Breakfast Table Topics

Connect and engage in casual conversations over breakfast with colleagues from other communities.

Here are some table topics to start your discussion:

1. What is one thing you all have in common?

2. What brings you joy?

3. Who was your favorite teacher as a young person and why?

4. Share one fact about yourself that people may find interesting or intriguing.

5. What is one thing you know to be true?

6. What value is most important to you? How does that value show up in your everyday life?

7. What are motivates or inspires you?
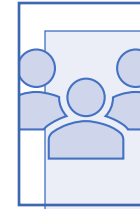
Our Community Commitments

- Listen to understand
- Share the air
- Minimize technology
- Honor time
- Consider both intent and impact
- Have a growth mindset
- Consider missing voices
- Tell us what we can do to improve your experience
- Have fun
- Others?

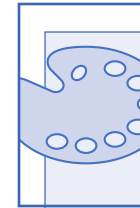# Today's Special Features

📷	Individual Team Photos
👥	ISP COP Group Photo
🎨	Live Sketch Artist
🛍️	The Harvard Shop
📱	Social Media Engagement
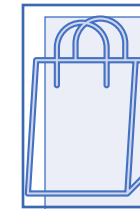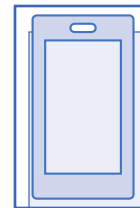
EdRedesign
OPPORTUNITY FOR ALL

HARVARD
GRADUATE SCHOOL
of EDUCATION

Caring Adults 🧭

Prompt: Shout out your Navigators or reflect on what caring adult support means to you.

Questions to guide your post:

- What does the Navigator role mean to your team?

- Who is a caring adult who made a difference in your life?

- How are you building your Navigator model?

📍 Tag: @edredesignlab | #SuccessPlanningWorkshop2025

#SuccessPlanningWorkshop2025

Leadership Reflection

Select the image that resonates most with you when you think of an experience you had with a leader.

Leaders Must Be Nimble & Adjust According to Context

Leadership styles are not mutually exclusive, and effective leaders often exhibit a combination of styles depending on the situation and the needs of the community systems change effort.

Adaptability and **context-awareness** are key for leaders to leverage the appropriate style at the right time.
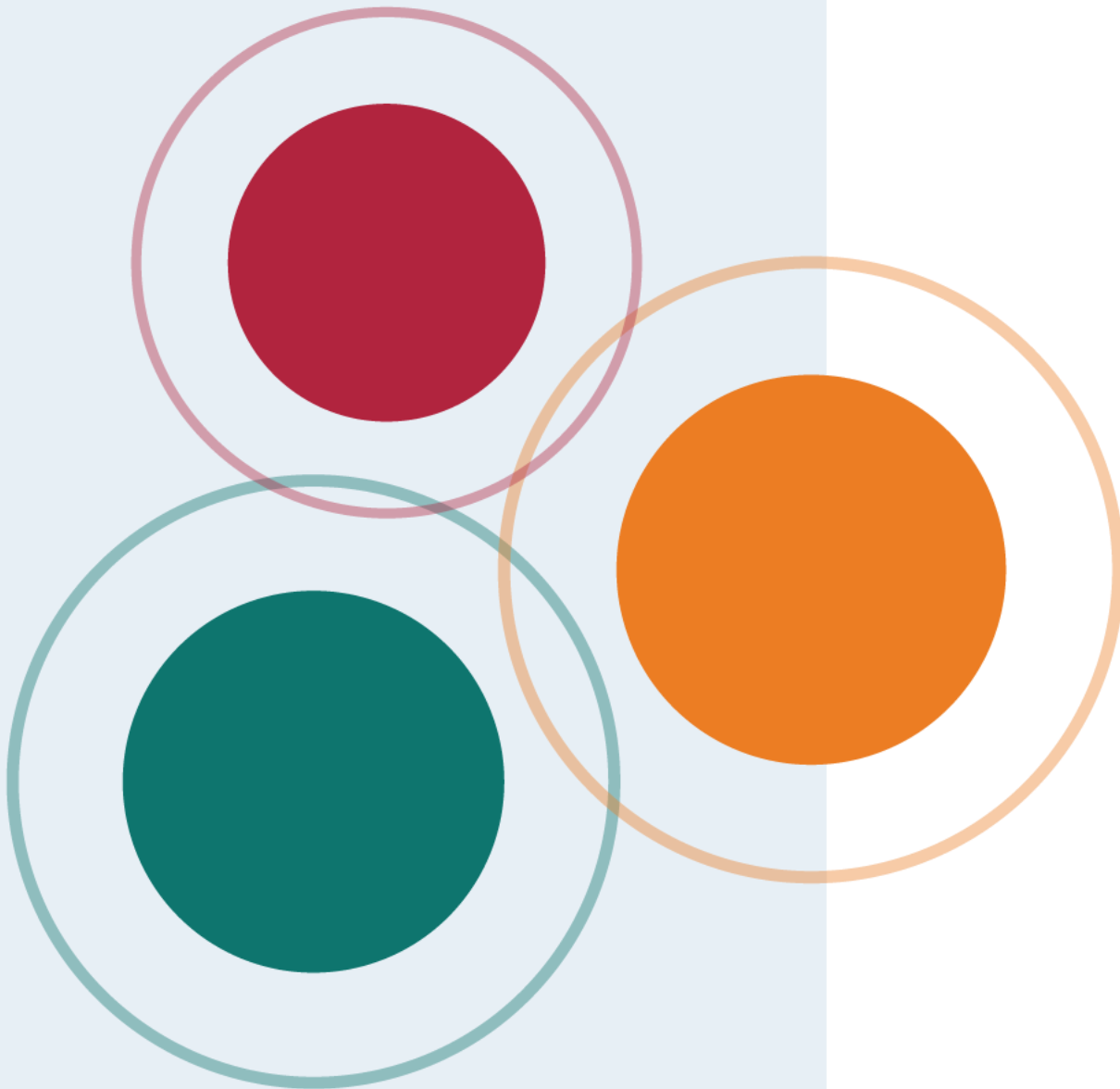
The Positive Impact of Collaborative Action:
Creator Journalism Video

INSTITUTE FOR
SUCCESS PLANNING

Our Field Demands Better Storytelling to Engage New Audiences

We hear from practitioners, policymakers, communities, and funders—all stakeholders in the cradle-to-career place-based field—that they need better storytelling about the work to explain, educate, engage, inspire, and demonstrate impact.

Questions: How do we develop a creative and innovative approach to breakthrough storytelling for our field? How do we engage new audiences in our work and elevate community and youth voice?

Our Answers:

- The Creator Journalism Project
- The Storytelling Toolkit

"Do not go where the path may lead, go instead where there is no path and leave a trail."

– *Ralph Waldo Emerson*

Creator Journalism Project

South Dallas, May 2025

The Critical Next Step...

...in EdRedesign's national field-building work is to develop a storytelling strategy that can uplift the stories of local communities and the field's successes, shift the national consciousness, and drive change. In particular, this strategy needs to prioritize reaching young people, families, and communities who are the focus and voice of this work.

Specifically, we need to reach people where they are consuming news: **YouTube** and other video platforms.

The Creator Journalism Project

Funded by The Hearthland Foundation

The Hearthland Foundation was founded by Steven Spielberg and Kate Capshaw in 2019 to harness creativity and nurture moral imagination in service of our country. The Foundation works alongside many to help create a more just, equitable, and connected America.

Their **three areas of focus** are:

- Building a shared democracy
- Telling an honest and generative narrative about this country
- Fostering a culture of accompaniment

The Concept

We have a unique opportunity to create breakthrough storytelling on YouTube through a partnership between EdRedesign, The Hearthland Foundation (as a foundation uniquely rooted in storytelling, creativity, and narrative in service of building a shared democracy), James Watson (as a practitioner in the field and an experienced journalist), and Fire-Works & Co. (as a proven leader in YouTube project development).

The Creator Journalism Project is a bold initiative to bring together Cradle-to-Career Place-Based Leaders and YouTube Creator Journalists to develop an innovative and sustainable strategy for delivering Creator Journalism on YouTube about the place-based field.

The Deliverables

- An investable 2-year **Strategic Plan** for long-term, sustainable Creator Journalism about the cradle-to-career place-based partnership field on YouTube and related media

- A **pilot video** to illustrate how Creator Journalism can deliver storytelling that will attract new audiences and help the place-based partnership field break through into the national consciousness

creator journalism 101

let's define terms

creator journalism: the business of telling timely, true stories on big social-video platforms, usually independent of any large institution.

online, creators are more important than institutions

creator journalism: the business of telling timely, true stories on big social-video platforms, usually independent of any large institution.

Partisans' Trust in Mass Media, 1972-2024

In general, how much trust and confidence do you have in the mass media -- such as newspapers, TV and radio -- when it comes to reporting the news fully, accurately and fairly -- a great deal, a fair amount, not very much or none at all?

% Great deal/Fair amount

— Republicans   - - Independents   — Democrats

Republicans: 12
Independents: 27
Democrats: 54
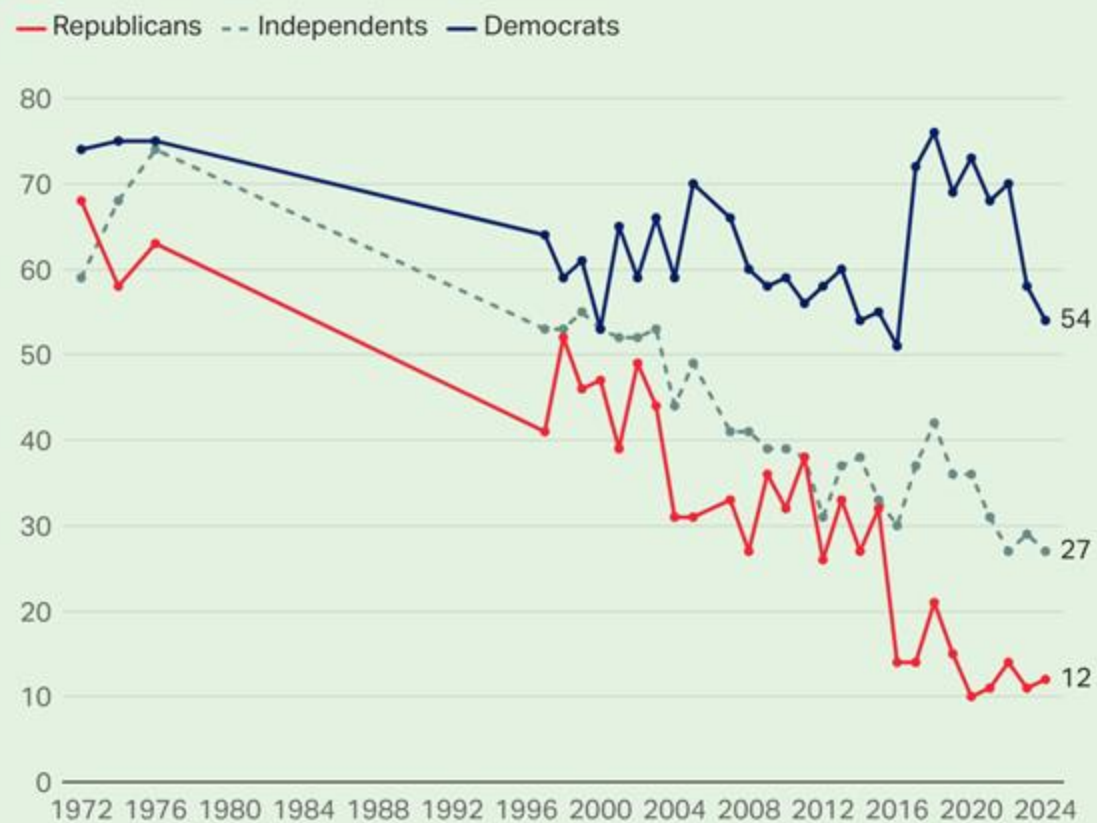
GALLUP

VULTURE

Even Netflix Is Jealous of YouTube Many like to pretend they didn't see the platform winning the streaming wars. Industry insiders say otherwise.

By Josef Adalian, who has covered the television industry since 1992

Eight years later, YouTube's dominance has only grown. In April, the Google-owned platform accounted for a record 12.4 percent share of all TV viewing, far ahead of Netflix (7.5 percent), which took second place among streamers. And YouTube is not just outpacing other streamers: In its past three monthly reports, Nielsen says YouTube ranked as the No. 1 distributor of television content, period, beating Disney. During the first

Share of television time spent watching streaming by type

YouTube	12.5%
Netflix	7.5%
Disney	5.0%
Amazon Prime Video	3.5%
The Roku Channel	2.5%
Paramount	2.2%
Tubi	2.2%
Warner Bros. Discovery	1.5%
Peacock	1.4%

Source: Nielsen • By The New York Times

creator journalism: the business of telling timely, true stories on big social-video platforms, usually independent of any large institution.
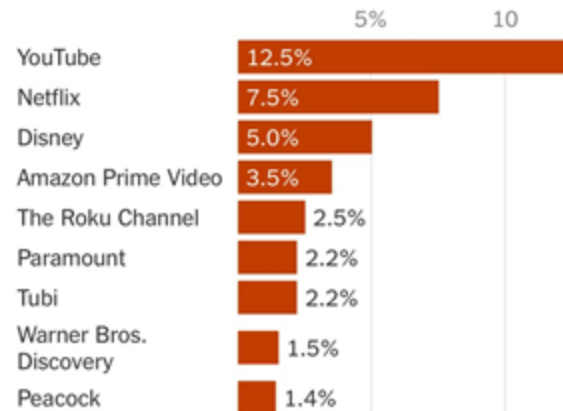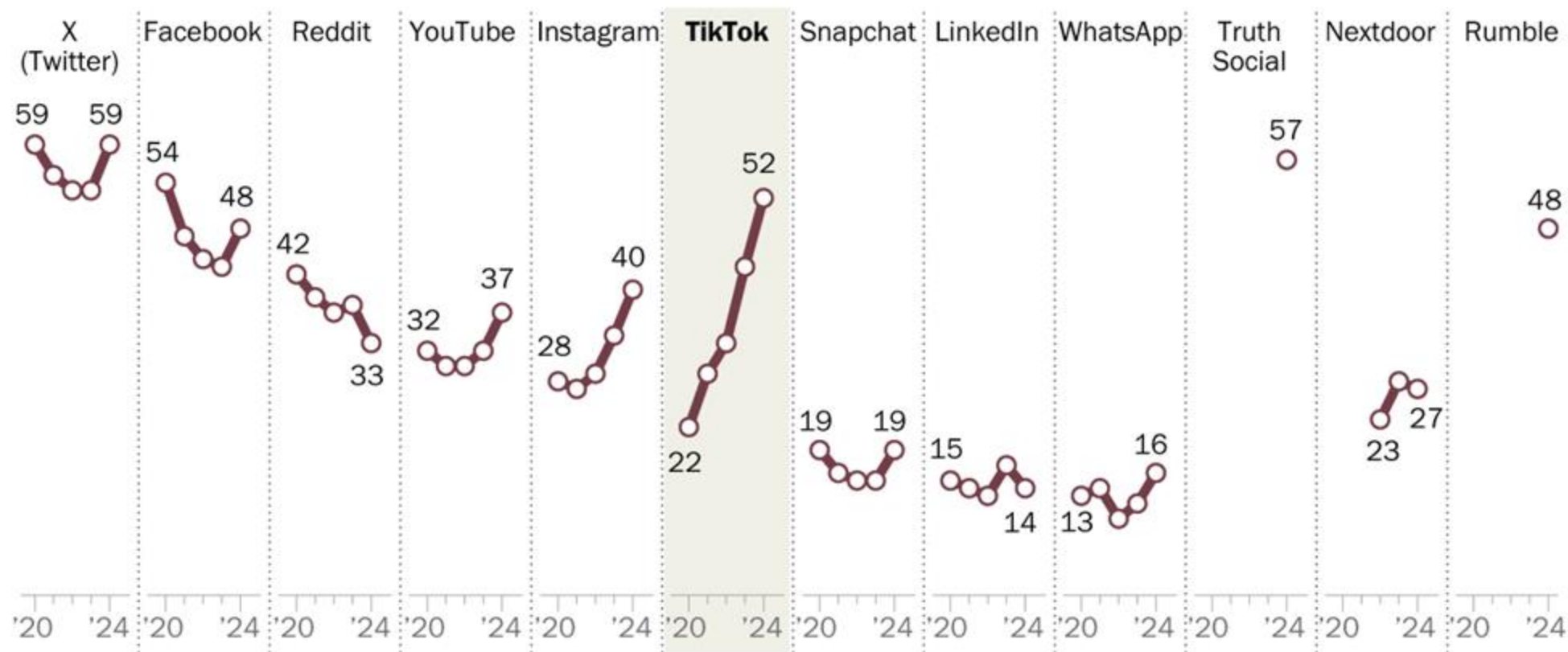
Share of TikTok users who regularly get news on the platform has more than doubled since 2020

*% of each social media site's users who **regularly** get news there*

X (Twitter)	Facebook	Reddit	YouTube	Instagram	TikTok	Snapchat	LinkedIn	WhatsApp	Truth Social	Nextdoor	Rumble

X (Twitter): 59, 59
Facebook: 54, 48
Reddit: 42, 33
YouTube: 32, 37
Instagram: 28, 40
TikTok: 22, 52
Snapchat: 19, 19
LinkedIn: 15, 14
WhatsApp: 13, 16
Truth Social: 57
Nextdoor: 23, 27
Rumble: 48

this is where people learn now, ignore at your peril

this is where
our project comes in

# South Dallas, TX

Experience the power of collaborative action through a Creator Journalism video highlighting how South Dallas' cross-sector, multi-layered community partnerships and engagement are changing maternal health practices and outcomes in the midst of a neighborhood revival.
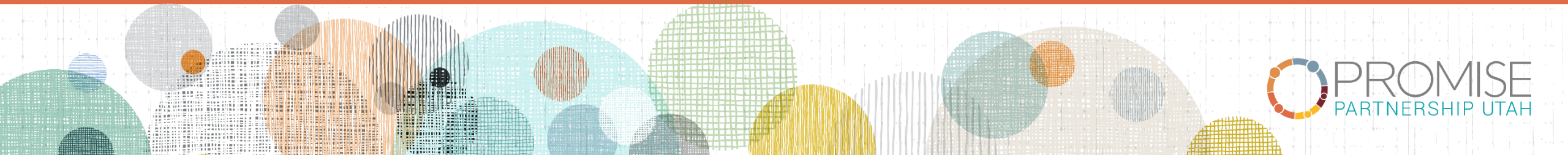
QUESTIONS

Ensuring a Seamless Pipeline:
Leveraging the Entire Ecosystem

INSTITUTE FOR
SUCCESS PLANNING
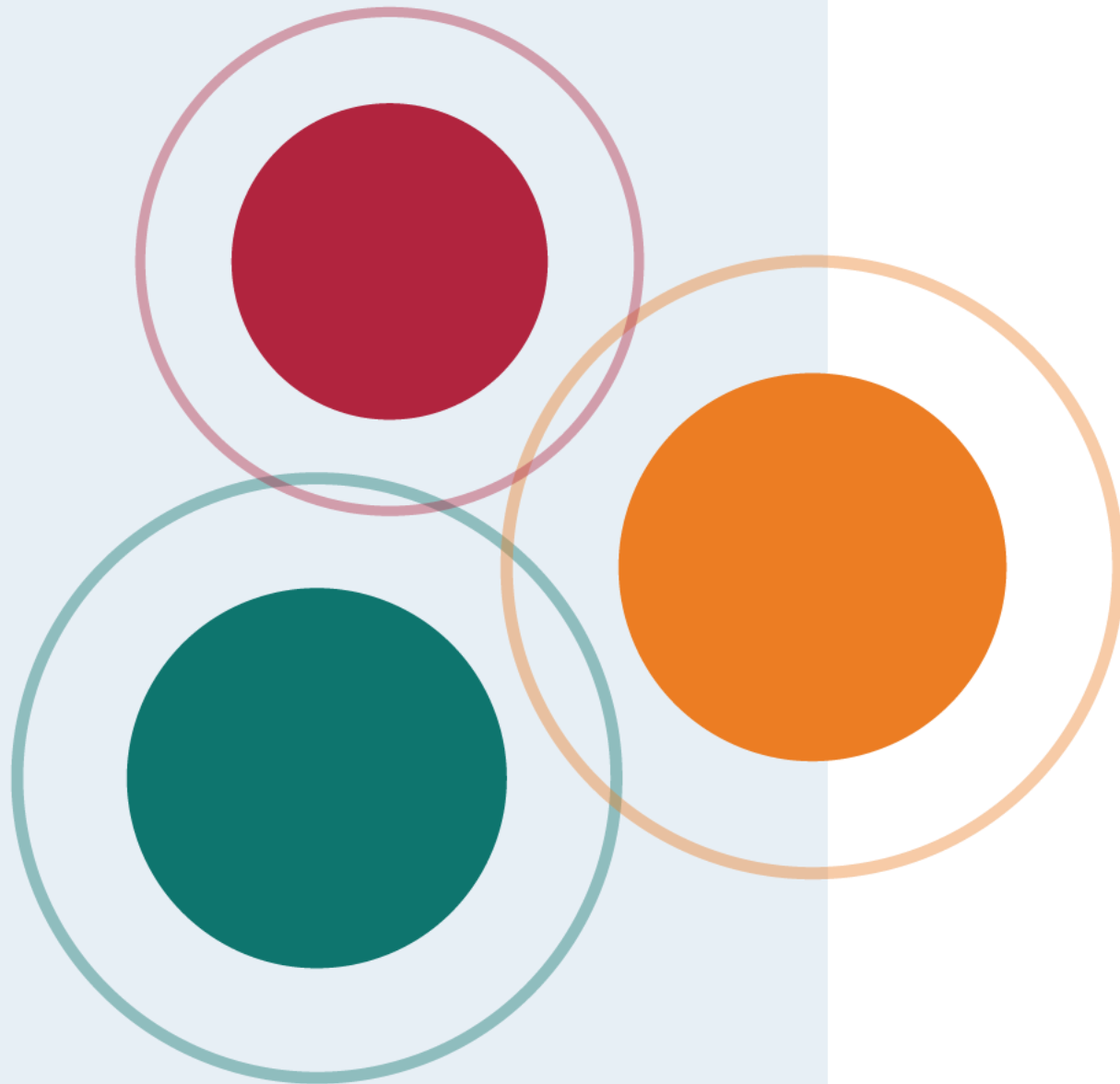
Salt Lake County
Ensuring a Seamless Pipeline:
Leveraging the Entire Ecosystem for Kids
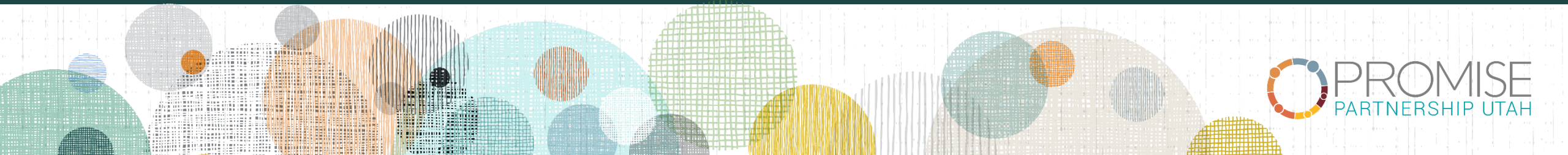
We Power our Region's Cross-Sector Collective Impact Partnership

We believe that everyone should have the opportunity to reach their full potential and be economically mobile.

We believe that systemic racism and political polarization are preventing those opportunities.

We believe that a lack of alignment and fragmentation within and across systems; and a lack of public investment, contributes to sustained disparities in education, wealth and health outcomes.

We believe that change is possible and necessary.

PROMISE
PARTNERSHIP UTAH

PROMISE PARTNERSHIP UTAH

SYSTEMS

COMMUNITIES

SCHOOLS

PROMISE PARTNERSHIP COUNCIL

COMMUNITY ENGAGEMENT

The partnership works to transform educational outcomes and is committed to collective impact and shared accountability for getting better results for kids.

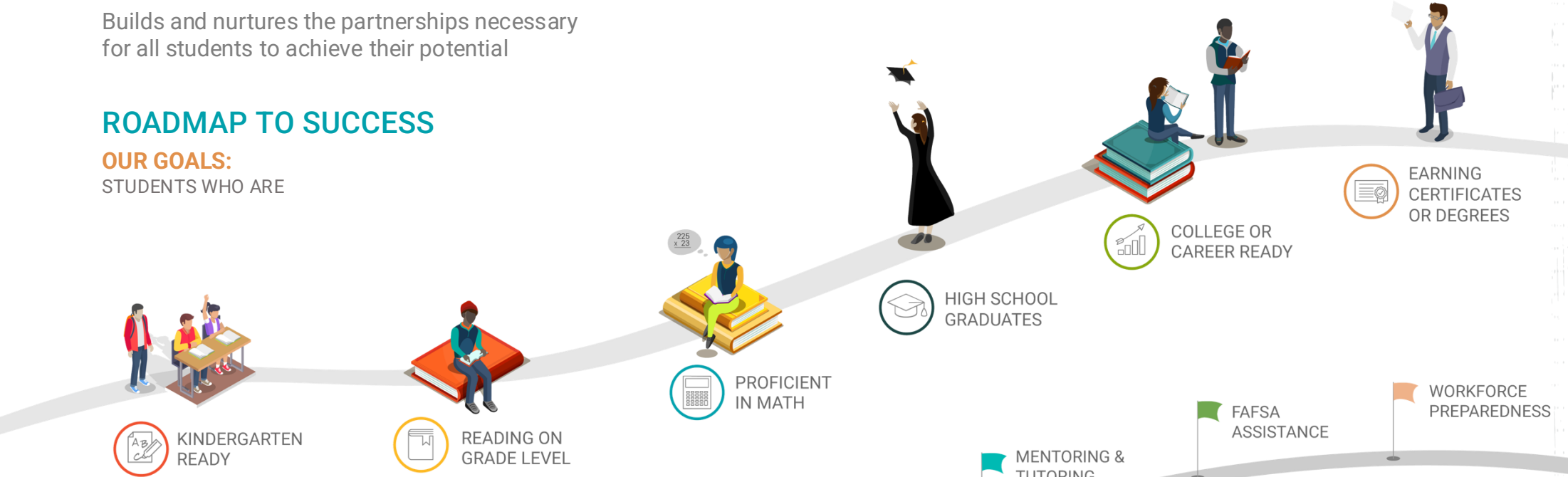A diverse group of leaders from some of Utah's most influential systems coming together to work on complex problems by addressing systemic challenges, scaling practices that work, and leveraging its influence to create alignment and political will.

Promise Partners intentionally engage community members and create space for those most impacted by our work to lead.

Cross-sector partnerships work together to improve an outcome at a large geographic scale, often through policy work.

Place-based partnerships combine community identity with impactful cross-sector partnerships to improve whole community outcomes like health, housing, and financial stability.

Community Schools provide a culture of belonging, opportunities for shared leadership, out-of-school time programs, rigorous instruction, student and family engagement, and supports that address any barriers to student learning.

211 Get Connected. Get Help.™

UNITED WAY Salt Lake

UTAH COALITION FOR COMMUNITY SCHOOLS

PROMISE PARTNERSHIP UTAH

Promise Partnership Utah – Cradle to Career

Builds and nurtures the partnerships necessary for all students to achieve their potential

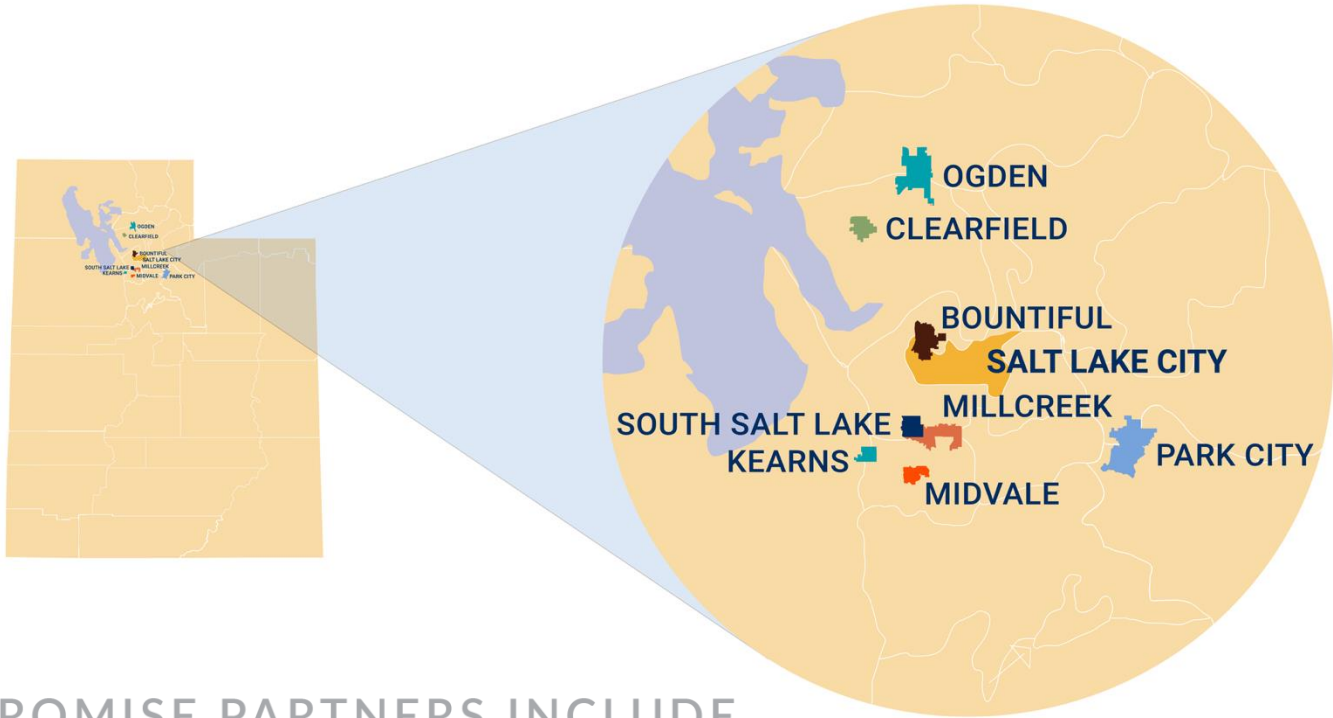## ROADMAP TO SUCCESS

OUR GOALS:
STUDENTS WHO ARE

EARNING CERTIFICATES OR DEGREES

COLLEGE OR CAREER READY

HIGH SCHOOL GRADUATES

PROFICIENT IN MATH

KINDERGARTEN READY

READING ON GRADE LEVEL

WORKFORCE PREPAREDNESS

FAFSA ASSISTANCE

MENTORING & TUTORING

AFTERSCHOOL PROGRAMS

OUR INITIATIVES:

HIGH-QUALITY PRESCHOOL

COMMUNITY SCHOOL PARTNERSHIPS

OUR FOUNDATION:

FINANCIALLY STABLE FAMILIES

HEALTHY CHILDREN & FAMILIES

PROMISE
PARTNERSHIP UTAH

Promise Communities (as of March 2025)

5 of 8 outcomes have improved since the COVID baseline, and 29% of disparity gaps are closing

- Kindergarten readiness
- 3rd grade reading
- 8th grade math
- HS graduation
- Postsecondary completion

PROMISE PARTNERS INCLUDE

6 SCHOOL DISTRICTS

9 COMMUNITIES

6 HIGHER EDUCATION INSTITUTIONS

473,000 CHILDREN AND YOUNG ADULTS (AGES 0-24 YEARS OLD)

5 STATE SYSTEMS

1000s OF VOLUNTEERS

600+ BUSINESSES, PHILANTHROPISTS, AND COMMUNITY ORGANIZATIONS

Our Challenge

Move Social Sector Toward Civic Infrastructure

Service Delivery Chaos → **Functioning Civic Infrastructure**

- Anyone can start any program
- Programs aren't connected to each other intentionally
- Users have little voice outside individual programs
- Focus on program data
- *A "try hard" and "charity" approach*

- Intentional planning for how component parts work together
- Users have power to demand services that work for them
- Focus on results for entire community
- *An infrastructure approach - a change approach*

PROMISE
PARTNERSHIP UTAH

Prove it can be done.

South Salt Lake and Millcreek have high levels of trust across sectors, commitment to results, and willingness to risk and fail forward in the pursuit of 100% of kids and families thriving.

- 10+ years of partnership and civic infrastructure building as Promise Communities
- Confluence of "relentless" leadership willing to disrupt status quo
- Data sharing in place

Our 100% Promise:
Shared proof point goals between Promise Partnership, South Salt Lake, Millcreek, Granite School District

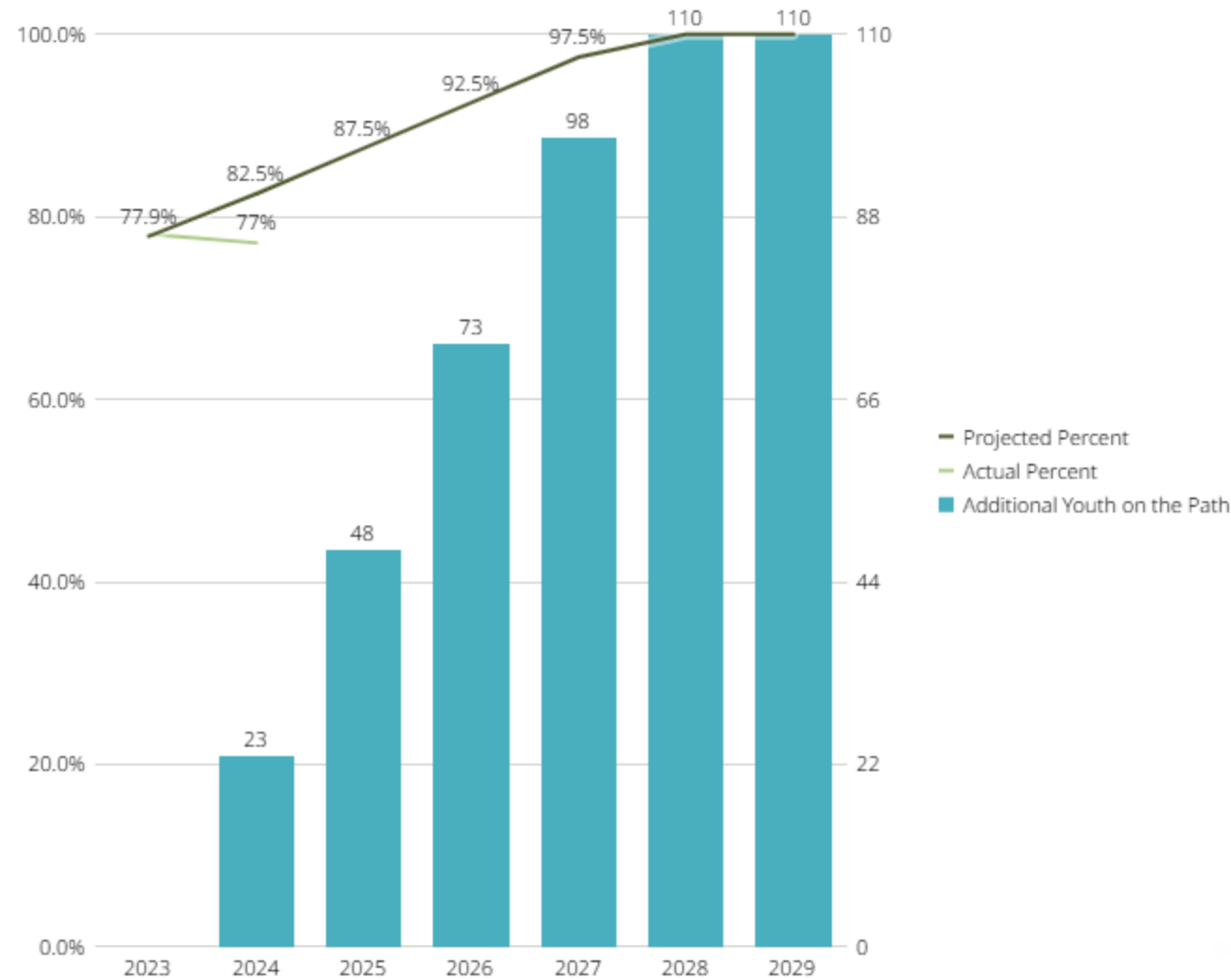**100%** high school graduation with a career plan

70% math and reading proficiency

70% kindergarten ready

100% basic needs met

High School Graduation

461 Sum of Additional Youth on the Path

Create a Tipping Point

Promise Partnership has built **community schools** since the early 2000s, and today there are 50 schools in our region with some degree of community schools infrastructure.

In six other communities, community schools are clustered in feeder patterns and/or local leaders are working in concert with schools to improve outcomes – these are **Promise Communities.**

Goals to Lay the Groundwork:

100%
of Promise Community Schools have achieved breakthrough gains

4
additional communities are ready to make 100% promises for a thriving community

Transform the system.

If every system is perfectly designed to get the results it gets, we must work to transform our systems to produce better results without so much intervention.
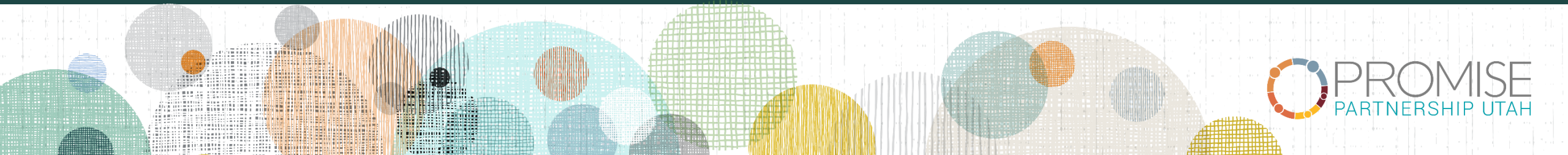
We do this through policy work and carefully aligning the right partners to work on changing the practices that maintain the status quo.

Goals for System Transformation:

Address **policy and practice** barriers to achieving **100%** Goals

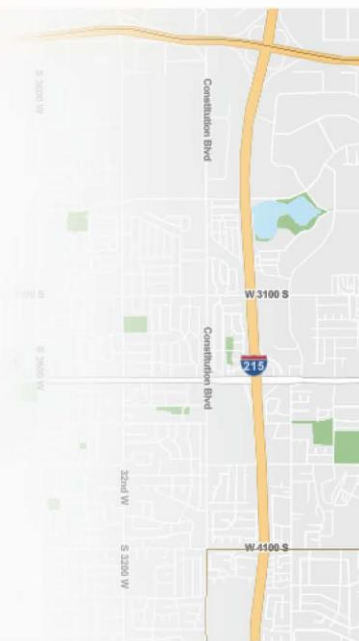**Increase** and align **local, state, and federal resources** to achieve and sustain better outcomes

Demographics

South Salt Lake city, Utah

Place

South Salt Lake city, Utah is a city, town, place equivalent, and township located in Utah.

// United States / Utah / South Salt Lake city, Utah

Populations and People
Total Population
26,777
P1 | 2020 Decennial Census

Employment
Employment Rate
66.9%
DP03 | 2020 American Community Survey 5-Year Estimates

Families and Living Arrangements
Total Households
9,210
DP02 | 2020 American Community Survey 5-Year Estimates

Income and Poverty
Median Household Income
$49,616
S1901 | 2020 American Community Survey 5-Year Estimates

Housing
Total Housing Units
11,410
H1 | 2020 Decennial Census

Race and Ethnicity
Hispanic or Latino (of any race)
6,606
P2 | 2020 Decennial Census

Education
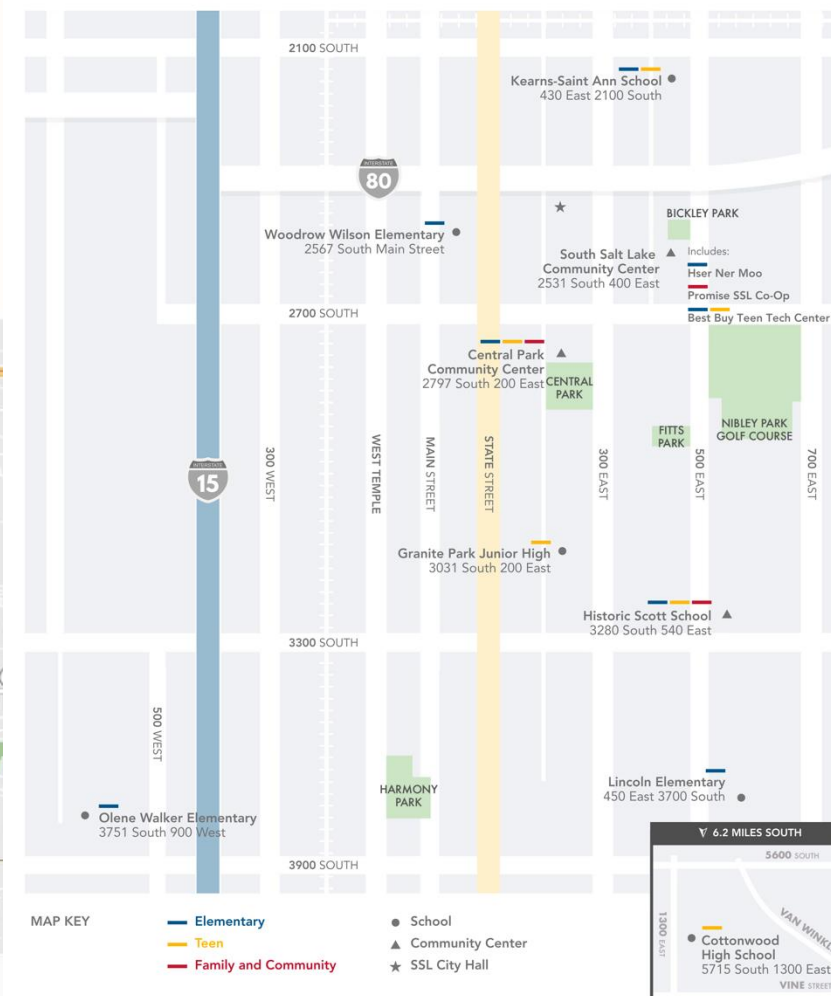Bachelor's Degree or Higher
27.1%
S1501 | 2020 American Community Survey 5-Year Estimates

Health
Without Health Care Coverage
18.1%
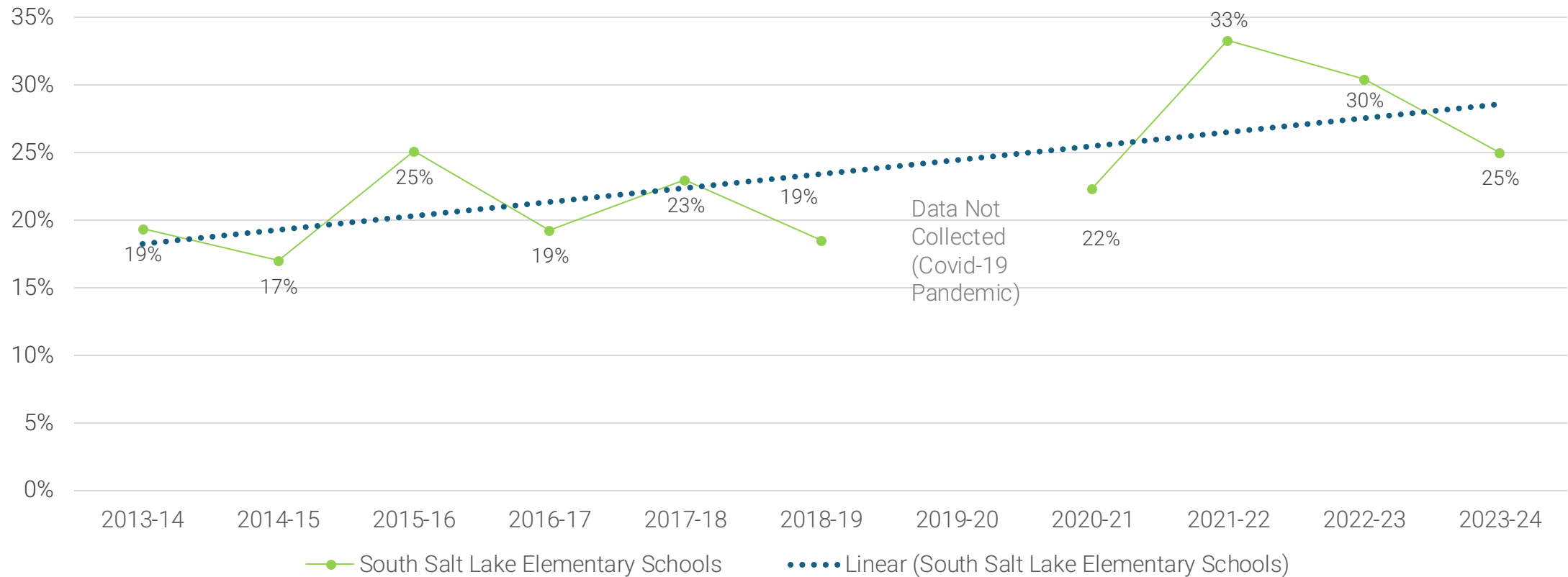*S2701 | 2020 American Community Survey 5-Year Estimates*

Kearns-Saint Ann School
430 East 2100 South

BICKLEY PARK

Woodrow Wilson Elementary
2567 South Main Street

South Salt Lake
Community Center
2531 South 400 East

Includes:
Hser Ner Moo
Promise SSL Co-Op
Best Buy Teen Tech Center

Central Park
Community Center
2797 South 200 East

CENTRAL PARK

FITTS PARK

NIBLEY PARK GOLF COURSE

Granite Park Junior High
3031 South 200 East

Historic Scott School
3280 South 540 East

HARMONY PARK

Olene Walker Elementary
3751 South 900 West

Lincoln Elementary
450 East 3700 South

6.2 MILES SOUTH

Cottonwood
High School
5715 South 1300 East

MAP KEY

— Elementary
— Teen
— Family and Community

● School
▲ Community Center
★ SSL City Hall

PROMISE
SOUTH SALT LAKE

More than a Program

Many Organizations – One Team

Pipeline of Services & Programs

ECONOMY & JOBS • HOUSING • HEALTH • SAFETY • NEIGHBORHOODS • ARTS & CULTURE

FAMILY AND COMMUNITY SUPPORTS
FULL SERVICE COMMUNITY SCHOOLS AND COMMUNITY / NEIGHBORHOOD CENTERS

HIGH QUALITY EARLY LEARNING
Early Learning Network
(Ages 0 - 5)

Regular health care, Pre-natal care, Welcome Baby, Help Me Grow, Home Visits, Headstart, Pre-School, Case management

K-12 EDUCATIONAL ACHIEVEMENT
Comprehensive Elementary and Secondary Reforms
(Ages 5 - 18)

Tutoring, Mentoring, After-School, Health and Social Supports, Recreation, Arts & Culture, Curriculum-aligned Academic Enrichment, Case management

COLLEGE AND CAREER
Post-Secondary Initiative
(Ages 18 - 24)

Internships, Dual Enrollment Financial Aid, Mentoring, Case management

FAMILIES • PEERS • COMMUNITY MEMBERS • CHURCHES

PROMISE
SOUTH SALT LAKE

Third Grade ELA Proficiency

ROAD*to*100% | PROMISE PARTNERSHIP UTAH

Chart: South Salt Lake Elementary Schools third grade ELA proficiency over time, with a linear trendline.

- 2013-14: 19%
- 2014-15: 17%
- 2015-16: 25%
- 2016-17: 19%
- 2017-18: 23%
- 2018-19: 19%
- 2019-20: Data Not Collected (Covid-19 Pandemic)
- 2020-21: 22%
- 2021-22: 33%
- 2022-23: 30%
- 2023-24: 25%

Legend: ●— South Salt Lake Elementary Schools · · · · Linear (South Salt Lake Elementary Schools)

Infrastructure:

Educators at Walker, Wilson, Lincoln, Moss, Granite SD	Midtown Health benefits enrollment and clinics	IRC refugee case management
Promise South Salt Lake afterschool	AmeriCorps members	Catholic Community Services refugee case mgmt.
Promise South Salt Lake community programming	Utah Community Action housing	Community Nursing Services immunizations
Millcreek Promise community programming	Utah Partners for Health mobile health and vision	211 Utah basic needs service navigation
University of Utah Reading Clinic	Junior Achievement career exploration	English Skills Learning Center for parents
Miller Subaru tutoring	Latinos in Action leadership training	Promise Partnership Utah backbone

SSL Juvenile Arrests in Afterschool Hours

85%

since 2012

Infrastructure:

Promise South Salt Lake afterschool
Promise South Salt Lake community programming
Educators at Walker, Wilson, Lincoln, Moss, Granite SD
Best Buy Tech Center sponsorship
Miller Subaru tutoring
Refugee Soccer for sports
The Clubhouse Network
Dry Creek

Comcast Lift Zones
South Salt Lake Police Department programming
SSL Recreation for space
Youthlinc programming
Utah Food Bank for meals and snacks
University of Utah Bennion Center for work study students
Utah Afterschool Network model and database support
Promise Partnership Utah backbone

Westminster University,
VOA Prevention Services
HawkWatch
DWS OCC
USBE 21st Century
Utah Board of Juvenile Justice
SLCO Youth Services
SLCO Prevention
Pushing Ahead
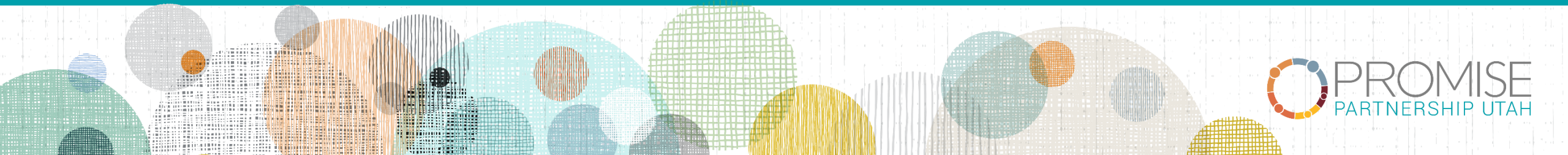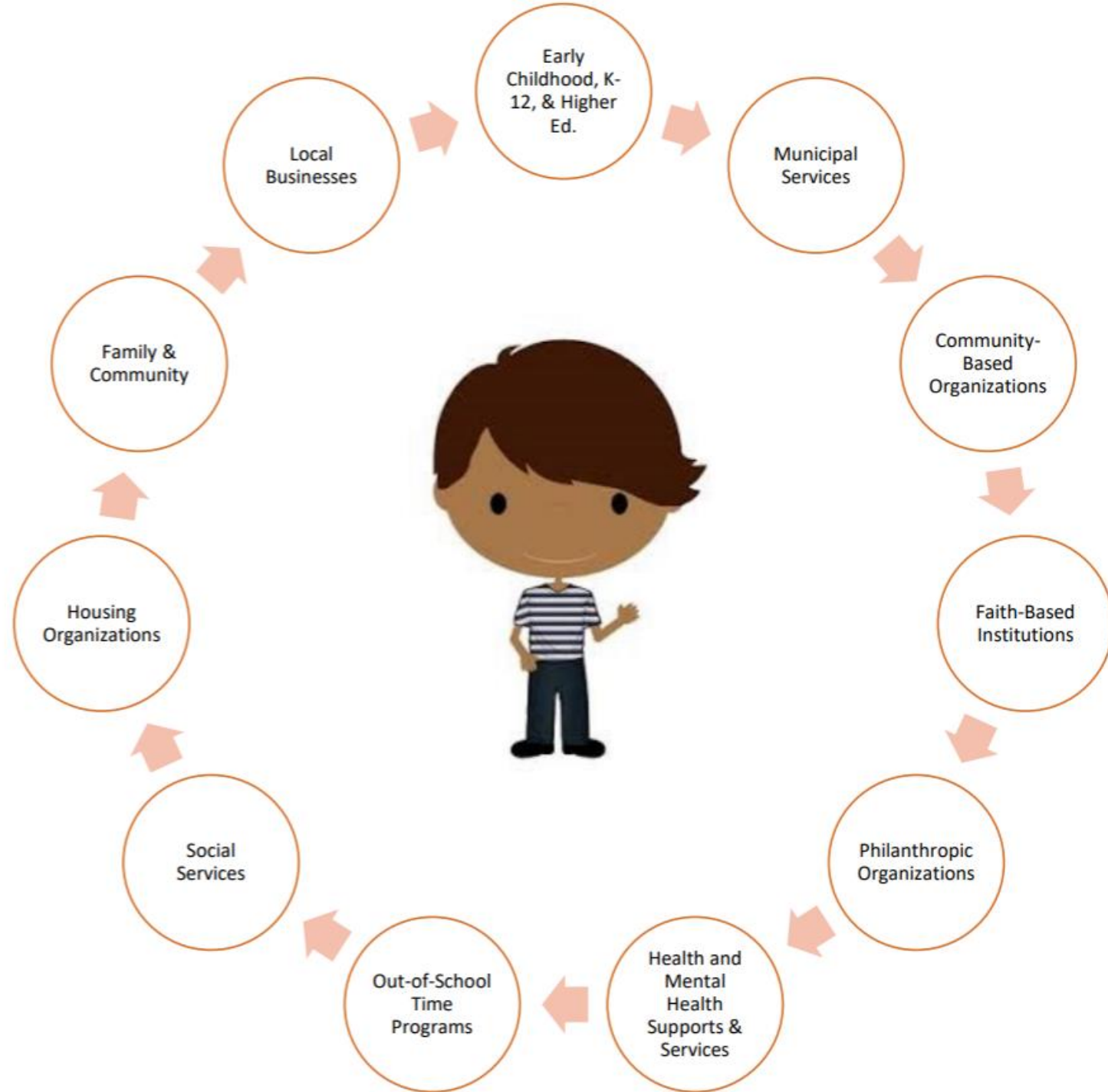
Data from:
- Student-Advocate interactions
- Referrals made, services provided
- Patterns re: barriers and success

Promise Partnership Council & Systems Partnerships

Basic Needs Working Group

Youth Council

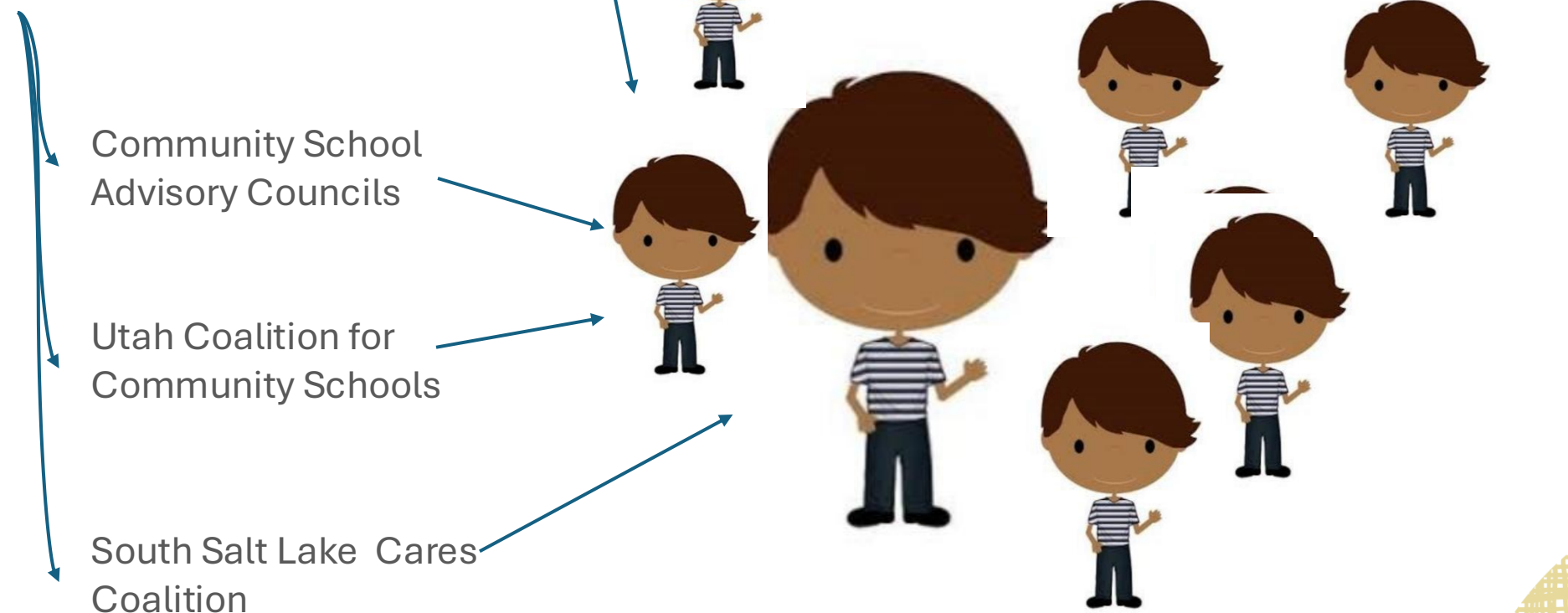Postsecondary Outcomes

Community School Advisory Councils

Utah Coalition for Community Schools
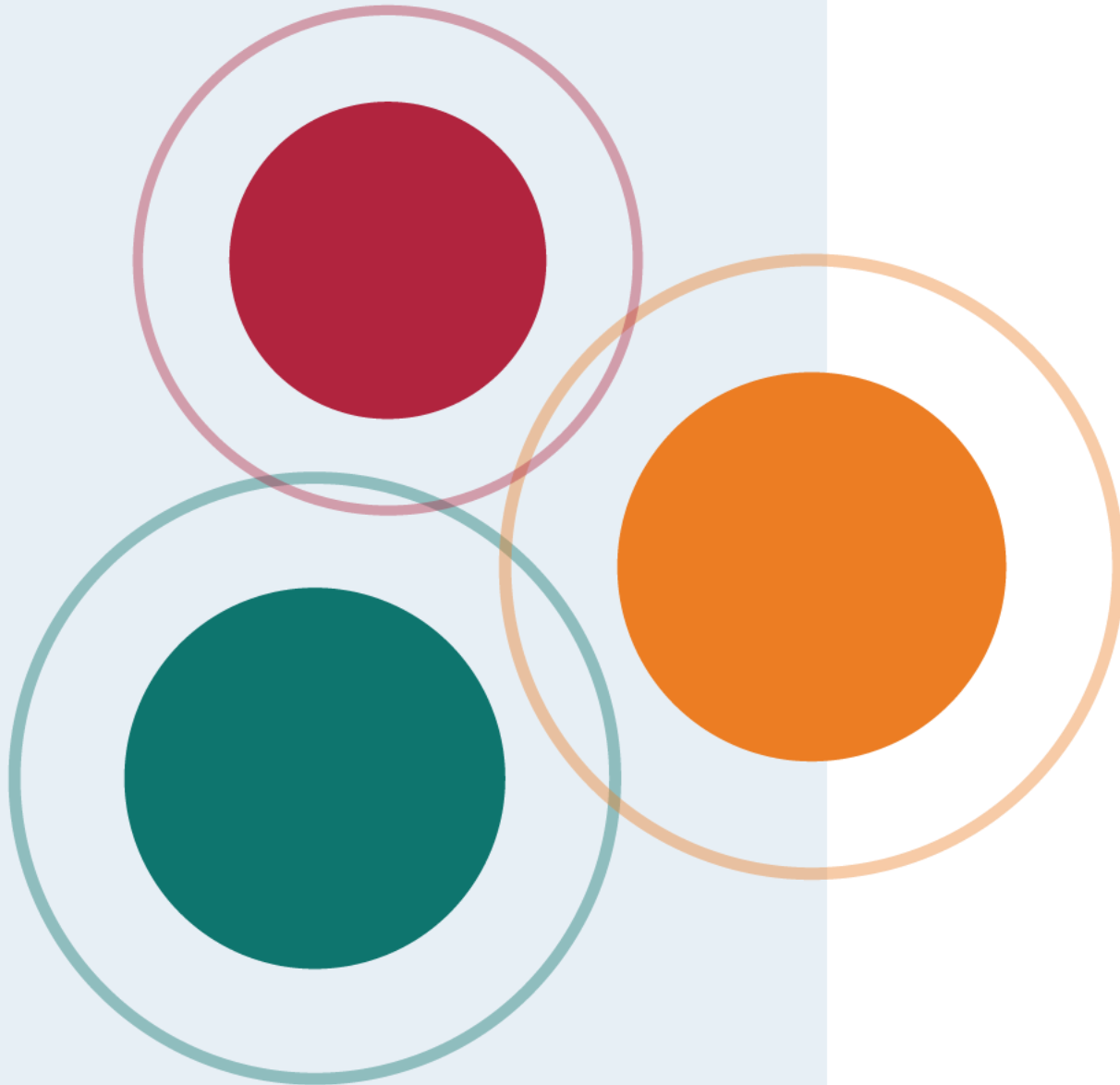
South Salt Lake Cares Coalition

PROMISE
PARTNERSHIP UTAH

QUESTIONS

Sustainability:
Place-Based Cross-Sector Collaboration

INSTITUTE FOR
SUCCESS PLANNING

We envision a community where all children and youth thrive and have equitable opportunities to reach their full potential.

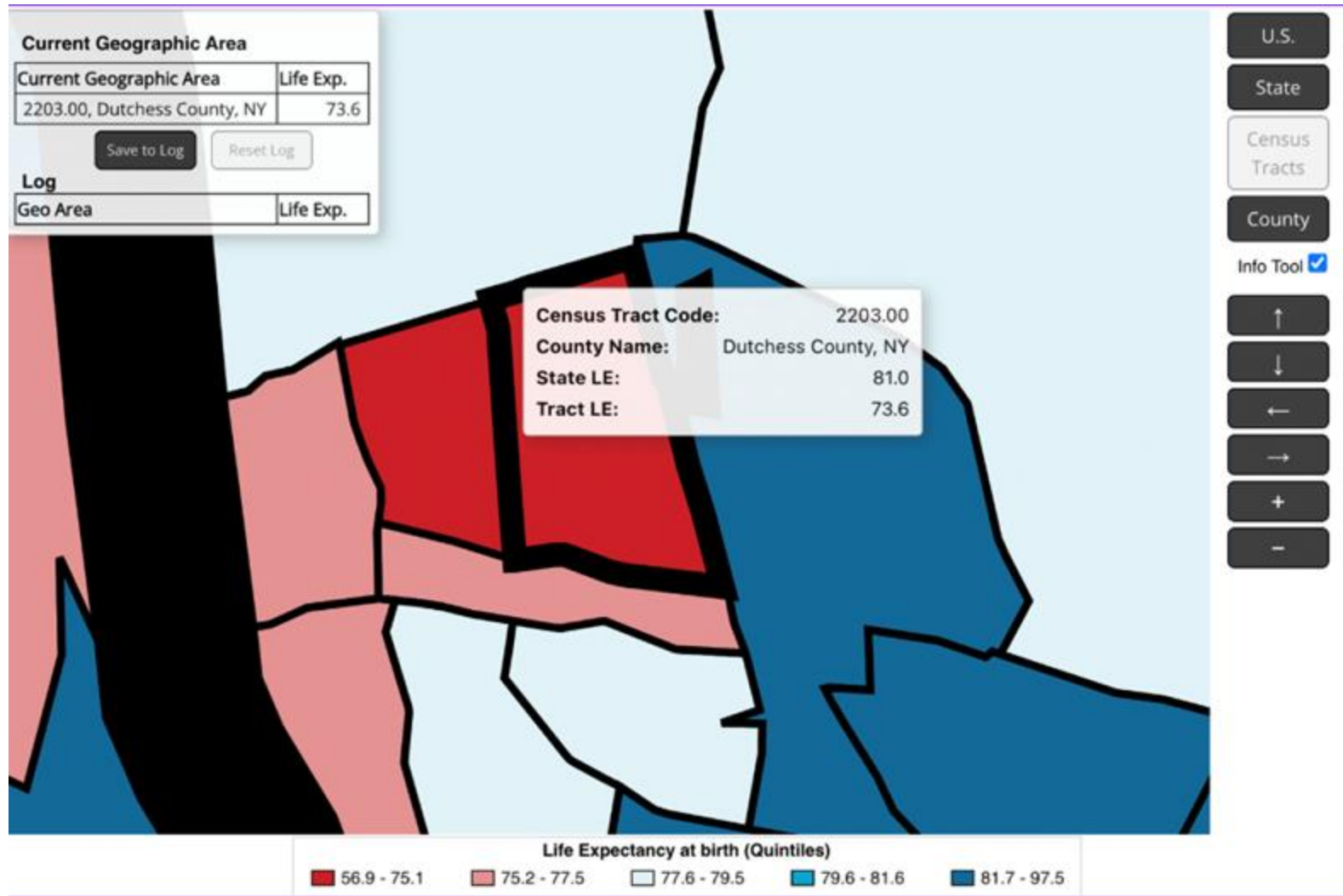# The Power of Place: City of Poughkeepsie, NY

Poughkeepsie Children's Cabinet

The Tragedy of Place
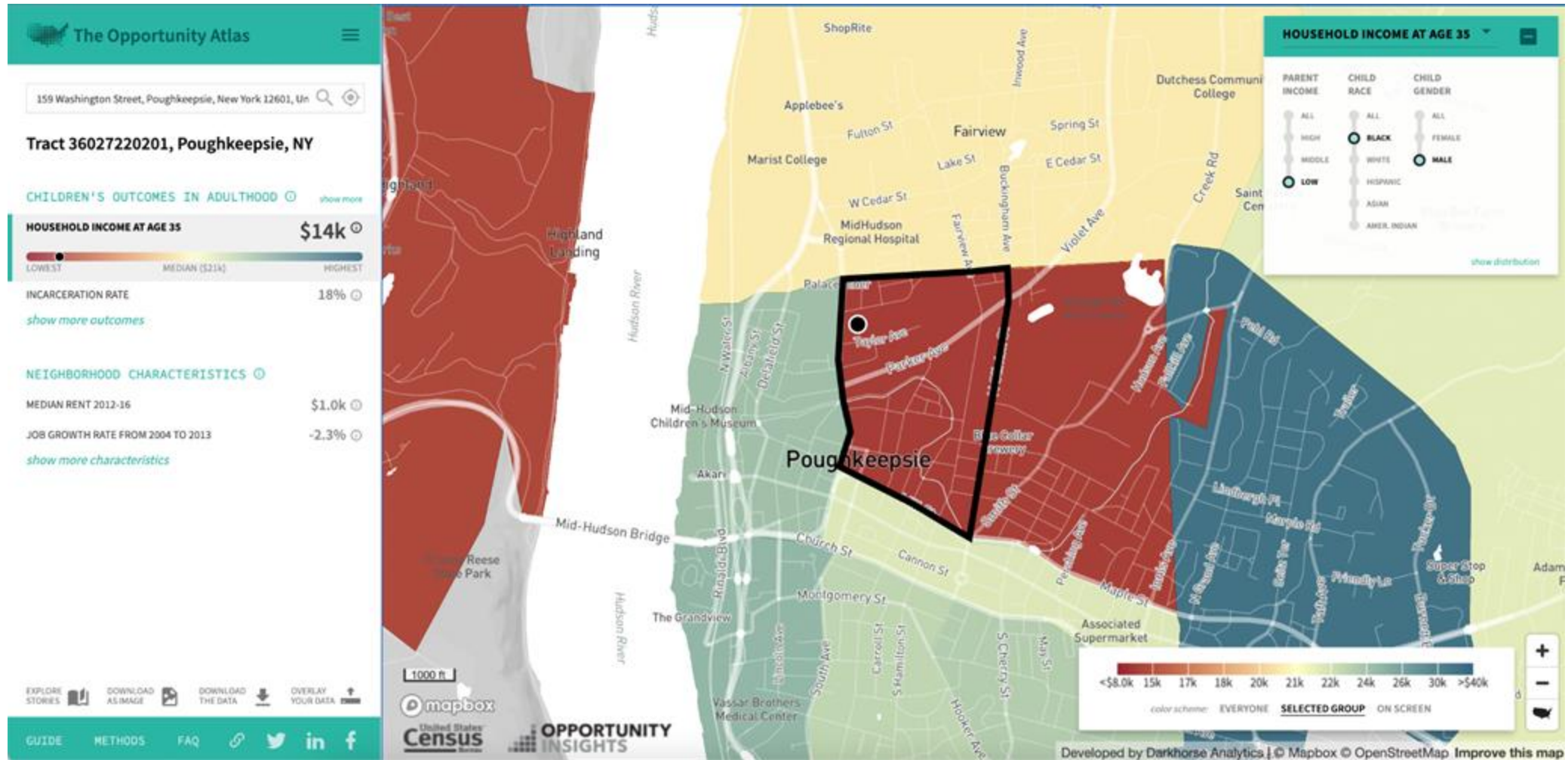
Life Expectancy on Poughkeepsie's Northside

Poughkeepsie Children's Cabinet

Poughkeepsie has Produced Countless Success Stories

LOCAL

In the trenches: How L'Quette Taylor, Community Matters 2, are cleaning up Poughkeepsie

Taylor, organization he founded, will be honored with the Richard K. Wager Inclusive Champion Award Friday at the Catharine Street Community Center Martin Luther King Jr. breakfast in Poughkeepsie

Katelyn Cordero
Poughkeepsie Journal

L'Quette Taylor, Founder of Community Matters 2 talks about his organization

PROFILE

Kima Jones, the Founder of Jack Jones Literary Arts, Is Taking the Publishing Industry by Storm

A Lynching Memorial Is Opening. The Country Has Never Seen Anything Like It.

TED Ideas change everything

SUPERINTENDENT'S BRIEF
Together, We are the Champions for Children in Poughkeepsie City School District

ISSUE NO 41 | January 11, 2023   VOLUME 4

PHS senior Yale-bound on full scholarship

Poughkeepsie High School senior Amira Ibrahim has a plan for her life - and it starts with graduating high school and completing a degree in neuroscience at Yale University.

PHS senior Amira Ibrahim is headed to Yale on a QuestBridge Match Scholarship.

Michael Murphy
Architecture that's built to heal

Posted Sep 2016

Poughkeepsie Children's Cabinet

56

Poughkeepsie is Full of Possibility

The New York Times

LIVING IN

Poughkeepsie, N.Y.: A Postindustrial City Ready for Its Revival

This Hudson River city, where manufacturing once thrived, is eager to join the upstate boom. And housing prices are slowly creeping up.

LOCAL

This 'small but mighty' Hudson Valley city was named among best in the country. See list

Nickie Hayes and Emily Barnes Poughkeepsie Journal
July 17, 2025, 5:07 a.m. ET

Key Points

- The City of Poughkeepsie has made Resonance Consultancy's list of America's 100 best cities again in 2025, moving up in the ranking compared to 2024.
- Four other upstate cities made Resonance's list as well.
- Resonance called Poughkeepsie "small but mighty."

The City of Poughkeepsie has once again been named one of the top cities in the United States by real estate and tourism consulting firm Resonance Consultancy.

Four other upstate New York cities were also included in the list.

While New York City topped the chart, Buffalo, Rochester, Albany, Syracuse and Poughkeepsie were also featured. The consulting firm analyzed metro areas with a population of more than 500,000 to determine which came out on top.

Here's what to know about the ranking and why Poughkeepsie made the list.

Poughkeepsie among top cities: Why it was chosen

In 2024, Resonance listed the City of Poughkeepsie as number 86 out of 100 U.S. cities.

In 2025, Resonance placed Poughkeepsie four spots higher, ranking 82nd on its list of 100 top cities in the U.S.
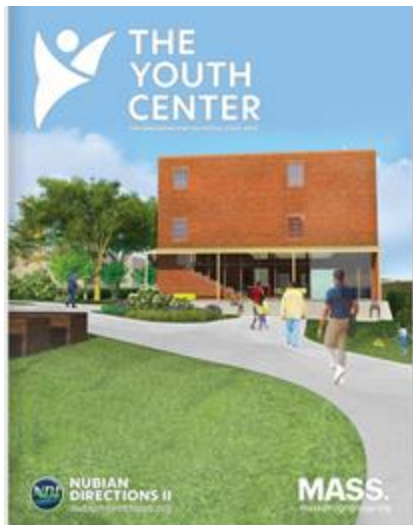
POUGHKEEPSIE UNDERWEAR FACTORY
ESTABLISHED 1874

The Poughkeepsie Underwear Factory Creates Hope As A New Community Hub

THE YOUTH CENTER

NUBIAN DIRECTIONS II

MASS.

Community

COMMUNITY

Creating a New Community Resource in Poughkeepsie

The Youth Arts Empowerment Zone uses public arts to make the neighborhood safer, brighter and more vibrant.

FOR TOO MANY CITY OF POUGHKEEPSIE YOUTH, PERSONAL SUCCESS HAS OFTEN MEANT LEAVING OUR COMMUNITY INSTEAD OF TRANSFORMING IT

HOW DO WE SHIFT FROM "BEATING THE ODDS TO CHANGING THE ODDS?" WORKING TOWARD POPULATION-LEVEL CHANGE

Poughkeepsie
Children's Cabinet

Poughkeepsie City School District Data Reveals Sobering Disparities

Kindergarten Readiness:

12% of PCSD Students are Kindergarten Ready (2023)

HS Graduation:

55% PCSD vs. 86% in NYS (2023-24)-23

ELA Proficiency:

23% of PCSD students grades 3-8 in ELA vs. 46% in NYS (2023-24)

Postsecondary Enrollment (2023): 70%

Math Proficiency:

24% of PCSD students grades 3-8 in ELA vs. 54% in NYS (2023-24)

Postsecondary Completion (2024): 37%

Poughkeepsie
Children's Cabinet

ORIGINAL PROBLEM STATEMENT:

SCHOOLS ARE THE PROBLEM, IT'S THEIR FAULT

IF WE CAN JUST FIX THE SCHOOLS, WE WILL ACHIEVE EQUITY FOR ALL STUDENTS

Poughkeepsie
Children's Cabinet

Race, place, and income should no longer be determinants of school and life outcomes for children and youth

## Declining intergenerational mobility

Rates of absolute mobility have declined sharply. 90% of children born in the 1940s earned more than their parents; this was true for only 50% of children born in the 1980s.[1]

UPWARD MOBILITY

BIRTH YEAR

Inequitable opportunity

Children's outcomes in adulthood are determined more by their socioeconomic status, zip code, and race than by the quality of their schools. Students from the lowest income families may be up to six grade levels behind their peers from the highest income families. [2]

ACADEMIC PERFORMANCE

PARENTS' SOCIOECONOMIC STATUS
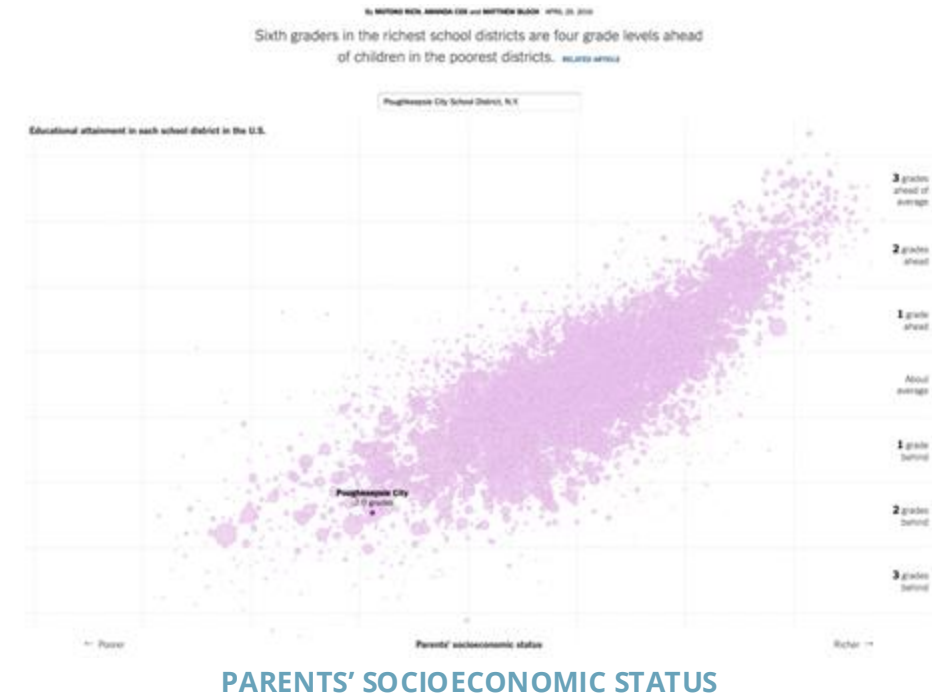
1. Chetty et al. (2017); chart from Opportunity Insights
2. Reardon (2016)

Slide Source: EdRedesign Lab at HGSE

Our Origin Story:
The Poughkeepsie Summit at Harvard (August 23-24, 2019)

Convened by Poughkeepsie Natives:
- **Rob Watson Jr. (PHS '05)**
- **Kylynn Grier (PHS '06)**
- **James Watson (OLL '01)**

Priorities that Emerged
- **Poughkeepsie Children's Cabinet**
- **Lead for Poughkeepsie Hometown Fellowship Program**

Poughkeepsie Children's Cabinet

What are Children's Cabinets?

"Imagine if leaders of **all of the agencies and organizations that serve children and youth in your community came together at one table** to improve their collective ability to meet the needs of kids. Picture your superintendent talking with your head of libraries, strategizing with your health commissioner, and collaborating with your summer and after school providers to create a civic ecosystem that enables all children to thrive. We call this a children's cabinet…

By seamlessly coordinating the supports and services that your community provides, children's cabinets address young people's holistic needs as they grow and develop."

Poughkeepsie
Children's Cabinet

A First-of-Its-Kind Partnership

LOCAL

City of Poughkeepsie organizations to connect in support of area children

Ryan Santistevan Poughkeepsie Journal
Oct. 8, 2019, 3:15 p.m. ET

The City of Poughkeepsie is taking a holistic approach to address the needs of its youngest residents.

City government and the Poughkeepsie City School District are forming what they are calling the Poughkeepsie Children's Cabinet, which will connect their agencies with community organizations and local stakeholders.

The cabinet is part of a "cradle-to-career agenda for child development," according to a release Tuesday from Mayor Rob Rolison and district Superintendent Eric Rosser.

City of Poughkeepsie Mayor Rob Rolison and Poughkeepsie Superintendent Eric Rosser visit students at the Early Learning Center on Monday. Courtesy Photo/John Penney

Mayor and superintendent convene the Poughkeepsie Children's Cabinet's (PCC) first leadership council meeting (February 2020)

The Harvard Gazette

Findings | Campus & Community | Health | Science & Tech | Nation & World | Arts & Culture | Work & Economy | ☰ Menu

RADIATION AND CANCER | MEDITERRANEAN DIET | RESEARCH AT RISK | HARVARD READS | 🗓 EVENTS

NEWS+

Poughkeepsie joins By All Means consortium

Ben Wicks/Unsplash

Contact marina_jokic@gse.harvard.edu https://edredesign.org

June 16, 2020 · 3 min read

The **Education Redesign Lab** (EdRedesign) at the Harvard Graduate School of Education has announced that the City of Poughkeepsie, NY recently joined a consortium of cities participating in the **By All Means** initiative.

Poughkeepsie joins EdRedesign's By All Means initiative (June 2020)

Poughkeepsie Children's Cabinet

Our Leadership Council

Members of the Leadership Council

Stacey Bottoms, Associate Minister, Youth Director and Assistant Clerk, Beulah Baptist Church

Dr. Elizabeth Bradley, President of Vassar College

Natasha Brown, Community Schools Executive Director, Poughkeepsie City School District

Frank Castella, Executive Director and CEO of the Dutchess County Regional Chamber of Commerce

Bob Creedon, Vice president of the Poughkeepsie City School District Board of Education

Sally Cross, Principal, SJ Cross Consulting

Leah Feldman, Chief Executive Officer of Family Services

Jonathan Jacobson, New York State Assemblyman

Dr. Peter Grant Jordan, President of Dutchess Community College

Tom Lawrence, Director of the Poughkeepsie Public Library District

Geraldine Laybourne, Co-Founder of Day One Early Learning Community

Fatimah Martinez Santiago, President of the Poughkeepsie City School District Board of Education

Timmian Massie, Member, Poughkeepsie Alliance; Chief Marketing/Public Affairs Officer, Rhinebeck Bank

Jeannie Montano, President and CEO of the United Way of the Dutchess-Orange Region

Tamoya Norwood, Poughkeepsie City School District Parent

Kimberly Popken, Poughkeepsie Public School Teachers' Association President

Andrea Reynolds, President and CEO of the Dyson Foundation

Robert G. Rolison, New York State Senator

Dr. Tim Ryan, President of the Culinary Institute of America

Dr. Livia Santiago-Rosado, Commissioner of the Dutchess County Dept. of Behavioral & Community Health

Sue Serino, Dutchess County Executive

Karmen Smallwood, Dutchess County Assistant Commissioner for Youth Services

Lisa Spencer-Perry, Executive Director of Strategic Planning and Resource Stewardship, Poughkeepsie City School District

Gabriela Vega-Matthews, Community Organizer and Advocate

Dr. Felicia Watson, Commissioner, Poughkeepsie Housing Authority

Dr. Kevin C. Weinman, President of Marist College

Da'Ron Wilson, Chairman, City of Poughkeepsie Common Council; Executive Director of School Engagement, Poughkeepsie City School District

Robert Wright, President of Nubian Directions II Inc.

Poughkeepsie Children's Cabinet

Children's Cabinet Evolves into 501c3 Intermediary with Institutionalized Participation from Public Sector Leaders and Philanthropy

Board of Directors

- **Board Chair: Rob Watson Jr.**, Executive Director, EdRedesign Lab at HGSE
- **Treasurer: Andrea Reynolds**, President & CEO Dyson Foundation
- **Secretary: Sally Cross**, Former CEO, Community Foundations of the Hudson Valley
- **Greg Mott**, Superintendent of Schools, PCSD
- **Yvonne Flowers**, Mayor, City of Poughkeepsie
- **Sue Serino**, Dutchess County Executive (*ex officio*)
- **Jill Gomez,** Executive Director (*ex officio*)

Poughkeepsie Children's Cabinet

Charting a Path Forward

WILLIAM JULIUS WILSON INSTITUTE

At Harlem Children's Zone

Poughkeepsie Children's Cabinet Strategic Plan

April 2023

Poughkeepsie Children's Cabinet

Phase 1 of Our Strategic Plan

Phase 1: Lay the Foundation – **Build the Children's Cabinet into a backbone and activate the C2C pipeline**

1. **Launch** Children's Cabinet as Poughkeepsie's cradle-to-career backbone, forming its **organizational structure and leadership.**

2. **Activate the C2C partner pipeline** with the Children's Cabinet as the centralized point of accountability capacity building.

3. Develop and **implement neighborhood-level demonstration projects in Poughkeepsie's Northside** that elevate family and community voices and make tangible improvements to local residents' quality of life.

4. **Design, plan, and launch a citywide data system** to track student- and community-level C2C outcomes.

5. **Develop and execute a strategic financing plan** for backbone infrastructure and C2C programming.

6. Launch a **groundbreaking public-private partnership** between local government, schools and philanthropy to build and sustain C2C work over time.

Poughkeepsie
Children's Cabinet

Staffing the Work

Poughkeepsie Children's Cabinet Appoints Jill Roche Gomez as Inaugural Executive Director

The Poughkeepsie Children's Cabinet board of directors welcomes inaugural Executive Director Jill Roche Gomes.
[Left to right: City of Poughkeepsie Mayor Marc Nelson; Poughkeepsie City School District Superintendent Dr. Eric Jay Rosser; Dutchess County Executive William F.X. O'Neil; Jill Roche Gomez; Rob Watson Jr.; Sally Cross; Andrea Reynolds]

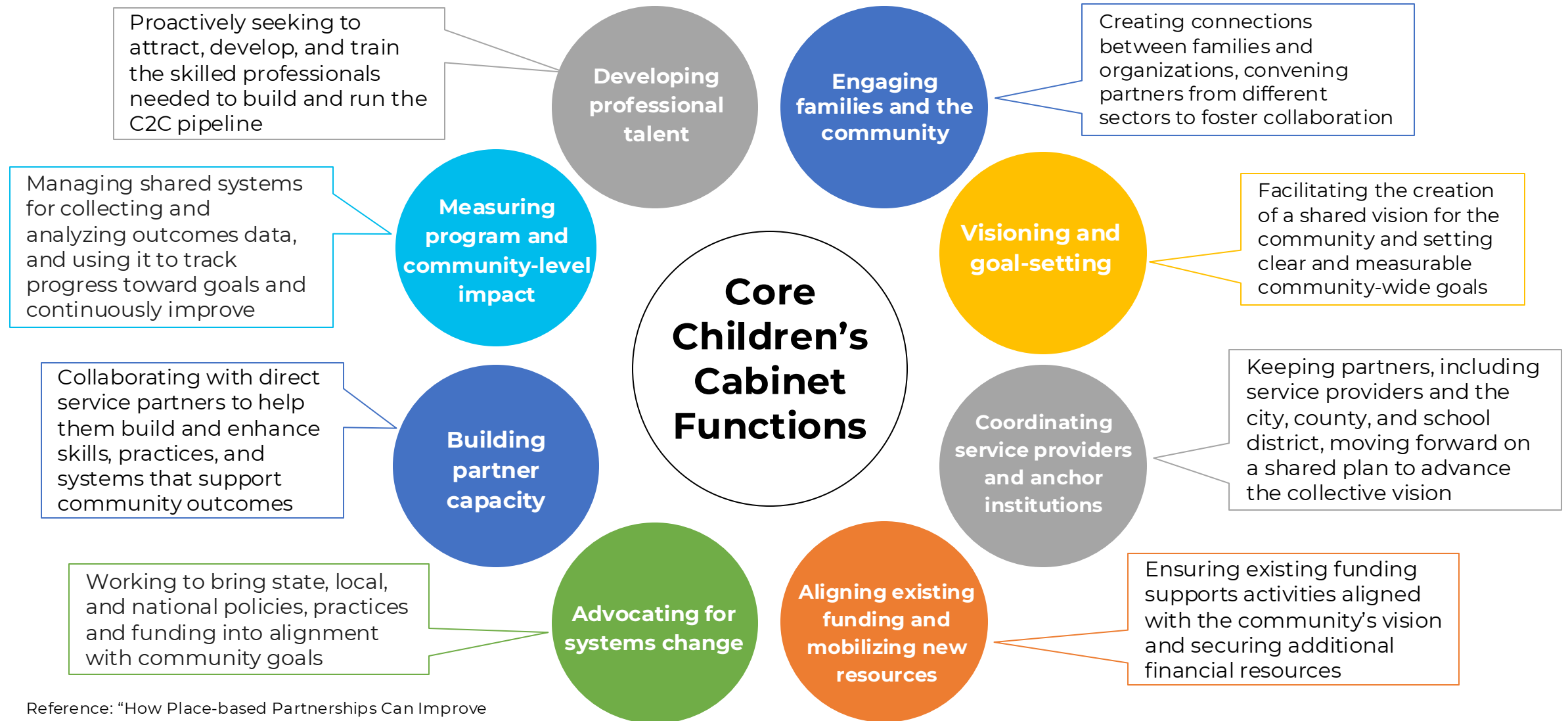Poughkeepsie Children's Cabinet

Current Org Chart
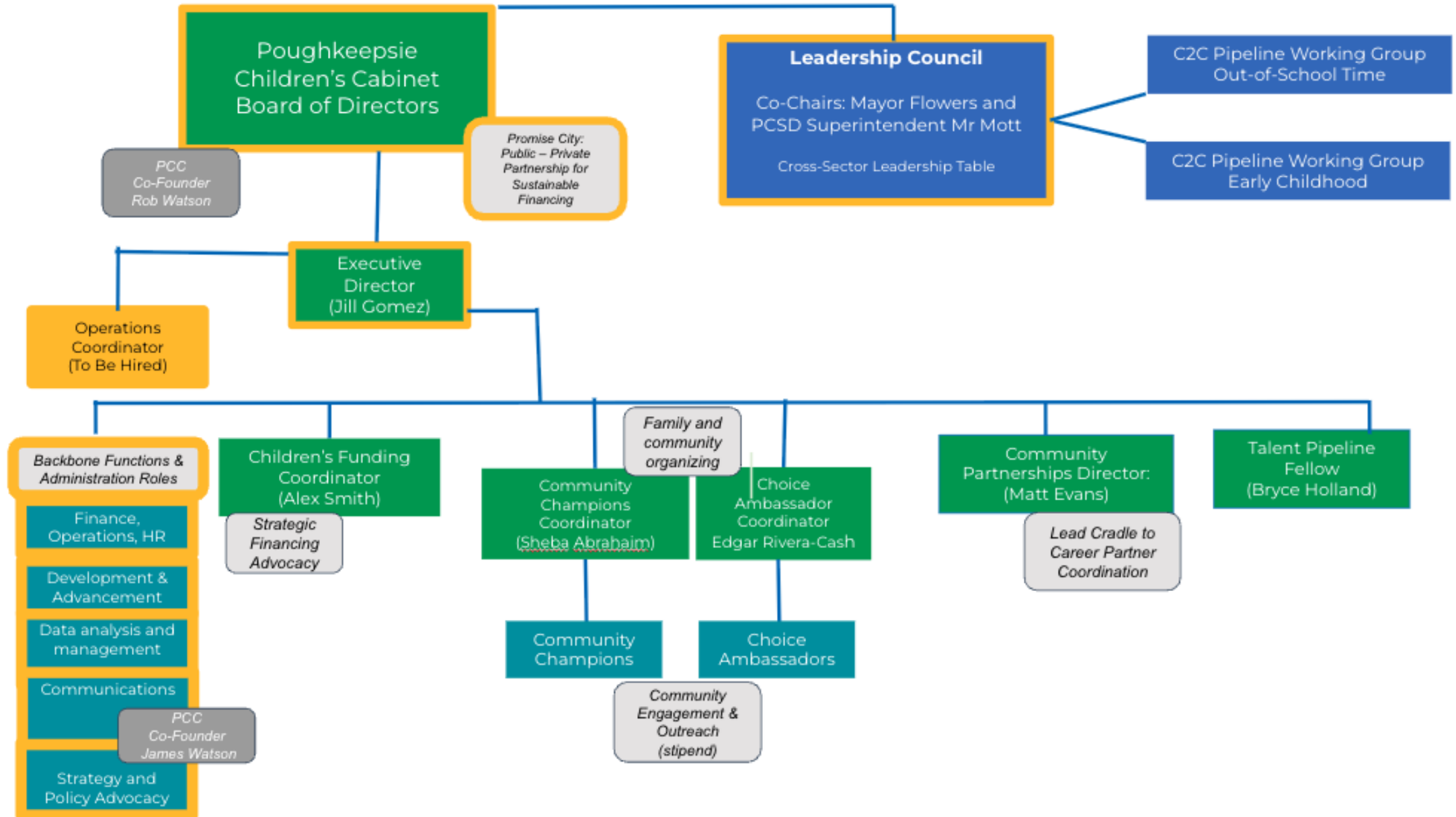
The Poughkeepsie Children's Cabinet's North Star

By 2033, over **5,000 City of Poughkeepsie young people** and their families will be connected annually to transformative cradle-to-career opportunities that place them on **pathways to postsecondary completion and socioeconomic mobility**.

As we advance community transformation by investing in our people, we will cultivate a critical mass of youth, civic leaders and institutions that are **committed to ending intergenerational poverty** and ensuring neither race, ethnicity nor circumstance stands in the way of anyone's capacity to thrive in Poughkeepsie.

Poughkeepsie
Children's Cabinet

The Children's Cabinet has eight core functions as Poughkeepsie's cradle-to-career backbone

Proactively seeking to attract, develop, and train the skilled professionals needed to build and run the C2C pipeline

Developing professional talent

Engaging families and the community

Creating connections between families and organizations, convening partners from different sectors to foster collaboration

Managing shared systems for collecting and analyzing outcomes data, and using it to track progress toward goals and continuously improve

Measuring program and community-level impact

Core Children's Cabinet Functions

Visioning and goal-setting

Facilitating the creation of a shared vision for the community and setting clear and measurable community-wide goals

Collaborating with direct service partners to help them build and enhance skills, practices, and systems that support community outcomes

Building partner capacity

Coordinating service providers and anchor institutions

Keeping partners, including service providers and the city, county, and school district, moving forward on a shared plan to advance the collective vision

Working to bring state, local, and national policies, practices and funding into alignment with community goals

Advocating for systems change

Aligning existing funding and mobilizing new resources

Ensuring existing funding supports activities aligned with the community's vision and securing additional financial resources

Reference: "How Place-based Partnerships Can Improve Communities," Nonprofit Finance Fund, 2021

Poughkeepsie Children's Cabinet Theory of Change

When we

Build a durable and effective backbone organization to coordinate cradle-to-career work in the City of Poughkeepsie

Establish a C2C pipeline to connect, support, and scale-up evidence-based early childhood, K-12, out-of-school time, and postsecondary programs

Pursue systems change at the local, state, and national levels to shift policies, practices, resources

Then

All Poughkeepsie children will:

–Start Kindergarten prepared to learn,

–Achieve at or above grade level

–Remain healthy and safe

–Graduate high school on time

–Obtain a postsecondary credential

In 10 Years

Individual and family level

By 2033, over 5,000 City of Poughkeepsie young people and their families will be connected annually to opportunities that place them on pathways to socioeconomic mobility

City and community level

A critical mass of Poughkeepsie youth, civic leaders, and institutions will be committed to ending intergenerational poverty in our city

Poughkeepsie Children's Cabinet

Disrupting the Devastating Effects of Silos and Fragmentation
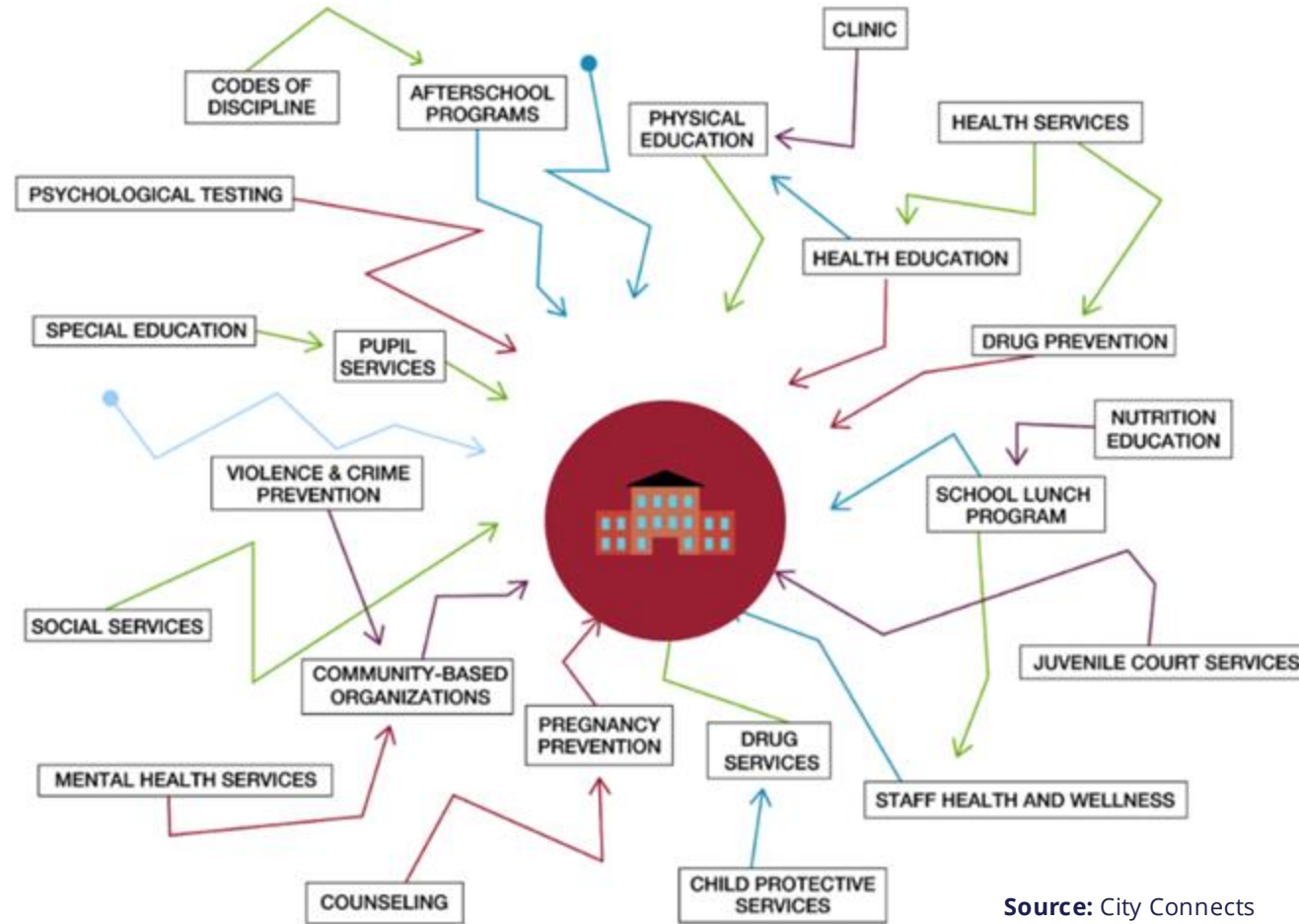
Source: City Connects

Our Approach: A Cradle-to-Career System of Opportunities

0 – 3	Early Head Start / 3-K	Pre-K	Elementary School	Middle School	High School	Post-Secondary
Engagement, support for parents of children under 3 years old	Programming for 3-year-old children, focused on school-readiness	Full-day programming for 4-year-old children, focused on school-readiness	Interventions provided within the school context or during afterschool and/or summer hours, either embedded within the school setting or in an alternative setting within the community			Support with transition from high school to college and / or career

Built Environment

Economic Environment

Health Environment

Public Systems & Infrastructure

Poughkeepsie
Children's Cabinet

The Children's Cabinet will activate the full C2C pipeline in Phase 1 with initial providers (3/3)

WILLIAM JULIUS WILSON INSTITUTE

Initial Phase 1 partners will provide continuous support across full C2C pipeline and in Phases 2 and 3, the PCC intends to deepen these linkages with explicit internal governance structures among its C2C partner network to ensure youth and their families have a cohesive experience across C2C programs.

Likely Phase 1 C2C Service Providers	Early Childhood			School Grades				Postsecondary / Employment	Community / Family Work
	0-3	3-K	Pre-K	K-2	3-5	6-8 (MS)	9-12 (HS)		
Ampact		■	■	■	■	■		■	
Community Matters 2 Inc			■	■		■	■		■
Family Services						■			■
Marist College					■	■			
Vassar Education Collaboration			■						
Astor Services for Children and Families	■					■			■
DAY ONE Early Learning Community	■	■	■	■				■	■
Community Family Development	■	■	■	■	■				
Boys & Girls Club of Newburgh & Poughkeepsie			■	■	■	■			
The Art Effect				■	■	■			■
Dutchess County Chamber Foundation							■	■	
Nubian Directions II Inc.							■	■	

10-Year Scaling Targets with Direct Service Partners

Target Penetration Across Phases 1-3							
Stage	0-3	PreK - K	Grades 1-5	Grades 5-8	Grades 9-12	Ages 19-24	Total
Poughkeepsie Total Population by Age	1,676	840	2,041	1,145	1,378	1,775	8,855
Current Penetration	0	0	0	0	0	0	0
Current % Penetration	0%	0%	0%	0%	0%	0%	-
Phase 1 Target Penetration: Number of Annual Youth Participants by End of 2024	200	275	300	125	150	100	1,150
Phase 2 Target Penetration: Number of Annual Youth Participants by End of 2027	475	500	650	300	325	225	2,475
Phase 3 Target Penetration: Number of Annual Youth Participants by **End of 2032**	1,341	630	1,327	573	689	444	**5,050**
Phase 3 Target Penetration: Percent of Annual Youth Participating by **End of 2032**	75%	80%	65%	50%	50%	30%	**57%**

Poughkeepsie Children's Cabinet

THE TYPES OF CHANGE WE'RE WORKING TOWARDS

Six Conditions of Systems Change

Policies | Practices | Resource Flows — **Structural Change** *(explicit)*

Relationships & Connections | Power Dynamics — **Relational Change** *(semi-explicit)*

Mental Models — **Transformative Change** *(implicit)*
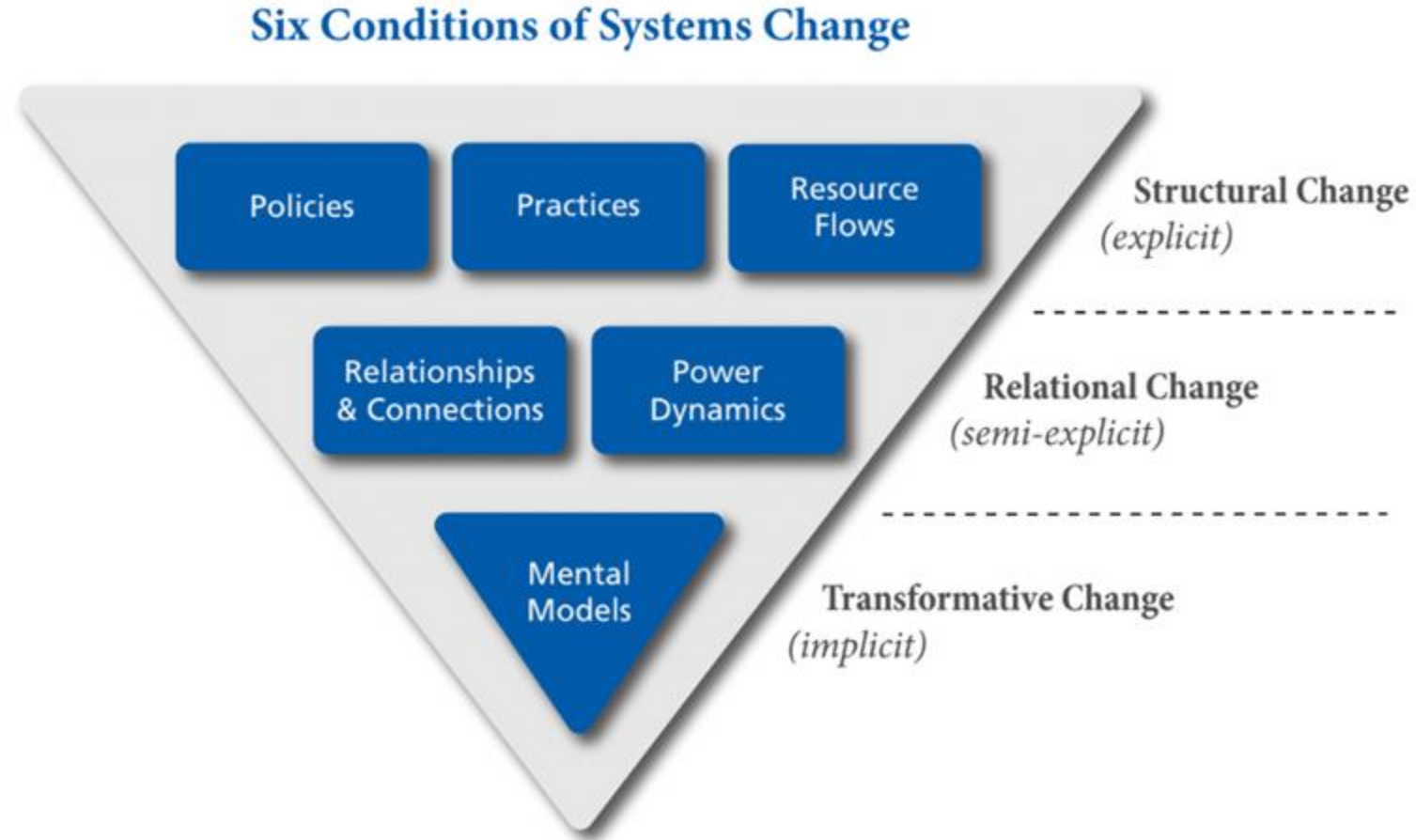
Source: FSG The Water of Systems Change

Shifting Practice & Mental Models: Holding Ourselves Accountable

Source: StriveTogether

Poughkeepsie Children's Cabinet
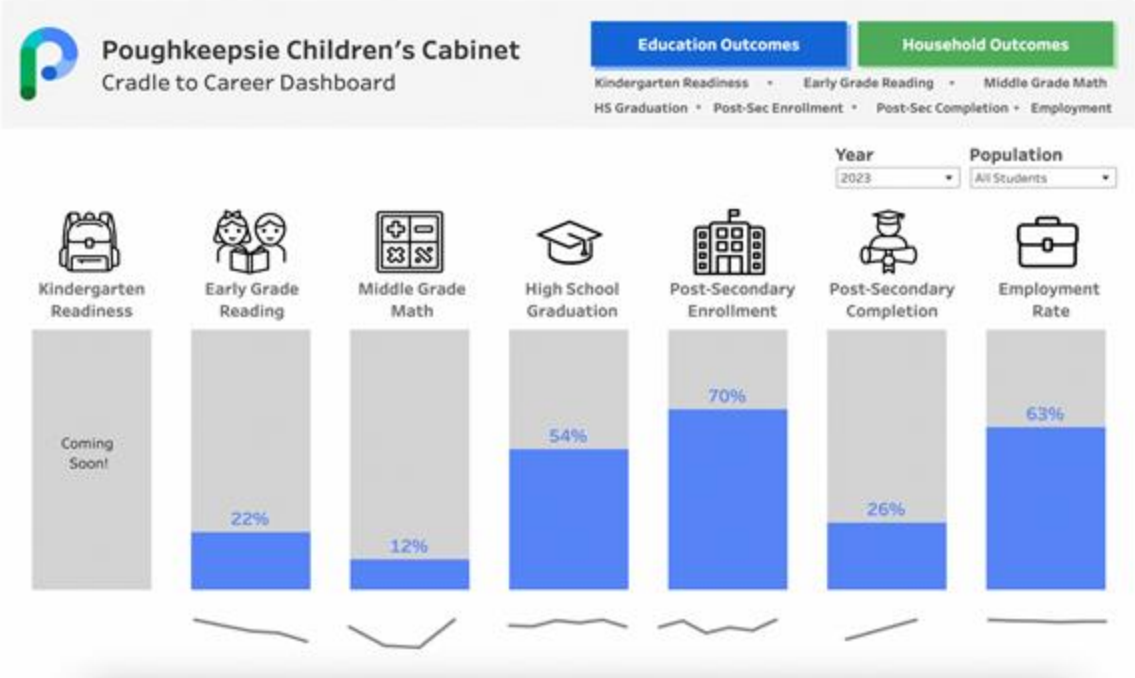
Policy Analysis: Citywide Working Groups in Early Childhood & Out-of-School Time
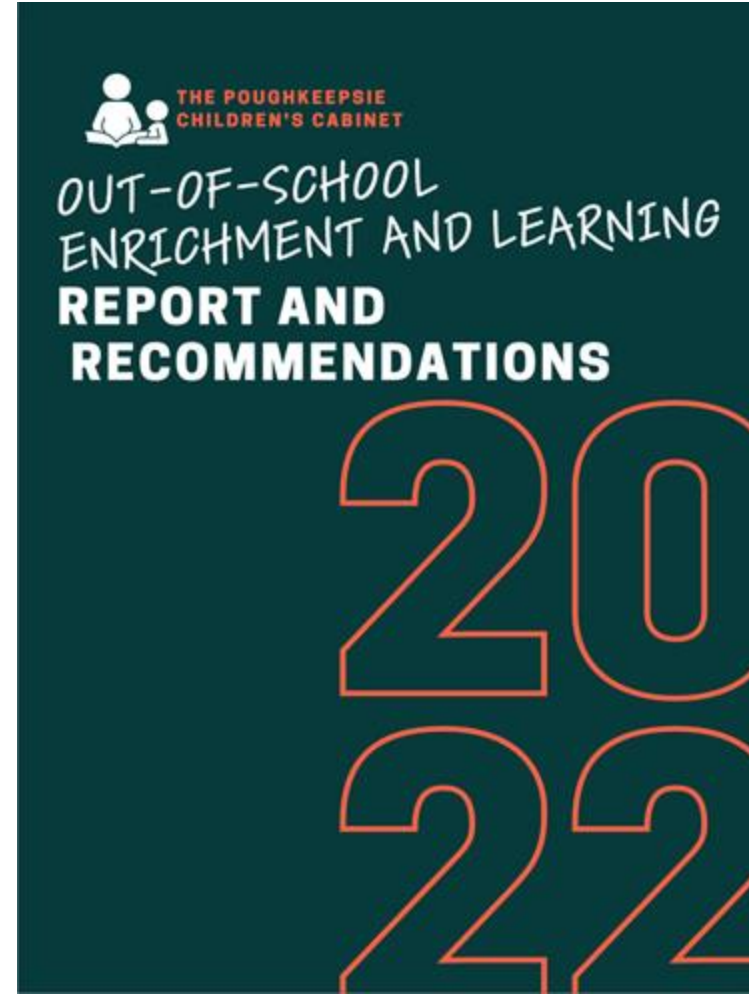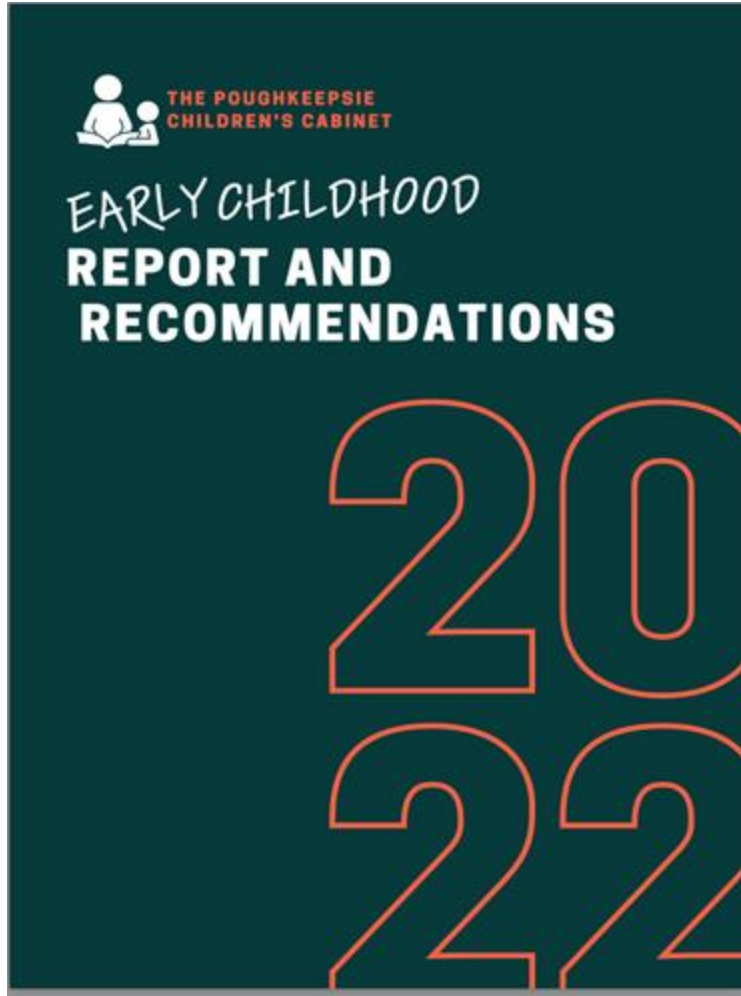
Shifting Practice: Out-of-School Time (OST) Program Quality Alignment

Weikart Center: Program Quality Assessment (PQA)

Quality Learning Environments are Linked to Skill Growth through Defined, Observable Staff Practices

ENGAGING ENVIRONMENT
- Planning
- Choice
- Reflection

INTERACTIVE ENVIRONMENT
- Belonging
- Collaboration
- Leadership
- Adult Partners

SUPPORTIVE ENVIRONMENT
- Warm Welcome
- Session Flow
- Active Engagement
- Skill-Building
- Encouragement
- Reframing Conflict

SAFE ENVIRONMENT
- Emotional Safety
- Healthy Environment
- Emergency Preparedness
- Accommodating Environment
- Nourishment

Poughkeepsie Children's Cabinet

Driving Policy Change: City of Poughkeepsie Creates Division of Youth Opportunity & Development

Mid Hudson NEWS
Serving the Hudson Valley / Catskill Region for Over 21 Years

Mayor calls for Poughkeepsie division of youth services

August 26, 2021   6:16 am

- Historic $1MM+ investment in youth & families
- Allocated $1,036,121 of funding in newly-created Youth Opportunity & Development Division

Shifting to Evidence-Based Practices:
An Ecosystem of Personalization

PCSD AWARDED FEDERAL COMMUNITY SCHOOLS GRANT

Poughkeepsie
CITY SCHOOL DISTRICT

our children • our schools • our community

COMMUNITY SCHOOLS GUIDE

- Poughkeepsie City School District Awarded $2.5M Federal Full-Service Community Schools Grant through PCC-facilitated process

- PCSD/Poughkeepsie Children's Cabinet Joint Working Group

- PCC provided Federal Grant Writing Experts through Wallace Foundation Grant

- PCC Facilitated Strategic Partnerships with National Evidence-Based Models providing different types of personalized supports

- Ongoing Implementation Support

Poughkeepsie
Children's Cabinet

Advancing Family & Community Engagement for Early Childhood Development & Kindergarten Readiness

Relationships & Connections: Strengthening our Ground Game through Early Childhood Champions

> Community caregivers and kin - receiving stipends - completed **six week** training on The Basics: building community, empathetic listening, local referrals and literacy resources, and basic need referrals.

> Leverage social networks, community connections, civic engagement to develop relationships with caregivers to provide *targeted, relevant* resources and enroll in Basics Insights.

> **Goal of 500 Basics Insights Enrollment by June 2026**

> Work with local institutions to establish systems of institutional enrollment - targeting pediatrics, birthing hospitals, local daycare providers to enroll caregivers in Basics.

> Deepen partnership with Community Schools to include parents of babies 0-3 in school-based workshops, participate in Saturday Morning Lights, create pop-up literacy material distribution, encourage parent-child fun and joy.

Promoting Personalized Academic Recovery, Civic Engagement & Talent Development through High-Dosage Tutoring

Poughkeepsie tutors take AmeriCorps pledge

"Preschoolers who received tutoring substantially outperformed their peers in all five emergent literacy outcomes assessed: letter sounds and letter names, rhyming and alliteration, and picture names. Early Learning Corps has currently served 115,937 students."
- Early Learning Corps

- "Math Corps Students were Twice as Likely to Meet Grade Level Benchmarks"
- "In a randomized controlled trial, 4th through 8th grade students receiving Math Corps tutoring for 90 minutes per week were 2-3 months ahead of their expected trajectory. Math Corps has currently served 55,451 students."

Data-Driven Decision Making

% Students On or Above, Close To, or Far from Spring Target: 2024-25

Assessment tool	PCS			LI			VOC/ORL			COMP			PA			AK			EMI		
Performance	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring	Fall	Winter	Spring
On or above tar...	22	30	58	31	48	66	30	49	77	28	70	71	7	20	43	36	60	99	39	84	124
Close to target	19	32	35	15	35	36	30	37	32	34	44	37	18	51	54	33	41	39	44	61	39
Far from target	146	144	93	141	123	84	127	120	77	125	92	78	139	135	89	118	105	48	100	67	26
Total	187	206	186	187	206	186	187	206	186	164	206	186	164	206	186	187	206	186	183	212	189

Poughkeepsie Children's Cabinet

Tackling Chronic Absenteeism

National Evidence Base

- "**Randomized controlled** trials across 14 districts with more than 200,000 students

- The only attendance intervention to **receive the ESSA "Strong Evidence" rating** for grades K-12 from the Johns Hopkins University Evidence for ESSA Initiative

- Average **reduction of 11-15%** in chronic absenteeism in districts across the US

- Goal of **preventing up to 2,900 absences and recover 1,040,000 minutes** of learning time for PCSD Students

EveryDay Labs

Implementation Cycle

Analyze
Text Message
Chat Bot
Family Support
Mail

Poughkeepsie Children's Cabinet

Personalization for Attendance Improvement

SY 24-25 Attendance Impact

Attendance nudges prevented

53%

of at-risk students from becoming chronically absent

9%

of chronically absent students improved to non-chronically absent
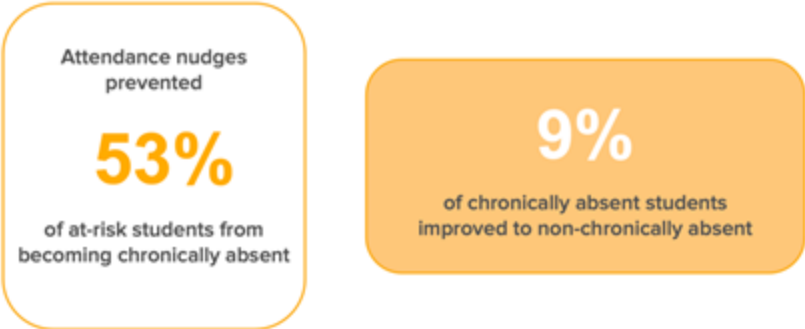
SY 24-25 Attendance Impact by School

School Name	# Students Treated	# of Students Improved	% of Students that Improved
Krieger Elementary School	**228**	**110**	**48.25%**
Warring Elementary School	148	65	43.92%
Poughkeepsie Middle School	577	170	29.46%
Morse Elementary School	237	86	36.29%
Poughkeepsie High School	706	201	28.47%
Smith Early Learning Center	160	66	41.25%
Clinton Elementary School	**142**	**63**	**44.37%**

SY 24-25 Attendance Communications

19,233 Text Nudges

3,672 Mail Nudges

+ 1,654 Special Attendance Campaign Texts

3,159 students received both mail and text communications

Opt-Out Rates: 0% Mail .03% Text

Family Engagement

439 Households interacted with the Family Support Team and Family Support Bot

859 Resources Provided

Resource Breakdown

- Transportation
- Attendance - Parent Portal
- Attendance Nudge Clarification
- Community Resources (Findhelp.org)
- School Phone Number
- Family Support Team Request
- Parent Square
- Calendar
- Food
- Parent Empowerment Center
- Enrollment
- Wellness/Health
- Academic Resource

Shifting Practice: "Resource Rich, Systems Poor"
Introducing Personalized Relationship-Based Systems of Support
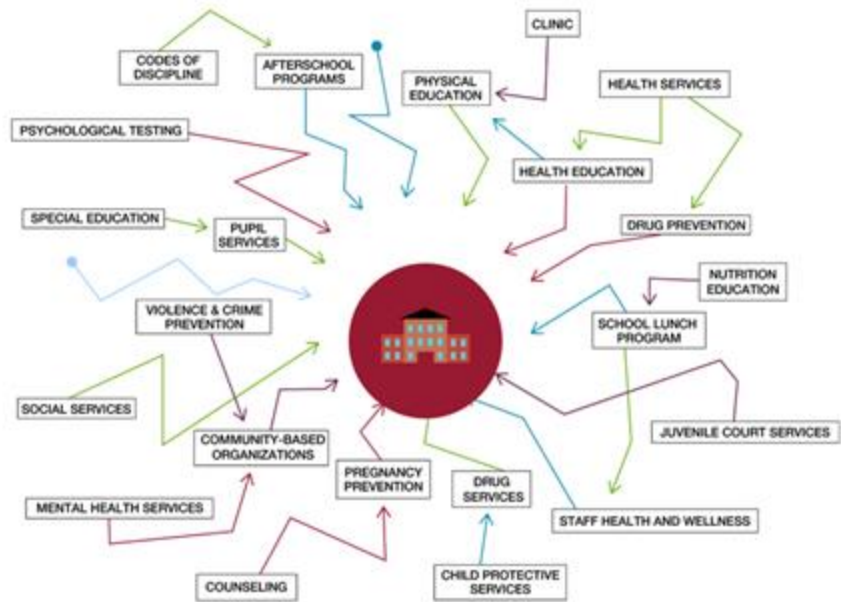
Source: City Connects

Poughkeepsie Children's Cabinet
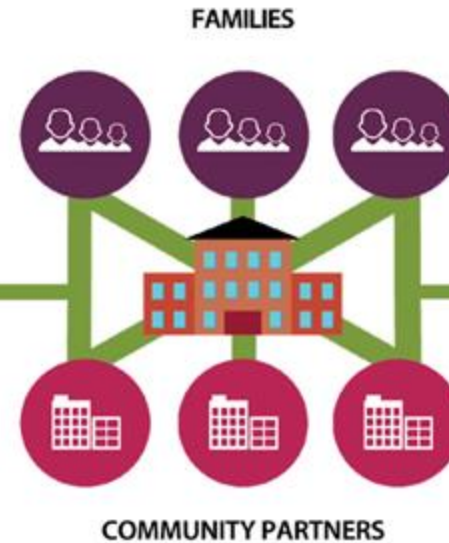
Integrated Student Supports at PCSD Early Learning Center
City Connects 2024-2025 At A Glance

- 330 students at Early Learning Center served (Pre-K-1st grade)
- 100% received individual strengths and needs assessment and student support plan
- 4% received in-depth review by school-based team

Prevention and Enrichment Services - Afterschool, academic & arts, youth development	494 Services (62%)
Early Intervention Services - Behavioral interventions, health & social skills, mentoring, family support	176 Services (22%)
Intensive or Crisis Intervention - Attendance support, counseling, medical services, psychiatric services	127 Services (16%)

Poughkeepsie Children's Cabinet

cityconnects
OPTIMIZED STUDENT SUPPORT

Reimagining Power Dynamics: Youth-Led Civic Infrastructure

Poughkeepsie Board of Artistic Youth

January 19, 2024

PK B.A.Y. stands as a platform dedicated to bring youth leaders together to help shape afterschool and summer programs. This initiative is designed to cater to the preferences, interests, and passions of the youth, fostering an environment where their voices are heard and valued.

- PK B.A.Y. stands as a platform dedicated to bring youth leaders together to help shape afterschool and summer enrichment programs. This initiative is designed to cater to the preferences, interests, and passions of the youth, fostering an environment where their voices are heard and valued.

- Youth and partner organizations are stipended for their time

Poughkeepsie Children's Cabinet

Family Services communities without limits

Nubian Directions II, Inc.

BOYS & GIRLS CLUB OF POUGHKEEPSIE

THE ART EFFECT

COMMUNITY MATTERS 2 INC.

Talent Development: Poughkeepsie Service Accelerator

North Star Goal

By 2026, we will create 100 service year opportunities offered annually for community leaders to tackle pressing public problems in the City of Poughkeepsie and Dutchess County in collaboration with social impact organizations.

Northside Neighborhood Transformation

- **City of Poughkeepsie awarded a $500K Choice Neighborhoods Planning Grant through PCC facilitated process**
  - PCC provided national grant writing experts to City of PK
  - Secured strategic support from Purpose Built Communities to develop the application
  - Established Task Forces: People, Housing, Neighborhood
  - Transformation of public housing into mixed-income
  - Targeting Northside neighborhood schools
  - Hired and trained community ambassadors as neighborhood organizers
  - Technical assistance from Purpose Built Communities
- **Prospective Purpose Built Network Member**
  - Land Acquisition Study
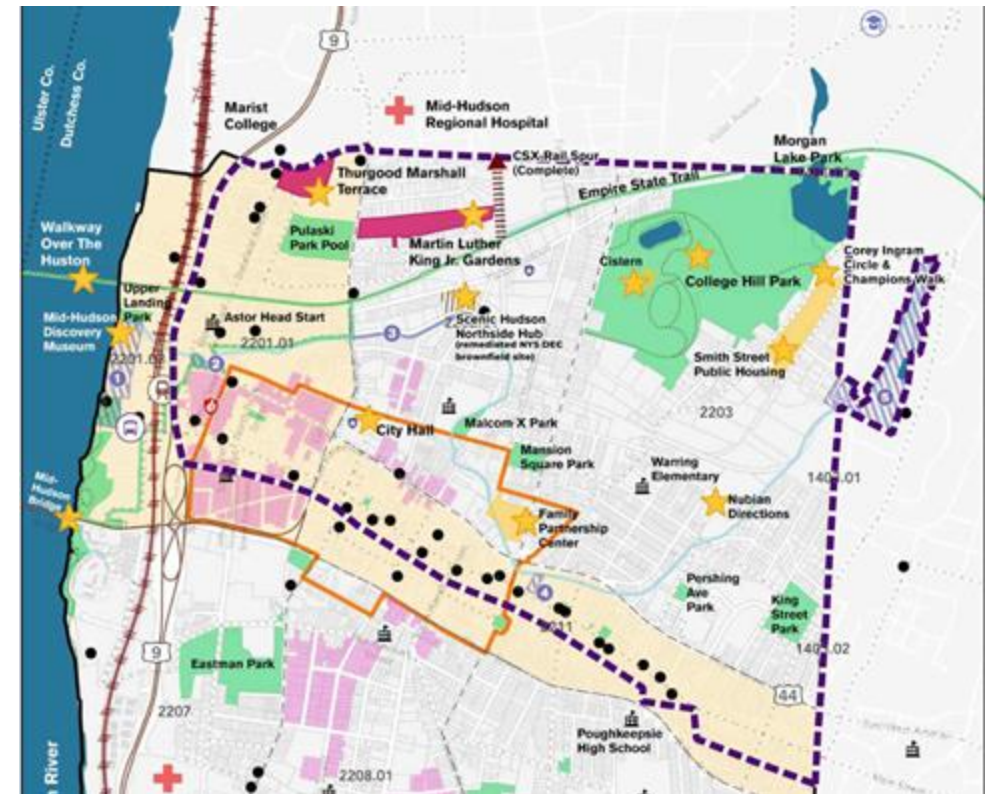
Source: Purpose Built Communities

Shifting Practices and Resource Flows: Early Wins
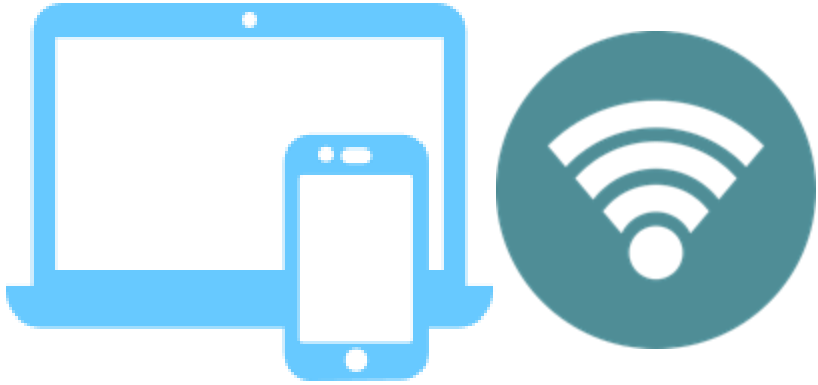
Spring 2020:
- **$150,000 raised for laptops/Internet access for PCSD students**
- **Poughkeepsie Public Library District Donates 50 Wifi Hotspots**

Summer 2022:
Increase of ~$200,000 in funding for Summer Programming in the City of Poughkeepsie

272 ACRES
SOFTBALL
CAMPING
HIKING
ARCHERY
SWIMMING
SOCCER

Nooteeming
41.79125 N | 73.78380 W

Summer 2022: 2 weeks in August
- **Served more than 100 students Grades 2-7 Partnership**
- **PCSD - Exec. Director of Community Schools County - Asst. Commissioner for Youth Services**
- **County provided transportation & snacks for students**
- **Free to PCSD to use Camp**

Poughkeepsie Children's Cabinet

Shifting Resource Flows to Sustain the Work

Modeling the True Cost of High-Quality OST

Cost Model Goal

Understand the *true cost* of providing out-of school-time services to youth ages 11-19 in the City of Poughkeepsie

CHILDREN'S
FUNDING PROJECT

11

Cost Differences for Current and Enhanced

ANNUAL COST PER SEAT			
Age Group	Current True Cost	Enhanced Cost	Cost of Enhancement
K-5th grade	$5,900	$8,300	$2,400
6th-8th grade	$4,200	$7,700	$3,500
9th-12th grade	$4,200	$7,700	$3,500

Current True Costs
- Median wages from survey data
- Non-personnel from survey data (including facility costs)
- K-5th grade youth programming for 5 days a week for 32 weeks
- 6th-12th grade youth programming for 3 days a week for 32 weeks

Enhanced True Costs*
- 6th-12th grade youth from part-time (3 days a week) to full-time (5 days a week)
- Increased ALICE starting wage of $23.08
- Reduced adult-to-youth ratios
- Additional specialized staff members
- Increased professional development funds
- Transportation costs
- IT support
- Field trip funds
- Operating reserve

Poughkeepsie
Children's Cabinet

Sustaining and Scaling the Work

Community-Wide Call to Action:

160 school & community-based K-5th grade five day-per-week OST Seats in 2023-2024 to 1275 in 2026-2027
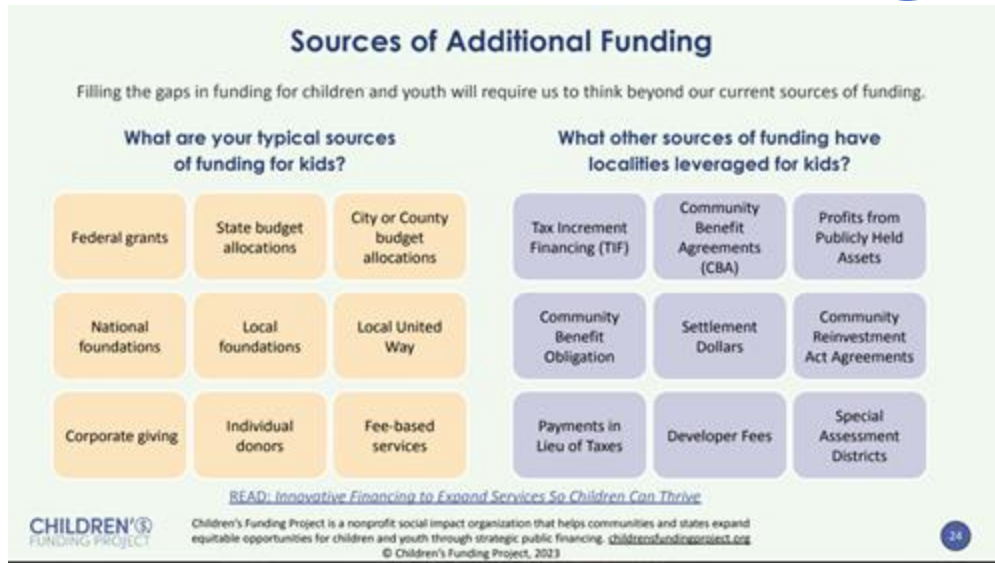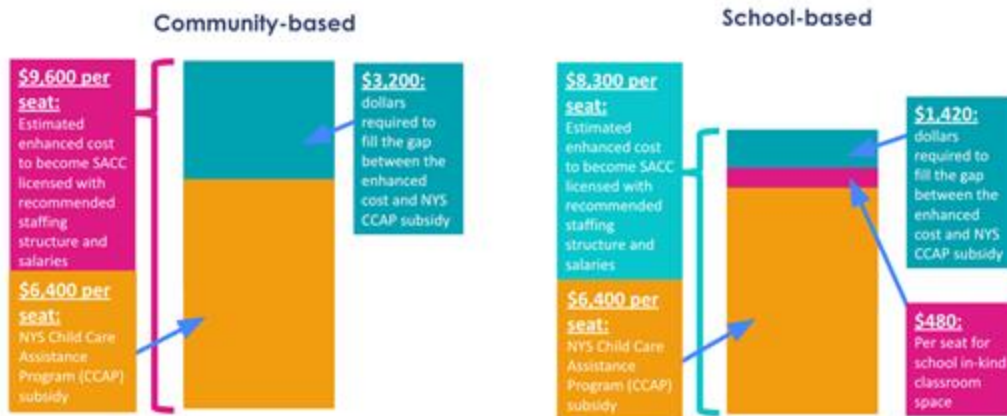
Where We're Headed: Poughkeepsie Promise City

Key Components of Poughkeepsie Promise City

First-of-its Kind **Public-Private Partnership (PPP)** for Cradle-to-Career (C2C) System of Opportunities

Capital aggregation of public/private resources for planning, coordination, C2C service delivery and capacity building

Centralized accountability and cross-sector collaboration led by the Poughkeepsie Children's Cabinet

Scaling and delivering high-quality evidence-based programs and services to 5,000 young people and families by 2033

Shifting systems that serve young people and families where they are and give them what they need in school and life

Shared measurement and outcomes for continuous improvement and track impact and success

Shifting Mental Models through Exposure: Studying Other Community's Moves, Relationship Building, & Professional Development

Shifting Mental Models:
We are Relevant on the National

Our National Partners

Summarizing Our Wins

Poughkeepsie Wins Supported by the PCC

Civic Infrastructure

- Coalesced 12 direct service providers across early childhood to postsecondary to create a cradle-to-career pipeline of supports and opportunities for Poughkeepsie's children and youth.

Funding

Collectively generated major federal, state, city, and philanthropic investments, including:

- $175,000 grant from The Wallace Foundation in 2023, over $80,000 of which was subgranted to youth-serving organizations
- More than $578,000 in local government funding through fiscal year 2024 for backbone infrastructure and coordination
- $240,000 federal AmeriCorps planning grant to the national nonprofit Ampact in 2023
- $2.5 million federal Full-Service Community Schools grant to the Poughkeepsie City School District in 2023
- $440,000 in municipal funding to local youth programming for the city's Youth Activity Grant in 2024, double the amount in 2018
- $500,000 federal Choice Neighborhoods planning grant to the City of Poughkeepsie in 2024

Youth Voice

- Coalesced partners in new youth development initiative (PK B.A.Y.) in which 21 teen leaders collected over 80 responses on youth survey examining barriers to afterschool participation and executed a public artwork project in 2024.
- In 2025, PK B.A.Y. students are engaging in a Civic Influencer curriculum to lead the planning of Poughkeepsie's PKX Festival, facilitated by The Art Effect and supported by the youth development programs.

Metrics and Outcomes

- Expanded city-wide early childhood care seats by 110% from 2020 to 2023, led by PCSD pre-K contracts.
- Facilitated process for nine youth-serving organizations to adopt shared evidence-based quality standards in 2024.
- Boosted kindergarten readiness in listening comprehension and numeracy among 3-5 year-old children who participated in Ampact's early learning program at PCSD, with the percentage of students scoring far below the performance level target in listening comprehension decreasing from 77% of students in the fall of 2023 to only 28% in the spring of 2024, while the percentage of students meeting the performance level target in numeracy increased from 27% in the fall of 2023 to 78% by the spring of 2024. Additionally, 80% of K-3 grade students who participated in Ampact's math tutoring program at PCSD improved their Mathway score, surpassing the national goal of 75% overall growth.
- Improved chronic absenteeism rates among PCSD students who participated in EveryDay Labs programming, including a 12% decline during the 2023-24 academic year and a 10% decline during the fall of 2024. Fifty-eight percent of students at risk of being chronically absent prior to the program were no longer at risk after participating in the intervention.
- Calculated annual cost of providing high-quality, full-time afterschool programming to develop city-wide structure to scale availability.

Poughkeepsie Children's Cabinet

Key Lessons Learned

- Establish a **grasstops/grassroots** governance & implementation structure to **future proof** the work
- Expose local leaders early and often to the **state of the art of the field** through national networks and evidence-based programs
- Systematically **harness data** in all its forms to understand the problem, mobilize collective action, inform strategic decision-making and continuous improvement
- Pick **strategic points of entry** and **a few key outcomes** to focus on to build momentum (quick wins)
- Establish a **North Star goal** as a moral call to action
- Leverage philanthropy for catalytic investments to **establish proofs of concept** and unlock public dollars
- "Collaboration isn't free": establish a **value proposition** to key public/private partners and revisit it periodically
- Build **a ground game/civic infrastructure** to activate youth and families

- Create **incentives for cross-sector collaboration** by securing funding for planning, coordination, systems alignment, direct service and capacity building
- Leverage **strategic public financing and public-private partnerships** to launch, scale and sustain the work
- Pursue approaches to **narrative/storytelling** to mobilize community and **make the case for your community** on the regional and national stage
- Deploy strategies that **align cross-sector collaboration with personalized relationship-based supports**
- Embrace **hyperlocal approaches** (neighborhood, blocks etc.) that target where disadvantage lives most
- Build a **bench of talent** to steward and sustain the work over time

Poughkeepsie
Children's Cabinet

The Power of Homecoming

"My entire life I've been chasing the idea of **homecoming**. It's only now that I've realized that home isn't just about moving back. **It's a mindset**. Poughkeepsie doesn't have to be a place to build once I've made my mark elsewhere. **It can be the place where everyone comes to build**. Homecoming can bridge our life's lessons, adventures and hopes for society with the people and communities we're closest to. **None of us have to make the false choice between moving on from where we're from** and going off to engage with the world."

What Will Our Story Be?

"The jury is still out on what the future of our city holds and if our efforts can be sustainable over time. What is clear is that we have an emerging **critical mass of citizens, institutions, homecomers, and newcomers** who stand poised to take us further than we've ever been before. I hope you'll join us.

It's never too late to come home."

Poughkeepsie Children's Cabinet

QUESTIONS

Say Cheese!!!

Group Photo!

Community-to-Community Consultancy Protocols:
Tackling Dilemmas of Practice

INSTITUTE FOR SUCCESS PLANNING

Consultancy Protocols: Tackling Dilemmas in Leadership Practice

To emphasize the importance of leadership in cross-sector collaboration and systems change, communities will engage in a consultancy protocol to identify and address a leadership dilemma of practice that could potentially stand in the way of progress as they work to build, scale, and sustain their Success Planning initiatives. Each community will be paired with another community for this peer-to-peer feedback session.

Each team participates in a 30 min. consultancy

- 5 minutes – Describe the dilemma
- 5 minutes – Clarifying questions (**Yes or No**)
- 5 minutes – Probing questions (**Deeper Dive**)
- 10 minutes – Fishbowl Feedback
- 5 minutes – Process & Next Steps
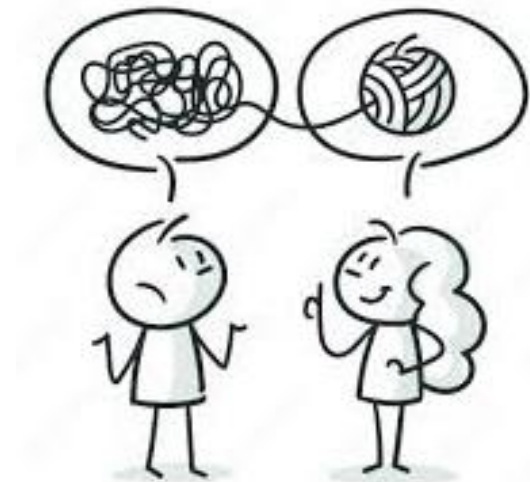
Consultancy Protocols: Tackling Dilemmas in Leadership Practice

Team Pairings	Location	Assigned EdRedesign Team Member
Birmingham & Flint	Gutman 4 & 5	Chris
Orlando & Tulsa	Gutman 4 & 5	Chris
San Antonio & Oakland	Gutman 4 & 5	Chris
Toledo & Wilmington	Gutman 302	Surabhi/Daniela
Union County & Salt Lake County	Gutman 302	Surabhi/Daniela
Rochester & Letcher County	Gutman 303	Arturo/Caitlin
Bronx & Wayne County	Gutman 303	Arturo/Caitlin

Networking Lunch
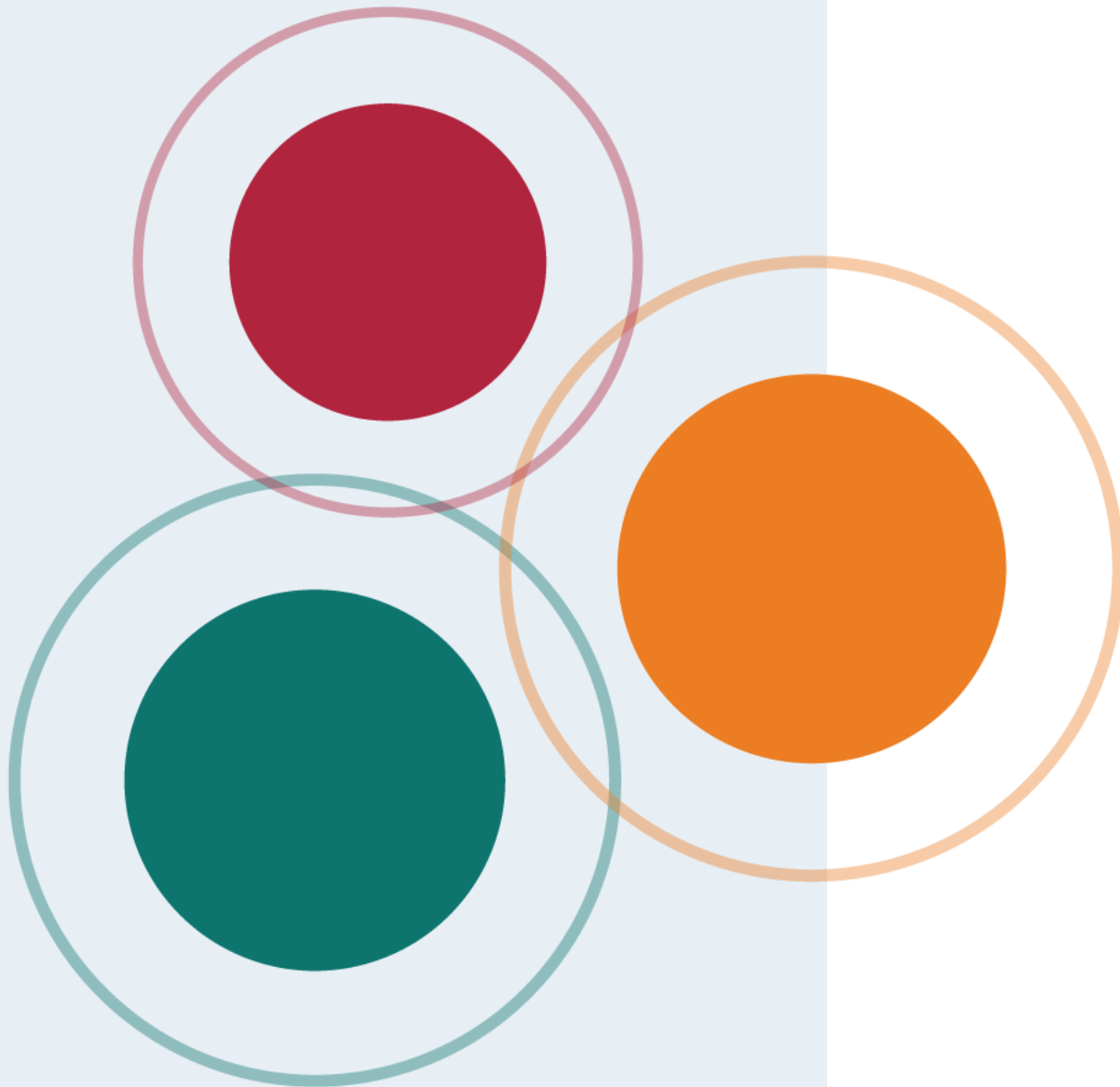
Next Steps

Next Steps

- Information, resources, and tools from the 2025 Institute for Success Planning Summer Workshop will be made available to all participating communities.

- Bring back what you learned from the workshop and share it with your broader group of stakeholders or those who were not able to attend.

- Continue to meet as a core 4 team to complete the sections of your Success Planning workbook in preparation for our year 1 journey.

- We will send a series of Outlook invitations for our Institute for Success Planning monthly virtual sessions **(September 2025 – June 2026)**

- Look out for additional communication in August with important dates, a timeline of upcoming activities, resources, your team's assigned coach and much more.

- Keep doing the amazing work you have been engage in in your local communities.

- Please don't hesitate to reach out if you have any questions.

Closing Remarks

Leadership Matters

As Leaders We Must…

- Challenge Our Assumptions
- Interrogate Our Current Practices & Polices
- Model the Way
- Act with Humility
- Be Nimble
- Commit to More Adaptive & Collaborative Practices
- Foster a Culture of Trust & Respect
- Commit to our Pursuit for Justice
- Have Professional Courage

The Gift of Community Wisdom

"Times like this are both a danger and opportunity. This crisis is not new territory - it is new features on the landscape. The threat to our public education is an opportunity to overturn the system with something that is better - improve chronic absenteeism, relationships, mental health, and the sense of community that families, students and teachers desperately crave."

– Paul Reville, EdRedesign

"The data walk highlights the need for change and grounds us in the urgency of this work. The statistics represent system rather than individual failures. Summer Workshop is a showcase of solutions and hope."

- Lynne Sacks, EdRedesign

"We came in with a preconceived idea of what this is; now we see there are so many possibilities. We are reimaging our Navigator program to serve more students. Recognizing that the ideas we came in with yesterday will have to change."

- Julie, Wilmington

"Twenty years ago, we had a program where everybody had a person – to be part of this again is a gift – I feel revived and lucky to be here doing this! When I was a teacher, Christine was there as a student – this team is a dream team for us."

- Dale Goff, Union County

Growing up in poverty, you see the impact money can have on people and the access it can give. But being respected and respectful, living life to your full potential, and being honest with yourself is what success means to me.

- Chelsea Public Schools Student

I'd like for [Navigators] to be emotionally intelligent. I want them to know how to control their feelings, not getting angry easily, self modify their feelings, and find ways to handle themselves in relation to us.

- Chelsea Public Schools Student

It comes down to being happy. I noticed that though we had many different answers (i.e., college, having a family, pets, etc.), we all just want to do something that enlightens us and brings our soul to happiness.

– Chelsea Public Schools Student

"How we show up matters, our identities matter, and how we use that to support children and families matters! Trust takes time, especially for families navigating fear, uncertainty, and systemic barriers. We cannot rush it; we must earn it. Every student and family brings strengths, languages, and networks that can transform their journey. We must start by honoring what they already carry."

- Sabrina Sheikh, Institute for Educational Leadership

"We have to build schools, not how we need them to be, but how families need them to be. If you don't love the children, get out the way."

– Joshua Laub, NYC

"We realized we were not inviting everyone in the community to the table–avoiding partners who might have a bad name–we now would think about how do we include everyone in the work."

- Christian Callihan, Letcher County

"How can we know the students and respond better to the needs they have? How can we increase student well-being and collective self-efficacy where students feel seen and heard to lead in their community?"

– Ashley Philippsen, Tulsa

"Make sure you know the name, strength and story of each student. From there you build."

- Kenyetta McCurdy-Byrd, Wilmington

"I'm not scared to talk about my future."

– Jordan, Chelsea Public Schools Student

"Teachers often think that kids doing well don't need anything, but we do. We need someone to listen to us."

– Maria, Chelsea Public Schools Student

"Our Navigator learned about us; they learned about my daughter who gets excellent grades. The impact it has had on me is knowing there are people other than her mom that care. It motivated me. Now I have the words and ability to support my daughter in ways that I couldn't before."

- Maritza, Chelsea Public Schools Parent

"We do this out of love–a calling. This is joyful work. It makes our jobs a lot easier when we work with families and communities. Engagement is a STRATEGY, not a GOAL."

- Dr. Karen Mapp, HGSE

"Being seen; being truly known; being greeted at the door with compassion. This all matters."

- Ashley Tam, New Visions

"I was raised by a village of parents, educators, church members, aunties, and uncles who taught me from an early age that their investment in my development wasn't only about achieving economic success. They instilled in me a belief that my purpose was linked to my community's purpose–that our destinies and aspirations were intertwined."
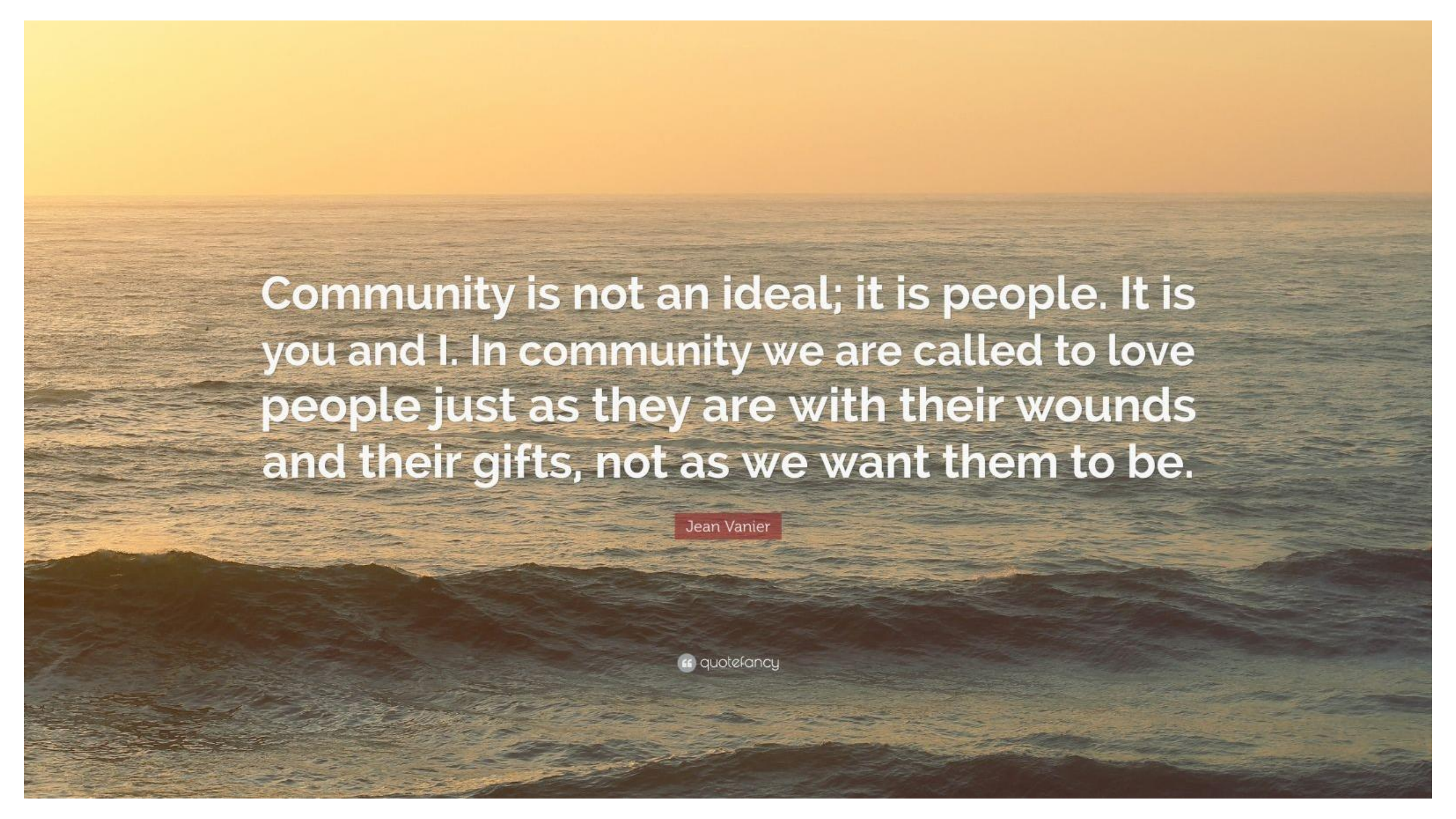
– Rob Watson, EdRedesign

"This doesn't feel like a job; it feels like my purpose."

- Yrlen Ysasis, Chelsea Public Schools Navigator

ADULTS NEED
VILLAGES TOO, NOT
JUST CHILDREN.
SURROUND
YOURSELF WITH GOOD
PEOPLE.

Community is not an ideal; it is people. It is you and I. In community we are called to love people just as they are with their wounds and their gifts, not as we want them to be.

Jean Vanier

"Community is much more than belonging to something; its about doing something together that makes belonging matter"

Pause for Reflection: Final Day Survey – Cohort 4

Shout Outs

Time to celebrate our hard work and what we learned by shouting out:

- A contribution from a colleague
- A key takeaway
- An "aha" or "light bulb" moment
- Something you wonder about
- Something you noticed

Understanding Successful Scaling Strategies & Planning for Cross-Sector Sustainability

INSTITUTE FOR SUCCESS PLANNING

Understanding Successful Scaling Strategies and Planning for Cross-Sector Sustainability

James P. Honan

Harvard Graduate School of Education

Harvard Kennedy School

Advanced Leadership Initiative
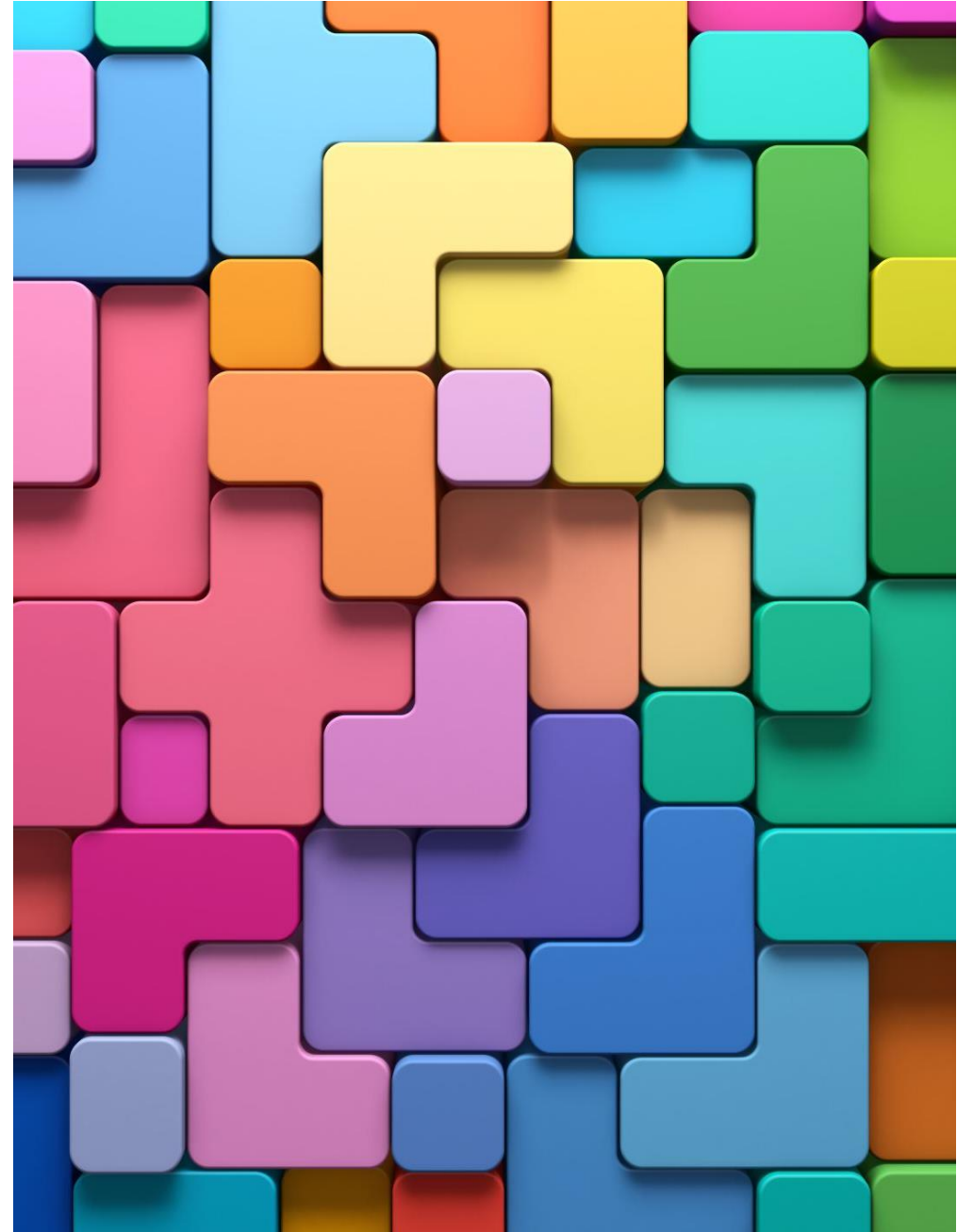
Framing Questions

What problem(s)/need(s) are you trying to address?

What is the ultimate intended scope and scale of your work and what does a cross-sector approach make sense?

What is your theory of action/strategy?

What is the ultimate potential audience/market/target population/need for your project/initiative/enterprise?

Is your project/initiative/enterprise scalable and sustainable?

How will a scaled version of your project/initiative/enterprise be governed?

Why would partners join your effort, why would they stay, and why might they leave?

Financial Questions

What financial resources will be needed to address the problem/need?

What is your current business/funding model and what does it need to look like when you scale?

What are the intended resource commitments of partners and collaborators?

What do the current budget (revenue and expense), cash flow, and multi-year financial plan look like for your project/initiative/enterprise and what does it need to look like in the future?

What is your current balance of short-term and long-term funding in your project/initiative/enterprise?

What are the potential future funding sources for your work that would support scaling and/or sustainability?

Outcome Metrics Questions

What does "success" look like for your project/initiative/enterprise and how will you measure it?

What is the time horizon for your work as you move from outputs, outcomes to impact?

What does impact at scale look like and how will you measure it?

How do you think about the return on investment (ROI) for your work and how will you communicate this to funders/investors and other key stakeholders?

What are the challenges and opportunities associated with shared/collective metrics in your work?

Some Money/Mission Alignment Puzzles/Dilemmas

How do you think about the balance of unrestricted and restricted resources in your business/funding model?

What capacities, knowledge, and skills will you and your team need to launch and engage in your planned work?

How do you move beyond seed funding/resources to a sustainable/viable business/funding model? How do you move from the 1.0 to 2.0 (and later 3.0) versions of your collective work?

What is the current organizational form/platform/vehicle for your project/initiative/enterprise and how might it change as you scale?

What does the sequence of steps for growth/scale look like and what are the resource requirements for that process? Do these steps lead to sustainability?

Pursuing Financial Sustainability of the Current External Context

How are the changes in funding at the federal government level affecting your funding streams and sources?

What actions and adjustments are you making to address shifting funding trends?

What are your short-term and longer-term financial/business model strategies moving forward in order to pursue/achieve financial sustainability?

QUESTIONS

Success Planning as an Entry Point Toward Broader Systems Change

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Who is the Omega CDC?

Founded by Omega Baptist Church in 1997, Omega CDC is a non-profit organization devoted to breaking the cycle of intergenerational poverty by catalyzing change in Northwest Dayton.

Mission, Vision, Purpose

Mission	Vision	Purpose
Breaking the cycle of intergenerational poverty by catalyzing change in Northwest Dayton.	Forging the path to healthy, prosperous, and racially equitable communities.	Inspire Hope

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Mission & Impact Framework

Breaking the cycle of poverty by catalyzing change in NW Dayton

Mission

EDUCATION

ECONOMIC STABILITY

PATHWAYS TO SELF-SUFFICIENCY

HEALTH & WELL-BEING

COMMUNITY

Pathways to Self-Sufficiency

Hope Zone

Hope Center

Purpose Built

Programs, Services, Projects, Initiatives

COLLECTIVE IMPACT WHOLE-FAMILY & COMMUNITY OUTCOMES

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Omega CDC Theory of Change

Mission: Breaking the cycle of intergenerational poverty by catalyzing change in Northwest Dayton.

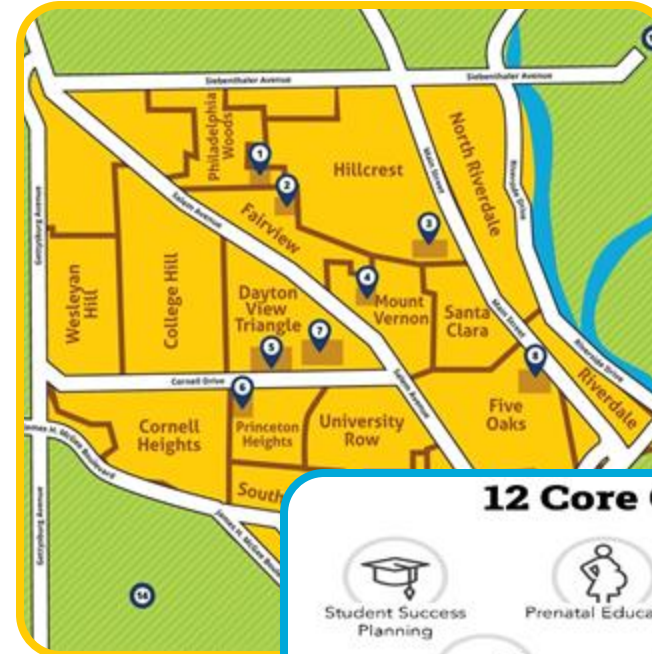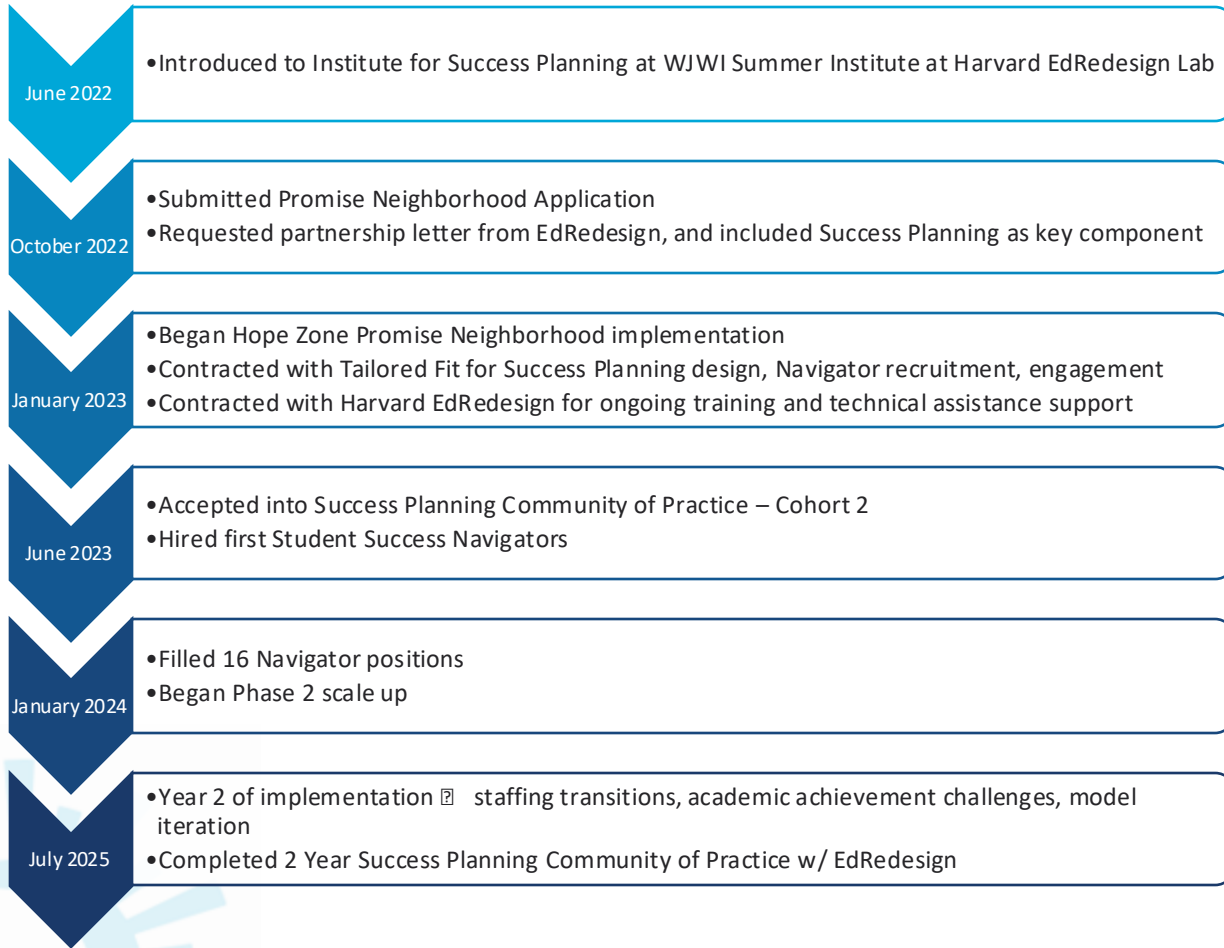| Pathways to Self-Sufficiency	Continuum of Services		
Education	**Short-Term Outcomes**	**Mid-Term Outcomes**	**Long-Term Outcomes**
Meet academic and social needs through high-quality, out-of-school time learning and enrichment opportunities	Increased school attendance Decreased behavioral incidents Increased academic performance Increased parent engagement Increased kindergarten readiness	Third Grade Reading Proficiency Eighth Grade Math Proficiency Social-Emotional Competence Family Engagement and Advocacy	High School Graduation Post-Secondary credential/training Post-secondary enrollment in education or military
Economic Stability			
Prepare individuals and provide opportunities for securing and maintaining living wage jobs	Defined education and career goals Engagement in Coaching/Workforce development services Referrals and linkages to education, career, training Meeting emergency needs	Education and career goal attainment Increased rates of employment Increased self-sufficiency (EMPath/CFSA) Enrollment in education/job training programs	Stable careers Family supporting wages Life and family stability Family friendly employment, government, school, and community policies
Health & Well-Being			
Increase and strengthen the mental and physical health of families and residents of Northwest Dayton	Defined physical and mental health goals Referrals and linkages to education, career, training Meeting emergency needs Increased access to health care for children	Physical and mental health goal attainment Increased health and well-being domains (EMPath/CFSA) Reduction in parental stress Annual well-child visits completed	Improved infant and maternal vitality Reduction and prevention of ACEs through education
Community			
Engage residents in opportunities that enhance and strengthen the Northwest	Meeting emergency needs Increased community engagement	Increased self-sufficiency (EMPath/CFSA) Increased civic engagement	Increased social capital High expectations and positive future

Program Layers

ECONOMIC STABILITY	HEALTH & WELL-BEING	COMMUNITY	EDUCATION

Scholar University

Student Success Planning

Food Insecurity Outreach

Prevention with a Purpose

Ready 4 Work

Omega Senior Lofts

Scholars of H.O.P.E

Hope Center Family Services

Family Resource Coordinator (FRC)

Omega CDC General

Hope Center Partners: Dayton Children's Hospital, Mini University, MVCDC, Sinclair College
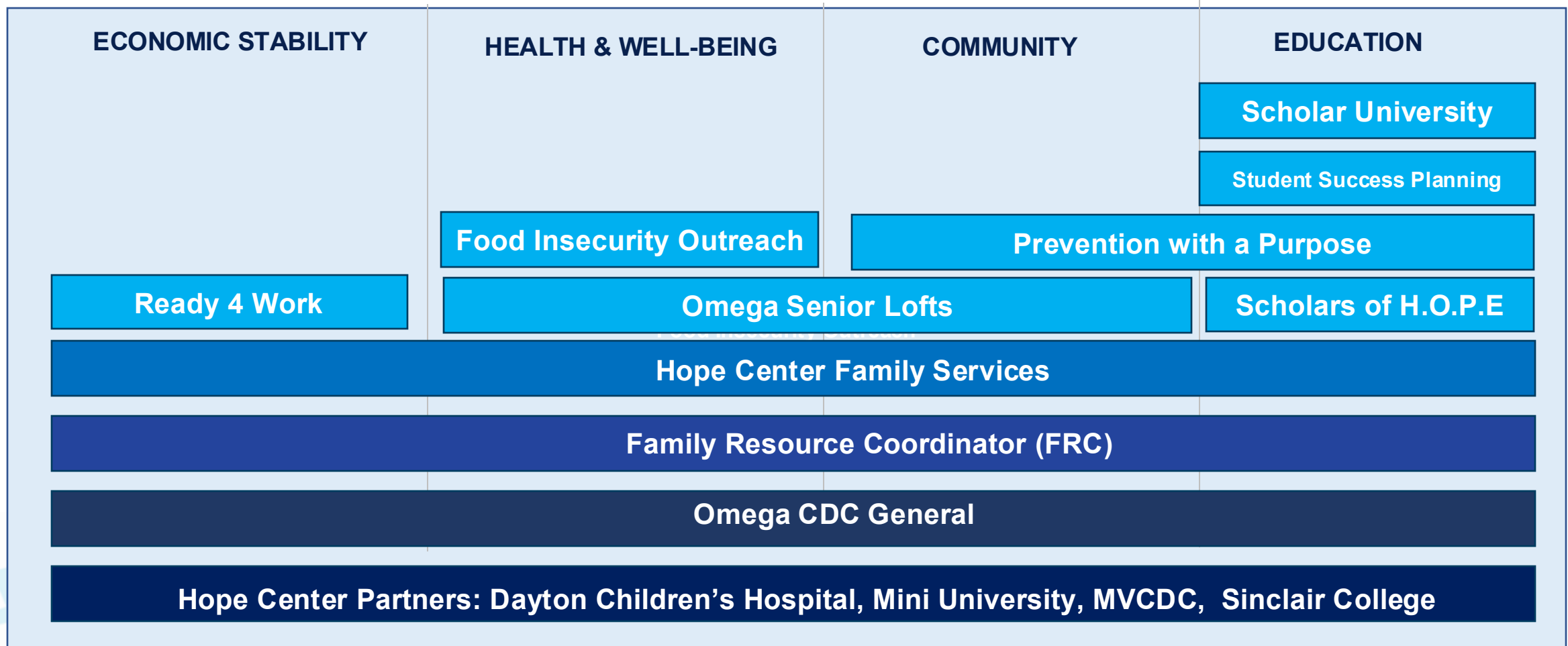
Success Planning History

June 2022
- Introduced to Institute for Success Planning at WJWI Summer Institute at Harvard EdRedesign Lab

October 2022
- Submitted Promise Neighborhood Application
- Requested partnership letter from EdRedesign, and included Success Planning as key component

January 2023
- Began Hope Zone Promise Neighborhood implementation
- Contracted with Tailored Fit for Success Planning design, Navigator recruitment, engagement
- Contracted with Harvard EdRedesign for ongoing training and technical assistance support

June 2023
- Accepted into Success Planning Community of Practice – Cohort 2
- Hired first Student Success Navigators

January 2024
- Filled 16 Navigator positions
- Began Phase 2 scale up

July 2025
- Year 2 of implementation staffing transitions, academic achievement challenges, model iteration
- Completed 2 Year Success Planning Community of Practice w/ EdRedesign

12 Core Components

- Student Success Planning
- Prenatal Education
- Early Learning
- K – 12 Education
- Expanded Out of School Learning & Support
- Post-Secondary Education Support
- Social, Health, Nutrition, & Mental Health Services & Supports
- School-Community Partnerships
- Family & Community Engagement
- Planning & Capacity Building
- Community Development
- Community Safety

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Hope Zone Student Success Planning

- **Navigator**
  - 16 Total Navigators: recent college graduates, parents, retired individuals, educators, social workers, and more.
  - Average caseload: 40 scholars
- **Data Platform**
  - 560 Students: Active/Enrolled status tracked in Salesforce Database
- **System of Supports**
  - 5,500+ Services Delivered: Intake meetings, home visits, weekly tap-ins, referrals/linkages, information sharing
- **Plan for Action**
  - 600+ Goals created via case plans in Salesforce Database; most related to Education & Community pillars

Success Planning Components

Navigator · Plan for Action · System of Supports · Data Platform

Coordinated by a cross-sector body such as a Children's Cabinet

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Learning What Works

- Frequent Internal/External Communication
- Authentic Relationship Building
- Timely Referrals/Intakes
- Data Entry & Analysis
- Community Engagement & Recruitment
- Data- Informed Decision-Making
- Advocacy & Systems-Change
- Cross-Sector Engagement
- Sustainable & Flexible Funding Options
- Scale what Works; Stop what Doesn't!

Status Report (April-May 2025)
- ~44% of students are in the alarm stage for attendance
- ~77% of students are in the excel stage for behavior
- ~40% of students are in the warn/alarm stage for core academics

What's Next for Us - Key Focus Areas

School Attendance

Academic Achievement

Two-Gen Supports

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We transform systems through data, partnerships and policy to ensure that all learners in the Dayton region have the resources and opportunities that foster lifelong success and economic mobility.
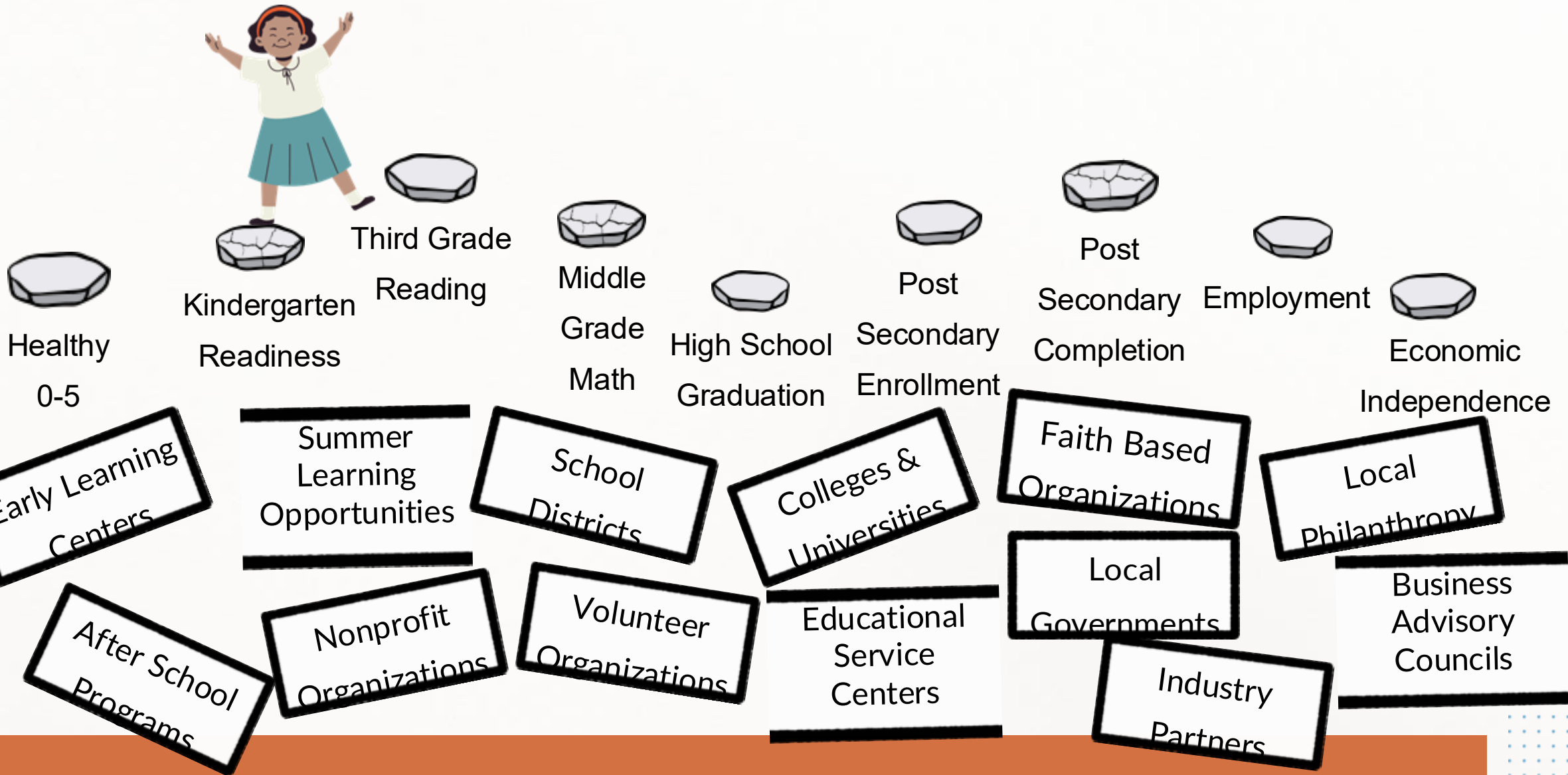
Our big goal is that

60%

of working age adults
in the Dayton region will
have a recognized postsecondary
credential.

Healthy 0-5

Kindergarten Readiness

Third Grade Reading

Middle Grade Math

High School Graduation

Post Secondary Enrollment

Post Secondary Completion

Employment

Economic Independence

Early Learning Centers

Summer Learning Opportunities

School Districts

Colleges & Universities

Faith Based Organizations

Local Philanthropy

After School Programs

Nonprofit Organizations

Volunteer Organizations

Educational Service Centers

Local Governments

Industry Partners

Business Advisory Councils

| Healthy 0-5 | Kindergarten Readiness | Third Grade Reading | Middle Grade Math | High School Graduation | Post Secondary Enrollment | Post Secondary Completion | Employment | Economic Independence |

Early Learning Centers

School Districts

Colleges and Universities

Educational Service Centers

Business Advisory Councils

Industry Partners

After-School Programss

Summer Learning Opportunities
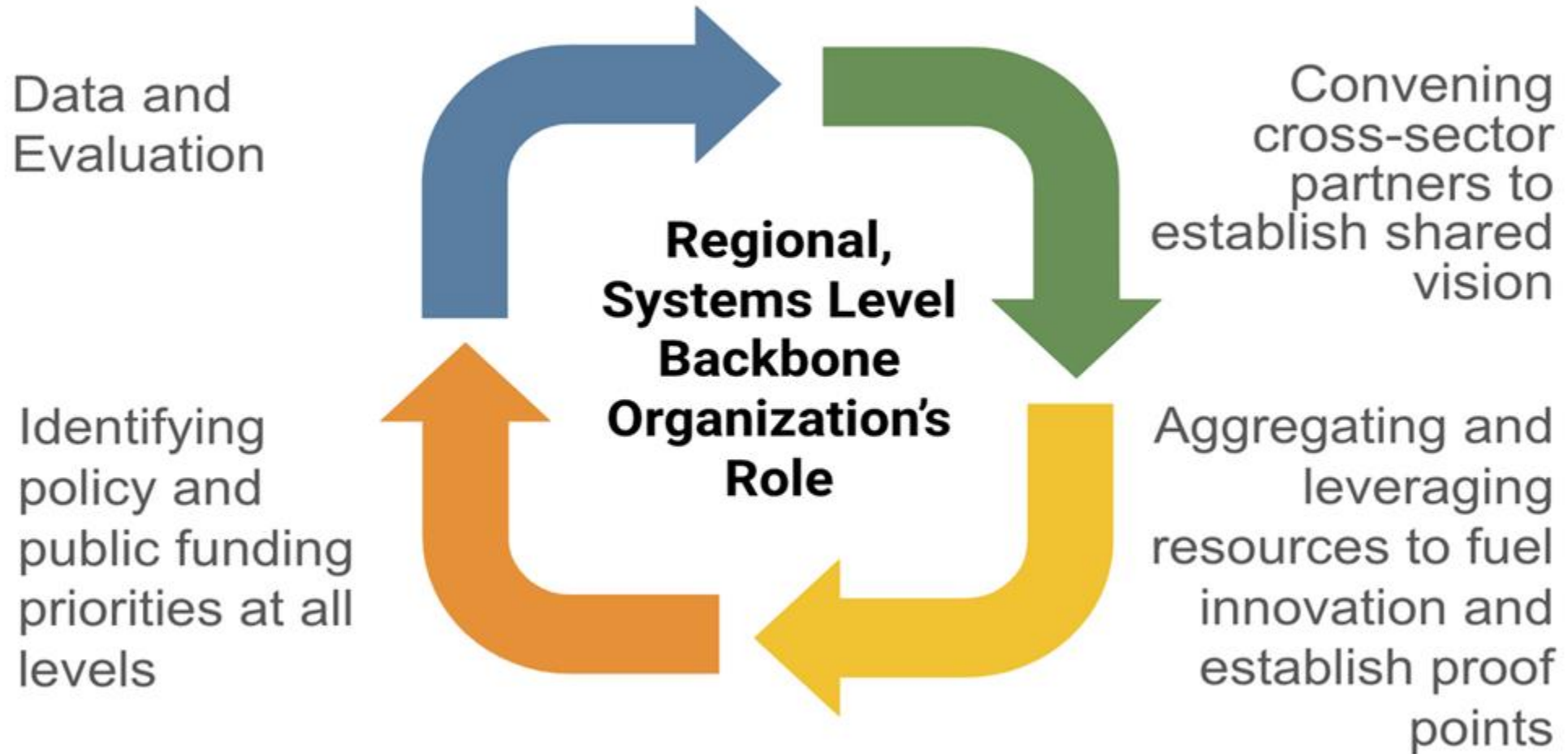
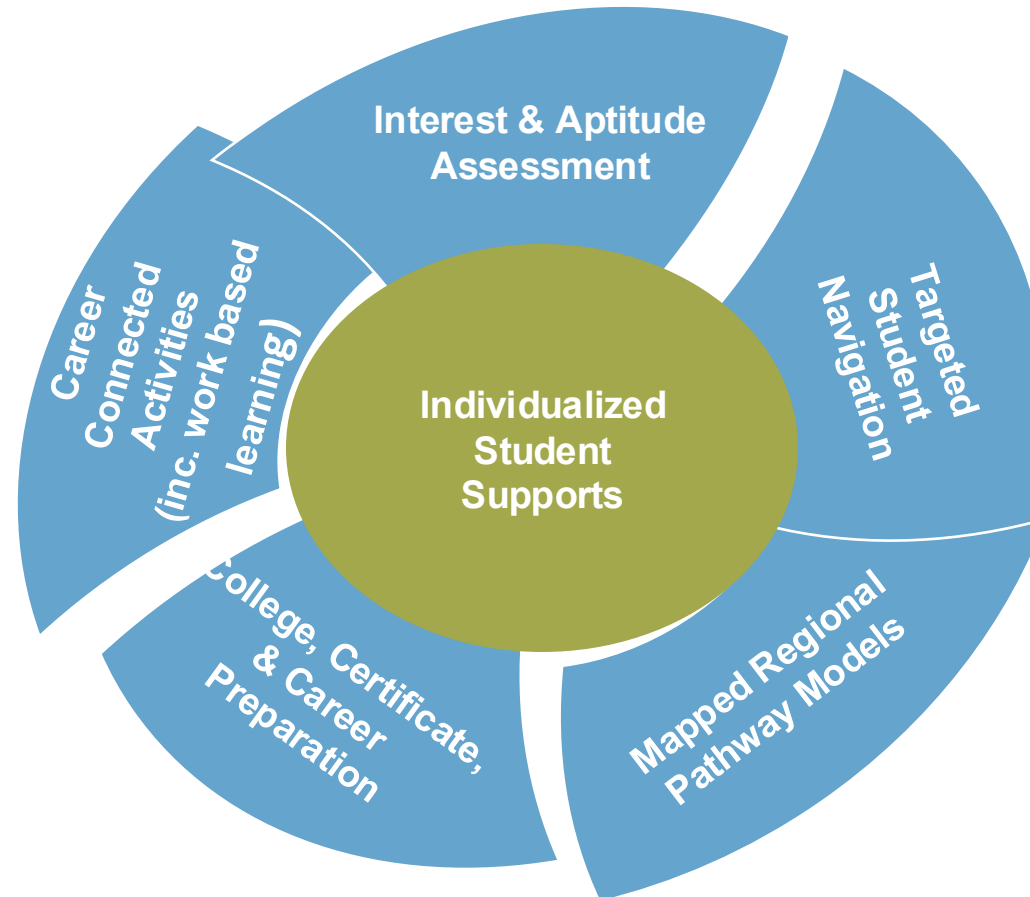Place-Based, Whole-Family Support

Nonprofits

Local Governments

Local Philanthropy

Volunteer

Faith-Based Organizations

Adaptation for Career Navigation core element of Pathways to Accelerated College and Career Experiences (PACCE) Program with statewide scale

Learn *to* Earn Dayton
Ready to Learn. Explore. Earn.

Interest & Aptitude Assessment

Career Connected Activities (inc. work based learning)

Individualized Student Supports

Targeted Student Navigation

College, Certificate, & Career Preparation

Mapped Regional Pathway Models

Inclusion of individualized career coaching / navigation in revision of ODEW Career Connected Learning Framework
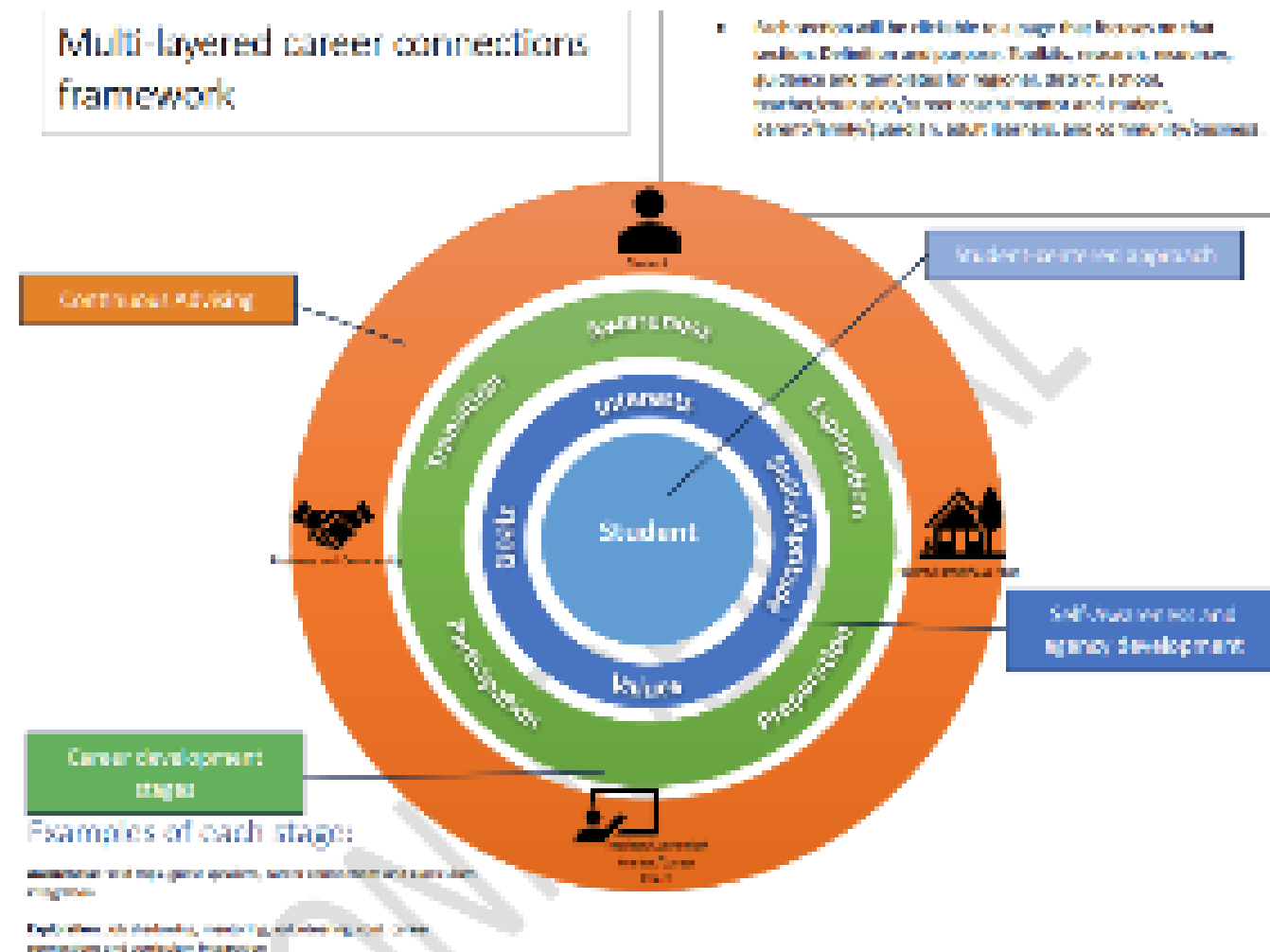
Inclusion of individualized career coaching / navigation as priority in statewide Career Connected Learning policy agenda

The Imperative for Transformation in Education

Career Awareness & Exploration

Career Coaching & Planning

Career Pathways

Career-Connected Learning

Inclusion as fundable service through Montgomery County Human Services / United Way Combined Funding Opportunity

Community / Support Programs: mentoring, high-impact/ high-dosage tutoring, social-emotional support, homework help, nutrition, mental/physical health promotion, parent engagement in child's education, family coaching / intensive case management, student success planning and career navigation, and prevention services (drug, pregnancy, life skills, violence/anger management, etc.).

- access to affordable, high-quality out of school programs that incorporate additional learning time for both literacy and numeracy
- focus on school attendance and individualized, two-generation supports to overcome barriers to school attendance
- high-impact / high-dosage tutoring, targeted for students who are not on track for proficiency in both literacy and numeracy
- intensive supports to prepare and support students for success in 8th grade math
- individualized student supports, primarily success planning / career navigation
- family coaching to improve stability and remove barriers to student achievement

Program Design

Programs should utilize evidence-based curriculum models to meet performance measures. Programs serving the administration/coordination role should engage partners where appropriate to deliver support services but may include elements of student and family support services within their role. These partnerships and curriculum should be clearly identified and lead to the desired outcomes. Proposals should consider appropriate staffing ratios and needs to deliver high quality programming. Organizations are encouraged to utilize partners to deliver complementary support services to promote whole child/family development.

Ohio Department of Children & Youth planning for new approach to meet needs of youth in foster group home system

Strategic approach for managed care organizations to meet state mandate to reduce chronic absenteeism for their clients

Ohio's Medicaid Managed Care Organizations (MCOs) play a significant role in addressing chronic absenteeism, particularly as it relates to students and health conditions. Here's a summary of their involvement:

- Focus on Population Health and Wellness: Ohio's Next Generation Managed Care program emphasizes a unified approach to population health, utilizing member health data to identify those at risk for health and safety events. This population health approach aims to improve wellness and health outcomes, including by addressing health inequities and disparities that contribute to chronic absenteeism.

QUESTIONS

Debrief and Closing
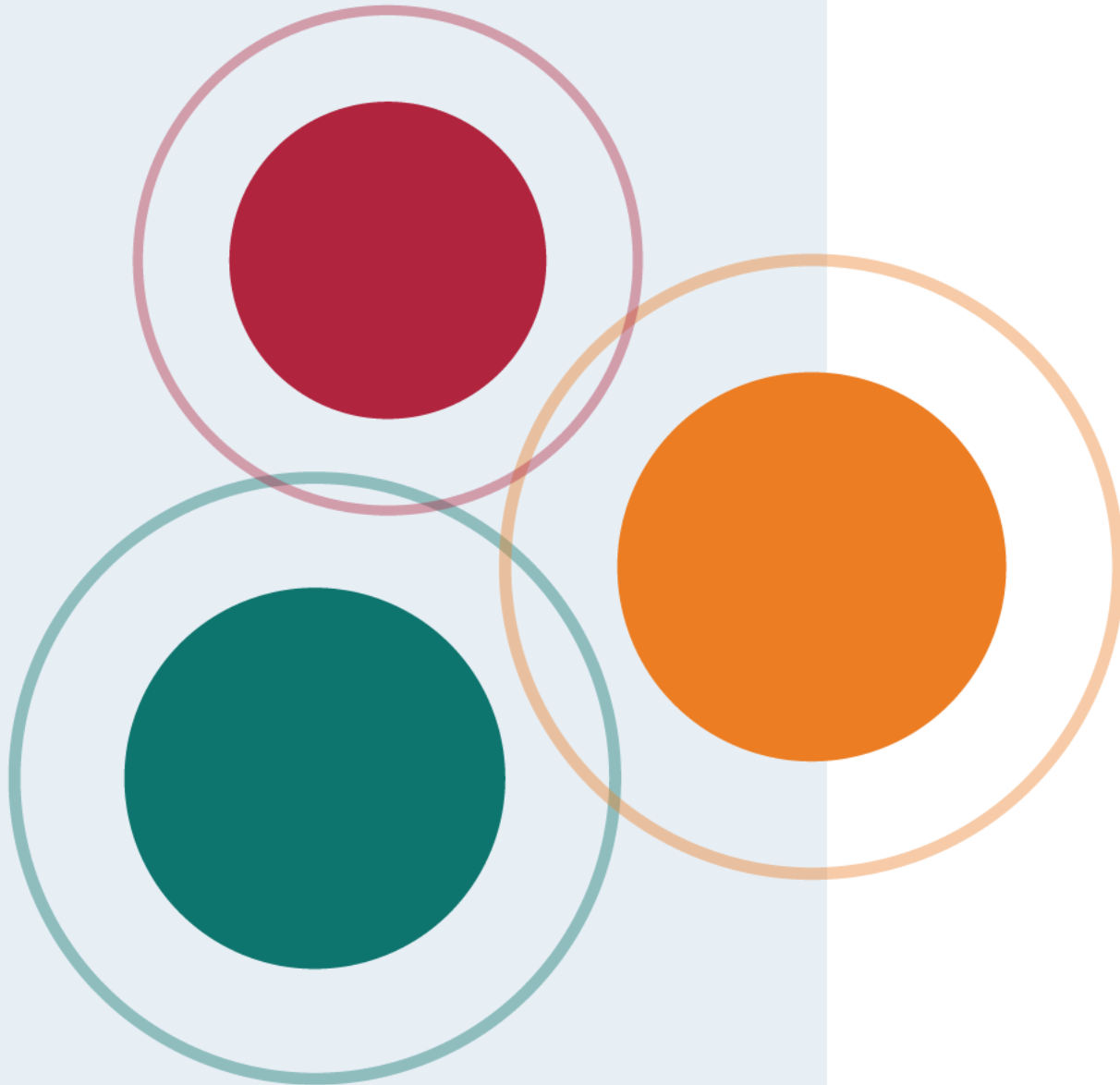
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Shout Outs

Time to celebrate our hard work and what we learned by shouting out:

- A contribution from a colleague
- A key takeaway
- An "aha" or "light bulb" moment
- Something you wonder about
- Something you noticed

Pause for Reflection: Survey #2

End of Day Reminders for Thursday, July 31st

This Evening

- Dinner on your own and enjoy Cambridge
- Come prepared to celebrate your team's progress by presenting your community stories of impact.

Tomorrow Morning

- Arrival and Networking Breakfast from 8:00 – 8:45 AM, programming will begin promptly at 8:45 AM.
- Please check out of the hotel in the morning, before heading to breakfast, and bring your luggage with you to Gutman Library Conference Center. We will have an area to store your luggage. Staff will assist with getting your luggage when you are ready to depart.

Check Out and Luggage Process for Cohort 3
Friday, August 1st, 2025

- Please check out of the hotel in the morning before heading to breakfast.

- Bring your luggage with you to Gutman Library Conference Center.

- We will have an area to store your luggage.

- Staff will assist with getting your luggage when you are ready to depart.