



# **OAKLAND FUND FOR CHILDREN AND YOUTH**



## **Planning and Oversight Committee (POC) Strategic Planning Subcommittee Meeting**

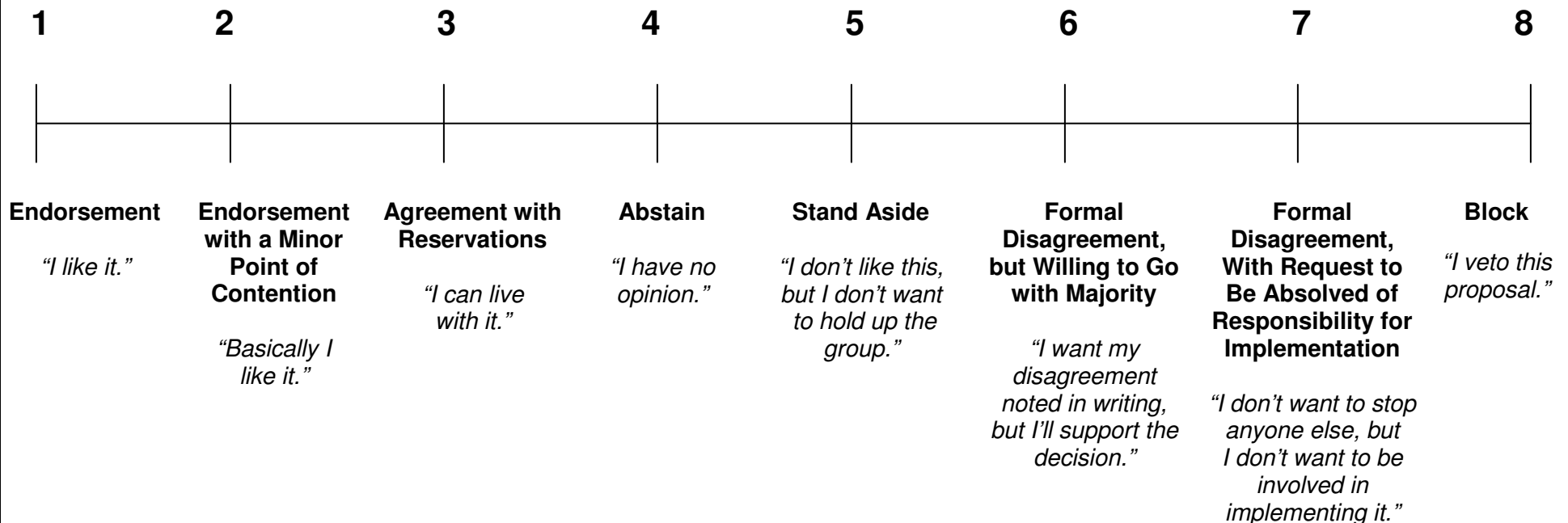
October 3<sup>rd</sup>, 2012  
5:30 p.m. – 7:00 p.m.  
**Oakland City Hall, Hearing Room #4**  
*1 Frank H. Ogawa Plaza, 2<sup>nd</sup> Floor,  
Oakland, CA 94612*

### **AGENDA**

- 1) Call to Order**
- 2) Open Forum for Youth and Parents of Young Children**
- 3) OFCY Decision Making Process & Gradients of Agreement**
- 4) Approval of Funding Allocation Levels for FY2013-2016 Strategies**
- 5) Approval of Draft FY2013-2016 Strategic Plan**
- 6) Open Forum**
- 7) Adjournment**

*In compliance with Oakland's policy for people with chemical allergies, please refrain from wearing strongly scented products to meetings. In compliance with the American Disabilities Act, if you need assistance to participate in the meetings for the Oakland Fund for Children and Youth Planning & Oversight Committee, please contact the Oakland Fund for Children and Youth at 510-238-6379. Notification 48 hours prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. If you have questions regarding this agenda or related materials, please contact our office at the number above.*

# GRADIENTS OF AGREEMENT



This is the Community At Work *GRADIENTS OF AGREEMENT SCALE*.

The scale makes it easier for participants to be honest.  
Using it, members can register less-than-whole-hearted support without fearing that their statement will be interpreted as a veto.

# Oakland Kids First!

2013-2016

## Strategic Investment Plan



**DRAFT**

Presented October 3, 2012

City of Oakland: Oakland Fund for Children and Youth  
**PLANNING AND OVERSIGHT COMMITTEE (2011-2012)**  
**STRATEGIC PLANNING SUBCOMMITTEE (2011-2012)\***

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Korey Gibson\*  
Nina Horne\*  
David Klein\*  
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Billy Nivins  
Abraham Ruelas  
Cesar Sanchez  
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**DEPARTMENT OF HUMAN SERVICES**  
**OAKLAND FUND FOR CHILDREN AND YOUTH**

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Rachel Peterson, OFCY Intern  
Brightstar Ohlson, OFCY Strategic Planning Consultant  
Elesa Snell, OFCY Intern  
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# Introduction

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## ***Overview of Kids First! – The Oakland Fund for Children & Youth***

In 1996, Oakland voters passed the **Oakland Kids First! Initiative**, establishing a city fund expressly to benefit Oakland's children and youth and setting aside a portion of the City's general fund to support direct services to youth under 21 years of age.

The OFCY's **Planning and Oversight Committee** was established to guide and provide oversight for strategic planning, funding recommendations, independent evaluation reports, and to receive annual City Auditor reports on the fund's financial statement and base spending requirements.

## ***Strategic Investment Plan***

When city voters reauthorized the **Oakland Kids First! Initiative** in 2009, the legislation (Article XIII of the Oakland City Charter) was updated to require a three-year **Strategic Investment Plan** to guide the allocation of funds. This Strategic Investment Plan identifies current service needs and gaps, describes specific three-year program initiatives, and details how these initiatives are aligned and coordinated with other public and private resources to achieve maximum service performance and youth impacts. This is the second plan developed under the new guiding legislation, and builds soundly upon the work established since 1996 and reaffirmed in 2009.

### **OAKLAND KIDS FIRST! GOALS:**

- 1) Support the Healthy Development of Young Children**
- 2) Help Children and Youth Succeed in School and Graduate High School**
- 3) Prevent and Reduce Violence, Crime, & Gang Involvement among Young People**
- 4) Prepare Young People for Healthy and Productive Adulthood**

# Strategy Description – Chart of Strategies

	% of fund
<b>OFCY Strategy Area 1: Healthy Development of Young Children</b>	<b>15%</b>
<b>1) Mental Health and Developmental Consultations in Early Care and Education</b> <i>Supports Classroom Consultation and/ or Child-centered Mental Health Consultation services in Oakland Early Care and Education programs, specifically Head Start and OUSD Child Development Centers.</i>	<b>6.5%</b>
<b>2) Parent and Child Engagement in Early Learning and Development</b> <i>Supports playgroup learning environments and interactions for very young children with group learning opportunities for new parents, and connecting parents to resources to support the healthy development of their children.</i>	<b>7.5%</b>
<b>3) Pre-Kindergarten Summer Camp</b> <i>Supports a 5 – 6 week summer camp experience for children who have never experienced preschool, to provide orientation and structured learning experience prior to first entry to Kindergarten.</i>	<b>1.0%</b>
<b>OFCY Strategy Area 2: Student Success in School</b>	<b>51%</b>
<b>4) School-based after school programming for elementary &amp; middle school</b> <i>Support for high-quality enrichment, academic, and family support programming through school-based afterschool programs at elementary and middle school sites receiving state After School Education and Safety (ASES) funding.</i>	<b>42%</b>
<b>5) Transition programs for youth into middle and high school</b> <i>Support for programming that helps youth successfully transition from elementary school and integrate into middle school, and transition from middle school to high school successfully.</i>	<b>4.5%</b>
<b>6) Youth Leadership in Community Schools</b> <i>Supports programs that engage youth as peer leaders in schools to promote a range of positive behaviors, including promoting healthy choices and behaviors among youth, preventing violence and resolving conflict, addressing equity and inclusiveness issues, helping students succeed academically, and in promoting a positive school culture.</i>	<b>4.5%</b>
<b>OFCY Strategy Area 3: Youth Leadership and Community Safety</b>	<b>19%</b>
<b>7) Community-based Out-of-School Time Programs</b> <i>Support for neighborhood-based community programming that provides safe spaces and enriching activities for children and teens, and that nurture positive youth development through provision of enrichment, arts, fitness, community service, academic support, and peer support activities during after school, evening and weekend hours.</i>	<b>7.5%</b>
<b>8) Summer Programs</b> <i>Support for community- and school-based summer programming in summer months that provides a broad range of enriching activities for children and teens within safe and supportive environments and a positive youth development framework.</i>	<b>6.5%</b>
<b>9) Youth Leadership and Community Safety</b> <i>Supports programs that work with youth as leaders to engage their peers, families, and the broader neighborhood in community safety, revitalization and improvement efforts. Programming will be based in youth development principles, incorporate youth leadership, and seek to benefit neighborhood and community initiatives.</i>	<b>5.0%</b>
<b>OFCY Strategy Area 4: Transitions to Adulthood</b>	<b>15%</b>
<b>10) Youth Career and Workforce Development</b> <i>Support for youth workforce development services year-round and in the summer months to build participants' employment experience, connections to employers, and to broaden their awareness of career options and opportunities.</i>	<b>10%</b>
<b>11) Academic Support for Older Youth</b> <i>Support for programs that meet the academic needs of youth ages 14-20 disconnected from or at-risk of disconnecting from high school and post-secondary education. Priority will be for services towards populations most affected by the achievement gap in school and that experience low rates of high school graduation and continuation on to further post-secondary education.</i>	<b>5.0%</b>

# Executive Summary

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The Oakland Fund for Children and Youth (OFCY) was established in 1996 as a result of a community-led ballot initiative to create a city fund expressly for the benefit of children and youth. OFCY now supports over one hundred programs each year providing direct services reaching nearly 30,000 children and youth from birth to 20 years of age. The fund exemplifies a broad community commitment to providing the support needed for children and youth in Oakland to be healthy, successful in school, safe from violence, and able to transition to productive adulthood. Services are targeted to address the needs of children and youth within the context of the disparities of Oakland as a major urban center and the need for solutions to issues of social and economic equity.

## VISION STATEMENT

***All children and youth in Oakland will thrive and have the support of the entire community to lead safe, healthy and productive lives.***

This Strategic Investment Plan covers the period from July 1 2013 to June 30 2016. The Planning and Oversight Committee and Strategic Planning Subcommittee members revised and updated the Vision, Mission, and Values statements that provide the direction and frame for strategies and efforts. An intensive scan of data was conducted to determine needs for Oakland children and youth; ongoing community engagement through focus groups, meetings, and interviews provided context and specific local focus to needs and current gaps in services. Eight Strategic Planning Working Group meetings were hosted to review findings and further identify needs, desired outcomes, and potential strategies.

Through the community input and planning process many prevalent themes emerged that

guided the formation of the strategies and the plan. There continues to be strong support for OFCY's role in funding safe, supportive and enriching programs and spaces for children and youth; and a desire to see strong involvement of parents and the community in programs. Supporting place-based initiatives and systems of support in neighborhoods was also a strong theme, with many people recognizing the higher intensity of need in certain neighborhoods. The notion of '*collective impact*' - the idea that there are many individuals, organizations, and public and private systems working in Oakland towards the same goal, and that by working collectively with stronger coordination and communication there can be greater impacts - is widely held and believed. The impact of Kids First! investments are limited in



part due to the broad focus across multiple strategies and age ranges. Aligning resources and leveraging assets to for greater collective impact in support of Oakland’s children and youth is widely embraced.

**OFCY’s strategies for FY2013–2016** align to the Fund’s four legislated goals.

In supporting the **Healthy Development of Young Children** strategies will help with early intervention and screening, family / parent support, and direct programming to help children be ready to learn in kindergarten. The strategies in **Supporting Student Success in School** all promote the Community Schools model to support student success during and outside of class hours, and includes support for elementary and middle afterschool programming, transition programs for youth entering and exiting middle schools, and youth leadership programs to promote positive school climate and healthy choices in students. The **Youth Leadership and Community Safety**

strategies support community-based programming that provides enriching programming in safe and supportive environments, and promotes youth leadership to address community issues of violence and safety through positive contributions to their neighborhoods. The two strategies in **Transition to Adulthood** will help youth to better link to employment and plan for future careers, while also helping older youth disconnected from school or at risk of disconnection achieve academic success.

In the implementation of these strategies, this Plan supports the Oakland Fund for Children and Youth’s ongoing work and commitment to continuously support high quality programming in partnership with others through planning for collective impact, the development of resources to support organization’s capacity for high quality service delivery, and dedication to evaluation for the purpose of continuous improvement in the delivery of services.



# The Planning Process

Oakland Fund for Children and Youth (OFCY) is mandated by Article XIII of the Oakland City Charter to develop a three-year **Strategic Investment Plan** with the involvement of young people, parents, and service providers throughout the city.

For the 2013-2016 Strategic Investment Plan OFCY conducted a process that emphasized data-driven decision making, community input and engagement, and an attempt for openness and inclusiveness in the deliberative process.

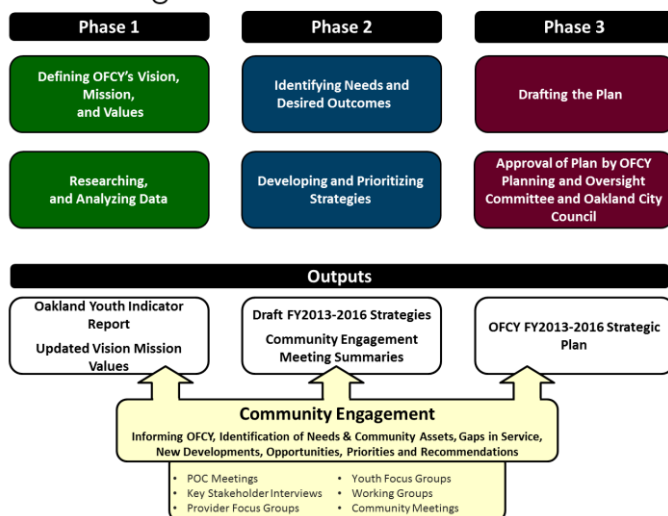
OFCY developed the approximate timeline and activities in summer 2011 and began by first inviting the community to provide ideas and feedback on how to strengthen the overall process to create a plan that clearly addresses community needs, concerns, and priorities, and presents strategies that are resilient in face of ever-changing circumstances.

The community input contained many quality recommendations that were presented to the

Planning and Oversight Committee's Strategic Planning Subcommittee (POC - SP), and which helped shape the process. The recommendations for OFCY included:

- Review a broad range of data and indicators of overall youth development, including health, academic, socio-emotional, safety, and overall well-being;
- Review the economic and demographic changes in Oakland have reshaped the city since the prior strategic plan;
- Review the impact of current OFCY strategies;
- Frame strategies around evidence-based, proven, and promising practices;
- Provide stronger consideration for place-based funding, based on neighborhood needs and characteristics;
- Include strong community engagement as a key aspect of the planning process to provide input and direction to the plan, and engage local CBOs as advocates to generate community attendance and participation. Youth and parent participation should be a priority;
- Develop a continuum of strategies for children and youth from 0-20; and
- Keep the plan clear to meet the needs of those applying for funding.

## 2012 Planning Process



## ***Defining OFCY's Vision, Mission, & Values***

OFCY's Planning and Oversight Committee (POC) met for a day long retreat in November 2011 to devote a significant amount of time engaging in the strategic planning process. During this meeting the POC reviewed the Vision, Mission, and Values Statements, discussed their meanings and relevance, and proposed modifications to reflect their current beliefs. The statements were further discussed and revised by the POC – SP subcommittee at a meeting hosted at the Franklin Recreation Center in the San Antonio neighborhood in February 2012. Final revisions were presented to POC in March 2012 and were approved for inclusion into this plan. These statements provide a clear focus to the priorities of the POC for the development of strategies.

During the planning retreat in November 2011 the POC also explored the ideas behind collective impact and place-based funding by examining the intent and impact of local and national initiatives.

## ***Researching & Analyzing Data***

OFCY researched and analyzed multiple sources of information to provide up-to-date data to all parties involved to inform the decision-making process. In fall 2011 OFCY compiled research into an Oakland Youth Indicator Report, highlighting information on youth's overall development with applicable comparisons of Oakland youth indicators against similar county, state, or federal data. This information was presented to the POC – SP in December, and an updated report with minor revisions based on input was presented to the full POC in January 2012. Information from this report has been shared in multiple formats and venues with the public to help shape the discussion

and conversations around needs and priorities for Oakland's children and youth.

## ***Identifying Needs & Desired Outcomes***

OFCY formed four Strategic Planning Working Groups to assist with the identification of needs, desired outcomes, and promising strategies, with the groups aligned to each of OFCY's four goals. The Working Groups met twice each in May and June 2012 to review current data and research (including impact of OFCY's current strategies), identify needs, prioritize desired outcomes, and recommend strategies.

## ***Developing & Prioritizing Strategies***

After the completion of the eight working group meetings, OFCY staff drafted a preliminary set of strategies which were presented out at two community meetings in July 2012 in East and West Oakland. At the meetings staff shared the progress and work to date leading to the development of recommended strategies, and received community input and recommendations. Strategy drafts were further developed and were deliberated during four public POC Strategic Planning subcommittee meetings from August to October 2012. The meetings provided staff with direction for finalizing strategy revisions and prioritizing funding ranges for each strategy.

## ***Community Engagement***

Community engagement and participation has been key throughout the entire strategic planning process. It was integrated into all the planning phases, and has been a consistent presence from the start of the process through to completion. Staff and facilitators worked to involve key stakeholders – policymakers, service providers,

and community advocates – and Oakland’s youth, parents and caregivers in the process. Meetings and interviews were hosted throughout Oakland to be accessible to a range of residents.

From November 2011 through September 2012, OFCY conducted a range of activities that reached over 650 community members. During these sessions OFCY shared our findings to date and asked for feedback based on the current data and research shared. For each of the different meetings there was a general framework for questions to identify needs, gaps in services, community assets, areas of alignment, priorities and recommendations. However, each discussion was tailored to focus on the area of expertise for the individual or group, whether a youth focus group, key stakeholder, or community meeting.

Key Stakeholder interviews: from November 2011 to August 2012 OFCY staff conducted 27 interviews with 46 total people. OFCY asked key stakeholders their priorities, recommendations, where they see needs and gaps in services, where they see system alignment and partnership potential, and what models and best practices they see in their field to be effective in reaching OFCY’s goals.

Youth Focus Groups: OFCY hosted six youth focus groups in April and May 2012 reaching 102 youth from elementary to high school age. Youth were asked about their aspirations, what they wanted to see in Oakland, what could be improved, and their recommendations and for how Oakland can best support young people.

Service Provider Focus Groups: OFCY met with 34 afterschool and early childhood service providers in February and May 2012.

Parent Focus Group: OFCY hosted a focus group in June 2012 with 12 parents of an Early Childhood developmental playgroup.

OFCY Working Groups: hosted eight working group meetings attended by 106 individuals. Participants provided expert advice in a facilitated and structured manner over two three-hour sessions on needs, desired outcomes, and recommendations for strategies; and helped to provide the framework for OFCY staff to formulate draft strategies.

OFCY Community Meetings: OFCY hosted two meetings in July 2012 at the East Oakland Boxing Association and the West Oakland branch library; over 50 individuals attended each meeting. OFCY provided an overview of the planning process and draft strategies, and received community input on the structure and strategies.

Planning and Oversight Committee and POC SP: OFCY has hosted 13 POC and POC Strategic Plan subcommittee (POC SP) meetings since August 2011 that related to strategic planning in full or in part; these meetings were attended by over 250 individuals. For further information on the planning process please see Appendix B.



# OFCY Vision, Mission and Values

The Oakland Fund for Children and Youth's Planning and Oversight Committee revised and approved the agency's Vision, Mission, and Values statements to reflect a strengthened commitment to serve children within the context of their families and communities and to support those with greatest needs while also acknowledging the significant breadth and depth of need in Oakland.

## VISION

***All Children and Youth In Oakland Will Thrive and Have The Support Of The Entire Community To Lead Safe, Healthy and Productive Lives.***

## MISSION

We provide strategic funding to support Oakland's children and youth from birth to 20 years of age to become healthy, happy, educated, engaged, powerful and loved community members. Leveraging our efforts with partners for greater collective impact towards social and economic equity, we build the capacity of community agencies to work together to fully develop each child's potential, achieve positive outcomes, and promote the positive contributions of children and youth to Oakland's greatness.

## VALUES

***Social and Economic Equity*** – All children and youth have a fundamental right for a safe and healthy life and a quality education. We value the vigorous promotion of equality, justice and accountability, and the concerted application of our resources toward those youth in greatest need.

***Child and Youth Development*** – We support efforts to promote the social, emotional, physical, cognitive and spiritual development of children to instill individual and community pride and leadership. We believe that youth development requires the collective responsibility of the community and the active engagement of family and caregivers for children and youth to achieve their full expression of potential.

***Community and Collaboration*** – We embrace the idea that by pooling our resources and working together, we can accomplish great things. We support strengthening families within our communities to make our children and our city strong. We see that the wellbeing of our youth is dependent on the strength of their families, and the strength of the families is dependent upon the strength of the community. Strong communities can provide stability in a time of change in the lives of children and youth and help them grow into loving and powerful adults.

# Oakland Needs Assessment

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A comprehensive assessment of the current needs of Oakland's youth forms the basis of the Strategic Investment Plan. After researching and analyzing numerous local, county, regional, state, and national data sources, the Oakland Youth Indicator Report was prepared to detail the multiple indicators that affect the positive development of youth in Oakland. Data has been augmented with extensive community input to identify priority areas of need for children and youth in Oakland and to frame the creation of strategies to be employed in the upcoming 2013-2016 funding cycle. Please refer to Appendix A for the full Oakland Youth Indicator report.

## ***Economic Living Conditions***

The most profound impact upon factors affecting the development of Oakland's children and youth since the last strategic planning process has been the national recession. While Oakland has long had higher rates of poverty and unemployment than its neighbors in the Bay Area, the current recession has greatly increased the number of children living in poverty.

Child poverty in Oakland has increased more than 30% in the just three years, from 25% of youth in poverty in 2007 to 32.7% in 2010. As a result, children now make up the largest group of people

receiving emergency food in Alameda County: 43% of food bank clients are children and teens.

Further, Oakland youth are growing up in one of the most difficult labor market in generations. The percentage of youth ages 16-24 employed nationally is now at historic lows, and California's rate of youth employment is the lowest in the nation. Extensive research has shown proven correlations between poverty and negative academic and economic outcomes for youth, indicating the deleterious effects that poverty has on inhibiting positive development.

## ***Demographics***

Oakland has experienced a total population loss in the past ten years, a trend running contrary to the County, Bay Area, and State. The biggest decline in population has been school-age children between the ages of 5 and 14, which fell by over 20% since 2000. As a percentage of the total population, youth now comprise of less than a

quarter of Oakland residents, the lowest ratio in the past twenty years. Demographically, the face of Oakland has also changed rapidly. The African American population in Oakland declined by 33,000 in the past ten years, while the Latino population has grown to reach almost 100,000 residents and comprises the largest ethnic group



for children 0-20. Today, 42.5% of Oakland's 390,724 residents speak a language other than

English as their primary language at home.

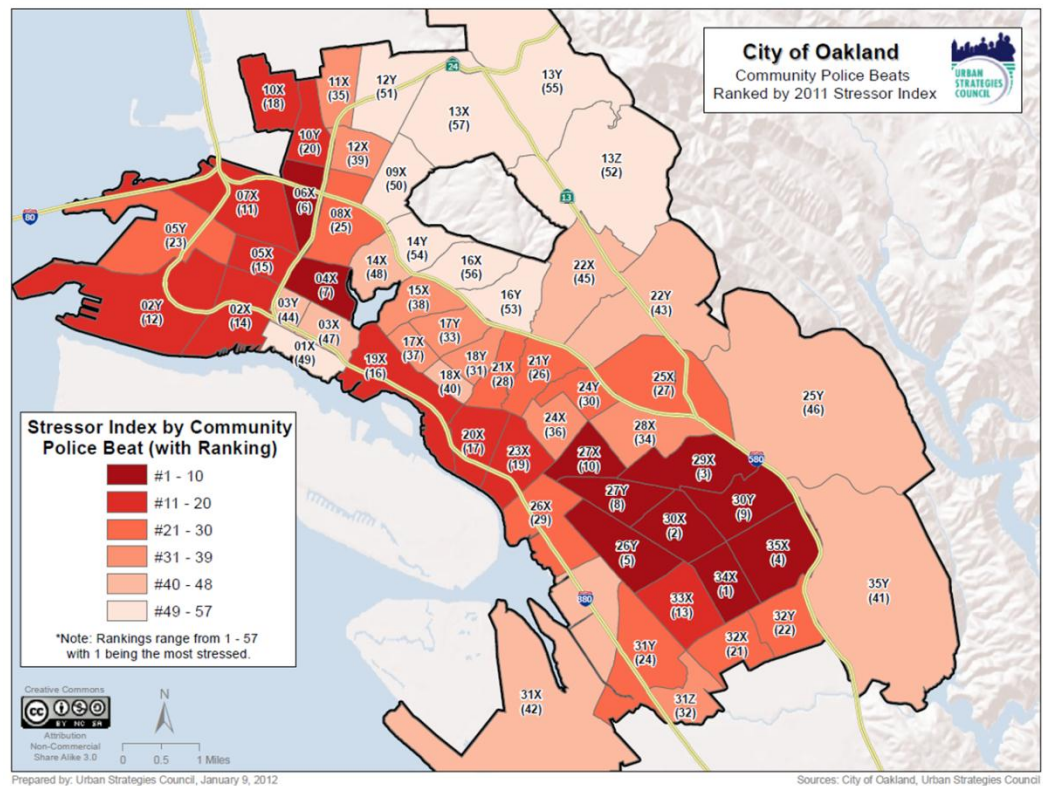
Youth Population In Oakland - 1990-2000-2010								
Age Range	1990	% of Total	2000	% of total	% Change	2010	% of total	% Change
Total Pop.	372,242	100.00%	399,484	100.00%	7.32%	390,724	100.00%	-2.19%
Under 5	29,973	8.05%	28,292	7.08%	-5.61%	26,099	6.68%	-7.75%
5 to 9	26,290	7.06%	30,134	7.54%	14.62%	22,994	5.88%	-23.69%
10 to 14	23,150	6.22%	26,502	6.63%	14.48%	20,825	5.33%	-21.42%
15 to 19	23,062	6.20%	24,664	6.17%	6.95%	22,456	5.75%	-8.95%
Total Youth:	102,475	27.53%	109,592	27.43%	6.95%	92,374	23.64%	-15.71%

## Geography and Correlation to Youth Outcomes

The challenges of achieving academic success, remaining healthy, staying safe from violence and crime, and making successful transitions to adulthood are much more profound for youth living in low-income neighborhoods in East Oakland, West Oakland, and along the International Boulevard corridor. OFCY examines place-based neighborhood

youth incarceration and probation, violent suspensions and chronic absence for OUSD students is used to develop the City of Oakland stressor index mapped below.

'stress' using criteria developed by the City of Oakland's Department of Human Services' Measure Y, utilizing a variety of indicators mapped to City of Oakland police beat beats. A cross-section of externally validated vital data indicators, including arrests, crime reports, food stamp recipients,



## Early Care and Education

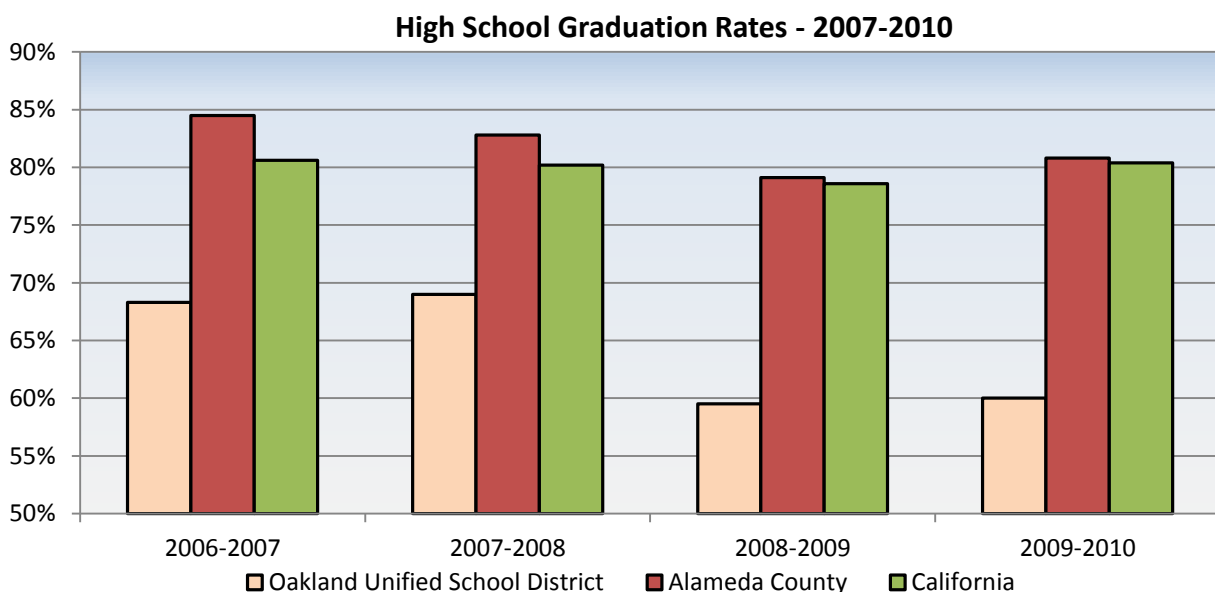
There are 26,099 children ages 0-5 in Oakland, representing 28.3% of youth under the age of 20. Child care is a major need for families in order to find and persist in employment, and is by far the most cited reason for enrolling a youth in an early care and education program. In Oakland there is more demand for early care for infants than availability of slots.

Participation in early care and education programs has been shown through objective evaluation to help prepare young children for success in kindergarten. In a report by First Five of Alameda County on Oakland Assessment of Kindergarten Readiness, participating teachers indicated that about one-third of children entering kindergarten needed better preparation to be successful in school.

## Academic & Educational Outcomes

In general terms, children and youth enrolled in Oakland public schools are less likely to achieve academic goals than children and youth in other districts in Alameda County or in California. Standardized student test scores in Oakland are lower than state and county averages, and there are large disparities by race and ethnicity.

Eighty-seven percent of white elementary students in OUSD scored proficient or above better in reading compared to 39% of Latino students and 41% of African American students. The graduation rate for OUSD students is only 60%, and less than half of African American and Latino male students graduate from high school. Less than half of the students graduating from Oakland high schools (46.3%) enroll in college.





School quality varies in Oakland, with the preponderance of low-performing schools located in the flatlands and higher performing schools located in the Oakland hills. Schools with majority African American or Latino student populations are lower-performing on average than the schools with a majority of white students: only 16.7% of schools with 50% or more African American students and only 22% of schools with 50% or more Latino students have Academic Performance Index (API) rankings above 800, while all six OUSD schools with 50% or more white students all have API rankings above 900.

Chronic absence affects one out of nine OUSD students, with the highest rates of chronically absent students occurring in 9<sup>th</sup> grade. Fifty percent of chronically absent students are in elementary school, and elementary absenteeism is concentrated in West Oakland. The trends shift in high school, as the majority of chronically absent students are concentrated in East Oakland.

Students in Oakland feel less safe than their peers in schools in California: Asian students feel unsafe

Percent of Students Reporting Feeling Unsafe or Very Unsafe		
	Oakland Unified	California
African American/Black	12.6%	12.5%
Asian	16.4%	6.6%
Caucasian/White	11.4%	6.8%
Hispanic/Latino	13.8%	9.2%
Native American	13.6%	10.7%
Pacific Islander	19.8%	8.8%
Multi-ethnic	13.4%	8.7%
Other	14.1%	9.9%

at a rate nearly three times higher than their peers throughout California, and Pacific Islanders more than twice the state average; while white students feel nearly twice as unsafe in OUSD schools than their state peers.

In 2010-2011, 13,825 students enrolled in grades K-12 in OUSD were English language learners; over half of these students are enrolled in kindergarten through 3rd grade. By far, the most common language spoken by these students is Spanish (73.5%). Less English learner students receive instruction through Structured English Immersion (SEI) in Oakland (39%) than do English learners in the county and state, where approximately half receive SEI.

## Community Health & Safety

Oakland has some of the highest rates of violent crime in the nation, according to current FBI crime statistics. Community violence has huge repercussions and affects a wide range of children, youth and their families directly and indirectly. The issue of community safety, the need for a reduction in violence, and the devastating effects of trauma on children due to violence was a consistent theme voiced throughout the planning process.

In Oakland homicide is the leading cause of death for youth. Violence disproportionately affect youth of color; in Oakland, African Americans are 24 times, Hispanics four times, and Asians three times more likely than whites to be arrested and booked into the Alameda Juvenile Justice Center. Males are also at a higher risk of being affected by violence. In Alameda County emergency department visits for assault-related injuries were 1.5 to 2.5 times higher among males.

There were over 3000 incidents of domestic violence were reported to the Oakland police in the 2010-2011 fiscal year. Of the 10 police beats with the most reported incidences of domestic violence, eight were in East Oakland. Nearly one-third of all reported child abuse involves children 0-5 years of age.

Gang activity strongly affects Oakland's communities and is attributed with committing a preponderance of the acts of violent crime. Self-reported rates of gang involvement are higher in every racial category for Oakland youth compared to county and state averages, ranging from less than 8% of Asian students to over 16% for African-American students in 7<sup>th</sup>, 9<sup>th</sup>, and 11<sup>th</sup> grades. Estimates put the number of Oakland gang members above 3,800; approximately 40% of all homicides in 2008 were directly gang-related.

Other health issues faced by children and youth in Oakland are cause for community concern. Over eight percent of all births in Oakland are to teenage mothers, compared to a rate of three percent for Alameda County. Hospitalization rates for asthma for Oakland children are four times higher than for all California children. Asthma rates for children are particularly high in West Oakland. Oakland students are generally less fit than their peers in the state: by ninth grade, only 19% of OUSD students are meeting the state-mandated healthy fitness zone criteria compared to 39% of ninth grade students in California.



# Major Themes

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During the planning process a few key themes consistently emerged as important considerations for defining OFCY strategic initiatives.

## ***Major Themes from 2012 Community Engagement:***

- ***Engage Families and Community***
- ***Support for Safe and Enriching Programs and Services for Children & Youth***
- ***Complement Place-Based and Neighborhood Initiatives***
- ***Demonstrate Alignment with other Systems of Support for Greater Collective Impact***
- ***Leverage City Assets and Resources***

### ***Engage Families and Community***

To move closer to achieving OFCY's four goals, programs and services should engage families and communities in efforts to support children and youth. Programming that focuses on parental involvement should increase knowledge of the healthy development for young children, as well as older children and youth and strengthen families through connection to resources within communities. Youth need opportunities to connect with caring adults, and to develop leadership skills

through engagement with community building efforts, empowering them to design, develop, and deliver positive neighborhood-based solutions. Family and community engagement is a stated value of OFCY and a key component to positive child and youth development programming. Efforts to develop family engagement and strengthening will align with the Oakland Unified School District and countywide initiatives.

### ***Support for Safe and Enriching Programs & Services for Children and Youth***

OFCY is a source of support for community-based organizations that provide safe and supportive places for youth, with programming that is enriching and which incorporates positive youth development principles. Community members cite

safety as a critical need in Oakland communities and consistently cite the need to support safe and enriching programs in high need neighborhoods, particularly where Oakland children and youth are experiencing high levels of violence in their

everyday lives. Enrichment programming provides children and youth with structured activities in a safe and supportive environment, combining

academic, social, emotional, recreation and health support activities in a fun, exciting and enjoyable way.

## ***Complement Place-Based & Neighborhood Initiatives***

There is a growing awareness of place-based initiatives as an effective framework for implementing local solutions to address community needs. This is due in part to national recognition of the successful model popularized by the Harlem Children Zone and which is being replicated through federal funding support of Promise Neighborhoods. At the heart of these place-based efforts is the **Community School**, a concept embraced by the Oakland Unified School District as they have adopted a *Full Service Community Schools* model as a goal for all of their sites.

Place-based approaches work to provide community solutions to localized needs, and to link services within a network of support in stage

and between developmental stages for youth and children served. Since place-based efforts require the coordination and cooperation of multiple agencies and individuals, the concept of “collective impact” has also been explored through the planning process. Opportunities to support placed based initiatives where multiple entities work in coordination to achieve shared goals by aligning efforts for communities with greatest needs are encouraged.

Place-based funding will be a greater priority in FY2013-2016 to support services targeted to communities with the greatest needs based on available data.

## ***Demonstrate Alignment with other Systems of Support for Greater Collective Impact, and Leverage City Assets & Resources***

The idea of collective impact – that no one agency or provider can make change alone, but through combined and collective efforts many organizations can make positive improvements – has been echoed since the beginning of the strategic planning process. **Community and Collaboration** is a key value of OFCY. Program initiatives are encouraged which emphasize alignment and coordination with other entities working towards goals shared with OFCY.

The Kids First! fund may leverage other City investments to enhance outcomes for children and youth. Public assets in the City may be enhanced by enrichment programming supported by OFCY which increases the number of children, youth and their families that utilize the City’s own physical or programmatic assets (i.e. parks, recreation centers, teen centers, libraries, museums, etc.) and benefit from high quality programming.

Several Oakland agencies directly fund or run programs in support of children and youth. And

several OFCY strategies may complement these additional city funded investments in children and youth. These programs and funding entities include but are not limited to the Measure Y program; the Oakland Workforce Investment Board; Office of Parks and Recreation; Oakland Public Library; Oakland Community Action Plan; and Oakland's Head Start and Early Head Start programs.

The **Measure Y program** is the city's main entity providing anti-violence funding and direct intervention services for youth to address violence in Oakland, while OFCY's violence reduction efforts focus on preventative strategies. Measure Y is also a major funder of youth workforce programs for Oakland youth at risk of, or with current and past involvement in, the criminal justice system, with \$450,000 annual funding in support of programs serving for youth ages 12-18, and \$1.1 million in funding in support of programs serving young adults ages 18-30.

The **Oakland Workforce Investment Board** receives approximately \$1.7 million of its \$6 million federal funding allocation each year to provide comprehensive workforce programming for high-need, at-risk youth ages 14-21 in Oakland. The WIB also coordinates with the Alameda County Social Services Agency in the distribution of approximately \$700,000 in funds supporting summer employment opportunities through the county's Title IV-E program for Oakland youth ages 16-18 in juvenile justice or foster care systems, and is the coordinating entity for the Mayor's Summer Jobs Program. OFCY's Youth Career and Workforce Development strategy will align and coordinate efforts with the work of the Oakland Workforce Investment Board and Measure Y.

OFCY is strongly aligned with the **Oakland Unified School District's** goals and recently-adopted Full Service Community School District Plan which has made Oakland the first major school district to adopt a goal of making all school sites into Full Service Community Schools. OFCY has historically funded programs that link services to school sites and has contributed to the vision of community schools in Oakland. The strategy area of *Supporting Student Success in School* complements the goals of community schools in Oakland through multiple funding strategy initiatives.

Collaboration with the Oakland Unified School District extends to multiple agency partnerships with shared goals for the healthy development and academic achievement of children in school and school and community transformation. OFCY's strategic emphasis on contributions to positive school climate through high quality after school programs, family engagement, and youth leadership in violence prevention and positive school climate supports shared outcomes for health, attendance, academic achievement, and positive youth development. System coordination for program evaluation and professional development support and training for providers may further enhance outcomes through high quality programming and emphasis on continuous improvement.

The **City of Oakland Head Start** and Early Head Start programs and OUSD Early Care and Education department direct substantial resources in support of the healthy development of young children and their readiness for school.

**Alameda County First 5** is a key resource and partners in support of these state and federally funded grant programs and leads countywide

efforts to address outcomes for young children. OFCY can further integrate professional development and evaluation of programs with First 5 in the next grant cycle and align with countywide efforts for a system of early care and support for youth children and their families through planning for improved coordination, communication, and outreach. Opportunities to align with First Five, the OUSD, and other public agencies to address children's well-being, their readiness for school and family strengthening needs may incorporate place based initiatives such as East Oakland's *Project Launch*, support existing partnerships or complement county initiatives such as *Help Me*

*Grow and Quality Counts*. Philanthropic institutions lead and support efforts in Oakland that align to the OFCY Planning and Oversight Committee's Vision, Mission and Values and shared community goals for children and youth. Collaboration with philanthropy is reflected in the strategies, and includes support for early literacy efforts; place-based efforts; support programming addressing cultural competence and skills targeting the needs of Boys of Color in Oakland and serve the growing number of Latino children and families; and the importance of supporting and strengthening families in order to encourage positive outcomes for children and youth.

## ***Other Themes and Findings***

In addition to the Major Themes identified above, there were many other pertinent findings and themes that were raised and repeated through the planning process, and were factors in the consideration of the FY2013-2016 Strategic Investment Plan.

### ***Addressing the Needs of Oakland Youth through an Equity Focus Includes Targeting Services through Race & Gender Based Programming***

A stated value of OFCY is to promote social and economic equity through the fund, supporting the shared belief that all children and youth have a fundamental right for a safe and healthy life and a quality education. Applying OFCY efforts and resources toward gender and race based programming is called for to narrow and eliminate the achievement gaps. Two local initiatives are spearheading efforts to bring more focus to race

equity programming: The California Endowment's Boys and Men of Color Initiative (and multi-agency approach to impacting the life outcomes of Oakland's children lead by philanthropic and public systems) and OUSD's efforts in the African American Male Achievement Initiative. Specific efforts to target funding through OFCY strategies are anticipated in FY2013-2016.

## ***Supporting the Training and Capacity of Organizations***

A reoccurring theme throughout the planning process has been the need to have strong organizations to deliver quality services, and the need to provide professional development support, training, and other organizational assistance to grow agency capacity.

During the planning process, OFCY heard that many organizations look to the fund to provide training and professional development support to address pertinent community needs, including the

need to address trauma and its effects on both youth and service providers; the need to address social and emotional learning; the need to address bullying; and the need to address literacy and STEM academic programming. Funding and support to those agencies to receive the proper and appropriate training for their staff in order to deliver high-quality services requires further consideration and effort in the coming years

## ***Support for Small and Emerging Programs and Agencies***

The current definition employed by OFCY for small and emerging is that an agency has an annual budget of \$350,000 or less, or has been in existence for two or less years. The prior funding cycle encouraged the application of small and emerging agencies, but just a tiny number of small or emerging organizations were funded. Small and emerging agencies are often developed through strong community support and involvement and

address locally-defined needs and issues. However, newer and small agencies may lack the administrative capacity and experience required to properly assume and manage a government grant contract and fulfill requirements. A balance between supporting local small and emerging agencies and providing the resources for them to grow and thrive should be incorporated in funding considerations.

## ***Supporting a Continuum of Support and Care***

OFCY's depth and breadth of funding, supporting children and youth from birth to 20 across the city, is seen as a community asset that supports a continuum of care and support in Oakland.

OFCY's funding provides the resources in Oakland to community-based organizations to develop pipelines, or pathways, of support and care for youth, with programs coordinating to address the

range of needs faced by youth in stage, and linking youth to services and providers between stages as they grow and develop. This is fundamental to place-based services that work to address the whole needs of the child and their families, and can be further defined in smaller locations and communities in Oakland (as with Promise Neighborhood applications).

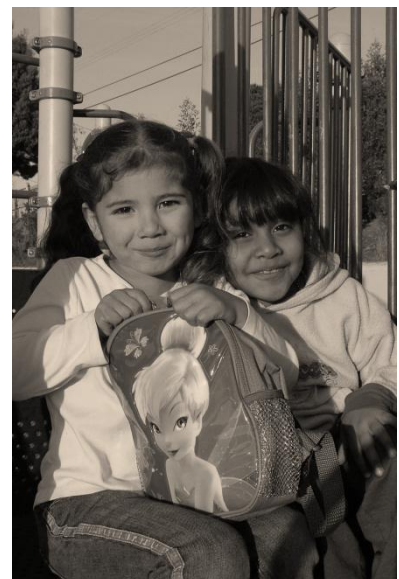


## ***Coordination and Information Sharing***

OFCY can enhance its role in coordinating and communicating with Oakland's youth service agencies and the children that they serve. As OFCY touches programs in all parts of Oakland, serving youth from birth to 20, the role in coordination and sharing of hundreds of programs that reach thousands of children, youth and their families each year is likely to increase access to services including family supports, programming, and organizational resources for capacity building. Linking organizations around specific issues or to information about events and resources relevant to clients will contribute to a more integrated network of care and support for children and youth.

## ***Social and Emotional Learning (SEL)***

Social and emotional learning is a process for helping children develop overall life skills, including recognizing and managing emotions, developing caring and concern for others, establishing positive relationships, making responsible decisions, and handling challenging situations constructively and ethically. Multiple entities are incorporating SEL into programming supported by auxiliary funding, including OUSD and Head Start sites. SEL fits within the positive youth development framework embraced by OFCY. The ability to further integrate and promote SEL into programs is in part determined by agency's capacity and their ability to support the required staff training to learn and promote SEL practices.





# 2013-2016 Strategies

The development of strategies for the 2013-2016 plan was undertaken with consideration of a variety of factors, or 'lens' in the decision-making process. These lenses provided a strong framework that shaped the ultimate strategies as presented in this plan.

## 1. OFCY's Vision, Mission and Values and Framing Legislation

- Does it align with the Vision, Mission, and Values of OFCY? Is it allowable under the Kids First! Amendment to the Oakland City Charter?

## 2. Needs of Oakland Children and Youth as related to OFCY's Goal Areas

- What is the data identified to justify the proposed strategy? What is its relevance and validity?

## 3. Impact of Current OFCY Strategies – Evaluation Findings

- How effective are the current strategies? What is their impact?

## 4. Key Themes from Community Engagement

- Does the strategy address broad community needs and concerns identified through the planning process?

## 5. Community Input from Youth and Parent Focus Groups and Community Meetings

- Does the strategy address specific community needs and concerns identified through the planning process?

## 6. Key Stakeholder Interviews – Recommendations and Priorities

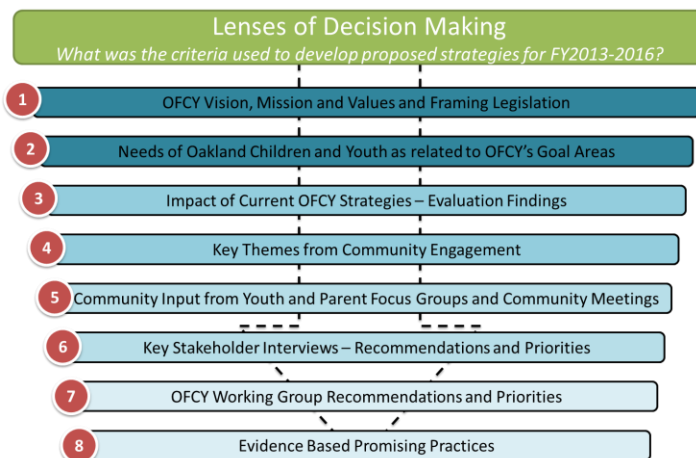
- Does the strategy incorporate the expert advice on effective strategies, needs, community assets, upcoming trends in funding and policy, system alignment and leverage opportunities identified by key stakeholders?

## 7. OFCY Working Group Recommendations and Priorities

- Does the strategy incorporate the expert group advice on effective strategies, community needs, potential outcomes to aim to achieve, and trends in policy and service delivery?

## 8. Evidence Based Promising Practices

- Is the strategy supported by sound, evidence-based research and promising or best practice models?



## ***FY2013-2016 Strategies Overview***

In this plan OFCY has aligned funding strategies in four main areas, aligned to each of OFCY's four main goals:

- **Healthy Development of Young Children**
- **Supporting Student Success in School**
- **Youth Leadership and Community Safety** *(aligned to the goal of preventing and reducing violence, crime and gang involvement among children and youth); and*
- **Transitions to Adulthood**

The strategies in this plan build upon the strong foundation of past planning and address needs collectively identified by many individuals and entities. Strategies are based on evidence-based data, objective research, and proven and promising practices, and are designed to be resilient to address universal needs.

The following section will provide a description of each strategy to provide clarity to its intention. Please refer to the full strategy charts in Appendix C for detailed information on needs addressed by the strategy through data and research as well as community input; the target population; objectives and outcomes to be achieved; target funding allocations; alignment and coordination of strategies with other public and private resources; and evidence-based research and best practice models in support of the strategies. All programs supported by OFCY will be evaluated annually by a third-party independent evaluation team for performance, quality, and achievement of outcomes.

## ***Strategy Area I: Healthy Development of Young Children***

The first years of life set the stage for lifelong learning. Early intervention and supports for families or young children can set the stage for the healthy development of young children and their future outcomes.

### **1) Mental Health and Developmental Consultations in Early Care & Education**

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The strategy supports programs providing classroom consultation and/ or individual or child-centered Mental Health Consultation services in Oakland Early Care and Education programs, specifically Head Start and OUSD Child Development Centers.

The strategy provides support for early intervention and identification of services for children with physical, emotional, or developmental needs, and is strongly aligned with First 5 Alameda County efforts. Programs supported in this strategy will participate in professional development and trainings and coordinate services with the Alameda County First 5's *Quality Counts* initiative for increased effectiveness in programming. Agencies and sites selected will develop a program action plan and concrete steps for classroom consultation objectives, and will support the county-wide efforts for implementation of the SART (Screening, Assessment, Referral and Treatment) process.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well they are able to achieve the following outcomes:

- Families gain an understanding of their child's developmental needs
- Parents have increased awareness and access to resources and support services that help their child reach developmental and educational milestones

Collectively, the strategy aims to work in alignment with other systems for the following outcomes:

- Improved Teacher understanding and ability to address children's challenging behavior and classroom emotional support at child Care Centers.
- Increased screening and direct mental health services for children identified as needing additional support.

Public systems in Alameda County and Oakland are partnering with parents, family care providers and community based organizations to increase the connections to early care systems and support, strengthen families, improve the quality of early care and education, and address social and emotional needs of babies and young children. First Five of Alameda County, the Alameda County Behavioral Health Care Services, and the United Advocates co-coordinate "Early Connections Systems of Care" to strengthen the coordination and effectiveness of county systems. Alameda Child Care Planning Council

and First Five are implementing the Quality Counts initiative using the Quality Rating and Improvement System (QRIS), a voluntary rating system launching in 2013 to expand of quality childcare. OFCY goals for the healthy development of young children clearly align with the stated goals of First Five.

The City of Oakland Head start and Early Head Start programs reach 1059 children annually at 17 sites in Oakland. OUSD's Full Service Community Schools Plan references the goal of improving the continuum of quality early learning opportunities and alignment of pre-k to k-3 standards. OFCY may leverage these critical community assets by linking funding for early childhood mental health classroom consultation work in Head Start sites and OUSD CDCs to support the goals of improving the quality of early care and education programs.

☞ Target funding for the strategy is 6.5% of OFCY funds available for allocation.

## **2) Parent and Child Engagement in Early Learning & Development**

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The strategy will provide expanded support for programs that provide playgroup learning environments and interactions for very young children along with group learning opportunities for new parents. The strategy will fund programs that connect parents of young children to resources to support the healthy development of their children consistent with the Strengthening Families framework approach and by enhancing connections to the systems of care in place for families.

The strategy provides support for programs in highest-priority neighborhoods that build on existing city assets, such as recreation centers and libraries, and other publicly supported institutions to expand enrichment opportunities for young children. These programs contribute to a continuum of services linking early learning and education to K-3 education to reduce achievement gaps.

Activities supported through the strategy may include group learning opportunities for parents; Community Playgroups; home visits and individualized learning opportunities for parents; screening and assessment for early intervention and referral; and family engagement and enrichment /community activities and events.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine its effectiveness in achieving the following outcomes:

- Family involvement in their child's learning and growth is increased.
- Children and their families have access to development support services when needed and which may otherwise be unavailable.

Collectively, the strategy aims to work in alignment with other systems so:

- Parents gain awareness of practices for promoting social and emotional wellness for infants and toddlers and early learning
- Parents are able to identify child developmental milestones.

- Parents learn of services and are connected with appropriate supportive services for health, child care/ education, and family stability.
- Children experience early learning opportunities in a structured playgroup setting
- Children are connected to more structured high quality early care and education, improving kindergarten readiness

OFCY strategies for the Healthy Development of Young Children reflect strong alignment and extension of countywide systems approach and goals expressed in First Five, Early Connections systems of Care, Alameda County Early Childhood Policy Committee, and the Alameda County Child Care Planning Council.

Programming addresses parents of babies and toddlers who are not in pre-school, licensed day care, family childcare, or other early care in their neighborhoods and communities, and to links young families to existing resources and systems of support. Programs incorporate professional development, training, and best practices to support healthy development of young children through links to other county/local initiatives (First Five, Project Launch, Promise neighborhoods, community schools, etc.) and to link young families to existing resources and services such as preschool referrals (OUSD CDCs, Head Start), health screening and immunization rates, enrollment in health insurance, nutrition, literacy, and other family supports. Programs reach children and families where they are in neighborhood sites, and incorporate recommendations for parent engagement and family strengthening.

☞ Target funding for the strategy is 7.5% of OFCY funds available for allocation.

### 3) Pre-Kindergarten Summer Camp

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The strategy will provide support for programs that offer a 5 – 6 week summer camp experience for children who have never experienced preschool to provide orientation and structured learning experience prior to first entry to Kindergarten. Programming would be conducted on elementary school sites, with classes co-taught by an Early Childhood Education and a Kindergarten teacher.

The target population will be children about to enter Kindergarten the following fall, who have no prior structured early childhood experience, and who live in high-stress neighborhoods. The strategy builds on current Alameda County First Five initiative implemented at multiple OUSD sites, and will be carefully coordinated with both entities

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well they are able to achieve the following outcomes:

- Increase in children's Kindergarten readiness
- Increase in children's attachment to school
- Increased Parent and family engagement
- Increased screening and direct mental health services for children identified as needing additional support

Collectively, the strategy aims to work in alignment with other systems for the following objective:

- Children are ready to learn by Kindergarten

The strategy supports the shared community and system goal to smooth the transition to Kindergarten and increase young children's readiness for school. Alameda County First Five provides support for establishment and coordination of summer pre-K camps on OUSD sites. OFCY grants may expand with pre-K summer camps to additional sites where demand exists. First Five provides extensive support through coordination and guidance for this strategy.

- ☞ Target funding for the strategy is 1.0% of OFCY funds available for allocation.



## ***Strategy Area II: Supporting Student Success in School***

The strategy area of Supporting Student Success in School includes three funding strategies that support the transformative goals of the community schools movement in Oakland and contribute directly to positive outcomes for children and youth.

### **4) School-based after school programming for elementary & middle school children**

OFCY will continue and build upon the existing school-based afterschool strategy in partnership with Oakland elementary and middle school sites receiving state After School Education and Safety (ASES) program funding. OFCY funding provides resources for enrichment programming to complement the academic requirements supported through ASES funding, and coordinated support for OUSD's community schools implementation efforts. Programming will provide a range of academic and enrichment activities in a high-quality, safe, and supportive environment for students. OFCY supports the school district's move to implement Full Service Community Schools (FSCS) and views the role of afterschool programs and the community based organizations (CBOs) that operate them to be integral to the success of creating Community Schools in Oakland.

Services will be prioritized to school sites receiving ASES funding for K-8 students, and serving high numbers of students eligible for free and reduce lunch, and schools in high stress neighborhoods. Activities supported in the strategy may include but are not limited to enrichment activities including physical activities, arts, music, cultural activities, gardening; active- and project-based learning; family engagement activities; literacy activities; and academic support activities.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well youth are able to achieve:

- Increased connectivity with the school, peers and adults
- Increased family engagement in school activities
- Increased their sense of mastery and accomplishment of new skills
- Increased their self-esteem
- Improved their communication and social skills

Collectively, the strategy aims to work in alignment with other systems for the following objectives:

- Improved rates of Oakland children reading at grade level
- Improved student attendance rates and decreased rates of chronic absenteeism



- Improved high school graduation rates
- Higher student participation in career exploration and readiness services prior to graduation
- Improved rates of physical fitness and education on healthier lifestyles

OFCY recognizes the Oakland Unified School District (OUSD) as a key strategic partner and supports the goals in its Master Plan and work to implement Full Service Community Schools (FSCS) across all school sites. This strategy supports community-based organizations to be able to function as lead agencies to operate afterschool programs at the school site. OFCY partners closely with OUSD's Afterschool Program and Services Office (ASPO) to fund, manage, and support Elementary and Middle School afterschool programs. OUSD ASPO manages approximately \$11M in annual Prop 49 ASES funding from the state of California, which is matched by OFCY's funds. Together the state ASES and local OFCY funds provide schools with free afterschool programs that provide both academic and enrichment programming. The OUSD ASPO office also works closely with OFCY for joint professional development and training for afterschool providers, program evaluation, and data management. The strategy is also aligned in support of the goals of the Oakland Literacy Coalition's Oakland Reads 2020 campaign to increase third grade reading proficiency for students across the City of Oakland.

- ☞ Target funding for the strategy is 42.0% of OFCY funds available for allocation.



## 5) Transition Programs for Youth into Middle and High School

OFCY will continue and build upon the existing funding strategy supporting programming designed to help youth successfully transition from elementary school and integrate into middle school, and transition from middle school to high school successfully. Place-based prioritization of sites will be a consideration to be able to deliver services at schools with high rates of chronic absenteeism and other indicators of need, such as low graduation rate, API score, or at school locations within high stress neighborhoods. Services will also promote programming that addresses racial and gender equity issues to serve student populations that are most at risk for academic failure and help close the achievement gap.

Programs funded through this strategy may provide activities including field trips from feeder school to future school; mentoring from future school students to students in feeder schools; parent engagement activities; transitions discussion groups with peers, teachers, and/or counselors; youth leadership development activities; and opportunities for social emotional learning.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well youth are able to achieve or experience:



- Connectivity with the school, peers and adults
- Increased family engagement in school activities
- Increased comfort with the new school building and environment
- Increased comfort with changing classes
- Increased knowledge and capacity of organizational skills and strategies
- Increased familiarity of new expectations on homework
- Increased confidence about entering the new school year

Collectively, the strategy aims to work in alignment with other systems for the following:

- Improved rates of children reading at grade level
- Improved student attendance rates and decreased rates of chronic absenteeism
- Improved high school graduation rates
- Students participate in career exploration and readiness services prior to graduation

Programs when possible should link to OUSD resources and initiatives to coordinate support and address the achievement gap. Specifically, OFCY will support transition programs that work to improve achievement rates of boys of color, supporting the goals of the district's African American Male Achievement Initiative. The African American Male Achievement Initiative aims to reverse the academic and social inequities facing African American males in the Oakland Unified School District in seven key areas: the achievement gap, graduation rates, literacy, suspensions, attendance, middle school holding power, and juvenile detention. Transition programs operating during the school year may also participate in further professional development activities offered through a partnership with the OUSD Afterschool Program and Services Office. OFCY evaluation data indicates that this strategy has been effective in increasing school-day attendance rates of participants, contributing to improved academic outcomes.

☞ Target funding for the strategy is 4.5% of OFCY funds available for allocation.

## 6) Youth Leadership in Community Schools

The strategy will support programs that engage youth as peer leaders to support a range of positive behaviors, including promoting healthy choices and behaviors among youth, preventing violence and resolving conflict, addressing equity and inclusiveness issues, helping students succeed academically and not drop out of school, support to continue on to post-secondary education, and in promoting a positive school culture. The strategy would also expand restorative justice programming and youth development or enrichment programming in after school for older youth.

Programs supported in the strategy will target services to reach middle and high school youth; students at schools with high free and reduced lunch rates; and students in schools located within or serving a

high number of families within high stress neighborhoods. Activities to be supported may include creating a safe and supportive environment at school; staying on track academically to graduate high school and potentially move on to college; family engagement activities; conflict resolution and violence prevention activities; and activities that promote healthy decisions.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine its effectiveness helping participants to have:

- Youth leaders have increased confidence to address and resolve problems in social and physical health
- Youth have increased ability to help create a safe and supportive school environment
- Increased family engagement activities
- Youth have increased ability to make better decisions about their health and well-being
- Youth have a greater confidence in their ability to lead

Collectively, the strategy aims to work in alignment with other systems for:

- Improved rates of children reading at grade level
- Improved student attendance rates and decreased rates of chronic absenteeism
- Improved high school graduation rates
- Students participate in career exploration and readiness services prior to graduation

The strategy directly aligns with the new OUSD Master Plan and adoption of the Full Service Community Schools (FSCS) model for the district. OFCY's support for community-based organizations that provide a range of academic, health, and social support through youth leadership at school sites through this strategy provides funding to help implement the FSCS model. OFCY also looks to continue its support for programming aligned to the school site health clinics operated through a partnership with the Alameda County School Health Services Coalition- School Health Centers. These clinics provide a continuum of age-appropriate, integrated, health and wellness services for youth at some OUSD school sites and align with the FSCS goals of creating a healthy, safe and supportive environment.

- ☞ Target funding for the strategy is 4.5% of OFCY funds available for allocation.



## **Strategy Area III: Youth Leadership and Community Safety**

Strategies in this area are designed to provide safe and supportive environments for youth with enriching, high quality programming, and to nurture youth leadership to become involved in community service and activities that help increase safety in parks and public spaces while promoting greater overall community health and safety.

### **7) Community-Based Out-of-School Time Programs**

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The strategy will support neighborhood-based community programming that provides safe spaces and enriching activities for children and teens. Programs supported in this strategy will nurture positive youth development through provision of enrichment, arts, fitness, community service, academic support, and peer support activities during after school, evening and weekend hours. Programs will provide opportunities for youth to explore areas of interests, participate in creative activities, and expand their horizons. Community-based afterschool programs supported through this strategy are also key in helping achieve OFCY's goal of student success in school.

OFCY will encourage programming anchored in teen and youth centers and park and recreation sites, with services targeted to Oakland children and youth from low-income families or living in high stress neighborhoods.

Programs supported through this strategy will provide a range of activities to youth through a positive youth development framework. Programs will provide enriching activities in a safe and supportive environment, and may include: community service projects; arts and technology; recreation, fitness, and neighborhood sports; peer-to-peer leadership and support; project-based learning; and academic support.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine its effectiveness helping participants to have:

- Access to enriching activities in safe and supportive places, in quality programs
- Increased levels of community engagement
- Increased confidence/self-esteem
- Increased connection to caring adults

Collectively, the strategy aims to work in alignment with other systems for:

- Safe Neighborhoods
- Decreased rates of youth and community violence
- Increased access to safe and enriching activities for Oakland youth to support their positive and healthy development.

- Increased academic success for Oakland youth
- Improved rates of physical fitness for Oakland youth.

Programs are encouraged to situate services in City of Oakland sites, including Oakland parks, recreation and teen centers, and libraries. Community-based afterschool programs are encouraged to partner with local schools as partners in the Full Service Community School model and link services and activity to match the needs of students served. This strategy incorporates the key themes from planning, specifically by engaging families and communities into programming that supports children and youth, providing safe places and enriching activities for youth, and leveraging city assets and resources. By basing services in city and community-based organizations with strong neighborhood connections, OFCY can provide safe places for children in high-stress neighborhoods that help to link families and youth to other broader academic, enrichment, and support services available as well to promote a system of coordinated care for youth in the city.



☞ Target funding for the strategy is 7.5% of OFCY funds available for allocation.

## 8) Summer Programs

The strategy will support community- and school-based summer programming, providing a broad range of enriching activities for children within safe and supportive environments and within a positive youth development framework.

Programs will provide opportunities for youth to explore areas of interests through physical, social, emotional, artistic and academic activities that expand horizons and offset summer learning loss.

Funding would support field trips and other activities to provide youth opportunities to discover new areas and have new experiences.

The strategy is targeted to serve Oakland children and youth ages 5-14 from low-income families and children and youth living in high stress neighborhoods. Activities may include but are not limited to learning-based enrichment activities, including arts, dance, or music instruction; field trips to parks, museums, or other enriching locations; recreation and fitness activities; and academic support and literacy programming.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine its effectiveness helping participants to have:

- Increased community engagement
- Increased confidence/self-esteem
- Increased connection to caring adults

Collectively, the strategy aims to work in alignment with other systems for:

- Safe Neighborhoods
- Decreased rates of youth and community violence
- Children in Oakland are reading at grade level
- Improved rates of physical fitness for Oakland youth
- Reduction in summer learning loss

In supporting programming in summer months at city and community-based organizations with strong neighborhood connections, OFCY can provide safe places for children in high-stress neighborhoods that help to link families and youth to other broader academic, enrichment, and support services available as well to promote a system of coordinated care for youth in the city. The programs supported in this strategy also align to OFCY's goal of supporting student success in school, and align with the Oakland Unified School District's goals to offset summer learning loss by providing enriching learning opportunities during the summer months. Programs funded in this strategy are strongly encouraged to leverage the city's assets and resources by providing programming connected to parks, recreation centers, libraries, and other city assets and resources. High-quality summer programming provides youth with enriching activities in supportive, structured environments and helps to keep kids safe and secure. Programs should also leverage opportunities aligned with OUSD resources for summer programming to support student success.

☞ Target funding for the strategy is 6.5% of OFCY funds available for allocation.

## **9) Youth Leadership and Community Safety**

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The strategy will support programs that work with youth as leaders to engage their peers, families, and the broader neighborhood in community revitalization and improvement efforts. Programming will be based in youth development principles, incorporate youth leadership, and seek to benefit neighborhood and community initiatives.

OFCY is interested in supporting projects that aim to improve the safety in parks and places in high stress neighborhoods where children and youth walk by hosting recreational, cultural, or beautification/neighborhood improvement activities that engage youth, families, and the local community. Projects may include arts, beautification, social justice work, community research, cultural events, or similar activities. Programming would include plans for community engagement and follow-up activities to

sustain efforts. OFCY will also support community-based programs that engage youth as peer leaders to prevent violence and resolve conflict and promote healthy choices and behaviors among youth. Funding would support successful strategies such as peer mentorship, restorative justice, and other programming targeting youth at risk.

Priority would be for programs that target services in high-need neighborhoods in Oakland and engage youth in these neighborhoods as leaders in the design and implementation of projects. East Oakland, West Oakland, and high transit corridors where youth and children walk are priority areas, based on current City of Oakland stressor data and community input. Consideration will be given for programs in other areas with demonstrated high need (such as public housing or promise neighborhood zones).

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well they are able to achieve the following outcomes:

- Youth are engaged as leaders in their communities.
- Youth implement projects that provide safe and enriching activities for youth, families and neighborhoods.

Collectively, the strategy aims to work in alignment with other systems for:

- Safe Neighborhoods
- Decreased rates of youth and community violence

The strategy directly addresses the need for more direct programming to address issues of community safety. Through youth leadership as a key principle, the strategy will also address the need for projects and programs that provide youth with the opportunity to engage with the community and contribute to their neighborhoods in positive ways. Projects that aim to develop activities and events in local parks are strongly encouraged to work with Measure Y and Messengers for Change to receive technical assistance in program development and implementation. The successful work of the Messengers for Change program in providing regular activities and programming in summer months in certain parks, and the corresponding drop in overall crime rates during these periods of activity, can be augmented through this strategy with continued activities, events, improvement projects, and ongoing community investment to sustain these efforts and replicate success in other neighborhoods. Programming can also be place-based to focus on community-identified needs and concerns and focus on broader community health and safety issues, as there are many place-based efforts in Oakland (including East Oakland Building Healthy Communities; Promise Neighborhoods; and the Mayor's crime reduction plan) that are in alignment with this strategy.

☞ Target funding for the strategy is 5.0% of OFCY funds available for allocation.

## **Strategy Area IV: Transition to Adulthood**

The **Transition to Adulthood** strategy area addresses two critical needs facing youth as they grow into self-sufficient adults: understanding of and connections to the workforce, and the skills and qualifications – including academic credentials – to be able to achieve their career goals. The two funding strategies in this area are targeted to serve youth with high needs in Oakland and to address academic and workforce needs facing youth in the city.

### **10) Youth Career and Workforce Development**

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The strategy will expand programming available to youth in Oakland to build their exposure to career options through employment opportunities and connections to employers. Programs supported in this strategy will provide youth workforce development services year-round and in the summer months to build participants' employment experience, connections to employers, and to broaden their awareness of career options and opportunities.

Programs supported in the strategy will provide services in a positive youth development framework that engages youth as collaborators in service design and delivery where possible. Successful programs will integrate a range of workforce, academic, and supportive services to assist young people's transition into adulthood by engaging them in meaningful subsidized and unsubsidized employment opportunities, and will demonstrate links to employers in the region to provide viable employment pathways for young people into jobs and careers. Services may be delivered by individual organizations or collaboratively in order to provide youth with an integrated set of job and career programming that also addresses participants' educational and social needs.

Services will target disconnected youth or youth at risk for disconnection ages 14-20, and youth from low-income families and high-stress neighborhoods.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well youth are able to achieve:

- Increased connection to caring adults
- Increased confidence about accessing job or career related opportunities
- Increased network of potential employers
- Increased awareness of job and career options
- Placement into and successful completion of internships or other subsidized employment
- Placement into unsubsidized employment



Collectively, the strategy aims to work in alignment with other systems for the following outcomes:

- Greater numbers of youth in Oakland employed year-round and in summer months
- Lower rates of youth unemployment in Oakland
- Improved workforce linkages between training providers and Oakland employers

Programs supported through this strategy shall coordinate youth enrollment to best align with the three other main local systems that support youth workforce programming – the Oakland Workforce Investment Board, (WIB) Measure Y, and Alameda County Social Services Agency –to ensure greatest saturation of employment opportunities available to Oakland youth. These three systems provide approximately \$4M in annual funding to agencies providing workforce services to youth and young adults with very high needs, with priority in service and majority of funds dedicated to support foster youth, youth involved in the juvenile justice system, and disconnected youth. In the summer these systems struggle to fully enroll youth into all the supported program slots due to the narrow restrictions on program eligibility. Yet at the same time, the city is overwhelmed with youth requesting subsidized employment support and turns away hundreds of youth who are in need but not eligible. The call for more assistance in year round services both for youth that are disconnected and those at risk of disconnection was frequently made this year in planning. OFCY is aligning to provide a continuum of workforce services to youth in Oakland to serve those with high needs while ensuring that services can reach not just the Oakland youth that are in foster care, involved in the juvenile justices system, or have dropped out of school. Programs providing summer employment and internships will be strongly encouraged to coordinate with the Oakland WIB, which manages the Mayor’s Summer Jobs Program, to improve recruitment and placement options available for youth. Programming that serves OUSD high school youth will be encouraged to coordinate with the OUSD College and Career Readiness Office to leverage linked learning resources and internships positions available through the district that are currently subsidized by the City of Oakland.

☞ Target funding for the strategy is 10.0% of OFCY funds available for allocation.

## **11) Academic Support for Older Youth**

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The strategy will support programming that addresses the academic needs of older youth in Oakland. Programs funded in this strategy may work to address the high rates of drop-outs for Oakland youth and low rates of high school graduation, and help disconnected youth re-engage with academic programming to obtain a credential, diploma, or degree. Programs may also work with youth to persist in and graduate from high school, and to continue on to further post-secondary education by helping youth to complete high school prerequisites, navigate post-secondary enrollment, and assist with the financial aid process for post-secondary education.



The strategy will also support programs that serve youth who want to re-engage in education by providing comprehensive academic support and other supportive services that will lead to achievement of a GED, high school equivalency degree, or re-entry into high school. Programming could include alternative education, experiential-based education, or work-based education that link to a degree (GED or high school diploma).

The strategy aims to serve youth ages 14-20 disconnected from or at-risk of disconnecting from high school and post-secondary education. Priority will be for services towards populations most affected by the achievement gap in school and that experience low rates of high school graduation and continuation on to further post-secondary education.

Activities supported through this strategy include academic tutoring, peer mentoring, linking college youth with high school age-youth, college counseling, financial aid and college entrance/ enrollment assistance, GED preparation, and life skills and peer support.

Programs supported through this strategy will be assessed annually by OFCY's independent evaluators to determine how well youth are able to achieve:

- Increased confidence about accessing educational opportunities
- Increased ability to develop academic goals
- Increased connection to caring adults
- Increased graduation rates
- Increased California High School Exit Examination (CAHSEE) scores
- Re-entry into secondary education
- Obtainment of a GED
- Completion of UC/CSU College pre-requisites
- Entry into college or other post-secondary education / training program



Collectively, the strategy aims to work in alignment with other systems for:

- Improved rates of school attendance
- Lower rates of drop-outs
- Increased rates of high school graduation

Programs operating under this strategy will support the Oakland Unified School District's Master Plan and goal of reducing absenteeism and boosting the high school graduation rate (currently at 60%, far below county and state achievement). Programs may coordinate with OUSD's departments and initiatives, including the Office of Family and Community Engagement, African American Male Initiative, and when possible, the After School Program Office (APSO) for professional development training or to support linkages to community schools. Programs working with to re-engage youth into high school are strongly encouraged to demonstrate linkages with the OUSD Office of Alternative Education, supported in part by the Measure Y program. Programs may align with the Peralta Community College District to re-engage older youth into education and continuation on to post-secondary education by linking GED preparation and college enrollment activities to the district. The strategy will provide additional academic support to Oakland's youth to help meet the vast needs and gap in current services along an academic continuum of need, from helping youth to re-engage in high school, succeed in high school or achieve an alternative degree, and continue on and persist in post-secondary education.

☞ Target funding for the strategy is 5.0% of OFCY funds available for allocation.

# Implementation

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The ongoing administrative charge of the Oakland Fund for Children and Youth encompasses planning for the allocation of funding and delivery of services, support for the public and nonprofit agencies accountable for direct services through Kids First, and the evaluation of OFCY strategic investments and programs.

Planning and administration will continue to participate in collaborative efforts toward defining collective impact strategies and processes for healthy development and success of all of Oakland's children and youth. Identifying common outcomes, shared issues, goals for advocacy and program development, will support understanding and development of OFCY's current and future contributions toward collective impact in a targeted and focused way. OFCY effort to coordinate efforts with partner agencies, direct resources, establish standards will complement the direct efforts of agencies and providers as community partners in collective impact work.

Planning work requires more coordination on service delivery, information sharing on gaps in service and areas that are underutilized or emphasized and ongoing communication to share efforts, result, and impact of services with policy makers and community. Activities include ongoing asset mapping, neighborhood level research and analysis for more place-based planning, and coordination to align city, county, and private resources.

In addition to the primary responsibility for grant management, OFCY's support role would, given adequate resources, increasingly focus on expanded communication and sharing of information to and among grant funded agencies, develop improved linkages between agencies in support of the

continuum of care from birth onwards, coordination or support to build networks and learning communities, and sponsorship of events and training to build the capacity of providers.

AS OFCY continues to work with partners and providers to ensure high quality programs for children and youth, resources for professional development and training are identified as an important need for providers. If they are to provide the level of results and impacts expected by the community and policy makers. Partnerships with other public agencies present opportunities to expand collaborations for professional development. However, OFCY must identify additional resources to address the capacity and training needs of local organizations if they are to be successful in delivering high quality, effective programming.

As mandated in the Kids First legislation. OFCY evaluates strategies and programs on an annual basis through the work of an independent evaluator. The evaluation is a critical source of data and information on the results and impact on the outcomes established on this plan. OFCY's ongoing planning work can be expected to identify ways to increasing share data across systems, and identify common outcomes and develop better tracking of outcomes and clients to better assess results and OFCY's targeted contribution to collective impact strategies.

