Taking a Big Picture Approach to Youth Outcomes

Elizabeth Gaines, Senior Fellow

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The Forum for Youth Investment is a nonprofit, nonpartisan “action tank” dedicated to helping communities and the nation make sure all young people are **Ready by 21 – ready for college, work and life.**

Working in partnership with government, business, education and nonprofits, we provide a framework, coaching and tools for leaders who care about youth and care about change.
Outline of the next hour:

• Who is in the room?
• Outcomes and how to get there
• Family, school and community supports and how to weave them together
• Leadership and how to harness it
• Discussion on what role each of you play
• Policy levers to pull
• Resources for your work
Ready by 21 focuses on the small gear challenging leaders to think differently & act differently...

Partnerships
Goals
Data
Strategies

Developmentally On Track:
Productive
Connected
Healthy & Safe

Coordinated
Accessible
Well-Attended
High Quality

LEADERS
ACCOUNTABILITY

FAMILY,
COMMUNITY
& SCHOOL
SUPPORTS

CHILDREN
& YOUTH
OUTCOMES
Moving the small gear makes a **BIG** difference

**The Ready by 21 Theory of Change**

- **Leaders Accountability**
  - Increase Capacity for change 1-2 years

- **Family, Community & School Supports**
  - Strengthen Family & Community Supports 3-5 years

- **Children & Youth Outcomes**
  - Improve Children & Youth Outcomes 5-10 years

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independent organizations in same community
complementary services partners
combined services partners
coordinated services networks
consolidated services system
collective impact governance
Program Performance to Collective Impact
Child and youth well being trends in the U.S.

Economic well being:
- **Teens not in school and not working**
  - 32 states got worse
- **Children living in high poverty areas**
  - 40 states got worse
- **Young Adults 18-24 poverty rate**
  - 18 states got worse

Education:
- **Youth not graduating on time**
  - 19 states got worse or stayed the same

Health:
- **Low birth weight babies**
  - 25 states got worse
- **Young Adult Male Obesity Rate**
  - 28 states got worse
- **Teen births**
  - 23 states got worse

National Kids Count 2013 data
Maryland’s Results for Child Well-Being

- Babies Born Healthy
- Healthy Children
- Children Enter School Ready To Learn
- Children Successful in School
- Children Completing School
- Children Safe in Their Families and Communities
- Stable and Economically Independent Families
- Communities that Support Family Life
<table>
<thead>
<tr>
<th></th>
<th>Pre-K \n0–5</th>
<th>School-Age \n6–10</th>
<th>Middle School \n11–14</th>
<th>High School \n15–18</th>
<th>Young Adults \n19–21+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEARNING</strong></td>
<td><strong>Children Are Ready for School</strong></td>
<td><strong>Children Succeed in School</strong></td>
<td><strong>Youth Succeed in School</strong></td>
<td><strong>Youth Succeed in School</strong></td>
<td><strong>Young Adults are Ready for College or Work</strong></td>
</tr>
<tr>
<td><strong>WORKING</strong></td>
<td><strong>Children Have Parents Who Are Securely Employed</strong></td>
<td><strong>Children Have Parents Who Are Securely Employed</strong></td>
<td><strong>Youth Learn About Careers</strong></td>
<td><strong>Youth Gain Experience in a Career Setting</strong></td>
<td><strong>Young Adults are Ready for College or Work</strong></td>
</tr>
<tr>
<td><strong>THRIVING</strong></td>
<td><strong>Infants and Children Are Healthy and Safe</strong></td>
<td><strong>Children Develop and Maintain Good Health Practices</strong></td>
<td><strong>Youth Make Healthy Choices</strong></td>
<td><strong>Youth Make Healthy Choices</strong></td>
<td><strong>Young Adults Make Healthy Choices</strong></td>
</tr>
<tr>
<td><strong>CONNECTING</strong></td>
<td><strong>Children Have Nurturing, Stable Relationships with Parents</strong></td>
<td><strong>Children Have Positive Relationships with Peers and Adults</strong></td>
<td><strong>Youth Have Relationships with Peers and Adults</strong></td>
<td><strong>Youth Have Relationships with Peers and Adults</strong></td>
<td><strong>Young Adults Are Prepared for Parenthood and Community</strong></td>
</tr>
<tr>
<td><strong>LEADING</strong></td>
<td><strong>Families Engage With Their Communities</strong></td>
<td><strong>Children Practice Group Membership</strong></td>
<td><strong>Youth Contribute to Their Community</strong></td>
<td><strong>Youth Contribute to Their Community</strong></td>
<td><strong>Young Adults Contribute to Their Community</strong></td>
</tr>
<tr>
<td>Trends over the past 5 years for King County Children, Youth and Family Indicators</td>
<td>Pre-K 0–5</td>
<td>School-Age 6–10</td>
<td>Middle School 11–14</td>
<td>High School 15–18</td>
<td>Young Adults 19–24</td>
</tr>
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</tr>
<tr>
<td><strong>Academically Successful</strong></td>
<td>3rd grade reading (KC)</td>
<td>8th gr reading (KC)</td>
<td>On-time graduation (by program and ethnicity) (KC)</td>
<td>3rd grade math (KC)</td>
<td>8th gr math (KC)</td>
</tr>
<tr>
<td><strong>Vocationally Successful</strong></td>
<td>Uninsured children (KC)</td>
<td>Application for free and reduced lunch (K-12) (KC)</td>
<td>Teens not in school or working (KC)</td>
<td></td>
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</tr>
<tr>
<td><strong>Healthy</strong></td>
<td>Low birth weight babies (KC)</td>
<td>Prenatal Care (KC)</td>
<td>Teen birth rate among females (15-17) (KC) &amp; by ethnicity (KC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Safe</strong></td>
<td>Accepted Referrals to CPS (KC)</td>
<td>Homeless students (K-12) (school district)</td>
<td>10th gr obesity rate (KC)</td>
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<tr>
<td><strong>Socially Engaged</strong></td>
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<tr>
<td><strong>Civically Engaged</strong></td>
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</tbody>
</table>

Legend:
- Red = wrong direction
- Yellow = flat line
- Green = right direction
# Alexandria Child and Youth Master Plan Dashboard

<table>
<thead>
<tr>
<th>Category</th>
<th>Early Childhood</th>
<th>Middle Childhood</th>
<th>Youth</th>
<th>Young Adult</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academically and vocationally successful</strong></td>
<td></td>
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</tr>
<tr>
<td>Kindergarten Readiness</td>
<td>87%</td>
<td></td>
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</tr>
<tr>
<td>3rd Grade Reading Proficiency*</td>
<td>76%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Attendance for Middle Grades**</td>
<td>94-98%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Algebra I Proficiency*</td>
<td>63%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School Dropout Rate*</td>
<td>12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean SAT Score for Low-Income Students</td>
<td>1242</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployment</td>
<td>21%</td>
<td></td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Enrolled in any institution of higher education within 16 months of earning a high school diploma</td>
<td>60%</td>
<td></td>
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<tr>
<td><strong>Culturally competent and connected</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Cultural Competence</td>
<td>53%</td>
<td>53%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emotionally secure, hopeful and resilient</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Made a plan about how they would attempt suicide*</td>
<td>12%</td>
<td>10%</td>
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</tr>
<tr>
<td>Caring Adult</td>
<td>47%</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning and Decision-Making</td>
<td>36%</td>
<td>37%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Physically safe and healthy</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Low/Very Low Birth Weight</td>
<td>8.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rate of Teen Pregnancies Per 1,000 Girls Ages 1-19</td>
<td></td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Founded Child Abuse</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engaged in 5+ Days of Exercise Lasting 60 Min. or More</td>
<td>53%</td>
<td>33%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Socially and civically engaged and empowered</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Service to Others</td>
<td>47%</td>
<td>45%</td>
<td></td>
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</tr>
<tr>
<td>Number of Group A Juvenile Crime (Serious Crimes)</td>
<td>229</td>
<td></td>
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</tr>
<tr>
<td>Afterschool Program Participation (comparison to region)</td>
<td>84%</td>
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</tbody>
</table>
The Readiness Target
FAMILY, SCHOOL AND COMMUNITY SUPPORTS
Thinking Outside of the Box

At its best, school only fills a portion of developmental space.
Who is Responsible for the Rest?

• Families
• Youth/Peer Groups
• Schools and Training Organizations
• Higher Education
• Youth-Serving Organizations
• CBOs (Non-Profit Service Providers and Associations)
• Businesses (Jobs, Internships and Apprenticeships)
• Faith-Based Organizations
• Libraries, Parks, and Recreation Departments
• Community-Based Health and Social Service Agencies
• Policymakers
Would you hire him?
We organize ourselves in counter-productive ways
We know what it takes to support development

- The National Research Council reports that youth need:
  - Physical and Psychological **Safety**
  - Appropriate **Structure**
  - Supportive **Relationships**
  - Opportunities to **Belong**
  - Positive **Social Norms**
  - Support for **Efficacy and Mattering**
  - Opportunities for **Skill-Building**
  - Integration of **Family, School and Community** efforts
A fragmented set of supports:

**Education**
- Public Schools
- ESEA, Title I
- School Lunch & Breakfast
- Head Start
- IDEA
- After-School Programs
- Textbook Funding
- Tests & Achievement
- Teacher Issues
- GED

**Health & Food**
- Medi Cal – EPSDT
- Healthy Families Parent Education
- Child Health & Disability Program
- Expanded Access to Primary Care
- IDEA
- After-School Programs
- Textbook Funding
- Tests & Achievement
- Teacher Issues
- GED

**Social Services**
- Child Care – CCDBG, SSBG, CalWORKS, Child Care, etc.
- After School Programs – 21st Century Learning Centers
- Promoting Safe & Stable Families
- Child Abuse & Neglect Programs
- Foster Care – Transition
- Independent Living, Housing, etc.
- Adoption, Foster Care, Adoption Opportunities

**Child & Family Services**
- School-Based MH Services for Medi-Cal Kids
- Probation Officers in Schools
- Cardenas-Schiff
- Legislation
- Health Care
- Through Probation
- Mental Health Evaluations
- Juvenile Halls

**Mental Health & Probation**

**Children's Services in Los Angeles County**

**SOURCE:**
Margaret Dunkle
The Insulated Pipeline: Cradle to Career Investments

“Cradle to career” insulation (0-24)
Clear Policies for Career Pathways: Lessons Learned

• Surveyed over 700 ‘youth workers’ in public agencies, schools, NGOs and faith based orgs
  – Links between training and rewards are weak
  – No clear promotion opportunities
  – For frontline staff career advancement requires job change

• To stabilize and strengthen the field state and local policies to increase compensation packages and career pathways are needed
LEADERS ACCOUNTABILITY
Fragmented government structures
### Sample Networks and Coalitions Dashboard

<table>
<thead>
<tr>
<th>READY FOR COLLEGE</th>
<th>READY FOR WORK</th>
<th>READY FOR LIFE</th>
<th>EARLY CHILDHOOD</th>
<th>MIDDLE CHILDHOOD</th>
<th>PRE-ADOLESCENCE</th>
<th>ADOLESCENCE</th>
<th>YOUNG ADULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning (Academic)</td>
<td>Success by 6</td>
<td>Connections Network</td>
<td>Everyone Reads</td>
<td>Connections Network</td>
<td>YouthUnite</td>
<td>Connections Network</td>
<td>Workforce Investment Board</td>
</tr>
<tr>
<td>Working (Vocational)</td>
<td>City Youth Alliance</td>
<td>Mayor's Educational Roundtable</td>
<td>Everyone Reads</td>
<td>Connections Network</td>
<td>YouthUnite</td>
<td>Connections Network</td>
<td></td>
</tr>
<tr>
<td>Thriving (Physical / Mental Health)</td>
<td>Success by 6</td>
<td>Connections Network</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Connecting (Social / Emotional Well Being)</td>
<td></td>
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</tr>
<tr>
<td>Leading (Civic and Community Engagement)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### County Dashboard of Spending - by ages and outcomes

<table>
<thead>
<tr>
<th>Primary Outcome Area</th>
<th>Pre K (0-5) Total: $4.2 M</th>
<th>School Age (6-10) Total: $6.9 M</th>
<th>Middle (11-14) Total: $13.8 M</th>
<th>High (15-18) Total: $13 M</th>
<th>Young Adult (19-24) Total: $5.3 M</th>
<th>Families Total: $2.4 M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academically Successful</td>
<td>$0.1 M</td>
<td>$0 M</td>
<td>$0.2 M</td>
<td>$0.7 M</td>
<td>$0.4 M</td>
<td>$0.1 M</td>
</tr>
<tr>
<td>Vocationally Successful</td>
<td>$0 M</td>
<td>$0 M</td>
<td>$0.1 M</td>
<td>$0.3 M</td>
<td>$0.2 M</td>
<td>$0 M</td>
</tr>
<tr>
<td>Healthy</td>
<td>$2.1 M</td>
<td>$1.9 M</td>
<td>$6.2 M</td>
<td>$4.9 M</td>
<td>$2.8 M</td>
<td>$0.9 M</td>
</tr>
<tr>
<td>Safe</td>
<td>$1.2 M</td>
<td>$4.1 M</td>
<td>$5.4 M</td>
<td>$5.2 M</td>
<td>$1.1 M</td>
<td>$0.5 M</td>
</tr>
<tr>
<td>Socially Engaged</td>
<td>$0.9 M</td>
<td>$0.9 M</td>
<td>$1.9 M</td>
<td>$1.9 M</td>
<td>$0.7 M</td>
<td>$0.9 M</td>
</tr>
<tr>
<td>Civically Engaged</td>
<td>$0 M</td>
<td>$0 M</td>
<td>$0 M</td>
<td>$0 M</td>
<td>$0 M</td>
<td>$0 M</td>
</tr>
</tbody>
</table>
Design Bold Strategies to:

- Improve and coordinate existing programs and supports
- Align existing policies and resources
- Engage youth and families as leaders
- Increase public and private sector demand
Building Blocks of Effective Leadership
## Achieving Large-Scale Change through Collective Impact

Involves Five Key Elements

| Common Agenda                  | • Common understanding of the problem  
|                               | • Shared vision for change            |
| Shared Measurement             | • Collecting data and measuring results |
|                               | • Focus on performance management    |
|                               | • Shared accountability              |
| Mutually Reinforcing Activities| • Differentiated approaches         |
|                               | • Willingness to adapt individual activities |
|                               | • Coordination through a joint plan of action |
| Continuous Communication       | • Consistent and open communication |
|                               | • Focus on building trust            |
| Backbone Support               | • Separate organization(s) with staff |
|                               | • Resources and skills to 
|                               |   convene and coordinate participating organizations |

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews
independent organizations in same community
complementary services partners
combined services partners
coordinated services networks
consolidated services system
collective impact governance
Program Performance to Collective Impact
Exercise

• Turn to your neighbor
• Take some time to review “From Program Performance to Collective Impact”
• Discuss where your organization is doing most of its work currently
• Where would you like it to be?
POLICY LEVERS
Ohio Family and Children First

- Engaging and Empowering Families
- Shared Accountability
- Building Community Capacity
- Coordinating Systems and Services
Collective Impact Public Policy Recommendations

1. Use a Children’s Cabinet or coordinating body to align policies and funding.
2. Provide flexibility with funding coupled with accountability for results.
3. Reform auditing and accounting guidelines.
4. Provide funding for backbone functions.
5. Arm backbones with the data systems they need.
6. Fund research and evaluations about partnerships.
7. Explicitly allow new coordinating bodies, strategic plans and data systems to use and build upon existing ones.
Dedicated Local Public Funding Streams for Kids

Communities throughout CA

Portland
Seattle
King County
San Francisco
Oakland

Lincoln
Boone
St. Charles
St. Louis County
St. Louis City
Lafayette
Franklin
Jefferson

Jackson and Clay Counties

Cincinnati
Baltimore

Miami-Dade
Broward
Palm Beach
St. Lucie
Martin
Pinellas
Duval
Hillsborough
Okeechobee
Resources

Outcomes:
• Child Trends Indicators Bank and research brief on Achieving Multiple Outcomes

Evidence Based Practices and programs:
• Annie E Casey Foundation’s Evidence2Success webinar series, tools and research brief

Leadership Accountability:
• The Collective Impact Forum and research brief on Emergence and Addressing Complexity
• The Forum’s Big Picture Approach Consulting services and upcoming Institute

Policies and Resources:
• The Forum and FSG’s paper on How Public Policy Can Support Collective Impact
• Forum webinar on Creating Local Dedicated Funding
Who are your partners?

How well are you performing in:
• Reducing policy barriers?
• Aligning your resources?
• Improving your systems?
• Sharing your data?
• Continuous communications?

What supports are offered in your community?

How well are these supports being provided?
• How accessible?
• How coordinated?
• How well-used?
• What is their quality?

Who are the youth in your community?

How well are the youth doing:
• Academically & Vocationally?
• Emotionally & Physically?
• Socially & Civically?

Change the way we do business

Change the landscape of communities

Change the odds for children and youth