

SVP Portland  
STRATEGIC  
FRAMEWORK  
2014-2018



*We have a goal: we are dedicated to ensuring that every child entering kindergarten in our community has the foundation for learning and life success. It's a more remarkable goal since it appears that more than half of our children—30,000 in Multnomah County alone—don't currently have that foundation for learning: nurturing caregivers, an experience of books and numbers and healthy play with peers. **The problem is that children who start behind stay behind.**<sup>1</sup> Fast-forward ten or twelve years and the same children who started without the basic tools for success are dropping out of school, working jobs that don't pay the bills and swirling in the cycle of poverty. By the same token, **success begets success.** Ensuring children are prepared for kindergarten pays dividends for decades down the line.*

<sup>1</sup> "A Deeper Look at the Black-White Achievement Gap in Multnomah County," commissioned by The Black Parent Initiative, February 2009.

## BACKGROUND ON SVP'S MODEL & HISTORY

**Problem Statement.** Over the past twelve years, SVP Portland has invested deeply in 20 nonprofits. We have achieved notable outcomes with each. Vulnerable children and families have benefited from our investments in the growth and sustainability of these organizations. Still, improving a small portfolio of nonprofits while thousands of children continue to fall behind conflicts with our core principles of compassion and accountability for results. In 2011, we realized that achieving our promise as Social Venture Partners meant we had to face some of the more intractable problems of our community and the limitations of our existing giving model.

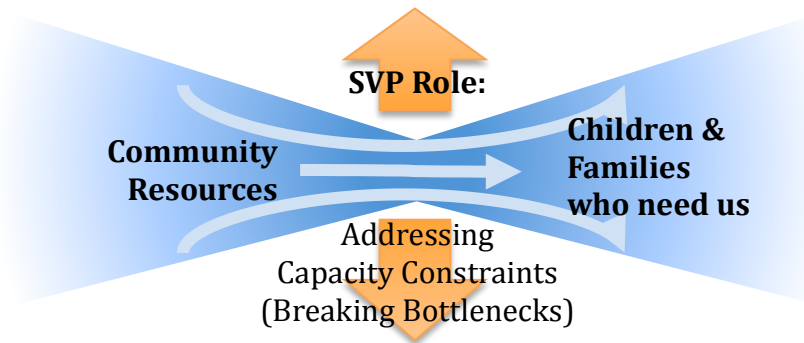
We believe that there are ample resources and goodwill in the Portland community to address such problems but we lack efficient models for directing them to have the most impact. SVP is dedicated to aligning resources and addressing barriers to break open these bottlenecks to success. Moreover, we believe that *the only path to sustainable solutions* is broadly deploying our community's resources to proliferate the most effective practices.

### **Our Mission:**

SVP Portland engages our community in venture philanthropy, leveraging time, expertise and resources for strategic and sustainable solutions to intractable community problems.

### **Our Vision:**

As a community, it is our responsibility to ensure that every child has the opportunity to thrive.



**Solution: Evolution that Builds on SVP's Success.** In the past and still today, SVP builds the operating capacity of individual nonprofits serving vulnerable children to promote organizational growth and impact. We bring an external but invested perspective to each partnership, together with professional skills to help address constraints and unleash their potential.

In 2005, we chose to address a community problem more broadly when we invested with the Oregon Tax Credit Coalition and AARP Tax Aide to help Portland's underserved working families access their tax refunds and credits. By creating CASH Oregon, we returned more than \$168 million and generated an economic return of more than \$267 million for the local community in seven years. This provided our Partners a social return of more than 1700 times our financial investment. It also showed SVP's ability to work in partnership with other social service organizations toward a shared goal.

In 2011, we chose again to go beyond working with individual organizations and to focus all of our resources on solving a community problem. After extensive research, listening to the needs and wishes of our community, surveying the interests of our Partners and careful discernment

of our path, we accepted a challenge to solve the kindergarten readiness problem in Portland. Solving this problem particularly requires our audacious thinking, significant capacity building resources, adaptive leadership skills and orientation to getting results.

### **Our Current Goal:**

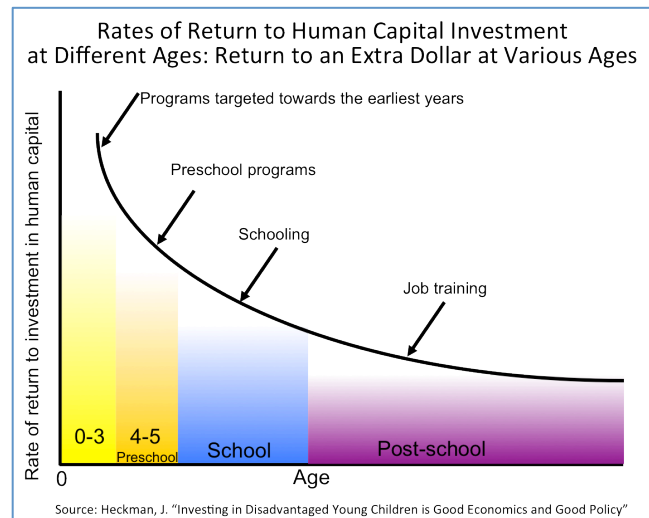
All children entering kindergarten in the Portland metro area have the foundation for learning and life success, as measured by the Oregon Kindergarten Assessment\*.

\*Note: The state piloted the Oregon Kindergarten Assessment (OKA) in 2012 and fully launched to all Oregon elementary schools in 2013. The first benchmark data for all schools may not be available publically until early 2015.

### **Why kindergarten readiness?**

Researchers have found that school readiness at age six predicts a child’s ability to benefit from academic instruction in elementary school. This body of research has also concluded that academic performance in elementary school is a major predictor of whether a child will complete high school. Educators know that many children who have academic problems and low achievement test scores as early as third grade will end up dropping out of school before high school graduation.<sup>2</sup>

Research further shows that the skills necessary for success later in life such as perseverance, resilience, etc. can be directly traced to brain development in the first few years of life. In fact, about 85 percent of the human brain develops in our first 36 months. Therefore, University of Chicago economist James Heckman, PhD reports, “if society intervenes early enough, it can raise cognitive and socio-emotional abilities and the health of disadvantaged children. These interventions are estimated to have high benefit-cost ratios and rates of return, in excess of 10% per annum,” beating the stock market’s average return on equity since World War II. (See graph at right.)



Despite this well-documented economic benefit, less than four percent (4%) of public investment in education and child development occurs during the first three years. Further, what *is* spent on services for young children—\$380 million in Oregon, excluding healthcare, K-12 and tertiary human services such as public welfare, child protection or behavioral health treatment<sup>3</sup>—is not reaching enough at risk children to assure universal kindergarten readiness.

<sup>2</sup> Excerpted from Oregon Governor John Kitzhaber’s 2011 “Early Childhood and Family Investment Transition Report” (data from Annie E. Casey Foundation, 2010)

<sup>3</sup> “Early Childhood and Family Investment Transition Report,” prepared for Governor John Kitzhaber by the Early Childhood and Family Investment Transition Team; January 23, 2011.

We have a broad array of programs and services with waiting lists at some and empty seats at others. We lack quality-assurance data, coordination and integration among programs, all leading to a *system-poor environment* where almost 30,000 young children at risk in Multnomah County alone could fall through the cracks. When they show up to kindergarten unprepared, every student, every teacher and every tax dollar invested suffers. That's over \$917 million annually in Multnomah County K-12 schools alone<sup>4</sup> that is not optimized for successful outcomes and a thriving local economy.

### **What can we do about the problem?**

Many factors have contributed to the current kindergarten readiness crisis in Portland and beyond, not the least of which are the tectonic shifts in family structures, increasing numbers of families in poverty and the practices and funding constraints that silo early childhood, K-12 public education, health care and other services. These are realities that make the readiness problem an entrenched and complex one. Any effort to address readiness must take all factors into account. Their complexity and ubiquity demand that efforts in silos across the community begin working together since no one player in government, education or civil society can solve the problem by working alone. **A system solution is imperative.**

#### **WHAT CHILDREN NEED TO BE KINDERGARTEN READY:**

- Basic physical and emotional needs met
- Nurturing relationships
- Rich and stimulating environments, including exposure to books, letters and numbers
- Opportunity to play and interact with peers

Learn more about these needs and how well children in Portland meet them in Appendix A.

Fortunately, research of the past decade provides great insight into what is needed to assure that children develop the foundation for learning from their earliest days. (See chart above.) Still, Portland and Oregon need leadership and investment to create and implement changes at the scale required to solve the problem and sustain the progress.

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<sup>4</sup> Reflects audited school district operating expenditures from 2009-2010 for seven Multnomah County school district provided to the Oregon Department of Education.

## **CONTEXT FOR SVP'S STRATEGY**

The environment, our assumptions, the key stakeholders and our strategic approach all set the stage for the objectives and strategies outlined in this framework. It is critical to understand this foundation in order to understand what follows.

### **Environment:**

1. A steady stream of 30,000 children under six (52% of all children under six) in Multnomah County has significant risk factors for kindergarten readiness deficits.
2. There is a growing academic and political attention to early childhood care and education nationally.
3. Outside of the small circle of dedicated and passionate nonprofits and professionals in the early childhood arena (such as those involved in the Ready for Kindergarten Collaborative), we have experienced little local awareness of the kindergarten readiness problem and without awareness, no widespread mobilization of broad or deep community support to address it or to improve the early childhood system.
4. State improvement initiatives are in process but may move slowly with an uncertain trajectory.
5. Early childhood care and education in Multnomah County is "system poor." It does not provide the continuum of care with the continuity that many young children and their families need. There are competitive, uncoordinated services and programs. It is unclear at present how the proposed local Early Learning Hub(s) will address these issues.
6. The private funding community is fragmented and "rigid." Some of its practices are counterproductive when it comes to mobilizing the action needed to address the full extent and complexity of the kindergarten readiness problem.
7. There is a dearth of data on the "service to need" landscape or the implementation of "best practices" locally.

### **Key Local Stakeholders:**

- Kids ages 0-6
- Parents and other nurturers, especially those most disconnected from the supports needed for stable, responsive caregiving and serving as first teachers
- Ready for Kindergarten Collaborative participants (nonprofits, schools, business, childcare providers, health and government agencies)
- Providers of prenatal and early care and learning beyond the R4K Collaborative
- Elementary schools and school systems
- Philanthropic/funding community: donors, business, foundations
- All Hands Raised Partnership
- Portland metro-area Early Learning Hub(s)
- SVP Partners
- Community: business, faith, social, cultural
- State of Oregon

## **Key Relationships:**

### **The Ready for Kindergarten Collaborative, Early Learning Hub(s) and SVP**

As a mechanism for “collective impact,” the Ready for Kindergarten Collaborative utilizes the wisdom and resources of committed individuals and organizations across sectors and silos to ensure that every child in Multnomah County enters kindergarten with the foundation for learning and life success. Its power lies in:

- attracting and retaining the universe of players with parts to play in the readiness system
- focusing the players on aligning for targeted action
- establishing goals and metrics to measure progress in the collaboration, and
- fostering a culture of continuous improvement in which each player seeks opportunities to make short-term progress toward long-term goals

By early 2015, the Portland metropolitan area will have one or more Early Learning Hubs that are charged by Oregon’s Department of Education with setting local priorities and a plan for achieving kindergarten readiness targets (along with service contracting functions). We anticipate that the Ready for Kindergarten Collaborative will become fully integrated with the Multnomah County Hub when it is launched in 2015.

Serving as the “Co-Convener” of the Collaborative with the Multnomah County government puts us in the front seat for driving the actions needed to make progress in system alignment and readiness targets. At times we may have the steering wheel and at times we take the passenger seat, helping to monitor the environment and navigate the path. Over the next two years, we will cultivate a successor to our formal, “neutral convener” role and sustain robust support of the Collaborative/Hub(s) in other ways, such as those outlined in this document.

## **Assumptions:**

1. The neglected population of children is a tragic and lost pool of potential. Success in school and life will benefit each child and the broader community/economy.
2. The factors that drive the extent of the problem are known. We don’t need extensive new research. We need to organize to solve the problem, document what is working and not working in our local context, and implement effective practices at scale.
3. The local Ready for Kindergarten problem will not take care of itself without concerted action across the community.
4. SVP has little leverage acting alone.
5. We will be able to show the social and financial return on investment locally that economists document and predict more generally, but this will take time.
6. There are ample resources, capability and goodwill in the Portland community to address the problems facing the early childhood system.
7. The school system is a necessary ally. While its involvement in the pre-kindergarten pipeline has been limited historically, it offers positive points of contact with the families and caregivers of young children
8. There is “low-hanging fruit” to leverage: we can learn, build a community of interest, and progress through alignment and opportunistic, short-term actions while working toward the longer-term goal.
9. Minimal financial resources will be available until awareness of the crisis, clarity of strategies and success stories are established. [The “success stories” will help unleash more resources but they may not come as easily or quickly as anticipated. Awareness and clarity of strategy should help make more resources available in the meantime.]
10. Large scale funding will require broad participation across the community, from the

business, major philanthropy and the citizen community.

11. State progress in improving early childhood systems may lag our efforts.
12. Long-term sustainable progress will depend on using better data and analysis and unleashing large-scale funding and citizen involvement.

Final Driving Assumption. We believe the value of the SVP model to the community is greater with a focused goal and the action it inspires. Our Partnership is a central element of our organization. We can and must make the adjustments necessary to bring the full forces of our capability to bear.

## **SVP'S STRATEGY (2014-2018)**

SVP seeks to be a catalyst for solving the readiness problem working among and with the many effective programs, practices and resources already invested in our community's young children. Recognizing that no one entity alone can solve this intractable crisis, we will contribute dollars, talent, and services of our Partnership as well as serve as a catalyst for other investments to the *collective effort*.

Since committing to the goal in 2011, we have taken four key actions:

1. We continued our established venture philanthropy investment model as we believe that investing money, talent, strategy and connections in nonprofits and schools dedicated to increasing their impact will make a valuable contribution to achieving the goal.
2. We integrated the Encore Fellows program into our organization to direct more private-sector expertise into high-priority projects with nonprofits focused on the kindergarten readiness effort.
3. We determined that investing in individual organizations alone would not get us to the goal. Recognizing the need to align all of our community resources in order to solve the problem and sustain the progress, we assumed "co-convening" leadership of the Ready for Kindergarten Collaborative in the All Hands Raised Partnership. We complement early childhood system expertise and credibility of our co-convenor, Multnomah County, with SVP's independent, action-oriented leadership skills.
4. We began directing the attention and resources of our Partnership to our goal and adjusting our business model, infrastructure and Board leadership to meet the more expansive demands of solving a community problem and collective impact leadership.

These actions have provided an excellent foundation for the bold next steps outlined in this framework. We believe we can best attack our goal with a strategy that builds success deliberately and incrementally. We also recognize that we must use early wins to attract support and leverage each of those in ramping quickly to greater reach and faster progress.

### **Success Paradigm and Metrics**

Reaching the kindergarten readiness goal by 2021 is a passion and commitment that drives our strategy and is central to SVP's long-term viability. Only by accomplishing this goal and building an effective early childhood system to sustain the progress will we earn the credibility to pivot to the next goal.

Because Oregon is not implementing a kindergarten readiness assessment in all of our schools until Fall 2013, no trend data will be available until 2015 (at the earliest). This makes it difficult, if not impossible, to set meaningful numeric milestones now to measure progress over the next several years.

*So what is our readiness target?* Even without the readiness assessment data, we have set the following long-term outcome that we believe will set the course for our 'every child ready' goal and provide SVP with a clear exit strategy for pivoting to the next intractable problem and goal.



**SVP’s Long-Term Outcome:** *The metro-Portland community has achieved five consecutive years of improvement in kindergarten readiness and has a system in place to sustain the progress. (as measured below)*

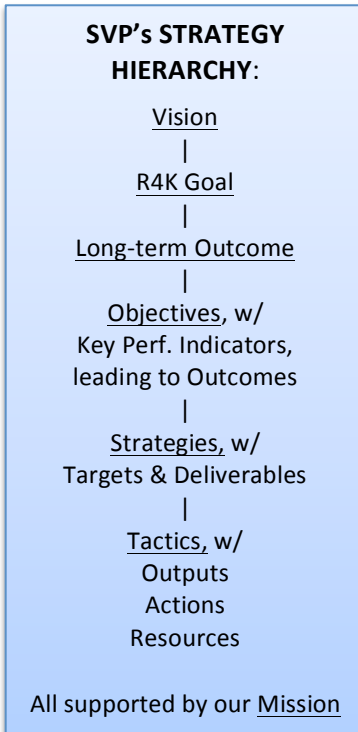
This outcome consists of two key dimensions of success for our goal, student readiness and system effectiveness. We must also ensure that our own organization is strong and sustainable into the future. The following table outlines this success framework and the pages that follow outline metrics for monitoring our progress.

	KIDS	EARLY CHILDHOOD SYSTEM	SVP PORTLAND
<b>LONG-TERM OUTCOME:</b>	<i>Five consecutive years of improvement in readiness</i>	<i>Early childhood system efficiency and efficacy</i>	<i>SVP health &amp; ability to pivot to the next goal</i>
<b>*AS MEASURED BY (DRAFT):</b>	Improvement in the percentage of kids deemed “ready” using Oregon’s Kindergarten Assessment;  Improvement for high priority/risk groups: children of color, children in poverty and English language learners;  Child Developmental Progress Assessments for 1, 2, 3, 4 yr olds	Presence of continuum of services with demonstrated effectiveness and capacity necessary to synchronize with strengths + needs of priority communities  % of families and children receiving the high-quality services they need with the continuity they require  # of schools with active kindergarten transition plans	“Heft”, financial health, infrastructure (OCAT) and outcomes metrics

**SVP Objectives**

Building on the Ready for Kindergarten Collaborative’s progress to date, the significant investment of other providers and system players mounting support for change, and the possibilities for further leveraging our service models and capabilities, the following objectives offer avenues for SVP to make progress toward our Ready for Kindergarten goal. They are detailed further in the pages that follow.

1. We must **be a catalyst for developing the community infrastructure** to collectively achieve the goal and sustain the progress.
2. The commitment of organizations and leaders, public and private, to providing the foundations for kindergarten readiness will not be enough if they can’t deliver and sustain their efforts. We must **strengthen the key players** to produce high impact and go the distance.
3. We must incrementally **open a flow of resources** that will support kindergarten readiness: parents, citizens (as



volunteers, donors and voters), businesses, nonprofits, schools, governments and faith communities.

4. In order to achieve these objectives and our goal, and to play an effective leadership role in our community, **SVP itself must adapt** for greater accountability, agility and heft.

The four objectives rely and build on one another. In order to strengthen “key players” in objective two, the community systems must be in place to objectively qualify those key players. Building a community infrastructure for collectively achieving the goal is useless without mobilizing the resources needed. And SVP’s vitality is part and parcel of the R4K goal. Our strength will help speed progress toward the goal and progress will in turn build SVP’s reputation and strength.

# Objective 1: CATALYZE FOCUSED ACTION FOR SYSTEMIC CHANGE

**ANTICIPATED OUTCOME:** The community has a functioning, resilient infrastructure for collectively achieving readiness outcomes.

## Rationale

SVP is one player among many in working toward the kindergarten readiness goal. Families, caregivers and service providers provide direct support of our children. They in turn receive critical support from public and private funders and advocates. SVP seeks to play a catalytic role among these players, helping to eliminate the current kindergarten readiness gap and to build a strong, effective system for sustaining the progress.

The authors of Do More Than Give tell us, “to work effectively across all sectors of society—government, business, nonprofit, and individual—catalytic donors must learn rare, critical leadership skills: the ability to perceive changes and opportunities in their environments and to orchestrate—subtly but persistently—the activities of key players to advance their causes.”

To play this catalytic role we must have strong partnerships with key influencers, the ability to carefully monitor progress, identify challenges and opportunities, as well as mobilize a multitude of players. The following strategies outline our plans for catalyzing systemic change.

## Strategies

- Align providers, parents, policy makers and other key players to “collective impact” practices and a data-led comprehensive plan to drive system and funding alignment
- Provoke/speed progress (i.e., serve as a catalyst) by eliminating identified barriers and bottlenecks to achieving the comprehensive plan.
- Build system capability and capacity to collect, share, and utilize common child, family and program outcomes data (aka “a common measuring stick”)

## Initial Deliverables and Targets

By January 1, 2015	By January 1, 2017	By January 1, 2019
<ul style="list-style-type: none"> <li>• Measureable successes achieved w/ 2 strategies &amp; 8 school communities</li> <li>• Maintained 50+ committed participants in Collaborative, including 5+ parents</li> <li>• Collaborative integrated with new Early Learning Hub</li> <li>• Collaborative leadership transfer in process/achieved</li> <li>• Comprehensive goal-achievement plan developed</li> <li>• SVP engaged at some level in R4K efforts in Portland metro beyond Mult. Co., as needed</li> </ul>	<ul style="list-style-type: none"> <li>• 10 perc. points improvement in Mult. Co. kinder readiness</li> <li>• Essential players for achieving next stages of plan committed to the R4K collaborative body</li> <li>• R4K data “control center” fully operational</li> <li>• SVP actively working to eliminate identified barriers or bottlenecks to achieving R4K plan</li> </ul>	<ul style="list-style-type: none"> <li>• 3+ consecutive years of improvement in kindergarten readiness (in Portland metro)</li> <li>• R4K data “control center” optimized for action</li> <li>• SVP actively working to eliminate Identified barriers or bottlenecks to achieving R4K plan</li> </ul>

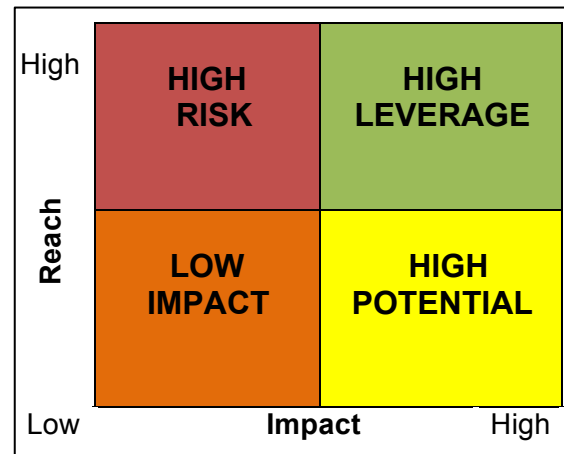
## Objective 2: STRENGTHEN THE KEY PLAYERS

**ANTICIPATED OUTCOME:** Portland metro’s high-impact “Ready for Kindergarten-aligned” nonprofits and social businesses are exemplary organizations.

### Rationale

To commit to kindergarten readiness strategies and sustain the efforts, our social sector leaders and institutions need support. Funders, donors and volunteers need assurance that their resources go to capable organizations reaching critical needs with high quality services. These needs in turn offer opportunities to leverage key SVP assets: a rich pool of private sector talent, knowledge and tools for capacity building and an emphasis on measurement and accountability. Applying these to strengthen critical social infrastructure areas and build robust data collection and evaluation infrastructure at the community and organization levels will boost the confidence of organizations and investors to provide even resources to reach the readiness goal.

To do this we must qualify our kindergarten readiness strategies and providers according to their impact and reach. (See scenario diagrammed at right.) For high impact programs reaching a large number of children and families at risk, our community must align stable sources of funding and resources to leverage their strengths. Where emerging strategies and programs offer potential for greater reach, we must partner with them to build their sponsors’ capacity for growth. Where they are not yielding effective outcomes, we must help them improve or if unwilling, ensure that our community’s resources are not wasted on these efforts.



SVP is agnostic about where programs/strategies fall in these scenarios; we are passionate, however, about progress toward our goal. We will pursue the following strategies to support organizations, programs and strategies positioned to make the highest impact.

### Strategies (by programs/organizations in each quadrant):

- **HIGH LEVERAGE:** Align funding and resources for growth, infrastructure and capital needs in order to achieve maximum economies of scale and stability, while maintaining high impact.
- **HIGH POTENTIAL:** Grow our venture philanthropy portfolio, capacity-building services and aligned funders/donors in order to ensure maximum support possible for strengthening and scaling up, while maintaining quality impact.
- **HIGH RISK & LOW IMPACT:** Ensure quality-improvement support is available for players in these quadrants that wish to increase their impact with priority populations. Utilize SVP’s capacity-building tools to assist at key inflection points.

## Initial Deliverables and Targets

By January 1, 2015	By January 1, 2017	By January 1, 2019
<ul style="list-style-type: none"> <li>• Determine how to qualify organizations by quadrants</li> <li>• 8+ R4K HIGH POTENTIAL nonprofits being served by traditional venture philanthropy investment</li> <li>• Determine plan for investing in orgs outside of high potential quadrant</li> <li>• SVP contributions to Investees increased by 25%+ over 2013; this cash represents &lt;70% of cash leveraged by SVP for Investees</li> <li>• 20+ more R4K nonprofits served beyond traditional venture philanthropy portfolio</li> <li>• 2+ \$50k+ and 2+ \$100k+ investment partners aligned to provide next-stage funding for SVP Investees</li> <li>• Investees achieving 3+ scores on OCAT in areas where SVP has assisted</li> </ul>	<ul style="list-style-type: none"> <li>• 10+ R4K HIGH POTENTIAL nonprofits being served</li> <li>• SVP contributions to Investees increased by 50%+ over 2014; this cash represents &lt;50% of cash leveraged by SVP for Investees</li> <li>• \$1million+ aligned to provide next-stage funding for SVP Investees</li> <li>• Investees achieving 3+ scores on OCAT in areas where SVP has assisted</li> </ul>	<ul style="list-style-type: none"> <li>• 20+ R4K HIGH POTENTIAL nonprofits being served</li> <li>• SVP contributions to Investees increased by 100%+ over 2016; this cash represents &lt;20% of cash leveraged by SVP for Investees</li> <li>• \$10 million+ investment partners aligned to provide next-stage funding for SVP Investees</li> <li>• 75%+ of R4K nonprofits are achieving 3+ scores on priority OCAT capacity areas</li> </ul>

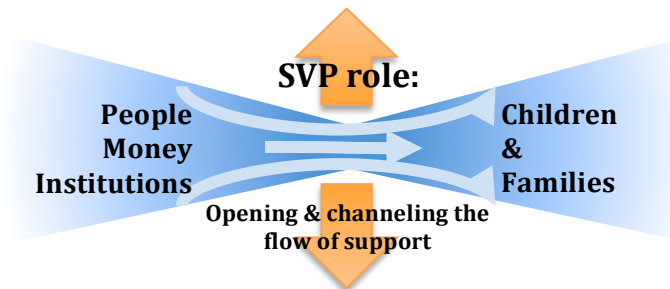
## **Objective 3: MOBILIZE ASSETS FOR THE GOAL**

**ANTICIPATED OUTCOME:** A critical mass of time, skill, influence and resources are contributing to achieve incremental progress toward the R4K goal.

### **Rationale**

Solving the kindergarten readiness crisis and especially sustaining the progress long into the future means *we must have a critical mass of engaged and effective parents, citizens, and education outfits supporting our young children and families.*

We believe these already exist in Portland metro in the form of good intentions, best efforts and untapped or under-utilized services and resources. What we lack are widespread awareness of the critical needs and effective practices, pathways for every citizen to support them, and activation of the community on a wide enough scale and culturally appropriate ways to enculturate early childhood support for children and families.



SVP has a clear role to play in opening this flow of support. We can expand the use of exceptional talent and pro bono resources, leverage our credibility and be strong advocates and connectors across sectors, and develop innovative strategies for unleashing new sources of support. Where SVP is not best positioned to spread the message and attract key resources to the goal, we will mobilize and partner with allies to do so. In any case, the resources must *primarily and directly support our community's most at-risk young children and families.*

### **Strategies**

- Drive a branded social movement (i.e., THINK LITTLE) in concert with early childhood service providers and advocates to:
  - Activate and support isolated, struggling and underserved parents of young children to share their voice, promote healthy development of their children and influence their peers to follow suit;
  - Increase public awareness and activate individual donors, volunteers, voters, advocates and policymakers to support kindergarten readiness for all of our community's children.
- Build a pool of expertise (spanning the continuum of pro bono to fully compensated) to assist R4K-aligned players in achieving the R4K plan.
- Align corporate assets (eg., employees, customers, core competencies, influence) to support and sustain progress toward the R4K goal.
- Develop and/or support investment mechanisms to leverage significant private and public funding for scaling up key players and achieving central R4K goals.

## Initial Deliverables and Targets

<b>By January 1, 2015</b>	<b>By January 1, 2017</b>	<b>By January 1, 2019</b>
<ul style="list-style-type: none"> <li>• THINK LITTLE brand strategy developed and parent voice engaged</li> <li>• \$1+ million raised for R4K players and goals</li> <li>• 50%+ more talent hours over 2013 invested in R4K needs</li> <li>• 5+ companies aligned with R4K plan/goal</li> </ul>	<ul style="list-style-type: none"> <li>• 1%+ of Portland-area citizens have pledged action and/or donated to R4K cause</li> <li>• \$10+ million raised for R4K players and goals</li> <li>• 100%+ more talent hours over 2014 invested in R4K</li> <li>• 1 Fortune 100 corporation + 10+ companies aligned with R4K plan/goal</li> </ul>	<ul style="list-style-type: none"> <li>• 5%+ of Portland-area citizens have pledge action and/or donated to R4K cause</li> <li>• \$100+ million raised for R4K players and goals</li> <li>• 200%+ more talent hours over 2016 invested in R4K</li> <li>• R4K/THINK LITTLE is one of the top three corporate causes in Portland metro</li> </ul>

## Objective 4: Build Our Partnership

**ANTICIPATED OUTCOME:** SVP is an effective social sector leader operating with the necessary agility, accountability and heft to achieve our kindergarten-readiness goal and pivot to the next one.

### Rationale

SVP in Portland has performed well in our first ten years as a venture philanthropy partnership. Over the last four years we doubled our membership, improved our performance with nonprofit partnerships/investments, and set our sights on the R4K goal. With Encore Fellows, we have integrated a new service model and more talent eager to give back. We have also shown the ability to navigate new waters in pursuit of a bold goal and community collaboration.

In order to make further progress, implement the strategies outlined in this document, accomplish our kindergarten-readiness goal, and then bring our assets to the next intractable problem, we must adapt and grow even further. Roles and systems designed for yesterday's organization will not suffice in working to be a catalyst for broad community change. Our "small but mighty," one-size-fits-all Partnership will not give us the heft necessary to solve an intractable community problem. Our infrastructure and governance must demonstrate our agility, rigor and accountability.

*The spirit, passion, talent and commitment of our Partners are the central force of SVP. We provide a vital asset to the Portland community: people willing to roll up their sleeves and give heart, mind and resources to ensure a community where all children have the chance to thrive. Ensuring our own vitality will involve the following strategies.*

### Strategies

- Fully leverage the unique assets of each of our Partners.
- Grow our Partnership and build a resource base (money, talent, etc.) that efficiently addresses R4K barriers without delay and ensures our vitality and sustainability.
- Ensure that SVP Partners serve as community role models for investing, engaging and advocating to solve a community problem.
- Maintain exemplary organizational infrastructure, governance and accountability systems.
- Attract, support and retain personnel who are ingenious servant leaders.

### Initial Deliverables and Targets

By January 1, 2015	By January 1, 2017	By January 1, 2019
<ul style="list-style-type: none"> <li>• Early R4K donors contributed at same or higher levels of support</li> <li>• Partnership: 20%+ over 2013</li> <li>• Partners featured speakers at 15+ events</li> <li>• SVP achieves OCAT 3+ on Board dev'tment/governance &amp; accountability measures</li> <li>• Board: 13+ members</li> <li>• SVP's mark/comm infrastructure built</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership: 20%+ over 2015</li> <li>• Revenue secured for 9 mos of future program expense</li> <li>• Partners are featured speakers at 25+ events</li> <li>• Board: 15+ members</li> <li>• SVP achieves 3+ score on key aspects of OCAT</li> <li>• R4K effort and/or SVP have been featured in 1+ national publication</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership: 20%+ over 2017</li> <li>• Revenue secured for 1 year of future program expense</li> <li>• Partners are featured speakers at 3 nat'l events</li> <li>• SVP achieves 3+ on all aspects of the OCAT</li> </ul>



## **Conditions for Success**

### Essential

- Early wins that build momentum are achieved.
- SVP Partners continue to tolerate initial ambiguity and support a long-term R4K campaign.
- Sufficient money sustains and accelerates our progress. Big money participates.
- SVP leverages sufficient volunteer talent, resources and advocates from its Partners and beyond.
- The early childhood service sector, school districts and unions embrace best-known methods.
- Child, family and program outcomes data are gathered in a single or linked system for monitoring progress and challenges and making adjustments.
- The State of Oregon and Early Learning Hub efforts align and accelerate needed changes.
- The general community, and specific communities within it, become concerned about kindergarten readiness and commit to making changes necessary for community-wide adoption of kindergarten readiness goals and strategies.
- SVP's governance and infrastructure becomes stronger, more agile and effective.

### Important but not essential

- Ready for Kindergarten Collaborative/Early Learning Hub(s) and other early childhood system catalysts support our efforts.
- The resources available to provide the backbone for the R4K Collaborative are sufficient to accomplish what needs to be done.
- Building collaborative/community consensus happens within the projected timeframe.
- Successful models are identified and built/scaled within the projected timeframe.
- The success of the R4K goal strengthens SVP's brand in the community.