



Photo: Perramore Kidz Zone

Needle-Moving Community Collaboratives Revisited

Profiles in Persistence and Progress

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Seven years into an ambitious initiative to halve Milwaukee’s teen birth rate—once one of the highest in the nation—a collaborative of business, government, philanthropic, and nonprofit leaders faced a big choice. The 2014 teen birth data showed that it had surpassed its goal, with a 56 percent reduction since 2007.¹ What now? Should the collaborative, as one of the initiative’s leaders asked, “Go home, or go big?”

In an October 2014 announcement by Milwaukee’s mayor and the **Teen Pregnancy Prevention Initiative’s** other leaders, the collaborative went big—seeking another 50 percent drop in the teen birth rate over the next decade and vowing to reduce large racial and ethnic disparities in teen pregnancy. “Make no mistake, this new goal will be even more difficult to meet,” said *Milwaukee Journal Sentinel* Publisher Elizabeth Brenner, cochair of the teen initiative’s oversight committee, promising “a lot of hard work over the next 10 years.”

Milwaukee’s community collaborative, a cross-sector approach to addressing a community-wide problem, was among those featured in a 2012 report by The Bridgespan Group and the White House Council for Community Solutions, *Needle-Moving Community Collaboratives: A Promising Approach to Addressing America’s Biggest Challenges*.² The report described similar communities that had worked collaboratively across business, government, philanthropy, and nonprofits to produce measureable improvement of *at least 10 percent* on a challenging community issue, such as a high rate of teen pregnancy, youth violence, or poor educational achievement. We looked at a very large number of multisector collaborations to find a small number that had actually achieved this kind of measurable impact. Indeed, our research led us to the same conclusion reached by John Kania and Mark Kramer in their influential 2011 article on [collective impact](#)—namely, that examples of successful collective impact initiatives were rare.³

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- 1 Teen birth rates have been dropping across the nation, but Milwaukee’s rate has come down much faster than the nation’s as a whole. US Office of Adolescent Health, Trends in Teen Pregnancy and Childbearing (2013 data), <http://www.hhs.gov/ash/oah/adolescent-health-topics/reproductive-health/teen-pregnancy/trends.html>.
 - 2 Michele Jolin, Paul Schmitz, and Willa Seldon, *Needle-Moving Community Collaboratives: A Promising Approach to Addressing America’s Biggest Challenges* (The Bridgespan Group, 2012), <http://www.bridgespan.org/Publications-and-Tools/Revitalizing-Communities/Community-Collaboratives/Needle-Moving-Community-Collaborative-s-A-Promisin.aspx>.
 - 3 John Kania and Mark Kramer, “Collective Impact,” *Stanford Social Innovation Review*, Winter 2011, http://www.ssireview.org/articles/entry/collective_impact. This landmark article influenced our original study and continues to influence the field.

In *Needle Moving Community Collaboratives* we focused on what these “rare birds” could teach us about the characteristics of successful community collaboratives. For this follow-up article we went back to the 11 communities whose collaborations remained active and looked at their patterns of **persistence and progress** over the past three years.⁴ We wanted to know whether these communities continued to work together with this collaborative approach. And if so, did they keep improving outcomes?

To answer these questions we reviewed local data, interviewed field leaders and key stakeholders in each community, and made site visits to several of the communities—conducting more than 40 interviews in all. What we found was a high degree of persistence across all of the collaboratives and noteworthy progress for two-thirds. We also found that progress didn’t come easily. The collaboratives faced a set of common challenges that forced them to learn and evolve in different ways.

Persistence and Progress

On average, the collaboratives we revisited have been in operation for 12 years, the youngest at 4 and the oldest at 24. Given the deeply entrenched nature of the challenges that community collaboratives seek to address, this ability to stay the course stands in contrast to many collaboratives that have gotten off to promising starts but failed to last long enough to make a real impact.

Strikingly, all 11 collaboratives are still seeking to move the needle on one or more critical community-level outcomes. Given that persistence, we probed whether leaders considered them permanent community infrastructure.

“Maybe not permanent,” said Sydney Rogers, the founding executive director of **Alignment Nashville**,⁵ which focuses on ensuring the success of the city’s children and young people. “But it’s very long term,” he added. “We thought it would take 10 years. But it’s been 10 years, and we’re not done.”

Where goals had been met, as in Milwaukee, some leaders committed themselves to an ambitious new goal. For Milwaukee, that new teen pregnancy reduction goal stretches to 2023. And some in the collective impact movement have called for “permanent structures that cut across silos.”⁶ While persistence matters, it’s far from enough. Progress matters, too.

4 In our original article, we profiled 12 communities. The twelfth, a Boston initiative on youth violence prevention, ended in the mid-2000s.

5 Rogers is currently developing Alignment USA, a national network of collective impact organizations.

6 FSG and the Forum for Youth Investment, *How Public Policy Can Support Collective Impact*, Collective Impact Forum, page 16, <http://collectiveimpactforum.org/resources/how-public-policy-can-support-collective-impact>.

On that score, at least eight of the 11 communities have shown at least some progress toward the outcomes that we cited in our 2012 report, or on additional ones.

Alignment Nashville is one of the eight collaboratives that made progress over the past three years. While a change in Tennessee’s definition of graduation rates makes it challenging to compare current rates to those before 2010, the rate posted a slight improvement from 2011 to 2014: from 76.2 percent to 78.7 percent. This is lower than average graduation rates statewide but climbing faster than the state average. Inspired by Alignment Nashville’s results and its carefully structured way of working, communities in six states have adopted the Nashville model, and have received technical assistance and best practice advice from the Alignment Nashville team.

The collaboratives in seven other communities—the East Lake neighborhood in Atlanta; Chicago; Cincinnati; Milwaukee; the Parramore neighborhood in Orlando; Philadelphia; and San Jose—also have reported positive trends. Two communities, however, have experienced setbacks. Memphis, which focuses on reducing youth violence, is dealing with a violence uptick; and Herkimer County in upstate New York, which focuses on reducing the number of youth in residential and foster care, met initial success but has struggled to maintain it. In both Memphis and Herkimer County, the current data still show a substantial improvement compared to their starting points, but the possibility of further backsliding looms large.

“We are learning how complex the issues surrounding youth violence really are,” said Michelle Fowlkes, executive director of the Memphis Shelby Crime Commission. “On all fronts, solutions require a comprehensive approach engaging multidisciplinary sectors,” she continued. “Real progress will rest with reallocation of funding, resources, and commitment by the citizens of Memphis and Shelby County.”

The eleventh collaborative, the **Community Partnership for Families of San Joaquin, California**, has broadened its original focus from violence prevention in North Stockton to a number of issues across education, public health, and financial inclusion. As a result, it’s difficult to map its trajectory.

Four Common Challenges to Overcome

Looking across these communities, we observed that they faced four common challenges over the last several years. We explore below how the collaboratives have addressed these challenges, and highlight implications for the many communities that are now seeking to collaborate across sectors to achieve community goals. (See [Appendix](#) for a table of results.)

Getting and keeping stakeholders at the table

Most collaboratives noted that keeping the right stakeholders involved was a critical enabler; it also was a constant challenge. Several accomplished this

by maintaining a fairly consistent operating structure and process. Milwaukee, for example, has the same backbone organization, core partners, and cochairs that it started with seven years ago. However, Nashville and the Parramore neighborhood in Orlando are finding that too much structure and process create a barrier to participation.

Consider the Alignment Nashville collaborative, which since 2004 has been focusing on improving educational, career, health, and other outcomes for the city's children and young people. It has an operating board that weighs in on key issues, a governing board that approves all major decisions, several issue-focused steering committees, and an Invitation to Participate (ITP) process to solicit community participation in initiatives proposed by steering committees. However, for some stakeholders, these highly developed structures and processes have been stultifying.

"Alignment committees are effective in identifying district-wide community engagement needs, but the ITP process is too much overhead for businesses who work with a local school," said Connie Williams, president of the PENCIL Foundation, an organization that supports business involvement in education. "Our business partners are accustomed to working with PENCIL to develop these business-school relationships, and they pushed back on adding what they saw as a redundant process." Anderson Williams, one of the founders of the Tennessee College Access and Success Network, echoed the views of several stakeholders: "There is certainly a need for coordination and facilitation to support and track the concept of collective impact. But we don't need unnecessary bureaucracy."

In Orlando, the Parramore Kidz Zone has been working since 2006 to reduce juvenile crime, teen pregnancy, and high school dropout rates in the Parramore neighborhood, the city's highest-poverty, highest-crime neighborhood. But the collaborative's leaders realized that they were overdoing meetings. Initially, committees and subcommittees required a significant amount of time to make decisions about the design and key elements of the initiative. But as Lisa Early, director of Orlando's Families, Parks and Recreation Department (which runs the Parramore Kidz Zone) told us, "Now everyone would just prefer to focus on getting the work done. We meet more on an as-needed basis, and this lighter-touch process works for us and keeps partners engaged."

Among the 11 sites we looked at, Chicago's initiative to improve high school graduation rates has experienced the most dramatic change related to stakeholder participation. The original hope was to create a collaborative effort with involvement from school district, community, government, and business stakeholders around a cradle-to-career focus. But the initiative lacked the resources and key sponsorships from community leaders to pursue so broad an effort. So the On-Track initiative narrowed its focus to improving graduation rates by using data to identify and support students at risk of falling behind in ninth grade, a critical moment on the path to graduation. This initiative developed a productive partnership among a small group of organizations, rather than a broader community collaborative. More recently, however, Mayor Rahm Emmanuel and other leaders have backed the notion of a broader initiative, and the city has created Thrive Chicago—a cradle-to-

career collective impact initiative modeled after Cincinnati's **StrivePartnership**. The new initiative—launched in August 2013—will tackle kindergarten readiness, high school enrichment, high school graduation, college completion, and employment attainment. On-Track will continue its work as part of Thrive Chicago's high school graduation work.

Managing changes in the external environment

All the collaboratives we reviewed persisted through significant external leadership transitions, such as a new mayor, school superintendent, or police chief. And though several collaboratives are in communities that had suffered significant budget or other economic setbacks, all of them appeared to be weathering these shocks.

"How do you persist when there is turnover in key city positions, like a new mayor?" asked Tynesia Boyea-Robinson, director of collective impact at Living Cities, a funders' collaborative that has invested in collective impact as one strategy for improving the economic well-being of low-income people. "If the work of these initiatives persists beyond the mayor, you've done a good job," she continued. Among the 11 collaboratives in our sample, almost all have had to figure out how to survive through one or more such transitions.

"We're on our third school superintendent," said Nicole Angresano, community impact vice president at United Way of Greater Milwaukee, which serves as the backbone organization for Milwaukee's Teen Pregnancy Prevention Initiative. Continuing pregnancy prevention and sex education efforts in the schools depends on local district leaders, she added. "We understand that we're *very* dependent on the superintendents being on our side," Angresano said. "Luckily, the new superintendent is extremely supportive." But in Milwaukee's case, at least, it appears to be more than a matter of luck. The collaborative has been cochaired from the start by the city's commissioner of health and the publisher of its daily newspaper. It also includes a wide array of business, political, and community heavy hitters on its governing committee, and the collaborative has spent time with each superintendent to discuss the initiative's work and what has been achieved.

The **San Jose Mayor's Gang Prevention Task Force** has taken a more grassroots approach to surviving political transitions. Founded in 1991, the task force is the oldest of our 11 collaboratives, and has seen its work and its city funding continue through four mayors and six police chiefs. Mario Maciel, the task force's division manager, attributes this knack for survival to strong community engagement and broad-based popular support. "Too many initiatives think that community engagement isn't important," said Maciel. "But the minute you're no longer flavor of the month, or the political leader who helped start the initiative is gone, and you no longer have the political will to sustain the work—that's when you realize the importance of community engagement!"

And staff from the **Community Partnership for Families of San Joaquin**, a collaborative dedicated to ending the cycle of generational poverty in this California Central Valley county, reminded us that leadership transitions at a variety of

levels can endanger progress. “Until recently, I could have made a call to the then-director of the county human resource agency and discussed anything with him,” said Robina Asghar, the initiative’s executive director. “But he recently retired, and it takes time to build new relationships with new leaders. You can talk about systemizing things, but it’s all people.”

Big funding setbacks also can have negative repercussions. Over the last three years, several collaboratives, including San Joaquin’s, have had to figure out how to keep going with greatly diminished funding. The Community Partnerships for Families of San Joaquin has had to cope with the bankruptcy of its home city of Stockton, which has led to severe cuts in a range of social services on which its multifaceted work depends. “One thing we learned,” said Asghar, “is that resources are not always money. They are champions, volunteers, and committed staff.” Because of financial constraints, the San Joaquin partnership has left some of its positions unfulfilled. “But not positions related to data collection and outcome reporting,” said Asghar. “Because funders are looking at return on investment, you have to be able to demonstrate the outcomes of your work.”

A particularly dramatic example of funding cuts is **Philadelphia’s Project U-Turn**, which is working to end the city’s dropout crisis. Philadelphia has seen a continuing increase in the high school graduation rate, from 55 percent in 2011 to 65 percent today. But those gains are threatened by \$700 million in school budget cuts. There have been cuts to school staff, programs, and services that are critical to U-Turn’s strategy. So the initiative’s backbone organization, Philadelphia Youth Network, has sought alternative funds, including a grant from Aspen’s Opportunity Youth Incentive Fund, to support critical pieces of the work and broaden its collaborative. “We can’t think incrementally,” said Chekemma Fulmore-Townsend, president and CEO of the Philadelphia Youth Network. “We need to think about long-term sustainable funding that can get us through these economic swings,” she said.

Getting community buy-in

Most collaboratives noted that working closely with their communities was important, but it was often unclear how to do this well. Some have pursued specific approaches to involving both community stakeholders and the beneficiaries who stand to gain the most from the collaboratives’ efforts. Indeed, a growing number see community participation as fundamental to their work, key to ensuring that local voices are included in the solution-generation process.

While we have highlighted San Jose and Milwaukee as differing in their approaches to managing political transitions, both have been extremely proactive about addressing the challenge of community engagement. “This is a community issue that takes a community response,” said San Jose’s Maciel. The Mayor’s Gang Prevention Task Force closely coordinates its anti-violence efforts with the work of faith leaders and community volunteers, has a community engagement subcommittee, has brought hundreds of residents together at community forums, and regularly incorporates engagement into how it handles violent incidents. “When there’s a homicide, we have a crisis response meeting,” said Maciel.

From the beginning, Milwaukee’s collaborative has understood that to achieve its goal of cutting teen births by 46 percent, it would need to dramatically change community norms, which would be impossible without engaging teens and other community members in the design and delivery of its pregnancy prevention messages. A hallmark of the Milwaukee effort has been a series of decidedly edgy and sometimes controversial public awareness campaigns designed to show teens how getting pregnant negatively affects both young men and young women. One such campaign included photos of “pregnant” boys with baby bellies. The images challenged shocked viewers to be just as concerned as if they saw a young girl pregnant. The initiative has engaged teens in focus groups to help its ad agency understand what kinds of messages might truly change teenage norms. It also has used teens to help deliver messages through guerilla marketing. For example, the initiative installed imitation diaper vending machines in several schools as a way to drive home the high cost of having a baby. The initiative also involves teens to help deliver workshops to middle school students on building healthy relationships, and involves parents, educators, and other community members in its campaigns.

The challenge for collaboratives when they focus on community engagement is getting the balance right between grassroots involvement and objective measures of results. “There’s a traditional post-1960 definition of community engagement that is all grassroots and about process,” said Ben Hecht, CEO of Living Cities. “But the question is—what are the right types of engagement based on the results you are trying to get? How do we make sure that this work is informed by people, including the user, *and* that it results in the actual changes we want to see for people and places?”

Using data effectively to improve and communicate results

“Data! Data! Data!” cried Sherlock Holmes, in *The Adventure of the Copper Beeches*. “I can’t make bricks without clay.” Like the fictional detective’s crime-solving methods, the collective impact model depends greatly on data—in this case, to measure and communicate results, and as an input to continuous improvement efforts. A number of the collaboratives we studied have struggled with, and worked hard to improve, how they used data to measure and communicate results, and to spur progress and improvements over time.

The **StrivePartnership in Cincinnati and Northern Kentucky** continues to be a leader in collecting, sharing, and using data across the various components of its cradle-to-career partnership. The data help foundations, nonprofits, government agencies, and businesses that make up StrivePartnership’s stakeholders understand what’s working to improve educational outcomes. The Cincinnati Public Schools joined with StrivePartnership to build the Learning Partner Dashboard (LPD), partnering with a volunteer from Microsoft to organize a virtual “Give Camp” where over 20 software developers from across the country contributed to the dashboard. The LPD is designed to enable student-level academic and non-academic data to be shared appropriately across partners in a timely manner. The system supports education and youth service leaders and practitioners, providing them with data

to make informed decisions and take action that impacts student performance and achievement. The StrivePartnership has also taken advantage of expertise from Cincinnati Children’s Hospital Medical Center, an international leader in improvement science, to advance the collaborative’s ability to learn and improve.

Herkimer County in upstate New York is also using data to inform decision making. As a rural county, Herkimer experiences deeper challenges around truly understanding community needs and gaps because of the far-flung and diverse nature of its constituents. So they use a detailed Risk Assessment Profile conducted every three years to assess community needs and establish priorities. This Risk Assessment Profile provides an opportunity for agencies across the county to communicate their greatest challenges and needs. The data is analyzed by the county’s backbone organization, the Integrated County Planning Department.

For the past three years, the leadership in Herkimer County has also employed a web-based management tool called Results Based Accountability to evaluate program quality and outcomes. This system makes use of output and outcome data provided by agencies and service providers to highlight opportunities and gaps, and to hold various stakeholders accountable for specific outcomes. The county now manages a dashboard across all its agencies, and it engages committees and agency leaders to look at the data and ask: “How much did we do? How well did we do it? Is anyone better off?” Answers are meant to form the basis for better-crafted solutions. These tools and the process of using them have become the focal point of the collaborative effort. Rather than organizing around a preselected issue or set of issues, the county uses this data-driven process to identify and start to address the most pressing community needs.

Some of the other needle movers still struggle with reporting and using data in a way that spurs positive action. For example, the San Joaquin collaborative collects, analyzes, and reports a great deal of data across a large number of health, education, and other indicators. But when we asked then-San Joaquin County Supervisor Larry Ruhstaller about the initiative’s results over the last several years, he replied, “I’m not sure how to measure this. We need better data that can be compared to other communities that are doing like-minded things. They’ve been around forever—but the metrics are not clear.”

Despite the focus on data for many of these collaboratives, we found it surprisingly challenging to get data on performance. It suggests there is still much to do in connecting data capture and analysis to meaningful insight.

Investing for the Long Haul

The people involved in these collaboratives have chosen to invest their time, talent, and resources for the long haul—12 years on average. While only one of the 11, Milwaukee, had achieved its goal, many of the collaboratives are making steady progress. “The field has evolved from a broad fascination with the term collective impact to wrestling with the challenges of implementation,” observed

Jeff Edmondson, managing director of StriveTogether, a national network of cradle-to-career partnerships that uses a common approach to collective impact. “There is a healthy dose of skepticism as to whether collective impact can be effective at creating change, but we are seeing real results from communities that use data to drive decision making and pay rigorous attention to quality every step of the way.”

Supporting the creation and ongoing management of new civic infrastructures like community collaboratives is a huge challenge. Yet, citizen persistence in uniting to better society goes a long way toward explaining the progress and the promise of these 11 community collaboratives profiled here. Said Tynesia Boyea-Robinson of Living Cities: “You have civic leaders, philanthropic leaders, and nonprofits that find a common priority and then ask, what do we have to do, and how do we have to change to achieve it?” That’s the kind of determination that will propel these and other collaboratives as they work to tackle some of the toughest challenges across the nation.

Questions in Search of Answers

While we’ve learned a lot through our exploration of community collaboratives, there is still much to discover. We’ve outlined below a set of research questions that we encourage funders and community leaders to consider over the coming years.

1. To what extent does the narrowness or breadth of an initiative’s goal affect a collaborative’s ability to be successful? For example, is a collaborative that focuses on a single, narrower goal (e.g., teen pregnancy in Milwaukee) more likely to succeed than one focused on a broad range of issues (e.g., cradle-to-career education or poverty)?
2. How can collaboratives collect, share, and interpret data more effectively, confronting issues around data security and privacy, in order to best arm themselves with the information they need to measure and improve results? How can we accelerate the alignment of resources based on what works?
3. What does effective stakeholder involvement really look like, and what does it take to do it well? A related question is around how these initiatives can engage a truly representative cross section of constituents that might help to address issues of inequity, based on race, class, or other factors.
4. What is the end game for collaboratives? Do they or should they ever “sunset,” and if so, under what circumstances? If there have been positive results, how can communities maintain and build on them without the infrastructure of the collaborative?

Willa Seldon is a Bridgespan partner in San Francisco, where Meera Chary is a Bridgespan manager. Michael Ciccarone is a Bridgespan consultant in New York. And Bradley Seeman is a Bridgespan editor in Boston.

Appendix

Community, backbone, and collaborative founding date	Focus	Results at time of 2012 study	Results today
East Lake neighborhood in Atlanta East Lake Foundation, 1995	Violent crime rates	95% reduction in neighborhood violent crime rates from 1995 to 2011	No change in violent crime rates since 2011 <i>(95% reduction from 1995 to 2014)ⁱ</i>
	Education: Percentage of 5th graders that meet or exceed standards	2011: Reading 100%, Language Arts 98%, Mathematics 95%, Science 93%, Social Studies 96%	2013: 2% decrease in Reading, 1% increase in Language Arts, 4% increase in Mathematics, 4% increase in Science, 2% increase in Social Studies ⁱⁱ
Chicago Chicago Public Schools, 2008	Freshman On-Track rate	22% increase in freshman on-track to graduate from 2008 to 2011, rising from 59.5% to 72.6%	15.7% increase in freshman on-track to graduate, rising from 72.6% in 2011 to 84% in 2014 ⁱⁱⁱ
	High school graduation (4-year cohort rate)	10% increase in high school graduation 2008 to 2011, rising from 50.4% to 55.6%	11% increase in high school graduation from 2011 to 2013 (latest data available), rising from 55.6% in 2011 to 61.7% in 2013 ^{iv}
Cincinnati and Northern Kentucky Strive-Partnership, 2006	High school graduation rates	10% increase in high school graduation rate in Cincinnati Public Schools from 2003 to 2011	23% increase in high school graduation rate in Cincinnati Public Schools from 2011 to 2014 (rising from 60% in 2011 to 74% in 2014) ^v
	Post-secondary enrollment	16% increase in post-secondary enrollment in Covington, KY, from 2004 to 2011	23% decrease in post-secondary enrollment from 2011 to 2012 (declining from 65% to 50%) <i>(1% overall increase from 2004 to 2012)^{vi}</i>

Community, backbone, and collaborative founding date	Focus	Results at time of 2012 study	Results today
Herkimer County, New York Integrated County Planning Team, 1998	Children in foster care placements at year end	54% reduction in children in foster care placements from 2003 to 2011	16% increase in foster care placements from 2011 to 2014 <i>(43% overall reduction from 2002 to 2014)^{vii}</i>
	Persons in need of supervision (PINS)	61% reduction in persons in need of supervision from 2002 to 2011 ^{viii}	24% increase in persons in need of supervision from 2011 to 2014 <i>(51% overall reduction from 2002 to 2014)^{ix}</i>
	Total number of residential care or detention days	50% reduction in total number of residential care or detention days from 2002 to 2011 ^x	9% increase in total number of residential care or detention days from 2011 to 2014 <i>(46% overall reduction from 2002 to 2014)^{xi}</i>
Memphis Operation Safe Community, 2005	Violent crime rates	27% decrease in violent crime rates from 2006 to 2011	8% increase in violent crime rates from 2011 to 2014 <i>(18% decrease from 2006 to 2014)^{xii}</i>
Milwaukee Teen Pregnancy Prevention Initiative, 2006	Teen birth rate	31% decrease in teen birth rate from 2006 to 2011	56% decrease in teen birth rate from 2006 to 2013 ^{xiii}
Nashville Alignment Nashville, 2002	High school graduation rates	20% increase in high school graduation rates from 2002 to 2011	2% increase in high school graduation rates from 2011 to 2013 (rising from 76.2% in 2011 to 78.7% in 2014) ^{xiv}

Community, backbone, and collaborative founding date	Focus	Results at time of 2012 study	Results today
Orlando-Parramore Kidz Zone, 2006	Percentage of students performing at grade level	21% increase in percentage of students performing at grade level from 2006 to 2010	Results trending in positive direction; change in state test scoring makes comparisons difficult ^{xv}
	Kindergarten readiness	15% increase in kindergarten readiness from 2008-09 to 2010-11	10% increase in kindergarten readiness from 2010-11 to 2011-12 ^{xvi}
	Juvenile crime	81% reduction in juvenile crime from 2006 to 2010	24% decrease in juvenile arrest rate from 2011 to 2014 ^{xvii}
Philadelphia Project U-Turn, 2006	High school graduation (4-year cohort rate)	6% increase in high school graduation from 2006 to 2011	18% increase in high school graduation from 2011 to 2013 (rising from 55% in 2011 to 65% in 2013) ^{xviii}
Stockton Community Partnership for Families San Joaquin, 1998	Crime rate in neighborhood of centers	65% reduction in crime rate from 2004 to 2011	2013-14 comparison data for the same geography not available ^{xix}
San Jose Mayor's Gang Prevention Task Force, 1991	Violent crime	48% reduction in violent crime from 1991 to 2010	3% decrease in violent crime from 2011 to 2013 ^{xx}

Endnotes

- I. East Lake Foundation data.
- II. GreatSchools.net, "Charles R. Drew Charter School: Test Scores," 2014, <http://www.greatschools.org/georgia/atlanta/2465-Charles-R.-Drew-Charter-School/quality/#Test>.
- III. Mellssa Roderick, Thomas Kelley-Kemple, David W. Johnson, and Nicole O. Beechum, *Preventable Failure: Improvements in Long-Term Outcomes when High Schools Focused on the Ninth Grade Year: Research Summary*, (University of Chicago Consortium on Chicago School Research, 2014).
- IV. Ibid.
- V. Strive Partnership 2014-15 Annual Report, 2015. Note that method of calculating graduation rates changed in 2011 so difficult to compare rates before and after this period.
- VI. Strive Partnership 2014-15 Annual Report, 2015. In Covington, the population size of high school graduates is small (~150). As a result small changes in numbers of students can lead to volatility in percentage terms. Thus, the decrease from 2011 to 2012 should be taken in this context, and in fact, the enrollment rate in 2012 of 50% is a slight increase (1%) from the baseline rate Strive first measured in 2004.
- VII. "2014 Updated HCDSS Placement Statistics." Herkimer County Department of Social Services. Mar. 2015.
- VIII. Ibid. Note: This data differs from data included in 2012 *Needle-Moving Community Collaboratives* report as we received more updated information from Herkimer County.
- IX. Ibid.
- X. Ibid. Note: This data differs from data included in 2012 *Needle-Moving Community Collaboratives* report as we received more updated information from Herkimer County.
- XI. Ibid.
- XII. "Operation Safe Community Scorecard," www.memphisfastforward.com, March 30, 2015.
- XIII. Jesse Garza, "Teen birthrate in Milwaukee drops for 7th consecutive year," *Milwaukee Wisconsin Journal Sentinel*, October 29, 2014.
- XIV. "Metro Schools graduation rates rises 20 points in 10 years," Metro Nashville Public Schools website, www.mnps.org, October 30, 2014 and March 30, 2015.
- XV. The state of Florida changed the annual state standardized test, the FCAT, in the 2010-11 school year, making comparisons difficult between the period before 2010 when our initial report was published and present day.
- XVI. Karen Van Caulil and Ashley Tait-Dinger, "An Updated Approach to Evaluating The Impact of PKZ—Parramore Kidz Zone," Orlando: Florida Health Care Coalition, 2013.
- XVII. Ibid.
- XVIII. Jura Chung, "Re: Graduation data request from an external partner," email to Michael Ciccarone from deputy in the Office of Strategy Analytics, School District of Philadelphia, March 18, 2015. The School District of Philadelphia reports slightly different graduation rates than the state of Pennsylvania; figures cited in this report are from SDP, not the state.
- XIX. Community Partnership for Families, San Joaquin.
- XX. *Uniform Crime Reporting Statistics*, Federal Bureau of Investigation, US Department of Justice, March 2010, and January 30, 2015.

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