

Louisville, Kentucky, has made important progress in strengthening their leadership capacities and in laying the foundation for achieving collective impact in their community through participation in the Southeast Cities Challenge. As leaders of this effort, you are now invited to participate in a second phase of this work aimed at:

- In **Louisville**, continuing to expand your efforts to improve outcomes for children and youth by improving conditions along the insulated education pipeline and fully developing Louisville's leadership capacity through: a) **structural alignment** - strengthening of your local leadership structure, which includes fully resourcing your "backbone support" functions; b) **goal alignment** - publicly documenting progress against a balanced set of goals for children and youth; c) **strategy and action plan alignment** - working together to align and implement specific plans targeted towards improving outcomes; and d) **shared measurement and evaluation** - documenting progress and managing for continuous improvement. (For more detail, please see **Attachment A: What is a Ready by 21 Community Committed to Do?**)
- **Nationally**, positioning Louisville as a national exemplar of "cradle to career" collective impact efforts, highlighting a) the advantages and value add of the Ready by 21 approach, resources and services to your ongoing efforts and b) actively contributing to the design pilot of the next generation of Ready by 21 change management services, including professional development resources, data analytic platforms, and a 3<sup>rd</sup>-party certification process that will provide formal, external recognition of your efforts to improve your leadership infrastructure. [Note: These pilots are being developed by the Forum and Community Systems Group, SAS and Lloyd's Register Quality Assurance, respectively.

**READY BY 21 COMMUNITY COMMITMENTS:** As the leaders of Louisville, you understand that by participating in Phase II of the Southeast Cities Challenge, you are committing in your local work to:

1. **Address critical capacity gaps** that weaken the ability to achieve collective impact. While you are committed to developing capacities in all of the areas outlined in Attachment A, you will develop a plan of action with the Forum for Youth Investment by September 30, 2012, which will identify those specific actions you will undertake in the next year.
2. **Have an adequate budget** that provides necessary staffing and resources to conduct the backbone functions necessary to sustain collective action. This staffing will need to include the capacity to participate in the documentation and evaluation of your Ready by 21 work, to participate in the design pilot work and to share learning with other communities.
3. **Engage key leaders as visible champions of this work** including the mayor and/or county leaders, school superintendent(s), business leaders or the Chamber of Commerce, or other identified leaders from philanthropy, higher education, civic groups or services providers. This support should include their understanding of the work done to date, their commitment to improving overall leadership capacity levels and their commitment to be a visible champion of the work in specific ways individually and as an entity (e.g. by leadership in the partnership infrastructure and participating in site visits).
4. **Include a Middle Grades focus** as a component of your overall work. This will include the development of action plans which include specific indicators and improvement strategies. To support this middle grades focus, affiliates of Altria national grantees in your community will need to be invited to participate in this work based on local conditions and context. Those organizations are Big Brothers Big Sisters of America, Boys and Girls Clubs of America, Communities in Schools, 4-H, Higher Achievement, National Math and Science Initiative, Points of Light/HandsOn Network, The First Tee and Thurgood Marshall College Fund.

5. **Demonstrate Progress.** Participate in the evaluation of your work, including providing the necessary staff support for documentation of your progress on the Ready by 21 Workstation.

In addition to these site specific commitments, Louisville is also committing to:

1. **Cross-site Learning.** Participate in site visits, coaching calls, technical assistance, webinars, cohort meetings and the Ready by 21 National Meeting with other participants of the Ready by 21 Southeast City Challenge and the Ready by 21 National Partnership to support their work and to share learning from their work with members of this cohort and the Ready by 21 Leadership Network.
2. **A high-visibility site visit.** Host a high-visibility site visit for representatives from other Ready by 21 communities and from Ready by 21 National Partners that is designed to promote your work locally and nationally and that could be strategically combined with a public, high-leverage event in Louisville.
3. **Professional Development.** Have lead staff members trained in Ready by 21 key ideas and approaches through a combination of webinars, conference sessions and trainings. Have at least one lead staff member attend, or have attended, a two-day Ready by 21 Institute and one key staff member attend Change Management for Collective Impact training provided by the Forum and Community Systems Group.
4. **Design Team.** Each site will be invited to have a team member participate in the design work for the change management professional development opportunities, the SAS Ready by 21 dashboard and the LRQA certification process. There will be up to two (2) in-person meetings in the Southeast (site to be determined) to provide input to this work. Each will be 1-2 days. In addition to these in-person meetings, all teams will be asked to review products at select stages of development.

**READY BY 21 NATIONAL PARTNERSHIP COMMITMENTS:** You understand that as the founding and managing partner of the Ready by 21 Partnership, the Forum for Youth Investment's commitment to your continued involvement in the work will require that we:

1. Provide coaching to your leadership team through regular, unlimited communications (email, phone) and through two in-person visits in a year.
2. Coordinate and/or deliver targeted technical services from the Forum, the signature partners (United Way Worldwide and American Association of School Administrators), and designated technical partners as identified in the approved plan. Options include: outcomes-focused planning and evaluation, program quality improvement, the enhanced Gallup Student Poll, technical assistance services to support obtaining and using data (such as mapping coalitions and networks for developing leadership infrastructure, program landscape mapping, fiscal mapping), community participation through online collaborative journalism (from Spark Action) and other Forum services, as determined. Sites will have priority access to additional technical assistance supports from national partners such as those related to the Middle Grades Success Challenge from United Way Worldwide.
3. Provide the opportunities for the above identified cross site learning and training.
4. Provide additional travel stipends or reimbursements for participation from Louisville in the design team meetings for the development of the change management professional development opportunities, the SAS Ready by 21 dashboard and the LRQA certification process.

You understand that a disbursement of \$30,000 will be made upon: 1) receipt and approval by the Forum of this Letter of Agreement; 2) your written documentation (no more than two pages) of your ability to deliver on the specific items under the Ready by 21 Community Commitments section above; and 3) current items listed under Fiscal Agent in **Attachment B: Budget, Financial and Reporting REQUIREMENTS** (see Paragraph 7). Based on



availability of resources, continued access to subsidies for technical assistance services is contingent upon 1) developing an approved work plan and budget, 2) satisfactory progress towards the approved work plan and budget, 3) and submission of all required reports (all further described in Attachment B: Budget, Financial and Reporting Requirements).

SIGNATORIES

Ready by 21 National Partnership  
The Forum for Youth Investment, Founding & Managing Partner

Karen J. Pittman, Co-Founder  
CEO & President

Merita Irby, Co-Founder  
Executive Vice President

Top Executives or Chairs of Lead Partners (3 to 5 signatories including top elected officials, school superintendents, executives of United Ways, and other lead partners)

Greg Fischer  
Mayor of Louisville, Kentucky

Donna Hargens  
Superintendent of Jefferson County Public Schools

Joseph P. Tolan  
President and CEO of Metro United Way

Fiscal Agent: This letter is signed by the persons authorized to enter our agency into contractual arrangements.

Metro United Way  
EIN: 61-0444680

Joseph P. Tolan  
President and CEO of Metro United Way

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ACCEPTED AND APPROVED:

Tom Devaney  
Vice President of Business Strategy

## Attachment A: What is a Ready by 21 Community Committed to Do?

To be effective, communities (leader groups) will need to demonstrate collective action management capacities in order to achieve collective impact. Those necessary capacities include that they:

- **Have established a local leadership infrastructure (virtual enterprise organizational chart) with:**
  - a broad scope in terms of goals (across ages, outcomes and approaches);
  - clear roles, membership and responsibilities for and between all management layers and individual coalitions and networks (age group, issue, geographic, constituency coalitions and work groups);
  - leadership structure committed to finding competent managers;
  - intentional connections and coverage across levels – neighborhoods, city/county, local/state;
  - appropriate authority (formal or informal);
  - a YD network or coalition that is supportive of program quality, access, coordination and participation;
- **Have established and resourced and staffed backbone organizational support or clearly identified intermediary functions for partners that include:**
  - project management;
  - data management;
  - convening and facilitation for leaders groups;
  - fund and resource development for staffing and implementation;
  - processes to ensure that the units within the infrastructure communicate and engage with each other as well as with the key constituencies including the parents, youth, the public, policy makers, the media.
- **Use a balanced set of goals and indicators**
  - across ages, outcome areas and approaches for child/youth outcomes;
  - for community supports across systems and settings;
  - to ensure their regular measurement, tracking and reporting;
  - *NOTE: This will need to include subset of indicators focused on the middle school population (TO COME).*
- **Have and implement aligned action plans that**
  - define community level evidence based improvement strategies e.g. changes in policies, programs or practices;
  - focus on sections, slices or layers of the insulated education pipeline and which can be added up for the targeted community;
  - are the result of data driven decision making;
  - know the available public and private resources to be able to implement these strategies;
  - have identified the partners required to manage and contribute to the implementation;
  - have identified a common language to organize and communicate about their work.
- **Have the capacity to evaluate progress and publicly report results**

- using unique metrics for tracking community action across key roles played by community actors. This includes measures about partnership structures, coordination and the change strategies implemented;
- using their capacity to manage a data warehouse for community data at all levels that describe supports, services available by settings, document child and youth outcomes, by neighborhood, age group and/or population sub-group;
- that can link effort of leader groups to increases in the number of systems and settings that are coordinated, accessible, well-attended and high quality which are linked to outcomes (balanced set of goals and indicators);
- that generates continuous improvement/evaluation data relevant for all units/levels, ideally at the community level, the program/system level, and the individual child level.

The Forum and the Ready by 21 Partners are prepared to work with community leadership groups, and the individual leaders that are members of those groups, that are willing to commit to:

- being held publicly accountable for developing a Ready by 21 Performance Management System which supports continuous improvement across the 3 Gears (leaders, supports, outcomes) *to improve conditions and outcomes throughout the insulated education pipeline;*
- assist in design and beta testing of Ready by 21 data analytic platform; and
- prepare to participate in a Ready by 21 Change Management Certification process.



## Attachment B: Budget, Financial and Project Reporting Requirements

Expectations regarding overall financial support and initial disbursement. With regard to the financial support, we further understand that:

- 1) **Grant Period.** This grant period will run from July 1, 2012 through September 30, 2013 and that we are eligible for \$30,000 in direct funds for the year. The disbursement of \$30,000 will be made upon receipt of the signed Letter of Agreement, a written response regarding ability to deliver on the Ready by 21 Community Commitments described in the Letter of Agreement, and the submission of fiscal agent documentation described in Paragraph 7 below. These funds are to support staff leadership and coordination of work and related costs, participation in the design team meetings, and travel funds for a team to participate in the Ready by 21 national meeting. Up to \$5,000 of this disbursement can be applied towards related tasks from the time period of July 1, 2012 through September 30, 2012.
- 2) **Capacity Plan and Budget.** We agree to work with the Forum to develop our capacity plan and budget for the first year of work by or before September 30, 2012. The budget will include at a minimum of 2 FTE whose salary is covered in the budget. At least .5 FTE must be solely dedicated to supporting this work, including the necessary documentation to support the evaluations of this work.
- 3) **Technical Assistance Supports.** We will be eligible to receive up receive targeted technical assistance supports from the Forum and its designees as identified above and included in our approved plan. These technical assistance supports will include the carry over technical assistance amount of [each site's total] from Year 2 of Phase 1 of the Southeast Cities Challenge. The value of these services will be determined by the needs and capacities of Louisville from the range of services identified. Receipt of technical assistance support is contingent on Louisville demonstrating adequate staffing and backbone support capacity to utilize said technical assistance.
- 4) **Financial Progress Reports.** Provide annual financial progress reports (showing funds received, and budget v. actual figures expended on deliverables completed).
- 5) **Narrative Progress Reports.** Provide narrative reports to document progress towards stated goals, changes in the capacities of the broader partnerships being developed, challenges and opportunities that develop, and progress towards sustainability. The final format for these reports will be provided at a later date.
- 6) **Unused Funds.** Any unused funds at the end of this year should be returned to the Forum for Youth Investment unless an extension of time is granted prior to September 30, 2013.
- 7) **Fiscal Agent.** The fiscal agent for Louisville must provide standard documentation, or updates of the previously submitted documentation, demonstrating the ability to maintain solid record-keeping and their tax-exempt status. Specifically, the fiscal agent needs to submit along with the agreement letter and attachments, the following key organizational documents:
  - i. Copy of IRS determination letter, verifying 501(c)(3) tax-exempt status
  - ii. Copy of the organization's most recent IRS Form 990 OR certified copy of audited financial statements for the most recently completed fiscal year.
  - iii. List of board of directors and their affiliated organizations, as well as their contact information.
  - iv. List of major funders (committed and anticipated for grant period)
  - v. Most recent annual report (optional)