



2023–2027
Strategic
Plan

Pontiac
collective
impact
PARTNERSHIP



Situation Analysis

The City of Pontiac is an urban community in Southeast Michigan with approximately sixty thousand residents. A diverse community, Pontiac boasts a primarily Black/African American population (49.6%) and 19.1% identifying as Hispanic/Latinx. Pontiac is the county seat centrally located in Oakland County, one of the nation’s wealthiest, highest-educated counties. However, over 37 percent of Pontiac residents live under the federal poverty line. Furthermore, according to the United Way for Southeastern Michigan, nearly half of all residents fall under the ALICE (Asset Limited Income Constrained and Employed) threshold.

The stark contrast in poverty and environmental conditions between neighboring cities has resulted in lower quality of life and life expectancy for Pontiac residents for decades. Like many urban and disenfranchised communities, the ongoing impact of systemic racism through local, state, and national policies continues to plague Pontiac’s progress today, including elements like redlining, biased planning throughout “Urban Renewal,” and various other areas. However, Pontiac also has unique pieces that lead to further inequities beyond other cities. For example, Pontiac was the heart of the school desegregation movement, mainly through integrated bussing, in the area, which led to the Ku Klux Klan bombing multiple school buses in the 1970s, which led to many White and affluent residents leaving the city in Pontiac’s version of “White Flight” into nearby communities through suburban investment and the subsequent disinvestment in the urban core. On top of that, Oakland County’s previous long-term (27 years) County Executive was the lawyer for the White families against racial integration, leading to a drought of meaningful county engagement and investment in Pontiac for decades. Finally, Michigan has a relatively unique Emergency Management Law that eliminates local control for the autocracy of a state-appointed Emergency Manager.



2022 City Wide Clean Up Event

Due to the City of Pontiac’s struggling finances in 2009, the State of Michigan forced the city into an emergency management agreement to avoid a financial crisis. Unfortunately, this led to much of the city’s infrastructure and services being outsourced or sold off and a rapid decline in the city’s services. For example, the Emergency Manager disbanded the City’s Parks and Recreation Department, closed the city’s youth and community centers, and outsourced code enforcement, police, and fire services. As a result, City employees went from



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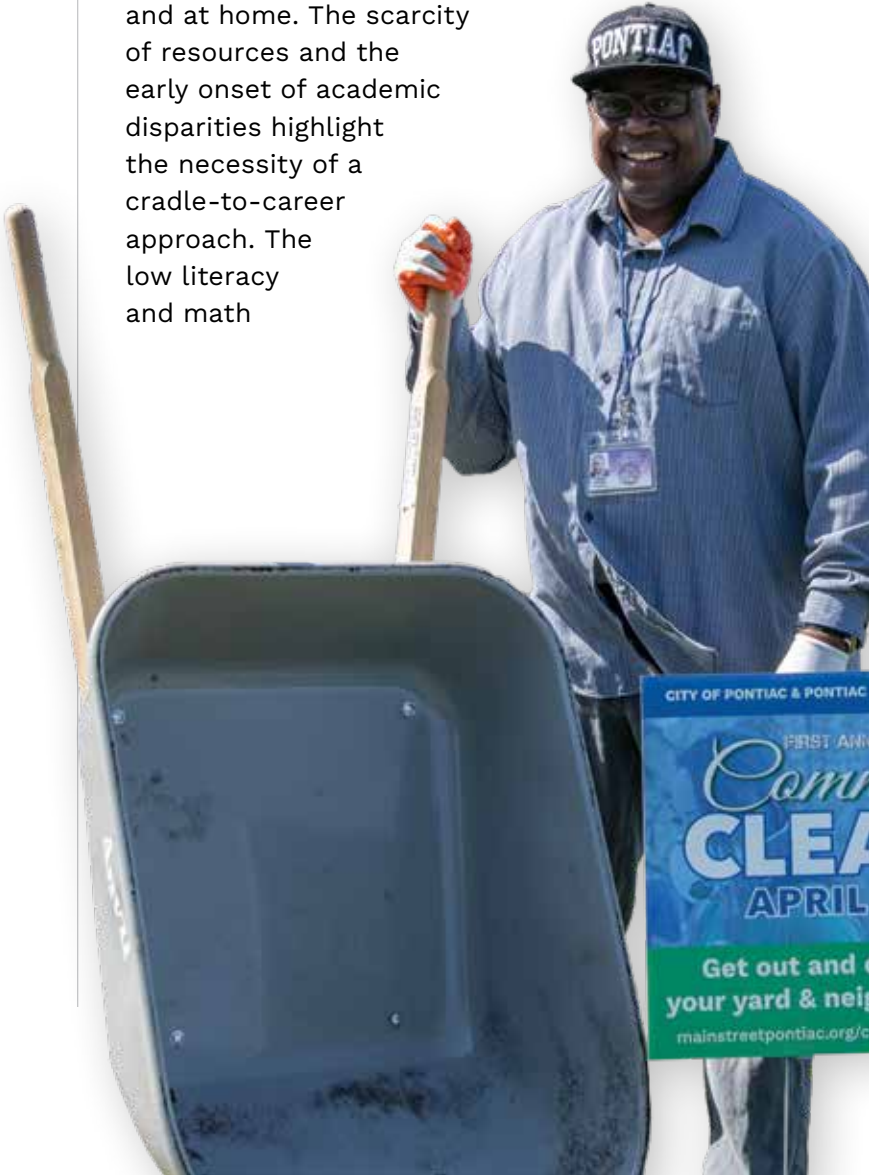
600 to 50 nearly overnight. In addition, they left a significant gap in critical departments such as the Department of Public Works and the Planning Department, creating a void for a coordinated effort around parks, recreation, public spaces, and economic development.

The economic disparities are also reflected in the public-school system, where more than 80 percent of the students qualify for free or reduced lunch. Poverty directly affects academic achievement due to the lack of resources available for student success. Lacour and Tissington (2011) found that low achievement is closely correlated with a lack of resources, and numerous studies have documented the correlation between low socioeconomic status and low achievement. For example, recent state-level assessment data shows that in the 2018/19 academic year, only 12.2% of Pontiac School District 3rd graders met proficiency targets for reading, compared with 45.1% at the state level and 58.3% in Oakland County. The COVID-19 pandemic exacerbated this racial and socioeconomic achievement gap, with 2021/22 academic year data showing only 5.8% of Pontiac 3rd graders meeting these

standards compared to 42.8% at the state level (a 6.4% drop in Pontiac compared to a 2.3% drop statewide).

“Large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations.”

The shortage of familial resources to support Pontiac students’ academic achievement underscores the importance of working collaboratively to help fill in the gaps during the school day and in out-of-school time spaces such as community programs and at home. The scarcity of resources and the early onset of academic disparities highlight the necessity of a cradle-to-career approach. The low literacy and math



proficiency rate in elementary schools throughout Pontiac often worsens as students matriculate through middle and high school. For example, in the 2018/19 academic year, only 12 percent of Pontiac High School students were proficient in all subjects on state exams compared to the state average of 42 percent. [JL1] Over time, this achievement gap has exacerbated a skills gap that limits postsecondary and career opportunities for Pontiac residents. The need to close the skills gap poses the single greatest threat to success in Pontiac, as jobs requiring skilled employees today and jobs on the horizon demand more education and training than ever before. Increasingly, the best jobs require more than a high school diploma, and that requires a paradigm shift from the low-skilled production jobs that permeated the workforce in Pontiac for decades.

There is no shortage of nonprofit groups and motivated individuals working hard to address the unique problems faced by the City of

Pontiac; however, their impact has been limited by bandwidth, funding, and a lack of synergy between individually developed projects/ initiatives. Collective impact is referred to as “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem” (Kania and Kramer, 2011). Research and case studies have shown that a collective impact framework can help to foster and support authentic collaboration and coordination between diverse stakeholders to address common problems with innovative solutions. It recognizes that “large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations” (Kania and Kramer, 2011). The difference in approach is working towards system-wide progress rather than individual interventions. The authors posited that collective impact is not simply more collaboration but a systematic approach that requires a dedicated organization that provides support to partners to coordinate and facilitate this work.

The Pontiac Collective Impact Partnership (PCIP) is a part of a national network of organizations focused on addressing complex social challenges in high-poverty communities. Our objective is to transform systems to achieve racial equity and economic mobility for residents in the City of Pontiac. We do this by utilizing data to illuminate obstacles facing children and families of color and those living in poverty.

Our long-term goal is to build a robust civic infrastructure consisting of community members, systems leaders, and local organizations who comprise our leadership team. The members are aligned by a shared community vision, evidence-based decision-making, collaborative action tools and processes, and sustainable resources that lead to system-level shifts and, ultimately, more

Pontiac collective impact

PARTNERSHIP

equitable outcomes for Pontiac residents cradle to career. Moreover, building a robust civic infrastructure allows us to connect people, ideas, and resources more efficiently to establish lasting change. As such, our primary role is to serve as a convener.

PCIP follows StriveTogether’s Theory of Action, which is a framework that provides progressive milestones rather than a prescription for change, which allows local context to show the framework. The milestones inform the necessary collaboration of cross-sector leaders from systems like education, housing, health care, and more to get better results for youth and families.



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PCIP Overview

The overarching goal of our work is to continue establishing and strengthening the local collective impact partnership utilizing the framework put forth by StriveTogether while moving along the Theory of Action continuum.

This theory focuses on four “Pillars” of civic infrastructure, defined as “a way in which a region or community comes together to hold itself collectively accountable for achieving equitable outcomes for all young people.” StriveTogether explains, “to build a strong civic infrastructure, community members, systems leaders and formal organizations align on a shared community vision, engage in evidence-based decision making, adopt collaborative action tools and processes, and secure resources to support investment and sustainability that lead to system-level shifts and ultimately, more equitable outcomes cradle to career.” These 4 pillars are described in Figure 1 below.



Pillars

Figure 1

The pillars represent the primary components of **civic infrastructure** development needed for systems transformation.



Shared Community Vision

A diverse group of people in a geographic area agree on what shifts to policies, practices, resources and power structures produce equitable **cradle-to-career outcomes**.



Evidence-Based Decision Making

The process of rigorously collecting, analyzing, sharing and taking action with data (i.e., both outcomes and systems data), including youth and family perspectives and narratives, to make shifts in policies, practices, resources and power structures that produce equitable cradle-to-career outcomes.



Collaborative Action

Members of a **partnership** collectively adopt the tools and processes and build the necessary knowledge and skills to make powerful contributions that shift policies, practices, resources and power structures leading to equitable cradle-to-career outcomes.



Investment and Sustainability

A partnership has cultural, financial and social assets to support the collaboration necessary for producing and maintaining shifts in policies, practices, resources and power structures that will lead to equitable cradle-to-career outcomes.

Our Vision:

Pontiac is a place where everyone has equitable opportunities to thrive.

Our Mission:

Together, with residents at the center, we are the individuals, families, businesses and organizations of Pontiac working to lift-up the voices of our diverse community to ensure all have the access, opportunities, and resources needed to thrive.

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Our Values:

Collaboration—We work with the community and partner organizations, leveraging their wisdom and resources to achieve shared objectives and to amplify our collective impact. Our collaborations will elevate voices from the Pontiac community and provide space for their participation and leadership. We value building trust and working together.

Inclusion—We respect differences in individuals and believe that we can harness the diversity of collective experiences, perspectives and opinions for greater impact. We want everyone to have a seat at the table.

Impacts—We aspire to do good collaboratively. We seek effective solutions that address the root causes of existing systemic bias and have measurable, sustainable outcomes.

Innovation—We look for bold ideas and novel approaches to enhance Pontiac and make long-term social investments for a better tomorrow.

Integrity—We hold ourselves and our partners accountable to high standards of organizational integrity and responsible stewardship of resources entrusted to us.

Theory of Action™ Continuum

Getting Better Results For Every Child, Cradle to Career

The StriveTogether Theory of Action continuum involves a series of five “Gateways” which describe the level of change network organizations have reached towards transformational shifts in policies, practices, resources, and power structures to achieve community level change.

The five gateways of a collective impact partnership include: Exploring, Emerging, Sustaining, Systems Change and Systems Transformation. Each gateway highlights key benchmarks that align with the four pillars of civic infrastructure described above to create a matrix that can describe the current status of a local partnership. A summary of this matrix is shown below (Figure 2) and can be found [here](#), and a detailed brochure can be found [here](#).

**StriveTogether is currently refining the Proof Point definition and will pause Proof Point designations until 2024.*

Version 5 | 10/2021

Figure 2: StriveTogether Theory of Action with Pillars and Gateway Benchmarks

	EXPLORING	EMERGING
<div></div> <div>SHARED COMMUNITY VISION</div>	<p>A cross-sector partnership, including Black, Indigenous, Latinx and Asian youth and families and those experiencing poverty, defines a geographic scope and organizes around an equity-driven cradle-to-career vision</p> <p>The partnership establishes a diverse, cross-sector leadership table and accountability structure</p> <p>The partnership develops a set of messages aligned to the equity-driven cradle-to-career vision, and communicates these messages across the community</p>	<p>The partnership operates in alignment with the accountability structure</p> <p>The partnership builds authentic relationships with youth, families and diverse community partners and publicly communicates progress toward shared goals</p>
<div></div> <div>EVIDENCE-BASED DECISION MAKING</div>	<p>The partnership identifies core indicators for the cradle-to-career outcomes to share accountability for improving</p>	<p>The partnership collects and publicly shares data for core indicators disaggregated by race, income, gender and other priority demographics</p> <p>The partnership identifies, collects and publicly shares systems indicators</p>
<div></div> <div>COLLABORATIVE ACTION</div>	<p>The partnership adopts a framework for collaboration</p> <p>The partnership prioritizes focus areas based on disaggregated data and community perspectives and insights</p>	<p>The partnership establishes collaborative action networks with cross-sector representation and a clear call to action, effectively applying its collaborative framework</p> <p>Collaborative action networks identify underlying factors that lead to inequitable systems</p> <p>The partnership builds collaboration skills among backbone staff and the community</p>
<div></div> <div>INVESTMENT AND SUSTAINABILITY</div>	<p>The partnership establishes a backbone with daily management capacity, revenue sources to cover operational expenses and demonstrates commitment to hiring and retaining diverse staff</p> <p>The partnership engages with local, state and/or federal leaders who influence policy</p> <p>The partnership engages investors to support the operations and collaborative work of partners to advance equitable outcomes</p>	<p>The partnership capacity exists to support daily management, data needs, facilitation, communication and engagement with the community and has multiple revenue sources to implement its work</p> <p>The partnership identifies policy changes that will lead to equitable outcomes and identifies how key policy roles will be filled</p> <p>The partnership allocates resources to strategies that support the advancement of equitable outcomes</p>








SUSTAINING	SYSTEMS CHANGE	SYSTEMS TRANSFORMATION
<p>The partnership takes aligned action to shift policies, practices, resources and power structures</p> <p>The partnership refines its vision and strategies in collaboration with, and centering the perspectives of, youth and families</p>	<p>Multiple sectors are aligned and accountable to the cradle-to-career vision, and youth and families contribute to decision making</p> <p>The partnership publicly communicates progress and challenges to grow its coalition and promote shared accountability</p>	<p>Youth and families use decision making authority to shift policies, practices, resources and power structures across systems</p> <p>The partnership regularly communicates about the aligned contributions of partners in service of economic mobility</p>
<p>The partnership facilitates the sharing of data for youth- and family-informed cross-sector action</p> <p>The partnership mobilizes partners to use systems indicators to address inequities in policies, practices and resources</p>	<p>The partnership supports a cross-sector data infrastructure that enables partners to shift policies, practices, resources and power structures</p>	<p>Cross-sector partners, including youth and families, regularly use outcomes and systems data to achieve equitable outcomes</p>
<p>Collaborative action networks align to advance equitable outcomes</p> <p>The partnership tests strategies that address inequitable systems using rapid-cycle continuous improvement</p> <p>The partnership mobilizes the broader community to advance equitable outcomes</p>	<p>Sustained collaborative action efforts shift policies, practices, resources and power structures</p> <p>The partnership spreads and scales strategies that advance equitable outcomes</p>	<p>Youth and families lead decision making in collaborative action networks that informs the adoption and implementation of cross-sector strategies to advance equitable outcomes</p> <p>Strategies that advance equitable outcomes are sustained and scaled</p>
<p>The partnership develops a sustainability plan that includes implementing and sustaining practices to advance racial equity and inclusion</p> <p>The partnership co-creates policy advocacy efforts with youth and families</p> <p>The partnership aligns public and private resources toward strategies that demonstrate equitable outcomes</p>	<p>The partnership secures resources to ensure its continuation and builds the capability of diverse staff, partners and leaders to implement its strategic plan</p> <p>The partnership advocates for changes to local, state and/or national policies based on the perspectives of youth and families. Policies change to advance equitable outcomes.</p> <p>The partnership aligns public and private resources to spread and sustain data-informed strategies</p>	<p>The partnership secures resources to implement its strategic plan and consistently builds capability of diverse staff, partners, leaders and youth and families to shift policies, practices, resources and power structures</p> <p>The partnership maintains a sustainable policy infrastructure, led by youth and families, resulting in advocacy for and implementation of policy changes across institutions and sectors that advance equitable outcomes</p> <p>The partnership ensures that youth and families have formal authority to make decisions about the allocation of public and private resources that shift policies, practices, resources and power structures</p>

Leads to Equitable Outcomes

PROOF POINT is a designation for partnerships that meet the systems change and/or systems transformation benchmarks and are:

- Improving cradle-to-career outcomes at the population level;
- Closing gaps and demonstrating more equitable outcomes for Black, Indigenous, Latinx and Asian youth and those experiencing poverty
- Making progress on systems indicators

CRADLE-TO-CAREER OUTCOMES

-  Kindergarten readiness
-  Early grade reading
-  Middle grade math
-  High school graduation
-  Postsecondary enrollment
-  Postsecondary completion
-  Employment

Infrastructure Development Priorities, Pillars, and Goals

Our priorities center around PCIP’s infrastructure development to support cradle-to-career education and thriving neighborhood outcomes. Below, we outline our five priorities and how they align with the pillars of civic engagement that will move us along the StriveTogether Theory of Action continuum. We have delineated several goals organized by pillar under each strategic priority to help guide our efforts.

Priority 1: Civic Network Development

Align resources and personnel with four pillars associated with the Theory of Action to support greater emphasis on systems transformation to eliminate structural racism and advance equitable outcomes along the path to economic mobility for Pontiac youth and families.

Pillar: Collaborative Action

Members of a partnership collectively adopt the tools and processes and build the necessary knowledge and skills to make powerful contributions that shift policies, practices, resources and power structures leading to equitable cradle-to-career outcomes.

- **Goal 1:** Become a member of the StriveTogether Network and align organizational structures to support systems transformation.
- **Goal 2:** Utilize collaborative action network’s to pursue results on priority-level outcomes
- **Goal 3:** Develop robust communication strategies within and across networks



2022 Youth Enrichment Collaborative Event

- **Goal 4:** Facilitate diverse partnerships (youth, families, community residents, and cross-sector partners) using systems indicators data to identify systemic root causes of differential outcomes by race, ethnicity and other subgroups
- **Goal 5:** Manage complex collaborative meetings to support aligned action towards the network’s results



2022 Youth Enrichment Collaborative Event

Pillar: Shared Community Vision

A diverse group of people in a geographic area agree on what shifts to policies, practices, resources and power structures produce equitable cradle-to-career outcomes.

- **Goal 1:** Hire and develop staff (Community Data Hub Director, Communications Manager, and Facilitator) to successfully address systems transformation based on the four pillars that comprise the components of civic infrastructure development
- **Goal 2:** Ensure that teams, collaboratives, committees and other structures with the partnership take action to fulfill their roles and responsibilities as outlined in the accountability structure.
- **Goal 3:** Facilitate youth, family and diverse community partners influence on decision making
- **Goal 4:** Communicate progress toward shared goals and highlight key strategies publicly

Pillar: Evidence-Based Decision Making

The process of rigorously collecting, analyzing, sharing and taking action with data (i.e.. Both outcomes and systems data), including youth and family perspectives and narratives, to make shifts in policies, practices, resources and power structures that produce equitable cradle-to-career outcomes.

- **Goal 1:** Collect disaggregated data and report on at least three of the seven cradle-to-career outcomes, including one in early childhood, one in middle or high school, and one in postsecondary education or employment
- **Goal 2:** Compile disaggregate data by race, ethnicity, gender, income, language or special education status
- **Goal 3:** Track and share year-to-year progress via public facing dashboard, report, and/or community meeting
- **Goal 4:** Identify system indicators using factor analysis of disaggregated core indicators
- **Goal 5:** Collect data supporting systems indicators and publicly share

Infrastructure Development Priorities, Pillars, and Goals



Priority 2: Funding Model Development

Cultivate a balanced portfolio of revenue streams to ensure sustainability by utilizing a diversified funding model (individual donations, grants, corporate sponsorships, in-kind donations).

Pillar: Investment and Sustainability

A partnership has cultural, financial and social assets to support the collaboration necessary for producing and maintaining shifts in policies, practices, resources and power structures that will lead to equitable cradle-to-career outcomes.

- **Goal 1:** Secure multi-year funding from public and private sources
- **Goal 2:** Target foundations that align with our community-level outcomes
- **Goal 3:** Secure \$700k–800k in annual revenues based on 1–3 strategic action teams and 4–5 staff

Priority 3: Data Infrastructure Development

Grow data infrastructure to support online data dashboards and facilitate data-driven strategies for improving community-level outcomes.

Pillar: Evidence-based decision-making

The process of rigorously collecting, analyzing, sharing and taking action with data (i.e.. Both outcomes and systems data), including youth and family perspectives and narratives, to make shifts in policies, practices, resources and power structures that produce equitable cradle-to-career outcomes.

- **Goal 1:** Establish a universal data collection system for partners (e.g., social solutions apricot 360, client tracker, UniteUs)
- **Goal 2:** Develop “Pontiac Counts” as the premier online curator of data to learn about the quality of life indicators for Pontiac residents
- **Goal 3:** Conduct annual data collection activities to validate community-level outcomes through community voice and support continuous improvement



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Priority 4: Cradle-to-Career Success

Utilize collaborative action networks to develop strategies that impact post-secondary education enrollment, career readiness, and goal attainment for Pontiac youth.

Pillar: Shared Community Vision

A diverse group of people in a geographic area agree on what shifts to policies, practices, resources and power structures produce equitable cradle-to-career outcomes.

- **Goal 1:** Facilitate cross-sector groups and manage complex collaborative meetings to support aligned action towards increasing post-secondary education enrollment, and career readiness experiences.

Pillar: Collaborative Action

Members of a partnership collectively adopt the tools and processes and build the necessary knowledge and skills to make powerful contributions that shift policies, practices, resources and power structures leading to equitable cradle-to-career outcomes.

- **Goal 1:** Network partners participate in knowledge and skill building activities designed to shift policies, practices, resources, and power structure to collectively solve some of the complex social issues impact Pontiac’s youth and families

- **Goal 2:** Work collaboratively with practitioners to implement identified action plans

Priority 5: Advancing Thriving Neighborhoods

Utilize collaborative action networks to develop strategies that impact safety in public spaces and neighborhoods throughout Pontiac.

Pillar: Shared Community Vision

A diverse group of people in a geographic area agree on what shifts to policies, practices, resources and power structures produce equitable cradle-to-career outcomes.

- **Goal 1:** Facilitate cross-sector groups and manage complex collaborative meetings to support aligned actions towards reducing violent crimes in Pontiac

Pillar: Collaborative Action

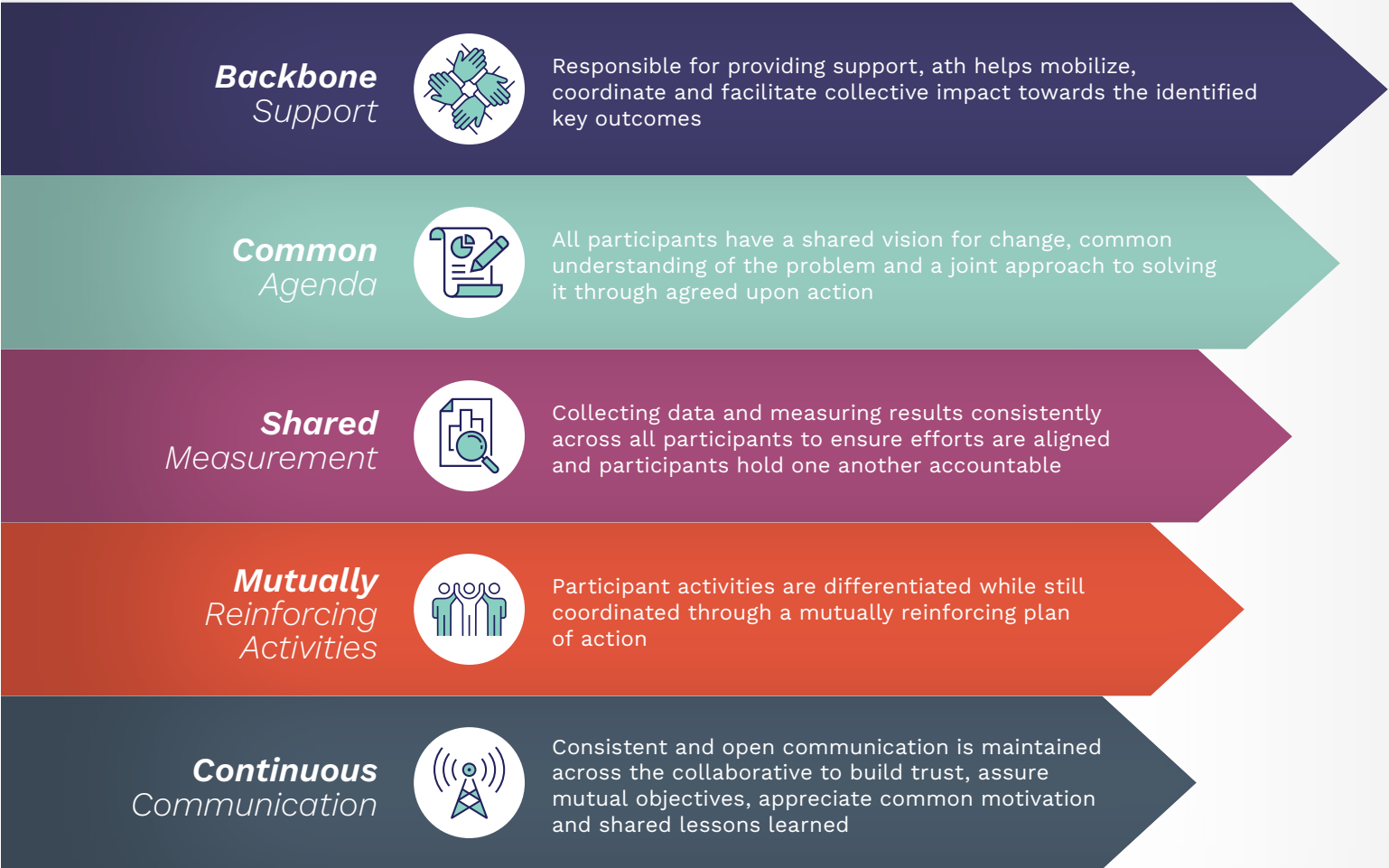
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- **Goal 1:** Network partners participate in knowledge and skill building activities to that shift policies, practices, resources, and power structure to collectively solve some of the complex social issues

- **Goal 2:** Work collaboratively with practitioners to implement identified action plans

Collective Impact & Role of Pontiac Collective Impact Partnership

Collective impact is a highly structured collaborative effort undertaken to achieve change on a large scale. Successful collective impact efforts are dependent upon five key conditions:



The backbone is a critical component of a collective impact process. As the backbone organization, PCIP is charged with mobilizing, coordinating, and facilitating the process of collective impact in Pontiac.

Our organization consists of staff, consultants, or volunteers that fulfill multiple functions that are essential to sustaining the infrastructure of the partnership.

Our aim is to propel our work forward and move from programmatic to systems transformation.

Key Success Factors include: Guiding vision and strategy, supporting aligned activities, establishing shared measurement systems, building public will and mobilizing funding to support the initiative.

Key Success Factors

Activity	Short-term Outcome	Intermediate Outcomes
1. Guide vision and strategy	Partners share a common understanding of the need and desired results	Partners' individual work is increasingly aligned with the initiative's common agenda
2. Support aligned activities	Partners increasingly communicate and coordinate their activities toward common goals	Partners collaboratively develop new approaches to advance the initiative
3. Establish shared measurement practices	Partners understand the value of sharing data	Partners increasingly use data to adapt and refine their strategies
4. Build public will	Community members are increasingly aware of the issues	More community members feel empowered to act on the issues
5. Advance policy	Policymakers are more aware and supportive of the initiative's policy agenda	Policy changes increasingly occur in line with initiatives goals
6. Mobilize Funding	Funding is secured to support initiative activities	Philanthropic and public funds are increasingly aligned with initiative goals

Priorities as Backbone Partner:

- Maintain a high level of credibility in the community
- Serve as a neutral convenor
- Maintain a dedicated staff
- Build key relationships across local initiatives
- Create a senses of urgency
- Frame issues to present opportunities and difficulties
- Use evaluation as a tool for learning and progress
- Stay “behind the scenes” to establish collective ownership



Staffing Priorities

Based on the highly structured collaborative effort required to achieve systems transformation, the following positions are essential to the implementation of this plan:

Executive Director (1 FTE) Responsible for providing strong leadership in both the long-term development and daily activities of PCIP, representing the organization consistently and conscientiously to external stakeholders from school districts to funders to elected officials. Oversee development efforts, including managing relationships with existing funders and cultivating new funders, and building a development strategy. Recruit team members for all positions and lead staff by creating a collaborative, high achieving, results-oriented culture. Oversee the budgetary process and manage to approve budgets, ensuring fiscally sound operation.

Director of Strategic Partnerships and Initiatives (1FTE), responsible for establishing and nurturing strategic, innovative and collaborative partnerships to identify and engage critical community partners who share a commitment to the collective impact process. Responsible for cultivating relationships across the community to ensure the voices of youth and families are considered for partnership processes and inform planning, decision-making, and implementation of strategies.

Data Manager (1FTE, 2023) This position will develop a cross-sector data infrastructure that enables partners to shift policies, practices, resources, and power structures. The Data Manager will establish a data infrastructure that includes people, processes, and technology to collect, analyze, share, and apply data across partners. The collection process will include population-level, program-level, and individual-level data. There will be a particular focus on data about youth outcomes and data about how systems and institutions support youth. Quantitative and qualitative data collection

and analysis is a critical skill for this position. The Data Manager will also be responsible for incorporating youth and family voices in the data collection process and publicly sharing data for core indicators disaggregated by race, income, gender, and other priority demographics in Pontiac. The particular focus for this position will be on systems indicators.

Facilitator (1 FTE) Utilizing a Results-Based Facilitation approach, this position manages bi-weekly strategic action teams and bi-monthly leadership team meetings in partnership with the Executive Director. The person in this position will be responsible for designing agendas, facilitating meetings, and leading a continuous improvement process based on StriveTogether’s Theory of Action. The Facilitator will lead group discussions and support accountability for follow-up and next steps. A major function of this position is to guide strategic action teams through the Continuous Improvement process and support partners during network or group meetings convened by the partnership. This includes supporting the development of action plans, and implementation of identified strategies around key priority outcomes. This position reports to the Executive Director.

Strategic Alignment

- **Related Priorities:** Civic Network Development
- **Related Pillars:** Investment and Sustainability
- **Related Goals:** 2022, late 2023 and early 2024
- **Justification:** Creating sufficient internal staff capacity to support and sustain the collective impact effort.



Cradle-to-Career

Identify summer learning and career exploration opportunities for middle and high school students utilizing partnerships with educational partners to implement programming.

Build relationships with small to large size businesses, corporations, and city and county government and Pontiac Regional Chamber to support career readiness experiences for opportunity youth.

Cultivate support from educational and human services organizations to facilitate post-secondary education planning, financial literacy, and help create an entrepreneurial ecosystem for Pontiac youth.

Strategic Alignment

- **Related Priorities:** Collective Impact
- **Related Pillars:** Shared Community Vision and Collaborative Action
- **Related Goals:** TBD
- **Justification:** Collaborate with cross-sector groups to support actions towards increasing postsecondary education enrollment and career attainment.

Thriving Neighborhoods

Convene community-based organizations, community stakeholders, youth, and families to annual event focused on anti-violence, social justice, and economic mobility focused on Pontiac

Collaborate with Pontiac Anti-violence Commission to implement community-wide gun violence prevention initiative

Coordinate youth-serving organizations to help integrate positive youth development practices such as peer mediation, conflict resolution, de-escalation techniques for opportunity youth based on community feedback

Strategic Alignment

- **Related Priorities:** Collective Impact
- **Related Pillars:** Shared Community Vision
- **Related Goals:** TBD
- **Justification:** Collaborate with cross-sector groups to support actions towards reducing violent crimes in the Pontiac community.

Success Factors

- Progression through the continuum StriveTogether gateway framework associated with the Theory of Action
- Progression of collective impact based the five conditions of collective impact; common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support infrastructure
- Improving Cradle-to-Career outcomes at the population level
- Closing gaps and demonstrating more equitable outcomes for youth and families of Black, Indigenous, Latine, and Asian youth or those experiencing poverty

Major Assumptions

- PCIP will have continuous funding from the Funders Collaborative to support operational expenses.
- PCIP will diversify our funding to support civic infrastructure
- PCIP will be apart of the StriveTogether Network
- PCIP will expand our organizational infrastructure to achieve the identified goals
- Local government, community stakeholders, and educational institutions will continue to serve as partners in the collaborative work within the community



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