

COMMUNITY LEADERSHIP FOR 2GEN APPROACHES

A CASE STUDY IN SARASOTA, FLORIDA



WE ENVISION **AN AMERICA** IN WHICH A LEGACY OF **ECONOMIC** **SECURITY** AND **EDUCATIONAL** **SUCCESS** PASSES FROM **ONE GENERATION TO THE NEXT.**

Ascend at the Aspen Institute is the national hub for breakthrough ideas and collaborations that move children and the adults in their lives toward educational success, economic security, and health and well-being. We embrace a commitment to promoting racial equity and using a gender lens.

To achieve our goals for children and families, Ascend:

- ◆ Elevates and invests in solutions, including a two-generation policy and practice agenda and a series of forums and tools to support the adoption and adaption of two-generation approaches;
- ◆ Builds leadership and a national two-generation learning network; and
- ◆ Leverages resources and support for two-generation efforts.

ACKNOWLEDGEMENTS

Ascend gratefully acknowledges the leadership and work of the Community Foundation of Sarasota County and its donors, grantee partners, and families who have participated in its two-generation (2Gen) efforts over the past five years. We look forward to continuing to partner with the Community Foundation as it deepens and advances 2Gen work throughout the county and state on behalf of Florida's children, parents, and families.

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INTRODUCTION

As two-generation (2Gen) approaches gain momentum around the country, key communities are emerging as two-generation drivers or hubs to expand the opportunities available to parents and their children together. In partnership with Ascend at the Aspen Institute, Sarasota County, with leadership from the Community Foundation of Sarasota County, has explored, developed, and implemented 2Gen efforts since 2012. With a focus on aligning the goals of community-based donors, nonprofit organizations, and businesses with opportunities presented by local educational institutions and the needs of families, the Community Foundation has become a leading model for

integrating and driving a 2Gen approach across sectors for improved educational success and economic security for families. This brief details the process by which the Community Foundation embarked on its 2Gen efforts, key lessons and challenges that emerged from these efforts, results from 2Gen initiatives throughout the county, and examples of ongoing work.

THE ANCHOR PARTNER: COMMUNITY FOUNDATION OF SARASOTA COUNTY

Founded by the Southwest Florida Estate Planning Council in 1979, the Community Foundation of Sarasota County matches donors to the right causes, creating lasting impact. The Community Foundation serves donors located in Sarasota County, nestled in the southeast region of Florida's Gulf Coast. This region is a unique location for 2Gen momentum. Sarasota County is known primarily for its beaches, as an affluent retirement spot, and as the county with the largest elderly population per capita in the country. However, Sarasota County is not immune to challenges, including a poverty rate of 15 percent, limited access to affordable housing, and 42,000 public school students relying on free or reduced lunch.

The Community Foundation has been a leading developer of, and investor in, initiatives that focus on addressing the social challenges in the community while promoting the arts and the interests of its donors. With assets of over \$304 million in more than 1,300 charitable funds, the Community Foundation awarded grants and

I am thrilled at how rapidly and effectively the 2Gen initiative, begun only six years ago in Washington, DC, has evolved from an idea into a tangible, national initiative. My hometown of Sarasota is an extraordinary example of national influence supporting local innovation. Sarasota is expanding the transformative 2Gen approach countywide to lift entire families out of poverty. And most exciting to me are the many vital local and diverse funders, private philanthropists, government agencies, and nonprofit organizations that are increasingly coming together to change the lives of families. They understand that working with families, together, empowers them to navigate the complex agencies and systems that address the difficult multiple obstacles each generation has to face together.

- **Charlotte Perret, Philanthropist and Advisory Board Member, Ascend at the Aspen Institute**

scholarships totaling more than \$24.8 million in fiscal year 2015-16 in the areas of education, health and human services, the arts, animal welfare, and the environment. Since its founding, more than \$185 million has been invested in the community through grants and scholarships.

THE 2GEN VISION AND APPROACH IN SARASOTA COUNTY

In 2011, under new leadership from President and CEO Roxie Jerde and Senior Vice President of Community Investment and 2015 Ascend Fellow John Annis, the Community Foundation began more closely examining its donor-advised and legacy-endowed funds; community programming; and relationships with community leaders, including school leadership and administration and nonprofit staff, in order to bring a bolder and more effective approach to serving low-income families throughout the county. Simultaneously, Ascend at the Aspen Institute, which launched in 2010, was introduced to the Community Foundation by Ascend Advisory Board member Charlotte Perret, a resident of Sarasota.

“I was impressed that I learned something every night and it was the same thing my daughters learned, maybe about a skill or a new way of doing things or about their learning. My daughters were learning the same thing I was - and we had conversations about this each time.”

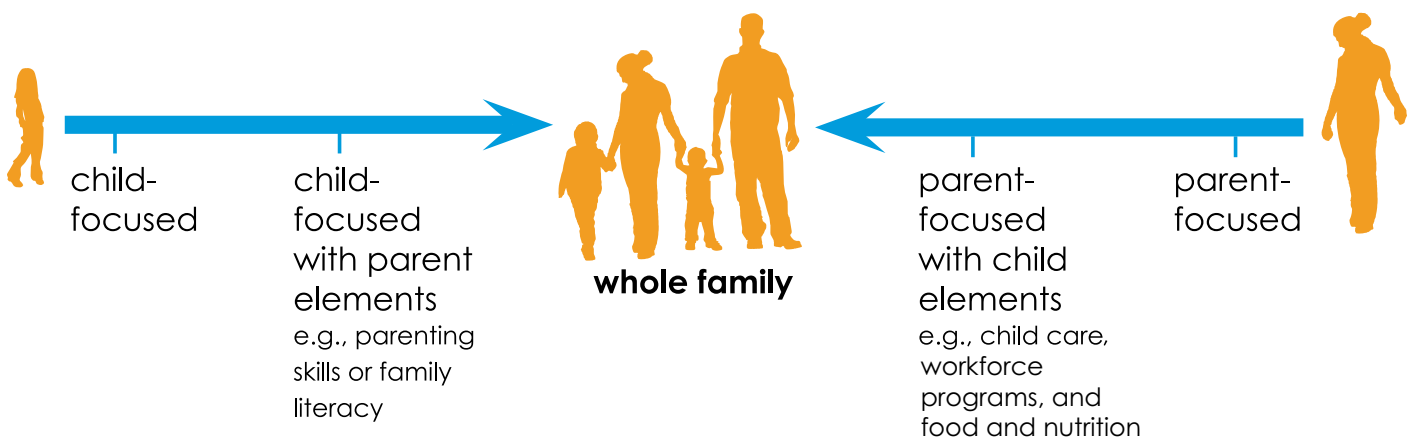
- Hilda M., parent participant,
Salvation Army IMPACT Parents & Kids program

Working with Ascend at the Aspen Institute, the Community Foundation identified several opportunities both within and outside of the organization to integrate a 2Gen approach. They included:

ALIGNING THE “SIX LANE HIGHWAY” OF THE COMMUNITY FOUNDATION’S GIVING STRATEGY

“When I first started at the Community Foundation, I was overwhelmed by all the great stuff that was happening — literally overwhelmed. It felt like I was on a six-lane highway with traffic moving in all directions, no street signs or lane markers, and congestion around every turn. Occasionally someone would stop to take pictures of sandhill cranes. Exciting, yes, but exhausting and virtually impossible

The Two-Generation Continuum



to track and report outcomes. When we were first introduced to the 2Gen approach, I could clearly see a route, a traffic pattern, a destination — a vision for family success with a legacy of economic security and educational success for everyone. The six-lane highway still exists, and vehicles still spin out of control and collide, but the 2Gen approach has made the six-lane highway more efficient, effective, and functional for all who take this route."

- John Annis, Senior Vice-President,
Community Foundation of Sarasota County

In 2013, after several strategic planning sessions with Ascend, the Community Foundation identified a series of funds and giving approaches as platforms

for 2Gen integration. These include two donor-advised funds — endowed by Allen Wirtz Nobbe and Jo Bowen Nobbe and Edward K. Roberts — that respectively focus on education and supporting single mothers in their pursuit of postsecondary education; the foundation's signature "Season of Sharing" initiative, which provides emergency support to families facing housing-related crises; adult learner scholarships, earmarked for adults — including parents — who seek to increase their educational attainment; and the student emergency fund, which provides resources to families who need a range of services related to education, including material goods as well as support for transportation, among other things. The merging of these ideas and resources helped spark interest from other donors and provided the catalytic funds to launch 2Gen efforts within the community. With strategic direction from its board, Community Foundation staff developed 2Gen criteria and goals for several of these funds, acknowledging that in many instances young parents with young children could be served more effectively with resources that were aligned rather than focused on separate parts of the family.

INTEGRATING 2GEN INTO THE COMMUNITY FOUNDATION'S STRATEGIC VISION

A critical component in advancing the Community Foundation's 2Gen approach has been its partnership in the Campaign for Grade Level Reading (CGLR). While the 2013 Florida Comprehensive Assessment Test (FCAT) revealed that on average 71 percent of Sarasota County's third graders were reading at grade level, the Community Foundation's Education Task Force recognized disparities among high- and low-performing elementary schools in the county. Further analysis led them to focus their work on the



Thanks to the 2Gen approach, the renewed dedication in our community to build strategic relationships between the nonprofit community and the families that rely

on them has been invigorating. Central to the vision of our board and 2Gen Task Force is the Community Foundation's role in funding programs that stabilize families. A bold approach is needed to balance the diverse needs of families with community resources, and we will lead this effort by continuing to measure outcomes. We've found it is essential that community leaders coalesce to forge innovative and collaborative partnerships that build sustainable solutions for our families around reading on grade level, parent engagement and education, as well as mental health and social support for families. The road ahead requires discipline and perseverance from all parties as we work across systems and agencies to foster effective 2Gen programs that can ultimately change the trajectory for our families and create cycles of opportunity. A bright future of hope and opportunity for our community and its families is finally within reach.

- Roxie Jerde, President and CEO
Community Foundation of Sarasota County

attendance zones of the four schools with the highest percentage of students on free or reduced lunch and the lowest percentage reading on grade level at third grade.

Through the lens of a 2Gen approach, Community Foundation staff saw an opportunity to address the key pillars of the CGLR, which include increasing third grade reading proficiency and reducing both summer learning loss and chronic absences. Ultimately, this leads to reducing intergenerational poverty, closing the achievement gap, and reducing high school dropout rates. The students attending the four focus schools made notable progress — and the Community Foundation received the CGLR Pacesetter Honor for two consecutive years.

Recognizing the importance of integrating a 2Gen lens into its county-focused CGLR initiatives, Community Foundation staff also developed a 2Gen communications strategy, which was gradually rolled out across the community investment, administrative, and donor engagement departments as well as to the Board of Directors. This messaging underscored how applying a 2Gen lens to existing programs, funds, and activities could strengthen outcomes for families by tapping the strengths of children and their parents in the community at the same time, building on evidence of the following:

- ◆ Return on investment in early childhood;
- ◆ Economic improvements made when parents increase their educational attainment; and
- ◆ Importance of economic supports, social connections, and access to health care.

As a result of these efforts, the Community Foundation has identified a consistent set



As a community foundation, our role is to challenge and facilitate nonprofit collaboration around a common but focused goal of empowering families. We work with donors and agencies to leverage resources and expertise that inspire program designs that lead to successful family outcomes. Our experience suggests that the transformative power of the 2Gen approach has the greatest impact when we work with entire families and shift our focus from who gets the credit to who feels the impact.

**- Kathie Roberts, Board Chair
Community Foundation of Sarasota County**



of questions that staff across departments ask themselves and each other: How does our existing work (or the work we want to fund) fit into this approach? How can it be tweaked? Can we work with other partners to introduce a 2Gen element? How can we encourage others to think about this together with us?

PRINCIPLES TO GUIDE TWO-GENERATION APPROACHES

- ◆ Measure and account for outcomes for both children and their parents;
- ◆ Engage and listen to the voices of families;
- ◆ Ensure equity;
- ◆ Foster innovation and evidence together;
- ◆ Align and link systems and funding.

When our low high school graduation rates were receiving national attention, we agreed to try something bold. We met Dr. Barbara Shirley, who shared our vision, and the Eagle Academy was born on the back of an envelope and implemented two months later.

As business people, we recognize the importance of concrete measurements, such as grade-level reading scores, while also allowing flexibility to improve as needed. The outcomes became key not only to the success of Eagle Academy but also to our ability to extend a proven model to other schools. Because of the outcomes, the School Board of Sarasota County agreed to fund the program and extend it to three additional schools.

We are thrilled that in our fifth year, school summer programs have expanded to reach additional children in high-poverty schools. But the job is not finished. Every Title I school must have a summer program for both children and parents, or they will continue to fall behind. For approximately \$1,000 per child, how can we not implement summer programs district-wide?

- Mary Kay and Joe Henson, Philanthropists

TESTING AND PILOTING A 2GEN PROGRAM

It was not enough to realign internal funding structures to better serve families across Sarasota County. The Community Foundation acknowledged the need to invest in a pilot project that focuses on serving children and their parents in the community, providing twofold results: improving outcomes for a set of families deeply affected by the 2008

recession and capturing outcomes and lessons for the broader 2Gen field as it advances and expands.

With leadership from John Annis and Principal Dr. Barbara Shirley, Alta Vista Elementary School launched a 2Gen pilot called Eagle Academy in the summer of 2012 thanks to funding and guidance from Community Foundation donors Mary Kay and Joe Henson, as well as Jane and Bill Knapp. At Alta Vista, on average, 94 percent of students receive free or reduced lunch.

Each year, Eagle Academy provides free comprehensive summer education to enrolled pre-kindergarten through rising third grade students while simultaneously providing certified nurse assistant (CNA) training to select mothers through a partnership with the Red Cross and Suncoast Technical College. The program includes a social worker and opportunities for families to build social capital and strengthen their economic status through a parent university, while also providing transportation vouchers, job training, dinner events, and food pantry access. Eagle Academy is entering its fifth summer (for results and more details, including lessons on data-sharing, see page 15).

Following the success of Eagle Academy, the Community Foundation formed a 2Gen advisory group of local nonprofits that work directly with families and are responsive to their voices and needs. These nonprofits include The Salvation Army of Sarasota, Sarasota Housing Authority, Boys & Girls Clubs of Sarasota County, the Early Learning Coalition of Sarasota County, Family Partnership Center, and Forty Carrots, among others. These groups have played a key role in informing and advising the Community Foundation on how its nascent 2Gen strategies are improving families' lives in the county. The advisory group

continues to regularly meet and advise the Community Foundation on a series of smaller but critical initiatives that have helped document the importance of 2Gen efforts outside the school district. Examples include:

◆ **Early Learning Coalition of Sarasota County (ELC):** The ELC is an important 2Gen practice and policy partner, serving 4,000 children annually in Sarasota County. The ELC is working with local organizations, including the Salvation Army of Sarasota and the Sarasota Housing Authority, to identify high-quality early childhood partnerships — and build capacity for coordinated 2Gen programming — throughout the county.

◆ **The Salvation Army of Sarasota:** In 2016, the Salvation Army of Sarasota developed a pilot program designed to engage the whole family by helping parents meet their education and employment goals, nurturing each child's unique abilities, and honoring the potential of each family member (from child to grandparent to parent to aunt to guardian). Directed by a teacher, children worked on their individual academic goals, with a heavy emphasis on executive functioning skills, which transfer to any classroom setting. Parent programming also focused on executive function, while also addressing the specific needs of the adults, which ranged from English classes to job training to GED classes.

◆ **Sarasota Housing Authority (SHA):** Under the leadership of CEO William Russell, SHA has been transformed from a low-performing housing authority under HUD receivership to a high-performing

Our new Pathways families are committed to leveraging their housing assistance and case management into transformational education and career opportunities — for themselves and their children. Not only do we want to propel the parent into self-sufficiency and out of assisted housing, but we want to ensure the children reap opportunities through educational achievement that forever breaks the generational cycle of poverty.

- William Russell, CEO
Sarasota Housing Authority

organization recently recognized as one of 12 housing authorities focused on raising awareness about chronic absenteeism and the importance of daily school attendance. SHA has launched a 2Gen strategy focused on aligning case management and service delivery with a holistic perspective on the educational and economic needs of both children and their parents who are living in public housing. Specific programming includes homework help and tutoring for school-aged children, on-site voluntary pre-kindergarten programs, self-sufficiency programs for parents, and a unique

“My oldest son (Lashaurd) has been in the Great Futures summer program for three years. He was part of the pilot group. He had a good starting point when he went in the program, but he increased his reading by three levels after the first year and has been consistently getting stronger ever since. He is now in the 4th grade and continues to be at the top of his class. I am continuing and finishing my college degree as well.”

- Lillie Mae J., parent participant,
Great Futures Academy, Boys & Girls Club of Sarasota

“When I come to Impact, I feel happy. It made me joyful to meet friends, to meet new people, to learn different things. One thing I learned about money is that we can save our money in the bank. I learned that I have responsibility for my homework, my actions. I got to spend time with my family and I got to learn new things from them.”

- Deneisha S., age 9, participant,
Salvation Army IMPACT Parents & Kids

In addition to our philanthropic support for 2Gen programming in Sarasota, we were thrilled to partner with the Community Foundation of Sarasota County on our region's first 2Gen Summit. Our personal commitment to providing opportunities for vulnerable families was enhanced after meeting and sharing with local, regional, and national leaders. While we continue to face serious challenges, it is encouraging to see our nonprofits working together toward positive outcomes. We are particularly excited to see the successful programming piloted at Alta Vista Elementary School being expanded to other elementary schools in the district.

- Jane and Bill Knapp, Philanthropists

partnership with a local technical college for GED classes and tutoring.

DEVELOPING A 2GEN TASK FORCE AND LAUNCHING A 2GEN SUMMIT

With the development of aligned funds and giving strategies, an internal 2Gen messaging and strategic vision, and the implementation of a local 2Gen program, the Community Foundation determined that greater board and community support was needed to make the 2Gen approach an embedded, integrated, and embraced part of its work. To that end, Kathie Roberts, board chair, convened a 2Gen Task Force, spearheaded by Terri Vitale, a donor, board member, mother, and committed advocate

on family issues in the community. The task force was charged with several goals: help design a two-day 2Gen convening that engages stakeholders from Sarasota County and neighboring counties; provide oversight on and input into 2Gen efforts across the “six-lane highway” of funds; and identify goals, outcomes, and strategies for the Community Foundation's 2Gen work beyond 2016. The task force met monthly and submitted findings and recommendations to the board chair, which were ultimately approved, for the next phase of the Community Foundation's 2Gen work. The 2Gen Summit was held on April 5 and 6 at the Lee Wetherington Boys & Girls Club of Sarasota County, bringing together more than 200 people from around the state.

Each of the efforts outlined above was developed sequentially from 2011 through 2015. As an Ascend Fellow, John Annis was able to deepen the Community Foundation's commitment to 2Gen work and encourage other Fellows — including leaders from Utah, Texas, and Mississippi — to bring their own 2Gen efforts and lessons to the 2Gen Summit in April 2016.

KEY CHALLENGES AND LESSONS

As the 2Gen approach has gained momentum in Sarasota County, the Community Foundation and its partners have encountered and addressed a series of challenges that uncovered lessons on how to best apply a 2Gen lens from a community-based perspective. Those lessons include:

DEVELOP A SHARED UNDERSTANDING OF POVERTY AND NEED IN SARASOTA COUNTY

Community Foundation leadership learned that while many donors and

locals are committed to supporting social issues within the community, they were not aware of the acute challenges that low-income Sarasota families experience. The systemic barriers that exist for families seeking to move out of poverty are extensive, such as navigating the complex agencies and the different types of identification required for services, lack of adequate and affordable housing, lack of quality flexible child care for working parents, and the lack of living-wage jobs in Sarasota County (as in the rest of the country) for adults with limited education. To address this lack of awareness, the Community Foundation has been engaging donors in listening sessions with nonprofit leaders, inviting them to local site visits, and employing its Task Force as an educator and messenger on the barriers faced by local families.

OVERCOME BUREAUCRACIES AMONG AND WITHIN PARTNER ORGANIZATIONS

As a well-established community foundation seeking to spark change among a range of local nonprofit and public organizations, the Community Foundation encountered structural bureaucracy. Organizations can be entrenched in their own approaches, rules, and regulations, as well as understandably focused on complying with the many expectations placed on them by state and federal laws. Additionally, the Community Foundation recognized that it can be difficult for a large establishment with very traditional, long-lasting approaches to embrace a family focus versus a child-only focus. Consequently, the Community Foundation took a long-view of its 2Gen efforts, approaching partners with patience, encouragement, and a strengths-based focus on what success could look like, rather than a focus on how and where organizations might be

ineffective. A major lesson, therefore, is the importance of leadership buy-in from partners themselves early on – school administrators, boards, and executive directors – and verbal and written commitments to the families served, not just to the funder.

IDENTIFY SHARED OUTCOMES

To avoid a 2Gen approach that is activity-driven versus outcomes-focused, Community Foundation leadership learned that it was important to sequence partnership-building in several ways:



Our 2Gen Task Force undertook the formidable task of formulating guidelines to propel two-generational work forward in our community. Over a 12-month period, we met with countless thought leaders and practitioners to understand the complex challenges facing vulnerable children and families in Sarasota. While the challenges are vast, the team identified 10 areas of focus, ranging from mental health and social support to parent involvement and education to grade-level reading. No one area supersedes another; they are intertwined and work together to help change a family's trajectory.

**- Terri Vitale, 2Gen Task Force Chair and Board Member
Community Foundation of Sarasota County**



◆ **First, identify shared outcomes for children and their parents** in 2Gen programs and then design those programs around the anticipated outcomes. According to John Annis and others, it is tempting to create activities among a wide range of organizations that are good “public relations projects” but they often produce few results.

◆ **Second, it is vital to identify an external evaluation partner** who can help document and package outcomes; formative or process evaluations are currently more effective for 2Gen programs, given the nascent nature of the field.

◆ **Third, identify and develop a memorandum of understanding (MOU) or other document** that can support data-sharing among organizations seeking to track outcomes for students over a longer period of time. Data collection and analysis are important components of every program; this information helps the funder, providers, and parents be attuned and responsive to the effectiveness of programs as well as changes in what children and families need. For example, the Community Foundation worked with the School Board of Sarasota County to develop an MOU permitting the sharing of student data for measuring outcomes. This MOU maintained student confidentiality while allowing partners to track student outcomes as they moved through 2Gen services. Subsequently, the Community Foundation determined it would only support 2Gen or CGLR programs with explicit data-sharing agreements.



It is an honor to be part of the Ascend Network and an Aspen Institute Ascend Fellow. Through my work with Ascend, I have been connected to people doing extraordinary things throughout our country. One of the most remarkable experiences for me during my fellowship has been to share my “fellow Fellows,” Dr. Aisha Nyandoro, Dr. William Serrata, and Ann Silverberg Williamson, with our community during our 2Gen Summit. It was inspirational to see everyone unite around the 2Gen approach, learning and sharing, making new connections, and forming lasting relationships. The 2Gen Summit is one of the highlights of my time at the Community Foundation of Sarasota County, and it sparked a 2Gen passion that continues to spread throughout our community today. The network, the relationships, and the collaboration will undoubtedly lead to transformative outcomes for our vulnerable children and families.

- **John Annis, Senior Vice-President
Community Foundation of Sarasota County**



ANCHORS IN: KEY RECOMMENDATIONS FOR COMMUNITY FOUNDATIONS

Over the last five years, Roxie Jerde, John Annis, and others within and beyond the Community Foundation have moved from educating colleagues and partners on what the 2Gen approach is to equipping them to implement 2Gen strategies and develop 2Gen programs (for more on the differences between 2Gen approaches, strategies, and programs, please see the 2015 report from Ascend at the Aspen Institute, *Making Tomorrow Better Together*). This has required significant relationship-building, strategic planning, donor engagement, and culture shifts within and beyond the foundation.

Key recommendations for other community foundations seeking to execute a similar approach include:

ANALYZE AREAS OF CONSISTENCY OR OVERLAP AMONG DONOR-ADVISED FUNDS

Be creative in how you embrace and employ existing donor-advised funds. Moving to a more holistic, 2Gen approach from focusing only on children or adults takes time and ingenuity. Engage staff across departments within the foundation to identify opportunities to align resources for children and their parents: For example, the Community Foundation is now being more purposeful with its adult scholarship program, which has existed for many years. The Community Foundation's scholarship team is now making a concerted effort to engage the single parents in the attendance zones of the four Title I schools the Community Foundation works with to ensure that those funds are applied with a 2Gen focus.

"The Great Futures Academy is the best. It helped my daughter with her reading. The program also gave me a lot of help understanding my child's needs and the parenting classes were the best! I also received help to go back to school."

- Gladys M., parent participant, Great Futures Academy, Boys & Girls Club of Sarasota



The 2Gen approach has transformed our thinking to include the entire family. We focus on connecting students and parents with educational opportunities that promote lifelong success. Sometimes this means we come alongside a family to provide extra supports, and other times it means we challenge them to go beyond their comfort zone and take a new class. Our team at Alta Vista has created a community school environment where adult learning and building social capital are as commonplace as reading, writing, and arithmetic. Every child in our school has a better chance of academic success because we engage parents. They're involved in their child's learning, but also their own learning. We focus on strengthening life and parenting skills while also fostering career and vocational training. The impact of the 2Gen approach on everyone at Alta Vista has been so much more than we ever dreamed.

- Dr. Barbara Shirley, Principal
Alta Vista Elementary School

IDENTIFY AND ENGAGE CHAMPIONS ON THE BOARD AND IN THE COMMUNITY

No single organization or philanthropic entity can do 2Gen alone since its approach and principles identify collaboration as an essential element of successful 2Gen work. To that end, organizations must consider board members and community leaders as partners and engage them in the data that supports 2Gen efforts, the contextual challenges for those efforts,

and 2Gen solutions. The Community Foundation's development of a Task Force, which actively engages board members and community leaders, has helped create champions for its strategic focus on helping both children and their parents together. Additionally, the Sarasota County School Board, which helped develop and approve a data-sharing agreement among partners, as well as individual donors, such as the Hensons, Knapps, and Charlotte Perret, provided vital leadership and momentum.

EDUCATE AND SUPPORT STAFF ON 2GEN APPROACHES — WITH PATIENCE

Whether applying a 2Gen lens to a state human services department or a community foundation, institutional culture change is key. Moving toward a whole-family perspective often requires staff members to think differently about their work, including documentation, outreach, data collection, and communications processes. At a community foundation, where grant managers, administrative staff, donor engagement team members, and leadership may see themselves as managing different areas of work, a 2Gen lens requires a collective understanding and embrace of a new vision for serving families: namely, that streamlining resources and aligning services for children and their parents together will yield stronger outcomes than serving them separately.

Community Foundation leadership helped guide culture change within the organization by conducting one-on-one meetings, developing vision and messaging statements, and providing input on how to further develop support for 2Gen approaches internally while remaining true to the Community Foundation's mission and vision. These lessons also apply to the organizations with which the

Community Foundation has worked to advance 2Gen initiatives, from staff culture shifts to board support.

UP NEXT: 2GEN IN 2017 AND BEYOND

The research and data connected to the 2Gen approach will continue to play a significant role in how the Community Foundation invests in vulnerable children and families. In 2016, Alta Vista's Eagle Academy outcomes led the Sarasota County School District to reallocate Title I funds and expand free summer programming for entering kindergarten students and their parents at three additional Title I schools. Promising outcomes from the Eagle Academy — including more confident students, better school attendance, higher scores on diagnostic tests, and parents seeking to further their education or advance their technical skills — have led local organizations to join forces with the schools, forming deep partnerships that touch the whole family. Both long- and short-term plans are underway that encompass summer and family programming, social capital development, and adult education and job training with potential for stipends and stackable credits. UnidosNow, the Sarasota Housing Authority, and the Women's Resource Center are a few of the organizations redefining what community collaboration looks like by actively listening to the voices of families as they seek to provide opportunities for children and their parents together.

2GEN INITIATIVES

Alta Vista Eagle Academy: Alta Vista Eagle Academy is a 2Gen program based in Alta Vista Elementary School in Sarasota, Florida. The school, led by 2014 Florida Principal of the Year Dr. Barbara Shirley, had one of the poorest and most diverse grade-school populations in Florida. Recognizing that a long summer break was detrimental to students served by Title I schools, Dr. Shirley and the Community Foundation of Sarasota County, in partnership with lead donors the Hensons and Knapps, developed side-by-side child and parent programs to encourage mutual motivation within families and increase educational success and economic stability.

Designed to reduce summer learning loss for students entering kindergarten through third grade, Eagle Academy combines data-driven instructional practices with tailored lessons for children and their learning needs. Resource staff and English as a second/other language (ESOL) paraprofessionals provide intensive instruction and translations to support students, teachers, and parents, while accredited teachers serve students at a ratio of 1:15. Data collection includes pre- and post-assessments of children's learning in key areas like literacy and math, in addition to student attendance. Eagle Academy leaders also ensure collection and reporting of systematic, longitudinal, and comparative data according to Florida state standards. A dedicated year-round social worker played a key role in the success of the program for both children and parents by uncovering the barriers the families experienced and helping to align the resources and strategies available to them.

◆ **Outcomes:** Percentage of students reading on grade level has improved from 50 percent in 2011 to 63 percent in 2016.

Total families served in Eagle Academy per year since start of 2Gen pilot

Year	Number of Families
2012	66
2013	140
2014	233
2015	255
2016	350

Parent University: Designed to increase the capacity of parents — specifically mothers — to earn a living wage, Parent University at Alta Vista Elementary School provides a cohort-designed seven-week summer training program culminating in a certified nurse assistant (CNA) credential. Parent University partners with the Red Cross and Suncoast Technical College for training and with local employers (specifically, two retirement and nursing facilities) to fast-track graduates to jobs. Parents also receive access to a social worker, who provides mental health and case management support (such as education on and referrals for public benefits) as well as access to weekly meal nights and food pantries. Recognizing that a CNA credential yields an hourly wage of approximately \$8-10, depending on the city and state, Parent University has

been expanded to include a range of skill-building courses from Suncoast Technical College, including credentials in administrative fields as well as vocational degrees in health and manufacturing.

Term	Completed/Attempted	Completed and Licensed	Placement
Summer 2013	14/15	6	3
Summer 2014	9/10	7	7
Fall 2014	12/12	9	9
Summer 2015	9/12	3	3
Fall 2015	11/12	4 (6 waiting for exam date)	
Totals	55/61	29	22

* Four CNA graduates are now enrolled in a licensed practical nurse program through Suncoast Technical College.

◆ **Key state and/or federal policies that would enhance or improve Alta Vista’s 2Gen efforts:**

- Increased funding for summer learning academies;
- Include four-year-old preschool programs at elementary schools;
- Funding for year-round social worker;
- Pediatric and family mental health services;
- Transportation between public housing and Title I schools for parents;
- Dental, vision, and hearing services;
- Funding for parent vocational and career programs.

◆ **Next steps:** With support from both public and private funders, Alta Vista renovated a building on its elementary school campus that will become a 2Gen space for parents of enrolled children to continue their education across a range of workforce opportunities, including CNA training, manufacturing training, and other training. Additionally, the Sarasota County School District launched a series of Summer Learning Academies (SLA) as a result of the success of Eagle Academy; these academies are open to rising kindergarten students in three North Sarasota Title I elementary schools. The school board is monitoring SLA outcomes to determine how these programs reduce summer learning loss, help prepare children for kindergarten, and engage parents in the learning process for themselves and their children.

Lee Wetherington and Roy McBean Boys & Girls Clubs of Sarasota: The Great Futures Academy is an 11-week targeted summer program for children in grades K-3 in the local target attendance zone. A contracted social worker provides interpersonal family therapy; certified teachers from the targeted schools provide academic instruction; educational computer programs reinforce learning; meals and snacks are provided; weekly fields trips/cultural experiences with transportation are incorporated; and parents are encouraged to participate in adult learning and parenting classes. The children receive targeted reading instruction in the morning (one teacher for every six students) and participate in other Boys & Girls Club programming throughout the afternoon.

◆ **Outcomes:** With an average of 50 students in each annual class, all students returned to school prepared for their grade level (i.e., no “summer slide”). Parents participated in weekly nutrition classes, as well as a cyber-safety session, first aid/CPR training, and parent engagement curricula, such as how to safely and thoughtfully discipline and how to effectively navigate the public school system.

◆ **Next Steps:** After identifying a significant gap in Sarasota County between the job market and qualified candidates, the Boys & Girls Clubs of Sarasota County opened the Tom & Debbie Shapiro Career Resource Center (CRC) in summer 2016 to provide technical training, collegiate resources, and skill-building opportunities for long-term careers to Club members who are between the ages of 13 and 18 years old. The CRC will also offer vocational training and services to Club members’ parents/guardians.

Visible Men Academy: A charter school in Manatee County, Florida, Visible Men Academy (VMA) provides boys from low-income communities with an education focused on academics, character building, and social skills in a nurturing school environment. The purpose is to deliver a high-quality educational experience that meets the specific needs of at-risk boys in elementary and middle school through the collaborative efforts of administrators, teachers, parents, the broader community, and the students themselves. The school follows five key components: single-sex education, an extended day and year of instruction, a curriculum based in character development, data-driven instruction; and a culturally attuned staff reflective of VMA’s values. As part of its 2Gen programmatic work, VMA has developed the Parent Success Program, which emphasizes wellness, adult education, career advancement, and money management. The VMA Fatherhood Initiative has a strong spoken word and artistic expression component and is aligned with the Visible Men Success Role Modeling Curriculum to promote engaged and responsible fatherhood. VMA offers free parenting classes and family dinners. Parents who participate in the program earn scholarship credits that can be used for after school Sunshine Program fees, uniforms, gas cards, case management, job search assistance, and more.

◆ **Outcomes:** In the two years since it launched, the Parent Success Program has seen a significant increase in program attendance, including Annual Title I meetings that provide an overview of student and parent services at the school and Parent Success Program courses. Nine parents, up from none during the first year of the program, have completed GED coursework, and the number of parents who have accessed mental health counseling has doubled from 21 in academic year 2014-15, to 42 parents in academic year 2015-2016. Simultaneously, child outcomes of enrolled parents improved: attendance increased from 91 percent to 93 percent in the 2015-16 school year, while students receiving discipline write-ups decreased by nearly half.

◆ **Next Steps:** VMA is seeking to expand postsecondary opportunities for parents, exploring workforce training programs in Manatee County and more flexible times for GED, ESOL, and Women’s Resource Center courses. As one VMA parent program participant noted, “Thanks to the VMA Parent Success Program, I have a place to focus on me, my dreams, and my family’s needs.”

2Gen Summit: Building on the Aspen ThinkXChange, the national convening on 2Gen solutions hosted by Ascend, as well as locally focused 2Gen meetings in Los Angeles and other cities in 2014 and 2015, the Community Foundation decided that a 2Gen summit would be an effective platform to educate and inspire current and potential partners on 2Gen approaches. Hosted at the Lee Wetherington Boys & Girls Club on April 5-6, 2016, the Sarasota 2Gen Summit combined panel discussions that included philanthropic, nonprofit, and business leaders with break-out sessions featuring three Ascend Fellows (Aisha Nyandoro, Springboard to Opportunity; Ann Silverberg Williamson, Utah Department of Human Services; and William Serrata, El Paso Community College) who were paired with local innovators working in similar areas. The Summit intentionally drew a cross-sector audience of more than 200 participants from Sarasota County and neighboring counties, some of which have higher rates of poverty and present significant opportunities to advance 2Gen work sparked in Sarasota (for example, Visible Men Academy, as discussed above, which is located in Manatee County).



If business leaders could observe the power of 2Gen programs, I am convinced that the business community would rally behind this effort in a meaningful way. An increasing number of firms are shining a light on corporate social responsibility for two reasons. First, the work is important and firms cannot operate and grow effectively disconnected from the communities they inhabit. But it is also true that consumers are more discerning than ever, and corporate values are now a key driver in consumer decision-making. As an example, trust has become an important predictor of whether consumers will do business with a given firm. Business leaders would be well-advised to stay abreast of 2Gen work because, in the end, it stands to be very good business.

- Rick Gomez, 2Gen Task Force Member and Board Member, Community Foundation of Sarasota County, and Managing Director, Northern Trust



The Sarasota County School District supports 2Gen approaches to education. As we work to enhance

instruction during the school day, we value connecting with families to encourage efforts at home that will improve the quality of life for our children. Our elementary schools have redefined parent involvement to include offering Parent University and career training opportunities that may lift the incomes of families in poverty and elevate the value placed on education. Supporting families is imperative in our efforts to close the achievement gap.

- Dr. Laura Kingsley, Executive Director of Elementary Schools, Sarasota County School District



It has been a natural transition for us to look at the Campaign for Grade Level Reading through the 2Gen lens. By focusing on children and parents

TOGETHER, we see a multiplier effect in terms of the collective progress that a family achieves. By engaging the entire family, it also fosters our ability to impress upon the parent their vital role as their child's first and most important teacher — a role that should begin at birth.

- Dr. Rodney Linford, 2Gen Task Force Education Committee Chair and Board Member Community Foundation of Sarasota County



The Aspen Institute is an educational and policy studies organization based in Washington, DC. Its mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues. The Institute has campuses in Aspen, Colorado, and on the Wye River on Maryland's Eastern Shore. It also maintains offices in New York City and has an international network of partners.

**One Dupont Circle, NW, Suite 700
Washington, DC 20036**

ascend.aspeninstitute.org

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