



Social Impact Consultants

Discovering better ways  
to solve social problems

# Collective Impact for Opportunity Youth

A conversation with:

- **Fay Hanleybrown**, Managing Director, *FSG*
- **Stacy Holland**, Co-Founder and CEO, *Philadelphia Youth Network*
- **Steve Patrick**, Executive Director, *The Aspen Forum for Community Solutions*
- **Adria Steinberg**, Vice President, *Jobs for the Future*

**February 12, 2013, 9am – 10am PT / 12pm – 1pm ET**

# Agenda for Today's Webinar



## **Opening Remarks and Overview of Key Findings from FSG's Report, *Collective Impact for Opportunity Youth***

Steve Patrick, The Aspen Forum for Community Solutions  
Fay Hanleybrown, FSG

## **Panel Discussion**

Stacy Holland, Philadelphia Youth Network  
Adria Steinberg, Jobs for the Future  
*Moderated by Fay Hanleybrown, FSG*

## **Audience Q&A**

## **Closing Comments**

Fay Hanleybrown, FSG

## Overview of FSG and The Aspen Forum for Community Solutions

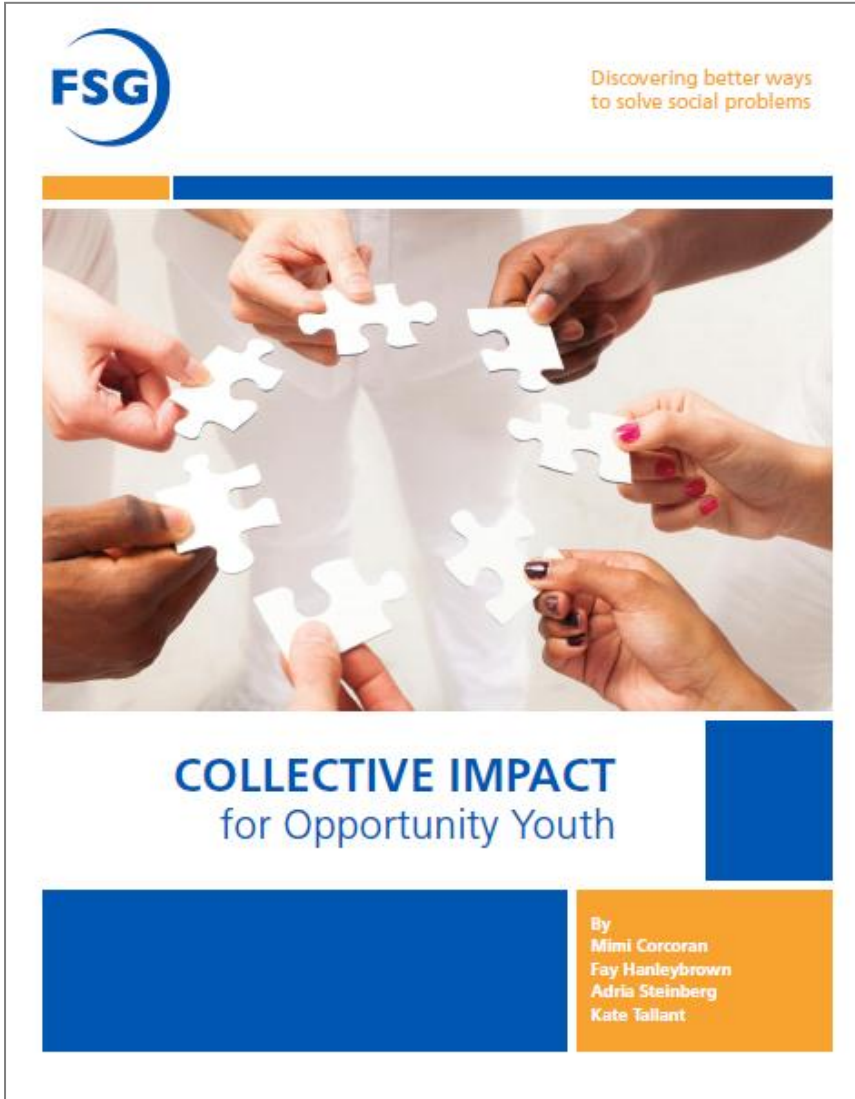


- **Nonprofit consulting and research firm** founded in 2000
- Offices in Boston, San Francisco, Seattle, Washington DC, Geneva, and a presence in Mumbai
- Success in **strategic planning and evaluation** with over **200 foundations, corporations, and nonprofits**
- **Thought leader**, with articles published in *Harvard Business Review*, *Stanford Social Innovation Review*, and *American Journal of Evaluation*, including: “Collective Impact,” “Channeling Change: Making Collective Impact Work,” and “Embracing Emergence: How Collective Impact Addresses Complexity”



- **The Aspen Forum for Community Solutions was launched in July 2012** at The Aspen Institute
- Mission to **support community collaboration**, including collective impact, that enables communities to effectively address their most pressing challenges
- Spearheading its first funding collaborative entitled **The Opportunity Youth Incentive Fund** which aims to build evidence, share success, and promote the increased adoption of strategies that dramatically improve outcomes for Opportunity Youth

# About This Research



**FSG**

Discovering better ways  
to solve social problems

**COLLECTIVE IMPACT**  
for Opportunity Youth

By  
Mimi Corcoran  
Fay Hanleybrown  
Adria Steinberg  
Kate Tallant

## Purpose of this research

- Intended to inform serve as a **call-to action for communities** to bring together systems and stakeholders to improve outcomes for Opportunity Youth and to provide a high-level framework for a collective impact approach that will enable them to do so.

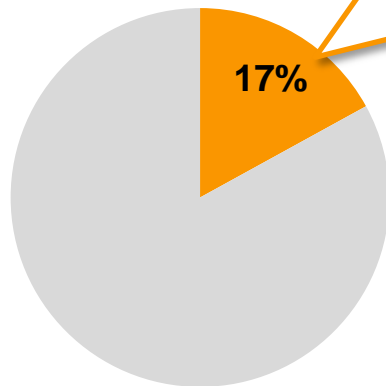
## Approach

- **Interviews with experts** that work with Opportunity Youth at the local, state, and national levels; **secondary research** to leverage the sizeable literature existing in the field; and **focus groups with former Opportunity Youth.**

# In the U.S., There Are 6.7 Million Opportunity Youth Who Are Neither Enrolled in School Nor Working

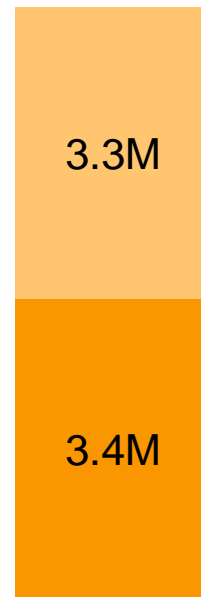
Opportunity Youth  
Represent 17% of the  
Total Youth Population,  
Age 16-24

Total = 39.8M



**Definition of Opportunity Youth:** youth between the ages of 16 and 24 who are neither enrolled in school nor participating in the labor market

6.7M



## Under-Attached Opportunity Youth:

despite some schooling and some work experience beyond 16, these youth have not progressed through college or secured a stable attachment to the labor market

## Chronic Opportunity Youth:

these youth have never been in school or work after the age of 16

# The Backgrounds of Opportunity Youth and the Challenges Facing them Vary Widely

**32%**

are single mothers

**75%**

grew up in households without a parent who graduated from college

**55%**

live apart from their parents

**21%**

lack health insurance

**71%**

of those not living with their parents are considered poor

Though motivated to work, these youth continue to face barriers, including the **high cost of education**, the **need to take care of their families**, lack of transportation, **difficulties balancing school and work priorities**, and **not knowing how to apply to college or obtain financial aid**.

# The Economic Burden from Failing to Invest in Opportunity Youth Is Substantial

The average Opportunity Youth costs taxpayers  
**\$13,900** per year between the ages of 16 and 24,

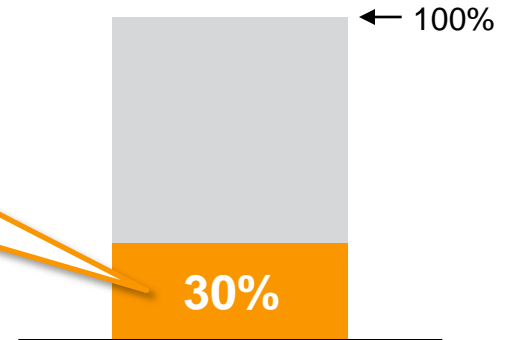
and a total of **\$148,790** over the rest of their lifetime.

This translates to **\$4.75 trillion** for the aggregate lifetime costs to society for the population as a whole when factoring in lost earnings, costs to victims of criminal activity, private health expenditures, and lost economic gains from a less educated workforce.

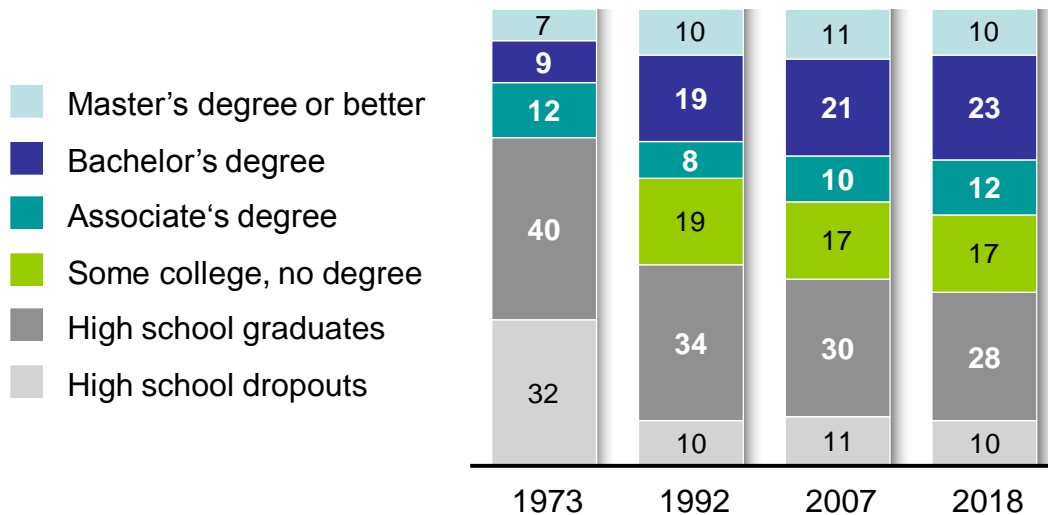
# Businesses Stand to Benefit Significantly If These Youth Are Connected to School and Work

Despite high unemployment, 30 percent of US companies have difficulty finding appropriately skilled workers to fill job vacancies...

US Companies with Positions Open for >6 Months That They Could Not Fill



Percentage of workforce, by education level

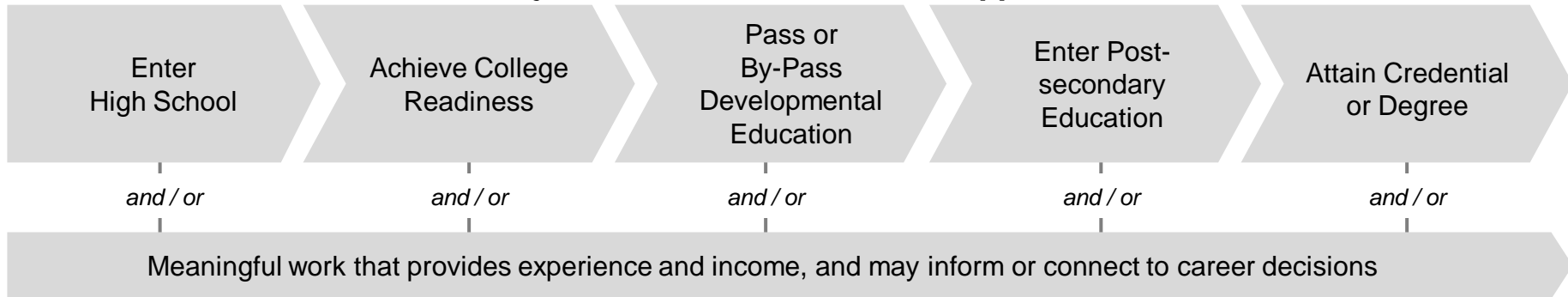


... and by 2018, 63 percent of job openings will require some post-secondary education, suggesting that educating youth is as critical as ever



# There Are Many “Loss Points” Where Opportunity Youth Can Become Disengaged from School and Work

## *Pathways to Education and Career Opportunities*



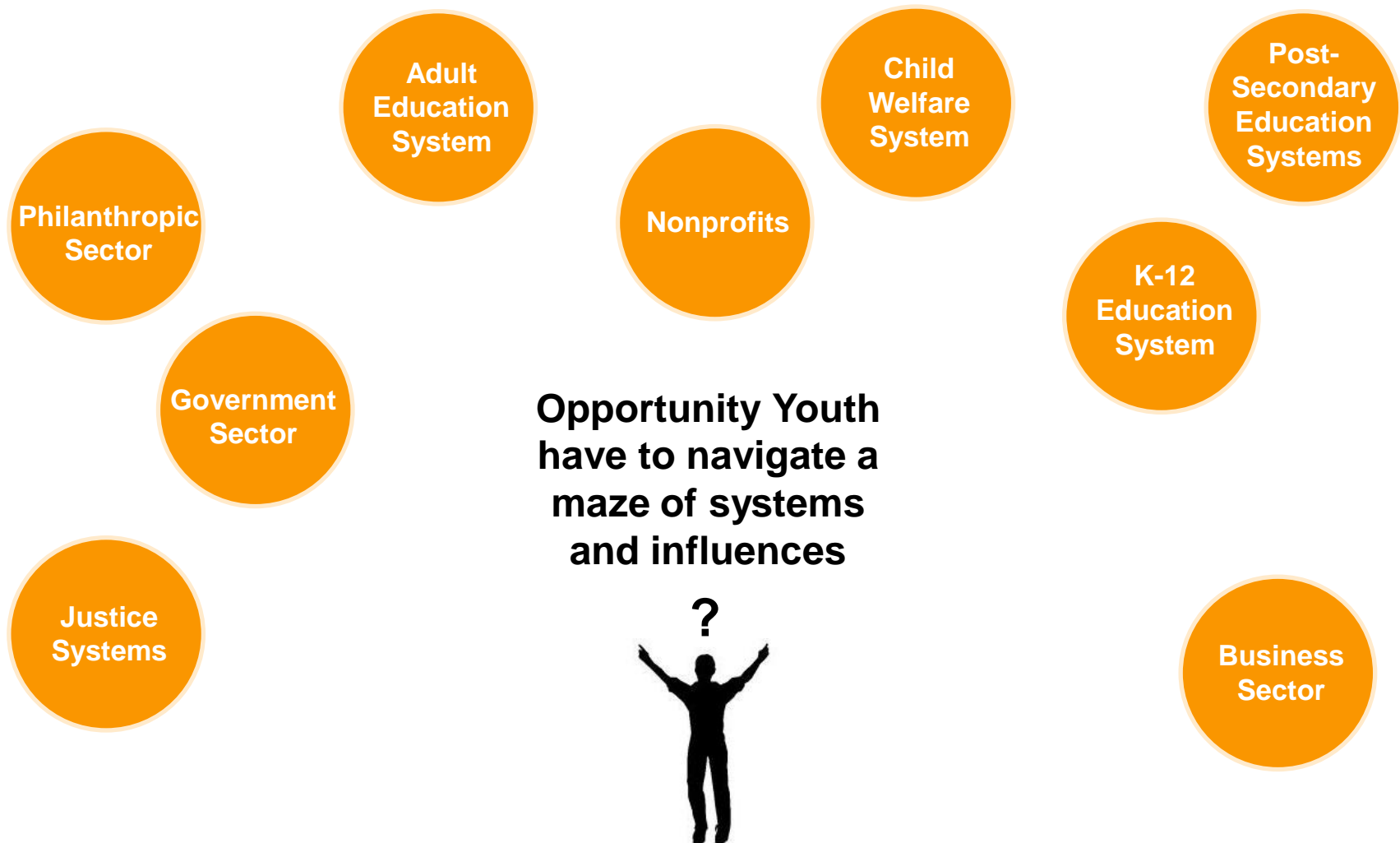
## *Potential Loss Points*



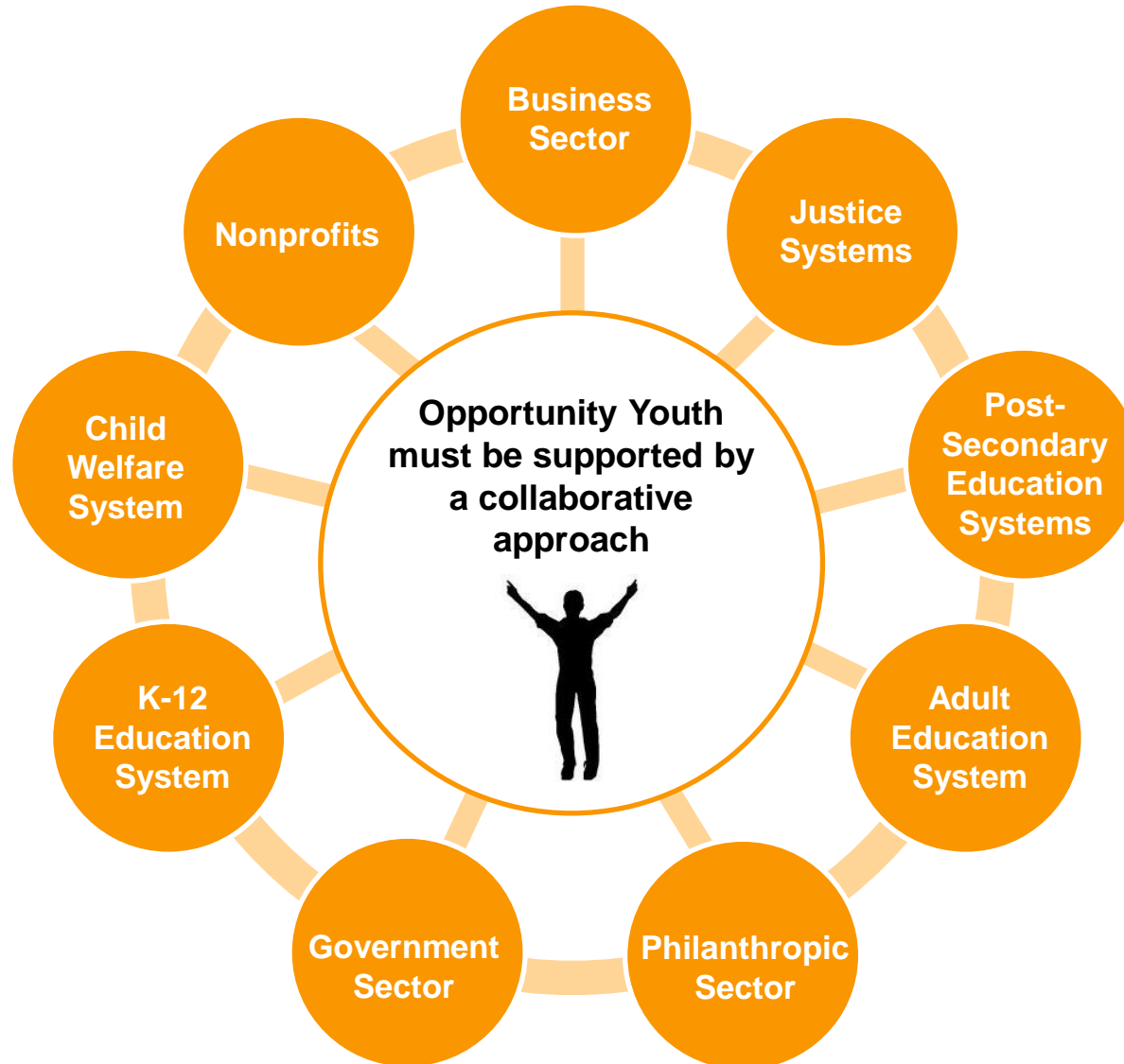
## *Challenges Facing Youth*

- School-based factors (e.g., lack of quality education and other services, rigid or unsupportive policies)
- Involvement with systems (e.g., foster care, juvenile/criminal justice)
- Lack of academic or career-ready skills
- Lack of social capital or relationships that encourage involvement (in or out of school)
- Lack of work experience, clear career pathways or connections to internships and workforce opportunities
- Other life circumstances (e.g., early parenthood, financial responsibilities, mental health)

# There Is Significant Fragmentation and Lack of Alignment Between Systems With Potential to Support Opportunity Youth Today



# A Collaborative Approach Is Needed to Achieve Better Outcomes for Opportunity Youth



# Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

## Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

## Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

## Mutually Reinforcing Activities

- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

## Continuous Communication

- **Consistent** and **open communication**
- Focus on **building trust**

## Backbone Support

- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

## Panel Discussion



**Fay  
Hanleybrown,  
FSG**



**Stacy Holland,  
Philadelphia Youth  
Network**



**Adria Steinberg,  
Jobs for the  
Future**

## Opportunity Youth Are Invisible...and Seeking Reconnection

- Not a designated subpopulation in any system
- No one system holds responsibility for how they are doing
- Data on progress and outcomes not routinely tracked
- Significant evidence young people seeking reconnection

## Collective Impact Can Drive Development of Partnerships and Pathways that Put Young People Back on Track

- Collective voice to heighten visibility and urgency
- Collective investments in opportunities and pathways that advance Opportunity Youth
- Shared agenda and accountability to support scale and sustainability



## Project U-Turn Offers a Powerful Example of a Collective Impact Approach for Opportunity Youth

- **8,200 young Philadelphians drop out** of school annually, increasing federal spending and crime
- Project U-Turn is a **city-wide, cross-sector player involved campaign**—including representatives from the school district, public agencies, philanthropy, nonprofits, parents and youth—to reduce Philadelphia’s drop out rate
- The Philadelphia Youth Network (PYN), a youth nonprofit workforce intermediary, serves as the **backbone organization** for the campaign
- The campaign has leveraged more than **\$175 million** in public and private resources, created **13 new schools for Opportunity Youth** across the city, and led to a **12 percent growth in Philadelphia’s high school graduation rate** since its launch in 2004

## Two Ways to Measure Success and Tracking Outcomes

- Ultimate goal → **Family sustaining careers**
- Progress of collaborative in providing **new opportunities and pathways**
  - Changes in institutional policy
  - Resource allocations/reallocations
  - Effective on-ramps from public care systems
- Progress of young people in **gaining credentials and good jobs**
  - Increase in numbers reconnected through on ramps and pathways
  - Completion of high school and postsecondary credentials
  - Completion rates of internships/work-based learning



## Audience Q&A with Our Panelists



**Fay  
Hanleybrown,  
FSG**

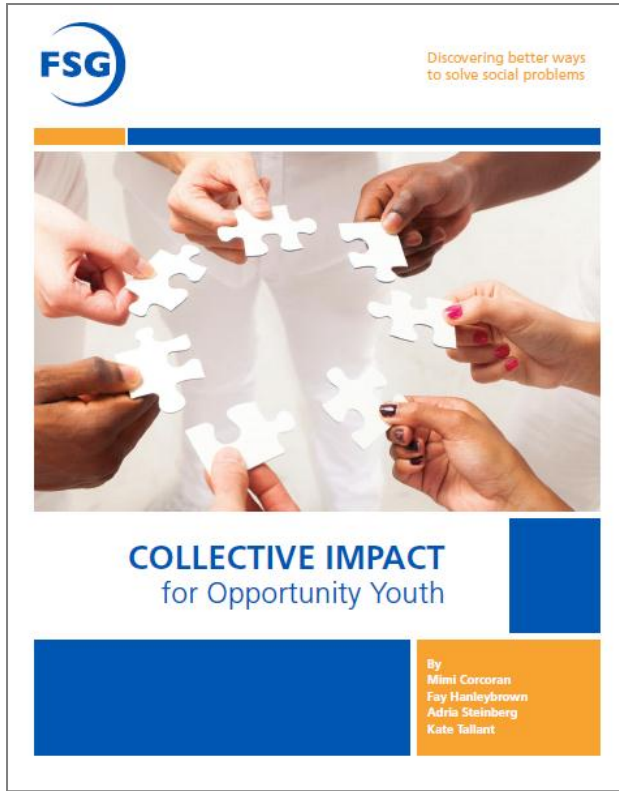


**Stacy Holland,  
Philadelphia Youth  
Network**



**Adria Steinberg,  
Jobs for the  
Future**

# Thank You for Joining in Today's Conversation!



**Sample Datasets**  
**Sample Strategies**  
**Sample Indicators**



Please fill in the brief electronic survey that you'll receive after today's event to share your feedback with us.

For more information on **Collective Impact** visit:

<http://www.fsg.org/OurApproach/CollectiveImpact.aspx>

To access the **recording** and to **download the slides** from today's webinar, and the ***Collective Impact for Opportunity Youth*** article, visit [www.fsg.org/CollectiveImpactforOpportunityYouth](http://www.fsg.org/CollectiveImpactforOpportunityYouth)