



A VISION

Equal to the Challenge

2016 - 2017
Annual Report
Fresno Cradle to Career Partnership



*Photo courtesy of Fresno County
Superintendent of Schools*



Letter from the Executive Director

Linda Gleason

“There is no power for change greater than a community discovering what it cares about.” – Margaret J. Wheatley

Seven years ago I was part of a small group of dedicated citizens that founded The Children’s Movement of Fresno (TCM). We knew that the well-being and education of children in Fresno County must be the highest priority of government, business, non-profits, institutions, and families. We also knew that the economic future of our county and the stability of our neighborhoods depended on achieving this goal. Within one year TCM grew to more than 4,000 members. Our initial focus was on improving 3rd grade reading proficiency. That focus allowed us to elevate community understanding of the key drivers to children’s success age 0-5 and the direct connection to later achievement. As the work progressed we realized we were missing one critical piece: the institutional leaders in the community who have the influence and resources to genuinely improve our policies and systems. Two years ago The Fresno Cradle to Career Partnership (Fresno C2C) was created to fill this need.

Fresno C2C is a true community-based partnership. In 2017 we expanded to 64 members including nearly every K-12 school district Superintendent in Fresno County along with leaders from early learning, post-secondary education, health, civic, justice, business, non-profit and philanthropic sectors. By adding this level of leadership to the network, we have exponentially increased our community’s ability to improve outcomes and in turn the lives of all children and families in Fresno County.

In this report you will see how our Fresno C2C indicator matrix, in the context of a life course framework, reflects the critical milestones a child must reach to live a life of well being. The data clearly shows that a child who gets off track early in life is bound to continue that trajectory. Our work is both to ensure that children start out and stay on track, while at the same time, build ladders for those who are off track to get back on.

Here are several important takeaways you will learn more about in this report:

- **Pre-conception to age 5 is a workforce issue**
- **Poverty and race cannot continue to be a barrier to a child’s success**
- **There is a critical dual-generation aspect of our work**
- **85% of jobs in today’s labor market require some kind of post-secondary credential**
- **California will need 1.1 million more workers with bachelor’s degrees by 2030**
- **We are building a culture of improvement through successful programs and pilots**

I am encouraged by our progress. The community-wide collaboration and planning process now underway is the result of a tangible shift toward a culture of trust and commitment to improvement. I am grateful for everyone who is involved and encourage those not yet a part of our efforts to join us in what is surely the most important work we will ever do.

Looking forward,

Executive Director

linda@fresnoc2c.org

TABLE OF CONTENTS

EMBRACING OUR CHALLENGES

Success is a Journey.....	2
The road traveled matters	
Our Goal for Every Child.....	4
Outcomes and indicators to measure progress	
A 360 Degree View.....	6
Preterm birth and infant mortality rates, kinder-ready (DRDP)	
Every Child Deserves Opportunity.....	8
3rd grade reading and 8th grade math proficiency scored by ethnicity	
A HS Diploma is Not the Finish Line.....	10
High school graduation and college-ready rates	
Post-secondary enrollment rates	
A Two-Generation Approach.....	12
ELA and math proficiency of students based on parent education	
Community College and Fresno State completion in six years	

SHARPENING OUR FOCUS

Applying Our Ideas.....	14
Improvement pilots	
Connecting Our Conversations.....	18
Charting the path together, across sectors	
Expanding Our Network.....	20
Partnership Table member list	

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Expanding Opportunity for the People of California

This work is also made possible by support from the David and Lucile Packard Foundation, the Fansler Foundation, and members of the Fresno C2C Partnership Table.

StriveTogether Network

The Fresno Cradle to Career Partnership (Fresno C2C) is part of the StriveTogether Network, a national movement to improve educational outcomes in communities across America. StriveTogether uses a community-based partnership model, rooted in utilizing data to inform the development of tests of change that can be scaled to make measurable impact. Through our membership, Fresno C2C is able to apply for funding opportunities and technical assistance specifically designed to support improvement pilots. We are also able to access up-to-date research and learn best practices from other network members.

In 2017 we achieved “Sustaining Member” status in the network. This means that we are shifting the way that individuals and organizations within our partnership are making decisions and implementing policies and practices. By adopting and advancing a shared community vision, Fresno C2C is now working to promote collaborative action and resource alignment based on actionable outcome data. Ultimately, our goal is to reach “Proof Point” status, which means that we are consistently improving our outcome indicators year after year.

By harnessing the passion of dedicated people around shared goals, methods and tools, change is not only possible but happening all over the country. Communities that face the same challenges we see in Fresno County are finding solutions to things that at one time seemed impossible. Fresno C2C is proud to be part of the StriveTogether Network and to work alongside so many other caring individuals and communities.



SUCCESS IS A JOURNEY

The Road Each Child Travels Matters

Every life is a journey, but the road traveled and the outcome can vary greatly. One child is born healthy, has plenty to eat, safe and secure housing and an education that begins early. Another child is born prematurely, is food insecure, moves often and must cope with adversity. One child learns to read while another falls behind, struggling with fatigue, hunger, and fear. One child graduates from high school and heads to college. Another child, resilient and on grade-level, has to drop out to go to work to help support the family. One child starts a business, using technology to change the world. While another child, once in a while, still dreams of a better life. All of these children have parents who are working. All of these children have talent and ability. But only some of them are likely to reach their full potential.

If we are to have a prosperous, safe, and thriving community we must work to ensure that every child dreams of, believes in, and achieves all of the possibilities before them in school, career and life. **A child's race or the family income cannot be what determines their future.** The Fresno Cradle to Career Partnership is dedicated to these core values:

- Every child deserves the chance to lead a successful life.
- The potential of our children is a resource that we cannot afford to waste.
- Education is the most effective ladder for our children to reach their full potential.



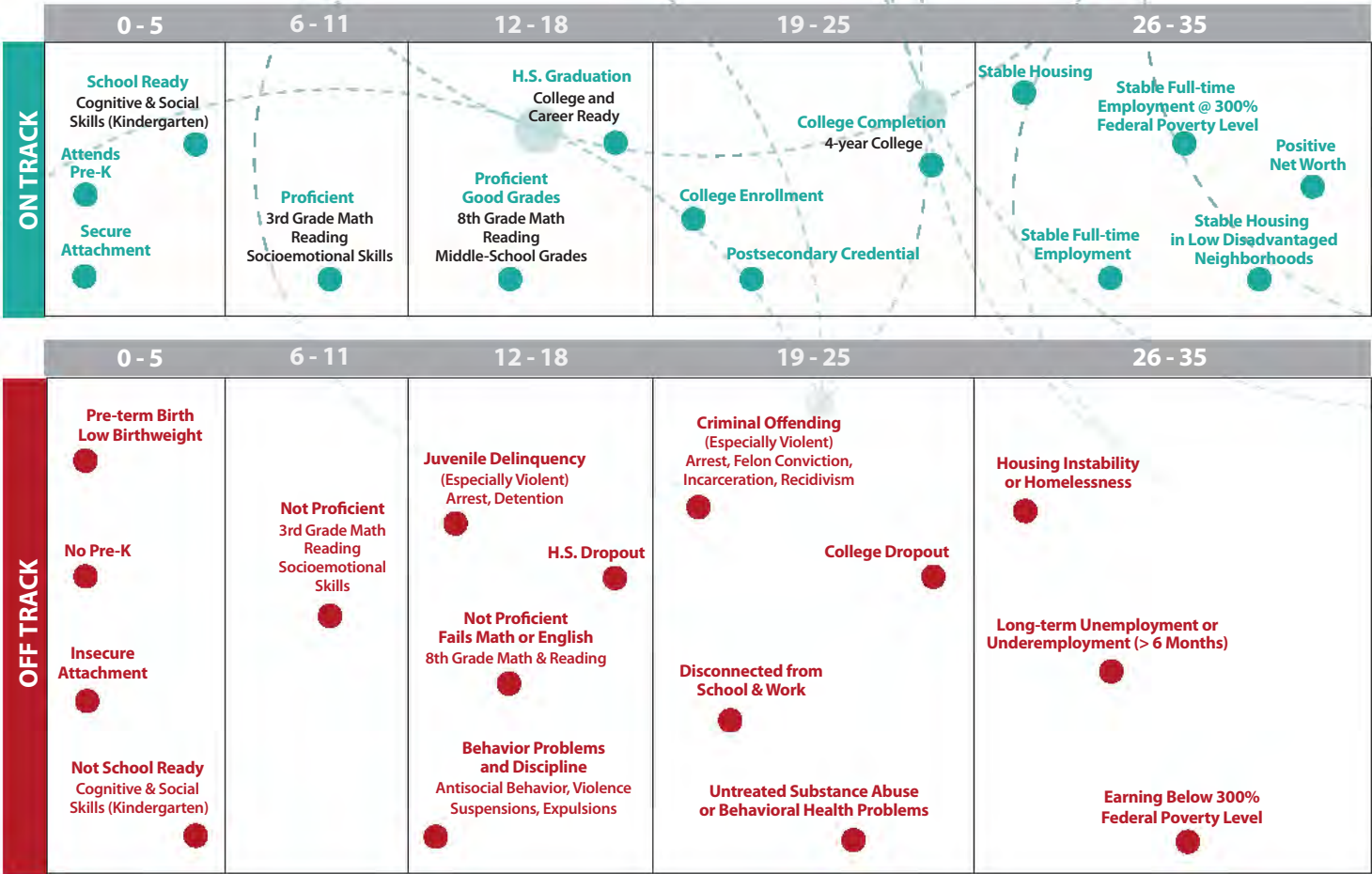
*Photo courtesy of Central Valley
Children's Services Network*

OUR MISSION

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

Where we end up can be predicted by how we started and what happened along the way. The diagram below illustrates a path in life that will take a child to stable employment and a positive net worth. It also shows the ways that this journey can get derailed. On the top, the green dots represent critical outcomes that research shows will lead a child toward a life of well-being. A child who is “On Track” has a good chance to reach their personal dreams, goals and potential and become a productive contributor to our local economy. The red dots represent the “Off Track” part of the framework and illuminate what research has shown can disrupt a positive path to economic mobility.

Life Course Outcomes



Source: Life Course Framework, Forward Change Consulting

KEY TAKEAWAYS



Earlier life outcomes affect later ones in a cumulative fashion.



We need to apply interventions across the life course from early childhood to late adolescence.



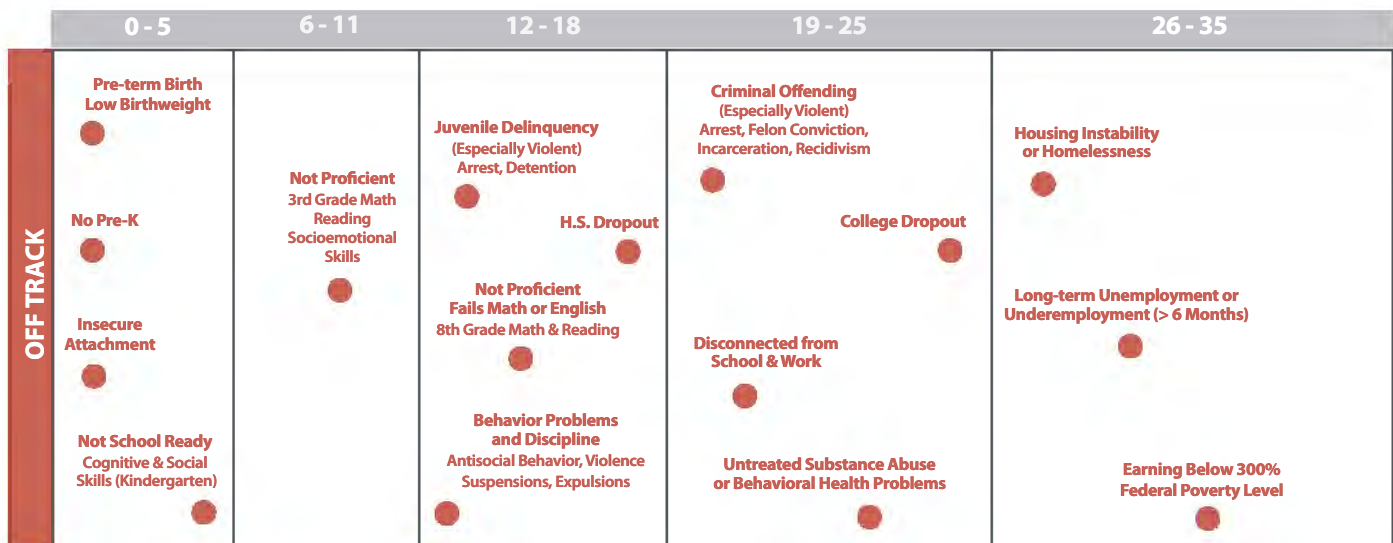
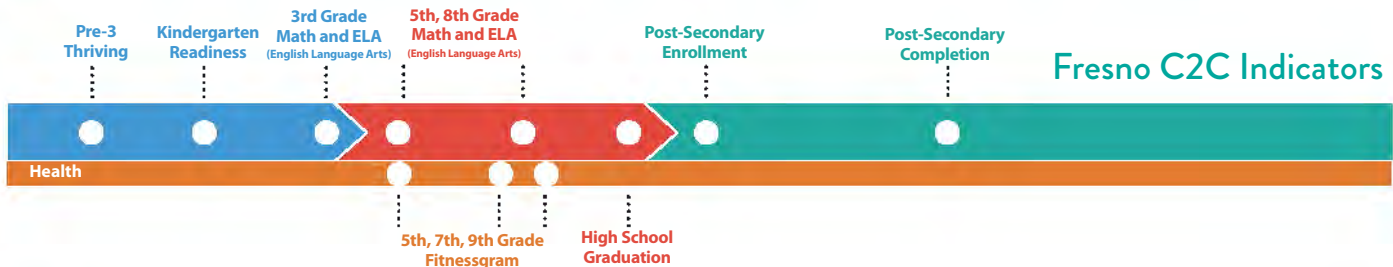
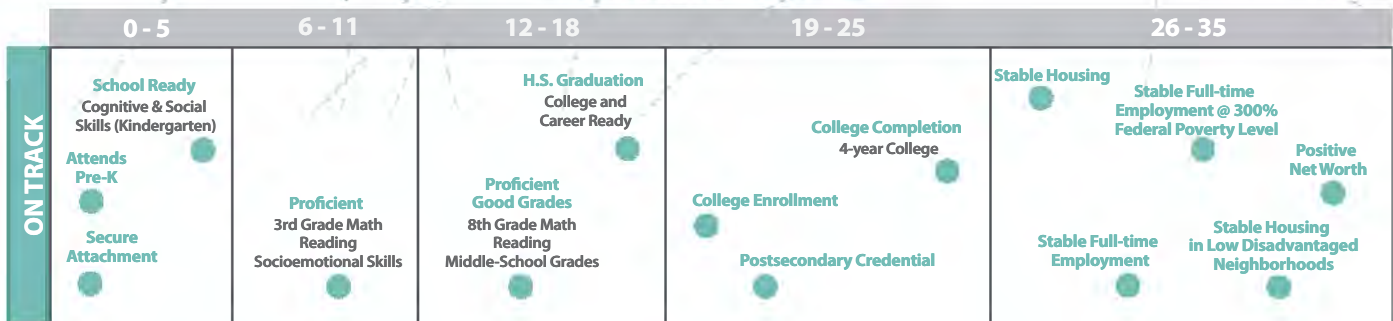
There are sensitive developmental periods for intervention in early childhood and adolescence.



We need to build ladders to help kids get back on track and prevent them from getting off track.

OUR GOAL FOR EVERY CHILD

A well-educated, 21st-century ready workforce is the key to prosperity in the Central Valley. The north star goal for the Fresno Cradle to Career Partnership (Fresno C2C) is the consistent and meaningful improvement of eleven health and education outcomes for all of the children in Fresno County. **These eleven indicators are milestones on the journey to a life of well-being.** Fresno C2C is committed to reporting timely and accurate student data and fostering community-wide accountability.



Source: Life Course Framework, Forward Change Consulting

WHAT ARE OUR NUMBERS?

A Snapshot of Five Indicators

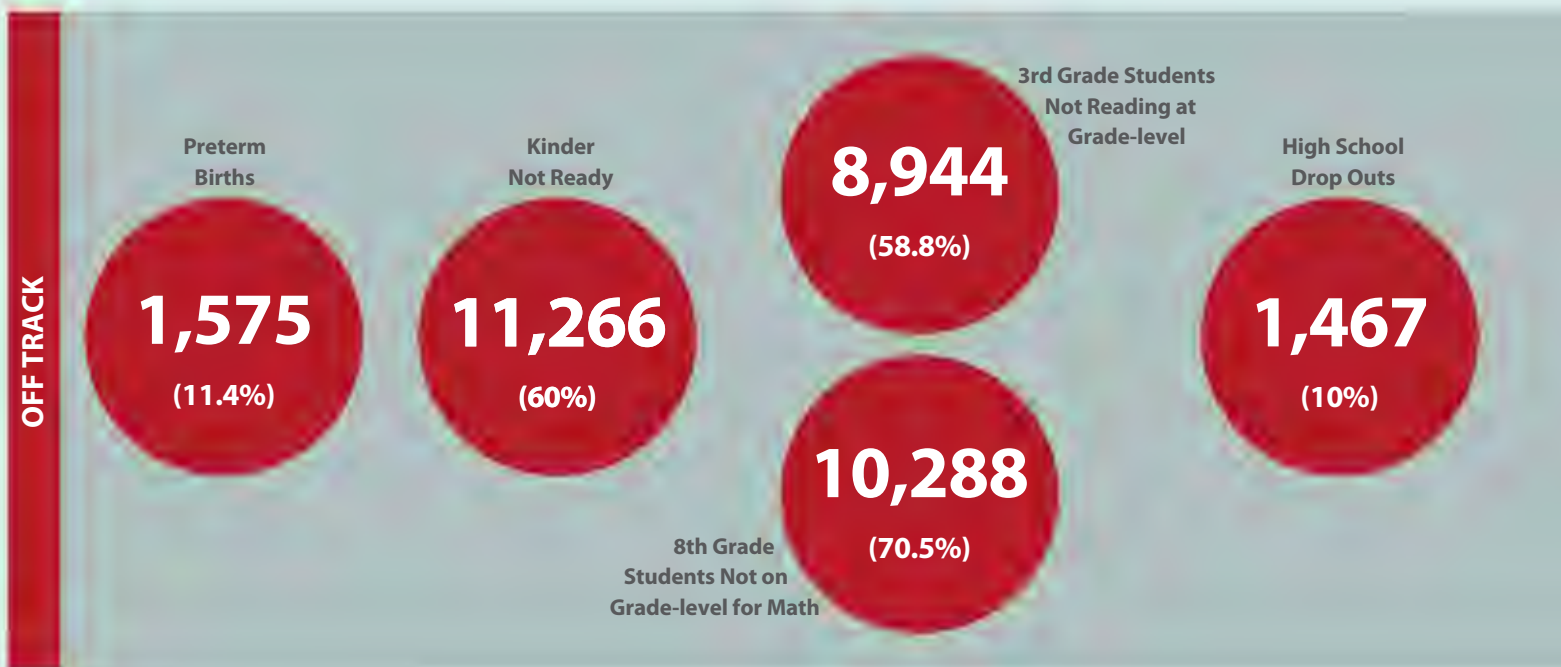
If we take a look at five of the Fresno C2C indicators, **we can begin to see the scale and scope of our work.** We do have a good number of children who are on track. But the hard truth is that **we have too many children who are off track.** Many of these kids live in low-income households and many are children of color. **The equity gap is acute and unrelenting for those of color or in poverty.**

In Fresno County, 60% of our children are not ready for kindergarten. This means that we have 11,266 children who, on the day they walk through the door, need a hand up. **8,944 third grade children (59%) are not reading at grade-level,** and **10,288 eighth graders (71%) are not on grade-level in math.** These are our numbers. Fresno Cradle to Career is committed to improving these outcomes and we know that it is going to take all of us, the whole community working together, to change things.

42,409
number of children
ON-TRACK
in Fresno County

33,540
number of children
OFF-TRACK
in Fresno County

These numbers represent a tragic loss of human achievement and economic potential.



“Talent exists in every single household. The key is to unleash the talent that each and every one of our young people has, and to help them flourish, grow and become leaders in our community.”

- Dr. Joseph I. Castro, President, Fresno State

A 360 DEGREE VIEW

Leaning In for Our Children

AB258: Individualized County Childcare Subsidy Plan

Policy changes at the state and local level can have dramatic effects on the systems and resources available to children and families. For working parents, child care is essential in order to earn a living for their families. Thanks to the work of Assemblymember Dr. Joaquin Arambula (D-Fresno), the Fresno County Superintendent of Schools and many others across the C2C Partnership who provided letters of support and testified on behalf of the bill, Fresno County will now be able to utilize approximately \$9.6 million under the state's subsidized child care program that was previously being returned to the state.

The new law will allow child care providers to better meet the needs of children and working families, improve access to state-subsidized child care programs, and strengthen the fragile child care and development infrastructure without requiring additional state funding. AB258 translates into 1,300 more children receiving child care in Fresno County.

“This bill is a win for Fresno County kids. It will ensure that more children of hardworking families will receive child care services.”

- Jim Yovino, Fresno County Superintendent of Schools

PTBi

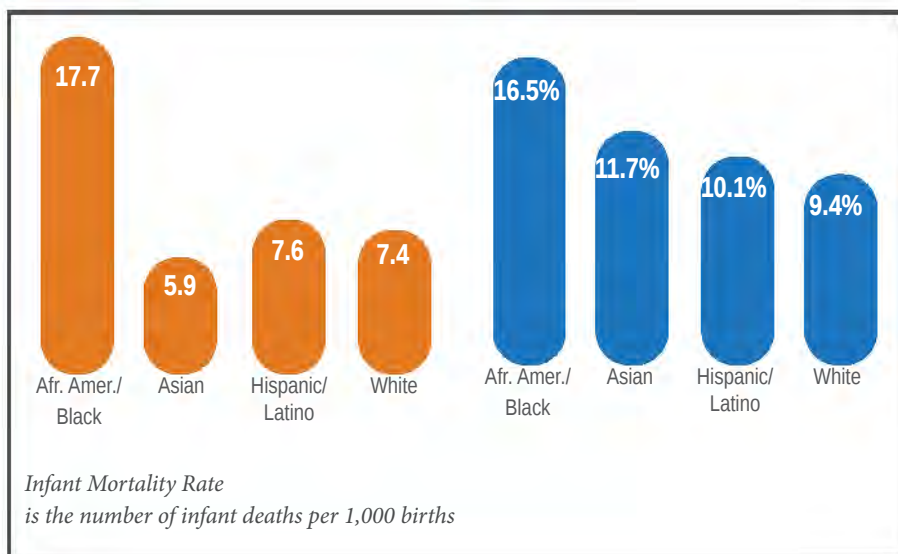
The vision and goal of the Fresno County Preterm Birth Initiative is to create a future in which all women in Fresno County are in the best health before, during and after pregnancy so that more healthy babies are born. **Propelled by voices from the community, race and inequity have now become focal points in every facet of this initiative.**

Fresno C2C and PTBi work closely to inform all cross-sector partners about the strategies and progress underway to reduce preterm birth. There are also **a number of shared objectives that Fresno C2C works to support, including the collection of outcome data and addressing racial and ethnic disparities.**

PTBi has set a goal to reduce preterm births in Fresno County from 11.1% to 7% by 2025. By reaching this goal, the number of babies born prematurely in Fresno County will be reduced by more than one-third.

Fresno County Infant Mortality Rate

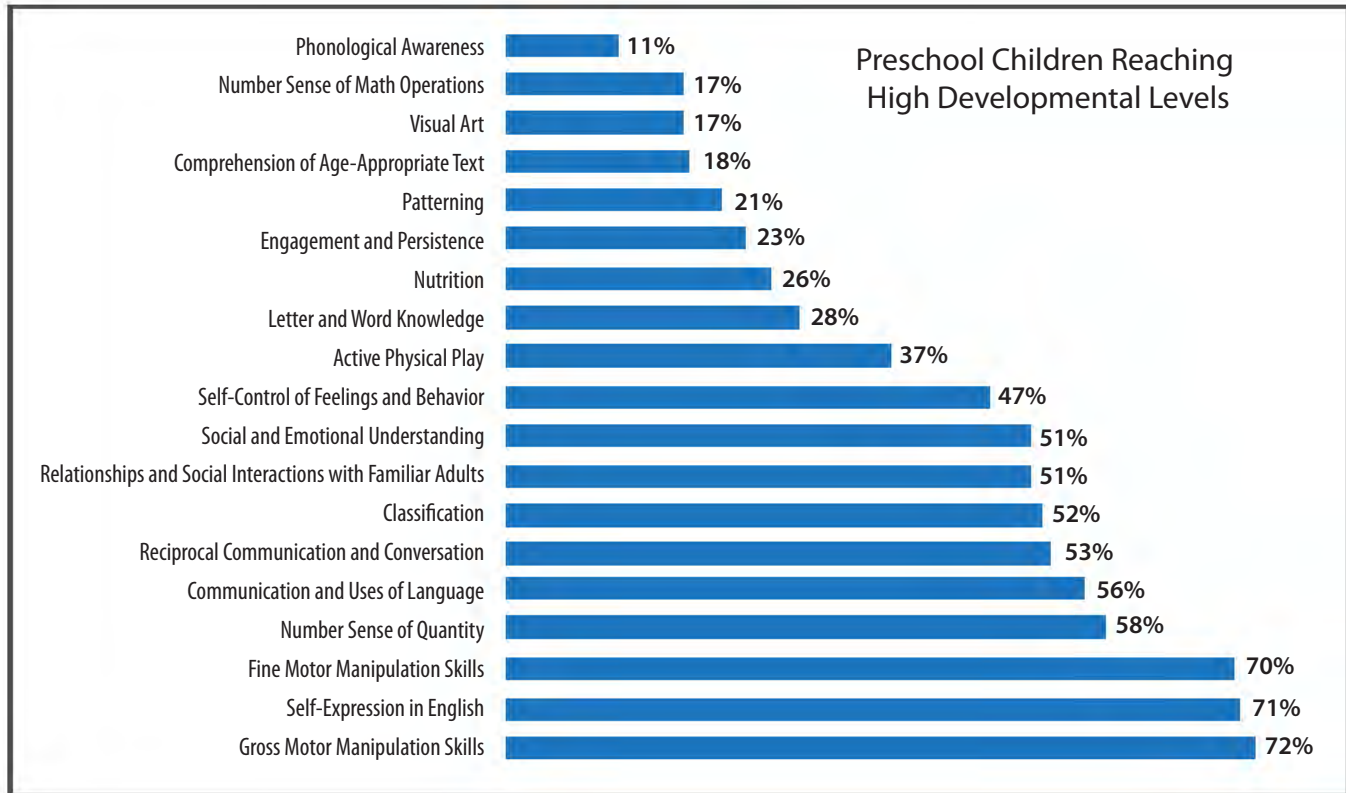
Fresno County Preterm Birth Rate



Source: Fresno County Department of Public Health (2015)

Our New Measure for Kinder-Readiness

The Partnership Table has adopted the **Preschool Desired Results Developmental Profile (DRDP)** as the **kinder readiness assessment tool for Fresno C2C**. This snapshot of selected domains provides a lens on the social-emotional condition of our children prior to entering kindergarten.



Source: FCSS, Spring 2017 DRDP Data retrieved from Central Unified School District and Fresno Unified School District

Early Childhood Table

The David and Lucile Packard Foundation funds the Early Childhood Table (ECT) as part of their ongoing efforts to help communities create comprehensive developmental systems. **The goal of the table is to hold intentional conversations aimed at integrating multidisciplinary efforts, leveraging resources, and encouraging evidence-based innovation to inform local decisions around the whole child/whole family.** Fresno C2C actively supports the work of the ECT through strategy, communications, and facilitation support. Membership includes representation from:

CalViva Health
Central Valley Regional Center
Children's Services Network
EPU Children's Center
First 5 Fresno County
Fowler Unified School District
Fresno Community Health Improvement Partnership

Fresno County EOC
Head Start and WIC programs
Fresno County Department of Behavioral Health
Fresno County Department of Public Health
Fresno County Department of Social Services
Fresno County Superintendent of Schools
Fresno State ECE Department
Fresno Unified School District



Photo courtesy of
Olmos Elementary School, Fresno USD

EVERY CHILD DESERVES EVERY OPPORTUNITY

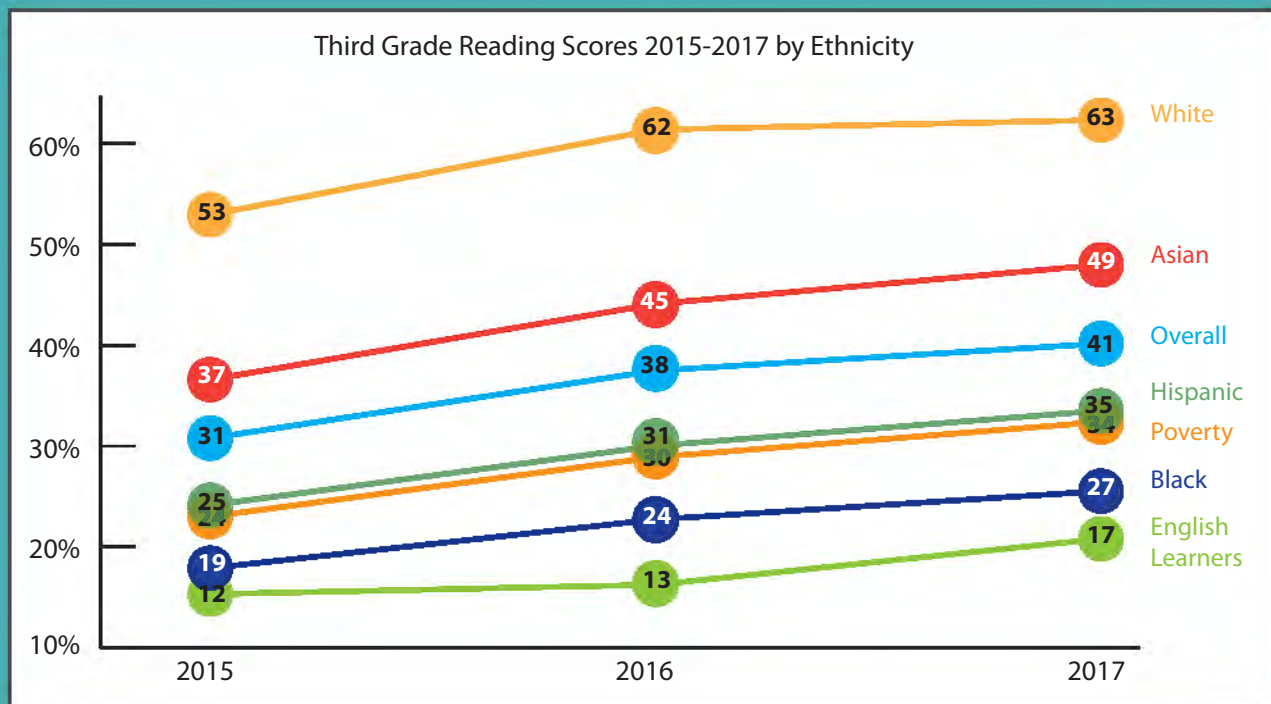


Photo courtesy of Fresno County
Superintendent of Schools

At Fresno C2C our north star goal is the consistent and meaningful improvement of educational outcomes for all of the children in Fresno County. **Poverty cannot be a barrier to success. Race and ethnicity cannot define opportunity.** We have to ensure that every child in our community has a real chance to live a life of well-being, regardless of race or the level of their parent's income.

Data shows that the equity gap begins early and persists throughout a child's life. The overall portion of children who are not kinder ready is nearly identical to the percentage of children who are not reading at grade-level in 3rd grade. **If children do not get a strong start, it is extremely difficult for them to catch up.**

87% of our County's children are students of color; the disparities by ethnicity and poverty will affect our future.



Source: CAASPP Test Results for Third Grade ELA (2015-2017)

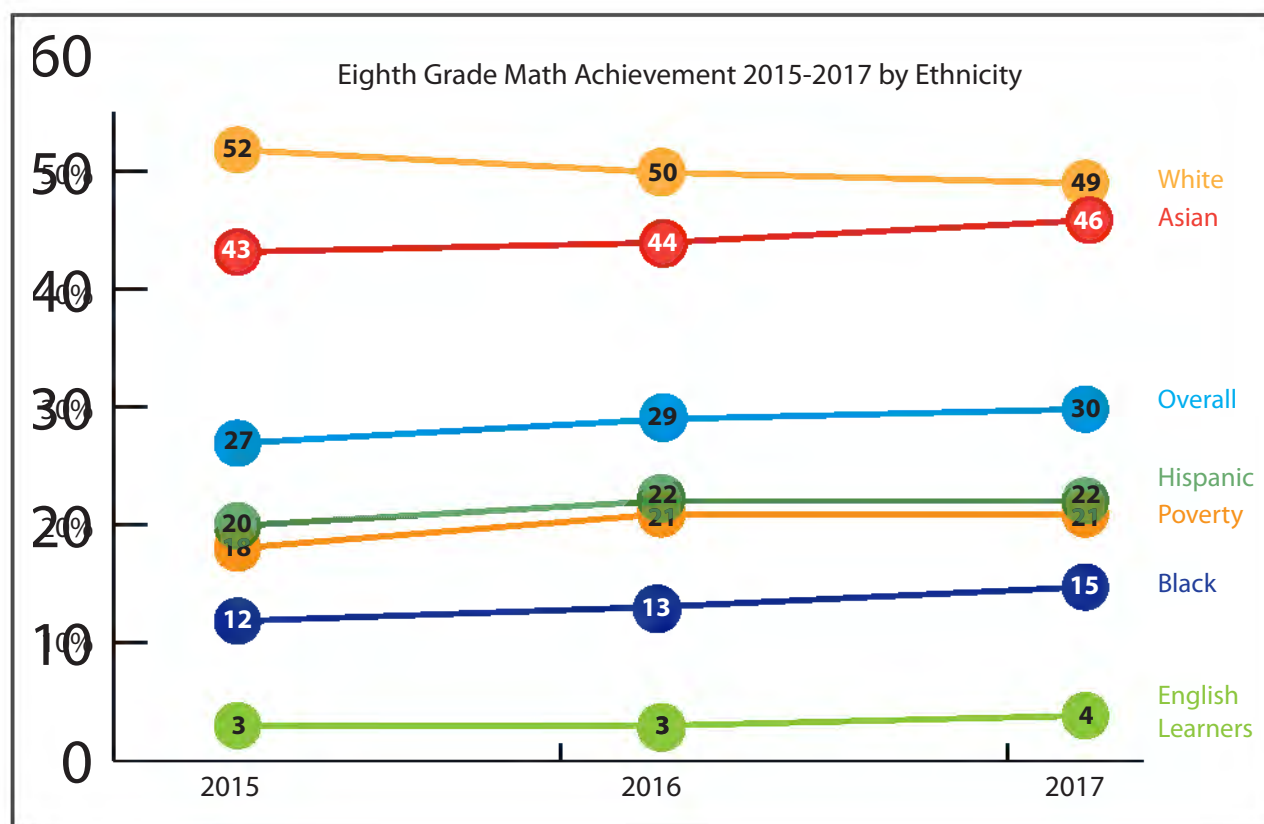
While more students are meeting or exceeding standards in language arts year over year in every demographic category, the disparities are significant. **Hispanic and African American children, and English learners, lag far behind their Asian and White peers.** Poverty, which includes children of all races, is also a major roadblock to academic success.



In contrast to language arts scores, math scores have remained flat. Again, Hispanic, African American, English learner and all children in poverty lag behind their Asian and White peers. **The cascading effect of an off track life course trajectory is clearly evident.** Children who are behind in elementary school will not be on grade-level in middle school. Eighth grade success appears to be a strong predictor for college entry.

*Photo courtesy of
Gaston Middle School, Fresno USD*

None of our children are doing well overall, but Hispanic, Black, and children in poverty face a worse future.



Source: California Dept. of Education, California Assessment of Student Performance and Progress (CAASPP) test results for Eighth Grade Math (2015-2017)

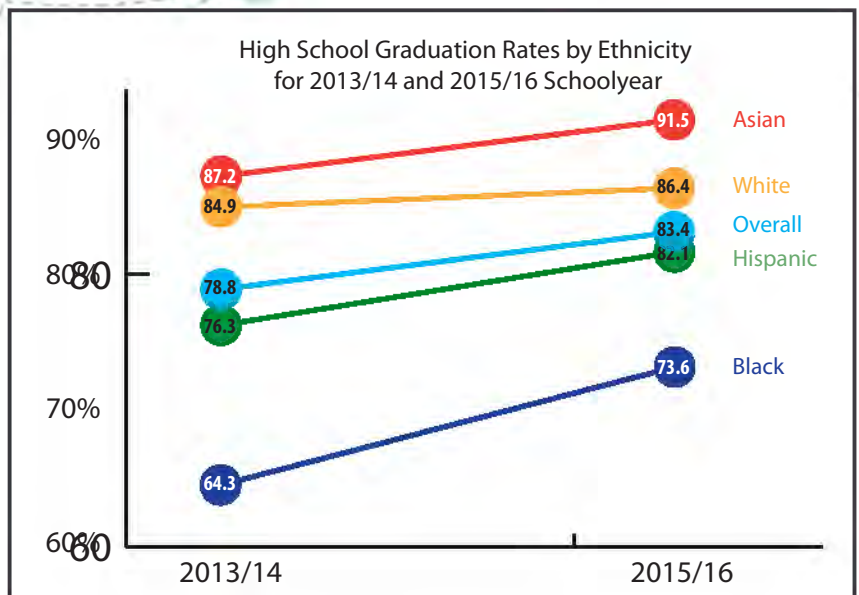
A HS DIPLOMA IS NOT THE FINISH LINE

High school graduation rates in Fresno County are improving and are in line with national norms. While graduating from high school remains an important life course milestone, **a diploma no longer assures a job that can sustain an individual let alone a family. In 2018, 85% of jobs will require some kind of post-secondary certificate***.

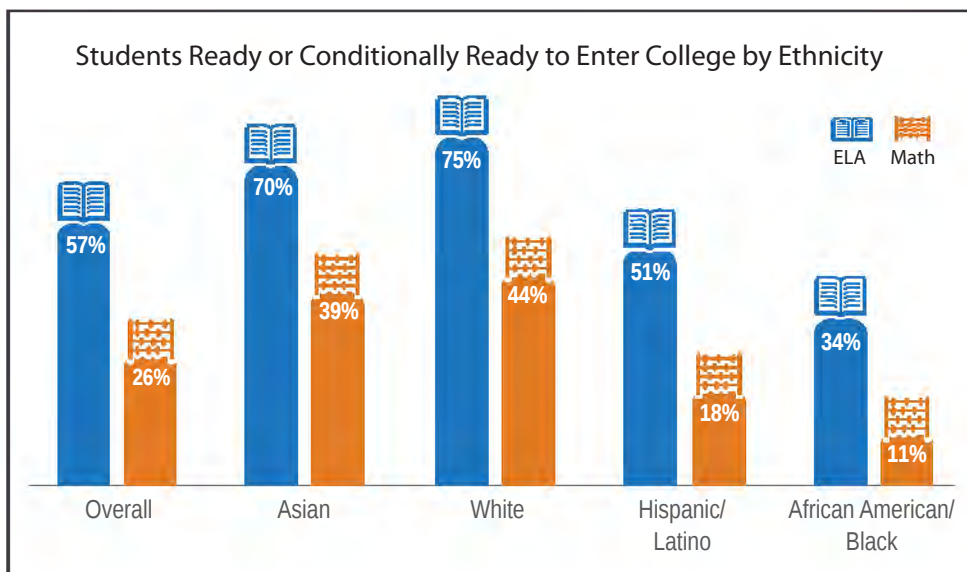
* (Fleming, K (2013). *Success in the New Economy: How prospective college students can gain a competitive advantage*. Funded by Title IC grant #12-CO1-009 awarded to Citrus College by the California Community Colleges Chancellors Office: Telos Educational Services. Retrieved from www.TelosES.com.

While high school graduation rates are high, students are not academically ready to succeed at the community college or four-year college level.

The equity gap, evident at every indicator on the cradle to career continuum, remains a challenge in the transition to post-secondary education.



Source: California Department of Education, Dataquest (2015-16)



Overall 57% of eleventh graders are college ready in English language arts and just 26% are ready in math. African Americans are the least ready.

Source: California Dept. of Education, California Assessment of Student Performance and Progress (CAASPP) test results for Eleventh Grade ELA and Math (2015-2017)



Photo courtesy of Central High School,
Central USD

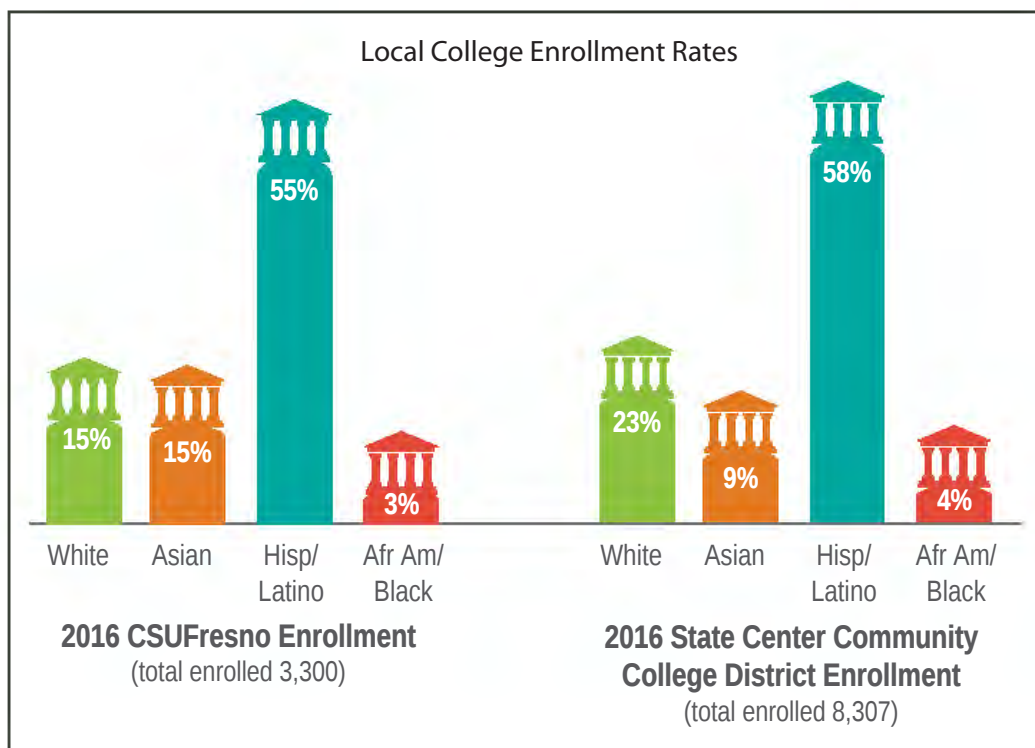
Higher Expectations Required

California needs 1.1 million more workers with bachelor's degrees by 2030 to keep up with economic demand.* The San Joaquin Valley can and will play a critical role in addressing this shortfall. The region will need to improve access to college, increase the number of students who transfer from community colleges to four-year institutions, and boost graduation rates for students already enrolled in college. **It is also critically important to recognize that we cannot meet the projected shortfall without substantial progress in college graduation for underrepresented groups including low-income, first-generation, Latino, and African American students.**

**Meeting California's Need for College Graduates, Public Policy Institute of California, 2017*

Fresno C2C is working with a number of outcome partners to strengthen the post-secondary enrollment and completion pipeline. Fresno Compact, GO Public Schools, Fresno State, State Center Community College District, Fresno City College, Central Valley Higher Education Consortium, Fresno County Superintendent of Schools, Central Valley Community Foundation and others are collaborating to create actionable and fundable plans to improve college readiness, increase access, and ensure that students graduate from college ready to work in today's world.

Enrollment at State Center Community College District is almost triple that of Fresno State. Of the students who enroll, a small percentage are African American.



Source: Fresno State Office of Institutional Effectiveness (2016), and California Community Colleges Student Success Scorecard (2016)

A TWO-GENERATION APPROACH

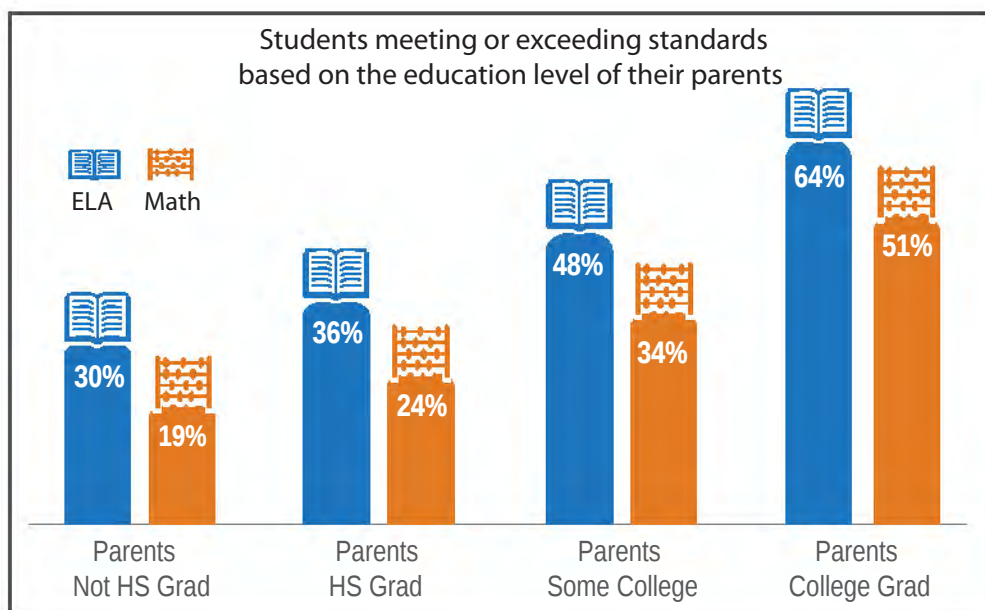


Photo courtesy of Fresno PTBi

Research shows that their own educational attainment influences a parent's expectations for their children's school attainment.* Even more significant, research shows that parental expectations for children's academic achievement predict educational outcomes more than do other measures of parental involvement, such as attending school events. Because the cradle to career continuum includes pre-conception to post-secondary completion and career, **it is important to recognize the dual-generation aspect of our work.** High school graduation and post-secondary enrollment and completion not only impact the life course of parents, the life course of their children is also highly affected. By designing **programs and policies that serve children and parents simultaneously**, we can meet the needs of all family members. For example, **quality affordable child care not only provides an important early education experience for the child, it also allows parents to remain in the workforce and/or pursue further education.**

*(Redd, Z., Guzman, L., Lippman, L., Scott, L., and Matthews, G. 2004).
(Entwisle, D. R., Alexander, K. L., and Olson, L.S. 2005).

Children whose parents are college graduates are twice as likely to be on grade-level in English and math.

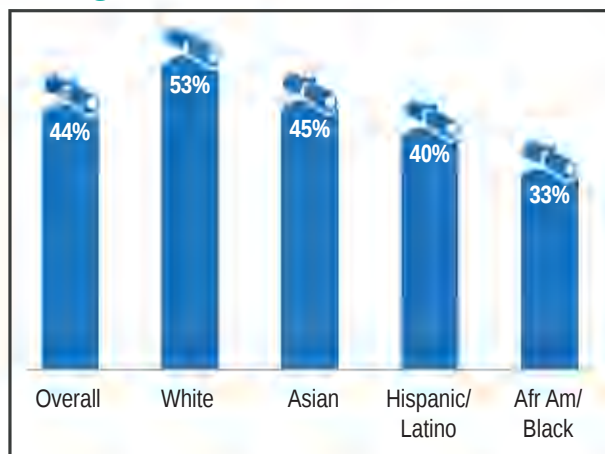


Source: California Dept. of Education, California Assessment of Student Performance and Progress (CAASPP) test results for ELA and Math (2015-2017)

Our Pathway to Prosperity

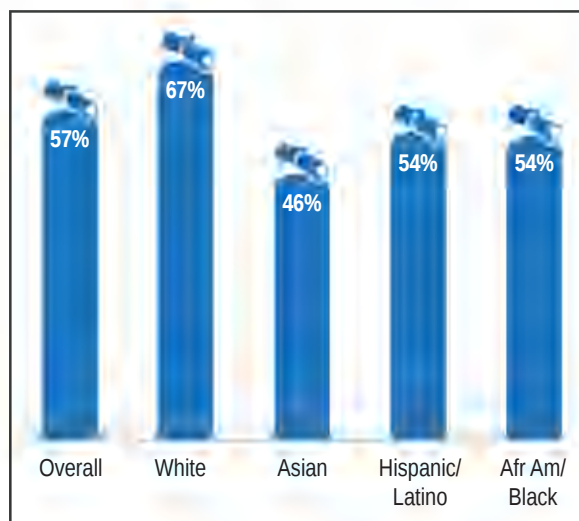
The Central Valley and Fresno County are in line to provide the needed infrastructure and workforce for 21st century California. Education, with an emphasis on post-secondary enrollment and completion, is the key to economic mobility. **More college graduates would attract business expansion, technology-driven companies and entrepreneurs.** More young adults with advanced training and certification in any number of fields—healthcare, education, green energy, software/app development—would help fill existing jobs. **Higher incomes would mean more tax revenue and less demand for social services.** No one would have to move anywhere for a better opportunity. If we, as a community, believe in and invest in all of our children, the future of our region can be transformed.

Community College Students Who Completed Certificate, AA or Transferred to a 4-year College Within Six Years



Fresno State Students Who Completed Within Six Years

Source:
Fresno State Office
of Institutional
Effectiveness (2010 -
2016 cohort)



FAFSA Completion

Fresno C2C outcome partner Fresno Compact is a partner with the Central Valley Higher Education Consortium (CVHEC) in Lumina Foundation's Talent Hub designation for the greater Fresno area. Working with C2C's Data Committee, one of the Compact/CVHEC workgroups addressing financial barriers to post-secondary completion collected county-wide data on local Free Application for Federal Student Aid (FAFSA) completion rates and found that on average only 60% of eligible students were completing and submitting the form.

Completed FAFSA of 12th Grade Student Enrollment of Fresno County Schools

	2015	2016	2017
12th Grade Enrollment	10,773	11,147	11,174
On-time Application w/ Valid EFC*	6,676	6,891	7,083
Average Percent Completed	62%	62%	63%

*Expected Family Contribution (EFC)

From 2015 to 2017, 11 high schools improved their completion rate, 15 decreased, and four stayed the same. In 2015, three high schools were above 80% in their completion rate, while in 2017 only Edison High had an 82% completion rate. While the core of the workgroup is focused on improvements in Fresno, Clovis, Central and Sanger school districts, the information and practices discussed are shared more widely within the County.

APPLYING OUR IDEAS

Improvement Pilot Target: 3rd Grade Reading

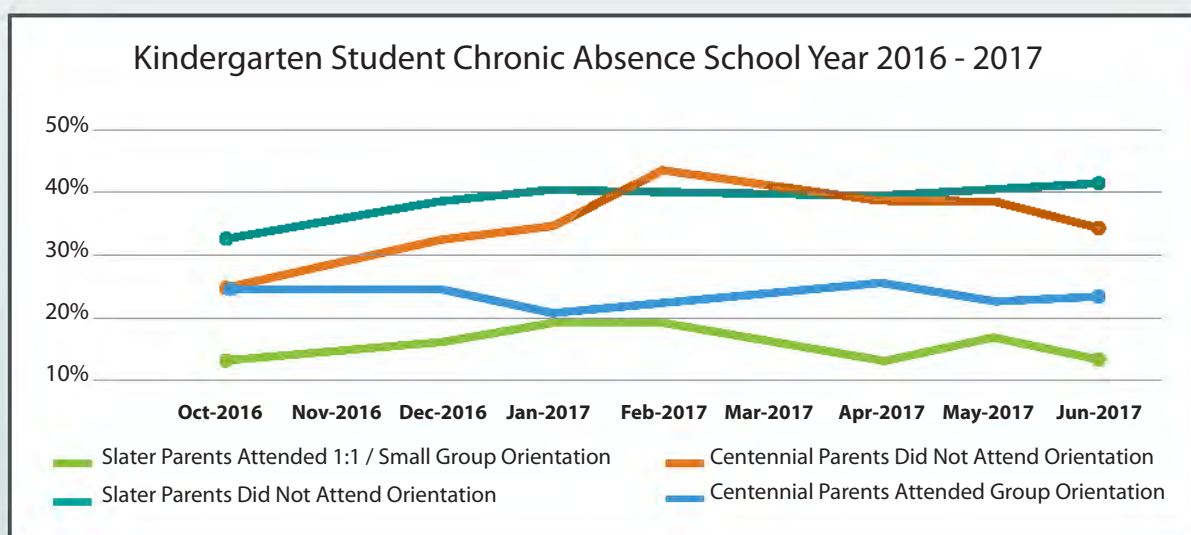
Kindergarten Attendance Matters

- Research by Attendance Works shows kindergarten attendance affects reading proficiency
- If children are chronically absent in kindergarten, only 41% read at grade-level in 3rd grade
- If children are chronically absent in kindergarten and first grade, only 17% read at grade-level in 3rd grade
- Locally, the Fresno USD kindergarten chronic absence rate was 21.07% in FY 16-17 (35 of 62 schools ranged from 20% - 35% kindergartners chronically absent)
- Chronic absence is missing more than 10% of school days, excused or unexcused

Because local kindergarten chronic absence rates are high and attendance is not usually addressed during parent orientation for kinder students, this Fresno C2C workgroup conducted a pilot to determine if a kinder readiness orientation on attendance with parents reduces chronic absenteeism.

Orientations were conducted in a large group setting and in one-on-one or small groups at two high Latino population schools with high poverty rates. In either scenario chronic absenteeism was significantly reduced with greatest impact in the small group setting. One phone call intervention to those chronically absent was held in January at Slater Elementary School in Fresno USD, which kept chronic absence from beginning to increase.

The second expanded pilot began in August 2017 with seven schools in Fresno Unified participating, including the original two schools. The first pilot students will be tracked in first grade for attendance and then reading scores at year end. Initial results from the seven schools are trending to repeat the positive outcomes from the addition of the Attendance Orientation to parents.



Source: Improvement pilot data results provided by Fresno C2C workgroup, 2016-17

Improvement Pilot Target: 3rd, 5th and 8th Grade Reading

Rime Magic

Many students struggle with basic word recognition known as decoding. Rime Magic is a program designed to “crack the code” by helping readers to see the natural segmentation patterns of the written word. Youth Safety Partners, together with Fresno C2C, collaborated with the Fresno County Probation Department to conduct a pilot in Fresno County Juvenile Hall to determine the efficacy of Rime Magic in helping struggling readers in juvenile justice settings who are experiencing significant issues with decoding. The study was conducted for two weeks from July 17 to July 28, 2017 in 5 thirty-minute sessions a week. Each session consisted of Rime Magic and supported reading with a challenging book of high interest to the student. The total time for instruction, if a student had 100 percent attendance over the two-week intervention, was 4.5 hours.

This first pilot included students at the Juvenile Justice Court School. Preliminary results showed improvement from five months to over two years in word recognition. There were also huge breakthroughs for each participant in their attitudes, confidence, and enthusiasm for reading.

*“You made me addicted to reading! I’m stuck on it!
Now you made me read more – I read all day in my room and
I read all night till 12:00. I never used to read.”
-15-year-old student at Juvenile Justice Court School*

*“I can read better now, you showed me how to sound words out so I can
get the full effect. I can read in front of people now. Still some words I
can’t read but instead of skipping it, I just figure it out.”
- 17-year-old student at Juvenile Justice Court School*



A second pilot just underway and extending through school year 2017/18 is being conducted at Malaga Elementary School and Sutter Middle School in Fowler. This pilot will determine the impact of Rime Magic on both early learners in first and second grade in preventing decoding issues from the outset and also on struggling fourth and fifth graders. Fresno C2C is providing technical assistance to both the Juvenile Hall and Fowler pilots by measuring and documenting the efficacy of Rime Magic intervention through systematic collection and analysis of the data.

Improvement Project Target: Kindergarten Readiness

Talk, Read, Sing

“Talk, Read, Sing” (TRS) is a national public awareness and action campaign through Too Small to Fail. TRS helps parents recognize their power to boost their infant to age 5 children’s early brain and vocabulary development through simple, everyday actions - like describing things while walking outside or singing songs together during bath time. The C2C Talk, Read, Sing workgroup includes members from Fresno County Superintendent of Schools, Valley Children’s Healthcare, Fowler Unified, Fresno County Library, Clinica Sierra Vista, Fresno Economic Opportunities Commission (EOC), Fresno County Public Health-Maternal Child Health, EPU Children’s Center, CalViva Health, Fresno Housing Authority, Comprehensive Youth Services and Kings Canyon Unified. In 2016/17 a key objective was to introduce and implement TRS in the medical field by having providers underscore the importance of interaction to support early brain development.



Talk, Read, Sing training cue cards

In the past year, a total of 103 people in 12 organizations received overview training from Too Small to Fail and C2C. The workgroup has now begun conducting a series of train the trainer sessions. The Fresno Economic Opportunities Commission special nutrition program (EOC-WIC) received a training specific to their needs and they have become a valuable partner in expanding TRS. EOC-WIC nutrition specialists share with parents the importance of healthy food and the importance of talking, reading and singing to their kids. The parents receive specific ideas and examples using C2C-developed cue cards as reinforcement. Survey results from staff provided valuable information in the further development of Train-the-Trainer sessions. Data also showed that parents did not realize how early they need to begin interaction with their infants and toddlers. TRS has been so well received that Fresno EOC is embedding TRS training across their five WIC sites. United Health Centers WIC is poised to incorporate TRS messages in their nutrition education lesson plans, which will be used across their 14 sites.



2017-18 Goals:

- Train Valley Children’s Hospital new residents
- Gather parent survey results from organizations trained
- Increase number of organizations receiving Train-the-Trainer sessions

For more information contact:

Amber Jacobo

ajacobo@fcoe.org

*Talk, Read, Sing training
at Central Valley Community Foundation*

Improvement Project Target: 3rd Grade Reading

See2Succeed Expands

Third grade reading proficiency is a priority for Fresno C2C as children who cannot see properly cannot learn to read. This year, with Fresno C2C communications and fundraising support, the vision screening program launched by The Children's Movement in 2014 became a fully branded community resource-See2Succeed. The mobile optometry unit visits a different school site each week using Tzu Chi's Mobile Clinic volunteer resources and van. 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.

Summary Report, October 2016 thru May 2017:

- 25 elementary schools visited
- 41 mobile clinic days
- 6,325 children prescreened
- 813 children examined
- 603 pairs of glasses made
- 74% of exam appointments resulted in children receiving glasses

2017-18 Goals:

- 15 school districts participating
- 10,000 children prescreened
- 1,000 pairs of glasses made
- An additional optometrist, made possible by a generous donation from the Fansler Foundation, will be added one day each week to assist in achieving these goals.



*Photo courtesy of See2Succeed,
Tzu Chi Mobile Clinic*



*Photo courtesy of See2Succeed,
Tzu Chi Mobile Clinic*

SEE 2 SUCCEED

For more information contact:

Courtney Shapiro

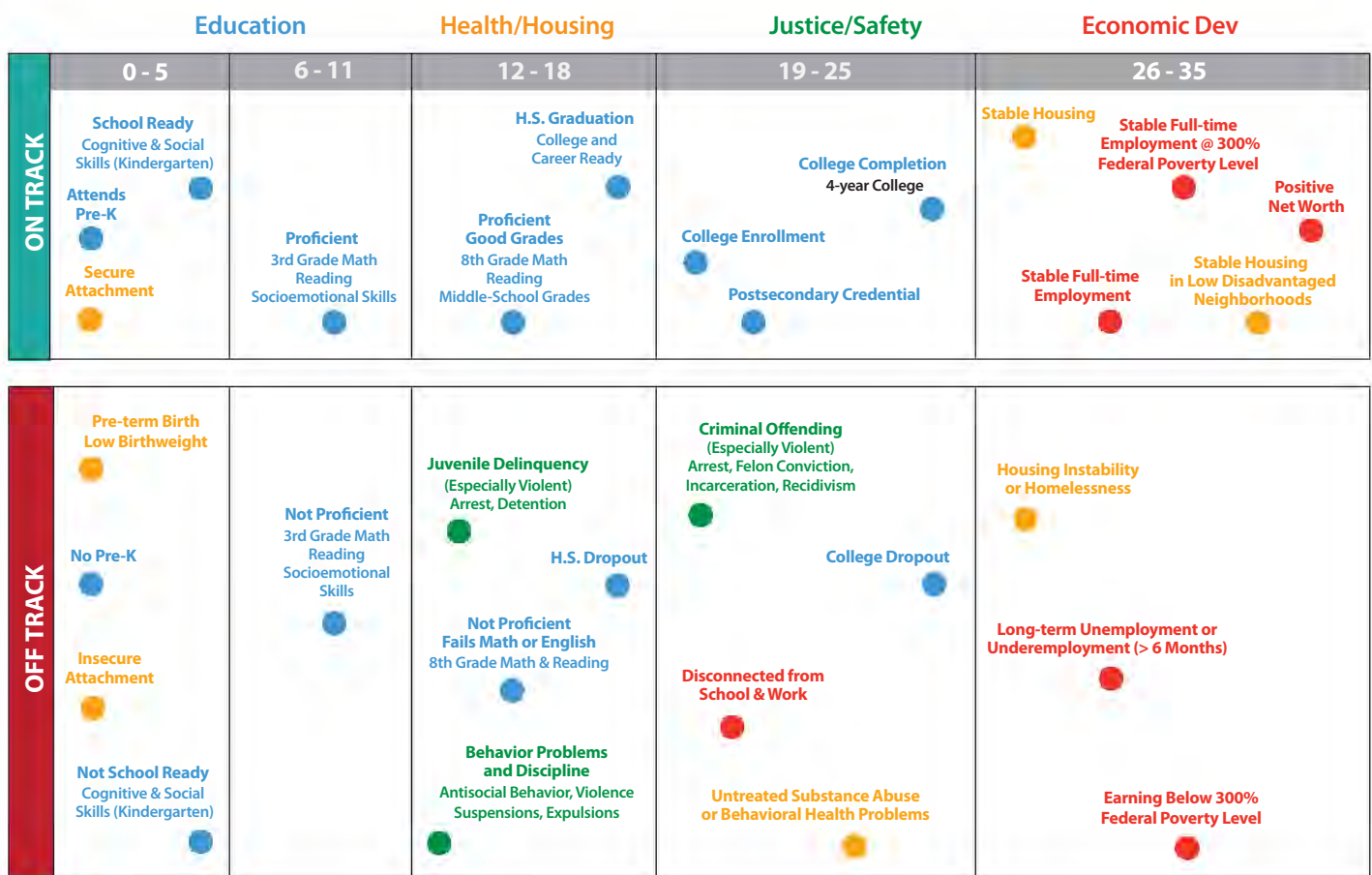
cshapiro@calvivahealth.org

See2Succeed.com

CONNECTING OUR CONVERSATIONS

Families, neighborhoods, schools, and public/private services all contribute to a child's success from pre-conception to career. **We need to take a three hundred sixty-degree view of our children.** As an example, 15% of the students (13,000 children) enrolled in Fresno USD live in Fresno Housing Authority public housing. **Because all of the systems that touch children and families are interrelated**—education, health, housing, justice, safety, economic development—we need to ask and answer questions across sectors. **What do we know about what is working? How can we do more of what works and less of what does not? How can we better align existing resources?**

The Life Course Framework by Sector



Source: Life Course Framework, Forward Change Consulting

Building close working relationships between initiatives creates a network of networks and helps to align available resources and eliminate duplication of efforts.

The C2C network of initiatives includes:

- The Children's Movement of Fresno (TCM)
- Fresno County Preterm Birth Initiative (PTBi)
- Fresno Community Health Improvement Partnership (FCHIP)
- Fresno Compact

The Children's Movement of Fresno

Since 2011, The Children's Movement (TCM) has been regularly convening a diverse network of people concerned about the well-being of children in Fresno County. As the trusted and reliable source of information about Fresno County children, the network includes over 4,000 people. TCM regularly communicates with nearly 800 people representing 95 organizations within 10 sectors including housing, health, education, civic, justice, non-profits, and foundations. This network represents those who work closest to the realities our children and families face.

TCM convenes six Action Forums each year, and the annual State of Our Children Breakfast. The TCM weekly Enews blast "Our Children This Week" provides up to date news, information on the local, state, and national policy making process, and publishes links to upcoming local events and public meeting agendas.

Fresno C2C works with TCM to identify topics, data narratives, current research and best practices to inform community stakeholders at the C2C Partnership Table and the TCM Action Forums. By integrating communication strategies actionable information is shared more widely across both networks. Leaders, middle managers, program directors, educators and parents are consistently receiving and discussing the same information. This strengthens our overall community vision and brings more voices to the table as we work to solve challenges.



2017 State of Our Children Breakfast

A Collaborative Solution to a Pressing Need

In 2017, C2C and TCM coordinated an effort to help solve the problem of sustaining funding resources for local Restorative Justice (RJ) programs. **"Restorative Justice in Fresno County: What are the Economic and Public Safety Impacts?"** was presented at the March 2017 TCM Action Forum by Mary Louise Frampton, Director, Akoi Center for Critical Race and Nation Studies, UC Davis King Hall School of Law. **The presentation included compelling local data on the positive impacts of the Community Justice Conference (CJC) and the Victim Offender Reconciliation Program (VORP).** Kimberly Nystrom-Geist, Presiding Judge, Fresno County Juvenile Delinquency Court, District Attorney Lisa Smittcamp,

Kristin Maxwell, Chief Attorney, Fresno County Public Defender's Juvenile Office, Cliff Downing, Juvenile Probation Director, Kings Canyon Superintendent Juan Garza, and the VORP Executive Director, Seya Lumeya all participated in a panel discussion on the impacts and need to continue CJC programs. This same panel also attended the March 2017 C2C Partnership Table meeting. **The combined presentations inspired local leaders to take action.** Fresno County increased financial support for CJC/VORP through the Probation Department, Juvenile Division. Fresno Unified and CJC/VORP are now working on a **collaborative school-based RJ plan that would be offered on four designated high school campuses.**

EXPANDING OUR NETWORK

Fresno Cradle to Career is focused on building a culture of shared accountability and collaboration across Fresno County. Our approach is straightforward — to work together, using data and community expertise to help prepare every student in our region for success. The C2C Partnership Table is made up of education, healthcare, civic, foundation, non-profit and business leaders who are committed to using their meaningful influence to improve outcomes at every step of a child's education, cradle to career. In the past year, we have added 21 members to the table including the Superintendents from nearly every school district in the County.

EARLY LEARNING

Gayle Duffy
Executive Director
Children Services Network

Emilia Reyes*
First 5 Fresno County
Birth to Third Grade Challenge

Brenda Sylvia
Superintendent
Clay Elementary School District

Lori Villanueva
Interim Superintendent
Coalinga-Huron Unified
School District

Russell Freitas
Superintendent
Firebaugh-Las Deltas Unified
School District

Eric Cederquist*
Superintendent
Fowler Unified School District

Bob Nelson*
Superintendent
Fresno 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

Wesley Sever
Superintendent
Kingsburg Elementary Charter
School

Don Shoemaker
Superintendent
Kingsburg High School

Victor Villar
Superintendent
Laton Unified School District

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

Matt Navo
Superintendent
Sanger Unified School District

Tanya Fisher
Superintendent
Selma Unified School District

Melissa Ireland
Superintendent
Sierra Unified School District

Jesus Cruz
Superintendent
Washington Colony Elementary
School District

Joey Campbell
Superintendent
Washington Unified School
District

Ralph Vigil
Superintendent
West Park School District

Baldomero Hernandez
Superintendent
Westside Elementary School
District

K-12 EDUCATION

Jim Yovino*
Superintendent
Fresno County Superintendent
of Schools

Mike Iribarren
Superintendent
Alvina Elementary Charter
School District

Toby Wait
Superintendent
Big Creek School District

Elizabeth Runyon
Superintendent
Burrel Union Elementary School
District

Orin Hirschhorn
Superintendent
Caruthers Unified School District

Mark Sutton
Superintendent
Central Unified School District

POST-SECONDARY EDUCATION

Joseph I. Castro*
President
California State University
of Fresno

Flo Dunn
President
California Health Sciences
University

Birnell Hirning
Regional Vice President
National University

Paul Parnell*
Chancellor
State Center Community
College District

HEALTH

Todd Suntrapak
President and CEO
Valley Children's Healthcare

Ivonne Der Torosian*
Director of Community
Benefit and Outreach
Saint Agnes Medical Center

Greg Hund
CEO
CalViva Health

David Pomaville
Director
Fresno County Public Health

Dawan Utecht
Director
Fresno County Behavioral Health

Ruben Chavez
Executive Director
Clinica Sierra Vista

CIVIC

Brian Pacheco
Chair
Fresno County
Board of Supervisors

Delfino Neira
Director
Fresno County Social Services

Preston Prince*
CEO
Fresno Housing Authority

Jean Rousseau*
Chief Administrative Officer
County of Fresno

Lee Brand
Mayor
City of Fresno

JUSTICE

Joy Thompson
Juvenile Division Director
Fresno County Probation

Elizabeth Diaz
Public Defender
County of Fresno

Hon. Kimberly Nystrom-Geist
Juvenile Presiding Judge
Fresno Superior Court

Lisa Smittcamp
District Attorney
County of Fresno

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

NON-PROFIT/ COMMUNITY BENEFIT ORGANIZATION

Brian Angus*
CEO
Fresno Economic Opportunities
Commission

Marilyn Bamford
Executive Director
Uplift Family Services

Luís Santana
Executive Director
Reading and Beyond

Lori Hamada
Executive Director
AIMS Center for
Math and Science

PHILANTHROPY

Darius Assemi
President
Granville Foundation

Lindsay Callahan
Executive Director
United Way Fresno and Madera
Counties

Ashley Swearengin*
President and CEO
Central Valley Community
Foundation

** Indicates members of
Leadership Council*

***"The best is yet to come for Fresno.
Our children have so much to offer our community,
our state, our nation and the world.
Improving educational outcomes and preparing our work-
force for the 21st century is the most important thing that
we can do to build a better future for this region."***

***-Ashley Swearengin, former Fresno Mayor, President
and CEO, Central Valley Community Foundation***



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fresnoc2c.org

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Fresno Cradle to Career Partnership



Photo courtesy of Fresno High School, FUSD

