

# ALASKA CHILDREN'S TRUST

---

## THEORY OF CHANGE

December 2019

Prepared by



## HISTORY

For 30 years Alaska Children's Trust (ACT) has built awareness about and invested in the prevention of child abuse and neglect. Throughout those three decades we have been a leader in the movement to put the needs of children and families first, to uplift our community, and to address systemic trauma and its negative effects with the goal of ending the cycle of child abuse and neglect. As the needs of children, families, and the community evolved, ACT evolved alongside them with three chapters of growth and impact.

Our first chapter began with initial idea of a Children's Trust by Dr. Ray Helfer. Helfer believed it was unjust to have a trust to protect the country's national parks and highways while our children did not receive the same level of care and protection. In 1980 he helped establish the country's first Children's Trust in his home state. Many states followed Dr. Helfer's lead including Alaska, when in 1988 the Alaska Children's Trust was created with the mission of preventing child abuse and neglect.

ACT's second chapter began in 1996 when it received a \$6 million legislative appropriation, appointed its first board of trustees, and began awarding grants to organizations and programs that supported its mission. A group of community leaders then created the Friends of Alaska Children's Trust (FACT), an independent nonprofit organization whose mission was to support and advance ACT's efforts. FACT was tasked with increasing Alaskans' awareness of the high rate of child abuse and neglect in the state and raising funds to support ACT's investment in organizations working to prevent child abuse and neglect.

Our third chapter began with evaluating our future role in influencing the prevention of child abuse and neglect. With the support of Governors Murkowski, Palin and Parnell, legislators, ACT trustees, FACT, and community advocates, ACT began the process of leaving the umbrella of the state to become an independent 501(c)(3) nonprofit. By 2012, ACT trustees and FACT board members successfully negotiated the privatization of the Children's Trust. Privatization gave ACT greater flexibility and autonomy to invest its resources and allowed it to expand beyond grant-making and establish effective interventions such as the Alaska Resilience Initiative (ARI) and the Alaska Afterschool Network (AAN) to better support Alaskan children, families, and communities.

Since our inception, ACT has remained focused on creating a statewide movement that educates the community on the depth and complexity of child abuse and neglect. Our commitment to solving the issue has only intensified during three decades of service and support.

ACT is now entering a new era. We are defining yet another chapter in our history, once again evolving to meet the needs of our state and families. In 2019 ACT formalized its theory of change, which clarifies and refines our approach to preventing child abuse and neglect by placing an even greater emphasis on quantifying and strengthening our impact. In the coming years, ACT plans to concentrate on implementing the strategies identified in our theory of change. We will rely on data, research, and best practices to ensure policies and systems promote well-being versus perpetuating trauma that can lead to child abuse and neglect. We plan to build individual, family, and community resilience, elevate the voices and accomplishments of leaders, advocates, and experts in the field, and invest internally to strengthen organizational sustainability to best meet the needs of Alaskan children.

## MISSION

ACT's mission is to **Prevent child abuse and neglect**. Throughout our history, this core objective has remained a guiding force in our work. Our mission focuses on primary prevention with the goal of supporting children and families before they experience child abuse and neglect, rather than secondary and tertiary interventions,

which focus on families at high-risk of child abuse and neglect or families where abuse has already occurred, respectively.

This focus is intentional. A landscape analysis of prevention services in Alaska showed that support and interventions that occurred at the secondary and tertiary levels outnumbered those focused on primary prevention. To avoid duplication of services and fill an under-resourced gap in the continuum of care for children's well-being, ACT chose to focus on primary prevention. Increasing awareness of service providers, government officials, decision-makers, and the public about the scope and problems associated with child abuse and neglect is an excellent example of our work in primary prevention. Family support and family strengthening efforts are other areas that figure prominently in our prevention work.

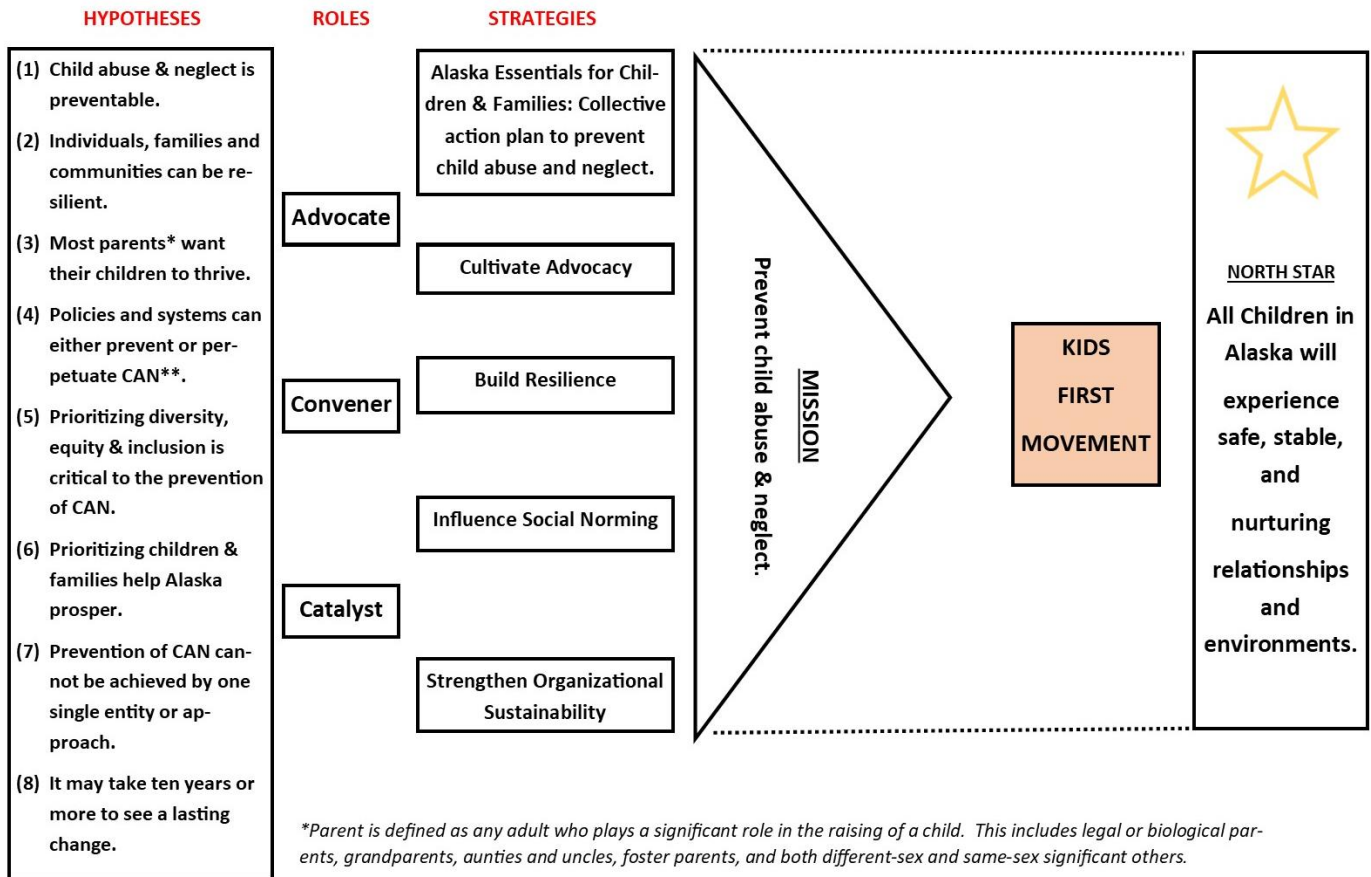
We believe that by focusing on primary prevention we are building resilience, helping children reduce and avoid toxic stress and adverse childhood experiences (ACEs) before they happen. Over time, this will allow all Alaskan children and families to experience safe, stable, nurturing relationships and environments.

### **THEORY OF CHANGE**

A theory of change is an intentional and strategic approach to defining an organization's intended impact. It does not look to address every step the organization must take to codify its work and become high performing. Rather, a theory of change creates a high-level framework that is used to test hypotheses and assumptions about what actions, interventions, and approaches will best produce desired outcomes. A theory of change acts as an accelerator and creates a structure that allows an organization to systematically ask questions and use data to solidify its approach into a codified methodology for achieving outcomes and long-term impact. In doing so, it helps an organization focus its decision-making and prioritize its resources. In addition, a theory of change is a framework that helps an organization achieve and maintain sustainability while staying focused on its long-term impact.

ACT's theory of change (Figure 1) is built on the premise that child abuse and neglect can be prevented. Although Alaska has one of the highest rates of child abuse and neglect in the nation, per capita, the raw numbers are small compared to most other states. With a small population, the extensive connectedness of Alaskans, and the fact that most Alaskans live in urban settings, Alaska is positioned well to reduce child abuse and neglect. As a small population, our overall numbers are manageable and meaningful change is attainable. With Alaskans having one to two degrees of separation, the ability to access decision makers, build community support, and increase awareness is easier. This is especially true for rural communities. With most Alaskans living in an urban setting, the ability to reach a high number of individuals is easier, cost effective, and can have tremendous impact on current trends. With the close nature of rural communities, rural specific interventions can have tremendous impact. These same factors will also allow Alaska to increase support and treatment for those who experience toxic stress and trauma, helping to build resilience within individuals, families, and communities.

**Figure 1 – Theory of Change**



**Hypotheses**

ACT has several hypotheses that inform its strategies and shapes its overall theory of change framework.

1. Child abuse & neglect is preventable. – ACT believes that child abuse and neglect is preventable. As a state, we have the knowledge, resources, and skills to ensure all children and families in Alaska will experience safe, stable, and nurturing relationships and environments.
2. Individuals, families and communities can be resilient. – The American Psychological Association defines resilience as “the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress, such as family and relationship problems, serious health problems or workplace and financial stressors.” It means “bouncing back” from difficult experiences, or even “bouncing forward,” experiencing positive growth considering those difficult experiences. It is not a trait that people either have or don’t have. Rather, anyone can learn and develop the philosophy and behaviors that promote resilience and are further supported on a familial, community, and systemic level. ACT believes individuals (children and adults), families, and communities can be resilient with access to and decision-making power over effective and culturally competent support, training, information, resources, and systems.

3. Most parents want their children to thrive. – ACT operates from the premise that most parents want to support their children and help them learn, grow and thrive. Parents do not intentionally abuse or neglect their children. Social determinants and one’s own history play a major role in creating the factors that can lead to abuse and neglect.
4. Policies and systems can either prevent or perpetuate child abuse and neglect. – The way policies and systems are designed and implemented can either prevent or perpetuate the factors that can lead to child abuse and neglect.
5. Prioritizing diversity, equity and inclusion is critical to the prevention of child abuse and neglect. – DEI includes all forms of inequality, including but not limited to race, sex, gender identity and expression, sexual orientation, geography, and age. Inequalities are reflected in disparities regarding wealth, income, criminal justice, employment, housing, health care, political power and education, among other social determinants of health and well-being.
6. Prioritizing children and families help Alaska prosper. – While most Alaskans would speak to the value of children’s safety and well-being and the need to prioritize them, it usually does not translate into children being prioritized in policy, funding, and community social norms to the degree that aligns with the value. How Alaska prioritizes the safety and well-being of children and families impacts the level of investment to build resilience; promote diversity, equity and inclusion; to address the role of social determinants; and to assure that all families have the supports they need to raise children who are thriving
7. Prevention of child abuse and neglect cannot be achieved by one single entity or approach. – ACT recognizes that we cannot prevent child abuse and neglect on our own and that the solution is not found in one singular approach. To achieve our mission, we must continue to build and strengthen relationships across the state and across sectors, ensuring we are prioritizing diversity, equity, and inclusion in all our efforts, and honoring the importance of local and regional approaches to ending child abuse and neglect. As a unified collective, we can prevent child abuse and neglect.
8. It may take ten years or more to see a lasting change. – Current trends did not occur overnight; it took decades for Alaska to achieve some of the poorest outcomes for child well-being in the country. ACT believes Alaska can reverse this trend and have one of the lowest rates of child abuse and neglect and be one of the best places for children to grow-up. However, we recognize that just as it took time to get here, it will take at least a decade for Alaska to fully recognize the crisis of child abuse and neglect, change course, and effectively enact policies and systems that uplift communities, support the well-being of families, and help all Alaskan children thrive. During this period, we anticipate and plan for measurable change and are realistic about the time it will take to affect the kind of statewide transformation required to make our mission a reality.

## **Roles**

ACT plays three key roles in our efforts to prevent child abuse and neglect: 1) Advocate, 2) Convener, and 3) Catalyst. As Advocates we strive to actively influence policies within political, economic, and social systems and institutions that help us build a state dedicated to ensuring the safety of Alaskan children.

The large-scale social change ACT seeks requires a broad cross-section of our community working collectively. No one organization or program working alone will reverse the rising and troubling trend of poor outcomes

with regard to the safety and well-being of Alaska’s children. In its role as Convener, ACT believes greater progress can be made if nonprofits, governments, businesses, tribes, and the public come together around a common agenda to create sustainable change and lasting impact. As a Convener, ACT will work to foster relationships across the state, and within specific communities, that will result in supporting a Kids First Movement focused on addressing and preventing child abuse and neglect.

Lastly, to achieve better health outcomes for children, we must apply the science of early childhood and early brain development to a broader range of policies and programs. We must also be willing to take risks and try new strategies, learning and evolving as we implement our theory of change. As a Catalyst, ACT will educate and make the public more aware of the epidemic of child abuse and neglect in Alaska, uplift promising and best practices from Alaskan leaders and communities, and align statewide efforts to prevent child abuse and neglect.

### **Strategies**

Working in our defined roles ACT will focus on five key strategies, intentionally investing in both external support and internal resources. Four of the five strategies focus externally; the fifth targets organizational sustainability for the Children’s Trust. Collectively, we believe these strategies will create and sustain a movement that prioritizes the health and safety of children, families, and communities, and reduces child abuse and neglect in Alaska.

Evidence-based practices will inform and direct ACT’s work in implementing these strategies, and research and data will guide our theory of change strategies. Particularly, the research from Dr. Jared Parrish from Alaska’s Department of Health and Social Services, Kids Count, and Centers for Disease Control Essentials for Childhood will be trusted resources as we move forward.

#### **Strategy #1: Alaska Essentials for Children & Families: Collective action plan to prevent child abuse and neglect.**

The development of a statewide action plan to prevent child abuse and neglect is a major milestone in implementing our theory of change and ensuring all Alaskan children and families experience safe, stable, and nurturing relationships and environments. To maximize ACT’s statewide reach, we plan to leverage the work of service providers, people with lived experience of trauma and resilience, and leaders in government, business, communities and tribes, along with our own theory of change strategies, to improve outcomes for children, youth, and families. We anticipate employing the strengths, networks, and efforts of the Alaska Resilience Initiative (ARI) in the development and implementation of the statewide action plan; specifically, we will leverage ARI’s skill as a Convener of local communities to identify, uplift, and activate best and promising practices for addressing child abuse and neglect.

ARI’s work as a Convener is one of its most important functions, allowing people with diverse experiences, cultures, and socioeconomic statuses to gather for necessary and transformative conversations. ARI has set the stage for a collective conversation at the state level, which will help increase coordination and decrease duplication of efforts and services. These conversations do more than support communities – they focus on healing and building resilience and work to address the trauma and systemic inequalities that children, youth, and families have and are experiencing.

As a think tank of diverse leaders and community-level influencers and implementers, ARI can also help shape the statewide action plan’s vision and language, with commitments to equity and community-driven approaches, and with indigenous perspectives, processes, and approaches playing a central role in the process. ACT believes uniting people around a common desire to create meaningful change in an organic,

movement-building way is an important element in the action plan’s creation, and a natural fit for ARI’s expertise and talents.

ACT will be an initial leader in the development and implementation of the action plan and will leverage existing relationships, program committees, internal resources, and financial resources to back its creation and implementation.

### Strategy #2: Cultivate Advocacy

As an Advocate ACT will have two key functions: 1) direct advocacy and 2) helping partners build their own internal capacity to advocate. ACT will directly engage in advocacy activities that include but are not limited to: community-level organizing; systems-level outreach; awareness building; and lobbying.<sup>1</sup> ACT will strengthen its internal advocacy efforts by developing a policy agenda that focuses on system-level impact. Promising, community-driven interventions and best practices in data science that have been shown to improve outcomes for children, youth, and families will inform the agenda. The statewide collective action plan’s content will also guide the development of our policy agenda to ensure ACT remains aligned with its community partners.

A key hypothesis in our theory of change is that no single entity or approach can prevent child abuse and neglect. This premise is essential when thinking about our role as an Advocate. ACT cannot be the lone voice. Increasing our advocacy capacity within the Children’s Trust is important. Equally, providing resources to our partners across the state to help them gain knowledge and acquire skills to build their own capacity to advocate is crucial. Resources include but are not limited to: data, trainings, access to national partners and experts, and legislative updates. ACT will help align organizations to have a united, more powerful voice, while still being able to advocate for change related to their core missions. When possible, ACT will support partners to be the lead advocate and provide support in their efforts.

### Strategy #3: Build Resilience

Resilience is one of the necessary components to prevent trauma, such as child abuse and neglect, and effectively mitigate its negative effects. As outlined by The American Psychological Association, “Resilience is not a trait that people either have or don’t have. It involves behaviors, thoughts and actions that can be learned and developed in anyone.” Research has found that successful interventions not only reduce risk factors but promote protective factors to ensure child and family well-being. Efforts to build resilience will focus on strengthening and sustaining protective factors, with such frameworks as Strengthening Families and Youth Thrive Protective Factors, across multi-generations.

Protective factors are conditions or attributes of individuals, families, communities, or the larger society that reduce or eliminate risk and promote the healthy development and well-being of children and families. These factors help ensure that children and youth function well at home, in school, at work, and in the community, both today and into adulthood. They help tip the scale and reduce the number the negative experiences in their life. Protective factors also serve as safeguards, helping parents develop coping strategies that allow them to parent effectively, even under stress. Activities that build protective factors include but are not limited to: technical assistance for providers; parenting workshops and classes, and; seminars or activities designed to increase the skills of participants.

---

<sup>1</sup>All efforts will be conducted within the legal requirements outlined by the Internal Revenue Service to avoid any conduct not permitted by a 501(c)(3) nonprofit.

#### Strategy #4: Influence Knowledge, Beliefs & Attitudes

An individual's knowledge, beliefs and attitudes influence how they respond to an issue like child abuse and neglect. For example, when parents understand the healthy course of child development, they are more capable of providing their children with respectful communication, consistent rules and expectations, developmentally appropriate limits, and opportunities and interactions that promote resilience. Or when communities understand the role of social determinants, like housing, food security or access to healthcare, in creating a safe, stable and nurturing environment, and when these determinants are lacking how they perpetuate child abuse and neglect, the more likely they will be to support investing in strategies that reduce negative impacts on families. ACT believes that community members are more willing to support community initiatives and change that endorse protective factors when they embrace their power and responsibility to create a supportive environment for parents. Tools utilized to influence knowledge, beliefs and attitudes include but are not limited to: educational presentations, workshops or seminars, data reports, or media presentations (e.g., public service announcements, brochures, campaigns, community meetings, town halls, forums, and web-based communication).

#### Strategy #5: Strengthen Organizational Sustainability

Our final strategy focuses exclusively on internal organizational development, with the goal of continuing to make ACT an amazing place to work and volunteer. ACT must be a sustainable organization in order to prevent child abuse and neglect and see an improvement in healthy child outcomes. If we do not invest in our internal capacity, team, and organizational culture, the Children's Trust risks losing precious momentum and credibility, and falling short on its intended impact. To support sustainability, ACT plans to sharpen its efforts in creating a strong organizational culture.

First, we plan to fully embrace best practices in diversity, equity, and inclusion and become trauma-informed in all aspects of our practice, including interactions amongst staff and with external stakeholders. ACT will focus on undoing all inequities (e.g. racism, sexism) caused by inadequate and harmful systems and ensuring an ethos of self-reflection as part of our efforts to learn and improve. We strive to make ACT a wonderful, encouraging, safe, trauma-informed place to work.

Second, we will invest in our own internal structure and operations through professional development, continuous quality improvement, diversifying our funding sources, and adequately resourcing the efforts and initiatives of community leaders and allies to ensure we are effectively engaging with and learning from diverse perspectives. In doing so, ACT will be well-positioned to achieve our mission, and prevent child abuse and neglect.

### **NEXT STEPS**

#### Grantmaking

Grantmaking has been a core component of ACT's work since its creation, and it will continue to be one tool at our disposal to implement the strategies outlined in our theory of change. Grantmaking allows ACT to identify, strengthen, and uplift opportunities for thriving children, healthy families, and community development. Specifically, ACT have three portfolio areas in our grantmaking:

1. Early Childhood Development – ACT will provide grants that support early childhood development work based on research that highlights the importance of social-emotional development in the first three years of a child's life. Organizations funded under this portfolio area will have a specific focus on ages 0 to 3 years. ACT chose this age because of its importance in ensuring children have safe, healthy,



secure, and engaging environments that allow them to develop social attachments, acquire physical and intellectual abilities, and build positive self-identities and trust of others. It is also the age range where the largest service gaps exist in Alaska, with childcare and early education programs for infants being the least available and affordable. The rapid brain growth that occurs during this time influences all future functioning and long-term school success. ACT will therefore prioritize funding for organizations that emphasize social-emotional learning and development and infant mental health including, but not limited to: high quality, evidence-based home visitation programs and parent skills training programs.

2. Empowering Youth – These grants will invest in organizations that are developing, modifying, implementing, and/or evaluating effective and proven curriculum to help students ages 12 to 16 learn the major tenets of developing healthy, intimate relationships. Curricula will have a clear focus on sexual education, be medically accurate, culturally-responsive, and LGBTQ-inclusive. Topics addressed will include, but not be limited to: issues of consent; domestic and sexual violence, delaying parenthood; and; effective reproductive health interventions. Grantees in this area must be able to show how their approach is researched-based and can be effectively evaluated.
3. Building Community Resilience – ACT will invest in community-based efforts/initiatives focused on preventing Adverse Childhood Experiences (ACEs) and building resilience. ACT recognizes communities know their children and families best, and know how to help them prevent child abuse and neglect and heal those who have experienced trauma.

#### Alaska Resilience Initiative

As a Convener ARI plays a key role in linking geographical and professional communities to address child abuse and neglect and to build safe, resilient, and just families and communities. ACT expects to utilize these strengths in the development and implementation of the statewide action plan. ARI's historic work as a connector, solutions engineer, and advocate on the issue of child abuse and neglect make it a strong fit to have a central role in the Action plan's development and in building and sustaining a statewide movement that prioritizes children's health, safety, and well-being. Acting as a lead Advocate, Convener and Catalyst for the Action plan appears to be a natural evolution of ARI's work. However, ARI will be squarely under the umbrella of ACT, not working as an independent entity. This structure will help avoid duplication of efforts and minimize stakeholder confusion as to the respective roles of ARI and ACT.

As a lead Convener in the development of the Action plan, ACT has already begun these conversations. Aspects to consider as this journey begins is to define ARI's role, decision-making process, and what happens to the "identity" of ARI. As ACT progresses, it will be important to maintain transparency and open communication to ensure that ARI's relationships and successes are maintained and potentially strengthened throughout the process.

Another consideration is how much ACT's own thinking influences development of the Action plan. For example, ACT may provide an initial framework to help catalyze and advance the Action plan's development process, suggesting evidence-based practices and promising interventions be sequenced through a child's life cycle, from pre-pregnancy to adulthood. Specific groupings could be: 1) pre-pregnancy, 2) prenatal, 3) post-partum, and 4) 0 to 26-years-old. The fourth category would be further striated into early childhood (0 to 5), youth and adolescence (6 to 18) and early adulthood (19 to 26). Such a framework may prove helpful for aligning ACT's grant-making approaches with the Action plan, allowing the Children's Trust to more effectively invest its money in the periods of early childhood (0 to 12 months) and adolescence (12 to 16). Equally, such a

framework may help catalyze leaders and communities in thinking about how to best structure and develop the Action plan.

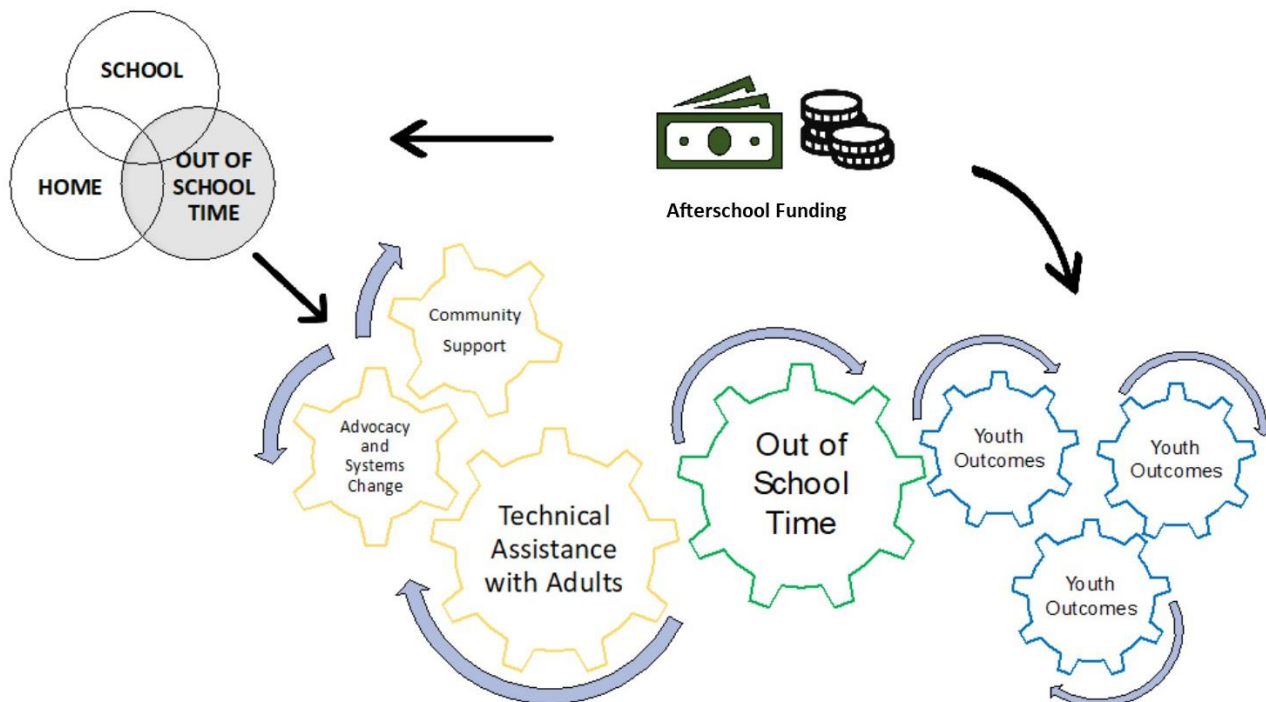
### Alaska Afterschool Network

School-age children and adolescents spend the bulk of their time in three major learning environments: home, school, and out-of-school time. For most children, out-of-school time is when they receive the least amount of supervision, support, or opportunities to develop skills and gain knowledge. It is also when children begin to develop negative behaviors or engage in activities that are harmful to them and/or the community. Afterschool programs are essential for providing a space that is safe, promotes personal growth, and endorses development of protective factors. Research shows that participation in afterschool programs increases school attendance, grades, self-esteem, and graduation rates, while also decreasing expulsions and helping build the protective factors needed to overcome trauma.

AAN's work aligns well with the strategies outlined in our theory of change, specifically Strategy #2 (Cultivate Advocacy), Strategy #3 (Build Resilience), and Strategy #4 (Influence Knowledge, Belief & Attitudes). The AAN works to support the healthy development of children and youth by convening the afterschool community, promoting Youth Thrive protective factors, sharing best practices that foster high-quality programs, and increasing awareness of the positive impact of afterschool programs.

As a Convener and Advocate for high-quality afterschool programs, the AAN operates at the intersection of schools, the home, and out-of-school time to provide community support (Figure 2). It advocates for policies that increase access to quality afterschool programs and offers technical assistance to parents and teachers. Working within the intersection of these three spheres, AAN improves parental resilience, highlights for school districts the importance of parents being equal partners in their child's development and education, uplifts the best practices of high-quality programming, and directly affects the outcomes of children and youth accessing afterschool programs.

**Figure 2 – Alaska Afterschool Network**



## Timeline

We envision implementing ACT's theory of change and seeing measurable change from its efforts occurring over three phases. (Figure 3).

### Phase 1

ACT is already well underway with this phase, having spent several months crafting the tenets and strategies of its theory of change.

### Phase 2

Elements from this phase are also proceeding as the Children's Trust determines the best way to invest in the Action plan and scopes our exact role in its creation.

Determining how ACT will invest in the Action plan is another important element of Phase 2. For example, the Children's Trust may choose to invest more resources in the process if it is the lead convener and conducts listening tours throughout the state to collect important feedback and input about the proposed content of the Action plan. Equally, ACT may choose to invest some of its grantmaking resources in community-based organizations to support the creation of the Action plan.

### Phase 3

The third phase may take two years or more to reach, given the magnitude of collecting input from community leaders and influencers to inform and shape the Action plan. Once at this critical milestone, ACT should be well-positioned to determine if investments in healthy adolescent relationships and social-emotional development in early childhood are delivering on intended impact, or whether adjustments in our investment strategies are warranted.

**Figure 3 – Timeline**



ACT will be guided by five principles as it implements its theory of change:

1. **Systems change will take time.** It took Alaska decades to have some of the worst outcomes for children and youth in the United States. It will take a long time to undo the harm, trauma, and ineffective systems that are present today.
2. **Increased resources are needed to be effective.** ACT will need more resources to be effective. We can use our current funding to leverage new revenue, which will allow us to increase investments for our grantees and add staffing and bandwidth internally.
3. **No single entity can end child abuse and neglect.** ACT has opinions on how to prevent child abuse and neglect, but our approach is not the only intervention that can improve outcomes for children, reduce toxic stress, and increase resilience. ACT is addressing very specific elements on the continuum of care with its grant-making and investment of staff time and resources.
4. **Stakeholders must coordinate efforts.** ACT is part of a large ecosystem of service providers, advocates, services, influencers, and allies. The complexity of child abuse and neglect will require the support and coordination of all these important actors.
5. **Community is Key.** Our community holds the answers to ending child abuse and neglect. Listening to them and leveraging their knowledge is a critical approach to fulfilling our mission. We will follow the lead of local voices across Alaska to help us better engage with our communities. We will uplift their best practices and effective approaches to activate a comprehensive network to prevent child abuse and neglect.

## CONCLUSION

Child abuse and neglect in Alaska is a solvable issue. Decades of poor, statewide outcomes regarding the health and safety of children is our past, but it is not our future. By playing the role of Advocate, Convener, and Catalyst, the Alaska Children's Trust can be a leader in bringing communities together to share best practices, learn from experience, improve through data, and uplift families and communities so all Alaskan children will experience safe, stable, and nurturing relationships and environments.

## REFERENCES

1. *Alaska Department of Health and Social Services, The Office of Children's Services.* Strengthening Families Alaska. <http://dhss.alaska.gov/ocs/Pages/families/default.aspx>.
2. *Alaska Longitudinal Child Abuse and Neglect Linkage Project (ALCANLink).* The Pennsylvania State University, April 2018.
3. *Social-Emotional Development in the First Three Years: Establishing the Foundations.* The Alaska Mental Health Trust, August 2018.
4. *Youth Thrive*, Center for the Study of Social Policy. <https://cssp.org/our-work/project/youth-thrive/>
5. *2019 Prevention Resource Guide*, US Department of Health & Human Services – Administration for Children and Families.