



Evaluation of New Mexico State University's *100% New Mexico Initiative*



USING COLLECTIVE IMPACT TO
ENSURE TEN VITAL SERVICES
DURING THE COVID-19 PANDEMIC

Evaluation Report to the Anna, Age Eight Institute,
a program of New Mexico State University

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Disclaimer

The points of view, analyses, interpretations, and opinions expressed here are solely those of the authors and do not necessarily reflect the position of the Anna, Age Eight Institute or New Mexico State University.

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EXECUTIVE SUMMARY

INTRODUCTION

The need to ensure that families and community residents have access to services for surviving and thriving has become ever more visible during the global COVID-19 pandemic and economic crisis. This study describes the results of a developmental evaluation study conducted by Chapin Hall of eight New Mexico counties' adaptation of the 100% New Mexico model to ensure 10 vital services during the COVID-19 global pandemic.

BACKGROUND

The Anna, Age Eight Institute (Institute) at New Mexico State University was formed in 2018 to empower the local champions who build the vital services to ensure trauma-free and thriving children, students and families.¹ The Institute's founders are guided by research focused on the social determinants of health and ensuring access to vital services to increase health, safety, school achievement, job readiness and resilience.² The Institute began as the result of the book written by founders Dr. Katherine Ortega Courtney and Dominic Cappello, *Anna, Age Eight: The Data Driven Prevention of Childhood Trauma and Maltreatment*. A second book, *100% Community: Ensuring 10 vital services for surviving and thriving* (Ortega Courtney, PhD & Cappello, 2019) provides the framework and tools to accomplish the goal of ensuring access to 10 vital services among all New Mexicans. Communities use a data-driven collective impact model and 10 local action teams centered in service sectors for surviving and thriving. As of June 2021, 100% New Mexico was being implemented in eight counties.

METHODS

This study used a developmental evaluation approach, with the goal of informing the Institute's leadership for ongoing implementation of 100% New Mexico and understanding collective impact. Building on a pilot study conducted by Chapin Hall in 2019, we worked closely with the 100% New Mexico developers to prioritize three key domains for inquiry. These included investigating: (1) implementation progress in participating counties, (2) development of core components of collective impact and the seven model steps in participating counties, and (3) 100% New Mexico adaptation in the context of the COVID-19 pandemic and associated economic disruption.

We conducted interviews (n = 12) and focus groups (n = 2, 9 participants) and administered a survey (n = 45) for this study. We transcribed and thematically analyzed interviews and focus groups to systematically identify implementation experiences from the lens of collective impact and the role of the 100% New Mexico framework and activities in how community responses launched in each

¹ <https://annaageeight.nmsu.edu>

² <https://annaageeight.nmsu.edu/resources/adversity-research.html>

county in response to the COVID-19 pandemic. Survey results were analyzed using descriptive means and proportions. We then validated themes and survey findings with the developers of 100% New Mexico, clarifying aspects of how individual counties had been supported in their implementation.

FINDINGS

Based on our analysis, we highlight four main findings.

1. The 100% New Mexico model's emphasis on surviving and thriving services resonated strongly with counties during the COVID-19 pandemic and economic crisis. Initiative members indicated that this framework supported their efforts to conceptualize and coordinate community COVID-19 emergency response needs.
2. **100% New Mexico's community-led approach empowered implementing counties to leverage existing strengths.** Champions and other initiative members reported that the flexibility supported by the model was critical to their ability to engage key community leaders and sectors effectively and develop their initiatives in ways that incorporated local context and assets.
3. Implementing 100% New Mexico initiatives bolstered counties' cross-sector communication and use of continuous improvement to strengthen their implementation activities. These areas of growth align with core components of collective impact and contributed to greater coordination across a range of mobilization efforts, including both those led by 100% members and by existing local coalitions.
4. Capacity gaps emerged as counties' 100% New Mexico volunteer-led initiatives worked to shift from needs identification to action. Reliance on volunteer capacity, particularly in the context of the COVID-19 pandemic, resulted in uneven progress in developing a robust backbone infrastructure and shared approach to measurement.

RECOMMENDATIONS

We offer the five recommendations below for consideration.

1. **Refine how the model conceptualizes leadership roles for local 100% New Mexico members.** These roles include champions, core team members, action team co-chairs, action team members, and general members of the coalition. Consider articulating milestones for volunteer-led efforts and readiness for part- or full-time staff positions to manage communication and the implementation of solutions.
2. **Foster connections across counties implementing the 100% New Mexico initiative focused on the 10 specific vital services sectors.** Pilot cross-community workshops and virtual sessions to exchange strategies and identify promising strategies to address barriers to access to high quality, user-friendly services.
3. **Add technical assistance opportunities that address adaptive leadership and the use of survey and other data to identify and develop data-driven solutions to community**

needs. Prioritize opportunities that support 100% New Mexico leaders to transition from needs identification to action.

4. **Partner with key decision makers and lawmakers to bolster the resources that counties implementing 100% New Mexico can leverage** to sustain coordination within and across the service sectors to implement solutions. Critical stakeholders include local and state decision makers and lawmakers, leadership in public health, behavioral health care, public education, higher education, early childhood development, workforce development, health equity advocates, transportation, housing and food security, and county health councils.
5. **Further clarify how the model conceptualizes the 7-step process.** In particular, determine where mural projects, book clubs, and updating the family service directory, developing a family service center one-stop service hubs, transforming schools into community services with health centers as service hubs, and ending the digital divide (to increase access to web-based services) can serve as meaningful tools for coalition members to sustain momentum and expand community interest in the cross-sector approach. Guidance around what constitutes core components of the model and what aspects are flexible will continue to particularly as counties leverage the model in an environment made more challenging by the consequences of the pandemic and disruptions in family services, health care, education, and local economies.

INTRODUCTION

COVID-19 was declared a global pandemic by the World Health Organization in March 2020³. Due to rates of virus transmission, hospitalizations, and mortality related to the virus, the United States, along with many other countries, instituted lockdowns, quarantines, travel restrictions and other mitigation measures. Businesses, schools, and family-serving agencies involving personal contact were forced to shut down or drastically alter their practices, which helped reduce physical health impact (Borjas, 2020), but caused multiple ripple effects. Many individuals lost their jobs and incomes, and unemployment disproportionately affected people of color (Centers for Disease Control, 2021). Students lost years of normal educational supports in school settings. Families have been impacted particularly hard, with increased rates of difficulty paying for housing, food, and medical costs, and unavailability of childcare (Karpman et al., 2020).

As of June 2021, New Mexico had reported 205,542 total COVID-19 cases. New Mexico's leadership had acted swiftly to declare a public health emergency in April 2020 (Executive Order 2020-04) followed by ongoing amendments to COVID-19 safety and mitigation protocols across the state. However, people of color have still fared worse in New Mexico compared to other New Mexicans, with the highest rates of infection, hospitalization and mortality among the state's Hispanic and Latino, American Indian, and Hawaii, Pacific Islander, and Alaska Native populations (<https://covidtracking.com/race/dashboard>). Many in the state have experienced anxiety and difficulty with economic and social needs, with 88% expressing overwhelming concern about being able to pay rent or their mortgage and 89% indicating that they were uncomfortable returning to the workforce and education settings (New Mexico Department of Workforce Solutions, 2020). Many were unable to return to work due to lack of access to health care and childcare (New Mexico Department of Workforce Solutions, 2020). The pandemic has heightened inequities in our systems of locally-based care and family empowerment, including medical care, behavioral health care, food security programs, housing security programs, public transportation, parent supports (including navigation to vital services), early childhood learning programs, fully-resourced community schools with health center, youth mentor programs and job training.

A significant effort by the initiative to bolster support to New Mexicans to reduce health, education, and service disparities and prevent social adversity was well underway at the onset of the pandemic. The Anna, Age Eight Institute (Institute) at New Mexico State University was formed in 2018 to empower the local champions who build the vital services to ensure trauma-free and thriving children, students and families.⁴ The Institute's founders are guided by research focused on the social determinants of health, focused on ensuring vital services to increase health, safety, school achievement, job readiness and resilience.² The Institute began as the result of the book written by

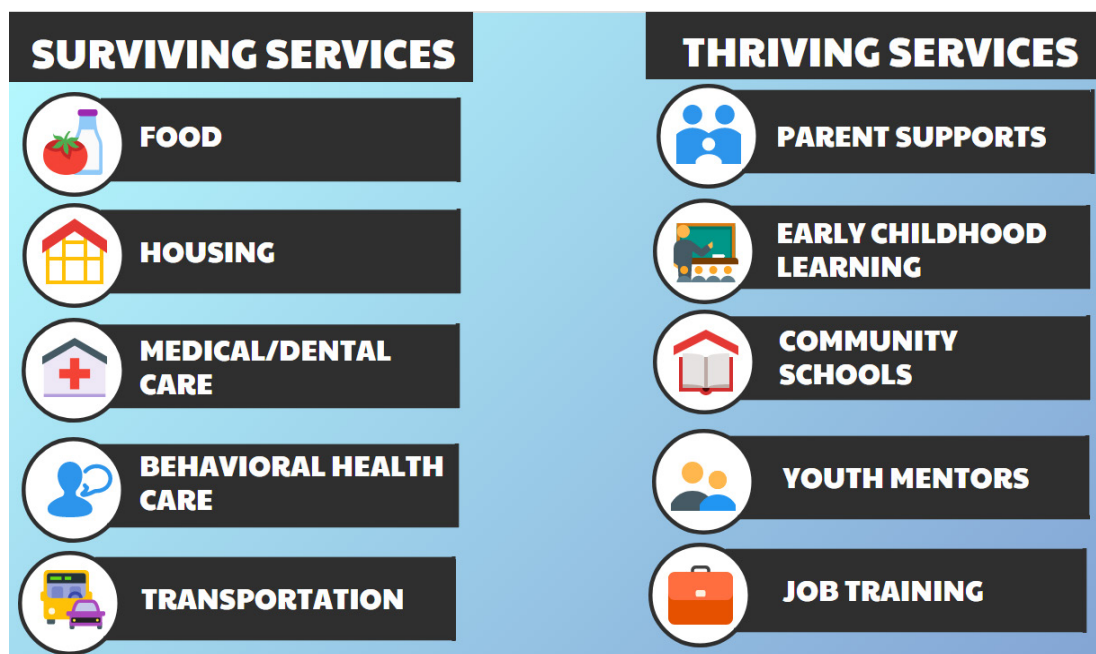
³ WHO Director-General's opening remarks at the media briefing on COVID19 -March 2020

⁴ <https://annaageeight.nmsu.edu>

founders Dr. Katherine Ortega Courtney and Dominic Cappello, *Anna, Age Eight: The Data Driven Prevention of Childhood Trauma and Maltreatment*. In 2019, a second book, *100% Community: Ensuring 10 vital services for surviving and thriving* (Ortega Courtney, PhD & Cappello, 2019) provides the framework and tools for implementing 100% Community to accomplish the goal of ensuring access to 10 vital services among all New Mexicans.

The focus on strengthening 10 vital services for surviving and thriving is the cornerstone of the 100% Community model, as these are viewed as critical to developing community systems of care that support residents and families to survive and thrive. The five *surviving* services are food, housing, medical and dental care, behavioral health care and transportation. The five *thriving* services are parent supports, early childhood learning, community schools, youth mentors, and job training. Figure 1 outlines these 10 service sectors that counties center on strengthening to produce impact collectively⁵.

Figure 1. Five surviving and five thriving services



Core Model Components

The 100% New Mexico initiative is guided by research focused on the social determinants of health and health equity. The approach follows the social-ecological model used primarily in public health, with activities focused on following levels: individual, family, community and system (policy) (Ortega Courtney & Cappello, 2021). As a guide for organizing initiative work on the county level, the local

⁵ <https://annaageeight.nmsu.edu/resources/ten-sectors-research.html>

mobilizing work is based on collective impact, which is a systems approach to social impact that moves beyond the isolated effect that individual organizations or agencies can make on an issue to the impact of all agencies collectively (Kania and Kramer, 2011). Different agencies across county and city government, non-profit organizations, philanthropic entities, and private sector partners align priorities and collaborate to address complex problems to achieve measurable and meaningful results in the form of ensuring all county residents have access to the ten vital services for surviving and thriving.

Implementing the model involves Continuous Quality Improvement (CQI) and seven steps that counties or communities complete through 10 local action teams (1 for each service sector). The steps are: (1) survey county residents about the need for, and access to, the 10 vital services; (2) review survey results to identify service gaps; (3) assess local organizations and their capacity to provide the 10 surviving and thriving services; (4) provide an updated and locally curated web-based and print directory of local services; (5) identify and implement innovative and evidence-informed solutions (including technological advances) to end barriers; (6) get buy-in from local government; and (7) evaluate effectiveness of the innovations. The Institute supports communities through multiple activities including website formation for each county, analyzing survey data and producing reports of survey results, providing continuous shared learning opportunities, and engaging with each community directly to provide individualized support and capacity-building. In 2021, ten of New Mexico's 33 counties are implementing the 100% New Mexico initiative (hereafter called 100% New Mexico).

(Note: Most counties engaged with the initiative after implementing a local book club focused on reading *Anna, Age Eight: The data-driven prevention of childhood trauma and maltreatment* and *100% Community: Ensuring 10 vital services for surviving and thriving*, with book club members coming from local government and family-serving agencies.)

Purpose of the Evaluation

Chapin Hall evaluated implementation of 100% New Mexico in eight counties in January-June 2021. The counties are located in different geographic locations of the state and vary in the assets and resources that they have brought to their adaptations of the 100% model, which provides a rich opportunity to identify critical aspects of the local context that have shaped implementation in the counties. The purpose of the evaluation was to document drivers of the initiative's initial progress, examine how the model was applied to support community responses to COVID-19, and assess specific progress in the seven implementation steps and components of collective impact. We also investigated community leaders' satisfaction with the technical assistance provided by the Institute and opportunities for enhancing support according to initiative members.

Participating Counties

100% New Mexico was launched in the eight counties beginning in 2019. Counties range in size from a population of less than 4,000 (Catron County) to over 200,000 residents in 2019 (Doña Ana County). The average median annual income among the participating counties is lower than the median annual income among all New Mexico counties (\$36,898 compared with \$46,844). Together the participating counties represent 23% of New Mexico's total residents and 24% of New Mexico's children under age 19. County populations are 50%-77% Hispanic/Latinx in six of the eight participating counties, with two counties (Catron and Otero) having a smaller Hispanic/Latinx population (19% and 38%, respectively) compared with the state as a whole (49%)⁶. All participating counties have higher high school graduation rates compared with the rest of the state. Most of the counties had higher rates of poverty for the total population and the population of children (0-17). Several counties have significantly fewer numbers of health care providers compared to the needs of the population. Characteristics of the eight counties are included in Appendix B.

METHODS

This study used a developmental evaluation approach, with the goal of informing the Institute's leadership for ongoing implementation of 100% New Mexico. In general, developmental evaluations are intended to support program decision makers' strategic learning about program development and guide adaptation to local community contexts (Patton, 2010). This type of evaluation is particularly well suited to the early stages of collective impact change processes, where implementers are still defining how they will measure progress and evaluate effectiveness and impact (Preskill, Parkhurst, & Splansky-Juster, n.d.).

Building on a pilot study conducted by Chapin Hall in 2019, we worked closely with the 100% New Mexico developers to prioritize three key domains for inquiry. This included investigating: (1) implementation progress in participating counties, (2) development of core components of collective impact and the seven model steps in participating counties, and (3) 100% New Mexico adaptation in the context of the COVID-19 pandemic and associated economic disruption. We investigated implementation progress, collective impact and the seven steps in all participating counties and used a case study design in one community (San Miguel County) to understand the 100% New Mexico framework and activities as a strategy for community crisis response.

All procedures for this evaluation were approved by the Crown Family School of Social Work, Policy, and Practice and Chapin Hall at the University of Chicago Institutional Review Board.

⁶ New Mexico's Indicator-Based Information System (NM-IBIS)

Data Sources

We collected three types of data for this study: interviews, surveys, and focus groups.

Interviews. We conducted virtual interviews in June 2021 with 12 individuals. Ten of the interviews were with individuals in Core Action Team roles in each county. Two of the interviews were with individuals chairing Action Teams in San Miguel County specifically. Overall, all eight participating communities were represented in the interviews. The interviews addressed the following topics: involvement with 100% and initial implementation experiences; county crisis responses to the COVID-19 pandemic; progress toward collective impact; and technical assistance provided by the Institute. The interviews averaged 45 minutes in length.

Survey. We conducted an online survey in seven⁷ counties in June 2021. We built the survey in REDCap software; Institute leadership asked the leaders in each county to disseminate the survey link to community members participating in the initiative. In total, 45 individuals responded to the survey, representing all seven counties. The survey addressed the following topics: involvement and implementation experiences; current foundation for impact as a county and within action teams; goals for the initiative in the county; priorities for future technical assistance, and respondent demographic characteristics.

Focus groups. For the case study specifically, we conducted virtual focus groups with multiple members of two Action Teams ($n = 2$ and $n = 7$) in June 2021. The focus groups averaged 60 minutes in length. The focus groups addressed: involvement with 100% and initial implementation experiences of the Action Team and overall; county crisis responses to the COVID-19 pandemic; progress toward collective impact; and technical assistance provided by the Institute.

All data collection instruments are included in Appendix C.

Data Analysis

We transcribed and thematically analyzed interviews and focus groups to systematically identify implementation experiences and specific examples of successes and challenges related to each of the five core conditions for collective impact. We reviewed these data to identify contextual factors specific to the counties, as well as when the counties began implementation. We also examined the role of the 100% framework and activities in how community responses launched in each county in response to the COVID-19 pandemic. The survey was analyzed using descriptive means and proportions.

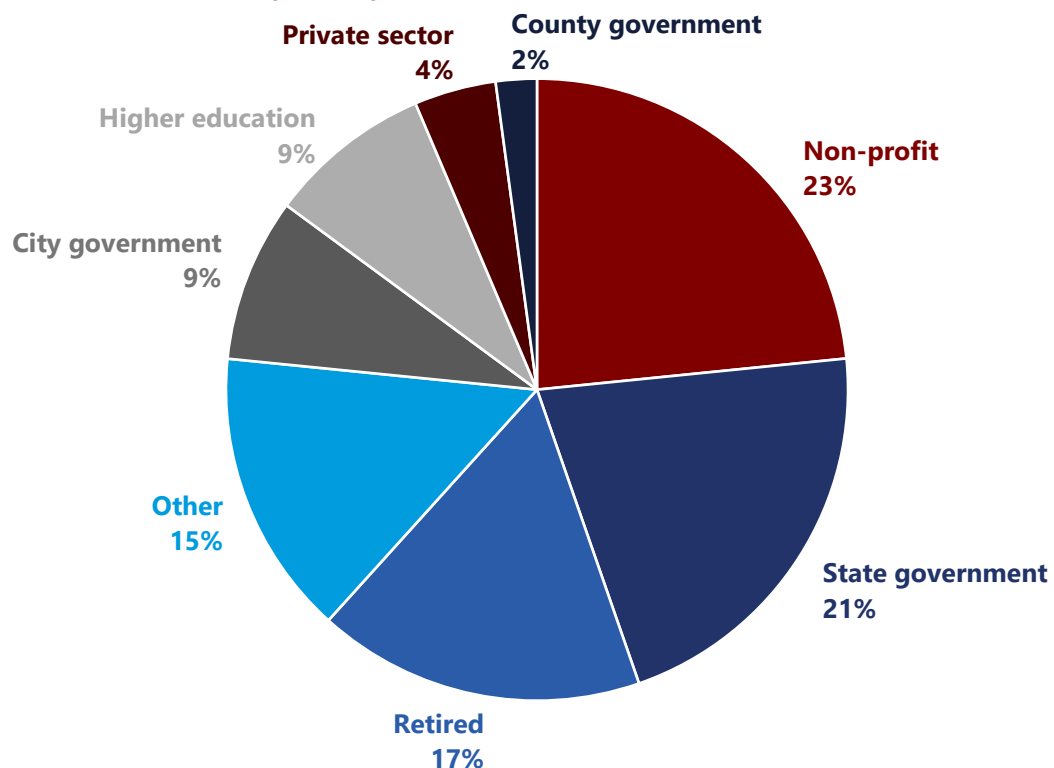
⁷ San Miguel was conducting their needs assessment survey at the time of data collection, so was not included in the evaluation survey.

We then validated themes and survey findings with the developers of 100% Community, clarifying aspects of how individual counties had been supported in their implementation. We discussed lessons learned by the developers from the implementation across the state to deepen our understanding of facilitators and barriers to progress that may be unique to particular counties, the commitments and interest of community leaders in preventing childhood trauma, and opportunities to enhance the model and support 100% initiative members to design projects in response to identified community needs.

Survey respondents

The 45 survey respondents represent seven⁸ of the eight participating counties. The counties with the largest proportion of respondents were from Valencia (33%), followed by Otero (31%), Doña Ana (18%), and Taos (11%), Rio Arriba (4%), and Catron (2%). As shown in Figure 2, most participants were from non-profit (23%) or state government (21%) sectors. The remaining were currently retired (17%), other (15%), city government (9%), higher education (9%), private sector (4%), and county government (2%).

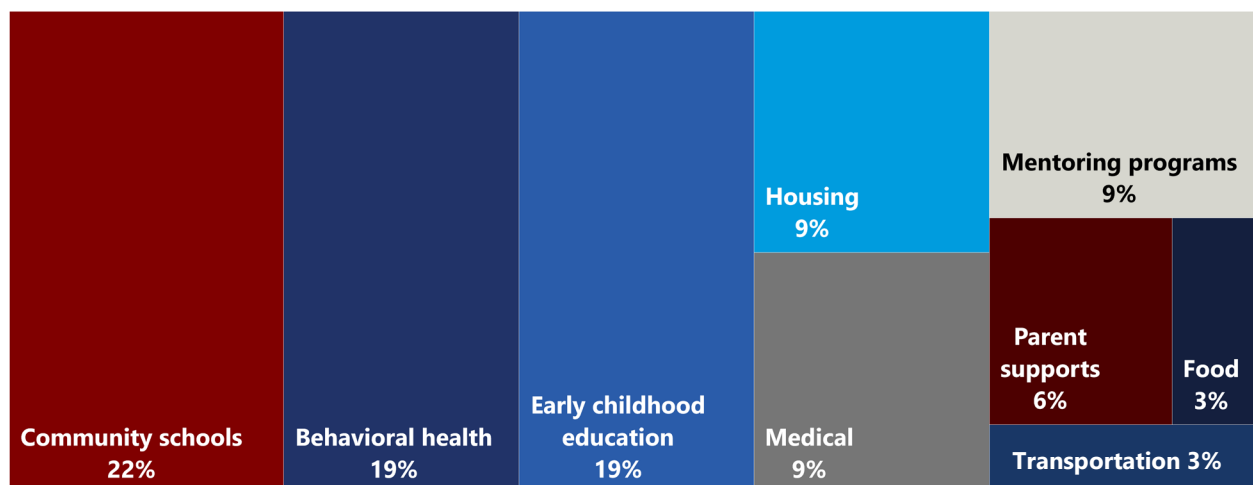
Figure 2. Sectors represented by survey respondents



⁸ As noted above, we did not administer the survey in San Miguel due to their simultaneous implementation of their county needs assessment.

Figure 3 reports the Action Teams represented by survey respondents. Among participants who indicated the action team they are on, 22% were Community schools, 19% were Behavioral health, 19% were Early childhood education, 9% were Housing, 9% were Mentoring programs, 9% were Medical, 6% were Parental supports, 3% were Food, and 3% were Transportation.

Figure 3. Action teams represented by survey respondents



FINDINGS

We present key findings organized by research question.

What were community experiences developing the 100% New Mexico initiative?

Cross-sector framework and community-led development as key assets

The eight counties that participated in this study had prior experience with different collaboratives and efforts to improve services for community residents and families. The local champions of 100% New Mexico differentiated this initiative from these other experiences in three primary ways. First, they characterized the model's focus on 10 vital services as resonating with community experiences. A local champion explained, "People who need food, they often need other things: like housing, like behavioral health, like childcare. It's compounding [problems]...this is going to be effective because it's compounding help." Second, local champions said the model's intentionality about reaching across sectors was compelling. They described this cross-sector approach as helping to elevate the importance of de-siloing the work; other existing collaboratives or partnerships tended to focus on discrete areas of community concern, such as public health, early childhood, or food security. Third, the model outlined specific actions to address the burden placed on families of needing to know where to go or who to call—across different systems and a decentralized system of service providers and community resources—to access resources and services that could benefit them. They saw the model's focus on developing a central community resource directory as critical to strengthening resident and family access to already existing services.

The community-led approach adopted by 100% also meant that counties had the flexibility to prioritize concerns that were most pressing locally. One local champion explained, “I like how it’s a little bit hands off and let the community lead this thing too. It seems open to our interpretation...the nature of our town and our history, it’s very defensive and very critical of outsiders.” Community champions and 100% members consistently observed that without this community-led approach, it was unlikely that 100% would have been much different from other efforts led and defined by external groups that has ultimately failed to achieve the changes that were envisioned. A focus group participant said, “one of the reasons why the 100% Community works so well in our community is that it’s radical in a way, right? Nobody has really heard about like all these different components working together...We are a small town, but sometimes ... things get kind of territorial. [With 100%] you could still do your own thing, but in a larger sense be part of 100% Community.”

Multiple pathways toward developing 100%

As described in the introduction, there are seven steps in the 100% New Mexico model: (1) survey county residents; (2) review survey results to identify service gaps; (3) assess the 10 surviving and thriving services; (4) provide an updated directory to services; (5) identify innovative solutions to end barriers; (6) get buy-in from local government; and (7) evaluate effectiveness of innovations. Members were asked in the online survey to indicate the step that their community was focused on at the time of the survey, and the step that their Action Team was focused on at the time of the survey.

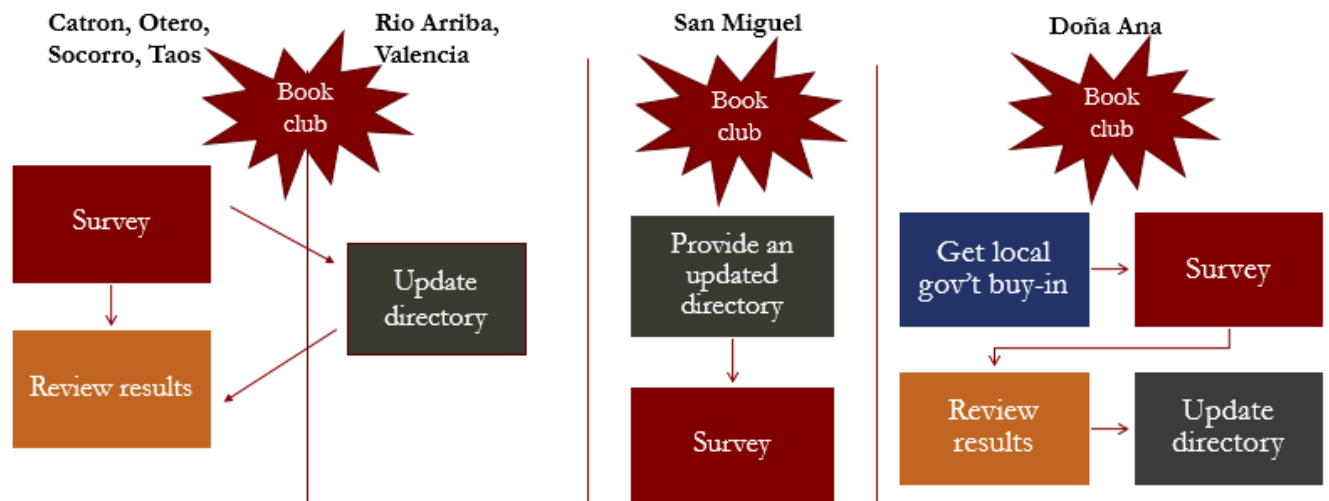
As shown in Figure 4, most respondents reported that the work of their coalition overall and their specific action teams was focused on updating the county directory (step 4) and identifying innovative policies (step 5).

Figure 4. Current focus of 100% work

Steps to 100%	100% in your county (%)	Your action team (%)
Survey county residents	8.5 (4)	10.4 (5)
Review survey results	10.6 (5)	8.3 (4)
Assess ten vital services	8.5 (4)	8.3 (4)
Update county directory	23.4 (11)	29.2 (14)
Identify innovative policies	31.9 (15)	22.9 (11)
Get local government buy-in	10.6 (5)	8.3 (4)
Evaluate effectiveness	6.4 (3)	12.5 (6)

While most survey respondents reported focusing on updating the county directory and identifying innovative policies, the eight counties pursued different pathways toward developing 100% in their local contexts (see Figure 5). Four counties started with administering the survey (step 1) and were reviewing the results (step 2) at the time of the evaluation. Two additional counties administered their surveys (step 1) and updated resource directories (step 4) somewhat simultaneously and had now turned to reviewing survey results. One community started with updating their directory (step 4), which was prioritized because of the direct link they saw between having an up-to-date, cross-sector resource directory and their ability to support families more effectively in the context of the pandemic and economic crisis. This community then pivoted to administering their survey. Finally, one community had begun with local government interest and buy-in to the initiative (step 6), then moved onto to the survey (step 1), reviewing the results (step 2), and was engaged in updating the directory (step 4).

Figure 5. Multiple pathways toward developing 100%



Though the 100% model was initially conceptualized as starting from the survey, interview participants expressed that they and other members of their coalitions perceived both the survey and resource directory steps as meaningful ways to momentum, particularly in the context of the pandemic.

Local champions also stressed the importance of book clubs and mural projects (implemented in one county and in planning stages for others during the study period) for developing interest in 100%. Some champions described being inspired by reading *Anna, Age Eight* and/or *100% Community* then starting a book club as a catalyst for bringing others together to discuss and review community data. They noted that the two books differed in the purposes—*Anna, Age Eight* was a quick, compelling read that helped motivate a focus across sectors while *100% Community* offered specific steps for moving into implementation. In one community, a first book club and brainstorming about solutions helped elevate the need and opportunity to partner more strategically with a neighboring

community—and ultimately their hosting a book club as well. Some described strategic outreach, such as personally inviting individuals that were key leaders in the community over coffee or during phone conversations, to build interest among a core team of individuals. One leader commented that as part of building these personal relationships, “I paced around my house a lot talking to people on the phone about why they should be interested...how addressing the root cause of an issue affects their work or not, and why they should come.”

In some counties, these efforts had begun prior to COVID-19; in others, the book club became a virtual meeting. One champion said that she had been somewhat opposed to the idea of a book club initially as one more thing she did not have time for. However, when the pandemic started, “everybody went home because their offices were closed, and a lot of people didn't really understand how to continue their work because they were client-facing positions and programs. Having a book club was...really helpful.” In this way, the book club created a forum for starting to brainstorm community responses to COVID-19.

Notably, the mural project emerged first in Rio Arriba County as a strategy for generating new momentum and excitement about their local 100% New Mexico initiative. As the COVID-19 pandemic continued, champions there conceptualized the mural project as a way to create visibility and engagement, particularly with community residents that might not necessarily be interested in a book club. One explained, “That’s what invigorated me...that we were going to do something that was risky and fun. I think the energy just compounded after that.” Mural projects have since been developed in Española and San Miguel.

Factors influencing how counties built and sustained momentum

Building momentum. Across the diverse settings of the eight counties, local champions identified several common factors as influencing how they were able to build momentum for developing the 100% New Mexico initiative. They consistently described three factors as helping them to build the momentum they had achieved to-date. First, they described the 100% New Mexico framework as helping elevate the importance of cross-sector relationships to meeting the service needs of community residents. Bringing individuals together using this framework helped them develop positive cross-sector relationships and experiences.

Second, they reflected on the importance of who chose to become involved with the initiative and their relationships with others in the community. We heard that many 100% New Mexico initiative champions and core team members were recognized in their counties as advocates and mentors, which contributed to interest in the initiative. These individuals were also often described as “connectors” or “conveners,” which reinforces the importance of relationships and social capital in building initial momentum for the initiative.

Third, we heard about the value of interest from public and private decision makers. Having elected officials that participated in the book club or local funders and other organizations that saw

alignment between the missions of their organizations and aspects of the 100% New Mexico initiative, such as having an updated cross-sector resource directory, contributed to interest and buy-in by other stakeholders. One champion commented, for example, “I even have a couple people...[where] their job actually pays them to attend because they find it that valuable.”

Three factors also commonly surfaced in how local champions characterized challenges in launching 100% in their counties and building momentum. For one, a culture of competition for scarce resources in general sometimes reinforced a silo-ed approach to whether and how the different sectors and organizations began to collaborate in early stages of developing the 100% New Mexico initiative. Champions reported that perceptions of who would benefit from a local 100% New Mexico initiative, for example the service sectors represented by leaders that were involved in early planning conversations, sometimes slowed their efforts to engage across the ten sectors. For another, perceptions of the 100% New Mexico initiative as redundant with existing coalitions or failing to recognize efforts that targeted similar gaps undermined interest in collaboration. Champions in counties where these tensions were particularly present discussed successful solutions, for example, collaborating on and co-branding particular projects, or structuring the leadership team or core team in ways that explicitly incorporated or aligned with existing efforts into the work. Finally, champions also noted challenges when leaders lived outside of the community or were perceived as outsiders that lacked deep familiarity and relationships. Leaders also emphasized the importance of a 100% New Mexico leadership structure that was responsive to their counties’ contexts and histories, including working to identify and bridge gaps in specialized expertise locally.

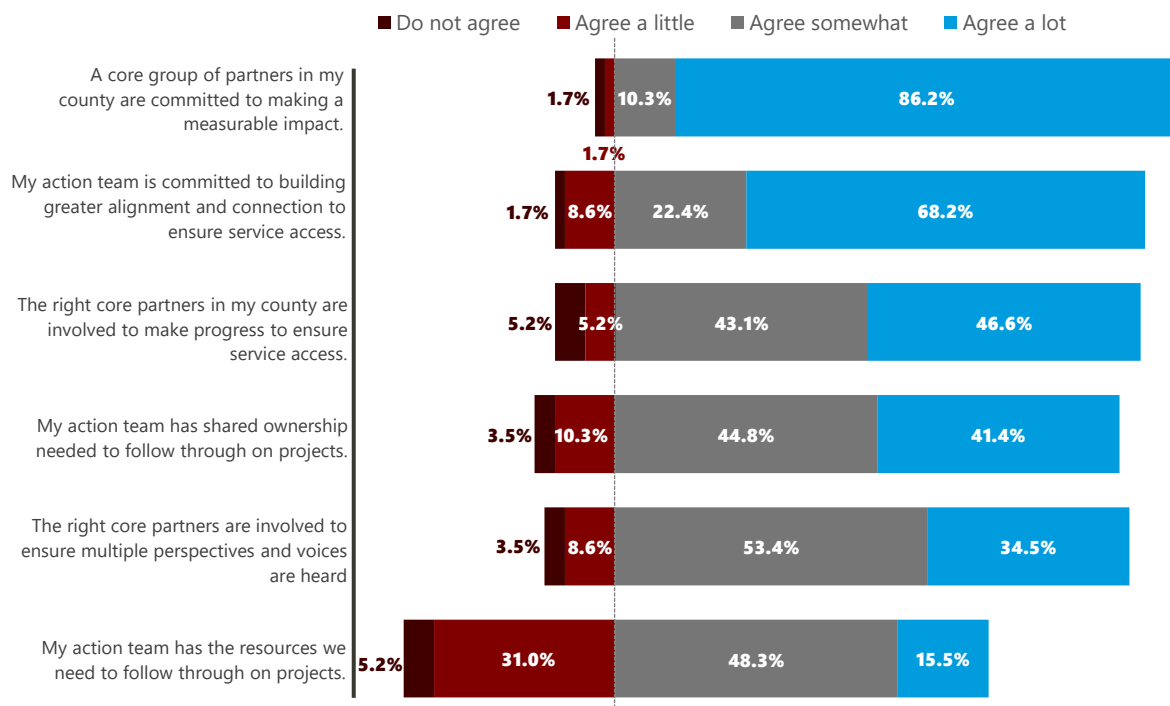
Sustaining momentum. As they continued to develop 100% New Mexico, champions stressed the importance of pivoting from building to sustaining momentum. Building momentum was often powered by the excitement of starting something new and motivation grounded in the book club experience. However, a different set of factors most affected their successes and challenges to developing the core team and starting the work of 100% New Mexico. They emphasized the importance of the 100% Community book and materials, with clear action steps, timelines, and priorities as critical to helping them reach their goals. One leader drew a contrast between how their community had moved forward after a 100% Community book club and how quickly the momentum had dissipated after an earlier Anna, Age Eight book club. Another leader explained, “These are people that I’ve probably sat on committees with, groups with, talking for years and years and years. And that’s all it’s really been, is talk. ...This group is actually doing the action behind the talk.”

As barriers to sustaining momentum, leaders pointed to the need for additional training and support for action teams to carry out 100% New Mexico’s 7-step process. As one leader noted, few of these individuals had professional experience leading organizations or with action planning. This leader viewed being able to manage and steer the ambitious scope of work they had outlined as a critical skillset. A leader in a different community emphasized the need to be willing to break down the work into different pieces to benefit from the strengths of different initiative members. They commented,

"That's key: finding the people that are right for that particular part of the project. It doesn't have to be one person that runs it all."

Linked to this factor, champions noted the positives of volunteer nature of most work taken on to advance 100% New Mexico, but also the limits of what could be achieved on a solely volunteer basis. Volunteers brought tremendous passion to the work. At the same time, the volunteer nature of most members' involvement made it difficult to create accountability for progress. For example, a survey respondent observed, "Having paid leadership who can sustain long-term administrative coordination and policy advocacy efforts is important." Finally, key partners held knowledge that was critical for their counties. For example, many leaders discussed the need for greater engagement with particular local government agencies and higher education institutions, and specific strategies to help bring them to the table. This finding is supported by results from the survey, wherein respondents overwhelmingly agreed "a lot" with the statement "a core group of partners in my community are committed to making a measurable impact" (86%; Figure 6). In contrast, approximately one-third of respondents (35%) agreed "a lot" that the "right core partners are involved to ensure multiple perspectives and voices are heard" Notably, just 16% of respondents agreed "a lot" that "my action team has the resources we need to follow through on projects".

Figure 6. Foundations for impact, as reported by survey respondents



Survey respondents also identified partners that were not currently involved in 100% New Mexico that, if engaged, they anticipated would help accelerate this work. Most commonly, respondents cited state agencies (n = 12) such as the Department of Health, Alliance of Health Councils and Public Health Association; Early Childhood, Human Services Department, and local government, including town and county decision makers and leaders, public officials. Many noted the need to strengthen involvement of the surviving services, including transportation, food stamps, the Women Infants and Children (WIC) program, childcare, income support, housing, and economic development system. Finally, respondents also noted the need to bring in a broader mix of community members, including expanding the representation of families and business leaders.

How did 100% New Mexico support counties' COVID-19 emergency responses?

Alignment between 100% New Mexico and community COVID-19 emergency response needs

100%'s developers did not originally conceptualize this approach as a strategy for community crisis or emergency response. However, the experiences of counties with COVID-19 illustrated the value of this approach and activities to being able to pivot quickly in response to rapidly evolving community needs. We found strong alignment between the 10 vital services and the different types of needs experienced by families in their counties. We asked champions to identify the biggest challenges faced by families in their counties over the past year and we mapped their responses against the 10 vital services areas, as illustrated in Figure 7.

Figure 7. Alignment between 10 vital services and largest crises experienced by families during the COVID-19 pandemic

Crises confronted by families		100% action teams
Food insecurity	➡	Food security
Substance use/behavioral health	➡	Mental health care; Medical/dental care
Education access	➡	Community schools; Early childhood learning
Job loss	➡	Job training
Isolation and stress	➡	Parent supports
Transportation access	➡	Transportation
Housing insecurity	➡	Housing

Champions also described being able to leverage 100% New Mexico structures and relationships they had begun to build to accelerate their responses to COVID-19. "It was a really easy transition, frankly, to working with people in our community to address what we think should be happening during the pandemic." Different counties used these relationships and structures to support the distribution of personal protective equipment (PPE) and address gaps in access to food and other basic needs in the pandemic. They also partnered across agencies and departments to address gaps in access to learning that were brought about by the shift to remote instruction. They also used their

100% New Mexico teams to ensure that seniors had access to food while stay-home orders were in place.

For example, one community's core team leveraged the 100% New Mexico action team structure to conceptualize community responses to COVID-19 and provide leadership on a number of initiatives in response to COVID-19. To help address social isolation, they introduced radio programs featuring content focused on the vital service areas and new mentoring strategies to attempt to reduce experiences of social isolation.

In another community, the 100% New Mexico team worked to align their city's COVID-19 responses with the 10 vital sectors. Community responses prioritized resources for housing and utilities support, childcare assistance, behavioral health, and transportation. With support from a team of students, the 100% action teams updated the central resource directory to reflect the context of COVID-19, working with service providers to address multiple questions related to their current offerings including, current hours, whether telehealth was offered, whether there were waiting lists for services, whether transportation was provided and/or the closest bus stops, and whether the provider followed COVID-safe practices.

Contribution of cross-sector coordination to addressing needs

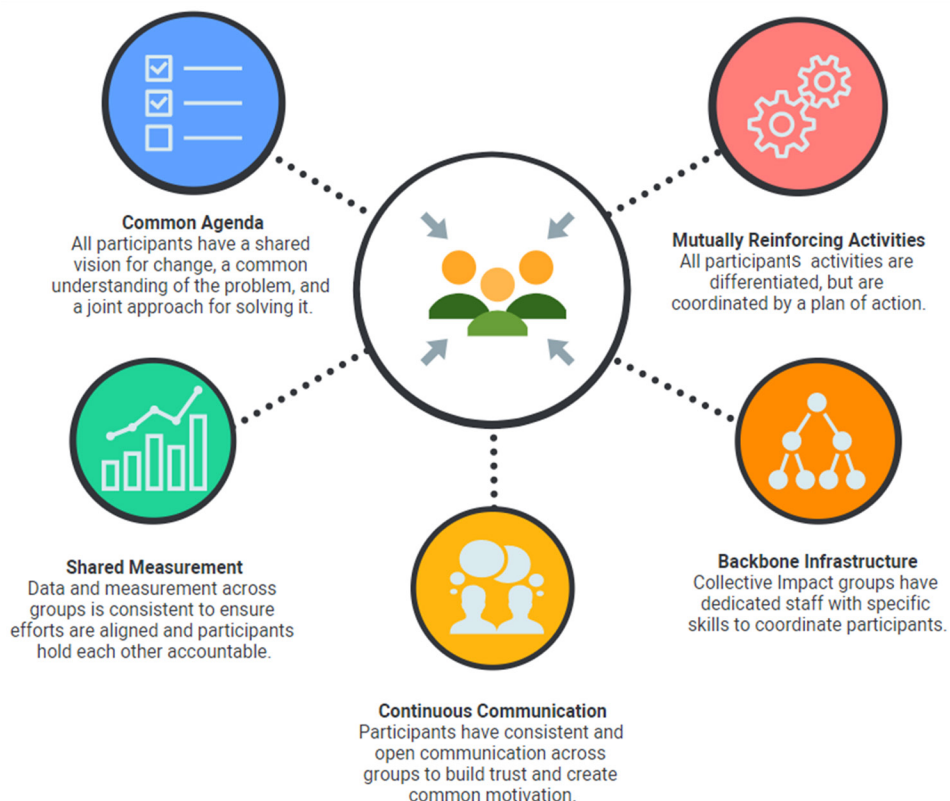
Champions and other initiative members that participated in interviews or focus groups highlighted the critical role that the 100% New Mexico framework had played in their approach to the pandemic and economic recession. They used updated resource directories to streamline how they connected people to resources. However, beyond the physical (or online) directory, it was the conversations about existing resources that increased the level of knowledge and understanding shared among initiative members. A focus group participant explained, "If somebody comes to [you] and, and it's not really about a child, it's really about their teenager who... got in trouble with the law ...that resource guide would be available. So that you don't just say, 'Oh, we don't do that.'"

Others stressed the value of planning that took place across sectors through their 100% New Mexico initiatives to being able to reach community members and family members in need more effectively. An interview participant observed, "The biggest success is the communication conduit. Our full core team is probably 20 people.... We represent different sectors...we have a city commissioner and we have the county involved...By me telling everybody, 'Hey, we're going to have meals, hot meals once a month at this location,' ...whereas maybe they wouldn't have otherwise known." Others noted that they were able to amplify the Facebook postings of other action teams about events and opportunities, expanding outreach beyond stakeholders that were primarily sector-specific (e.g., connected to early childhood or health care agencies in the community). Action teams also added on to events conceptualized and led by a particular action team, such as adding free food or books to an event aimed at providing community members with personal protective equipment.

What progress did counties make toward collective impact?

In this section, we discuss findings related to progress toward collective impact with respect to the five components described in Figure 8.

Figure 8. Components of collective impact



Adapted from: Preskill, H., Parkhurst, M., & Juster, J. S. (n.d.). Guide to evaluating collective impact: Learning and evaluation in the collective impact context.

Common agenda

Champions and a range of initiative members participating in focus groups, interviews, and the survey, emphasized that the 10 vital services framing had contributed to de-siloing community efforts. New relationships that had been established through 100% helped drive this common agenda, which facilitated both by stronger communication among partners that worked together previously as well as new partners. One explained, "100% New Mexico [initiative] helps to build collaboration, helps getting the agencies that once didn't work together now working together, and functioning as a team so they know who the person is and they're comfortable with them." Seeing progress on projects also contributed to developing this sense of a common agenda. A survey respondent commented, "Just seeing motion forward in various areas including, our Community

Garden, developing a transportation plan, pulling together all the services we actually provide and recognizing that we do offer a lot.”

Mutually reinforcing activities

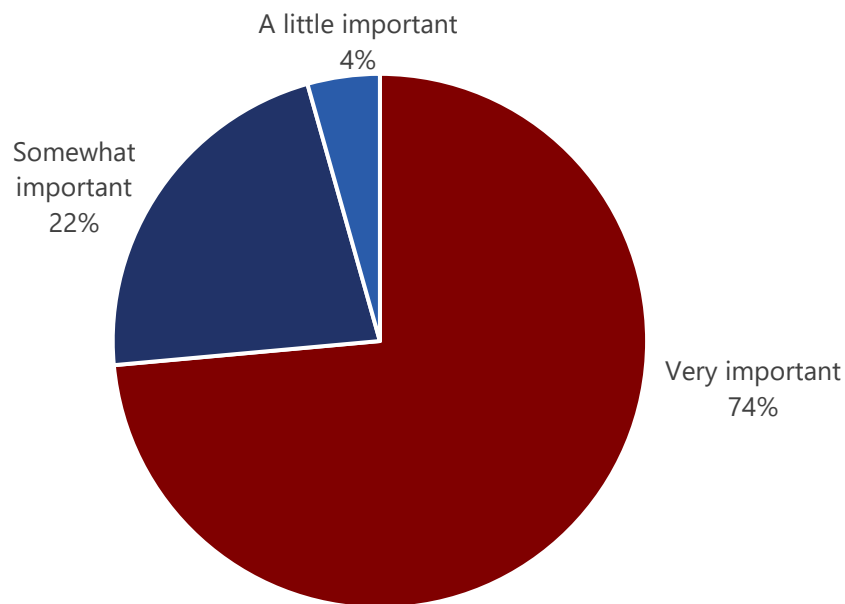
The 100% New Mexico framework and structure also had helped drive new cross-sector coordination and communication, resulting in efforts that contributed to a collective sense of action and progress being made. For example, one action team leader described finding out about a request for proposals and both wanting to pursue this opportunity and recognizing that her organization’s approval process would not move quickly enough for the submission timeline. Because of relationships that she had developed through the 100% New Mexico core team, she was able to call an individual at another organization. Ultimately, the partner organization was able to submit the proposal. Individuals across counties commented on the ways in which their activities reinforced each others’ efforts. One explained, “I think 100% New Mexico has brought people together...when you work individually, you’re not as strong as when you work together. Together is where you see the difference and we’re not duplicating efforts.”

While 100% New Mexico helped establish important new relationships, participants also stressed that they already knew many of the people that had joined the work. The difference was that the 100% New Mexico framework and activities helped guide or channel action. For example, a leader reported that their local 100% New Mexico initiative had helped convene a quarterly meeting with additional collective impact models in the community. The goal of this meeting was to help support coordination and collaboration so that the collective impact models worked in partnership (rather than in competition) with each other.

Backbone infrastructure

Across counties, there was recognition that more needed to be done to develop the backbone infrastructure that would support the long-term success of 100% New Mexico. They emphasized that community resources were critical to establishing needed backbone infrastructure and accountability. As one survey respondent commented, “Currently we are playing off of social capital and personal connection. It is a great start with tons of potential. We have built tons of momentum and can continue, provided the right resources.” Respondents emphasized that resources were needed to make purchases such as data systems or portions of staff time to manage the work. However, interview data and survey responses also indicated that many initiative members viewed funding and support through their local government agencies as critical indicators of the buy-in that would be critical to the long-term sustainability of the work. Notably, in response to the survey question, “How important is it that city and county government become funders of 100% New Mexico in the future?”, three-quarters of survey participants (74%) answered “Very important” (Figure 9).

Figure 9. Importance of city and county government becoming funders of 100% initiatives in the future, as reported by survey respondents



Others emphasized the role of resources in supporting formal structures and providing accountability, as described above. One interview participant commented, “You have got to have structures in place that support the continuation of those efforts and advancement of that organization...To really move forward the initiative you got to have somebody...say, ‘This is your job, I’m holding you accountable for it, and you’re going to make it work.” In some counties, 100% New Mexico members had prioritized establishing physical locations for aspects of their 100% New Mexico initiative, such as community centers or centralized locations where people could get connected with multiple types of services.

Continuous communication

100% New Mexico emphasizes the development of a learning community and the importance of reflection on failures and best practices. This is also part of a continuous quality improvement (CQI) approach. Participants in several counties reported that this aspect of continuous communication had become a recurring agenda item or part of regular discussions during or outside of formal core team or action team meetings. A focus group participant explained, for example, “we do that all the time.” Another commented, “It’s important to recognize those failures too and make improvements. So it’s pretty much discussed at every meeting. ‘How can we do this better?... What did we notice didn’t work. How can we change it up?’” Others reflected that this emphasis on open and continuous communication was critical to how they worked together to improve the activities and projects they undertook—in contrast to a “rinse and repeat” approach. An interview participant commented, “There is no stagnation. It’s, ‘How can we make it better? How can we prove really we’re out there to serve the community?’”

Shared measurement

As with backbone infrastructure, champions and other initiative members reported their development of this component had been limited. They said they were not yet clear what should be prioritized through their 100% New Mexico initiative, offering a range of potential measures or data points to assess how 100% New Mexico functioned. Examples they provided included: how well action teams worked in a coordinated fashion; benchmarks for project completion by action teams; having infrastructure developed that supported tracking of key indicators; and development of an organized, systematic way to evaluate the implementation of innovations and take promising solutions to voters.

In terms of longer-term outcomes, many participants focused on reduced experiences of adversity: "I'd like to see a quantifiable decrease in the obvious outcomes of ACEs, i.e. abuse cases, juvenile crime, etc." (survey respondent). Initiative members identified a range of possible outcome measures such as: access to the 10 vital services; the quality of services offered; knowledge about and increasing utilization of services; and improvements in the areas targeted by action teams (e.g., decreased food insecurity, increased transportation access, increased family involvement).

In general, interview and survey responses highlighted that counties' own 100% New Mexico survey results should help determine what should be shared measures for their community. That said, there was also recognition that the survey represented only one piece of the puzzle. One interview participant commented, "What our children face...the survey will tell us some, but we also need to have some [other] data." They also referenced additional sector-specific surveys and administrative data as additional potential data sources.

Community priorities and needs related to technical assistance from the Institute

Positive feedback regarding Institute technical assistance

Participants in interviews and focus groups, as well survey respondents, expressed high satisfaction with the technical assistance provided by the Institute. Local champions described benefiting from monthly meetings with Institute leadership, which they described as a source of support and coaching, as well as accountability. They also noted that the Institute team was both highly responsive to urgent asks and reached out informally to provide information and check-in on progress. Participants noted that the materials and technical assistance related to branding had been particularly useful as they worked to engage different constituencies, particularly in counties where the survey had been completed and they were working to communicate findings to key groups. Strategies that had been added by the Institute during the COVID-19 pandemic, notably the Eye on

Solutions webpage and the launch of Power Hours⁹, were helpful for their initiative members that had joined after the completion of their community's book club.

Recommendations for technical assistance enhancements

Participants also offered specific recommendations for enhancements to the suite of technical assistance provided by the Institute. Several of these recommendations related to challenges they were experiencing related to continuing to grow public awareness of 100% New Mexico in their community. For example, some asked to have their own county webpage for their 100% New Mexico resource directory, reporting that it would be beneficial to have an internet presence and to be able to update their information quickly to ensure its accuracy. They also requested ongoing support from the Institute to support their community engagement efforts, such as having Institute leaders or staff share information about other community successes with 100% New Mexico at county commission meetings, city council meetings, school board meetings, and other leadership councils. They also noted the importance of finding ways to return to in-person training options as the COVID-19 pandemic winds down, noting the need to address the digital divide in their community.

Others highlighted a desire for additional training around strategic and action planning, as well as around adaptive leadership, tools for assessing capacity gaps on action teams, logic model training and hands-on assistance prioritizing projects. Further, participants suggested that they would value opportunities to communicate with others that were part of the 100% New Mexico coalition, such as through online chats or a support group for action teams.

Finally, participants emphasized the importance of resources and the value of more streamlined access to resources to promote continuity in their work and efforts to launch projects. They noted that it would be particularly useful to be able to apply for funding opportunities through the Institute as opposed to their current efforts to piece together small grants.

⁹ The Eye on Solutions (virtual resource center) is an innovation center to explore and solve challenges facing families and communities. The 100% power hour webinar series is a 4-part guide for all community stakeholders and 100% New Mexico participants.

DISCUSSION

Participants in 100% New Mexico expressed strong support for implementation of the model to help reduce adversity among New Mexico children, youth, and families. Community participants reported success completing implementation stages, developing the foundation for collective impact, and generating public will and support for the work. Counties feel a strong sense of connection to 100% New Mexico because its focus on the 10 vital surviving and thriving services aligns with their counties' pressing needs, including during the COVID-19 pandemic. Counties reported that they used the structure of 100% New Mexico to mobilize emergency services and supports more readily than they would have been able to without the model in place. We heard that the cross-sector design was unique from other collaboratives participants had engaged in because it is driven by the whole and not by one or two specific sectors alone.

Strengths of the 100% New Mexico model

Compelling vision

Very high perceptions of fit of the model with community needs

Allows flexible application

The model is truly cross-sector rather than originating from one or two specific sectors

Facilitated crisis response during the COVID-19 pandemic

Ongoing individualized technical assistance

Training and supports put in place by developers that are responsive to community needs

Our evaluation also found that the acceptability and fit of 100% New Mexico was supported across diverse counties; further, counties were able to adapt the model to fit their counties' unique strengths and resources. There was no one common path implemented, and counties expressed that this model flexibility helped them achieve their goals. However, we also found that during the COVID-19 pandemic, the resource directory and ten action teams that work collectively were the key model components that counties relied on during the public health emergency. Having the action teams in place facilitated quick responses, such as getting crisis and resource information out to the public, and providing mental health supports to youth through a youth hotline. Teams were able to draw on the foundational mission of 100% New Mexico to cross sectors to have an impact on community members' access to resources.

Counties implementing the 100% New Mexico initiative also confronted several common challenges in building and sustaining momentum for this work. In establishing the foundation for 100%, three factors—the local history and culture of competition for scarce resources, perceptions of the 100% model as redundant with or failing to recognize other similar efforts, and the selection of champions

that are “from” the county and able to draw in other local leaders with specialized expertise acted as barriers in some communities and may have slowed efforts to develop the initiatives. Supporting champions in future counties to anticipate how they might frame and address these three challenges will position these efforts to leverage existing county efforts as part of 100% New Mexico’s cross-sector approach—and vice versa.

Challenges related to sustaining momentum included two interrelated factors: the need for additional training to support 100% New Mexico initiative members to implement the model at the action team level, and the volunteer nature of most 100% work. Across interview, focus group, and survey data, members of 100% New Mexico initiatives in their counties emphasized the importance of resources to prioritizing the next steps they envisioned. Planning for how to support counties to address these gaps should consider the roles that resources can play in helping bridge these gaps, which is critical to creating accountability for progress. Potential strategies might include resources that support existing members to dedicate time to the implementation of projects to be conceptualized by action teams or dedicated project managers that would complement the skills and community expertise already possessed by action team members. In addition to resources, 100% New Mexico members also emphasized the importance of city and county government buy-in for future accountability.

In summary, the eight counties implementing 100% New Mexico initiatives have shown demonstrable progress advancing collective impact. Key partners in multiple sectors are engaged and actively pursuing implementation of the seven steps of the local 100% New Mexico initiative. The model was reported as helping to reduce silos within their communities and contribute to solutions that reflect the priorities and needs of residents and families. Looking forward, champions and initiative members also elevated the critical importance of support to build out an effective backbone infrastructure and shared measurement components that reflect their unique local contexts and can guide their evidence-driven continuous improvement efforts and progress toward ensuring that 100% of residents in each county can access ten vital services for surviving and thriving, within unprecedented disruption of systems of health, education and workforces.

RECOMMENDATIONS

Based on the findings detailed in this report, we offer the following five recommendations for consideration.

1. **Refine how the model conceptualizes leadership roles for local 100% New Mexico members.** These roles include champions, core team members, action team co-chairs, action team members, and general members of the coalition. Consider articulating milestones for volunteer-led efforts and readiness for part- or full-time staff positions to manage communication and the implementation of solutions.
2. **Foster connections across counties implementing the 100% New Mexico initiative focused on the 10 specific vital services sectors.** Pilot cross-community workshops and virtual sessions to exchange strategies and identify promising strategies to address barriers to access to high quality, user-friendly services.
3. **Add technical assistance opportunities that address adaptive leadership and the use of survey and other data to identify and develop data-driven solutions to community needs.** Prioritize opportunities that support 100% New Mexico leaders to transition from needs identification to action.
4. **Partner with key decision makers and lawmakers to bolster the resources that counties implementing 100% New Mexico can leverage** to sustain coordination within and across the service sectors to implement solutions. Critical stakeholders include local and state decision makers and lawmakers, leadership in public health, behavioral health care, public education, higher education, early childhood development, workforce development, health equity advocates, transportation, housing and food security, and county health councils.
5. **Further clarify how the model conceptualizes the 7-step process.** In particular, determine where mural projects, book clubs, and updating the family service directory, developing a family service center one-stop service hubs, transforming schools into community services with health centers as service hubs, and ending the digital divide (to increase access to web-based services) can serve as meaningful tools for coalition members to sustain momentum and expand community interest in the cross-sector approach. Guidance around what constitutes core components of the model and what aspects are flexible will continue to particularly as counties leverage the model in an environment made more challenging by the consequences of the pandemic and disruptions in family services, health care, education, and local economies.

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Appendix A. Background of 100% Community

The Institute began as the result of the book written by founders Dr. Katherine Ortega Courtney and Dominic Cappello, *Anna, Age Eight: The Data Driven Prevention of Childhood Trauma and Maltreatment*. *Anna, Age Eight* centers on the experiences of a young, fictional character named Anna, based on very real clients within New Mexico's child welfare system. Anna is raised in a challenging home environment and whose family (and thus, Anna) suffers multiple system failures in their contact with public systems such as child welfare and mental health. Anna, the description of the systems she encounters, and the proposed solutions are based on the authors' collective experience working in New Mexico state government, including the Research, Assessment and Data Bureau of Child Protective Services. Receiving bipartisan support, the Anna, Age Eight Institute was first established by appropriation by the New Mexico Legislature, with Senate Bill 370 serving as the catalyst for funding in 2019. The AAEL is based at New Mexico State University.

In 2019, a second book, *100% Community* (Ortega Courtney, PhD & Cappello, 2019) was published to provide the framework and guide that the Institute and counties will use to accomplish the goal of reducing exposure to childhood adversity among New Mexico children, students, and families. As of this writing the initiative has just begun in the state's largest county Bernalillo and next year's report will evaluate its progress.

Appendix B. Population Characteristics for Counties Participating in 100% New Mexico

Population demographic and other characteristics retrieved from New Mexico's Indicator Based Information System (<https://ibis.health.state.nm.us/query/result/birth/BirthCntyPNC/PNCTri1.html>) unless otherwise noted.

County	Population (n)	Child population (under 19) ^a (n)	Hispanic/Latinx (%)	Median income (\$)
YEAR	2019	2019	2017	2016
Catron	3,533	603	18.8	34,868
Doña Ana	218,836	61,800	68.4	38,287
Otero	67,700	17,048	38.4	41,995
Rio Arriba	38,716	10,184	71.3	37,174
San Miguel	27,969	6,245	77.4	31,734
Socorro	17,193	4,536	50.0	33,239
Taos	32,513	6,700	56.8	34,075
Valencia	75,427	19,966	60.7	43,819
New Mexico	2,102,656	533,122	48.8	46,844

^aRetrieved from <https://datacenter.kidscount.org/data#NM/2/0/char/0>

County	Mothers who initiated prenatal care in the first trimester (%)	Healthcare providers per 1,000 residents (n)	Families with children in which one or more parent is in the workforce (%)	High school graduation rates (%)
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YEAR	2019	2016	2019	2016-2017 Four Year Cohort
Catron	50.0	.57	93.2	85.4
Doña Ana	59.6	1.20	86.3	80.0
Otero	58.2	.79	87	70.5
Rio Arriba	68.8	1.02	77.8	73.0
San Miguel	59.8	1.01	80.4	74.3
Socorro	72.8	1.35	86.7	69.3
Taos	68.7	1.69	82.5	71.6
Valencia	66.7	.53	92.3	74.7
New Mexico	65	1.44	89.4	67.9

Appendix C. Evaluation Protocols

100% New Mexico – Champion/Action Team Leader Protocol

Before beginning interview, obtain consent to participate and audiorecord using verbal consent protocol.

Now, we'll get started. First, I have some questions about how your county has developed 100% New Mexico. Next, I will ask about using this initiative to respond to the COVID-19 pandemic and economic disruption. Then, I will ask about the technical assistance provided by the Institute. Finally, I will ask you for recommendations and suggestions for the future.

Do you have any questions for me?

Implementation (10 minutes)

- Tell me about your involvement with 100% New Mexico.
 - Probe: Why was important for you/your organization to get involved?
- What project or projects have you supported over the past year?
 - Probe: How did your action team start this project?
 - Probe: How does this project roll up to the vision for 100% New Mexico?
 - Probe: What assets have been important to advancing this project? For example, existing coalitions, individuals that are well-connected and influential.
- To support counties and action teams, 100% New Mexico uses seven steps (specifically: survey residents, review survey results, assess access to services, establish a county directory, identify policies and programs, build local government buy-in, evaluate effectiveness). What step is your action team on?

100% New Mexico as Crisis Response (10 minutes)

- In the past year, what has been the biggest crisis confronted by families in your county?
- What have been successes in how your action team or 100% New Mexico has responded?
 - Probe: Who was involved and how were decisions made?
- What 100% New Mexico activities or frameworks helped you respond in this way?
- In what ways have champions of 100% New Mexico or of individual action teams helped lead this work?
 - Probe: How could these leaders more effectively support this work?

Progress toward Collective Impact (20 minutes)

- Could the progress you have described been achieved without 100% New Mexico? Why or why not?
- Have you have used 100% New Mexico to pursue any new opportunities?
 - Probe: In what ways are these supports similar or different from other cross-sector efforts in your county?
- What partners are not yet at the table that would contribute to the influence of this effort? Why is engaging them important?
- Are there supports that would help your action team or other teams work more effectively?
 - Probe: Are there supports that would help leadership or champions in this county guide the work more effectively?
- How often do you take the chance to talk about failures and best practices with your action team or 100% New Mexico? Could you provide a specific example?
 - Probe: Have these conversations helped you adapt policies or practices at your organization or other partnering organizations?
- Has implementing 100% New Mexico had any specific influences on the community as a whole? For example, awareness or political will related to preventing trauma and adverse childhood experiences.

Institute Technical Assistance (5 minutes)

- What support from the Institute has been most helpful for your efforts?
- What strategies have supported your learning and improvement as a county or vital services team?
- In an ideal world, how else would the Institute support your efforts?

Conclusion (5 minutes)

- Two years from now, what would you look to as indicators of success for the county? For your sector?
- If the Governor were with us, what recommendations you would suggest for achieving the impact you envision in your community?
- What else should we know about San Miguel's experiences with 100% New Mexico?

100% New Mexico – Action Team Focus Group Protocol

Hello. My name is [facilitator] and I'm working with the Anna, Age Eight Institute to talk with providers and partners supporting the 100% New Mexico initiative in [county]. Thank you for joining us today.

Obtain consent to participate and audiorecord using verbal consent protocol.

Now, we'll get started. First, we'll do introductions. Next, we'll talk about 100% New Mexico in this county. Then we'll discuss your experience with your action team and in responding to the past year's pandemic and economic disruptions. We'll wrap up with a quick conversation about future opportunities.

Any last questions before we begin?

Introductions (10 minutes)

- Let's do a round of introductions. Can you tell us (1) your name, (2) your role with 100% New Mexico, and (3) one word that describes your community.

Implementation (15 minutes)

- Reflecting on how you just described [county], why do you think 100% New Mexico is important for this community in particular?
- Tell me about the work your action team is leading.
 - Probe: How did your action team start this project?
 - Probe: How does this project roll up to the vision for 100% New Mexico?
 - Probe: What assets have been important to advancing this project? For example, existing coalitions, individuals that are well-connected and influential.
 - Probe: In what ways has your team used data to guide your work on this project?
- To support counties and action teams, 100% New Mexico uses seven steps (specifically: survey residents, review survey results, assess access to services, establish a county directory, identify policies and programs, build local government buy-in, evaluate effectiveness). What step is your action team on?
 - Probe: What has helped your team's work on this step?
 - Probe: What has gotten in the way of your team's work on this step?

100% New Mexico as Crisis Response (15 minutes)

- What are successes in how your 100% New Mexico or action team has responded to the past year's pandemic and economic disruptions?
 - Probe: Who was involved and how were decisions made?

- What 100% New Mexico activities or frameworks helped you respond in this way?
 - Probe: How could 100% New Mexico more effectively support this action team?
- In what ways have champions of 100% New Mexico or of individual action teams helped lead this work?
 - Probe: How could these leaders more effectively support this work?
- Could the progress you described been achieved without 100% New Mexico? Why or why not?

Institute Technical Assistance (5 minutes)

- What support from the Institute has been most helpful for your efforts?
- In an ideal world, how else would the Institute support your efforts?

Conclusion (5 minutes)

- Two years from now, what would you look to as indicators of success for the county? For your sector?
- If the Governor were with us, what recommendations you would suggest for achieving the impact you want in your community?
- What else should we know about [county's] experiences with 100% New Mexico?

100% New Mexico Online Survey

Section 1. Foundation for Impact

Please indicate how much you agree with the following statements.

Item	Responses
A core group of partners in my county are committed to making a measurable impact on the health, safety, and resilience of family and community members by ensuring access for all to ten vital services for surviving and thriving.	Do not agree Agree a little Agree somewhat Agree a lot
The right core partners in my county are involved to ensure that multiple perspective and voices are heard.	Do not agree Agree a little Agree somewhat Agree a lot
The right core partners in my county are involved to make progress toward ensuring access for all to ten vital services for surviving and thriving.	Do not agree Agree a little Agree somewhat Agree a lot
My vital service team is committed to building greater alignment and connection to ensure access for families and community members.	Do not agree Agree a little Agree somewhat Agree a lot
My action team has the shared ownership and resources we need to follow-through on projects.	Do not agree Agree a little Agree somewhat Agree a lot

Section 2. Goals for 100% New Mexico

Item	Responses
What would you like to see 100% New Mexico accomplish in the next year?	
What would you like to see 100% New Mexico accomplish by 2025?	
What additional agencies or organizations that are not currently involved in 100% New Mexico would help accelerate this work?	

Section 3. Implementation

Item	Responses
This year , how have you been involved with 100% New Mexico?	Action team leader (attend 100% New Mexico meetings, convene monthly vital services meetings and take/share notes, facilitate progress between

	monthly meetings, support the team through the 7-step process) Action team member (attend 100% New Mexico meetings, attend monthly vital services meetings and take/share notes, agree to take on tasks to advance action team projects) Coalition team member (attend monthly 100% New Mexico meetings only) Funders circle Other
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What successes or progress **this year** are you most proud of?

100% New Mexico supports local solutions to strengthen community systems with seven steps. Please choose the step that best describes your action team's current focus?	Survey your county residents Review survey results Assess the ten vital services Ensure that a county directory to all ten vital services exists Identify innovative policies and programs to fix barriers to accessing the ten vital services Get buy-in from local government and stakeholders buy-in Evaluate effectiveness of each innovation and measure the increase in access to the ten vital services
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Please choose the step that best describes 100% New Mexico's current focus in your county?	Survey your county residents Review survey results Assess the ten vital services Ensure that a county directory to all ten vital services exists Identify innovative policies and programs to fix barriers to accessing the ten vital services Get buy-in from local government and stakeholders buy-in Evaluate effectiveness of each innovation and measure the increase in access to the ten vital services
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Section 4. Planning for Next Year (FY 2022)

Next year , how would you most like to support 100% New Mexico in [county]?	Action team leader (attend 100% New Mexico meetings, convene monthly
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	<p>vital services meetings and take/share notes, facilitate progress between monthly meetings, support the team through the 7-step process)</p> <p>Action team member (attend 100% New Mexico meetings, attend monthly vital services meetings and take/share notes, agree to take on tasks to advance action team projects)</p> <p>Coalition team member (attend monthly 100% New Mexico meetings only)</p> <p>Funders circle</p> <p>Other</p>
Next year , how often should the 100% New Mexico group meet?	<p>Monthly</p> <p>Every other month</p> <p>Quarterly</p> <p>Other</p>
Next year , how often should your action team meet?	<p>Weekly</p> <p>Every other week</p> <p>Monthly</p> <p>Other</p>
Next year , how many hours per week could you commit to advancing projects with your action team?	<p>1-2</p> <p>3-4</p> <p>5-8</p> <p>9 or more</p> <p>Other</p>
What supports would you prioritize if 100% New Mexico received additional resources to accelerate the work? (Select all that apply)	<p>Stipends for action team leaders</p> <p>Part-time leadership position(s)</p> <p>Full-time leadership position(s)</p> <p>Continuing Education Units (CEUs) for action team members</p> <p>Other</p> <p>Other</p> <p>Other</p>
How much funding would be needed to fully implement these supports?	
How important is it that city and county government become funders of 100% New Mexico in the future?	<p>Not at all important</p> <p>A little important</p> <p>Somewhat important</p> <p>Very important</p>
Please explain your response.	

Section 5. Priorities for training and support

Item	Responses
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Would you like additional training and support with any of the following?	Adaptive leadership (addressing leaders who block change) Step 1: Survey your county residents Step 2: Review survey results Step 3: Assess the ten vital services Step 4: Ensure that a county directory to all ten vital services exists Step 5: Identify innovative policies and programs to fix barriers to accessing the ten vital services Step 6: Get buy-in from local government and stakeholders buy-in Step 7: Evaluate effectiveness of each innovation and measure the increase in access to the ten vital services Other Other
What publications have you read?	Anna, Age Eight 100% New Mexico Sector-specific 100% New Mexico Adaptive leadership Other
Would you find any of these formats helpful for reading 100% New Mexico publications?	Podcast Videos Podcast Zoom book clubs Facilitated workshops Other

Section 6. Demographics

In what county are you involved with 100% New Mexico?	Dona Ana Otero Rio Arriba San Miguel
What action team do you support?	Behavioral health Community schools Early childhood education Food Housing Job training Medical Mentoring programs Parent supports Transportation Not a member of any action team

	Other
What sector do you work in?	Government (state/city/county)
	Higher education
	Non-profit
	Private sector
	Currently retired
	Other
What is your highest education level?	Some high school
	High school degree or GED
	Some college
	Associated degree
	Bachelor's degree
	Graduate degree (Master's, Ph.D., M.D.)