



MBK Pittsburgh -Allegheny County Action Plan

This Action Plan for My Brother's Keeper Pittsburgh -Allegheny County (MBK PAC) was developed by the MBK Leadership Team (City of Pittsburgh, Allegheny County, and Homewood Children's Village) in consultation with The Sprout Fund

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Preface: Action Plan Development Process

Welcome to the action plan for MBK Pittsburgh -Allegheny County (MBK PAC)!

In partnership with Allegheny County and the City of Pittsburgh, through the generous support of the Heinz Endowments, and on behalf of the local MBK Committee, Homewood Children's Village (HCV), and The Sprout Fund (Sprout) facilitated a community-based planning process to determine the future of the My Brother's Keeper (MBK) initiative in our region in 2018 and beyond. This action plan was written in January 2018 following the completion of that planning process.

The community-based planning process was comprised of the following components:

- **Listening Tour Interviews:** Sprout equipped Josiah Gilliam of HCV to conduct a listening tour with youth and adult leaders in the MBK community. The listening tour enabled MBK stakeholders to add their voices to the planning process. Josiah conducted 21 interviews in fall/winter 2017. The data collected through the interviews was analyzed and synthesized to inform the planning process.
- **Community Feedback Events:** To complement the listening tour, Sprout designed and facilitated 3 community feedback sessions to garner feedback from MBK stakeholders (youth and adults). These events were geographically dispersed throughout Allegheny County (Hill District, McKees Rocks, and Homewood) and attracted 75 participants in total. At the events, participants rotated through activity stations that invited them to provide their input on the future of MBK in our region.
- **Verification and Refinement Survey:** Following the completion of the listening tour and the community feedback events, Sprout synthesized the findings, then prepared and issued a digital survey to the MBK community to confirm what we heard and solicit additional feedback to enable the planning team to prepare this action plan. A total of 44 survey responses were received.
- **Research and Evaluation:** Additionally, HCV's Research and Evaluation Taskforce (RET) developed shared metrics and indicators for the MBK initiative in our region. Using the Collective Impact construct, the RET worked with



community partners to identify measurable outputs and outcomes that can be achieved through the collective effort of all MBK stakeholders.

We trust that this action plan will provide strategic direction for the MBK initiative in 2018 and beyond, and we also expect that this will be a living document: it should be added to, subtracted from, modified, and repurposed as necessary.

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Part 1: History of MBK Pittsburgh Allegheny County

Call to Action from President Obama

“If America stands for anything, it stands for the idea of opportunity for everybody; the notion that no matter who you are, or where you came from, or the circumstances into which you were born, if you work hard, if you take responsibility, then you can make it in this country...”

– President Barack Obama, February 27, 2014.

President Obama established My Brother’s Keeper in February 2014 to address persistent opportunity gaps facing boys and young men of color and to ensure all youth can reach their full potential. The MBK Alliance was launched as an independent, nonpartisan 501(c)(3) entity in 2015 to scale and sustain this critical mission.

Since that launch, a national movement has grown resulting in nearly 250 cities, counties, and Tribal Nations accepting the MBK Community Challenge; scores of new policy initiatives being implemented; and an exponential increase in aligned private sector commitments — all helping

to reduce barriers and expand opportunity from cradle to career.

Today, the My Brother’s Keeper Alliance, along with cross-sector partners, works to accelerate impact in targeted communities, mobilize citizens and resources, and promote what works — all with the goal of encouraging mentorship, reducing youth violence, and improving life



Image credit: Gettv images.

outcomes for boys and young men of color.

As of Fall 2017, the MBK Alliance transitioned from an independent nonprofit organization to a core initiative of the Obama Foundation. President Obama has stated repeatedly that the mission of MBK would be part of his life’s work. This exciting move demonstrates the President’s continued commitment to the work, and, by joining forces, both organizations are better equipped to meet the shared goal of an America where every child can reach their full potential no matter who they are or where they come from.



Our Region's Response

Regional Commitment

The City of Pittsburgh and Allegheny County have embraced President Obama's call to action for My Brother's Keeper. In 2015, Mayor Bill Peduto, County Executive Rich Fitzgerald, and community leadership created a cross-sector alliance and made a firm commitment to join the national effort by creating a more equitable and inclusive Pittsburgh. Together, this group of partners is dedicated to creating a community where all residents—especially boys and young men of color—are able to benefit from the growth and improvements made over the last decade in Pittsburgh.

After reviewing demographic, social, economic, and crime data as well as numerous community and academic reports, a 16-member committee, with representatives from academia, the clergy, community groups, police, city and county government, and local school systems, was created and charged to draft the local MBK Playbook.

The MBK Playbook

Following a round of community feedback sessions and a stakeholder analysis, the My Brother's Keeper Pittsburgh-Allegheny County Playbook was released in October 2015. The MBK Playbook identifies numerous strategies to achieve social and economic equity, and includes a review of community initiatives (entitled "Current Keepers") congruent to each goal. The 6 goals outlined in the Playbook include:

1. All of our children enter school cognitively, physically, socially, and emotionally prepared.
2. All of our children read at grade level by third grade.
3. All of our young people complete post-secondary education or training.
4. All of our young people graduate from college.
5. All of our youth who have graduated from college or a training program are employed.
6. All of our young people are safe from violent crime, and, those who need it, receive the second chance they deserve.

Additionally, lead organizations—nonprofits, federal, county and city government, and community and economic development groups—were identified to ensure the achievement of specific community objectives that commit to "Keeping Hope and Opportunity."

[Read the City of Pittsburgh and Allegheny County's plan for addressing opportunity gaps for boys and young men of color >>](#)

2016 -2017 Action Areas

In 2016, MBK Pittsburgh -Allegheny County began setting the foundation for the initiative by identifying a steward, developing evaluation tools for programming and activities, and seeking input from the boys and young men of color MBK aims to serve. These measures allowed for more intentional MBK programming in 2017 that worked toward planning for and making progress on the goals outlined in the Playbook, specifically Goal 5: All of our youth who have graduated from college or a training program are employed.



Identifying A Stewardship Organization

Following a Request For Proposals (RFP) process in Summer 2016, The Homewood Children’s Village was engaged to offer program management for the MBK initiative. HCV is led by people of color, serves the MBK target population, and actively convenes partners to address gaps in service delivery pipelines.

HCV staffer Josiah Gilliam was chosen to help coordinate the My Brother’s Keeper work for this phase—convene the relevant stakeholders, advocate on behalf of the initiative to the broader community, and help determine what MBK would be moving forward.



Developing Evaluation Tools

In order to evaluate progress related to the Playbook, 6 goal area teams composed of community leaders were created. These goal area teams convened with support from the HCV Research and Evaluation Taskforce. The RET is led by Dr. Shannah Tharp-Gilliam and is comprised of a diverse team of evaluation researchers focused on linking strategies to the MBK vision and assigning measurements to monitor progress.

The RET implemented a Collective Impact process hinged on the idea that large-scale problems require coordinated solutions around clearly defined goals. The result was a set of developmental logic models that provide a basic visual presentation of a complex and interconnected body of work

that will continue to evolve as new keepers are recruited, join, and add value to the system.

Additional information on the research and evaluation findings of the RET can be found in [Part 5 of the Action Plan >>](#)



Soliciting Youth Input

Staying true to MBK's core philosophies, it was important to recognize that youth have critical insight that can inform the approach for how to work with them to improve trajectories. To gather and magnify youth voice for the initial planning process, UrbanKind Institute, with support from Sprout and the HCV, held seven youth engagement meetings around the city and county during fall/winter 2017.

Through conversations and prompts, this series of feedback sessions gathered input from boys and young men of color from around the region. Attendees of the first meetings were additionally offered the opportunity to be paid facilitators for the second phase of the initial planning process.

[Read the full report that resulted from this initial planning process >>](#)



Creating a Community of Practice about Digital Literacy

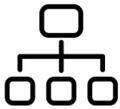
In spring 2017, the UrbanKind Institute report then informed the development of a community of practice called the MBK Digital Literacy Collaborative (DLC). The DLC connected youth-serving organizations that can reach youth (particularly young men of color ages 16-24) in out-of-school-time settings to organizations with demonstrated deep experience in mentorship, youth leadership, and/or digital literacy best practices.

Through a series of 3 professional development and technical assistance sessions during summer 2017, the partners worked to develop case studies of high-quality program examples and refine plans for 2017-18 programming.

Additional funding was then given to pilot projects in fall 2017 that emerged from the DLC, working to integrate 21st century skills into

established out-of-school time programs. A public progress update November 2017 informed the community about updates from each of the DLC partners and shared summaries of the case study findings developed through the DLC process.

[Summaries of the case studies produced through the Digital Literacy Collaborative >>](#)



2017 Planning Process

On behalf of the local MBK Committee, Homewood Children's Village and The Sprout Fund facilitated a community-based planning process to determine the future of the MBK initiative in the region during fall/winter 2017. A listening tour was conducted and 3 community feedback sessions were held throughout Pittsburgh and Allegheny County to solicit feedback from community stakeholders as well as boys and young men of color. Additionally, a survey was used to confirm the findings from the feedback sessions and solicit input from the broader community to further prioritize future activities that MBK will lead. This action plan is a result of that work.

Taken together, these activities—and the support garnered for them—served as the first steps to establishing My Brother's Keeper activities in Pittsburgh and Allegheny County and consequently laid the foundation for MBK in 2018 and beyond.



Part 2: 2017 MBK Planning Process

Findings: What we Heard from the Community

The 2017 MBK planning process revealed insights about the current state of affairs regarding MBK in Pittsburgh and Allegheny County. A brief summary of those findings is included below.

MBK's mission to increase opportunity for boys and young men of color living in the Pittsburgh region resonates with a diverse cross-section of stakeholders. If MBK is appropriately designed and sufficiently resourced, the initiative can help address the inequities that pervade our society and disproportionately affect boys and young men of color.

There is a great deal of passion and enthusiasm for the goals and values of MBK, as outlined in the MBK Playbook from 2015. In concert with those stated goals, the planning process revealed that—at this point in time—**the following matters are of utmost importance** :

- Bring benefit to the lived experience of boys and young men of color
- Increase participation in programs serving boys and young men of color
- Increase quality of programs serving boys and young men of color
- Work on issues related to education, social-emotional health, career-readiness, employment, and public safety

There is a genuine hope that MBK can grow its presence in Pittsburgh and Allegheny County and provide unique value as a cross-organizational initiative that stewards activity on behalf of its stakeholders.

However, it is also apparent that **MBK PAC must clarify its role in the nonprofit landscape and increase its impact on the Pittsburgh region** . Specifically, MBK PAC needs to reach more people and clearly state why it exists, how it functions, what services it offers to the community, and what it hopes accomplish.

Generally speaking, those who have interacted with MBK PAC over the last few years see the value of the initiative and regard it as a leading example of MBK-related work, as compared to the status of MBK efforts in other cities. Nevertheless, the initiative still has room to grow and larger audiences to serve.

MBK PAC will be most effective as an initiative that serves the following roles: coordinator, convener, and communicator. MBK PAC can help coordinate activities that support boys and young men of color; the initiative can clearly communicate with people about issues related to MBK; and it can help convene stakeholders around important topics related to MBK's mission.

It is the opinion of the MBK leadership team that support for the following activities must be secured to realize the vision for MBK in Pittsburgh-Allegheny County:

- **Stewardship & Human Capital:** MBK PAC must be backed by a strong stewardship organization and staffed by at least one full-time employee who can act as a steward for the initiative.
- **Heartbeat Activities:** MBK PAC must offer ongoing programmatic “heartbeat” activities that are designed to create a consistent pulse of information, activity, and engagement related to MBK.
- **Strategic Initiatives:** MBK PAC must occasionally tackle larger projects by implementing strategic initiatives that require dedicated effort and funding over a longer timeframe.
- **Research and Evaluation:** MBK PAC must be able to evaluate its impact on the community in an ongoing and meaningful fashion.

In the following sections, specific recommendations are outlined regarding the governance and staffing structure for MBK PAC, the strategies and activities that MBK PAC should employ, the metrics and indicators of success that should be measured, as well as timeline and budget estimates. MBK PAC will be able to achieve its ambitious goals by implementing the recommendations noted herein.



Part 3: Governance and Staffing Structure

Stewardship Organizations and a Hybrid Model

The stewardship organization for MBK PAC provides support for the initiative and serves as the home base for local MBK efforts. The stewardship organization must act as a fiduciary agent for the initiative and offer back office support. The stewardship organization will serve as the “backbone” organization as articulated by the Collective Impact framework.

The stewardship organization for MBK PAC should meet the following criteria:

- Organization of color
- Organization that identifies with the target population
- Organization that offers opportunities to the target population
- Organization that has credibility across the network
- Organization that can provide support for ongoing program management

For the last 18 months, HCV has been acting as the “stewardship organization” for MBK PAC after being selected through a competitive process led by The Sprout Fund. HCV has done an excellent job; however, they now desire to reemphasize their focus on the Homewood neighborhood of Pittsburgh and pass the baton to a new organization that can serve as the regional home for MBK PAC.

The POISE Foundation has expressed interest in serving as a fiduciary agent for My Brother’s Keeper and is willing to leverage other means of support as necessary. They recognize alignment between the initiative and their mission to support the African American family unity in the City of Pittsburgh, Allegheny County, and broader region. They have committed to help fundraise for the initiative and to make some of their existing resources - endowments, scholarships, fellowships - available to the MBK network. On a national level, the Obama Foundation and MBK Alliance have encouraged MBK cities to embed their local initiative in a local member of the foundation community. Pittsburgh is home to a leading African American Community Foundation in POISE.

The City of Pittsburgh has expressed interest in housing some of the backbone activity for My Brother’s Keeper. In order to execute on the heartbeat activity called for from the community and to weave together existing initiatives and programming, the city stands ready to provide infrastructural support.

Given these commitments, we recommend this hybrid model to manage My Brother’s Keeper: the POISE Foundation as the fiduciary agent and the City and the County to help facilitate heartbeat activity.

Human Capital

The MBK PAC Program Manager is responsible for coordinating efforts that contribute to the 6 MBK PAC Goal Areas and engaging in fundraising and development activities to sustain the initiative well into the future. Additionally, as time allows, staff are responsible for engaging in policy and advocacy work related to MBK’s goals and pursuing national connections that support the work of MBK PAC.

Josiah Gilliam has been ably serving as the Program Manager for MBK PAC since August 2016. However, he has only been able to dedicate 20% of his time to MBK PAC because of his pre-existing responsibilities at HCV. Now, Josiah desires to spend 100% of his time working on MBK PAC. He has the support of the community and is well suited to continue his role as Program Manager in a new context.



At this point in the initiative's development, MBK PAC must be staffed by at least one full-time employee.

MBK PAC Committee

The MBK PAC committee has been in existence since 2015. The group is comprised of community leaders who provide advice and guidance. Currently, the following people are members of the MBK PAC committee:

Goal 1 - Dr. Mary Esther Van Shura

Goal 2 - Aerion Abney , Melvin El

Goal 3 - Jason Rivers, Dr. Wendy Ethridge Smith

Goal 4 - Dr. Michael Quigley, Walter Lewis

Goal 5 - Majestic Lane, Rev. Darryl Cannady

Goal 6 - Taili Thompson, Cornell Jones

The planning process has revealed that it is necessary to create greater engagement with the MBK PAC Committee and formalize the committee's roles and responsibilities. The Program Manager will be responsible for leading this work.

Part 4: Programmatic Approach

Network -Based Strategies for a Just Pittsburgh

One key insight from the local MBK Playbook is the need to engage a broad spectrum of community members to set specific objectives for the initiative's future. Since its launch, the MBK PAC's initial activities have consequently focused on improving early-stage collaborative efforts among people in the greater Pittsburgh region working to address the opportunity gaps for boys and young men of color. While many of these stakeholders, organizations, and service providers have been doing this work for years, these organizations did not often have the capacity, resources, or context to collaborate effectively.

The MBK PAC initiative has mobilized these stakeholders and the youth they serve to provide invaluable insight into best practices, common challenges, and recommendations for the work's future. For example, as a result of their participation in the Digital Literacy Collaborative, partner organizations built capacity, improved their programming, and ultimately achieved greater impact on behalf of their students—far greater impact than any one organization could have accomplished alone. The 2017 planning process enabled new voices to join this conversation and new partners to join the work as vital future contributors.

These early-stage activities illustrate the power of a network-based approach to maximize community impact. At a time when Pittsburgh routinely makes the news for innovation and progress, it is notable that those newsworthy achievements have not impacted the community equally or equitably. The region's next great challenge may be ensuring that such positive change truly benefits all communities, especially communities of color. One effective way to equitably share and spread innovative practices is through developing a collaborative network. Indeed, networks drive today's world: they offer a structured, strategic way for people to make collaborative, incremental progress toward massive, systemic change.

In the Pittsburgh region, we have seen the educational landscape transformed by such a network-based approach to learning innovation through the efforts of The Remake Learning Network. Remake Learning is an interdisciplinary group of thought leaders and field practitioners who have been working together since 2007 to build a model for education innovation that uses technology in creative ways to enhance learning and provides opportunities for the traditionally underserved. While Remake Learning has made an impressive impact on the region, the network's leaders and practitioners know that increasing access and participation among youth and educators in neighborhoods in need is an ongoing challenge in Pittsburgh.



The MBK PAC initiative has a unique opportunity to apply a similar network-based approach to increasing opportunity for boys and young men of color living in the Pittsburgh region. By deploying a series of network support strategies that have been shaped by community input, the initiative can lead meaningful and responsive activities that mobilize local stakeholders to achieve the goals of the local MBK Playbook and thereby actualize a more just Pittsburgh.

Our Proposed Approach

The stewardship organization for MBK PAC will be most effective as a regular **coordinator** , **communicator** , and **convener** on behalf of the initiative’s partner organization s. In addition, the stewardship organization will mobilize funding, draw attention, and build partnerships to lead specific **strategic initiatives** .

Heartbeat Activities

MBK PAC can help coordinate activities that support boys and young men of color; it can clearly communicate with people about issues related to MBK; and, the initiative can help convene stakeholders around important topics related to MBK’s mission.

Each of these strategies are supported by a series of heartbeat activities that will create a consistent pulse of information, activity, and engagement related to MBK and its partner organizations.

Coordinate	Communicate	Convene
Network Strategy	Shared Brand	Network Activation
Partner Check-ins	Social Media	Community Conversations
Program Connections	Digital Directory	Annual Gathering
Policy Coordination	Multimedia Stories	



Coordinate

MBK PAC will build a structure for MBK in the region that enables partner organizations to do what they do best, while collaborating across critical topic areas and sharing resources effectively.

MBK PAC will **establish a guiding vision and set a strategy** to achieve that vision. Through the 2017 MBK planning process, we created opportunities for partner organizations, community stakeholders, and youth to have a meaningful role in the development of a strategic vision and setting shared long-term goals. To maintain that vision and continuously strategize about more effective ways to achieve our shared goals, MBK PAC will **host regular check-ins with partner organizations** to better understand their needs and interests and seek feedback about MBK PAC's progress.

Individual partner organizations have to focus on their unique missions, whether that's running an afterschool program, educating students in school, offering community health services, or growing a successful business. Intermediary organizations —those that provide support (financial or otherwise) to front-line organizations —are well positioned to coordinate activities and delivering other support services.

Coordination with other organizations not yet formally involved in MBK PAC will also be critical to the long-term health of the initiative. External partners will become increasingly important as our work grows in scale and complexity. MBK PAC will **connect peer organizations offering complementary programming** to help spur on collaboration and pathways among programs serving boys and young men of color.

Lastly, the MBK leadership team will engage in advocacy work and **coordinate responses to policies that support boys and young men of color**. This will assure that MBK PAC's priorities are made known to local and state legislators. Moreover, this dimension of the work will allow the MBK PAC team to speak on behalf of the entire network, with one voice.

Communicate

MBK PAC will amplify the voices of partner organizations and the youth they serve by documenting success, sharing stories, and contributing to the national MBK conversation.

We will **create a strong, recognizable brand/identity for MBK PAC** that boys and young men of color embrace and partner organizations can share to advocate for MBK in the community. We will deploy tactics that raise greater awareness among local audiences and stakeholders that **promote MBK-affiliated organizations as go-to resources** for boys and young men of color and



clearly communicate MBK's purpose and local process to community members, especially program providers.

We will **establish a social media presence** that speaks on behalf of MBK stakeholders and use shared hashtags so that network members can contribute to the conversation. In addition, when possible, we will use traditional forms of advertising and marketing and media partnerships to communicate about the resources and opportunities available to boys and young men of color.

We will **create a digital directory** that collects the basic information and contact details for the people, programs, and organizations that make up MBK PAC. We will also collect and share valuable resources, and we will keep partner organizations informed of upcoming events and opportunities via a calendar. Similar efforts have yielded positive results in other sectors and other communities: For educators in Pittsburgh, remakelearning.org has become a one-stop shop for anyone interested in getting involved in that learning innovation network. For MBK partners in San Antonio, mbksa.org collects news and events relevant to local Keepers and a directory of service providers from across Central Texas and the Rio Grande Valley.

Finally, we will **capture and share stories with the broader community** that highlight the accomplishments of boys and young men of color in Pittsburgh and Allegheny County. Photography, web videos, and written blog posts are often the best way to tell the story of impact of MBK PAC that goes beyond the data we collect. In the future, a shared library of multimedia assets will be invaluable in building a comprehensive public relations strategy and pitching stories to attract national media attention.

In sum, MBK PAC will rely on regular, effective communications to keep all partner organizations and local stakeholders fully informed and engaged. Establishing regular, robust communications methods enhances the ability of partner organizations to engage and collaborate with one another and national peers.

Convene

MBK PAC will keep partner organizations engaged by providing them with ongoing opportunities to grow professionally and participate in the creation of a local community of practice.

MBK PAC seeks to achieve something that none of its member organizations can achieve alone. To be successful, MBK PAC must work in the spaces between organizations—the interstitial pockets of opportunity. This can only be achieved by **recruiting and activating a network of organizations** committed to support MBK Goal Area outcomes. Regularly convening the network will help create the conditions for collaboration.



Building an enduring collaborative initiative requires us to continue to bring people together and regularly convene relevant organizations at shared tables. MBK PAC will maintain **robust and focused community conversations** about the issues and opportunities facing boys and young men of color through a variety of activities—from face-to-face in-person meetings to virtual exchanges taking place online. These discussions will range in terms of size, duration, and formality throughout the year.

As MBK PAC grows, we'll need to build widespread public awareness of how it positively affects boys and young men of color. On an annual basis, MBK PAC will **gather partner organizations to celebrate their individual and collective achievements**, reflect on all that has been accomplished over the year, hear from youth directly served by partners, and energize all MBK PAC stakeholders for the work that is still ahead.

In the short term, convening strategies enable us to recruit interested people and organizations to join MBK PAC, improve internal communication and coordination, and share relevant information and resources across organizational boundaries. These strategies were essential to the success of the MBK Digital Literacy Collaborative in 2017: they helped build the field of professionals who feel connected and empowered to do more because of their participation in MBK.

Strategic Initiatives

MBK PAC enhances its role as a local leader and coordinator when it connects with stakeholders, funders, partners, and policy makers. Moreover, burgeoning regional and national relationships may also attract additional investment for the initiative as a whole or for individual partner organizations.

Building on this success, MBK PAC will continually survey the landscape and determine strategic initiatives that would add unique value to the community and the lives of boys and young men of color. **Strategic initiatives are large, involved, and require dedicated staff and funding over a longer timeframe.** We anticipate that only one or two strategic initiatives would be mobilized at any one time.

Over the next two years MBK PAC should choose several strategic initiatives to design and implement, as resources allow. These projects should happen in succession and each project should be designed to last approximately 6–9 months each.

The following strategic initiatives received the highest marks during the planning process (listed in descending order of identified importance):



1. **Mentorship** ★ ★★
Support mentorship activities that serve boys and young men of color and connect them to local opportunities for growth and enrichment
2. **Youth Summit** ★ ★★
Design and host a region-wide youth summit to lift up the voices of young people across Pittsburgh and Allegheny County
3. **Community of Practice** ★ ★★
Effectively connect organizations that serve boys and young men of color and share best practices among program providers; specific topic TBD
4. **Catalytic Grants** ★ ★★
Offer occasional mini-grant programs to catalyze new projects that increase collaboration between MBK stakeholders
5. **Ambassadors** ★ ★★
Develop and equip ambassadors who can support the work of MBK at the neighborhood level

When the heartbeat activities and strategic initiatives are combined, they will create a consistent flow of activity that will help raise the visibility of MBK PAC, increase collaboration between partner organizations, and, most importantly, increase opportunities for boys and young men of color in the Pittsburgh region.

Part 5: Research and Evaluation Taskforce

Strategies for Collective Impact

Together, the MBK goal areas provide a comprehensive vision for boys and young men of color



that spans the stages of human growth, along the developmental continuum from birth to self-sufficiency. The next step was to develop a unified strategy at each stage and for each goal area that aligned to the overarching vision outlined in the Playbook. To support this effort, the MBK PAC recruited the **Research and Evaluation Taskforce (RET)**, an interdisciplinary team of evaluators and researchers from the region that includes Shannah Tharp-Gilliam, PhD; Able J. Koury, PhD; Ellie Newman, MPA; Esohe Osai, PhD; and Yael Silk, EdM.

We knew from the start that the plan would need to evolve to accommodate growth and lessons learned. To that end, our goal was to provide a structure from which to begin the process. The **RET used a framework hinged on the idea that lasting solutions to large-scale social problems require networked members to coordinate their efforts and work together around a clearly defined set of goals.** Specifically, the MBK goal area teams agreed to the Collective Impact¹ & Adaptive Management² frameworks comprised of the following features:

- Shared vision for change
- Agreement on measurement of success
- Coordinated activities and plan
- Frequent, structured and open communication
- Staff dedicated to ongoing support of the initiative's vision and strategy

With the framework in place, the RET maximized the breadth and strength of the experience among community leaders who make up MBK. These leaders collectively designed our strategy by selecting the outcomes, measures, activities, and recommendations we will use over the next few years.

The process for the team's decisions was straightforward. The RET led a series of meetings with each of the goal areas. A typical agenda included updates from partners on MBK activities, followed by a structured process that leaned on attendees to jointly identify recommendations, activities, measures, and goals for each goal area; and determine the data needed for benchmarking and monitoring progress.

Our process revealed that, for some goal areas, additional activities and initiatives must be identified if MBK is to see tangible population-level improvements on goal area outcomes. With

¹ Kania, J. and Kramer, M. 2011. Collective Impact. Stanford Social Innovation Review.

² Cabaj, M. 2015. Adopting a Lens of Complexity in Community Change.

that in mind, the RET crafted a set of what it termed “**developmental logic models**” which contain information suggestive of the connection between the activities and goals. These models will likely evolve and “develop” as new keepers are identified and add their value to the collective MBK efforts.

By design, the evaluation plan will continue to be refined and adapted in concert with MBK’s partners and vetted by MBK’s sub-committee members at each step. Therefore, through this process the effort should continue to generate support as it builds toward 2020.

In addition to the developmental logic models, the RET created a **progress tracker tool** for monitoring MBK’s progress on recommendations in each goal area. The MBK Progress Tracker provides a template to guide goal area team discussions and provide a framework for accountability to monitor progress on MBK recommendations in the coming years.

RET Activities

The community-based planning process revealed the need for the following activities related to research and evaluation.

- **Monitoring & Accountability:** Evaluate progress toward MBK area outputs and outcomes
- **Target-setting:** Set specific annual targets to benchmark and track progress towards recommendations
- **Collective Impact Data Reservoir:** Provide a context and framework for MBK-connected organizations to report progress to the region
- **Highlight Collaborative Outcomes:** Draft technical briefs highlighting MBK’s impact on boys and young men of color

Metrics and Indicators of Success

The RET will continue to support MBK by pointing back to the measures identified as indicators of progress and ultimately, success. One-page summaries of the developmental logic models for each goal area as well as the progress tracker tool are found in Appendix A and B.

Part 6: Timeline

Milestones

The following timeline illustrates the major milestones for MBK PAC through mid 2020.

2018

- Q1 Finalize action plan; fundraising
- Q2 Continue fundraising; transfer responsibilities to new stewardship organization
- Q3 Program Manager starts at new stewardship organization; heartbeat activities begin
- Q4 Annual Gathering; launch strategic initiative #1

2019

- Q1 Ongoing fundraising and heartbeat activities
- Q2 Heartbeat activities continue
- Q3 Launch strategic initiative #2
- Q4 Annual Gathering; planning for the future

2020

- Q1 Fundraising; launch strategic initiative #3
- Q2 Heartbeat activities continue



Part 7: Fundraising

Snapshot Budget

MBK PAC is seeking multi-year support to implement this action plan. Annual costs are estimated to be approximately \$200,000 per year. The following budget estimates the anticipated costs to operate MBK PAC for one fiscal year.

If full funding cannot be secured, the budget should be scaled to match available resources.

Snapshot Annual Budget	Cost
Program Manager Salary (annual expenses)	60,000
Heartbeat Activities (12 months)	50,000
Strategic Initiatives (2 per year at 10k each)	20,000

Research and Evaluation	50,000
Fiscal Sponsorship Costs (7%)	12,600
Total (per year)	192,600

Budget Breakdown

Human Capital (\$60,000)

It is anticipated that the MBK Program Manager will command a cost of ~\$60,000 per year, inclusive of salary and benefits. It is strongly recommended that the program manager job is a full-time position that is re sourced at an appropriate level, in order to prevent turnover in the position.

Heartbeat Activities (\$50,000)

Cost estimates have been provided for the the recommended heartbeat activities. These expenses can be scaled appropriately based on available resources.

The stewardship organization and program manager should evaluate these expenses on a yearly basis and update them to match current priorities. However, as the name implies, these activities should occur on an ongoing basis to help create a pulse of momentum within the MBK network.

See the next page for more details.

Activity	~ Cost / Year	Frequency
Coordinate		
Network Strategy	\$1,000	Ongoing
Partner Check-ins	\$500	2 meetings / year
Program Connections	\$1,000	Ongoing
Policy Coordination	\$1,000	Ongoing
Communicate		



Shared Brand	\$8,000	One-time expense
Social Media	\$5,000	Ongoing
Digital Directory	\$5,000	One-time expense
Multimedia Stories	\$15,000	Ongoing
Convene		
Network Activation	\$7,500	Ongoing
Community Conversations	\$3,000	6 meetings / year
Annual Gathering	\$3,000	1 meeting / year
Total	\$50,000	

Strategic Initiatives (\$20,000)

Strategic initiative should be budgeted for on a case-by-case basis; however, it is anticipated that each project will require ~\$10,000 of funding and MBK should strive to tackle 2 strategic initiatives per year. The suggested level of funding will enable each strategic priority to be capitalized at a reasonable amount. If fundraising goals cannot be met, strategic initiatives should be the first thing cut from the budget. Moreover, additional fundraising, beyond what is budgeted for here, would be necessary to launch large strategic initiatives, like a catalytic funding program.

Research and Evaluation (\$50,000)

The RET supports the Project Team's execution of this Action Plan. Specifically, the RET is responsible for use of the tracking tools and adds a layer of surety, expertise, and capacity to the process of monitoring and reporting on MBK's progress on Goal Area's progress towards stated outcomes as indicated by its measures. Ideally, available funds will cover the actual cost, maintain work quality, and specialize team skills given refined scope of RET work.

The following roles should be supported to enable the RET and MBK to reach its goals:

- **Lead** (.15 FTE) - Evaluation direction, oversight, analysis, and reporting. Directs creation of measurement tools. Attends GA meetings quarterly; meets with RET coordinator for weekly updates on progress and timelines.

- **Coordinator** - (.50 FTE)- Works closely with MBK Project Manager. Represents RET at Goal Area meetings to record progress on measures. Supports MBK Program Manager to maintain documentation of partners and keepers.
- **Data Assurance & Visualization** - (.10 FTE)- Data quality assurance - makes sure the information submitted for evaluation of progress are complete & translates measures into visuals for reports.
- **Designer** - 100 hours - Provides graphic design support for data visualizations and RET sections of reports

Fiscal Sponsorship (7% of total costs)

Fiscal sponsorship fees are estimated at 7% of total costs. This number should be adjusted as needed.



Part 8: Credits

With Appreciation

Thanks to all of the partners and supporters that made this project possible!

Special thanks to the MBK Committee, Keepers, and Partners! Keep up the good work.



THE HEINZ ENDOWMENTS

HOWARD HEINZ ENDOWMENT

VIRA I. HEINZ ENDOWMENT



Part 9: Appendices

Additional Documents

Appendix A. Developmental Logic Models for Goal Areas 1 - 6

Appendix B. Goal Area Progress Tracker Tool