

# Strengthening the Steps to Success

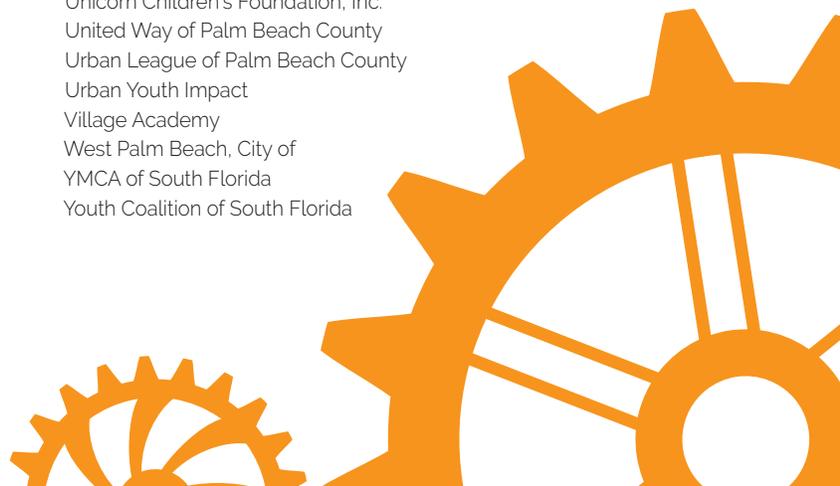


**Youth Master Plan  
for Palm Beach County**

# Coalition Contributors & Partners

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American Association of Caregiving Youth  
Autism After 21  
Banyan Creek Elementary School  
Belle Glade Youth Empowerment Center  
Belle Glade, City of  
Bentley's Child Development Center, Inc.  
Boys and Girls Clubs of Palm Beach County  
Boy Scouts of America  
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Lake Worth Community High School  
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Pahokee Middle School  
Palm Beach Atlantic University  
Palm Beach County Board of County Commissioners  
Palm Beach County Court Administration  
Palm Beach County Fire Rescue  
Palm Beach County Office of Community Revitalization  
Palm Beach County Parks & Recreation  
Palm Beach County Public Affairs  
Palm Beach County Public Library  
Palm Beach County Sheriff's Office  
Palm Beach County Youth Services Department  
Palm Beach State College  
Palm Healthcare Foundation  
Parent-Child Center, Inc.  
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Planned Parenthood of South, East, and North Florida  
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Riviera Beach Youth Empowerment Program  
Riviera Beach, City of  
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Salvation Army  
Seagull Industries  
Sickle Cell Foundation of Palm Beach County  
School District of Palm Beach County  
School Health Advisory Council  
Southeast Florida Behavioral Health Network, Inc.  
Spady Cultural Heritage Museum  
St. John Missionary Baptist Church  
Tabernacle Missionary Baptist Church  
Talented Teen Club  
The Glades Initiative, Inc.  
The Lord's Place, Inc.  
The West Jupiter Community Group, Inc.- Edna W. Runner Tutorial Center  
Unicorn Children's Foundation, Inc.  
United Way of Palm Beach County  
Urban League of Palm Beach County  
Urban Youth Impact  
Village Academy  
West Palm Beach, City of  
YMCA of South Florida  
Youth Coalition of South Florida



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## *A Spotlight on Palm Beach County Youth*

### "What would make your future brighter?"

"I need proper guidance, sufficient funds and a strong support system!"



**Name:** Anestacha Jean-Mary  
**Agency:** For the Children Youth Empowerment Center  
**Age:** 16  
**School:** Lake Worth High School

"I love having the opportunity to explore new things and to make important decisions."



**Name:** Katia Mejia Lagos  
**Agency:** ASPIRA  
**Age:** 16  
**School:** John I. Leonard High School

"It's nice to have a voice and the opportunity to experience life at my fullest potential"

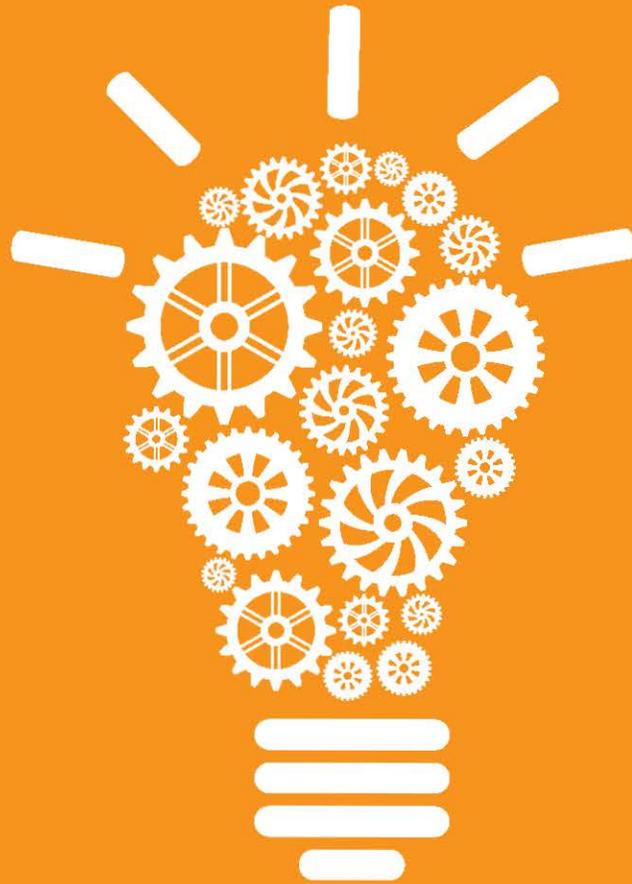


**Name:** Christian Allen  
**Age:** 20  
**School:** Palm Beach State College

"I love having stability and reassurance that no matter what happens today, tomorrow will always be a brighter day."



**Name:** Jazzman Lezama  
**Agency:** Vita Nova  
**Age:** 20  
**School:** Palm Beach State College



# UNITE

**Unite.** *It's the commitment we have to make to support the development of the whole child.*

**Unite.** *It's the connections we have to forge to leverage the assets of the whole community.*

**Unite.** *It's the coordination required to align disparate actions to achieve collective impact.*

Palm Beach County civic and community leaders have a long history of building successful systems of support for children and youth. Children's Services Council of Palm Beach County is a nationally recognized leader in providing supports to young children and their families. Similarly, Palm Beach County Youth Services Department – created in 2015 – elevates supports for children age six through young adulthood by bringing everything from residential treatment and family counseling to outreach and community programming under one umbrella in order to promote efficiency and excellence. Prime Time Palm Beach County wins praise as one of the most advanced systems for improving the quality of out-of-school time opportunities for children and youth. The Early Learning Coalition is a leader in providing early learning opportunities for pre-school age children along with supports for their families. The School District of Palm Beach County, eleventh largest in the nation, is the top performing urban district in Florida, with a diverse student population of 183,000 students speaking over 150 languages and dialects and the highest graduation rate of Florida's largest school districts. These and many other organizations and coalitions have worked tirelessly to support the young people in Palm Beach County.

However, while we may receive accolades, we also know that the realities of growing up in Palm Beach County can be challenging. As the School District of Palm Beach County notes in *Growing Strong* (SDPBC, 2016) – its recently completed 2016-2021 Strategic Plan – we show "some of the highest graduation rate gaps between White and Black students and between White and Hispanic students, when compared to other similar Florida districts." A recent study – *Educational Equity Audit for the School District of Palm Beach County: Final Report and Recommendations* (Steinhardt/NYU, 2016) – found "significant differences in student achievement based on both family income and race" from grades 3-10. Additionally, Palm Beach County received a C+ on the *Opportunity Index* (2015), according to Opportunity Nation, a bipartisan group of businesses, nonprofits and schools, based on "weak wages, high crime rates and unaffordable housing." Clearly, there is much to do to ensure that our children and families have the best possible futures.

In 2013, the Board of County Commissioners and a group of community leaders convened the Infant, Child, Youth and Young Adult Symposium ("Youth Symposium") to discuss ways to align these efforts and move forward together to make sure that all children, youth and families have the best possible futures. **Birth to 22: United for Brighter Futures** is the name adopted by the coalition of community partners that emerged from the Youth Symposium. This group of leaders engaged existing coalitions, networks and organizations working in the children, youth and families "space," and connected directly with youth, families and community members. The result of this massive engagement effort is a well-vetted set of priorities for young people, combined with concrete recommendations for unified action.

*Birth to 22: United for Brighter Futures* affirms a whole child approach to this work, focusing on physical health, behavioral health, academic readiness, social/emotional well-being, career readiness, and connection and contribution to community and society. While these areas inter-relate and are all evidenced throughout the first two decades of life and beyond, the **Steps to Success** shown below give some sense of the key steps children and youth must navigate along the way, as well as the key supports that need to be in place for that staircase to be strong and steady. The Palm Beach County Youth Master Plan is designed to UNITE the community to strengthen the key supports children need to make steady progress towards adult success.





# At A Glance

## PURPOSE

The Youth Master Plan was developed by over 60 members of Birth to 22 as a blueprint for setting priorities and taking action to improve the lives of children and youth in Palm Beach County. It reflects an ongoing effort to engage community members at all levels in building on strengths, aligning ongoing efforts and addressing gaps in order to create a community where all youth – from birth to 22 – reach their full potential.

## EQUITY AGENDA

**READINESS IS A RIGHT.** Birth to 22 aims to ensure that all youth have the opportunity to succeed. Special attention must be paid to ensure equity for youth facing systemic barriers because they are LGBTQ, Black/African American, Hispanic/Latino, English Language Learners, caregiving, homeless, court-involved, in foster care, have special needs or are presenting with behavioral health concerns.

## Child & Youth Outcomes

from Birth to 22

- › Born Healthy
- › Attached to Caregivers
- › Developmentally on Track
- › Ready for School
- › Healthy & Active
- › Meeting Educational Standards
- › Behaving Prosocially
- › Connected & Contributing
- › Career Ready
- › Graduating & in the Workforce

## Community Challenges

from Community Conversations, Surveys, Data

-  Accessing employment, affordability of basic resources and transportation
-  Family stressors, inadequate parental supports and lack of role models
-  Lack of emotional supports, bullying and peer pressure
-  Emphasis on testing vs. skills and barriers to accessing educational supports
-  Physical, emotional and mental stresses related to inadequate health care, hunger and toxic environments
-  Negative community attitudes, media influences and safety concerns

## Action Areas

Building on Assets, Addressing Gaps, Ensuring Equity

- 
  - Mitigate the impact of poverty on youth
  - Increase affordability of basic services
  - Build education-to-employment pathways for disconnected youth
- 
  - Increase effective parent support programming
  - Increase outreach to parents through communications, natural support networks and mentors
- 
  - Strengthen quality out-of-school time opportunities
  - Promote social and emotional learning across all environments where young people spend their time
- 
  - Promote educational equity for all students– from pre-K through post-secondary education
  - Support access to and success in higher education for middle through post-secondary students
  - Increase parent, community and business involvement in education
- 
  - Ensure access to healthy foods and exercise options
  - Improve physical and behavioral health care access
  - Address teen health risks (e.g. pregnancy, obesity)
- 
  - Become a trauma-sensitive community
  - Ensure safety and justice

**Birth to 22: United for Brighter Futures** (Birth to 22) supports the healthy growth, development and education of our children and youth prenatally through young adulthood, so that they can graduate from high school and succeed in life. Committed to a common agenda, we are an alliance of community partners that engages and aligns existing coalitions, networks, systems and youth-serving organizations, as well as connecting with families, community members, and, most importantly, with local young people directly.

[www.pbcbirthto22.com](http://www.pbcbirthto22.com)



## Youth Master Plan Task Force

### Engagement Process in Action

- › Built on Youth Symposium Working Groups
- › Connected with seven major related strategic planning efforts & conducted an extensive document review of child and youth-focused strategic plans from across the county (over 750 pages)
- › Kicked off, in January 2016, with a Champions session and a 2-day Big Picture Approach to Collective Impact workshop
- › Worked in groups tackling:
  - *Child, Youth & Community Data*
  - *Program Landscape Data*
  - *Evaluation & Evidence-Based Programs*
  - *Leadership Data*
  - *Community & Youth Engagement*
- › Facilitated 11 community conversations involving over 700 young people and community members in identifying goals, challenges & solutions
- › Identified six clear themes of community challenges
- › Surveyed nearly 350 youth
- › Surveyed 24 coalitions & networks
- › Developed recommendations for each age group – from early childhood through young adulthood – based on the data and community input
- › Identified 15 Areas for Action to address the community challenges
- › Identified existing leadership efforts as well as gaps

### Youth Master Plan Task Force, *continued*

- › Affirmed the alignment of both ongoing and emerging efforts as an essential function of *Birth to 22*
- › Vetted findings via four more community sessions
- › Culminated with publication of Youth Master Plan in October 2016
- › Developing website with joint calendar, resource directory, data updates, progress reports and a resource directory of nearly 300 child and youth programs

## Data, Engagement & Advocacy Teams

### Recommendations to Inform Action

- › Develop mechanism for regular reporting of child and youth well-being, including status of community supports
- › Launch and expand use of online program database
- › Assess status of evidence-based approaches to programming and practice and identify additional programs to address identified needs
- › Formalize mechanisms for engaging existing coalitions and networks, and regularly update Mapping Moving Trains Survey
- › Create a countywide council comprised of youth
- › Identify & advocate for legislative priorities

Working Groups, some that have been working since the Youth Symposium and some newly formed as part of the Youth Master Plan development process, will continue to advance these priorities. For their full set of recommendations, see pages 39-40.



# THE BACKSTORY

# Purpose & Process

## BIRTH TO 22 BEGINNINGS

In 2012, the Palm Beach County Board of County Commissioners (BCC) initiated a discussion around youth violence, disengagement and the need for equity. In 2013, county leaders built upon and broadened the conversation by convening the Youth Symposium, which focused on identifying actions and programs to support the healthy growth, development and education of children and youth from prenatal to young adulthood. This partnership between the BCC, the School District of Palm Beach County, Children's Services Council of Palm Beach County, United Way of Palm Beach County, CareerSource of Palm Beach County and other leaders led to a number of recommendations and work areas that have been tackled over the past 3 years. One of the key recommendations – to bring services funded by the Board of County Commissioners for children and youth under one umbrella – was instituted successfully in January 2015 with the creation of the Youth Services Department. While dedicated to effective program administration, the new department was also charged with interagency and interdepartmental coordination, and with playing a community leadership role to fully leverage the burgeoning efforts across the county that are designed to improve outcomes for all children and youth. Youth Services' focus on youth 6 to 22 created an excellent continuum of care to supplement Children's Services Council's focus on early childhood prenatal to age 5.

Simultaneously, a number of related planning initiatives have been underway on issues ranging from community health to hunger, focused on populations ranging from special needs to boys and young men of color. These initiatives have focused on bringing transparency to some of the long-standing achievement and health outcome gaps in the county. The School District also welcomed a new school superintendent who led the development of a new school district strategic plan during the 2015/2016 school year with an emphasis on addressing these gaps. Because of this convergence of activity, it was decided that a more deliberate and intensive planning process was needed in order to

- Adhere to the principles of collective impact (see page 12)
- Formalize and deepen youth and community engagement
- Create a formal youth master plan to reflect cross-system, cross-sector goals
- Create a permanent cross-cutting coordinating capacity

**Birth to 22: United for Brighter Futures** – the new name adopted by the coalition of community partners.

## MISSION

To support the healthy growth, development and education of children and youth prenatal through young adulthood so that they graduate from high school and succeed in life.



# BIRTH TO 22:

# A HISTORY TO DATE



**SEPTEMBER 2013**

Youth Symposium



**MAY 2014**

Executive Function Summit ✓



**NOVEMBER 2014**

Accepted President Obama's My Brother's Keeper (MBK) Challenge



**FEBRUARY-MARCH 2015**

Launched Program Landscape Survey ✓

**2013**

**2014**

**2015**



**APRIL 2014**

Youth Symposium Recommendations to Board of County Commissioners



**JANUARY 2015**

Youth Services Department opened ✓

## KEY



Information & Data Collection



Developing Shared Agenda



Community Engagement & Action



Planning & Design



Momentum Building



Education



Youth Symposium recommendation completed

**JANUARY-AUGUST 2016**

**Youth Master Planning Process:**



**SEPTEMBER 2015**

- What Works! Summit ✓
- Southeast Florida Behavioral Health Needs Assessment- completed by the Community Coalition Alliance

**JAN** Big Picture Approach to Collective Impact Training (and formation of Task Force)

**FEB-APR** Data & Engagement Team Meetings

**MAR-MAY** 11 Community Conversations across county

**APR** Youth Survey and Mapping Moving Trains Survey

**MAY-JUN** Analysis by developmental stages by Age Group Teams

**JUL-AUG** Development of Recommendations and Report



**OCTOBER 2016**

Completion of Youth Master Plan

**2016**



**OCTOBER 2015**

- Palm Beach County Hunger Relief Plan launched
- Community Needs Assessment for Individuals with Special Needs completed
- *Paper Tigers* presented to start momentum for trauma-sensitive community



**APRIL 2016**

PBC School District Strategic Plan



**JULY 2016**

ACHIEVE Palm Beach County College Access Strategic Plan

MBK Policy Review convened



**AUGUST 2016**

Sanctuary Training for Highridge Family Center and school staff as they transition into a trauma-sensitive residential facility

## Core Beliefs

While establishing the mission (see page 9) and core beliefs (see sidebar), Birth to 22 examined local data that revealed disparities in student achievement, graduation rates, disciplinary actions, involvement in the juvenile justice system and enrollment in advanced placement courses, just to name a few. Thus, from the onset, Birth to 22 recognized a vital role and responsibility to address equity. Birth to 22 is **UNITED FOR BRIGHTER FUTURES** for all youth. Shared commitment to equity and desire to ensure that all youth get what they need to be successful academically, psychologically, emotionally, and socially are core values of Birth to 22.

From the beginning, Birth to 22 also recognized that trauma, in many different forms, is a significant factor affecting youth. Trauma is an unfortunate reality for many children, but it does not have to lead to lifelong dysfunction. A system of care must be built that recognizes trauma and its effects, and provides appropriate supports and guidance. Additionally, family supports and education are essential to prevent or minimize trauma.

## Guiding Theories

The idea that complex problems require collective action is not new. The specificity of the framework for collective impact published in a 2011 *Stanford Social Innovation Review* article, however, struck a chord with community leaders across the country who knew, intuitively, that the level of effort and resources they were putting into their partnerships and coalitions was insufficient and, concomitantly, that their expectations for these groups were too low.

The leadership of Birth to 22 knew that the challenge for Palm Beach County was to create a strong coalition that leveraged the work of existing coalitions and engaged the county's diverse communities authentically. The Forum for Youth Investment (Forum) was hired to guide the planning process because of their expertise in aligning multiple initiatives. Rooted in the collective impact approach, the Forum offers research-based frameworks for achieving community change. The Forum's three-gear theory of change served as a constant reminder of the impact leaders can make when they take shared responsibility for improving family, school and community supports needed to improve child and youth outcomes.

## The Outreach Process

This group of leaders spent months sparking efforts to:

**1 Engage horizontally** – identifying the range of coalitions, networks and organizations in the children, youth and families “space,” and engaging them directly in the outcomes-focused activities of Birth to 22.

**2 Engage vertically** – connecting directly with young people, families and community members to identify the challenges to be addressed, the assets to build on and locally relevant solutions.

The results of this intensive work are in the pages that follow.

## WE BELIEVE...

### We Believe All Parents

- Are the experts on their child
- Have something important to share in our community

### We Believe All Children

- Can achieve their highest potential
- Should have the support they need to chase their dreams
- Want to have their own voice in shaping their futures and solving their challenges

### We Believe Our Community

- Wants all our children to thrive
- Is stronger when we work together
- Expects networks, coalitions and partners to support each other and maximize their resources

### We Believe In

- Equity
- Collaboration and engagement
- Continuous improvement
- Brighter Futures for all our children, Birth to 22!

### The Ready by 21 Theory of Change



## WHAT IS COLLECTIVE IMPACT?

Collective Impact is a framework developed by John Kania and Mark Kramer in 2011 that codifies five conditions essential for community-wide systems change. These ingredients include:

- 1. Common Agenda:** All participants share a common agenda for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.
- 2. Shared Measurement:** All participating organizations agree on the ways success will be measured and reported. A short list of common indicators is used for learning and improvement.
- 3. Mutually Reinforcing Activities:** A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.
- 4. Continuous Communication:** All players engage in frequent and structured communication to build trust, assure mutual objectives, and create common motivation.
- 5. Backbone Support:** Staff dedicated to the initiative provide ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

# The Framework & The Data





**1250+**

**PARTICIPANTS IN BIRTH TO 22  
MEETINGS, OUTREACH  
EVENTS & FOCUS GROUPS**

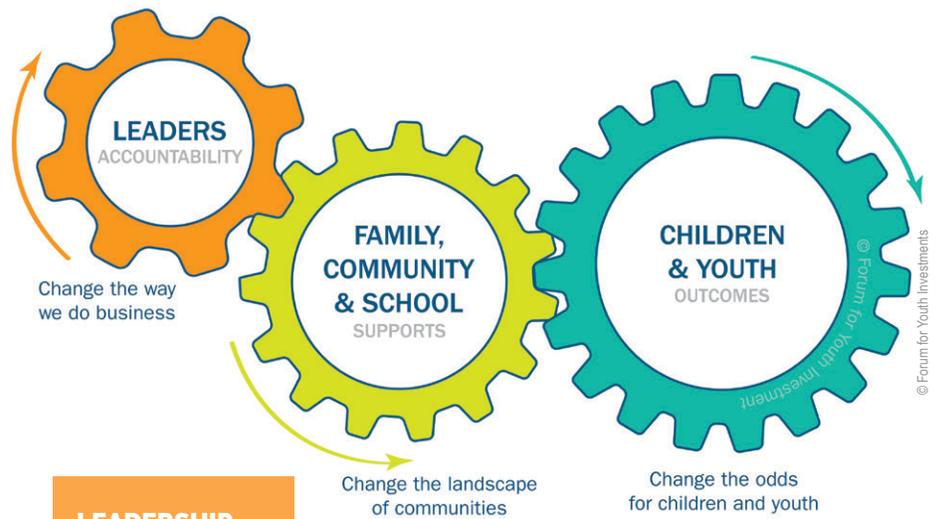
**116+**

**CONTRIBUTING  
ORGANIZATIONS**

**616+**

**SURVEY  
PARTICIPANTS**

BY THE  
**NUMBERS...**



## TASK FORCE MEMBERS FORMED FIVE WORK TEAMS TO TACKLE KEY DATA & INFORMATION QUESTIONS

- **How are our children and youth doing?**
- **Are they getting the supports they need?**
- **Are we working together effectively as a community of leaders?**

Information from the data teams flowed into the community conversations. The task force analyzed the collective information – from the community conversations, the data teams and the detailed document review – as they reformed into “age group” focused teams to develop action recommendations for moving forward. Each of the five original work teams also developed detailed recommendations for how this data and information should be refreshed in ongoing and intentional ways.

### LEADERSHIP DATA TEAM

Surveyed 24 coalitions & networks about their work in the children & youth space.

**See page 21**

### PROGRAM LANDSCAPE TEAM

Turned a survey of 387 programs into an online databank.

**See page 20**

### EVIDENCE & EVALUATION TEAM

Is building on the program survey to map evidence-based approaches

**See page 40**

### CHILD, YOUTH & COMMUNITY DATA TEAM

Reviewed 30 indicators and related data on child well-being

**See page 19**

### THE ENGAGEMENT TEAM

Surveyed nearly 350 young people and engaged over 700 youth and community members in community conversations that explored these big questions: What does success look like for our young people? What local conditions – assets and barriers – do they encounter? And as a community, what can we do to improve their odds of success?

COMMUNITY CONVERSATIONS: **Pages 25-27**

YOUTH SURVEY: **Page 24** EMERGING THEMES: **Pages 28-29**



# PBC Child & Youth Well-Being

Birth to 22: United for Brighter Futures is committed to using a range of data and information to inform the ongoing agenda setting and action. Throughout the Youth Master Planning process, the Child, Youth and Community Data Team worked to identify indicators and data that would provide a more balanced and nuanced picture of young people and their communities in Palm Beach County. The following pages provide a snapshot of this work, but it doesn't stop here. The data available here and online, point us toward major areas for action and offer questions for further exploration. Within the major action areas that have emerged from the community conversations, we will use the combination of community stakeholder input and disaggregated data, where available, to help us further target our efforts and identify strategies that may vary from neighborhood to neighborhood or population to population. We will also use data to measure our success and make adjustments as needed.

*Highlights from the data explored in the community conversations are included here:*

 The most recent working materials on Child & Youth Data will be available online at [pbcbirthto22.com](http://pbcbirthto22.com).

## MEETING EDUCATIONAL STANDARDS

Students who demonstrate a proficiency in reading on grade level by the end of 3rd and 10th grades, are more likely to be on track to graduate from high school. Children who have developed early reading and math skills are more likely to achieve these educational milestones. Several factors can derail students from future success.

## HEALTHY & ACTIVE

Children struggle to succeed in learning, living or giving when their basic needs are not met. Disparities in accessing basic needs such as healthy foods, safe homes and health care can have a lifelong impact.

Physical inactivity and bad dietary behaviors contribute to child and adolescent obesity, which have immediate and long term effects on health and well-being. When compared to high school students in the U.S., high schoolers in Palm Beach County were more likely to report physical inactivity for at least one hour a day for 5 or more days and that they did not eat healthy foods. They were less likely to report that they were overweight or obese. Palm Beach County youth also reported low percentages

## READY FOR SCHOOL

"The first five years are critical to a child's lifelong development. Early experiences influence brain development, establishing the neural connections that provide the foundation for language, reasoning, problem solving, social skills, behavior, and emotional intelligence - characteristics that often determine how well a child will do in school and in life. Because early childhood is an important stage of any child's life, today's parents share high expectations for early achievement, including school readiness. 90% of parents surveyed cited academic preparedness as the most important factor in their child's preschool experience. They want to ensure that their children enter school ready to meet or exceed academic expectations and with a demonstrable ability to apply their newly developing skills in reading, writing and math." (EXCERPT FROM: "Will your child be ready for school?" Bright Horizons, 2012).

## DEVELOPMENTALLY ON TRACK

All children are born ready to learn, but not all enter school ready to succeed. Early intervention helps parents and professionals prepare children for future success by ensuring key milestones such as linguistic, cognitive and motor capacities are developing consistent with their peers.

One of the objectives of Birth to 22 is to ensure that more children are assessed early on in key areas of developmental readiness and gain access to programs and services that can

address developmental delays. Similar to the information related to toxic stress, it is difficult to get a handle on how many children are developmentally on or off track. Annually, about 10% of children in the county are assessed by the CSC Early Childhood System of Care and for those that complete the Ages and Stages Questionnaire (ASQ3), between 10%-15% are at risk for delay in 1 or more areas. This is consistent with national trends, that show about 1 in 6 children between the ages of 3 to

## ATTACHED TO CAREGIVERS

Children deserve to be safe from harm and to be loved and nurtured by their caregivers. Safe, secure children are much more likely to be emotionally, socially and academically ready for school—and for life (National Scientific Council on the Developing Child Scientific Briefs, 2007).

Children who are exposed to adverse childhood experiences are at higher risk for learning difficulties, emotional problems, developmental issues and long-term health problems (Center for YouthThrive). While it is difficult to identify a source of data that captures what is happening at the population

level across the county, we can get some sense of the challenge by looking at the verified cases of abuse and neglect. Of the verified cases, 43% are our youngest children – under 5 years of age. Family violence, substance misuse and inadequate supervision are the 3 most cited issues. In terms of systemic response, out-of-home placements were significantly higher for Black children for the period from 2014-2015 and on the rise for the "Other" category. (See Appendix 3.1.3, p. 32 for the detailed data on out-of-home placement.)

## BORN HEALTHY

Being born healthy has far-reaching ramifications. Children born within a normal gestational term do better on reading and math scores in third grade. And achievement scores for children born at 37 and 38 weeks are significantly lower than those for children born at 39, 40, or 41 weeks, independent of birth weight, as well as a number of other obstetric, social, and economic factors. (Noble et. al., 2012).

In Palm Beach County, pre-term births and low birth weights have inched up slightly between 2013 and 2015 (increasing from 13.0% to 13.7% for the former and 8.2% to 8.5% for the latter). However, the more alarming figure is that low birth weight is consistently higher for Black babies than for White or Other. Every year, low birth weight for Black babies is 1.5 times more than it is for White babies. Similarly, pre-term births are at least 1.4 times higher for Black babies than for White babies.

Students that miss more than 10 days of school are less likely to succeed compared to their peers and out of school suspensions account for a percentage of those absences. A Johns Hopkins study of 9th graders in Florida found only 38% of students who have experienced two or more suspensions graduated from high school. Black students encompass both the majority of suspensions across all grade levels as well as having the lowest graduation rates both state and county wide in comparison to other races (SDPBC).

Birth to 22 will focus on the following indicators for academic achievement: entering school ready to learn, reading and math proficiency by grade level, attendance and absenteeism, suspensions and graduation rate.

2011-2015 Graduation Rates By Race



for engaging in risky behaviors such as smoking cigarettes, drinking alcohol, and marijuana use. Healthy lifestyle habits, including healthy eating and physical activity, can lower the risk of becoming obese and developing related diseases. (Center for Disease Control & Prevention High School Youth Risk Behavior Survey, 2015).

For more on how Palm Beach County young people are doing on the following health indicators in Appendix 3.1.3, p. 40-44: Lack of physical activity, dietary behaviors, overweight and obese, substance abuse & teen pregnancy.

**2015 Overweight And Obese**

- ✓ Palm Beach County High School Youth were less likely to report (13.9%) that they were overweight than High School Youth in the U.S. overall (16.0%).
- ✓ Palm Beach County High School Youth were less likely to report (11.0%) that they were obese than High School Youth in the U.S. overall (13.9%).

In Palm Beach County, school readiness rates appeared to be on the upswing between 2011 and 2013. The data formula was changed in subsequent years so it is a little difficult to track the trend over the past couple of years (see Appendix 3.1.3, p. 37). Of note, however, in the 2011 to 2013 data, is that 3 places with previously low numbers saw significant gains – Pahokee, Belle Glade and West Palm Beach. For more on geographic and demographic detail related to school readiness, see Appendix 3.1.3, pp. 36-39.

Percent Of Children Entering Kindergarten To Learn In Zip Code Areas Performing Below The County Ready Rate

	County-Wide	68.6%	to	70.8%	Up 2.2%
Zip Code	City	2011	2012	2013	
33430	Belle Glade	47.3%	51.1%	60.8%	Up 13.5%
33476	Pahokee	39.0%	68.5%	62.6%	Up 23.6%
33407	West Palm Beach	51.7%	52.3%	63.4%	Up 11.7%

17 have 1 or more development disabilities (CDC).

The summary at right gives a sense of the numbers screened and referred through Palm Beach County's Early Steps program in 2014-2015. Our goal is to ensure that every child that needs screening gets it and that identification of developmental delays leads quickly to an appropriate and supportive response.

**2014-2015 Early Steps\* Services To Palm Beach County Children Birth To Three**

- ✓ A total of 1,750 referrals were made to Early Steps for evaluation.
- ✓ 1,720 children received an initial evaluation by Early Steps.
- Of those,
  - ✓ 921 were found to have developmental delay
  - ✓ 34 were found to have a condition that could lead to delay (e.g., cerebral palsy)
  - ✓ 12 were offered services based upon the informed clinical opinion of Early Steps staff
  - ✓ 986 children were authorized to receive speech therapy, 597 to receive physical therapy, 414 to receive occupational therapy and 1,823 to receive special instruction. Children may be authorized to receive more than one type of therapy.
  - ✓ In total, 6,553 children were served as a result of a new referral (n=1,750) or were continuing services from the previous year.

While attachment to caregiver is essential in the early years, it is equally important that older youth have a trusted adult in their life to turn to. High school youth in Palm Beach County are more likely to turn to friends when feeling sad, empty, hopeless, angry, or anxious. Birth to 22 will focus on enhancing adult supports for youth.

**Toxic Stress & Child Abuse**

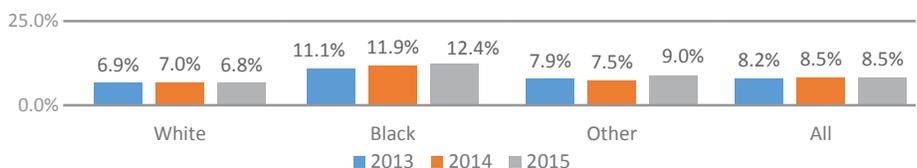
In 2014-2015:

- 1,981 children were victims of verified child abuse and neglect
- 43% of verified abuse/neglect was in children under 5
- 84% of verified abuse/neglect was in children under 13

Top 3 maltreatment types: family violence threatens child substance misuse and inadequate supervision

Falling between these extremes are Hispanic babies (closer to Whites) and Haitians (closer to Blacks). For additional data on birth weight, prematurity and related factors, as well as how they vary across the geographies of Palm Beach County, see Appendix 3.1.3, pp. 14-27).

2013-2015 Percent Low Birthweight Babies By Race



Source: Florida CHARTS: 2015 Data is provisional

# PBC Child & Youth Well-Being

## CAREER READY & GRADUATING

While academic credentials alone are not sufficient to ensure that youth are ready for work and career, lack of credentials, coupled with lack of work experience are clear impediments to their ability to be attached to and advance in the workforce.

Palm Beach County boasts a higher percentage of high school graduates than the State of Florida with almost 70% of students enrolling in college. However, less than 30% attain either an associates or Bachelor's degree, and only 1% complete a master's degree. Belle Glade, West Palm Beach and Lake Worth have the highest percentage of 18-24 year olds with less than a high school education and some of the highest percentages of unemployment for 20-24 year olds.

The persistent concern, however, throughout Palm Beach County, is how Black and Latino graduation rates from 2011-2015 consistently lagged behind White students. The graduation rates for Black males was lowest for all categories, including race, gender and free/reduced lunch status.

Birth to 22 will focus on the following indicators of career readiness: graduation rate, postsecondary enrollment & completion, educational attainment (18-24 year olds), idleness rate for 16-19 year olds (not working, not in school), unemployment (20-24 year olds). Please see Appendix 3.1.3, p. 48-49, 51-57, 72-80 for more detail.

Number & Percent Of School District Of Palm Beach County (SDPBC) Graduates Enrolled In Postsecondary Institutions In The Fall After Graduation

Year	Number of SDPBC Graduates	Number of Graduates Enrolled in College	Percent of Graduates Enrolled in College
2013	10364	7008	68%
2012	9812	6607	67%
2011	9729	6429	66%
2010	10139	6560	65%
2009	9289	6238	67%
2008	8884	5940	67%

## CONNECTED AND CONTRIBUTING

Connecting and contributing to community and society are also key markers of readiness and success. Part of Birth to 22's data development agenda is to identify measures on the positive side—participation in civic and community life, volunteerism, leadership.

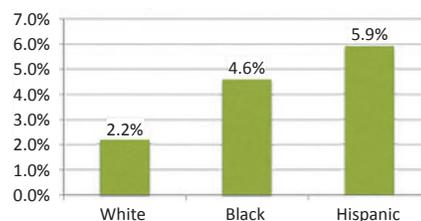
"Disconnected" youth (sometimes referred to as "Opportunity Youth" – a term coined by the Obama Administration) are primarily out-of-school, out-of-the-workforce youth ages 16-24. Most are significantly off-track to complete the higher education credential that can make such a significant difference in their life-long earnings potential. Often they have personal challenges that have interfered with school. They are more likely than their peers to be English language learners, pregnant or parenting, homeless, adjudicated, LGBTQ or have mental health concerns. Minorities are over-represented. (Opportunity Nation).

While in Palm Beach County between 2012 and 2014 the number of idle youth has decreased, a look at the 2013 figures alone show that the racial disparity picture is consistent here as well. In 2013, in Palm Beach County, 3.2% of PBC 16-19 year olds were not working and not in school, but that rate was twice as high for Blacks (4.6%) and almost two and half times as high for Hispanics (5.9%) as for Whites (US Census Bureau, 2014).

16-19 Year Old Idle Youth (Not Working And Not In School)

Year	Percent	Number	Total 16-19 Population
2012	5.0%	3,233	64,661
2013	4.7%	3,040	64,702
2014	4.2%	2,702	64,344

2013 - Disconnected Youth (16-19)  
(By Race/Ethnicity)



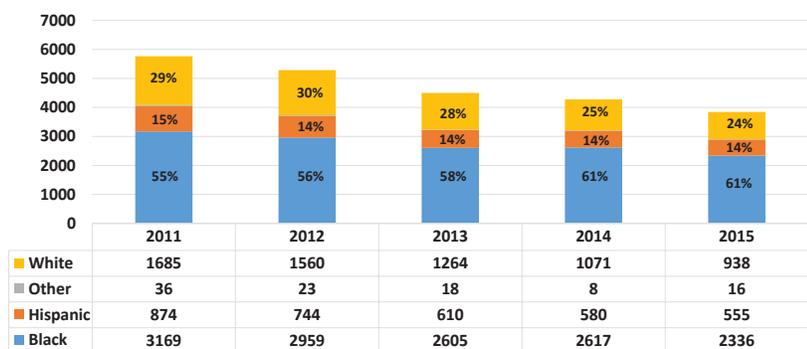
## BEHAVING PROSOCALLY

Children and youth's ability to be empathetic, manage emotions, manage their time, solve problems, and persist when challenged depends on the opportunities they have had to name, practice and be rewarded for these skills. Physical well-being and social/emotional development are crucial factors in being ready for learning – both when first entering school and at each stage along the way, up to and including post-secondary education entry. (Duncan 2007; ChildTrends 2012 & CSC 2015).

Children and youth experiencing challenges can have signs of or lead to a host of related difficulties. We are committed to understanding what is behind the numbers related to "disconnection," including disproportionate suspensions and DJJ referrals for our children and youth of color.

From 2006-2012 the number of referrals per school year and of youth arrest from 2011-2015 have steadily decreased by 37% and 44% respectively. Youth ranging from 14-16 account for most arrests. Males and Black youth have the highest rates of youth arrests in comparison to females, Whites and other races.

Number & Percent Of Circuit 15 Youth Arrests By Race



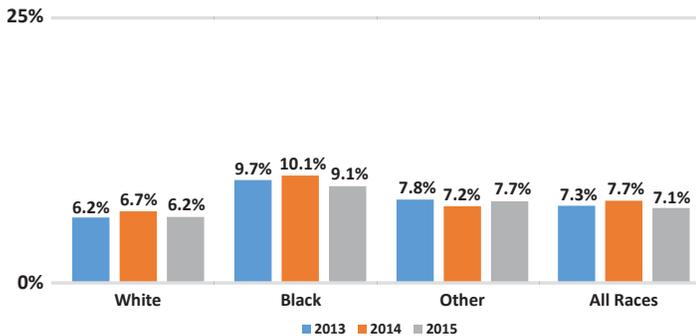
# Community Supports



What does it take to make sure that these steps are strong and well supported? Safe, supportive and engaging environments for learning and development are essential in all the places where children and youth spend their time – at home, at school, or in the community. Birth to 22 is working to understand the current picture of supports for our children in Palm Beach County. A few highlights include:

## Prenatal Care

### 2013-2015 Late Or No Prenatal Care\* By Race



Prenatal enrollment is associated with significantly better birth outcomes, particularly a significantly reduced risk of delivering a low birth weight baby (Herbst et. al., 2011). Nevertheless, in Palm Beach County, 7.1% (Florida CHARTS, 2015) of pregnant women received late or no prenatal care.

## Healthcare Coverage

### Number & Percent Of Palm Beach County (PBC) Children & Youth Uninsured

Number Of Children Under Age 6	86,103
Number of Children Under Age 6 Without Health Insurance	9,144
Percent of Children Under 6 Without Health Insurance	10.6%
Number Of Children 6 to 17 Years of Age	184,947
Number of Children 6 to 17 Years of Age Without Health Insurance	26,353
Percent of Children 6 to 17 Years of Age Without Health Insurance	14.2%
Number Of Children 18 to 24 Years of Age	108,540
Number of Children 18 to 24 Years of Age Without Health Insurance	39,675
Percent of Children 18 to 24 Years of Age Without Health Insurance	36.6%

In PBC, younger children (under 6) are the most likely to have health insurance coverage. Once youth turn 18, the rate of those uninsured increases substantially (US Census Bureau, 2010-2014).

## Out of School Time & Summer Programming

### Access to Afterschool

Description of Component	FY 2014	FY 2015
Number of Subsidized CSC funded school-age children who attended a high quality afterschool or summer program	3,830 (27.6%)	4,240 (30.2%)
Number of all subsidized CSC funded school-age children who attended a QIS Afterschool or Summer Program (i.e., assessed at any level of quality)	7,821 (56.3%)	8,470 (60.5%)
Number of all subsidized CSC funded school-age children who attended an Afterschool or Summer Program	13,891	14,007
Description of Component	FY 2014	FY 2015
QIS Providers*	115	122
"High Quality" QIS Providers	49 (43%)	53 (43%)

\* Middle school QIS Providers Excluded (n = 2)

When parents work beyond the hours of the school day, children need safe, engaging places to go after school and during the summer; places that support their social and academic development. After school programs can improve academic and social-emotional outcomes, in addition to preventing risky behaviors and promoting health and wellness (National Institute on Out-Of-School Time, 2007).

## Food Deserts

### 2016 Palm Beach County Food Deserts\* by Census Tract



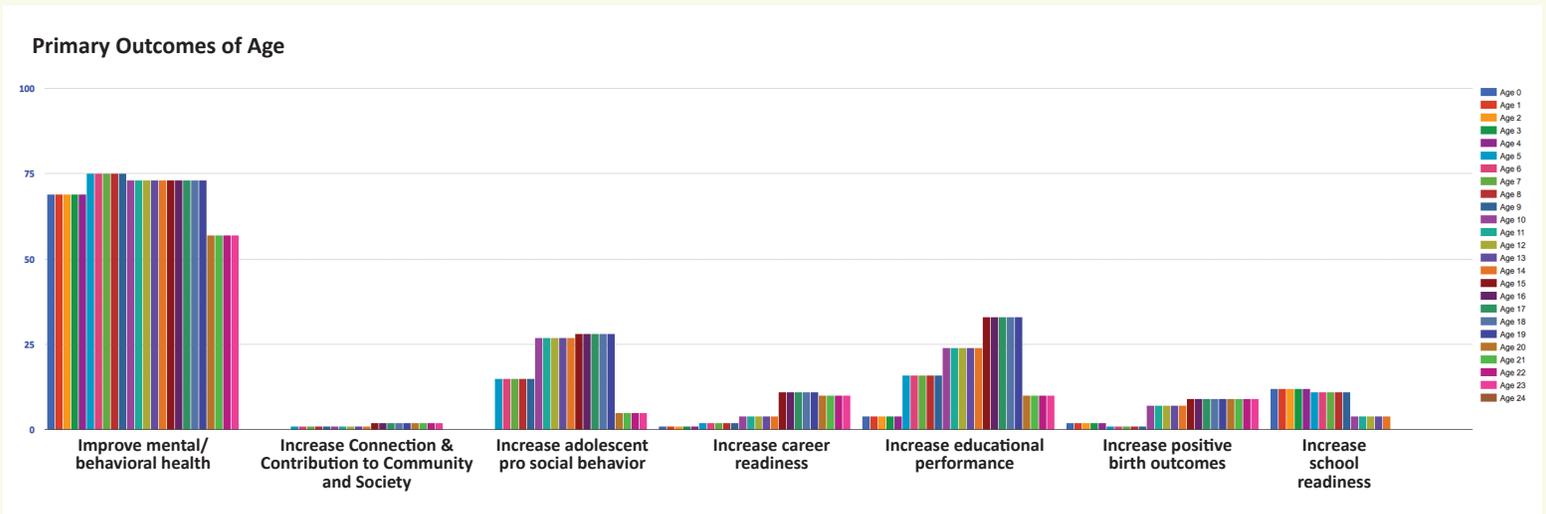
\*This map of PBC food deserts highlights low income census tracts where a significant number or share of residents is more than one mile (urban) or ten miles (rural) from the nearest supermarket.

PBC has 27 federally designated "food deserts" and over 120 organizations helping feed the hungry providing services beyond their capacity (USDA Food Research Atlas, 2016). In 2015, the Youth Services Department's Summer Food program served 295,177 summer meals.

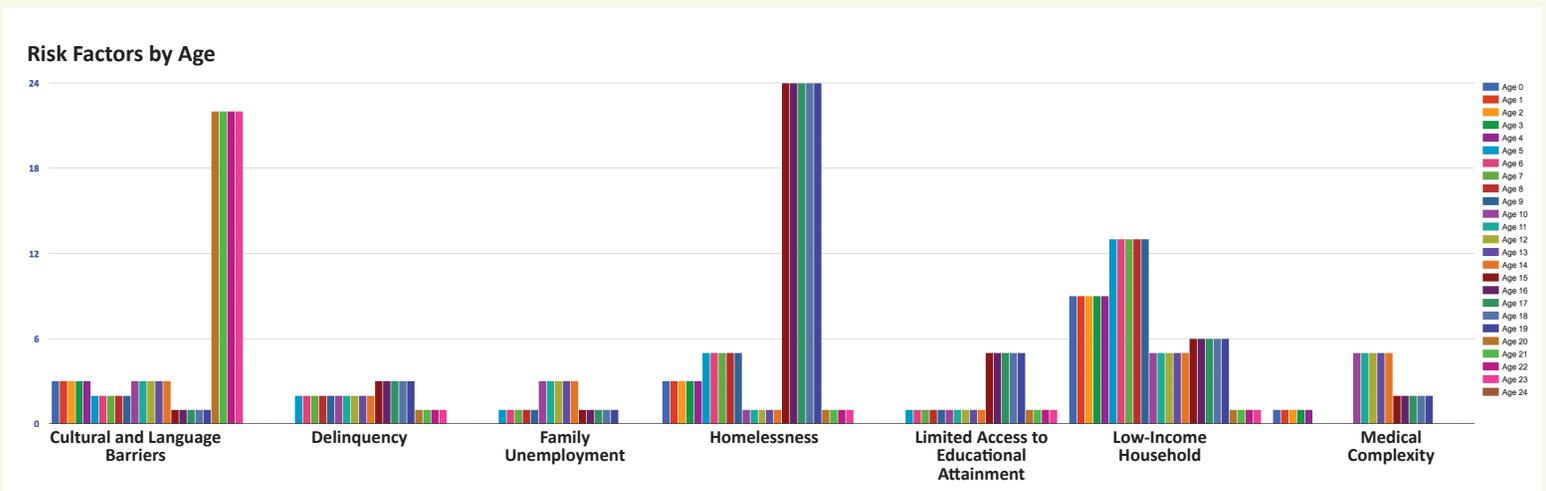
# Program Landscape



The Birth to 22 Online Resource Directory is a culmination of an electronic survey instrument that was administered to the county's ten (10) major funders of children and youth programs to obtain information about programs and services that primarily seek to support each outcome area along the Steps to Success (See a selection of their responses to "which outcome?" below). Birth to 22 United for Brighter Futures is also concerned with how programs and services supporting Palm Beach County's children and youth foster broader community and family outcomes that are critical for their success. These community context outcomes are: (a) Improve healthy, safe, permanent and nurturing environments; and (b) ensure effective parenting. The Online Resource Directory will also provide other essential information such as fee structures, geographic service areas (by district), and risk factors (see figure). As Birth to 22's Program Landscape Data Team advances its work, it will continue to examine how the programs and services in its database align across multiple domains, and how the age groups and locations of services align with the well-being outcomes of child and youth in Palm Beach County. In other words, it will provide ongoing assessment on how the alignment of available and accessible programs and services are working to meet the needs of children and youth birth to 22.



**WHICH OUTCOME?** Birth to 22 is concerned with the range of programs and services available to children from their early years through young adulthood. This figure highlights the outcome areas for which the greatest proportion of children, representing multiple age groups, are being served (i.e. improving mental/behavioral health). In this area there appears to be similar distributions across the ages with slightly less services being provided to the older population. Nevertheless, these services have a more significant reach than supports to increase career readiness.



**WHICH RISK FACTORS?** Mapping services included in the Birth to 22 Online Resource Directory by risk factors is an important component of Birth to 22's work to improve understanding of the service landscape of Palm Beach County. While risk factors themselves don't tell the entire story, they do provide key insight into the types of interventions that may be most needed in the community. Interestingly, this illustrates a significant support for programs that address cultural and language barriers for older youth—this validates concerns raised during community conversations regarding systematic barriers to workforce access that can be attributed to language and other cultural barriers.

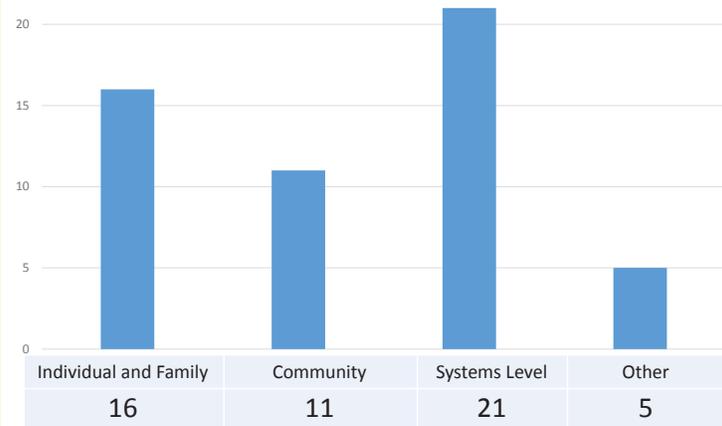
# "Moving Trains" Survey



The Forum for Youth Investment has developed a methodology for identifying the existing coalitions, task forces or partnerships that have built momentum on a specific youth-related issue. To move further faster, it's often helpful to connect with the "moving trains" that have already left the station and are picking up speed. The survey assesses the focus and scope of these initiatives and provides data to inform how to align existing and future work.

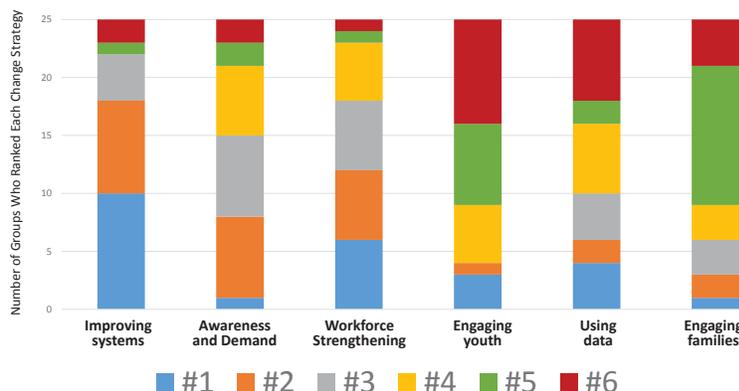
The Leadership Data Team, Task Force members and other partners helped to identify 43 different initiatives, coalitions, and task forces in Palm Beach County, ranging from Achieve Palm Beach to PBC United Against Child Abuse. The survey was then emailed to a point of contact for each initiative. The Forum received 24 responses. The charts below provide top notes of the survey results. There is no intention to slow down any "moving train" that has left the station. Instead, Birth to 22 hopes to hop on these moving trains and help keep the momentum going by sharing information, resources, and energy. See Appendix 3.4.3, p. 21 for more detail.

## Level of Change



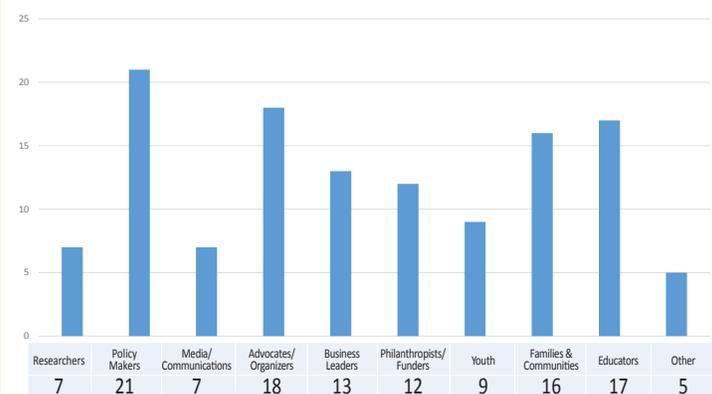
Systems Level Change received the largest number of mentions across the majority of the respondents. This is consistent with other communities that have surveyed their "moving trains." Individual and Family Level Change was the second most selected area. This potential support for systems level change dovetails with the focus of Birth to 22, and could be an important area of consensus and collaboration.

## Strategic Priorities



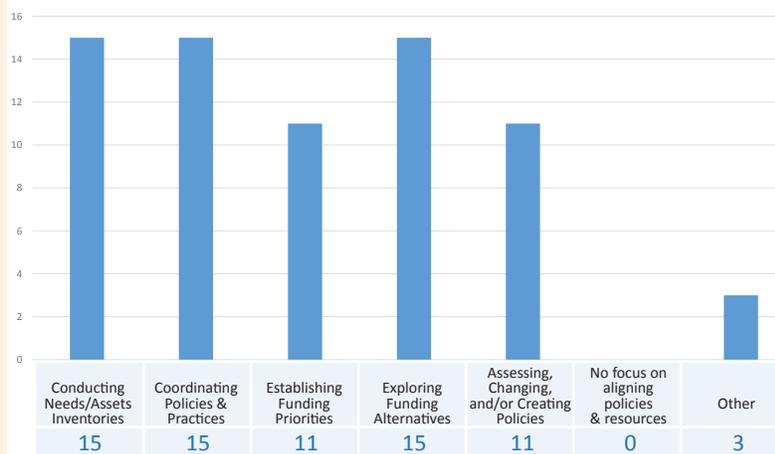
Respondents ranked their change strategies from 1-6, with 1 indicating the highest priority. The blue block represents the first priority; the orange block represents the second priority, and so forth. Overall, *Improving Systems*, *Awareness and Demand*, and *Workforce Strengthening* were the top three priority areas. *Engaging Youth* and *Engaging Families* were listed most frequently as the fifth or sixth priority. The relatively low ranking of *Using Data* is notable given how many coalitions and networks discuss data as key to decision-making.

## Actively Engaged Role Defined Groups



Respondents engaged most frequently with Policy Makers, Advocates and Organizers. Additionally, in contrast to the previous chart on strategic priorities, Families & Communities also rated high.

## Strategy for Improving Policies & Resources



Respondents reported using Coordinating Policy, Conducting Needs or Asset Inventories, and Exploring Funding Alternatives as being the most popular approaches. With so many potential partners conducting needs assessment and inventories, there is fertile ground for coordinating these activities.

# Steps to Success

The Steps to Success represent 6 domains of child and youth development – physical health, behavioral health, academic readiness, social/emotional well-being, career readiness and connection and contribution to community and society. These steps represent key markers of success that allows us to access developmental outcomes. As children and youth make their way up these stairs, we are able to track their progress or lack thereof. The indicators, or measures, for these different areas are shown above the stair steps in the green text (for things we are trying to promote) and orange text (for things we are trying to prevent). Understanding what this data looks like for different subpopulations within Palm Beach County is also essential. In order to achieve those outcomes, children and youth need key supports along the way, through a combination of effective parenting and safe and nurturing families and communities. A sample of possible measures are listed below.

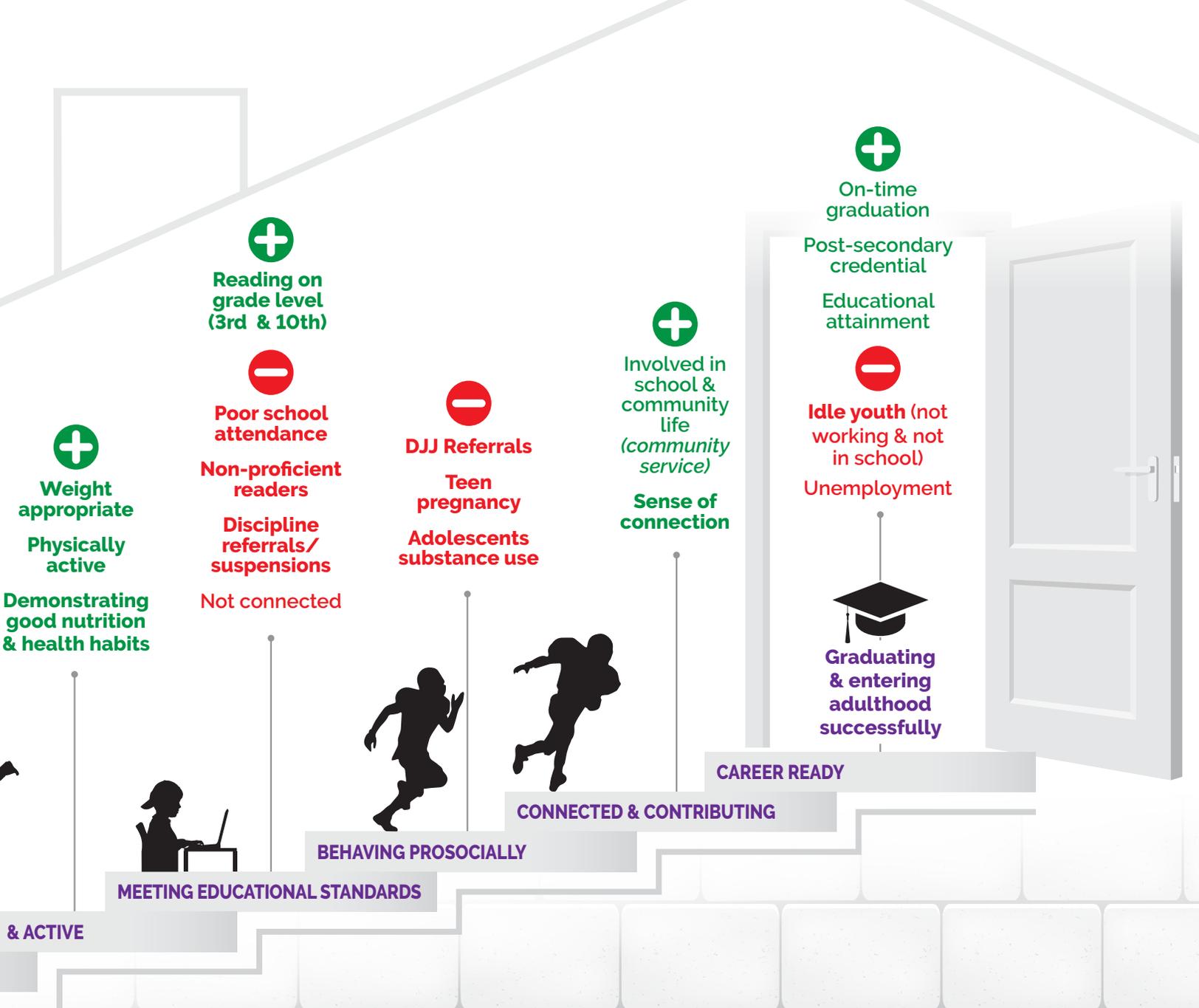
## Steps to Success & Supports for Success

**STEPS TO SUCCESS:**  
Child & Youth Outcomes & Indicators



Major Developmental Outcomes >

- ECONOMIC ACCESS:** Percentage of Families in Poverty • Access to Housing • Workforce and Job Development Opportunities •
- PARENTING & ROLE MODELS:** Parenting stress (situational are chronic) • Knowledge of Parenting and Child Development •
- SOCIAL & EMOTIONAL SUPPORTS:** Access to Afterschool Services • Access to Early Childhood Education and Care •
- EDUCATIONAL SUPPORTS:** Educational Attainment • Advancement via Individual Determination • Parent Education & Involvement •
- HEALTH & WELLNESS SUPPORTS:** Access to Health Insurance • Food Deserts • Physical/Eye/Hearing Exams •
- REMOVAL OF COMMUNITY STRESSORS & SYSTEMIC BARRIERS:** Crime Reduction • Access to Domestic Violence Services



**SUPPORTS FOR SUCCESS:**  
 Effective Parenting | Safe & Nurturing Families & Communities

**Number and Percentage of Households receiving Food Stamps** • **Access to Transportation**

**Support Services for Parents**

*Mental Health Assessments & Services* • *Caregiver Stability* • *Bullying*

*Healthy School Connections* • *Effective Schools*

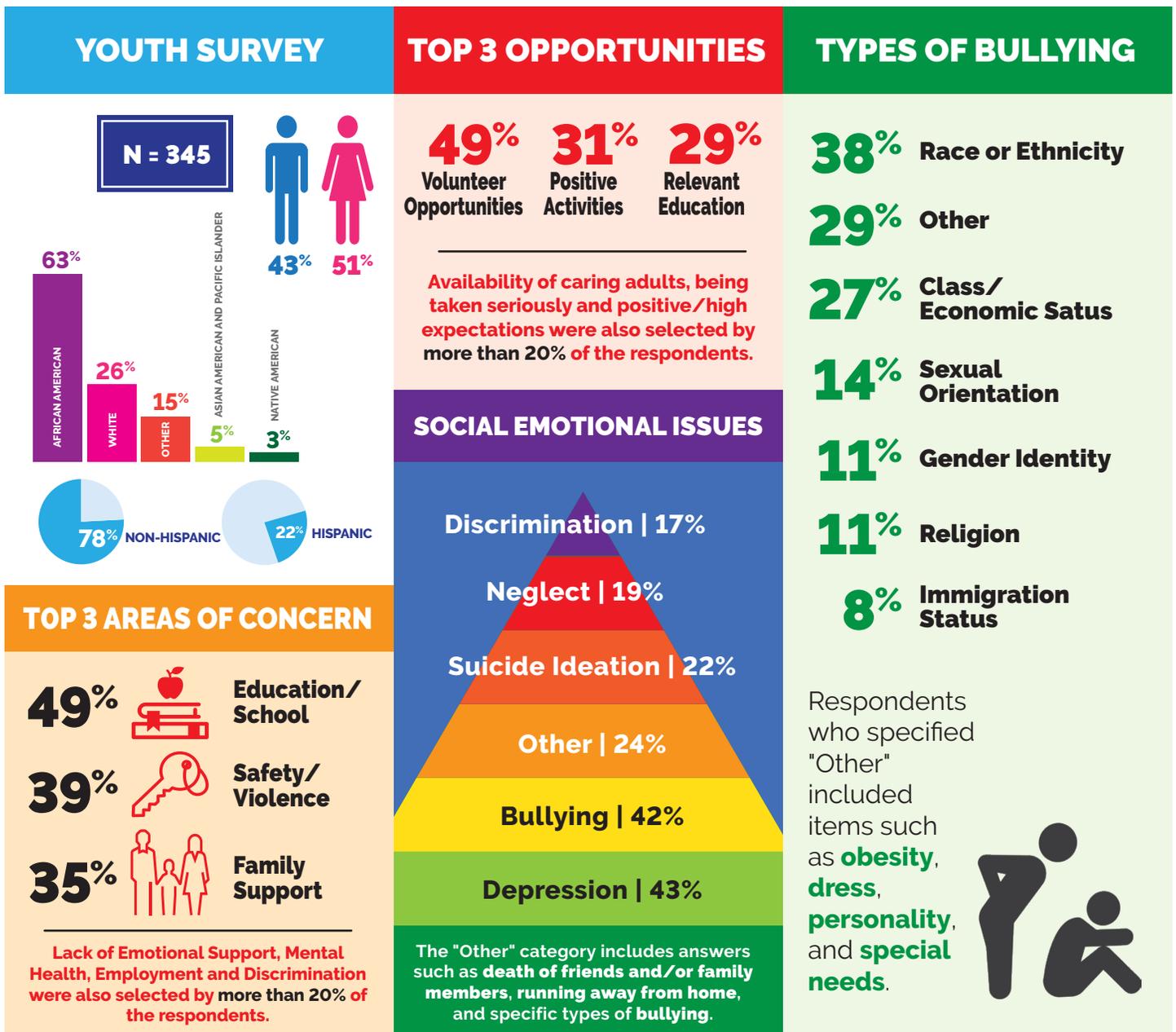
**Late or No Prenatal Care** • **Access to Safe and Clean Parks and Recreation Spaces**

# Youth Survey

Engaging young people is a critical component in designing successful solutions to improve their outcomes. To this end, the Engagement Team, with the input of youth leaders, developed and deployed a Youth Survey at the annual countywide Youth Summit held at Palm Beach Lakes High School in April of 2016. In addition to the Youth Summit, youth agencies, funders, and the School District of Palm Beach County distributed an electronic version of the survey to middle and high school students throughout the county.

The 19-question survey inquired into the opportunities and concerns of Palm Beach County youth, and received 345 responses from participants who ranged from 10 to 22 years of age. The infographic below provides a summary of the survey results. Please see Appendix 3.5.5, pp. 11-15 for the complete list of survey questions and answers.

Because the survey methodology relied on volunteered responses, its results cannot be generalized to the population. Moreover, it is important to note that participants were allowed to provide multiple answers to the questions and there was a strong representation of input from African-American/Black youth. Nonetheless, the limitations of the sampling strategy do not render its results meaningless. In effect, in addition to reaching youth directly, the demographic breakdown of the responses provides a particular, and often missed, insight into the indispensable perspectives of African-American/Black and other minority youth in Palm Beach County.





# Community Conversations

One of Birth to 22's most unique and important contributions has been its efforts to not only engage young people, families and service providers, but also to capture their perspectives and suggestions in ways that maintained their richness. The goal was not just to affirm, but to inform and even challenge "official" thinking.

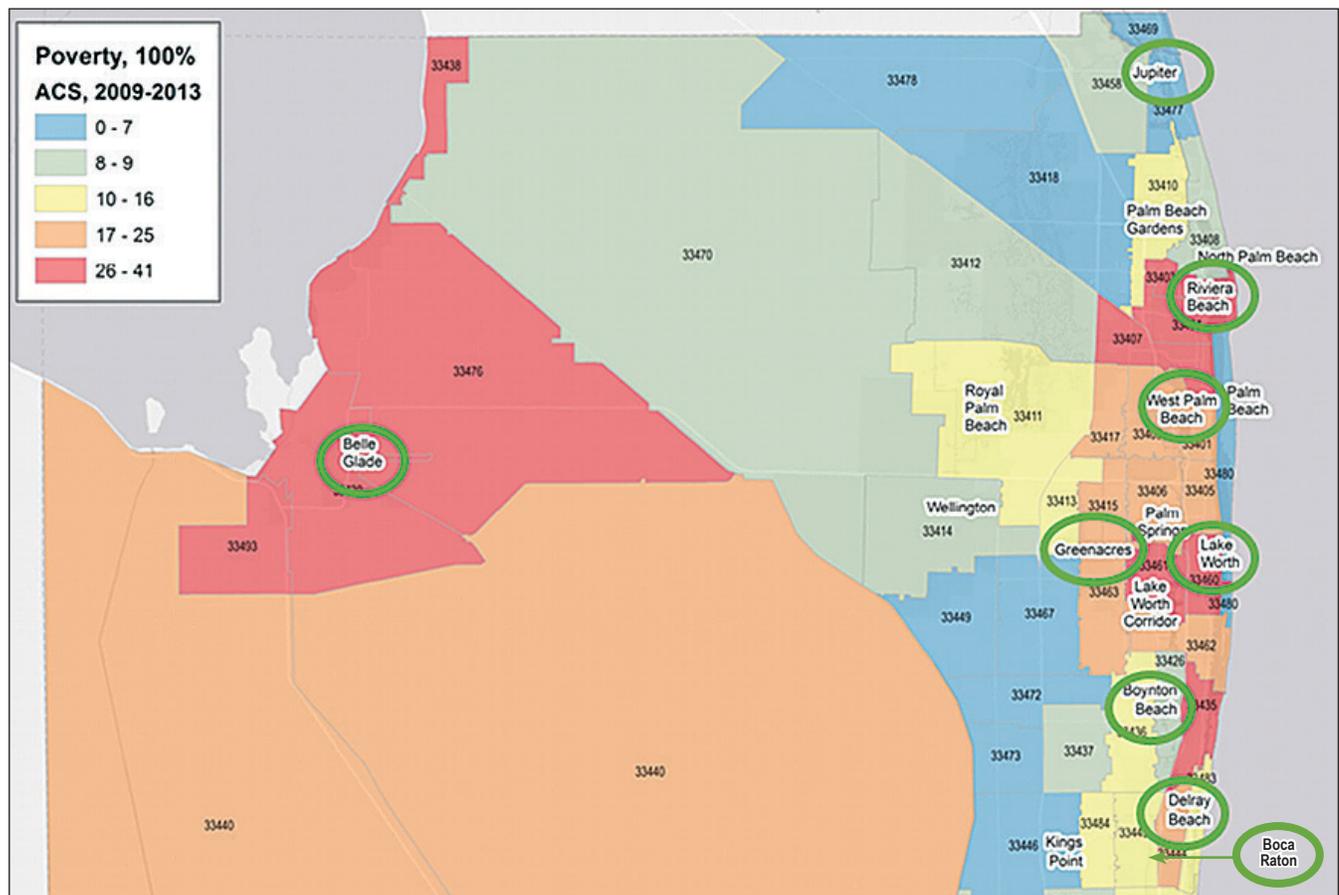
Eleven community conversations that engaged over 700 participants were held throughout the county. In addition to ensuring geographic diversity, steps were taken to make sure that half of the conversations were with underrepresented stakeholder groups:

- 1 Separate meetings held with middle, high school, and college students, LGBTQ youth, special needs youth and disconnected youth took place across the county.
- 2 Outreach efforts held in Belle Glade, Riviera Beach and Lake Worth—three areas with some of the highest poverty rates in the county—drew almost half of the overall participants (45%). For a full picture of the community conversation sites see the map below and Appendix 4.1).
- 3 Adult and youth participants represented every group on the Forum's Stakeholder Wheel (used to ensure balanced representation) (See Diagram on page 27).

The diversity of participants contributed directly to the richness of responses to questions such as: "What are the most important indicators of youth success?" and "What are the key supports needed?"

- Participants not only reviewed data and prioritized the child and youth indicators shown to them, they also identified additional needed data.
- Participants generated over 700 detailed responses to the question of what local conditions need to be addressed in order to ensure youth success. These responses were captured, coded, and categorized.

## POVERTY BY ZCTA IN PALM BEACH COUNTY



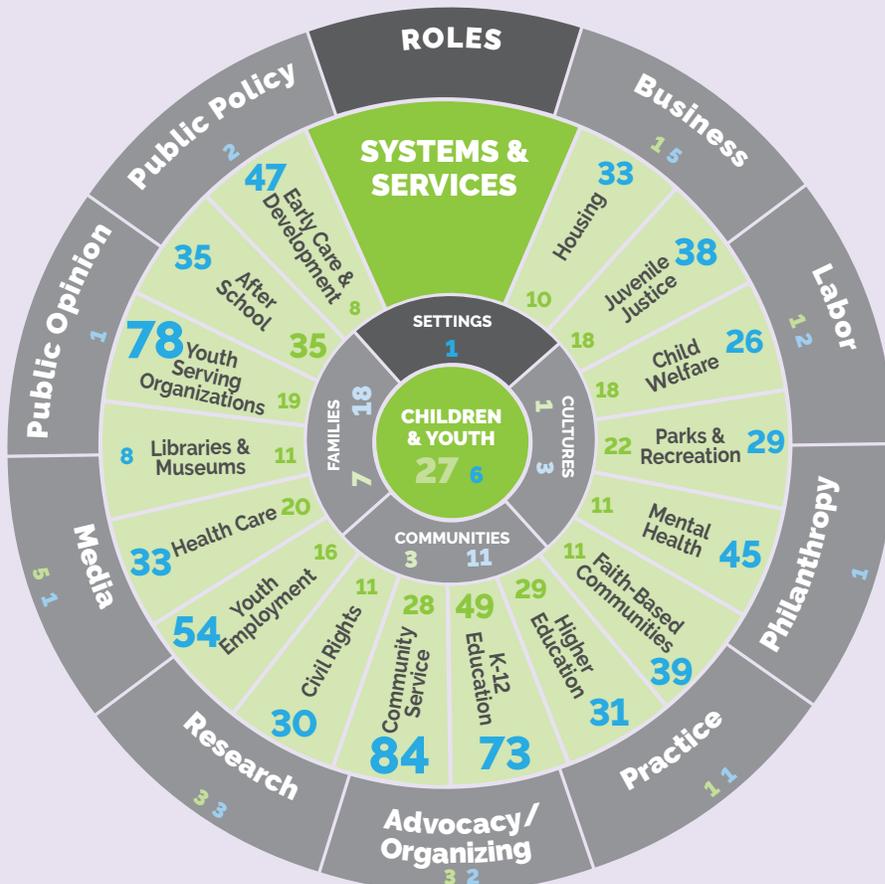
# COMMUNITY CONVERSATIONS: WHO WAS IN THE ROOM?

## “Where do you see yourself in this picture?”

This question was asked of 700+ participants across 11 community conversations.

As participants walked into the community conversations, they were asked to map themselves onto a poster-sized version of this Stakeholder Wheel. Using either green or blue dots (see Key), they could map themselves into as many roles, systems or settings they deemed relevant. A simple tool like this helps demonstrate the natural diversity of assets and perspectives community members bring to the table. It also provides quick insight into the types of stakeholders who may require extra outreach to ensure their sustained engagement.

KEY: ■ 22 years old & younger ■ 23 years old & older



Community Service was well represented. For young people, the greatest representation outside of Education was in Community Service. Community Service was also selected by the highest number of adults, followed by youth-serving organizations and K-12 Education.

In terms of adults, there was strong representation across 15 of the 16 systems and services listed, with the exception of libraries and museums representation. It may be necessary to do more targeted outreach to these institutions going forward if their key educational resources and insights are to be at the table.

It is notable that there was a relatively strong turnout of adults from the faith community, but only a small number of young people identified with a faith-based connection.

Compared to other communities that have undertaken this activity led by the Forum for Youth Investment, Palm Beach County had a strong showing from individuals who identified with a Civil Rights connection.

Most participants identified with more programmatic systems or services and fewer with broader community roles in media, philanthropy or research. Accordingly, to garner this type of champion in the future, targeted outreach may be needed.

# 6 Emerging Themes

from Community Conversations:

Economics & Access | Parenting & Home Environment | Social/Emotional Challenges  
Educational Supports | Health & Wellness | Community Stressors

The 11 conversations were in or focused on: Riviera Beach, Delray Beach, Belle Glade, Greenacres, Jupiter, Lake Worth, FAU, Forest Hills HS, Boynton Beach, LGBTQ concerns and Special Needs.

(#) - in how many different conversations topic was explored

## Economics

(Access to Resources Awareness/Supports)

### Lack of employment/underemployment/poverty (11)

Lack of Access to Basic Resources & Programs (Daycare, Healthcare, etc.) (8)

Transportation (8)

Underskilled Lack of Relevant Education (6)

Availability & Access to Community Resources (6)

Financial Management/College Funding (3)

- Poverty
- Unknown opportunity
- Single parent/no jobs/fixed income
- Migrant labor
- Working multiple jobs
- Low incomes
- Household income (need to work)
- Living wage
- Funding; healthy = expensive
- Staying in start-up jobs
- Job choice
- Amount of paycheck

## Parenting, Home Environment, Mentors & Role Models

Family Stressors (11)

### Mentors/Role Models (9)

Parenting Skills/Supervision/Parent Lack of Skills/Education (9)

Employee Conflicting with Parenting (6)

Home Environment (8)

Neglect/Abuse (6)

Language/Cultural Shifts (4)

Emotional Supports at Home (2)

- Not enough care
- Not enough love and no one to talk to; no friends; too much violence; no one to share thoughts with
- No family support, lack of support system
- Mentors, mentoring
- Need for connections, validation/belonging
- Access and availability of someone to talk to
- People don't want to listen to what I have to say
- They wouldn't talk to an adult because they feel as if they don't trust an adult or anyone
- Some of them have teenage parents and they do not know how to communicate with their child(ren)
- Lacking in parent-child communication. Parents should create a safe connection with their child so that they will be more open to come to them with their problems rather than try to resolve the conflict on their own

## Social/Emotional Challenges & Supports

Anxiety, Peer Pressure, Self Esteem (6)

Distractions & Time Management (5)

### Peer Pressure (5)

Lack of Emotional Support/Trust (4)

Motivation/Mindset (3)

Trust Issues (3)

Bullying (2)

Sexual Abuse (1)

Substance Abuse (1)

- Peer pressure...7x
- Wanting to fit in
- The "cool" thing to do
- Mislead

## Educational Supports

### School Pressures (9)

Testing vs. Skills (8)

Educational Resources - Lack of (8)

Systemic Barriers Access to supports in School (language, trust, school culture) (8)

Lack of Education/Basic Skills (6)

Education/Readiness-HS Retention (2)

Lack of Educational Resources (2)

Special Needs (2)

- Kids get discouraged when they do not understand and they are not getting support from teachers
- Encourage child to read
- Time to study
- School discipline-Lack of support
- Recess is treated as a privilege, No recess everyday
- Sports culture

## Health & Wellness

### Hunger/Healthy Food Choices/Healthy Habits (7)

Substance Abuse (7)

Sexual Activity and Teen Pregnancy (5)

Behavioral Health/Stress/Hopelessness/Self-Respect (3)

Violence/Trauma (3)

Special Needs (3)

Access to Healthcare/Prenatal Care (2)

- Going to sleep on time, Lack of sleep
- Availability of healthy foods, access to unhealthy food
- Hunger
- Available fresh produce
- Nutrition & Sleep
- Sugar addiction (not cane sugar!)
- Lack of education about healthy eating
- Poor nutrition during pregnancy; no pre-natal care; unhealthy parents; no family and parental support
- Food/breakfast

## Community Stressors, System Barriers & Media

Community Attitudes and Environment (8)

Community Safety & Violence (7)

### Media Influences (5)

Availability & Access to Community Resources (3)

Cultural Shifts (3)

Technology (3)

Religion (1)

- Social media electronics
- Comments on social media by peers
- Mass media effect, influence



# Action Recommendations:

What are We Doing to Strengthen the Steps?



# Action Areas

The six “emerging themes” from the community conversations helped define six “strategic supports” children, youth and their families need to thrive – access and affordability of basic supports, more effective supports for families and supportive parents and role models, social/emotional supports, educational supports, health and wellness supports, and alleviation of community stressors and system barriers. These are key to building the stairs to success and they are already being identified and prioritized in other plans such as the Palm Beach County School District’s 2016-2021 Strategic Plan: Growing. Strong. (SDPBC, 2016). The Youth Master Plan Task Force started with a comprehensive analysis of these plans to make sure the Youth Master Plan really is a master plan – one that builds on and unites work already underway. Summary sheets showing the detailed “mapping” work done by each of the action planning groups to com-

bine the detail from the community conversations with the existing coalition recommendations are displayed in Appendix 6.1. While their work was organized by developmental stage (early childhood, school-age, etc.), the combined work – Birth to 22 – is shown in the charts in this section.

The Action Areas in **Green** reflect collaborative work that is already **Underway**. Many of the Coalitions, Networks & Systems coordinating their efforts as a part of Birth to 22 are working together on these objectives. (For some key connections, see graphic in page 34. For more detail, see Appendix 7.1). The action areas in **Purple** have been identified as **Emerging** areas for collaboration – additional high priority areas to be tackled by Birth to 22 in the next phase of work.

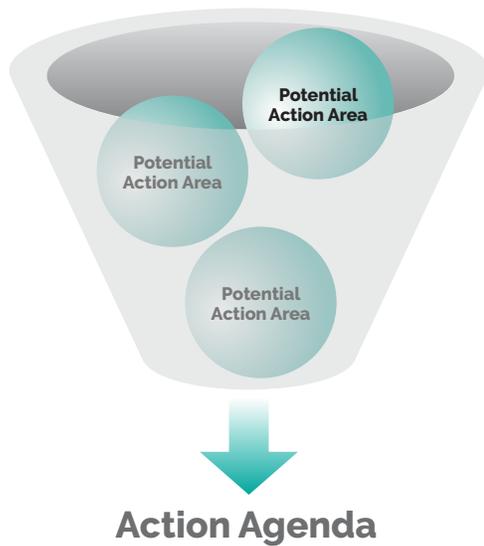
	<b>Economic Access</b>	<ul style="list-style-type: none"> <li>• Mitigate the impacts of poverty on youth options</li> <li>• Increase affordability of basic services</li> <li>• <b>Build education to employment pathways for disconnected youth</b></li> </ul>
	<b>Parenting &amp; Role Models</b>	<ul style="list-style-type: none"> <li>• <b>Increase effective parent support programming</b></li> <li>• <b>Increase outreach to parents through communications, natural support networks &amp; mentors</b></li> </ul>
	<b>Social &amp; Emotional Supports</b>	<ul style="list-style-type: none"> <li>• <b>Strengthen quality out-of-school time opportunities</b></li> <li>• <b>Promote social and emotional learning across all environments where young people spend their time</b></li> </ul>
	<b>Educational Supports</b>	<ul style="list-style-type: none"> <li>• <b>Promote educational equity for all students– from pre-K through post-secondary education</b></li> <li>• <b>Support access to and success in higher education for middle school through post-secondary students</b></li> <li>• Increase parent, community &amp; business involvement in education</li> </ul>
	<b>Health &amp; Wellness Supports</b>	<ul style="list-style-type: none"> <li>• <b>Ensure access to healthy foods and exercise options</b></li> <li>• Improve physical and behavioral health care access</li> <li>• Address teen health risks</li> </ul>
	<b>Removal Of Community Stressors &amp; Systemic Barriers</b>	<ul style="list-style-type: none"> <li>• <b>Become a trauma-sensitive community</b></li> <li>• <b>Ensure safety &amp; justice</b></li> </ul>
<b>Equity Agenda</b>		<p>Ensure needs of all are addressed, including: Those with <b>special needs</b>, LGBTQ, <b>Black/African American &amp; Hispanic/Latino</b>, care-giving youth, court-involved youth, homeless &amp; foster care youth, and youth presenting with <b>behavioral health</b> concerns</p>

KEY: **Green** = Underway **Purple** = Emerging Area of Collaboration

# Setting Priorities & Prioritizing Equity

This Youth Master Plan is intended to be a framework for moving forward in a collaborative manner. It is not intended to be a document that purports to have all the solutions to the problems our youth face. We recognize that this plan will be ever evolving as conditions in our community change. We also recognize that approaches from neighborhood to neighborhood may be different. As one Steering Committee member commented: "As long as we have children in Palm Beach County, we will have to examine changing needs and conditions in our community and use the framework of this plan to address those needs and conditions."

With so much work to be done – and so much important work already underway in Palm Beach County – the growing number of community leaders involved in Birth to 22 want to work both hard and smart. In order to tackle the comprehensive slate of Action Recommendations set forth on the following pages, the Birth to 22 Steering Committee affirmed a set of decision rules that replicate the steps undertaken by the Youth Master Plan Task Force by answering these questions: 1) Is the work focused on our agreed upon child and youth-outcomes – the Stairs to Success?; 2) Do we have data showing us that there is a critical need? That there is a gap to be addressed?; 3) Does a particular community within the broader PBC community – or the PBC community as a whole – think that this is critically important?; 4) Who is already working on this and can we strengthen and support those efforts? Or is it something that no one is really paying attention to and we need to come together as Birth to 22 to tackle it?; 5) How does it help us learn to work together more efficiently and effectively?; and 6) Is it something that can truly get done only if we come together to do it?



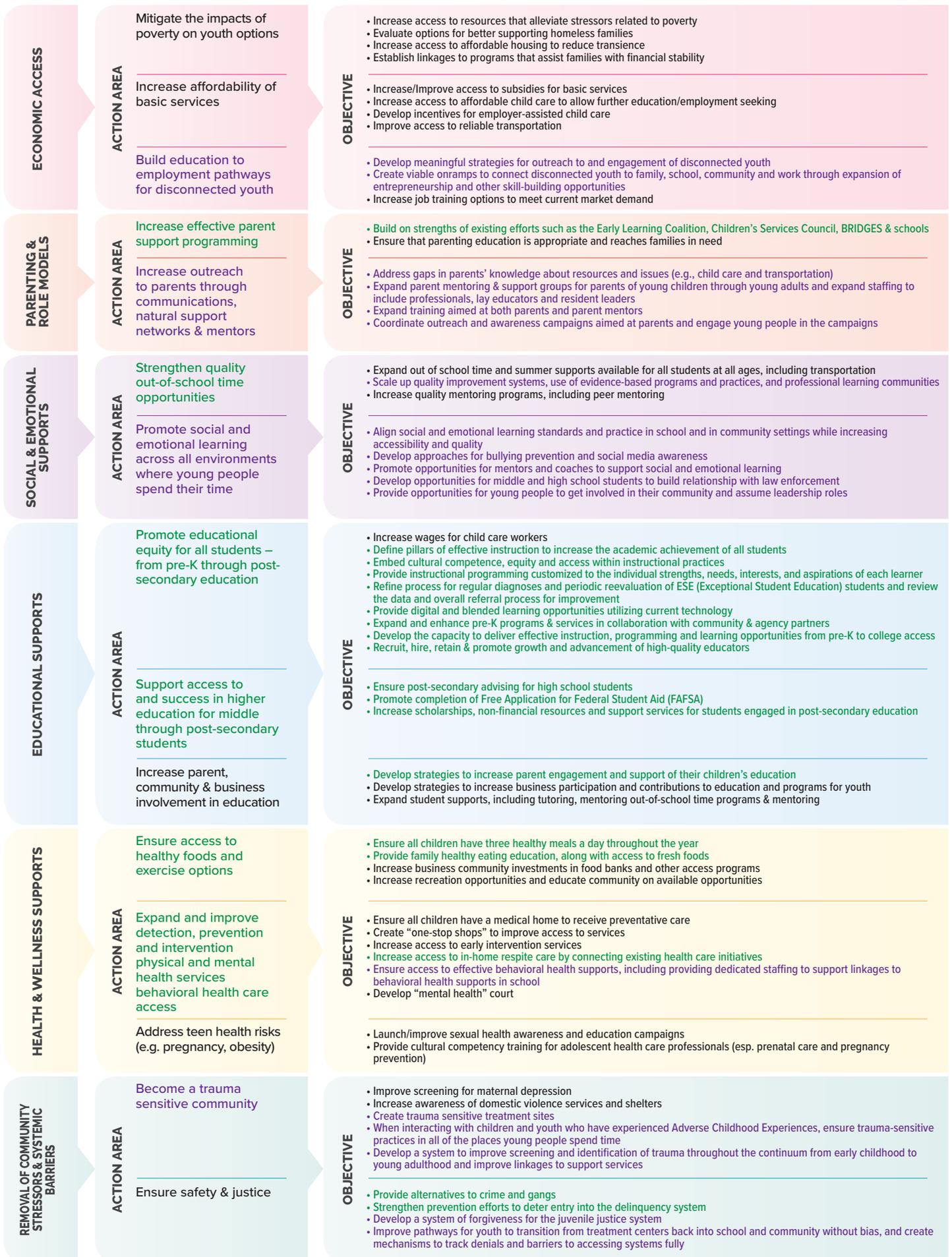
## Decision Rules:

- Outcomes-focused & likely to address multiple outcomes
- Informed by data
- Reflects community concerns
- Aligns with existing community capacity & priorities or addresses key gaps in action
- Opportunity to build collective capacity
- Something that can only get done if we come together

A key lens from which to focus this work is equity. When we are looking at trend data or engaged in problem solving with community members, the disparity issues in Palm Beach County must be front and center. As we work together as a community to address these challenges, it is essential to pay attention to how different communities experience daily life in Palm Beach County. Identifying "Special Populations" helps to focus each aspect of our work. The goal is not to create another silo of separate activity, but to think about the implications of every Action Area for these populations. At the same time, there may be particular needs – for example, respite care for families with Special Needs children – that require targeted attention. As we continue to sharpen our action agenda, we are committed to applying this equity lens throughout our work.

<b>EQUITY AGENDA</b>	<p><b>Ensure needs of all addressed, including:</b></p> <ul style="list-style-type: none"> <li>• Youth with Special needs</li> <li>• LGBTQ</li> <li>• Black/African American &amp; Hispanic/Latino</li> <li>• Care-giving youth</li> <li>• Court-involved youth, homeless &amp; foster care youth, and</li> <li>• Youth presenting with behavioral health concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Engage diverse and culturally competent mentors, volunteers and professional staff</li> <li>• Increase training and professional learning opportunities for all frontline professionals to promote equitable practices, including: <ul style="list-style-type: none"> <li>- Cultural competency training with a focus on understanding homelessness, depression, and gender identity among LGBTQ youth</li> <li>- Racial and gender equity training</li> <li>- Special needs awareness and inclusivity training</li> </ul> </li> <li>• Conduct policy review and racial equity analysis to ensure equity in policies and practices</li> <li>• Strengthen and support the development of youth leadership groups focused on promoting equity, inclusion, violence prevention, anti-bullying and social justice efforts</li> <li>• Expand training and support for families with children coming out, especially as the age of coming out continues to decrease</li> <li>• Develop and expand a model for respite care for families with special needs children and improve access to out of school time and enrichment supports</li> </ul>
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KEY: Green = Underway Purple = Emerging Area of Collaboration



# WHO

For each of these action areas, Birth to 22 members are coming together to align, strengthen and scale up their efforts in ways that reach more of the children, youth and families of Palm Beach County. For many of these action areas, work is well underway and community members are tapping into Birth to 22 for additional energy and to ensure that high-impact, on-going work is recognized, celebrated and spread more broadly. In many action areas, an existing coalition or network may already be organized for action and stepping into a lead partner role. In some areas – like countywide supports for families or becoming a trauma sensitive community – we heard that a coordinated response across systems, coalitions, networks and community groups is currently absent and would be useful. Birth to 22 is organizing to tackle these areas.



# HOW?

One thing that is known about the science of effective partnerships is that the kind of actions we take actually matters. While providing information and building skills of your front-line actors is critically important, some particular actions are more complex, but can have a higher payoff. Policy changes, design of the physical environment, revamping the rewards and consequences structure, aligning resources – can all be daunting tasks but can have a more long-term and systemic rewards than many of our more traditional, programmatic approaches. In our Action Areas, Birth to 22 will strive for a balanced mix of strategies to increase the likelihood that we will achieve the improvements that we seek.

# Action Areas

## Building Education to Employment Pathways for Disconnected Youth (Emerging)

Positive supports and opportunities are needed for disconnected youth (young people not in school and not working). Studies show that when given proper supports, young people who appear hardest to reach have the capacity to respond in positive ways that get their lives on track to productive pathways for contributing to society (Lipski, et al 2010).

*Related Child & Youth Indicators on Steps to Success Idle Youth, Graduation Rates, Post-Secondary Credential.*

### Key Connections – Birth to 22 Partners leading collaborative efforts in this space include:

CareerSource

School District of Palm Beach County

As an emerging Action Area, collaborative work on Disconnected Youth may continue to be coordinated as a Birth to 22 Working Group

### Initial Ideas for Action include:

- Improving access to economic opportunities, information about programs & resources, and stronger family support.
- Building skills by offering educational interventions and training educators to look for strengths in students in all educational settings making it easier for young people to stay in school.
- Providing opportunities in nontraditional school settings, offering trades training within the school system, and increasing internship opportunities.
- Opening up opportunities for young offenders with felonies to be able to qualify for federal grants and scholarships.
- Strengthening the voice of community by creating venues for those voices to be heard, such as town hall meetings, open mic nights, and youth-led community conversations.
- Facilitating youth participation through outreach efforts with schools including clubs and cities.

### A note on Evidence-Based Approaches:

**Re-engagement Centers** are taking hold across the country. They take a proactive approach to Outreach, Assessment, Referral and a range of targeted support services to help young people in their transition back to education and workforce pathways.

## Increase Effective Parent Support Programming (Underway)

All families need supports in order to be supportive of their children. Families that struggle with poverty, illness or violence within or outside of their homes often need extra assistance. However, this does not diminish their desire to provide for their children and it should not reduce our expectations that they can and must play this critical role.

*Related Child & Youth Indicators on Steps to Success ALL*

### Key Connections – Birth to 22 Partners leading collaborative efforts in this space include:

Children's Services Council

Palm Beach County Youth Services Department

School District of Palm Beach County

### Initial Ideas for Action include:

- Make sure the programs and services available are known, accessible, and regularly evaluated for efficacy.
- Reduce barriers to access by increasing transportation options, internet and computer access, and providing more mobile services that bring supports closer to home or into the home.
- Provide better and faster crisis supports and make ongoing programs for parents and caregivers more available including in-person, in-home services and skill-building opportunities.

### A note on Evidence-Based Approaches:

As shown in the Parent Management Training –Oregon Model, developed by Implementation Sciences International, Inc., group or individual training sessions can help parents use positive parenting strategies like skill encouragement, positive involvement, and effective discipline as well as regulating emotions and enhancing communication.

## Increase Outreach to Parents through Communications, Natural Support Networks & Mentors (Emerging)

"I didn't know about that."

During the community conversations, a mismatch regarding the availability of resources and supports for parents and families, versus how broadly that information is known became apparent. Participants also identified that parents need supports and mentoring that go beyond what formal programs and services can offer. For every parent or family that gets support – whether a young parent with a new baby or a family navigating the teenage years – the local resources found in their neighborhood, faith community, and social networks need to be the first source of mentoring, information, and connections.

*Related Child & Youth Indicators on Steps to Success ALL*

### Key Connections – Birth to 22 Partners leading collaborative efforts in this space include:

As an emerging Action Area, collaborative work on Outreach to Parents may initially be coordinated as a Birth to 22 Working Group

### Initial Ideas for Action include:

- Expand parent mentoring & support networks for parents of young children through young adults.
- Develop communication campaigns aimed at both parents & parent mentors. Increase awareness of the range of services available. Get young people involved in development and delivery of outreach campaigns.
- Develop trainings aimed at both parents and parent mentors.
- Reduce barriers to access by increasing transportation options, internet and computer access, and providing more mobile services that bring the services closer to home or into the home.
- Reduce isolation by creating mixed use communities and creating multi-location one-stop shops in low income communities.

### A note on Evidence-Based Approaches:

Parents who participate in group sessions or trainings, as in programs like the Nurturing Parent Program, developed by Dr. Stephen Bavolek, often experience positive results. They can more readily identify with others in the group, experience fewer stigmas, and satisfy their need for recognition and affiliation.

## Action Areas

### Strengthen Quality Out of School Time Opportunities (OST) (Underway)

For youth in OST programs, each step closer to high quality is one-step closer to emotional well-being, social support and academic success. High-quality OST programs lead to substantial academic, social, and emotional benefits for youth, including higher grades and test scores, the development of social skills, reduced dropout rates and increased school day attendance in programs throughout the country.\*

According to a study by the American Institutes for Research,\*\* in Palm Beach County, high quality OST programs lead more youth to move to the next grade level on time as compared to low quality programs. In other words, program quality is often critical for seeing benefits. In many cases, no benefits are seen unless a program is of high quality.\*\*\*

\* Naftzger et al., 2014; Vandell, Reisner, & Pierce, 2007; Huang et al., 2000, 2005, 2007; London, Gurantz, & Norman, 2011; Metz, Goldsmith, & Arbreton, 2008; Durlak, Weissberg, & Pachan, 2010; Durlak & Weissberg, 2007 \*\* Naftzger et al., 2014 \*\*\* Vandell, Reisner, & Pierce, 2007

**Related Child & Youth Indicators** (Steps to Success)  
*Toxic Stress, Attendance, Reading on Grade Level, Connected and Contributing, DJJ Referrals, Substance Abuse, Idle Youth*

**Key Connections – Birth to 22 Partners leading collaborative efforts in this space include:**

*Prime Time Palm Beach County*

**Initial Ideas for Action include:**

- Use public service announcements and social media to emphasize the importance of afterschool programs so that children and youth are not left at home.
- Build a system to support moving PBC programs along the evidence-based practices continuum.

### Promote Social & Emotional Learning (SEL) Across All Environments Where Young People Spend Their Time (Emerging)

Social and emotional skill development is essential for knowledge development in academic content areas and for avoiding risky behaviors. These skills can be intentionally developed and practiced in children and youth as well as in the adults that interact with them. Improving adult practice is essential to transforming the climate, culture and intentional learning that happens in multiple systems and settings.

**Related Child & Youth Indicators** (Steps to Success)

*Ready for School, Toxic Stress, Attendance, Reading on Grade Level, Connected and Contributing, DJJ Referrals, Substance Abuse, Idle Youth*

**Key Connections – Birth to 22 Partners leading collaborative efforts in this space include:**

*Prime Time Palm Beach County  
School District of Palm Beach County  
Early Learning Coalition  
Children's Behavioral Health Collaborative*

**Initial Ideas for Action include:**

- Align social and emotional learning standards (SEL) and practices across the county both in school and in community settings while increasing accessibility & quality.
- Ensure that agreed-upon county-wide social and emotional learning standards are defined, promoted and manifested through high quality OST programs across the partnering organizations, systems and their networks (see OST section).
- Identify evidence-based practices to improve SEL of students.
- Build SEL skill sets of adults to influence their effectiveness in supporting youth SEL.

**A note on Evidence-Based Approaches:**

School-based programs such as Positive Action, available through Positive Action, Inc., include scripted lesson plans and other materials designed to introduce youth to positive and negative actions around physical, social, and emotional topics. These programs led to reductions in grade retention, suspensions, absenteeism and substance use.

### Promote Educational Equity for All Students – from Pre-K through Post-Secondary Education (Underway)

The educational achievement gap in Palm Beach County has been brought into stark focus through the combined efforts of advocates, coalition leaders, school leaders, the media and nearly 20,000 community members that have participated in a range of community forums related to these topics in 2015-2016 alone. The School District's 5-year strategic plan calls for a focus on effective and relevant instruction to meet the needs of all students, a positive and supportive school climate, talent development and a high performance culture. Four objectives of the strategic plan have been affirmed by the Birth to 22 Task Force and incorporated into this Youth Master Plan: 1) Ensure a shared commitment and collective responsibility for the academic success of every student; 2) Ensure academic proficiency of all students in pre-kindergarten through grade 2; 3) Ensure safe and supportive school climate that promotes the social/emotional and academic development of all students; and 4) Secure parent and community partnerships to support the academic and social/emotional development of all students.

**Related Child & Youth Indicators** (Steps to Success)  
*All*

**Key Connections – Birth to 22 Partners leading collaborative efforts in this space include:**

*Children's Services Council  
Coalition for Black Student Achievement  
Hispanic Education Coalition  
School District of Palm Beach County (see Growing Strong. 2016-2021 Strategic Plan overview in Appendix 2.3)*

**Initial Ideas for Action include:**

- Define pillars of effective instruction to increase the academic achievement of all students
- Embed cultural competency, equity and access within instructional practices
- Develop the capacity to deliver effective instruction from pre-kindergarten to grade 2
- Ensure a comprehensive "Single School Culture" in every school
- Address bullying prevention through Social Emotional Learning (SEL).

**A note on Evidence-Based Approaches:**

The Raising Healthy Children program, available through the Social Development Research Group at the University of Washington, targets teachers, parents, and students through workshops for instructional improvement, parent training, and summer camp opportunities, respectively. The program has been shown to increase academic performance, social competency, and commitment to school.

## Action Areas

### Support Access to and Success in Higher Education for Middle through Post-Secondary Students (Underway)

A number of factors have been shown to help or hinder post-secondary access and success, especially for low-income, first-generation and minority students. Parent support as well as access and assistance completing the Free Application for Federal Student Aid (FAFSA) are applicable examples. The FAFSA, in particular, is not only a requirement for both need based and federal aid assistance; it is also a significant predictor of college access. However, FAFSA completion rates vary from 35% to 70% at Palm Beach County high schools. Counseling on post-secondary options is also critical; however, high school counseling services are overwhelmed. Assessment results in Palm Beach County and across the nation demonstrate that getting to college is much easier than getting through it. Barriers to completion include difficulties sustaining funding for tuition, fees, books and unexpected emergencies, navigating complex rules, and having access to social and emotional support systems while adjusting to a new complex environment (Adapted from Palm Beach County Collective Impact for Education Strategic Plan Report. Pp. 34-36. July 2016).

**Related Child & Youth Indicators** (Steps to Success)  
*Career Readiness, Graduating/Graduation Rates, Post-Secondary Credential.*

#### **Key Connections – Birth to 22 Partners taking leadership in this space include:**

Achieve Palm Beach County

Initial Ideas for Action include:

- Increase parent engagement and support
- Enhance post-secondary advising for high school students
- Increase completion of the Free Application for Federal Student Aid
- Increase scholarships, non-financial resources and support services for college students

#### **A note on Evidence-Based Approaches:**

*Programs such as the Eisenhower Quantum Opportunities Program, available through The Milton S. Eisenhower Foundation, provide academic supports like tutoring and homework assistance, service activities such as community or civic projects, and development activities such as planning for college or a job after graduation. These services have shown to significantly increase senior-year GPAs, on-time graduation rates, college acceptance and enrollment, and persistence in college.*

### Ensure Access to Healthy Foods and Exercise Options (Underway)

Despite its wealth, nearly 200,000 residents in Palm Beach County struggle with hunger. Recognizing the unacceptable consequences of local hunger, United Way of Palm Beach County and the Palm Beach County Board of County Commissioners, with the support of a group of 150 organizations, convened a hunger relief project and identified the need to create a comprehensive plan to reduce local hunger. The Food Research and Action Center (FRAC) and the University of South Carolina (USC) Center for Research in Nutrition and Health Disparities were commissioned to create a Hunger Relief Plan. The plan was approved by the Board of County Commissioners in October 2015, and in November 2015 United Way hired Danielle Hanson as Vice President for Hunger Relief to lead the implementation of the Hunger Relief Plan.

The Hunger Relief Plan has ten goals. Each goal has specific objectives and strategies designed for collective impact, engaging stakeholders from across the community. An advisory committee with leaders from local foundations, Palm Beach County, the School District of Palm Beach County, and human service agencies oversee four active workgroups that are working on objectives outlined in the plan.

The current areas of focus of these four workgroups include childhood hunger, senior hunger, infrastructure, and the Glades community.

#### **Related Child & Youth Indicators**

*Overweight & Obese, Physically Active, Developmentally on Track, Ready for School, Born Healthy.*

#### **Key Connections – Birth to 22 Partners taking leadership in this space include:**

Hunger Relief Plan

#### **A note on Evidence-Based Approaches:**

*Planet Health, available through the Harvard School of Public Health, is a classroom curriculum that is designed to reduce obesity through classroom lessons, wellness sessions, and PE materials. The program reinforces goals such as eating more healthy foods and encouraging physical activity. The program has been shown to reduce obesity for girls.*

### Become a Trauma Sensitive Community (Underway)

Research on the pervasive and cumulative effects that life traumas can have on children and youth's ability to not only learn, but experience, process and regulate has made "trauma informed" care the new standard. What does it take, however, to create trauma informed communities?

**Related Child & Youth Indicators** (Steps to Success)  
*Ready for School, Toxic Stress, Attendance, Reading on Grade Level, Connected and Contributing, DJJ Referrals, Substance Abuse, Idle Youth*

#### **Key Connections – Birth to 22 Partners taking leadership in this space include:**

*As an emerging Action Area, collaborative work on Outreach to Parents may initially be coordinated as a Birth to 22 Working Group*

Palm Beach County Youth Services Department

#### **Initial Ideas for Action include:**

- Ensure trauma sensitive practices in all of the places young people spend time (school, residential settings, out-of-school time programs, courts, etc.).
- Develop steady, nuanced messages and education through multiple outlets on the definition, impact, and the signs of trauma and how to be sensitive with those who have experienced it.
- Create sanctuaries; implement restorative practices, and identify those individuals and communities most in need.
- Change our responses: replacing punishment with intervention, implementing restorative justice approaches, and eliminating out of school suspensions.
- Align with behavioral health services, and place behavioral health specialists in every school.
- Mobilize the community to speak out and reach out. Utilize community providers, schools and Birth to 22 to coordinate this work.

#### **A note on Evidence-Based Approaches:**

*The Sanctuary Model, available through the Sanctuary Institute, focuses on building a trauma-informed community by providing programs for children and their parents or caregivers. The child services portions focuses on addressing problems or systems that develop due to trauma exposure while the caregiver services focus on supporting caregivers as they recognize and manage trauma.*

## Action Areas

### Ensuring Safety & Justice (Underway)

Issues involving safety and justice continue to be an area of concern for youth throughout Palm Beach County. Many of the youth who are involved with the child welfare system often have lower academic achievement and higher involvement with the criminal justice system as teenagers and adults. As a result, a number of efforts are underway to reduce youth involvement with both these systems. Partnerships are being formed to strengthen school and community supports and there are increased efforts to encourage participation and collaboration from the business community. In addition, there are ongoing efforts to decrease the racial disparities by analyzing data, reforming policies and providing racial equity training to organizational leaders and frontline staff.

#### **Related Child & Youth Indicators** (Steps to Success)

*DJJ Referrals, Talking to at Least One Adult, Connected & Contributing, Discipline & Suspensions, Idle Youth, Toxic Stress, Verified Abuse/Neglect, Substance Abuse, Teen Pregnancy.*

#### **Palm Beach County Data Point:**

*Juvenile Justice Advisory Board  
Criminal Justice Commission  
My Brother's Keeper*

#### **Initial Ideas for Action include:**

- Create a coordinated public education campaign utilizing agencies that are already doing this work (i.e., ChildNet, DV Network, DCF, AVDA, Safe Kids, and law enforcement) and bring others who are missing to the table.
- Provide support with Mental Health Association of Palm Beach County, First Aid, etc.
- Gain the perspective of the community through community conversations (i.e. Child Engagement Rounds).
- Utilize existing screening (school) and education tools.
- Address family violence issues, particularly domestic violence.

### Boys & Men of Color (BMOC) (Underway)

There are significant racial disparities within Palm Beach County's education, criminal justice and labor/employment systems. When considering boys and young men of color, especially African-American males, these disparities are even greater.

In November 2014, Palm Beach County accepted President Barack Obama's My Brother's Keeper community challenge and began the development of a broad comprehensive strategy plan to address these issues. The effort began by identifying organizations who were already working with this targeted population. These organizations eventually joined to form the MBK Network (MBKN). MBKN is a coalition of public and private entities that work together to improve life outcomes for boys and young men of color by conducting internal agency policy review, promoting education and creating employment opportunities.

#### **Related Child & Youth Indicators** (Steps to Success)

ALL

#### **Key Connections – Birth to 22 Partners taking leadership in this space include:**

*Superintendent's Task Force for Black Male Achievement  
Coalition for Black Student Achievement  
My Brother's Keeper*

#### **Initial Ideas for Action include:**

- Remove the testing barrier: recognize, create and implement culturally sensitive/ appropriate assessment tools.
- Create a policy that encourages more afterschool and out of school time activities for middle and high school students that enables mentors and coaches to support social emotional learning and that builds relationship with law enforcement.
- Encourage fair civil citation policy for all local law-enforcement, and champion the decriminalization of small amounts of marijuana possession for all municipalities.
- Create a policy that allows BMOC to reconnect to school by increasing access. Create and enforce a policy that allows them to have a fresh start without bias and repercussions.

### Special Needs (Underway)

The special needs population can often be overlooked when entities engage in community planning and resource allocation. For this reason, representatives from the Unicorn Children's Foundation (Unicorn) have been engaged in the youth master planning process since its inception. Unicorn is one of leading entities in Palm Beach County that plans, organizes and increases awareness about the needs of this population. Unicorn leads a coalition of organizations that seek to promote early identification of symptoms associated with various disabilities. This coalition also develops and disseminates research, evaluations and treatment guidelines in order to foster communication and collaboration between parents, professionals and policy makers. Unicorn promotes learning and increased awareness for entities working with the special needs population in order to provide adequate tools and resources to better meet the needs of special needs youth. Recommendations from a study conducted by Unicorn were included in the Youth Master Plan.

#### **Related Child & Youth Indicators** (Steps to Success)

ALL

#### **Key Connections – Birth to 22 Partners taking leadership in this space include:**

*Florida Atlantic University Center for Autism and Related Disabilities (FAU CARD)  
Unicorn Children's Foundation*

#### **Initial Ideas for Action include:**

- Develop and establish an integrated system of care (single point of entry) for youth with special needs.
- Ensure timely entry into a coordinated system of care.
- Institute a countywide and cross-disciplinary effort to improve the usability, accessibility, and quality of developmental screenings, diagnosis and referrals.
- Address the employment and professional development needs of youth with special needs.
- Improve access to future planning, opportunities for social and recreational activities, interaction with non-disabled peers, comprehensive medical coverage (including speech, occupational and nutritional therapies), respite care, and transportation.

## Data & Engagement Working Groups: Building the Infrastructure for Action

In order to do the “collective seeing, collective learning and collective doing” of collective impact, we need to have ongoing ways to get a reality check on our major questions – how are our children, youth and families doing? Are the supports that they are getting sufficient? And how are we doing as community members and leaders working together to create a vibrant, supportive community for them to grow up in? To do this, we need an ongoing way to tap into both “content expertise” – our community data experts – and “context expertise” – our community members and young people who can most efficiently and effectively help us with that reality check. The Youth Master Plan Task Force Data and Engagement Teams were charged with making recommendations for improving our ongoing way of doing business – building our infrastructure for informed action. Their recommendations are below:

### CHILD, YOUTH AND COMMUNITY DATA TEAM

**CHARGE:** To develop a balanced child and youth data dashboard, bring data into ongoing planning processes, and explore development of a child and youth well-being report card or data hub

**Membership.** The Child, Youth and Community Data Team should be comprised of key staff from the Children’s Services Council, the Youth Services Department, the School District of Palm Beach County and other Birth to 22 organizations that manage and use data. Participating staff should be close to the data, evaluation and analytics work of their organizations, have dedicated time for the Birth to 22 work (including monthly team meetings for at least the first year), be empowered to make decisions on behalf their organizations, and connect to internal “champions” within their organization. Given the complexity of this work, this should be a consistent (vs. rotating) membership.

**Data Development Agenda and Process.** The team will review the existing “wish list” of additional data elements and use established criteria to obtain and disseminate these to the Coordination and Individual Action Teams for outside partners. Some considerations include availability of disaggregated data, frequency with which information is updated, and confidence in results (e.g. sample sizes validated assessments, data collection protocols). The team will finalize a guide to selecting data and create a process for updating the Birth to 22 leadership and working groups to inform ongoing work as new information becomes available. This will include the creation of a collaborative peer process for reviewing data prior to dissemination.

**Data Access.** The team will explore options and make recommendations to the Steering Committee for a community platform, or an alternative solution that provides open access to data relevant for planning. This will include identification of resources (e.g., data infrastructure, software, human resources, etc.) that would be needed to create a viable community platform or an alternative solution.

### PROGRAM LANDSCAPE DATA TEAM

**CHARGE:** Review and gap analysis of our community programs targeting Birth to 22 outcomes

**Data Development Agenda and Process.** The team will develop an Online Resource Directory and be responsible for user testing, data scrubbing and updating by the 10 major funders to ensure data quality prior to the early 2017 anticipated launch. Develop communication tools and engagement resources for ongoing engagement of community partners in use of the Birth to 22 Online Resource Directory to include a feedback system to respond to community questions/user concerns about the database. Develop an ongoing quality control plan for the database updating and maintenance inclusive of training and resource support needs for management of the database. Determine and communicate what, if any, interface is needed with the 211 community resource system. Develop a corresponding bud-

get to support the future phases of the Program Landscape Data Team work.

**Provide ongoing analysis and access.** The Online Resource Directory will prove invaluable to professionals as they seek to find the most appropriate services for those they serve in a more efficient and reliable manner. As Palm Beach County embraces this system, the Program Landscape Team will continue to examine how to make it more robust and real-time. This will include a gap analysis (age, programs, geography, etc.) to use with development of a community action plan to help future service delivery and potential investments. It will also include a survey of community partners (i.e. cooperative agreements, municipal, faith-based, civic and others) for programs/services birth to 22 and enter associated programs aligned with Birth to 22 outcomes into the database. It will identify and ensure continued cross-sector management of Birth to 22 Online Resource Directory and adequate staffing structure for its success.

## EVIDENCE-BASED AND EVALUATION TEAM

**CHARGE:** Recommendations for evidence-based programming and development of evaluation infrastructure

**Data Development Agenda and Process.** Complete assessment of evidence-based climate in Palm Beach County. Develop a white paper on a sample evaluation process to support evidence-based work, an online depository of evidence-based resources, and assign staff to oversee the Youth Master Plan and the Birth to 22 evaluation initiatives and to serve as a technical support specialist for local organizations developing and implementing evaluation initiatives and/or evidence-based programs.

**Program Selection Support.** Encourage community partners to use their due diligence in seeking and implementing programs that meet the needs of their particular communities, financial and human resources, as well as that align with the central themes of the Palm Beach County Youth Master Plan. Encourage organizations to focus on programs that are identified as having impact across multiple themes, as these programs may provide numerous opportunities for engaging multiple age groups or influencing multiple outcomes. To this end, seeking existing programs from the list of top recommended rating sites on Appendix 3.3.2, p. 24 is recommended.

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## LEADERSHIP DATA TEAM

**CHARGE:** To assist in the collection of key leadership data to inform alignment of Palm Beach County work

**Data Development Agenda and Process.** Continue Efforts to Secure Data from 30+ Mapping Moving Train Survey Non-respondents Immediately. Establish process and mechanism for updating Mapping Moving Trains survey on a regular basis (e.g., annually). Identify Coalitions, "Map" the Data, and Determine Duplication and/or Gaps among Coalitions. Align the coalitions' information with needs assessment data to determine where there may be duplica-

tion and/or gaps among coalitions in addressing the most pressing issues. Create a calendar of strategies activities.

**Moving Train Outreach and Engagement.** Share the Data through the Creation of a Database of Coalitions as well as other information that would be useful for coalitions. Create strategies to continuously outreach to and engage coalitions in the Birth to 22 work (e.g., as members and/or as available resources). Consider providing coalitions with capacity-building opportunities (e.g., best practices for engaging youth and families in coalition work, using data to direct coalition work, etc.).

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## ENGAGEMENT TEAM

**CHARGE:** To engage young people and community members in the work of Birth to 22

**Data Development Agenda and Process.** Establish a leadership council of youth that meets at least six times per year in order to provide input in the design, implementation and communication of an ongoing strategic plan for future community conversations, focus group discussions, interviews, surveys, youth summits, etc. Representatives will include youth from the following groups: mentor programs, nonprofit agencies, fraternities, sororities, sports teams,

school based clubs, churches, government entities, and community groups. Elected officials may also be involved with the group.

**Provide Ongoing Engagement.** Host Community Conversations that will all be held at least annually, updating community members on the progress of the work groups and the overall planning process and soliciting additional feedback and participation from the community. Conduct an annual Youth Survey: The Master plan will be updated with youth survey results complete with recommendations that includes youth involvement in the analysis process.

# What's next for Birth to 22?

## How are we structured to do business going forward?

**Transparency, trust and celebration.** As a team, the steering committee is committed to taking a collective impact approach to this work. This includes being intentional about building an environment of trust, learning, transparency, shared credit and authentic engagement with partners and the community. Our goal is to ensure that engagement is tangible, communicated and celebrated.

**A blueprint for action.** An intensive process like the one undertaken by the Youth Master Planning Task Force is not the end of the work but a blueprint for a new way of doing business and taking action over the long term. The Youth Master Plan includes not just ideas for action, but decision rules and recommendations on how we will continue to learn, act, reflect and course correct together – as a coalition and as a community.

**A broadening leadership group.** While a number of the members of the steering committee are funders, as a “collective impact” effort, the funders at this table see themselves as supporters and facilitators of the community’s work, not as controllers of the process. Like every organization and entity at the table, the steering members bring whatever resources we can to the collective effort in ways that align with our organizational goals. We hope that participants throughout the community will prioritize their resources and actions against the backdrop of the Youth Master Plan – whether those resources are financial or talent or time. In terms of the coalition’s process and decision-making, our focus is on operating together in ways that release and catalyze the collective energies in the community. To ensure that we are operating in a collective and representative way, we have been broadening out the membership of the Steering Committee in the aim of making it truly cross-sector and representative of the whole child, whole community approach of Birth to 22.

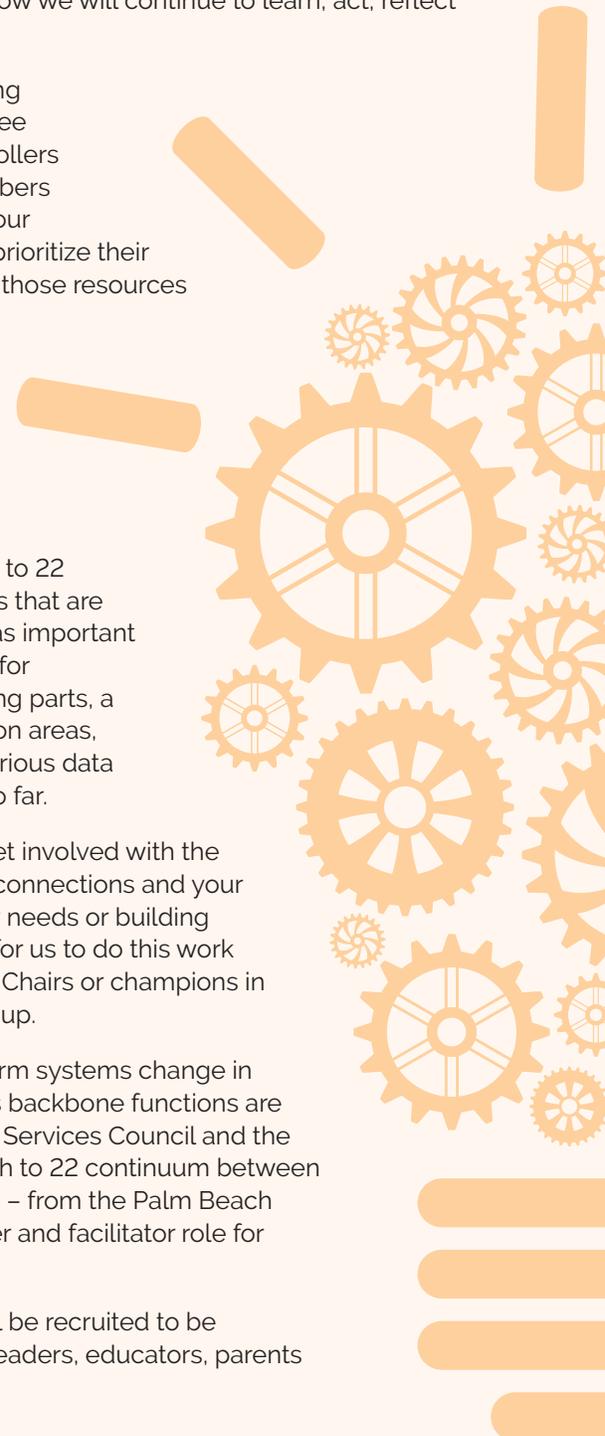
**A Coordinating Group.** Given that more often than not, the work under the Birth to 22 umbrella is about aligning and drawing additional energy and attention to efforts that are already underway, coordination is key. Identifying key gaps that everyone sees as important but is not really being championed by any one group – a concentrated strategy for supporting parents, for example – is also essential. To connect all of these moving parts, a coordinating group is key. In addition to connecting the leads of the various action areas, the coordinating group will connect them directly with the team leads for the various data and engagement teams that have proven so invaluable to the collective work so far.

**Action Areas and Data & Engagement Teams.** There are a myriad of ways to get involved with the Birth to 22 work, depending upon your interests, your talents, your professional connections and your personal touchstones in this work. Whether responding to particular community needs or building community capacities through an Action Area or building out the infrastructure for us to do this work more efficiently over time, there are many ways for leaders at levels to connect. Chairs or champions in these areas are chosen by the teams and become a part of the coordinating group.

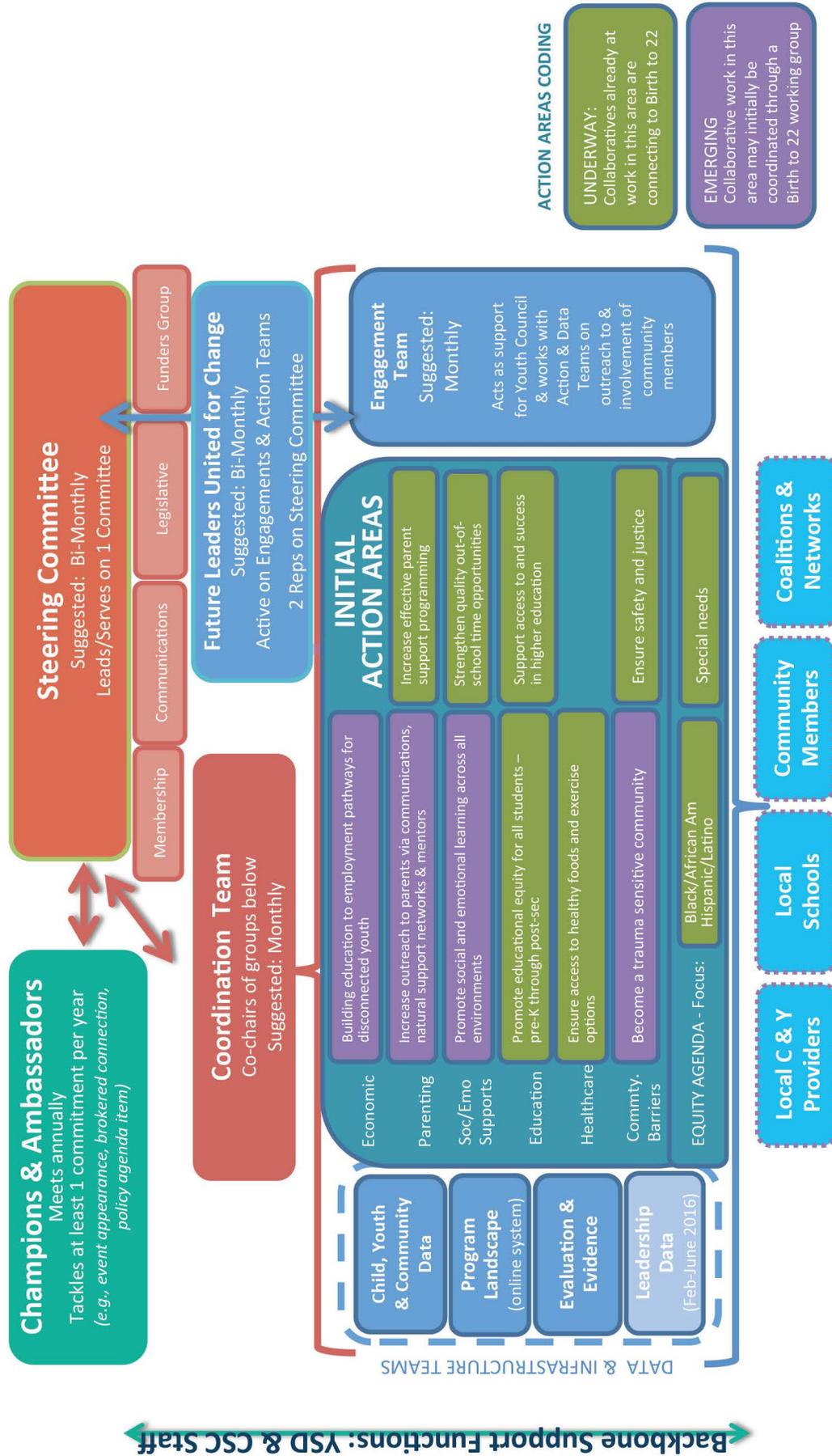
**A strong “backbone” staff** is one of the key ingredients to high-impact, long-term systems change in communities. As in many communities across the country, Palm Beach County’s backbone functions are shared across more than one organization – with staff members from Children’s Services Council and the Youth Services Department charged with this linchpin role. Covering the full Birth to 22 continuum between them, they bring a critical “content” expertise, but they are also “context” experts – from the Palm Beach County community and committed to playing this all-important neutral convener and facilitator role for the coalition.

**Champions.** In the year to come, leaders from all sections of the community will be recruited to be “champions” for Birth to 22, including legislators, community leaders, business leaders, educators, parents and youth.

**See Birth to 22 Structure Chart on the following page.**



# Leadership & Engagement Structure



← Backbone Support Functions: YSD & CSC Staff →

	<b>SECTION ONE: CONTRIBUTORS</b>
1.1	<b>Birth to 22 Steering Committee &amp; Detail</b>
1.2	<b>Youth Master Plan Task Force &amp; Work Teams</b>
1.3	<b>Champions Session Participants</b>
1.4	<b>Big Picture Approach Training</b>
1.4.1	- Agenda & Table Facilitators Guide
1.4.2	- Training Notebook Table of Contents
1.4.3	- Trainees
	<b>SECTION TWO: BACKGROUND RESEARCH</b>
2.1	<b>Palm Beach County Community Engagement 2015-2016</b>
2.2	<b>Document Review Executive Summary</b>
2.2.1	Appendix 1: Source Document Summary Chart
2.2.2	- Appendix 2: Coalitions, Networks and Initiatives-A Starter List
2.2.3	- Appendix 3: Stairs to Success – Developmental Dashboard View
2.2.4	- Appendix 4: Systems & Supports Dashboard – Coordinated, Well-Used Accessible, High quality
2.3	<b>Growing. Strong. Strategic Plan 2016-2021 2-page Summary</b>
2.4	<b>Infant, Child, Youth and Young Adult Symposium Recommendations (2016)</b>
2.5	<b>Educational Equity Audit for the School District of Palm Beach County: Final Report and Recommendations</b>
	<b>SECTION THREE: WORK TEAM DATA &amp; INFO COLLECTION</b>
3.1	<b>Child, Youth and Community Data Team -Charge, Composition, Tasks and Work Products</b>
3.1.1	- Birth to 22: Child, Youth and Community Data Team Update and Recommendations for Youth Master Plan
3.1.2	- Steps to Success Chart
3.1.3	- Steps to Success: Birth to 22 Child, Youth & Community Indicators
3.2	<b>Program Landscape Team -Charge, Composition, Tasks and Work Products</b>
3.2.1	- Birth to 22: What Works Program Landscape Update and Recommendations for Youth Master Plan
3.2.2	- Birth to 22: Program Landscape Survey (Youth Symposium Program Screening Questions)
3.2.3	- Birth to 22: Program Landscape Data
3.3	<b>Evidence-Based and Evaluation Team -Charge, Composition, Tasks and Work Products</b>
3.3.1	- Birth to 22: Evidence-Based and Evaluation Team Updates and Recommendations for Youth Master Plan
3.3.2	- Resources for Evidence Based Approaches
3.4	<b>Leadership Data Team -Charge, Composition, Tasks and Work Products</b>
3.4.1	- Birth to 22: Leadership Data Team Updates and Recommendations for Youth Master Plan
3.4.2	- Mapping Moving Trains Presentation-May 25, 2016
3.4.3	- Mapping Moving Trains Report-May 6, 2016

3.5	<b>Engagement Team -Charge, Composition, Tasks and Work Products</b>
3.5.1	Future Leaders United for Change (Youth Council)
3.5.2	- Birth to 22: Recommendations for Ongoing Strategy for Community and Youth Leadership Engagement
3.5.3	- Youth Survey Infographic
3.5.4	- Palm Beach County Youth Master Plan Leadership Survey
3.5.5	- PBC Youth Master Plan Leadership Survey Results
	<b>SECTION FOUR: COMMUNITY CONVERSATIONS</b>
4.1	<b>Map, Locations &amp; Conversation Type</b>
4.1.1	- 11 Community Conversations Flyer
4.1.2	- YMP Update Conversations Flyer
4.2	<b>Facilitator’s Agenda</b>
4.3	<b>Stakeholder Wheel &amp; Chart by Community</b>
4.4	<b>Participant Demographic Detail</b>
4.5	<b>What’s Missing from the Data Wall? A Summary</b>
4.6	<b>Community Conversations Key Themes By Places</b>
4.6.1	- Snapshot of Community Conversations
4.6.2	- PBC Common Causes & Local Conditions -File 1 of 2 (Community-Wide Conversations)-Summary View
4.6.3	- PBC Common Causes & Local Conditions -File 2 of 2 (Focus & Youth Population Conversations)-Summary view
4.7	<b>Community Solutions Brainstorm</b>
4.8	<b>Community Conversations Evaluation Summary Snapshot</b>
	<b>SECTION FIVE: AGE GROUP REPORTS</b>
5.1	<b>Age Group Alignment Action Worksheets</b>
5.1.1	- Age Group: Early Childhood
5.1.2	- Age Group: Elementary
5.1.3	- Age Group: Middle School
5.1.4	- Age Group: High School
5.1.5	- Age Group: Older Youth
	<b>SECTION SIX: AGE GROUP ANALYSIS</b>
6.1	<b>Age Group 1-Page Summaries</b>
6.2	<b>Age Group Recommended Additions to Child &amp; Youth Outcomes Dashboard</b>
6.3	<b>Age Group Recommended Additions to Community Supports Dashboard</b>
6.4	<b>Summary of Priority Recommendations -Priority Actions &amp; Related Strategic Plans</b>
6.5	<b>Recommended Actions -From Previous Collaborative Conversations Affirmed by Age Groups</b>
	<b>SECTION SEVEN: ACTION AREAS</b>
7.1	<b>Detailed Action Areas, Objectives &amp; Key Connections</b>
7.2	<b>June 30 Action Area Priority Setting Notes</b>
7.3	<b>Action Planning Worksheet</b>
7.4	<b>Action Planning Brainstorming Detail from Community Conversations</b>
	<b>SECTION EIGHT: SOURCES</b>
8.1	<b>Youth Master Plan Sources</b>

# How to Get Involved

1

## *Learn More!*

Visit our website [pbcbirthto22.com](http://pbcbirthto22.com) for updates and information regarding next steps and upcoming events or email: [pbc-birthto22@pbcgov.org](mailto:pbc-birthto22@pbcgov.org)

2

## *Be A Champion!*

Have your organization commit to all action areas and endorse the Palm Beach County Youth Master Plan. Inform your team and boards, engage directly with a Birth to 22 work team, educate other stakeholders and more.

3

## *Be a Contributor!*

Is your organization already working towards these priority outcomes?

Let us know by emailing us at [pbc-birthto22@pbcgov.org](mailto:pbc-birthto22@pbcgov.org) so we can include your work in our efforts.

4

## *Be a Friend!*

Like Birth to 22 on Facebook and follow us on Twitter.



Palm Beach County  
Board of County Commissioners