A. Systems Alignment
We involve partners and stakeholders in a COLLECTIVE IMPACT APPROACH to change policies, processes, relationships, resources, and power structures that have led to unwanted differences in outcomes for children, youth, and families.

B. Focal Areas
We apply the collective impact approach to form strategies that focus on five FOCAL AREAS:
1. Family & Community Engagement
2. Connected & Motivated Youth
3. School Readiness & Early Childhood Education
4. Wellness & Family Stability
5. Workforce Readiness & Student Career Preparedness

C. Strategies
We carry out these strategies using partnership and coordination to increase the ACCESSIBILITY, QUALITY, and UTILIZATION of programs and services within our identified neighborhoods.

D. Outcomes
Using the collective impact approach, the IMPROVEMENTS IN HOW WE WORK TOGETHER should, over time, result in noticeable changes in key signs of community well-being related to kindergarten readiness, health, academic success, workforce readiness, inclusion and connectedness, and family stability.

How ON Gets to Outcomes

A. Systems Alignment

We involve partners and stakeholders in a COLLECTIVE IMPACT APPROACH to change policies, processes, relationships, resources, and power structures that have led to unwanted differences in outcomes for children, youth, and families.

### SYSTEMS ALIGNMENT

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Objectives</th>
</tr>
</thead>
</table>
| **Adopt a collective impact and continuous learning culture** | • Identify varied yet complementary ways for partners to work together  
• Embed learning structures in ON processes  
• Increase awareness and knowledge related to desired changes  
• Evolve norms to support ON goals |
| **Target resources to address identified needs and gaps in specific communities** | • Establish network(s) of wrap-around service providers  
• Increase responsiveness to community needs |
| **Initiate or align activities with ongoing countywide initiatives** | • Collaborate on school attendance  
• Increase focus on equity and trauma-informed lenses |
| **Build stakeholder capacity in service delivery** | • Increase emphasis on social-emotional learning practices  
• Increase staff competency in restorative practices  
• Provide technical assistance to stakeholders |
| **Implement an agreed upon work plan using similar measures across communities** | • Partners contribute to data and evaluation initiatives  
• Benchmark against core and other performance measures  
• Adopt data-informed decision-making strategies  
• Hold regular information-sharing meetings and trainings |
| **Continuously recruit new partners into governance and working team activities** | • Increase public participation in strategy development  
• Include community and partners in decision making  
• Increase public awareness and support  
• Participate regularly in information-sharing and strategic planning meetings |

How ON Gets to Outcomes

B. Focal Areas
We apply the collective impact approach to form strategies that focus on five **FOCAL AREAS**:  
1. Engagement & Outreach  
2. Connected & Motivated Youth  
3. School Readiness & Early Childhood Education  
4. Wellness & Family Stability  
5. Workforce Readiness & Student Career Preparedness

C. Strategies
We carry out these strategies using partnership and coordination to increase the **ACCESSIBILITY**, **QUALITY**, and **UTILIZATION** of programs and services within our identified neighborhoods.

<table>
<thead>
<tr>
<th>Focal Areas</th>
<th>Sample Initiatives</th>
<th>Sample Outputs (examples of how we measure “how much” we are doing)</th>
</tr>
</thead>
</table>
| Focal Area 1: Engagement and Outreach | • Neighborhood Ambassador Program  
• Youth Councils, leadership development  
• Check and Connect  
• After-school/out-of-school programs  
• Mentoring programs  
• Pre-K and K registration partnerships  
• Reading Buddies  
• Neighborhood School Readiness Teams  
• Back-to-school resource fairs  
• Restorative practices, peer mediation  
• Short-term behavioral health  
• Summer meals, community markets  
• Housing access and stability assistance  
• EYE Internships  
• Young Scholars Program | • # of learning and development opportunities  
• # of residents participating in working groups/committees  
• # of residents participating on governance teams  
• # of new programs, projects, or services to meet community needs  
• # of community resource/information sharing opportunities/events  
• # of new partnerships opportunities  
• # of policy, process, or logistical changes  
• # of resident support opportunities  
• # of Neighborhood Ambassadors (NA) trained  
• % increase in service/program utilization by target population  
• % of participants from target population |
| Focal Area 2: Connected and Motivated Youth | | |
| Focal Area 3: School Readiness and Early Childhood Education | | |
| Focal Area 4: Wellness and Family Stability | | |
| Focal Area 5: Workforce Readiness and Student Career Preparedness | | |
How ON Gets to Outcomes

Using the collective impact approach, the IMPROVEMENTS IN HOW WE WORK TOGETHER should, over time, result in noticeable changes in key signs of community well-being related to kindergarten readiness, health, academic success, workforce readiness, inclusion and connectedness, and family stability.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Site Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic Absenteeism</td>
<td>___ % of students are chronically absent</td>
</tr>
<tr>
<td></td>
<td>(elementary school average, subset of XXXX pyramid)</td>
</tr>
<tr>
<td>Reading Proficiency</td>
<td>___ % of third graders are reading proficient</td>
</tr>
<tr>
<td></td>
<td>(3rd graders, subset of XXXX pyramid)</td>
</tr>
<tr>
<td>Resilience</td>
<td>___ % of students have trusted adults to talk to</td>
</tr>
<tr>
<td></td>
<td>(6th graders, XXXX Pyramid)</td>
</tr>
<tr>
<td>Pre-K Enrollment</td>
<td>___ % of 3 &amp; 4 year-olds enrolled in preschool</td>
</tr>
<tr>
<td></td>
<td>(Zip code XXXXX, Census table S1401)</td>
</tr>
<tr>
<td>Student Behavior</td>
<td>___ % of students had at least one disruptive behavior incident</td>
</tr>
<tr>
<td></td>
<td>(elementary school average, subset of XXXX pyramid)</td>
</tr>
<tr>
<td>Food Security</td>
<td>___ % of students report going hungry</td>
</tr>
<tr>
<td></td>
<td>(6th graders, XXXX Pyramid)</td>
</tr>
<tr>
<td>Connectedness</td>
<td>Indicator in Development</td>
</tr>
<tr>
<td>Workforce Readiness</td>
<td>Indicator in Development</td>
</tr>
</tbody>
</table>

Desired Outcomes

- Academically Successful Youth
- Kindergarten Ready Children
- Healthy Youth and Stable Families
- Workforce Ready Youth
- Inclusive and Connected Community