BROWNSVILLE PARTNERSHIP BROOKLYN NEW YORK

2017 CASE STUDY

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CONTENTS

A PLACE-BASED INITIATIVE

Over the past decade, there has been a slow but steady increase in the number of "place-based population change initiatives." The goal of a place-based initiative is to bring overall change to a particular geographic area. Rather than implementing a particular stand-alone program or project, the focus has been on identifying particular neighborhoods, and taking a holistic/comprehensive approach to change.

For example, an organization may create an after school program, a food program, a gardening project, a lead paint abatement project, a tutoring program, or any number of individual stand-alone initiatives. And these projects may very well achieve their goals and provide measurable help to participants. But even in success, they do not necessarily change the underlying environment, or the social or service networks. However, in communities across the nation, there have been an increasing number of initiatives that look to developing a comprehensive approach and are investing in a defined place/neighborhood in order to fundamentally transform the entire neighborhood and its residents.

POPULATION CHANGE LEARNING COMMUNITY

In 2014, representatives from Community Solutions, Magnolia Community Initiative and Vital Village Network gathered with peers and colleagues for the first Population Change Learning Community meeting. This community of learners includes groups from areas across the US including the Brownsville Partnership — Brooklyn, NY; Brighter Futures — Hartford, CT; Community Studios — Sarasota and St. Petersburg, FL; Eastside Community - United Way of San Antonio, TX; Growing Together - Tulsa, OK;

Magnolia Community Initiative - Los Angeles, CA; the Amani Neighborhood — Milwaukee, WI; Thunder Valley Community Development Corporation — Pine Ridge Reservation, SD; Vital Village Network — Boston, MA; as well as Avenues of Change, Guildford West - Surrey, British Columbia, Canada.

Formed to create an exchange between practitioners, researchers, and funders, the Population Change Learning Community aims to assist site-based practitioners supporting place-based efforts. Members of the Learning Community also include the UCLA Center for Healthier Children, Families, and Communities, the Wisdom Exchange, Boston Medical Center, University of Wisconsin Extension of Milwaukee County, the Federal Reserve Bank of Boston Working Cities Challenge, the Hartford Foundation for Public Giving, the Community Foundation of North Texas, and the Doris Duke Charitable Foundation. UCLA Center for Healthier Children, Families, and Communities provides coordination and the Doris Duke Charitable Foundation provides the financial support for the Learning Community and provided funding for this case study.

It was through the Population Change Learning Community group exchanges, participating site based teams identified their common struggle

to understand what roles and functions are being used to support a community change process, assess how well they are actually performing these functions, and ultimately determine what of these functions are necessary to actually drive positive change. While much has been written about the need for support entities for multi-sector place based endeavors, whether called backbone organizations, integrators, intermediaries, or lead agencies, little has been captured as to how best to organize and deliver on this role.

THE CASE STUDY PURPOSE

It was determined by the Learning Community, that efforts to improve outcomes in place-based efforts would be greatly enhanced by sharing the progress and challenges of those us having assumed the support role for place based endeavors. Site based members of the Learning Community self-selected into a case study design team and/or volunteered to administer the case study within their respective communities.

We recognize that the decision-making process in each place-based initiative is different; the demographics in each initiative are unique; and the range of the specific programs and projects for each initiative vary. However, the goal of this case study for each community is to better understand the practice of how best to respond to the on-going development and delivery of the support and services needed for multi-sector place based endeavors. And in each case, this study is informed by the collective experience of, and written by, those actually responsible for the place-based work in their community.

The case study was designed to better understand how, and what, the Learning Community members have determined to be the support roles and functions, and how each site has organized to accomplish their work. In order to best understand this, the Population Change Learning Community intended to answer these key questions:

- **What are the roles/functions necessary to support a multi-sector initiative trying to improve a place based population?**

- **What operating or management structures are the most promising for organizing and sustaining this work (delivering on the functions)?**

- **How do we know (assess) if we are effectively delivering on these functions?**

- **How do we effectively resource (human, financial, technical) this support?**

By relying on local stakeholders to share their experiences and perspectives, and make meaning of those insights, the aim is to strengthen our shared understanding of the elements of effectiveness for those supporting multi-sector place based endeavors.

Through our use of a guided exploration of what has happened and what has been learned from those responsible for supporting a place-based endeavor, the Population Change Learning Community has now generated 9 site-specific case studies.

What follows is a case study of Community Solution's efforts in the Brownsville neighborhood. Staff from Community Solutions entered into this process with a commitment to ask questions and gather the perspectives of participating agencies, residents, and others, that would allow for a deeper level of understanding of the full range of functions and capacities of support entities for multi-sector place based efforts.

Significant effort was made to gather information from a diverse range of participants. Nevertheless, we acknowledge and recognize that it was not possible to speak with everyone, and as a result it is impossible to represent everyone's views and experiences in our local efforts. We recognize that there are many people within the Brownsville Partnership and from throughout our community who contribute their time, effort, and resources to improve Brownsville and the lives of Brownsville residents.

THE BROWNSVILLE PARTNERSHIP STORY

Community Solutions is a US-based national non-profit organization committed to ending homelessness and the conditions that create it. We apply the tools of design thinking, data driven inquiry, advanced facilitation, and quality improvement to explore, design, and implement strategies that solve complex social problems. We are a diverse cross-functional team, operating throughout the U.S. with our work having three main focal areas. By the end of 2019, we aim to:

1. **Help at least 40 communities end chronic and veteran homelessness to create a national tipping point**

2. **Achieve at least one neighborhood 'triple aim' on either health equity or employment**

3. **Demonstrate the viability of at least 5 innovative approaches to physical development and social impact finance**

What follows is a case study of one of our local efforts in Brownsville, Brooklyn. This is a community wherein we are trying to achieve a neighborhood 'Triple Aim' in employment. We, as the local team, entered into the case study process with a commitment to ask questions and gather the perspectives of participating agencies, residents and others, that would allow for a deeper level of understanding of the full range of functions and capacities of support entities for multi-sector place based efforts.

NOTICING

"If you can grow up and survive in Brownsville, you can do it anywhere in the world." - Gregory Jackson
(Founding director of the Brownsville Partnership , former NBA player and Brownsville native who returned to live in the neighborhood and mentor local youth)

Brownsville is a residential neighborhood located in eastern Brooklyn, a borough of New York City. The 1.163-square-mile (3.01 km2) area is part of Brooklyn Community Board 16, and is represented by zip codes 11212 and 11233. Brownsville is one of a handful of New York City neighborhoods where the major indicators of poverty overlap. In this predominantly black community of almost 90,000 people, 36% of residents live below the federal poverty line, 44% of working age residents are out of the workforce, and 10 public housing developments form the largest concentration of public housing in the United States. Employment opportunities and economic stability are among the core reported concerns of residents and cited as major barriers to overall family wellbeing.

BROWNSVILLE'S UNEMPLOYMENT RATE STANDS AT 15%, NEARLY DOUBLE THE 9% UNEMPLOYMENT RATE ACROSS BROOKLYN. THIS VIBRANT, HISTORY-RICH NEIGHBORHOOD, LIKE ALL OTHERS, IS LOOKING TO IMPROVE.
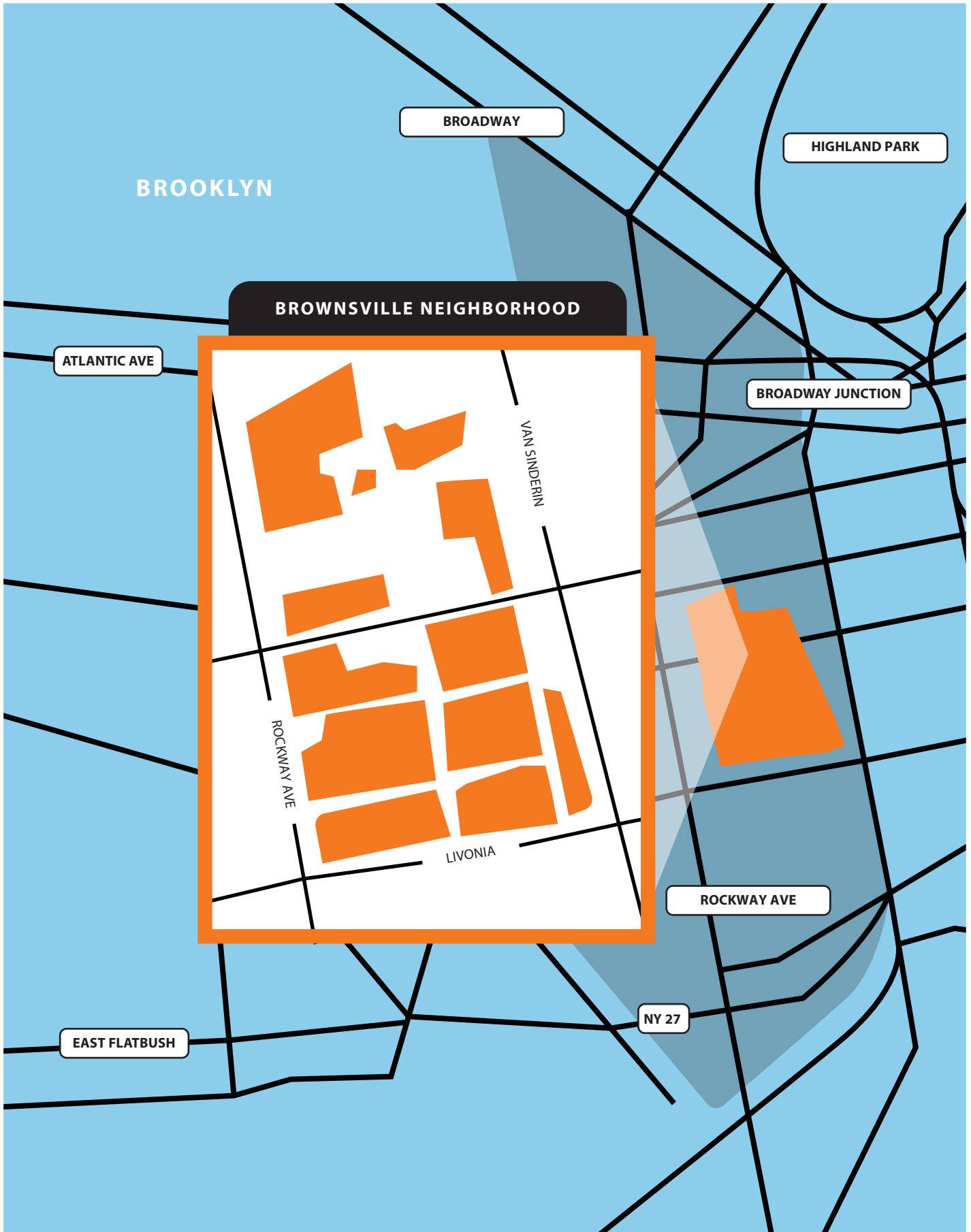
The neighborhood also has some of the city's highest rates of eviction and family homelessness, foster care involvement, and incarceration.

These data alone do not define Brownsville. This vibrant, history-rich neighborhood, like all others, is looking to improve, and has a wealth of stakeholders both living and employed in the community working together to connect the area to opportunity and prosperity. Community Solutions initiated the Brownsville Partnership to bring together residents and organizations in a collective approach to this goal, and has worked in the Brownsville community since 2008 in order to support a wide variety of community-driven efforts aimed at improving neighborhood conditions and access to opportunity.

TURNING UP 'IN-PLACE'

The Brownsville Partnership (an initiative of Common Ground and then subsequently Community Solutions) began operating in January 2008 out of an office space on Thomas S. Boyland Street. Initially, the work of the Brownsville Partnership worked with residents to enable a safer, healthier, and more prosperous community. Some of the earliest work of the Partnership focused on eviction (homelessness intervention) prevention, early childhood development, education, employment, and community health. The decision to establish a physical presence in Brownsville was informed by our analysis of the pathways into family homelessness, which highlighted Brownsville as one of the leading originators of families experiencing this trauma. This realization prompted the decision to begin working 'upstream' of the homelessness problem and explore interventions in-place in Brownsville. Common Ground / Community Solutions established a local presence in Brownsville through

BROADWAY

HIGHLAND PARK

BROOKLYN

BROWNSVILLE NEIGHBORHOOD

ATLANTIC AVE

BROADWAY JUNCTION

VAN SINDERIN

ROCKWAY AVE

LIVONIA

ROCKWAY AVE

NY 27

EAST FLATBUSH

POPULATION CHANGE
LEARNING COMMUNITY

our initial work out of Boyland Street and used it to both highlight discrete areas of need and to rally resources to address these needs. This happened in a variety of ways: by widely sharing the observation that Brownsville, despite its closeness to the opportunity of Manhattan, was disconnected from that opportunity, and did not experience it equally, and then through moving to Brownsville to ground that conversation and to begin to coordinate others in the service of addressing this inequity. This was reflected back during an interview with one of our network partners who described their own organization's origin story accordingly (in the quote below, the 'our', and 'we' refers to their own organization):

"In that evaluation, from the very get-go, Community Solutions was our guiding force. They already had been out here for a couple years before. They established relationships. They gave us the lay of the land. I think a lot of that has been spearheaded because of the intention that Community Solutions and others have brought to the city, saying, You have a responsibility to be doing a better job here."
(First network partner)

"So you have the city that has said, "We've got to do something in Brownsville," and that was after Community Solutions said, "We want to do something in Brownsville." And then you see other things kind of popping up. So we know that it's a focus, we know that it's something that needs to be solved."
(Second network partner)

Other New York based organizations described recognizing the acute needs of the Brownsville community, but the distance between Brownsville and these organizations' existing operations was cited as a crucial barrier to a specific dedicated in-place presence.

"I know that about five or six years ago we were more involved in some community meetings around services for the Brownsville community. At The Door, we explored the possibility of doing some kind of satellite out in Brownsville. That did not come to fruition. We still see a number of young people from Brownsville. But we don't have any, at this point, specific stake or any on-site services in the Brownsville community. Largely that's due to distance from our main offices."
(Second network partner)

In March 2015, The Gregory Jackson Center for Brownsville was opened. Through the Brownsville Partnership, Community Solutions led the redevelopment of a vacant building into a multi-purpose community hub using community-informed design practices. The Center is in a former medical office building on Rockaway Avenue that had been vacant since 2010. The center is adjacent to six public housing buildings, and is named after a late community leader, respected Brownsville advocate, and the founding director of the Brownsville Partnership.

The Center houses multiple organizations including Legal Hands, Brownsville Community Justice Center, SCO Family of Services, and the Brownsville Partnership. The move into the Gregory Jackson Center represents the evolution over 9 years of Community Solutions involvement in the Brownsville community.

Operationally, the Brownsville Partnership is an initiative of Community Solutions, working out of The Gregory Jackson Center in Brownsville. As of this writing (October 2016) it consists of six full time Community Solutions staff. Strategic decisions, those regarding the creation, cessation, and/or evolution of core Brownsville Partnership activities are determined by the Community Solutions leadership team, along with local leadership. Historically, this local leadership consisted of a director of the Brownsville Partnership who oversaw all of the programmatic activities (from strategic articulation in collaboration with key Community Solutions leadership, through to detailed operational management) and was ultimately responsible for their success/evolution. Since September 2015, the programmatic efforts of the Brownsville Partnership have focused on employment and the work of the 5,000 Jobs Campaign, being led by Katie Gordon, Community Solutions Director of the 5,000 Jobs Campaign. In addition to this programmatic effort, the Brownsville Partnership continues to play the role of an in-place convener and support entity and to-date has galvanized a broad coalition of 30 organizations and governmental agencies working together in Brownsville. Our partner organizations participate in monthly meetings, grounded in the shared vision of:

" … making a better Brownsville."

These monthly convenings represent an opportunity to share, coordinate, and learn from each other.

CASE STUDY EXPLORATION

Starting Conversations - How do Brownsville's residents interpret our presence?
What does it mean for them, if anything? As in most communities, the use of space is ultimately driven by need. The Brownsville Partnership is tasked with systems-level change in the service of the community, which may not be directly apparent, or of interest to an average resident. Rationally, residents are interested in how to survive in "the now", without focusing on how the decisions our organization makes will influence "the later."

"I have more people ask me about working off the books than they will about getting a high school GED, which would then open up greater opportunity for them."
(First network partner)

The Brownsville Partnership has experienced this tension between direct provision of services and the need to do systems-level change firsthand, as it experimented with a peer-led community engagement effort: the Brownsville Neighborhood Empowerment Network.

Started in January 2014, Brownsville Neighborhood Empowerment Network consisted of resident colleagues (community members hired into the Brownsville Partnership, as Community Solutions employees) that played the role of expert problem solvers - with the specific aim of preventing their neighbors' evictions and solving other challenges that threaten housing stability in Brownsville. Community Solutions believes that the employment of residents is an important part in place-based change. This is similarly recognized by stakeholders across the spectrum of Brownsville Partnership engagement.

POPULATION
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"Some of the Community Solutions staff is from the community, which is huge. I think there's diversity in gender, in the residency, in race dynamics. I think, I look, and I can see the community through it."
(Second network partner)

"And the feeling about Brownsville Partnership at the time [2008] was, "Who are these white people coming into our community?" They weren't invited in. Why are they here? They just want to use us to get the things that they need. And I think the perception has changed because Brownsville Partnership has, I believe, proven itself to do a couple of things. One: Provide service to our community. Two: They have become a stakeholder in our community. Three: Having people from the community work with them. And four: Bring much needed jobs to the community. And last but not least: Bringing a level of cohesion between the agencies that are in the community, and even providing space where the community can use, outside of 444 (Thomas Boyland Street)."
(Second Resident)

The Brownsville Neighborhood Empowerment Network program became an entry point for community engagement:

"For instance, I didn't even know Brownsville Partnership existed until I had a problem with my rent situation." (First Resident)

"I remember falling behind on my rent, and someone saying go there. And I said, "I'm not talking to these people." I was reluctant. I went, and I benefitted from the financial literacy class, and I met some cool people there . . ." (First Resident)

Brownsville Neighborhood Empowerment Network delivered on many of its intended goals

preventing more than 600 evictions. Unfortunately, homelessness in the 11212 zip code, a key organizational indicator for Community Solutions, was seen to increase during the period of Brownsville Neighborhood Empowerment Network implementation. The work itself had also morphed into a level of direct service provision that was at odds with the core organizational principles of systems transformation. The Community Solutions Leadership team decided to unwind the Brownsville Neighborhood Empowerment Network during the summer of 2015.

This coincided with a Community Solutions wide exploration of how it was organized, and the opportunities for improvement. Almost unequivocally, the Community Solutions staff expressed a desire for the greater focus on systems-level interventions - this was particularly acute in the neighborhoods wherein Community Solutions has a place-based presence and ongoing activities (in addition to Brownsville, Community Solutions also operates in Hartford, Connecticut).

Other organizations operating in Brownsville have made similar transitions:

"We used to do direct service, which I'm a proponent of because I think it just works. This looking at the capacity of our unit versus the number of residents that we hope to serve, we had to make the switch. This whole service coordination piece, it works because it's a lot further reach. We have more outlets and more opportunities to inform our residents of what is at the table for them, and then they in turn have a lot of different ways to connect to the partners."
(Third network partner)

The effect on residents was also jarring and a source of dissonance:

"So that core structure of maybe what Brownsville Partnership was designed to do, which is to help in all aspects, is not there anymore." (First Resident)

Community Solutions shifted a large portion of the Brownsville Partnership's staff and resources to jobs, economic inclusion and employment opportunity. Overlapping with the Brownsville Empowerment Network, the 5000 Jobs Campaign had been running since 2014. The Campaign was driven by input from residents and the overwhelming inequitable workforce data. Specifically, the existing data suggest that despite the great need in the community, Brownsville has not been effectively served by the City's existing workforce system. In 2013, over 5,000 Brownsville residents visited Workforce1 Centers, the second highest participation rate of all New York City zip codes, but it took on average six interviews for a Brownsville resident to get hired versus three interviews for the rest of the city.

Given that many of the Brownsville Partnerships' partners were already operating in the workforce development space, the partnership's new mission clarity brought greater focus to their understanding of the work of the Brownsville Partnership. We heard this quite clearly during our interviews with network partners:

"I think it's clear: To connect Brownsville residents to opportunity, employment."
(Third network partner)

"What they were looking to do was have folks have 5000 jobs by the end of 2017, was the initial goal."
(Second network partner)

The public declaration of a goal to place 5,000 Brownsville residents into jobs by 2018 is aligned with a core Community Solutions organizational practice. It presented a clearer guiding vision for

multi-organizational stakeholders to work towards a shared, measurable, and time-bound goal.

COALITION BUILDING WITH KEY STAKEHOLDERS: 5,000 JOBS CAMPAIGN - PHASE ONE

Here, we document the work of the 5,000 Jobs Campaign in two distinct phases. The first phase, occured in late 2014 and overlapped with the wind-down of the Brownsville Neighborhood Empowerment Network program, represents the kick-off of the 5,000 Jobs Campaign. Community Solutions' previous experience in the 100K Homes Campaign (a national movement to end chronic and veteran homelessness) suggested the use of a boot-camp style approach to executing a pilot effort in the Tilden housing development. A boot-camp effort involves creating a sense of urgency around an issue, and then working quickly with a diverse group of stakeholders to experiment towards a goal in a short time frame – typically 100 days.

Taking place in 2015 in partnership with Rapid Results Institute, a small, but committed, group of partners galvanized around workforce development issues, with the goal of registering over 300 residents in the Campaign and placing 35 of them into jobs. The 5,000 Jobs Campaign Campaign team registered over 100 residents, but only one of the registered residents found work. Still the team came away with some major learning and insights. First, they developed a more nuanced understanding of the diversity of resources required for place based workforce development especially when serving those with large barriers to employment. Second, they developed close relationships with partners who continue to serve as key members of the campaign.

Third, it brought a variety of practitioners, from Assistant Commissioners and Program Directors to Job Placement Specialists and social workers, out from behind their desks and put them into the field.

The pilot was referenced by a number of stakeholders:

That first hundred days, they had a lot of folks around the table, and then after that hundred days commitment, we haven't seen that same commitment from the same people."
(Interview, Network Partner Two)

"**When I came aboard, that's when we went into the pilot phase at Tilden, seeing what would happen if we concentrated all our efforts on one development. The successes and the failures of doing so, that was really a learning moment for us and appears to be a moment of focus, that may not have been capitalized upon in the service of the 5,000 Jobs Campaign."**
(Interview, Network Partner Two)

This happened for a variety of reasons:

Model was wrong
Targeting one specific area in Brownsville was intended to keep the prototype small, but in a surprising way it kept it too small. Instead of focusing the effort it limited it, putting the impetus on the partners to go out and find res-

idents to register rather than openly engaging current participants or recruiting from the population at large. In addition, deploying teams was meant to inspire intra-team competition and promote faster learning and success, the more significant unintended effect of this was it kept resources at a minimum and stretched Brownsville Partnership staff extremely thin.

Resource Misalignment
The prototype was built on the resources that the partners offered the community. At hand were a youth service provider, 3 workforce training organizations, 2 placement agencies, and 2-3 social service providers. No campaign members felt responsible for outreach or intakes. And no one had responsibility for seeing residents from outreach to intake to partner attachment (successfully enrolled and visited by a partner).

Leadership Change
The Director of the Brownsville Partnership left two weeks after the 100 days were over. The Director had developed strong relationships with all of the partners, and her departure and the weakening of these relationships proved destabilizing from a campaign perspective.

There are a variety of qualities required in a person responsible for generating a systems level change. The interim replacement Community Solutions hired as Director of the 5,000 Jobs Campaign (spanning the time between February and May of 2015) ultimately focused on clarity and perfection at the expense of practicality amidst ambiguity. For a well-functioning traditional workforce development organization that would have been appropriate, but not for inspiring improvements to result in an entirely different workforce development system. Community Solutions has since rolled out a more structured approach to talent screening-leveraging insights from technology companies about the use of ensemble hiring practices.

5,000 JOBS CAMPAIGN - PHASE TWO

Phase two of the 5,000 Jobs Campaign began in the summer of 2015, and resulted in the re-focusing of the team around a strategy that harkened back to the original intent of the work - enabling a coordinated approach to improving the equitability of the workforce development system for Brownsville residents, still aiming to place 5,000 Brownsville residents into employment. At this time, between the summer and December of 2015, the Brownsville Partnership consisted of an interim Director, providing strategic counsel and on-the-ground operational support to the whole of the Brownsville Partnership, a data-and-performance specialist (providing leadership and data support to the 5,000 Jobs Campaign), and eight additional staff members split between operational and programmatic duties. The Community Solutions leadership team, the interim director of the Brownsville Partnership, and the data-and-performance lead, supported the re-focusing of the 5,000 Jobs Campaign driver diagram and in doing so galvanized its attention to a core set of 4-6 workforce development strategies. This process of reset and realignment has clearly been recognized by stakeholders who have acknowledged the team's use of system improvement tools to facilitate data driven inquiry:

"**But sometimes it feels like we are starting at the beginning again, when it comes to some of this stuff. So some of the conclusions I'm having, I'm remembering myself as having already.**" (Interview, Network Partner Two)

There's a definite concern that this observation might be tinged with a sense of frustration. The role of social capital and trust-building/preservation remains a priority for the 5,000 Jobs Campaign team.

EXPERIMENTING WITHOUT TANGIBLE OUTCOMES BEARS A SIGNIFICANT COST IN AN ABILITY TO CONTINUE TO BRING KEY STAKEHOLDERS TO THE TABLE.

In addition the sheer complexity of the problem that the 5,000 Jobs Campaign is working on is not lost on anyone,

"**We've had a lot of meetings and talking about it, but I think this is not as simple as this person needs a job. This person has a job to fill. There's so many variables along the way that have to be thought about in a more strategic way.**"(First network partner)

As phase two unfolded, the 5,000 Jobs Campaign team worked with intention to bring clarity to the coalition's data-sharing needs, and co-created a Memorandum of Understanding (MOU) to bring coherence to the team's data collection strategies. An initial draft of an MOU was introduced, and modified accordingly prior to being adopted. Data sharing in general remains a fraught topic and remains a focus of improvement for the 5,000 Jobs Campaign team:

"**I've never seen any data from any of the agencies, so I couldn't even tell you. Right now, I don't even know how many people found jobs.**" (First network partner)

"**I know what we did in the beginning, which was an Excel spreadsheet. It was very basic. The database wasn't sophisticated back then; it was just starting out. I don't know what it's evolved to.**" (Second network partner)

The tension associated with multiple data-entry, and double-counting of employment placement is an ongoing concern for the 5,000 Jobs Campaign team, as summarized neatly by the following:

"**I guess counting employment for other organizations would be a challenge. That was brought up in one of the mapping meetings. A lot of organizations are partnering with other organizations, and the funds they get gets into play, so how do you find the most honest way to share the data.**"
(Third network partner)

Communication varies. There is a monthly call that is open to all partners and prospective partners. Attendees share events and programming updates and discuss new opportunities for Brownsville residents. Katie Gordon, 5000 Job's Campaign Director, holds convenings every other month to connect service organizations in Brownsville to workforce organizations outside of Brownsville. Katie is also in regular communication with partners about how they are doing and what they need. Outside of this, email remains the primary form of communication:

"**I blast, every week. We have our jobs, which I send out to all my partners. And then anything we're doing offsite—so not in this office, at another location, open-call or whatever it is—I will send that out as well.**"
(Interview, Network Partner Two)

Many organizations within the 5,000 Jobs Campaign have outreach organizations of varying sizes, and bring opportunities to the community through flyers, email blasts to mailing lists, and through word-of-mouth. Although it is unclear if the effectiveness of these forms of outreach is ever assessed with intention.

CONCLUSION

Through noticing, turning up 'in-place', starting conversations, and coalition building with key stakeholders, Community Solutions through its establishment of the Brownsville Partnership has brought about a renewed focus and attention to the Brownsville community. One of Community Solutions' largest bets remains the 5,000 Jobs Campaign, an effort to address a broken and inequitable workforce development system that is a major contributor to persistent poverty and housing instability in Brownsville. The challenge remains the coordination of efforts of the 5,000 Jobs Campaign and its partners into a population level systemic shift for the community, one that fundamentally changes an individual from Brownsville's experience of the workforce development system into something that is more similar to that of residents from other areas of the City.

At the end of 2015, a new Director of the 5,000 Jobs Campaign was hired (using the more structured interviewing process) and the 5,000 Jobs Campaign team has recently completed a new three-month driver diagram focused on the April-June time frame. Particular areas of focus for the next three months include data integrity, internal capability building, and robust and comprehensive stakeholder communications.

Since its inception, participants in the 5,000 Jobs Campaign have placed more than 1,403 Brownsville residents into employment (as of October 13, 2016). As Community Solutions has gone through its own strategic planning process to set the direction for the organization's work in 2016 – 2019, it has become clear that the work of the 5,000 Jobs Campaign can be improved further, and we have chosen to do this through the operationalization of the Triple Aim concept. In achieving a Triple Aim with respect to employment we expect to demonstrate:

- **Improved outcomes relating to residents participation in the workforce development system**

- **Improved user experience relating to residents use of the system**

- **Realized cost savings as a result of experiencing a 'better' system, yielding 'better' outcomes.**

Community Solutions is committed to extending the Triple Aim concept across our neighborhood work – as a useful, but practical, operating framework that is ultimately better connected to population level outcomes.

The work of the 5,000 Jobs Campaign remains a work in progress and will continue to be done within the Brownsville Partnership portfolio. It remains a crucial element of our commitment to contributing to Brownsville becoming a safer, healthier, and more prosperous community.

ACKNOWLEDGMENTS

We would like to sincerely thank our interviewees for their time and candor.

While we did gather information and the perspective of a diverse range of participants, we recognize that those we did speak with are a small group and this group may not fully represent the full range of views and experiences of all of those who participate in our local efforts. We fully acknowledge there are many people within our community who contribute their time and effort to improve the lives of everyone living in Brownsville, Brooklyn.

COMMUNITY
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FAMILIES AND COMMUNITIES

METHODOLOGY

For the purposes of the case study, we contacted 16 individuals representing the following constituencies – network partners (3), out-of-network partners (5), representatives from support organizations (3), and residents (5). The individuals were all contacted via email, with follow up phone calls as needed. We introduced the purpose of our request for their time and were ultimately able to conduct 8 interviews, either in person or over the phone, between March 16th 2016 and April 1st 2016. Of the 8 interviews we were able to conduct, 3 were with network partners, 3 were with residents, 1 was with an out-of-network partner, and 1 was with a support organization.

A collaboratively designed questionnaire developed by the Population Change Learning Community was used in a semi-structured interview format with the interviewees. These interviews were conducted in English by David Thompson or Alanna Vaughns and audio-taped. Interview times lasted between 30 and 60 minutes and were transcribed by Benjamin de la Piedra, a graduate student at Columbia University, and an independent agent.

The transcriptions were reviewed for accuracy by direct comparison of transcribed text to the original audio-taping. Each transcription was then read in detail, multiple times, by David Thompson who began to annotate the shared interview responses with Population Change Learning Community identified themes of interest. These themes were then arranged onto a narrative of the shared organizational history of Community Solutions in Brownsville, Brooklyn.

This was initially conducted by David Thompson with the subsequent work being reviewed and fact-checked for coherence and veracity by the co-authors of this work - Rosanne Haggerty, David Thompson, Alanna Vaughns, and Benjamin Faust. Discrepancies or errors were addressed accordingly and, what remains, represents an orientation of the survey responses with respect to a shared understanding of Community Solutions' work on the ground. While this is not a formal, independently conducted, qualitative assessment of this work - we hope that through working as described above, we have worked to make this as objective as possible.

While we did gather information and the perspective of a diverse range of participants, we recognize that those we did speak with are a small group and this group may not fully represent the full range of views and experiences of all of those who participate in our local efforts. We fully acknowledge there are many people within our community who contribute their time and effort to improve the lives of everyone living in Brownsville, Brooklyn.

We would like to sincerely thank our interviewees for their time and candor.

POPULATION CHANGE LEARNING COMMUNITY

Purpose

- Create a learning environment that accelerates learning and progress, and builds camaraderie and shared purpose, across various sites and communities working to improve population outcomes within their respective geographies.

- Connect Community/Initiative Teams with researchers, innovators and problem solvers (from various sectors) to further inform the learning process, overcome barriers and improve local actions.

- Identify and improve the necessary capacities to be successful in this work - including the organizing strategies, operational structures and measurement system needed to achieve population level success.

Learning Areas

- How did we create the conditions that lead to positive change?

- Are we getting better results?

Case Study Design Process and Approach

The goal of the case study is to better understand the practice of how best to respond to the on-going development and delivery of the support needed for multi-sector place based endeavors, informed by the collective experience of those actually responsible for the place based work. Local teams entered into this process with a commitment to ask questions and gather the perspectives of participating agencies, residents and others, that would allow for a deeper level of understanding of the full range of functions and capacities of support entities for multi-sector place based efforts.

While what was learned through the sharing of our experience in this role, and from the stories of those involved with us, is intended to benefit each local effort, we believe the case studies can also contribute to other's collective efforts on behalf of children, youth, families and communities. To that end, the Population Change Learning Community has adopted a two-phase approach for the case study process.

In phase one, we sought to document the collective experience of those actually responsible for and involved in the local place-based work. Each case study is intended to be a feedback source for those sites participating in the Population Change Learning Community. The process provided the opportunity for those involved to reflect on and make sense of their individual and collective action. The findings from each locale allow us to articulate the on-the-ground experiences of the support entity, or entities, that provides one or more support functions. By relying on local stakeholders to share their experiences and perspectives, and make meaning of those insights, the aim is to strengthen our shared understanding of the elements of effectiveness for those supporting multi-sector place based endeavors. Through our use of a guided exploration of what has happened and what has been learned from those responsible for supporting a place-based endeavor, the Population Change Learning Community has now generated 9 site-specific case studies.

In phase two, these 9 site-specific case studies serve as source documents with which to collectively analyze place based work. Sites within the Population Change Learning Community participate in other well recognized place based efforts such as Promise Neighborhoods, StriveTogether, Working Cities Challenge, IHI SCALE initiative, Purpose Built Neighborhoods, United Way, Avenues of Change in British Columbia, Mobilizing Action for Resilient Communities (MARC), among others. Each of these endeavors have been informed or influenced by at least one, if not many more, theories or frameworks on how to change at a neighborhood or community level. By applying some of these different theories or frameworks on how to drive community or systems change, this subsequent analysis of the collective work of the 9 sites will provide new perspectives for the sites within the Population Change Learning Community to deepen their learning, as well as provide information and insight on the support role to the larger field of population based community initiatives.

For more information regarding this Case Study or the Population Change Learning Community, please contact Alexis Moreno, Case Study Coordinator at alexisgeemoreno@gmail.com or Patricia Bowie, Population Change Learning Community Project Lead at patriciabowie@me.com.

DOMAINS EXPLORED WITHIN THE CASE STUDY

INCREASE THE ABILITY OF NETWORK PARTNERS TO IMPROVE OUTCOMES AND PRACTICE A SHARED VISION

Information was gathered about:

- Impetus for working together
- Initial goals
- Membership criteria and member roles/responsibilities
- Network coordination
- Development of a shared vision and guiding principles
- Necessary knowledge and skill sets
- Decision making processes

MEASURE AND SHARE DATA TO GUIDE THE EFFORT

Information was gathered about:

- Local insights generated through data
- Motivations for using data
- Data sharing processes
- Use of data
- Additional data needed
- Resident involvement in data-related efforts

INNOVATE AND IMPROVE THROUGH ACTIVE PARTICIPATION IN THE CHANGE EFFORT

Information was gathered about:

Information was sought about how and what changes, improvements and innovations happened throughout the effort:

- Major phases and developments
- Most significant changes
- Detecting a need for change
- Taking initiative to make a change
- Moving through a change process
- Roles of partners and missing partners
- Results of change efforts
- Inventions and innovations
- Enablers and inhibitors of change

SUPPORT THE HUMAN ELEMENT OF CHANGE

Information was gathered about:

Information was asked about the different aspects of working collectively and the various resources and tools used to support the effort:

- Relationships
- Diversity
- Asset vs. problem orientation
- Conflict Resolution

- Managing emotions
- Leadership
- Funding
- Technology

USE NETWORKS TO SUSTAIN, SCALE AND SPREAD

Information was gathered about:

Information was sought about the ways the effort has been sustained and the ideas or actions scaled or spread throughout the network and the community:

- Spreading the vision
- Scaling the efforts
- Spreading the efforts
- Sustaining or perpetuating the efforts
- Specific role of the support/operating entity in scaling, spreading, and sustaining
- Functioning as a Learning Community
- Networking beyond the local community