



At Harlem Children's Zone

Poughkeepsie Children's Cabinet Strategic Plan

April 2023

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Executive Summary of the Poughkeepsie Children's Cabinet's strategic plan



The City of Poughkeepsie, New York is a community of 32,000 located 70 miles north of New York City. It brims with potential but is constrained by intergenerational poverty and a lack of comprehensive supports for children, youth and families. Determined to change things, a group of young professionals with Poughkeepsie roots hosted a summit for City leaders in August 2019. The vision for the Poughkeepsie Children's Cabinet (PCC) emerged from that convening and the organization went live in February 2020. Co-chaired by the Mayor and Superintendent, the PCC includes a cross-section of Poughkeepsie leaders and has been financially supported by the city and county government, school system, local philanthropy, the private sector, and generous individual contributors.

With support from Harlem Children's Zone, the Cabinet has developed this strategic plan to launch a cradle-to-career (C2C) network of opportunities for Poughkeepsie youth and their families. The PCC's strategy is anchored by a clear North Star: *"By 2033, over 5,000 City of Poughkeepsie young people and their families will be connected annually to transformative cradle-to-career opportunities that place them on pathways to postsecondary completion and socioeconomic mobility."* The rest of the plan lays out how the Children's Cabinet will deliver on this promise.

The Cabinet will first establish itself as Poughkeepsie's C2C backbone, responsible for coordinating, supporting, and scaling the organizations offering programs to the City's youth and their families. After launching with an initial group of direct service partners, the Cabinet will lay out a roadmap for collaboration and connect them with a data system that enables it to track inputs and outcomes across the network. The PCC will establish a first-of-its-kind public-private partnership between local government, schools and philanthropy in the Poughkeepsie region to build and sustain C2C work over time. The partnership will support fundraising capacity for both the Cabinet's operations and Poughkeepsie's direct service providers.

In Phase 2 (years 3-5), the Cabinet will shift from standing up the C2C pipeline and establishing how it operates to enhancing and scaling the pipeline to serve a larger proportion of Poughkeepsie youth. This will include attracting new direct service organizations to the city, supporting existing organizations with resources, talent, and training, and scaling up the most effective programs. PCC will tighten the integration with social service providers and other strategic partners. Crucially, in this phase the Cabinet will initiate a two-generation approach to disrupting poverty in which family achievement coaches support families and children in accessing resources and executing key steps to establish stability and rise economically.

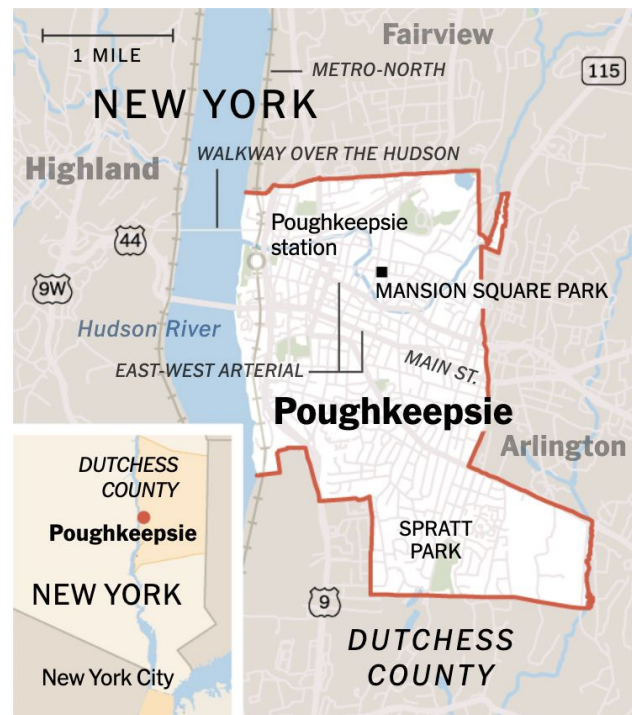
In Phase 3 of the 10-year strategy, in addition to continuing to scale toward 5,000 children and youth served annually, the Cabinet will enhance the impact of its programming with critical social infrastructure like affordable housing, transportation, and health. It will also pursue high-impact policy change at the state and national levels. Finally, the Cabinet will bring in independent program evaluator to conduct rigorous quantitative and qualitative evaluations of the impact of Poughkeepsie's cradle-to-career pipeline.



Background

City of Poughkeepsie overview

- The City of Poughkeepsie sits on the east bank of the Hudson River in Dutchess County, 70 miles north of New York City.
- Poughkeepsie was once prosperous, but the 1950s “urban renewal” push demolished neighborhoods and built highways through the city.
- Redlining and school districting favoring the suburbs encouraged ongoing white flight. Industry left for places with cheaper labor.
- Poughkeepsie’s population, once 40,000, declined to below 30,000. The city today has 32,000 residents and is 48% White, 32 % Black, and 21% Latino.
 - Black residents live disproportionately on the under-resourced Northside, white residents on the wealthier Southside.
- Poughkeepsie City School District is a majority-minority public school system with a student population that is 46% Black, 39% Latino, 7% Multiracial and 6% White; 77% of students are from economically disadvantaged households.
- Poughkeepsie is “systems poor but resource rich,” a promising context for transformation.
 - It has several notable institutions of higher learning nearby: Vassar College, Marist College, Culinary Institute of America, SUNY New Paltz, Bard College and Dutchess County Community College.
 - Dutchess County’s median household income is \$87,112 compared with \$48,805 in the City of Poughkeepsie.



The Children's Cabinet is a convener with representation from institutions across the community

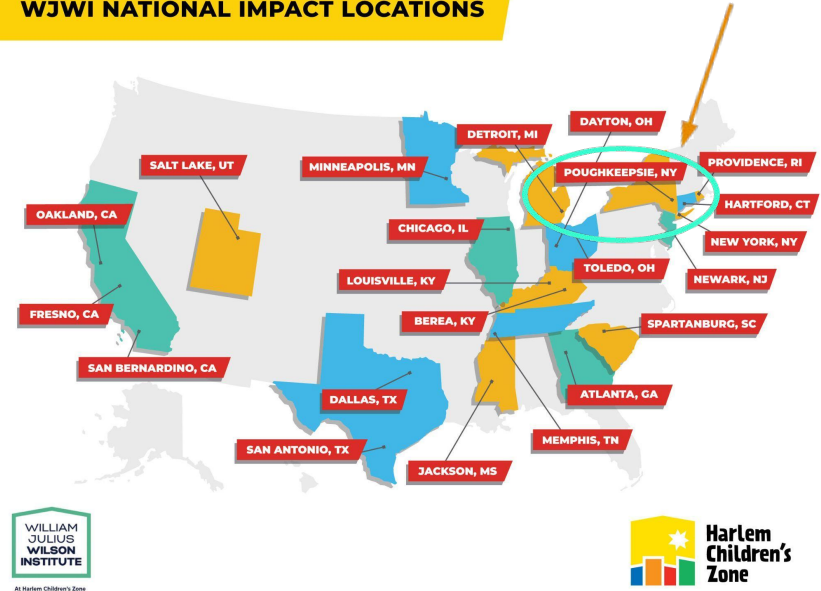
- The Poughkeepsie Children's Cabinet (PCC) emerged from a summit at Harvard in August 2019, which was organized by a group of young professionals with deep Poughkeepsie roots.
- The Cabinet launched in February 2020 as a coordinated effort among city leaders to develop a cradle-to-career (C2C) agenda and system of opportunities.
- The organization has the enthusiastic support of local leaders. It is **co-chaired by the Mayor of the City of Poughkeepsie and the Superintendent of Poughkeepsie Schools**. The executive committee is composed of leaders from across sectors including nonprofits, local government, schools, higher education, faith-based organizations, philanthropy, business, and healthcare.
 - The shared, broad-based leadership of the Children's Cabinet gives it legitimacy and standing in the Poughkeepsie community.
- The Cabinet has secured significant investments from city and county government, local philanthropy, regional business, and high net worth individuals.



The Children's Cabinet is supported by Harlem Children's Zone and other influential C2C leaders

- The William Julius Wilson Institute at Harlem Children's Zone has selected Poughkeepsie as one of the 21 communities it will support in building cradle-to-career pipelines over the next decade.
- The Children's Cabinet is also receiving technical assistance from:
 - **Children's Funding Project** on fiscal mapping, cost modeling and strategic financing.
 - **Silver Arrow Strategies** on readiness for federal grants, including Promise Neighborhoods and Full-Service Community Schools.
 - **Finding Common Purpose** to develop a "community dashboard" of shared goals and C2C outcomes.
 - **The Harvard EdRedesign Lab's** By All Means initiative and the Institute for Success Planning on cross-sector collaboration and integrated student supports.
 - **20 Degrees** on business planning and financial modeling
 - **Catalytic Strategies** for grant writing services for major state and federal grants
 - **Wallace Foundation** on cross-sector collaboration for adolescents and quantifying impact

WJWI NATIONAL IMPACT LOCATIONS



Dutchess County's Youth Opportunity Union ("The YOU") will be an anchor of C2C programming in Poughkeepsie

- Poughkeepsie is a city on the rise and one noteworthy indicator is the in-progress [Youth Opportunity Union](#), aka **The YOU**.
- The YOU, which is owned by Dutchess County, will be a center of youth and family activities located on the site of the former Dutchess YMCA.
- Dutchess County government **has committed \$25 Million** to the demolition, design and construction of the YOU campus.
- The YOU will be a welcoming, inclusive physical space, and a pillar of Dutchess County's [Path to Promise](#) initiative that works to ensure all young people realize their full potential.
- As Dutchess County Executive Bill O'Neil said at his 2023 State of the County address, the YOU will be **"more than a rec center,"** it will be **"a place of learning"** where Dutchess County residents, including **Poughkeepsie youth and their families, "can exercise their bodies and minds."**
- The YOU will be one of several anchor locations of Poughkeepsie's cradle-to-career offerings, including **early childhood, afterschool and summer enrichment programs.**
- The Poughkeepsie Children's Cabinet is one of many core community partners supporting the YOU's development.
- The YOU is being designed by the world renowned architecture firm [MASS Design Group](#), which has deep roots – and an office – in Poughkeepsie, and whose work and design philosophy has been featured on 60 Minutes.



From birth through early adulthood, Poughkeepsie's children and youth lack the resources they need to be successful in school and life

C2C Domain	Current Outcomes	Key Factors
Kindergarten Readiness	<ul style="list-style-type: none"> • 40% of incoming PCSD kindergarten students are kindergarten ready • There are a total of 455 registered early childhood spots available for children ages 0-5 within the Poughkeepsie City School District limits. This represents sufficient capacity for just 18% of the 0-5 population of the City of Poughkeepsie (2,565 total) 	<ul style="list-style-type: none"> • Insufficient citywide early childhood care and cognitive development resources, as well as a lack of coordinating infrastructure that brings together providers, schools, and other systems to drive change; Limited parenting programming and supports for households with young children.
Academic Proficiency	<ul style="list-style-type: none"> • 10% PCSD 3-8th grade proficiency in math vs. 41% in NYS • 22% PCSD English Language Arts (ELA) 3-8th grade proficiency vs. 47% in NYS • 1% of PCSD 8th graders proficient in math 	<ul style="list-style-type: none"> • Limited individualized academic supports, and relatively few enrichment resources and opportunities for students
High School Graduation	<ul style="list-style-type: none"> • 24% HS dropout rate vs. 5% in NYS • 60% HS grad rate vs. 87% statewide 	<ul style="list-style-type: none"> • Limited individualized mentoring, academic and enrichment supports for young people

During and after high school PCSD youth lack supports they need to achieve postsecondary completion

C2C Domain	Current Outcomes	Key Factors
Postsecondary Enrollment	<ul style="list-style-type: none"> 28% FAFSA Completion Rate 53.8% Postsecondary Enrollment Rate (2021-22) – 106 students total <ul style="list-style-type: none"> 36.8% in 4 yr – 39 students 63.2% in 2 yr – 67 students 	<ul style="list-style-type: none"> The majority of PCSD students do not have access to substantive individualized postsecondary planning support Lack of college going culture in household and the community Postsecondary planning is largely an opt-in extracurricular activity vs. a core academic offering during the school day
Postsecondary Completion	<ul style="list-style-type: none"> 36.5% Postsecondary completion rate for PCSD students (contingent on enrollment) – 23 PCSD students total earned a postsecondary credential (only ~8% of a ninth grade class that starts with more than 300 students) 	<ul style="list-style-type: none"> Non-existent postsecondary persistence and completion programming and few coordinated supports for PCSD grads

Current **after school and summer programs** serve only a small minority of Poughkeepsie youth

C2C Domain	Current Outcomes	Key Factors
Afterschool youth programs	<ul style="list-style-type: none"> During Fall 2021: Approximately 10% of PCSD students were enrolled in school district sponsored after school programs. 	<ul style="list-style-type: none"> Though hard data is limited – we don't know the total number of City of Poughkeepsie children and/or Poughkeepsie City School District children and youth currently enrolled in out-of-school time programs (other than district-sponsored programs) during the academic year; and we don't know the total number of afterschool spots available citywide and their cost – we know there aren't enough high-quality, affordable after school opportunities available to Poughkeepsie youth.
Summer youth programs	<ul style="list-style-type: none"> During Summer 2021: Approximately 8% of PCSD students were enrolled in school district sponsored summer enrichment programming. 	<ul style="list-style-type: none"> Though hard data is limited – we don't know the total number of City of Poughkeepsie children and/or Poughkeepsie City School District children and youth enrolled in out-of-school time during summer vacation (other than district-sponsored programs); and we don't know the total number of summer youth program spots available citywide and their cost – we know there aren't enough high-quality, affordable summer enrichment opportunities available to Poughkeepsie youth.

Poughkeepsie's family and community context exacerbates the City's challenges

C2C Domain	Current Outcomes	Key Factors
Family & Community	<ul style="list-style-type: none"> 77% of PCSD students live in economically disadvantaged households. Median household income of \$48,805 vs. \$87,112 in Dutchess County 60% of City of Poughkeepsie children are from single parent households vs. 29% in Dutchess County. 26% of Poughkeepsie households experience food insecurity. 	<ul style="list-style-type: none"> Socioeconomic status drives multiple types of hardship for families. Economically strained parents lack guidance on steps that could improve their economic situation. Not all parents take advantage of benefits for which they are eligible.
Health & Safety	<ul style="list-style-type: none"> Poughkeepsie has 77 reports of violent crime per 10,000 residents compared with 20 per 10,000 statewide. Poughkeepsie has 91 reports of domestic violence per 10,000 residents compared to 31 per 10,000 in Dutchess County and 41 per 10,000 in New York State. 	<ul style="list-style-type: none"> Lack of adequate preventative health care providers and health insurance. High levels of poverty, lack of opportunity, associated drug abuse.
Local Talent	<ul style="list-style-type: none"> Decline in Young Professionals: from 2000 to 2017 the number of jobs held by 22-45 year olds declined by 9%. Looking at Public Administration jobs, which includes civic leadership roles critical to C2C success, the number held by 22-45 year-olds declined 30% from 2000 to 2017. 	<ul style="list-style-type: none"> Lack of professional opportunities, both the reality and, today, the assumption of their absence. Lack of talent pipelines for local residents.

Big picture, the **lack of supports for youth and families** drives Poughkeepsie's low socioeconomic mobility

C2C Domain	Current Outcomes	Key Factors
Socioeconomic Mobility	<ul style="list-style-type: none">• Low-income individuals who grew up in the City of Poughkeepsie's poorest neighborhoods had a median household income of \$21,000 as an adult; low-income black men earned \$14,000 as adults, among the lowest rates of upward mobility anywhere in the United States.• Poughkeepsie High School is in the 6th percentile nationally for the economic connectedness of its students--the share of high-income friends among students who are low income.	<ul style="list-style-type: none">• Accumulated effects of discrimination over generations.• The absence of a coordinated cradle-to-career pipeline of programs and services that support youth and families.

The Children's Cabinet has spent years building a strong foundation for impact

-Announcement of PCC Exec. Committee by the Mayor and Superintendent

-The Cabinet secures a startup grant from the Dyson Foundation

-Invited to become the 10th community in the nation to join the Harvard EdRedesign Lab By All Means Initiative

-Develops COVID-19 programming and raises \$150,000 for digital devices for Poughkeepsie City students

-The Cabinet convenes two Working Groups in Early Childhood & Out-of-School Enrichment and Learning that publish reports with policy recommendations

-In partnership with Marist College, implements youth programming with funding from the Forum for Youth Investment

-Facilitates a collaboration between Poughkeepsie City School District and Dutchess County to launch the City Connects program in Poughkeepsie M.S.

-PCC supports creation of the City of Poughkeepsie's first-ever Div. of Youth Opportunity and the hiring of a Director of Youth Services

-Cabinet partners with the Dyson Foundation, City of Poughkeepsie, and Dutchess County to grow investment in summer enrichment and learning

-Secures partnership with the William Julius Wilson Institute at Harlem Children's Zone to develop a 10-year strategic plan

-PCC publishes fiscal map of public/private youth investments for Poughkeepsie youth in partnership with the Children's Funding Project

-PCC awarded \$175,000 Wallace Foundation grant for C2C systems building

-Poughkeepsie awarded \$240,000 AmeriCorps National planning grant to launch "Cradle-to-Career Corps"

NEXT STEPS:

-Hire Executive Director
-Form 501c3 nonprofit

2020

2021

2022

2023

Strategy Overview

The Children's Cabinet's **North Star** will guide its direction during the journey ahead



By 2033, over **5,000 City of Poughkeepsie young people** and their families will be connected annually to transformative cradle-to-career opportunities that place them on **pathways to postsecondary completion and socioeconomic mobility**.

As we advance community transformation by investing in our people, we will cultivate a critical mass of youth, civic leaders and institutions that are **committed to ending intergenerational poverty** and ensuring neither race, ethnicity nor circumstance stands in the way of anyone's capacity to thrive in Poughkeepsie.

Poughkeepsie Children's Cabinet **Theory of Change**

When we

Build a durable and effective backbone organization to coordinate cradle-to-career work in the City of Poughkeepsie

Establish a C2C pipeline to connect, support, and scale-up evidence-based early childhood, K-12, out-of-school time, and postsecondary programs

Pursue systems change at the local, state, and national levels to shift policies, practices, resources



Then

All Poughkeepsie children will:

- Start Kindergarten prepared to learn,
- Achieve at or above grade level
- Remain healthy and safe
- Graduate high school on time
- Obtain a postsecondary credential



In 10 Years

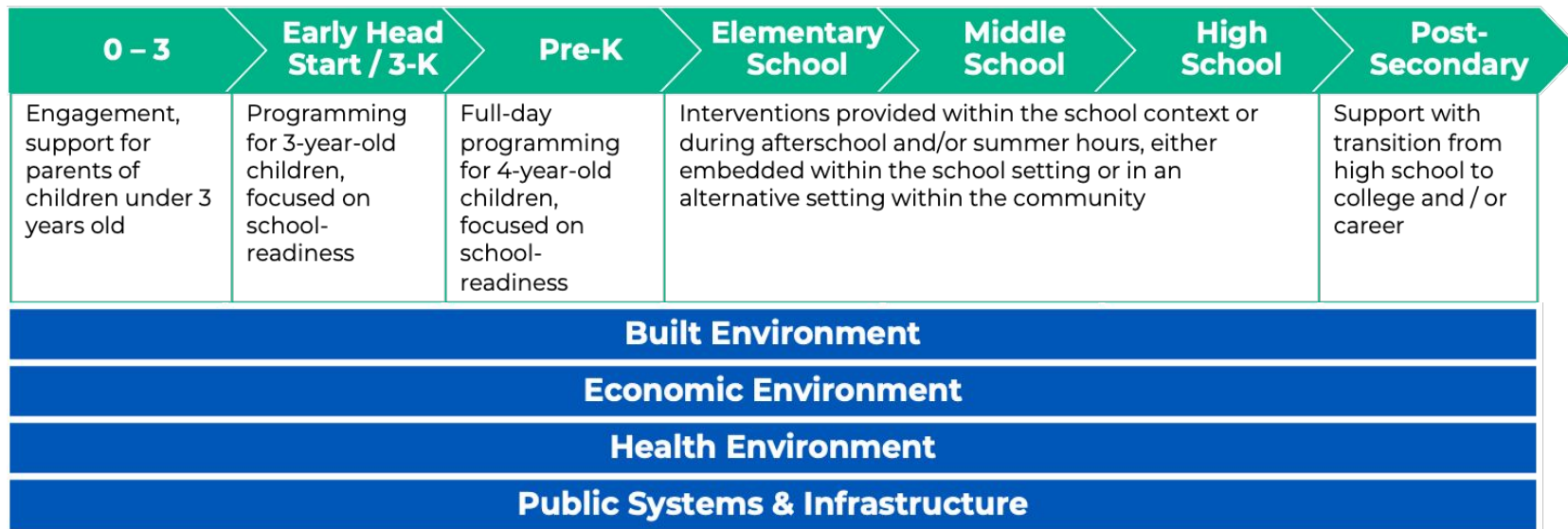
Individual and family level

By 2033, over 5,000 City of Poughkeepsie young people and their families will be connected annually to opportunities that place them on pathways to socioeconomic mobility

City and community level

A critical mass of Poughkeepsie youth, civic leaders, and institutions will be committed to ending intergenerational poverty in our city

Poughkeepsie's C2C pipeline will include programs for youth of all ages, plus related supports



Effective cradle-to-career pathways share these **six core principles**

Continuity

- Programming within a neighborhood **spans the full C2C continuum** with clear links between all developmental stages
- Services may be provided by a single organization or a collection of organizations, but they should be **coordinated and connected**

Accountability

- One organization / entity is **accountable for all C2C outcomes within the neighborhood**
- Though services may be delivered by multiple providers, there is a singular centralized body **taking responsibility across the continuum**
- Accountable entity **leverages data** to inform outcomes

Neighborhood-based

- The programming is **rooted in and designed for a particular neighborhood** with a focus on the most historically underserved communities, where outcomes are rarely impacted by systems change

Systems Change

- The effort **engages systems leaders and leverages conditions of systems change*** to support the formation and sustaining of contiguous, accountable, neighborhood-based strategies
- Systems change/related efforts provide access to **sustainable funding** over time

K-12 Engagement

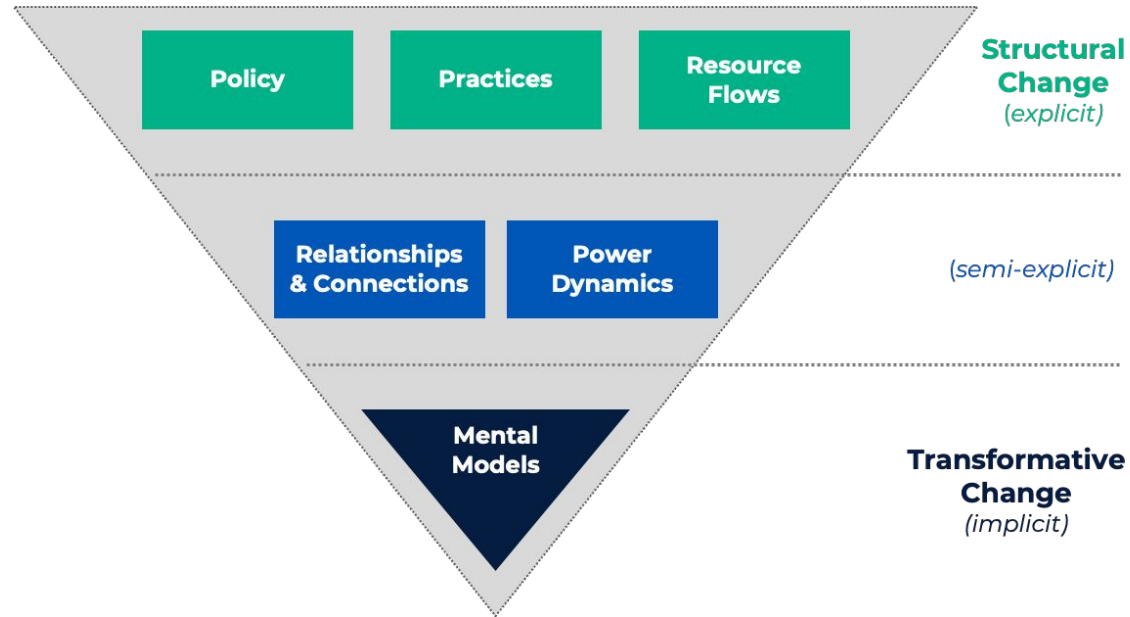
- The approach includes a **focus on K-12 education**, given the central role the system plays in shaping children's outcomes
- This focus may involve working to **influence school systems**, operating / partnering with a **K-12 school**, or operating / partnering with **afterschool, weekend, and / or summer programs**

Proximate Leadership

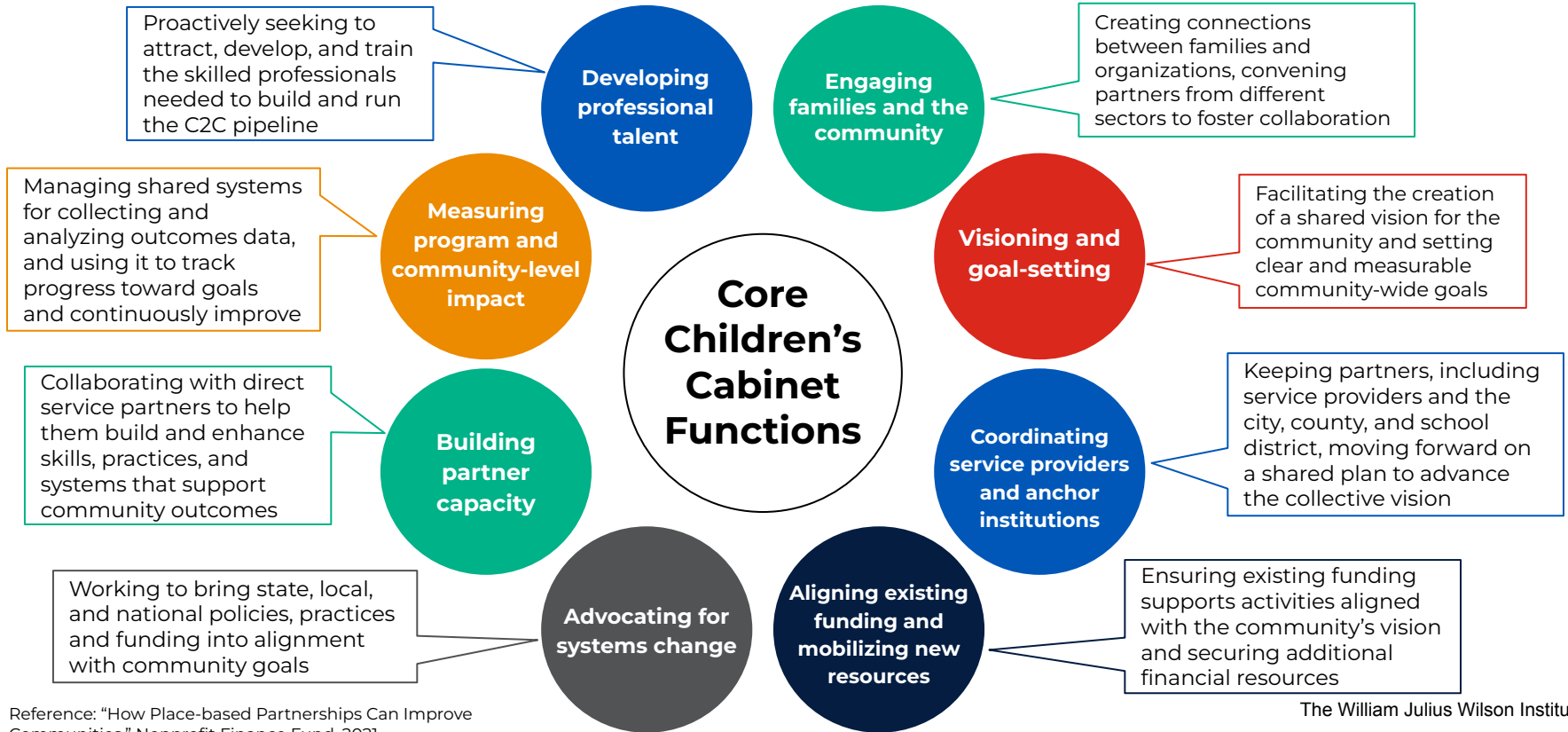
- The effort is **led by members of the community** being served
- Leaders should have **deep connections and longstanding relationships** within the community

In addition to ensuring great programming, the Cabinet will pursue **systems change** to create enabling conditions for lasting gains

- Systems change advances equity by targeting the conditions that hold barriers to equity in place.
- As you move down the inverted pyramid, the conditions systems change targets become less explicit and more difficult to clarify.
- However, these conditions can have the most substantial impacts on shifting the system.



The Children's Cabinet has **eight core functions** as Poughkeepsie's cradle-to-career **backbone**



The Children's Cabinet's 10-year strategy is divided into **three phases** each with distinct priorities

**Phase 1: Build the backbone,
Activate the C2C pipeline**
(Years 1-2 | 2023-2024)

**Phase 2: Enhance and
scale the C2C pipeline**
(Years 3-5 | 2025-2027)

**Phase 3: Scale toward goals
and extend reach**
(Years 6-10 | 2028-2032)

Focus

**Launch the Children's Cabinet,
activate the C2C pipeline**

**Improve backbone capabilities and
C2C program quality and scale**

**Target and reach full scale, evaluate
programs, pursue systems change**

Priorities

1. Launch the Children's Cabinet
2. Activate the C2C pipeline
3. Implement neighborhood-level demonstration projects
4. Design, plan, and launch a citywide data system
5. Develop a strategic financing plan
6. Create groundbreaking public-private model for C2C sustainability

1. Recruit partners to enhance pipeline
2. Enhance C2C program quality
3. Tighten integration with services providers and other partners
4. Develop a two-gen approach to help families break the cycle of poverty
5. Craft and implement a C2C-focused talent development initiative
6. Design a communications strategy to share the PCC story nationally

1. Integrate social infrastructure with the C2C pipeline
2. Scale-up high-performing programs
3. Expand community engagement to bring in new families
4. Pursue high-leverage policy changes
5. Conduct rigorous evaluations of Poughkeepsie's C2C pipeline

10-Year **scale targets** and a breakdown of numbers of children and youth served by phase

Target Penetration Across Phases 1-3							
Stage	0-3	PreK - K	Grades 1-5	Grades 5-8	Grades 9-12	Ages 19-24	Total
Poughkeepsie Total Population by Age	1,676	840	2,041	1,145	1,378	1,775	8,855
Current Penetration	0	0	0	0	0	0	0
Current % Penetration	0%	0%	0%	0%	0%	0%	-
Phase 1 Target Penetration: Number of Annual Youth Participants by End of 2024	200	275	300	125	150	100	1,150
Phase 2 Target Penetration: Number of Annual Youth Participants by End of 2027	475	500	650	300	325	225	2,475
Phase 3 Target Penetration: Number of Annual Youth Participants by End of 2032	1,341	630	1,327	573	689	444	5,050
Phase 3 Target Penetration: Percent of Annual Youth Participating by End of 2032	75%	80%	65%	50%	50%	30%	57%

- The Children's Cabinet will aim for highest penetration levels among the youngest children, with somewhat lower rates among older youth and incrementally lower still among the postsecondary population.
- By end of 2032, the Cabinet will annually serve 5,000 youth from early childhood to postsecondary. Of this 5,000:
 - Early childhood (ages 0-3) represents 24.9% of total youth served
 - Grades Pre-K-K represents 13.3%
 - Grades 1-5 represents 26.3%
 - Grades 6-8 represents 11.3%
 - Grades 9-12 represents 13.6%
 - Post-secondary represents 10.5%

Data, Methodology, and Assumptions

- The population data comes from the NY State Kids Well-being Indicators Clearinghouse, except for the 19-24 year-old group, which is an estimate based on population per year of age in the younger groups.
- The foundational belief of cradle-to-career pathways is that intervening with children and youth in the right ways at multiple ages can radically change their life prospects.
- The Cabinet and its partners believe serving 5,000 Poughkeepsie children and youth annually within 10 years is the scale required to transform the community.
- The age range of youth served runs through college and into career because the barriers do as well.

The PCC and its partners will measure performance using Promise Neighborhoods outcomes

The Children's Cabinet and its partners will measure the impact of Poughkeepsie's C2C pipeline on education and on families and the community using the below outcomes developed by the Federal Promise Neighborhoods program. In addition to their having been rigorously assessed, using these outcomes from the start will limit the adjustments required when Poughkeepsie applies for a Promise Neighborhoods grant.

Education



Children enter kindergarten ready to succeed in school



Students are proficient in core academic subjects



Students successfully transition from middle school grades to high school



Youth graduate from high school



High school graduates obtain a postsecondary degree, certification, or credential

Family & Community Support



Students are healthy



Students feel safe at school and in their community



Students live in stable communities



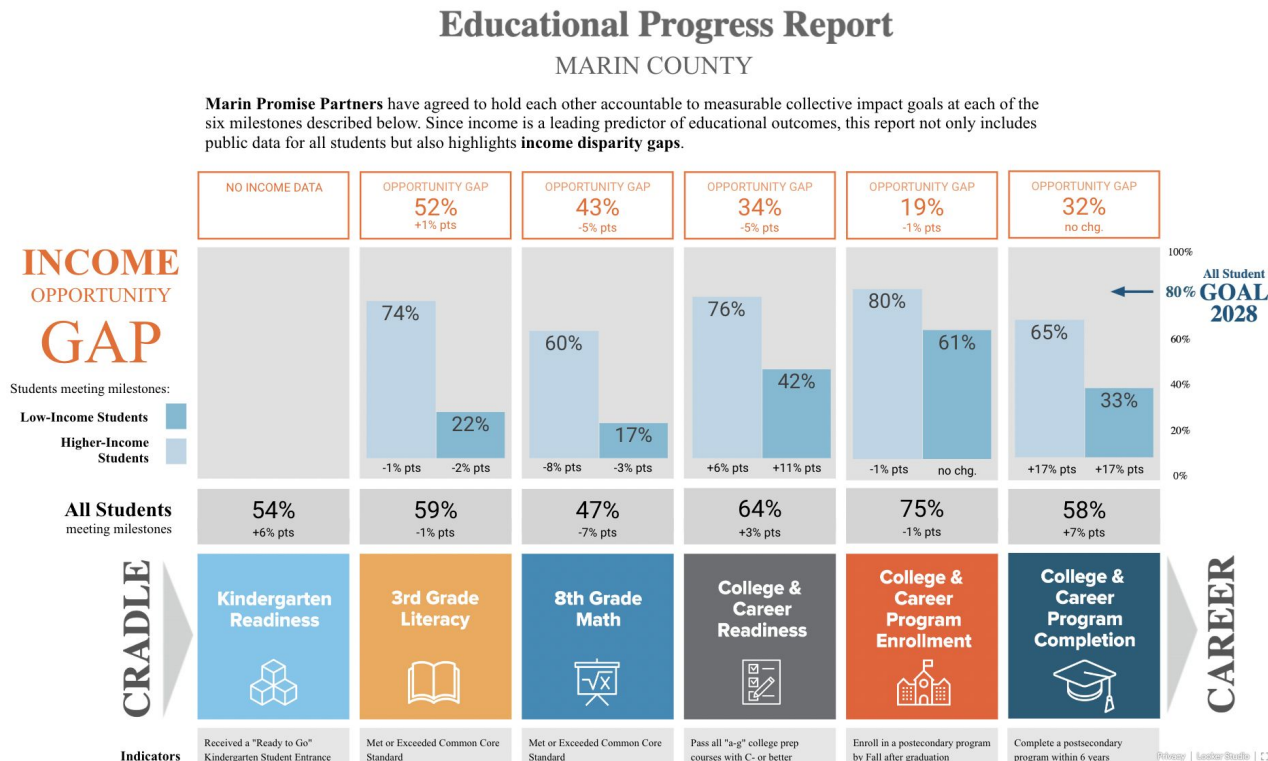
Families and community members support learning in Promise Neighborhood Schools



Students have access to 21st-century learning tools

The Cabinet will track C2C outcomes using a public community dashboard that promotes transparency, accountability and community engagement

- The Children's Cabinet will implement a community dashboard, similar to this one from Marin Promise Partnership, to track progress against goals agreed upon by members of the Poughkeepsie community.
- Community dashboards promote transparency, engagement, and ultimately accountability for results.



CRADLE → **CAREER**

Indicators

All Student GOAL 2028

The PCC will launch a groundbreaking public-private partnership between local government, schools and philanthropy to build and sustain C2C work over time (1/2)

- The Poughkeepsie Children's Cabinet will **pioneer a groundbreaking public-private strategy to sustainably fund** backbone operations and cradle-to-career direct service programming.
- **The strategy will be a first-of-its-kind adaptation of the Federal Promise Neighborhoods program** in the Poughkeepsie region that creates incentives for individual entities providing services to children and youth to join the Children's Cabinet and engage in collaborative action.
 - The PCC will leverage existing and/or new philanthropic, city, school district and county youth services RFPs to introduce requirements for direct service providers to opt into a citywide data sharing system, and partner with the Children's Cabinet, creating enabling conditions for highly effective collective impact.
 - This strategy will directly align Dutchess County's Path to Promise, PCSD's Community Schools Department, the City of Poughkeepsie's Youth Services Division and local philanthropy.
 - Service providers who join the Cabinet will receive technical assistance and capacity building supports and engage with PCC national partners such as Harlem Children's Zone, the Harvard EdRedesign Lab and Children's Funding Project.
 - Finally, the Children's Cabinet will seek funding to subsidize core C2C partners staff participation in working groups and capacity building programming.
- This **unprecedented approach** can **catapult Poughkeepsie into statewide and national-level field building conversations** with some of the country's leading C2C exemplars, including San Francisco's Promise City effort and Orlando's Kidz Zones.



The PCC will launch a groundbreaking public-private partnership between local government, schools and philanthropy to build and sustain C2C work over time (2/2)

- The public-private partnership approach will **accelerate the pace at which the pipeline can be built**, and enhance the quality of its programs and systems by **creating clear and compelling incentives for youth service providers** in the City of Poughkeepsie to come to the table and work in concert at the program and systems levels with each other with the Children's Cabinet as the backbone coordinating entity.
 - Additionally, it sends a message to leading local anchor institutions in higher education, healthcare and the private sector that local institutions are making a comprehensive, long-term commitment to tackle one of the City of Poughkeepsie's greatest intergenerational challenges.
- The public-private partnership will have **wide-ranging benefits in the region**:
 - Healthier, better-educated, more optimistic young people.
 - Enhanced workforce via internal effects and by making the region more attractive to outside talent.
 - Long-term reduction in crime and improved overall quality of life for students and everyone else.
 - High profile wins that build trust and confidence in government, school, and philanthropic leaders.
- At the **state and national level**, it's a **game-changing innovation** that will attract regional and national **philanthropic interest**, and **position Poughkeepsie as a cutting-edge community worth investing in**. The net result will **increase Poughkeepsie's competitiveness** in obtaining state and federal grants, including the five-year, \$30 million federal Promise Neighborhood grant that funds cradle-to-career pipelines in communities across the nation.
 - These institutionalized funding streams will be able to serve as a local match for many of the state and federal grants that require local funding commitments from communities.



Phase 1 Deep Dive: Years 1-2

2023-2024

Phase 1: Lay the Foundation – Build the Children’s Cabinet into a backbone and activate the C2C pipeline

- 1 Launch** Children’s Cabinet as Poughkeepsie’s cradle-to-career backbone, forming its **organizational structure and leadership**.
- 2 Activate the C2C partner pipeline** with the Children’s Cabinet as the centralized point of accountability and capacity building.
- 3 Develop and implement neighborhood-level demonstration projects in Poughkeepsie’s Northside** that elevate family and community voices and make tangible improvements to local residents’ quality of life.
- 4 Design, plan, and launch a citywide data system** to track student- and community-level C2C outcomes.
- 5 Develop and execute a strategic financing plan** for backbone infrastructure and C2C programming.
- 6 Launch a groundbreaking public-private partnership** between local government, schools and philanthropy to build and sustain C2C work over time.

The Children's Cabinet backbone structure will include several advisory working groups (1/3)

Advisory Working Groups

• C2C Providers Leadership Working Group

- Purpose: (1) Active coordination of resources, operational planning, learning pathways across the C2C pipeline, (2) layout agendas for functional sub-group work
- Composition: Executive Directors of initial C2C program providers
- Children's Cabinet Lead: Executive Director

• C2C Providers Functional Working Groups

- Purpose: (1) Leverage directives from C2C Providers Leadership Working Group to translate and execute on concrete action steps, (2) Bubble up issues and challenges for efficient solutioning
- Composition: C2C providers (leadership/staff), Community leaders
- Topics: Mix of pipeline stages (e.g., Early Learning sub-group) and functional areas (e.g., data governance, fundraising)
- Children's Cabinet Lead: Partnerships Manager

• Executive Committee

- Purpose: (1) Ensure positive momentum and smooth transition of priorities while Children's Cabinet forms organizational model, (2) Zoom out on progression of backbone work to name potential policy issues of focus
- Composition: Legacy members of the the current Executive Committee (e.g., local college Presidents, key political leaders, commissioners of major nonprofit agencies)
- Children's Cabinet Lead: Executive Director

• Youth and Families Working Group

- Purpose: (1) Provide active feedback on backbone strategy, communications, and data trends / insights, (2) Raise awareness of early "wins" and policy issues
- Composition: Parents of target youth, active adult youth participants, policy "champions" in local community
- Children's Cabinet Lead: Partnerships Manager

The Children's Cabinet will be led by an Executive Director who reports to a board of directors (2/3)

- As a backbone, the Poughkeepsie Children's Cabinet will assume several key functions:
 - **Neighborhood quarterback** leading on the strategy, resourcing, and execution of building a C2C pipeline in Poughkeepsie including the implementation of C2C programs via partner providers
 - **Accountable entity** responsible for ensuring children improve in key C2C outcomes such as kindergarten readiness, academic proficiency, HS graduation, postsecondary completion and employment
- We will set up proper internal structures to enable this work, including:

Board of Directors

- A Transition Committee of key stakeholders is currently standing up the Children's Cabinet as a 501c3 non-profit organization
- It will launch the inaugural Board of Directors by early 2Q23 with the goals of:
 - Funnel support resources (fundraising but also in-kind items)
 - Ensure general alignment across the ecosystem of stakeholders, partners, and participants
 - Refinement of strategic plan and ongoing adoption
- The inaugural Board will include the following key stakeholders:
 - Political leadership (less than half of Board total): Mayor and Schools Superintendent (with County Executive serving in *ex officio* non-voting capacity)
 - Local Philanthropic Anchors: Dyson Foundation, Community Foundations of the Hudson Valley
- Additionally, the Board will include direct community representation

Organizational Model

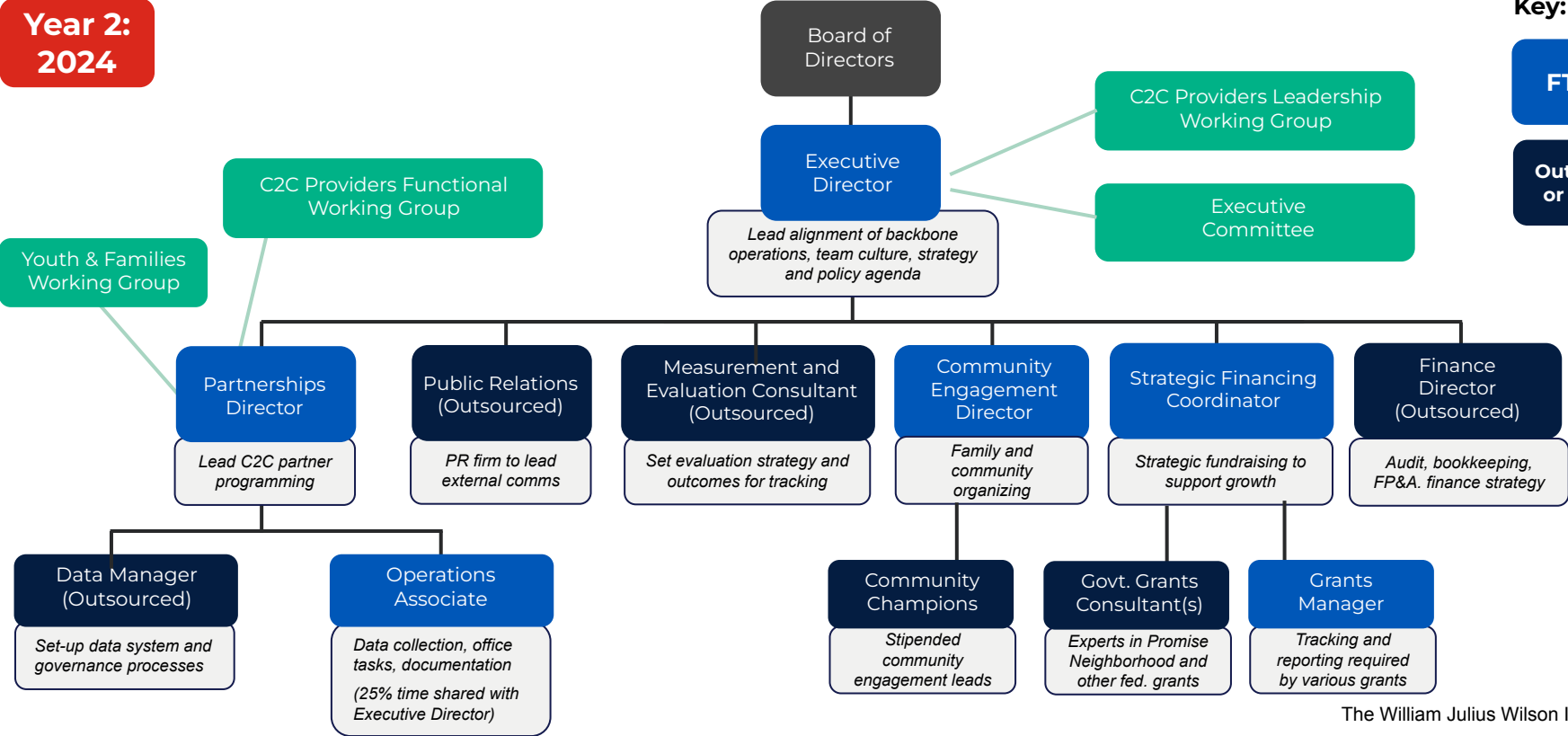
- By end of Phase 1, we anticipate the backbone will:
 - Apply and receive funding from diverse sources (including the Federal Promise Neighborhoods grant)
 - Onboard 12 initial partners to address the full C2C pipeline
 - Launch internal working groups among partners and community to guide alignment of C2C goals / work
 - Setup data system for collection & goals tracking
 - Articulate shared early success stories and implications for broader stakeholder messaging and buy-in
- To execute on this we will first hire an Executive Director who will build a team and culture to steer the Children's Cabinet in this early stage of growth, focusing on: (a) partnership coordination, (b) data governance, (c) community organizing, (d) build basic infrastructure (fundraising, office)
- Later phases will build on data sources to drive at deeper outcomes and build on staffing to triage program support experience for participants

1

The Cabinet will add talent as it establishes itself as the neighborhood backbone (3/3)



Year 2:
2024



Key:

FT Role

Outsourced
or PT Role

The Children's Cabinet will activate the full C2C pipeline in Phase 1 with initial providers (1/3)

Partner selection approach

- **When selecting partners we will prioritize:**
 - Partners that are aligned with our North Star and already serve our the target population in some way
 - Partners who have communicated interest or shown they have capacity to grow in a manner aligned with the Children's Cabinet
 - Partners who have already demonstrated effective practice and have strong, credible reputations especially in the Poughkeepsie community
 - Partners who are operationally and financially stable and who we anticipate this continuing into the foreseeable future
- We have identified with the help of the William Julius Wilson Institute an initial cohort of potential partners and work is already underway to gauge their interest
- **We have a working set of 12 local partners that will enable us to accelerate our aims of full coverage of our C2C pipeline by 2024**
- As we implement our strategic plan, we will finalize our partner list in formal discussions on whether each partner is aligned with the expected partner engagement activities we believe will drive impact
- Partners will sign memoranda of understanding (MOU) codifying specific commitments to the C2C network

Specific Partner Engagement Activities

- **Assist in funding efforts** facilitated by the Children's Cabinet backbone
- Shore up capacity to **collaborate on development of citywide data system**
- **Actively engage with the leading cradle-to-career communities of practice**, including Harlem Children's Zone and Harvard EdRedesign, and initiating involvement with StriveTogether. The result is a shared picture of what programmatic and systems-level best practices look like, as well as a deepened commitment and conviction across Poughkeepsie's partnership that our C2C efforts can be transformative
- **Implement demonstration projects** or initiatives that advance family/community engagement and build momentum/early wins in our community
- **Contribute to the formation of the broader strategy and communication** of neighborhood level C2C activity via backbone
- **Invest in programmatic work** to serve youth across the C2C pipeline with consistent levels of excellence and evidence-driven impact

Partners vs. Collaborators

- **We are prioritizing building a base of direct C2C providers that provide recurring services** across academic, socio-emotional, enrichment, college, and career services
- Initially in Phase 1, we aim to also **build up shortlist of collaborator organizations** that we can leverage for one-off youth and/or family needs and create direct linkages with C2C providers
- One key area includes social services. **In Phase 1, we will explore partnerships with organizations providing social service supports** for youth and families including Dutchess County Social Services (primary provider for Poughkeepsie)
- Other areas where we will build out collaborative work include housing support, accessing federal/state benefits, tax filing assistance

The Children's Cabinet will activate the full C2C pipeline in Phase 1 with initial providers (2/3)

Through our initial providers of C2C programming, we will address our target population of youth ages 0-24 across a wide range of supports, onboarding partners by end of 2024 to initiate a full cradle-to-career pathway in Poughkeepsie. As we finalize our strategy and formalize our partner base, we will prioritize the providers below:

Anticipated Phase 1 C2C Provider	Currently Served*		Overview of Key Provider Services Relevant to C2C Outcomes (Note: OST = out-of-school time)
	Youth	Adults	
Ampact	600	30	National AmeriCorps program that provides evidence-based high dosage tutoring intervention programs ((Early Learning Corps, Math Corps and Reading Corps) and AmeriCorps opportunities
Community Matters 2 Inc	400	-	Local leader in community activation and organizing as well as youth development. My Brother's Keeper after-school program provider
Family Services	910	5,563	Local leader in crisis prevention and response services to families in the city of Poughkeepsie. Also run community safety programs and preventive supports for adults and youth (especially teens)
Marist College Liberty Partnerships	341	-	Major Poughkeepsie school district after-school / summer program provider (including academic support). Provide OST and College/Career Prep
Vassar Education Collaboration	150	-	Run after-school and summer programs for public school, local youth, including college prep.
Astor Services for Children and Families	160	85	Sole Head Start provider for the city (serve prenatal to age 5 with home and center based options). Mental health services provider to Poughkeepsie City School District.
DAY ONE Early Learning Community	70	63	Early childhood programs for Infant, toddler, Pre-K; the Basics; Parent Engagement; Teacher Apprenticeship Program
Community Family Development	104	-	Non-profit daycare center in the city, serving infants to Pre-K (all day) and OST (5-12 years)
Boys & Girls Club of Newburgh & Poughkeepsie	800	-	Run both K-12 OST programs in the City of Poughkeepsie and are a new Pre-K provider for the Poughkeepsie City School District
The Art Effect	851	25	Run a wide range of OST programs and some workforce/college readiness programs. Also lead the development of the Youth Arts Empowerment Zone (K-12 program) in downtown Poughkeepsie
Dutchess County Chamber Foundation	300	60	Leader in local college/career readiness supports (has a physical presence in Poughkeepsie High School with dedicated full-time staffing)
Nubian Directions II Inc.	75	-	In partnership with AmeriCorps, NDI is a comprehensive youth development program that offers HSE prep, job training, counseling and leadership development for out-of-school youths ages 16-24

* Figures are an estimate of the number of youth and adults currently being served by each initial direct service partner.

The Children's Cabinet will activate the full C2C pipeline in Phase 1 with initial providers (3/3)

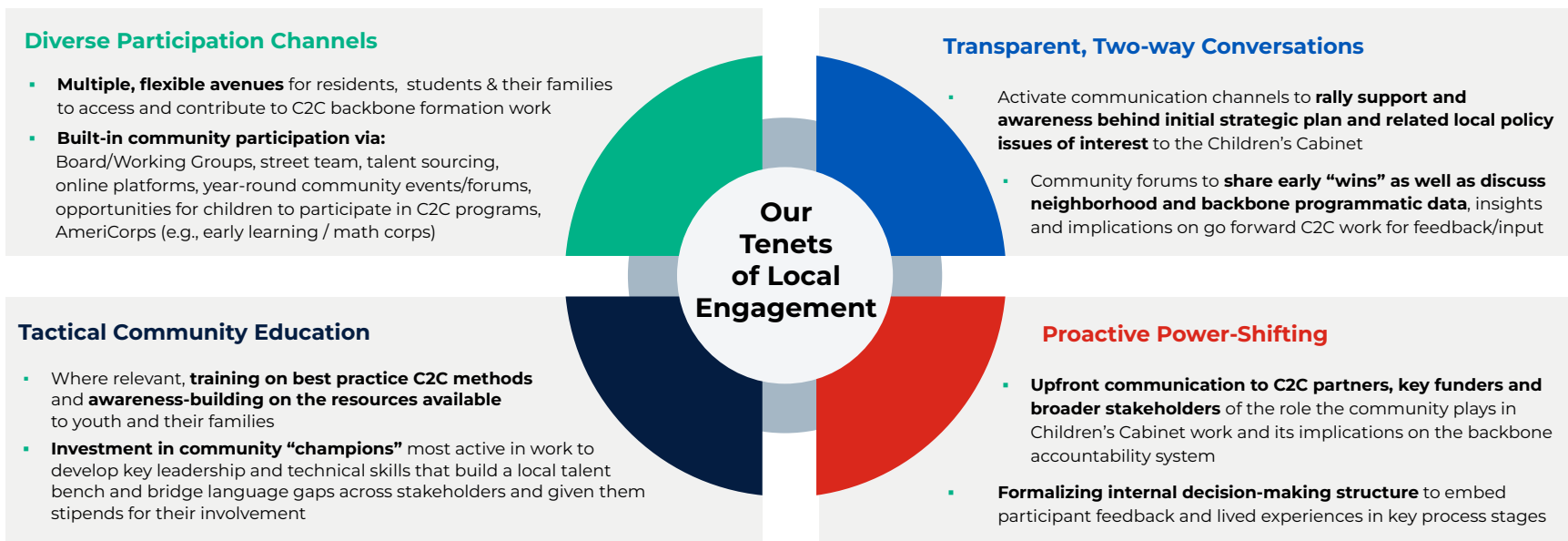
Initial Phase 1 partners will provide continuous support across full C2C pipeline and in Phases 2 and 3, the PCC intends to deepen these linkages with explicit internal governance structures among its C2C partner network to ensure youth and their families have a cohesive experience across C2C programs.

Likely Phase 1 C2C Service Providers	Early Childhood			School Grades				Postsecondary / Employment	Community / Family Work
	0-3	3-K	Pre-K	K-2	3-5	6-8 (MS)	9-12 (HS)		
Ampact									
Community Matters 2 Inc									
Family Services									
Marist College									
Vassar Education Collaboration									
Astor Services for Children and Families									
DAY ONE Early Learning Community									
Community Family Development									
Boys & Girls Club of Newburgh & Poughkeepsie									
The Art Effect									
Dutchess County Chamber Foundation									
Nubian Directions II Inc.									

The Cabinet will ensure the community's voice stays at the center of its C2C work throughout (1/2)

In Phase 1, Poughkeepsie Children's Cabinet will prioritize developing a grassroots family and community engagement approach across its provider ecosystem to foster deep relationship-building, social trust, and community empowerment, with a focus on Poughkeepsie's Northside.

To accomplish this, we will form a belief system among stakeholders that prioritize the following actions:



The Cabinet will ensure the community's voice stays at the center of its C2C work throughout (2/2)

The Poughkeepsie Children's Cabinet will take the following initial steps to operationalize our philosophy and approach to local engagement early on, with an emphasis on the city's Northside:

- **Formally embed community voice in pre-launch planning.** Align upfront with potential partners, funders, and internal team to clearly establish the role the community will play in building the C2C pipeline over the long-term. Review initial standard operating procedures during implementation process to ensure intentional touchpoints and diverse channels exist for receiving community feedback.
- **Gather community feedback via listening tour.** Work with current Children's Cabinet allies to identify forums in which to share the vision for Poughkeepsie and solicit early input. Starting with an initial set of C2C providers and their most active participants and expanding to focus groups with known active community members. Collect input and feedback on key questions to establish a basis for planning and sequencing the Cabinet's future community engagement approach. Revisit strategic plan for any shifts in phasing and/or prioritization.
- **Launch community "roadshow."** Once the Cabinet's Partnerships Director and External Engagement Director are hired and onboarded, establish a granular approach to community outreach, from establishing external communication collateral to standing up the formal channels (e.g., Youth and Family Working Group launch, participant recruitment for inaugural C2C pipeline via providers, identification and onboarding of inaugural Community Champions). With materials and formalized channels, launch a roadshow with Children's Cabinet leaders as well as key C2C providers and Community Champions sharing the vision of C2C in Poughkeepsie and the Children's Cabinet's anticipated community outcomes.

The Cabinet will contract with experts to establish strong data integrity and accountability practices

Build evaluation capacity and establish a strategy that enables results and learning

- Invest in a consultant to map out an initial data evaluation strategy, which includes imperatives from a neighborhood level needs assessment and desired programmatic C2C outcomes
- Plan for hiring of full-time, internal staff member to manage execution and ongoing implementation in Phase 2 of work



Solve for data collection, tracking, & interoperability

Launch a city-wide data integration process: **(a) community-level:** continue working with Finding Common Purpose (FCP) to build underlying C2C dashboard architecture that ensures efficient data collection (data inputted timely and accurately) and tracking (data exports) **(b) student-level:** build upon City Connects integrated student system to evaluate and plug gaps in data exchange from diverse databases across Children's Cabinet partner ecosystem to show holistic picture of each student



Build supportive reporting, analysis, and data-driven accountability systems

Drive mechanisms to support backbone accountability by: **(a)** building out bespoke C2C dashboard with support from FCP to enable cross-site reporting and analysis to share with stakeholders **(b)** convening working group meetings in cohorts (e.g., K-8, HS, EC, and college & career), with Children's Cabinet and partners on data insights to inform interim program effectiveness **(c)** leveraging these data to set annual partnership check-ins to inform future changes

Phase 1 Focus: Deepen capacity to operationalize C2C strategic approach through investment in a data system that best supports above goals and learning of best practice from other C2C exemplars

The Cabinet will develop and execute a strategic financing plan for backbone functions and direct services

➤ **The goal.** By mid-2024, the Cabinet will have raised at least \$2.04m to power its backbone functions and support Poughkeepsie's C2C pipeline for the first 18 months of operations, while beginning to secure funds and commitment for Phase 2.

➤ **The strategy.** To execute The Children's Cabinet will hire a full-time strategic financing coordinator to support the Executive Director, conduct program cost modeling, assess and prioritize relevant funding opportunities, and build a plan to bridge gaps between funding sources. Focus on securing Phase 1 funding needs and lay groundwork to build diverse funding streams that can enable growth in Phase 2.

➤ **The funding landscape.** As part of its public-private partnership model, the Cabinet will identify opportunities for both its own backbone functions and its partners to improve utilization of existing funding streams. While we anticipate the majority of resources coming from federal, county and city public funds, the local philanthropic community is also engaged in supporting core youth development efforts.

➤ **The tactics.** Target select base of local philanthropy relationships to seed inaugural year of operations. Expand the donor base and prioritize multi-year commitments. Apply to at least five grants worth a potential \$3m in annual funding in the first year to set stage for late stage Phase 1 and early Phase 2 needs (including soliciting grant resources to enhance competitiveness for federal grants like Promise Neighborhood).

The PCC will launch a groundbreaking public-private partnership between local government, schools and philanthropy to build and sustain C2C work over time (1/2)

- The Children's Cabinet will launch a **first-of-its-kind public-private partnership between local government, schools and philanthropy** in the Poughkeepsie region to sustain the city's cradle-to-career work over time
- Public institutions gain access to a proven strategy for supporting children and youth; backbones get their cradle-to-career pipelines embedded in institutions' plans and budgets; philanthropists get to invest in unified strategies; and the community gets better programming that's easier to understand and simpler to access.

Stakeholder	Relevance to Backbone work and strategy	Initial alignment steps and target Phase 1 timing
Dutchess County government	<p>Description of current C2C-aligned resources and supports: Funder of Children's Cabinet backbone planning work (\$200K given in 2023 year-to-date), as well as direct service providers in the city; house the Path to Promise initiative and delivers their own family/children services to target populations; set regional public policy, including policy related to Path to Promise programs and services</p> <p>Desired collaboration model: Poughkeepsie Children's Cabinet as the local hub for bringing the Path to Promise goals to fruition in the City of Poughkeepsie; Children's Cabinet coordinating with the county to ensure its funds supporting youth are aligned with Poughkeepsie's cradle-to-career strategy</p>	<ul style="list-style-type: none"> • Review of backbone strategic plan (by 2Q23) • Crosswalk existing public policies/issue area plans with the Cabinet's C2C strategic plan to identify areas of alignment (2Q23)
City of Poughkeepsie government	<p>Description of current C2C-aligned resources and resource supports: Funder of the Children's Cabinet backbone operations. Also provides incremental funding to local direct service providers through a youth grant.</p> <p>Desired collaboration model: Coordination with the new youth division (that the Children's Cabinet helped advocate to create) to ensure public policy priorities are aligned with our overall cradle to career vision for Poughkeepsie on the city-level.</p>	<ul style="list-style-type: none"> • Determine involvement in Executive Committee (by 3Q23) • Direct articulation of and support with coalition- building around local policy initiatives early on (late 2024)

The PCC will launch a groundbreaking public-private partnership between local government, schools and philanthropy to build and sustain C2C work over time (2/2)

Stakeholder	Relevance to Backbone work and strategy	Initial alignment steps and target Phase 1 timing
Poughkeepsie City School District	<p>Description of resource supports: The public city school district is a school operator but also a funder of Pre-K providers, afterschool programs, integrated student supports, occasionally summer/out-of-school learning, and youth development work more broadly in the community</p> <p>Desired collaboration model: Becoming a potential funder of the Children's Cabinet backbone operations and direct service investments via partners pooling from youth development funding base. Aligning on the wide set of academic, socio-emotional, health, and other related supports across the full continuum of C2C solutions. Developing the data architecture for the Cabinet/community to support neighborhood-level C2C outcomes. Direct connectivity with Community School Department the City Connects program</p>	<ul style="list-style-type: none"> • Review of backbone strategic plan for implications discussion (by 2Q23) • Discussion of funding priorities and alignment to Phase 2 work (early 2024) • Contribution to community-level data infrastructure initiatives for backbone work (in 2024)
Local Philanthropy	<p>Description of resource supports: Local philanthropy (in particular the Dyson Foundation) has provided funding for the pre-launch planning work of the Children's Cabinet since its inception. In addition, the Children's Cabinet has historically benefited from individual giving and several local philanthropic entities</p> <p>Desired collaboration model: Explicit, sustained commitment from a subset of local individual and philanthropic entities to invest in either the Children's Cabinet backbone or specific areas of the C2C pipeline (e.g., Early Childhood or College & Career) they would like to drive neighborhood outcomes on</p>	<ul style="list-style-type: none"> • Review of backbone strategic plan for implications discussion across entire local base of private funders (late 2Q23) • Align funders to Children's Cabinet North Star in follow up discussion. Understand organizational funding priorities (late 3Q23) • Explicit ask of annual funding commitments needed to reach back-end of Phase 1 operational milestones (Year 2) and build Phase 2 base. Pinpoint areas of relevance of work with funding priorities (early 4Q23) • Share out early "wins" and build ongoing dialogue of interest and support for future funding opportunities (2024 beyond)

High Level Milestones: Phase 1



Phase 2 Deep Dive: Years 3-5

2025-2027

Phase 2: Improve and Expand – Enhance and scale Poughkeepsie’s cradle-to-career pipeline

- 1 Recruit new evidence-based programmatic partners** (local, regional, or national), with an emphasis on enhancing the less robust sections of the C2C pipeline.
- 2 Systematically improve C2C program quality** by ensuring all direct service partners have the resources, infrastructure, know-how, and talent they need to succeed and sustain it over time.
- 3 Tighten integration** with social services providers, area colleges, and other strategic partners.
- 4 Develop, strengthen, and scale a two-generation approach** that supports the families of Poughkeepsie youth and connects them to resources and services that promote pathways to upward mobility.
- 5 Craft and implement a C2C talent development strategy** to ensure Poughkeepsie has the skilled professionals it needs to sustain its C2C work; add talent to the Cabinet and bring key functions in-house.
- 6 Design and execute a national communications strategy** that promotes Poughkeepsie as an exemplar of C2C in small cities and seeks to influence policy, attract resources, and build support for the Cabinet.

Recruit new programmatic partners to deepen the **continuity** of Poughkeepsie's C2C pipeline

- In Phase 2, the Poughkeepsie Children's Cabinet will grow both the **size** and the **number** of programs and supports across all age groups.
- To accomplish this, the Cabinet will pursue two strategies simultaneously:
 1. Support high-performing local organizations to expand.
 2. **Recruit high-quality national and regional organizations** to Poughkeepsie.
- In determining which organizations to recruit, the PCC will make determinations based on two sets of criteria:

Evaluation criteria for Phase 1 local partners applied to national partners

- **Mission-alignment** – Committed to building C2C pipeline.
- **Partnership capacity** – Leadership is eager and staff is able to collaborate on building the C2C pipeline.
- **Credibility** – Strong reputation among partners, funders, and the community.
- **Stability** – Operationally and financially stable.

Additional evaluation criteria specifically for national partners

- **Focus area scarcity** – Can the provider scale-up program provision in pipeline areas where local options are limited?
- **Evidence-based programming** – What portion of the organization's programs are evidence-based?
- **Record of success** – Does the potential have a record of success?
- **Scale potential** – Does the provider have a scalable operating model and codified best practices to serve a critical mass of Poughkeepsie youth?

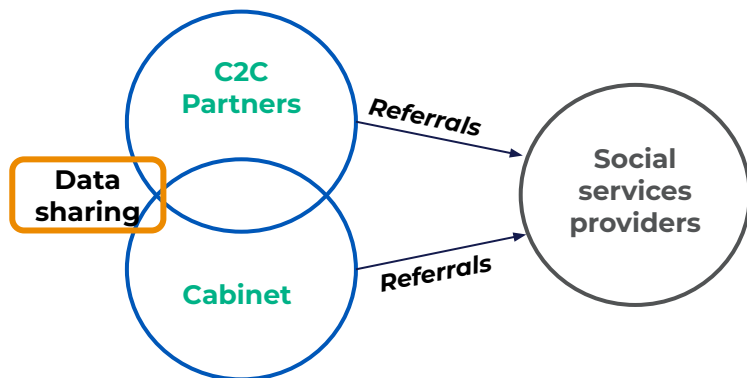
Improve program quality by ensuring direct service partners have the **resources** they need to excel

Resource	How the Children's Cabinet will ensure access to essential resources	Notes and Implementation Details
Evidence-Based Programming Know-How	<ul style="list-style-type: none"> Provide access to relevant expertise and know-how in multiple ways, including with connections to experts at Harlem Children's Zone, peer exemplars, and other leaders in the field. 	<ul style="list-style-type: none"> Wherever possible, expertise will be buttressed with <i>materials</i> that manifest evidence-based youth programs in the field
Management Expertise	<ul style="list-style-type: none"> Bring experts in management and organizational capacity building to Poughkeepsie to train and coach C2C leaders on goal-setting, culture-building, hiring, delegation, etc. 	<ul style="list-style-type: none"> Great results require management excellence; the PCC will support its direct service partners in leveling-up
Talent	<ul style="list-style-type: none"> Leverage innovative Americorps partnerships; Partner with nearby colleges child and youth development training and credentialing resources and programming 	<ul style="list-style-type: none"> The PCC will prioritize training promising people from the Poughkeepsie area, as well as seeking to attract and retain outside talent
Funding	<ul style="list-style-type: none"> Re-grant funds from certain grants to direct service partners based on performance, opportunity, and family needs 	<ul style="list-style-type: none"> The specifics of re-granting will depend on the terms and amounts of funding the PCC is able to secure
Advocacy	<ul style="list-style-type: none"> Provide sector-wide advocacy capacity to address policy barriers, secure funding, and pursue wider systems change 	<ul style="list-style-type: none"> The first step is to understand the policy landscape, which can be done through partnerships, the next step is strategically identifying and prioritizing opportunities

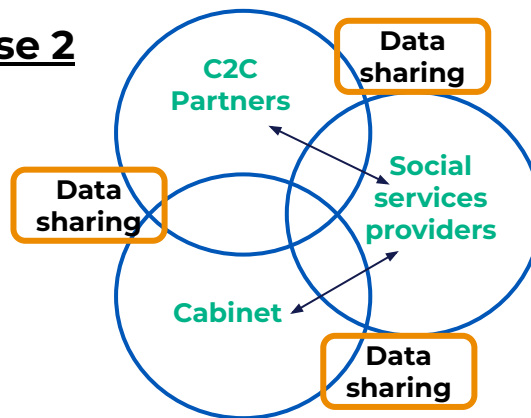
Tighten integration between the Children's Cabinet and high value supporting domain partners

- Starting on day 1, the Poughkeepsie Children's Cabinet will partner closely with providers of programs and services for children of all ages and their families; this set of partnerships is the C2C pipeline.
- Separately, a range of social service providers offer invaluable support to Poughkeepsie families, including: Dutchess County Government, Hudson River Housing, United Way of Dutchess-Orange, Community Action Partnership for Dutchess County, Astor Services, Legal Service of the Hudson Valley and Family Services.
- In **Phase 1**, the Cabinet and C2C partners will refer families to these providers for relevant assistance as appropriate. The relationship will be warm and cooperative but not yet tight.
- During **Phase 2**, the Cabinet will integrate social services providers more fully into the pipeline. It will **integrate data systems** and more proactively match families with resources they would benefit from.

Phase 1

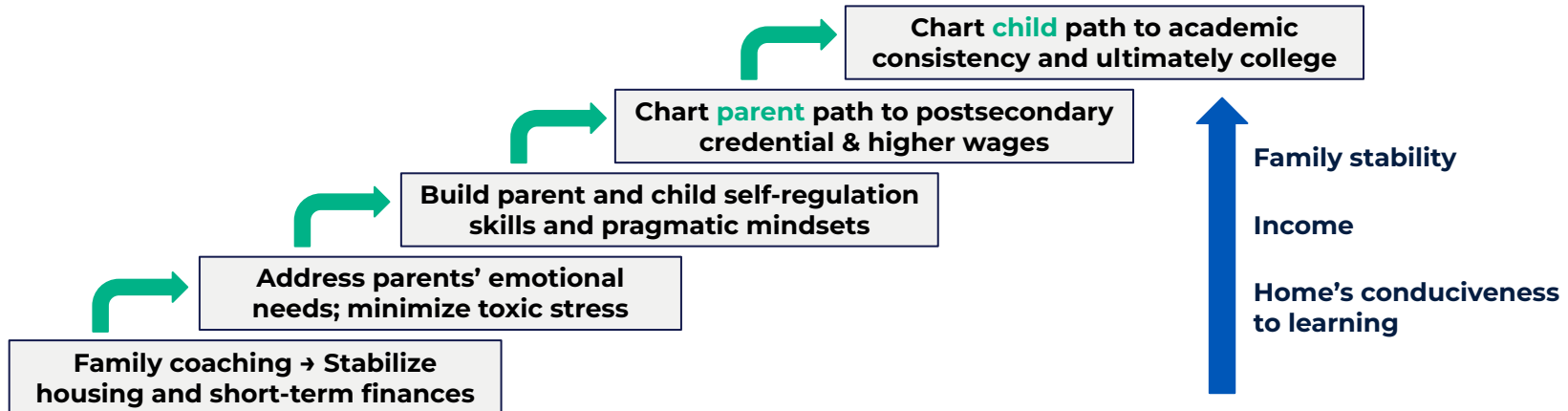


Phase 2



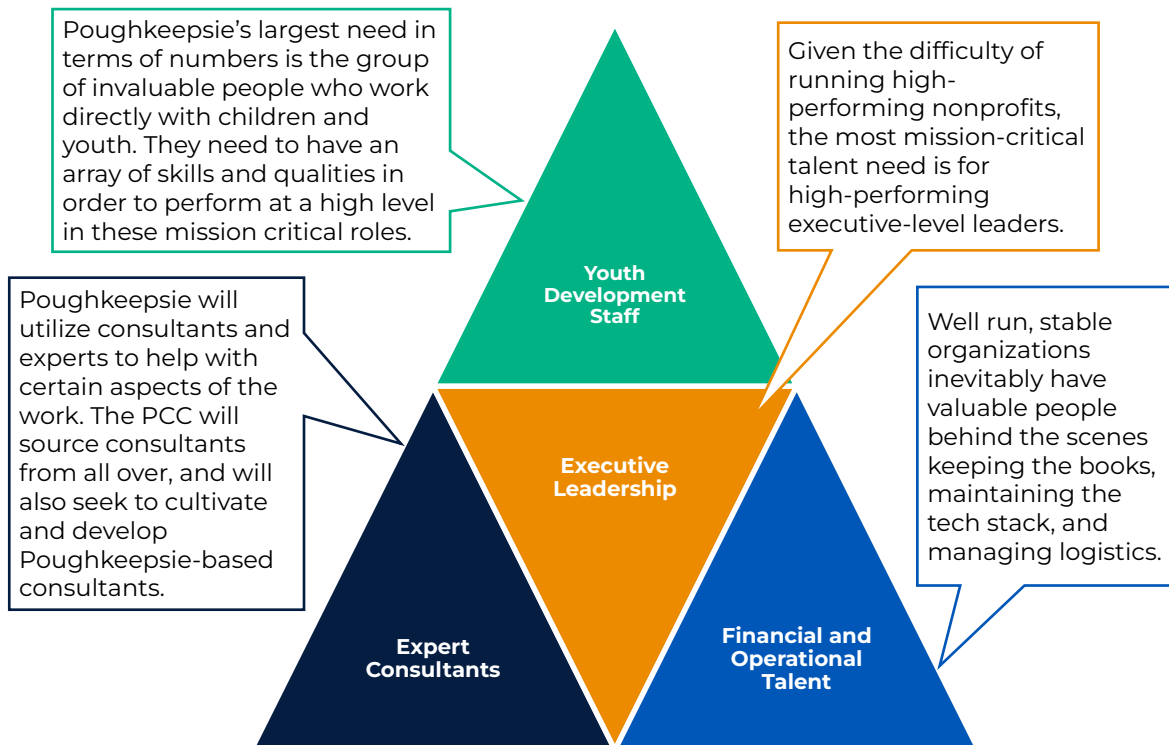
Launch family coaching to help parents and youth move toward stability and upward mobility

- The Children's Cabinet will leverage proven **two-generation approaches** to reducing poverty that serve both parents and children and are more effective in tandem than separately.
- The Cabinet will provide **family achievement coaching** services to help families stabilize and rise economically.
- Family coaching helps in a series of connected ways: it eases toxic stress by providing a reliable support person; it helps participant parents access available supports (housing, food, healthcare); and it helps families – parents and children – set longer-term goals, make plans to achieve them, and translate those plans into discrete steps.
- Coaches will get to know every participant as an individual; together they will create and execute a plan for the deeply personal, multi-faceted, and multi-year task of permanently exiting poverty.



Craft a strategy to ensure Poughkeepsie has the **talented professionals** needed to sustain cradle-to-career work (1/2)

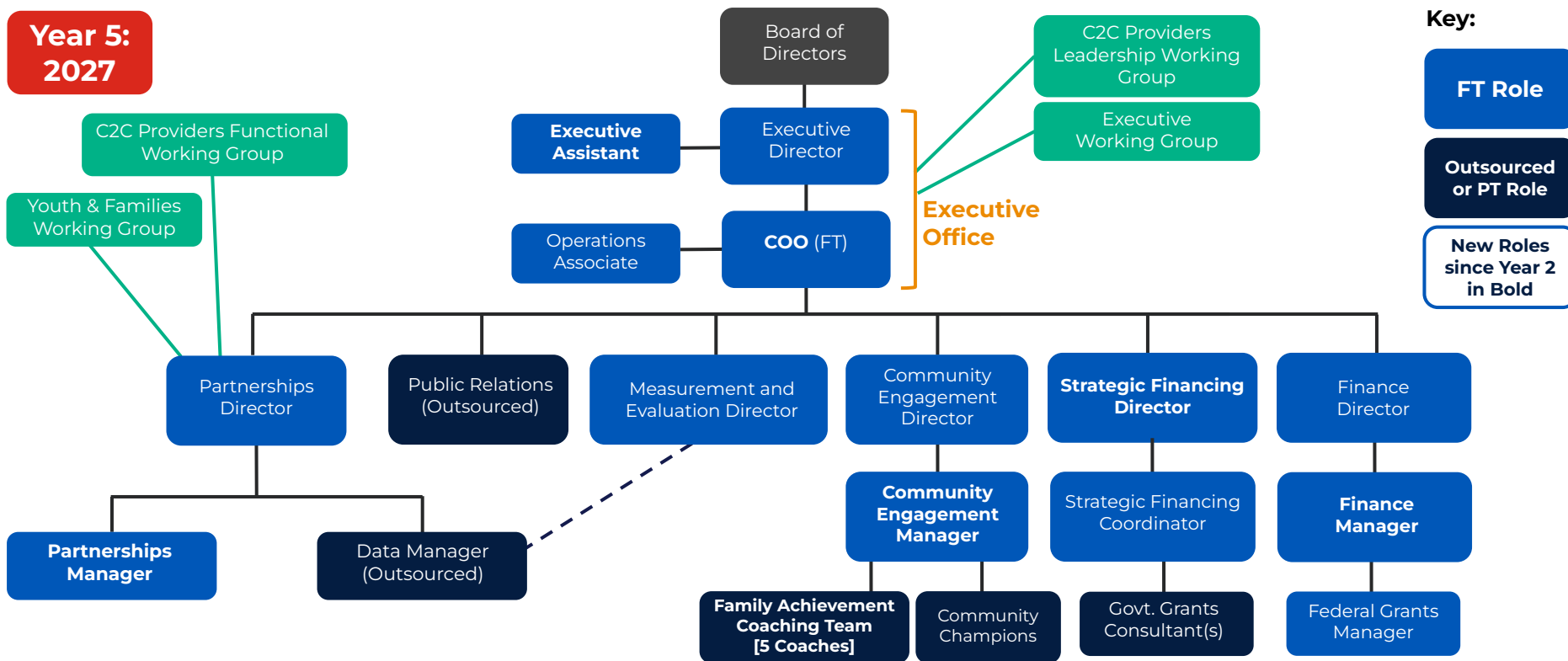
- A key challenge in every C2C pipeline is **recruiting talented people** capable of performing the wide range of essential roles, from CEO to controller to program director.
- To address this challenge, the Children's Cabinet will use a three-pronged approach:
 1. In partnership with Lead for Poughkeepsie and Ampact, develop innovative AmeriCorps partnerships that enroll local residents in AmeriCorps programs to address C2C needs and create talent pipelines to civic leadership and careers.
 2. Partner with local higher education institutions to develop formal training in youth development and an associated credential.
 3. As youth move through the C2C pipeline, the PCC will keep an eye out for talent, with the goal of having the pipeline be run in the future by its alumni.



5

The Cabinet will add talent in key roles and bring mission-critical functions in-house (2/2)

**Year 5:
2027**



Design a national **communications strategy** to influence policy, attract resources, and build support for the PCC

- The Poughkeepsie Children's Cabinet intends to be **a leader in the place-based cradle-to-career field**, and in Phase 2 of its 10-year plan it will develop a **national communications strategy** with four objectives:
 - a. Influence policy at the local, state, and national levels.
 - b. Shape best practices in the place-based cradle-to-career field.
 - c. Attract financial and other resources.
 - d. Build support for the Cabinet.
- The PCC's national communications strategy will start with these four objectives, specify the target audiences (leaders in the field, state and local officials, community members, funders, elite media), identify the most promising channels, develop the message, create an execution plan and timeline, and begin testing messages and adapting to learnings.



Poughkeepsie, New York (Source: Wikipedia)

Phase 3 Deep Dive: Years 6-10

2028-2032

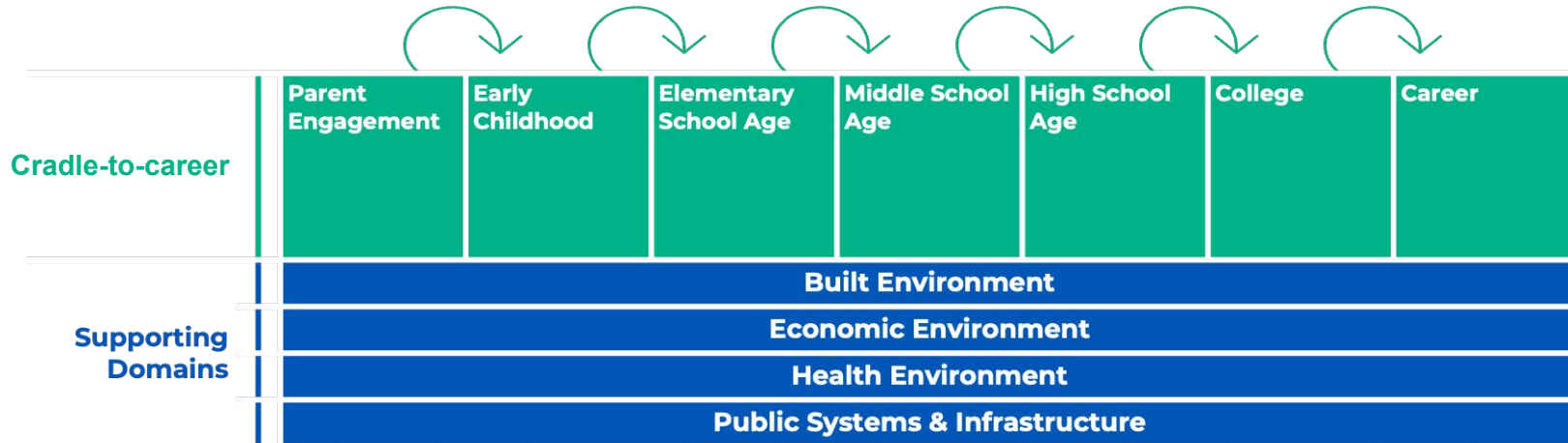
Phase 3: Scale toward goals and extend reach – Assess programs, scale impact, and share the PCC story

- 1** **Integrate social infrastructure with the C2C pipeline**, including affordable housing, community economic development, transportation, and health.
- 2** **Scale-up the most effective programs** to achieve key population-level outcomes that advance postsecondary completion, socioeconomic mobility and racial equity at scale.
- 3** **Expand community engagement** to bring new children and families into the C2C pipeline.
- 4** **Identify and pursue high-leverage public policy initiatives** aimed at bolstering systems that contribute to educational attainment and socioeconomic mobility.
- 5** **Conduct rigorous, independent quantitative and qualitative evaluations** to assess the effectiveness of the C2C pipeline and its component programs.

Enhance the impact of Cradle-to-Career programs with essential social infrastructure

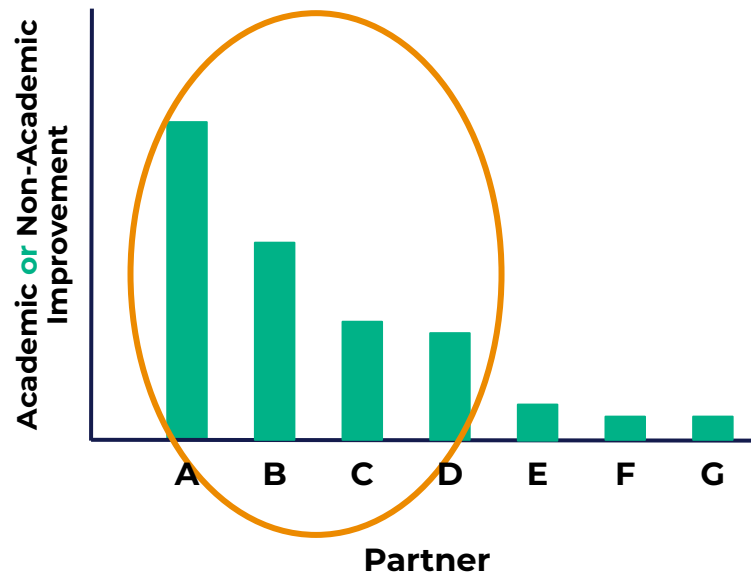
- In Phase 3, the Cabinet will add a focus on integrating Poughkeepsie's C2C pipeline with its broader **social infrastructure**, including the built environment, economic environment, health environment, and public infrastructure and systems.
- This strengthens the C2C pipeline by **eliminating obstacles** that make it harder for young people to flourish.
- Integration of supporting domains will be **prioritized** based on need, cost and funding availability, youth and family preferences, and impact efficiency (where the most can be accomplished with the fewest resources).

Cradle-to-Career Pathway and Supporting Domains



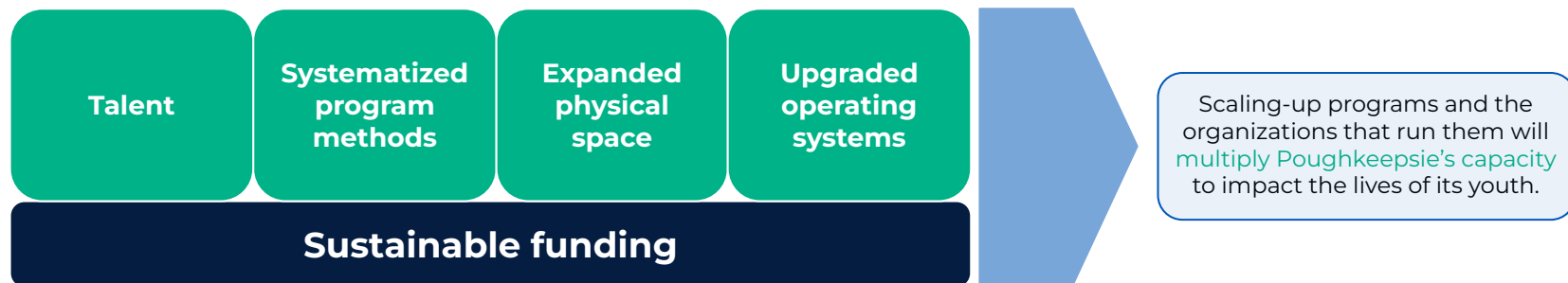
Scale up the most effective C2C programs to build the capacity to reach our North Star

- To reach the Cabinet's North Star of serving 5,000 Poughkeepsie youth annually within 10 years in order to change the city's culture, the scale of youth programming will have to increase significantly.
- Scaling will be an ongoing part of this work, but Phase 3 is when it will become a top priority.
- The Cabinet will consider several variables in deciding which programs to help scale, but the key factor is impact on student performance and/or well-being.
 - As described on slide 24, the Cabinet's success metrics will be aligned with those used by Promise Neighborhoods.
- Other factors the Cabinet will consider include:
 - Impact on social-emotional development
 - Management capacity
 - Organizational infrastructure
 - Support of a national/regional organization
 - Ability to attract talent
 - Physical space flexibility/options
 - Funding considerations



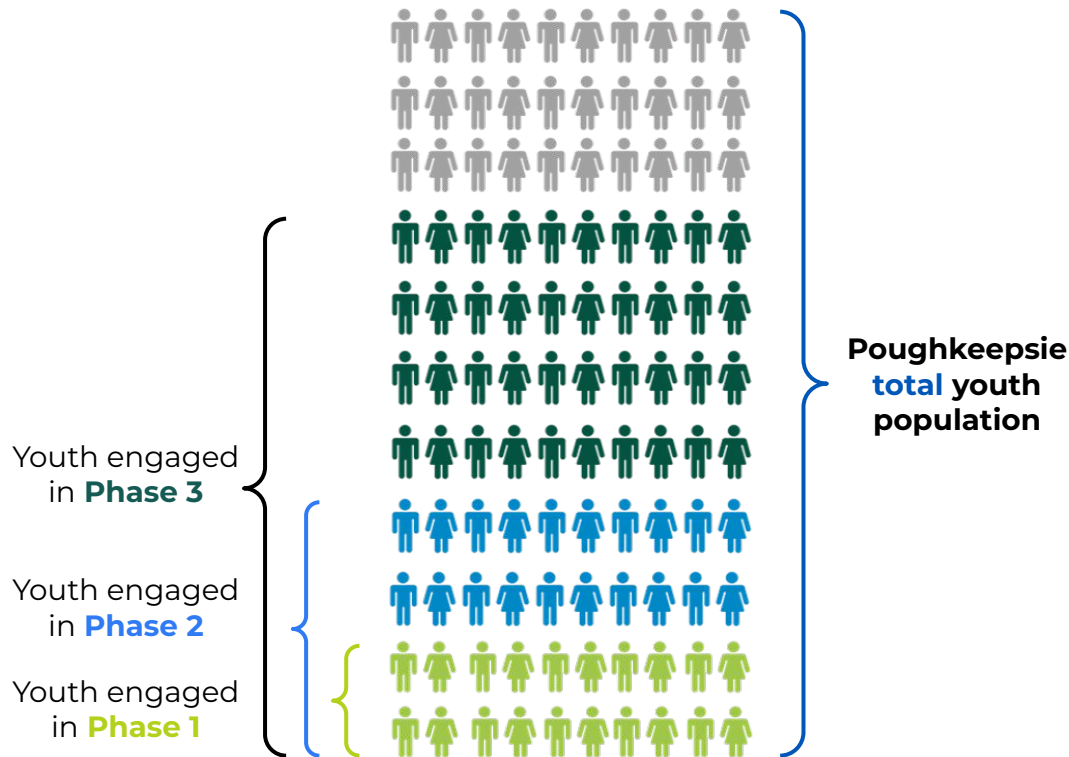
Scale up the most effective C2C programs to build the capacity to reach Poughkeepsie's North Star

- Once it's clear which are the most effective programs, the Cabinet will help them scale-up.
- Programs targeted for scale will need support with many of the following:
 - Accessing sustainable funding
 - Attracting the right talent
 - Systematizing program methods and training staff on them
 - Expanding their physical space
 - Upgrading their operating systems (accounting, finance, talent management)
- Of these, **sustainable funding** is the top priority because it is essential to securing the other elements of growth.
- The Children's Cabinet will provide support directly or identify and help pay for the right support.



Extend reach of community engagement to bring new children and families into the C2C pipeline

- As the Cabinet works with partners to scale-up the best programs, it will also be extending outreach to youth and families who aren't yet part of Poughkeepsie's C2C system.
- The Cabinet will continue relying on its Community Champions to reach new children and families, and will recruit additional Champions as needed to expand capacity.
- Attracting families who haven't yet participated by Phase 3 will tend to be more resource-intensive; the Cabinet will utilize time-tested recruiting strategies developed in Phases 1 and 2, and experiment with new approaches.



Note: Visual is a schematic; proportions are not necessarily precise.

Identify and pursue high-leverage public policy initiatives aimed at bolstering systems that contribute to educational attainment and socioeconomic mobility

Objective

To sustain cradle-to-career work over the long-term:

- **Increase funding for important existing programs**, including Promise Neighborhoods and Full-Service Community Schools Program.
- **Establish significant new state and federal funding streams** that flow to cradle-to-career pipelines, including backbones and direct service providers, and to aligned strategies.
- **Shift portions of existing funding streams** from less impactful uses to C2C-aligned strategies in the same broad policy areas.

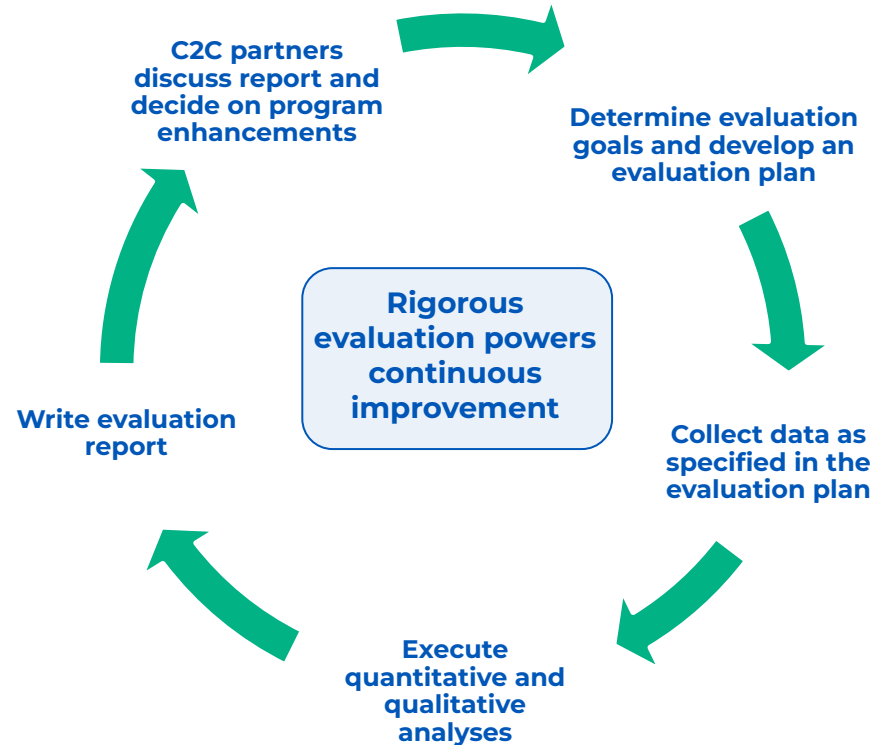
Key Actions

In partnership with other backbones and leaders in the place-based cradle-to-career field:

- **Organize at the grassroots level**, including among cradle-to-career alumni, youth, and families, to create a large, engaged, and geographically broad alliance supporting policy changes supportive of sustainable cradle-to-career pipelines.
- **Advocate for specific legislative action** on strategically chosen, high impact changes to key state and federal policies.

Conduct rigorous, independent evaluations to assess effectiveness of the C2C pipeline and its programs

- Poughkeepsie will partner with independent experts in program evaluation to conduct an in-depth assessment of the impact of the C2C pipeline and its component programs and services.
- The goal of the evaluation is to identify areas of strength ripe for scaling-up, and areas that need improvement so enhancements can be considered and implemented.
- Assessments of partners, programs and services, the backbone itself, and the relationships among them will all be assessed and considered.
- The ultimate objective is better outcomes for children and youth in Poughkeepsie.



Fundraising Plan

The Children's Cabinet starts in a strong financial position and has a plan for long-term support



- Fundraising is imperative in effective cradle-to-career work and the Children's Cabinet is off to a strong start. It has \$450,000 raised and available for its Phase 1 work, as well as \$400,000 in public funds committed to pipeline-aligned youth services work.
 - The Cabinet has received funding from the Dyson Foundation, the Rainbeau Fund, the City of Poughkeepsie, Dutchess County, Rhinebeck Bank, the Wallace Foundation, and a number of generous individual/local donors.
 - Its primary funding source to-date has been the Dyson Foundation.
- The Children's Cabinet will pioneer an innovative public-private partnership strategy to sustainably fund backbone operations as well as cradle-to-career direct service programming.
- The strategy will be a **first-of-its-kind local adaptation of the federal Promise Neighborhoods program** in the Poughkeepsie region that creates incentives for individual entities providing services to children and youth to join the Children's Cabinet's C2C network and engage in collaborative action.
 - The PCC will leverage existing and new philanthropic, city, school district and county youth services RFPs to introduce requirements for direct service providers to opt into a citywide data sharing system, and to partner with the Children's Cabinet, creating enabling conditions for highly effective collective impact.
 - This strategy will directly align the work of Dutchess County's Path to Promise, PCSD's Community Schools Department, the City of Poughkeepsie's Youth Services Division, and local philanthropy.
 - Service providers who join the Cabinet will receive technical assistance and capacity building supports, and have opportunities to engage with PCC national partners such as Harlem Children's Zone, the Harvard EdRedesign Lab, and Children's Funding Project.
 - Finally, the Children's Cabinet will seek funding to subsidize core C2C partners' staff participation in working groups and capacity building programming.

The Children's Cabinet will build its fundraising capacity with five key tactics

In addition to hiring a capable and compelling Executive Director, who will be the lead fundraiser for the backbone responsible for bringing in the resources the organization and the Poughkeepsie C2C pipeline needs, the Cabinet will build its fundraising capacity with five tactics:

- 1. Establish and expand a Strategic Financing team:** Hire a Strategic Financing Coordinator in Year 1 who will model future backbone and program costs, scope out funding opportunities, and focus the Executive Director's fundraising time on the highest potential possibilities. In Phase 2, hire a Strategic Financing Director to further extend the Cabinet's fundraising reach.
- 2. Invest in technical assistance:** Investing in developing key expertise in strategic finance planning, financial modeling, and the pursuit of major public/private grant opportunities.
- 3. Secure competitive public funding:** Beginning with Promise Neighborhoods, the Children's Cabinet will pursue major public grant resources beyond its current core funding from the city and county.
- 4. Maximize local and regional philanthropy through board development and fundraising:** Tapping into the local private donor base will provide flexible capital to supplement public funds and allow for innovation, agility, and broad dissemination of the model.
- 5. Leverage its groundbreaking public-private partnership model to attract national funders:** Beginning in Phase 1 and accelerating in Phase 2, the Children's Cabinet will establish a new, innovative model for harnessing existing public funding to do cradle-to-career work. This will enable it to attract national funders to help scale-up Poughkeepsie's cradle-to-career pipeline.

Poughkeepsie Children's Cabinet will pursue state and local government funding

Revenue Source	Description	Level of Difficulty (Low, Medium, High)	Phase 1	Phase 2	Phase 3
1. Dutchess County	Dutchess County is a primary funder of the Poughkeepsie Children's Cabinet, providing flexible operating capital to establish and sustain the Children's Cabinet and its cradle to career partners.	Medium	X	X	X
2. City of Poughkeepsie	The City of Poughkeepsie is also a primary funder of the Poughkeepsie Children's Cabinet, providing flexible operating capital to establish and sustain the Children's Cabinet and its cradle to career partners.	Medium	X	X	X
3. Poughkeepsie City School District	Poughkeepsie City School District has the ability to support partner organizations and programs that support certain schools. They also can potentially fund Cabinet working groups on topics related to Pre-K-12 outcomes. Though it may be harder for the school district to fund the backbone, it can be key in supporting direct service partner stability.	Medium	X	X	X
4. State of NY	In working with state agencies like the New York State Education Department and New York Office of Children and Family Services, the Children's Cabinet can seek consistent funding pending on the state budget surrounding technical assistance, 21st century learning, and family and community engagement support through the request for proposals present	Medium	X	X	X

Poughkeepsie Children's Cabinet will pursue federal government grant funding

Revenue Source	Description	Level of Difficulty (Low, Medium, High)	Phase 1	Phase 2	Phase 3
1. Promise Neighborhoods	Poughkeepsie Children's Cabinet and its partners will pursue Promise Neighborhoods planning and implementation grants to develop its comprehensive C2C pipeline over a 5-year period.	High	X	X	X
2. Full Service Community Schools Program	Through the Department of Education, Poughkeepsie's Children's Cabinet can use Full Service Community Schools Program grants that can be used to provide subsequent grants to community partners.	High		X	X
3. Additional Federal Funding Streams Supporting Place-Based Partnerships	<p>Poughkeepsie Children's Cabinet can also pursue other grants available at the Department of Education, as well as grants from other federal government departments, including the Department of Health and Human Services (HHS) and the Department of Housing and Urban Development (HUD).</p> <p> Department of Education Office of Elementary and Secondary Education Department of Housing and Urban Development - Sustainable Communities Department of Housing and Urban Development - Choice Neighborhoods Department of Health and Human Resources Administration for Children and Families </p>	High		X	X

Poughkeepsie Children's Cabinet will pursue local and regional philanthropy

Revenue Source	Description	Level of Difficulty (Low, Medium, High)	Phase 1	Phase 2	Phase 3
1. Local and Regional Philanthropy	<p>Poughkeepsie Children's Cabinet will pursue funding opportunities with local philanthropic organizations to launch as backbone and scale programming.</p> <p>Examples: The Dyson Foundation United Way of Dutchess-Orange Region Community Foundations of the Hudson Valley Novo Foundation The Rainbeau Fund</p>	Low-Medium	X	X	X
2. Local and Regional High Net Worth Individuals and Families	<p>The Cabinet will seek support from generous high net worth individuals and families who care deeply about the future of the City of Poughkeepsie and Dutchess County and see the transformative potential of building a high-performing C2C pipeline.</p>	Medium-High	X	X	X

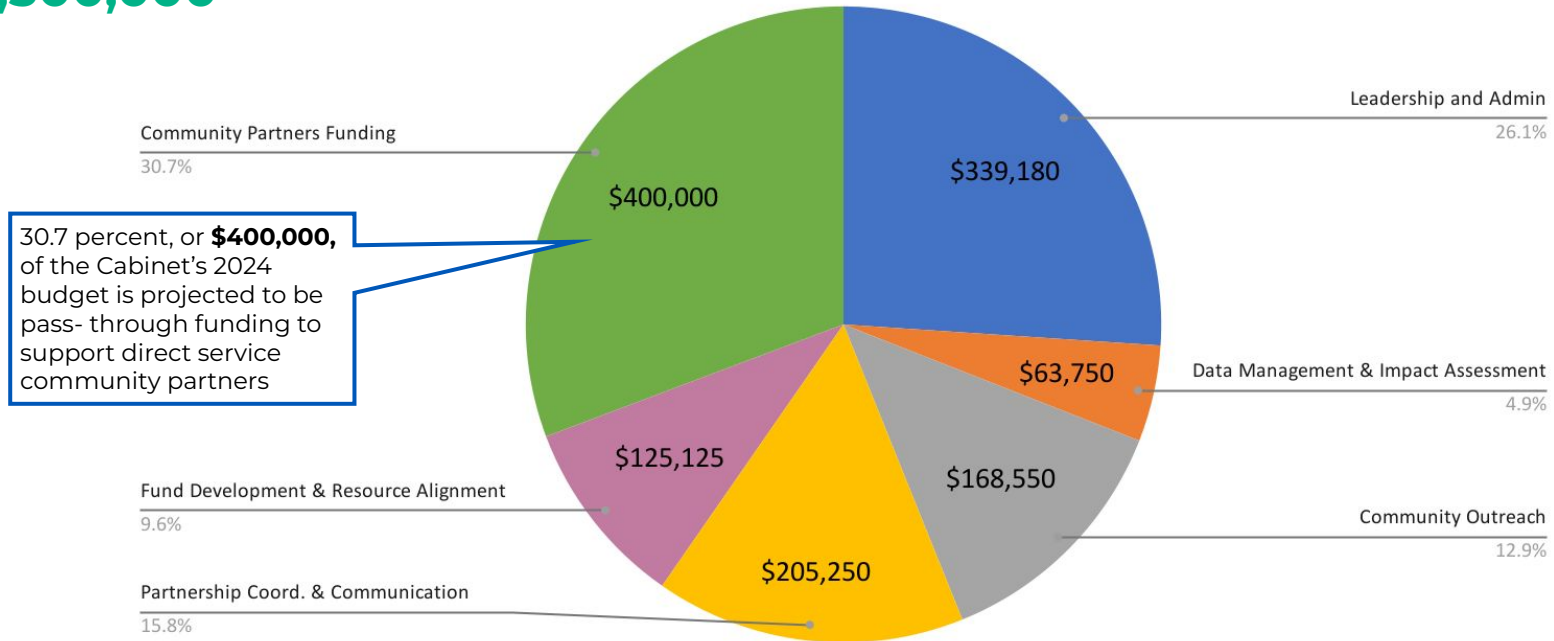
Poughkeepsie Children's Cabinet will pursue national philanthropic resources

Revenue Source	Description	Level of Difficulty (Low, Medium, High)	Phase 1	Phase 2	Phase 3
1. National Philanthropy	<p>Poughkeepsie Children's Cabinet will pursue funding opportunities with national philanthropic organizations to launch as backbone and scale programming.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Wallace Foundation • Ballmer Group • Blue Meridian Partners • Annie E. Casey Foundation • Pritzker Children's Initiative 	Medium-High	X	X	X

Financial Impact

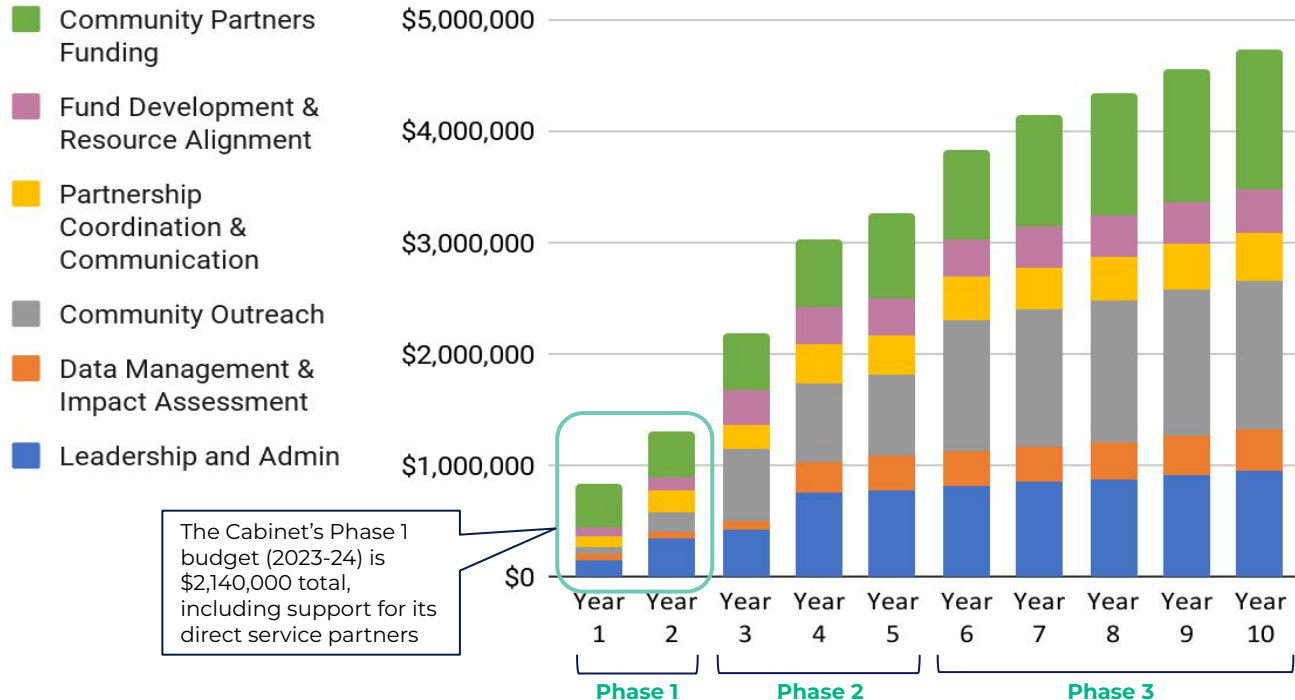
The Poughkeepsie Children's Cabinet Year 2 budget will be \$1,300,000

Children's Cabinet Total Budget, 2024 (Year 2): \$1,300,000



Children's Cabinet 10-year budget projection

Children's Cabinet 10-year budget projection



Assumptions/Notes

- Some roles in the work of the C2C pipeline may be performed by staff at core institutional partners like the city, county, or school district. As a result, this budget may overstate the actual costs borne by the Children's Cabinet.
- Budget increases in years 3 and 4 reflect in part a shift from consultant support to full-time staff members in key roles.
- The jump in year 6 results from adding 5 additional family achievement coaches to the initial group of 5.

The Children's Cabinet has a clear remaining fundraising target for Phase 1

- Executing Phase 1 (2023-24) of the Children's Cabinet's 10-year strategic plan requires a total of \$2,140,000 to be raised from a combination of public partners, local philanthropy, and national funders invested in place-based cradle-to-career strategies.
- The Cabinet has already raised or received commitments for \$850,000 of this total.
- That leaves \$1,290,000 to be raised in Phase 1, along with securing grants and commitments for the early part of Phase 2.

Total Phase 1 Budget (2023-24)	\$2,140,000
Funding raised and committed	\$850,000

Children's Cabinet Phase 1 remaining funding target	\$1,290,000
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