



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,

A handwritten signature in black ink that reads "Linda Gleason". The signature is written in a cursive, flowing style.

Executive Director

linda@fresnoc2c.org

Our Children. Their Future.

Our mission – *Strengthening educational and community support systems through collaboration and capacity building so that all children and families may achieve success.*

Connection + Collaboration.....2

Who Are Our Children.....4

Breadth and Depth of Our Network.....6

Our Key Indicators.....7

The Cradle to Career Continuum.....8 - 11

A New Perspective on the Use of Data.....12



Connection + Collaboration

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

Birrell 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 Swearingin*
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

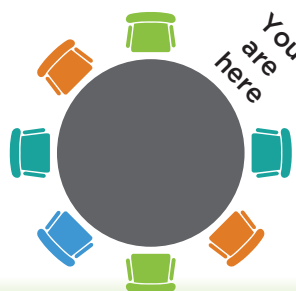
Director TBD
Department of Public Health
Fresno Community Health Improvement Partnership

Sandra Herrera Flores
Executive Director
Preterm Birth Initiative

MaryJane Skjellerup
Entrepreneur in Resident
The Children's Movement

COME JOIN US!

Contact **Linda Gleason**
linda@fresnoc2c.org



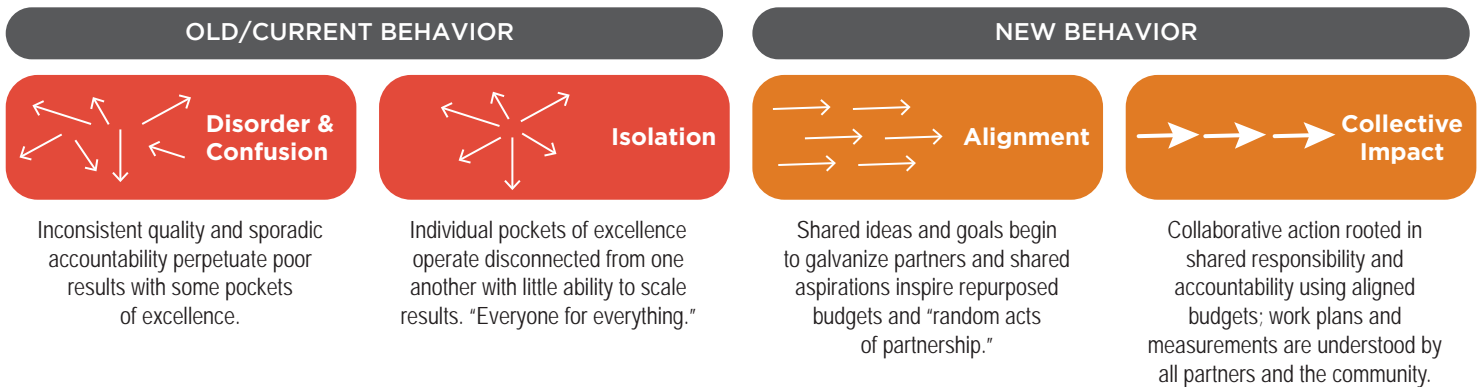
* indicates Leadership Council members

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.**

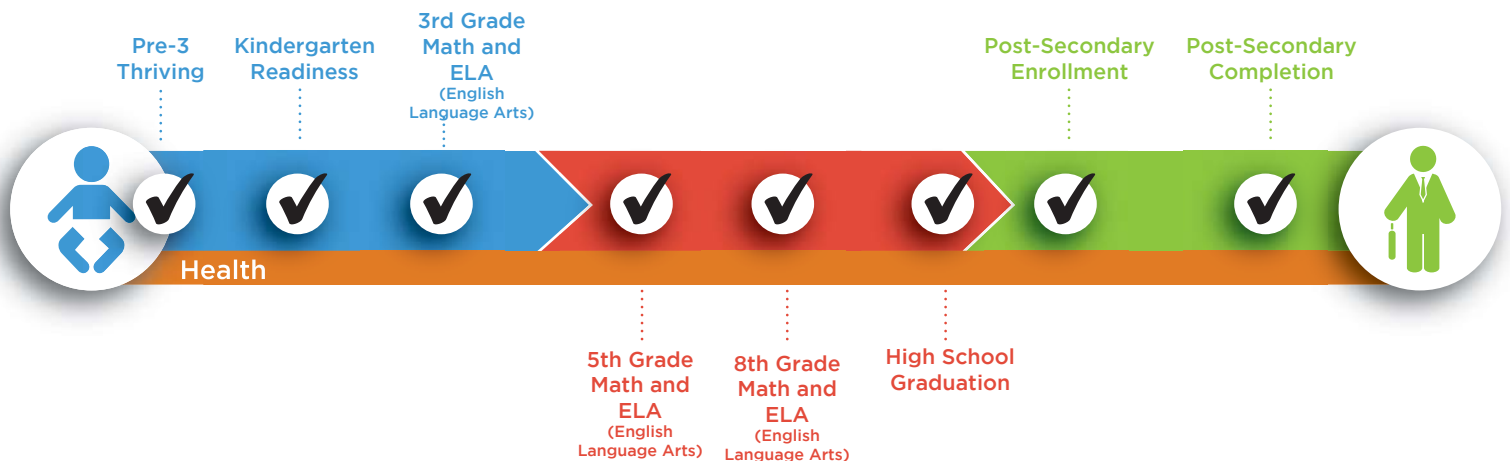
**So if
PEOPLE CHANGE,
SYSTEMS CHANGE.**



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.

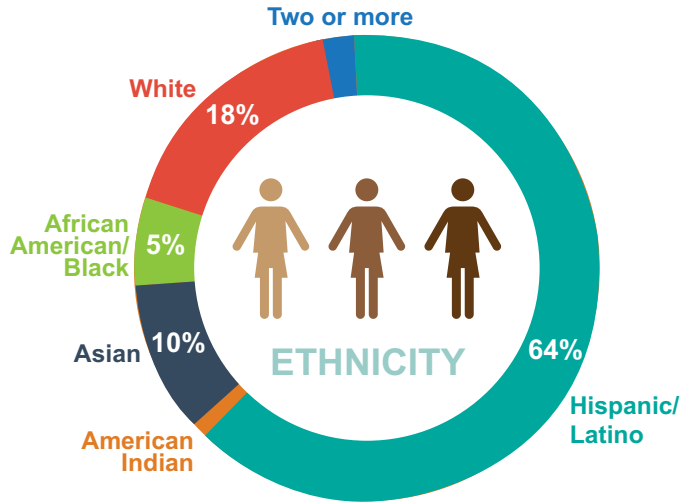
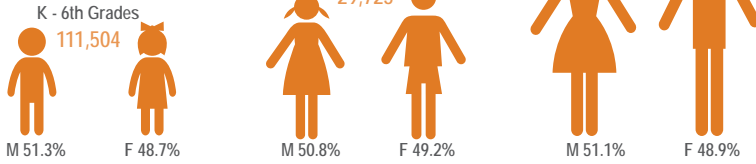
Fresno C2C has identified eight achievement indicators to measure progress at the community level along the education continuum.



Who are our Children?

200,333 K-12 STUDENTS

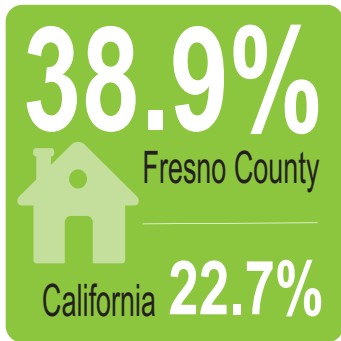
in Fresno County



23% English Learners  **85%** of ELs speak Spanish

Data Source: California Dept. of Finance, (Jun. 2015); U.S. Census Bureau, Current Population Estimates, (Jun. 2015).

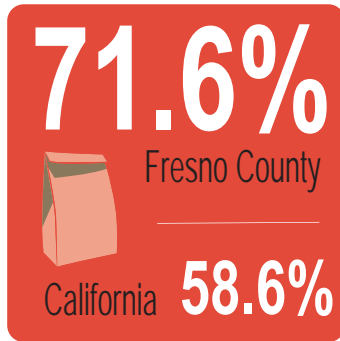
Children in POVERTY



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



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

Data Source: California Dept. of Education, (Mar. 2016).

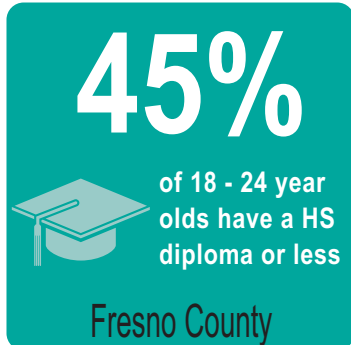
Lowest-income RENTERS



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

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

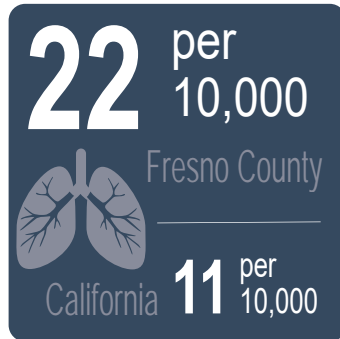
Parent EDUCATION



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

Data Source: U.S. Census Bureau, (2011-2015).

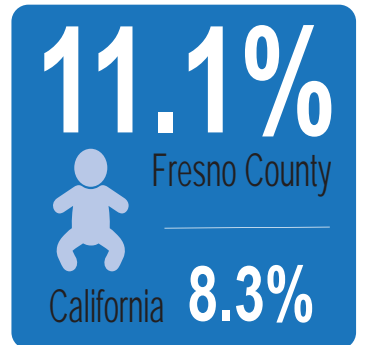
Children 0-18 hospitalized for ASTHMA



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



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

Data Source: Fresno County Department of Public Health Vital Statistics and kidsdata.org (2015).

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.

3rd Grade English Language Arts: 38%

Middle and high-income students at grade-level

67%



30%

Low-income students at grade-level



5th Grade Math: 29%

Middle and high-income students at grade-level

50%



18%

Low-income students at grade-level

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

Breadth and Depth of Our Network

CROSS-SECTOR NETWORK



CIVIC



COMMUNITY
BENEFIT
ORGANIZATION



EARLY
LEARNING



ECONOMIC
DEVELOPMENT



EDUCATION
K-12



EDUCATION
HIGHER



HEALTH



HOUSING



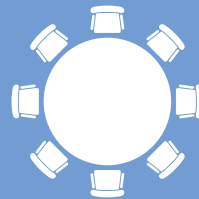
JUSTICE



PHILANTHROPY



13 LEADERSHIP
COUNCIL



42 PARTNERSHIP
TABLE



3.5 STAFF



8 COMMUNICATIONS
COMMITTEE



6 CONTINUOUS
IMPROVEMENT
COMMITTEE



18 DATA
COMMITTEE

OUTCOME PARTNERS

Models of Care Policy
Oversight Committee
(MOCPOC)

Birth to 3rd Grade
Challenge
(F5FC)

Fresno Community Health
Improvement Partnership
(FCHIP)

Preterm Birth
Initiative - Fresno
(PTBI)

The Children's
Movement
(TCM)

Fresno Housing
Authority

Fresno
Start Smart, Start Strong
(FUSD)

Fresno
COMPACT/Lumina

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.



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

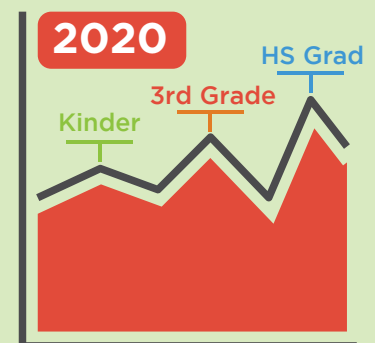
Criteria for selecting core indicators:

- 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):

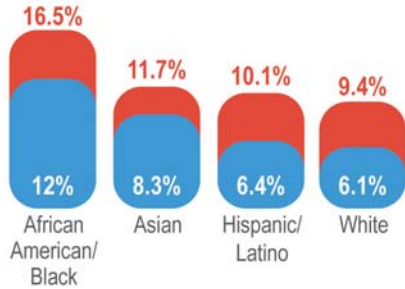
- Kindergarten readiness will increase by 10% each year.
- Third grade reading proficiency will increase by 10% each year.
- High school graduation will be 100% county-wide by 2020.



The Cradle to Career Continuum

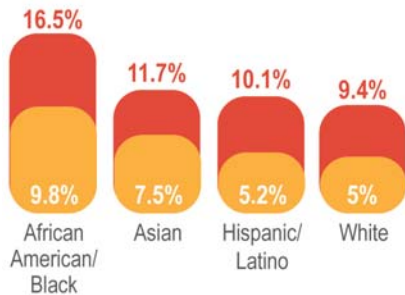
Preterm Birth Rates

Fresno County vs. California



Preterm Birth Rates

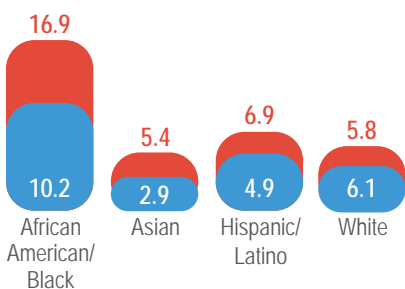
Fresno County vs. 2025 Goal



Infant Mortality

Rate per 1,000

Fresno County vs. California



Data Source: California Dept. of Public Health, Death Statistical Master Files; CDC, Linked Birth / Infant Death Records on WONDER (Apr. 2015)

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)

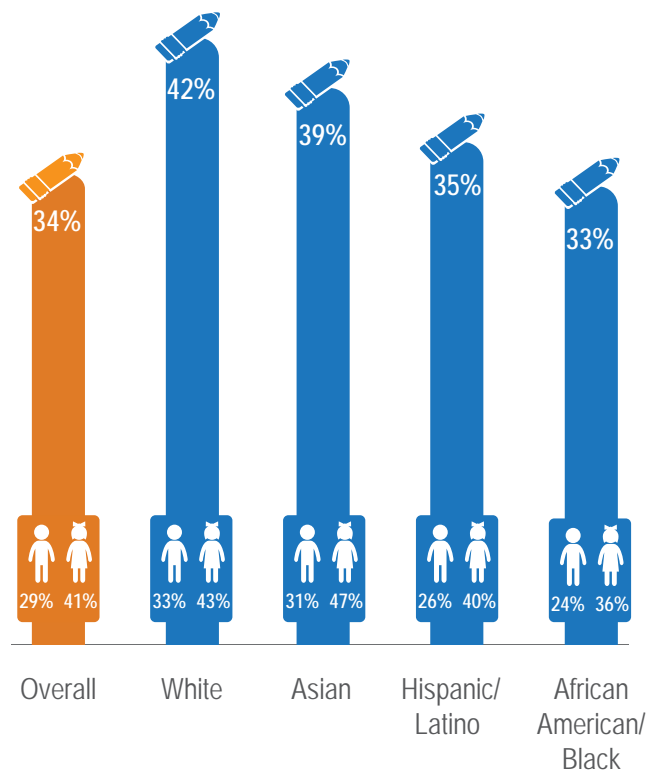


IMMEDIATE GOAL - Kindergarten readiness will increase by 10 percentage points each year.



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

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



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.

“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

Third Grade Reading

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

Contributing indicators:

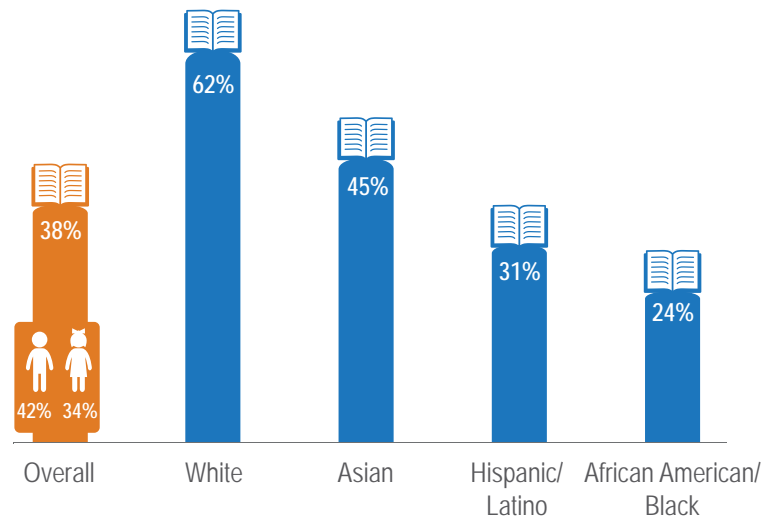
- Percentage of students absent 10% or more days in a school year (chronic absenteeism)
- Number of suspensions per 100 students



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**



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.

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

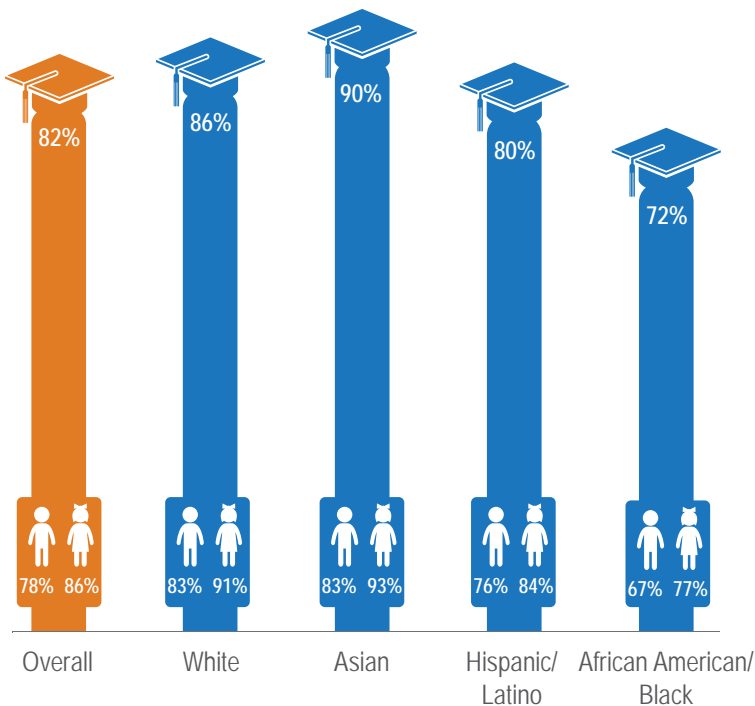


IMMEDIATE GOAL - High school graduation will be 100% county-wide by 2020.

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.

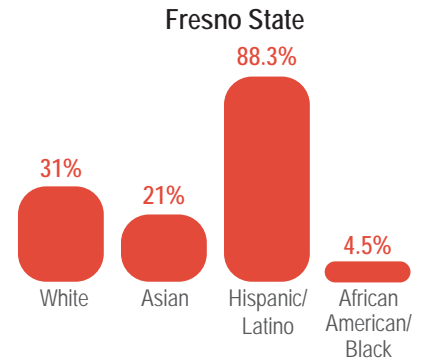


High School Graduation Rates - by Ethnicity and Gender

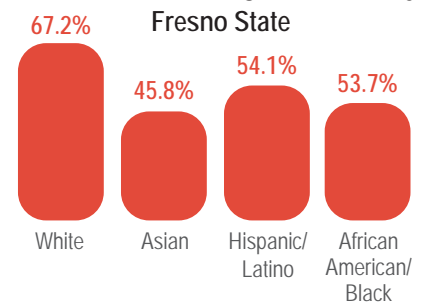


Data Source: California Dept. of Education, California Longitudinal Pupil Achievement Data System (CALPADS) (2015)

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



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



Data Source: Office of Institutional Effectiveness, Fresno State (2016)

“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

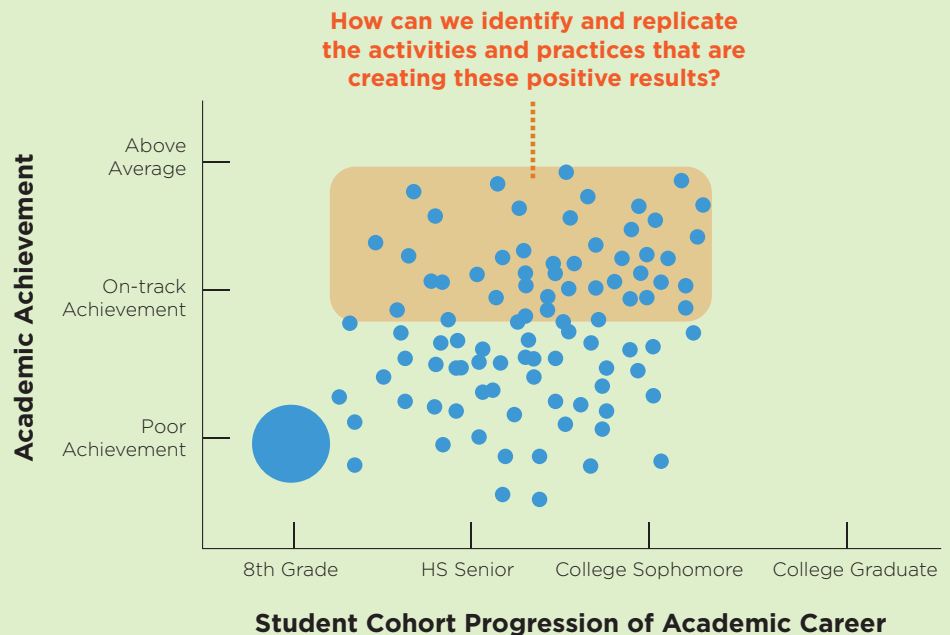
Here is a snapshot of our numbers in Fresno County:

- 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?

Studying our student’s bright spots

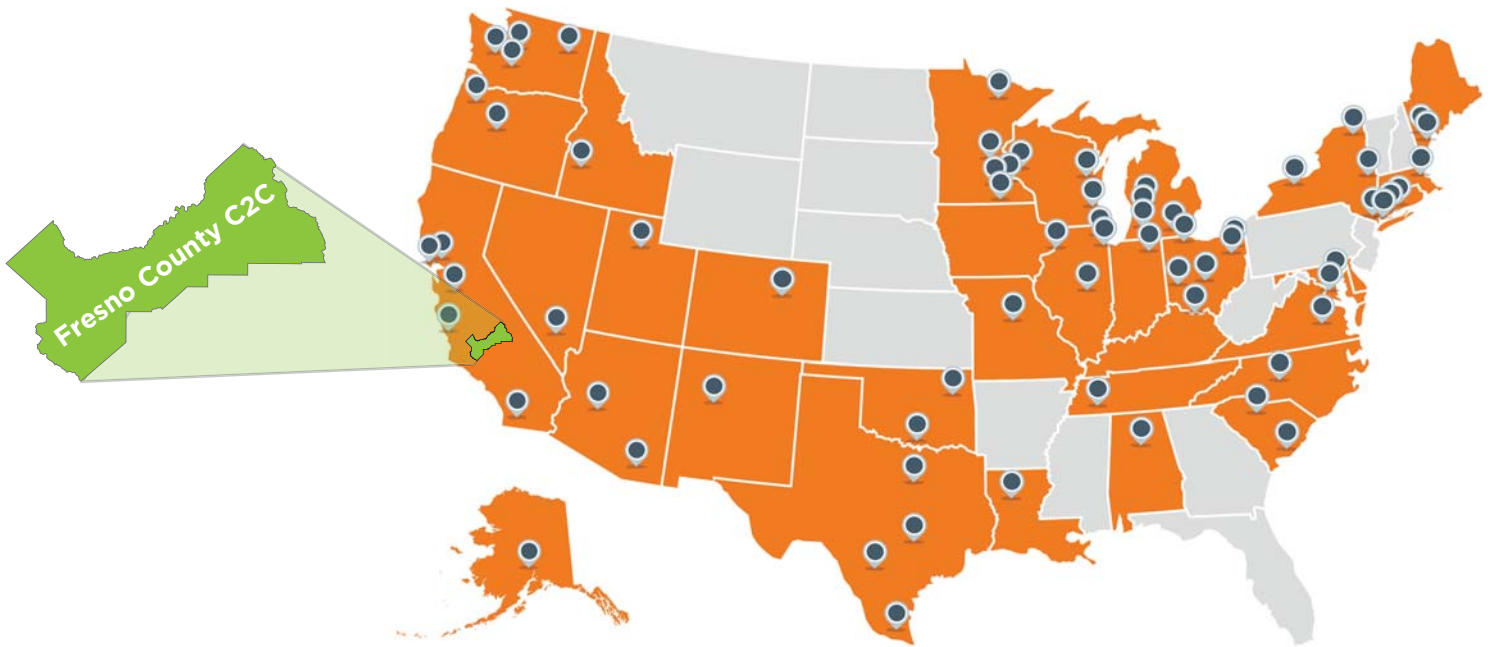
The Fresno C2C data team is working on a mapping project to determine why a cohort of Fresno State sophomores are exceeding expectations. As eighth graders this group of students was underperforming. In college, these students are doing well and on track to graduate. By looking at a mosaic of data and 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.



COMMUNITY PARTNERSHIPS

building local infrastructure to improve education outcomes for every child

★★★★★★ **32** STATES
+ DISTRICT OF COLUMBIA

Fresno Cradle to Career

5260 N. Palm Avenue, #122
Fresno, CA 93704
www.fresnoc2c.org



10,200+
ORGANIZATIONS ENGAGED

Our Partnership Table Members



Burrel Union
Elementary School District



Fresno County Preterm Birth
Collective Impact Initiative



SUPERIOR COURT OF CALIFORNIA
COUNTY OF FRESNO



Our Financial Supporters

Primary funding by



The James Irvine
Foundation

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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CalViva Health