LEAP 2.0 Systems Change Strategies and Progress

Findings from a Survey of LEAP Leads and Systems Partners

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INTRODUCTION

In spring 2023, Equal Measure administered surveys to the six LEAP leads and a sample of their systems partners[1] as part of the LEAP 2.0 evaluation[2]. The surveys aimed to better understand the **systems change strategies** LEAP leads and their cross-system partners (community-based organizations, public school systems, community colleges, workforce and employer partners, and the juvenile justice and child welfare systems) are putting into place for systems-involved and other young people, including those challenged by homelessness, parenting, and other issues, to succeed in school and work. The surveys also asked about **the impact of these strategies on improving the systems to better serve the young adults involved**[3]. The surveys were a point-in-time reflection of local systems change work to date.[4]

> **About LEAP**
> The Annie E. Casey Foundation's LEAP (Learn and Earn to Achieve Potential) national initiative aims to build and expand education and employment pathways to help youth and young adults ages 14-25 who have been involved in public systems (specifically, the foster care and justice systems) or experienced homelessness succeed in school and at work. LEAP 2.0 aims to strengthen efforts to scale effective opportunity pathways for young people in partnership with public and other systems.

The surveys collected data to inform two of the evaluation learning questions:

➢ How are the six LEAP 2.0 partnerships defining and implementing systems change? What processes do partnerships use to scale systems change across their communities?

➢ What are the signs of success or progress toward making systems changes that benefit systems-involved and other young people? To what extent are systems changing and how?

The surveys asked about **six strategies to achieve systems change** identified through initial interviews with LEAP leads in 2022 and a review of initiative documents. These strategies are described in the "LEAP 2.0 Systems Change Framework"[5]. The surveys aimed to further understand whether and to what extent these strategies were being employed across the LEAP 2.0 cohort:[6]

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[1] Systems partner is defined as: an institution, organization, or group that LEAP partnerships are coordinating with to advance the goals of LEAP (i.e., using cross-sector strategies to strengthen and expend access to education and career pathways for systems-involved and other young people (homeless, parenting, etc.).

[2] See Appendix A and B for additional information on the LEAP 2.0 evaluation and survey respondents and response rates. Six LEAP leads completed the lead survey, and 17 systems partners completed the partner survey.

[3] See Appendix C for LEAP lead and systems partner survey instruments.

[4] Respondents' knowledge of systems change strategies as part of LEAP may vary based on their tenure. For example, three partners (18%) reported partnering with LEAP for less than a year. See Appendix E.

[5] See Appendix D for the Framework, including specific strategies within each of these six broad strategies.

[6] Many of these strategies align with the findings in the JFF brief "*Tipping the Scale: Opening Opportunities for Systems-Involved Youth.*"(See https://www.aecf.org/resources/tipping-the-scale) The brief notes four approaches by LEAP partnerships to scaling: spreading strategies and practices across a multi-faceted organization, expanding to additional populations, spreading geographically, and working with public-sector partners to promote opportunity pathways. These scaling approaches align with three of the systems change strategies explored in the surveys: *sharing learnings*; *scaling*; and *partnering*.

Six LEAP Systems Change Strategies:

1. **Taking a holistic approach**: providing sequenced and stacked educational and work opportunities for young people over time and meeting a variety of young people's needs (e.g., mental health, transportation, housing, food, childcare, etc.).
2. **Supporting youth leadership:** providing opportunities for youth leadership and youth voice within organizations and systems.
3. **Partnering across public and other systems:** building within and cross-sector partnerships to better align and meet young people's needs.
4. **Advocating and implementing policy change:** supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people.
5. **Sharing learnings:** sharing knowledge and best practices within and across sectors about supporting systems-involved young people.
6. **Scaling:** expansion of programs, opportunities, and best practices to new and/or more young people.

The surveys asked about the extent to which these strategies resulted in **changes to systems and young people**. The surveys also asked about two **cross-cutting elements** across all the strategies – using **data** to understand and drive decisions and incorporating **racial equity**. These elements are critical to effective pathways and success for systems-involved young people. The next phase of the evaluation – qualitative data collection – will build on these survey findings by delving into the nuance and context of systems change work, as well as critical factors that influence the work and the role of young people in systems change[7].

LEAP 2.0 Local System and Scaling Partnerships

Coalition for Responsible Community Development (Los Angeles, CA) is a place-based community development corporation in South Los Angeles providing services such as youth and workforce development programming and housing and supportive services to young people ages 14-26.

Covenant House Alaska (Anchorage, AK) is the largest provider of services to homeless and runaway youth in the state of Alaska with the goal of moving youth from homelessness to stability.

The Door (New York, NY) empowers young people to meet their potential by providing comprehensive youth development services in a diverse and caring environment.

Nebraska Children and Families Foundation (Lincoln, NE) supports children, young adults, and families statewide with the overall goal of giving Nebraska's young people what they need to thrive.

Project for Pride in Living (Minneapolis, MN) builds the hopes, assets, and self-reliance of lower-income individuals and families by providing transformative affordable housing and career readiness services.

SBCS (San Diego, CA) provides youth and workforce development services designed to give to young people the skills they need to reach their full potential and give their best to themselves and their community.

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[7] See the LEAP 2.0 evaluation learning questions in Appendix A.

Summary of Findings

Overall, the key takeaways from the surveys are:

- **All six systems change strategies have been a *moderate* to *major focus* of the work of the LEAP partnerships.** The findings indicate that partnerships are not limiting themselves to one or two approaches but are implementing a range of related systems change strategies. Systems change work is being defined broadly by the LEAP partnerships as they focus on a spectrum of interrelated approaches.

- **The two strategies most often cited as a *major focus* of the work were *taking a holistic approach* and *partnering across public and other systems*.** These strategies are most closely connected to the work of LEAP 1.0, which adapted pathway models to serve new populations and formed partnerships to reduce barriers and increase supports. LEAP partnerships are building on early work by continuing to develop pathways and meet youth needs, and collaborating with local partners for referrals, wrap-around supports for young people, and to expand LEAP programming and core elements into local systems partners. The next strategies most often cited as being of *major focus* were *advocating for policy change* and *sharing learnings*, as LEAP partnerships looked for ways to address policy barriers for systems-involved young people and participate in cross-sector coalitions to share lessons. These strategies are efforts to start to shift structures, resources, and relationships that keep young people from success.

- **The two strategies with the greatest focus (*taking a holistic approach* and *partnering across public and other systems*) had the greatest perceived impact on young people's pathway progress and strength of relationships and alignment across the local ecosystem, respectively.** The perceived impact may be due to organizations already having extensive experience in these approaches; it may also be that indications of progress have encouraged organizations to further focus on these approaches.

- **While *supporting youth leadership* was reported as a *moderate focus*, its perceived impact was considerable.** LEAP leads reported that supporting youth leadership led to more systems-involved young people advocating for themselves and their peers. There seems to be great potential with this strategy to achieve changes to existing systems.

- **As cross-cutting elements across all strategies, the LEAP partnerships are guided by a vision of racial equity and are using data to understand young people's needs, as well as to communicate and advocate on their behalf.** All LEAP leads reported that racial equity is a stated goal of their LEAP partnership's work (describes them *well* or *very well*). LEAP partnerships are using data in a variety of ways; the most common use of data was to assess, improve, and target supports for young people.

SYSTEMS CHANGE STRATEGIES

As part of LEAP 2.0, the six partnerships have been implementing strategies to improve the systems that young people interact with so that they can be successful in education, careers, and beyond. There are many ways to implement systems change work – through coordination across systems, changes to policies and practices in programs, organizations, and institutions, and through shifting narratives and mindsets, with the goal of eliminating intentional and unintentional barriers to success.

In the first phase of LEAP, partnerships focused on adapting Back on Track (BoT) and Jobs for America's Graduates (JAG) models to meet the needs of systems-involved young people. LEAP partnerships also developed cross-sector partnerships to reduce barriers and increase connections to education and employment. LEAP 2.0 builds on these initial learnings and partnerships to strengthen efforts to scale effective opportunity pathways for young people in partnership with public and other systems. The surveys looked at the strategies LEAP partnerships were implementing to do this.

LEAP leads reported, on average, a *moderate* to *major focus* on all six systems change strategies as part of the work of their partnerships. LEAP leads are approaching systems change in a broad and comprehensive way.

The strategies showing the strongest focus of the systems change work across the LEAP partnerships were (see Figure 1):
- **Taking a holistic approach**: providing sequenced and stacked opportunities for young people over time and meeting a variety of young people's needs;
- **Partnering across public and other systems**: building within- and cross-sector partnerships to better align and meet young people's needs; and
- **Advocating and implementing policy change**: supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people.

FIGURE 1. LEAP LEADS: SYSTEMS CHANGE STRATEGIES

Note: Mean scores based on scale (0-3): This strategy has not been a focus of our work (0)/has been a minor focus (1)/has been a moderate focus (2)/has been a major focus (3).

Systems partners, which include community-based organizations, K-12 schools, postsecondary institutions, and government agencies, also reported**, on average, building cross-sector partnerships** and **taking a holistic approach** as, on average, the strategies of greatest focus (*moderate* to *major focus*) in their work with LEAP partnerships (see Figure 2). Scaling, providing youth leadership opportunities, and supporting or driving policy changes were reported as strategies of *minor* to *moderate* focus among systems partners.

> **LEAP 2.0 Semi-Annual Data**
> The number of systems partners across LEAP 2.0 has grown from 134 in 2020 to 237 in 2023.
>
> In 2023, LEAP 2.0 had 39 MOUs and 47 data-sharing agreements with partners.

There were some slight differences in focus depending on the type of systems partner[8]. For example, community-based organizations (CBOs) reported the greatest focus on youth leadership. Partners from government agencies, not surprisingly, reported the greatest focus on policy change, compared to partners from K-12, postsecondary, and CBOs.

FIGURE 2. LEAP PARTNERS: SYSTEMS CHANGE STRATEGIES[9]
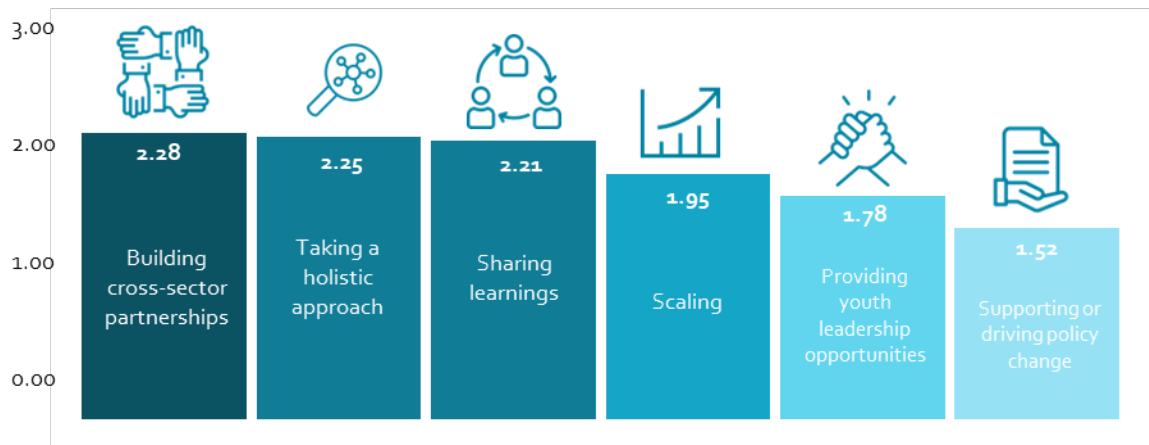
Note: Mean scores based on scale (0-3): This strategy has not been a focus of our work with the LEAP partnership (0)/has been a minor focus (1)/has been a moderate focus (2)/has been a major focus (3).

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[8] Note that the Ns or number of systems partner survey respondents from each type of organization was small and differences may not be significant or meaningful. See Appendix E.

[9] Note that the two surveys asked different questions under each of the broad strategies. The three items under a holistic approach were identical; other items were similar but not identical. The labels in Figure 2 reflect these slight differences. The partner survey also had fewer questions/items. See Appendix C for survey instruments.

Systems Change Strategies: Deep Dives

Taking a Holistic Approach

> **Lead and Partner Survey Items:**
> - *Developing educational and career pathways for systems-involved and/or other young people (homeless, parenting, etc.)*
> - *Meeting a range of young people's needs so they can connect to education and/or career pathways*
> - *Implementing supports and services using a trauma-informed approach*

Taking a holistic approach to connect young people to pathways with the supports they need is central to the work of the LEAP partnerships. Developing and strengthening pathways is a systems approach that eases barriers for young people. All LEAP leads named the following two strategies, within a holistic approach, as a *major focus* of their work. Systems partners also reported these as the top two strategies in their work with LEAP partnerships (a *moderate* to *major focus*).

"Our model is based on a holistic approach. Our continuum includes interventions for housing, mental health, physical health, substance use, education, employment and more for youth all along their journey from street to stability."

Developing educational and career pathways for systems involved young people. Clear and connected pathways through education, training, certificates, apprenticeships, and finally, to careers guide young people while meeting their interests and needs. Two-thirds of LEAP leads devoted the most attention to the following connections on the education-to-career pathway:
- postsecondary education
- internships/apprenticeship
- work/employment

Meeting a range of young people's needs so they can connect to education and/or career pathways. Youth cannot succeed on pathways unless their basic needs are met. All LEAP partnerships are addressing a variety of youth needs, either through their own organization or through their partners (or both) including mental health, food, housing, transportation, and clothing and other necessities. A majority of systems partners reported providing supports for housing, transportation, food, and mental health within their organization or through partners. Some partnerships provide case management services through co-location at LEAP sites or take a "one-stop shop" approach to provide comprehensive programming.

"More students are able to stay in school because of this support. With more access to resources, current and future students are able to stabilize their basic needs; with that stabilization comes the opportunity to work towards degree completion."

Two-thirds of LEAP leads identified "implementing supports and services using a trauma-informed approach" as a *major focus* of their work as part of their overall holistic approach. On average, systems partners reported a trauma-informed approach was a *moderate focus*. A trauma-informed approach recognizes young people's histories and experiences in shaping their path, especially among those involved in foster care, the justice system, and experiencing

homelessness. This approach is critical for holistically understanding and addressing barriers and challenges to progressing on education and career pathways. Table 1. names the various ways LEAP partnerships are taking a trauma-informed approach.

TABLE 1. LEAP TRAUMA-INFORMED STRATEGIES

Trauma-Informed Strategies	Number of LEAP Partnerships Using Strategy
Training and skill development in youth organizing and advocacy	6
Culturally relevant healing practices	6
Gender-neutral language and gender inclusivity	6
Meaningful organizational leadership roles for youth	6
Reflexivity through writing or discussions	6
Celebration and positive acknowledgement	6
Creating spaces for youth and adults	6
Restorative justice and conflict resolution practices	5
Creating community-building spaces	5
Peer-to-peer approaches that build leadership and promote mentorship	5
Advocacy efforts in action	4
Trainings for adults to address adultism practices in youth programming	4
Building relationships between youth and elders	2

"Our client centered approach ensures we meet participants where they are and serve the whole person regardless of their barriers and background. We co-enroll our participants in multiple programs based off their needs, providing services such as: education, training, internship with a goal of permanent employment earning sustainable wages."

Partnering Across Public and Other Systems

Lead Survey Items:
- *Collaborating with local systems for referrals to your LEAP programming*
- *Working with local systems to include LEAP programming and/or core elements into those systems*
- *Convening partners to better align local systems to support systems-involved and/or other young people (homeless, parenting, etc.)*
- *Co-investing with systems partners to support systems-involved and/or other young people*

Partner Survey Item:
- *Building cross-sector partnerships to better align and meet systems-involved and other young people's needs*

Building and maintaining cross-sector partnerships is one of LEAP's key strategies for systems change. Partnerships are critical for addressing youth needs and barriers, as well as coordinating across institutions and organizations that may be traditionally siloed. All LEAP leads reported collaborating with local systems for referrals to LEAP programming as a major focus of their work. All leads report receiving referrals to their LEAP programming from local community-based organizations (CBOs) and government agencies such as juvenile justice (for five of six partnerships) and child welfare (for three of six partnerships). Five of six partnerships also get referrals from K-12 institutions and postsecondary education.

> *"The vision of the Foster SLATE-Z Youth Committee has been to convene key public sector partners in the South Los Angeles Promise Zone in order to streamline access to resources for foster youth and ultimately improve their education, career, and housing outcomes through a collective impact approach."*

Five of six leads also noted a *major focus* on:

Working with local systems to include LEAP programming or core elements into those systems. LEAP partnerships worked most frequently with K-12 institutions and local CBOs (five of six partnerships); two-thirds also worked with postsecondary education and government agencies to include LEAP programming or core elements. Some examples of partnership work include using Google Classroom to house and share bridging curriculum with systems partners; training staff in other private and public organizations on the Back on Track framework; and partnering with a local school district to hold JAG classes and integrate work experience programming.

LEAP Core Elements
- Collaborative Organizations and Partnerships
- Equitable and Inclusive Environments
- Adult Relationships and Guidance
- Youth Engagement and Leadership
- Flexible Program Delivery
- Supports and Basic Needs

Convening partners to better align local systems to support systems-involved young people. Not surprisingly, systems partners also noted that cross-sector partnerships for better alignment was a *moderate* to *major focus* of their work with LEAP partnerships.

Half of LEAP leads reported a *major focus* on **co-investing with systems partners to support systems-involved and other young people.** This is significant given that aligning funding across often siloed systems can be challenging and long-term work. According to the 2023 semi-annual data, LEAP partnerships reported over $8 million in co-investments from public and private systems.

Advocating for and Implementing Policy Change

Lead Survey Items:
- *Advocating for and/or changing policies and practices within your organization to facilitate young people's successes in school and/or work*
- *Advocating for, educating, and/or working to change policies and practices in public and other local systems*

Partner Survey Item:
- *Supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved and/or other young people (homeless, parenting, etc.)*

Advocating for and implementing policy change is a *major focus* of the systems change work of the LEAP partnerships. Changing policies, whether in organizations, institutions, or public policy, is an important way to change the ways systems operate to better serve young people. Five of the six LEAP leads reported that **advocating for, educating, and/or working to change policies and practices in public and other systems** was a *major focus* of their work (one noted it as a *moderate focus*).

Policy efforts have focused on the justice system (probation, expungement policies), education, housing, key documents (i.e., birth certificates), homelessness, and trafficking. Others mentioned in the 2023 semi-annual data include recommendations to local, state and/or federal agencies on increasing access to key resources for foster youth, and employment and workforce development pathways and support for students. Four of six leads also reported a *major focus* on **advocating for and/or changing policies and practices within their organizations** to facilitate young people's success in school and work.

"In San Diego County, SBCS has recently been heavily involved in the changing [the] culture of youth probation and systems-impacted individuals coming back into the community and needing education/employment services. Through the success of LEAP and our work experience programming, SBCS has been able to lead advocacy work in systems-impacted community."

Policy was a lower priority focus of the work of systems partners (*minor* to *moderate focus*). This may be due to the roles of the partners who participated in the survey, who tended to be program and service providers within their organizations.

Sharing Learnings

> **Lead Survey Items:**
> - *Sharing LEAP resources and supports with other programs, organizations, and/or systems serving systems-involved and/or other young people (homeless, parenting, etc.)*
> - *Participating in coalitions, task forces, and/or communities of practice to share knowledge and lessons*
>
> **Partner Survey Item:**
> - *Sharing knowledge and promising practices about supporting systems-involved and/or other young people within and across sectors*

Sharing knowledge and best practices within and across sectors supporting systems-involved young people was a *moderate* to *major focus* of the work of the LEAP partnerships. The transmission of knowledge about serving systems-involved young people across networks is a way to start to transform the larger ecosystem. Five of the six LEAP leads reported that participating in coalitions, task forces, and/or communities of practice to share knowledge and lessons was a *major focus* of their work. Similarly, half of the LEAP partnerships reported a *major focus* on sharing LEAP resources and supports with other programs, organizations, and/or systems serving systems-involved young people (the other three reported this was a *moderate focus*).

Systems partners also reported that sharing knowledge and promising practices to better support young people, especially systems-involved, was a *moderate* to *major focus* of their work with LEAP.

> **Examples of ways of sharing learnings**
>
> - Monthly collaboratives
> - LEAP staff at local alternative school
> - Bulletin boards with opportunities to get involved in research and advocacy
> - Participation in local and state coalitions, policy councils, initiatives, cross-sector partner networks

Scaling

> **Lead Survey Items:**
> - *Working to serve more young people*
> - *Working to serve different types of young people than we have typically served*
> - *Working to serve young people for longer periods of time*
> - *Working to include (or expand/improve) Back on Track, JAG, and/or LEAP core elements in more programs within your organization*
> - *Working to include (or expand/improve) Back on Track, JAG, and/or LEAP core elements in more programs across your region*
> - *Working to offer additional or more customized pathway options to young people to meet their needs and preferences*
>
> **Partner Survey Item:**
> - *Expanding programs, opportunities, and promising practices to more young people*
> - *Expanding programs, opportunities, and promising practices to different types of young people*

Scaling LEAP programming and core practices is a key stated goal of LEAP 2.0.[10] The survey asked leads about six different approaches to scaling – from traditional scaling of serving more young people to expanding the core elements from Back on Track and JAG to more programs and organizations. Some of the scaling strategies were a *major focus* of the work of the LEAP partnerships, with others a *moderate focus*. LEAP leads (five of six) reported that two of the scaling strategies were a *major focus* of their work:

Working to include (or expand or improve) Back on Track, JAG, and/or LEAP core elements in more programs *within their organization.*

Working to offer additional or more customized pathway options to young people to meet their needs and preferences. For example, leads mentioned:
- Internship to employment opportunities
- Expansion of hospitality and construction pathways
- Use of individualized strategy surveys with career advancement coaches to determine individualized plans of action

Two-thirds of LEAP leads also reported two scaling strategies that were a *major focus*: **1) working to serve more young people; and 2) working to include (or expand or improve) Back on Track, JAG, and/or LEAP core elements in more programs *across their region.***

> *"Our LEAP partnership is scaling by increasing partnerships to include allowing other organizations and agencies the opportunity to present at our all-staff meetings so that additional supports are available for young people."*

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[10] See: https://www.aecf.org/resources/tipping-the-scale

> "*We partnered with Ramsey County and the City of St. Paul to launch an expansion of LEAP (primarily JAG) into eight new schools using ARPA [American Rescue Plan Act] funding.*"

Fewer leads noted that working to serve different types of young people (such as first generation, LGBTQ, etc.) or serve young people over longer periods of time were scaling strategies of *major focus* (three and two of six leads, respectively). Scaling seemed to be a lower priority for systems partners, with, on average, a *minor* to *moderate focus* on expanding programs to more or different types of young people.

Supporting Youth Leadership

Lead Survey Items:
- *Providing youth leadership opportunities in your LEAP initiative*
- *Connecting young people to local systems partners to share their experiences and perspectives*
- *Connecting young people to local coalitions/groups to advocate for systems changes*

Partner Survey Item:
- *Providing opportunities for youth leadership and youth voice within organizations and systems*

Engaging young people who have experienced systems such as foster care or the justice system, or have been homeless, is critical for understanding the barriers to connecting to pathways. It is also a strategy for systems change; youth voices can be powerful in shifting policies and practices in organizations and institutions. While providing opportunities for youth leadership and youth voice in organizations and systems was a relatively lower-priority area of focus, it was still on average a slightly higher than *moderate focus* of the LEAP partnerships. Two LEAP leads reported providing youth leadership opportunities in their LEAP initiative was a *major focus*; four reported it was a *moderate focus*.

Systems partners also ranked youth leadership as a lower-priority area of focus; on average, *minor* to *moderate*, though there was significant variability across partners, with CBOs reporting a greater focus than other types of organizations (K-12, postsecondary, government). This variability may be due to the different roles that partners play in their coordination with the LEAP partnerships.

> "*We have hired a former LEAP participant as our peer mentor/intake specialist for our WIOA work readiness programing working with justice-impacted youth.*"

Five of six LEAP leads reported a *moderate focus* on two youth leadership strategies (one reported a *major focus* on these):
- **Connecting young people to local systems partners to share their experiences and perspectives.**
- **Connecting young people to local coalitions/groups to advocate for systems change.**

"Young people are able to participate in the youth council to serve as a constant voice of change within the space. Youth council members are able to, on behalf of their peers, have a say in systems and processes that are implemented."

LEAP leads reported a variety of ways they are engaging young people in their LEAP work (Figure 3). All LEAP partnerships are utilizing youth advisory boards and work groups/committees to engage young people. More than half are also hiring young people as paid staff and getting regular input and feedback on programs.

FIGURE 3. LEAP YOUTH ENGAGEMENT STRATEGIES

Number of LEAP 2.0 local partnerships

Strategy	Number
Young people serving on work groups or committees	6
Youth/young person advisory group	6
Hiring young people as paid staff	5
Regular input and/or feedback on programs from young people	4
Young people serving as peer mentors to other young people	3
Young people serving on organization's Board	1

Supporting youth leadership as a systems change strategy ranked relatively lower among the six strategies (though still a *moderate* to *major focus*). In addition to broadly providing youth leadership opportunities, we defined this strategy as connecting young people to local systems partners and to local coalitions to share and advocate. Perhaps LEAP partnerships are approaching youth leadership and engagement in other ways, such as focusing internally on programs and leadership opportunities. Or perhaps this strategy is challenging to implement for a variety of reasons (youth barriers to engagement, capacity issues, etc.). We plan to explore the barriers to using the strategy of supporting youth leadership in more depth in our qualitative data collection.

PERCEIVED IMPACT OF SYSTEMS CHANGE STRATEGIES

In addition to understanding the strategies that LEAP partnerships are focusing on, the survey also asked leads and partners to reflect on the impact of those strategies on systems-involved young people.

TABLE 2. PERCEIVED IMPACT OF LEAP

Perceived Impact among LEAP Leads		Perceived Impact among Systems Partners	
Impact: Extent to which strategy led to outcome?	Mean	Impact: Extent to which changes have been observed in your community as a result of your work with the LEAP Partnership?	Mean
Taking a holistic approach led to more systems-involved young people **connected to and progressing on education or career pathways**.	3.67	More systems-involved young people are **connected to and progressing on education and career pathways**.	3.00
Partnering across public and other systems led to **greater alignment across systems** in your community to better meet the needs of systems-involved young people.	3.67	More systems-involved **young people are advocating for themselves and their peers**.	2.80
Supporting youth leadership led to more systems involved **young people advocating for themselves and their peers**.	3.50	There are **stronger relationships across systems** in your community to better meet the needs of systems-involved young people.	2.75
Partnering across public and other systems led to **stronger relationships across systems** in your community to better meet the needs of systems-involved young people.	3.50	There is **greater alignment across systems** in your community to better meet the needs of systems-involved young people.	2.73
Sharing learnings led to **new or improved narratives and/or mindsets** in your community about the systems barriers that hold systems-involved young people.	3.33	Systems-involved young people's leadership/voice has led to **positive changes in the systems** that serve them.	2.69
Scaling led to a **greater use of Back on Track or JAG models/promising practices** in other programs and organizations that serve systems-involved young people.	3.33	There are **new or improved narratives and mindsets** in your community about the systems barriers that hold systems-involved young people back.	2.62
Supporting youth leadership led to **positive changes to systems** that serve systems-involved young people.	3.00	There are **new or improved policies** to support and advance systems-involved young people in your community.	2.27
Policy advocacy led to **new or improved policies** to support and advance systems-involved young people.	2.83	There is **greater use of Back on Track or JAG models/promising practices** in programs and organizations that serve systems-involved young people in your community.	1.78

Note that scales/responses on the two surveys differed. Scale on LEAP lead survey: 0-4. Not at all (0)/to a very little extent (1)/to some extent (2)/to a great extent (3)/to a very great extent (4). Scale on systems partner survey: 0-4. This is not a goal of our work with LEAP

Partnership. (0) /This is a goal of our work with LEAP Partnership, but we have not started working on it. (1) /We started working on this but haven't seen changes yet. (2) /We've seen some signs of progress. (3)/We've seen significant progress. (4)

Taking a holistic approach had the greatest perceived impact of all the systems change strategies. Two-thirds of LEAP leads reported that taking a holistic approach (providing sequenced and stacked educational and career opportunities for young people over time and meeting a variety of young people's needs) led to **more systems-involved young people connected to and progressing on education or career pathways to a *very great extent***. All leads reported this impact to at least a *great extent*. Systems partners similarly reported, on average, *some* signs of progress in young people's connection to pathways in their communities.

Partnering across public and other systems followed taking a holistic approach as the strategy with the greatest perceived impact. Partnering across public and other systems (building within and cross-sector partnerships to better align and meet young people's needs) led to:

- **Greater alignment** across systems in the community to better meet the needs of systems-involved young people (five of six leads reported to a *very great extent*)
- **Stronger relationships** across systems in the community to better meet the needs of systems-involved young people (four of six leads reported to a *very great extent*)

In addition, almost two-thirds of systems partners reported stronger relationships and greater alignment across systems in their communities to better meet the needs of systems-involved young people as a result of their work with the LEAP partnerships.

While a relatively less used strategy, youth leadership and engagement have a strong perceived impact. Half of LEAP leads noted that supporting youth leadership (providing opportunities for youth leadership and youth voice within organizations and systems) has led to more systems-involved young people **advocating for themselves and their peers** to a *very great extent* (half reported to a *great extent*). On average, leads also reported supporting youth leadership led to **positive changes to systems** that serve systems-involved young people *to a great extent*. There was variability across partnerships, with one-third of leads reporting impact on systems *to a very great extent*, one-third to a *great extent*, and one-third *to some extent*.

Three-quarters of systems partners also noted **seeing at least some signs of progress in their communities in systems-involved young people's advocacy**. Fewer (about two-thirds) reported seeing youth voice/leadership resulting in positive changes to systems; about a quarter were unsure whether they were seeing these changes. These findings highlight the role young people can have in advocating for change and ultimately changing the systems that impact them.

The perceived impact of sharing learnings on narrative change fell in the middle of the range of perceived impacts of the systems change strategies, with some partnerships seeing more impact than others. Half of LEAP leads reported that shared learnings (sharing knowledge and promising practices within and across sectors about supporting systems-involved young people) led to new or improved narratives and/or mindsets in the community about the systems barriers that hold systems-involved young people back to a *very great extent* (one-third reported to a *great extent*, and one reported to *some extent*).

Over half of systems partners (59%) reported new or improved narratives and mindsets in their communities about systems barriers as a result of the work of the LEAP partnerships; about a quarter were unsure if this was a change in their communities. Tracking progress on changing narratives and

mindsets can be challenging and is influenced by many factors in the community such as the political and social climate and the dominant narrative about young people, especially those who are systems-involved, and the prevailing explanations for what is holding them back.

The perceived impact of the scaling strategies fell in the middle of the range of impact of the systems change strategies. One-third of LEAP leads reported that scaling (expansion of programs, opportunities, and promising practices to new and/or more young people) led to greater use of Back on Track or JAG models/promising practices in other programs and organizations that serve systems-involved young people in the community to a *very great extent (*two-thirds reported this impact to a *great extent)*. About half of systems partners (47%) were unsure if there was greater use of Back on Track or JAG models and promising practices in their communities.

The impact of advocating for and implementing policy change ranked lowest among the perceived impacts of systems change strategies, with variability across the partnerships. On average, LEAP leads reported that advocating for and implementing policy change (supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people) led to new or improved policies to support and advance systems-involved young people in the community to a *moderate extent* (between *some* and *great*).

Similarly, systems partners generally reported either some signs of progress in policies in their communities or that they've begun the work but haven't seen changes yet. Changing policies can take a longer time and involves critical connections to key decision-makers.
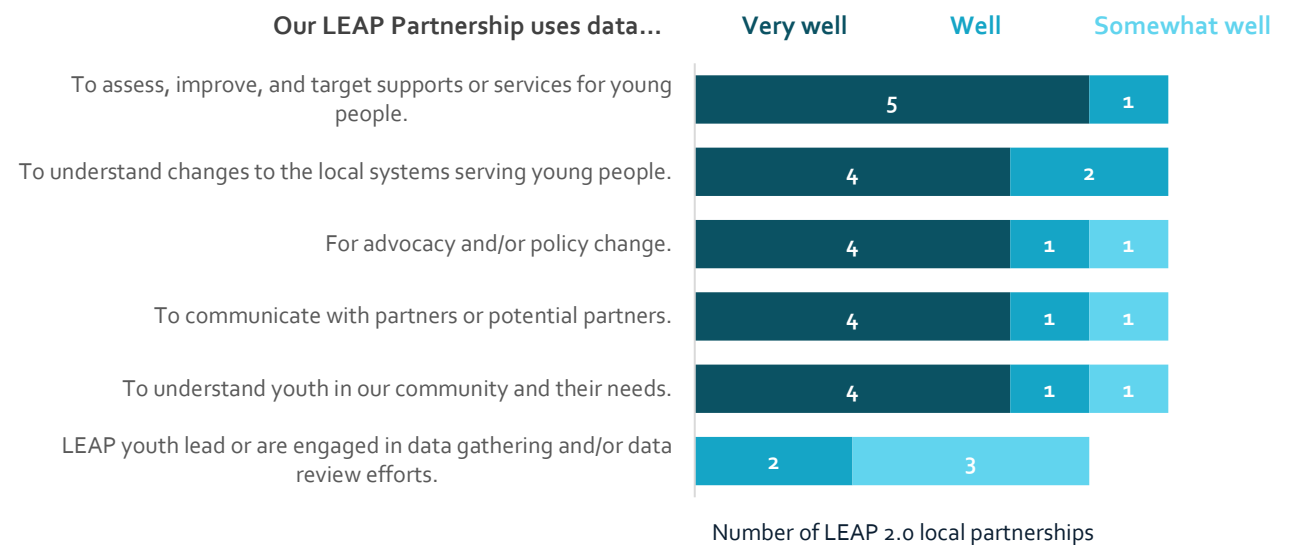
SYSTEMS CHANGE STRATEGIES: CROSS-CUTTING ELEMENTS

We explored how data and incorporating a racial equity lens were used by LEAP partnerships across their systems change strategies.

Data

Data has a variety of potential uses by LEAP partnerships including understanding the local context and the needs of young people in the community; assessing the reach and impact of programs, especially for different populations; and making the case to partners and stakeholders. Casey has also collected data (in semi-annual reports) from the cohort of LEAP partnerships throughout the initiative to understand who the partnerships are serving, participant engagement in programming, and outcomes such as skills, education, and employment.

Overall, the **LEAP partnerships are using data in a variety of ways** to advance their systems change strategies (Figure 4). The most common use of data was to assess, improve, and target supports for young people. The majority of partnerships also used data for: understanding local systems; advocacy and policy change; communication with partners; and understanding youth needs. The least common data approach was LEAP youth leading or engaged in data gathering or data review. Two LEAP partnerships reported this described them *well*; the four other partnerships reported it described them *somewhat or not at all.* Engaging young people in data could be a way to both build skills as well as better understanding of what the data mean in the context of young people's lives and lived experience.

FIGURE 4. LEAP DATA STRATEGIES

Our LEAP Partnership uses data…	Very well	Well	Somewhat well
To assess, improve, and target supports or services for young people.	5		1
To understand changes to the local systems serving young people.	4	2	
For advocacy and/or policy change.	4	1	1
To communicate with partners or potential partners.	4	1	1
To understand youth in our community and their needs.	4	1	1
LEAP youth lead or are engaged in data gathering and/or data review efforts.	2	3	

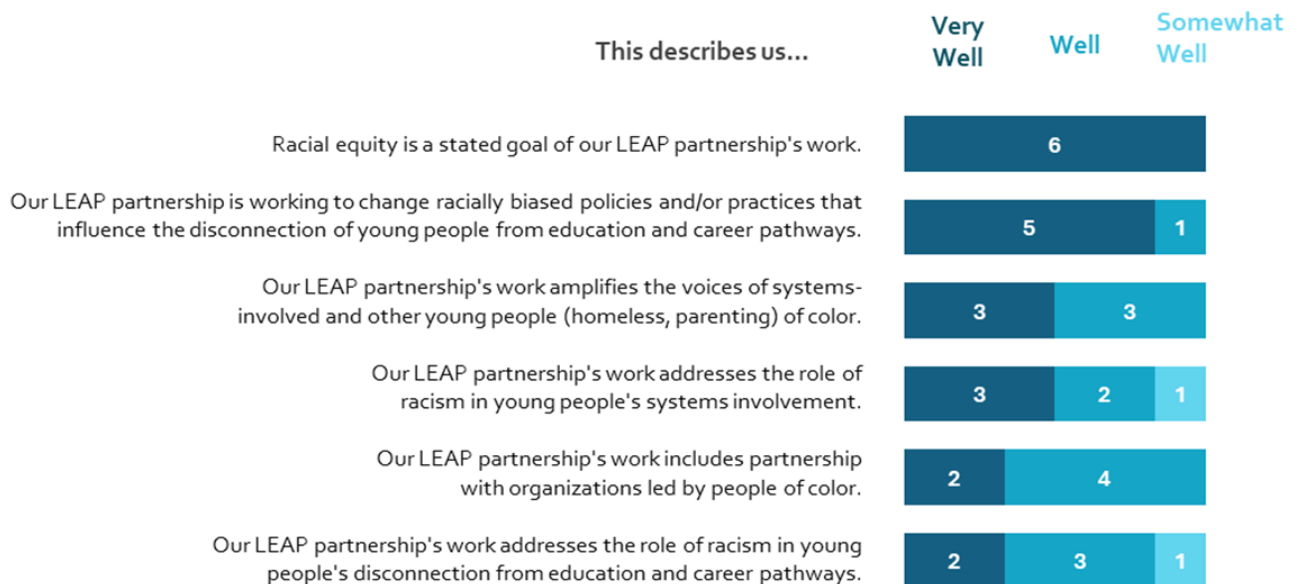Number of LEAP 2.0 local partnerships

Racial Equity

Youth of color are overrepresented in systems such as foster care[11] and juvenile justice[12] . Inequitable and racist structures have and continue to impact systems-involved youth's access to and persistence in education and career pathways. One of the core elements of supportive educational and career pathways is "equity-centered and inclusive environments" such as fostering belonging and connection, as well as addressing inequitable practices, policies, and outcomes. LEAP partnerships seek to embed these elements in their work.

Overall, racial equity is incorporated into the work of the LEAP partnerships (Figure 5). All LEAP leads reported that **racial equity is a stated goal of their LEAP partnership's work** (this statement described them *very well*).

Five of six LEAP leads also noted that the following described their partnerships *very well*: "Our LEAP partnership is working to change racially biased policies and/or practices that influence the disconnection of young people from education and career pathways."

"Though our data we have learned that due to the extra weight systemic racism and historical trauma it takes our Alaska Native young people three more tries on average to be successful than our white youth. We changed internal policies to ensure Alaska Native young people get at those three3 extra chances. As we scale, we are doing so with Alaska Native led organizations as our partners and hearing from Alaska Native voices all along the way."

FIGURE 5. LEAP LEAD RACIAL EQUITY STRATEGIES

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[11] See: https://www.aecf.org/blog/us-foster-care-population-by-race-and-ethnicity#:~:text=In%202021%2C%20Black%20children%20represented,all%20kids%20in%20foster%20care.

[12] See: https://ojjdp.ojp.gov/model-programs-guide/literature-reviews/racial-and-ethnic-disparity

NEXT STEPS

While surveys can provide valuable information about where LEAP partnerships are focusing their systems change efforts, they are more limited in understanding *how* the strategies are being implemented and the factors that affect implementation and progress.

The next phase of the evaluation will build on these learnings.[13] Qualitative data collection will aim to explore these six systems change strategies in more detail to more fully understand how the LEAP 2.0 cohort is doing systems change work. We will also aim to answer the following two additional evaluation questions to identify the factors that help or hinder systems change in local communities, as well as to better understand the role of young people in LEAP systems change work.

> ➢ *What are the critical factors that hinder or accelerate their ability to implement these strategies?*
>
> ➢ *How are LEAP participants/youth leaders engaged in and informing LEAP systems change work? How, if at all, does youth leadership and engagement influence the success of systems change work? How might youth leadership have meaningful impact in future systems change work?*

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[13] The next phase of the evaluation includes: 1) interviews with national partners and 2) interviews and focus groups with the six LEAP partnerships, their partners, and young people.

APPENDIX A

About the LEAP 2.0 Evaluation

Equal Measure is engaging with the Annie E. Casey Foundation and LEAP 2.0 partners to implement an **evaluation and learning project** that helps better understand how LEAP is contributing to systems investment, the adoption of pathways, and scaling. The project also aims to understand the ways in which LEAP participants (young people) contribute to and influence systems change work across the six LEAP 2.0 partnerships.

The evaluation is guided by these **learning questions**:

➢ *How are the six LEAP 2.0 partnerships defining and implementing systems change? What processes do partnerships take to scale systems change across their communities?*

➢ *What are the critical factors that hinder or accelerate their ability to implement these strategies?*

➢ *What are the signs of success or progress toward making systems changes that benefit systems involved or homeless young people? To what extent are systems changing and how?*

➢ *How are LEAP participants/youth leaders engaged in and informing LEAP systems change work? How, if at all, does youth leadership and engagement influence the success of systems change work? How might youth leadership have meaningful impact in future systems change work?*

APPENDIX B

Systems Change Survey Response Rates

LEAP lead survey:
Completed by six partnership leads (100% response rate)

LEAP Systems Partner Survey:
- ➢ Each LEAP lead was asked to identify up to six systems partners who they have worked with most closely as part of their LEAP work.
- ➢ Completed by 17 of 22 systems partners (77% response rate)
- ➢ Each LEAP partnership had between one and five respondents to the partner survey

APPENDIX C

Survey Instruments

2023 LEAP 2.0 SYSTEMS AND SCALING PARTNERSHIPS SURVEY (LEADS)

Thank you for taking the time to complete this survey!

This survey is part of a learning and evaluation engagement between Equal Measure and the Annie E. Casey Foundation for the **Learn and Earn to Achieve Potential (LEAP)™ initiative**. LEAP, a national initiative of the Casey Foundation, aims to help youth and young adults ages 14–25 who have been involved in the child welfare or juvenile justice systems, parenting youth, or youth who have experienced homelessness succeed in school and at work by building and expanding education and employment pathways.

We are hoping to better understand the **strategies that cross-systems sets of partners** (e.g., community-based organizations, public school systems, community colleges, workforce and employer partners, as well as the juvenile justice and child welfare systems) are putting in place to expand access to education and employment pathways and help systems-involved and other young adults succeed in school and work.

With this goal in mind, this survey will help us understand the **strategies** that your organization is supporting and where you are seeing **changes**. In addition, the survey will inform our qualitative data collection (interviews, focus groups) to dig deeper into the complexity of this work.

Equal Measure will use the survey data to create **partnership-level reports**, as well as a memo on overall **cross-cutting findings** from across all LEAP partnerships, which will be shared with you. We hope these findings will generate learnings throughout the LEAP network, as well as the larger field of practitioners and policymakers working to improve systems for young people.

Survey Logistics The survey will take approximately **30 minutes** to complete and will ask about: LEAP partnership strategies and activities (both current and since LEAP 2.0 began in 2019); Changes as a result of those strategies; Cross-cutting strategies: data use and racial equity.

The staff person (such as the LEAP lead) best equipped to answer questions on the three topics listed above should complete the survey. If there are multiple staff, we encourage you to complete the survey together, or gather input from other staff on your responses.
Please rely on your personal reflections and experiences with LEAP to answer each question. Your individual answers will not be shared with the Casey Foundation or LEAP program staff, and names will not be used in any reporting. Once you begin the survey, you may save your responses and return to complete the survey later. Responses up to the last question you answered will be automatically saved. Please submit your responses by **Monday May 22, 2023**.

Thank you in advance for your participation!

If you have any questions, please contact **Steph Skinner**, sskinner@equalmeasure.org.

Section 1 Strategies and Activities

In the following sections, you will be answering questions about your LEAP **scaling and cross-sector partnership strategies and activities,** or what your partnership has been working on to advance systems change. These strategies emerged from interviews with LEAP leads and a review of LEAP documents. We are interested in understanding the types of strategies you have been working on currently and since **LEAP 2.0 began in June 2019**. There is no expectation that your LEAP partnership did all or most of these activities; we know partnerships focused in different areas. We also ask about changes you may have seen as a result of your LEAP partnership strategies and activities.

Hover over underlined words or phrases for definition.

Strategy 1. Taking a holistic approach: providing sequenced and stacked opportunities for young people over time and meeting a variety of young people's needs.

Q1. How much have the following strategies been a part of the work of your LEAP partnership?

This strategy has **not** been a focus of our work.	This strategy has been a **minor** focus of our work.	This strategy has been a **moderate** focus of our work.	This strategy has been a **major** focus of our work.	I'm not sure.	N/A
Developing educational and career pathways for systems-involved and/or other young people (homeless, parenting, etc.).					
Meeting a range of young people's needs so they can connect to education and/or career pathways.					
Implementing supports and services using a trauma-informed approach.					

Q2. What part(s) of the education to career pathway has your LEAP partnership focused on (devoted the most attention to)?
(Select up to three.)
- Connection/reconnection to high school
- High school diploma or equivalency
- Connection to postsecondary institution (2-year or 4-year)
- Connection to internships/apprenticeships
- Connection to training programs
- Connection to work/employment
- Other **(please describe)**
- None; Our LEAP partnership has not focused on education and career pathways.

Q3. Which of the following needs of young people has your LEAP partnership addressed?
(Check all that apply.)
- Physical health
- Mental health
- Food
- Housing

- Transportation
- Clothing or other necessities
- Childcare
- Other **(please describe)**
- None; Our LEAP partnership has not addressed youth needs

Q4. Was this support provided within your organization, or through partnership with an external organization?
(Check all that apply.)

	Internally (within your organization)	Externally (in partnership with external organization)
Physical health		
Mental health		
Food		
Housing		
Transportation		
Clothing or other necessities		
Childcare		
Other **(please describe)**		
None; Our LEAP partnership has not addressed youth needs		

Q5. Which of the following strategies (if any) has your LEAP partnership used as part of a trauma-informed approach?
(Check all that apply.)
- Training and skill development in youth organizing, advocacy, social justice, and/or critical awareness
- Incorporating restorative justice and conflict resolution practices
- Incorporating culturally relevant healing practices (e.g., ceremonies, healing circles, body work, mindfulness, yoga)
- Using gender-neutral language to affirm and be inclusive of all gender identities
- Creating community-building spaces to share stories
- Attending and jointly reflecting on advocacy efforts in action (e.g., demonstrations, protests)
- Creating meaningful organizational leadership roles for young people (e.g., hiring as staff, serving on the board, having young people drive decision making about the organizational agenda)
- Building relationships between young people and elders
- Trainings for adults to address adultism practices in youth programming
- Reflecting in order to process conditions, experiences, and emotions through writing or discussions
- Regularly incorporating celebration and positive acknowledgement
- Creating separate spaces for youth and adults, and intentional spaces that bring both groups together
- Facilitating peer-to-peer approaches to building leadership and promoting mentorship
- Other **(please describe)**
- None; our LEAP partnership has not implemented strategies as part of a trauma-informed approach.

Q6. If applicable, please provide an example of how your LEAP partnership is: taking a holistic approach, providing sequenced and stacking opportunities for systems-involved and/or other young people (homeless, parenting, etc.), and/or meeting a variety of young people's needs.

Q7. To what extent has this strategy — **Taking a holistic approach: providing sequenced and stacked opportunities for young people over time and meeting a variety of young people's needs** — led to more systems-involved and/or other young people (homeless, parenting, etc.) connected to and progressing on education or career pathways?
- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Strategy 2. Supporting youth leadership: providing opportunities for youth leadership and youth voice within organizations and systems.

Q8. How much have the following strategies been a part of the work of your LEAP partnership?

This strategy has **not** been a focus of our work.	This strategy has been a **minor** focus of our work.	This strategy has been a **moderate** focus of our work.	This strategy has been a **major** focus of our work.	I'm not sure.	N/A
Providing youth leadership opportunities in your LEAP initiative.					
Connecting young people to local systems partners to share their experiences and perspectives.					
Connecting young people to local coalitions/groups to advocate for systems changes.					

Q9. Which of the following has your LEAP partnership implemented to promote youth leadership in your LEAP initiative?
(Check all that apply.)
- Youth/young person advisory group
- Regular input and/or feedback on programs from young people
- Young people serving on organization's Board
- Young people serving on work groups or committees
- Hiring young people as paid staff
- Young people serving as peer mentors to other young people
- Other **(please describe)**
- None; Our LEAP partnerships has not implemented youth leadership strategies

Q10. If applicable, please provide an example of how your LEAP partnership is supporting youth leadership.

Q11. To what extent has this strategy — **Supporting youth leadership: providing opportunities for youth leadership and youth voice within organizations and** <u>systems</u> — led to more <u>systems-involved</u> young people and/or other young people (homeless, parenting, etc.) advocating for themselves and their peers?

- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Q12. To what extent has this strategy — **Supporting youth leadership: providing opportunities for youth leadership and youth voice within organizations and** <u>systems</u> — led to positive changes to systems that serve <u>systems-involved</u> and/or other young people (homeless, parenting, etc.)?

- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Strategy 3 Partnering across public and other <u>systems</u>: building within- and cross-sector partnerships to better align and meet young people's needs.

Q13. How much have the following strategies been a part of the work of your LEAP partnership?

This strategy has **not** been a focus of our work.	This strategy has been a **minor** focus of our work.	This strategy has been a **moderate** focus of our work.	This strategy has been a **major** focus of our work.	I'm not sure.	N/A

Collaborating with <u>local systems</u> for referrals to your LEAP programming.

Working with <u>local systems</u> to include LEAP programming and/or <u>core elements</u> into those <u>systems</u>.

Convening partners to better align <u>local systems</u> to support <u>systems-involved</u> and/or other young people (homeless, parenting, etc.).

Co-investing with <u>systems partners</u> to support system-involved and/or other young people (homeless, parenting, etc.).

Q14. Which of the following (if any) does your LEAP programming get referrals from?
(Check all that apply.)
- K-12 education
- Postsecondary education
- Local community-based organizations
- Government agencies **(please specify: child welfare; justice; workforce; housing; other)**
- Other **(please describe)**
- None; We do not get referrals

Q15. Which local systems (if any) have you worked with to include LEAP programming and/or core elements?
(Check all that apply.)
- K-12 education
- Postsecondary education
- Local community-based organizations
- Government agencies **(please specify: child welfare; justice; workforce; housing; other)**
- Other **(please describe)**
- None; We have not worked with any local systems

Q16. If applicable, please provide an example of how your LEAP partnership is partnering across public and/or other systems.

Q17. To what extent has this strategy — **Partnering across public and other systems: building within- and cross-sector partnerships to better align and meet young people's needs** — led to stronger relationships across systems in your community to better meet the needs of systems-involved and/or other young people (homeless, parenting, etc.)?
- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Q18. To what extent has this strategy — **Partnering across public and other systems: building within- and cross-sector partnerships to better align and meet young people's needs** — led to greater alignment across systems in your community to better meet the needs of systems-involved and/or other young people (homeless, parenting, etc.)?
- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Strategy 4. Advocating for and implementing policy change: supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people.

Q19 How much have the following strategies been a part of the work of your LEAP partnership?

	This strategy has **not** been a focus of our work.	This strategy has been a **minor** focus of our work.	This strategy has been a **moderate** focus of our work.	This strategy has been a **major** focus of our work.	I'm not sure.	N/A
Advocating for and/or changing policies and practices **within your organization** to facilitate young people's successes in school and/or work.						
Advocating for, educating, and/or working to change policies and practices in **public and other local systems**.						

Q20. If applicable, please provide an example of how your LEAP partnership is advocating for and/or implementing policy change.

Q21. To what extent has this — **Advocates for and implementing policy change: supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people** — strategy led to new or improved policies to support and advance systems-involved and/or other young people (homeless, parenting, etc.) in your community?

- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Strategy 5. Sharing learnings: sharing knowledge and promising practices within and across sectors about supporting systems-involved and/or other young people (homeless, parenting, etc.).

Q22. How much have the following strategies been a part of the work of your LEAP partnership?

	This strategy has **not** been a focus of our work.	This strategy has been a **minor** focus of our work.	This strategy has been a **moderate** focus of our work.	This strategy has been a **major** focus of our work.	I'm not sure.	N/A
Sharing LEAP resources and supports with other programs, organizations, and/or systems serving systems-involved and/or other young people (homeless, parenting, etc.).						
Participating in coalitions, task forces, and/or communities of practices to share knowledge and lessons.						

Q23. If applicable, please provide an example of how your LEAP partnership is sharing learnings.

Q24. To what extent has this strategy — **Sharing learnings: sharing knowledge and promising practices within and across sector about supporting systems-involved young people** — led to new or improved narratives and/or mindsets in your community about the systems barriers that hold systems-involved and/or other young people (homeless, parenting, etc.) back?

- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Strategy 6. Scaling: expansion of programs, opportunities, and promising practices to new and/or more young people.

Q25 How much have the following strategies been a part of the work of your LEAP partnership?

This strategy has **not** been a focus of our work.	This strategy has been a **minor** focus of our work.	This strategy has been a **moderate** focus of our work.	This strategy has been a **major** focus of our work.	I'm not sure.	N/A
Working to serve **more** young people.					
Working to serve **different types** of young people than we have typically served. **Please describe**:					
Working to serve young people for **longer periods of time**.					
Working to include (or expand/improve) Back on Track, JAG, and/or LEAP core elements in more programs **within your organization**.					
Working to include (or expand/improve) Back on Track, JAG, and/or LEAP core elements in more programs **across your region**.					
Working to offer additional or more customized pathway options to young people to meet their needs and preferences. **Please describe**:					

Q26. If applicable, please provide an example of how your LEAP partnership is scaling.

Q27. To what extent has this strategy — **Scaling: expansion of programs, opportunities, and promising practices to new and/or more young people** — led to greater use of Back on Track or JAG models/promising practices in other programs and organizations that serve systems-involved and/or other young people (homeless, parenting, etc.) in your community?

- Not at all.
- To a **very little** extent.
- To **some** extent.
- To a **great** extent.
- To a **very great** extent.
- I'm not sure.
- Not applicable.

Section 2. Data and Racial Equity

The following questions ask about whether and how data and racial equity are part of your LEAP partnership strategies.

Q28. How well do the following statements describe your LEAP partnership's work?

Does **not** describe us at all.	**Somewhat** describes us.	Describes us **well**.	Describes us **very well**.	I'm not sure.	N/A

Our LEAP partnership uses data to understand youth in our community and their needs.

LEAP youth *lead* or are *engaged* in data gathering and/or data review efforts.

Our LEAP partnership uses data to communicate with partners or potential partners.

Our LEAP partnership uses data for advocacy and/or policy change.

Our LEAP partnership uses data to assess, improve, and target supports or services for young people.

Our LEAP partnership uses data to understand changes to the local systems serving young people.

Q29. If applicable, please provide an example of how your LEAP partnership is using data as part of your systems and scaling partnership strategies.

Q30. How well do the following statements describe your LEAP partnership's work?

Does **not** describe us at all.	**Somewhat** describes us.	Describes us **well**.	Describes us **very well**.	I'm not sure.	N/A

Our LEAP partnership's work addresses the role of racism in young people's systems involvement.

Our LEAP partnership's work addresses the role of racism in young people's disconnection from education and career pathways.

Our LEAP partnership's work amplifies the voices of systems-involved and other young people (homeless, parenting) of color.

Our LEAP partnership's work includes partnership with organizations led by people of color.

Racial equity is a stated goal of our LEAP partnership's work.

Our LEAP partnership is working to change racially biased policies and/or practices that influence the disconnection of young people from <u>education and career pathways</u>.

Q31. If applicable, please provide an example of how your LEAP partnership is incorporating racial equity as part of your <u>systems</u> and scaling partnership strategies.

Q32. Is there anything else you would like to share about your LEAP partnership?

2023 LEAP 2.0 SYSTEMS AND SCALING PARTNERSHIPS SURVEY: SYSTEMS PARTNERS

Thank you for taking the time to complete this survey!

This survey is part of a learning and evaluation engagement between Equal Measure and the Annie E. Casey Foundation for the **Learn and Earn to Achieve Potential (LEAP)™ initiative**. LEAP, a national initiative of the Casey Foundation, aims to help youth and young adults ages 14–25 who have been involved in the child welfare or juvenile justice systems, parenting youth, or youth who have experienced homelessness succeed in school and at work by building and expanding education and employment pathways.

We are hoping to better understand the **strategies that cross-systems sets of partners** (e.g., community-based organizations, public school systems, community colleges, workforce and employer partners, as well as the juvenile justice and child welfare systems) are putting in place to expand access to education and employment pathways and help systems-involved and other young adults succeed in school and work. As a systems partner working with ${e://Field/Partnership%20Name}, we want to get your perspective on the strategies you are supporting or implementing, and changes you are seeing as a result in your own organization, as well as the larger ecosystem serving systems-involved and other young people.

The LEAP partnership lead staff are completing a similar survey. Both surveys will inform our qualitative data collection (interviews, focus groups) to dig deeper into the complexity and nuances of this work. Equal Measure will use the survey data to create **partnership-level reports**, as well as a memo on overall cross-cutting findings from across all LEAP partnerships, which will be shared with you. We hope these findings will generate learnings throughout the LEAP network, as well as the larger field of practitioners and policymakers working to improve systems for young people.

Survey Logistics
The survey will take approximately 15 minutes to complete. Please rely on your personal reflections and experiences with ${e://Field/Partnership%20Name_Short} to answer each question. Your individual answers will not be shared with the Casey Foundation or LEAP program staff, and names will not be used in any reporting. Once you begin the survey, you may save your responses and return to complete the survey later. Responses up to the last question you answered will be automatically saved. Please submit your responses by **Friday June 30, 2023**.

Thank you in advance for your participation!

If you have any questions, please contact **Steph Skinner**, sskinner@equalmeasure.org.

Instructions

The survey consists of three sections. The first section asks for some background information about your organization and relationship with LEAP. The second section asks about the scaling and partnership strategies or activities to advance systems change as part of your partnership with [LEAP Partnership]. We are interested in understanding the types of strategies you have been working on currently and since **LEAP 2.0 began in June 2019**. There is no expectation that your partnership with [LEAP Partnership] included all or most of these activities; we know partnerships focused in different areas. Finally, the third section asks about changes you may have seen as a result of your partnership with [LEAP Partnership].

Hover over underlined words or phrases for definition.

Section 1. Background

This section asks for some background information about your organization and relationship with [LEAP Partnership].

Q1. Which of the following best describes your organization?
- K-12 education institution
- Postsecondary institution
- Community-based organization
- Government agency (please specify: child welfare; justice; workforce; housing; etc.)
- Other (please describe)

Q2. How long has your organization been partnering with [LEAP Partnership]?
- Less than 1 year
- 1-3 years
- More than 3 years

Q3. How would you describe your organization's role with [LEAP Partnership]?

Section 2. Strategies

This section asks about the scaling and partnership strategies or activities to advance systems change as part of your partnership with [LEAP Partnership]. We are interested in understanding the types of strategies you have been working on currently and **since LEAP 2.0 began in June 2019**. There is no expectation that your partnership with [LEAP Partnership] included all or most of these activities; we know partnerships focused in different areas.

Q4 How much have the following strategies been a part of your work in partnership with [LEAP Partnership]?

This strategy has **not** been a focus of our work with [LEAP Partnership].	This strategy has been a **minor** focus of our work with [LEAP Partnership].	This strategy has been a **moderate** focus of our work with [LEAP Partnership].	This strategy has been a **major** focus of our work with [LEAP Partnership].	I'm not sure.	N/A

Developing education and career pathways for systems-involved and/or other young people (homeless, parenting, etc.).

Meeting a range of young people's basic needs so they can connect to education and career pathways.

Implementing supports and services using a trauma-informed approach.

Providing opportunities for youth leadership and youth voice within organizations and systems.

Building cross-sector partnerships to better align and meet systems-involved and other young people's (homeless, parenting, etc.) needs.

Supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved and/or other young people (homeless, parenting, etc.).

Sharing knowledge and promising practices about supporting systems-involved and/or other young people (homeless, parenting, etc.) within and across sectors.

Expanding programs, opportunities, and promising practices to *more* young people.

Expanding programs, opportunities, and promising practices to *different types* of young people. (please describe)

Q5. Which of the following needs of young people have been addressed through your work with [LEAP Partnership]? (Check all that apply.)
- Physical health
- Mental health
- Food
- Housing
- Transportation
- Clothing or other necessities
- Childcare
- Other (please describe)

Q6. Was this support provided within your organization, or through partnership with an external organization? (Check all that apply.)

	Internally (within your organization)	Externally (in partnership with external organization)
Physical health		
Mental health		
Food		
Housing		
Transportation		
Clothing or other necessities		
Childcare		
Other (please describe)		

Section 3. Outcomes

This section asks about changes you may have seen as a result of your partnership with [LEAP Partnership].

Q7 To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?

More systems-involved and/or other young people (homeless, parenting, etc.) are connected to and progressing on education and career pathways.
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q8. Provide an explanation to your response above (optional):

Q9. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?
- More systems-involved and/or other young people (homeless, parenting, etc.) are advocating for themselves and their peers.
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q10. Provide an explanation to your response above (optional):

- Q11. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?

  Systems-involved and/or other young people's leadership/voice has led to positive changes in the systems that serve them.
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q12. Provide an explanation to your response above (optional):

Q13. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?
- There are stronger relationships across <u>systems</u> in your community to better meet the needs of systems-involved and/or other young people (homeless, parenting, etc.).
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q14. Provide an explanation to your response above (optional):

Q15. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?
- There is greater alignment across systems in your community to better meet the needs of systems-involved and/or other young people (homeless, parenting, etc.)
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q16. Provide an explanation to your response above (optional):

Q17. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?

- There are new or improved policies to support and advance systems-involved and/or other young people (homeless, parenting, etc.) in your community.
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q18. Provide an explanation to your response above (optional):

Q19. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?

- There are new or improved narratives and mindsets in your community about the systems barriers that hold systems-involved and/or other young people (homeless, parenting, etc.) back.
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q20. Provide an explanation to your response above (optional):

- Q21. To what extent have the following changes been observed in your community as a result of your work with [LEAP Partnership]?

    There is greater use of Back on Track or JAG models/promising practices in programs and organizations that serve systems-involved and/or other young people (homeless, parenting, etc.) in your community.
- This is not a goal our work with [LEAP Partnership].
- This is a goal our work with [LEAP Partnership], but we haven't started working on it.
- We started working on this, but haven't seen changes yet.
- We've seen some signs of progress.
- We've seen significant progress.
- I'm not sure.

Q22. Provide an explanation to your response above (optional):

Q23. Is there anything else you would like to share about your partnership [LEAP Partnership]?

APPENDIX D

LEAP 2.0 Systems Change Framework (January 2023)

This framework outlines the strategies that the LEAP 2.0 local partnerships are taking and the outcomes they are aiming to achieve as part of the Annie E. Casey Foundation's LEAP 2.0 initiative. LEAP 2.0 is focused on changing systems and scaling opportunity pathways for young people who have been involved in the justice system, foster care, or have experienced homelessness. The framework will evolve as we learn more about how the local LEAP partnerships are approaching this transformational work to ensure multiple systems better serve young people.

About the LEAP 2.0 Initiative

The Annie E. Casey Foundation's LEAP (Learn and Earn to Achieve Potential) national initiative aims to help youth and young adults ages 14-25 who have been involved in public systems (specifically, the foster care and justice systems) or experienced homelessness succeed in school and at work, by building and expanding education and employment pathways.

During the first phase of LEAP (1.0) in 2015-2019, ten local partnerships across the U.S. adapted two models—Jobs for America's Graduates (JAG)[14] and Jobs for the Future's (JFF) Back on Track (BOT)[15]—to meet the needs of systems-involved young people experiencing challenges on the path to adulthood. In addition to programmatic adaptations, the LEAP sites developed cross-sector partnerships focused on reducing barriers and increasing connections to education and employment.

Building upon these learnings and partnerships, LEAP 2.0 "aims to strengthen our efforts to scale effective opportunity pathways for young people in partnership with public systems."[16] Beginning in 2019, six local system and scaling LEAP partnerships are working to drive systems change – to shift

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LEAP 2.0 Local System and Scaling Partnerships

Coalition for Responsible Community Development (Los Angeles, CA) is a place-based community development corporation in South Los Angeles providing services such as youth and workforce development programming and housing and supportive services to young people ages 14-26.

Covenant House Alaska (Anchorage, AK) is the largest provider of services to homeless and runaway youth in the state of Alaska with the goal of moving youth from homelessness to stability.

The Door (New York, NY) empowers young people to meet their potential by providing comprehensive youth development services in a diverse and caring environment.

Nebraska Children and Families Foundation (Lincoln, NE) supports children, young adults, and families statewide with the overall goal of giving Nebraska's young people what they need to thrive.

Project for Pride in Living (Minneapolis, MN) builds the hopes, assets, and self-reliance of lower-income individuals and families by providing transformative affordable housing and career readiness services.

SBCS (San Diego, CA) provides youth and workforce development services designed to give to young people the skills they need to reach their full potential and give their best to themselves and their community.

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[14] JAG is a state-based national nonprofit focused on high school completion and preparation for success in school and work. https://jag.org/

[15] JFF's BoT provides postsecondary bridging with first-year postsecondary support (focused on high school graduates). https://www.jff.org/

[16] AECF, LEAP 2.0 Request for Information (2019)

the conditions holding systems-involved young people back – and to better serve young people experiencing significant barriers through:

- Understanding factors for **scaling and systems change**
- Developing and/or strengthening **public/private partnerships**
- Changing mindsets and **narratives** around systems-involved youth
- Incorporating **youth leadership and engagement**
- Advancing **racial equity** in programmatic best practices and outcomes

Equal Measure, a Philadelphia-based learning and evaluation professional services firm, is conducting an evaluation of LEAP 2.0. The evaluation will aim to answer:
➢ How are the six LEAP 2.0 partnerships defining and implementing systems change? What processes do partnerships take to scale systems change across their communities?
➢ What are the critical factors that hinder or accelerate their ability to implement these strategies?
➢ What are the signs of success or progress toward making systems changes that benefit systems involved or homeless young people? To what extent are systems changing and how?
➢ How are LEAP participants/youth leaders engaged in and informing LEAP systems change work? How, if at all, does youth leadership and engagement influence the success of systems change work? How might youth leadership have meaningful impact in future systems change work?
Our mixed methods, equity- and youth-centered approach includes a partnership survey; qualitative interviews with LEAP partnerships, their partners, and youth participants; interviews with national partners and TA providers; and ongoing engagement with AECF and LEAP Youth Fellows. The framework presented here will guide our data collection efforts and evolve as we learn more from the initiative stakeholders.

What is the LEAP 2.0 Systems Change Framework?

The LEAP 2.0 framework is organized into six **Systems Change Strategies** that capture the approaches that LEAP 2.0 local partnerships lead and engage in to promote effective and equitable opportunity pathways for systems-involved youth. The strategies are:

1. **Taking a holistic approach**: providing sequenced and stacked educational and work opportunities for young people over time and meeting a variety of young people's needs (e.g., mental health, transportation, housing, food, childcare, etc.).
2. **Supporting youth leadership:** providing opportunities for youth leadership and youth voice within organizations and systems.
3. **Partnering across public and other systems:** building within- and cross-sector partnerships to better align and meet young people's needs.
4. **Advocating and implementing policy change:** supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people.
5. **Sharing learnings:** sharing knowledge and best practices within and across sectors about supporting systems-involved young people.
6. **Scaling:** expansion of programs, opportunities, and best practices to new and/or more young people.
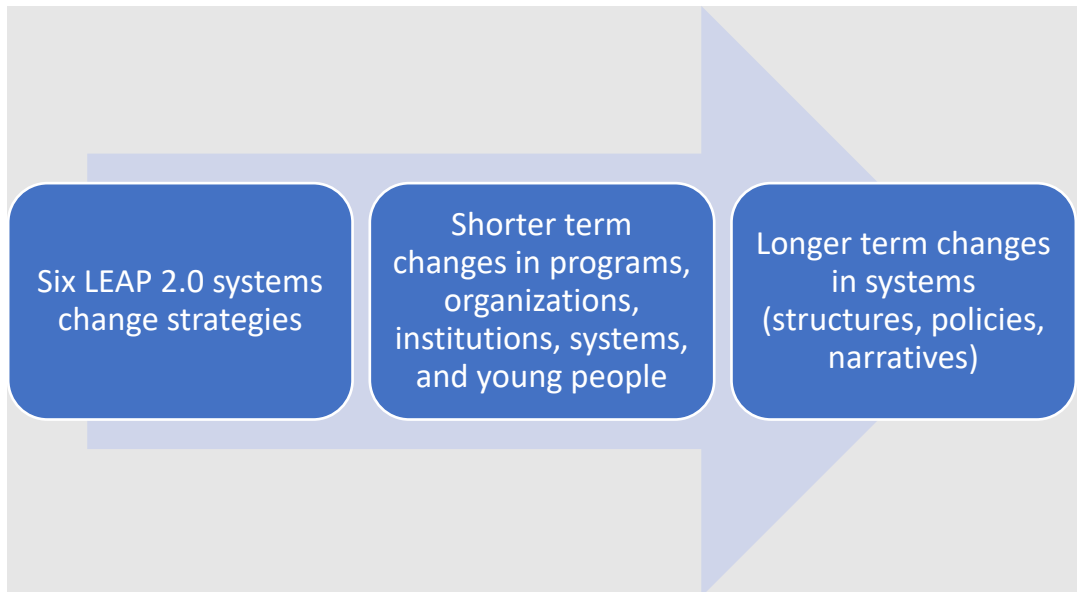
Two cross-cutting elements of all the strategies are **using data** to understand and drive decisions and incorporating **racial equity**. Data can be shared and used for multiple purposes including understanding youth needs, understanding the effectiveness of approaches and programs, case making to policymakers, and other ways that can inform multiple strategies. Racial equity is also embedded in these strategies, and data can also be used to uncover inequities. Changing systems through these strategies is about transforming racist systems that harm young people, particularly young people of color.

These strategies aim to influence eight **Systems Outcomes,** or changes in programs, organizations, and institutions to better serve systems-involved young people and put them on pathways to economic success and overall wellbeing. These outcomes intend to capture the progress of the six local LEAP partnerships and what they hope to accomplish during LEAP 2.0 and beyond, knowing that systems change is a long-term, structural, and transformative process.

The **LEAP 2.0 Framework will evolve** as the Annie E. Casey Foundation learns more about how LEAP partnerships and their systems partners are approaching their systems change strategies and outcomes. The goal is to ensure the framework reflects what is most relevant to creating and sustaining effective and equitable opportunity pathways for systems-involved young people.

Figure 1. LEAP 2.0 Systems Change Strategies Leading to Outcomes

Six LEAP 2.0 systems change strategies

Shorter term changes in programs, organizations, institutions, systems, and young people

Longer term changes in systems (structures, policies, narratives)

IMPACT: SYSTEMS-INVOLVED YOUNG PEOPLE ARE EQUITABLY ACHIEVEING ECONOMIC SUCCESS AND OVERALL WELL-BEING

How was the LEAP 2.0 Systems Change Framework developed?
The framework was developed from themes that emerged from the analysis of interviews with representatives of the six local LEAP 2.0 partnerships and four of their systems partners in summer

2022. The interviews focused on learning about the partnerships' systems change work – the strategies and progress to shift the conditions that prevent young people, especially systems-involved youth, from achieving their education and career goals. Interview questions asked about the nature of systems change work in each partnership, including the goals, strategies, progress, and challenges. The systems change strategies and outcomes within this framework are also informed by a review of relevant LEAP documents, as well as feedback from LEAP 2.0 stakeholders including the Annie E. Casey Foundation, LEAP national partners, LEAP 2.0 local scaling partnerships, and LEAP 2.0 Youth Fellows. The framework is specific to LEAP 2.0, grounded in the work and community contexts of the six local LEAP partnerships.

Considerations

The LEAP 2.0 Framework represents the strategies and approaches that the LEAP 2.0 local partnerships are taking to change systems to better serve systems-involved young people in achieving economic success. Not every partnership is employing every strategy. Many factors, such as community and organizational context and resources, geography, and social and political climate, influence whether and how partnerships implement these strategies and activities. In addition, the specific characteristics and organizational capacities of the LEAP grantees and their local ecosystems are also important factors in their approaches to systems change. We hope to better understand these factors and their variability across the six LEAP 2.0 partnerships.

The framework is intended to identify the long-term work to change systems and the conditions that create and hold problems in place. Therefore, this framework does not include programmatic direct service work, a necessary and critical component of LEAP partners' work to meet the current needs of systems-involved young people, such as JAG and/or BoT programming, bridge programs, job skills development, and alternative high school.

Some strategies in the framework are *related* to direct services, such as structuring services along a continuum to meet youth needs more holistically, as well as scaling programmatic elements. The direct service work of the LEAP partners with systems-involved young people may be a strong qualifier or precursor to being able to address systems change, because having deep knowledge of the population, the assets and needs, and where systems failures exist are essential background and knowledge for effectively changing systems.

Definitions of Key Terms

Pathway: sets of integrated structures and supports for helping young people, regardless of their starting point, successfully navigate from high school to career with upward mobility.

Racial Equity: the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity, or the community in which they live. Working toward racial equity means actively supporting efforts to dismantle racial and structural inequities that limit opportunities so that people from historically marginalized racial and ethnic communities can participate, prosper, and reach their full potential.[17]

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[17] https://www.aecf.org/resources/race-equity-and-inclusion-action-guide

Scaling: a process for significantly increasing the number of sustained implementations of a successful program, thereby serving more people with comparable benefits.[18]

System: a group of interacting, interrelated, or interdependent parts that form a complex and unified whole with a specific purpose.[19] Systems may include education (K-12, postsecondary); juvenile justice; child welfare; workforce; health; human services; and housing.

Systems change: shifting the conditions that produce and hold a problem in place.[20] Systems change captures the idea of addressing the causes, rather than the symptoms, of a societal issue by taking a holistic (or "systemic") view. Systems change is generally understood to require adjustments or transformations in the policies, practices, power dynamics, social norms, and mindsets that underlie the societal issue at stake.[21]

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[18] The Wallace Foundation

[19] Kim, 1999, *Introduction to Systems Thinking*.

[20] FSG, *Waters of Systems Change*.

[21] Catalyst 2030.

LEAP 2.0 Strategies

Two cross-cutting elements – Data Use and Racial Equity – are embedded in all six systems change strategies.
Strategy 1. Taking a holistic approach: providing sequenced and stacked educational and work opportunities for young people over time and meeting a variety of young people's needs (e.g., mental health, transportation, housing, food, childcare, etc.)
a. LEAP partnerships' programs have clear educational and career pathways.
Examples: high school programs seamlessly transition into college bridge programs, subsidized employment, or career training which transitions into postsecondary supports or career supports
b. LEAP partnerships' programs support young people in a holistic, trauma-informed way, meeting their needs through internal supports or through partnerships to provide additional supports and services.
Examples: mental health, housing, food insecurity
Strategy 2. Supporting youth leadership: providing opportunities for youth leadership and youth voice within organizations and systems
a. LEAP partnerships build youth leadership opportunities within their programs and organizations.
Examples: youth advisory groups, input and/or feedback on services
b. LEAP partnerships amplify youth voices to systems partners.
Examples: youth forums with system partners, listening sessions
c. LEAP partnerships connect young people to coalitions/groups to advocate for systems changes.
Examples: statewide committees, task forces
Strategy 3. Partnering across public and other systems: building within- and cross-sector partnerships to better align and meet young people's needs
a. LEAP partnerships collaborate with other organizations (e.g., CBOs) to provide additional supports to young people to meet their needs. (links to 1b – holistic supports)
b. LEAP partnerships collaborate with local public and other systems (child welfare, postsecondary, workforce, etc.) for referrals to their LEAP programming. (links to 6a – serving more young people)
c. LEAP partnerships collaborate with local public and other systems to embed LEAP programming and/or core elements into those systems. (links to 6c – embedding BoT/JAG)
d. LEAP partnerships convene partners to align different systems in providing seamless, holistic support for systems-involved young people. (links to strategy #1)
e. LEAP partnerships co-invest with public and other systems partners to support systems-involved young people.
Strategy 4. Advocating and implementing policy change: supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved young people
a. LEAP partnerships, including young people, advocate for and/or change policies and practices within their organizations to facilitate young people's success more effectively.
b. LEAP partnerships, including youth people, advocate for, educate, and/or work to change policies and practices in public and other systems.
Examples: advocating for greater responsiveness to foster youth in child welfare systems; DHS transition planning; state Dept. of Education completion targets, credit transfer policies
c. LEAP partnerships, including young people, advocate for, educate, and/or work to change broader public policies and practices that are harmful or barriers for systems-involved youth.
Examples: anti-trafficking laws; resource allocation; working with legislators/policymakers
Strategy 5. Sharing learnings: sharing knowledge and best practices within and across sectors about supporting systems-involved young people

a.	LEAP partnerships provide LEAP resources and supports to other programs, organizations, and systems serving systems-involved young people.
b.	LEAP partnerships, including young people, participate in local coalitions, task forces, and communities of practice to share knowledge and lessons.

Strategy 6. Scaling: expansion of programs, opportunities, and best practices to new and/or more young people

a.	LEAP partnerships serve more young people or different types of young people.
	Example: program growth; expanded outreach; serving new populations (e.g., migrant youth); serving larger geographic areas, such as rural areas
b.	LEAP partnerships serve young people for longer and/or in a deeper/more engaged way.
	Examples: matching youth and staff/adults over long-term; working with youth from high school through transition into postsecondary education or workplace
c.	BoT/JAG/LEAP core elements embedded in more programs within an organization, within systems, or across a region.
	Examples: core elements of partnerships, inclusive environments, adult relationships, youth engagement, flexible program delivery, and supports and basic needs are part of other programs and systems
d.	LEAP partnerships offer additional, more customized options (pathways, programs, services, support) to young people.
	Examples: new career pathways; tailored programming options to meet different needs

Systems Outcomes

Shorter-term changes
Changes in programs, organizations, institutions, and systems

1.	JAG and/or Back on Track adapted models and/or best practices embedded in more programs, organizations, institutions, and systems (expansion and replication of BoT and JAG model and/or best practices)
2.	Expanded, deeper partnerships and greater alignment within and across systems and sectors focused on the needs of systems-involved young people

Youth-driven changes

3.	Systems-involved young people advocate for themselves/their peers and drive systems change
4.	More systems involved young people are connected to and progressing on educational and/or career pathways with needed supports

Longer-term changes

5.	Programs, organizations, institutions, and systems are better structured and more equitable to meet the needs of systems-involved young people (barriers reduced/removed)
6.	New and/or improved and equitable policies (in organizations, institutions, systems, local and state government) to support and advance opportunities for systems-involved young people
7.	New and/or improved narratives and mindsets about the assets of systems-involved young people and the systemic barriers that hold them back

Impact

8.	Systems involved young people are equitably achieving economic success and overall well-being

APPENDIX E

Systems Partner Survey Respondents: Background
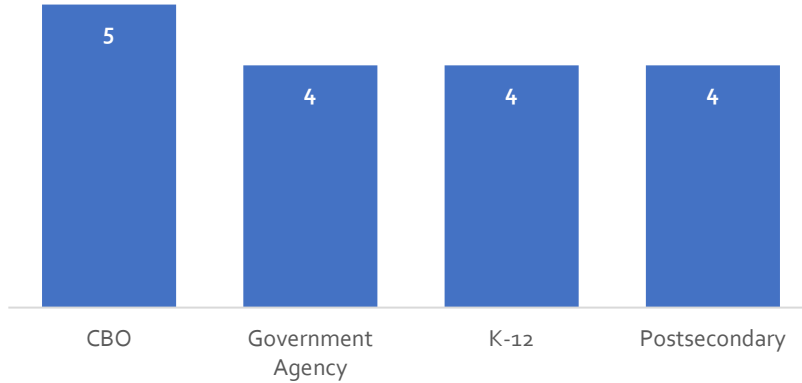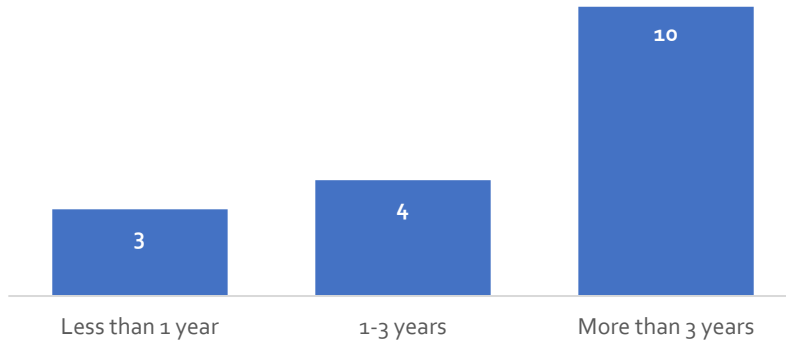
Figure A1. Type of Organization

Figure A2. How long has your organization been partnering with [LEAP partnership]?

APPENDIX F

Focus of Systems Change Strategies by LEAP Leads and Partners

Table F1. Systems Change Strategies – LEAP Leads

Broad Strategy	Average Scale: 0-3*
Taking a holistic approach	2.89
Partnering across Public and Other Systems	2.75
Advocating for and implementing policy change	2.75
Sharing learnings	2.67
Scaling	2.50
Supporting youth leadership	2.22

* Scale: Not a focus of work (0)/minor (1)/moderate (2)/major focus of work (3)

Table F2. Systems Change Strategies – Systems Partners

Broad Strategy	Average Scale: 0-3*
Partnering	2.28
Holistic approach	2.25
Sharing learnings	2.21
Scaling	1.95
Youth Leadership	1.78
Policy	1.52

Note: items/questions under each strategy differed between the lead survey and partner survey.

* Scale: Not a focus of work with LEAP partnership (0)/minor (1)/moderate (2)/major focus of work with LEAP partnership (3)

Table F3. Specific Systems Change Strategies – LEAP Leads and Systems Partners

Strategy Area	Systems change strategy	Average (lead) Scale: 0-3*	Average (partner) Scale: 0-3*
Holistic approach	Developing educational and career pathways for systems involved and/or other young people (homeless, parenting, etc.).	3	2.31
Holistic approach	Meeting a range of young people's needs so they can connect to education and/or career pathways.	3	2.55
Partnership	Collaborating with local systems for referrals to your LEAP programming.	3	
Partnership	Working with local systems to include LEAP programming and/or core elements into those systems.	2.83	
Partnership	Convening partners to better align local systems to support systems involved and/or other young people (homeless, parenting, etc.).	2.83	2.28 (similar: Building cross-sector partnerships to better align and meet systems-involved and other young people's needs.)
Policy	Advocating for, educating, and/or working to change policies and practices in public and other local systems.	2.83	1.52 (similar: Supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved and/or other young people.)
Share learnings	Participating in coalitions, task forces, and/or communities of practices to share knowledge and lessons.	2.83	
Scaling	Working to offer additional or more customized pathway	2.83	

	options to young people to meet their needs and preferences.		
Scaling	Working to include (or expand/improve) Back on Track, JAG, and/or LEAP core elements in more programs within your organization.	2.83	
Holistic approach	Implementing supports and services using a trauma-informed approach.	2.67	1.90
Policy	Advocating for and/or changing policies and practices within your organization to facilitate young people's successes in school and/or work.	2.67	1.52 (similar: Supporting and/or driving changes in policies in organizations, systems, and local/state governments to better support systems-involved and/or other young people.)
Scaling	Working to serve more young people.	2.67	2.15 (similar: Expanding programs, opportunities, and promising practices to more young people.)
Scaling	Working to include (or expand/improve) Back on Track, JAG, and/or LEAP core elements in more programs across your region.	2.67	
Share learnings	Sharing LEAP resources and supports with other programs, organizations, and/or systems serving systems involved and/or other young people (homeless, parenting, etc.).	2.5	2.21 (similar: Sharing knowledge and promising practices about supporting systems-involved and/or other young people (homeless, parenting) within and across sectors.)
Youth leadership	Providing youth leadership opportunities in your LEAP initiative.	2.33	1.78 (similar: Providing opportunities for

			youth leadership and youth voice within organization and systems.)
Partnership	Co-investing with systems partners to support system involved and/or other young people (homeless, parenting, etc.).	2.33	
Youth leadership	Connecting young people to local systems partners to share their experiences and perspectives.	2.17	
	Connecting young people to local coalitions/groups to advocate for systems changes.	2.17	
	Working to serve different types of young people than we have typically served.	2	1.74 (similar: Expanding programs, opportunities, and promising practices to different types of young people.)
	Working to serve young people for longer periods of time.	2	

Note: Questions on two surveys were not identical; differences are noted in the table.
* Scale: Not a focus of work (0)/minor (1)/moderate (2)/major focus of work (3)