

SYSTEMS CHANGE PARTNERS PROTOTYPE LEADS MEETING: DEFINING NEXT STEPS

APRIL 17, 2023



SYSTEMS
CHANGE
PARTNERS
2022-2024

United Way
of Greater Cincinnati



Agenda

- **Welcome**
 - **Today's objectives:**
 - Reshare next steps for each prototype to build shared understanding across the projects
 - Identify collaboration points to best leverage the prototypes
 - Share information about resources and common threads to help move the work forward
- **Examining Hypotheses and next steps for each prototype**
- **Connection Points**
 - Discussion on connection points or collaboration
- **Common threads and resources**

Equitable Economic Mobility

Breaking down barriers to employment & equitable asset building

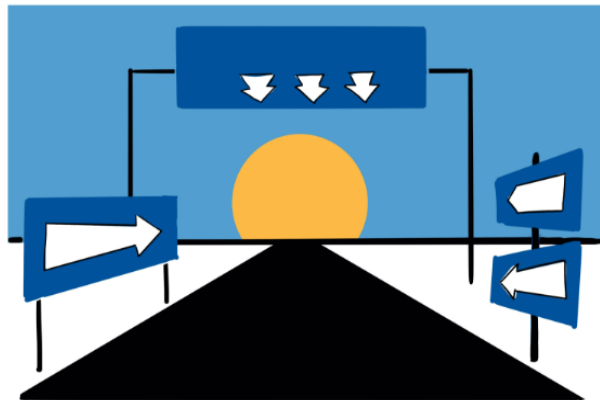
Elevating Voices of Change

Design a survey to send to agencies to identify individuals to share stories, continue meetings, and explore intersection/ collabs with other prototypes.



Employer/ Employee Hub

Prototype what the space would look like, tools that would be used, and landscape employer needs. Identify employer partners.



Stable and Able Accounts

Explore how any organizations are aware of the accounts to inform efforts to increase awareness and use. Identify individuals who have transitioned off benefits and capture their story.



Equitable Economic Mobility

Breaking down barriers to employment & equitable asset building

Employer/Employee Hub: *creating a space for employees and employers to connect on job opportunities and stay up to date on current best practices.*

What questions do we want to answer in the testing phase?

- Hypothesis: If we incorporate tools that are exciting for both sides and easy to access, we can create a well utilized platform for employers and employees.
- What would make this exciting for employees AND employers?
- What aspects need to be included to make this a well utilized tool?
- How can we centralize information collection and communication?

Next Steps:

- Investigate possible employer partners and start identifying what would attract them to a shared hub. Map out what would be attractive to stakeholders.
- Research what already exists in this space to determine how this hub would be different from existing workforce development platforms. What resources do we already have that can be utilized and shared?
- Pilot around small businesses with the hope that they would be easier to get buy in.

Equitable Economic Mobility

Breaking down barriers to employment & equitable asset building

Elevating Voice of Change: *using grassroots storytelling to advance policy change.*

What questions do we want to answer in the testing phase?

- Hypothesis: Grassroots stories will arise out of agency partnerships and other prototype groups.
- How do we connect to people with stories to tell?
- How will stories elevate out of the other prototypes?
- How do we create a new lens of what “poverty” means (more diverse, it’s a spectrum, it’s working families, etc.) as contrasted with how it is traditionally displayed through media

Next Steps:

- Design a survey to share with agencies that will help them identify individuals to share their stories.
- Set collaboration time with other prototype leads to make sure they have the tools to capture stories that are coming out of their testing period.
- Collaborate with other prototypes – this could inform other efforts as well
- As policy goals are defined; make sure they are shared back with this group.

Equitable Economic Mobility

Breaking down barriers to employment & equitable asset building

Stable and Able Accounts: *creating accounts where people could save any money obtained through a raise at work so that new income would not negatively impact their benefits.*

What questions do we want to answer in the testing phase?

- Hypothesis: creating an account where people can save raise income without impacting their benefits will help mitigate some of the impact of the benefits cliff.
- Do other agencies know how current similar accounts are utilized by other populations?
- How can we gather stories about what it means to transition off benefits and the impact of the “benefits cliff”?
- What are the initial policy recommendations made and how can we share this with Ohio policy makers?

Next Steps:

- Identify people who benefitted from other forms of stable accounts and people negatively impacted by the “benefits cliff”.
- Gather information on what agencies know about existing account programming.
- Build messaging that can help explain to partners how these accounts work and why they’re beneficial.

Housing First

Building strong financial foundations through stable housing

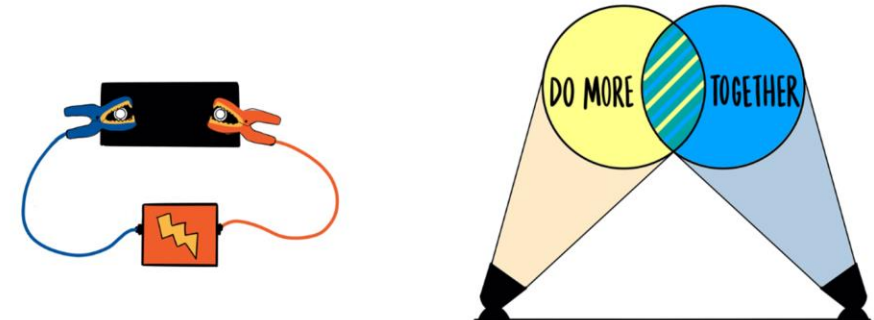
Tenant Club

Create a plan to understand the feasibility of implementing region-wide tenant clubs as a tool to increase tenant led advocacy efforts.



Housing Promise Playbook (consolidation of Aligning Existing Efforts + Affordable Housing Trust Fund)

Using lessons learned from Cincinnati Promise, build a powerful coalition to guide the affordable housing work. Start with creating a shared vision and messaging framework to build alignment across the region.



Housing First

Building strong financial foundations through stable housing

Tenant Club: *using examples from current models, create a regional group that would allow tenants to organize and act collectively.*

What questions do we want to answer in the testing phase?

- Hypothesis: Models exist that can inform how to create an effective tenant club and creating this group will empower tenants and incentivize good landlords.
- Could we successfully organize tenants with our current organizational capacity?
- Will this incentivize landlords successfully?
- Can we create something that others can replicate?
- How can we advocate for tenants' rights and improve their rates.
- Benefit to tenants – could tenant clubs support civic engagement and housing affordability (tenant rights, advocacy, etc.)

Next Steps:

- Identify what the existing models are and create lessons from them.
- Meet with tenants to find what would incentivize them to join the club.

Housing First

Building strong financial foundations through stable housing

Housing Promise Playbook: *building a powerful coalition to build messaging and vision around affordable housing work with clearly defined policy change goals.*

What questions do we want to answer in the testing phase?

- Hypothesis: there are lessons from Cincinnati Preschool Promise that we can apply to the affordable housing movement to build momentum to change the system.
- What access/connections can we leverage to connect with money and influence?
- What advocacy needs are we going to center?
- How can we replicate the CPP model? Can we utilize the housing data from NKY?

Next Steps:

- Identify representatives from our Tristate region to make sure everyone is part of the conversation.
- Identify aspects of the CPP model that are transferable to affordable housing advocacy.
- Define our advocacy priorities.
- Build a shared housing narrative
- Define gaps to get more people on board to inform systemic change.
- Create a physical resource guide/ tool book that is replicable

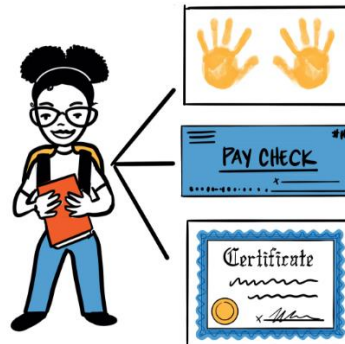
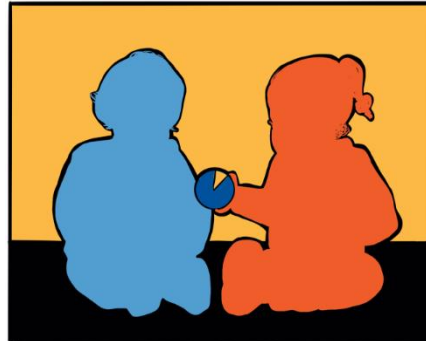
Ready Kids, Resilient Families

Transforming the early education system of care to support the resiliency of kids and their families

Transitional Childcare + Teen Apprenticeship

Create a framework for what transitional childcare would need to look like and what would be necessary (ex. including identifying where families have most need for the childcare, site locations, staffing needs, and transportation considerations).

Integrate elements of the teen apprenticeship to build a potential pipeline for CDA and college degreed staff.



Employer Paid Scholarships

Build employer involvement in addressing early education and childcare needs. Begin with building shared messaging/ narrative that childcare is a basic need.

Research current approaches that allow/ help employers pay into childcare benefits to bridge the gap.



Ready Kids, Resilient Families

Transforming the early education system of care to support the resiliency of kids and their families

Transitional Childcare and Teen Apprenticeship: creating a framework for what transitional childcare would need to look like and what would be necessary which integrates an apprenticeship program that could build a pipeline for staffing.

What questions do we want to answer in the testing phase?

- Hypothesis: creating a framework will help us inform policy makers and stakeholders on what it would take to address the crisis in transitional childcare. Integrating an apprenticeship program will help address staffing issues and build a pipeline to bring degreed staff into childcare centers.
- How do we incorporate the biggest challenges into this framework: identifying regional challenges, reinforcing stability by minimizing number of transitions, incorporating transportation challenges, and ensuring high quality staff?
- How can we integrate teen apprenticeship into this without lowering the quality of care?

Next Steps:

- Identify what the elements of the framework will be and the challenges it will address.
- Determine the purpose of this framework.
- Research other teen apprenticeship models to look for learning lessons around quality of care and teacher to child ratios.

Ready Kids, Resilient Families

Transforming the early education system of care to support the resiliency of kids and their families

Employer Paid Scholarship Fund: *creating a childcare assistance fund, using philanthropic/private funds, in partnership with employer partners. Employees of the employer partners could apply funding to address childcare costs and could be reimbursed after a year of employment. This tool could be used to retain staff and help defray the cost of childcare.*

What questions do we want to answer in the testing phase?

- Hypothesis: employer involvement in childcare costs will help families better afford the childcare they need to work and help employers retain their employees longer. This requires employers to understand that childcare is a basic need.
- Who is already doing this and what can we learn?
- How can we build buy-in with employers?

Next Steps:

- Build talking points that can become shared messaging/narrative that childcare is a basic need. (**Possible collaboration with state & local advocacy efforts for ECE – Groundwork, KY employer incentive pilot, NKY Grow Pillar 1 – Toyota presentation*)
- Research the current approaches that employers take to pay into childcare benefits to help working parents bridge the gap and existing employer toolkits
- Test hosting an event for employers with clear “call to action”

Improved Prevention, Stronger Communities

Scaling trauma-informed approaches to strengthen community well-being

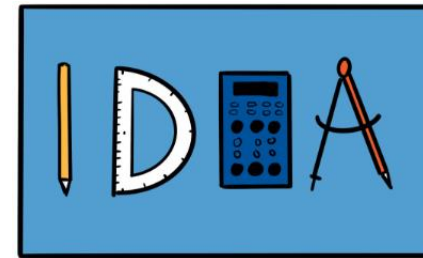
Tri-State Collaborative

(Prevention Framework + Data into Action)

The three ideas were merged into one and the collaborative was prioritized to help carry out the other projects.

Define the coalition, its purpose and goals. Identify other partners that would be invited. Gain insights into if the collaborative is compelling enough to join and if partners are willing to work on the projects.

If so, then begin to gather data on impact of nonprofits on the wellbeing of our community (data into action) and identify opportunities to increase reciprocity to ease access and decrease stigma (prevention framework).



Improved Prevention, Stronger Communities

Scaling trauma-informed approaches to strengthen community well-being

Combining all three: *creating a Tristate collaborative to identify data points that would inform a case for preventative interventions framework.*

What questions do we want to answer in the testing phase?

- Hypothesis: we can gather regional partners together and design a data informed framework that will help us all make the case for preventative interventions and services.
- What already exists in terms of collaborations in this space? Are we creating something truly unique?
- How can we identify data points that make this valuable for the whole community?
- How do we create a framework that is easy for people to access, decreases stigma, and increases access to services?
- What are the components of an effective collaborative? Are we designing the collaborative to be successful? More than a think tank – a “do tank”

Next Steps:

- Define what wellbeing and prevention mean and make sure that group members are operating from shared understanding. Change the name "collaborative" to something else.
- Survey possible contributors to this collaborative to determine: Is this different enough? Is it compelling? Is this important?
- Identify what common threads united the collaborative and what data points are important to include in the framework. What already exists?
- Host the first meeting.

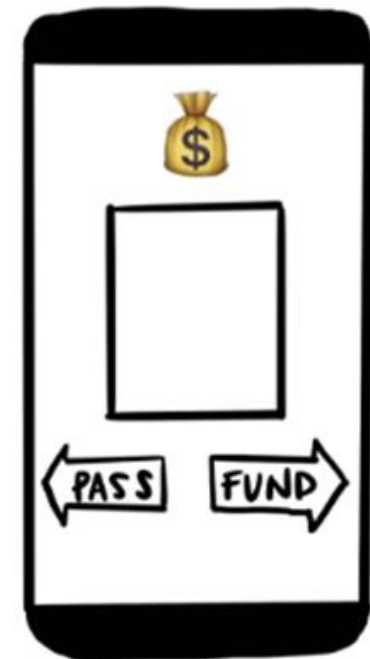
NextGen Success

Financial empowerment for young people through coordinated educational and workforce pathways

Youth Voice United

Modified the prototype to pull together youth from existing youth councils in the region. Create a model for youth to work with funders to improve youth voice in services and funding.

Define the Youth Voice United group and explore if youth would be interested in joining. Begin with reaching out to youth currently involved in youth councils among partner organizations.



NextGen Success

Financial empowerment for young people through coordinated educational and workforce pathways

Youth Voice United: *creating a youth council representative of the UWGC region to help inform agencies and policy makers on what matters to youth and what they see as success.*

What questions do we want to answer in the testing phase?

- Hypothesis: giving youth a platform to share their voice will help better inform policy makers and funders and advance causes that matter to them.
- What do youth see as success?
- How would funders respond to the perspective of youth?
- What would entice youth to participate in this kind of council?
- How is this different from existing youth councils?

Next Steps:

- Identify the existing youth councils in the region.
- Survey youth to find out what would incentivize participation in a youth council, starting with the youth who are already active in partner agencies.

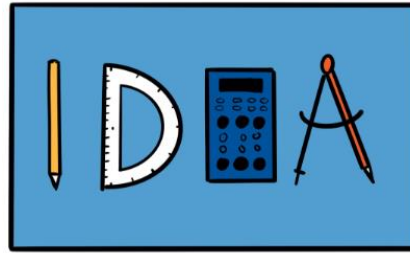
*(*Potential collaboration point with Interact for Health's work to create a regional framework to improve youth mental health).*

Responding to Community Need

Improving the effectiveness of the nonprofit system of care to respond to community needs

Voice Up Speak Out

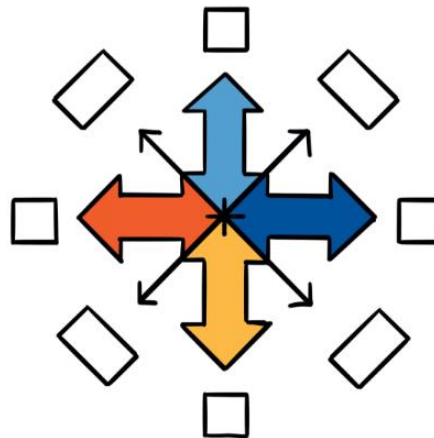
This prototype was integrated into the other ideas as guiding principles/ standards



Community Resource Access Point

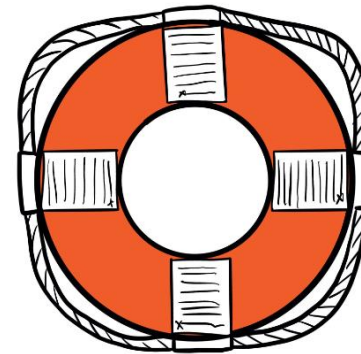
Bring lived experience to inform the development of services and explore the feasibility of integrating key community resource databases leveraging technology.

Create shared language on feedback loops. Test a navigator model (leverage existing capacity – UWGC, others?)



The Lived Experience

Expressed interest in combining with EEM storytelling to use stories to improve upon existing “poverty simulations” as a tool for advocacy/policy/ prevention to engage decision makers to understand the systems/policy effect on end user. Tools can be used by other prototypes as well.



Prevention Policy & Strategy

Expressed interest in combining with Improve data into action work & prevention framework. Begin by gathering statistics that can be used to educate funders on the value (and lower costs) of earlier intervention.

Responding to Community Need

Improving the effectiveness of the nonprofit system of care to respond to community needs

Community Resource Access Point: *creating a platform that will link community resources together, streamlining access to services. (Voice up, Speak Out will be integrated into the others as a guiding principle to inform the work)*

What questions do we want to answer in the testing phase?

- Hypothesis: by creating a platform that links community resources, it will create a streamlined experience for those seeking services and increase ease of access.
- How do we link these resources together? What's the right platform?
- Who are the key audiences? How is the information updated and who do we consider the role of navigators?

Next Steps:

- Determine how to gather a definitive list of resources (audiences, details necessary, use of list, etc.)
- Gather lived experience to inform the development and accessibility of services.
- Explore the feasibility of integrating key community resource databases.
- Create shared language on feedback loops. Test a shared navigator model (leverage existing capacity & approaches – UWGC, Portfolio Partners, etc.)
- Examine the 211 system to see if that would be a good place to start

Responding to Community Need

Improving the effectiveness of the nonprofit system of care to respond to community needs

The Lived Experience: *using simulations to help decision makers understand the impact of specific policies. It would be a framework that non-profits could use to fit their advocacy needs. May combine with EEM's Elevating Voices of Change.*

What questions do we want to answer in the testing phase?

- Hypothesis: simulations that allow decision makers to feel the impact of their policy decisions can help influence their choices. Creating a framework that can adapt to the needs of different non-profit organizations will be a powerful advocacy tool across multiple issue areas.
- How do we build a framework that includes issue based experiential simulations that are informed (crafted?) by those with lived expertise.

Next Steps:

- Determine if this is a stand-alone project or if it should combine with EEMs *Elevating Voices of Change*.
- Examine the existing simulations that local non-profits use to determine how they're accessing lived expertise and identify areas for improvement.
- Determine what elements could be added to a framework that would be easily adapted to different issue areas.

Responding to Community Need

Improving the effectiveness of the nonprofit system of care to respond to community needs

Prevention Policy and Strategy: *create a policy that would help shift funder and decision-maker mindsets from reactive to proactive. This might combine with Data into Action and Prevention Framework.*

What questions do we want to answer in the testing phase?

- Hypothesis: if we can put together compelling statistics about why early intervention and prevention is more effective and less costly, we can move funding to prevention focused efforts.
- What are the compelling statistics that support this idea?
- What are the data points that show earlier intervention maintains more self-sustainability rather than after crisis and has lower physical and emotional costs.

Next Steps:

- Determine if this is a stand-alone project or if it should be combined with Data into Action.
- Start identifying the data points that their agencies have that point to the effectiveness of prevention.
- Define the policy objectives around prevention strategies.

Potential Collaboration Points

Transitional Childcare + Teen Apprenticeship: Are there learning lessons from Next Gen interviews with teens about pathways into careers that could help inform this work? Are there learning lessons on how to create win/win pitches from talking to landlords (tenant club) that might apply to creating pitchers for employers?

Tenant Club: wants to look at if their idea for a collaborative is different enough from what already exists.

Tristate Collaborative

Youth Voice United: Is there possible overlap with Ready Kids and the teen apprenticeship program? Could a youth council help be part of the planning process?

Elevating Voices of Change: applicable to almost all prototypes, as most look to elevate lived expertise in their work.

Housing Promise Playbook: This connects back to Elevating Voices of Change and groups could collaborate on setting best practice for gathering stories and creating a central repository for stories related to affordable housing.

Prevention Policy and Strategy and Lived Experience: might be able to merge with other prototypes to create more robust solutions, leaving the remaining group members to focus on the Community Resource Access Point.



Common Threads

- Elevating lived expertise and using ethical story telling
- Creating messaging that will influence policy
- Creating easily accessible and replicable models (by leveraging existing expertise)
- Ensuring that its “worth it” to create something new

Discussion:

- What else stands out as a common thread?
- How do we create space to not only share progress across prototypes but share learnings across these common threads?



Possible Resources

- Staff funding to support prototype testing
 - Staff capacity to dedicate time to testing (project management, implementation, etc.)
 - Stipends or pay to engage and compensate community for their insights, expertise, and direct support of the prototype (ie. Paying focus group participants, hiring community storytellers, etc.)
- Resources to access consultative services or training on storytelling and using narratives in policy change
 - Potential vendors: FrameWorks Institute, Narrative Change, Untold Content, Freelance Writers
- Asset mapping and research
 - Help determine if a prototype is duplicating efforts
 - Identify already proven strategies
 - Align efforts to directly support existing advocacy agendas or efforts
 - Survey design
- Design and marketing services to create a more complete prototype
 - Graphic design costs, printing, mock-up website, etc.
- United Way team supports for project management, research, meeting logistics, etc.
 - Centralized supports or an assigned support person per project
 - Help to leverage Mobilize
 - Create opportunities to connect across cohorts: send a list of leads and their contact info



Next Steps

- United Way Team will reach out to leads to schedule tactical meetings for each prototype to begin layout. We will work on an action plan template for each prototype and share it with leads as a pre-read before the tactical meetings.
- United Way team will send out a list of the leads for each prototype and their contact information
- United Way team will grant administrator access to leads so that they can create announcements in Mobilize. We will send out a “How to Make the Most out of Mobilize” guide to share with the leads to help figure out how we continue to use that for communication & engagement with other partners in their portfolios.