

Pinellas County Campaign for Grade-Level Reading

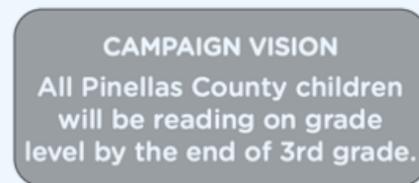
Leading for greater impact in a community campaign



The Inspiration

Like hundreds of other community-wide literacy campaigns, Pinellas County's *Early Readers, Future Leaders* campaign got off to a strong start. In 2016, this Grade-Level Reading (GLR) campaign launched with 50 partners and a focus on community engagement (messaging, events, etc.) and resources for educators, caregivers, and families.

What's not so common is how the strategy and work unfolded after the launch. Led by Danielle Hintz, the Community Projects Manager at the Juvenile Welfare Board of Pinellas County (JWB), the campaign's initial phase was followed by an equally strong next phase, which is rare.



Avoiding Intention-Impact Gaps

What makes the Pinellas County campaign distinct? They avoided a widespread intention-impact gap among campaigns—the tendency to just keep adding activity and programs to the landscape as their impact strategy following the initial launch phase.

In other words, all too often we see campaigns focus on rapid *growth* and *reach* in that second phase. In contrast, while Hintz and her partners also focused on growth during that second phase, they actually did so by doing less. With a clear focus on *depth* and *capacity-building*, it was a more focused impact strategy and approach to expansion.

Charting a Path Forward

What, then, did this second phase of the campaign look and feel like? Here are a few elements that stand out:

Campaign Structure

JWB maintained a robust, coherent role as the backbone agency, with a steering committee and a workgroup, to guide and drive the campaign work.

Capacity-Building

Hintz and her team kept continuous learning and improvement core to their work with all partners. This meant going a little slower in order to go fast.

- A set of ~20 teams from partner organizations engaged in a Lectio institute to advance their program analysis, measurement, and action planning.

The Roadmap

With support from Lectio, Hintz and her team revisited their strategic plan. Two specific priorities surfaced: 1) integrate capacity-building into the expansion strategy; 2) direct resources towards programming that builds children's literacy skills.

Leading Literacy Improvement: *Phase II*



A Snapshot of the Results

175+ Campaign partners, from more than 85 organizations.

Accelerated gains in children's reading levels, reported at 6-month intervals, among four core partner programs that adjusted their design for greater impact.

\$4M+ secured for investments in programs demonstrating effects on children's literacy outcomes.

- Initial investment in 4 partners (1.3M), and an additional investment (2.3M) for targeted expansion based on program design and results.

To assess fit and accelerate potential impact, all RFPs released by the Campaign's backbone agency have applicants map their plans to Lectio's analysis and evaluation dimensions.