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Five Years of 2Gen in Cuyahoga County

Prepared by: Rebecca Kusner, R4 Workforce on behalf of The Literacy Cooperative of Greater Cleveland

Members of the 2Gen Steering Committee contributed to this narrative summary of their collective work over the last five years. They responded to survey questions about the development of their 2Gen initiatives, offered thoughts about the history of 2Gen in Cuyahoga County, shared stories from their programs, and reviewed various drafts. This work might not be where it is today without the commitment of The Literacy Cooperative of Greater Cleveland. They have created rooms for open discussion and growth; challenged the 2Gen Steering Committee members to work collaboratively towards a shared vision; and helped to tell the 2Gen story across Cuyahoga County and beyond. To all who do this work and support this work, thank you!

I cannot believe it's been 5 years!

The Literacy Cooperative of Greater Cleveland (TLC) first introduced our vision of 2Gen at the Read Across America Luncheon in 2017 featuring Dr. Dana Suskind, author of “Thirty Million Words – Building a Child’s Brain.” We invited partners to the event -- including those that work with and support adults, and they asked, “Why did you invite us?” We explained that adults enrolled in programming may also be parents who could benefit from more information to support their child’s development and that by leveraging this relationship, we as a community can achieve more!

TLC’s “Build a Child’s Brain” campaign was the beginning of making the connection between our early childhood partners and our adult education and workforce development partners. A year after the event, we hosted Sharon Darling from the National Center for Families Learning. She mapped out the ways in which our community can implement strategies to provide whole family experiences and to transform our service delivery system to be family-focused. TLC staff and board members solidified our commitment to bringing the community together in our strategic plan titled “2Gen/1 Plan.”

A 2Gen approach is the practice of intentionally serving the whole family, specifically children and the adults in their lives, together. The Cuyahoga County 2Gen Steering Committee has framed much of its work around the five principles of 2Gen initiatives as outlined by Ascend at The Aspen Institute.

This year the 2Gen Steering Committee and TLC are celebrating five years of learning and collaboration in support of families with the 5th annual 2Gen Summit. Each year the Summit has grown and evolved based upon feedback from attendees! Professionals from early childhood, family engagement, adult education, workforce development, postsecondary, and community services attend and for many, it offers a unique connection to peers outside their primary area of work.

Since 2018, we have been working to create trusting relationships between partners and to build these relationships into a Steering Committee that guides 2Gen efforts across our community. The Cuyahoga County 2Gen Steering Committee, a steering committee of 28 members representing 19 organizations including six funders, works with TLC to set a vision for 2Gen in our community and to develop strategies to advance that vision.

The committee started with two pilots and now our community has seven 2Gen initiatives and more in the works! Thank you to all involved in this work. It has been a great privilege to work with so many committed individuals. I invite anyone interested in this work to read this report and contact me to join this effort.



Robert Paponetti, President & CEO
The Literacy Cooperative



2018 to Today

In 2018, early childhood experts, community organizations, public workforce and adult education leaders, staff, government officials, and many others convened to learn from national experts – and each other – about promising practices for families. Organized and executed by TLC, this convening marked the first time many of the participants had come together with a common interest. The event started participants along a journey of learning from each other, building individual and organizational capacity, networking, and overall collaboration. This report shares more about that journey and outlines the last five years of whole family strategies in Cuyahoga County.

Within a few weeks of the 2018 Summit, TLC reached out to participants and invited those interested in continuing the discussion to attend a follow-up meeting. Attendees at the follow-up meeting included a relatively strong representation of those who participated in the Summit – except for caregivers (more on that later). This initial meeting was critical. TLC maintained momentum coming out of the Summit, offered an opportunity for a debrief, and engaged interested stakeholders in the planning and next steps as a steering

Box 1: Before 2018

While the 2018 2Gen Summit marked the first time many stakeholders focused on whole family strategies, there is a history of family focused programming across Cuyahoga County. As early as 2004, a Family Support Consortium was working together to promote and coordinate Family Support initiatives to strengthen families and build community. The MetroHealth System's Nurse-Family Partnership is based on national best practices and was brought to Cleveland with Mt. Sinai Health Foundation leadership in 2015. The Saint Luke's Foundation, the Bruening Foundation, and the William J. and Dorothy K. O'Neill Foundation have been investing in family supporting approaches for many years. In 2018, the William J. and Dorothy K. O'Neill Foundation added a 2Gen Deep Impact Grantmaking strategy to help organizations and communities develop or strengthen whole family approaches.

committee. Some next steps the groups identified were simple like, 'invite United Way to come talk to us about their 211 tool,' and some involved more time like, 'outline a Call-to-Action.' However, each step created a shared understanding of what participants were showing up to work on and helped maintain momentum.

The 2Gen steering committee's Call-to-Action was released in late 2018. It was the culmination of ideas raised in monthly meetings, ideas presented by TLC, and reviews of models like Ascend at The Aspen Institute. Reviewed and vetted by members of the steering committee, the Call-to-Action centered on four specific priorities:

1. Involving parents and family members as part of our planning process.
2. Expanding inter-agency knowledge among all service providers (site visits and sharing).
3. Implementing formal referral strategies and shared databases among all organizations providing services to children, adults, or families.
4. Incubating a 2Gen programming pilot and tracking results, scalability, and sustainability.

These four priorities set the stage for 2019 and beyond, and each priority has evolved and changed since then. The evolution of 2Gen work in Cuyahoga County is really the evolution of the steering committee's efforts in each of these areas.

“Supporting 2Gen work in Cuyahoga County is changing the way services are designed and delivered to make it easier for all members of a household to get the support they need to realize their goals. Community providers are listening to what families need, engaging parents as partners, training staff in family-centered practices, and streamlining access to services within their organizations and across providers. They are energized by their 2Gen journeys and encouraged that government systems are recognizing the value of the whole family approach.”

Marci Lu, Senior Program Officer, the William J. and Dorothy K. O'Neill Foundation

Involving parents and family members as part of our planning process.

A core tenet of 2Gen programming is the inclusion of parents and caregivers in program design, decision making, and even evaluation. This idea is present in the Aspen Ascend model, the work of individual organizations across Cuyahoga County, and best-practice approaches to program development. Engaging caregivers was so important to members of the steering committee that it was the number one priority, and it has remained a consistent theme.

It is different for individual organizations to engage their customers than it is to engage families in a meaningful way across a community. Most members of the 2Gen steering committee had some sort of advisory committee or alumni group that provided feedback about programs and services. Approaches to this engagement varied but members grappled with similar questions: Do we engage families to gather input into programming or feedback about that programming? Do we schedule meetings during times convenient for parents (nights/weekends) or staff? Do we compensate caregivers for their contributions? Do we offer childcare? As partners were working through their own questions, the steering committee considered whether it should create a new, countywide caregiver advisory group, invite caregivers to current advisory group meetings, or have steering committee members attend meetings of other groups as needed.

Throughout 2019, a small team of steering committee members collaborated with TLC to develop a survey of caregivers engaged with working committee member organizations. The survey was fielded widely (e.g., pilot sites, libraries, community organizations), – and caregivers did offer feedback about their experiences. However, the survey was hard to integrate into an already heavy information gathering or intake process. Staff had varying levels of comfort allowing caregivers to complete the survey on their own rather than walking them through it: Given these data gathering preferences, results were difficult to aggregate across organizations.

What the caregiver survey anecdotally showed was a desire for family-oriented services, the need to build stronger relationships across organizations, and the desire for caregivers to share input and feedback with service providers. It also showed some variability between how providers considered caregiver

engagement. At the time, only one pilot site was explicitly planning to compensate caregivers for their time and had the budget to do so, and only one site was explicitly considering caregiver input into programs and services as they were developed in addition to feedback about those programs and services.

As pilots wrapped up, and formalized into initiatives, the steering committee and individual initiatives continued to focus on caregiver engagement and had plans to increase the focus on this priority in 2020 – then the Covid-19 pandemic halted gatherings, forced many programs and support services to move virtual, and compelled service providers to deal with emergency needs and crisis intervention above all else. Rather than convening caregivers, partners discussed their individual work, the status of caregivers in their programs, how moving to virtual meetings was impacting families and so on. This was less than ideal. Family participation in some initiatives dropped, particularly those working to recruit from school-based settings, and staff were stretched by the gravity of Covid.

Despite the impact of Covid, caregiver engagement has continued to be a core theme. Even moving from the use of ‘parent’ to the use of ‘caregivers’ was an important development during this time. Caregivers may have many different relationships with children and the steering committee wanted to be as inclusive as possible when considering who is representing the needs of a family. While some 2Gen sites are still figuring out how to engage caregivers most authentically, the working committee has taken steps to invite families to the 2022 Summit, all sites agree to compensate caregivers for their time, and each site has expressed willingness to host the steering committee consultant and/or TLC at caregiver meetings.

Box 2: Family Engagement Examples, Cuyahoga County Public Library (CCPL)

Based on caregiver feedback, CCPL enacted multiple measures to ease family financial, childcare, and time burdens. They now provide:

1. Books and educational materials, instead of gift cards, for program participation.
2. Backpacks with school supplies to decrease back-to-school costs.
3. Responding to the needs seen in those participating in the library’s Kindergarten readiness program, CCPL enacted the Baby Club program. Baby Club is now at 13 libraries, aimed at early literacy skills for children from birth to age 35-month, to start developing literacy skills at an earlier age.
4. A GED program with child component so caregivers and kids learn together.

Expanding inter-agency knowledge among all service providers.

When TLC hosted the first convening of partners interested in 2Gen interventions, there were just two pilots running. By 2019, there were four 2Gen pilots running across Cuyahoga County and with other partners involved in these pilots. Regardless of organization, each pilot project was focused on advancing their own 2Gen work and helping to spread the concept across the county more widely.

To share 2Gen programming, each of the pilot sites hosted a meeting of the steering committee. These site visits included an overview of the pilot at that site, a discussion of opportunities and challenges – including caregiver engagement strategies, – and a tour of the facility or neighborhood. Getting work group members out and into the community had two direct benefits. First, it increased the number of partners with knowledge of the pilots and deepened their understanding of 2Gen approaches. Second, it helped partners to connect with peers in a way that was very hands on and practical. This created a network of relationships that helped the committee to function more effectively, also known as building social capital.

Throughout the years, TLC also offered supplemental opportunities for sites to learn from peers and national experts. This included sharing webinars from Aspen Ascend, travel to Brighton Center in Kentucky to learn more about their work, and bringing in national experts from the National Center for Families Learning while elevating the presence of 2Gen strategies across multiple networks. These activities built social capital while growing the capacity of providers and partners and they were organized based upon feedback from the steering committee.

A clear benefit of collaborative work is the ability to identify opportunities and needs across multiple organizations and to deepen the professional development opportunities of partners engaged along a continuum of 2Gen programming. TLC was able to identify specific topics relevant to multiple partners and to deploy learning opportunities in a way that helped to promote community-wide learning that may not have been possible through single organization strategies.

Opportunities included:

- Training on Trauma Informed Care by [New Bridge Center for Arts and Technology](#).
- A countywide cohort for [The Prosperity Agenda's Family Centered Coaching](#) program over several months in 2020.
- A three-part series about [Racism in Public Systems with national consultant Clair Minson of Sandra Grace Consulting](#).

These sessions were all executed during the pandemic and virtually, but attendance was solid and engagement strong. The annual 2Gen summit rounded out each year's learning. Each Summit has included deliberate and structured networking time. Sometimes the networking has been focused on individual sharing and sometimes it has focused on specific topics, but the goal has been to increase connections between people doing this work.

Box 3: Outcomes of Professional Development

As part of the Racial Equity in Public System's session, participants were asked to commit to what they can and will do differently. Here are some of those commitments:

- *Actual implementation of Choice Points into our work, especially analyzing enrollment gaps in Imagination Library and taking action based on the results.*
- *Ensuring that all voices are brought to the table in developing and evaluating our literacy programs and listening to and acting upon what is being said so that all participating groups feel represented and validated in the process.*
- *I will be cognizant of the language I choose when discussing my students. I will refrain from using "minority" or "at risk" or "formerly incarcerated" or "inmate."*
- *I am going to review the policies and procedures that are specific to my program using the tools provided in the training to remove as many racially oriented barriers as I can. And I will bring to the attention of the organization any racial bias leaning policies that I uncover during day to day operations.*
- *I can commit to working on influencing more ways to better support community works that advance equity.*

Implementing formal referral strategies and shared databases among all organizations providing services to children, adults, or families.

Growing shared understanding of 2Gen work locally and nationally and allowing partners to get to know each other in a deeper way were prerequisites to call-to-action number three. Because it was new for many of these partners to engage in collaborative discussions about a shared framework and shared goals, and because partners were already running programs, it seemed urgent to develop and implement formal referral processes across organizations.

The urgency of this action item and the strategies for advancing it have evolved over time. As partners got to know each other, a formal referral process or database was less important than building trust and integrating programmatic activities across partners. This meant more direct interaction between partners and a less steering committee driven referral strategy or database discussion.

Box 4 (next page) offers an example of how that direct interaction between partners led to a pilot and then a full initiative.

While not focused on shared databases, the group continued to work towards better understanding data around family wellness and alignment of data throughout the early childhood to workforce continuum. Partners shared information about their internal data gathering techniques, familiarity with disaggregating data by race and other demographics, and even their level of comfort talking about data. These discussions have continued over the last five years and in 2022, a data focused work group began looking more closely at how our community can measure whole family success.

“The 2Gen workgroup is pushing our collective thinking about what it means to serve whole families – and not parents and children as separate client constituencies. Through participation in the 2Gen Steering Committee, I have had the privilege of learning about innovative approaches to break down silos that are being tested in real-time.”

Jeanine Gergel, Consultant, Foundation Management Services

Early in 2022, several data and evaluation experts participated in a meeting of the data work group. These evaluators contributed to a discussion about how to measure whole family wellness across the community, what it means for a variety of partners to align data, and how to consider programmatic outcomes between different programs.

There were three important observations during that meeting:

- Keep data work meaningful by being targeted and specific; resist the urge to measure everything.
- Consider what a data dashboard is and whether that is what will be of most value to committee members and the community.
- Decide which types of things to measure...external systems, programs, role of the committee, etc.

The data work group had a second meeting in early summer 2022. During that meeting, members discussed the value of having a steering committee ‘north star’ or ultimate goals and the importance of mapping organizational strategies to this north star. This discussion will continue for the balance of 2022 and into the next five years of committee work.

Box 4: Example of Referral Relationships

Towards Employment, an adult workforce partner, was interested in partnering with an early childhood partner to provide cross referrals for caregiver and children services. Through a series of conversations, Towards Employment partnered with Invest in Children and TLC’s Dolly Parton Imagination Library. This partnership provided caregivers with sessions on quality childcare, family engagement activities, and enrollment in Imagination Library. Caregivers at quality preschools learned about programs offered at Towards Employment.

Incubating a 2Gen program pilot and tracking results, scalability, and sustainability.

The fourth call-to-action item really encompasses the individual organizational work that has grown since the beginning of TLC's 2Gen convenings. While the action was framed as the steering committee launching its own program pilot and tracking it, through a valuable coincidence, the William J. and Dorothy K. O'Neill Foundation awarded four 2Gen focused grants in the Cleveland area beginning in late 2018. These grants funded both planning and programmatic activity and helped to set the stage for the system convening embraced by TLC. The four initiatives that have been engaged with the steering committee since early in their work are:

The Centers for Families and Children (The Centers)

Project: Family and Community Engagement Programs

The Centers will assess and strengthen the capacity of its 5-star rated Early Learning Program to better address social determinants of health of enrolled families with children (0-5). They'll also expand the duration and intensity of services, resources, and activities that engage and inspire parents of enrolled children to obtain skills and knowledge to increase their health, parenting, employability, and higher education to improve their family stability. Expansion projects include 1) one-on-one mental health support for caregivers and their children in the Therapeutic Classroom; 2) universal intake, screening, and referral of all clients; and 3) intensive training and workshops on implementation of the 2Gen framework for all Centers service programs.

Cuyahoga Community College (Tri-C)

Project: Uniting Families with Education

Building on the success of Tri-C's Adult Diploma program, Tri-C will support parents and their young adult children, ages 16-21 years, in the achievement of: 1) a high school diploma; 2) an industry-recognized credential; and 3) a successful transition into college and a career pathway.

Towards Employment (TE)

Project: Whole Family Approach to Workforce Services.

TE's goal is to translate parents' improved employment status (unemployed to employed; employed to wage gains and other forms of advancement) to

improved household financial security and enhanced family supports so that families can thrive. Interventions focus on employment services, financial coaching, and parent supports (e.g., family literacy, parenting skills, and increased understanding and access to quality early childhood supports).

Sisters of Charity Foundation/Cleveland Central Promise Neighborhood

Project: Family Partners

Family Partners builds on the success of the SPARK (early literacy) program in the Promise Neighborhood with additional 2Gen elements. The Family Partners program will strengthen protective factors for young families in Central by integrating the SPARK home visiting program (operated by Family Connections) with 1) mental health coaching (through OhioGuidestone); 2) enhanced access to family supports and resources (Promise team); and 3) group activities and connections. Families with three- and four-year old children (including siblings) will be enrolled in the Family Partners program. Some events and resources will be offered community wide.

As evidenced in the descriptions, a variety of organizations housed the pilots – a workforce organization, a community college, an operating foundation, and a large behavioral health organization. Still other organizations brought their expertise and 2Gen experience to discussions including a hospital system with an existing 2Gen program (MetroHealth), a library system with an abundance of family programming (Cuyahoga County), and independent consultants. The diversity of organizational types and program approaches created a rich and valuable environment for pilots to learn, grow, share, and celebrate their own success.

“In 2018, the foundation embraced a whole-family strategy to break the cycle of poverty, family by family, by advancing family health, stability, education, economics, and social capital. This evolution, and the investment the foundation has made in supporting family protective factors through a 2Gen approach, has been bolstered and informed by our participation on the Steering Committee, and by the Call-to-Action for a local family-learning practice focused on collaborative learning, developing a formal referral network, and shifting policies and practices in our organizations and communities to better support whole families.”

Adrienne R. Mundorf, VP of Programs and Strategy, Sisters of Charity Foundation of Cleveland

The evolution of the 2Gen Steering Committee.

Engagement on the 2Gen Steering Committee helped participants build relationships with a wider group of peers and leverage new relationships for programs, supportive services, and funding. The Call-to-Action has been a guide to the group – but how has the committee itself evolved and what does that mean for the future of 2Gen initiatives across Cuyahoga County?

As noted in the introduction, TLC began considering the role of whole family approaches in 2017. As an intermediary with projects spanning from early childhood to adult literacy and workforce investment, TLC has a history of bringing partners together, building partner capacity, and introducing new ideas. TLC talked about skills-based hiring, trauma informed care, and 2Gen before many others and has participated in a wide range of system building initiatives in their intermediary role. Committed to supporting a network of partners, TLC engaged a consultant to help facilitate the group and keep work progressing.

Initially, the 2Gen working group was loose, flexibly structured, and focused primarily on building information sharing and relationships. As meetings of this group became more regular, meeting participants also became more regular. This included staff involved with newly funded programs and representatives from organizations that were exploring how to get involved in whole family work, working to generate funding for their own 2Gen project, or were just wanting to learn more about the approach and work in Cuyahoga County.

Compellingly, members of the group prepared for, showed up to, and participated thoughtfully in monthly meetings on top of their individual organizational roles and programmatic responsibilities. During the years before Covid, there was very little drop-off in committee participation and where there was attrition, it was primarily due to staff turnover. During the Covid-19 pandemic, engagement in the committee expanded! New attendees wanted to learn more about 2Gen approaches, hear about work happening across the county, and connect their own work to the overall network.

From the outset, the steering committee framed discussions around the five principles of 2Gen programming from Ascend at the Aspen Institute. Partners had varying layers of familiarity with the principles and were at different points of being able to implement around the principles, but these five principles were embraced by key funders and offered shared language for partners to consider.

Why Engage?

Responses from 2Gen Steering Committee members when asked "Why are you part of the 2Gen Steering Committee?"



Leveraging community partnerships is the best way to ultimately serve families.

As the committee has grown recently it has been so helpful to learn the different ways that organizations are reaching parents. Collaboration has been key.

We are interested in supporting programs that lead to systemic and intergenerational change. The 2Gen approach meets those criteria.

To contribute and work towards the mission of seeking out solutions that will help foster strong families, foster opportunities, promotion of equity, being an active and engaged listener, and most importantly listening.

To assist numerous agencies, organizations, and community members with seeing that whole family service approach is innately the most effective, efficient, humane responsive services method for sustainable affects in workforce, education, health, and community.



In 2019 and 2022, partners responded to a survey about how they were applying the five principles. Appendix A offers a summary of the 2022 survey and highlights examples of the principles in action.

As committee participation grew, TLC considered how to make the meetings most productive and how to formalize both the structure of the group and the formality of the partnership. As an intermediary, TLC was committed to organizing and supporting the effort while doing so on behalf of participating organizations. This approach was important to the stability of the 2Gen Steering Committee because it created an environment that allowed for neutral discussion, objectivity, problem solving, and innovation. While TLC convenes the partners, TLC staff are participants in the discussions. The deliberate choice to not lead the meetings was made to convey to the committee that TLC is a partner in the planning and not the experts of the work.

The benefit of the structure and formality of the group was highlighted over the summer of 2021 when several steering committee partners came together to develop and submit a grant application to the Administration for Children and Families at the United States Department of Health and Human Services. While that application was not funded, it did help partners to recognize the value of having specific guidelines about what to expect from engagement on the steering committee and how the committee members would work together.

In fall 2021, a partnership agreement was developed and shared with members. By early 2022, 14 partners had signed onto the partnership agreement. This formalized agreement allows for clarity of roles and direction, but it also streamlines information sharing and fundraising requests because it clearly shows commitment to the 2Gen work from a continuum of partners across Cuyahoga County. A copy of the Partnership Agreement can be found in Appendix B.

Also in early 2022, the structure of steering committee meetings evolved. While it was agreed that the full group should continue meeting on a regular basis, it was also acknowledged that focused working group sessions would be useful to help advance core priorities. This led to the decision to have the full steering committee meet in alternate months and then during the off months, to have topic specific work-group meetings (starting with community data) with any interested partners.

Throughout all of this, the 2Gen Steering Committee has continued to grow. Organizations that serve families in some way have learned of the network and asked to join. New 2Gen initiatives are kicking off in 2022 and 2023 including:

Invest in Children and United Way of Greater Cleveland – Summer 2022

Project: FamilySpace

Project Summary: Invest in Children and United Way of Greater Cleveland are partnering with Family Connections, Cuyahoga County Public Library, and Cleveland Public Library to create FamilySpace. In 2022, four inaugural FamilySpace locations will open in Garfield Heights, South Euclid-Lyndhurst, Westpark, and Woodland. This new initiative offers safe and engaging spaces for families to meet, socialize, and receive information and services based on their interests and needs. FamilySpace will include family-centered spaces, staff, and partnerships in recognition of the critical role that health, early learning, parental engagement, and supportive communities play in young children's growth and development. Each FamilySpace location will be implemented in collaboration with a neighborhood-based Parent Advisory Committee to ensure family voice is present in the design and delivery of programs and activities. Moreover, shared decision-making with families is an important means of achieving equity throughout this work.

CHN Housing Partners – Opening in 2023

Project: Louise C. Stokes Scholar House

Project Summary: This project combines affordable housing with supportive services for college students who are single parents and their children. Scholar House will offer:

1. Stable Housing – CHN will develop the building on vacant land within walking distance of CSU and Tri-C. Amenities will include daycare, study space, a computer lab, common space for parenting classes and family activities, as well as child play space.
2. Rental Support – CMHA will provide 40 project-based vouchers and lease the land for the building.
3. High Quality Childcare – Step Forward will provide onsite daycare.
4. Academic Support – CSU and Tri-C will provide life skills, academic counseling, and cohort support for first-generation college students.
5. Resident Services – CHN, United Way, and others will coordinate wrap-around services, including mental health counseling, financial literacy, and access to benefits and other services.

Additional whole family initiatives are still in the development stages. As this programmatic work has grown, so has interest in engaging with the steering committee and clarity about how the steering committee can be most impactful – notably around data, professional development, system integration, and fundraising. There is work to be done to outline what this means for the future, but a Call-to-Action 2.0 is on the horizon to guide the next five years.

What Changed?

Responses from 2Gen Steering Committee members when asked "What is the biggest change in your organization as a result of implementing 2Gen?"

“

Family engagement is on the rise, and needs identified from families shape programming and support resources.

Hiring someone directly responsible for 2Gen initiatives, and including 2Gen language in our strategic plan.

We ensure concepts or promising practices of 2Gen are woven into all our work.

We approach our partnerships more intentionally.

A shift to family-driven, responsive programming.

”

Bringing it all together.

This report has outlined efforts to advance a Call-to-Action and the evolution of the group doing the work and sharing their learning. There are several key points to consider as a new Call-to-Action is developed and the 2Gen Steering Committee looks towards the future.

1. It is highly valuable to have an intermediary convene partners, guide vision and strategy, and serve as a neutral facilitator as TLC has done with the 2Gen committee.
2. Building whole family programming in Cuyahoga County requires building the social capital of community-based, government, and philanthropic stakeholders in the field through deliberate professional development and informal network and relationship building.
3. 2Gen or whole family interventions require strong involvement of caregivers who should be recognized and compensated for their contributions, and this can prove challenging for new organizations to deploy.
4. Measuring the impact of 2Gen programming is complicated and partners should consider simple community-level indicators that measure programmatic impact on families, community impact on partners, and system impact on economic indicators.

If 2Gen approaches continue to evolve in Cuyahoga County over the next five years as they have in the last five years, the ten-year memo will discuss the value of family engagement, data and impact, and advancements in the overall wellness of families.

“The Cuyahoga County Office of Early Childhood | Invest in Children has been focused on supporting families with young children for over 20 years. The Literacy Cooperative has brought a new energy to our work by bringing national 2GEN experts and best practices to the table through the 2GEN Committee. By convening a continuum of early childhood to workforce partners from across our county, TLC has facilitated a safe and open space for idea sharing, relationship development, and problem solving around holistic family support. TLC’s work has helped us all do our work better.”

Alyssa Swiatek, Family Engagement Manager, Invest in Children - Cuyahoga County Office of Early Childhood

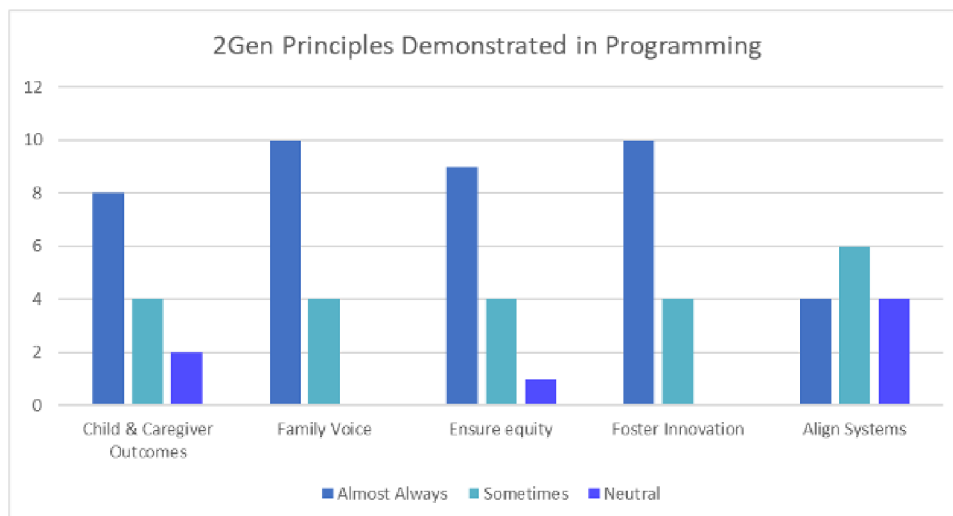
2022 Steering Committee Member Survey Data

Seventeen individuals responded to the survey, representing seven lead organizations, seven partner organizations, two organizations not yet involved in programming, and one funder. Summarized data below represents the 14 organizations that currently offer 2Gen programming.

2Gen programs operate under five guiding principles:

1. Measure and Account for Outcomes for both Children and their Parents
2. Engage and Listen to the Voices of Families
3. Ensure Equity
4. Foster Innovation and Evidence Together
5. Align and Link Systems and Funding Streams

How do the 2Gen Steering Committee programs use the five guiding principles?



PRINCIPLE 1: MEASURE AND ACCOUNT FOR OUTCOMES FOR BOTH CHILDREN AND THEIR PARENTS

All programs collect data; 12 (86%) collect data for both children and adults (13 programs collect data for children; 13 collect data for adults; and 11 collect data for families). Almost three-quarters (71%) of agencies routinely disaggregate their data by race.

PRINCIPLE 2: ENGAGE AND LISTEN TO THE VOICES OF FAMILIES

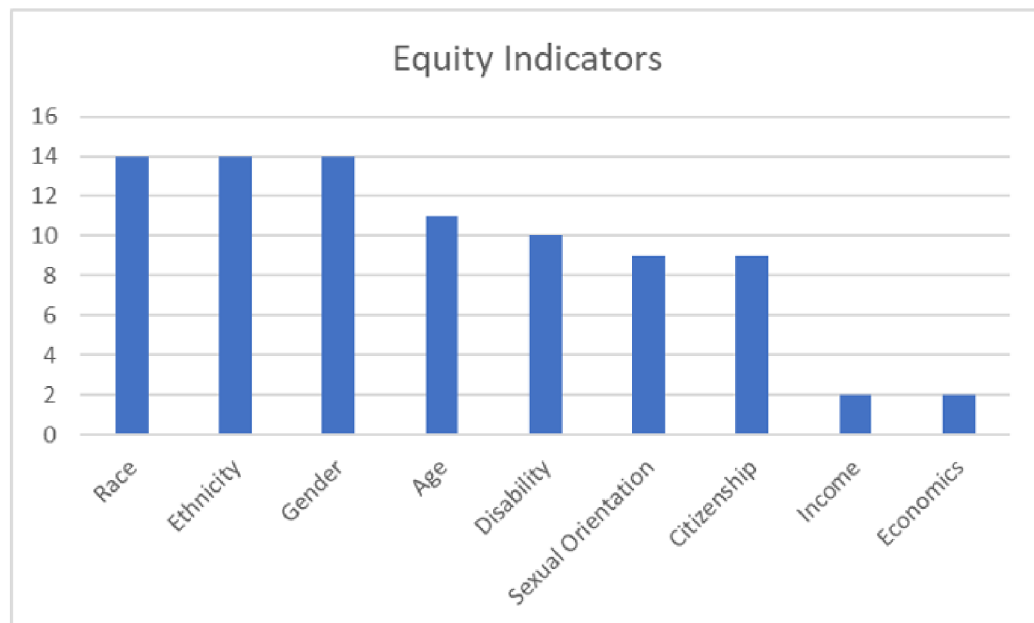
Family input is vitally important to the success of 2Gen programming. Family input is vitally important to the success of 2Gen programming. We want to meet families where they are at, and provide the support needed for positive change. Currently, eight (57%) agencies have a formal participant or caregiver advisory group, and two (14%) are in the process of forming one. All groups are structured, and most (6/8) provide a stipend for participants.

Regardless of whether a formal caregiver advisory group exists, most agencies make programmatic decisions based on caregiver feedback. Many respondents changed the timing and types of activities offered based on caregiver feedback.

PRINCIPLE 3: ENSURE EQUITY

2Gen programming aims to ensure equity. Across agencies, equity is defined by different indicators. In measuring outcomes, agencies take different approaches to ensuring equitable access to resources. Partners:

- Set up dashboards that provide outcomes by geography, race, ethnicity, age, and household type, among other indicators
- Provide translators (including sign language), transportation, sensory/special needs inclusive programming, diverse book titles/inclusion themes
- Use quantitative data to conduct targeted outreach
- Conduct their programming in the community, not just their workplace



PRINCIPLES 4 and 5: FOSTER INNOVATION AND EVIDENCE TOGETHER and ALIGN AND LINK SYSTEMS AND FUNDING STREAMS

A cornerstone of 2Gen programming in Cuyahoga County has been collaboration. Nineteen (19) organizations (6 are funders) voluntarily meet each month to strengthen programming, increase collaboration to lower participant burden, and learn from each other's challenges. These meetings have led to multiple efforts towards system alignment and collective funding. Funding requests were submitted on behalf of 2Gen Steering Committee members to the Administration for Children and Families and to the Aspen Institute's Ascend network. A Congressionally Directed Spending request was submitted to Senator Sherrod Brown's Office. Each of these is an example of opportunities raised with the group and decided by the group – should the 2Gen Steering Committee lead a partner proposal process or should individual organizations respond.

Respondents identified places where agencies can further innovate, build evidence together and link systems and funding streams:

Collaborate (programming)	Coordinate (referrals)	Joint Funding	Offer Addtl Services	Group Public Policy Platform	Share Data/Learnings
13	13	11	11	8	12

Respondents also identified barriers to building evidence, innovating with each other, and linking systems and funding streams:

Complexity of Gov't Programs	Funding Competition	Organizational Capacity	Community Awareness	Public Policy
8	6	10	4	6

Ultimately, the five principles of 2Gen programming will continue to guide and inform how the 2Gen Steering Committee is working and we expect to document community progress over time.

2Gen Steering Committee Partnership Agreement

This Agreement (the “Agreement”) is made this 1st day of January, 2022, (the “Effective Date”) by and between members of the 2Gen Steering Committee (2GSC) Steering Committee Partners (the “Partners”).

As a member of 2GSC Steering Committee, I am able to:

1. Promote 2GSC’s vision: A future when whole family programming is the standard approach to supporting children, parents, other caregivers, and families across Cuyahoga County.
2. Advance 2GSC’s mission: Actively align, convene, support, and share data across stakeholders to expand access to whole family programming in Cuyahoga County.
3. Support 2GSC’s theory of change: Access to quality whole-family interventions improves educational outcomes and economic mobility for Cuyahoga County families.
4. Engage in 2GSC’s strategies to:
 - Involve caregivers and community in all aspects of program ideation, design, execution, and evaluation.
 - Expand knowledge of programs and strategies across service providers to build social capital and strengthen referral networks.
 - Develop shared understanding of metrics for family success and share data across partners to measure the impact of whole family programming.
 - Draft a 2Gen data tracking model to capture results, scalability, and sustainability.

As a Steering Committee member, I can:

1. Actively participate on the 2GSC by attending steering committee meetings, site visits, special events etc.
2. Participate or identify staff to participate in 2GSC committees like the community of practice, summit planning committee, or call to action committee.
3. Actively engage with the 2GSC to offer feedback about documents, professional development plans, resource development, or initiative activities.
4. Collaborate with ecosystem partners to deliver high-quality whole family services that yield equitable outcomes.
5. Treat all 2GSC members as peers and strategic partners.
6. Participate or designate someone to participate in the development of metrics and sharing data to develop a community dashboard.

As a Steering Committee member, I can expect The Literacy Cooperative to:

1. Organize and facilitate 2GSC meetings, professional development, summits, and other event or meetings.
2. Support efforts to tell the 2GSC story for policymakers, funders, and community stakeholders.
3. Facilitate meetings with set agendas, clear goals, and follow-up on action items as needed.
4. Develop and share tools to use when communicating with new stakeholders or potential funders.
5. Identify challenges or opportunities for the partners and raise them in a professional, neutral, and productive manner.

We will all work with specific operating assumptions:

1. *Transparency and trust:* to the extent practical, information, thoughts, and ideas shared at meetings will be treated sensitively upon request.
2. *Accountability:* Partners will contribute to group projects, share data, provide honest feedback, and do what they say they will do.
3. *Partners:* we will value input from every partner. Decisions will be made on a consensus basis whenever possible and when not possible, by simple majority.
4. *Equity and inclusion:* strategies and actions will include an intentional focus on equity and inclusion.
5. *Caregiver engagement:* individual organizations and the 2GSC will meaningfully engage caregivers in their work and ensure their feedback, ideas, and suggestions are part of the decision-making process.
6. *Unity:* we will value the collective over the needs of any one member.

As a 2GSC Partner, if I find that I am not able to act within the spirit of the partnership, I will notify the 2GSC Strategic Advisor and participate in discussions to address concerns.

Please check one:

☐ By checking this box, I agree to allow The Literacy Cooperative to note my acceptance of this partnership agreement as needed to advance the interests of the 2Gen Steering Committee (e.g., resource development, welcoming other partners, outlining needs).

☐ I do not allow The Literacy Cooperative to note my acceptance of this partnership agreement to advance the interests of the 2Gen Steering Committee.

X

Name & Title:
Organization:

X

Laureen Atkins, VP of Strategic Initiatives
The Literacy Cooperative