

State Children's Cabinets and Councils 2008 Directory

Elizabeth Gaines, Nalini Ravindranath, June Folliard

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forum
FOR YOUTH INVESTMENT

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About the Forum for Youth Investment

The Forum for Youth Investment is a nonprofit, nonpartisan “action tank” dedicated to helping communities and the nation make sure all young people are Ready by 21™ – ready for college, work and life. Informed by rigorous research and practical experience, the Forum forges innovative ideas, strategies and partnerships to strengthen solutions for young people and those who care about them. A trusted resource for policy makers, advocates, researchers and practitioners, the Forum provides youth and adult leaders with the information, connections and tools they need to create greater opportunities and outcomes for young people.

The Forum was founded in 1998 by Karen Pittman and Merita Irby, two of the country’s top leaders on youth issues and youth policy. The Forum’s 25-person staff is headquartered in Washington D.C. in the historic Cady-Lee House with a satellite office in Michigan and staff in Missouri, New Mexico and Virginia.



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State Children's Cabinets and Councils as of June 2008

In states across the country, established through legislative or executive orders, cross-agency coordinating bodies called children's cabinets, commissions, or councils are systematically changing the fragmented and ineffective way states typically do business for children and youth.

Children's cabinets and councils (which vary in structure from state to state) typically are made up of heads of government agencies with child and youth-serving programs, who meet on a regular basis with the collective goal of coordinating services, developing a common set of outcomes, and collaboratively deciding upon and implementing plans to foster the well-being of young people.

State Children's Cabinets

Arizona Governor's Children's Cabinet
Connecticut Early Childhood Education Cabinet
Florida Children and Youth Cabinet
Georgia First Lady's Children's Cabinet
Kansas Children's Cabinet and Trust Fund
Louisiana Governor's Children's Cabinet
Maine Governor's Children's Cabinet
Maryland Governor's Children's Cabinet
Michigan Governor's Children's Cabinet
New Mexico Governor's Children's Cabinet
New York Governor's Children's Cabinet
Ohio Family and Children First Cabinet Council
Rhode Island Children's Cabinet*
Tennessee Governor's Children's Cabinet
Utah Governor's Child and Family Cabinet Council

High Level State Councils, Commissions, Collaboratives, Committees

Connecticut Youth Futures Committee
Iowa Collaboration for Youth Development
Iowa Empowerment Board
Kentucky Youth Development Coordinating Council
New York State Council on Children and Families
Oklahoma Commission on Children and Youth
Oregon Commission on Children and Families
Pennsylvania Commission for Children and Families
Washington, D.C. Interagency Collaboration & Services Integration Commission

*Did not respond to request for interview

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* Did not respond to interview request



Part 1: State Children's Cabinets



Arizona Children's Cabinet

History and Development:

- Established through an Executive Order in 2003 by Governor Janet Napolitano.
- The Children's Cabinet is mandated to focus attention and resources on Arizona's children, families and communities and coordinate policies and service delivery systems.
- Formed in the context of Child Protective Service reforms for the purpose of developing interagency strategies for serving abused and neglected children.
- Following a 2003 special legislative session on Child Protective Services reform, the Children's Cabinet broadened its scope to its current emphasis on health, education, and safety and security.

Membership:

- Membership includes Directors from ten state departments and agencies, 6 governor's policy staff and 1 judicial representative:
 - Directors from the Departments of Economic Security, Health Services, Education, Corrections, Juvenile Corrections, Housing, Commerce and Environmental Quality; Arizona Health Care Cost Containment System; Government Information Technology Agency.
 - Governor's Human Services Policy Advisor, Health Policy Advisor, and Education Policy Advisor; Directors of the Governor's Divisions for Children, School Readiness, and Substance Abuse Policy.
 - Chair of the Supreme Court's Committee on Juvenile Justice and Chair of the Early Childhood Development and Health Board.
- Each member is expected to attend every meeting and is invited to identify a liaison to accompany them to meetings and work with Children's Cabinet staff between meetings.
- Chair: Governor Janet Napolitano chairs the Children's Cabinet and the Cabinet does not meet if she cannot attend.

Advisory and Workgroups:

- The Children's Cabinet is one of 20 committees

staffed by the Governor's Office for Children, Youth and Families (GOCYF).

- Other boards and commissions within the office are dedicated to specific policy areas (domestic violence prevention, homelessness, drug education and prevention, etc.) and filter data up to the Children's Cabinet.
- Certain GOCYF projects grew directly out of the Cabinet, such as the Interagency Task Force on Teen Pregnancy Prevention and the Governor's Family Involvement Partnership.
- Workgroups housed in all Children's Cabinet member agencies support the goals of the Children's Cabinet.

Administrative Home:

- GOCYF assumes administrative and fiscal responsibility for the cabinet.

Staffing:

- GOCYF has a staff of 50, 2 of whom work directly with the Children's Cabinet.
- 1 commits 30 percent of her time while the other commits 10 percent.
- Other GOCYF staff support the work of the Children's Cabinet indirectly through their work with boards and commissions.

Results Framework:

- The Cabinet shares a set of three goals:
 - Children have access to affordable, high quality physical and behavioral health care and grow up in healthy environments.
 - Children start school ready to succeed and have high quality educational experiences from preschool through graduate school.
 - Children live in safe, stable and supportive families and neighborhoods.

Initiatives:

- Governor's Family Involvement Partnership links state agencies with families who have experience with systems issues through contracts with community-based nonprofits to enhance family

voice and improve outcomes for children.

- Interagency Task Force on Teen Pregnancy Prevention has a special focus on teens who are involved with the child welfare system.
- Justice Reinvestment, a joint project of the Department of Corrections and the Department of Economic Security, analyzed patterns of incarceration and recidivism within the state and seeks to enhance prevention and family support services in "hot spot" communities.

Strategies:

Aligning Policies and Programs

- Functioning as "Barrier Busters," identifying and breaking through barriers to success for Arizona's children, families and communities.
- Providing updates to the Governor on cross agency initiatives, as well as identifying new interagency opportunities.
- Aligning policy and budget priorities to improve outcomes as measured by a set of cross agency indicators.
- Publishing annual report, "Arizona's Results for Children and Youth" to track progress on indicators and selected initiatives.

Funding:

- GOCYF supports the expenditures of the Cabinet staff.
- GOCYF also supports programmatic work through annual grants to community nonprofits totaling \$20 million.
- Each member agency supports the priorities of the Cabinet through their department budgets.

Accomplishments:

- Since 2003:
 - Child care subsidies have been fully funded so that every working family can access child care.
 - The number of low income families claiming the Earned Income Tax Credit has nearly tripled.

- Arizona has seen a 70% increase in adoptions and a 66% increase in permanent guardianships.

- Governor Napolitano, in collaboration with corporate sponsors, has given books to more than 500,000 Arizona students.

- The Children's Cabinet released its inaugural report on child wellbeing in Arizona in July 2007. The report will allow the Cabinet to track progress on a set of wide-ranging cross system indicators.

Contact for Information:

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http://gocyf.az.gov/EO/BRD__GCC.asp

Connecticut Early Childhood Education Cabinet

History and Development:

- Cabinet established in law in 2005 session of the Connecticut General Assembly.
- 2007 amendments gave the Cabinet strong accountability and quality responsibilities, along with \$4 million in each year to support its work.
- Cabinet operates as a policy, coordinating and collaborative management entity across state agencies, the legislature, the provider sector and the local School Readiness Councils in order to develop an effective "system" of services for young children and their families.
- A partner entity, the Early Childhood Research and Policy Council, established by executive order by Governor M. Jodi Rell in 2006.

Membership:

- Membership on the Cabinet is established by law and includes 15 members: Governor's Office, state agencies (Education, Higher Education, Social Services, Developmental Services, Public Health, Office of Policy & Management), Commission on Children, School Readiness Councils, Head Start Association, and the Co-Chairs of the Connecticut General Assembly's Education and Human Services Committees.
- Co-Chairs: As designed by law, the Cabinet is co-chaired by the Governor's Office and the Commissioner of the State Department of Education.

Advisory and Workgroups:

- Early Childhood Research and Policy brings together the Connecticut business, philanthropic and research communities along with other key sectors to develop cost modeling, build a research network, and monitor implementation of the Investment Plan.
- Cabinet has two standing committees:
 - Committee on Accountability,
 - Committee on State and Local Partnerships, overseeing \$1.8 million 2-year public-private investment in 26 communities to build local strategic plans and link early health and ECE.

Administrative Home:

- Cabinet is administratively housed in the State Department of Education by statute.

Staffing:

- 3 full-time staff members make up the Office of the Cabinet.
- Additional support provided by a research consultant from the Department of Higher Education and outside consultation assistance as needed.

Results Framework:

- Utilizes the Results-Based Accountability (RBA) framework.
- Effectiveness in meeting goals is assessed by the Council.

Initiatives:

- ECE Workforce and Pre-K Facility Expansion Plans.
- Birth to Three and K to Three Systems Frameworks.
- Quality Rating & Improvement Plan and ECE Rating Scale.
- Statewide Pre-K-3rd grade longitudinal study to examine students' educational progress, with the Departments of Education and Social Services.

Strategies:

Aligning Policies and Programs

- Advising Commissioner of Education on policies and initiatives to meet Connecticut General Assembly's goals for school readiness.
- Developing, in consultation with the Office for Workforce Competitiveness, an ECE workforce development plan.
- Aligning population outcomes, system and program measures across nine state agencies and 26 programs, birth to age 9.
- Developing interagency Memorandum of Agreements to guide funding and accountability.

Improving Systems and Services

- Promoting consistency of quality and comprehensiveness of early childhood services.

- Proposing data sharing agreements between state agencies and analyzing data consolidation, in consultation with the Department of Education and the Office of Policy & Management.
- Developing and implementing an Accountability Plan.
- Developing program quality standards for all early care and education programs receiving state funds.

Engaging Youth and Families

- Convening listening sessions across the state to engage communities in the planning process.

Building Demand/Public Support

- Increasing the visibility of issues surrounding early childhood through Strategic Communications Plan.

Funding:

- Cabinet is funded through \$4 million legislative allocation for each of 2007-08 and 2008-09.
- The Cabinet is responsible for allocating money as needed to the Council.

Local Connections:

- Cabinet has systematically reached out to the general public and to key stakeholder groups for public participation in and comment on its work products. Cabinet includes public input and participation on in meetings, working groups and forums related to policy.
- Cabinet has co-invested with philanthropy to support local community capacity building in 26 at-risk communities.
- Cabinet has co-invested with philanthropy to provide parent leadership funding statewide.

Accomplishments:

- Created Ready by 5, Fine by 9: Systems Framework.
- Established Connecticut Early Childhood Investment Plan, Part I.
- Birth to Three and K to 3 Plans.
- Inventoried Entry to K Readiness for all Kindergarteners.
- Hosted comment from 1500 citizens statewide.

- Served as 3-year RBA case study with Appropriations Committee.

Contact for Information:

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Florida Children and Youth Cabinet

History and Development:

- Established in statute in 2007.
- Established so that all state agencies and programs that touch the lives of children and youth will work in a coordinated and comprehensive fashion, with an emphasis on providing a continuum of services.

Membership:

- 15 members including the Governor and the following:
 - The Secretaries of Children and Family Services, Juvenile Justice, Health, and Health Care Administration.
 - The Directors of the Agency for Workforce Innovation, the Statewide Guardian Ad Litem Office, the Office of Child Abuse and Prevention.
 - The Commissioner of Education.
 - 5 members representing children and youth advocacy organizations, who are not service providers and who are appointed by the Governor.
- Ex-Officio members: President of the Senate, Speaker of the House of Representatives, Chief Justice of the Supreme Court, Attorney General, and the Chief Financial Officer, or their appointed designees.
- Mandated to meet six times a year in different regions of the state.
- Chair: Governor or Governor's designee (currently Lieutenant Governor).

Advisory and Workgroups:

- Legislation allows the Governor to appoint an advisory board to provide the cabinet technical and professional research and assistance. Would include advocate and youth with experience with the services and programs operated or funded by state agencies.

Administrative Home:

- Governor's Office.

Staffing:

- None currently.

Duties and Responsibilities:

- Develop a shared vision of integrated services to improve child, youth and family outcomes.
- Develop a strategic plan.
- Develop and implement measurable outcomes for each state department that are consistent with the strategic plan.
- Foster public awareness of children and youth issues.
- Create a child and youth impact statement for evaluating proposed legislation and appropriations.
- Identify funding streams and develop a child and youth based budget structure.

Contact for Information:

Larry Ringers, Lieutenant Governor's Chief of Staff

Georgia First Lady's Children's Cabinet

History and Development:

- Grew out of group of commissioners that took on issues dealing with children who are taken out of their home, known as the Governor's Action Group for Safe Children.
- Announced formally by First Lady Perdue on October 26, 2004 to move on the earlier group's recommendations.

Membership:

- Commissioners and representatives from nine departments:
 - Departments of Human Resources, Juvenile Justice, Community Health, Early Care & Learning, and Education (Office of the Child Advocate).
 - Agencies and Offices: Children and Youth Coordination Council, Children's Trust Fund Commission, Office Fatality Review, and the First Lady's Office.
 - Ex officio: Family Community Partnerships.
- Chair: First Lady of Georgia.

Advisory and Work Groups:

- Mid-level staff from each department participate in workgroups and serve as liaisons for the cabinet secretaries.

Administrative Home:

- The Governor's Office of Planning and Budget staffs and administratively houses the Cabinet.

Staffing:

- 3 staff people commit 15 percent of their time to support the work of the Cabinet:
 - The assistant to the First Lady, Director of Planning, Research and Evaluation, and 2 other senior staff.
- Individual agencies provide staff time as in kind contributions for specific initiatives.

Results Framework:

- The five results areas of the Benchmarks for Georgia's Children:

- Safe, Educated, Healthy, Prepared, and Nurtured Children.

Initiatives:

- High school reform and youth foster care.

Strategies:

Improving Services and Systems

- Expanding Systems of Care by creating the demand and infrastructure at the state level that is necessary for local communities to implement this and other models.

Engaging Youth and Communities

- Systems of Care emphasizes the role of youth involvement and family councils.

Funding:

- Operational costs are covered by pooled agency funds and the First Lady's Office.
 - Governor's Office of Planning and Budget and the First Lady's Office provide administrative resources and support.
 - Cabinet's program are covered by individual agencies on an as needed basis.

Accomplishments:

- Two major video/training projects: Kids Count on You and Fostering Hope.
- Public awareness and outreach campaign to enroll parents eligible for the Earned Income Tax Credit.
- Established a private, nonprofit foundation (Georgia Foster Care Foundation) with the mission to recruit, train and support more foster care parents.

Contact for Information:

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Kansas Children's Cabinet and Trust Fund

History and Development:

- Established in 1999 through legislation.
- Created to coordinate the allocation of tobacco settlement payments to the state.
- Directed by statute to undertake the responsibilities of advising the Governor and the legislature on the use of money credited to the Children's Initiative Fund (CIF), evaluate programs which utilize the CIF, assist the Governor in developing and implementing a coordinated, comprehensive delivery system to serve Kansas children and families, and support the prevention of child abuse and neglect through the Children's Trust Fund.
- Scope of the Cabinet is targeted specifically on allocating tobacco settlement funds.

Membership:

- Governor appoints 5 official members and the legislature appoints 4 members.
 - Appointments include advocates and nonprofit organizations.
- 4 Cabinet secretaries are ex-officio members:
 - Departments of Social and Rehabilitation Services, Health and Environment, Education, and Juvenile Justice.
- Chair: Private citizen appointed by the Governor.

Administrative and Fiscal Home:

The Department of Social & Rehabilitation Services assumes administrative and fiscal responsibility for the Cabinet.

Staffing:

- Cabinet maintains 2 full-time staff positions.
- Contract with University of Kansas Institute of Public Service and School of Education.

Results Framework:

- The Cabinet's results framework is to ensure that children enter school ready to learn.
- Evidence-based practice framework also drives their outcome areas.

Initiatives:

- Creating a comprehensive systems plan for early childhood.

- Program oversight of the Smart Start sites.
- Pre-K pilots was a program incubation project at the request of the Governor.

Strategies:

Aligning Policies and Programs

- The Early Childhood Comprehensive Systems Plan aligns programs and policies and has become the home for the idea development behind a proposed Office of Early Childhood.
- Better alignment of CIF funding is the next step.

Improving Systems and Services

- Providing quality control for various program requests by the legislature.

Engaging Youth and Communities

- Smart Start funds – \$8 million per year – are locally controlled and require a community engagement plan.

Funding:

- From the Kansas Endowment for Youth Fund (KEY) at about \$240,000 per year.
- The Children's Cabinet oversees \$11 million of the Master Tobacco Settlement Fund for early childhood initiatives. The Children's Cabinet advises the Governor and legislature about programmatic use of the remaining \$41 million per year funding.
- Line items for specific initiatives are transferred from the Children's cabinet to an agency depending on the nature of the initiative.

Local Connections:

- Comprehensive Systems Plan (county-level planning), Smart Start and child abuse prevention programs.

Accomplishments:

- Secured funding from Department of Health and Environment.
- Convening force for early childhood.
- Effects of University partnership, specifically in terms of adopting evidence-based practices.

Contact for Information:

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Dyogga Adegbore, Program Consultant, dsxa@srs.ks.gov

www.kschildrenscabinet.org/index.htm

Louisiana Children's Cabinet

History and Development:

- Established by Act 971 legislation in 1993; and reauthorized in 1998 and 2003 and is scheduled to sunset in 2008.
- Initiated by advocates then adopted by Governor.

Membership:

- State Agency Directors: Social Services, Health and Hospitals, Labor, Youth Services, Education, Commissioner of Administration, Board of Elementary and Secondary Education, Supreme Court.
- 1 State Representative and 1 State Senator.
- Chair of the Children's Cabinet and Chair of the Children's Cabinet Advisory Board.
- Meets once per quarter.
- Chair: Executive Director; appointed to chair and serve as the Governor's head policy advisor on children and youth issues.

Advisory and Work Groups:

- Children's Cabinet Advisory Board: made up of 41 advocates, community members, representatives from state agencies; meets monthly; public meeting; meet annually to determine priorities to communicate to the Children's Cabinet; in the past has been responsible for developing an initial Children's Budget to pass up the line to Children's Cabinet, Governor and then legislature.
- The Legislative Task Force analyzes all legislation being introduced to see what impact it would have on children and families and then advise the Children's Cabinet.
- The Research Council is the body that collects data and puts together reports on specific children and youth issues and trends as requested by the Children's Cabinet.

Administrative Home:

- Governor's Office.

Staffing:

- 3 staff: an executive director, coordinator and administrative assistant.

- Foundation funding recently allowed for hire of 2 additional program analysts.

Initiatives:

- Increase in LACHIP use by raising the poverty level via legislation.
- Reworking health care system and increasing funding.
- Increased funding for Pre-K so all children are eligible.
- Earned Income Tax Credit & School Readiness Credit.

Strategies:

Improving Systems and Services:

- Working to develop a data warehouse into which all child-serving agencies can contribute and access aggregate-level information across departments for better policy and decision-making.

Funding:

- Funded through interagency agreement; 5 participating agencies allocate funds each year.
- No line item in budget.

Local Connections:

- Children and Youth Planning Boards, which are community level collaborations that function as microcosms of the Cabinet; examine problems and align resources; receive technical assistance from the Cabinet.

Accomplishments:

- A culture of collaboration has developed.
- Developed a 2005-2010 Strategic Plan.
- Development of a common intake form for youth coming into any public system.

Contact for Information:

Adren Wilson, Executive Director
Adren.wilson@la.gov

<http://gov.louisiana.gov/ldbc/childrenscabinet/ChildrensHome>

Maine Governor's Children's Cabinet

History and Development:

- Established in 1995 and formalized by an executive order by Governor Angus King in 1996.
- Adopted in statute in 2000.
- Charged with improving services, identifying barriers to services and working across systems to improve them.
- Legislative mandate expanded focus to include interagency coordination and pooling funds to maximize resources.

Membership:

- Commissioners of the Departments of Education, Health and Human Services, Public Safety, Corrections and Labor.
- At least 1 senior policy advisor to the Governor.
- Chair: First Lady of Maine.

Advisory and Workgroups:

- Citizen and stakeholder advisory groups including a youth council serve in an advisory role (e.g. Task Force on Early Childhood).
 - Cabinet staff attend meetings regularly.
 - Cabinet provides annual updates to the Youth Council on child and youth priorities.
- Cabinet agency staff are divided into an executive team and a senior team to manage the following tasks:
 - Review issues relating to local and regional stakeholders, policies that address systems gaps and emerging needs, and cross system policies to organize communication with commissioners.
 - Serve as a resource and review needed action from the executive and cabinet meetings, provide research, develop recommendations for systems change for Cabinet consideration.

Administrative Home:

- Administratively housed in the Department of Corrections and Public Safety.
 - Office space and equipment provided by the departments as in-kind contributions.

Staffing:

- 2 full-time staff and 1 staff member that commits a quarter of their time to the Cabinet.

- Department of Education assumes fiscal responsibility for 2 full-time staff people and the Department of Health and Human Services supports the third staff person.

- Resources for support staff and cross-cutting initiatives garnered through pooled state agency resources (See funding below).

Results Framework:

- Comprehensive set of twelve outcomes to guide the work of the Cabinet:
 - Children and youth respected, children ready to enter school and schools ready for children, children and youth succeeding in school, and schools succeeding for children, youth succeeding in higher education, youth prepared to enter the workforce, families having opportunities to work and play, families recognizing the rewards and responsibilities of raising children, families living safe and healthy lives, communities capable of meeting the needs of children and families in all of their diversity, communities creating collaborative partnerships, communities promoting and modeling clear standards of behavior, and communities keeping children and families at the heart of all decisions.
- Also adopted thirty primary measures called Maine Marks under the twelve outcome areas under which fall various sub-indicators:
 - Indicators include youth feeling valued in school and community, opportunities for expanded-day kindergarten, high school completions, bachelor's degree attainment, youth in apprenticeships/internships, youth 16-19 not in school and not working, new-family stability, children insured, prenatal care, and access to child care, youth substance, prescription, and alcohol use, reduced juvenile recidivism or relapse, suicide ideation, youth transitioning from residential facilities back to community/school, harassment based on sexual orientation, race, gender, etc.

Initiatives:

- Thirteen cross-cutting initiatives under three priority areas of early childhood, youth in transition and adverse childhood experiences.

- Early Childhood goal: Create coordinated and humane systems and policies at the state and local level and to ensure quality early childhood services to all young people.
- Youth in Transition goal: Connecting youth (14-24) to permanent home, family and community through collaborative wrap-around planning partnerships.
- Adverse Childhood Experience goal: Prevent childhood trauma, minimize impact of traumatic experiences and events, and strengthen family resiliency of children, families and communities with trauma.

Strategies:

Aligning Policies and Programs

- Cabinet's cross-cutting initiatives connected to at least one Maine Marks indicator and their related outcomes.
 - Used to measure progress in priority areas.
- Integrated Case Management Program:
 - A team convenes providers, families, and other supports together to create a safety-based comprehensive plan to address needs of all family members.
 - Helps families in numerous systems navigate services and have access to targeted case management.

Improving Systems and Services

- Keeping Maine Children Connected.
- High fidelity wraparound programs.
 - Cabinet staff involved in working with regional and local collaboratives to train them to proactively seek high needs youth and provide wrap around assistance with high quality supports.

Engaging Youth and Families

- Communities for Children and Youth.
 - Statewide network assists community coalitions engage youth leaders.
 - Receive some financial support and technical assistance from the Cabinet.
- Annual regional forum and network meetings.

Building Demand/Public Support

- Greater engagement by the Governor and 3 senior advisors.
- Present two to three cross-initiatives to the Governor's full cabinet.
- Seeking help to enhance to the messaging of the work of the cabinet to legislatures, policy partners and the public.

Funding:

- Cabinet is supported by pooled agency resources primarily from private and federal grant administrative fees:
 - Each regional collaborative receives \$70,000 annually to improve systems, strengthen and fill gaps for families with children most in need.
 - Seeks out private funding for special initiatives and programs that state is unable to support.

Local Connections:

- Three parallel structures at the regional level.
- Sixteen local case resolution committees under each regional body.
 - Resolution committees provide services for unique needs that cannot be met by any funding stream or system.
- Cabinet works closely with regional structures and distributes funding to support coordination efforts at regional and local level.
- Undertaking efforts to coordinate and organize high fidelity wraparound collaboratives with regional cabinets and resolution committees.

Accomplishments:

- Ability to solve systems challenges and barriers to effective services.
- Maximizing and consolidating resources.
- State plan to create humane systems for families and parents of young children.
- Engaged more youth and families in decision-making and policy-development.

Contact for Information:

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Maryland Children's Cabinet & Governor's Office for Children

History and Development:

- Original sub-cabinet created by executive order in 1988 and codified in statute in 1990 by the legislature then allowed to sunset in 2005. The Maryland Children's Cabinet and the Governor's Office for Children (GOC) were reconfigured and established by executive order in 2005 with the goal of developing and implementing coordinated state policies for children, youth and families.
- Function of Children's Cabinet: Convening and decision making.
- Function of the GOC: Implement the decisions from the Children's Cabinet.

Membership:

- Secretaries from six state departments: Budget and Management, Disabilities, Health and Mental Hygiene, Human Resources, Juvenile Services and Education; and the Executive Director of GOC.
- Chair: Executive Director of GOC who is appointed by the Governor.

Advisory and Work Groups:

- Advisory Council, consisting of community members, provides recommendations on specific initiatives.
- Youth Council: provides recommendations and meets with the Children's Cabinet at least once a year.

Administrative Home:

- Governor's Office.

Staffing:

- Children's Cabinet staffed by the GOC.
- Currently, the GOC maintains 20 full-time staff positions.

Results Framework:

- Eight child well-being results: a) babies are born healthy, b) healthy children, c) children enter school ready to learn, d) children successful in school, e) children completing school, f) children safe in their families and communities, g) stable and economically independent families, and h) communities support family life.
- Adoption of 25 indicators has led to annual

Children's Cabinet report assessing progress on indicators using Results Accountability Framework.

- Children's Cabinet makes presentation to the Legislative Joint Committee for Children, Youth and Families about the coordination of efforts of 'turn the curve' on various indicators.

Initiatives:

- Community Partnership Agreements: between Local Management Boards (LMBs) and GOC to improve local results and indicators.
- Development of local prevention plans.
- Three-Year Children's Plan and the Youth Ready by 21 Action Agenda.
- Local, integrated Systems of Care through Local Access Mechanisms, Single Point of Access, Single Point of Entry, wraparound and expansion of community resources.

Strategies:

Aligning Policies and Programs

- Cross-agency communication and coordination to review recommendations and actions.
- Staff and facilitate the work of the State Coordinating Council (SCC) to assure appropriate services for children with most intensive needs.
- Turning the curve on indicators: Children Enter School Ready to Learn and Youth Ready by 21 initiatives, and stable and economically independent families.

Improving Systems and Services

- Participation of LMBs in improving performance measures through trainings, technical assistance and changes in funding guidelines.
- Collaborate with Local Coordinating Councils (LCCs) to reduce number of youth in out-of-state residential treatment facilities and match them with appropriate treatment options.
- Examination of micro and macro issues across agencies.

Engaging Youth and Communities

- Creation of Youth Council in 2006.
- Stakeholder and LMB meetings.

- Convene community level listening tours and focus groups.

Building Demand/Public Support

- Community engagement with LMBs.
- Establishment and work of the Joint Legislative Committee on Children, Youth and Families.
- Clearly articulated mission and dedicated work of the Children's Cabinet and GOC through Three-Year Children's Plan, Annual Report and Child Well-Being Results book.

Funding:

- Annual budget of the Children's Cabinet Interagency Fund, includes operational costs, support to local management boards and grants to various programs.

Local Connections:

- LMBs are the local parallel structures:
 - Twenty-four boards in total (one for each county and one for Baltimore City).
 - Membership comprised of private and public members.
 - Work closely with the state structure to oversee programs.
 - Receive monetary and technical assistance resources from the state structure.
- LMBs complimented by the LCCs, which also have a council in each county and Baltimore City.
 - Managed by the LMB but comprised of representatives from local agencies.
 - Local parallel to the GOC and focus on specific populations of children and youth.

Contact for Information:

Cassie Motz, Interim Executive Director
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Karen Finn, Chief of Programs and Policy,
Governor's Office for Children
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Michigan Children's Cabinet

History and Development:

- Informally established in 2002 by Governor Granholm.
- Grew from the Governor's early childhood education initiative.
- Focus limited to early childhood.

Membership:

- 4 departmental directors serve on the cabinet:
 - Departments of Human Services, Community Health, Labor and Economic Growth, and Education.
 - Also members of the Interagency Directors Group.
- Meetings occur once every three months:
 - Coincides with the Interagency Directors Group meeting and is approximately two hours long.
 - Designees can represent members on an emergency basis.
- Chair: Director of the Department of Human Services.
 - Coordinates with interagency planning team, staffed by individual agencies, to draft the agenda.

Advisory and Workgroups:

- Early Childhood Investment Corporation (ECIC) established as the entity to carry out the work of the cabinet.
 - Serves in an advisory capacity by making recommendations to the directors on initiatives and positions of the Cabinet.
 - Five workgroups within ECIC based on the five areas of the Great Start System: Basic Needs, Economic Security and Child Safety, Physical Health Care, Social/Emotional Health Care, Parent Education and Family Support, and Early Care and Education.
 - Public employees and private citizens serve on the ECIC.

Administrative Home:

- Cabinet is administratively located in the Department of Human Services.

Staffing:

- Children's Cabinet Planning team staff, which includes staff from each agency represented on the cabinet.
- Primarily focus on identifying areas of overlap within departments and filtering information to the chair of the cabinet.

Results Framework:

- Great Start system blueprint is the results framework to measure improvement across departments.

Initiatives:

- Local coordination efforts through the Great Start Collaboratives.
- Coordination among early childhood entities in the state.

Strategies:

Aligning Policies and Programs

- Developing a fiscal map of all early childhood dollars in various departments across the state.
 - Upon completion, the cabinet will receive a set of recommendations from the state and local levels on how to better align programs and policies.
 - Will also help identify state level barriers to improving services and policies at the local level.

Improving Systems and Services

- Local level assessment system to gauge the quality of systems and services and identify systems in need of improvement.
- ECIC assesses how quality resources are spent at the agency levels and makes recommendation for future allocation priorities.

Engaging Youth and Families

- Great Start Collaboratives engage families and communities at the local level:
 - Collaboratives require parent representation as parent coordinators and on the parent councils.
 - Also maintains a parent coordinate to ensure broad representation of local parent community.

Building Demand/Public Support

- Focus on communications and messaging.
 - Poll constituents and run focus groups to effectively communicate the value of the work.

Funding:

- Cabinet itself is unfunded.
- The ECIC is funded through pooled agency resources and private funds:
 - \$14.3 million from Department of Human Services, \$1 million from the Department of Education, \$140,000 from the Department of Community Health.
 - Works collaboratively with Head Start Collaboration therefore jointly funded.
- ECIC has the capacity to allocate some early childhood resources.

Local Connections:

- Great Start Collaboratives are the local parallel structures.
 - Work through intermediate school districts.
 - Implement the results framework at the local level.

Accomplishments:

- Creating the ECIC because the Cabinet understood its limited capacity in resources and staff to conduct the work of the cabinet.

Contact for Information:

Lisa Brewer-Walraven, Federal Liaison & Policy Advisor
Brewer-walravenl@michigan.gov

New Mexico Children's Cabinet

History and Development:

- Cabinet established by executive order in 2003 by Governor Richardson.
- Legislation in 2005 put Cabinet into New Mexico statute.
- Established to oversee and coordinate cross-departmental efforts, assess and maximize resource allocation, remove administrative barriers to obtaining departmental services, and track New Mexico indicators concerning child and youth well-being.

Membership:

- 15 cabinet secretaries and representation from three agencies and the judiciary:
 - Departments of Public Education, Health, Human Services, Children, Youth and Families, Aging and Long Term Care, Corrections, Public Safety, Economic Development, Labor, Finance and Administration, Workforce Solutions, Cultural Affairs, Indian Affairs, and Taxation and Revenue.
- Mandated to meet six times a year and to meet twice a year with children's advocates, professionals, educators and health care providers.
- Chair: Lieutenant Governor.

Advisory and Workgroups:

- Workgroups organized by key functions of the Cabinet.
 - Mid-level staff serve as liaisons and on workgroups.
 - Youth and citizens also serve on the workgroups: Early Childhood Alliance, philanthropic community and the New Mexico Youth Alliance, young people from every legislative district in the state.
- Workgroups are also convened for the state report card and another workgroup for the children's budget.

Administrative Home:

- The New Mexico Children, Youth and Families Department fiscally and administratively houses the Cabinet.

Staffing:

- Maintains 1 full-time staff person, the Director of the Cabinet.
- Position funded through the New Mexico Children, Youth and Families Department.

Results Framework:

- The Results state that children and youth will be:
 - Safe in their families and communities,
 - Physically and mentally healthy,
 - Well-educated and provided with opportunities to reach their full potential,
 - Assisted to become productive, self-sufficient, and employable adults,
 - Valued contributors to their community through civic responsibility, connection, and being culturally and linguistically enriched.

Initiatives:

- Increasing availability of childcare to parents working their way off welfare.
- Removing administrative barriers to receiving public assistance.

Strategies:

Aligning Policies and Programs

- Agencies collectively commit to a common set of legislative drivers.
- Children's report card that is paired with a children's budget to track indicators and investments concerning children.

Improving Systems and Services

- Improving the education system by creating universal Pre-K.
- Children's Cabinet advocated for the Governor's high school reform plan.
- Next Generation Fund was created to be an ongoing investment fund dedicated to youth development in a comprehensive way.

Engaging Youth and Families

- Polling and focus groups of the public to develop the first year agenda.

- New Mexico Youth Alliance members attend the Cabinet meetings, cabinet members attend Alliance meetings and gatherings, participate in shadowing programs, and informal mentoring relationships between youth and cabinet members.
- Relationship with the nonprofit organization the Forum for Youth and Community, which connects the Cabinet to the needs in the youth services field.

Building Demand/Public Support

- Cabinet utilizes town hall meetings to reach out to citizens across the state and spread the message of the cabinet.
- Lieutenant Governor is active and takes initiative by writing opinion editorials in local papers.
- Disseminating the report card and budget analysis in a format easily accessible to the public.
- Publications for the general public to communicate the cabinet's agenda and priorities.

Funding:

- New Mexico Children, Youth and Families department is fiscally responsible for the operational costs of the Cabinet.

Accomplishments:

- Development of a statewide youth alliance that provides an avenue for positive youth engagement.
- Development of a clear report card and budget analysis accessible to the public.
- Legislative successes such as the passage of the New Mexico Pre-K Act, establishment of the Next Generation Fund and school based health centers in all of the counties, and high school reform.

Contact for Information:

Julienne Smrcka, Director
julienne.smrcka@state.nm.us

Lieutenant Governor Diane Denish Children's Cabinet:
www.ltgov.state.nm.us/childrenscabinet.html

New York Children's Cabinet

History and Development:

- Established by Executive Order in 2007.
- The Children's Cabinet was established to oversee the development and implementation of reforms required for the success of New York's children.

Membership:

- Heads of the Departments of Agriculture and Markets, Environmental Conservation, Health, Labor, State, Tax and Finance; the State Education Department; the Divisions of the Budget, Criminal Justice Services, Housing and Community Renewal, Probation and Correctional Alternatives; the Offices of Alcoholism and Substance Abuse Services, Children and Family Services, Mental Health, Mental Retardation and Developmental Disabilities, Temporary and Disability Assistance, and the Office for the Prevention of Domestic Violence; the Commission on Quality of Care and Advocacy for Persons with Disabilities; the Consumer Protection Board and the Developmental Disabilities Planning Council; and the Deputy Secretaries for the Environment and Intergovernmental Affairs.
- Chair: The Children's Cabinet is co-chaired by the Deputy Secretary for Health and Human Services and the Deputy Secretary for Education.

Advisory and Workgroups:

- The Cabinet also has an Advisory Board comprised of key community representatives appointed by the Governor.

Administrative Home:

- Governor's Office.

Staffing:

- The Children's Cabinet is staffed by the Council on Children and Families, which was established in 1977 to coordinate the state's health, education, human services agencies.

Duties and Responsibilities:

- Implementation of the children's agenda.
- Provide critical oversight and accountability.

Priorities:

- Ensure the successful implementation of the Governor's plan for providing health insurance coverage for currently uninsured children.
- Offering high quality Pre-K programs to young children.

Contact for Information:

Debbie Benson, Executive Director,
Council on Children and Families
benson.debbie@ccf.state.ny.us

Ohio Family and Children First (OFCF) Cabinet

History and Development:

- Codified by statute in 1993 following a cluster model and piloting local Family and Children First Councils.
- Purpose is to partner with state and local government, communities and families that improves the well being of children and families through strategic coordination of resources.
- Four Core Functions are to build community capacity; coordinate systems and services; engage and empower families; and share accountability with OFCF's vision of improving child well-being.
- In addition, a 2007 Executive Order established the Early Childhood Cabinet which works in partnership with the OFCF Cabinet.

Membership:

- Cabinet Council includes: Directors of children and family serving state agencies: Alcohol and Drug Addiction, Education, Health, Job and Family Services, Mental Health, Mental Retardation and Developmental Disabilities, Youth Services.
- 2 Health and Human Services representatives from the Governor's Office.
- First Lady.
- Cabinet meets every other month at the Governor's Residence.
- Chair: Statute requires the Chair be the Governor or someone appointed; currently the First Lady chairs Cabinet.

Advisory and Work Groups:

- State agency Deputies group meets every month.
- Per recent legislation an advisory board will be created to provide insight and consultation to the Cabinet.
- Cross-system data group meets monthly to discuss the data related to the 6 Commitments to Child Well-Being.
- May be beginning a comprehensive strategic planning process that will likely lead to the creation of work groups.

Administrative Home:

- Department of Mental Health which serves as the fiscal agent.

- Administrative home shifts to the agency that is leading a current OFCF Cabinet initiative.

Staffing:

- 7 person staff, including Director, administrative assistant and 5 regional coordinators who provide technical assistance to the county councils as well as inform the state Cabinet Council of local issues.
- Each regional coordinator leads/co-leads one of the OFCF's four core functions.

Results Framework:

- 6 Commitments to Child Well-Being: a) expectant parents and newborns thrive, b) infant and toddlers thrive, c) children are ready for school, d) children and youth succeed in school, e) children and youth engage in healthy behaviors, f) youth successfully transition to adulthood.
- Progress toward the 6 Commitments are measured through seventy-two indicators which are assessed at the state and county level.
- House Bill 289 signed in 2006 mandated that each county FCF council and state cabinet council engage in a comprehensive planning process to determine the greatest needs of children and families, select at least one commitment & priority area, measures and strategies and report progress with selected commitments.

Initiatives:

- Partnerships for Success – 5 new counties/year (currently 44).
- Access to Better Care.
- Help Me Grow.

Strategies:

Aligning Programs and Policies

- Align resources and policies through data integration.
- Chair is visiting all 88 county councils to discuss challenges and bring back to OFCF Cabinet Council in an effort to get both horizontal (agency to agency) alignment solutions and vertical (state to local) alignment solutions.

Improving Services and Systems

- Building capacity of local councils through Partnership for Success initiative.
- ESCORE web-based database to track service coordination process and outcomes.

- Access to Better Care, Help Me Grow, and other program initiatives look across systems to serve the multiple needs of children.

Engaging Youth and Communities

- Engage and empower families at the local level through family advocates who are involved with county FCF councils and connect to the state.
- Each county council has at minimum 3 family representatives; these representatives meet at regional network meetings twice annually.

Building Demand/Public Support

- Increase bureaucratic and public will through visibility of the First Lady.
- Partnerships for Success assist county FCF councils in mobilizing communities around the greatest needs of children.

Funding:

- Cabinet funded through a general fund and a line item in the legislative budget.
 - Cabinet has own line item under mental health in the General Revenue funding stream.
 - Line item fund of \$20,000 supports administrative support to the eighty-eight local counties.
 - Cabinet's operational budget is a line item in the ODMH budget.
 - Pooled contributions from the seven departments represented on the Cabinet.
- \$500,000 in additional administrative allocation which is applied to program support at the county level.
- Counties also receive additional program support through state agencies represented on the Cabinet to support specific initiatives such as Partnerships for Success, Access to Better Care and Help Me Grow.
 - For Partnerships for Success, each county FCF council receives \$160,000 over two years to support building its community capacity through a planning process and implementing research-based programs.

Local Connections:

- Each county has a local parallel structure and are regulated by the County Commissioners.

- Mandated by the Ohio Legislature to develop an annual plan and report.
- Plan to include a needs assessment, gap analysis and resource assessment, identify a priority area and related indicators, outcome measures, success measures and strategies to address priorities.
- Annually, the local FCF councils must report progress with selected priorities and outcomes.
- Staff and resource capacity of the councils vary.
- Receive monetary support for both administrative and programmatic costs from the state structure.
- Each county selects a fiscal agent that serves as a mandated member but also report to county and state auditors.
- Contracted with The Ohio State University Center for Family Research (OSU CFR) to build a web-based data system.
 - Currently in pilot stage.
 - Each county enters information on individual children during the FCFC service coordination process.
 - Technical assistance support available through the OSU CFR 24 hours a day and seven day a week.
 - Facilitates state tracking of county data through demographics, child and family outcomes, etc.

Accomplishments:

- Cabinet transitioned after a gubernatorial change and are refocusing successfully.
- Passage of the House Bill 289:
 - Mandated annual planning and reporting on child and youth well-being.
 - Ensures accountability at the state and local levels and increases efforts to improve child well-being.
- Building stronger internal structure within the Cabinet and the local FCF councils.
- County level connections and successes will contribute to the continuation of the Cabinet Council.

Contact for Information:

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www.ohiofcf.org/

Tennessee Children's Cabinet

History and Development:

- Established by Executive Order in 2003 in response to calls for coordination of state services for children during the gubernatorial campaign.

Membership:

- Commissioners of child-serving agencies: Departments of Children's Services, Health, Mental Health and Developmental Disabilities, Education, Human Services.
- Deputy Commissioner of Department of Finance and Administration, Medicaid Program.
- Stakeholders: A representative from Tennessee Academy of Pediatrics and a representative from child advocacy centers.
- Governor's Office of Children's Care Coordinator.
- All are voting members.
- Formerly met every month, now moving to every other month.
- Chair: Special Assistant to the Governor for Projects.

Advisory and Work Groups:

- None currently.

Administrative Home

- Governor's Office.

Staffing:

- No designated staff.
- 1 part time staff within the Governor's Office assists as needed.

Results Framework:

- None currently in use.

Initiatives:

- Truancy investigation led to creation of Teen Mom Program which provides child care for teen parents to stay in school.
- Governor's Mentoring Initiative provides mentors for children transitioning out of foster care ages 14 and up; working on youth not falling off the radar once out of care; helping them to receive Pell Grants.
- Infant mortality, as affected by maternal health and lifestyle.

Strategies:

Aligning Programs and Policies

- The special initiatives allowed an opportunity for departments to share funding and resources.

Building Demand/Public Support

- Increasing the visibility of issues surrounding children, especially those in foster care through recruitment of mentors.

Funding:

- No line item in the budget.
- Cabinet identifies initiatives and requests funding from the Governor which then moves into a particular department(s) spearheading the initiative.

Local Connections:

- Local groups initiate invitation or are invited to present on specific issues (e.g., recent discussion on possibility of non-punitive residential drug court to replicate drug court for adults).
- Cabinet is accessible to citizens.

Accomplishments:

- Funding for Teen Mom Program.
- Creation of Governor's Mentoring Initiative.
- Ongoing infant mortality campaign.

Contact for Information:

Tam Gordon, Special Assistant to the Governor for Projects
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Utah Governor's Child and Family Cabinet Council

History and Development:

- Established in 2007 by Governor Huntsman.
- To create a proactive and coordinated approach to issues surrounding children and families statewide.

Membership:

- The Governor, Legal Counsel to the Governor, Executive Directors of the Departments of Human Services, Health, Workforce Services, Corrections; the Director of the Commission on Criminal and Juvenile Justice, and the Director for Education to the Governor; the Administrator for the Office of the Courts; the attorney general, the Director of the Guardian Ad Litem; a community representative with broad social services experience and a representative from Primary Children's Medical Center.
- Two members of the legislature, one from each body appointed by the Speaker of the House and the President of the Senate.
- Chair: Governor appoints from among the members, currently the Governor's General Counsel.
- Meetings: A minimum of twice per year.

Advisory and Workgroups:

- They may establish additional subcommittees as deemed necessary.

Administrative Home:

- Governor's Office.

Duties and Responsibilities:

- Inventory current efforts and common outcomes.
- Inventory funding stream requirements.
- Inventory and analyze prevention efforts in other states.
- Develop integrated policies and procedures reflecting best practices across funding streams.
- Identify funding streams that address cross-cutting prevention.
- Identify new funding sources for one evidence based cross cutting prevention model in Utah.
- Issue recommendations regarding resource allocation to maintain positive outcomes for children.

- Receive, track and review reports on the results of child welfare quantitative and qualitative reviews.

Contact for Information:

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Part 2: High Level State Councils, Commission, Collaboratives, Committees



Connecticut Youth Futures Committee

History and Development:

- 2006 legislation mandated Office of Workforce Competitiveness (OWC) and Connecticut Employment Training Commission to convene Committee.
- Tasks of the committee include:
 - Develop guidelines for the delivery of services that incorporate best practices based on defined, developmentally appropriate, positive outcomes for youth relating to health, safety and education.
 - Improve communication among agencies that administer programs serving youth.
 - Assess existing funding resources, networks and returns on investments to maximize the development of community level services that assist in achieving state goals & objectives with respect to youth policy.
 - Collaborate with public and private partnerships in order to facilitate positive outcomes for youth.
- Committee agreed on overall goal statement: To ensure that all youth are ready for college and work by age 21.

Membership:

- 17 members representing all three branches of government:
 - 6 Executive Branch agency representatives: Departments of Education, Children and Families, Public Health, Social Services, Mental Health and Addiction Services, Labor; Office of Policy and Management, Office for Workforce Competitiveness;
 - Commission on Children (Legislative Branch);
 - Court Support Services Division (Judicial Branch); Representative from the Connecticut Youth Services Association;
 - 6 legislative appointments: private citizens and legislators.
- Agency directors are allowed to send designees.
- Committee meets every month.
- Chair: Director of the Office for Workforce Competitiveness.

Administrative Home:

- Office for Workforce Competitiveness administratively houses the Committee.

Staffing:

- 1 part-time staff member at OWC & 2 full-time consultants.

Results Framework:

- Results Based Accountability (RBA).
- Additional frameworks currently in development.

Initiatives:

- Report to legislature coming in 2008 that will inform development of a comprehensive and integrated youth-serving system at the point of contact with youth.

Strategies:

Aligning Policies and Programs

- Beginning communication across agencies.
- Alignment may come out of upcoming legislation that represents a common vision for youth.
- Development of high level results; and use of Results-Based Accountability process.

Improving Systems and Services

- Assessment of existing resources.
- Identified forty systems assets and are in evaluation process at the community level.

Engaging Youth and Communities

- Brainstorming and prioritizing the framework with communities for the report to legislature.

Building Demand/Public Support

- Facilitating communication among agencies.

Funding:

- Unfunded at present but 2 staff positions supported through in-kind contributions.

Local Connections:

- Resource mapping in several communities by working with a cross-section of community members (partnering with United Way of CT 211 & Youth Service Bureaus).

Accomplishments:

- Development of detailed Theory of Change (outlining specific requirements for positive youth development and description of comprehensive and integrated system at the point of contact with youth) to be used as basis for RBA process and to guide further work of the Youth Futures Committee.

Contact for Information:

Mary Ann Hanley, Chair, Mary.ann.hanley@po.state.ct.us

Iowa Collaboration for Youth Development (ICYD)

History and Development:

- 1999 grant from the Family and Youth Services Bureau, US Department of Health and Human Services was the catalyst for the Collaboration.
- A non-statutory network of state agencies that focuses on policies and practices affecting youth ages 6-21.

Membership:

- Representatives of agencies from ten state departments participate in the state-level collaboration:
 - Education, Human Services, Public Health, Human Rights, Management, Workforce Development, Governor's Office of Drug Control Policy, Commission on Volunteer Service, Iowa State University Extension, and Iowa Child Advocacy Board.
- Public and private organizations from the local level participate in various ICYD committees and workgroups.

Advisory and Workgroups:

- State Agency Workgroup comprised of program managers from participating state agencies.
- State of Iowa Youth Action Committee functions in an advisory capacity but does not send formal recommendations.
- Standing and ad hoc cross-agency committees implement specific strategies and action plans:
 - Capacity Building, Data and Communications.

Administrative Home:

- The Division of Criminal and Juvenile Justice Planning serves as the primary fiscal agent for the Collaboration with support from the Youth Policy Institute of Iowa and in-kind contributions from state departments and agencies.
- Staff time funded through various grants that agencies receive on behalf of or coordinate with the Collaboration.

Staffing:

- The Collaboration supports approximately 2.5 FTE, including 1 full-time person and 3 staff who

have both Collaboration and other responsibilities. Participating agencies also contribute various levels of staff time to ICYD.

Results Framework:

- Four result areas to achieve the Collaboration's vision to ensure that all Iowa youth are safe, healthy, successful, and prepared for adulthood:
 - All youth have safe and supportive families, schools and communities.
 - All youth are healthy and socially competent.
 - All youth are successful in school.
 - All youth are prepared for a productive adulthood.

Initiatives:

- Learning Supports — Iowa Department of Education led effort to coordinate non-academic services and supports for students and families using the ICYD results framework.
- State of Promise AmeriCorps Initiative places 12 AmeriCorps members in communities to assist in positive youth development local planning and aligning local policies and practices.
- Supporting the Iowa Youth Action Committee through staff time, leveraged funding/resources, designation of mentors from state agencies for each of the involved youth.

Strategies:

Aligning Policies and Programs

- Adopted common results and leading indicators to monitor progress.
- Completed a three year strategic plan to guide youth development efforts in the state.
- Completed a state program inventory and budget analysis of state-administered spending on children and youth programs.

Improving Systems and Services

- Provide youth development training and technical assistance to communities and youth-serving organizations across the state.
- Facilitate access to and exchange of youth

development information by maintaining a web site and frequent electronic communications.

- Compile and analyze state and local data and facilitate access to community level data on youth development indicators.
- Conducting a cross-system quality assessment snapshot of state-funded youth programs using the Youth Program Quality Assessment developed by High Scope Educational Research Foundation.

Engaging Youth and Families

- Promote and support youth leadership development and provide leadership opportunities for youth in state government.
- Support the State of Iowa Youth Action Committee in its advisory role to the Governor and other state government leaders.
- Encourage and support through training and technical assistance youth leadership opportunities in communities.

Building Demand/Public Support

- Partnering with pilot communities to develop and support a community-level youth development infrastructure.
- Adopted the America's Promise message to build awareness.

Funding:

- The Collaboration's annual operational cost is about \$750,000, of which about \$350,000 is distributed to communities with which the Collaboration is partnering on particular projects.
- Funding sources include federal discretionary grants from HHS, Department of Labor and state appropriation for Iowa's Promise.

Local Connections:

- Formal connections with five communities through grant support for specific capacity-building and collaboration projects.

Accomplishments:

- Leveraging \$4.5 million.

- Adoption of a common result framework and shared goals at the individual agency level.
- Multi-system utilization of a common quality assessment tool.

Contact for Information:

Carol Behrer
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Iowa Empowerment Board

History and Development:

- Established in 1998 by legislation.
- Impetus for the Board was the public and bureaucratic demand to support children before they enter school.
- Mandated to build coordination and local decision making around issues relating to young children as well as building partnerships and collaboration between local and state entities.

Membership:

- 22 members include citizens, state department directors and legislators:
 - Citizens: 16 members appointed by the Governor;
 - 6 directors from the departments of Economic Development, Education, Human Rights, Human Services, Public Health, and Workforce Development;
 - 6 legislators appointed by each party caucus serve as ex-officio members.
- Empowerment Board is mandated to meet quarterly but choose to meet every other month:
 - Two of these meetings occur at a local site.
- Chair: Citizen member elected by the voting members of the Board.
 - Recent changes mandate the Vice Chair to be the successor to the Chair.

Advisory and Work Groups:

- Legislation authorizes that the board can select advisory groups as necessary.
- Board established Early Childhood Iowa as advisory group:
 - Members consists of public, private, and nonprofit sectors.
 - Advises the state board on system wide issues and recommendations for implementing a comprehensive approach.
- Local decision making boards are secondary advisory groups.

- Convene quarterly meetings with coordinators of the local boards and provide informal recommendations on the work of the state Board.
- Ad hoc groups are established on an as needed basis.

Administrative Home:

- The board is administratively located in the Department of Management.

Staffing:

- Maintains 3 staff positions, which include a facilitator, a community liaison and family support coordinator.
- Additional staff are provided through the departments that serve on the Iowa Empowerment Board.

Results Framework:

- The result areas written into the authorizing legislation:
 - Healthy Children, Children Ready to Succeed in School, Safe and Supportive Communities, Secure and Nurturing Child Care Environments and Secure and Nurturing Families.
- Indicators developed around result areas and tracked externally.

Initiatives:

- Expanding evidence based practices in the Family Support Programs.
- Technical assistance to providers and local boards on funding decisions.
- Expanding low-income families' access to pre-school.

Strategies:

Aligning Policies and Programs

- Aligning early childhood and youth development work at the state agency level.

Improving Systems and Services

- Early Childhood Iowa works with local communities to coordinate in a better fashion and deliver services to children and families more effectively.

Engaging Youth and Communities

- Every county in Iowa has a local structure that works with the Empowerment Board.

- 51 percent of the board membership is mandated to be comprised of citizens/elected officials.
- Funding control at the local level allows communities to focus on priority issues they identify.

Building Demand/Public Support

- The State Boards direction to the local counties ensures that they achieve the success needed to garner public support.

Funding:

- Community Empowerment's annual operational cost is \$400,000, which covers 3 staff positions and the work of the State Board.
- The Board's annual grant making capacity for local communities totals is \$48 million.
- Allocates \$2 million annually for professional development.

Local Connections:

- Connect with local decision making boards as well as providers around training (e.g., United Way).
- Matching funds coming from foundations to support local Empowerment funds.

Accomplishments:

- Increased public awareness in Iowa about the importance of the early years (0-5).
- Increasing state and local government support for children and families.
- Developing a data system that tracks families who participate in Family Support Programs.

Contact for Information:

Shanell Wagler, Facilitator
shanell.wagler@iowa.gov

Kentucky Youth Development Coordinating Council

History and Development:

- Established in July 2006 by legislation.
- Created to bring together decision makers and change agents from each agency to identify shared goals and develop a coordinated plan for youth programs and services.
- Was developed as a result of the Kentucky Youth Policy Assessment which found that 75 percent of youth programs addressed only two of five areas of developmental outcomes for youth.
- Charged with also changing the system of public policy funding.
- Mandated to bring agencies together to use existing resources more efficiently and effectively to improve services and outcomes for young people focusing on four areas: Accountability, coordination, opportunities and positive youth development.
- Agencies collaborating without a common vision, common outcomes, or framework was the impetus for the creation of the Council.

Membership:

- Fifteen governmental agencies that implement youth development, 1 ex-officio member of the House of Representatives and the Senate and a representative of nonprofit community:
 - Department for Community Based Services, Public Health, Human Support Services, Mental Health and Mental Retardation Services, Juvenile Justice, Administrative Office of the Courts, Commission on Community Volunteerism and Service, Family Resource and Youth Service Centers, The Secretary of State, Education, Arts, and Humanities Cabinet, Cabinet for Workforce Development, Environmental and Public Protection Cabinet, Finance and Administration Cabinet, Justice Cabinet, Office of Drug Control Policy.
- University of Kentucky Cooperative Extension.
- Chair: Commissioner of Community Based Services.
 - Vice chair position mandated in legislation.
 - 2 youth appointed as vice chairs.

Advisory and Workgroups:

- Mid-level staff serve as liaisons to senior staff that are official members.
- Workgroups comprised of mid-level staff and relevant community-based organizations advise the decisions of the commissioners.

Administrative Home:

- Council administratively housed in the Cabinet for Health and Family Services.
- Staff support provided by the University of Kentucky, Cooperative Extension Service 4-H Youth Development Program.

Staffing:

- Legislated to be an Extension Specialist with the University of Kentucky Cooperative Extension Service.
- Kentucky Child Now has contributed monetary resources for consultants and paid interns.
- Council currently maintains 1 part-time position.

Results Framework:

- Began with America's Promise Five Promises.
- Expanded to include youth supports and outcomes.
- Council recently adopted an outcomes and accountability framework.
 - Aligning legislative developmental supports with the outcomes.
 - Collecting agency indicators and aligning them with outcomes.
 - Will result in a Kentucky Youth Report Card.

Initiatives:

- Foster care initiative focusing on increasing family unification and increasing supports for foster parents of youth.
 - Louisville: Work with fourteen churches to train their staff and give them resources to serve youth at risk, particularly adolescent youth in foster care.
- Kentucky Youth Development Clearinghouse of statewide programs and resources.

Strategies:

Aligning Policies and Programs

- Outcomes and Accountability workgroup created a vision and outcomes that will be used to measure success.
- Coordination workgroups actively pursuing methods to increase communication and coordination among agencies.

Improving Systems and Services

- Web-based data entry system to ensure higher quality data collection and program evaluation.
- Currently developing a data collection and tracking system that produces individual profiles.
- Quality workgroup is developing a common framework and tools for measuring effectiveness of programs.
- Integrating Positive Youth Development approach into state agency programs.

Engaging Youth and Families

- Opportunities and Outreach Workgroup works on engaging youth, families and communities in the work of the Council and its decision making process.
- Workgroup will be a link between the cabinet and key stakeholders.

Funding:

- The Council is unfunded but in the first year Kentucky Child Now contributed fiscal support for meetings and strategic planning.
- Currently working with legislatures to appropriate funding, particularly Federal Temporary Assistance for Needy Families and state Maintenance of Effort funds.
 - Plan calls for additional pooled funding from individual departments and agencies.
 - Council hopes to have a role in advising the use of funds and have the ability to grant a portion to local communities.

Accomplishments:

- Formation of the Council; and enthusiasm of the members.

- One state agency utilized the developmental supports mandated in the legislation as a basis for a new \$1.5 million at-risk youth program.
- Leveraged \$225,000 in state agency support found foundation applications for youth development.

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New York State Council on Children and Families

History and Development:

- The Council was established in 1977 by legislation and was established to serve as a neutral body to coordinate the State's health, education and human services systems.
- The Council provides staff support for the Children's Cabinet.

Membership:

- The Council membership includes 12 agency commissioners and directors:
 - The agencies represented are the Departments of Health; Labor; and Education; Offices of Alcoholism and Substance Abuse Services; Aging; Children and Family Services; Mental Health; Mental Retardation and Developmental Disabilities; Temporary and Disability Assistance; Divisions of Criminal Justice Services; Probation and Correctional Alternatives; and the Commission on Quality of Care for the Mentally Disabled and Advocacy for Persons with Disabilities.
- Chair: The Council Chair will be designated by the Governor.

Advisory and Work Groups:

- The New York State Legislature authorized the Council to establish two standing committees: the Out-of-State Placement Committee and the Committee on Restraint and Crisis Intervention Techniques.
 - Government and non-government representatives are represented on each committee.
 - Committee members of each committee consist of senior level staff from both sectors.
- The Council also convenes committees, which are established on an ad hoc basis, as issues of concern develop.

Administrative Home:

- The Office of Children and Family Services provides an administrative and fiscal home for the Council.
- Prior to the current host arrangement with the

Office of Children and Family Services, the Council was a separate state agency.

Staffing:

- The Council staffs the Children's Cabinet and Council, carrying out the initiatives of both.
- The work of the Council and Children's Cabinet is conducted by 18 full-time staff members.

Results Framework:

- The framework known as *New York State Touchstones*, was developed by the Council to measure progress in six key areas:
 - *Economic Security*: Children and youth are raised in families with sufficient economic resources to meet basic needs and youth prepared for eventual economic self-sufficiency;
 - *Physical and Emotional Health*: Children and youth have optimal physical and emotional health;
 - *Education*: Children leaving school are prepared to live, learn and work in a community as contributing members of society;
 - *Citizenship*: Children and youth demonstrate good citizenship as law-abiding, contributing members of their families, schools and communities;
 - *Family*: Families provide children with safe, stable and nurturing environments; and
 - *Community*: New York State communities provide children, youth and families with healthy, safe and thriving environments and provide youth and their families with opportunities to help them meet their needs for physical, social, moral and emotional growth.

Initiatives:

- Conducting statewide training on community justice principles.
- The Juvenile Justice Reform Summit is under development and aimed at prevention and effective re-entry into the community.

- Leading state efforts to develop a high quality system of services for young children and their families through the Head Start Collaboration Project and the Early Childhood Comprehensive Services Initiative.
- Administers the Touchstones initiative to establish and track indicators of child and family well-being.

Strategies:

Improving Services and Systems

- Leading statewide efforts to meet the needs of children involved in multiple service systems.
- Leading the NYS Parenting Education Partnership to increase access to evidence-based parenting education services.

Building Demand/Public Support

- Activities of the Cabinet and Council are relevant to members' priority areas so that members are fully engaged and contributing.

Funding:

- Operational costs of the Council were merged with the Office of Children and Family Services.
- Funded through state general purposes and private and federal funds for projects and initiatives, which the Council manages.

Accomplishments:

- Development of working relationships within New York engaging state agencies and other stakeholders (advocates, providers).
- Created www.NYSKWIC.org, a comprehensive source of statewide data on child and family well-being.
- Led interagency efforts to address emerging issues, such as youth at risk for pregnancy; youth involved in the juvenile justice system; school-age child care; and homeless youth that resulted in coordinated service responses.
 - Led efforts that resulted in the development of the Family Development Credential by Cornell University.
 - Has been used as a model and replicated in at least twenty other states.

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Oklahoma Commission on Children and Youth

History and Development:

- Established in 1982 through legislation.
- Created to improve services to children and their families by planning, coordinating and communicating with communities; provide independent monitoring of children and youth service systems and test models and demonstration programs for effective services.

Membership:

- 19 members including agency directors and mid-level staff.
- By statute includes Directors of child-serving agencies: Human Services, Health, Education, Juvenile Affairs, Rehabilitation Services, Mental Health and Substance Abuse Services.
- Representative from the District Attorney's Council, the Oklahoma Bar Association, Statewide Association of Youth-Serving Agencies, State Association of Private Residential Facilities, CASA, Metropolitan Juvenile Bureaus, business, parent of child with special needs (appointed by the Governor), private citizen (appointed by President Pro Tem of the Senate), Community Partnership Board member.
- Chair: From the private sector and elected by Commission members.

Advisory and Work Groups:

- Yearly input from Community Partnership Boards.
- Commission advises the Child Death Review Board.
- Commission Family Perspective Advisory Board.

Administrative Home:

- Commission on Children and Youth.

Staffing:

- 3 full-time personnel who work on planning and coordinating at the state and local levels.

Results Framework:

- Developing set of indicators using input from state agencies and Kids Count data to create agenda for success that goes beyond what agencies and Commission does.

- Dashboard development in progress.

Initiatives:

- Collaborating with community coalitions on workforce development of children's mental health field.
- Systems of Care implemented in several communities.
- Working with medical providers to assist with transportation barriers to receiving care.
- Partnering between communities and Department of Health and University of Oklahoma Medical Center.

Strategies:

Improving Systems and Services

- Improve state services through direct program oversight and fund allocation.

Engaging Youth and Communities

- Provide funding support to communities who create youth leadership groups.

Funding:

- Legislature appropriates funds through a general fund and/or a line item budget.
- The Commission receives \$3.5 million per year.

Local Connections:

- Partnerships with 44 local community boards; distributes funds for their coordination efforts.

Accomplishments:

- Local boards are now able to define the geographic area that they serve and as such they are more able to respond to the real needs in a community.
- Oversight and monitoring work of the agency in the last 25 years has increased the quality of care in the state due to implementation of accountability mechanisms.

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Oregon Commission on Children and Families

History and Development:

- Established in 1993 by legislation.
- Speaker of the Oregon House of Representative, Larry Campbell's, experience with his son was the impetus for the creation of the Children's Care Team:
 - Membership consisted of legislators, business people, service providers, and child advocates;
 - Created an action plan for an integrated, accessible and preventive statewide system of services.
- Commission is the state level structure with 36 local counterparts in each county of the state.

Membership:

- 17 members are appointed by the Governor:
 - 3 from state agencies, 2 from the legislature and 12 from the local business communities, local commissions, social services, juvenile justice and children's advocates;
 - Agencies: Public Instruction, Employment, Human Services, Juvenile Department;
 - Local commissions: 1 social service provider, 6 citizens, 2 business representatives, urban commission on children and rural commission on children.
- Chair: Private citizen appointed by the Governor.

Advisory and Workgroups:

- State commissioners serve on the ad hoc and standing committees.
- Budget workgroup is a standing committee.
- Ad hoc committees are convened around emerging issues to develop action plans and next steps.

Administrative Home:

- The Commission is a stand-alone agency and is responsible for its own administrative and fiscal responsibilities.
- Director hired by the State Commission on Children and Families.

Staffing:

- Maintains 32 full and part-time employees:

- 3 regional staff;
- Other staff serve in specialty areas such as early childhood and healthy start.

Results Framework:

- Utilize a results-based planning framework:
 - Establishes shared responsibility between state and local levels to set high-level outcomes;
 - Analyzes current community needs and develop local priorities and strategies, and ensures state planning is grounded in the local reality.

Initiatives:

- Healthy Start promotes positive parenting and healthy growth for first born children in order to decrease child abuse rates and school readiness.
- Relief Nurses focus on preventing the cycle of child abuse and neglect by providing early childhood services and comprehensive family support.
- CASA supports and promotes court-appointed volunteer advocacy for abused and neglected children, so they can thrive in safe and permanent homes.

Strategies:

Aligning Policies and Programs

- Web based data collection system, which reports on outcomes both at the individual and aggregate level.
 - Track services used to better coordinate service and report to legislators on how funds are used.

Improving Systems and Services

- Local data collection and planning identifies gaps and barriers in services and advocates for effective investment of resources.
- State and local agencies track and monitor results to ensure programs and services are meeting needs.

Engaging Youth and Families

- State law mandates state agencies and local communities develop improvement plans.
- Local structures engage community members and dictate state agency priorities and initiatives.

Funding:

- Commission is funded mainly through line items in the state budget and a small percentage through pooled agency resources.
- Commission receives \$88 million in funding:
 - \$60 million from general funds, \$4.5 million from federal funds, and \$23 million from state agency pass through the Commission;
 - \$3 million allocated for operational costs;
 - Support local structures and program work through grant making capacity.

Accomplishments:

- Local plans drive policy and resource decisions:
 - Plans are relevant to local residents.
 - Comprehensive and coordinated planning process between state and local partners.
- Increased community engagement and ownership.
 - Local accountability over programs and services.
- Leveraged state and local resources.

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www.oregon.gov/OCCF/index.shtml

Pennsylvania Governor's Commission for Children & Families

History and Development:

- Children and Families Cabinet and Commission established by executive order in 2003 by Governor Ed Rendell.
- Commission formed a year later as an advisory body to the secretaries and members of the cabinet on children and families policy.
- Cabinet and commission subsequently merged together.
- Governor established a cabinet to increase coordination as the mayor of Philadelphia and wanted to replicate it at the state level through the Cabinet and Commission.

Membership:

- 42 citizen members from across the state, including professionals, advocates, and family members.
- Commission convenes once every other month.
- Staff of the commission, committee members and the chair develop the agenda for the meetings.
- Cabinet secretaries, particularly the Secretaries of Public Welfare and Education, routinely attend the commission meetings.
 - Secretaries filter the information from the Commission back to the Governor's cabinet.
- Chair: Appointed by the Governor, currently from a CBO.

Advisory and Workgroups:

- Ad hoc workgroups address needs in specific issues:
 - Improving access to services, supporting parents' mental health needs, improving children's mental health and well-being, improving behavioral health in schools, preventing youth violence.
- Standing Committee on communications and raising public awareness on positive parenting.

Administrative Home:

- The Department of Public Welfare is fiscally and administratively responsible for the Commission.

Staffing:

- The Commission maintains 3 employees:
 - Executive director, executive assistant and an administrative assistant.

Results Framework:

- Cross system collaboration overarching framework.
 - Integrating health and behavioral health.

Initiatives:

- Maternal depression screening and treatment (Medicaid).
- Reducing childhood obesity through improved nutrition and fitness (including media campaign).
- Strengthening family support centers, home visiting and parent education programs.

Strategies:

Aligning Policies and Programs

- Developed PA strategy and action plans (across multiple agencies) for balancing nutrition and fitness in children.

Improving Systems and Services

- Ensuring access to mental health services regardless of diagnosis status.

Engaging Youth and Families

- Commission engages local communities by requesting commission members to hold meetings in their interest areas and geographic areas.
- Commission has recently included youth representatives in their meetings.

Building Demand/Public Support:

- Building public support and recognition around the commission's work.
- Leadership in violence prevention and advocacy goals.
- Building bureaucratic will through work that brings agencies together to collaborate around issues relating to physical and behavioral health, childhood obesity, social/emotional well-being.

Funding:

- Commission is unfunded but receives funds from departments and the executive branch on an as needed basis.

- Commission advises governor and legislature on funds related to issues it is focused on.

Local Connections:

- Forums and informal meetings held by members in their geographic area on children and families issues and concerns at the local level that need to be elevated to the state level.

Accomplishments:

- Advanced mental health and well-being actions in areas relating to maternal depression, emotional and developmental screening in child welfare.
- Increased funding for proven prevention and family/parent support programs.
- Advocated successfully for substantial funding increase for early childhood initiatives.
- Raised youth violence prevention as a top issue to the cabinet.

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Washington, D.C. Interagency Collaboration & Services Integration Commission

History and Development:

- Commission created by Public Education Reform Amendment Act of 2007.
- Commission was charged with coordinating agencies to reduce service discontinuity and duplication, consolidating efforts to identify recurring funding sources, developing a common high standard of process and outcome evaluation to improve accountability and creating a comprehensive public health spectrum of evidence-based programs that involve all youth-serving agencies.

Membership:

- Membership on the Cabinet includes: Mayor; Chairman of Council of the District of Columbia; Chair of the Committee on Human Services; Chief Judge, Family Court, Superior Court of the District of Columbia; Deputy Mayor for Education; City Administrator; State Superintendent of Education; Chancellor of the District of Columbia Public Schools; Chair of the Public Charter School Board; Director of the Department of Human Services; Director of the Child and Family Services Agency; Director of the Department of Youth Rehabilitation Services; Director of the Department of Corrections; Director of the Department of Health; Director of the Department of Mental Health; Chief of the Metropolitan Police Department; Director of the Court Social Services Agency; Attorney General for the District of Columbia; Director of the Criminal Justice Coordinating Council; Director of the Department of Parks and Recreation; and Director of the District of Columbia Public Library.
- The Mayor, by order, may appoint additional members to the Commission, as necessary.
- Chair: The Mayor.

Advisory and Workgroups:

- Commission has six informal interagency work groups, each focused on one of the six citywide goals for youth (listed under Results Framework).

Administrative Home:

- Administratively housed in the Office of the Deputy Mayor for Education.

Staffing:

- 1 full-time staff member and a Capital City Fellow.
- 2 clinicians provide additional support in implementing and evaluating pilot programs.

Results Framework:

- Six citywide goals for children and youth:
 - Children are Ready for School,
 - Children & Youth Succeed in School,
 - Children & Youth are Healthy and Practice Healthy Behaviors,
 - Children & Youth Engage in Meaningful Activities,
 - Children & Youth Live in Healthy, Stable and Supportive Families,
 - All Youth Make a Successful Transition into Adulthood.

Initiatives:

- Piloting innovative early intervention initiative by working with schools and other agencies.
- Monitor, align and support education related child and youth initiatives.
- Implementing the research-based DC START pilot program.
 - School-based clinicians work with at-risk children and their families who are identified at the local school level to provide evidence-based school based counseling and service coordination programming for all household members.

Strategies:

Aligning Policies and Programs

- Coordination of the efforts of educational, human services, and law enforcement agencies in a manner that significantly reduces service discontinuity and duplication and that, with a centralized planning and implementation authority, prevents evidence-based program implementation procedures from being unnecessarily duplicated or inefficient
- Develop goals and determine priorities for young people District-wide.

Improving Systems and Services

- Planning and implementation of a comprehensive public health spectrum of evidence-based programs that involves all agencies with authority to serve children and families and that are aligned to serve the objectives of the Mayor's goals.
- Consolidation of efforts to identify recurring funding sources to sustain effective programs.
- The development of a common, high standard of process and outcome evaluation to improve accountability and performance across all agencies.

Building Demand/Public Support:

- Increasing the visibility of issues surrounding children and youth.

Funding:

- Commission is funded through the Integrated Funding and Services for At-Risk Children, Youth, and Families Act of 2006.
- Budget is divided into three categories: DC START pilot, evidence-based programs and other initiatives.
- Commission may make additional requests based on program need.

Accomplishments:

- Implemented the research-based DC START pilot program in 7 schools.
- Developed a Truancy Reduction Plan.
- Developed a school readiness assessment that will be piloted in 50 Pre-K and 50 kindergarten classrooms in May to enable school leaders to know whether children are ready for school and what additional supports they need to be successful.
- Planned for the implementation of range of community and school based programs that meet the five requirements of the Public Education Reform Act.

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About the State Children's Cabinets and Councils Series

In preparing this guide, we determined that the best method to organize this information was in a way that a) does justice to its providers and b) engages prospective readers, especially if it is assumed that they are equally busy. Rather than producing a lengthy report with chapters and appendices, the Forum decided to create a series of short, stand alone documents that can be released when ready and updated when needed.

"Getting Results", the Directory, and the "Elements of Success" Issue Briefs that comprise this new series capture and organize the decisions and experiences of more than twenty children's cabinets and councils and presents them, for the first time, against an emerging set of expectations about what the public and policy makers could and should expect from them.

State Children's Cabinets and Councils: Getting Results for Children and Youth delves into the "why" question. It provides the rationale behind the Forum's assertion that children's cabinets and councils should be taken seriously, spells out how state children's cabinets and councils are operating in ways that are consistent with the Forum's assumptions about change, identifies challenge areas, and introduces the Ready by 21TM Change Model that is used to frame the issue briefs and directory.

The 2008 Directory of State Children's Cabinets and Councils provides at-a-glance responses to basic but important questions: which states have these children's cabinets and councils? Who is involved in them? What do they do? The guide provides summaries of interviews done with children's cabinet and council directors in the latter half of 2007. In addition to one-page summary sheets on each state body, the Guide includes summary tables that allow readers to look for similarities and trends across the states. The Forum is committed to working with these directors to update this information each year.

Children's Cabinets and Councils Elements of Success Issue Briefs provides more in-depth information on each of the elements. The four-part series will be released quarterly in 2008:

- **Structure** outlines the range of current children's cabinet and council structures in place and offers tips, warning and options for getting the most effective structure in place. This issue brief builds heavily on the detailed documentation work done by Susan Robison for the National Conference of State Legislatures (NCSL) and Anne Segal for the National Governors Association (NGA) Center on Best Practices.
- **Creating a Common Framework** documents the experience of states attempting to develop comprehensive and yet organized goals (results), select indicators, and communicate a common vision for children and youth that cuts across systems and sectors. This issue also discusses the value of blending the popular Results Based Accountability approach with the Forum's Ready by 21TM Big Picture planning approach, a process that has proven useful to several cabinets and councils.
- **Integrated Change Strategies** reviews both common and innovative strategies and tactics being employed by children's cabinets and councils to increase demand, align policies, improve services and engage youth and families and provides examples of trend setting states.
- **Stakeholder Engagement and Shared Accountability** delves into two of the unique roles that a children's cabinet or council is positioned to fill. There are numerous lessons learned from children's cabinets and councils, some of which are no longer active, that suggest that coordinating bodies need to address how to a) develop a sense of shared accountability and b) engage a wide range of stakeholders in order to have the momentum and support base needed to be effective and sustainable.

In addition to these short reports, the Forum regularly posts documents or links that provide examples of enabling legislation, state report cards and action agendas, children's resource maps and other documents. We encourage those interested in learning more about coordinating bodies to visit the web site of the Forum for Youth Investment, www.forumfyi.org and click on the Youth Policy Resource Center for the latest announcements and documents from and about existing children's cabinets and councils.

Related Publications from the Forum for Youth Investment

Adding It Up: A Guide for Mapping Public Resources for Children, Youth and Families

This guide is a joint effort from the Forum for Youth Investment and The Finance Project designed to help decision makers and community leaders both learn the importance of a good children youth and families (CYF) resource map and map out the process of creating or improving a CYF map of their own. In order to help busy leaders organize their time and the process of getting started, we have packaged the guide in three parts:

- **A Brochure**

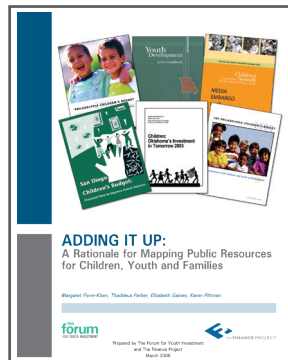
Offering the highlights of what a CYF map can do and why a state or community might benefit from one.

- **A Rationale for Mapping Public Resources for Children, Youth and Families**

This introduction explains the why, how and what behind creating a CYF resource map. Setting the stage for what's involved in the process, this overview provides a good framework for understanding both the benefits and the challenges of getting the job done right. Available online at www.forumfyi.org/node/86.

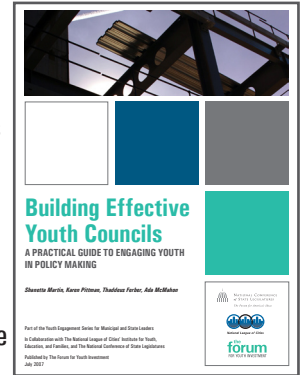
- **A Guide for Mapping Public Resources for Children, Youth and Families**

The "meat and potatoes" of the guide, the handbook has been designed to clarify the process of creating and implementing an effective CYF resource map. With special attention paid to helping users avoid pitfalls and work from examples of others' experience, the guide combines tips, tools, worksheets and everything a planning team might need to kick off a CYF resource map development process or reconfigure an existing one for greater success. Available online at www.forumfyi.org/node/86.



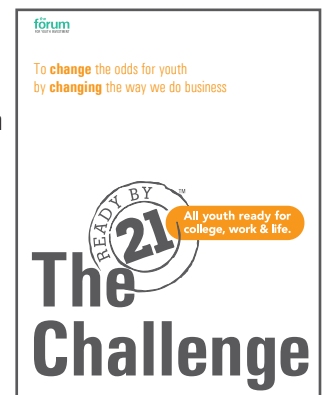
Building Effective Youth Councils: A Practical Guide to Engaging Youth in Policy Making

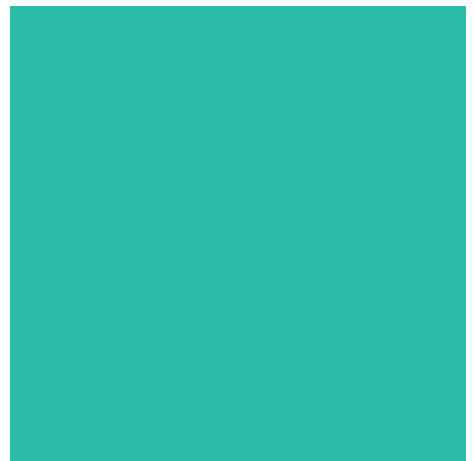
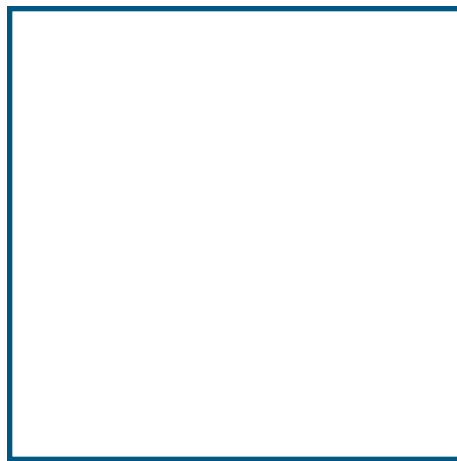
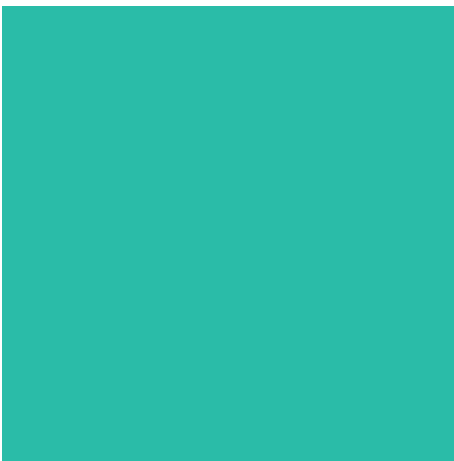
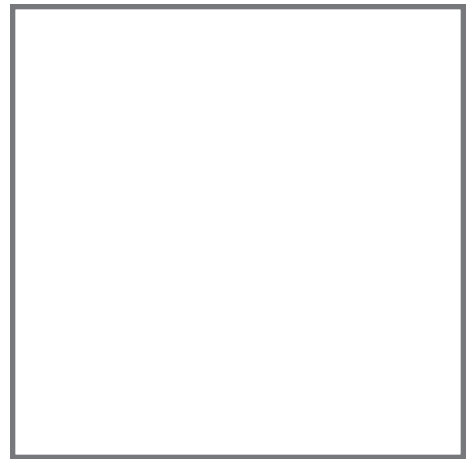
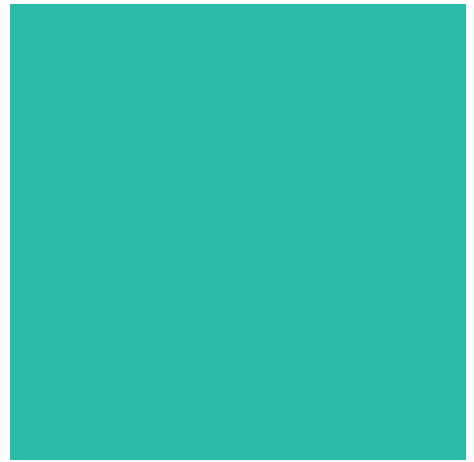
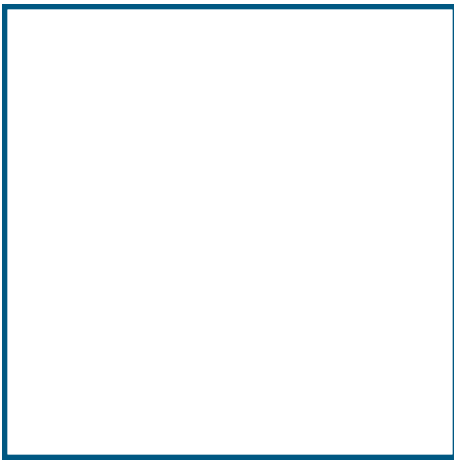
This guide is designed to help state and localities to create or strengthen their own youth councils. It is a synthesis of theory and practice. This guide provides a general framework for thinking about youth councils, explaining the principles of youth action and the importance of youth engagement. It also incorporates advice and lessons from people "in the field" who have started or currently staff youth councils across the country.



Ready by 21: The Challenge

"The Challenge" is the definitive guide to the key ideas and resources behind the Ready by 21 Challenge. Too few young people are entering adulthood ready and our collective efforts to make a difference are far too fragmented to have a big impact. Changing the way we do business means that we need to throw out old assumptions about how change happens and engage youth and adult change makers with the ideas, resources and tools that help them. Leaders need to learn to focus and prioritize differently using a Big Picture Approach, so that together they can set bigger goals, use bolder strategies and be better partners, within an overall Blueprint for Action.





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