Collective Impact Case Study:

ACT Anaheim

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Executive Summary

In the spring of 2012, in the face of increasing gang activity and community tensions, the Anaheim Community Foundation launched the first youth needs assessment in the city since 1989 with funding from The Disneyland Resort. The purpose of the Anaheim Youth Services Assessment (AYSA) was to explore the landscape of youth services in the City of Anaheim, focusing on current programs and services being offered to at-risk youth 5 to 18 years of age. The assessment explored existing priorities and challenges as identified by key stakeholders in youth services, including after-school program providers, schools, parents, youth, community-based organizations, community leaders, businesses, and city officials. Findings from the assessment highlight the particular urgency for investment in Anaheim's youth, as well as the geographic areas of highest youth needs.

ACT Anaheim is a place-based initiative formed in 2013 by The Disneyland Resort, Angels Baseball and Anaheim Ducks, with the Orange County Community Foundation (OCCF) serving as managing partner, as a collaborative response to the needs of youth identified in the AYSA including poverty, academic challenges and limited opportunities in Orange County California's hidden urban core. The purpose of ACT Anaheim is to address the needs of at-risk youth and families with a focus on older youth (ages 13 to 18) who were found to be the least-served age group, with the fewest number of programs and smallest average number of youth served.

Key Facts
Initiative: ACT Anaheim
Year formed: 2013
Mission: To address critical gaps in services for youth in Anaheim, and to build the capacity of the nonprofit sector to engage youth and parents in programs that strengthen families and communities
Geography: Anaheim, California
Impact Area: Youth Development

ACT Anaheim invests in programs and services that address critical gaps in services for youth in Anaheim, and to build the capacity of the nonprofit sector to engage youth and parents with each other, the City and in programs that strengthen families and communities. Funding priorities target strong programs that specifically address service gaps, challenges and barriers to the success of Anaheim's youth. During the first three years of ACT Anaheim, nonprofit

partners served 12,722 new youth who were engaged in programs that enhanced their college and career readiness, positive community engagement and healthy lifestyles. There were also3,911 , new parents and 1,282 other adults who received services relating to having a positive relationship with youth. With the third year underway, and now with the support of 22 collaborative funders, ACT Anaheim has granted $6 million to 15 nonprofit organizations to support these goals.

The following case study details the background of the ACT Anaheim initiative, how the initiative began to build up the conditions for collective impact, lessons learned throughout the process and through interviews with both funders and nonprofit grantees about progress to date as well as to craft the initiative's future direction. While no two initiatives or communities are the same, this report is meant to capture the path taken by ACT Anaheim and its partners in the hope that it may also provide lessons and serve as a potential roadmap for future place-based initiatives involving a variety of stakeholders.

Problem – Lack of Supportive Services for Anaheim Youth

The purpose of [the Anaheim Youth Services Assessment](#) (AYSA) was to understand the backdrop of youth services in the City of Anaheim, focusing on current programs and services being offered to at-risk youth 5 to 18 years of age. The assessment examined current priorities and barriers as identified by key stakeholders in youth services, including after-school program providers, schools, parents, youth, community-based organizations, community leaders, businesses, and city officials.

> "The Anaheim Youth Services Assessment was able to highlight both the history of commitment to the youth and families of Anaheim, and the need for a unified vision for serving the youth of Anaheim to strengthen outcomes, families, and collaborative efforts to address the challenges identified."
>
> AYSA Executive Summary, 2013

Findings from the assessment demonstrate the critical urgency for investment in Anaheim's youth, as well as the areas of highest youth needs. Sample report findings include:

- The need for youth services were significantly concentrated in western and central Anaheim, the poorest and most dense areas of the city
- Few programs were open past 5 p.m. and far fewer programs were available for older youth than for younger.
- There were critical gaps in the existence or scope of gang prevention programs, safe spaces for youth to hang out, teen pregnancy prevention programs, and community engagement.
- Critical barriers to program access included transportation, lack of information, and security of program funding.
- Parents and youth were often not included in program planning and implementation.

> "Now, armed with these findings, we more deeply understand what is needed to make a real difference in the lives of Anaheim youth."
>
> Michael Colglazier
> President, The Disneyland Resort

Structure of ACT Anaheim

To address the findings and to take a leadership role identifying solutions that would support the youth and families of the city, Anaheim's major companies— The Disneyland Resort, Angels Baseball and the Anaheim Ducks-- approached the Orange County Community Foundation to create Accelerate Change Together – Anaheim, or ACT Anaheim. The goal was to align philanthropic resources with timely opportunities and proven intervention strategies to address critical gaps in youth services and strengthen communities in Anaheim.

> "By combining resources and targeting our efforts, we can extend our reach and impact where it counts."
>
> Dennis Kuhl
> Chairman, Angels Baseball

Guided by the 2012 Anaheim Youth Services Assessment findings, ACT Anaheim invests in programs and services that address the needs of at-risk youth and families with a focus on older youth (ages 13 to 18) who were found to be the least-served age group, with the fewest number of programs and smallest average number of youth served. In its first three years, with the support of 22 collaborative funders,

Accelerate Change Together for Anaheim – ACT Anaheim
Logic Model

Goals:
1. Youth are college and career ready
2. Youth are positively engaged in the community
3. Youth have healthy lifestyles
4. Parents and other adults have positive relationships with youth

INPUTS	ACTIVITIES		OUTPUTS	OUTCOMES		
What we invest	*What we do*	*Who we reach*	*What we did*	*Short-term*	*Intermediate*	*Long-term*

• Anaheim Youth Services Assessment
• ACT Anaheim grant award
• Staff
• Volunteers
• Time
• Materials
• Equipment
• Technology
• Partners
	• College and career readiness
	• Youth leadership and service learning
	• Gang prevention and intervention
	• Parent engagement
	• Mentoring
	• Athletics and activities
	• Teen pregnancy, violence and substance abuse prevention
	• Mental health services
	• Capacity building
		• Youth
		  o Primary prevention
		  o Secondary prevention
		  o Tertiary prevention
		• Parents
		• Adults
		• Families
		• Schools
		• Partner organizations
		• Other agencies and Nonprofits
		• Decision-makers and community leaders
		
		Indicators
		
		• Youth participant and family demographics
		• Program participation documentation
		• Partner information
			Numbers served
			
			• Youth
			• Parents
			• Adults
			• Types of services received
			• Days/hours per week
			• Duration of services overall
			
			Locations served
			
			• Schools
			• Partner organizations
			• Other agencies and Nonprofits
			• Services available in targeted census tract
			
			Indicators
			
			• Program participation documentation
				Learning
				
				• Attitudes
				• Awareness
				• Knowledge
				
				Indicators
				
				• Satisfaction surveys
				• Attitude and knowledge assessments
					Action
					
					• Behavior
					• Skills
					• Practice
					• Decision-making
					• Policies
					• Social Action
					
					Indicators
					
					• School performance
					• Gang involvement
					• Workforce preparedness
					• Alcohol and Drug Use
					• Interactions between partner organizations
						Social Conditions
						
						• Crime and delinquency
						• High School completion
						• Employment and economic stability
						• Teen Pregnancy
						• Child Abuse or Neglect
						
						Indicators
						
						• Community Indicators compared to ACT Anaheim participants

ACT Anaheim has granted $6 million to 15 nonprofit organizations to support these goals.

ACT Anaheim supports both the creation of new services and programs and the enhancement of existing programs. Program areas include: academics; workforce development; mentoring; leadership; service learning; mental health; gang violence, teen pregnancy, and substance abuse prevention; athletics; and parent engagement.

ACT Anaheim activities are structured and measured in alignment with four goals:

1. Youth are college and career ready
2. Youth are positively engaged in the community
3. Youth have healthy lifestyles
4. Parents and other adults have positive relationships with youth

These four goals provide the foundation of the ACT Anaheim Logic Model.

First-year grantees far exceeded initial expectations to address gaps in services for underserved Anaheim youth, now having served more than 17,900 Anaheim residents. During the first three years of ACT Anaheim, our nonprofit partners served 12,727 new youth who were engaged in programs that enhanced their

college and career readiness, positive community engagement and healthy lifestyles. There were also 3,911new parents and 1,282 other adults who received services relating to having a positive relationship with youth. Grantees also made advancements toward building their capacity through the exponential leveraging of ACT's initial investment, including $$7,177,185in new dollars raised and $1,471,639 in in-kind contribution generated for their ACT programs.

Legend

Number of ACT Clients

- 5 or less
- 6 - 49
- 50 - 499
- 500 or more
- Anaheim City Boundary
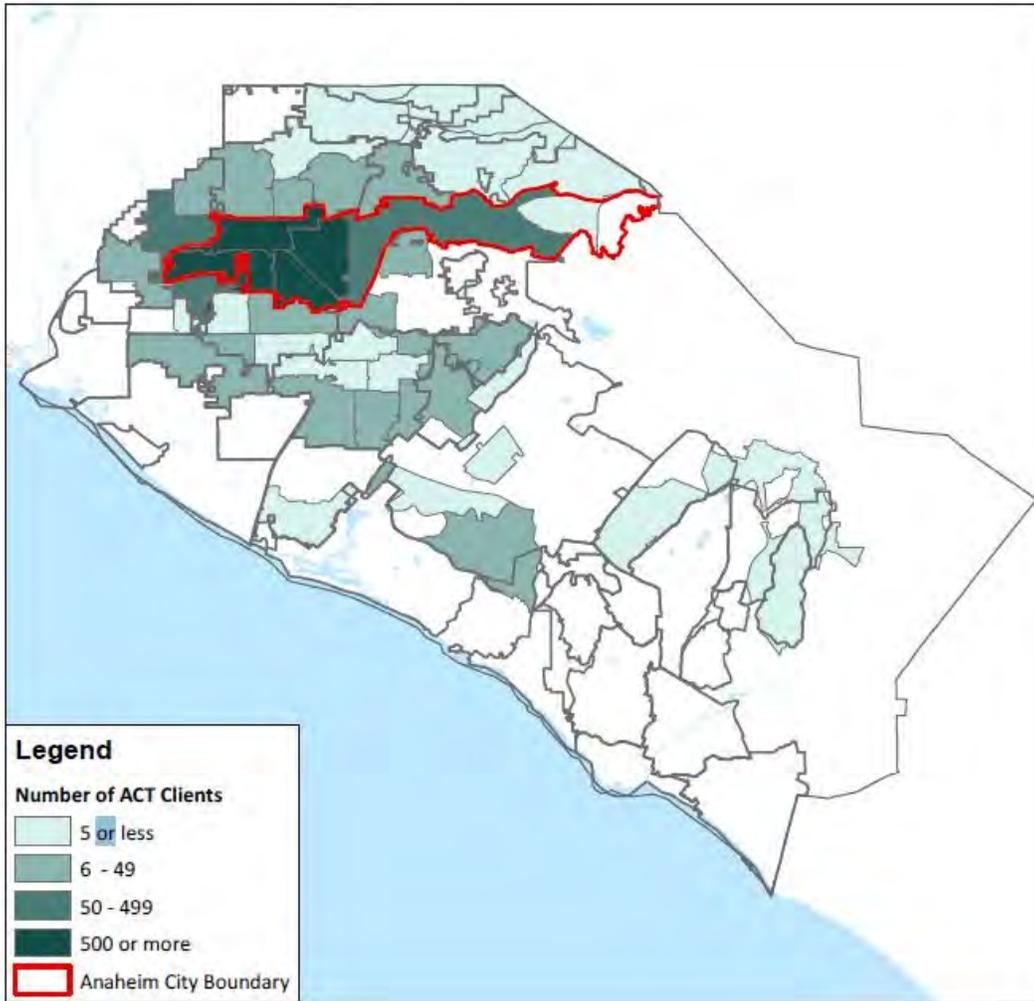
This map highlights the location of ACT clients throughout Orange County.

Beyond the aggregate data points collected, the use of pre/post evaluations has been critical to the evaluation of the success of ACT. Specifically, intake and exit evaluations have been utilized by every grantee to document the effect their programs are having on the lives of youth. For example, the independently validated Youth Resiliency Questionnaire captures improvements in health risk behaviors and protective factors. Researchers describe resilience as a quality of individuals that reflects their capacity to engage in processes that make it likely they will overcome adversity and achieve normal or exceptional levels of psychosocial development.[1]

At the beginning and exit of services, youth were asked to respond to statements that describe how people sometimes feel about themselves and their lives. Youth were asked to describe how often they felt that way in the past few weeks. The Youth Resiliency Questionnaire provides areas of strength and areas for change in five areas: 1) Goal Orientation, 2) Personal Competence, 3) Use of Resources, 4) Friends, and 5) Family. Scores are calculated on a Likert scale of 1 to 4, with the higher the score representing a more positive view by the youth. The following graph highlights a selection of items that had the greatest mean score changes between pre and post testing; however, there was a significant increase in Youth Resiliency scores for all 16 of the items from the beginning of ACT services to the end of services.

Youth Resiliency Questionnaire Mean Scores

Item	Intake (n=1199)	Exit (n=754)
I make my own choices*	2.5	2.8
I have goals and plans for the future*	3.2	3.4
I start to feel better soon after something bad happens* (reverse scored)	2.3	2.6
I can handle changes.*	2.8	3
I have a friend who helps me when I am having a hard time.*	3	3.3
I ask for help when I need it.*	2.8	3

*p=.0000
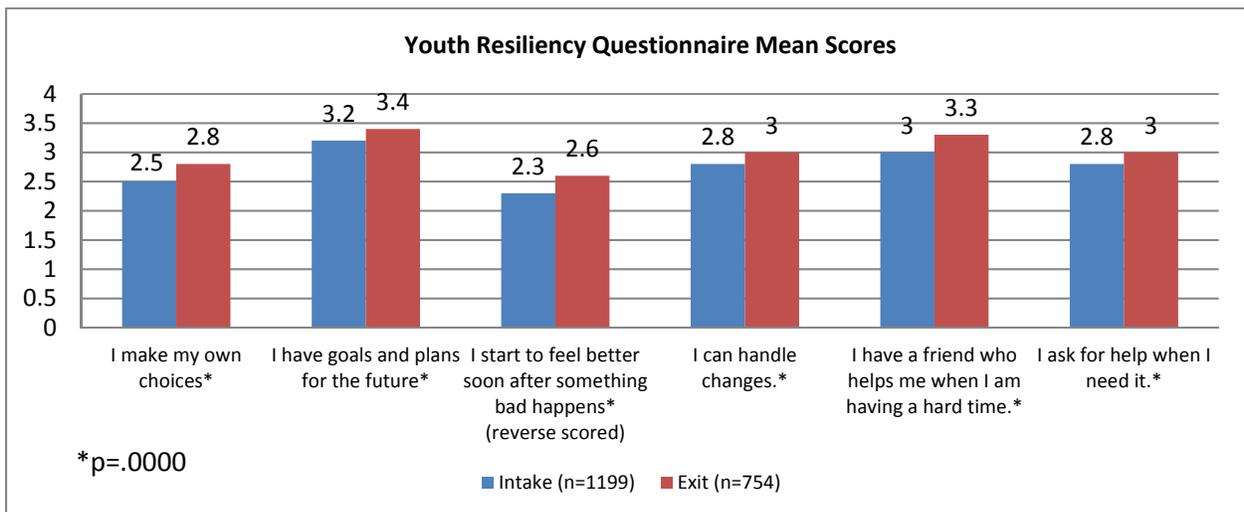
[1] Ungar, Michael, and Linda Liebenberg. "Assessing Resilience Across Cultures Using Mixed Methods: Construction of the Child and Youth Resilience Measure." *Journal of Mixed Methods Research*, 2011. Accessed December 19, 2016. http://www.resilienceresearch.org/files/CYRM/Child%20-%20CYRM%20Manual.pdf.

Improving resiliency will better enable Anaheim's youth to navigate their way to resources that can sustain their wellbeing. By mixing qualitative and quantitative approaches to the development of the initiative's evaluation, ACT has been able to identify both unique and common aspects of resilience that ensures the validity of measurement designed for use across cultures and programs.

Five Conditions of Collective Impact

As ACT Anaheim was launched, the founding partners examined the [collective impact model](#) as a framework for implementing our shared vision. Collective impact was first described by FSG, a mission-driven consulting firm, in a 2011 article in Stanford Social Innovation Review and is widely used for addressing complex social problems through cross-sector collaboration. Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success. Beyond a simple partnership, true collective impact creates an infrastructure and an organization that can serve as a "backbone", with dedicated staff that help partners emerge from silos and address problems in unison. ACT Anaheim is now using this framework to understand our successes and challenges, as well as envision our future efforts.

Common Agenda

The original purpose of ACT Anaheim was to "bolster efforts to address critical gaps in services for youth in Anaheim, and to build the capacity of the nonprofit sector to engage youth and parents in programs that strengthen families and communities." This purpose was expanded to include all youth, parents, and other adults who live in Anaheim. OCCF engaged the inaugural 10 nonprofit grantees in a consensus-building process to develop the four goals, logic model and indicators that drove the shared measurement.

> "ACT Anaheim promises to improve the lives of children, a cause we are confident the Anaheim community will rally around."
>
> Susan Samueli
> co-owner of the Anaheim Ducks and Anaheim Ducks Foundation Board Member

Shared Measurement

The shared measurement indicators and their respective definitions went through several iterations in discussion with grantees and ACT's evaluation partner, the Children and Families Commission of Orange County. The ACT Anaheim data collection and evaluation involves three key categories of data: 1) output measures that track aggregate data on the total number of individuals serviced and the number and type of services provided; 2) client level intake and exit data for youth that receive the most intensive services within each grantee organization; and, 3) pre/post assessments using validated reliable survey tools. The client level intake and exit data is intended to capture demographic data as well as outcomes such as high school graduation. The pre/post assessment tool grantees primarily used was the Youth Resiliency Questionnaire, but the Developmental Assets Profile, Civic Engagement Quiz and Emotional Intelligence surveys were also used.

One of the challenges of shared measurement is tracking change in youth as a direct result of the programs provided. The implementation of intake/exit and pre/post surveys advanced our ability to assess change, but exit surveys are often fewer in number as youth drop out of a program and the providers are challenged to follow-up with them. Families may move and youth may switch schools. Once a youth leaves the program, particularly if it is before they complete the ACT Anaheim program; it is difficult to reconnect with them.

Mutually Reinforcing Activities

Each organization involved in ACT Anaheim has committed to the overall vision and goals articulated in the common agenda. Partners are seeking to advance the array of coordinated strategies needed to address the needs of youth and parents in Anaheim and are making clear progress on the shared measures being reported to the community. As ACT continues to expand, it is expected that these activities will reinforce each other to have a "multiplier effect" on the impact created.

Continuous Communication

Within ACT, regular meetings between grantees are complemented by initiative-specific communications that relay information between the organizations. However, as ACT grows and evolves, organic and system-wide communication will

need to grow more robust and consistent between ACT partners and non-ACT partners serving similar constituencies.

Backbone Support

In the first three years of ACT Anaheim, OCCF has served as the backbone organization for the initiative, guided by the founding partners, and in consultation with our evaluation team and community partners.

In the second and third year, ACT Anaheim began envisioning the backbone support to include greater nonprofit representation. In year 2, ACT Anaheim engaged Network Anaheim and two Family Resource Centers (FRCs) as grantees. While the FRCs serve as collaborative hubs of service providers in key Anaheim neighborhoods, Network Anaheim helps to bridge gaps in available resources by providing a systems improvement lens to developing an infrastructure for coordinated service referrals.

In year 3, Network Anaheim began to take on some of the backbone functions of convening and facilitating dialogue at ACT grantee cohort meetings. As the first three years come to a close, OCCF is engaging a broader stakeholder group that will include nonprofits, funders, and key public and private partners in strategic discussions of the future of ACT Anaheim, while conducting a parallel assessment of the need and roles of a backbone organization and Steering Committee.

> "We need the anchor to keep going and some function to collect data, pull it together and tell our story".
>
> Nonprofit Partner, November 2016

Lessons Learned

Throughout this initiative, quantitative data was informed by qualitative and anecdotal data from individual grantees as a component of regular progress reporting and information sharing. Focus groups conducted in November 2016 by FSG further illuminated the vision of the funders and the experience of grantees through ACT Anaheim. Combining the feedback received from the focus group discussions and progress reports, the following key themes were identified as key lessons from the first three years of ACT:

Embracing Collective Impact

ACT began with overarching goals discovered in the AYSA and fused with individual metrics and milestones identified with each grantee. As evaluation grew and ACT expanded to new stakeholders, the initiative evolved into embracing of the collective model. Regularly scheduled grantee cohort meetings increased trust amongst grantees leading to closer cooperation on issues facing Anaheim. Essential for this dialogue is the consistent and accurate preparation of information in ways that are helpful and meaningful for grantees and funders. ACT has created regular reports of grantee progress and made them available to both grantees and funders. These reports highlight accomplishments, challenges, and also lessons learned, so that all may benefit from the learning experience of every partner. Through this iterative process, grantees began to organically discover the conditions for collective impact, which ACT in turn formally embraced.

Service Coordination

Anaheim has multiple service sector hubs at the individual neighborhood level, including but not limited to the FRCs. However, coordinated service delivery and warm handoffs between service providers can be challenging and requires heightened communication between partners. As previously mentioned, the second year of ACT Anaheim involved engaging the local FRCs as well as Network Anaheim to support the development of coordinated service delivery approaches. Grantee meeting discussions also provided an opportunity to put a greater focus on schools as a common touch point where multiple organizations were providing services on the same school campuses. This effort has created greater awareness of available programs, and remains an ongoing priority for all partners in continuing to provide warm handoffs between organizations supporting youth and their families.

ACT Anaheim was fortunate to have a relatively consistent group of participants and staff representatives across the years, which is unusual for the nonprofit sector with traditionally high turnover. This ensured greater continuity and allowed for the discussions on coordinated services to evolve over time.

In addition to the many accomplishments, grantees experienced a variety of challenges and gleaned some helpful insight into the ongoing needs of Anaheim youth and parents. Recurring challenges are:

- Effectively addressing organizational capacity needs
- Shortage of volunteer mentors
- Engaging the parent community – parents' lack of knowledge of other program availability limits the chance for collaboration between organizations
- Addressing other needs of program participants such as food insecurity
- Effectively reporting due to staff turnover and a lack of reporting culture
- Teachers' lack of understanding of the content or usefulness of ACT programs
- Lack of brand recognition

Perhaps the biggest takeaway was noted by a grantee that "each youth and family is unique and different and responds differently to services. It is important to get to know each family, and be sensitive and understanding of each individual client's needs. As service providers, having an open mind and flexibility is imperative when trying to build rapport with youth and families." Understanding the unique needs of individual youth and their families, and the diverse set of available service providers, became the context for developing coordinated service delivery approaches.

ACT has fostered nonprofits to develop a network that includes shared knowledge, efficiency, referrals and the creation of a service ecosystem. The integration of Network Anaheim and the two FRCs into ACT Anaheim helped to generate this evolving nonprofit ecosystem. By supporting the convening, facilitating and relationship-building components of ACT Anaheim between grantees, Network Anaheim has begun to create an infrastructure for coordinated service delivery.

> "A dream scenario is to shift leadership from the funder cohort to the community, with a structure that sustains most meaningful work and leadership".
>
> ACT Funder, November 2016

Importance of Expanding to New Stakeholders

According to both funders and nonprofits, ACT needs to engage the wider community and expand to new stakeholders. During the AYSA process,

interviewing and assessing community members and their views was critical. As ACT was created to provide services identified as missing by the AYSA, the initial focus of the initiative has been on the development of service providers and their relationships with the broader community. Though ACT convenes regularly, other stakeholders-- such as school administrations, individuals within public services (e.g., police, youth voice, parents), etc.--have had limited or absent roles, yet are essential for long term success.

A robust and diverse Steering Committee (including sectors such as local government and school districts, and ensuring that members reflect the demographics of Anaheim youth) would go far to address these missing pieces. A visioning exercise between providers and funders will focus on evolving the leadership of the ACT initiative to better reflect the community it serves with mutually-reinforcing activities.

Connection between Nonprofits and Funders

OCCF has played a critical role in establishing an environment of trust between the providers and funders. ACT Anaheim represented the first coordinated effort of a group of corporate, private and family foundations to address needs in Anaheim, as well as the first coordinated

> "More transparency (with funders) would be good so that I can best communicate with them and the funders would know what we are working on."
>
> Nonprofit Partner, November 2016

effort to shift the siloed nonprofit landscape in Anaheim. As trusting relationships have been built, there is increasing opportunity to create meaningful dialogue between nonprofit partners and funders, to develop a clear understanding and ongoing refinement of our common agenda.

Sustainability

Both funders and nonprofits are concerned about the sustainability of ACT Anaheim, not just of the programs but of nonprofits' leadership and the role of the backbone organization. Sustainability is critical at all levels of ACT and funding is essential to support the capacity to record outcomes, including non-programmatic outcomes.

During Year 2, OCCF received a grant from the James Irvine Foundation to expand the impact of ACT direct service grants by addressing critical organizational

capacity issues which were identified through Year 1. The goal was to increase the capacity of ACT Anaheim grantees to evaluate and sustain their ACT-funded programs, and provide continued leadership in Anaheim to continue enhancing services for youth. ACT grantees were invited to apply for capacity-building mini-grants to support evaluation and leadership development. OCCF also contracted with The Olin Group (TOGI) to develop an in-depth customized sustainability plan for each ACT Anaheim grantee. TOGI conducted the 2012 Anaheim Youth Services Assessment and has continued to provide ongoing consultation and support to the ACT Anaheim initiative. ACT grantees were then invited to apply for capacity-building grants to launch their sustainability efforts.

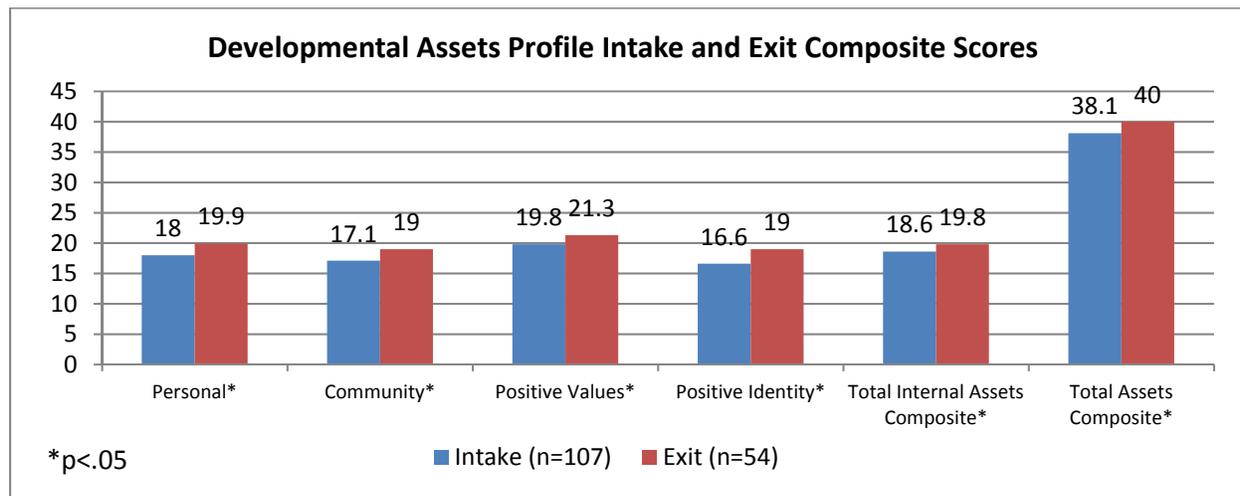**Outcomes are Essential for Success**

Early evaluation support was critical for success. ACT Anaheim benefited from additional grant funding to support evaluation from the initial launch, which allowed for the partnership with the Children and Families Commission of Orange County. Grantees however experienced varying degrees of capacity, creating systemic challenges to building an infrastructure for reporting with limitations on evaluation capacity and know-how. While the first year of ACT Anaheim focused on developing the indicators and data collection methods, the second year involved launching a robust online data collection system. Year 2 also involved launching more rigorous pre/post survey tools, such as the Youth Resiliency Questionnaire. To assist grantees with limited data collection and evaluation experience, through additional grant funding support received from funding partners we were able to offer capacity support for evaluation for two of the three years.

Measuring outcomes also involved the refinement of ACT Anaheim's target population and matching our pre/post survey tools to that target population. ACT Anaheim was intended to focus on a target population of older youth (ages 13 to 18). However, providers working in middle-schools are often serving youth ages 12 to 13 and several providers, particularly those with afterschool programs, often serve even younger youth. There were also vast differences between the ways organizations were defining "at risk" youth – some using that term for youth that generally live in Anaheim while others using that term for youth who were already engaged in high risk behaviors that required intensive intervention. This recognition challenged us to articulate what change we were trying to affect in which youth. This refined our focus toward improving the resilience and

developmental assets of youth who are demonstrating high risk behaviors and require intervention. As a result, our priority changed to risk factors as opposed to specific age ranges.

Early outcomes for youth

Achieving systems change takes time and the consistent application of a reliable and validated pre/post measurement. For example, The Developmental Assets Profile (DAP) is a 58-item survey that has been found to reliably measure the internal strengths and external supports that influence a youth's success in school and in life. At the beginning and exit of services, participants in Western Youth Services' program completed the DAP. The following chart shows the mean composite scores from intake to exit for the second year of ACT. Composite Scores range from 0-30 and the Total Assets Composite Score ranges from 0-60. The higher the score, the higher the internal strengths and supports that the youth exhibits.

Developmental Assets Profile Intake and Exit Composite Scores

	Personal*	Community*	Positive Values*	Positive Identity*	Total Internal Assets Composite*	Total Assets Composite*
Intake (n=107)	18	17.1	19.8	16.6	18.6	38.1
Exit (n=54)	19.9	19	21.3	19	19.8	40

*p<.05

There were three composite areas in which there were significant changes from intake to exit. The youth reported significant improvement in the Personal Composite Score (M=18.0 vs. M=19.9, p<.05). The Personal Composite Score is comprised of 13 items addressing the youth's perceived ability to engage in healthy habits, manage frustration and take responsibility. In addition, there were statistical differences in intake and exit scores for the Positive Identity Composite Score (M=16.6 vs. M=19.0, p<.05). The Positive Identity Composite Score is

comprised of six items measuring the youth's feeling of control, self-esteem, feeling that their life has purpose and optimism about the future. In addition, there was a significant increase in the Personal Values Composite Score from intake to exit (M=19.8 vs. M=21.3, p<.05). The Personal Values Composite Score is comprised of 11 items measuring principles which help youth make healthy life choices such as responsibility, empathy and self-control. No other statistical differences were noted between intake and exit composite scores.

Building these assets helps youth to gain the ability to overcome challenges that may stem from a variety of issues. When the DAP results are combined with data on school performance and other protective factors, it is possible to gather a more thorough understanding of the lives of Anaheim youth. By having a clearer image of these needs, organizations are empowered to design and implement targeted programs to prepare their youth to succeed in academic and career performance.

Family outcomes
According to our nonprofit providers, coaching parents can be just as critical as coaching youth. For example, for those youth looking to attend higher education, helping parents is just as critical as helping students in navigating the complexities of the education
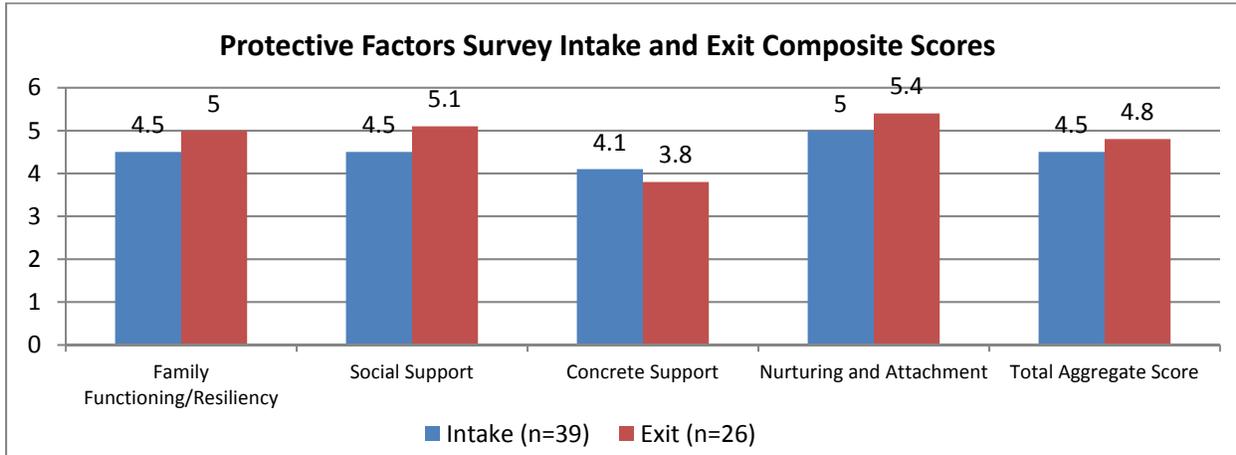
> "If funders can understand the power of building protective factors and what that impact is, that should sell itself. When you build protective factors, you decrease risk factors and build resilience.
>
> Nonprofit Partner, November 2016

system. For those organizations serving parents, it is crucial for parents to understand and be supported in their roles as they care for their children and families in times of need, engage in positive parenting approaches, promote child development, and encourage the social and emotional competence of their children.

The Protective Factors Survey (PFS) is a 20-item survey designed to provide feedback to agencies about the effectiveness of their program in building protective factors. The PFS is intended for caregivers receiving family support services. The PFS measures five protective factors: 1) Family Functioning/ Resiliency, 2) Social Support, 3) Concrete Support, 4) Nurturing and Attachment, and 5) Child Development/Knowledge of Parenting. In the second year of ACT, at

the beginning and exit of services, participants in Western Youth Services' program completed the PFS. The following chart shows the mean composite scores from intake to exit. Composite Scores range from 0-7 with higher scores representing a higher level of protective factors.

Protective Factors Survey Intake and Exit Composite Scores

	Family Functioning/Resiliency	Social Support	Concrete Support	Nurturing and Attachment	Total Aggregate Score
Intake (n=39)	4.5	4.5	4.1	5	4.5
Exit (n=26)	5	5.1	3.8	5.4	4.8

While there was general improvement in protective factors between intake and exit, there were no significant differences in any of the Composite Scores from intake to exit. This may be due to the small number of exits compared to the size of intake surveys.

Nonprofit Sector-level Outcomes

In addition to the collective impact of services provided and increases in developmental assets, emotional intelligence, and resiliency, following is a summary of the major accomplishments of each grantee.

Anaheim Family YMCA—Encouraged a passion for democracy and a belief in personal power to effect change through the Youth and Government Program, while helping Camp Fox attendees find success through skill-building programs.

Big Brothers Big Sisters of Orange County—Provided Community-Based Mentoring to 219 youth, engaged 96 youth to be mentors to elementary school children, and provided 48 youth with workplace-based mentoring through partnerships with Anaheim Union High School District, 3 high schools, 4 elementary schools and 3 corporations.

Boys and Girls Club of Anaheim—Launched a new facility in Manzanita Park and opened with record numbers of youth attending (200 youth per day), while turning the park

itself into a safe place for families in the community.

Children's Bureau of Southern California, Family Resource Centers—Children's Bureau of Southern California, Family Resource Centers—Activated their collaborative network of service providers to meet the needs of youth and their families, while establishing a safe space at Family Oasis FRC and Anaheim Harbor FRC for teens and other Anaheim youth.

Community Service Programs—Provided case management services for the Anaheim Gang Reduction Intervention Partnership (GRIP) Program. CSP has provided case management services to about 8,000 youth and their families in Anaheim. 60% of Anaheim GRIP youth participants reported an increase in resiliency and well-being, while 44% of Anaheim GRIP parents reported an increase in protective factors. Parent involvement in Anaheim GRIP's Greeter Program has been impressive with an average of 76% of parents who have participated in the program having continued throughout the duration of the school year. Schools with high Greeter participation have reported that the overall climate of the school has improved and they feel that they are making a difference

Girls Incorporated of Orange County—Received approval from AUHSD of a joint MOU between Girls Inc., OCDE and the City of Anaheim to introduce a comprehensive reproductive health program benefitting 670 middle and high school aged participants. This MOU is a direct result of the trust and relationships built through Girls Inc.'s growing presence in Anaheim due to ACT.

GOALS—Enhanced organizational capacity to continue providing Anaheim youth and families the opportunity to engage in athletics, learning, and volunteer service programs. With thousands of hours dedicated to serving the community, the Summer of Service program is the largest and most active service-learning opportunity for GOALS youth.

Muckenthaler Cultural Center—Leveraged ACT funding to produce over $300,000 in new funding and three new STEAM programs that are attracting interest from 4 school districts, partnering with 10 Anaheim organizations. The Muck also

formalized a partnership with Muzeo on a permanent Muck @ Muzeo teen arts program.

Network Anaheim—Engaged ACT agencies to interact with, learn from, and work collaboratively with one another toward the goal of expanding and refining a seamless, collaborative youth and family service delivery system in Anaheim.

OC Human Relations—

Reached approximately 516 students and staff directly through presentations, workshops, our annual Walk in My Shoes Youth Conferences, and circle experiences on campuses. OCHR has embedded staff at three school sites with an increased investment from the Anaheim Union High School District. Staff has grown from one full time position to four within one year.

Orange County Congregation Community Organization—Created the City of Anaheim's first Youth Commission and helped pass the Safe Zone's policy for Anaheim Union High School District. OCCCO worked with youth who got commitments from city council candidates to create the Anaheim Youth Commission. The commission allows youth to make direct recommendations and receive direct guidance and mentorship from the city council. The commission will serve a critical voice for Anaheim's youth within city government and help to increase resources to the youth population.

Taller San Jose Hope Builders—Throughout the last year, Hope Builders served 100 youth from the Anaheim community, preparing them to enter the healthcare field. It also partnered with Santa Ana College to design and launch a new 17-credit Information Technology training program in direct response to that industry's growing demand for skilled and reliable workers in Orange County.

Tiger Woods Foundation—Made college more accessible for hundreds of underserved Anaheim high-school students by giving students a first-glace at college life, providing an enriching STEM experience for youth to strengthen their college applications, and demonstrating to high-school counselors how to effectively support college-bound youth.

Western Youth Services—Provided outreach, education and assistance to more than 1,000 youth, including support groups to strengthen growth through stronger connections with youth. For youth requiring a higher level of care, a collaborative plan is

developed to remove barriers to success, strengthen protective factors and build assets through work with a case manager and mental health clinician.

Location-level Outcomes
Not all grantees originated in Anaheim. One of the advantages of taking a system-wide approach is the opportunity to invite providers

> "This level of collaboration does not normally happen in Anaheim."
>
> Nonprofit Partner, November 2016

from outside the current service landscape to offer their resources to meet local needs. One example is Taller San Jose - Hope Builders whose Anaheim facility was expressly fueled by ACT funding and leveraged with $4 million in additional contributions. Hope Builders welcomed its first four cohorts of youth in Central Anaheim in April 2016 to provide job training with local employers, particularly those representing the hospitality, culinary and manufacturing industries.

Another example is Girls Inc., which has worked with the Anaheim Union High School District on a joint agreement between Girls Inc. OCDE and the City of Anaheim to introduce a comprehensive reproductive health program. As a

> "It's the collaboration we have and trust we've built. ACT has helped us reach the community. Success wouldn't have happened without ACT.
>
> Nonprofit Partner, November 2016

result of Girls Inc.'s growing presence in Anaheim due to ACT funding, there are many other schools engaging Girls Inc. to provide these services. Girls Inc. continues to leverage ACT support to provide more resources to meet the need and burgeoning demand.

The Future of ACT

ACT was first developed to address concrete social problems evident in the city of Anaheim. As the initiative has developed, leaders and participants from partner organizations have varied, and new leaders and partners have joined. Throughout, ACT Anaheim has helped maintain continuity and focus on addressing the needs first identified in the AYSA. This process has led to the realization that issues evident in the city will likely take a generation or perhaps longer to sufficiently tackle.

Just as ACT Anaheim was created in response to collected data, the future of the initiative will be tied to the shared measurement performance of grantees, the commitment of funders to address and understand the data and the ability of the initiative's backbone leadership to engage key community stakeholders. ACT's role has evolved to not only focus on grants and data collection among grantees but also on collective impact facilitation and capacity building to help partners clarify roles and thereby create momentum for the entire initiative, and eventually the city of Anaheim.

The future of ACT Anaheim will involve leveraging and sustaining the successes achieved and relationships formed. As a collaborative group of nonprofits and funders, we will seek to craft a community-driven initiative that engages a broader group of stakeholders that continues to focus on improving youth and community resilience through coordinated service delivery and effective partnerships.

Contact

For questions or comments on this report, please contact:

Cathleen Otero

Vice President of Donor Relations and Programs

Orange County Community Foundation

cotero@oc-cf.org

Philippe Sion

Managing Director

FSG

philippe.sion@fsg.org

Front Cover:

Clockwise from left – Hope Builders Taller San Jose, Tiger Woods Foundation, Girls Inc. of Orange County, Big Brothers Big Sisters of Orange County

Focus Groups

[FSG](#) facilitated two focus groups to inform the development of the ACT Anaheim Case Study: one with nonprofit partners and one with the founding partners and collaborative funders. Each focus group generated discussion based on the following questions:

- Why was ACT Anaheim needed?
- How important was OCCF's role in creating ACT Anaheim?
- How was trust established?
- What was the thinking around including other stakeholders – like government, police, social services, etc.?
- What does ACT need to be sustainable?
- What would you like to see in the next 2-3 years?
- What does the next iteration of ACT Anaheim look like?

Nonprofit Focus Group Participants:

Hether Benjamin (Community Services Program- Gang Reduction Intervention Partnership), Nicole Wohlgemuth (Western Youth Services), Wendy Dallin (Network Anaheim), Melisa Montano Ochoa (Orange County Human Relations), Megan Hartman (Big Brothers Big Sisters of Orange County), Noreen Rahman (Girls, Inc), Mary Beth Media (Growth Opportunities Through Athletics, Learning and Service), Angie Rodriquez (Hope Builders, Taller San Jose), Gayla Bell (Tiger Woods Learning Center)

Founding Partner and Collaborative Funder Focus Group Participants:

Dennis Kuhl (Angels Baseball), Jenny Price (Angels Baseball), Janice Bachmann (The Disneyland Resort), Jill Bolton (The Disneyland Resort), Lisa Haines (The Disneyland Resort), Mark Merhab (Angels Baseball), Wendy Arciero (Anaheim Ducks), Barbara Correa (ACT Anaheim), Shelley Hoss (OCCF), Todd Hanson, (OCCF), Cathleen Otero (OCCF), Austin Muckenthaler (OCCF), Barry Ross (St. Jude Medical Center), Sarah Middleton (PIMCO Foundation), Don Thompson (Thompson Family Foundation), Anne Olin (The Olin Group).