



BY ALL MEANS COMMUNITY OF PRACTICE

May 2023



By All Means Community Profiles

The EdRedesign Lab (EdRedesign) launched the *By All Means* initiative in 2016 to support mayors, superintendents, and community leaders to build Children's Cabinets and design stronger systems of support and opportunity for children and youth. This coalition of communities was brought together in recognition that schools alone cannot address the impact of poverty on child outcomes and the belief that cross-sector collaboration can accelerate efforts to expand necessary services.

Many of the communities are building a cradle-to-career support system that links to the K-12 system, early childhood programming, health and mental health services, afterschool and summer enrichment opportunities, and college and career access supports. All communities are also experimenting with creating individualized student support systems that link school staff to a network of supports and monitor how each child is progressing.

As you will see from the overviews below, each community has its own context, priorities, and approach to building this support system. The now ten communities are: Boston, Somerville, and Chelsea, Massachusetts; Chattanooga-Hamilton County, Tennessee; Oakland, California; Louisville, Kentucky; Providence, Rhode Island; Poughkeepsie, NY; and the Partnership for Resilience sites in districts in the south suburbs of Chicago and rural southern Illinois.

BOSTON, MA

Investment and Sustainability:

- The Green New Deal for Boston Public Schools is their commitment to provide every student in Boston with a space to learn that is safe, healthy, resilient, and inspiring.
- In December of 2023, Boston will have a [long-term facilities plan](#) to guide the renovation, rebuilding, and reimagining of what educational spaces look like in Boston Public Schools.
- There are already [multiple projects underway](#).

Governance:

- Welcomed Superintendent Mary Skipper to lead Boston Public Schools in the summer of 2022.
- With tight alignment and partnership between Mayor Wu and Superintendent Skipper, they are preparing the launch of the City of Boston's inaugural Children's Cabinet and prioritizing areas where they can make the greatest impact through collaborative action.

Expanded Access to Services:

- In partnership with Boston Public Schools, YMCA, and the United Way, they continue to strengthen and expand the Community HUB Schools whole-school transformation model in BPS.

Community Engagement:

- Exploring the development of a place-based collaborative action strategy through a community engagement process across Boston neighborhoods and institutions.

CHATTANOOGA-HAMILTON COUNTY, TN

Investment and Sustainability

- Secured three years of dedicated philanthropic and public funding.
- Awarded an Advancing Opportunity for Adolescent grant from the Wallace Foundation to support Children's Cabinet focus on at-risk and disengaged youth.
- Funds will be used to improve Cabinet data systems and infrastructure, support fiscal-mapping of youth programming and creation of youth voice structures and

supports.

- Secured \$500k in ARPA early childhood funding focused on talent recruitment and retention.
- To date, have secured over \$1.4 million in funding for Chattanooga 2.0 work across five focus areas.

Governance:

- Hired a new executive director.
- Created and hired a new position, Director of Literacy and Student Strategy.
- Relaunched newly constituted Children’s Cabinet co-chaired by the county mayor, city mayor, and superintendent.
- Raised funds to hire two data positions and Director of Viability Pathways to Prosperity (hiring in process).

Expanded Access to Services:

- Expanded individualized student Success Plans to 44 schools.

Community Engagement:

- Selected as one of five national Apprenticeship Innovation Districts under a Department of Labor Grant with goals of expanding existing apprenticeships and creating new, innovative apprenticeship pathways over the next four years.
- Led community process to create a definition of kindergarten readiness including a list of skills.
- Released the Early Matters 2025 Action Plan, a community-wide plan with 35 strategies to support quality early childhood, birth to 8, in our community.

CHELSEA, MA

Investment and Sustainability:

- Through the collaboration of the Chelsea Children’s Cabinet, the City of Chelsea provided Chelsea Public Schools with over \$300,000 dollars of ARPA funding to enhance and bolster youth mental health services. The funds will be used to advance the following initiatives:
 - Telehealth services for mental and behavioral health
 - A therapeutic after-school program
 - A new full-time mental health clinician
 - Paid student instructors who will support existing after school wellness programs, while gaining work experience and developing valuable skills.

Governance:

- Developing a summer “Student Leadership Institute” initiative with university research partners to develop and equip high school student leaders with skills such as leadership, advocacy, problem solving, and public speaking.
- After completing the Institute, students will elect a student representative(s) to the Children's Cabinet.

Expanded Access to Services:

- Designed and piloted a 1:1 individualized after-school tutoring program to support literacy and math skills for struggling students in our lowest 30th percentile.
- Leading a new Success Planning initiative to develop individualized student supports for young people across K-12 schools.

Community Engagement:

- Piloting an after-school program model for their Extended Learning programming which is designed to employ high school students to work alongside their Extended Learning staff, as well as their community-based partners. This program design will ensure that high school students will:
 - Have high quality after-school and summer school employment opportunities.
 - Have the ability to support their education as these positions will align with the future 7th-12th grade pathways.
 - Have the ability to support their graduation rate, as this work will have credits towards graduation attached to it, along with hourly pay.
 - Be able to build leadership and community-based service learning skills.
 - Have the opportunity to act as mentors to younger students across the district.

LOUISVILLE, KY

Investment and Sustainability:

- Over \$22 million has been raised for Promise Scholarships through the class of 2026.

Governance:

- Published a new Evolve502 Strategic Plan in 2022.

Expanded Access to Services:

- Over 10,000 students have registered for summer learning programs at community learning hubs and school sites for Summer 2023.

Community Engagement:

- Integrating with the Kentucky Center for Educational Statistics to track needs and progress longitudinally over time.
 - This will enable Evolve502 to better align with state priorities and to ensure that local students and families are prepared to work, learn, and thrive in their home communities after K-12 education.
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OAKLAND, CA

Investment and Sustainability:

- Through the generosity of their local foundation partners, they launched the \$250k Joy and Wellness funding for rapid-response mini-grants to CBOs and educators to support youth mental health and wellness. The funds were exhausted in less than 3 weeks, signaling an overwhelming demand for this type of support.
- As part of the Blue Meridian Partners Place Matters portfolio of cities, Oakland Thrives created a 10-Year Plan for Children, Youth, and Families.
- Oakland was selected as one of 5 cities to receive \$50M over 5 years to implement this plan, and they are currently working to raise a \$50M local match of new philanthropic dollars.

Governance:

- Oakland Thrives Leadership Council expanded by adding 20 new members who represent neighborhoods and organizations across Oakland.
- To lead allocation of funds to support their 10-Year Plan, they engaged community partners in the development of a neighborhood steering committee that will hold equal decision-making authority with the Executive Team. Steering Committee members include neighborhood residents who have deep ties to East Oakland, including teachers, principals, entrepreneurs, parents, and youth.

- Last year's election brought new members to the Youth Ventures Joint Powers Authority (YVJPA) that is at the core of their backbone. Their new co-chairs include Mayor Sheng Thao, County Administrator Susan Muranishi, OUSD Superintendent Kyla Johnson-Trammell, and Yvette Radford, EVP at Kaiser Permanente.
- They have added new city council and school board members to their Executive Team as well.

Expanded Access to Services

- 600 families received guaranteed income through the Oakland Resilient Families pilot initiative, and 300 of them had their 18-month program extended another 6 months thanks to the generous support of an anonymous donor.
- The north star goal of their 10-Year Plan is to interrupt and reverse the displacement of Black families from East Oakland.
- To reach this goal, neighborhood conditions must change to expand access to a range of supports and services, including opportunities for home ownership, small business development, health and wellness, including mental health supports, cradle-to-career educational opportunities, and meaningful work with opportunities to build wealth.
- The strategies planned over the next 5 years are designed to expand access to these supports and services for the children and families living in East Oakland.

Community Engagement:

- 2022 was dominated by a lengthy and thorough community engagement process to inform our 10-Year Plan, as well as a series of Design Retreats to define specific investments that will drive improvements in youth and family outcomes. A [video recap](#) of the latest design retreat can be found in their newsletter.
- A neighborhood-based coalition in East Oakland, known as the 40x40 Coalition, is collaborating weekly with Oakland Thrives to develop investable strategies. The leading agencies in this coalition represent healthcare, education, community and economic development, and culture keeping.

PARTNERSHIP FOR RESILIENCE, IL

[Resilient Southern Illinois](#), an initiative of [Partnership for Resilience](#), and the [Southern Illinois Coalition for Children and Families](#) have been collaborating to stand up two Children's Cabinets in Southern Illinois.

Carbondale Community Cabinet for Children and Youth

Investment and Sustainability:

- Received a [Birth to Five Illinois](#) Planning Grant for new community collaborations.
- In-kind backbone support provided by Partnership for Resilience and Southern Illinois Coalition for Children and Families.

Governance:

- The inaugural meeting took place in September 2022.
- Adopted a charter agreement and bylaws.
- Formal partnership with City of Carbondale.
- Elected officers.

Expanded Access to Services:

- Two school districts participating in EdRedesign's Success Planning Community of Practice.
- A third district piloting Success Planning in August 2023 with support from Resilient Southern Illinois.

Community Engagement:

- Interviewed community and family members in order to seat a diverse cabinet.
- Planning a community conversation in June to kick off their first Impact Table focused on Early Childhood.

Johnson County Cabinet for Children and Youth

Investment and Sustainability:

- Hired a Dean of Systems Programs using grant funding in August 2022 to coordinate cabinet work, ensure sustainability, and pursue future funding for project programming.

Governance:

- Revised existing K-12 Safety Committee into a more inclusive *cradle-to-career* Children’s Cabinet.
- Adopted a charter agreement and bylaws.

Expanded Access to Services:

- Expanding career planning for all high school students, as well as targeted Integrated Student Supports to students that are on the radar for the Multi-Tiered System of Supports team.
- Began asset mapping the availability of services for families and young children in order to identify gaps.

Community Engagement:

- In-motion initiatives including [Coalition for Outdoor Recreation and Education](#), Little Saints Book Club, and the City Park Safety Project.

POUGHKEEPSIE - DUTCHESS COUNTY, NY

Investment and Sustainability:

- Completed a comprehensive fiscal map of major public and private investments in City of Poughkeepsie youth ages 0-19 in partnership with the Children's Funding Project.
- Secured a \$175,000 grant from the Wallace Foundation to support the Cabinet’s strategic financing, federal/state grant readiness, business planning, youth engagement and pursuit of federal grants with support from national technical assistance providers.
- Secured \$250,000 in public sector investment from Dutchess County and the City of Poughkeepsie to support Cabinet operations and staffing.
- 2023 Dutchess County budget includes grant funding for schools, municipal recreation programs and non-profit organizations serving youth to access summer camp scholarships.
- City of Poughkeepsie’s Youth Activities & Opportunity Grant expanded to \$490,000 in 2023.

Governance:

- Completed the development of the Children’s Cabinet’s 10-year cradle-to-career strategic plan with the support of the William Julius Wilson Institute at Harlem Children’s Zone.
- Transitioning the Children’s Cabinet to an independent 501(c)(3) backbone organization to coordinate cradle-to-career systems and direct service programming; preparing a search for the Cabinet’s inaugural Executive Director.

Expanded Access to Services:

- Community partners Lead for Poughkeepsie and Ampact are partnering with Poughkeepsie City School District and early childhood providers to launch Early Learning Corps and K-3 Math Corps for the 2023-24 academic year, deploying 30+ local residents as high-dosage AmeriCorps tutors through national evidence-based programs.

Community Engagement:

- Organized a recent visit to the Harlem Children’s Zone for a delegation of Children’s Cabinet representatives to observe cradle-to-career best practices.
- Community partners Lead for Poughkeepsie and Ampact awarded \$240,000 federal AmeriCorps planning grant to work with the Children’s Cabinet and local institutions to launch a “Cradle-to-Career Corps” initiative that leverages innovative AmeriCorps partnerships to advance child and youth development.
- Launched Dutchess County Youth and Police Initiative (YPI) to build trust and breakdown stereotypes between youth and local law enforcement officers.

SOMERVILLE, MA

Investment and Sustainability:

- Secured over \$7 million in ARPA funds to date for direct financial support for early childhood and out of school time care through 2025.
- Secured an additional \$897,000 Commonwealth Preschool Partnership Initiative Grant.
- Secured a state earmark in the amount of \$75,000.00 to increase LGBTQ+ Out-of-School Time Programming.
- Added \$190,000 to the City of Somerville Budget to create a Youth Services Division.

Governance:

- Hired a Coordinator of Prenatal to School Entry Partnership Alignment and Grant Development to support our Early Childhood Mixed Delivery System.
- Hired a Child Care Coordinator to support all childcare centers in the City of Somerville.
- Developed Memorandums of Understanding between City, School, and childcare centers to establish cross-sector ownership of mixed-delivery preschool system.

Expanded Access to Services:

- Planning to triple their number of childcare seats to over 100 (from 35) by 2025.
- Secured \$80,000 to embed Early Childhood Mental Health Supports in SomerPromise Department in partnership with Riverside Early Years Project and a licensed social worker.
- Hired Youth Services coordinator and in the hiring process for a Director of Youth Services.
- Hired an MTSS consultant to support the development of a Multi-Tiered System of Support in the Early Childhood Field.
- Hired a Manager of OST Programs and Partnerships.
- Hired 2 Success Coaches to support transitions from High School to college and career through Office of Strategic Planning and Community Development.

Community Engagement:

- Launched a new teen center in 2023 which is serving an average of 100 youth a day.
- Launched 2 satellite teen centers with a focus on Inclusive spaces for LGBTQ+ youth and allies.
- Conducting a new TOGETHER initiative to publicize cross-sector mental health services available to youth.
- Started a City/School Supported Family Child Care Provider Support Group.
- Collaborated with Riverside Community Cares to leverage grant funding to build a Train the Trainer model to support Early Childhood Mental Health best practices.