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FOR YOUTH INVESTMENT

2015 Ready by 21 State Policy Survey: Child and Youth Policy Coordinating Bodies in the U.S.

2015 Survey Report

Elizabeth Gaines & Lacey McNary




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Please contact the Forum for Youth Investment at The Cady-Lee House, 7064 Eastern Ave, NW, Washington, D.C. 20012, Phone: 202.207.3333, Web: www.forumfyi.org, Email: youth@forumfyi.org for information about reprinting this publication and information about other publications.

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\\ FOREWORD

Reflections on a Decade with the Children's Cabinet Network

As I reflect on the development of children's cabinets and councils around the country, I feel hopeful that what was once a promising idea of only a few states in the early years not only retains merit but is becoming more vital. Those early adopter states - Tennessee's Commission on Children and Youth (founded in 1955), New York's Council on Children and Families (1977) and Maryland's Children's Cabinet (1990s) – today continue their work to build and strengthen the policy supports for children and youth. Their contributions, to name a few, include collecting years of data on child well-being and the public dollars invested in that well-being, using a cross-agency approach to building the early childhood systems in their states, and working to keep young people out of deep-end systems and in community-based settings.

In recent years, there has been a real uptick in the number of governors deciding that, if they are to make smart decisions about investments in and outcomes for children and families, then a children's cabinet is a necessary part of doing business. National organizations, the federal government and foundations are increasingly interested in this model of a cross-agency coordinating body to take on policy issues that can elude a single agency. The field is aware that, if we are really going to coordinate strategies, use resources efficiently, leverage new resources and reduce the barriers families face in receiving services, then the agencies must find better ways to work together. The approach is even catching on with mayors who are creating children's cabinets in their cities. We are delighted to be broadening the Children's Cabinet Network to include those city leaders as well.

The Forum for Youth Investment will continue to collect the information reflected in this report so we have baseline and trend data to understand the structure, goals, successes and challenges these bodies face and so we can better assist them with the continuous improvement of their important work. As the only national network of state and local policy coordinating bodies for children and youth in the country, we remain passionate about and dedicated to providing the supports and technical assistance to increase the efficiency and effectiveness of these entities and the policymakers that lead them.

Onward,

Elizabeth Gaines
Senior Fellow and Children's Cabinet Network Director
elizabeth@forumfyi.org

\\ ACKNOWLEDGEMENTS

This survey captures the decisions and experiences of more than 50 children's cabinets, commissions and councils. Many thanks to those state leaders who responded to the survey and for their enthusiasm for sharing and learning. This project is both richer and more useful because of the support of the National Governors Association and the American Public Human Services Association, as well as their members. Special thanks to Lacey McNary, of McNary & Associates, who prepared this report on the survey results.

\\ ABOUT US

The *Ready by 21 State*[1] *Policy Survey* was created by the Forum for Youth Investment. The Forum 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. For over a decade the Forum has worked with innovative policymakers, including governors' children's cabinets and other coordinating bodies at the state and local level.

The Forum manages a number of centers and partnerships, including Big Picture Approach Consulting, the David P. Weikart Center for Youth Program Quality, the Children's Cabinet Network and SparkAction. The core work of the Forum is helping leaders, organizations, partnerships and systems – at the local, state and national levels – assess, improve and align their practices and policies.

Ready by 21 is a set of strategies developed by the Forum that helps communities improve the odds that all children and youth will be ready for college, work and life. Ready by 21 provides clear standards to achieve collective impact, tools and solutions to help leaders make progress, and ways to measure and track success along the way. www.readyby21.org

The Children's Cabinet Network, managed by the Forum for over a decade, is the only national network of state policy coordinating bodies for children and youth (e.g., children's cabinets, commissions, P-20 councils and early childhood advisory councils). Thanks to the generous support of the Annie E. Casey Foundation, the Forum is able to offer the network:

- Regular peer-to-peer conference calls on topics identified by network members
- Monthly updates on federal opportunities and state and local success stories
- Publications on topics of interest to children's cabinets, including this survey
- Roundtable discussions, trainings and meetings with federal policymakers

In addition, the Forum provides technical assistance to children's cabinets and related state policy coordinating bodies on a range of issues. The Forum's areas of expertise include helping states to: create a children's cabinet, develop common goals and shared data, generate a statewide plan for all children and youth, and map fiscal resources for young people.

[1] The "State" survey includes U.S. territories and the District of Columbia, as well as the 50 states.

\\ INTRODUCTION

Child and youth coordinating bodies are systematically changing the fragmented ways that state and local governments do business for children and youth. Sometimes known as councils or commissions, children's cabinets are typically made up of the heads of all government agencies with child- and youth-serving programs. They meet regularly to coordinate services, develop a common set of outcomes, and collaboratively decide upon and implement plans to foster the well-being of young people.

The coordinating bodies are asked to participate in the State Child and Youth Policy Coordination Survey in odd years. This 2015 report highlights the findings from the third survey (the previous two were in 2013 and 2011). State leaders from across the country are asked to fill out the survey and 11 coordinating bodies contributed all three years.

This survey assists a widening group of national organizations, foundations and federal agencies in connecting to state coordinating bodies. It also helps other state leaders in forming their own coordinating bodies. We have heard time and again about the value of these findings, as this is the only survey of its kind in the country. This information also is used to identify trends and understand progress and challenges. This year's survey included new questions about what year the bodies were formed and how they are accessing information on evidence-based programs and practices. The data are self-reported by coordinating bodies, and provide an illustrative snapshot of a majority of coordinating bodies in a given year.

This survey project started in 2011 in order to have a more accurate accounting of coordinating bodies and to begin a more disciplined study of this increasingly important aspect of child and youth policy formation in the United States. As an increasing number of state leaders, philanthropies and advocates embark on creating or strengthening their own states' children's cabinet or council, we rely on the pioneers highlighted in these reports to light the way forward. These pioneers are part of a nationwide network of children's cabinets and coordinating bodies conceived in 2005 that has grown in strength and number since then.

Key Findings

- Among the states that responded, there was a slight increase in the number of coordinating bodies per state compared to 2013.
- 60% of respondents were only started in the last 10-15 years.
- There is a low membership of entities from public safety, housing, and corrections.
- There is a steadily increasing number of youth as required members since we began this survey in 2011, with 12 bodies now requiring their membership.
- Coordinating bodies continue to focus on a broad range of ages and outcomes.
- The majority of the bodies are using data to drive their decision-making.
- Only 50% of respondents have a results statement they are working toward and can explain to garner support for their work. This may have implications for their self-identified sustainability challenges related to funding and political support.

Goals of this Report Include:

- Sharing timely information on the status of child and youth policy coordination
- Understanding and tracking developments, trends and changes around child and youth coordinating bodies over time
- Providing a guiding document for state leaders across the country to learn from each other

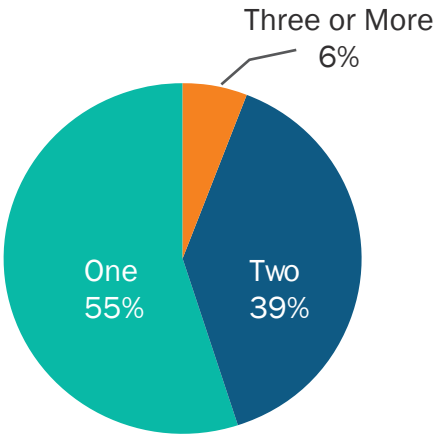
\\ SURVEY PARTICIPANTS

Number of Coordinating Bodies

The 2015 survey was completed by 51 coordinating bodies from 33 states. Both the number of coordinating bodies and the number of states who responded increased from 2013. No territories responded to this year's survey. Multiple coordinating bodies responded from 13 states.

The number of coordinating bodies per state went up in 2015. 45 percent of the survey respondents reported 2 or more bodies per state. That's up from 19 percent in 2013 and 32 percent in 2011. This data point is important as states look to align various bodies. Network members can look to colleagues in other states on how to better align efforts so as to avoid recreating wheels. Several states have been successful at coordinating the efforts of multiple bodies and aligning child and youth policy agendas. To read more about this, see *Don't Stop Collaborating – Just Stop Creating New Collaboratives*.

NUMBER OF COORDINATING BODIES PER STATE



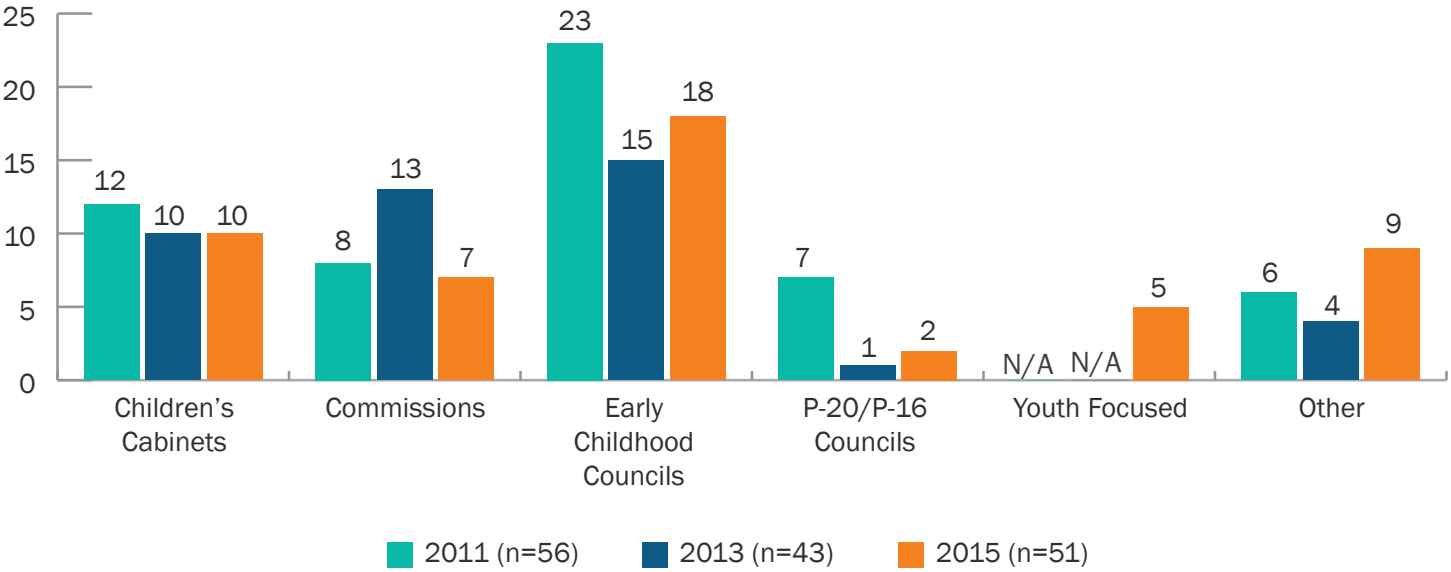
REFLECTIONS FROM THE FIELD

"The Children's Policy Council will be combined with other committees and task forces focused on improving services for children and families. The new committee will have a wider scope and charge."

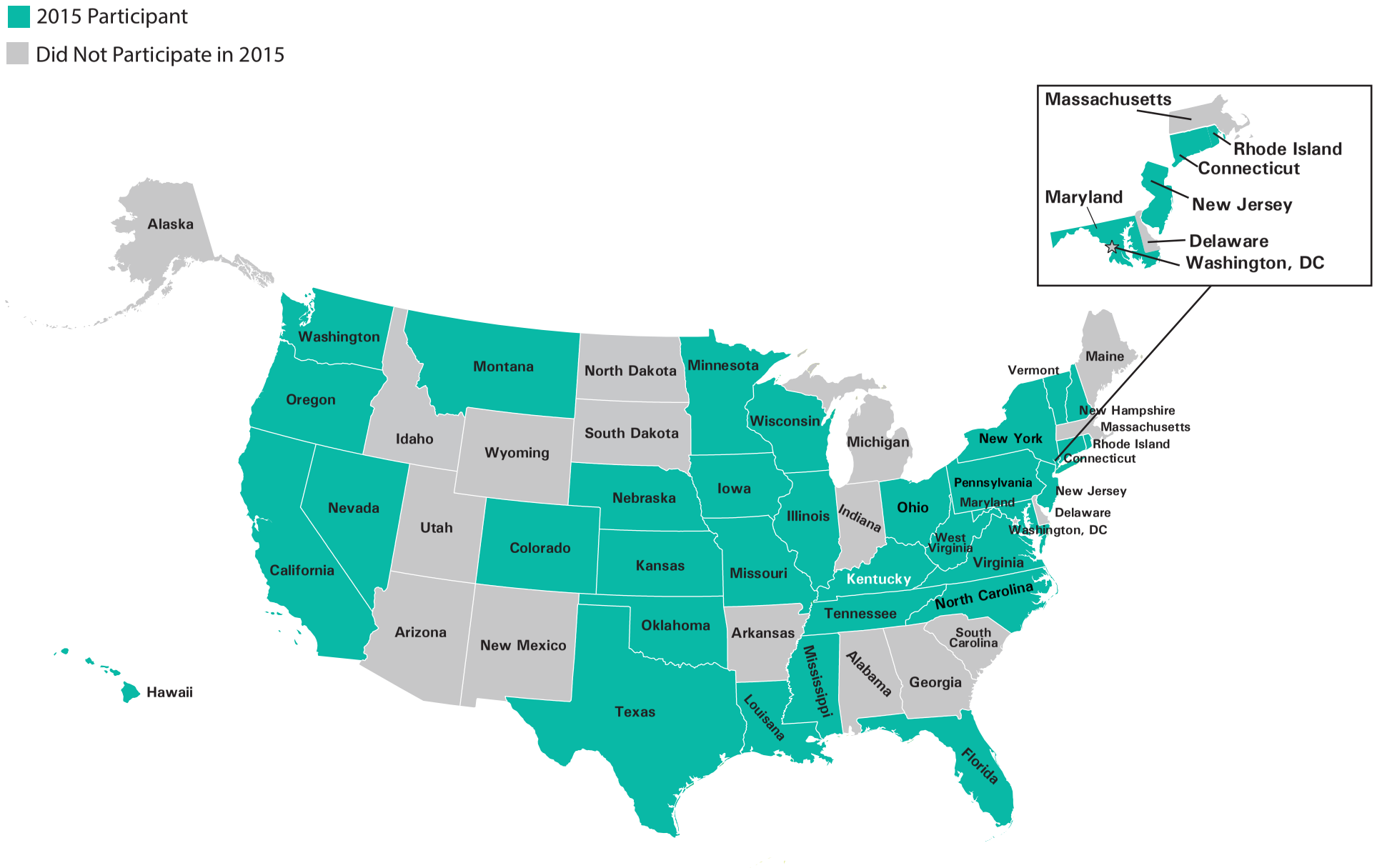
Types of Coordinating Bodies

In scanning survey responses and looking at the names and goals of the bodies, it appeared that Early Childhood Councils continue to make up the majority of entities. Participation by children's cabinets continue to hover around the same number. Commissions tend to be older (most were established prior to 2001) and also tend to have a broader membership than just secretaries or commissioners of state agencies. The "Youth-Focused" category was added this year and provides an interesting comparative data point to the early childhood focus. Many of the entities included in the 'other' category had a specific focus on child welfare-related issues.

TYPES OF COORDINATING BODIES



RESPONDENTS FROM ACROSS THE NATION



PARTICIPATING COORDINATING BODIES

California
- Child Welfare Council

Colorado
- Colorado 9to25
- Early Childhood Leadership Commission

Connecticut
- Early Childhood Cabinet/State Advisory Council
- Commission on Children

Florida
- Children and Youth Cabinet

Hawaii
- State Legislature's Keiki Caucus

Illinois
- P-20 Council
- Early Learning Council

Iowa
- Collaboration for Youth Development Council
- Early Childhood Iowa State Board

Kansas
- Children's Cabinet and Trust Fund

Kentucky
- Early Childhood Advisory Council

Louisiana
- Early Childhood Care and Education Advisory Council
- Children's Cabinet
- Children's Cabinet Advisory Board

Maryland
- Children's Cabinet

Minnesota
- Children's Cabinet

Mississippi
- Interagency Coordinating Council for Children and Youth

Missouri
- Coordinating Board for Early Childhood
- Children's Services Commission

Montana
- Best Beginnings Advisory Council

North Carolina
- Early Childhood Advisory Council

Nebraska
- Children's Commission
- Early Childhood Interagency Coordinating Council

Nevada
- P-20W Council

New Hampshire
- Spark NH Early Childhood Advisory Council

New York
- Council on Children and Families
- Early Childhood Advisory Council

New Jersey
- Council for Young Children

Ohio
- Family and Children First Cabinet Council

Oklahoma
- Strengthening Custody and Transition Advisory Team
- State Child Welfare Collaborative
- State Advisory Team

Oregon
- Youth Development Council

Pennsylvania
- State Leadership and Management Team for the PA System of Care Partnership

Rhode Island
- Children's Cabinet
- Early Learning Council

Texas
- Children's Policy Council

Tennessee
- Governor's Children's Cabinet
- Commission on Children and Youth
- Young Child Wellness Council
- Youth Transitions Advisory Council

Vermont
- Children and Family Council for Prevention
- Building Bright Futures State Advisory Council

Virginia
- Governor's Children's Cabinet

Washington
- Graduation: A Team Effort
- The Early Learning Advisory Council

Wisconsin
- Secretary's Advisory Council on Child Welfare

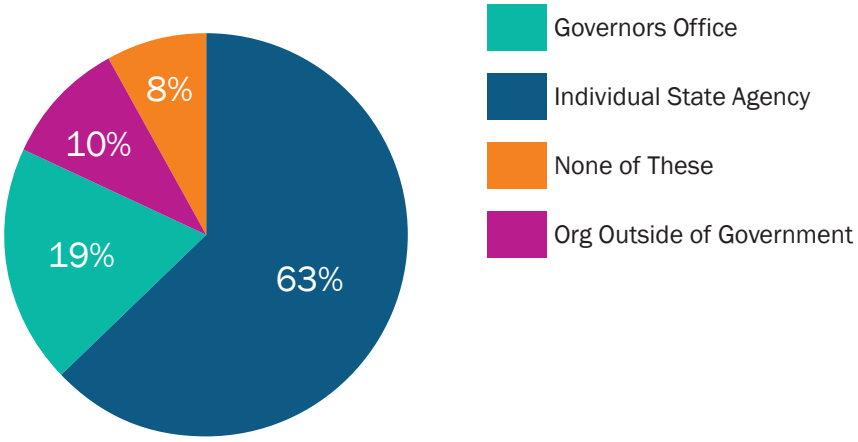
West Virginia
- Early Childhood Advisory Council
- Commission to Study Residential Placement of Children

\\ STRUCTURE

Established by Statute vs. Executive Order

A majority of bodies were established by statute (59 percent). This is consistent with the previous years' surveys and represents model practice. Twenty one percent were established by executive order, which can be a good way to get started but does not always allow for buy-in from the legislature or sustainability from one administration to the next. 14 percent of the respondents report they are a more informal entity.

WHO RUNS DAY-TO-DAY OPERATIONS?



Full-Time Employees to Operate the Coordinating Body

Just under one-third of the entities report less than one full-time staff (FTE) to operate the day-to-day work of the coordinating body, another third report having just one FTE and the remainder have two or more FTEs. This represents a decrease from 2013 when approximately half of respondents indicated two or more staff for their coordinating body.

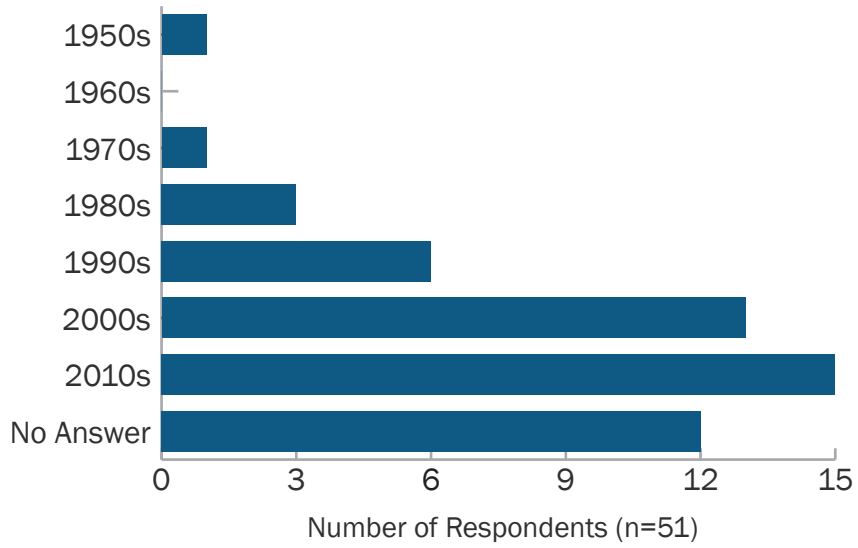
Agency that Operates the Coordinating Body

The majority of bodies are operated by individual state agencies and this finding remained consistent from the previous survey. The Forum recommends that a neutral entity operates the body to ensure shared responsibility across agencies, transparency, open debate, and flexibility.

Chair of the Body

The professional title of the coordinating body chair varies widely, but includes CEOs, Cabinet Secretaries, Governors, family members, and legislators.

YEAR ESTABLISHED



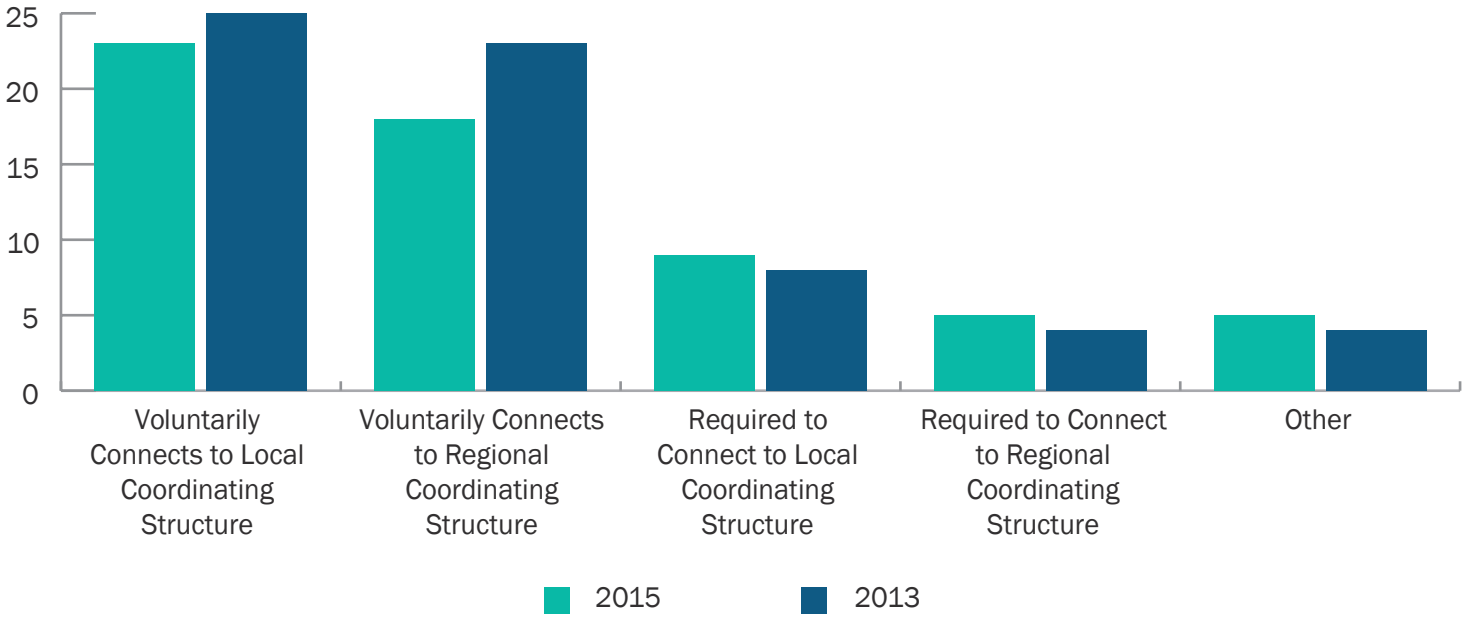
Year Established

A new question was asked on this year's survey about the year the body was established. This varies widely from 1955 for Tennessee's Commission on Children and Youth to 2015 for the Rhode Island Children's Cabinet. It is worth further study to learn lessons about sustainability from those bodies that were established before 2000 and how they have sustained their work over so many years.

Relationship Between State and Regional or Local Coordinating Bodies

The findings on this year's survey remained consistent from 2013 for this question. As shown in the chart below, state bodies' efforts to connect with local and regional coordinating structures are voluntary in nature. Few are required.

COORDINATING BODIES' CONNECTION WITH LOCAL AND REGIONAL STRUCTURES

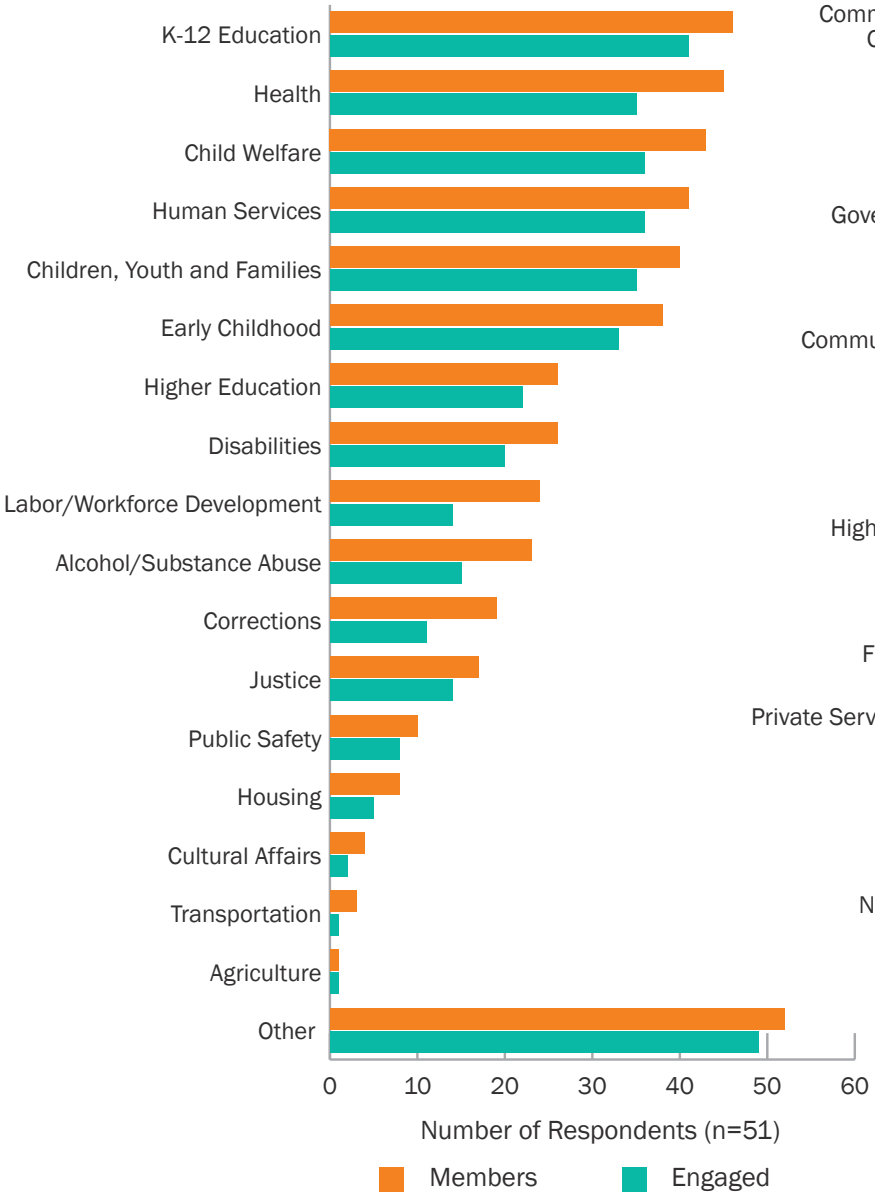


\\ MEMBERSHIP AND ENGAGEMENT

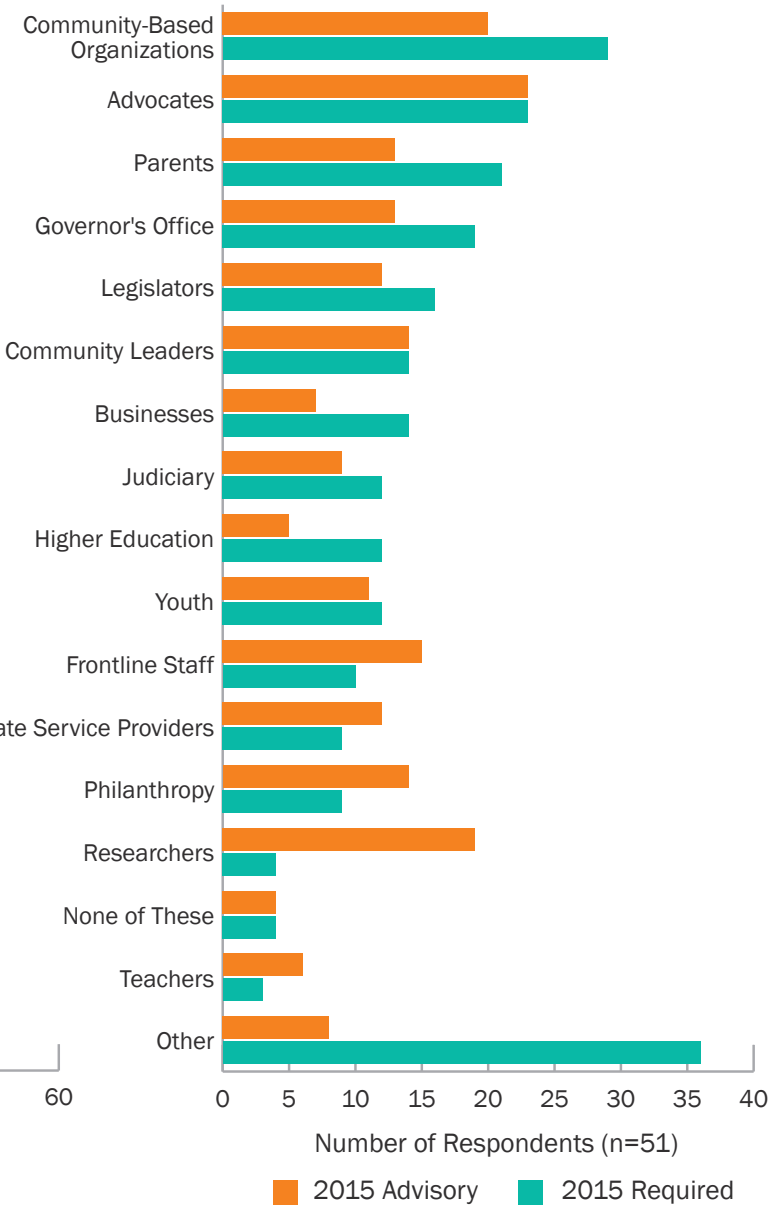
Entities Involved

Again, the findings suggest a wide range of membership that includes state government agencies, as well as community-based organizations, advocates, and many others. The level of engagement varies, but the majority of respondents reported that 75 percent or more of the members attended a meeting in the past year. The "other" members and additional stakeholders are listed in the appendix.

OFFICIAL STATE AGENCY MEMBERS AND THEIR ENGAGEMENT



ADDITIONAL STAKEHOLDERS AS REQUIRED MEMBERS OR FORMAL ADVISORS



Youth Participation

Youth continue to play a minor role within coordinating bodies across the country, although they are increasingly becoming "required" members. In 2011, five bodies reported requiring youth, in 2013 it rose to eight bodies and in 2015 twelve reported youth as required members. Though there are many logistical and cultural challenges to doing so, it is an invaluable way to engage the constituents directly to develop more effective strategies.

Stakeholder Engagement Strategies

Respondents reported on a number of other ways they engage stakeholders in the work of the coordinating body. The main strategies were requiring open meetings and gathering data from families in the forms of focus groups or surveys. In 2013, only 23 respondents reported having open meetings, as opposed to 34 in 2015.

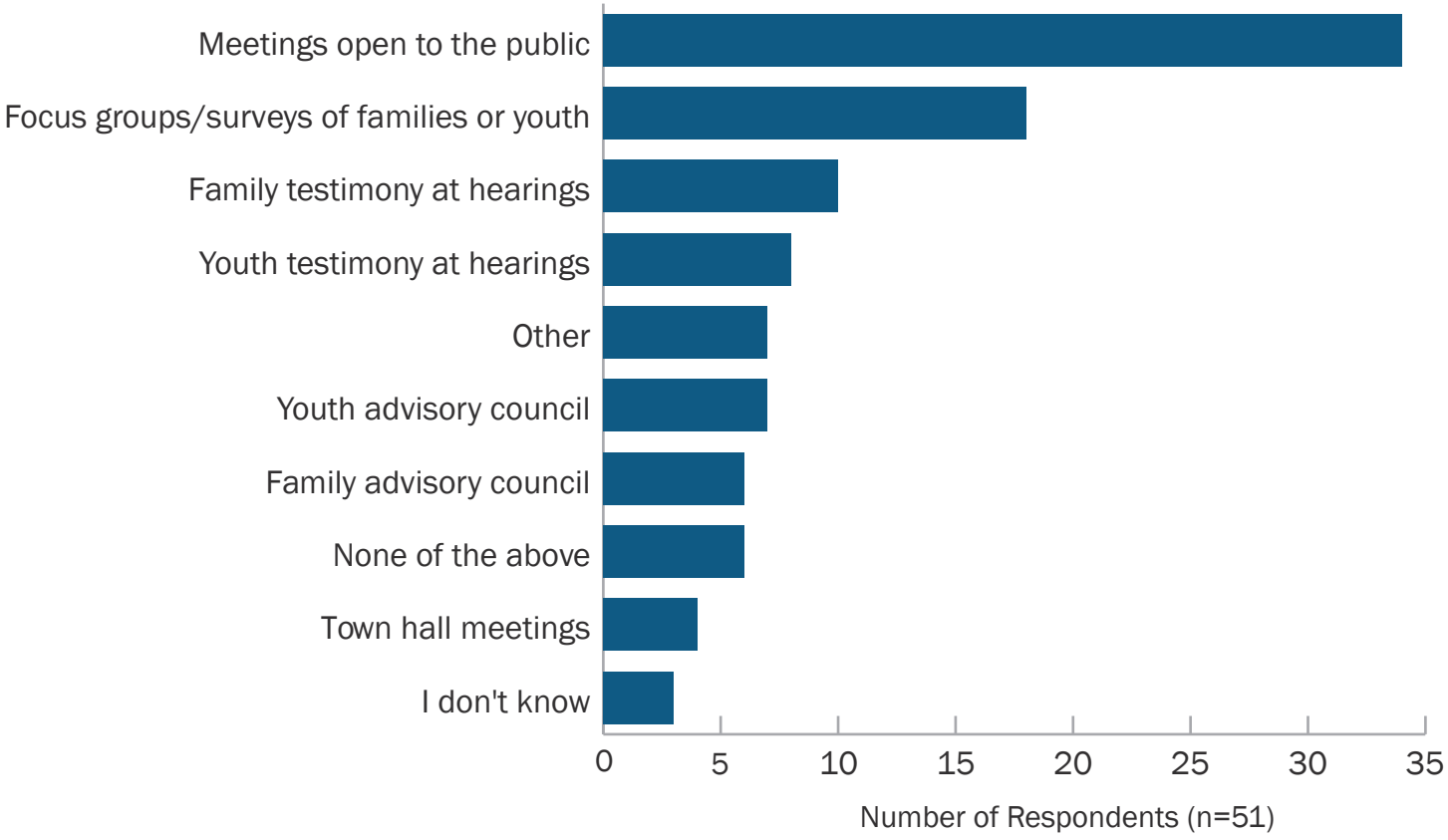
REFLECTIONS FROM THE FIELD

"Our community connections to parents, youth, school districts, nonprofits, etc., create a synergy of ideas to improve programs and policies related to children's health, learning and safety issues."

Respondents shared some of the benefits they found in including the voices and experiences of diverse stakeholders:

- "Having non-Cabinet stakeholders at the table was critical in helping to identify needs and gaps for young children experiencing homelessness and needed state agency policy shifts."
- "The opportunity to hear the youth voice and the community issues provides different unique perspectives for policymakers to consider in taking action."
- "Engaging stakeholders has given voice to challenges and opportunities at the local level that may not be well-known by state level decision makers."

YOUTH AND FAMILY ENGAGEMENT STRATEGIES



Featured Profile: Maryland Children's Cabinet

Logistics

Administrative Home: Governor's Office for Children (GOC)

Staffing: The Governor's Office for Children provides the staff support to the Children's Cabinet.

Funding: It is one of the few Children's Cabinets that has dedicated funding through Maryland State General Funds. The Children's Cabinet Interagency Fund is administered and managed by the Executive Director of the Governor's Office for Children, consistent with the policies and procedures established by the Children's Cabinet.

Membership: The Children's Cabinet coordinates the child- and family-focused service delivery system by emphasizing prevention, early intervention, and community-based services for all children & families. It is chaired by the Executive Director of the Governor's Office for Children and includes the Secretaries from the Departments of:

- Budget and Management
- Disabilities
- Health and Mental Hygiene
- Human Resources
- Juvenile Services
- Public Safety & Correctional Services (new)
- Labor, Licensing and Regulation (new)
- Governor's Office of Crime Control & Prevention (new)
- And the Superintendent of Schools for the Maryland State Department of Education

Structure

Established by Executive Order, the Member Secretaries are required by the Governor to participate in the Children's Cabinet. The Maryland State Department of Education is the fiscal agent for the Children's Cabinet Interagency Fund. The role of the Governor's Office for Children is to serve as a clearinghouse for research on policy, best practices, and evidence-based programs, to provide the Governor and the Children's Cabinet with the best information on the range of potential options for policies, services, and service delivery to address the well-being of Maryland's children and families.

Agencies represented on the Cabinet are also represented on the Local Management Boards (LMBs). LMBs plan, coordinate, and monitor the delivery of children and family services in local jurisdictions. LMBs receive core funding from the Children's Cabinet Interagency Fund.

History

Year & Method of Establishment: The Governor's Office for Children was started in 1978 (Chapter 426, Acts of 1978), and reorganized as the Office for Children, Youth, and Families in 1990 when the Children's Cabinet was established (Chapter 419, Acts of 1990). The law expired in June 2005 and the Governor's Office for Children and Children's Cabinet were reestablished by Executive Order.

Duties/Responsibilities/Goals: The purpose of the Children's Cabinet is to ensure high visibility & sustained focus on critical issues related to children, youth & their families through a coordinated approach to policy & resources. The Children's Cabinet members are tasked with holding the big picture vision and focusing on questions that are interagency in nature, while the Deputy Secretaries and Chiefs of Staff are tasked with implementation.

Priority Projects/Initiatives

In 2015, Governor Hogan charged the Children's Cabinet with four strategic goals: reduce the impact of parental incarceration on children, families & communities; reduce childhood hunger; improve outcomes for disconnected youth; and reduce youth homelessness. The purpose is to contribute to the Governor's overall goal of economic success by building human capital among Maryland's most vulnerable children, youth, families & communities. The Children's Cabinet tasked an Implementation Team (Deputy Secretaries and Chiefs of Staff of the member agencies) with developing an action plan to coordinate State policies; maximize state resources; look at measurable outcomes; increase local capacity to plan and implement; and target funding for impact.

Accomplishments

In the strategic planning process, the Implementation Team looked at current efforts that are already contributing to the strategic goals (created a comprehensive Program Catalog), current research & current gaps. They identified immediate next steps which will serve as the basis for a three-year plan. Examples of immediate next steps include data and information sharing, visitation protocols and policies for foster youth and their incarcerated parent (where appropriate) and planned co-location of services. The Cabinet is also implementing the Results Scorecard for all LMBs to track changes in outcomes. LMBs have engineered changes in their local communities that have improved the quality of life for children and families. To date, LMBs have:

- Led the way in returning and diverting children from out-of-state residential placements;
- Administered funding for interagency services provided to children at-risk of out-of-home placements;
- Increased collaboration between local stakeholders and agencies serving children and families.

Contact Information

Name: Arlene Lee
Title: Executive Director/Chair
Office/Agency: Governor's Office for Children
Words of Wisdom: "The Children's Cabinet requires support from the top, you have to have a governor who believes in maximizing resources and achieving results through coordination."

"The beauty of Maryland's approach is that we have both the state and local component in place. Having Local Management Boards (local coordinating bodies) informs the work of the Children's Cabinet in unanticipated ways and helps connect the big picture state view to local realities. It creates a very different conversation."

Links

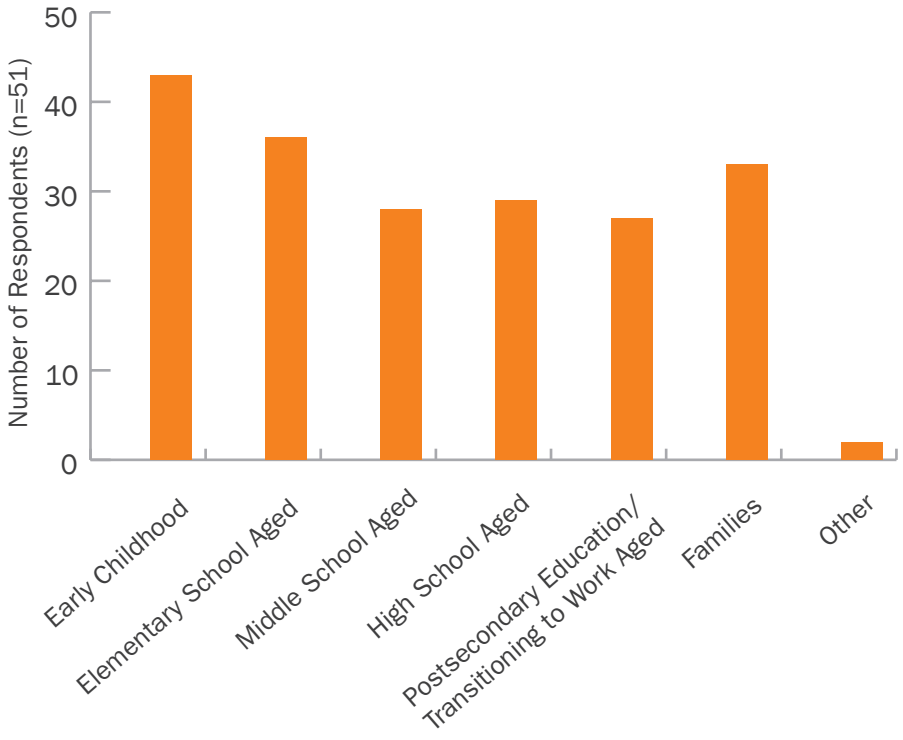
Maryland Children's Cabinet
Local Management Boards
Summary of Strategic Plan
Full Strategic Plan

\\ COORDINATING BODY GOALS

Age Range Focus

Ages 0-5 and 6-10 remain the top ages to be addressed, which is consistent with previous surveys. Almost half of the respondents reported that their coordinating body addresses five or more different age groups, which is down from the last survey in 2013 in which 59 percent reported focusing on five or more age groups. The Forum for Youth Investment encourages state agencies to focus on a cradle-to-career approach because of what we know about development and because many agencies have responsibility for various aspects of child and youth development and it requires coordination.

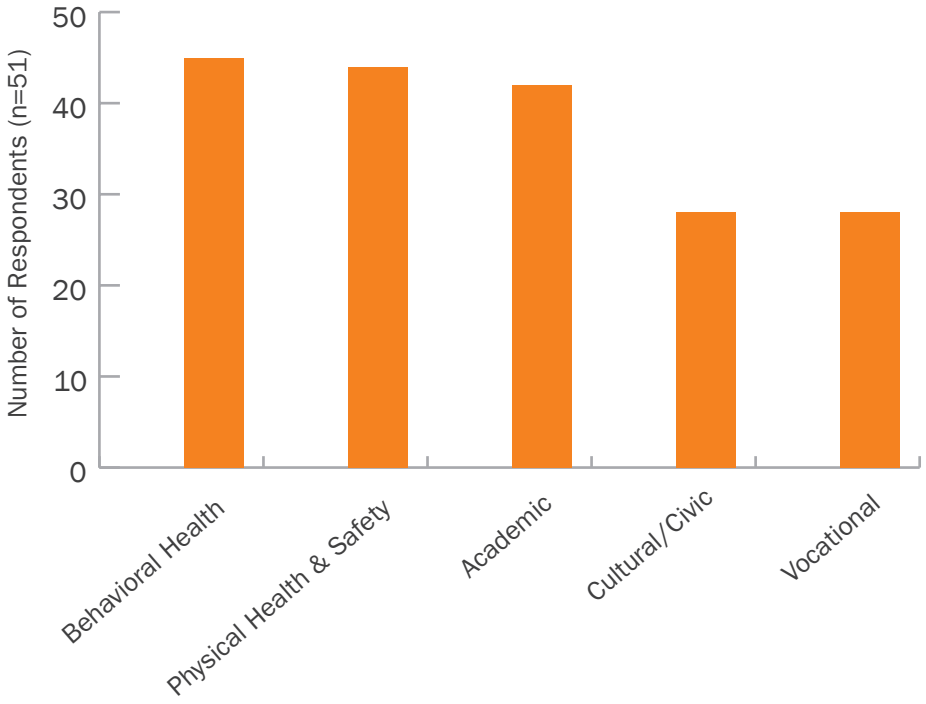
AGES ADDRESSED



Developmental Focus

Almost all respondents reported focusing on behavioral health, physical health & safety and academics. This year for the first time physical health and safety was reported slightly more than academics as a goal. Over 50 percent of the respondents reported addressing all five of the developmental areas, which indicates a whole child approach.

DEVELOPMENTAL FOCUS



REFLECTIONS FROM THE FIELD

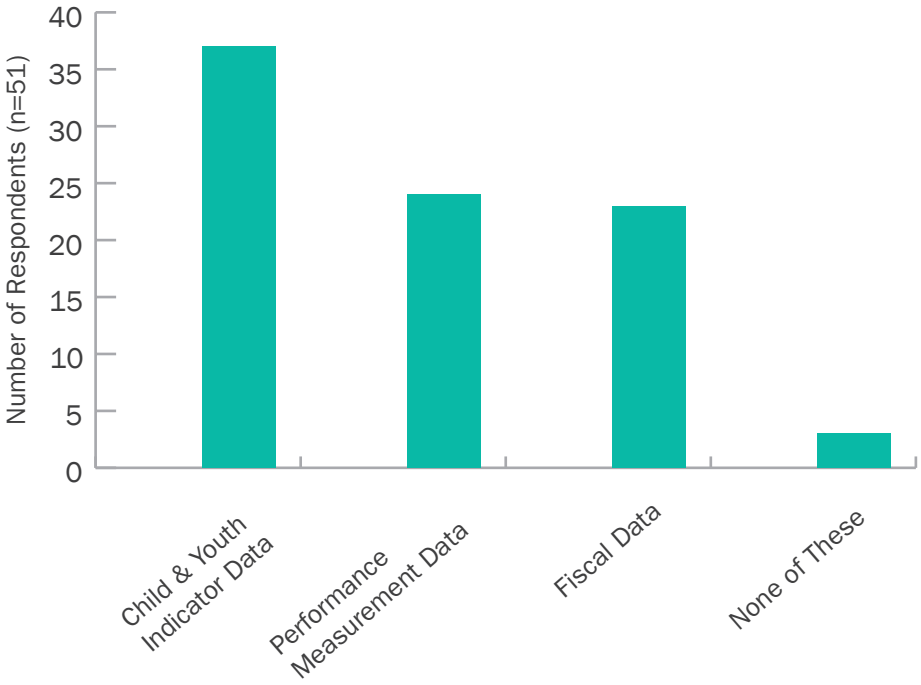
"By having frequent opportunities for communication and feedback we have been better equipped to anticipate and resolve problems that have arisen and respond to concerns."

\\ DATA COLLECTION AND USE OF EVIDENCE

Type of Data Used

73 percent of the respondents reported that they used child and youth indicator data and about half used fiscal data and performance measure data. These are all consistent with the 2013 survey.

TYPES OF DATA USED

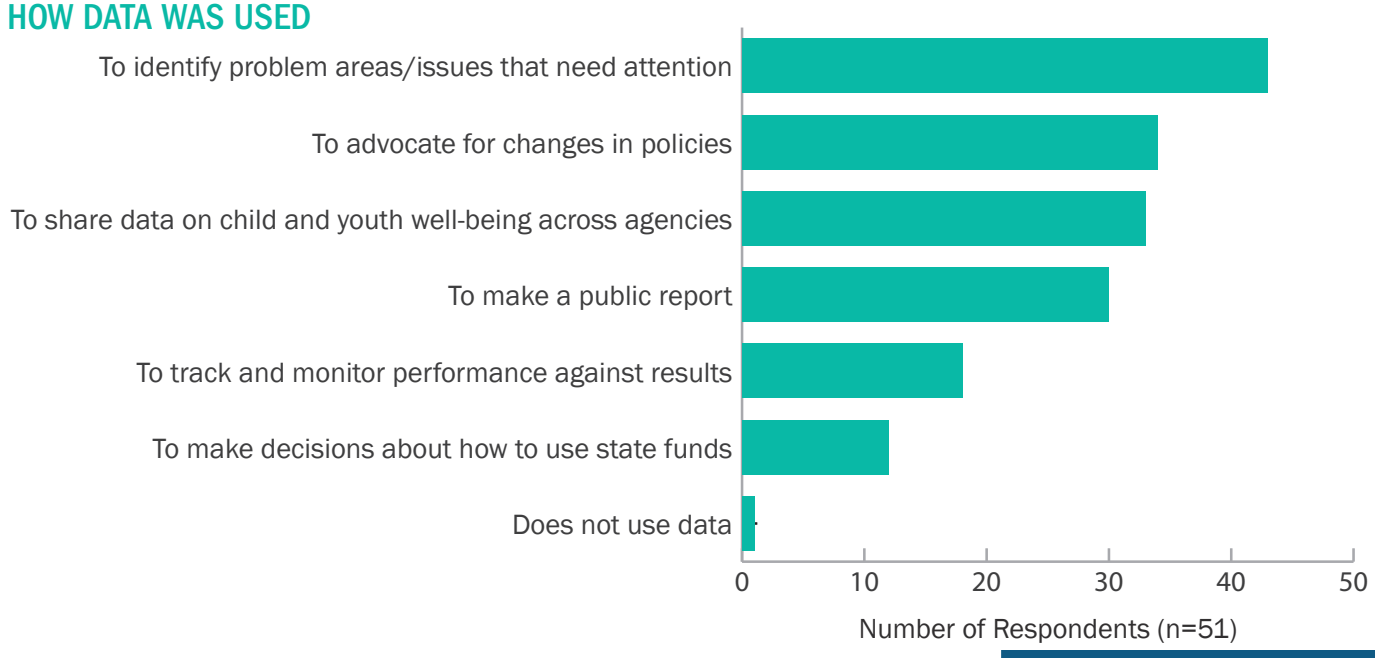


- **Child and youth indicator data:** measures which help quantify the achievement of a result area (e.g., rate of low-birthweight babies, rate of high school graduation, youth crime rate, youth unemployment rate)
- **Performance measure data:** a measure of how well a program, agency or service system is working (e.g., caseload of social workers, teacher quality)
- **Fiscal data:** budget information and purpose of funds (e.g., amount spent on prevention, percent of total budget by age group and/or outcome)

Use of the Data

Consistent with previous years, 84 percent of respondents indicated that they use data to identify issues that need attention. The use of data by the coordinating bodies is critical in moving forward on results-based plans and being proactive. The Forum recommends that, whenever possible, decisions of coordinating bodies should be data-driven. There are many examples of creative uses of data by the network. (See the links to strategic plans in the appendix for ideas on how to use data.)

HOW DATA WAS USED



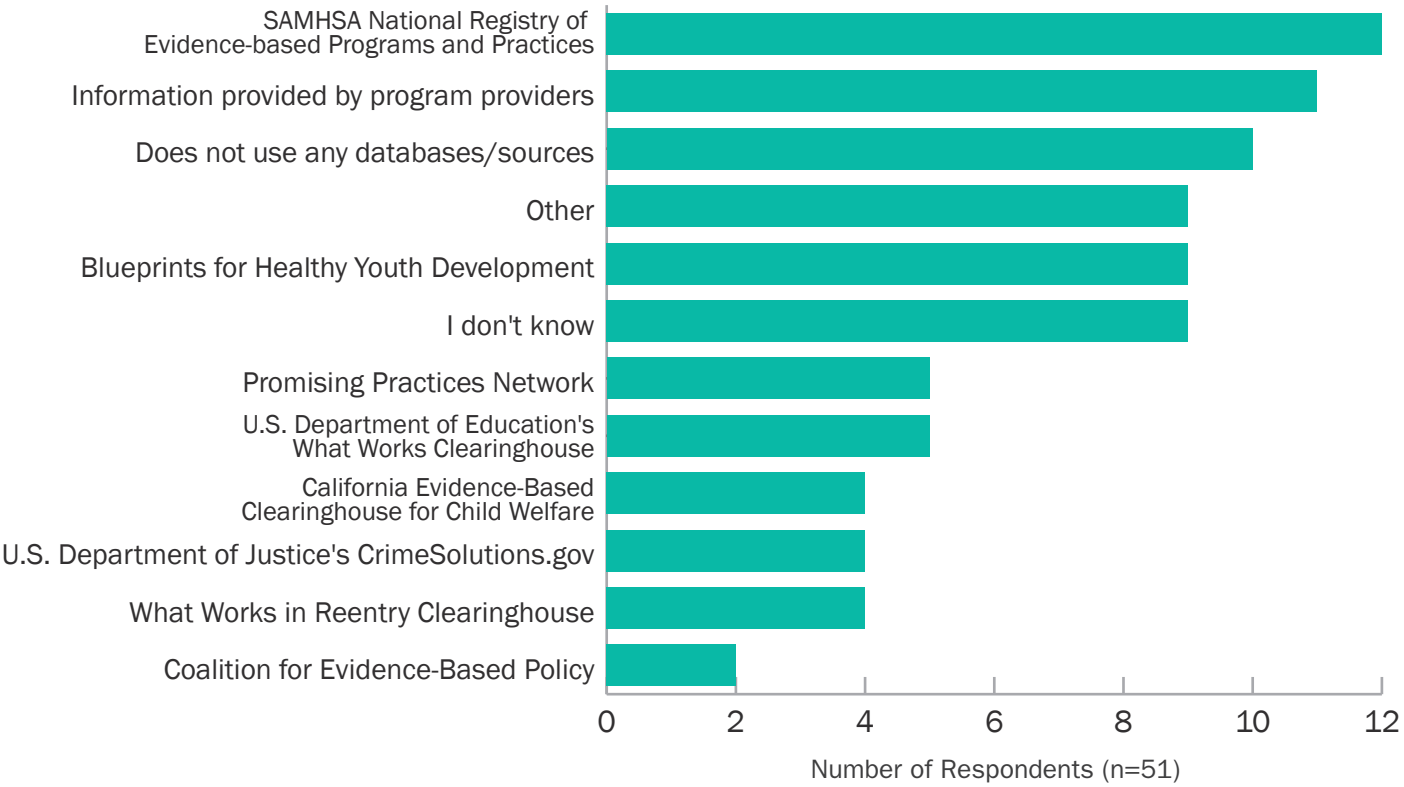
Databases Used by Respondents

The 2015 survey featured a new question, "Does the coordinating body use any of the following databases or sources to identify proven or promising programs or to verify a program's evidence?" The Forum is working with the Annie E. Casey Foundation to look deeper at the use of evidence by the network members. Interestingly, 20 percent of the respondents reported not using any databases or resources at all. See the appendix for a listing of additional databases identified through an open-ended question on this year's survey.

REFLECTIONS FROM THE FIELD

"We had 20 communities across the state - 160 programs serving 11,244 children (ages 0-5) 4,561 parents and 1,573 providers participating in a common measures initiative. Some outcomes we have seen through that initiative: Percentage of children meeting developmental benchmarks (proficiency) – 82% communication skills; 88% gross motor skills; 83% problem-solving skills; and 87% personal-social skills."

WHAT DATABASES ARE USED

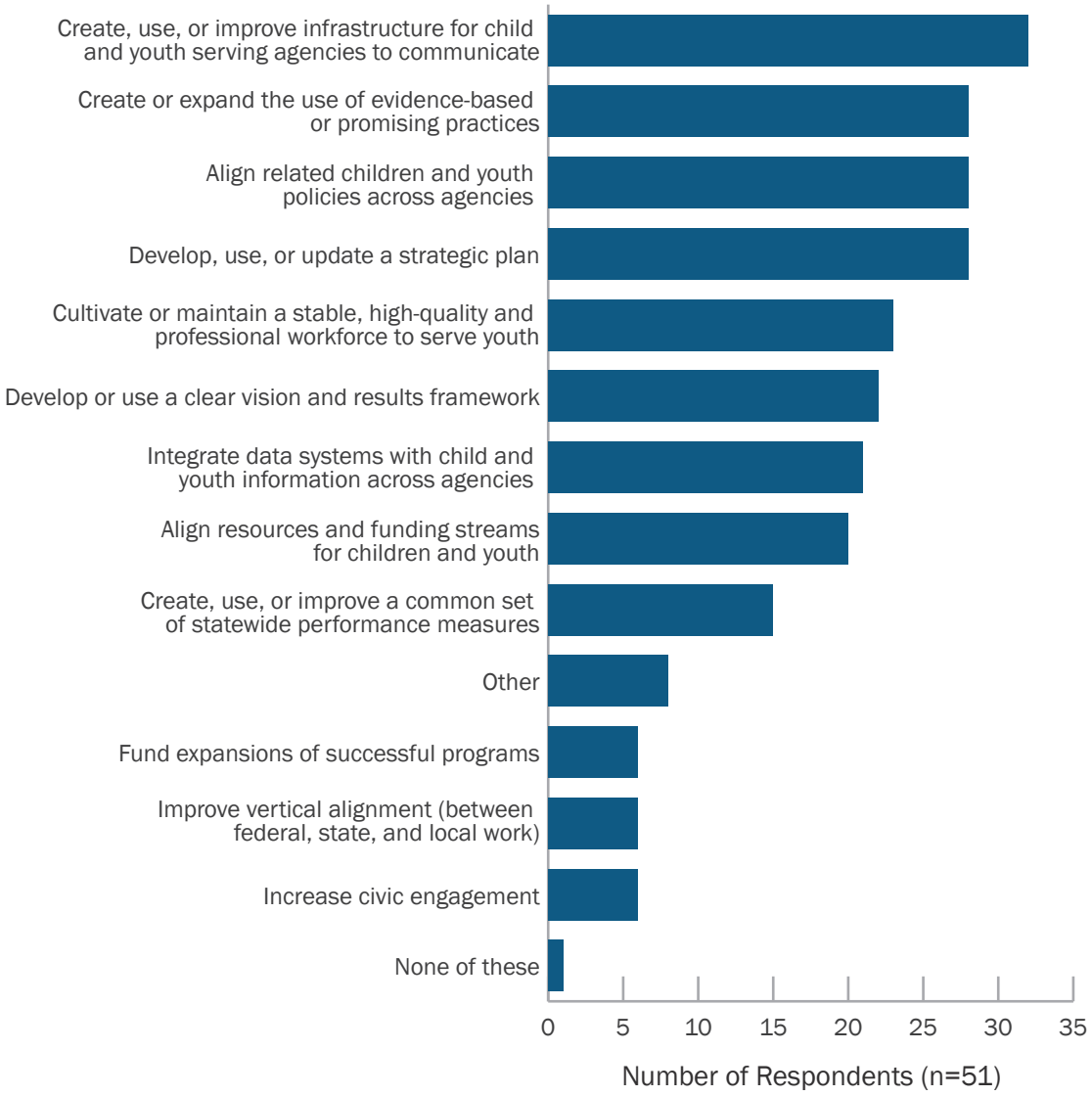


\\ ACTION

Strategies, Plans and Results

In 2015, the most commonly reported strategy employed by the bodies to get their work done was to improve the infrastructure for communication between agencies – 32 respondents (or 63 percent) indicated this action. More than half of respondents reported aligning child and youth policies across agencies and a similar proportion reported a focus on the use of evidence. Twenty-one indicated integrating data systems across agencies as a strategy. Six were able to fund expansions of successful programs. Most of the respondents report that they have a plan that they are working from and half reported that they have a specified set of results they are working to achieve. (See the appendix for links to the plans.)

STRATEGIES USED IN THE PAST YEAR

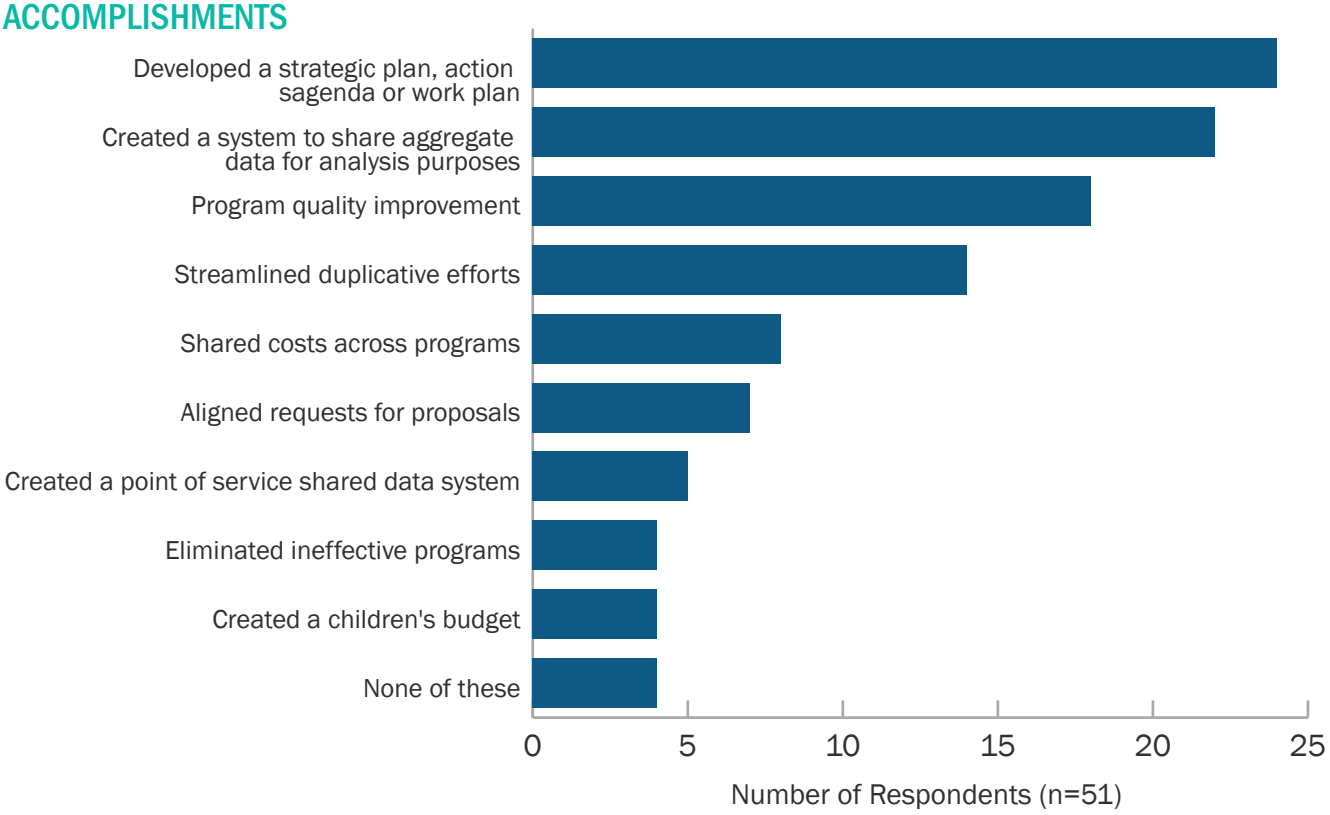


Accomplishments

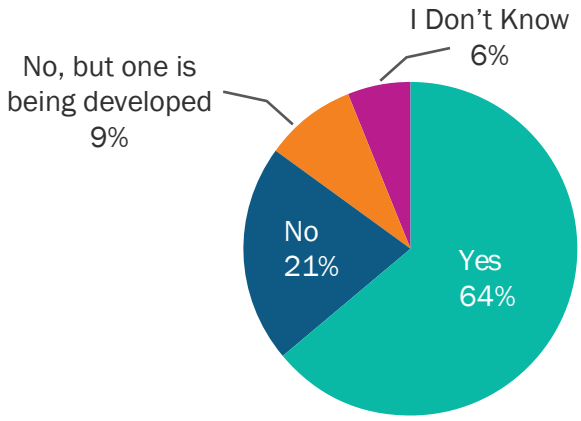
As stated above, most of the bodies do have a set of plans or an action agenda, and many also reported that developing these plans was an accomplishment for 2015. Four of the bodies created a children's budget and 14 of them streamlined duplicative efforts. Other notable accomplishments included:

- Created a web-based interagency resource to assist families and youth to navigate multiple service systems
- Obtained funding for strategic planning for a coordinated data system
- Shared funding across agencies for a common youth advisor position
- Issued policy briefs
- Supported the development of 12 regional action plans

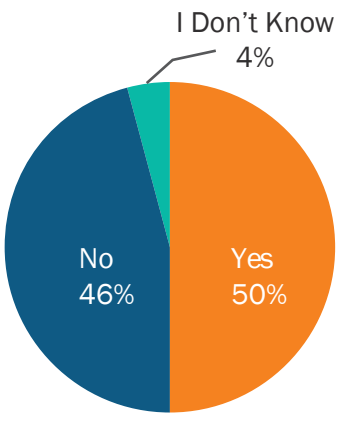
ACCOMPLISHMENTS



HAS A CURRENT STRATEGIC PLAN



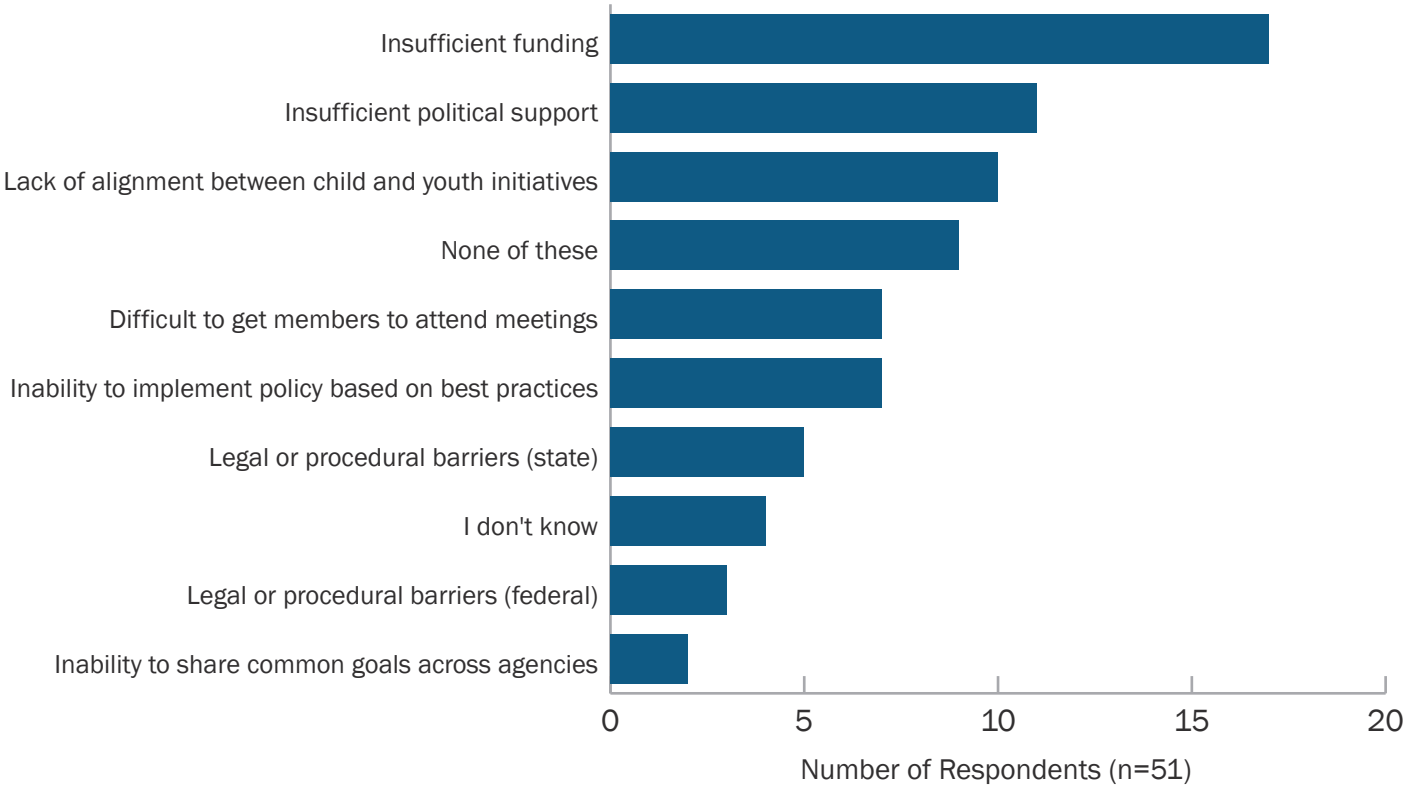
HAS A SET OF RESULT STATEMENTS THEY ARE WORKING TOWARD



Challenges

By far the most common challenge identified was insufficient funding, followed by insufficient political support. In addition to those listed in the chart below, respondents cited challenges with being an advisory body only, aligning data sources, lack of member engagement, and lack of clarity in roles of members.

CHALLENGES



Steps toward Sustainability

Sustainability of the coordinating body is continually listed among the top concerns of respondents. Typical issues of sustainability are compounded by regular changes to administrative leadership and the overall policy environment. Reflections of the respondents indicate that sustainability not only refers to administration transitions but funding streams, policies, the level of commitment from middle managers, and codifying the work in law.

Respondent Reflections on Sustainability

When asked "what are you doing to try to increase the sustainability of your state's coordinating body", respondents said:

- "Thoughtful decisions about the engagement of department staff have led to many mid-level managers who can influence higher level leaders but remain in their position beyond one administration."
- "We are deliberately developing and implementing strategies to embed activities and initiatives into regular department operations."
- "[We are] exploring ways to support the collaborative philosophy of the Children's Cabinet not just at the state leadership level but across management levels in state government."

- "The Leadership Team regularly looks at grant-funded efforts and how those strategies can be included in regular funding efforts of the child-serving systems, including moving services piloted with grant funds to Medicaid funding or base funding to the county child-serving human service systems."
- "The Council's work is legislatively mandated and has statutory responsibilities that would require a change in law to revoke its mandates, and its work is part of the Education Cabinet led by the Chief Education Officer for the state."
- "[We] created a strategic plan that was built from the ground up with broad stakeholder involvement and input from all official members."
- "The Cabinet is currently reviewing its governance structure to create a more robust system from which to operate and reviewing its headline indicators to determine their appropriateness."

The Forum pulls lessons from the field on how to institutionalize a coordinating body in a state and has developed materials and guidance that can help. From our deep work with six states we found that the following can essentially increase the likelihood of a smooth transition from one administration to the next: 1) an honest assessment of the work thus far 2) a clear transition plan 3) engagement of external stakeholders as champions and 4) communicating the successes of the body.

\\ CONCLUSION

The Forum has seen an increase in the number of Governors that are creating children's cabinets and recognizing that it is virtually impossible to change population-level outcomes for children without some way to coordinate across departments. We are encouraged by both the pioneering spirit and the willingness of state leaders not to recreate wheels as evidenced by this survey data over time. States are not only innovating in ways that fit their own context and the needs of their constituents but also building off of and standing on the shoulders of other state leaders that have paved the way.

We are hopeful that this report can contribute to that collective learning and we stand ready to be supportive of state leaders that would like to embark on this journey to coordinate and align the work of many state agencies into a more seamless set of supports and opportunities for children across the country.

\\ APPENDIX

Links to State Child and Youth Coordinating Bodies' Strategic Plans and Annual Reports

CA	California Child Welfare Council
CO	Colorado 9to25
CO	Early Childhood Leadership Commission
CT	Commission on Children
CT	Early Childhood Cabinet/State Advisory Council
FL	Children & Youth Cabinet
HI	Hawaii State Legislature's Keiki Caucus
IA	Early Childhood Iowa State Board
IA	Iowa Collaboration for Youth Development Council
IL	Early Learning Council
IL	P-20 Council
KS	Kansas Children's Cabinet and Trust Fund
KY	Early Childhood Advisory Council/Governor's Office of Early Childhood
LA	Children's Cabinet
LA	Children's Cabinet Advisory Board
LA	Early Childhood Care and Education Advisory Council
MD	Children's Cabinet
MN	Minnesota Children's Cabinet
MO	Children's Services Commission
MO	Coordinating Board for Early Childhood
MS	Interagency Coordinating Council for Children and Youth
MT	Best Beginnings Advisory Council
NC	Early Childhood Advisory Council
NE	Children's Commission
NE	Early Childhood Interagency Coordinating Council
NH	Spark NH Early Childhood Advisory Council
NJ	NJ Council for Young Children
NV	P-20W Council
NY	NYS Council on Children and Families
NY	Early Childhood Advisory Council
OH	Ohio Family and Children First Cabinet Council
OK	Oklahoma Strengthening Custody and Transition Advisory Team
OK	Oklahoma State Child Welfare Collaborative
OK	Oklahoma State Advisory Team
OR	Oregon Youth Development Council
PA	PA System of Care Partnership - available by email to edidomenic@pa.gov
RI	The R.I. Children's Cabinet
RI	RI Early Learning Council
TN	Governor's Children's Cabinet
TN	Commission on Children and Youth
TN	Youth Transitions Advisory Council
TN	Tennessee Young Child Wellness Council

TX	Children's Policy Council
VA	Governor's Children's Cabinet
VT	Children and Family Council for Prevention
VT	Building Bright Futures State Advisory Council
WA	Graduation: A Team Effort
WA	Early Learning Advisory Council
WI	Secretary's Advisory Council on Child Welfare
WV	Early Childhood Advisory Council of WV
WV	Commission to Study Residential Placement of Children

Other Members of Policy Coordinating Bodies

Adult Care and Food Program
Aging
Board of Community & Technical Colleges
Brookings Institute
Budget
Business
Child Advocacy Board
Child Care
Circuit Court
Commission on Volunteer Service
Courts
Department of Labor and Industrial Relations
Duke Endowment
Economic Development
Family Member
General Public
Governor’s Office
Governor’s Office on Crime Control and Prevention
Grandparents
Head Start Collaboration Director
Home Visitation
Human Rights
University Extension - 4H Youth Development
Judicial
Legal
Legislature
School Boards
State Fire Marshal
State Police Bureau of Criminal Identification and Information
Department of Medicaid
Department of Youth Services
Private Citizens
Service Providers
Tribal Representation

Other Databases Used

Alliance for Early Success
Campaign for Grade Level Reading
Center for Enhancing Early Learning Outcomes
Center for Law and Social Policy
Child Trends
Council of State Governments
Department of Early Learning
Department of Health and Human Services, Administration on Children and Families - Children's Bureau
National Governors Association
National Institute for Early Education Research
National Women's Law Center
New America Foundation
U.S Department of Education - Early Learning
U.S. Department of Health and Human Services - Early Childhood
University of Hawaii Center on the Family
Vermont Insights

\\ ADDITIONAL RESOURCES

- ***2011 and 2013 Ready by 21 State Policy Survey: Child and Youth Policy Coordinating Bodies in the U.S.***
  In 2011 the Forum for Youth Investment conducted the first comprehensive biennial survey of state child and youth policy coordinating bodies, conducted with assistance from the RAND Corporation. The study identified coordinating bodies and reported initial findings on the breadth of their partnerships and goals, how well they use data, and their effectiveness in using innovative strategies to support children and youth. The survey was again conducted in 2013.

- ***Don't Stop Collaborating – Just Stop Creating New Collaboratives***
  Many states and communities have multiple task forces, partnerships and councils working on overlapping youth issues, from bullying to pregnancy to dropouts. This policy brief calls attention to the problem of collaboration overload, and suggests ways to tackle it. Check out these tips for working collaboratively without creating redundancy. Learn how states and communities, from Texas to Petaluma, Calif., took steps to align their collaboratives.

- ***State Children's Cabinets and Councils: Getting Results for Children and Youth*** provides the rationale behind the Forum's assertion that children's cabinets and councils should be taken seriously, and spells out how state children's cabinets and councils are operating in ways that are consistent with the Forum's Ready by 21 theory of change.

- ***Elements of Success: Structural Options*** outlines the range of current children's cabinet and council structures, and offers tips and warnings for putting the most effective structure in place. This issue brief builds on interviews conducted by the Forum and on the detailed documentation work done for the National Conference of State Legislatures and the National Governors Association Center on Best Practices.

- ***How Public Policy Can Support Collective Impact***
  This learning brief explains how to support collective impact through public policies. Drawing on interviews with policymakers, extensive secondary research and the authors' experiences in the policy sphere, it provides examples of and recommendations for policies that enable communities to apply the collective impact approach to tackling complex social problems. The brief was co-authored by FSG and the Forum for Youth Investment, and published by the Collective Impact Forum.




the forum
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CHILDREN'S CABINET NETWORK
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