CRADLE TO CAREER
FRESNO COUNTY

A Future to Believe In

Building a community where all children have the opportunity to succeed

2015 - 2016
Baseline Report
Letter from the Executive Director

Linda Gleason

Fresno County is better positioned today than we have ever been to improve the lives of all children and families. The Fresno Cradle to Career Partnership (Fresno C2C) brings together strong leaders who are committed to this effort. We understand our challenges. We have the infrastructure in place. Now, we are working as a community to design and implement solutions. We are dedicated to communicating from the “grassroots to the treetops,” with the priority placed on building trusted relationships.

As we begin 2017, Fresno C2C represents 10 different sectors and 95 organizations. Our Partnership Table includes institutional leadership from education, housing, healthcare, the civic and justice systems, non-profits, businesses and philanthropic giving. The partners work closely with groups made up of middle-managers, service providers, practitioners, teachers and parents. We now have top talent from Fresno Unified School District, Fresno County Superintendent of Schools and Valley Children’s Healthcare working together on data and continuous improvement. All three organizations have allocated financial or in-kind resources toward this effort.

Fresno C2C is a member of the StriveTogether Network. Using their framework we are committed to measurable improvement in a core set of student outcomes. The StriveTogether theory of action provides a continuum of quality benchmarks that will guide the implementation of our work. StriveTogether also provides proven strategies and powerful examples from other communities who are changing their behaviors and significantly improving lives.

This valuable work will be challenging and will take time. I am already encouraged by what I see—a community learning to believe in itself. Together, we can make a real difference in the lives of all children and families. We will hold ourselves accountable to you, to each other and to the children of Fresno County.

What can you do? Get involved! We would love to have you. Come join us.

Looking forward,

Linda Gleason

Executive Director
linda@fresnoc2c.org
Our mission – Strengthening educational and community support systems through collaboration and capacity building so that all children and families may achieve success.

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During the past decade civic leaders and citizens have worked together to build a shared community vision — to make Fresno County a place where all children receive an excellent and equitable education. An important step forward has been the development of the C2C Partnership Table. Made up of leaders committed to meeting regularly, aligning resources and strengthening systems, these leadership partners are a powerful force for change.

### Partnership Table Members

#### K-12 Education
- **Eric Cederquist**
  Superintendent
  Fowler Unified
- **Russell Freitas**
  Superintendent
  Firebaugh-Las Deltas School District
- **Juan Garza**
  Superintendent
  Kings Canyon Unified School District
- **Hank Gutierrez**
  Assistant Superintendent
  Washington Unified School District
- **Michael Hanson***
  Superintendent
  Fresno Unified School District
- **Steve Rosa**
  Superintendent/Principal
  Burrel Union Elementary School District
- **Mark Sutton**
  Superintendent
  Central Unified School District
- **Jim Yovino***
  Superintendent
  Fresno County Superintendent of Schools

#### Higher Education
- **Joseph Castro***
  President
  Fresno State
- **Flo Dunn**
  President
  California Health Sciences University
- **Birnelli Hirning**
  Regional Vice President
  National University
- **Paul Parnell***
  Chancellor
  State Center Community College District

#### Civic
- **Buddy Mendes***
  Chair
  County Board of Supervisors
- **Delfino Neira**
  Director
  Fresno County Social Services
- **Preston Prince**
  Chief Executive Officer
  Fresno Housing Authority
- **Jean Rousseau**
  Chief Administrative Officer
  County of Fresno
- **Ashley Swearengin***
  Mayor
  City of Fresno

#### Health
- **Lynne Ashbeck**
  V.P. Population Health
  Community Medical Centers
- **Tim Curley**
  Director Government Relations
  Valley Children's Healthcare
- **Ivonne Der Torosian***
  Regional Vice President
  Hospital Council
- **Greg Hund**
  Chief Executive Officer
  CalViva Health
- **David Pomaville**
  Director
  Fresno County Public Health
- **Dawan Utecht**
  Director
  Fresno County Behavioral Health

#### Early Learning
- **Gayle Duffy**
  Executive Director
  Children Services Network
- **Mia Price**
  Child Care Center
  Saint Agnes Medical Center
- **Emilia Reyes***
  Executive Director
  First 5 Fresno County

#### Justice
- **Cliff Downing**
  Juvenile Division Director
  Fresno County Probation
- **Elizabeth Diaz**
  Public Defender
  Fresno County
- **Hon. Kimberly Nystrom-Geist**
  Juvenile Delinquency Presiding Judge
  Fresno Superior Court
- **Lisa Smittcamp**
  District Attorney
  Fresno County

#### Nonprofit/CBO
- **Brian Angus***
  Chief Executive Officer
  Economic Opportunities Commission
- **Marilyn Bamford**
  Executive Director
  Uplift Family Services
- **Luis Santana**
  Executive Director
  Reading and Beyond

#### Philanthropy
- **Darius Assemi**
  President
  Granville Foundation
- **Lindsay Callahan**
  Executive Director
  United Way Fresno and Madera Counties
- **David Johnson***
  Interim Chief Executive Officer
  Central Valley Community Foundation

#### Business
- **Jose Elgorriaga**
  General Manager
  Univision
- **Marc Johnson***
  Executive Director
  Fresno Compact
- **Matt Rosenfeld**
  General Manager
  KSEE-24 & KGPE-47
- **Todd Valeri**
  General Manager
  American Ambulance

#### Outcome Partners
- **Director TBD**
  Department of Public Health
  Fresno Community Health Improvement Partnership
- **Sandra Herrera Flores**
  Executive Director
  Preterm Birth Initiative
- **MaryJane Skjellerup**
  Entrepreneur in Resident
  The Children’s Movement

* indicates Leadership Council members

**COME JOIN US!**

Contact Linda Gleason
linda@fresnoc2c.org
A Collective Impact Strategy
Families, neighborhoods, schools and public systems all contribute to a child’s success from pre-conception to career. Fresno C2C is an unprecedented local coalition that brings together schools, community organizations, government agencies, businesses and philanthropic foundations. As a team we are holding ourselves accountable to measurable improvement in a core set of student outcomes. Working together toward shared ideas and goals we will create a community where all children thrive.

Systems are made of PEOPLE.
So if PEOPLE CHANGE, SYSTEMS CHANGE.

OLD/CURRENT BEHAVIOR
Disorder & Confusion
Inconsistent quality and sporadic accountability perpetuate poor results with some pockets of excellence.

Isolation
Individual pockets of excellence operate disconnected from one another with little ability to scale results. “Everyone for everything.”

NEW BEHAVIOR
Alignment
Shared ideas and goals begin to galvanize partners and shared aspirations inspire repurposed budgets and “random acts of partnership.”

Collective Impact
Collaborative action rooted in shared responsibility and accountability using aligned budgets; work plans and measurements are understood by all partners and the community.

A Cradle to Career Approach
Education follows a continuum, and each step along the way builds the foundation. A child must learn to read before they can read to learn. Understanding basic math and science are critical in developing strong problem solving skills. High school graduation and higher education are essential to obtain employment in an increasingly skilled workforce.

Fresno C2C has identified eight achievement indicators to measure progress at the community level along the education continuum.

Pre-3 Thriving
Kindergarten Readiness
3rd Grade Math and ELA (English Language Arts)
5th Grade Math and ELA (English Language Arts)
8th Grade Math and ELA (English Language Arts)
High School Graduation
Post-Secondary Enrollment
Post-Secondary Completion
**Who are our Children?**

200,333 K-12 STUDENTS in Fresno County

- **K - 6th Grades:** 111,504
  - M 51.3%  F 48.7%
- **7th - 8th Grades:** 23,725
  - M 50.8%  F 49.2%
- **9th - 12th Grades:** 59,104
  - M 51.1%  F 48.9%

23% English Learners

85% of ELs speak Spanish

Children in POVERTY

- **Fresno County:** 38.9%
- **California:** 22.7%

Federal Poverty Level 2015: A family of four earning less than $24,250 in annual household income.

Data Source: U.S. Census Bureau, (Sept. 2015).

Free or Reduced LUNCH

- **Fresno County:** 71.6%
- **California:** 58.6%

294 of the 350 Fresno County schools have greater than 50% of students qualifying for FRL.


Lowest-income RENTERS

- **Fresno County:** 68%

Leaving very little of their income for food, transportation, health expenses and other needs.

Data Source: CHPC and Fresno Housing Authority report (May, 2016).

Parent EDUCATION

- **Fresno County:** 45%

Only 17.4% have earned a Bachelor’s degree or higher.


Children 0-18 hospitalized for ASTHMA

- **Fresno County:** 22 per 10,000
- **California:** 11 per 10,000

Health-related excuses account for a majority of chronic absenteeism of school-age children.

Data Source: CA Dept. of Public Health, CA Dept. of Education, CA Dept. of Finance and US Census Bureau (April, 2016).

Preterm BIRTHS

- **Fresno County:** 11.1%
- **California:** 8.3%

The African American preterm birth rate in Fresno County is 16.5%.

The Equity Gap
As we look at what the data says about critical milestone outcomes we find that students of color lag behind their white peers. The same comparison can be made regarding low-income children versus their more affluent peers. In our community, a student’s outcome is tied directly to the bank account of his or her parents. This equity gap has a profound impact on the quality of life and economic vitality of Fresno County. We are committed to building a community where opportunity and achievement are available to all.

Theory of Action
In our efforts to achieve better outcomes for all children cradle to career, we are committed to this theory of action:

- Measure What Matters
- Identify and Scale Effective Practices
- Align Resources

Measure What Matters
Our partners have built a common agenda around eight major milestones along the education continuum. We know that accurate and timely data is vital to fostering community-wide action and accountability.

Identify Effective Practices
While measurement is an important first step along the path toward systems change, taking a closer look by analyzing effective practices is essential. We can determine the best options moving forward by identifying what is working and what best practices should be implemented.

Align Resources
We need to be smart and strategic in the way we coordinate our often limited resources. By integrating the expertise of people working at multiple levels we can align budgets better and direct investments for maximum impact.

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### 3rd Grade English Language Arts: 38%

| Middle and high-income students at grade-level | 67% | THE GAP | 30% |
| Low-income students at grade-level |  |

### 5th Grade Math: 29%

| Middle and high-income students at grade-level | 50% | THE GAP | 18% |
| Low-income students at grade-level |  |

Data Source: California Dept. of Education, California Assessment of Student Performance and Progress (CAASPP) results (2016)
Grade-level reading just got easier for these children

Fresno C2C partner The Children’s Movement launched a vision screening program in 2014. The project was initiated in response to a need identified by the Fresno Unified School District superintendent who shared that many children struggle to see the board when they enter kindergarten. As a member of the national Grade Level Reading Campaign, this program is a part of Fresno’s commitment to improved outcomes connected to grade level reading. Truly a community wide collaboration the partners include CalViva Health, Tzu Chi Medical, Saint Agnes Medical Center, Eye-Q Vision Center, Kaiser Permanente, Health Net, Fresno C2C, The Children’s Movement Fresno, Central Unified, Firebaugh Las Deltas Unified, Fowler Unified and Fresno Unified. In only two years of operation the program was able to launch a fully equipped mobile optometry unit with a dedicated optometrist. The mobile unit visits a different school site each week. Children receive a complete eye exam and if needed a pair of glasses, all free of charge. For these children—many able to see clearly for the first time—grade level reading is now possible. In 2017 more than 2,000 children will receive glasses.
Our Key Indicators

Fresno C2C is committed to identifying the most important outcomes for children and setting goals for improvement in those specific areas. Holding ourselves accountable to transparent data collection provides the foundation for well-informed, collective decision-making and positive results.

Core Indicators:

- Infant mortality rate per 1,000 live births
- Pre-term birth rate per 100 births
- Percentage of students assessed as ready for school at Kindergarten (KSEP)
- Percentage of 3rd, 5th and 8th grade students proficient in English Language Arts and Math on Smarter Balance Assessment
- Percentage of students who meet Fitnessgram standards (5th, 7th and 9th grades)
- Percentage of students who graduate from high school
- Percentage of students who enroll in a post-secondary institution
- Percentage of students who graduate a post-secondary institution
- Time to bachelor’s degree

Criteria for selecting core indicators:

- Data exists from at least one partner
- Data is updated on regular basis
- Data is from a reliable source
- Data can be substantiated by research
- Data is easy to gather via a common process and format
- Data can be disaggregated by key sub-populations (for at least half)

Immediate Goals

For the next three years, Fresno C2C has identified these goals (derived from eight overall outcome areas being addressed - see continuum graphic on page 3):

- Kindergarten readiness will increase by 10% each year.
- Third grade reading proficiency will increase by 10% each year.
- High school graduation will be 100% county-wide by 2020.
The Cradle to Career Continuum

Pre-3 Thriving

C2C Core Indicator: Preterm birth rates

Preterm birth is the leading cause of poor health, disabilities and death for infants. African American/Black women experience the highest relative preterm birth rate in Fresno County, approximately three times more than expected based on population size.

As part of our focus on collective impact, Fresno C2C is working to support the efforts of the Fresno County Preterm Birth Initiative (PTBi). The goal set by PTBi is to reduce preterm births in Fresno County to 7% by 2025. This is a 37% overall reduction in preterm births in Fresno County.

C2C Core Indicator: Infant mortality rates

First 5 Fresno County (F5FC) recently commissioned a report to learn more about why so many babies and mothers are experiencing poor health outcomes. The report and recommendations focus in particular on the plight of African American/Black babies who are dying at three times the rate of other Fresno infants. Fresno C2C is committed to working alongside F5FC and other agencies to coordinate system supports for high-risk families in Fresno County.

A Stronger Start for Families: Voluntary Home Visiting

Voluntary home visiting programs are family-centered programs that match new and expectant parents with trained professionals. These professionals provide ongoing, individualized support during critical points during pregnancy and throughout a child’s early years of life.

Fresno C2C has begun a collaborative partnership with Children Now, the leading non-partisan national, state and local research, policy development, and advocacy organization dedicated to improving children’s overall well-being. This partnership will include Fresno in a statewide effort to raise awareness and provide education on the importance of voluntary home visitation.
Kindergarten Readiness
C2C Core Indicator: KSEP assessment

Contributing indicators:

- Percentage of infant/toddler seats to number of infant/toddler aged children
- Percentage of children enrolled in quality infant/toddler programs (Early Stars)
- Quality Rating Improvement System (QRIS)/Early Stars participation
- Maternal depression and early trauma
- Percentage of students absent 10% or more days (chronic absenteeism)

IMMEDIATE GOAL - Kindergarten readiness will increase by 10 percentage points each year.

KSEP Scores by Ethnicity
- Percentage of Students Who Scored at “Ready to Go” level

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>White</th>
<th>Asian</th>
<th>Hispanic/Latino</th>
<th>African American/Black</th>
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<tbody>
<tr>
<td>2016</td>
<td>34%</td>
<td>42%</td>
<td>39%</td>
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<tr>
<td>2017</td>
<td>29%</td>
<td>33%</td>
<td>31%</td>
<td>26%</td>
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<tr>
<td>2018</td>
<td>41%</td>
<td>43%</td>
<td>47%</td>
<td>40%</td>
<td>36%</td>
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</table>

Data Source: Fall 2016 KSEP Data retrieved from Central Unified School District, Kings Canyon Unified School District, Fowler Unified School District and Firebaugh Unified School District

Dependent upon important early developmental milestones and predictive of proficiency in third grade reading, this age five marker is critical. Understanding the complexity of factors that contribute to a child’s health and well-being before they enter the K-12 system is essential. These factors include birth weight, mother’s education, nutrition, access to healthcare, safe and secure housing, early detection of developmental delays and quality preschool. Strengthening those systems is the central focus of Fresno C2C; our goal is to increase the number of kindergarten ready children by 10% each year.
Third Grade Reading

C2C Core Indicator: Percentage of students proficient in English Language Arts & Math on Smarter Balance Assessment

Contributing indicators:

- Percentage of students absent 10% or more days in a school year (chronic absenteeism)
- Number of suspensions per 100 students

**IMMEDIATE GOAL:** Third grade reading proficiency will increase by 10 percentage points each year.

Children who are not proficient in reading by the end of third grade are far more likely to drop out of high school. In Fresno County, middle and high-income students score 37% higher in reading proficiency when compared to their low income peers. Children of color and children who grow up in poverty tend to lag behind their peers.

**Percentage of Third Graders Reading at Grade Level - by Ethnicity and Gender**

```
<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>38%</td>
</tr>
<tr>
<td>White</td>
<td>62%</td>
</tr>
<tr>
<td>Asian</td>
<td>45%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>31%</td>
</tr>
<tr>
<td>African American/Black</td>
<td>24%</td>
</tr>
</tbody>
</table>
```

Data Source: California Dept. of Education, California Assessment of Student Performance and Progress (CAASPP) results (2016)

The Fresno C2C data team is working on a mapping project to determine early predictors of success. The team is compiling third grader profiles by piecing together important data collected over time. This project includes information on preschool attendance, kindergarten readiness, reading levels each year, K-3 chronic absentee rates and Individual Education Plans. This effort will illuminate and guide what we need to do to foster success for all children.

“I believe we can all make a positive difference in the lives of our children. By coming together, we can give every child the opportunity to dream and succeed. The quality of life in our community rests not only in education, but in the shared interest of the well-being of others.”

Jim Yovino, Fresno County Superintendent of Schools
High School Graduation
C2C Core Indicator: Percentage of students who graduate from high school

Contributing indicators:
• Percentage of students absent 10% or more days in a school year (chronic absenteeism)
• Number of suspensions per 100 students

IMMEDIATE GOAL - High school graduation will be 100% county-wide by 2020.

In Fresno County, the overall high school graduation rate is 82% which is in line with national norms. This is an encouraging number and certainly something we should feel good about. This also means that one-in-five students is entering adulthood without a high school diploma. The job prospects for these young people are not promising. A high school diploma and post-secondary education are the keys to success in today’s job market. To compete for today’s jobs students need to finish high school. Anything less than 100% graduation rate is unacceptable.

High School Graduation Rates
- by Ethnicity and Gender

Data Source: California Dept. of Education, California Longitudinal Pupil Achievement Data System (CALPADS) (2015)

Post-Secondary Enrollment
(3,300 first-time freshman fall, 2016)

Fresno State

Post-Secondary Graduation
(56.5% of 2010 freshman graduated in 6 years)

Fresno State

Data Source: Office of Institutional Effectiveness, Fresno State (2016)
Here is a snapshot of our numbers in Fresno County:

- Only 34% of children are considered ready to start kindergarten
- Only 31% of third graders meet the state standards for English Language Arts
- 39% of our children live in poverty

When we look at data this way what do we know? We often see children, who despite significant challenges, go on to live successful lives. We see challenges all around us, but there are good things happening, too. It is not difficult to determine why kids fail, but why do children succeed? How can we identify, align and scale interventions that are working?

"Data can be so much more than numbers on a page. If we dig deeper we find information that connects the dots and offers opportunities to act. Fresno C2C is leading the way with rigorous data analysis that moves from just summarizing outcomes to gaining insight on how to really impact those outcomes.”

Ivonne Der Torosian, Regional Vice President, Hospital Council

**Studying our student’s bright spots**
The Fresno C2C data team is working on a mapping project to determine why a cohort of Fresno State sophomores are exceeding expectations. As eighth graders this group of students was underperforming. In college, these students are doing well and on track to graduate. By looking at a mosaic of data and tracing the journey of their lives, we can determine what created these positive results. Data can do much more than highlight areas of need, it can illuminate where to strategically direct resources to have the greatest positive impact.
StriveTogether Network

A national movement to improve education for every child, from cradle to career

The Fresno COMPACT introduced our community to the StriveTogether collective impact framework through Fresno Area Strive, an education and business coalition. Building on Fresno Area Strive’s commitment to youth, the Fresno Cradle to Career Partnership has expanded this effort. Fresno C2C recently advanced to the Emerging level of the Strive Together Network (the second of three levels for successfully achieving collective impact). This national network includes 69 community partnerships in 32 states and Washington D.C.. The goal is to improve educational success for every child by bringing together cross-sector partners around a common vision. Together, the Network impacts over 8.2 million students nationwide.
Our Partnership Table Members

AT&T
City of Fresno
David and Lucille Packard Foundation
Fresno County Superintendent of Schools
Fresno Housing Authority
Fresno State
Fresno Unified School District
State Center Community College District

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