outcomes for Westchester's children for years to come. We hope you will join us.

Message from Westchester Children's Association



Cora Greenberg,
Executive Director



Allison Lake,
Deputy Director



Elizabeth Almonte,
GPS4Kids Manager

EXECUTIVE SUMMARY

OVERVIEW

GPS4Kids stakeholders recognize that while there are many vibrant communities in Westchester County, too many children are negatively affected by poverty, community and family dysfunction, racism and other social determinants of health from the prenatal stage through young adulthood. This occurs despite the perseverance of concerned caregivers, educators, direct-service providers, more than 24 child-focused coalitions, and public and private investments in discrete services and programs. We agree that no one sector or institution is solely responsible for young people's outcomes, and that a coordinated cross-sector approach is necessary to sustainably address the complexity of issues our children, youth, and young adults face.

GPS4KIDS COLLECTIVE IMPACT INITIATIVE

The GPS4Kids Collective Impact Initiative is a concerted effort to realize a common vision of access and opportunity for all of Westchester's young people. We aim to address disparities and align interventions to pivot the structures, policies, practices, and norms that disproportionately distribute resources and risks: more than 13% of Westchester's nearly 225,000 children live in poverty and only 48% attain college readiness by the time they graduate from high school. The Collective Impact approach empowers leaders from different sectors with a framework to jointly identify and address the common causes and local conditions that allow these challenges to persist.

KEY HIGHLIGHTS & NEXT STEPS

Over 150 partners from the non-profit, public and private sectors have collaborated on a collective impact strategy committed to the following three (3) goals to improve the life outcomes of Westchester's young people:

- Strengthen youth-adult relationships and family supports
- Create opportunities for children to thrive regardless of race and zip code
- Foster social and emotional well-being through healthy peer-to-peer engagement, and prevention and treatment of drug and alcohol abuse

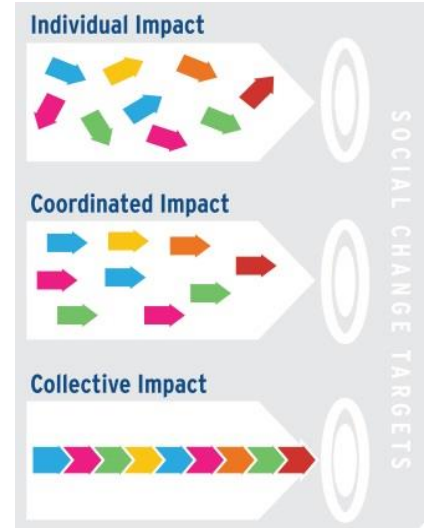
Community Partners will work together in 2016 to:

- Gather baseline data indicators on shared goals
- Select starting point(s) and align interventions to identify existing policy gaps / barriers
- Launch accountability structure to organize work and decision making via Action Team(s)

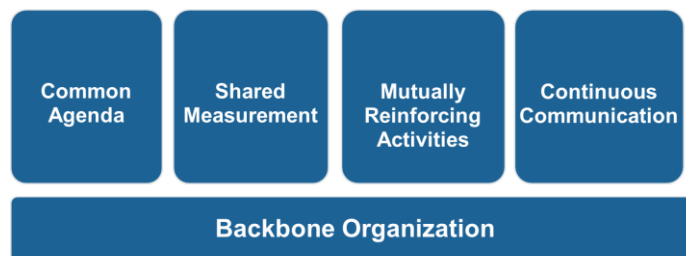
COLLECTIVE IMPACT OVERVIEW

The GPS4Kids Collective Impact Initiative addresses children’s issues by engaging disparate groups from all sectors (government, business, education, non-profits, and community), currently working on seemingly disconnected issues, to take action on the underlying causes that prevent children (ages 0-24) from succeeding.

Community Partners uncover common challenges and solutions which enables each organization to not only have greater impact for their respective missions, but also reveals the actionable and measureable targets they can collectively address to sustain positive life outcomes for all children.



Collective impact is an effective framework reliant on five (5) crucial elements to address large scale social issues:



1. **Common agenda-** partners have a shared vision for change including a common understanding and a joint approach to solving a problem through agreed upon actions
2. **Shared measurement-** collecting data and measuring results consistently across all partners ensures efforts remain aligned and partners hold each other accountable
3. **Mutually reinforcing activities-** differentiated partner activities are coordinated through a mutually reinforcing plan of action toward a common goal
4. **Continuous communication-** consistent and open communication is necessary to build trust, assure mutual objectives, and create common motivation among partners
5. **Backbone organization-** provides the infrastructure and dedicated staff to support the initiative for all partners

The Westchester Children’s Association (WCA) is the catalyst backbone organization that facilitates the GPS4Kids Collective Impact Initiative by coordinating partners, aligning data indicators for shared measurement, and informing funders about the common vision.

GPS4KIDS FORUM HIGHLIGHTS

On November 11, 2015, over 150 community partners including caregivers, youth, service providers, policy makers, community leaders, educators, and administrators convened at the Westchester Marriott Hotel in Tarrytown, NY to agree on a shared vision for Westchester's kids.

A rainy Veteran's Day morning could not deter GPS4Kids Forum attendees from taking a seat at the table with My Road Map program books in hand to chart a new course and a measureable shared agenda that will sustain positive life outcomes for all of Westchester's young people.



Westchester Children's Association's (WCA) Executive Director, Cora Greenberg challenged countywide participants including over 40 youth to capitalize on their collective experiences and wisdom to determine the most important issues we can address together to create positive and lasting changes for Westchester's children.

Building on prior months of collective work, attendees harnessed their shared passion to reflect on how we could work differently in order to improve outcomes for Westchester's children. Participants were encouraged to keep an open mind and actively listen to others.

With minds wide open, we started the day with a reflective question for all participants: "In one word, what do children in Westchester need?" The question proved challenging, and answers revealed distinct yet overlapping perspectives between youth and adults.



Eileen Fisher Leadership Institute Youth Ambassadors facilitated self-reflective visioning exercises and graphic illustrations.

GPS4KIDS FORUM HIGHLIGHTS



GPS4Kids Forum word cloud combining youth and adult responses.

WCA presented the collective impact framework and the common causes and relevant data indicators for the issues, challenges and concerns facing our children that had been identified in a series of pre-Forum partner meetings. Armed with these insights, 150 participants set out to find common ground with digital polling devices in hand.

FORUM FACILITATION

The deep-dive work to create a common vision with shared goals for Westchester’s kids began with the help of American Focus facilitator, Chris Bui, who guided highly-interactive rounds of digital polling, feedback, prioritization, and rankings after individual and group reflections.



“It was my pleasure to be there and have been a part of something so amazing. I’m glad I had the opportunity to have shared my ideas and be in partnership with the professionals. I can’t wait for the next!”
–Michelle Perez, Bravehearts youth participant

- Hand-held polling devices ensured:
- inclusion of all participant voices
 - open communication to build trust, assure mutual objectives, and create a common understanding of the issues
 - a strong foundation for an agreement approach going forward

GPS4KIDS FORUM HIGHLIGHTS

HOW IT WORKED

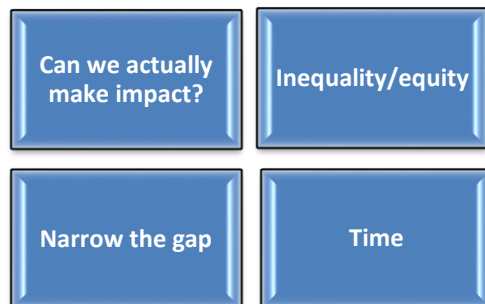
Participants were assigned to table work groups constructed to represent the various ages, roles, ethnicities, and sectors at the Forum. Everyone entered relevant demographic data onto their keypad devices before responding to voting questions or feedback prompts and results were tallied instantly on large screens. The audience was evenly represented geographically and diverse in race, gender and age, with 30% being youth under age 24.



"I was having a difficult time conceptualizing how a relatively large, very committed group of advocates for children from around the county would ever narrow down the massive list of priorities for improving the lives of our young people. Yesterday opened my eyes and made me a believer!"

*-Amy R. Siniscalchi,
Westchester Jewish Community Services*

QUALITATIVE SELECTION CRITERIA FOR GPS4KIDS GOALS



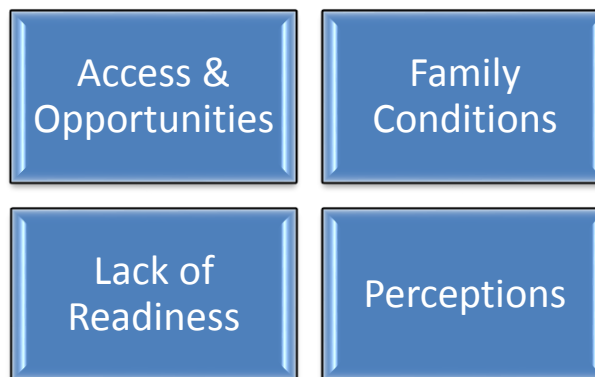
In addition to selection criteria, attendees discussed the list of issues, challenges and concerns in small groups before participating in sequential polling rounds to elect the issue category or cluster with the greatest short-term collective impact opportunity. The voting rounds included rating each cluster from 1 to 10 to determine the top three (3) issue focus areas that participants would work on to find actions, solutions or responses for in the afternoon.

GPS4KIDS FORUM HIGHLIGHTS



Interactive activities throughout the day simulated collective impact experiences.

After lunch, participants joined one of the top four (4) groups to share their most important social change ideas and determine the top issues needing the greatest change.



All group submissions were displayed for final polling and narrowed to three (3) shared goals:

- 1) Strengthen youth-adult relationships and family supports**
- 2) Create opportunities for children to thrive regardless of race or zip code**
- 3) Foster social and emotional well-being through healthy peer-to-peer engagement, and prevention and treatment of drug and alcohol abuse**

These goals express GPS4Kids' aspiration for Westchester's children, youth and young adults.

NEXT STEPS

WCA will build on great momentum to invite all community partners to weigh in on 50+ actions, solutions and responses submitted at the GPS4Kids Forum for our three (3) shared goals via an online digital platform before reconvening in the first quarter of 2016.

GPS4Kids Community Partners will work together to:

- Gather baseline data indicators on shared goals and refine our aspirational statement
- Select starting point(s) and align interventions to identify existing policy gaps / barriers
- Launch accountability structure to organize work and decision making via Action Team(s)

GPS4KIDS 2016 ROADMAP



ACKNOWLEDGMENTS

WCA appreciates the organizations and individuals who shared their time and insights in 2015.

African American Advisory Council
American Lung Association of Hudson Valley
ANDRUS
Bethel Baptist Church
Boys and Girls Club of New Rochelle
Bravehearts/Family Ties of Westchester
Child Care Council of Westchester
Church of God and Saints of Christ
City of Mount Vernon Youth Bureau
City of Peekskill Youth Bureau
City of White Plains Youth Bureau
City of Yonkers African American Advisory Board
CLUSTER Community Services
Community Resource Center
Community Voices Heard
Eileen Fisher Leadership Institute
El Centro Hispano
Family Service Society of Yonkers
Family Services of Westchester/Westchester Youth Council
Girls Inc. Westchester
Greyston Learning Center
Harrison Central School District
HOPE - Helping Others Prepare For Excellence, LLC
Hudson River Healthcare
JCY Westchester Community Partners
Junior League of Central Westchester
Kingdom of Heaven Within
Latino U College Access
Legal Aid Society of Westchester
Lower Hudson Valley Perinatal Network
Mental Health Association of Westchester
Montefiore Medical Group
Mount Vernon Neighborhood Health Center
Mount Vernon Youth Bureau
Nepperhan Community Center Inc.
Network for Teaching Entrepreneurship
New Covenant Church
New Rochelle My Brother's Keeper
New York Civil Liberties Union/ LHV Chapter
New York Zero-to-Three Network
New York State Assembly
Nonprofit Westchester
New York State Assembly
New York State Office of Children and Family Services
Open Door Family Medical Centers
Ossining Communities That Care
Ossining Public Library

Ossining Union Free School District
Pace University
Parent to Parent of New York State
Pelham PACT
Port Chester/Rye NAACP
Purchase College
Representative Nita Lowey
Rockland Council on Alcoholism & Other Drug Dependence, Inc.
Signature Public Relations, LLC.
Sister to Sister International, Inc.
Southern Westchester BOCES Center for Career Services
Strategies for Whole Child Education and Community-School Partnership
Student Advocacy
Student Assistance Services
The Children's Village
The Guidance Center
UJAMAA CDC
United Healthcare Community Plan
United States House of Representatives
United Way of Westchester and Putnam
Urban League of Westchester County, Inc.
Volunteer New York!
Westchester County Board of Legislators
Westchester County Department of Community Mental Health
Westchester County Department of Probation
Westchester County Department of Social Services
Westchester Institute for Human Development
Westchester Jewish Community Services
Westchester Putnam School Boards Association
Westchester Residential Opportunities
WestCOP
Westhab, Inc.
White Plains Cares Coalition
White Plains Library Foundation
White Plains Youth Bureau
Workforce Development Institute
Yonkers Community Action Program
Yonkers Family YMCA
Youth Shelter Program of Westchester

GPS4Kids Forum Supporters

Raffle Sponsors

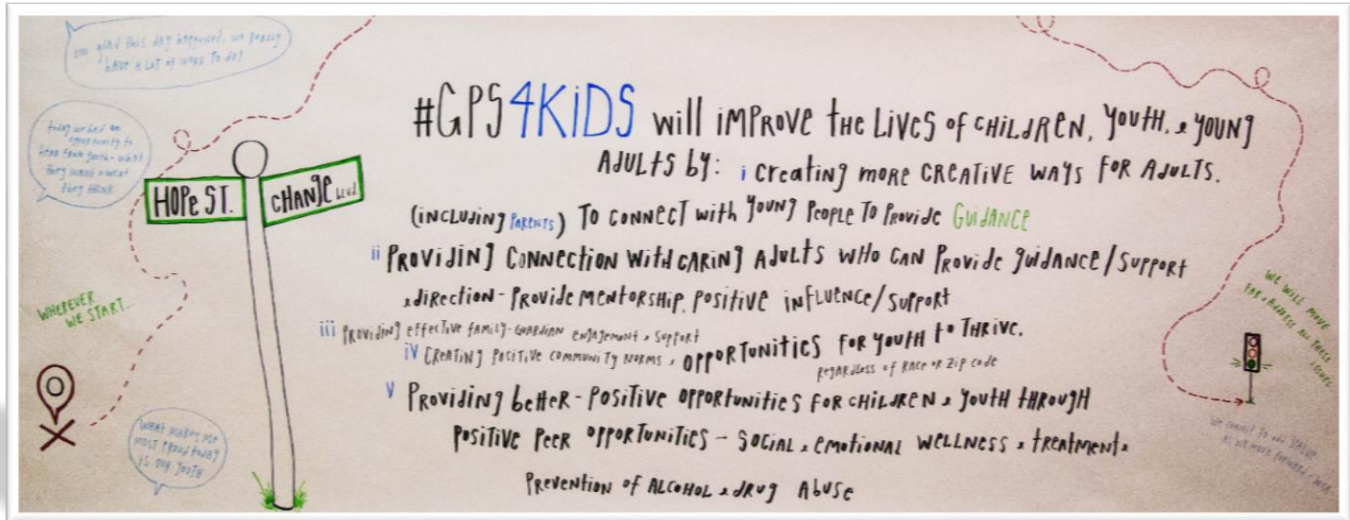
City Center 15: Cinema De Lux
New York Hospitality Group / Sam's of Gedney Way
Stop & Shop, North White Plains
Target, White Plains

Facilitators, Technical Assistance & Volunteers

Diane Anderson, Volunteer
Chris Bui, The American Focus
Carolyn Davitt & Amy Aubin, EFLI Graphic Recorders
Eileen Fisher Leadership Institute Staff & Youth Ambassadors
Tony Ely, Video Producer
Larry Pasti, The Forum for Youth Investment
Lucas Ruderman, Videographer
Members of the Westchester Children's Association Board
The Lagond All-Stars, Reception Music

*Note: attempts were made to be as thorough as possible.
We apologize in advance for any inaccuracies.
Please contact us with any necessary changes.*

GPS4KIDS CONTACT INFORMATION



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