

PROMISE NEIGHBORHOODS INSTITUTE
AT POLICYLINK

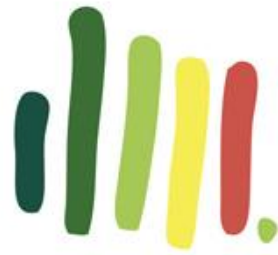
Promise Neighborhoods Institute (PNI)

Community of Practice Meeting:

**Turning the Curve on Early Childhood Indicators
and Early Lessons Learned About Implementation**

**Sheraton Baltimore City Center Hotel
Baltimore, MD**

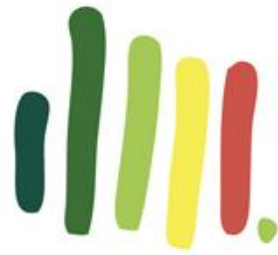
April 18-19, 2013



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Desired Results

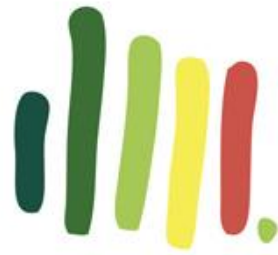
- *Build our individual and collective capacity to use a robust results-orientation to guide our efforts to turn the curve on key Promise Neighborhoods indicators;*
- *Learn more about the data tools available to all communities participating in the PNI Network;*
- *Complete a baseline, target setting, turn the curve exercise in the Promise Scorecard;*
- *Work together to analyze and strengthen our early childhood solutions and efforts to build early learning networks;*



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Desired Results

- *Share lessons learned from the first year of implementation and the Harlem Children's Zone and apply those lessons in ways that make our work more impactful in 2013;*
- *Build our community of practice through interactions with peers in other Promise Neighborhood implementation sites, staff from PNI partner organizations, the Department of Education, and national experts;*
- *Understand the technical assistance that will be available to implementation sites from both PNI and the U.S. Department of Education and begin to think about how we can make the most strategic use of that assistance.*



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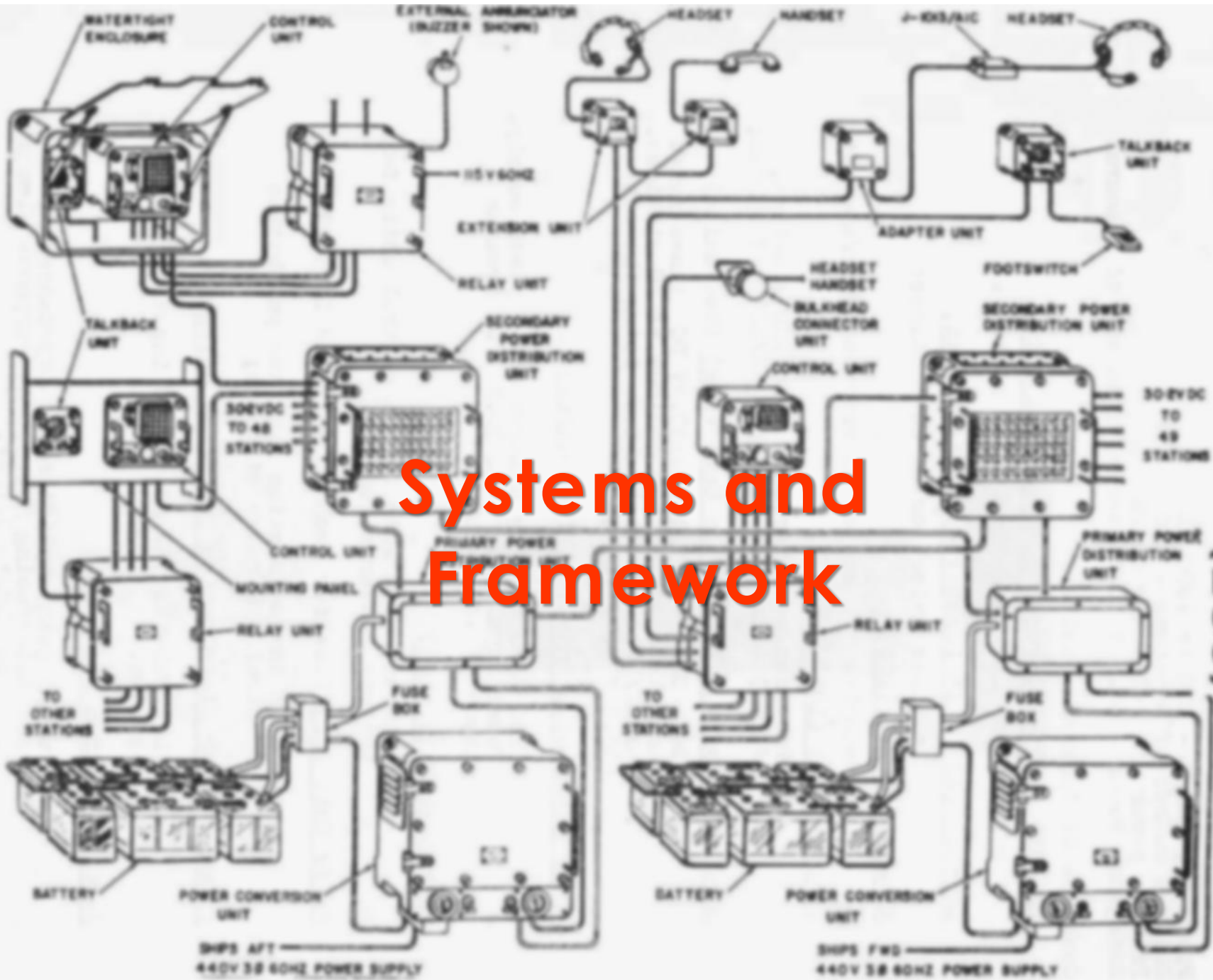
PNI Data Systems and Resources for Implementation Sites

10 Results outlined by the Department of Education for Promise Neighborhoods

Students:

1. Enter kindergarten ready to learn
2. Are proficient in core subjects (English and Math)
3. Successfully transition from middle to high school
4. Graduate from HS
5. Obtain post secondary degree or credential (without the need for remediation)
6. Are healthy
7. Feel safe at school and in their community
8. Live in stable communities
9. Families' and community members' support learning in Promise schools
10. Have access to 21st century learning tools

Systems and Framework



AN/SIC 503 MAIN BROADCAST
(280)

Prototypical Promise Neighborhood Data System

External Individual-Level

School
District

Service
Providers

Case
Management

Data
Entry

Aggregation

Neighborhood- and
School-Level Data

Longitudinal Data

Survey
Data

Reports/Dashboard

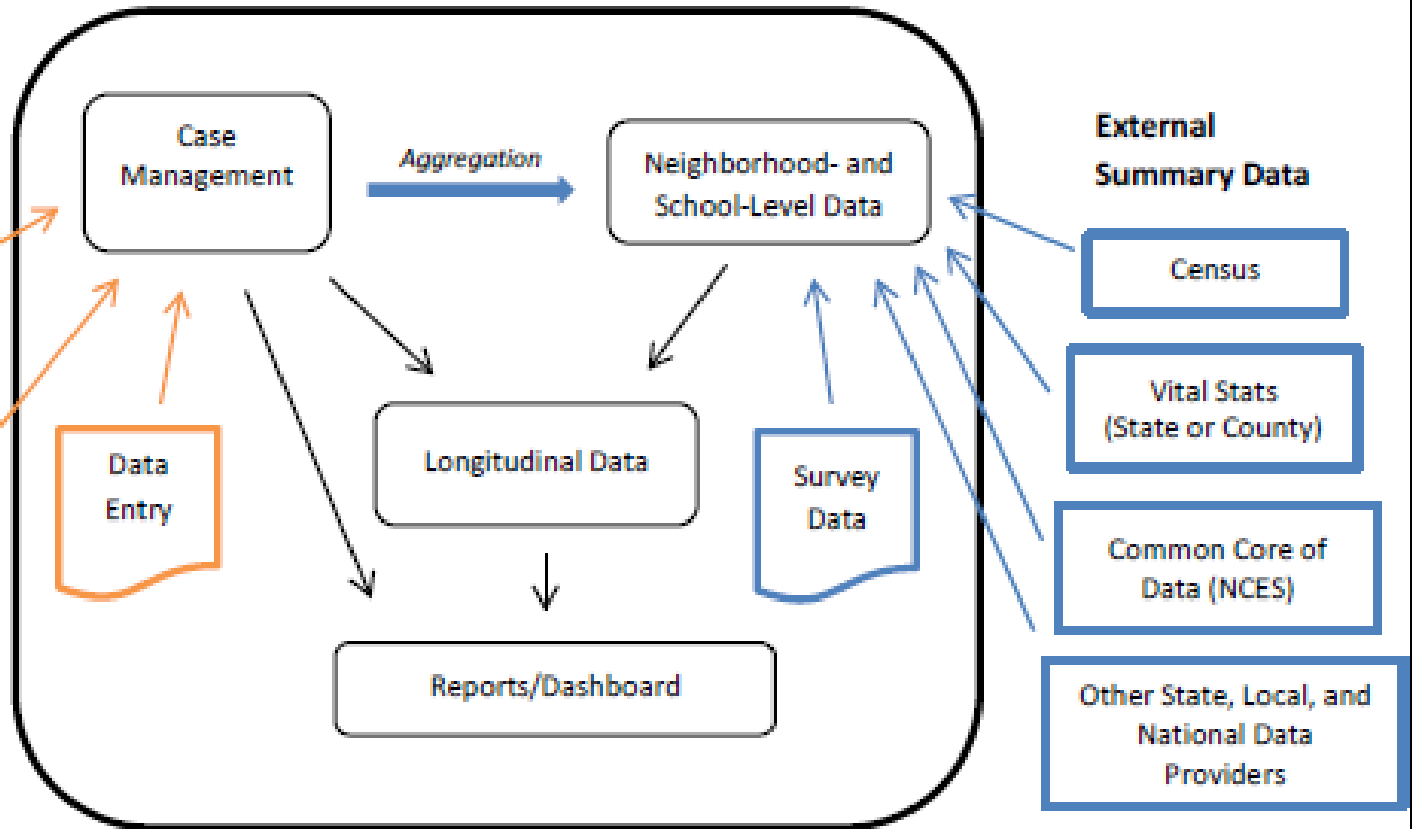
External Summary Data

Census

Vital Stats
(State or County)

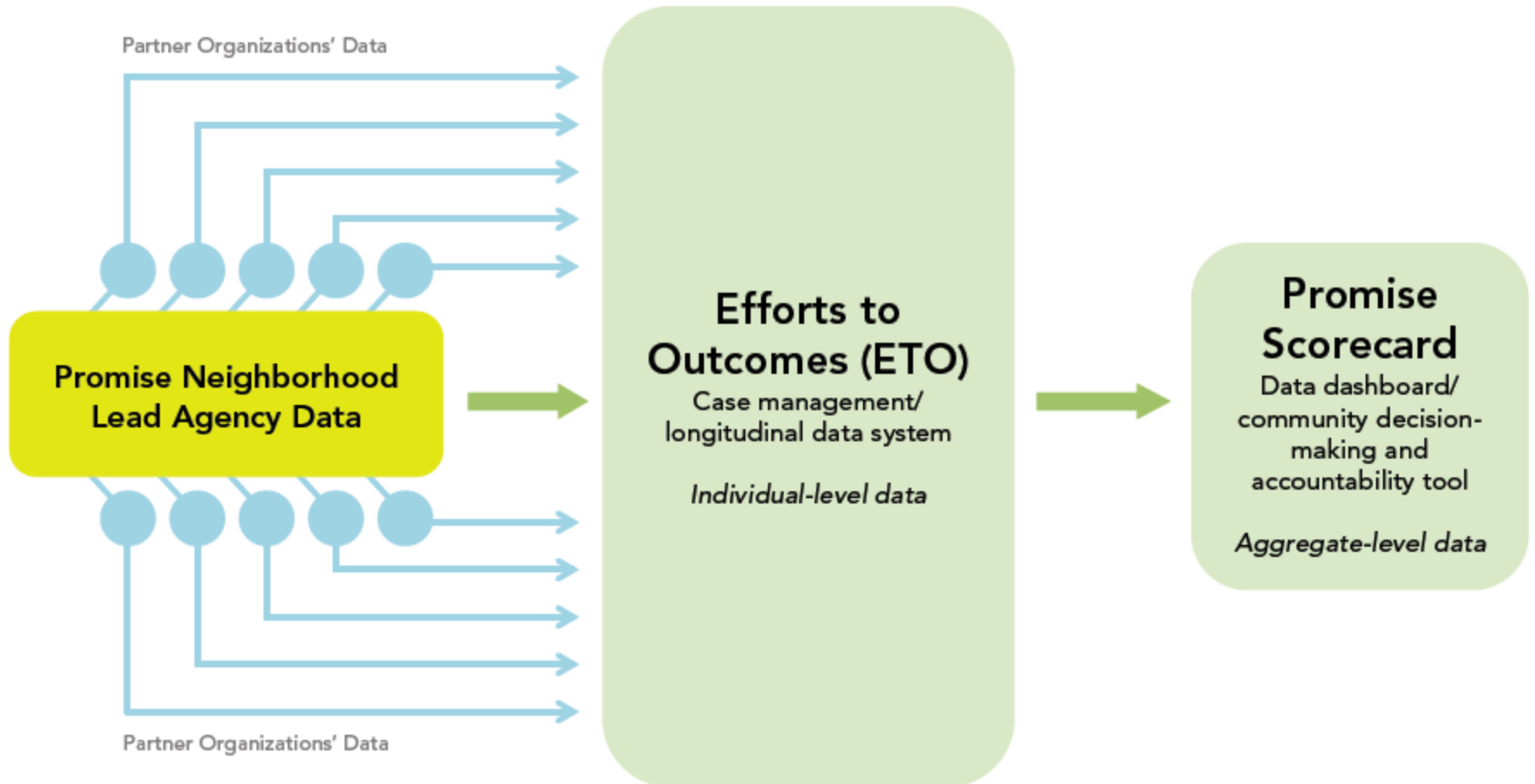
Common Core of
Data (NCES)

Other State, Local, and
National Data
Providers



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Data Platforms



Results-Based Accountability™

	QUANTITY	QUALITY
EFFORT	<u>What did we do?</u> How much service did we deliver?	<u>How well did we do it?</u> How well did we deliver service?
EFFECT	<u>Is anyone better off (#)?</u> How much change for the better did we produce	<u>Is anyone better off (%)?</u> What quality of change for the better did we produce?



Academic Results and Indicators Scorecard

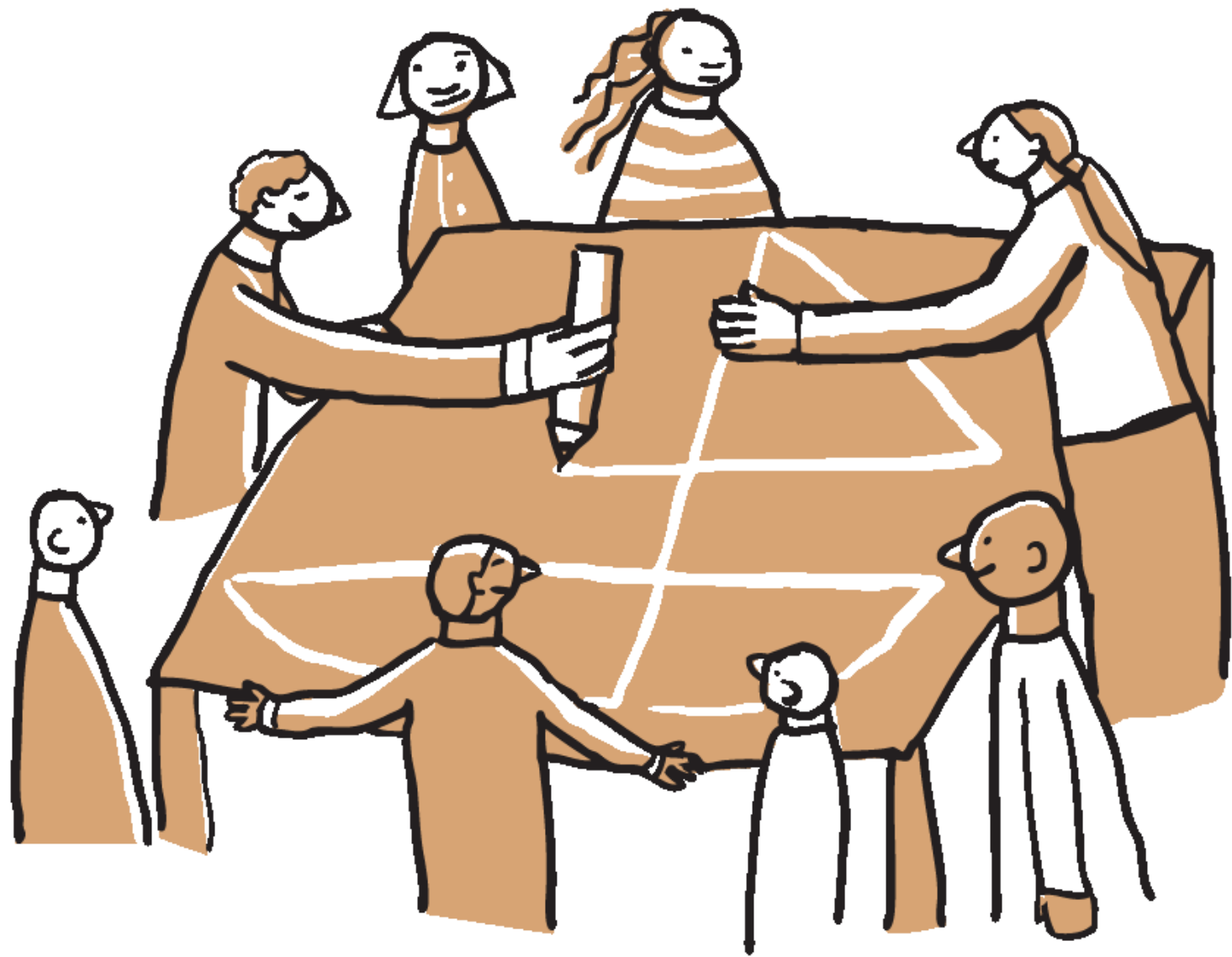
Expand All | Collapse All

Scorecards: Academic Results and Indicators Scorecard

Academic Results

Name	Prior Period	Current Value	Change	Target Value	Most Recent Period	Comments/Projects
<input checked="" type="checkbox"/> PN: Children Enter Kindergarten Ready to Learn						
<input checked="" type="checkbox"/> PN: % of children with a place to go when they are sick	96.0%	84.0%	↓ 1	95.0%	FY2010	<input type="checkbox"/>
<input checked="" type="checkbox"/> PN: % of Children that demonstrate age-appropriate functioning	86.0%	96.0%	↑ 4	95.0%	FY2010	<input type="checkbox"/>
<input checked="" type="checkbox"/> PN: % of Children that participate in early learning programs	87.0%	82.0%	↓ 2	95.0%	FY2009	<input type="checkbox"/>
<input checked="" type="checkbox"/> PN: Students are Proficient in Core Academic Subjects						
<input checked="" type="checkbox"/> PN: % of Students at or above grade reading level for grades 3-12	87.0%	88.0%	↑ 2	95.0%	FY2010	<input type="checkbox"/>
<input checked="" type="checkbox"/> PN: Students Successfully Transition from Middle to High School						
<input checked="" type="checkbox"/> PN: Attendance rate of students in grades 6-9	85.0%	87.0%	↑ 2	95.0%	FY2010	<input type="checkbox"/>
<input checked="" type="checkbox"/> PN: Youth Graduate from High School						
<input checked="" type="checkbox"/> PN: Graduation Rate	64.0%	96.0%	↑ 1	100.0%	FY2010	<input type="checkbox"/> <input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> PN: High School Graduates Obtain a Post-Secondary Degree						
<input checked="" type="checkbox"/> PN: % of PN Students that earn a postsecondary degree	92%	96%	↑ 2	100%	FY2010	<input type="checkbox"/>

* denotes required field





1 license with 2 log-ins for Scorecard, 1 Administrator license with 10 sublicenses for ETO



2, two-day onsite visits from a Results Leadership Group expert to do RBA training and development of performance measures with partners



2, two-day onsite visits (*for sites using ETO) with Social Solutions for technical and blueprinting work



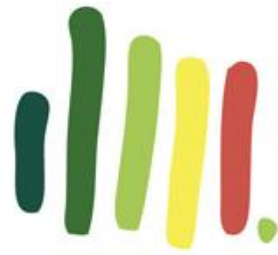
Community of practice through webinars, conference calls, listserv focused on data



Access to HCZ's vault of expertise



PNI partners' expertise on RBA, accountability and relationship building around data, disaggregated data, etc.



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Results-Based Accountability™ and the

Results Scorecard™_{2.0}

Results-Based Accountability™ Software for Public Sector Leaders

JaNay Queen, Ph.D.

*Senior Director of Strategic
Implementation*

Results Leadership Group

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

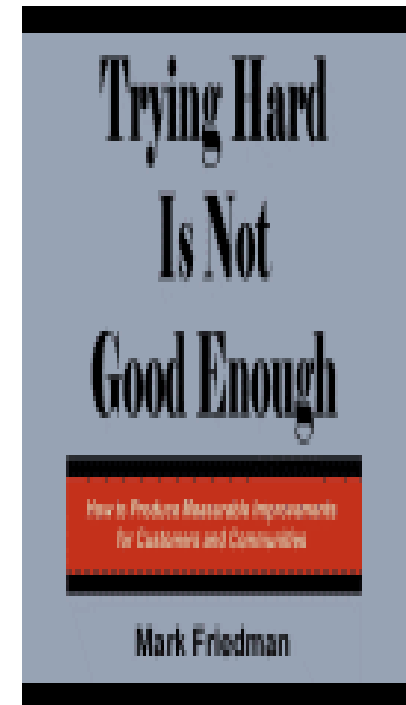
What is Results-Based Accountability (RBA)?



- ❑ A process framework to:
 - ❑ improve the quality of life for communities, individuals and families; and
 - ❑ improve the quality and effectiveness of organizations.

Not Compliance

- ❑ Developed by Mark Friedman (*RLG Partner and Founder of the Fiscal Policies Studies Institute*) and outlined in his Book *Trying Hard is Not Good Enough*.



Key Principles of RBA



- Data-driven, transparent decision making
- Start at the end to determine what you ultimately seek to achieve
- Identify the appropriate level of accountability:
 - Population or whole community
 - Service System, Agency, Division or Program
- Ask effective questions to quickly get from ends to strategies
- Work effectively with partners

To What End...

Population Accountability

About the well-being of whole populations

States – Neighborhoods - Cities - Counties



Result: A condition of well being that we want to achieve for a given population



Indicator: A measure that helps quantify the achievement of a Result

- *Youth graduate from high school*
 - *Graduation rate*
- *Children are ready for Kindergarten*
 - *Participation rate in early childhood programs*

I sure am glad we
don't have that
problem!



To What End...

→ Make the distinction between Population Accountability & Performance Accountability.

Performance Accountability

About the well-being of client populations

The client base that is directly impacted by a program



Program: A program, agency, service system or strategy that is helping to achieve a Result

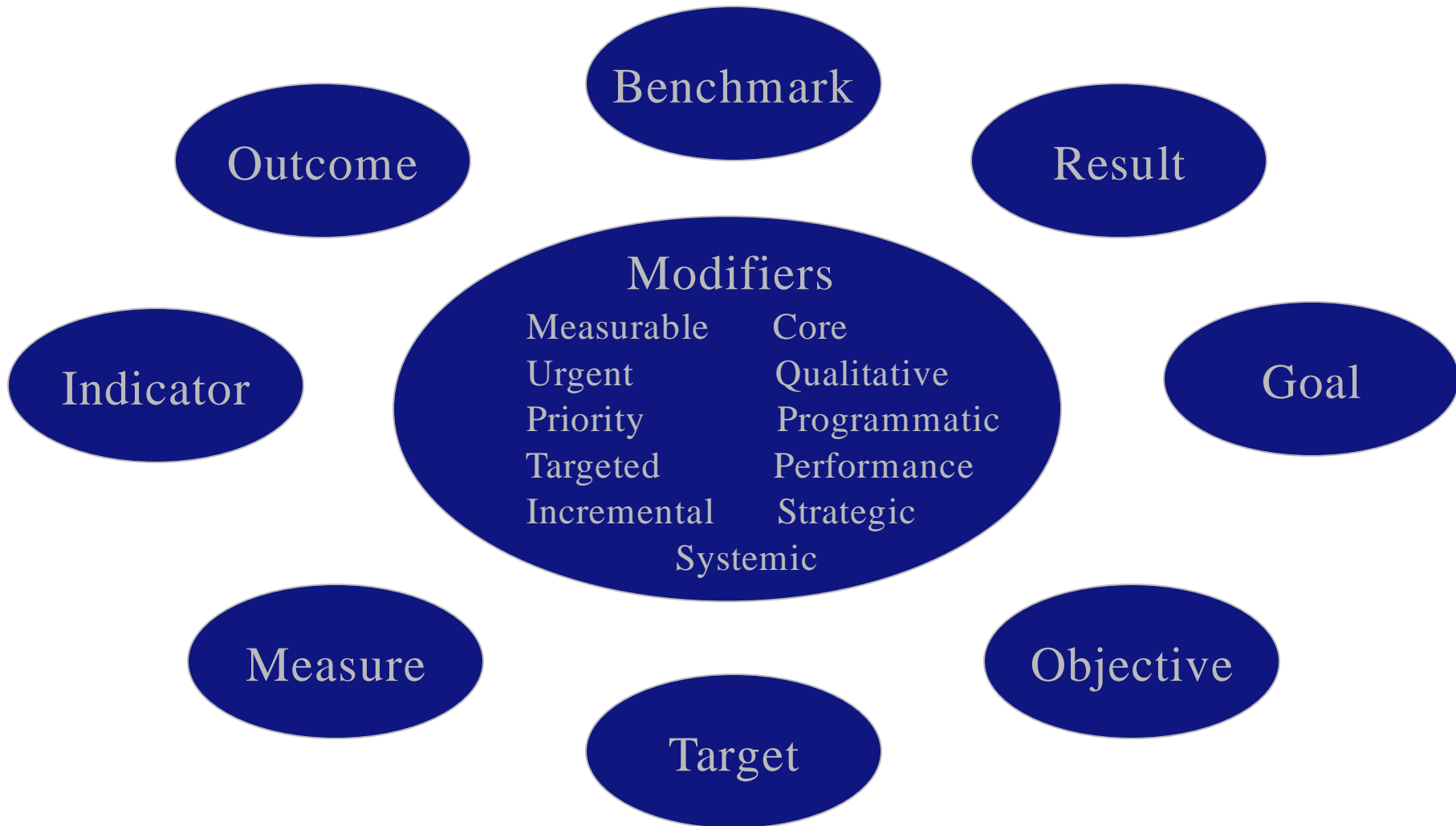


Performance Measure: A measure of how well our programs are serving the people that they reach

- *How much did we do?*
- *How well did we do it?*
- *Is anyone better off?*

THE LANGUAGE TRAP

Too many terms. Too few definitions. Too little discipline.



Operationalizing RBA



Population Accountability

- ① Who is our population?
- ② What is the condition of well-being that you want for your community?
- ③ How will you measure it?
(Indicators)
- ④ How are we doing on the indicators? (baseline and forecast)
- ⑤ **What is the story behind the data?**
- ⑥ **Who are our partners with a role to play?**
- ⑦ **What works to do better?**
- ⑧ **What do we propose to do?**

Performance Accountability

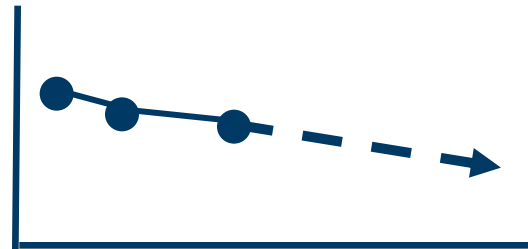
- ① Who are your customers?
- ② How can you measure if your customers are better off?
- ③ How can you measure the quality of the service you provide?
- ④ How are we doing on these measures? (baseline and forecast)
- ⑤ **What is the story behind the data?**
- ⑥ **Who are our partners with a role to play?**
- ⑦ **What works to do better?**
- ⑧ **What do you propose to do?**

As seen in
Results Scorecard

Turn-the-Curve Thinking™ **Talk to Actio**

Result or Program:

Data
Baseline



Story behind the baseline

Partners *(with a role to play in turning the curve)*

What Works

Strategy (w/ Budget)

How are
we doing?

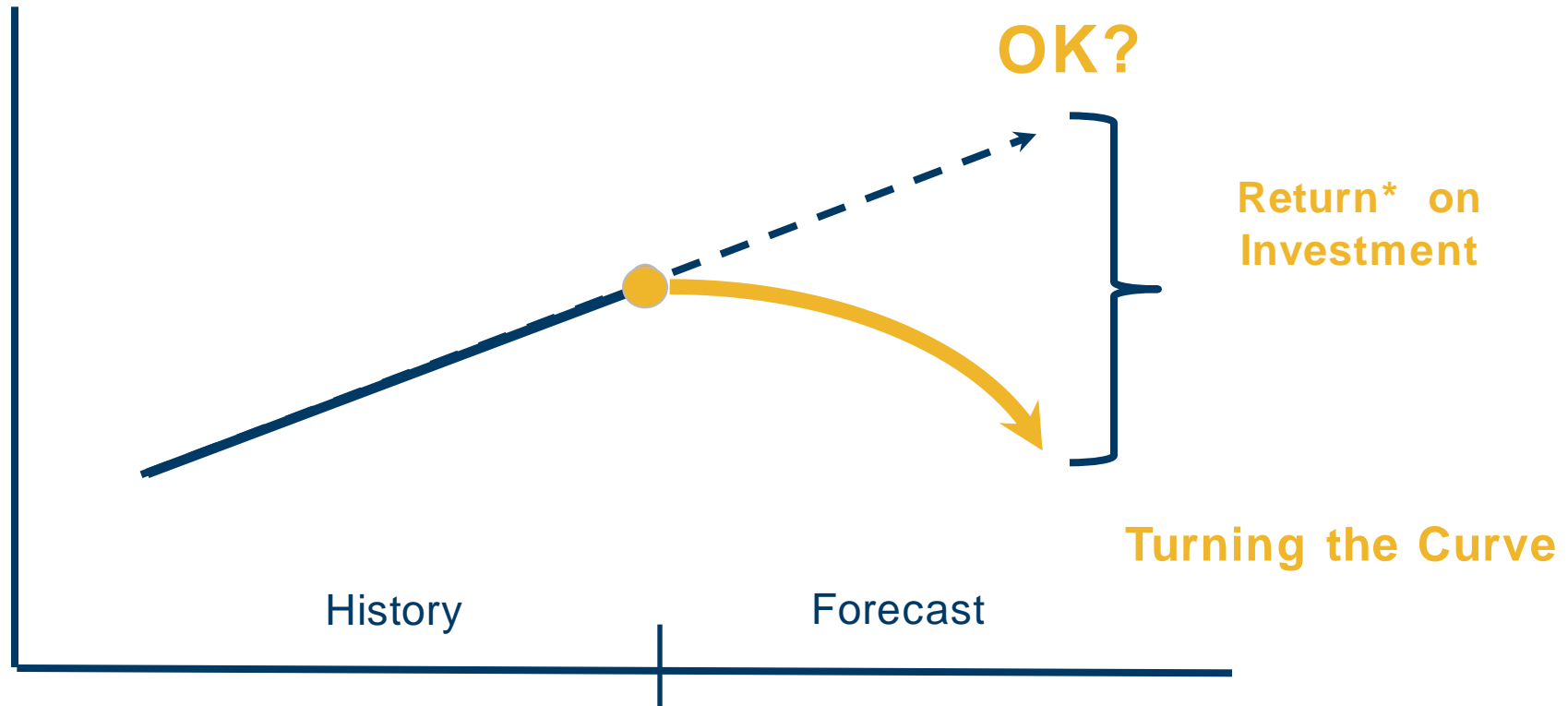
Why?

Help?

Options?

Propose
to do?

The Matter of Baselines



Baselines have two parts: history and forecast

* The “ROI” is not financial, it is Results

Turn the Curve

Thinking

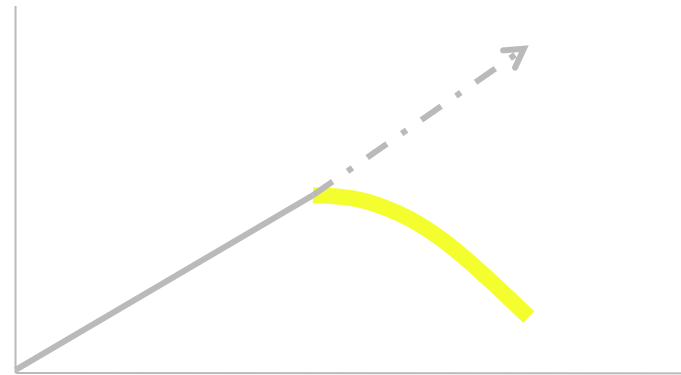
Move from Talk to Action →



Start at the End

Result: Students live & learn in a safe, supportive & stable environment

Indicator:
School
Mobility Rate



Work Backwards to Means

Story Behind the Curve

What Works

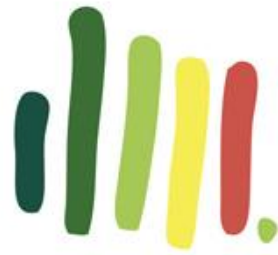
Partners

Strategies

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Action Plan

- **Leverage**
 - *Will it turn the curve of the baseline?*
- **Feasible**
 - *Can you achieve it?*
- **Specific**
 - *Who, what, when, where, how?*
- **Is it consistent with your community's values?**



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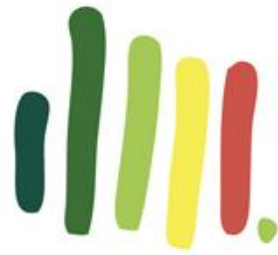
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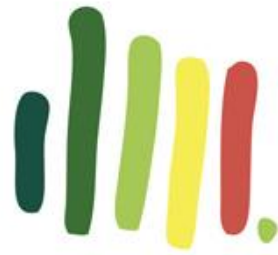
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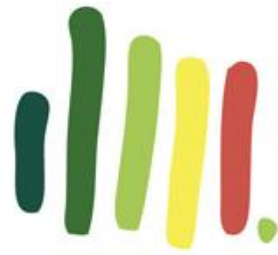
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What Did You Learn During the Curve the Turn Exercise and How Will You Apply It?



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*What Actions Will You Take to Ensure
Your Early Childhood Solutions Lead to
Increased School Readiness*



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EARLY CHILDHOOD 2013

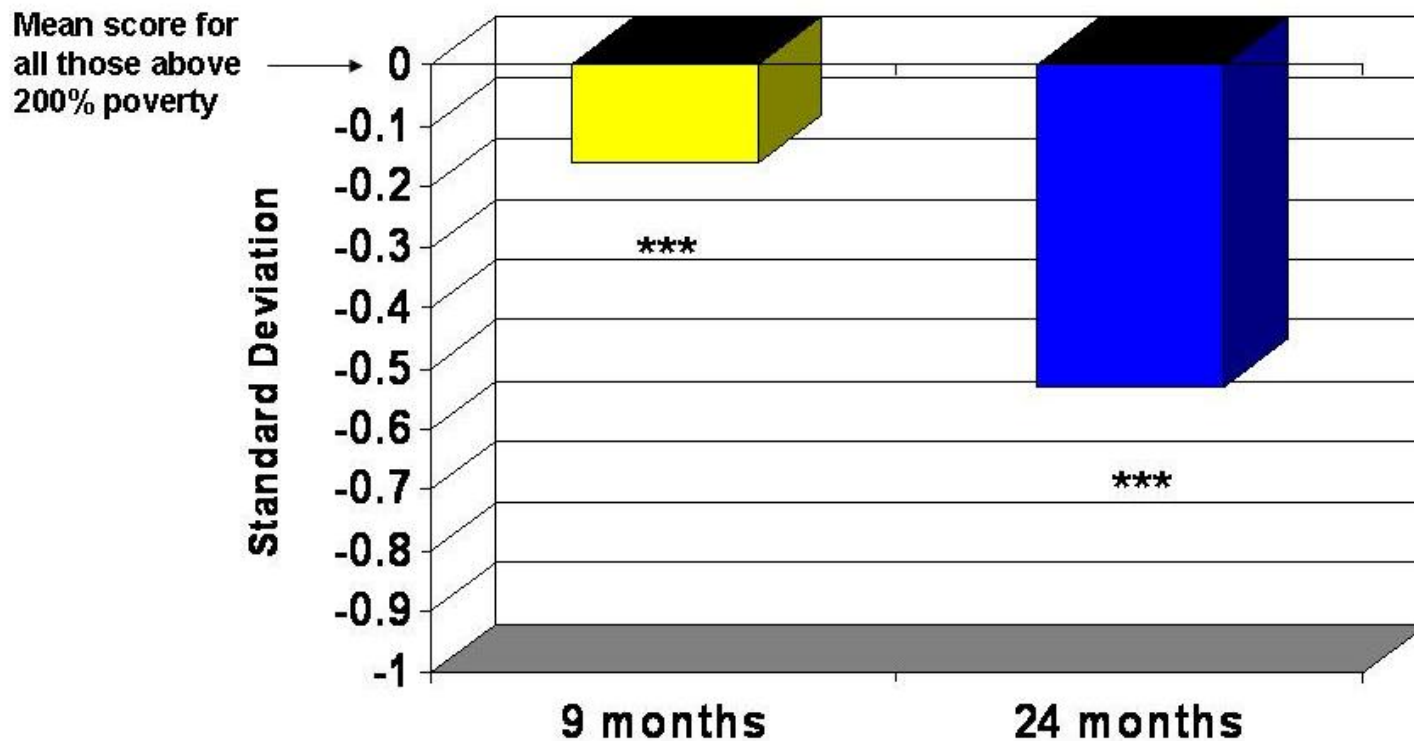


From old think to new think

- Learning begins at school- learning begins at birth
- Learning in a single program- learning as a continuous pathway (prenatal-8)
- Single program- to place
- Health or education- both health and education
- Parent or child- 2 generations
multiple generations

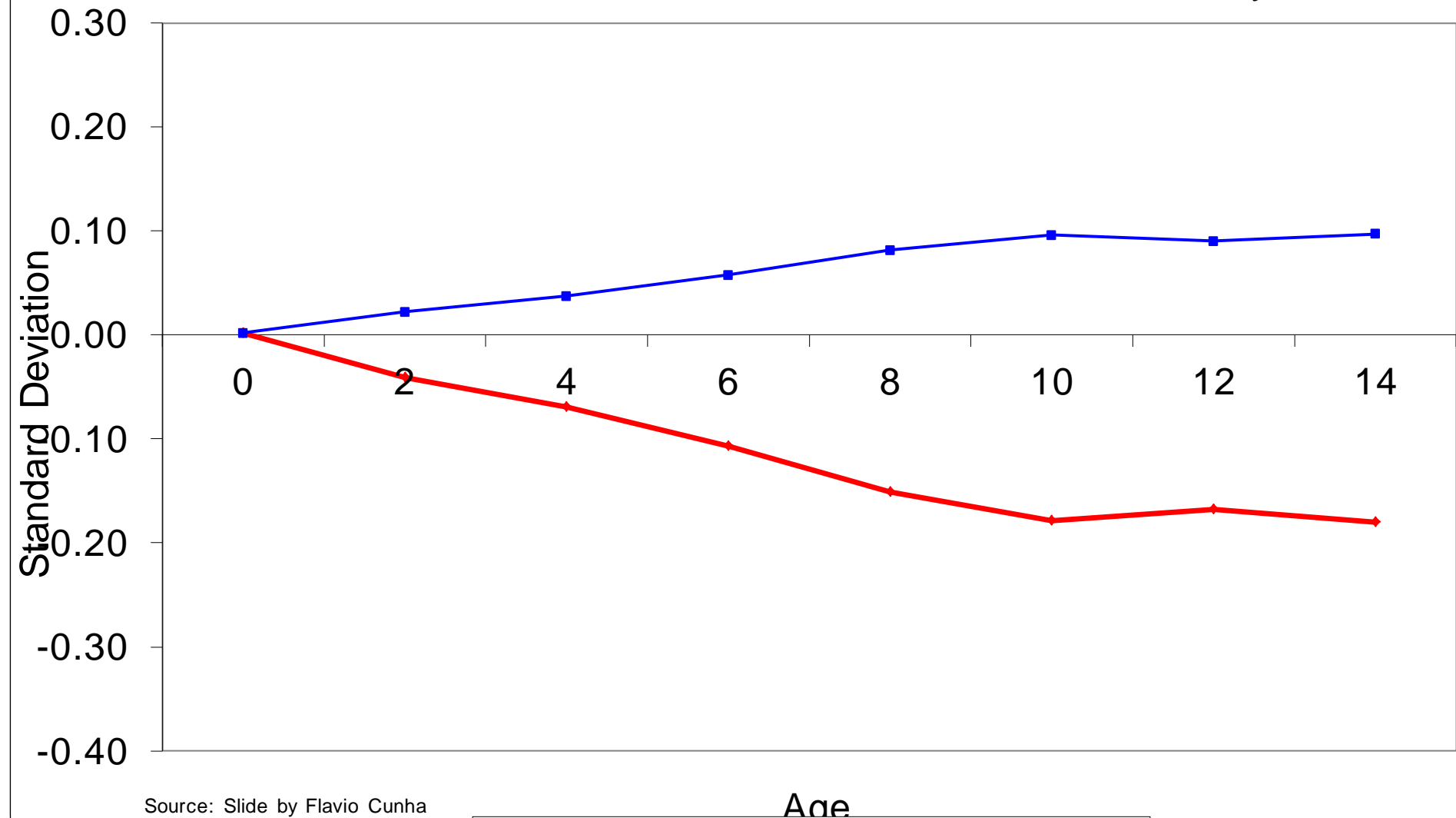


Disparities Between Infants from higher and lower income Families at 9 and 24 months



Source: Halle, T., Forry, N., Hair, E., Perper, K., Wandner, L., Wessel, J., & Vick, J. (2009). *Disparities in Early Learning and Development: Lessons from the Early Childhood Longitudinal Study – Birth Cohort (ECLS-B)*. Washington, DC: Child Trends.

Figure
Dynamics of Non-Cognitive Skill Accumulation
Children Born in Families Below vs Above the Poverty Line

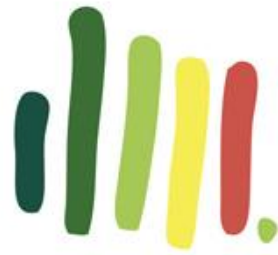


Source: Slide by Flavio Cunha

—◆— Below Poverty Line







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Strengthening Families

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the protective factors framework

Parental Resilience

Social Connections

Knowledge of Parenting and Child
Development

Concrete Support in Times of Need

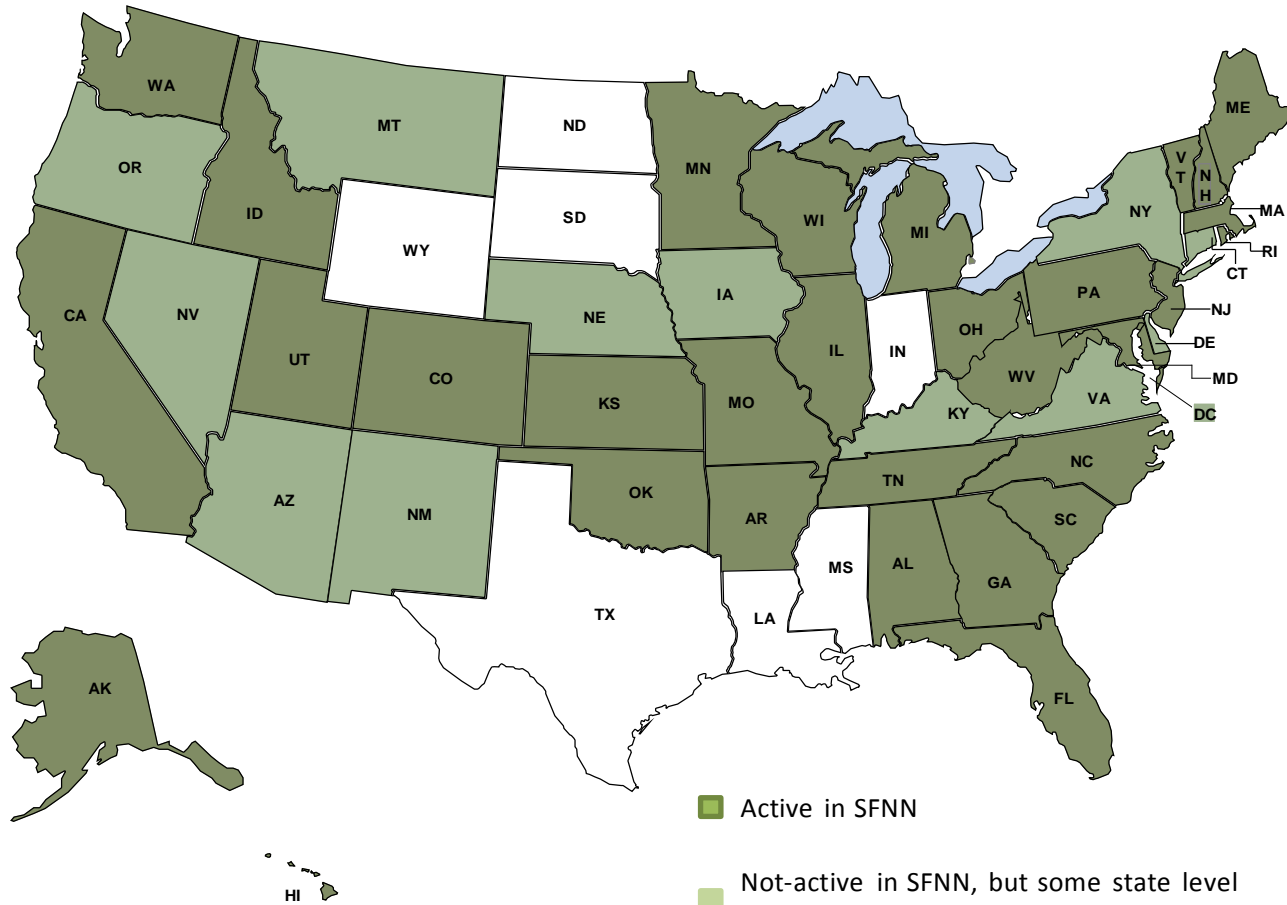
Social and Emotional Development



CENTER FOR THE STUDY
OF SOCIAL POLICY'S

strengthening families™
A PROTECTIVE FACTORS FRAMEWORK

2013 Map of implementing States



■ Active in SFNN

■ Not-active in SFNN, but some state level Implementation strategy in place

CENTER FOR THE STUDY
OF SOCIAL POLICY'S

strengthening families[™]
A PROTECTIVE FACTORS FRAMEWORK

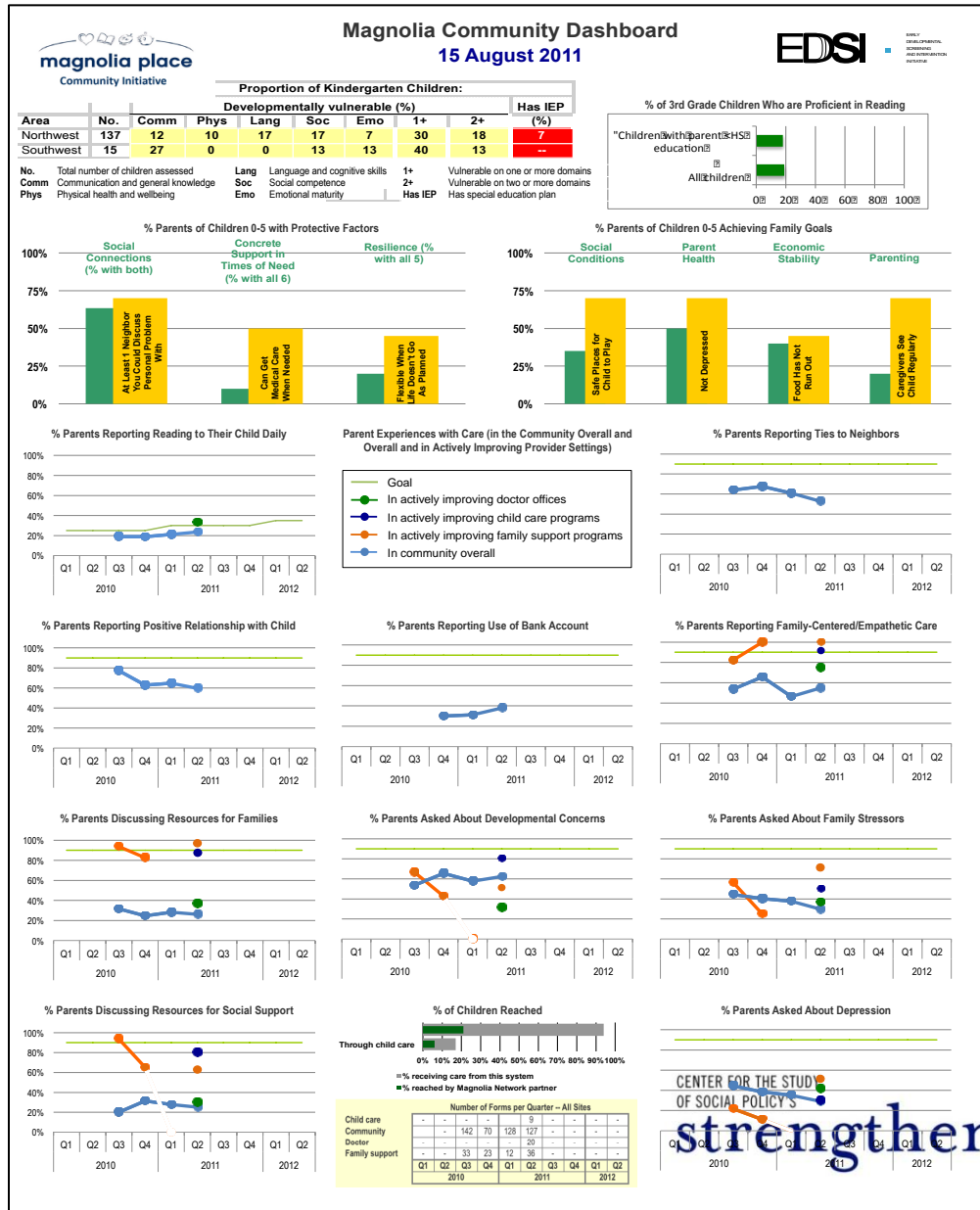
Any and everywhere

- Not a model an approach
- Applied in any setting that serves young children and their families
- Small but significant changes
- Cross-sector implementation as core to the approach

Developing a Community-based SF Approach

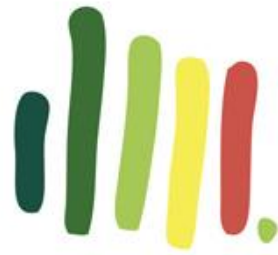
- Cross-system planning
- Cross-training for those who serve children and families
- Programmatic improvement plans
- Referral and interconnection across programs
- Parent-to-parent opportunities to build protective factors
- Community mobilization
- Shared outcomes

Shared Outcomes and Measures



Some Resources

- StrengtheningFamilies.net
 - Implementation resources
 - On-line self-assessment
 - Peer network
- On-line training:
www.ctfalliance.org/onlinetraining
- Protective Factors Survey:
www.friendsnrc.org



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Hayward Promise Neighborhood

- Target Neighborhood – Jackson Triangle
- 10,662 residents
- 2,972 children under 18 years of age
- 906 children 0–5 years of age
- Over 50% are of Hispanic or Latino Heritage
- White, Black and Asian each represent approximately 15% of the population
- Approximately 17% of households meet federal poverty



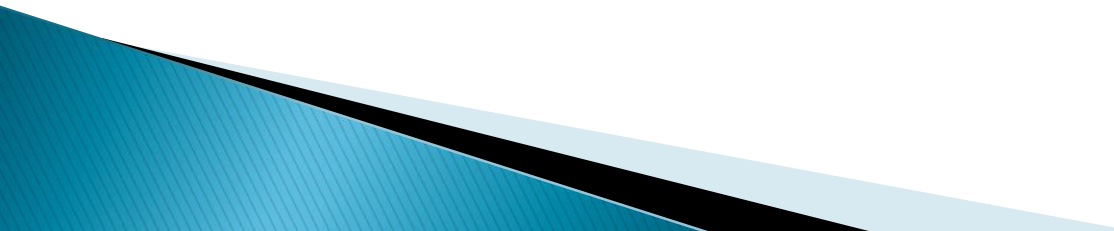
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Hayward Promise Neighborhood (HPN) Early Learning Network (ELN)

- Collaborative model
- All agencies and child care providers who provide services to children 0–8 years in the Jackson Triangle
- Key Partners are California State University East Bay, Gateways, Local Child Care Planning Council, First 5 Alameda County, Tiburcio Vasquez Health Center, Chabot College, Eden Area ROP, Community Child Care Council – 4C’s, City of Hayward and Hayward Unified School District
- Race to the Top – Early Learning Challenge Grant (Bay Area Regional Consortium)
- Parents

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HPN Early Learning Network Goals

1. Work to align local policies
 2. Foster and support regular use of State approved quality measures
 3. Pilot trainings – Strengthening Families and Touchpoints
 4. Outreach to informal caregivers with training and support
- 

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HPN Early Learning Network Goals

5. Disseminate parent education information
6. Frame local policies
7. Agree on common assessments to use and key data to collect that will demonstrate the effectiveness of our work

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HPN Early Learning Strategies

1. Early Learning Network
2. **Parent Promise Academy***
3. Quality Counts Consultation
4. **Kindergarten Readiness Camps***
5. **Promotora Outreach Model***
6. Family, Friends and Neighbors
7. **Expand Center-Based ECE***
8. Child Care Provider Instruction and Training Program
9. **Home Visitation Program***

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Early Lessons Learned...

1. Alignment of solutions with indicators helps focus the work.
2. Results Based Accountability provides a tool for focusing and measuring the work.
3. Overarching strategies emerged around Outreach, Recruitment and Warm Handoffs.
4. Tell your story – communicate often.
5. Take advantage of the HCZ vault and deepen your understanding of the work and what it took.
6. Ensure representative samples, data collection, and case management.
7. Reflect and refine the work in the network(s)
8. It takes more time than you allocated and cost more than you budgeted.
9. Start Where Your Are
10. Do “whatever it takes”

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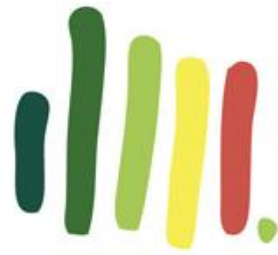
Renee Herzfeld, MA

Executive Director – Community Child
Care Council (4C's) of Alameda
County

Director – Early Learning Network
Hayward Promise Neighborhood (HPN)

reeneh@4c-alameda.org

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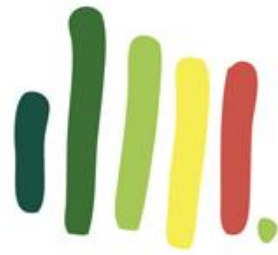
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BREAKOUTS

- *Carroll – Berea*
- *Poe – Hayward*
- *Menchen - Buffalo*
- *Lunch Room – Minneapolis/NAZ*
- *Large Conference Room – San Antonio*



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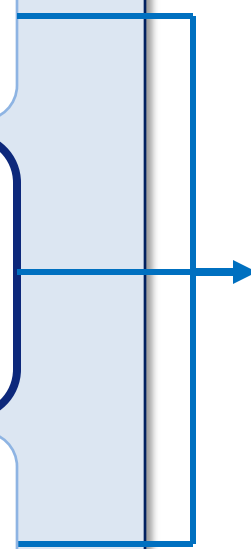
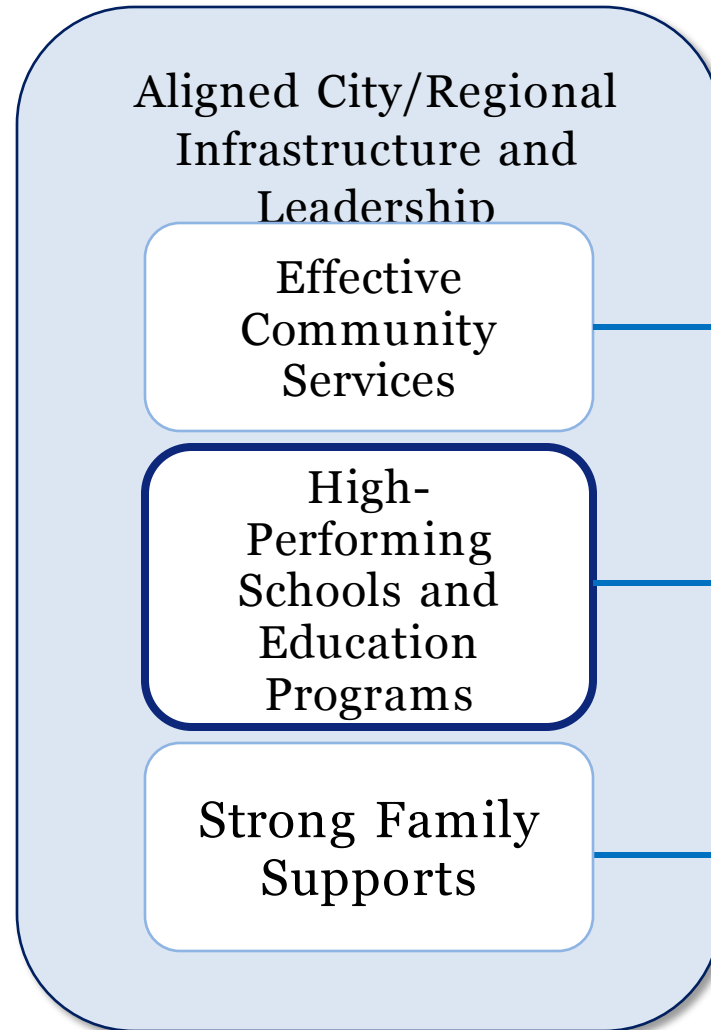
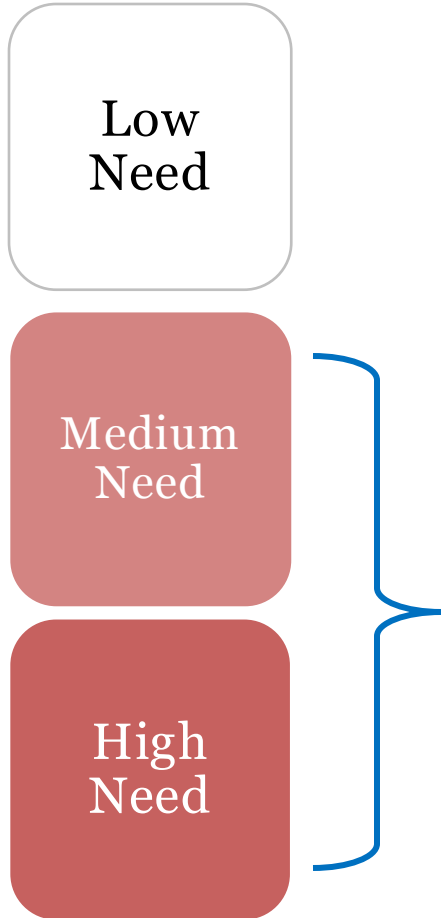
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Vision

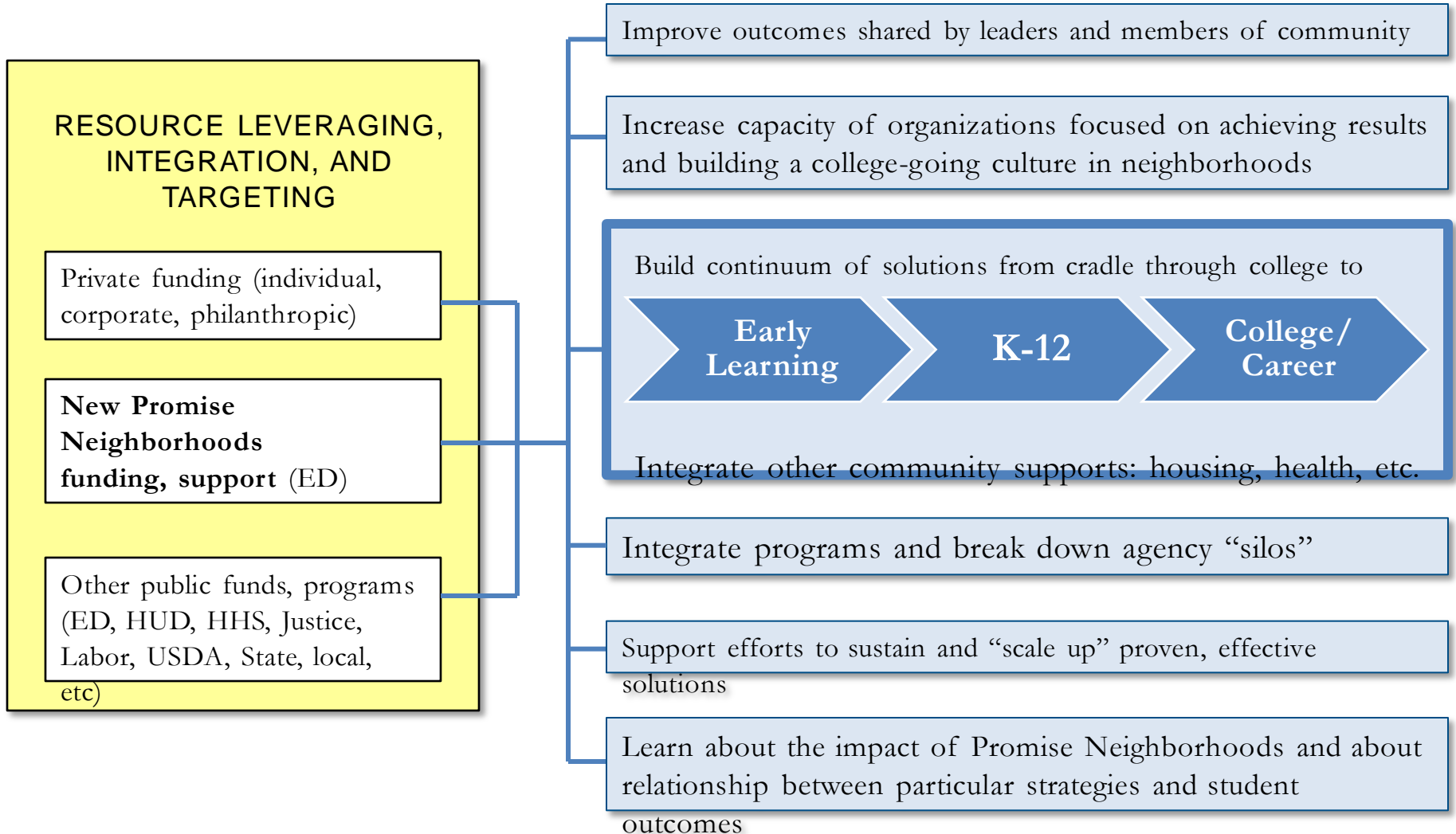
All children growing up in Promise Neighborhoods have access to effective schools *and* strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college and career

Theory of Change

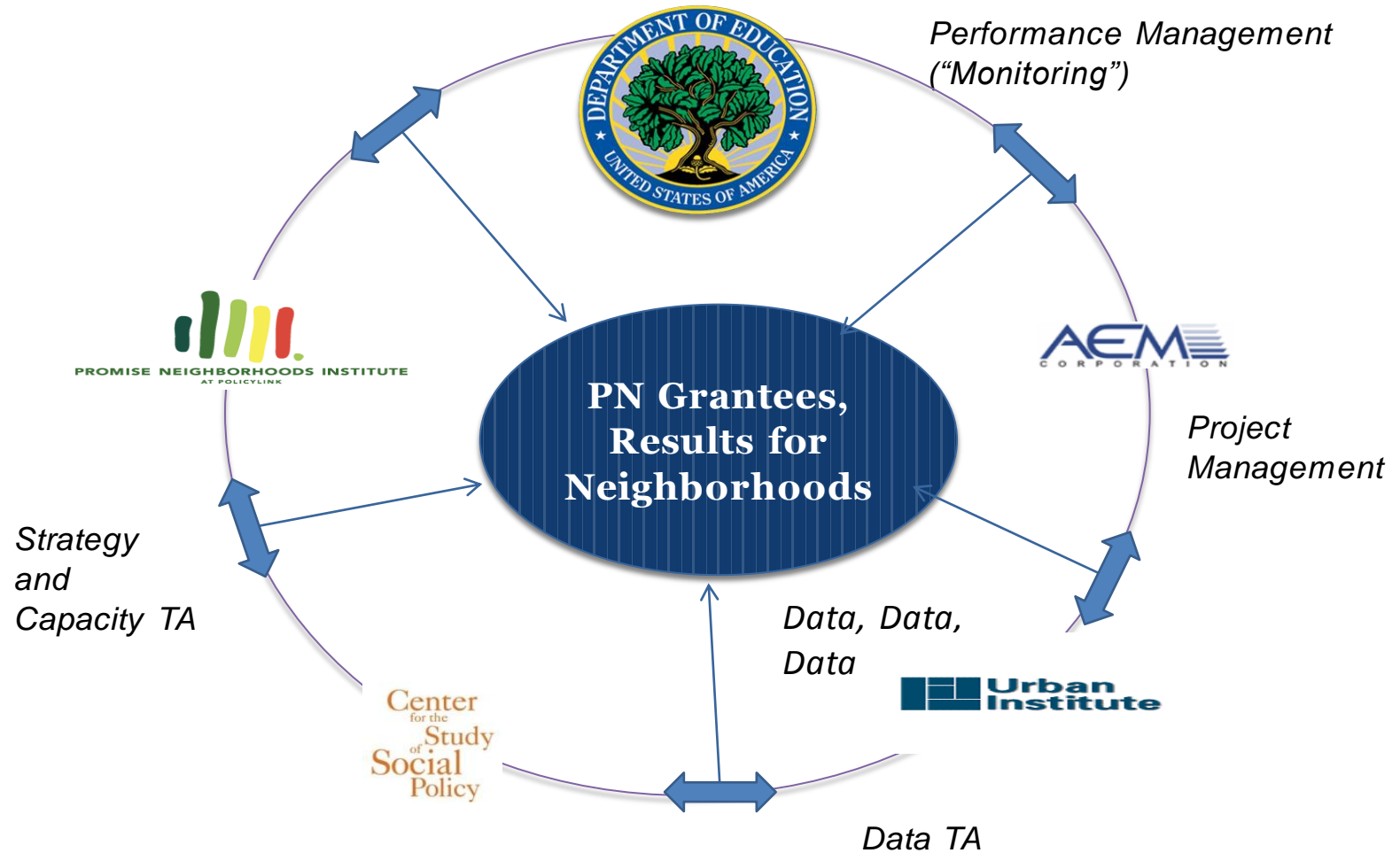
Families/children segmented by need



Theory of Action



Integrated System of Support Focused on Results



Leveraging Federal Resources

Grantees currently implement and will integrate a variety of Federal programs into their Promise Neighborhood, including:

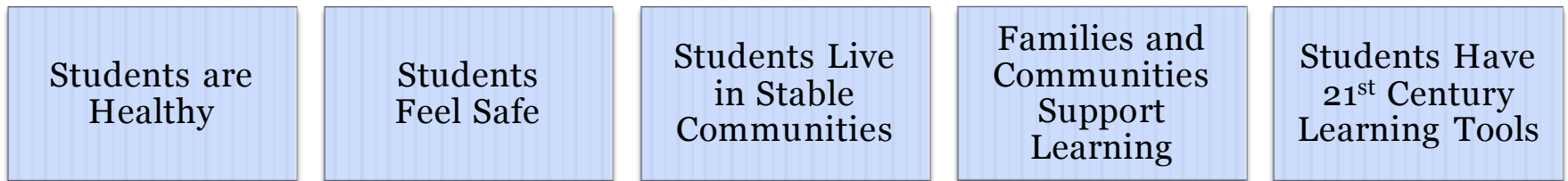
- **ED:** Race to the Top- Early Learning, i3, 21st Century CLC, School Improvement Grants, GEAR Up, Full-Service Community Schools
- **HHS:** Community Health Centers, Community Services Block Grants, Head Start,
- **HUD:** Community Development Block Grant (CDBG), CHOICE, HOPE VI
- **DOJ:** Building Neighborhood Capacity Program (4 cities), Byrne Criminal Justice Innovation (15 grants, 4 overlap w/Promise), Gang Reduction and Youth Development, OJJDP Mentoring,
- **Other:** AmeriCorps, EPA outreach and education funds

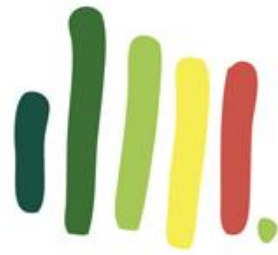
PN Target Results

Education Programs



Family and Community Supports





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Scope of Work and Technical Assistance Resources

PNI Technical Assistance Approach: A Baseline of Readiness



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APPLICANTS

- Step 1 RBA Training (Webinar)
- Step 2 Applicant Workshops and How to Apply Guides
- Step 3 Continuum of Solutions Webinar Series

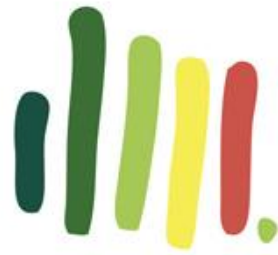
PLANNING GRANTEES

- Step 1 Participate in Results-Based Accountability (RBA) Training
- Step 2 Complete the Promise Scorecard for the 10 results and 15 indicators associated with the federal Promise Neighborhoods program
- Step 3 Participate in the Continuum of Solutions Webinar Series
- Step 4 Access HCZ's Practitioner's Institute
- Step 5 Participate in the Community of Practice

IMPLEMENTATION GRANTEES

- Step 1 Participate in Results-Based Accountability (RBA) Training
- Step 2 Complete the Promise Scorecard for the 10 results and 15 indicators associated with the federal Promise Neighborhoods program
- Step 3 Begin using Efforts to Outcomes (ETO) or another longitudinal data system
- Step 4 Sign a technical assistance Memorandum of Understanding with PNI
- Step 5 Participate in Skills to Achieve Results (STAR) Leadership Development Program
- Step 6 Access Promise Stat
- Step 7 Access HCZ's Vault of Knowledge
- Step 8 Participate in the Community of Practice
- Step 9 Receive Expert Coaching

Note: This package will be announced to the PNI network by Geoff Canada.



PROMISE NEIGHBORHOODS INSTITUTE
AT POLICYLINK

Promise Neighborhoods Institute (PNI)

Community of Practice Meeting:

Turning the Curve on Early Childhood Indicators
and Early Lessons Learned About Implementation

Sheraton Baltimore City Center Hotel
Baltimore, MD

April 18-19, 2013