

CRADLE TO CAREER
FRESNO COUNTY

OUR KIDS. OUR VALLEY. OUR FUTURE.

2019 ANNUAL REPORT
MOVING FROM TALK TO ACTION



fresno county
superintendent of schools
Jim A. Yovino, Superintendent

2019 Highlights

- A C2C Integrated Data System that once seemed impossible is becoming a reality.
- The Preconception to Age 5 Blueprint is complete and Home Visitation and Group Prenatal Care expansion strategies are underway.
- Our commitment to putting equity at the center is explicit and actionable in the Blueprint and DRIVE plans.
- Trust and collaboration are now the norm in our community.
- C2C received sustained financial and technical support from Fresno County Superintendent of Schools.

A Message from Linda Gleason



Fresno C2C has had an incredibly productive year! In 2019 the collaborative spirit we have been advancing for several years was put into action and the results were impressive. The development of the Preconception to Age 5 Blueprint is a fine example of what can be accomplished when shared purpose, trust and talent intersect. By working together across sectors and agencies, we now have an actionable plan that provides the specific strategies needed to make a meaningful difference in the lives of Fresno County's youngest children and their families.

With nearly perfect timing, the Preconception to Age 5 Blueprint informed the First 5 Years portfolio in the Developing the Region's Inclusive and Vibrant Economy (DRIVE) investment plan. The data, research, and priority strategies outlined in the Blueprint were plugged into the DRIVE template designed to make a case for investment. Now, it's time to move from talk to action. Having our cross-sector leaders actively connected to the implementation work is key, and the Fresno C2C Partnership is poised to be the implementation platform for the Blueprint, and the Human Capital Initiatives contained in the DRIVE plan.

When it comes to understanding if what we are doing is working, coordinating the services we provide and aligning the resources we have, data is our superpower! Integrated data has long been a goal of the C2C Partnership, and in 2019 we took some significant steps forward in the development of the C2C Integrated Data System. The discovery process and proof of concept phase for creating unique resident IDs are complete. A master data sharing agreement and data governance structure are well on the way to fruition. And a referral platform has been identified with multiple test pilots to begin in January. It is no longer a question of can we do this? The question now is, how can we do this? And how fast can we make it happen? 2020 promises to be another busy and productive time. Thanks to all the members of Fresno C2C for your continued commitment and hard work to make our shared vision a reality.

Looking forward,

Linda Gleason

“Collaboration and collective impact are so important in improving educational outcomes for children. I am proud to support Fresno C2C and confident that by working together, across sectors and institutions, we can make a real difference in the wellbeing of all families.”

Jim Yovino, Fresno County Superintendent of Schools

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C2C Network at a Glance

Together we can do so much more than even the best of us can do alone. Because the systems that impact children and families are interrelated—education, physical and mental health, food security, housing, justice, safety, economic mobility—we need collective solutions. Since 2016, **Fresno C2C** has been building the trust and commitment to collaborative action that is now the established norm across Fresno County. Within and across multiple sectors, C2C Partners are actively looking for opportunities to work together, align resources and create systems-level change.

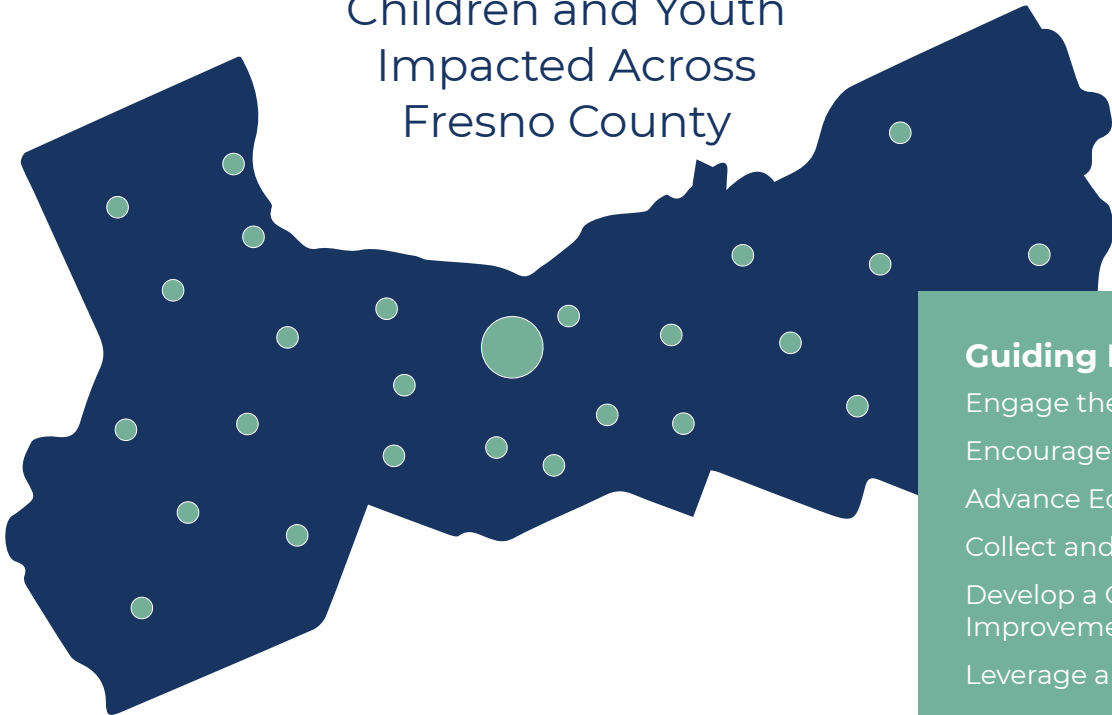
10 Partnership Sectors

71 Partner Organizations



361,847

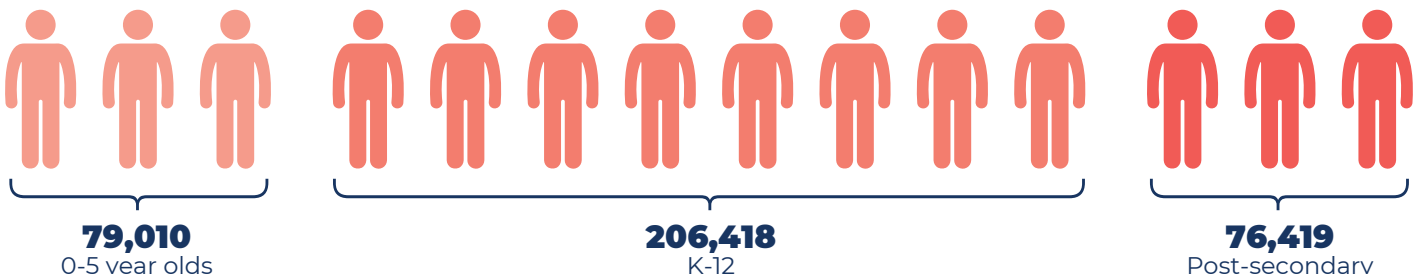
Children and Youth Impacted Across Fresno County



Guiding Principles

- Engage the Community
- Encourage Collaborative Action
- Advance Equity
- Collect and Connect Data
- Develop a Culture of Continuous Improvement
- Leverage and Align Resources

Children Served



Community Network of Networks

Improving the lives of all children and families is the shared vision of these community-based partnerships. By weaving all of the work together, our networks can increase the speed and amplify

the impact of multiple efforts. Strong collaboration, alignment of resources, and collecting and connecting data are foundational to all initiatives. Through improving educational outcomes cradle to career (**C2C**), convening stakeholders to inform policymakers (**TCM**), improving physical and mental health (**FCHIP**), and developing the region's inclusive and vibrant economy (**DRIVE**), each network is committed to building trust, solving long-standing challenges and confronting racism.



C2C Partner Network

* Indicates members of Leadership Council

EARLY LEARNING

Emilia Reyes*, Executive Director
First 5 Fresno County

Clara Arellano, Executive Director
Children Services Network

K-12 EDUCATION

Jim Yovino*, Superintendent
Fresno County Superintendent of Schools

Dr. Bob Nelson*, Superintendent
Fresno Unified School District

Mike Iribarren, Superintendent
Alvina Elementary Charter School

Toby Wait, Superintendent
Big Creek School District

Elizabeth Runyon, Superintendent
Burrel Union Elementary School District

Orin Hirschhorn, Superintendent
Caruthers Unified School District

Andrew Alvarado*, Superintendent
Central Unified School District

Judy Szpor, Superintendent
Clay Elementary School District

Eimear O'Farrell*, Superintendent
Clovis Unified School District

Lori Villanueva, Superintendent
Coalinga-Huron Unified School District

Russel Freitas, Superintendent
Firebaugh-Las Deltas Unified School District

Dr. Paul Marietti, Superintendent
Fowler Unified School District

Martin Macias, Superintendent
Golden Plains Unified School District

Robert Frausto, Superintendent
Kerman Unified School District

John Campbell, Superintendent
Kings Canyon Unified School District

Dr. Wesley Sever, Superintendent
Kingsburg Elementary Charter School

Don Shoemaker, Superintendent
Kingsburg High School

Lupe Nieves, Interim Superintendent
Laton Unified School District

Dr. Paul Lopez, Superintendent
Mendota Unified School District

Shelley Manser, Superintendent
Monroe Elementary School

Terry Hirschfield, Superintendent
Orange Center School District

Annette Machado, Superintendent
Pacific Union Elementary

Jaime Robles, Superintendent
Parlier Unified School District

Christine Skinner, Superintendent
Pine Ridge Unified School District

Juan Sandoval, Superintendent
Raisin City Elementary

Jeff Percell, Superintendent
Riverdale Joint School District

Adela Jones, Superintendent
Sanger Unified School District

Dr. Tanya A. Fisher, Superintendent
Selma Unified School District

Alan Harris, Superintendent
Sierra Unified School

Jesus Cruz, Superintendent
Washington Colony Elementary School District

Randy Morris, Superintendent
Washington Unified School District

Ralph Vigil, Superintendent
West Park School District

Baldomero Hernandez, Superintendent
Westside Elementary

POST-SECONDARY EDUCATION

Dr. Joseph I. Castro*, President
California State University of Fresno

Dr. Paul Parnell*, Chancellor
State Center Community College District

Dr. Lori Bennett, President
Clovis Community College

Dr. Carole Goldsmith, President
Fresno Community College

Dr. Jerry Buckley, President
Reedley Community College

Flo Dunn, President
California Health Sciences University

Birnell Hirning, Regional Vice President
National University

Stuart Van Horn*, Chancellor
West Hills Community College District

HEALTH

Nancy Hollingsworth*, CEO
Saint Agnes Medical Center

Todd Suntrapak*, President & CEO
Valley Children's Healthcare

Greg Hund*, CEO
CalViva Health

Brian Harris, CEO
Clinica Sierra Vista

Sue Kincaid
Fresno Community Health Improvement Partnership

Shantay Davies, MCH Director
March of Dimes

LOCAL GOVERNMENT/PUBLIC AGENCIES

Jean Rousseau*, Chief Administrative Officer
County of Fresno

Lee Brand*, Mayor
City of Fresno

Preston Prince*, CEO
Fresno Housing Authority

Delfino Neira, Director
Fresno County Social Services

Dawan Utecht, Director
Fresno County Behavioral Health

David Pomaville, Director
Fresno County Public Health

JUSTICE

Hon. Kimberly Nystrom-Geist, Presiding Judge
Fresno County Juvenile Delinquency Court

Lisa Smittcamp
Fresno County District Attorney

Elizabeth Diaz
Fresno County Public Defender

Kirk Haynes, Chief Probation Officer
Fresno County Probation

BUSINESS

Marc Johnson*, Executive Director
Fresno Compact

Jose Elgorriaga, General Manager
Univision

Matt Rosenfeld, General Manager
KSEE-24 & KGPE-47

Todd Valeri, General Manager
American Ambulance

NON-PROFIT/ COMMUNITY BENEFIT ORGANIZATION

Margarita Rocha, Executive Director
Centro La Familia

Becky Kramer, Executive Director
Comprehensive Youth Services

Artie Padilla*, Executive Director
Every Neighborhood Partnership

Lowell Ens, Executive Director
EPU Children's Center

Brian Angus*, CEO,
Economic Opportunities Commission

Luis Santana, Executive Director
Reading and Beyond

Marilyn Bamford, Executive Director
Uplift Family Services

Lindsay Callahan, Executive Director
United Way Fresno and Madera Counties

PHILANTHROPY

Ashley Swarengin*, President and CEO
Central Valley Community Foundation

Darius Assemi, President
Granville Foundation

OUTCOME PARTNERS

Marc Johnson, Executive Director, **Fresno Compact**
Focuses on community-wide efforts to prepare students for the increasing demands of society and the workplace.

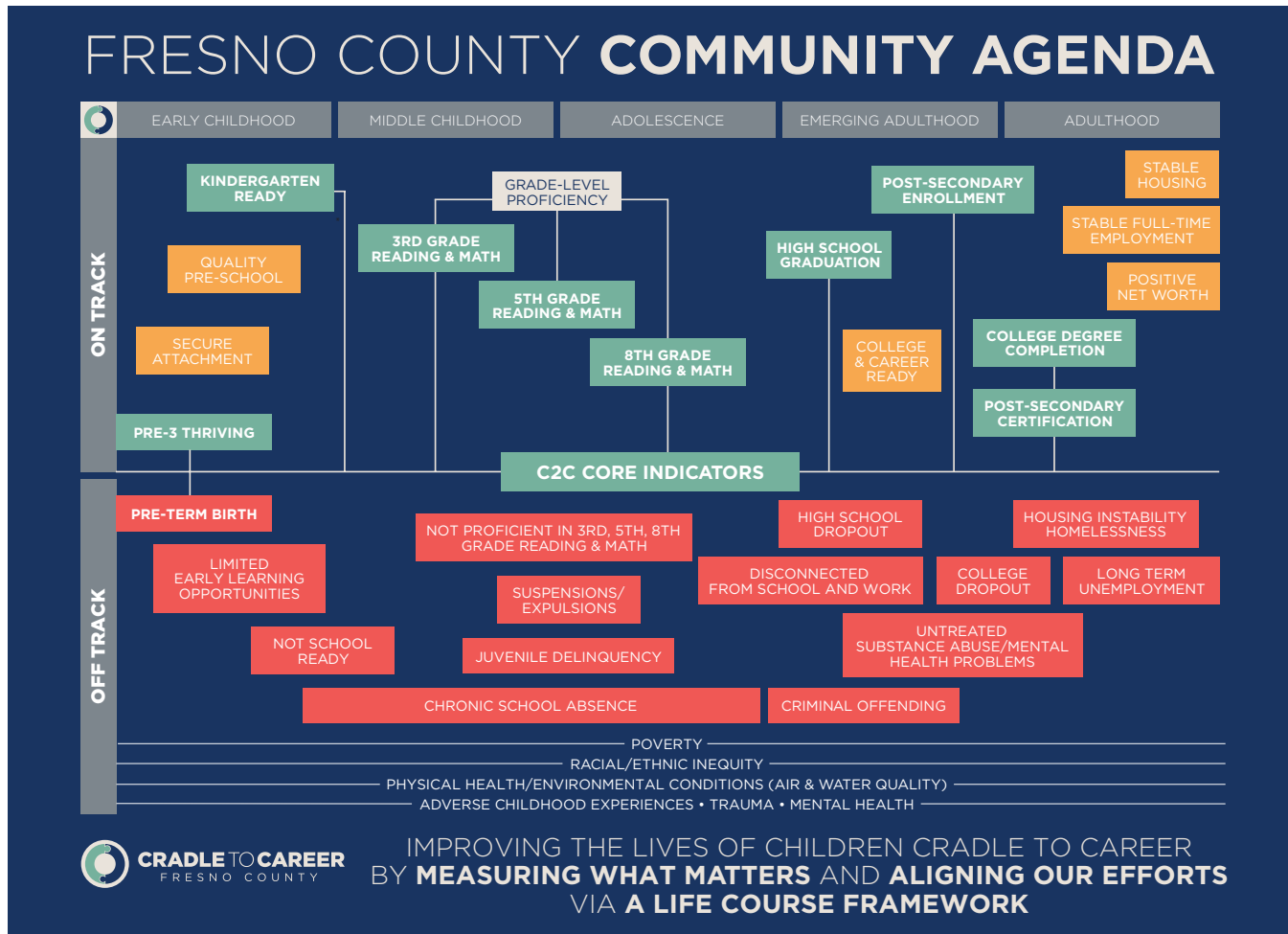
Sue Kincaid, Program Director, **Fresno Community Health Improvement Partnership**
A leading multi-sector network addressing health outcomes and inequities in Fresno County.

Ashley Swarengin, Steering Committee Lead, **Fresno DRIVE**
A 10-year investment plan to develop an inclusive, vibrant, and sustainable economy for residents in the greater Fresno region.

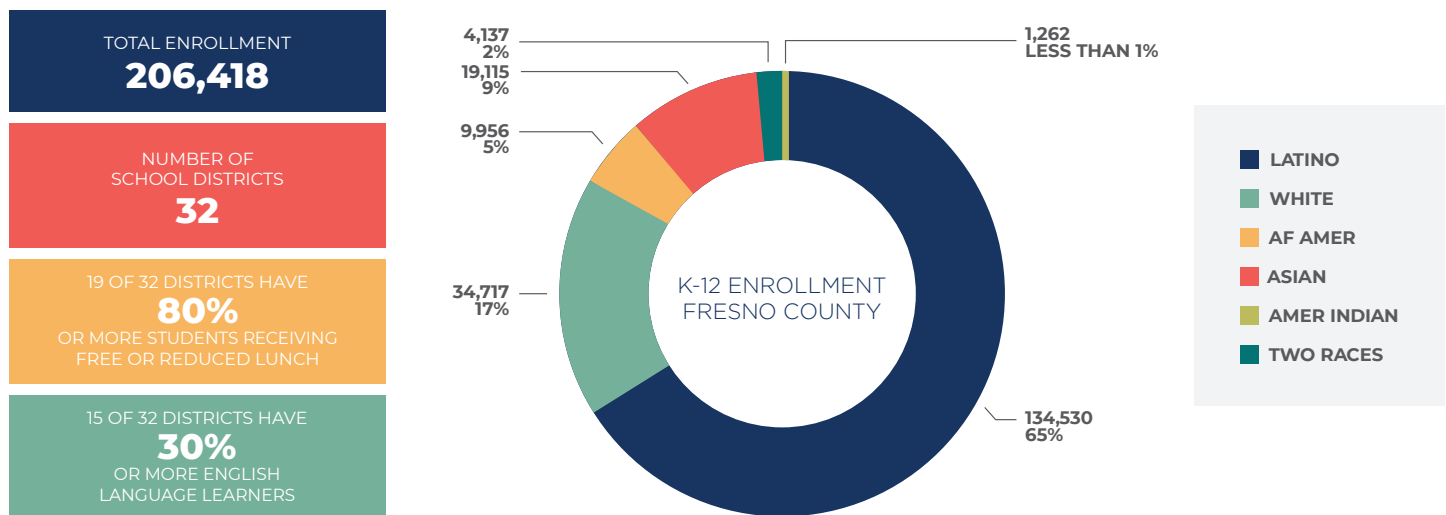
Linda Gleason, Founding Director, **The Children's Movement of Fresno**
A trusted source of information designed to inform and support individuals, businesses, and community leaders in Fresno County to make the well-being and education of children a priority in every decision.

Fresno County Data

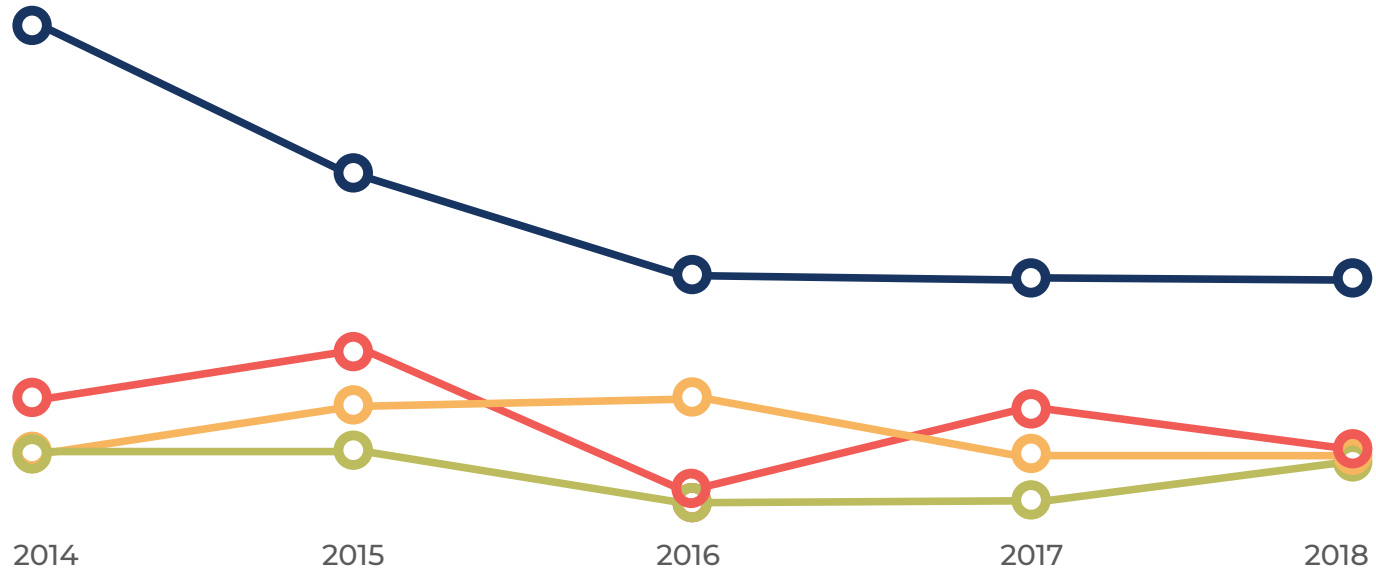
For children to achieve their full potential we need a collective vision for their success. The **Community Agenda** illustrates the shared vision of the Fresno Cradle to Career Partnership. This life-course framework highlights the research-based on-track outcomes that lead to a life of wellbeing, as well as the off-track challenges that too often derail that journey. On-track outcome data (the C2C Core Indicators) are reported annually, and we are seeing improvements in many areas.



K-12 Public Education System in Fresno County



Preterm Birth Rates 2014-2018



AFRICAN AMERICAN	18%	15%	13%	13%	13%
ASIAN	10%	11%	8%	10%	9%
HISPANIC	9%	10%	10%	9%	9%
WHITE	9%	9%	8%	8%	9%

Source: Fresno County Public Health, Maternal, Child and Adolescent Health (2018)

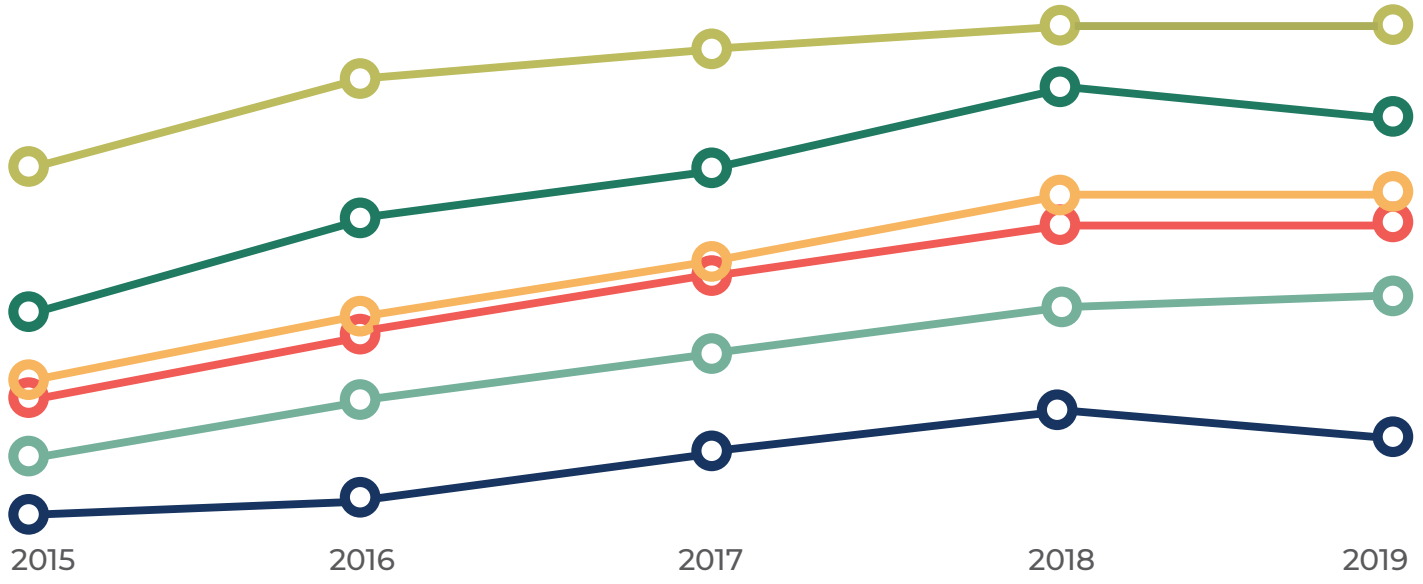
Kindergarten Readiness (DRDP)

% of Students Who Reach the Highest Two Levels on Selected Domains from the Desired Results Developmental Profile (DRDP)

	2017	2019	+/-		2017	2019	+/-
Phonological Awareness	37%	35%	-2	Letter and Word Knowledge	56%	51%	-5
Number Sense of Math Operations	44%	42%	-2	Patterning	55%	52%	-3
Comprehension of Age-Appropriate Text	46%	44%	-2	Engagement and Persistence	57%	53%	-4
Self-Control of Feelings and Behavior	45%	45%	0	Number Sense of Quantity	57%	54%	-3
Reciprocal Communication and Conversation	51%	47%	-4	Nutrition	60%	55%	-5
Classification	51%	48%	-3	Fine Motor Manipulative Skills	69%	65%	-4
Social and Emotional Understanding	49%	49%	0	Gross Motor Manipulative Skills	71%	68%	-3
Relationships/Interactions with Familiar Adults	49%	49%	0	Self-Expression in English	76%	77%	+1
Communication and Use of Language	54%	51%	-3	Active Physical Play	79%	77%	-2

Source: FCSS, Spring 2019 DRDP Data retrieved from Fresno Unified School District

Third Grade Reading % of Students Who Meet/Exceed Standard on SBAC

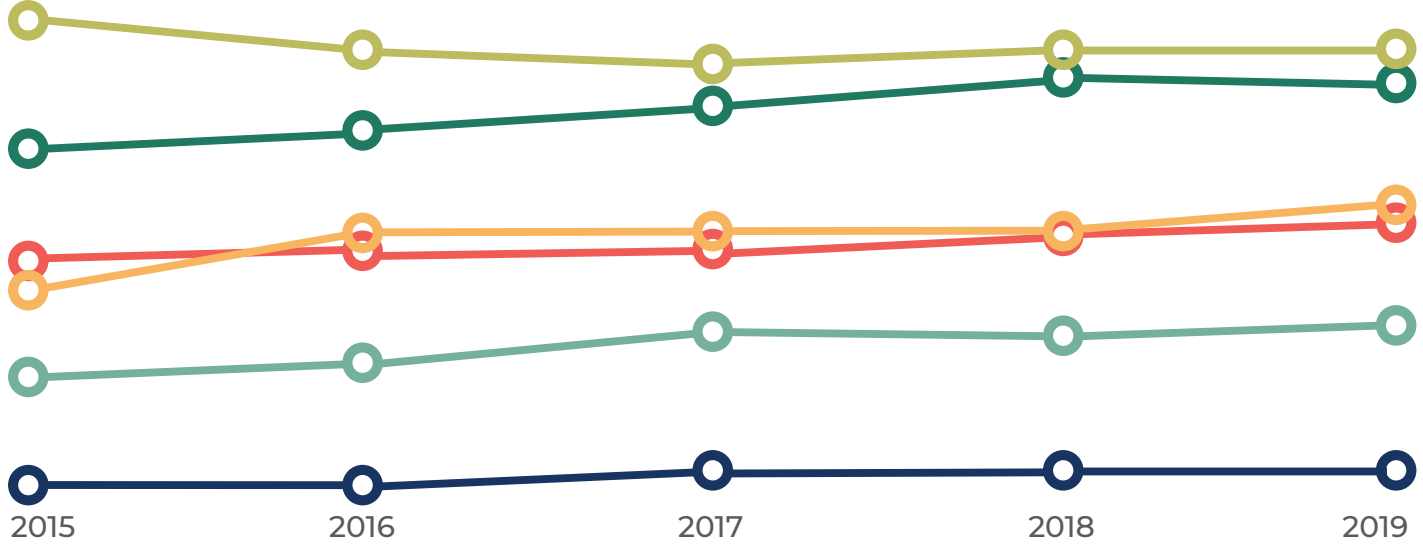


Group	2015	2016	2017	2018	2019
ENGLISH LEARNERS	12%	13%	17%	21%	16%
AFRICAN AMERICAN	19%	24%	27%	32%	34%
POVERTY	24%	30%	34%	39%	39%
HISPANIC	25%	31%	35%	41%	41%
ASIAN	37%	45%	49%	56%	54%
WHITE	53%	62%	63%	65%	65%

Entity	2015	2016	2017	2018	2019
FRESNO COUNTY	31%	38%	41%	47%	46%
STATE OF CALIFORNIA	38%	43%	44%	48%	49%

Source: CDE, Dataquest (2019)

Eighth Grade Math % of Students Who Meet/Exceed Standard on SBAC

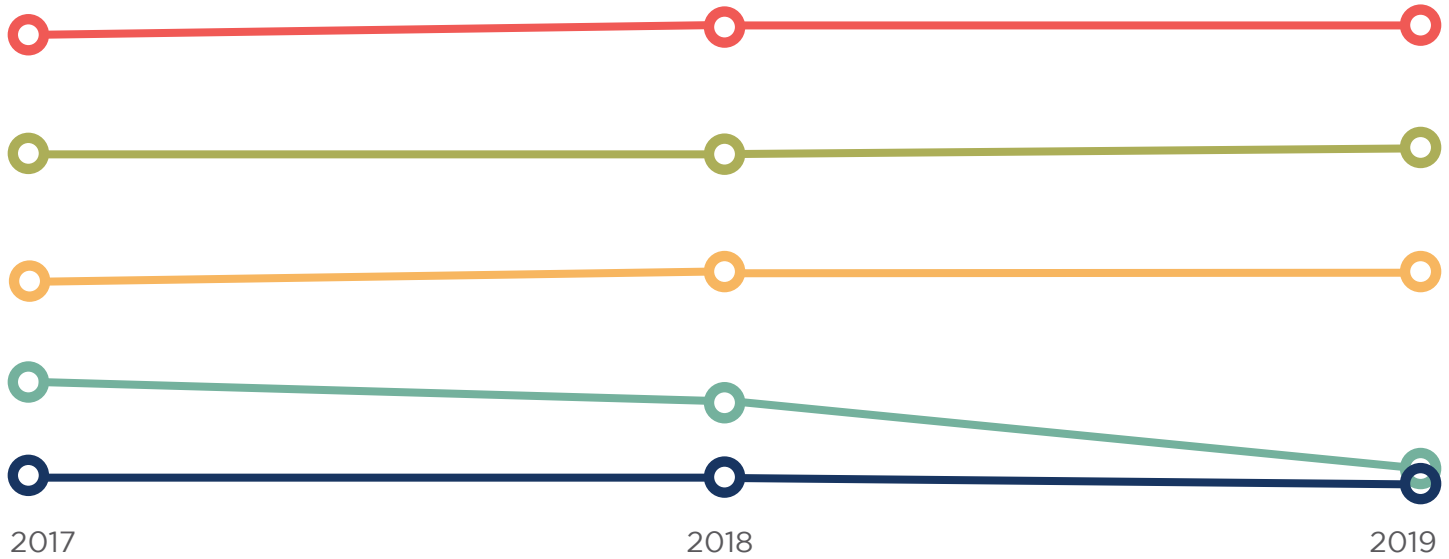


Group	2015	2016	2017	2018	2019
ENGLISH LEARNERS	3%	3%	4%	4%	4%
AFRICAN AMERICAN	12%	13%	15%	15%	16%
POVERTY	20%	21%	21%	22%	24%
HISPANIC	18%	22%	22%	22%	25%
ASIAN	43%	44%	46%	48%	47%
WHITE	52%	50%	49%	50%	50%

Entity	2015	2016	2017	2018	2019
FRESNO COUNTY	27%	29%	30%	30%	32%
STATE OF CALIFORNIA	33%	36%	36%	37%	37%

Source: CDE, Dataquest (2019)

High School Graduation

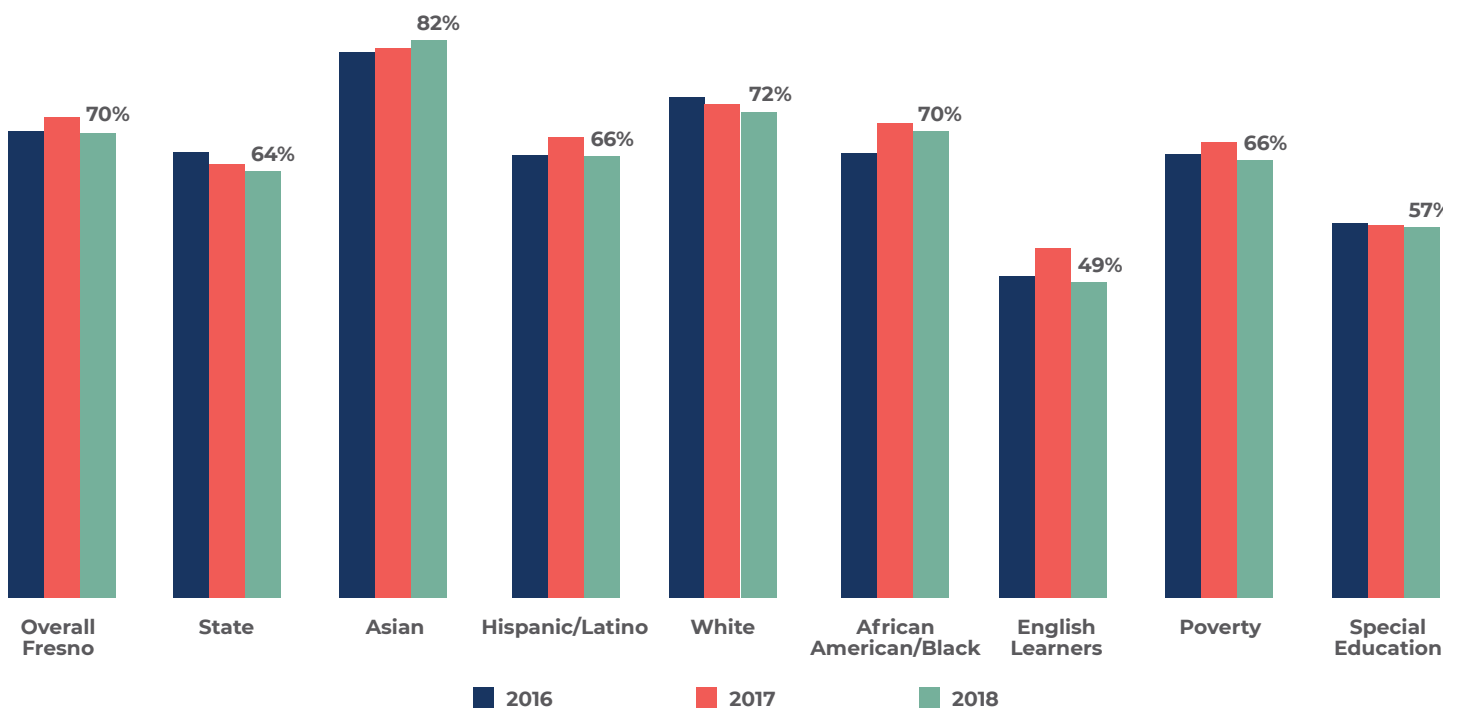


ENGLISH LEARNERS	69.3%	69.8%	69%
AFRICAN AMERICAN	73.7%	72.6%	69.3%
HISPANIC	78.4%	79.7%	80.1%
WHITE	85.8%	85.5%	86.1%
ASIAN	90.5%	91.7%	91.8%

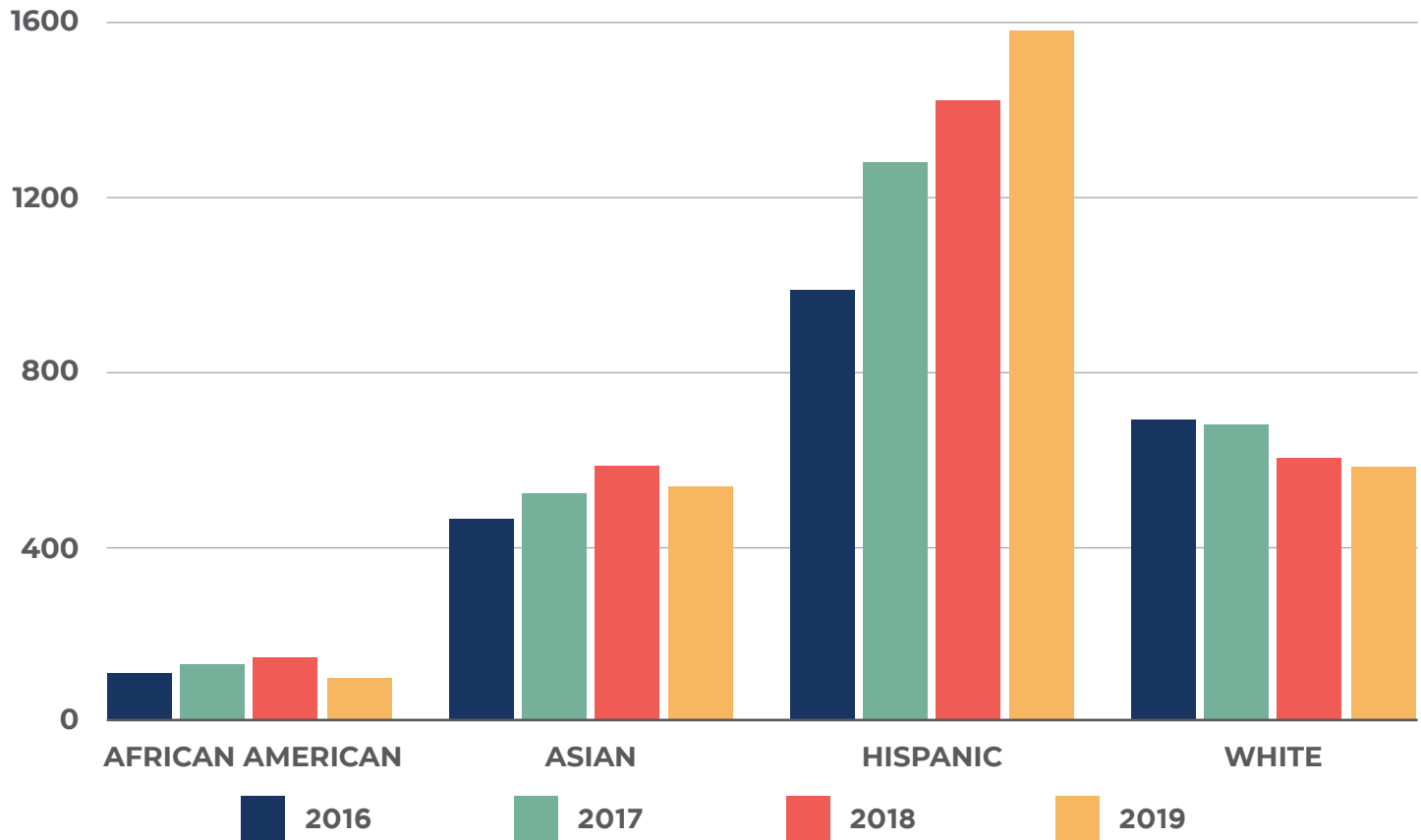
FRESNO COUNTY	80.8%	81.5%	81.7%
STATE OF CALIFORNIA	82.7%	83%	84.5%

Source: CDE, Dataquest (2019)

Fresno County Students Enrolling in Community or Four-Year College 2016-2108

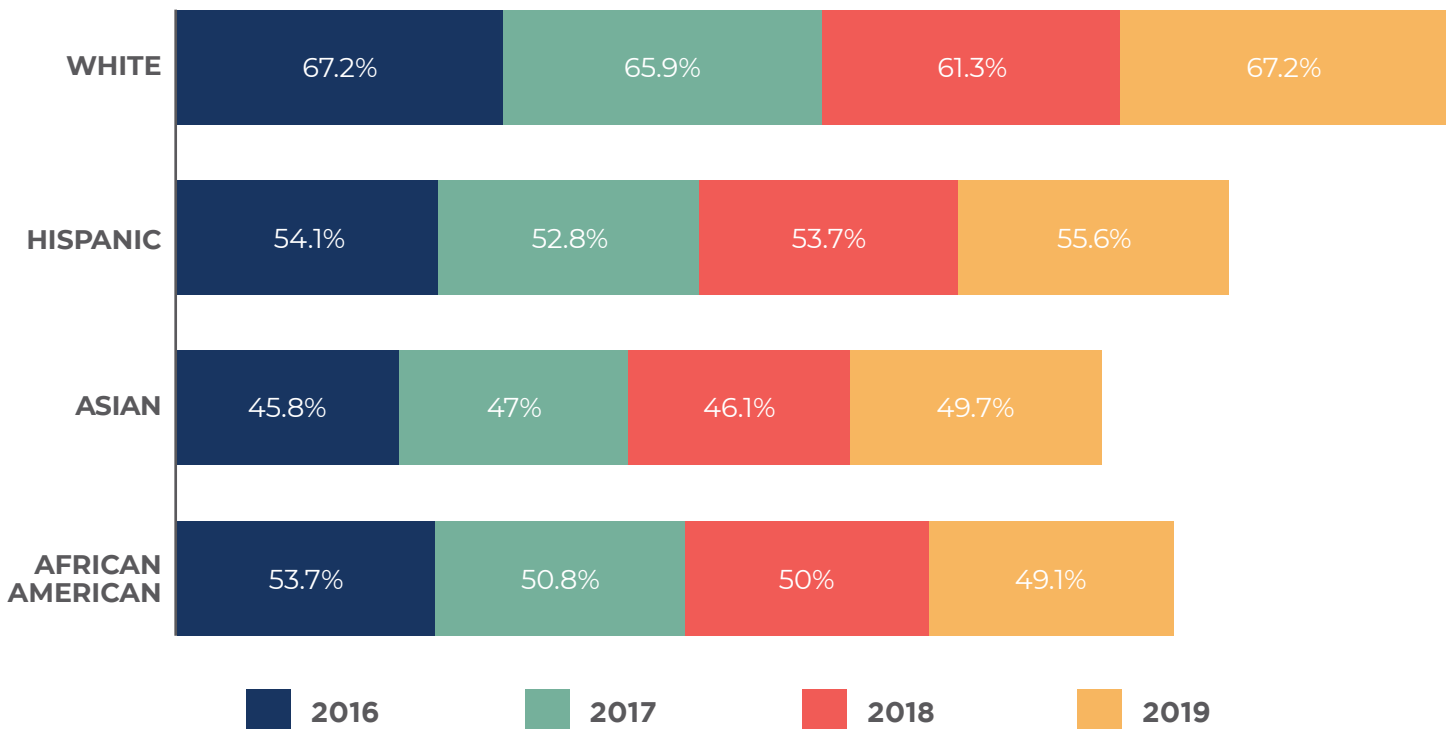


Fresno State Graduates (First-Time Freshman) Within Six Years



Source: CSUF, Office of Institutional Effectiveness, Retention and Grad Rates (Fall 2019)

Race/Ethnicity of Fresno State Graduates Within Six Years



Source: CSUF, Office of Institutional Effectiveness, Retention and Grad Rates (Fall 2019)

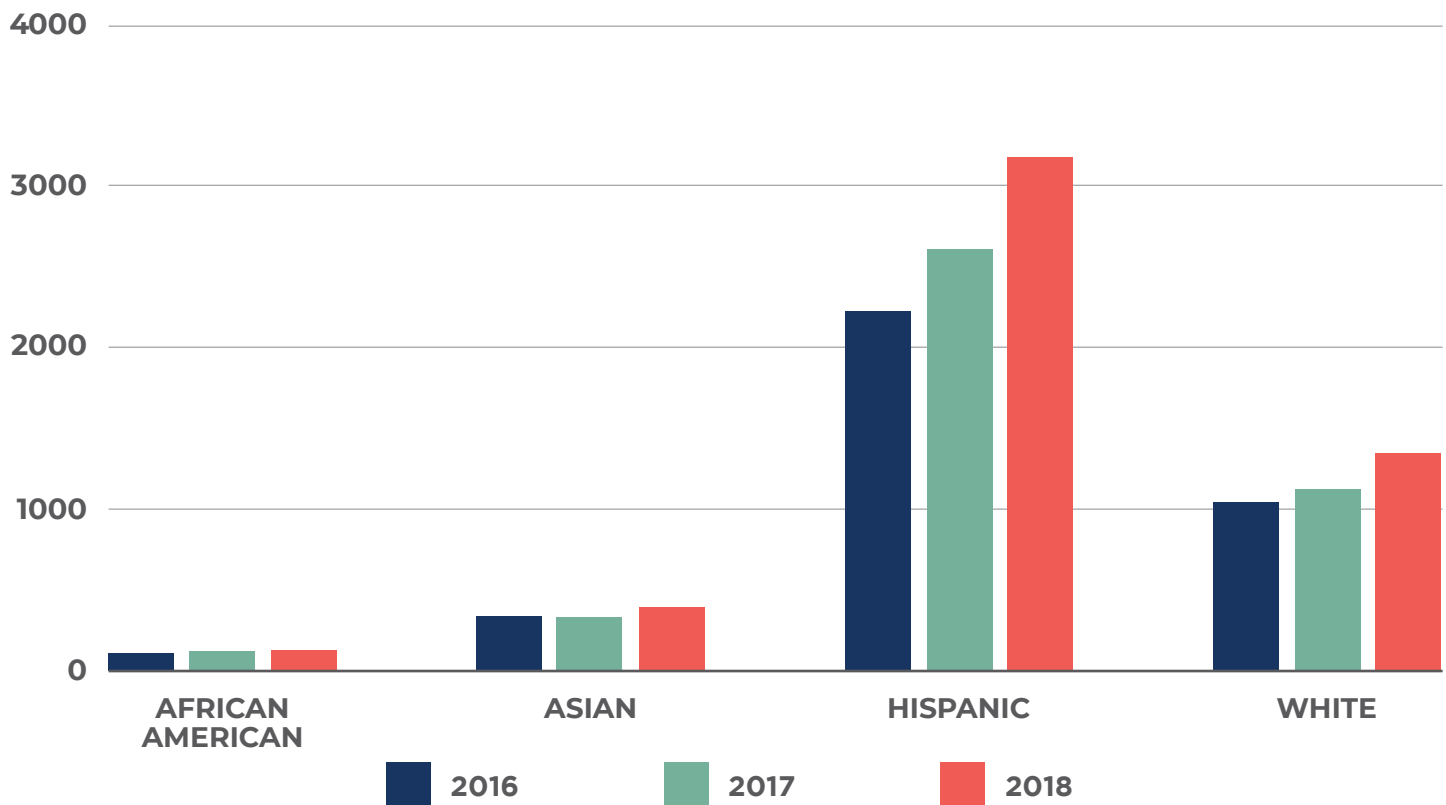
“Fresno C2C is powerful because we focus on the whole journey from birth through young adulthood. When children receive the support they need before they enter kindergarten, and the opportunities they need as K-12 students, they are much more prepared to succeed in college and become leaders in our community.”

Joseph I. Castro, President
California State University, Fresno

Most Students Who Enroll in College Enroll at Community Colleges

	Community College	UC/CSU	Private	Out of State
FRESNO COUNTY	63%	30%	4%	4%
STATE OF CALIFORNIA	55%	30%	5%	10%

Fresno City, Reedley, Clovis and West Hills College Students Who Completed an AA/AS, AST, Approved Certificate or Transferred to Post-Secondary Coursework



Preconception to Age 5 **Blueprint** for Funding and Advocacy

The power of shared purpose is on full display with the completion of the Preconception to Age 5 Blueprint for Funding and Advocacy. This cross-sector plan represents the most comprehensive effort ever undertaken to make a meaningful difference in the lives of Fresno County's youngest children and their families.

Eliminating racial and ethnic disparities is a primary focus of the Pre-5 Blueprint. We must dig deeper and confront with courage and grace the root causes of the inequities that are hindering individual achievement and collective success.

The Pre-5 Blueprint contains six priority areas and within each priority area there are five and ten-year goals and strategies. In total, the plan includes 55 strategies. Racial and economic equity are embedded in all of the priority areas. Many of the strategies are designed to address disparities explicitly.

Priority Areas

BUILDING A STRONG ECONOMY
Key Driver: Economic Inequities

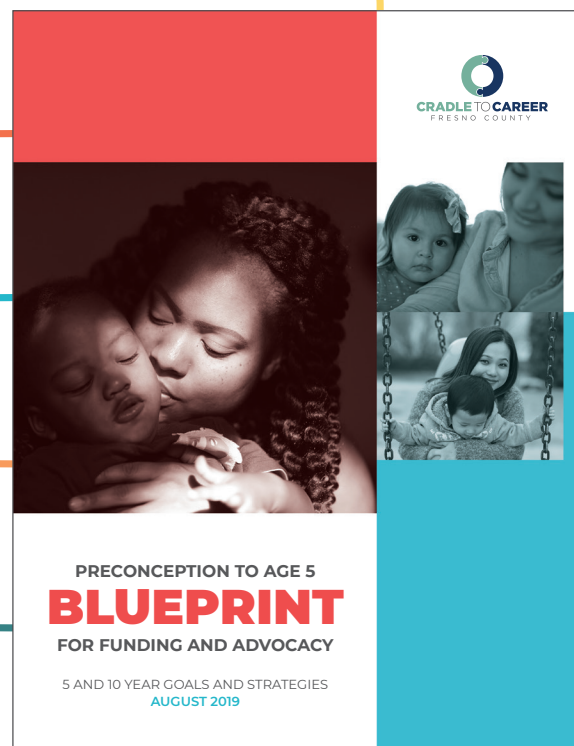
GROWING RESILIENT FAMILIES
Key Driver: Adverse Conditions

CREATING TOMORROW'S WORKFORCE
Key Driver: Early Childhood Care and Education

ENSURING WELL-BEING
Key Driver: Health and Mental Wellness

CULTIVATING SUCCESS
Key Driver: Parenting Supports

ALIGNING RESOURCES
Key Driver: Leadership and Systems Coordination



Blueprint Strategy Implementation

The next step in our collaborative work is to embed priority strategies outlined in the Blueprint into the fabric of the community to affect lasting systems change. Using Results Based Facilitation methods to move from talk to action, we are now defining targets and progress measures, developing tactics, putting them into action, and using continuous improvement as a guide.

Home Visitation Expansion

Evidence-based home visitation focused on prevention offers multiple benefits including lowering preterm birth and infant mortality, improving child health and access to early learning, and improving the self-sufficiency of parents.

The Home Visitation Expansion Collaborative Action Network (CAN) is co-led by **Fresno County Department of Public Health** and **Exceptional Parents Unlimited**. Project management and facilitation are provided by Fresno C2C. The group includes representatives from all of the organizations and agencies that provide any primary home visitation programs or services in Fresno County. The ultimate goal is to create a unified system within Fresno County so that more families are effectively and strategically reached. The secondary goal is to shift from the current emphasis on intervention to prevention models.

Targets:

- Expand the existing capacity of home visitation programs from the current **4,000 to 10,000** families receiving Home Visitation in the next ten years
- Mothers with three or more Adverse Childhood Experiences (ACEs), and all Black mothers are a priority as health disparity data clearly shows the risks for these women.

Impact:

- Children enter school ready to learn
- Children meet developmental milestones
- Positive Parenting Practices increase
- Child neglect and maltreatment is reduced

Numerous strategies and tactics have been identified. Now underway are:

- Process mapping to fully understand how the system currently operates
- Identifying and developing a shared referral system to avoid duplication of efforts
- Working with the State and local agencies on the roll-out of adverse child experience screening tools for provider reimbursement

“The collaborative effort to provide quality home visitation services throughout Fresno County is a huge step toward ensuring expectant moms and parenting families have the support and resources needed to raise healthy children that are ready to learn.”

David Pomaville, Director
Fresno County Public Health

Group Prenatal Care Expansion

Glow! Group Prenatal Care (Glow! GPC) is an innovative and comprehensive program that incorporates wrap-around services with enhanced prenatal care. The program is rooted in building a deep sense of community where women feel supported and learn from one another while learning from their provider and receiving respectful prenatal care. In Fresno County, low-income women and women of color are more likely to have a premature baby than other women. Glow! is designed to reduce preterm birth rates and improve maternal and child health in Fresno County's low income, racially and ethnically diverse communities.

In April 2019, the **University of California San Francisco (UCSF)**, in partnership with the **Central Valley Health Policy Institute (CVHPI)**, was entrusted to conduct a national research and evaluation study known as **EMBRACE (Engaging Mothers and Babies: Reimagining Antenatal Care for Everyone)**. The study will compare **Glow! GPC** with the **Comprehensive Perinatal Services Program (CPSP)**, which is the more traditional approach to prenatal care for vulnerable populations. **First 5 Fresno County** is a partner in the **EMBRACE** study and will invest \$1.4 million over the next four years to scale **Glow! GPC** countywide. The results of the study will have the potential to influence local, state and national policy.

Collaborative Strategy:

First 5 Fresno County in partnership with **Fresno Economic Opportunities Commission (Fresno EOC)**, **Reading and Beyond** and **West Fresno Family Resource Center** are coordinating and implementing the expansion of **Glow! GPC**. Participating women are randomized between **CPSP** and **Glow! GPC**. Those assigned to **Glow! GPC** receive enhanced wrap-around services including childcare, food assistance, transportation assistance, and connections to community resources and referrals.

Goal:

Increase participation in the feasibility study from 143 Medi-Cal eligible enrolled in **Glow! GPC** to 1300 Medi-Cal eligible women to be randomized into **Glow!** and thus be part of the **EMBRACE** study.

Impact:

Resource investments and policy changes directed toward strategies proven to reduce preterm birth rates and improve maternal and child health in the target population.



“Glow! group prenatal care is vital to our African American mothers and babies who are among the most vulnerable in our community and expanding and evaluating this program is essential in reducing preterm birth and supporting the wellbeing of moms and children across Fresno County.”

Emilia Reyes, Executive Director
First 5 Fresno County

Integrated Data System Development

If everyone who works with children had access to all the information they need to make decisions, provide the right support at the right time, and allocate resources effectively, more families would thrive. For this vision to become a reality, data must be transformed, from a tool for compliance to one that empowers the allocation and coordination of services and fuels continuous improvement.

The goal of the C2C Integrated Data System (IDS) is to connect and utilize cross-sector data to foster a high degree of coordination and support for children and families in Fresno County. The project includes the creation of universal resident IDs, a longitudinal platform and a more integrated referral mechanism.

Just as Fresno C2C places a priority on the wellbeing of our community's children and families, we place the same priority on the care of their data. We are committed to ensuring that data assets are utilized responsibly and effectively to support and improve the lives of children and adults in our community.

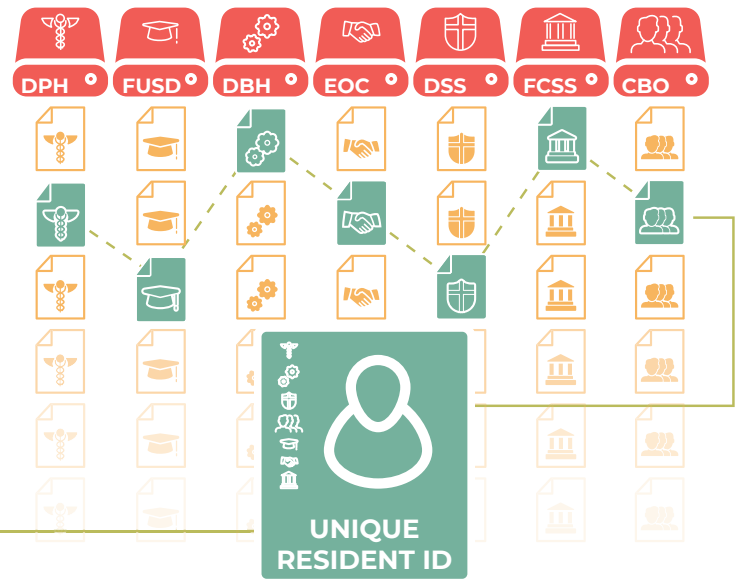
C2C Master Data Infrastructure

1. UNIQUE RESIDENT IDs

created using matching strategies applied to individual level data held by participating organizations. Phase one solution would allow participants to generate or retrieve unique IDs that could then be associated to agency databases. No data use agreements are required to participate in this project.

Proof of concept is complete and pilots to test the use of a unique ID will begin in 2020.

Matching of individual records is required by the longitudinal data system.



2. LONGITUDINAL DATA PLATFORM

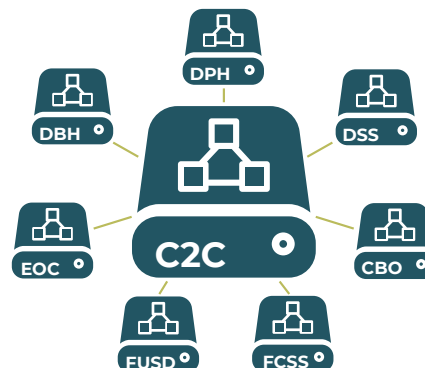
requires sharing of personally identifiable data between agencies to improve whole person coordination of services. Data sharing agreements specific to the investigation/research being done are required to participate in this work.

Legal expertise has been contracted to facilitate the development of a master data sharing agreement for all C2C partners.

3. REFERRAL SYSTEM(s)

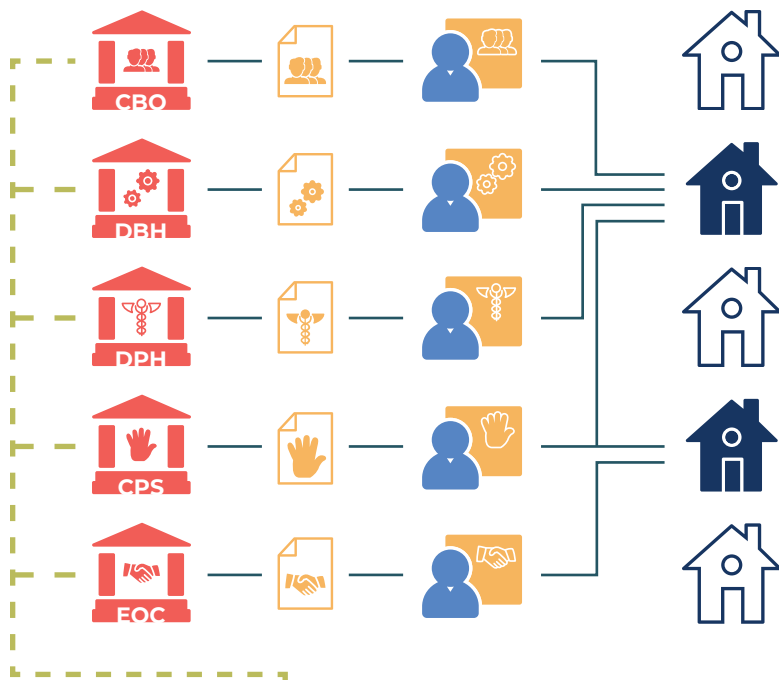
Facilitating the adoption of effective referral systems will improve coordination, follow through, feedback, and ongoing support. Participation in the Unique Identifier Project is not required but may be advantageous.

A referral platform has been identified (Apricot 360), and in 2020 multiple pilots will begin to test the system.



Caveat: A single referral system for all agencies is likely unrealistic but is something we can work toward.

Integrated Data Supports Coordinated Care

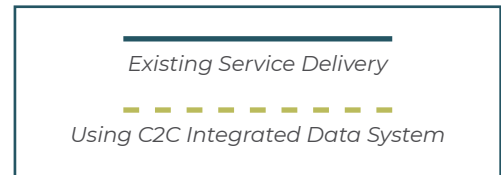
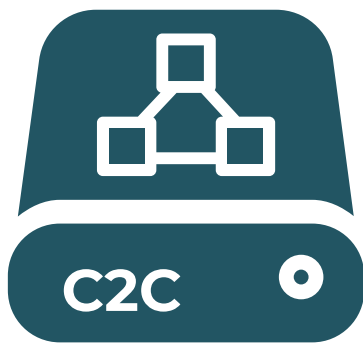


BEFORE

Siloed data prevents agencies and organizations from efficiently allocating home visitation services.

FAMILY OUTCOMES

- Isolation
- Kids start and stay developmentally behind
- Parents are not aware of resources available to them
- Families are not receiving any services or inundated with overlapping services

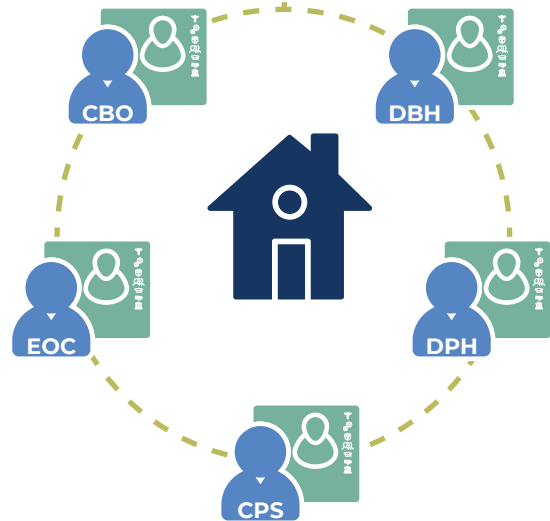


AFTER

By having access to cross-sector child/family data, home visitors can determine which supports are needed and at what dosage.

FAMILY OUTCOMES

- Improved kinder readiness
- Improved maternal mental health
- Decreased trauma
- Increased effectiveness of service delivery

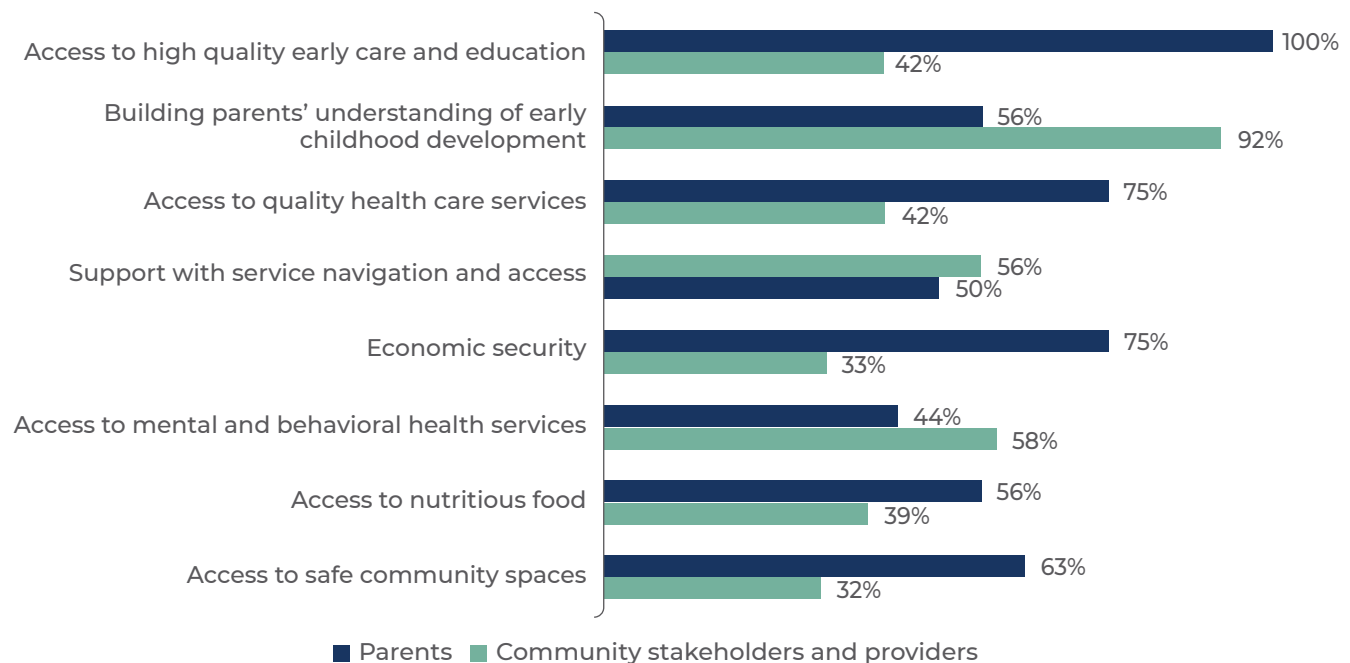


Community Engagement

Leads to Equitable Solutions

Engaging the community using an asset-based approach is an active component in addressing inequities. By identifying the talents, resources and knowledge that already exist within a community and mobilizing those individuals and organizations, community members can participate in the decisions that directly impact their lives. During the development of the Preconception to Age 5 Blueprint, the direct experience and knowledge of parents led to the identification of needs and subsequent strategies.

319 parents in rural and urban areas (69% Latino, 8% African American/Black, 7% Asian, 2% Native American, and 15% white) – were asked about their most pressing issues. The same questions were asked of 345 service providers. In many cases, parents had different priorities than providers and this information proved invaluable in creating a plan that will lead to meaningful change.



Source: Preconception to Age 5 Blueprint for Funding and Advocacy Findings from Phase III – Community Engagement, Harder & Co. Community Research and First 5 Fresno County, March 2019



Purposeful Engagement Gets Results

C2C was able to direct funding received from the Together for Students grant to promote community engagement efforts in **West Fresno Elementary** and **West Fresno Middle Schools**. A stakeholder group made up of parents, community organizations, and school personnel is an important conduit for building relationships. As an initial step, the stakeholder group developed a Latin Dance night for parents at the community center located on the edge of the school property. Dance night occurs three times a week and twenty-eight residents attend on average each night. This fun activity helps build trust, relationships among parents, and provides exercise opportunities.

In addition to the stakeholder group, a West Fresno schools parent-only group that began with 16 members grew to 40 and was able to focus attention on improving school safety. The parent group identified the need to improve the road and add sidewalks so children would be able to walk to school safely. Equipped with data and pictures, they met with various governmental agencies and their City Council member to advocate for the infrastructure improvements. These meetings led to a commitment by their City Council member that street signage will be updated in spring 2020 and road and sidewalk improvements will be completed in spring 2021.

As community connections strengthened, a southwest Fresno resident leadership cohort emerged (22 people in total) that included seven parents from the parent group. **Fresno C2C** partner **Every Neighborhood Partnership (ENP)** provided facilitation for all engagement efforts as well as activities that include a drumming circle for students identified by counselors that will be fully implemented in 2020.

ENP led workshops for the leadership cohort included:

- Asset-Based Community Development
- Understanding the historical context of our City
- Neighborhood Leadership in a Multi-Cultural Community
- City, County and Educational structures in Fresno/Fresno County
- Community Organizing and Systems Change
- Using your story and voice to create change in the community

“Asset-Based Community Development where we identify and mobilize the talents and knowledge that already exist within a neighborhood is a powerful way to create change.”

Artie Padilla, Executive Director
Every Neighborhood Partnership



Developing the Region's Inclusive and Vibrant Economy (DRIVE)

Fresno C2C is a network partner and active participant in **DRIVE**, a 10-year Community Investment Plan designed to answer this question:

What would it take to fundamentally transform the **Greater Fresno Region** by 2030 and create opportunities for all residents to achieve real economic mobility by fostering an economy that is inclusive, vibrant and sustainable?

The answer is **\$4.1 billion** in public, private and philanthropic investment in eighteen specific initiatives in three distinct areas:

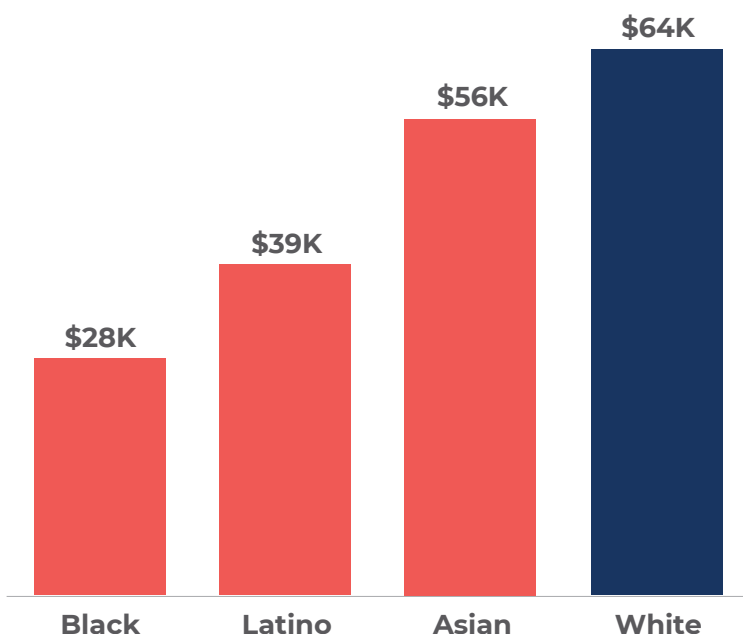
- Neighborhood Development
- Economic Development
- Human Capital

An investment portfolio was developed through the input of a diverse group of 300 civic, community and business leaders connected to more than 150 organizations in the greater Fresno area.

The impetus for **DRIVE** came in part from a 2018 Urban Institute report ranking **Fresno 59 out of 59 cities in California in economic recovery**, which is directly connected to economic inclusion. This data underscores the persistent reality that Fresno continues to experience an economy that provides too few quality jobs and a concentration of low-growth, non-exportable sectors, a human capital pipeline that leaves too many behind; and the largest racial and neighborhood inequalities in California.

ECONOMIC DEVELOPMENT: OUTCOMES ARE PARTICULARLY CHALLENGING FOR PEOPLE OF COLOR

Median household income, 2017



Source: The Federal Reserve, Survey of Consumer Finances, 1983–2016; US Census American Community Survey 5-year estimates, 2017

Fresno C2C and DRIVE

Fresno C2C partners and staff contributed to identifying the challenges, solutions and investment asks for multiple **DRIVE** initiatives, particularly those in the Human Capital portion of the plan. The **DRIVE Preconception-Five portfolio** benefited greatly from strategy development work already completed for the **Preconception-Age 5 Blueprint**. In addition, the robust parent engagement effort done to support the Blueprint confirmed **DRIVE** data and brightly illuminated the need for community voice to be included in every initiative.

The need to put equity at the center—a founding principle of **Fresno C2C** and a primary focus of the **Blueprint**—was also brightly illuminated in the **DRIVE** planning process. Racial equity is embedded into the goals and metrics of all eighteen **DRIVE** initiatives and this definition (provided by Race Forward) guides all work.

“We achieve racial equity when race no longer determines one’s socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live. When we achieve racial equity: People, including people of color, are owners, planners, and decision-makers in the systems that govern their lives. We acknowledge and account for past and current inequities, and provide all people, particularly those most impacted by racial inequities, the infrastructure needed to thrive. Everyone benefits from a more just, equitable system.”

Our Implementation Platform

Fresno C2C’s strong cross-sector infrastructure, data system innovation, facilitation expertise, and commitment to equity have positioned us to be the implementation platform for eight Human Capital Initiatives in the **DRIVE** portfolio..

“The shared vision and civic infrastructure that Fresno C2C has helped to build was instrumental in creating the DRIVE initiatives, and the C2C Partnership will be a key ingredient as we move from planning to implementation.”

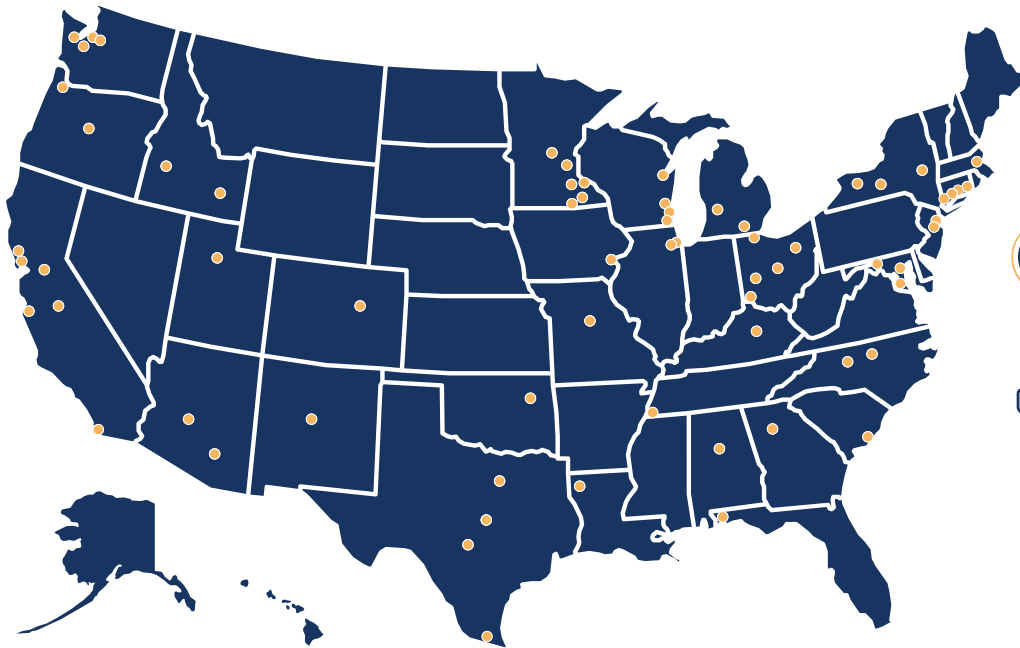
Ashley Swearngin, CEO
Central Valley Community Foundation



DRIVE
DEVELOPING THE REGION'S
INCLUSIVE & VIBRANT ECONOMY

StriveTogether National Network

Fresno C2C is part of StriveTogether, a national movement with a clear purpose: helping every child succeed in school and in life from cradle to career, regardless of race, ethnicity, zip code or circumstance. In partnership with nearly 70 communities across the country, the StriveTogether network impacts 13.5 million children in 29 states. The StriveTogether Theory of Action™ guides Fresno C2C in building and sustaining our cradle to career civic infrastructure.



68 Community Partnerships
building local infrastructure to improve outcomes for every child

13.5 million children impacted

29 STATES + DISTRICT OF COLUMBIA

Updated 01/2020



California Cradle to Career Collaborative

Fresno C2C is also a part of the California Cradle to Career Collaborative. Made up of the six California communities that are part of the national network, the collaborative is a statewide group of cross-sector partnerships that emphasize local solutions and results-based accountability to close the opportunity gaps and advance equity. In 2019 the collaborative began working to secure state investment in local cradle to career infrastructure development.

- Bright Futures Monterey County
- Fresno Cradle to Career
- Marin Promise Partnership (Marin County)
- Mission Promise Neighborhood (San Francisco)
- Partnership for Children (San Diego County)
- Stanislaus Cradle to Career Partnership



CRADLE TO CAREER
FRESNO COUNTY

Fresno Cradle to Career (Fresno C2C) is a unique community-based partnership that brings together leaders, directors, managers and staff from ten sectors to collaboratively improve educational and health outcomes for all children in Fresno County.

Additional funding provided by



The **James Irvine**
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FOUNDATION

www.fresnoc2c.org