



Overview

- Despite the perseverance of community members, the persistence of nonprofit organizations and the investment of public and private dollars across a range of programs and services for decades, the heart of the South Bronx – which is part of the poorest Congressional District in the nation – remains among the most troubled in New York City.
- In July 2013, an initial group of stakeholders joined together to define a desired future for this neighborhood. Through ongoing conversations, a growing number of residents, community leaders, service providers, educators and others are envisioning the South Bronx once again as a vibrant community of infinite opportunity, where people aspire to live, work and raise families.
- There is consensus that the large-scale social change required to realize that vision can be achieved through a “Collective Impact” strategy. The central premise is that all children and young adults in this area of the South Bronx are entitled to high-quality programs, services and supports from birth through college and career that are aligned to ensure academic success, healthy development and successful adulthood.
- To translate the community’s bold vision for the South Bronx into a plan for action, The Children’s Aid Society and Phipps Neighborhoods – with significant financial and strategic support from JPMorgan Chase – are jointly providing capacity to this effort, serving as the backbone to convene partners and build necessary infrastructure around communications, engagement, measurement and sustainability.
- We have defined Community District 3 in the Bronx as our geographic scope. CD 3 is home to over 80,000 residents (25,000 of whom are children under 18 years of age) and has some of the highest levels of poverty of all 59 of New York City’s Community Districts. The Bronx has the highest rate of unemployment in New York State. Only 1 in 4 adults has a high school diploma and fewer than 1 in 10 has a college degree.
- Over 100 partners from the nonprofit, government and business sectors have joined in this effort.

Goals & Indicators

- We have seven aspirational goals that were co-developed with the community and represent key milestones along the cradle-through-college-and-career continuum. For each goal, a group of cross-sector stakeholders identified indicators that are proven to be key levers that need to be moved in order to achieve our goals and to which we all agree to hold ourselves accountable. The goals and indicators are:
 - 1. All are Healthy**
 - a. Rates of asthma-related emergency room visits and hospitalizations
 - 2. All Enter School Ready to Succeed**
 - a. Enrollment in formal early learning programs
 - b. Proficiency in Common Core pre-kindergarten standards
 - 3. All Succeed in school**
 - a. Proficiency in English standards by third grade
 - b. Proficiency in mathematics standards by eighth grade
 - c. Credit accumulation rates in first year of high school
 - 4. All Contribute Positively to the Community**
 - a. Rates of voter turnout
 - 5. All Graduate from High School, College- and Career-Ready**
 - a. Four-year high school graduation rate
 - b. Rates of Free Application for Federal Student Aid (FAFSA) completion
 - 6. All Attain a Post-Secondary Degree Or Credential**
 - a. Post-secondary enrollment and persistence rates
 - 7. All Begin A Career**
 - a. Employment rates

Accountability Structure

- The SBRT “Accountability Structure” is the organizational framework that defines work flows and decision-making processes.
- A broad Stakeholder Table engages the entire community in the work of the initiative via quarterly meetings, while a Leadership Council comprised of senior advisors from multiple sectors that meet monthly provides strategic direction.
- At the implementation level, Collaborative Action Networks and Impact Hubs (see below) ensure effective practices are implemented for individual children, youth and families.

Collaborative Action Networks

- Collaborative Action Networks (CANs) are groups of cross-sector stakeholders that work together on achieving a key outcome, using individual- and community-level data to continuously improve practices and get results over time. They define the practices that will move our key indicators in the right direction.
- CANs form around key outcomes and not necessarily around a particular funding stream or individual program. Members of a CAN typically have the capacity, content- and context-expertise and/or institutional role to influence behavior change in their own organizations and across the community in a way that leads to tangible results.
- Following the official launch of SBRT and release of the [Baseline Report](#) in October, five CANs were convened in November on Goals 1, 2, 3, 5 and 7. The groups have delved into the data for their respective indicators and will begin to identify effective practices within the SBRT zone that will inform a plan of action going forward.

Impact Hubs

- Impact Hubs are the physical sites throughout the SBRT zone where data-driven planning, comprehensive services and interventions take place – community schools, early childhood facilities, community centers and affordable/public housing developments are some of the types of sites that serve as SBRT Impact Hubs.
- Impact Hubs feature a comprehensive set of services and the capacity to identify/understand individual children’s, youths’ and families’ needs and connect them to the right services at the right time. By implementing the solutions developed by CANs, they ensure that – in addition to the systems-change work we know is required – the day-to-day experience on the ground for children, youth and families is transformed.
- The Mayor’s recent expansion of community schools presents SBRT with an important opportunity to establish the connection between school-community partnerships and neighborhood-based transformation. The number of community schools in the zone will increase from ten in 2014 to twenty in 2015 (out of 60 total schools), providing SBRT with a robust first phase of Impact Hubs with which to align.

Data Strategy

- To support the work of CANs and Impact Hubs, SBRT is developing a cross-sector data system that will address the barriers to data sharing and provide real-time access to actionable information and analytic tools, instead of merely creating yet another data collection platform.
- This work will enhance our ability to measure the key SBRT indicators across the region, assess outcomes at the program implementation level, and track individual children and youth longitudinally to inform the development of personalized interventions and supports.

Implementation Milestones

- Fall/Winter 2013-2014 – Listening Tour
- February 2014 – Design Institute
- June 2014 – Community Kickoff
- July 2014 – Outcomes/Indicators Development
- October 2014 – Official Launch and Release of Baseline Report
- November 2014 – Collaborative Action Networks Launch