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I. Introduction

The Boston College Nelson Chair Roundtable on Examining Neighborhood-Based Change in Overtown Miami was held in partnership with the Overtown Children & Youth Coalition (OCYC) on May 7th and 8th, 2015 at Barry University in Miami Shores and at the University of Miami Life Science and Technology Park in Downtown Miami. Dr. Anderson J. Franklin of the Lynch School of Education at Boston College and Saliha Nelson, Chairwoman of the OCYC, moderated the sessions.

For the first time ever a Nelson Chair Roundtable was held “in the field” in order that the Overtown coalition could come together in their home territory to share open dialogue and collaboration. The two day event brought together approximately 88 attendees from over 30 local organizations, including the OCYC Board of Directors, several sponsors, and stakeholders in the community. The Roundtable began with an evening reception and colloquium on Florida Children’s Initiatives with
presentations from Parramore Kidz Zone in Orlando, Florida, the New Town Success Zone in Jacksonville, Florida, and the Miami Children’s Initiative, Inc. in Miami, Florida. The second day allowed for OCYC members and partners to gather for a variety of planned discussion topics, and featured a keynote presentation by Charles Auslander, President and CEO of The Children’s Trust in Miami, Florida. The purpose of the Roundtable was to help build the coalition and to understand how each partnering organization could contribute.

II. Nelson Chair Roundtable Objectives

The Nelson Chair Roundtable was established to provide a forum for community program leaders to exchange ideas about strategies, interventions, best practices, and program effectiveness. As Dr. Anderson J. Franklin writes, “The Roundtable model is intuitive. Our belief is that effective community development is a product of strategic collaboration among partnering organizations. Working in the ‘silos model’ as a singular organization to confront community challenges is not as effective as working together.” The Nelson Chair Roundtable strives to strengthen ties between programs by facilitating a network. In addition, it is focused on encouraging programs to revisit their mission and goals and increase capacity for evaluation and monitoring effectiveness. Past Roundtables have addressed topics such as program development and sustainability, leadership capacity building, staff development, funding acquisition, and evaluation techniques.

The Roundtable model includes three phases. The first phase consists of identifying exemplary community-based programs. The second phase involves bringing together program leaders in recognition that their knowledge and experiences are valuable resources that should be utilized by sharing best practices. Historically the Nelson Chair has hosted program leaders from around the world at Boston College for several days of open dialogue. The Miami Roundtable represents the third phase of the Roundtable’s “Program Mentoring Program” model, which is to promote leadership capacity and coalition building through development of local partnerships. This is the first year that the Nelson Chair brings the Roundtable model directly to a community in their home neighborhood.

The key objectives for the Nelson Chair Roundtable are to:

- Help programs to work more collaboratively with one another
- Promote the exchange of knowledge and skills
- Increase interdependence between programs for resource and expertise
- Facilitate exchange of best practices
- Reduce isolation amongst programs
- Promote mentorship amongst programs
This year the Nelson Chair partnered with the OCYC to bring together members, partner programs, and community stakeholders with the mission of forming a more cohesive coalition with a shared vision. The main goal was for the OCYC Board of Directors to present the organization’s first Master Plan, and involve participants by requesting feedback and developing an action plan. The Board also led a discussion on membership guidelines with input from current members in attendance. As part of the Master Plan review, the group separated into work groups aligned with each of the four Master Plan outcomes. The objective was to discuss how the outcomes could be achieved and how members of each work group could contribute.

The Nelson Chair Colloquium was an important component of the Roundtable events, as it set the stage for the discussions detailed above. The goal was to educate Roundtable participants on children’s initiatives taking place in other Florida communities, and to inspire the Overtown community to build their coalition using these examples of success.

The Nelson Chair Colloquium took place Thursday, May 7th, 2015 at Barry University, Miami Shores, Florida and was moderated by Dr. Anderson J. Franklin of the Lynch School of Education at Boston College. The purpose of the colloquium was to have leaders of other coalitions focused on youth and families in Florida discuss their work and provide insights to the OCYC as they move forward with their master plan. The three panelists were Lisa Early, Director of Parramore Kidz Zone in Orlando, Florida; Dr. Irvin PeDro Cohen, Executive Director of New Town Success Zone in Jacksonville, Florida; and Cecilia Gutierrez-Abety, Executive Director of the Miami Children's Initiative, Inc. in Miami, Florida.

Each of the panelists discussed their coalition and how it stemmed from the Harlem Children’s Zone model, which follows a cradle to career pathway. Throughout the colloquium, the panelists shared some of the struggles they faced when engaging with community work, the rewards of the work, and provided suggestions for how OCYC could best proceed in Overtown. Dr. Franklin and members of the audience posed several questions that guided the course of the colloquium.
What was unique about your community that helped you mobilize the way you did?
Cecilia started by saying that the Miami Children’s Initiative’s goals for the community were clear from the start—they wanted 100% of children in the community to graduate from college. She first mobilized by entering the community with an open-mind and listening to the residents, hearing their stories, and understanding their needs. This, of course, was challenging given that funders often provide money to execute their own ideas about programming and not include early community trust-building steps into funded projects.

Similar to Cecilia, Lisa spoke about the necessity of first understanding what families in the community want, rather than what an agency might want immediately (e.g., mental health services). She mentioned that in the early days of Parramore Kidz Zone, they gathered information on what families wanted which included childcare subsidies, rent assistance, and ensuring their kids were safe after school. The organization then went through the neighborhood recruiting kids for basketball teams, which is something the families in the neighborhood wanted. They provided a date and time, ensured them costs would be covered, and there would be a barbeque. She believed this was a huge success because it came from the community, rather than from an agency.

PeDro spoke about a similar need to become part of the community and build trust. This meant putting aside his academic credentials and talking with people face-to-face on the street. PeDro shared that as he built trust in the community, they began to see themselves in him and believed in the process. PeDro began to convince them to “bring their own money to the party” in the form of skills rather than currency. PeDro said that he has the “best entrance and exit strategy” in that when you run out of money, the program does not die; instead, you draw upon other resources. This helps ensure the longevity of the organization built upon diverse local support, rather than have it become extinct from a lack of outside funding.

What do you see as your new challenges and how will you address those?
PeDro started by sharing that the community in which he works recently had two murders after having none for four years. His concern was that this stems from youth having little to do during the day. He plans on addressing this by having businesses in the area agree to hiring 20 youth over the summer and then recruiting youth in the area to apply for these jobs. He plans on making three expectations clear to the applicants: (1) show up on time, (2) do what the boss says, and (3) be drug free.

Lisa continued the conversation by talking about the challenge of waiting rather than acting. She stated that her organization decided to take the “just go out there and do it” approach to community action, rather than continue to plan while children become older. One caveat she mentioned was this could lead to recognizing other areas in need of focus. For example, her organization was successful in organizing a youth football league in which they played until 8 or 9PM. Although they created community cohesion, this led to the question of whether students had time for completing homework.
Finally, Cecilia’s greatest challenge is finding funders who can be flexible with their outcome expectations. She spoke about how the work demands you to be dramatically different from what you’re accustomed, such as knocking on doors at 7AM and making sure children are getting to school or an early learning program. She also mentioned putting in large amounts of effort to reduce truancy for a child, even if it is reducing absences by one or two the next month. These types of outcomes are not necessarily thought of from funders. She provided two major suggestions to the OCYC—first, adults need to be educated about what success means for their children and second, you must start as early as possible with children, sometimes right after birth.

**What would be your advice of how to leverage major partnerships (e.g., YMCA)?**

Lisa stated you have to develop credibility through your work. She referenced Cecilia touring a billionaire through Miami Children’s Initiative who heard about the organization because of their successful outcomes. Lisa suggested that data was most important in relaying this information and cited statistics about Parramore Kidz Zone; specifically, that since its start, there has been a 63% decline in juvenile arrests, a 49% decline in teen pregnancy, and a 215% increase in children under five attending early learning programs among other successes.

PeDro continued by saying that it does not take a powerhouse organization, but only a few “powerhouse people” to effectively sell the story of the organization and its mission. He spoke about the importance of sharing qualitative data rather than quantitative statistics. He mentioned that although he could say there is a 16% reduction in violent crime, it is the personal stories that influence people from the outside to get involved.

Cecilia added by saying Harlem Children’s Zone, for example, is using over 300 indicators to track success. Although collecting data is important, you cannot lose sight of the neighborhood and the children. PeDro mentioned he does not use many of these indicators, but instead selects the ones most relevant to the community. In his case, grades, attendance, behavior, arrests, and murders.

**How do you engage community members as stakeholders as equally as possible within your coalition?**

Cecilia started by saying they actively collaborate with residents and youth in the neighborhood and include them in many of their meetings. For example, meetings are often led by a resident and someone who is working for one of the organizations. By including community members in the meeting, you’re actively involving them, hearing their needs, and empowering them to participate.

Lisa stated that when you’re in planning mode, you generally start with agencies. If you do effective grassroots outreach, then the agency meetings stop, meaning that the focus shifts to the youth and community members. She reported she no longer has agency meetings. Instead, Parramore youth employees are planning summer activities.

PeDro added that he is trying to work himself out of a job. He provided an example that he is no longer allowed in the community garden and must find a resident to let him in. He describes his role as
being the voice of reason for community members at times and judges his work based on whether or not he delivers what the community needs.

V. What is the OCYC?

“The OCYC is a community-led collective impact effort with a membership base of anchoring community based organizations, government, academia and resident leaders. The mission of the OCYC is to create collective impact to empower Overtown children and youth to reach their full potential. The Coalition meets monthly and welcomes new members.”

http://overtownyc.tumblr.com/

In short the mission of the OCYC is to create an Overtown where all children and youth reach their full potential with the support of their community. This goal will be reached most effectively following the collective impact model, meaning that community based organizations in and around Overtown work in collaboration with the same vision in mind and use shared measurement tools to evaluate their effectiveness.

OCYC Master Plan

A survey of the youth in Overtown revealed three areas where young people desire enhanced support and deeper resources. The three areas are education, engagement, and opportunity. Students crave more positive connections with their teachers, and clear pathways to achieve higher education and gainful employment. Overtown youth need further engagement with arts and culture, and more opportunities for volunteer and service learning in their community. In addition, there is a need for a more comprehensive landscape of after school programs and employment opportunities for young people. A key component is to engage whole families and residents, so that everyone feels part of the Overtown community and becomes accountable for the success of Overtown youth.

The OCYC Master Plan (see below) was created with these issues in mind and promotes how organizations can work together on a common agenda. The coalition is working to help member programs identify how their information and resources can be shared to create a more complete vision of the community and the services available to them. On the left side of the Master Plan are the inputs which represent strengths that already exist within the network of partner programs around the community. The outcomes, which have been identified by the coalition’s board members, represent the goals for their work as a collective group. The segments across the center represent the pathways to the desired outcomes and the positive changes that will take place when coalition members work together to maximize impact.

One of the main goals of the Roundtable was to examine how the outcomes could be achieved by the coalition. The OCYC Board of Directors asked coalition members to think about their strengths and to look for ways their mission and goals might best align with one of the four outcomes. Dr. Franklin points out that asset map building will be critical for determining how each organization can contribute.
VI. What does it mean to be an OCYC Member?

Part of the Roundtable discussion on Friday, May 8th involved a discussion of what it means to be an OCYC member. The Co-Chairwoman of the OCYC, Tina Brown, introduced the session by saying the OCYC wanted to have an open discussion about membership and to have others share their thoughts on being a member. She spoke about the history of membership since its inception. Initially they had community organizations in Overtown commit to monthly meetings and the members who consistently attended were indoctrinated into the coalition. She acknowledged that membership needs structure and the OCYC would like to know what that structure could look like besides an application. The OCYC has discussed several aspects of membership to this point, such as how members decide who is on the board, membership fees, and whether there should be a board membership term limit.

One participant asked what would inspire a new organization or stakeholder to be a member of the coalition. Tina responded by mentioning that considering the benefits for new organizations was
important. For example, some of this benefit could be providing data support to smaller members or helping an organization with policy.

**Who Is Considered a Member?**

Another participant asked about the type of membership; for example, whether there would be a difference in membership between a care provider vs. a local Laundromat. Dr. Franklin mentioned that some of that is implicit in the nature of the coalition—that it serves children and youth—and that membership should be related to the primary mission of the coalition. A stakeholder in the community mentioned her business provided summer employment to Overtown youth, which allowed them to develop entrepreneurial skills. She suggested businesses in the community need to be involved, even if they are not direct care providers for youth.

Another consideration was whether one could become a member as an organization, individual, or both. Tina responded that it could be at both levels. One caveat is that in order to accept an individual or organization, there should be some criteria to allow membership, such as presenting assets and how your organization could benefit the OCYC coalition mission.

**Membership Length, Levels and Dues**

Several participants brought up membership levels and membership terms. There were several pros and cons regarding a membership term limit. Whereas you want to ensure organizations are held accountable if they are members, you also do not want to lose organizations from the coalition. One of the suggestions regarding term limits was to have them be a staggered process so that multiple organizations do not phase out of the coalition at the same time.

Regarding the type of membership, one participant asked whether you need to be an OCYC member to attend meetings. She mentioned her organization has three meetings: one for the board of directors, one for members, and one for the community. The OCYC should consider these different levels of meetings and who is eligible to attend. Similarly, Tina brought up that having a level system is a great way to state expectations. For example, there would be an overall expectation of everyone who wants to be a member, but different levels of accountability if that member is a university versus a local business.

Regarding membership dues, none of the OCYC members currently pay dues; instead, they bring their resources as an organization to the coalition. One participant suggested that if dues were low, they would not be a barrier to participation. Part of the expectation with having dues is explaining to an interested organization the return on their investment.

**Commitment, Consistency, and Accountability**

The level of commitment, consistency, and accountability of coalition organizations remains an important part of the coalition building process. A difficult question posed was how do you hold organizations accountable? Part of that process may involve using common data metrics to track the performance of organizations. Another participant pointed out that many anchoring organizations that have been part of the Overtown community for decades are heavily invested in the process. This
brings up the question of how newer agencies can be as invested. Another participant suggested there should be some quantifiable expectations to membership (e.g., participating in a certain percentage of meetings per year). This brought up another point that in order to encourage commitment, there needs to be benefits for participating organizations, such as having access to a database or receiving executive reports.

Role of the School System
Dr. Franklin brought up the school system and how to involve such a large entity in the process. One participant responded by saying that her organization works closely with the schools and has the general trust of the community. When parents see that the organization is affiliated with a particular school, this trust transfers—parents begin to trust the school system more. The OCYC has an educational committee that meets monthly, which has evolved into community engagement and education, such as hearing from principals and parents.

Conclusion
Overall, the discussion about being an OCYC member revolved around who is considered a member; membership lengths, levels, and dues; the commitment, consistency, and accountability of member organizations, benefits; and role of the school system. The session concluded with the formation of a sub-committee that would come up with membership guidelines based on the discussion.

VII. Overview of Breakout Discussions and Goals

The Overtown Children & Youth Masterplan (2015-2020) focuses on four outcomes: Healthy & Safe, Connected, Leading, and Productive & Working. Each of these outcomes is generated by six inputs that come from the organizations in the coalition: common agenda, shared measurement, mutually reinforcing activities, continuous communication, community development, and investment and sustainability. As part of the Roundtable, representatives from organizations at the meeting chose a breakout discussion group based on the four outcomes that most closely matched the mission of their organization. Groups convened for 45 minutes to discuss how their organizations matched to the six inputs. Following this, the groups presented their results to a larger audience with Dr. Franklin moderating.

Healthy & Safe
The Healthy & Safe group was convened and charged with discussing how the OCYC could develop a comprehensive community wide service network for youth. More specifically, this group discussed what it means to have safe and supportive environments for families, children, and youth. These environments include schools, neighborhoods, and especially safe housing. One of the first ideas they brought up was collectively measuring and tracking assistance given such as rent, programs for children, etc. This shifted into a discussion about mental and physical health and how they are losing mothers every year to preventable health related disorders. They discussed the possibility of each organization having a health point person. For example, if someone needed a screening, they would
have a contact at a particular organization that provides that service. They stated their realistic goal was to have 100% of families screened for health.

A caveat was how to reach the community, as the group members mentioned traditional health fairs are not effective. They presented several solutions. One was to identify other key organizations providing similar services and inviting them to the coalition. Another was having mobile screening vans park outside of events attended by the community or have representatives travel to barbershops in the surrounding area to gather men for specific screenings. Finally, there was a suggestion to provide monetary incentives for going to screenings, which would increase the participation in health initiatives.

Finally, the group talked briefly about sharing data in regard to safe and supportive environments. For example, they discussed tracking how many low income, affordable housing units are available in the neighborhood or looking at the value of food assistance. None of them are really tracking that effectively, but came up with a strategy if there was some funding or resources available that could be devoted to that. Dr. Franklin spoke about the importance of data sharing, as the Affordable Care Act mandates electronic health records.

**Connected**

The Connected group was tasked with focusing on how to establish a high quality community and family support network. The group spoke primarily about youth and parent engagement. One of the collective action items they identified was programming around parenting and youth engagement in the community. They mentioned the ability to gather some data on parents who attended these programs and the prospect of additional volunteer efforts as a result of the parenting program. Regarding youth engagement, the group spoke about a youth engagement component of a parenting program where they do a pre- and post-program assessment. This organization offered to share these data with the other group members. The group also spoke of different ways to increase community engagement, such as having Step UP! do a training in the community. Step UP! is a bullying bystander intervention program that encourages prosocial behavior among students.

The group also discussed ideas for getting parents involved in parenting programs. Similar to the theme of the Roundtable, the group members talked about wanting to know more about what assets parents have as a way to recognize their contributions. They would like to move toward a model of *asset-focused parenting*. Similarly, they mentioned that in order to get parents involved, it would be better to provide incentives. For example, if the parents attend, programs would be able to provide feedback so that parents know how their child could participate in the program in some capacity. Another idea was to include churches and religious organizations as a way to encourage parental involvement in programming. One plan for their next step would be to have youth in the community collect data on their parents’ assets and reporting back to the coalition. An audience member mentioned the importance of who owns this data and how to have conversations about this.
Leading
The Leading group was responsible for discussing positive youth and community development. Similar to the Healthy & Safe group, they initially discussed current measures and possible indicators assessing outcomes related to youth leadership. Some of their outcomes of interest included quality of life, civic engagement, academic milestone, behavior and attitude changes, and assessing the amount of community service hours to determine how leadership is changing in the community.

The group then spent time discussing how to move forward. They determined the first step would be having a “resource tank” of models and best practices from experts on youth leadership and community development—these could provide the foundation for developing new ideas applicable to Overtown. The next step would be developing common metrics around leadership so that the majority if not all organizations are assessing similar outcomes. Additional steps to this would be having members committed to data sharing, tracking volunteer hours of youth, and understanding where certain community programs lack in providing leadership services to certain age groups. The group connected these steps to other ideas they spoke about, such as parent engagement to impact schools, voter registration, and exposure to politicians and legislature sessions.

They identified their mutual reinforcing activity as using Up2Us to help organizations within the coalition to work better together. For example, Up2Us provides training and mentorship for coaches to go into community-based organizations to work with youth. They believe that partnering with Up2Us could result in more engagement and involvement from coaches and undergraduates in the community and provide for more recruitment opportunities.

Dr. Franklin commented on the importance of understanding whether the emphasis should be on student leadership or parent leadership. If the emphasis is on parents, then youth leadership could potentially follow. For example, if parents mobilize, they can have an incredible impact on the school system, which could be noticed by youth and allow them to feel empowered to engage in their own efforts.

Productive & Working
Finally, the Productive & Working group focused their discussion on positive engagement in the local economy, such as how to prepare youth for the workforce. They first talked about an idea of developing an organization that would build on childrens’ strengths as independent thinkers. They conceptualized independent thinkers as children who may have struggled in the classroom behaviorally and whose true potential is not enacted within a classroom setting. They thought of developing a program for these youth to first determine what these children consider to be success and then bring some resources to cater to this idea of success. For this idea, South Florida CARES Mentoring Movement would serve as their convener—they have access to students and would support recruitment.

The group also talked about how the resources from other organizations in OCYC could address the productivity of Overtown youth. For example, Dress for Success volunteered to serve as the facilitator to talk about best practices for employment. Overtown Youth Center also volunteered to be a
One of the participants talked about traditionally using a PowerPoint presentation to teach youth about what they need for a job interview. After her discussion in the breakout group, she mentioned turning this around and having youth develop their own PowerPoint to teach others how to succeed in an interview. This will allow the youth to be more engaged. Another idea was to create a contest with the school, such as a Runway of Success to see who comes up with the best outfit and the best ideas and these youth would teach adults what they want. This would be a very low cost idea mainly because of the resources provided by the partners involved.

VIII. Keynote Overview: The Children’s Trust

In keeping with the OCYC mission to stay informed and learn from major children’s organizations that already exist in the state, Charles Auslander, President and Chief Executive Officer of The Children’s Trust, provided an engaging keynote talk during the Roundtable. The Children’s Trust is a dedicated funding source of roughly $100 million annually coming from tax dollars which was approved by voters to support the needs of children and families in Miami-Dade County. Mr. Auslander began his presentation by pointing out the income disparity in the County, and that the lack of employment opportunities is a root issue to be addressed. He said that “we need to look at the ecosystem and cultivate solutions to underlying problems and not just serve symptoms.” Mr. Auslander went on to say that “[w]e do not live in a county, let alone this community, where there is equal and meaningful access to high quality education, health care. Many people do not have an earning capacity for themselves and loved ones. No way to house themselves. Those basic things we need to look at.”

Mr. Auslander was pleased to hear the OCYC focusing on assets rather than deficits, as that is a critical component to progress. The Children’s Trust has devised a new strategy that rests on four foundations – social, education, economic, and environmental. The organization believes these four foundations to be the key elements for healthy child development. Mr. Auslander recognizes that each element is multidimensional and must be addressed collaboratively and with innovative ideas. Mr. Auslander explained that The Children’s Trust is making a positive impact now by providing many wonderful services to families; however, he feels that their organization needs to do more of what the OCYC is doing now in order to build a system of solutions that will last over time. The original blueprint for The Children’s Trust involved a framework of resources and external networks working in conjunction with community stakeholders to address the needs of children and families in the Miami-Dade community. Mr. Auslander explained that some attempts at creating this framework had failed, but he feels that collective impact is the model that will be successful and that honest dialogue within the coalition is necessary. He said that “[the OCYC members] know that in order to have those
dimensions served with respect to healthy childhood development, you need to do it in the context of strengthening families and community.”

IX. Roundtable Key Takeaways and Next Steps

Several overarching themes emerged from the Roundtable discussions which serve as key takeaways for participants and lead to next steps for the coalition. These themes include clear pathways to higher education and employment for youth, coalition asset and strategy building, and crafting an approach to legislation and public policy.

Youth: Pathways to Success
Several individuals spoke about assets in terms of youth. Specifically, asset mapping is not just about understanding the resources of organizations, but also recognizing the resources of youth. Rather than talking about youth deficits, several participants underscored the importance of recognizing and building youth assets in terms of character strengths and talents. Part of this process would be to catalogue the gifts of Overtown youth and ensure that parents and the coalition are supporting these.

One suggestion to further build upon youth strengths was to get them involved with the coalition. One participant spoke about the impact Urgent, Inc. had on her son from an early age and he eventually won a film festival at the White House. She suggested organizing youth role models in Overtown to have involvement with the coalition, which could have an impact on other youth in the community. Another participant said they are developing a youth leadership commission that will represent youths’ voices (ages 18-24). The idea behind this was to first organize a youth dinner where they would have a discussion with them about what is important for them. From there, there would be a series of summits on leadership, engagement, and empowerment.

Another aspect of ensuring youth success was addressing youth at different developmental periods. For example, high school is often a vulnerable time for youth because some feel like college is not the environment for them. Part of OCYC could develop mentorship programs and internship for pathways other than college that could lead to a career.

Coalition: Assets, Commitment, & Transparency
The most significant portion of the Roundtable involved a discussion about coalition assets, commitment, and transparency. One of the many challenges coalitions face is how to determine assets, whether they be monetary or another type of resource, or personal or institutional. The main way of doing this was through “asset mapping” or the ability to recognize organizational resources and how to leverage them to impact positive change in youth and the community.

There are several methods of asset mapping. For example, several Barry University student interns are doing an organizational assessment of OCYC partners. The goal is to have a comprehensive report and presentation at the conclusion of the summer. Another participant suggested having a readiness
assessment to determine whether key partners will contribute something unique to the OCYC before joining.

Others spoke about how to engage in collective impact. For example, one participant stated that collective impact is about the absence of money and asked how all organizations can work together to pool resources for better outcomes for everyone.

Several members spoke up about the role of branding and engaging with the larger community. For example, other coalitions have been successful in bringing in big organizations that had money to build infrastructure. They were able to do this through buy-in with a professional basketball team and the mayor’s office. Another example included an organization supported by the Orlando Magic. The ability to have a major sports team endorse a community effort drew national attention to their cause. This is something the OCYC should consider as they move forward with new initiatives.

The discussion highlighted the importance of transparency and commitment among coalition members. One participant recognized the limited bandwidth agencies had to engage in coalition efforts and how certain organizations may be more optimistic about systemic change than others. Several important questions about this were discussed, such as how do you convey to stakeholders that given how busy your agency is, you have time to invest in coalition efforts? In addition, how do you decide what to prioritize? What would have to change for an organization to incorporate time for critical reflection to engage differently with community partners? Although some of these questions can be answered over time, some members mentioned the importance of transparency and communication among members to alleviate some of these struggles. For example, organizations may need to come to the table with the perspective of “this is what I can offer” rather than “this is what I need.” An additional consideration is the ability for agencies to acknowledge their weaknesses and where they need help from other organizations.

Overall, some suggested the final goal of the OCYC is to work themselves out of business. One participant spoke about how the way in which to work themselves out of business is to build assets rather than addressing deficits. Part of the effort should be to have young people be “economic powerhouses” in the community by contributing and being civically engaged.

**Legislation & Public Policy**

Aside from helping youth achieve success and discussing coalition asset building, the final major theme that emerged from the Roundtable concerned legislation and public policy. One of the state senators attending acknowledged that organizations understandably often look to the state for resources. He mentioned that there is new legislation that has a negative effect on the impact zone that needs to be addressed by some entity. He cited an example of direct file (i.e., the state attorney having full discretion of whether to charge youth as adults rather than having judicial discretion in this process). He is afraid this could contribute to the school to prison pipeline and children in the community are getting involved in the penal system from an early age for disruptive school behavior. One problem is that as schools are losing funding, organizations such as those in the OCYC have to
overcompensate, requiring more work. He recommended considering getting more involved in policy in addition to talking about and focusing on funding.

Dr. Franklin reiterated this point and asked, how do organizations impact policy given their daily tasks? One way to alleviate this stress is through asset mapping—organizations that may have an association with a particular legislator can help advocate for something the coalition is focusing on. He also spoke about mission creep—in looking for money, organizations sometimes find themselves seeking money because it is available, but it diverges from the mission of the organization. The coalition must be cautious of this as they move forward with their action plan. Another suggestion for tackling public policy was developing alliances with other communities and coalitions in the surrounding area—there is more power in numbers for this type of work.

One participant spoke about systems scanning or having the coalition determine the root cause of a particular problem before addressing it. This could provide more clarity about a particular issue and can provide a more targeted intervention for public policy. Overall, as the OCYC works to build its membership and develop targeted outcomes, it is important for them to consider getting involved in public policy as another way to reach their goals.

X. Participating Programs

Barry University School of Social Work
http://www.barry.edu/social-work/

Booker T. Washington Alumni Association, Inc.
www.btwalumniassociation.org

Boston College, Lynch School of Education, Office of the Nelson Professional Chair
http://www.bc.edu/schools/lsoe/nelson.html

Downtown Miami Charter School
www.downtowncharter.org

FIU, Office of Engagement, The Education Effect
http://engagement.fiu.edu

Girl Power/World Literacy Crusade of Florida, Inc.
www.girlpowerrocks.org

Institute of Contemporary Art
www.icamiami.org
Mc3 Consulting, Inc.
www.mc3consultinginc.com

New Horizons Community Mental Health Center, Inc.
www.newhorizonscmhc.org

Overtown Youth Center
www.overtownyouth.org

Rainbow Village Family Development Center
rainbowcdcmiami@gmail.com

SEOPW Community Redevelopment Agency
www.miamicra.com

South Florida CARES Mentoring Movement
http://southfloridacares.tumblr.com/

Stephanie Creates
www.stephaniecreates.com

Suited for Success/Dress for Success Miami
www.dfsmiami.org

Sundari Foundation, Inc. dba Lotus House
www.lotushouse.org

The Center for Social Change
www.csc-centers.com

Touching Miami with Love
www.touchingmiamithelove.org

University of Miami, Office of Civic and Community Engagement
http://www.miami.edu/index.php/civic

URGENT, Inc.
www.urgentinc.org

YWCA of Greater Miami-Dade, Inc.
www.ywca-miami.org
INSTITUTIONAL / GOVERNMENT PARTNERS

City of Miami, Office of the Mayor
www.miamigov.com

City of Miami Parks & Recreation, Williams Park
http://www.miamigov.com/parks/park_Williams.html

Florida Department of Children and Families, South Region
www.myflfamilies.com/contact-us/region/circuit-9

Miami Dade County Public Schools, Office of Educational Equity, Access and Diversity
www.dadeschools.net

The Children’s Trust
www.thechildrenstrust.org

United Way of Miami-Dade
www.unitedwaymiami.org

FUNDING PARTNER

Allegany Franciscan Ministries- Miami Dade Region
www.afmfl.org