

## The Ready by 21™ Challenge: Year I Update

Nearly a year ago, Forum for Youth Investment co-founder Karen Pittman addressed the Forum's Board of Directors and an illustrious group of supporters drawn from national organizations, philanthropies, and the public policy sector. She shared with them an exciting new idea that was simple in its message but bold in scope: to ensure that every young person is Ready by 21: ready for college, work, and life. She told listeners it wouldn't be easy: to change the odds facing young people means changing the way we all do business with them and on their behalf. She laid out an agenda for the Forum to make a big difference in a short amount of time:

*“The Forum is committed to using the next year of focused work as a base for building the broad national partnership needed to issue a formal challenge to the country to change the odds for youth... to move forward we will have to demonstrate that the challenge to all communities is being issued by those who have the resources to follow through—elected officials, corporate leaders, private funders, individual champions.”*

So where are we one year out? **The change makers we work with say it best:**

“The Forum has been a great partner with us on our youth initiative and focusing on the whole continuum of children lives. I know you have been important in bringing together these groups from Governors' offices, legislatures, and organizations. And to create leadership in new areas like children's. It has been a wonderful benefit to be in partnership with the Forum.”

Diane Denish, **New Mexico Lt. Governor**

“Coming back with something that is very actionable for us... has re-engaged them [providers] again . . . before people were wondering where we were going next. The Ready By 21 framework provides a structure of moving forward.”

Steve Guerra, Division of Community Health and Prevention, **Illinois DHHS**

“As a result of our Youth Policy Institute team's work, Speaker Jim Amann launched the Connecticut Youth Policy legislation with a press conference two weeks ago, and we are grateful to Karen Pittman for helping with the presentation. The Forum slides we were able to blow up and show were a hit!”

Elizabeth Brown, Legislative Director, **Connecticut Commission on Children**

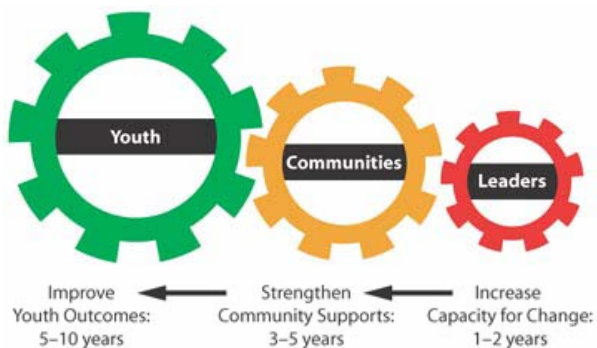
“Things in our state are generally thought of more narrowly. You have made our thinking more comprehensive. A big part of our work in the last six months – before I came and spent two days at the Forum – was separated into different departments. Since our time with you, we have now started cross-pollination with other parts of this organization that we had not done before.”

Joan Benso, Director, **Pennsylvania Partnerships for Children**

**What follows is an update on our work with national partners and over 40 state and local change maker groups. Enjoy!**

# The Ready by 21™ Challenge:

Changing the odds for children and youth by changing the way we do business.



Research suggests that it takes **five to ten years for changes in community supports to make a real difference in improved outcomes for youth**, such as decreased teen pregnancy or increased graduation rates. It is possible within a few years, however, to see significant changes in the capacity of those who are taking the lead in strengthening policies, programs and public demand. Those taking the lead can start from multiple places — whether they are collaborative groups (e.g., advocacy coalitions, community task forces, children’s cabinets), change initiatives (e.g., school redesign, youth master plan implementations), or individual champions (e.g., mayors, business leaders, educational leaders, advocates). As we see it, no matter where they sit, **moving the small gear makes a big difference.**

In most states and communities, the status of young people is poor enough that improving outcomes for young people cannot be accomplished through piecemeal, incremental approaches. Creating a seamless web of community supports requires sustained, coordinated planning and decision making. Progress simply can’t be made one program, age group or outcome at a time. Only **Big Tent Partnerships** that accept shared accountability for **Big Picture Goals** can drive the change strategies needed to achieve **Big Impact Results**.

**Ready by 21™** challenges states and local communities to change the odds for children and youth by changing the way they do business in order to increase the overall motivation and capacity for change. The Forum provides frameworks, coaching and tools to help change makers — from parents to program directors to policy makers — optimize resources and streamline strategies so that they can see increased the return on their investments.

Rigorous data analyses conducted by Michele Gambone and Jim Connell show that only **four out of ten** young people are doing well by the time they reach adulthood – working or attending college, in good health, and active in their communities. The research also shows that communities should change the odds if they consistently provided adolescents with the basic supports and opportunities they need.

## Changing the odds from 4 in 10 doing well...



to 7 in 10 doing well



However, decades of fragmented policies, programs and advocacy have left policy makers, program planners, parents and the public confused about which issues are most pressing, which strategies most effective, which outcomes most important and which populations are most in need. Most importantly, “business as usual” has led to low expectations and piecemeal solutions. *So what’s the answer?* **Move the small gear.**

# The Big Picture Approach

**Young people don't grow up in programs, they grow up in communities.** They need early and sustained investments from when they are little to when they are big and when they wake up until they go to sleep, across a range of outcome areas from academics to health to social skills — investments that need to be made by families, schools, businesses, public officials, support systems and communities at large.

Without *shared actionable visions* of the outcomes desired for children and youth, the supports required from families, institutions and communities and the leadership required from all, individual efforts to focus can actually lead to fragmentation, frustration and failure.

Across the country, public and private leaders are heeding the Forum's call to take a Big Picture Approach to planning and decision making that provides an integrated way to see the forest and the trees. Whatever the task at hand — whether it is creating a comprehensive youth development agenda or revisiting the after-school supports offered by a single program or a community — leaders are coming to see the value of stepping back to:

- Take Aim** Set results-based goals that reflect the Big Picture of what is needed to ensure that every effort, no matter how small, is doing maximum good and minimal harm.
- Take Stock** Assess the current state of resources and need across programs, neighborhoods, populations, and/or issues in order to achieve improved returns on investments.
- Take Action** Make and sustain the changes needed by strengthening community demand, engaging youth and families, improving the quality and coordination of programs and systems, and shifting and aligning policies and resources.
- Make Progress** Implement basic but essential efforts to track progress against common goals and indicators, share reports with all stakeholders and assess the pace of change.

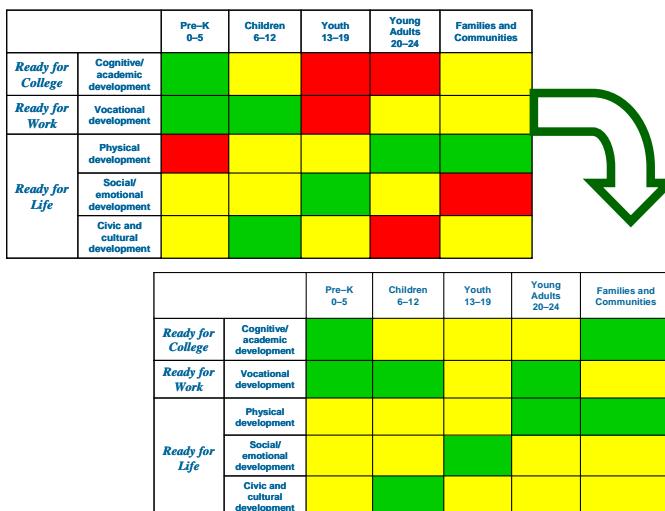
## Creating an Actionable Vision

Ensuring that all young people are Ready by 21 requires monitoring and supporting their development over time (from birth to adulthood) and across a range of outcome areas. For young people to be ready at 21, they have to be ready at 6, ready at 14 —ready for each new developmental stage. And they have to develop a broad set of skills.

Academic competence is critical, but not sufficient. Not only do young people need to be educated, they need to be healthy, connected, work-oriented, and ready to contribute.

There are a set of “Developmental Dashboards” starting with age group by outcome, that need to be created and monitored carefully for all children and youth and, in particular, for those at greatest risk of falling behind. Leaders need to know that children and youth are on track all along the way.

If assessments show that young people are in trouble in certain areas or where supports are lacking, actions need to be taken. But they should not be taken at the risk of other ongoing work to improve or maintain quality. Big Picture assessments are important, not only because they help identify the red cells, but because they map progress in all areas. It is important to pick a few things for all stakeholders to focus on (e.g., academic success for high school students, physical health of preschoolers, parent education and supports for families). But consider what happens if leaders throw away the rest of the picture. A few red cells may move to yellow. But without monitoring, in that same time period, yellows may shift to red and greens may shift to yellow. The net result: limited overall change. The challenge is to make overall improvements in the “Big Picture.” This is why it is important to focus on the forest and the trees.



## Bottom Up *and* Top Down

The Forum’s primary focus for the next three to five years is to support and expand the generation of big picture change makers working in communities and states across the country. The Forum is using a three-pronged strategy to get state and local change makers to take up the Ready by 21 Challenge:

- **State and Local Coaching.** The Forum works intensively with selected state and local big picture change makers to learn jointly what it takes to create the capacity for sustained change, share the lessons more broadly, effectively, and efficiently and use their success to spark movement within their national organizations.
- **Product Development and Communication.** As a small organization, we are unable to directly support big picture change makers in every community in the nation. We package the best of what we are learning through our intensive work with selected sites into user-friendly tools and trainings, and disseminate them across the country.
- **National Partnerships.** Rather than trying to directly reach all big picture change makers ourselves, we work with national organizations that represent and support state and local stakeholders — corporations, funders, educators, advocates, community foundations, United Ways — and those who believe in the Ready by 21™ goals so that they can directly support big picture change makers within their networks.

**State and Local Coaching.** Over the last year, the Forum has directly supported 29 state and 14 local big picture change makers who are leading children’s cabinets, legislative caucuses, youth commissions, school-community partnerships, advocacy coalitions, business leadership roundtables, and service provider networks from places as varied as Illinois to New Mexico and Los Angeles to Columbus, Indiana. Some are part of a learning group funded by The Atlantic Philanthropies. Some are receiving assistance through our national partnerships. Some are paying directly for support.

**Product Development and Communication.** The Forum coordinates our knowledge development efforts to learn from, link, and leverage the work being done. We continue to develop user friendly surveys, facilitator guides, presentation tools, and technical workbooks (e.g., how to create Children Youth and Families Budgets). We document our training and coaching strategies so that they can be replicated by others. We utilize a range of communications channels and events to showcase the process, the tools, and the success stories.

**National Partnerships.** Over the past two years the Forum has developed sound one-on-one relationships and partnerships with many of the national organizations that represent or provide technical assistance to key policy players at the state and local level.

America’s Promise (AP)  
 American Assoc. of School Administrators (AASA)  
 Coalition of Community Foundations for Youth (CCFY)  
 Connect for Kids  
 Corporate Voices for Working Families (CVWF)  
 The Finance Project  
 Fiscal Policies Studies Institute (FPSI)  
 Grantmakers for Children, Youth and Families (GCYF)  
 High/Scope Educational Research Foundation

KIDS COUNT  
 The National Collaboration for Youth (NCY)  
 National Conference of State Legislatures (NCSL)  
 National Governors Association (NGA)  
 National League of Cities (NLC)  
 National Training Institute  
 The Partnership for 21<sup>st</sup> Century Skills (P21)  
 Public Education Network (PEN)  
 Voices for America’s Children (Voices)

Some of these relationships are funded (e.g., NCSL, PEN), some are partially funded (e.g., The Finance Project, NGA), some are unfunded (e.g., P21, GCYF). In each relationship the Forum can point to ways in which our ideas are being infused into these organizations’ core thinking and framing of youth policy concepts.

## Forum State and Local Connections

State	Local	KIDS COUNT "Youth Count" Report Affiliates	NCSL Youth Policy Institute Affiliates	NGA Children's Cabinet Roundtable '05/06 Participants	PEN LifeSkills Initiative Participants	Atlantic Philanthropies Ready by 21 Learning Group	State/ Local Contracts w/ Forum
Alabama							
Alaska							
<b>ARIZONA</b>		•	•	• •			
Arkansas							
California							
	<b>BLACK OAK MINE</b>					X	X
	<b>LONG BEACH</b>						X
	<b>LOS ANGELES</b>					X	
	<b>SACRAMENTO</b>					X	•
Colorado							
<b>CONNECTICUT</b>			X				
Delaware							
Florida							
	<b>ORLANDO</b>				•		
<b>GEORGIA</b>		•		•			
	<b>SAVANNAH</b>					X	
Hawaii							
<b>IDAHO</b>				• •			
<b>ILLINOIS</b>			•			X	
<b>INDIANA</b>		•					X
	<b>COLUMBUS</b>					X	X
<b>IOWA</b>			X			X	
<b>KANSAS</b>				• •			
<b>KENTUCKY</b>			X	• •			
<b>LOUISIANA</b>				• X			
<b>MAINE</b>				• X			•
<b>MARYLAND</b>		X		X		•	
Massachusetts							
<b>MICHIGAN</b>		•					
	<b>DETROIT</b>				•	•	
Minnesota							
	<b>MINNEAPOLIS</b>					X	
Mississippi							
<b>MISSOURI</b>		•					
	<b>KANSAS CITY</b>					X	
Montana							
Nebraska							
Nevada							
<b>NEW HAMPSHIRE</b>			•				
<b>NEW JERSEY</b>				•			
<b>NEW MEXICO</b>			X	X X		•	X
New York							
<b>N. CAROLINA</b>			•				
	<b>WAKE COUNTY</b>				•		
	<b>CHARLOTTE</b>					X	
North Dakota							
<b>OHIO</b>					•		
<b>OKLAHOMA</b>		X			•	X	
<b>OREGON</b>			X	• X		X	
<b>PENNSYLVANIA</b>		X		•		X	
	<b>MON VALLEY</b>				•		
Rhode Island							
<b>S. CAROLINA</b>		•					
<b>SOUTH DAKOTA</b>			•				
<b>TENNESSEE</b>			X				
Texas							
	<b>AUSTIN</b>				•	X	
<b>UTAH</b>		•					
Vermont							
<b>VIRGINIA</b>			•				
Washington							
<b>WEST VIRGINIA</b>				•			
Wisconsin							
<b>WYOMING</b>			•				

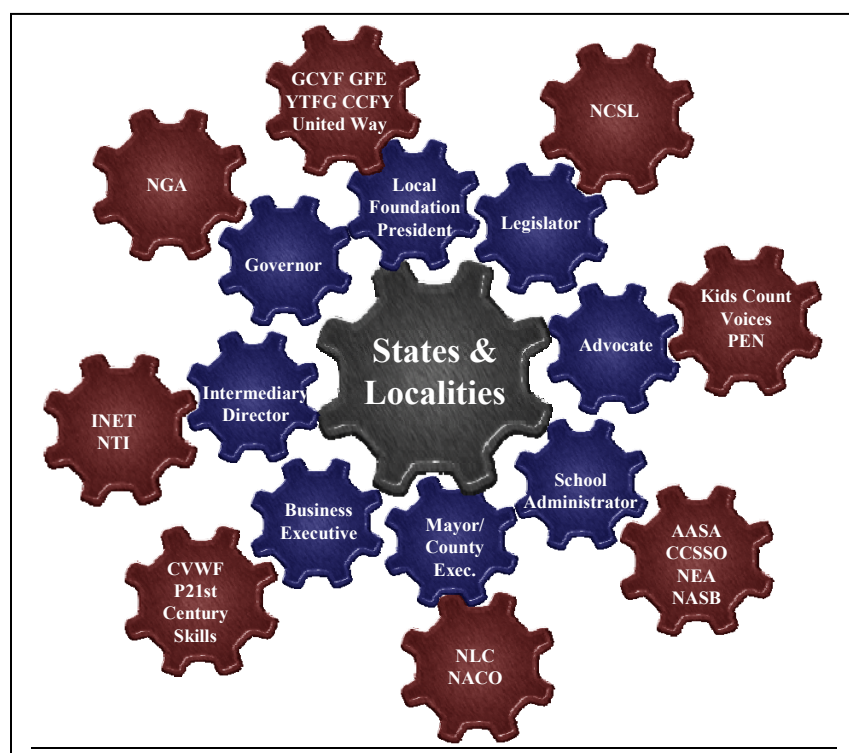
\*\*X indicates a location the Forum is providing extensive ongoing technical assistance.

\*\*\*• indicates a location the Forum has been responsive to requests for technical assistance.

## Building National Relationships to Build Local Momentum

The national organizations the Forum is working with are all committed to helping their members/clients improve policies for children and youth. In some communities, their members may be the big picture change maker, who helps convene the full complement of players. In other communities, their members will be one of the people called to participate at the collective table. Either way, by partnering with the Forum, national organizations are able to support their members – both as big picture change makers and as participants.

By providing a compatible set of tools and frameworks to leaders in each of these networks, we are facilitating this process of alignment. The job of the local big picture change maker is easier when many of the people they are convening have already learned of some of these ideas tools from their respective organizations. It also allows national organizations a common basis to form partnerships themselves.



The more the national organizations “spin” in the same direction, the more their local counterparts will spin in the same direction, and the more state and local big picture change makers will be able to help their state and locality make real progress.

The Forum does not, by any means, see itself as the center of the policy/advocacy universe. But we do believe that we are playing an increasingly valuable role by introducing a common framework and challenge to all of the sectors, organizations, and places we work with and then creating structured opportunities for them to work together.

The Forum can and does work within each state or locality to get these stakeholders “spinning” together. But that takes a lot of place-based work, especially since the Forum isn’t the only national organization providing advice. For this reason, partnerships are essential.

### Examples of work with individual national “gears”

- **National Conference of State Legislatures.** The Forum and the NCSL have partnered to launch a series of Youth Policy Institutes (with NGA), audio conferences, publications, and technical assistance to help state legislators understand and practice big picture change making. The results have been powerful, from Kentucky passing a resolution to create a state youth development council, to Connecticut passing legislation to create a comprehensive youth policy for the state.
- **National Governors Association.** The Forum and the NGA have partnered to create a support network for state Children’s Cabinet directors (an important group of big picture change makers) that now meets annually.
- **Corporate Voices for Working Families.** The Forum and CVWF have partnered to create a corporate youth transitions task force to bring corporate voices into the youth policy debates.

- **America’s Promise:** The Forum has a formal agreement in place to use Ready by 21 as the opening keynote and workshop for each of the five America’s Promise regional meetings. This represents a tremendous opportunity to link the “Five Promises” with the Ready by 21 message and introduce the principles and tools to a broad base of community leaders.
- **Grantmakers for Children Youth and Families.** The Forum has partnered with GCYF to educate foundations about the Ready by 21 approach and ways to invest in youth. Starting with a keynote to all members at the 2005 conference, the Forum is now working with GCYF to launch a conference call series (and possibly invitational meeting) for their members.

### Examples of bringing national “gears” together:

- **Connecting the State Branches of Government.** We have helped gather the youth work of NGA and NCSL together at Youth Policy Institutes with unprecedented state executive/legislative teams. Both organizations have reaffirmed the value of working across branches and are identifying strategies to help their members do so.
- **Connecting State Data and Issue Advocates.** We have brought Voices, Kids Count, and Connect for Kids together to support a Ready for College, Ready for Work, Ready for Life series of audio conferences and issue briefs to support all youth advocates in the states.
- **Connecting Business Leaders.** We brought Corporate Voices for Working Families and the Partnership for 21<sup>st</sup> Century Skills together to discuss options for increasing the business communities’ voice in youth policy. This resulted in a joint project to sponsor a corporate survey on the need for/assessment of 21<sup>st</sup> century skills in the workplace and a new CVWF task force on youth transitions (ensuring pathways to college and work for 14-24 year olds).
- **Connecting National Youth Groups.** The Forum is working with a number of organizations and groups (most notably the National Collaboration for Youth, the Campaign for Youth, Connect for Kids, and America’s Promise) to advance youth policy coordination and investment tracking inside the federal government. As the one organization that plays an active leadership role in all four groups, we have played a strong and steady role in crafting and advancing the Federal Youth Coordination Act which would require the Secretaries of all major departments to come together to craft an overarching youth policy strategy for the country, and would support state efforts to do the same. Together we have successfully passed the bill through the House and are now focused on the Senate.
- **Connecting National and Regional Youth Policy Advocates.** The Forum developed and chairs the Youth Policy Action Center, which has successfully brought together more than 80 of the leading national, state and local youth organizations (e.g., Youth Service America, the National Collaboration for Youth, America’s Promise, the Afterschool Alliance and local YMCAs) to launch a collective Web site to encourage youth (and adults) to contact their elected officials about youth policy. The effort has been a fantastic success, with around one million page views from over 60,000 visitors who have sent thousands of messages to their elected officials. We are now seeking funding to take this volunteer effort to the next level.

## Examples of movement within states and localities:

A number of states and communities are finding that they need a framework to organize their desired youth policy outcomes and work plans. Ready by 21™ has become a valuable way to articulate and outline the work in states such as Maryland, Connecticut, Pennsylvania, and Oregon and communities such as Minneapolis, Austin, Long Beach, Black Oak Mine, and Columbus, Indiana.

### YOUTH POLICY SHAREWARE?

There was a buzz in the room at the second annual Children's Cabinet Meeting sponsored by the Forum and the National Governor's Association. The New Mexico Children's Cabinet (our hosts) unveiled the on-line survey that all departments will use to provide information for their first comprehensive Children's Budget Report. Directors were ready to place their orders. After a great discussion, all of the directors agreed that we should do an inventory of labor-intensive tools for policy/program and budget analysis. The Forum will compile these, set up conference calls to discuss them, and help establish a "youth policy shareware" system.

The recent Roundtable of Children's Cabinet directors (March 2006), for example, resulted in several requests to facilitate retreats of state agency directors to introduce them to the Ready by 21 framework and kick off discussions of the value of Big Picture planning and assessment as tools to drive better policy and administrative decisions. Equally important, it provided an opportunity for members to make peer-to-peer learning connections. (see Box).

These retreats and work group convenings pay off:

*After the 1<sup>st</sup> NCSL Policy Institute ...* both Connecticut and Kentucky's teams introduced legislation sponsored by leadership to create

comprehensive youth policies in their states. Both pieces of legislation are expected to pass and begin implementation this summer. (see Kentucky Close-Up).


*After participating in the Kids Count "Youth Count" discussion process...* Pennsylvania's large advocacy coalition has decided to identify as the Ready by 21™ Coalition and take a holistic look at the range of developmental needs and use those to impact policy for older youth.

*After participating in the Ready by 21 Learning Group...* Kansas City YouthNet (the local non-profit youth development intermediary) was able to leverage a formal commitment to create a youth plan from the City Managers office. The Chamber of Commerce and United Way of Greater Los Angeles forged a strong partnership (kicked off by a presentation from the Forum) to focus on the needs of teens in the county. The Minneapolis Youth Coordinating Board has had great success in rejuvenating commitment to update and implement a city-wide youth plan, create community buy-in and link diverse initiatives.

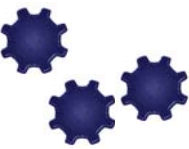
*After participating in a conference call with High/Scope Educational Research Foundation* on program quality assessment, at least four Ready by 21 Learning Group members are now exploring ways to move improving program quality as a youth policy issue (Sacramento, Long Beach, Iowa, Kansas City). Several of these members will receive free training in the Youth Program Quality Assessment process through an arrangement the Forum made with High/Scope to help them identify ready communities.

## How Does This Coaching and “Gear” Alignment *Really* Work?


*What is it exactly that the Forum does beyond finding lots of avenues to provide state and local leaders with information?* Here is an example:



**The Kentucky Youth Development Partnership** is a consortium of non-profit organizations and state agency employees who have come together to improve youth services and supports in Kentucky with initial support from the federal Family and Youth Services Bureau. TJ Delehanty, the Partnerships Director, was committed to producing a full Youth Policy Assessment that would influence state policy makers and raise the visibility of youth issues in Kentucky.




Between 2000 and 2003, the National Governor’s Association, the National Crime Prevention Council, and the Family and Youth Services Bureau (HHS) each provided groups of states with funding to coordinate youth policies. Seventeen states were involved overall. Kentucky was one of two states that actually participated in all three initiatives.




The Forum participated in all three initiatives and convened these states in 2002, creating the first informal State Youth Policy Network and producing the first report that profiled the range of ways state coordinating bodies were working to improve state data, planning, and commitments. The funded initiatives ended, but the network stayed alive and continued to add members to its listserv.

As a member of the Network, Delehanty asked the Forum to review the strategies and documents being produced by the Kentucky Youth Development Partnership. After helping Delehanty to complete the assessment, we thought about ways to help promote the work.




Through our partnership with NCSL and NGA the Forum had the opportunity to help select state teams of legislators and governors’ staff to participate in the first Youth Policy Institute and help plan the agenda. Kentucky applied and was accepted. This provided a perfect opportunity to connect the dots. We invited Delehanty to be a speaker and present his youth policy assessment at the Institute. Knowing how important relationship building is, we used also used this opportunity to connect him to the KY team before the meeting.



Delehanty’s presentation was well received by all participants as a great first step in creating sound youth policy. The Kentucky team acknowledged that they had not been aware of this great resource in their own state. The team of legislators and state commissioners were motivated by Delehanty and left the Policy Institute with a clear action plan. Senate Pro Tem Katie Stine, Republican, made the creation of a comprehensive youth development council (modeled after the proposed Federal Youth Development Council) her top priority in this legislative session and has become an eloquent spokesperson for the range of needs of young people in her state.

The legislation to create the Kentucky Youth Development Council has now passed both houses. The bill signing ceremony in the Governor’s office happened during the first week of April. Not wanting to waste a minute, Senator Stine is looking to begin implementation this month.



Delehanty has come back to the Forum to contract with us to work with the members of the council, commissioners, and directors, to go through a visioning process and develop the first set of tasks to be accomplished by the Council. Kentucky is now poised to become a national model of taking aim, taking stock, and taking action that other states can look toward.

## Keeping the Gears Moving

The “connecting the gears” strategy is working. Momentum is building. Individual cogs are turning. More national organizations are coming on board. Small clusters of national organizations are beginning to work together to call for state and local partnerships among their members. State and local change makers are taking the lessons home – bringing their own clusters of change makers together to take stock and take action. The Ready by 21 language is being adopted by states and communities looking to define a big picture goal. The Ready by 21 Challenge is being taken up by states and communities eager to assess whether they have the wherewithal to make progress against big picture goals. Change makers are excited and asking for more – more examples, more networking opportunities, and more venues to both showcase their efforts and challenge their top leaders to make public commitments to change.

The Forum is poised to help make Ready by 21 a dynamic national challenge that is energized by national/local connections. It has the potential to be embraced by multiple national organizations that commit to work together to support and challenge their state and local members to work together to create and sustain Big Picture change. At the same time, it will be informed by a diverse group of state and local change makers who are prepared to “show their work” and engage their counterparts through their national networks.

In 2006, we are positioned to:

- Launch the Ready by 21 Leadership Council, to be co-chaired by Congressman Dick Gephardt and Governor Tom Ridge, two of the country’s leading champions for children who believe that improving community supports must a bi-partisan issue;
- Leverage partnerships with key national organizations that represent public and private leaders (e.g., the National Conference of State Legislatures, the National Governor’s Association, the Public Education Network, Kids Count, Voices for America’s Children, Corporate Voices for Working Families, America’s Promise);
- Plan and position the start-up of a major national resource center for community coordinators interested in improving the quality and quantity of community-based programs for active youth;
- Strengthen and connect the capacities of change makers from dozens of states and communities to create the Ready by 21 support, training, and advocacy network;
- Expand our “moving research to policy and practice” networks, products, and services;
- Build our relationships with corporations and corporate leaders and ensure that new efforts to promote “21<sup>st</sup> century skills” recognize the importance of health promotion and behavioral risk reduction;
- Facilitate the growth of major new on-line resources for constituency building to support coordinated programs and policies for children and youth that empower local advocates and actually engage young people and their families.

The obstacle for the Ready by 21 Challenge is that success has generated demands that, in the short run, significantly outstrip resources. National organizations are writing funding for Ready by 21 member supports into their new grant proposals. States and localities are asking for technical assistance contracts, sometimes multi-year. Influential change makers are finding the supports valuable enough that they are prepared to do joint fundraising. But foundation and corporate support is needed to support the “glue” work at the national and state/local levels, expand the evaluation effort, underwrite a more aggressive communications strategy, and train a cadre in-demand senior consultants to incorporate the Ready by 21 principles and tools into their work.

All of these emerging efforts would benefit from an intensive infusion of technical assistance and strategic advice to improve our business plans, financial monitoring systems, and communications horsepower. We have begun researching specific options that, if funded in tandem, would make an impressive difference in our capacity to nurture and manage further growth in our presence, our reach and our impact.