

OFCY Strategic Planning Discussion

August 24, 2011

3:00 p.m. – 5:00 p.m.

150 Frank H. Ogawa Plaza,
4th Floor, Conference Room #1



OFCY Strategic Planning Discussion

Agenda

- Overview of Strategic Planning, Process, and Tentative Timeline for 2011-2012
- Oakland in 2011 – Economic and Demographic Snapshot Presentation
- Open Discussion – Insights, Experience, and Suggestions
- Community Engagement Brainstorm



OFCY Strategic Planning Discussion

Overview

➤ **What is Strategic Planning, and what does this mean for OFCY?**

Oakland Fund for Children and Youth (OFCY) is mandated to conduct a strategic planning process every three years that culminates in a Strategic Investment Plan, with the next plan beginning July 1, 2013.

Strategic planning is the process by which leaders of an organization determine what it intends to be in the future and how it will get there.

Strategic planning is ongoing: "the process of self-examination, the confrontation of difficult choices, and the establishment of priorities"

-(Pfeiffer et al., Understanding Applied Strategic Planning: A Manager's Guide).



OFCY Strategic Planning Discussion

Overview

The Oakland City Charter in Article XIII for the Kids First! Oakland Children's Fund states "each Three-Year Strategic Investment Plan shall be developed with the involvement of young people, parents, and service providers throughout the city, and the Oakland Unified School District, the County of Alameda, and the City of Oakland. Each Three-Year Strategic Investment Plan shall take into consideration the results and findings of the independent third-party evaluation.

Each Three-Year Strategic Investment Plan shall:

- 1) Identify current service needs and gaps relative to addressing this measure's four outcome goals:
 - Support the healthy development of young children;
 - Help children and youth succeed in school and graduate high school;
 - Prevent and reduce violence, crime, and gang involvement among young people;
 - Prepare young people for healthy and productive adulthood.
- 2) Describe specific three-year program initiatives that address the needs and gaps relative to each outcome goal, including:
 - Target population
 - Performance and impact objectives
 - Intervention strategy
 - Evaluation plan
 - Funding allocations
- 3) Describe how each three-year program initiative is aligned and coordinated with other public and private resources to achieve maximum service performance and youth impacts.



OFCY Strategic Planning Discussion

Process

Phase 1: Develop A Needs Assessment – Situational Analysis aligned with OFCY’s Mission & Objectives

Four Months

Est. Date of Completion:
December 2011

Defining Our Mission,
Vision and Values

Clarifying Our Goals &
Objectives

Engaging the Community
and Researching Data

Summarizing Findings in
a Situational Analysis /
Needs Assessment

Phase 2: Selecting Desired Outcomes and Forming Successful Strategies

Four Months

Est. Date of Completion:
April 2012

Identifying Outcomes
and Indicators

Developing and
Prioritizing Strategies
Based on Best Practices

Phase 3: Develop and Approve Strategic Plan

Three Months

Est. Date of Completion:
July 2012

Draft of Plan Developed

Revisions made based on
Community Input

Approval of Final Plan by
OFCY Performance and
Oversight Committee
and Oakland City Council



OFCY Strategic Planning Discussion

Oakland in 2011 – Snapshot of Current Data

The 2013-2016 Strategic Investment Plan for OFCY will take into consideration a variety of factors concerning the well-being of Oakland's children and youth, including:

- Demographic Data
- Economic Living Conditions
- Academic Development & Education
- Wellness and Health
- Crime and Safety

From our preliminary analysis of the landscape through available data and research, it is apparent that Oakland has dramatically been impacted by the ***Great Recession*** and its numerous long-term effects.

The declines in family income and wealth has direct negative impacts on the positive development of Oakland children and youth.



Effects of the Great Recession

From the Annie E. Casey Foundation's 2011 KIDS COUNT Data Book

“For a family of four, the last decade—the recession and the years preceding it—wiped out tremendous gains made in the late 1990s when child poverty declined dramatically, especially among African Americans, as did the percent of children growing up without at least one parent employed full time, year round. After dropping to a low of 39 percent in 2000, the percent of children living in low-income families (that is, with incomes of twice the official poverty line) gradually began to increase.

Since 2001, the number of low-income children climbed steadily from 27 million to 31 million in 2009, or 42 percent of children.

“Recent research confirms a causal link between family income and young children’s academic achievement and later success”

*For a family of four, the 2011 federal poverty level is **\$22,350 a year**. However, this measure has not been revised since the 1960s. The current federal poverty measure equals about 30 percent of median household income, whereas in the 1960s, the poverty level was nearly 50 percent of the median.*

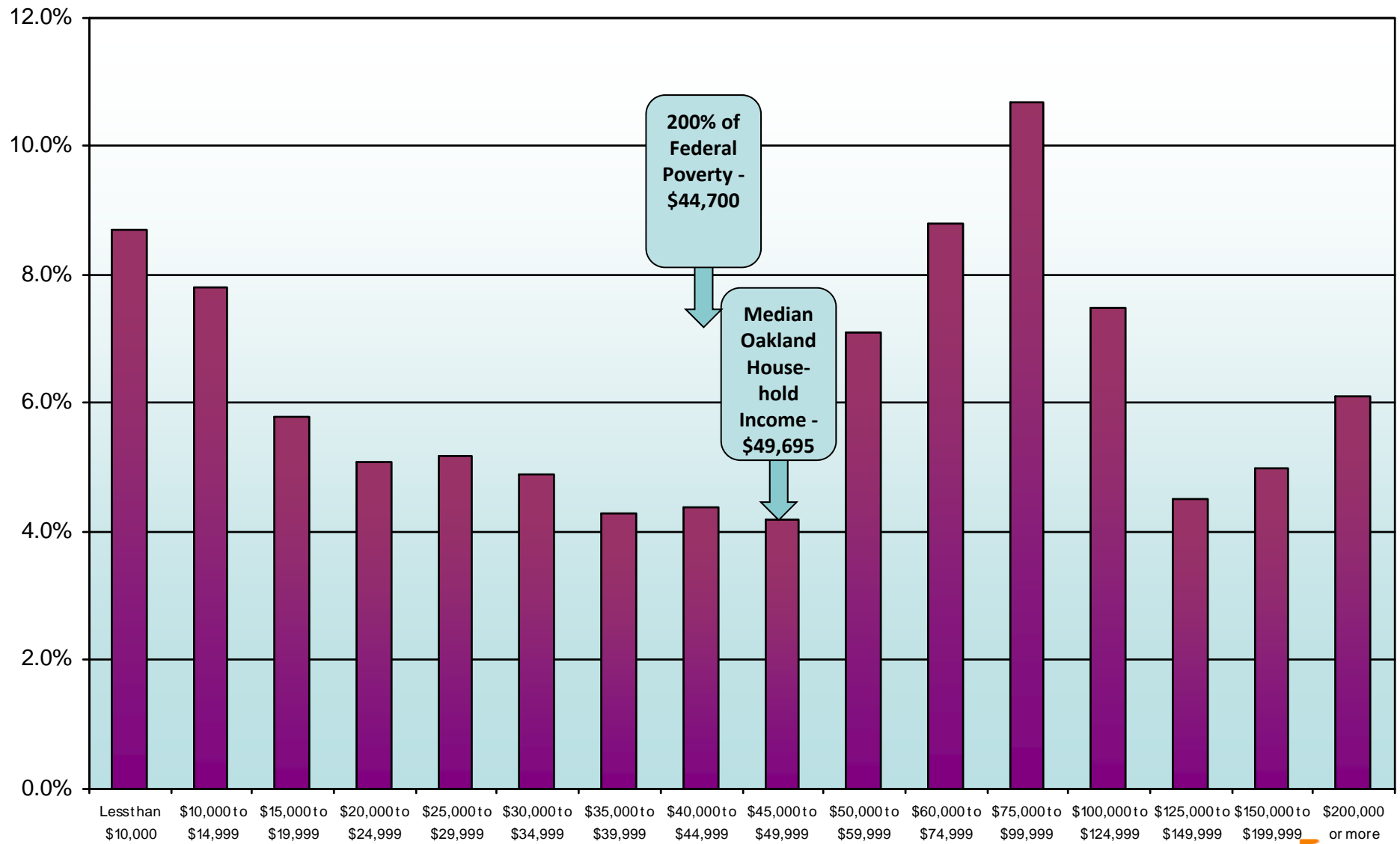
*Research suggests that to meet their basic needs, families actually need an income of roughly twice the official poverty level (**\$44,700 a year for a family of four**) which can include benefits like the Earned Income Tax Credit or Supplemental Nutrition Assistance Program.*

The median household income in Oakland is \$49,695

Source: 2009 US Census Bureau: American Community Survey



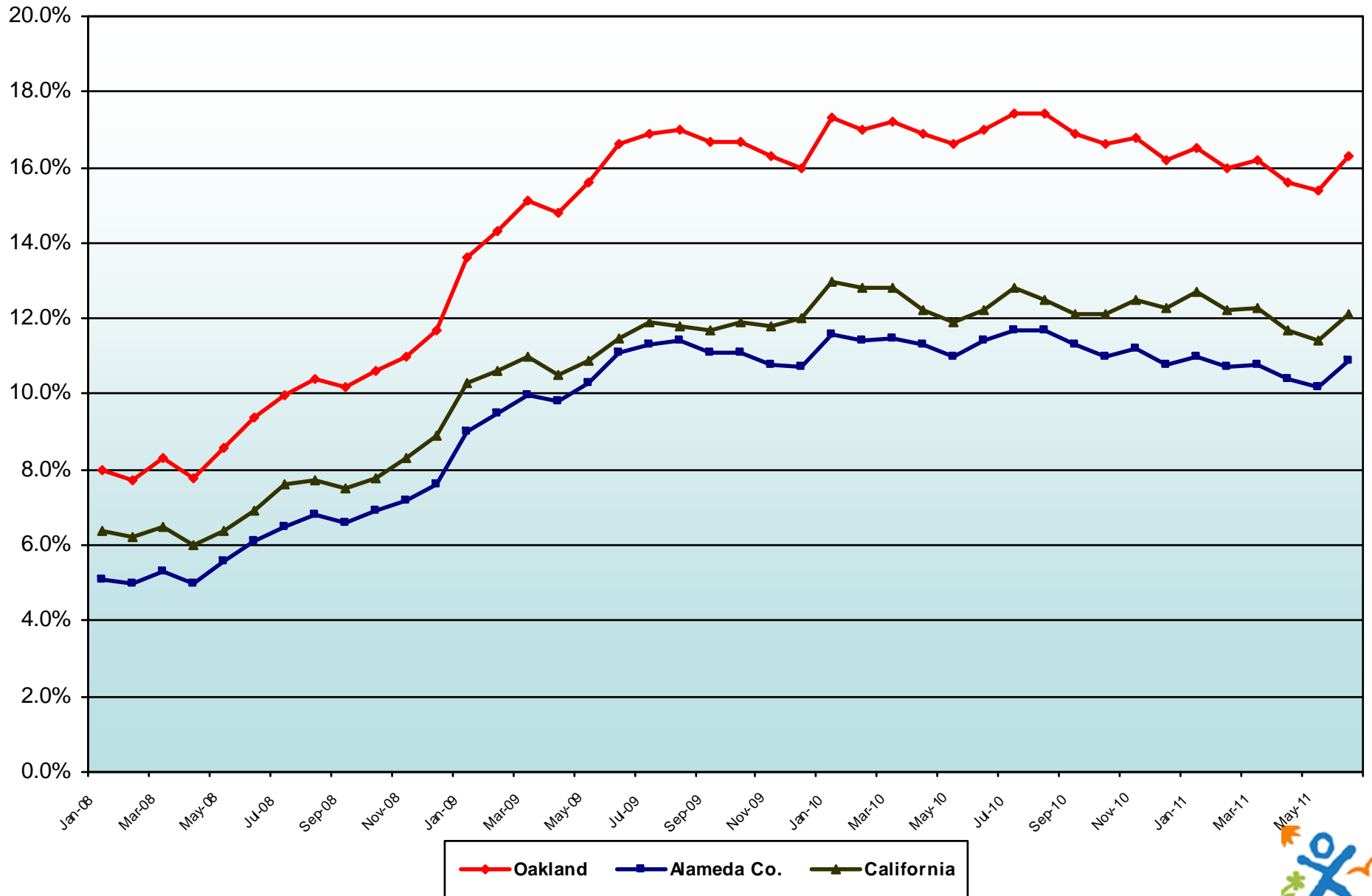
Oakland Households – Income 2009



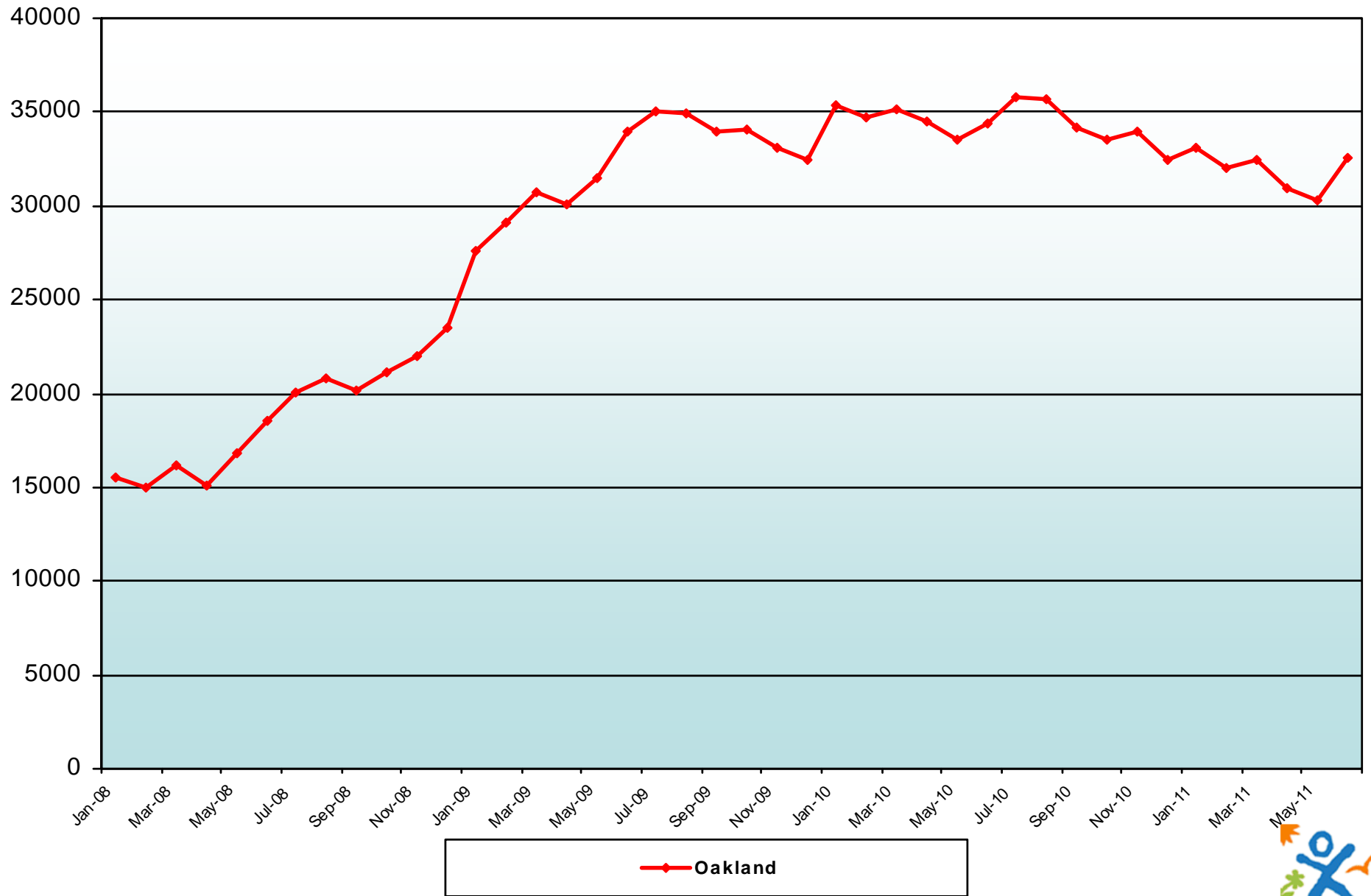
■ Oakland Households - 2009



Unemployment Rates – January 2008 to June 2011



Number of Oakland Residents out of work and Looking for Employment– January 2008 to June 2011



Effects of the Great Recession

Assets and Wealth - National

Household wealth is made up of assets, like a house, a car, savings and stocks, minus debts, like mortgages, car loans and credit cards. It is tracked by the Census Bureau in the Survey of Income and Program Participation, a broad sampling of household wealth by race and ethnicity.

Nearly two-thirds of Hispanics' median net worth in 2005 came from home equity, according to a recent Pew Research Center report, and when the housing market collapsed, so did their wealth. **Median home equity for Hispanics fell by 51 percent** in the period of the survey. The drop was compounded by the fact that Hispanics tended to live in the places that were hit hardest in the recession, like Florida and California.

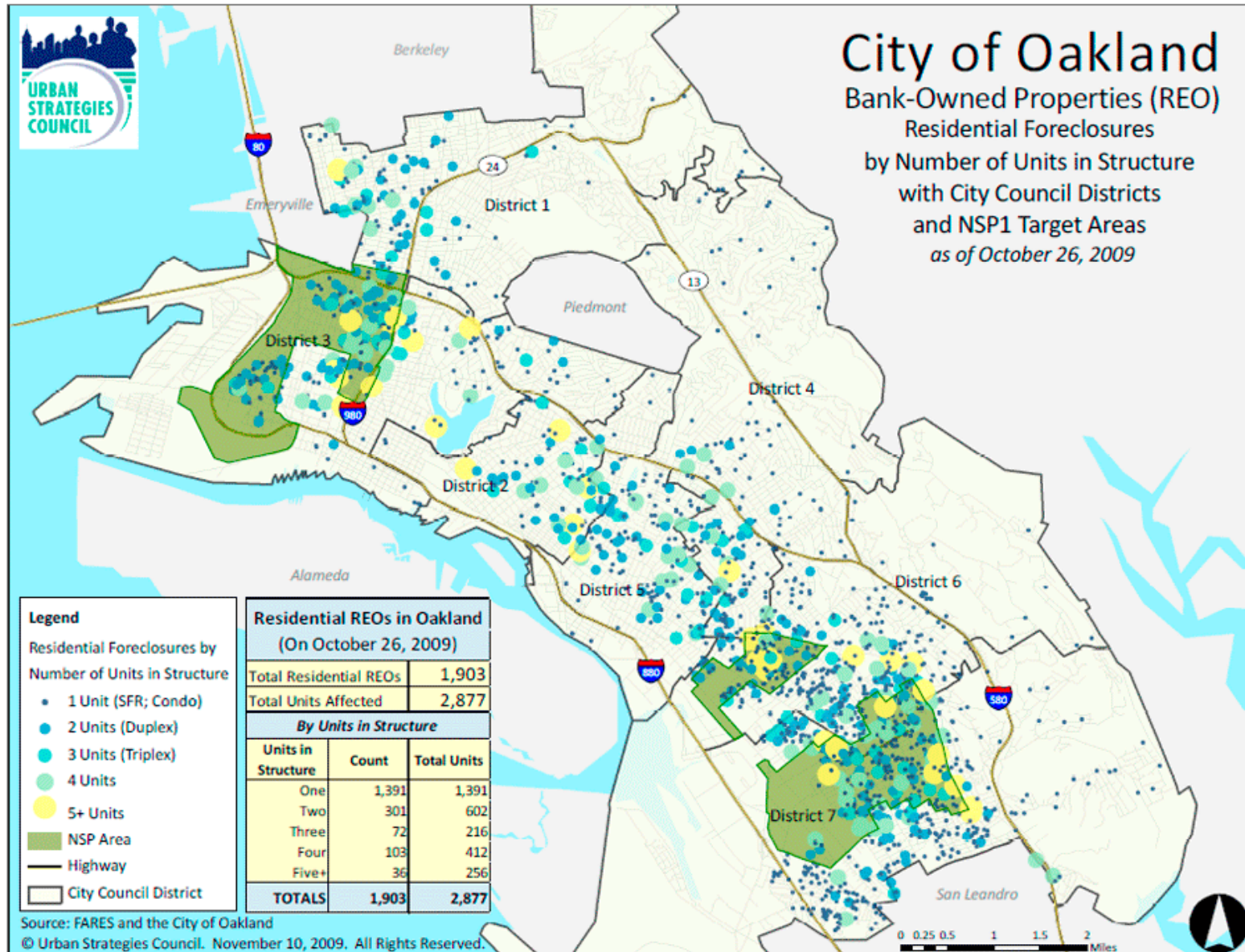
Between 2005 and 2008, **the foreclosure rate for blacks and Latinos was roughly 170 percent of that for whites and Asian Americans.** By October 2010, the **homeownership rate for whites stood at nearly 75 percent, while it was 45 percent for African Americans and 47 percent for Latinos.**

The median wealth of Hispanic households fell by 66 percent from 2005 to 2009.

African Americans saw their wealth drop by 53 percent. Asians also saw a big decline, with household wealth dropping 54 percent.

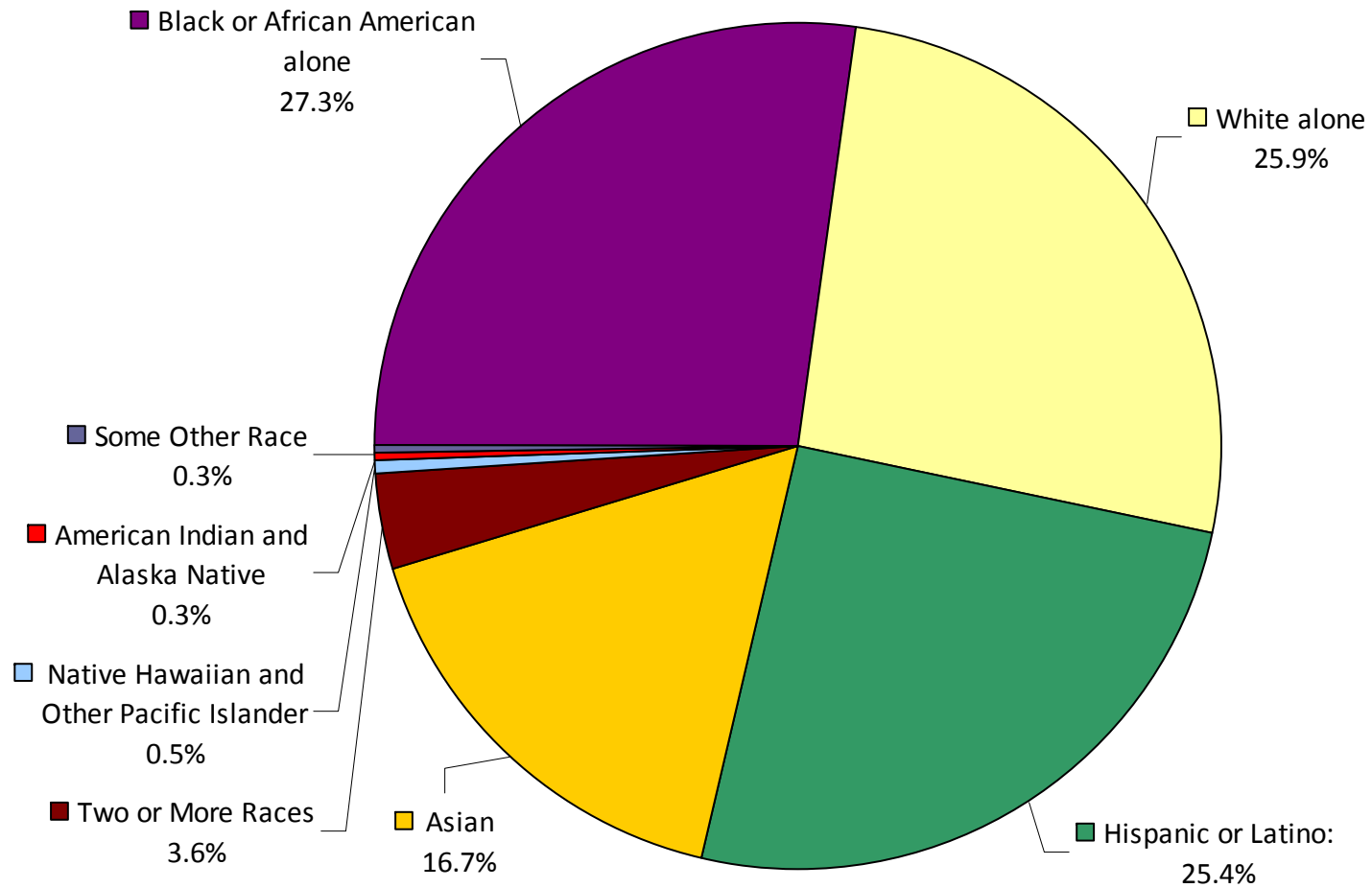


Decline in Assets – Oakland Home Foreclosures



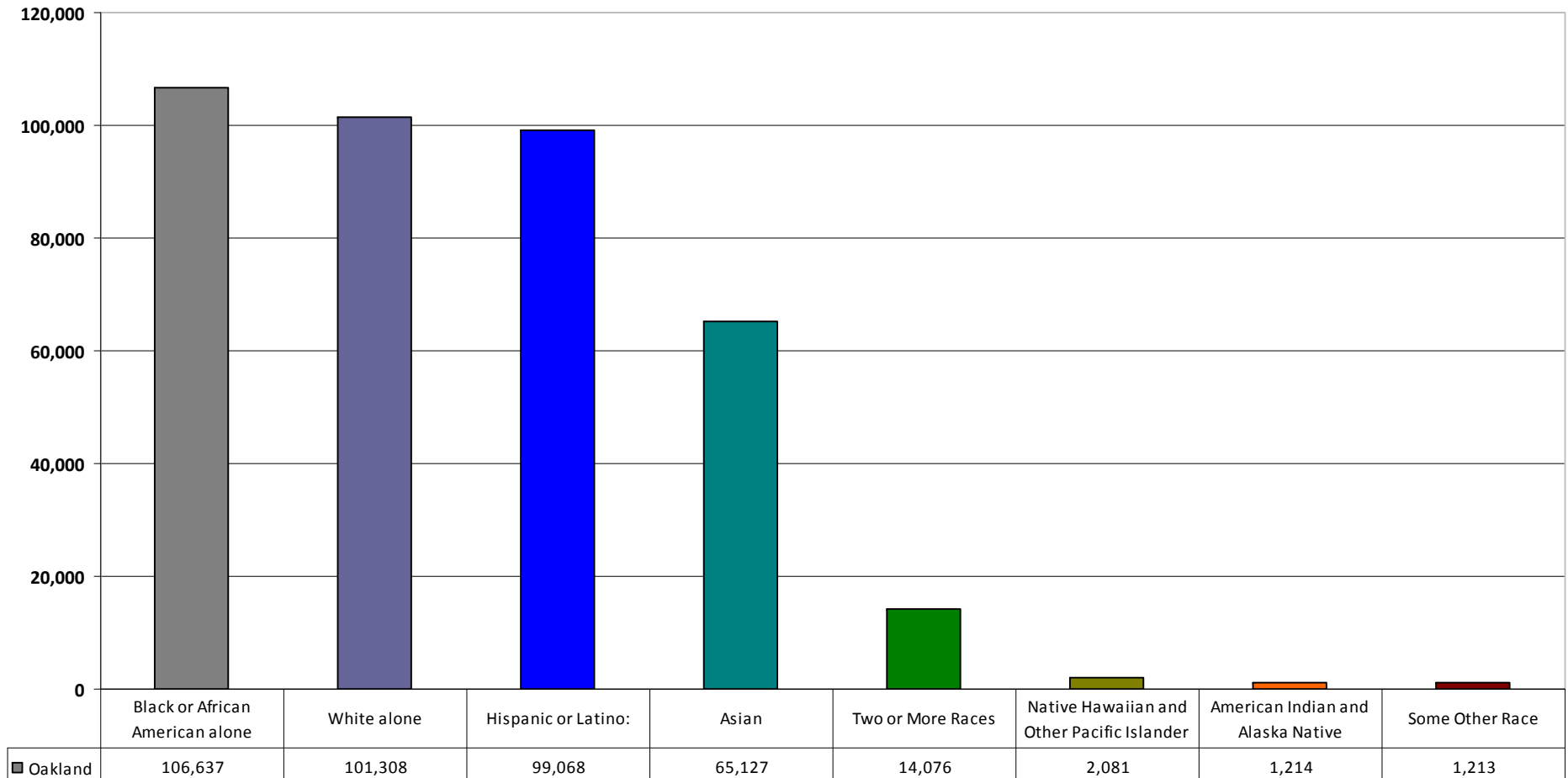
Oakland Demographics

Oakland Ethnicity - 2010 Census



Oakland Demographics

Oakland Ethnicity - 2010 Census



Oakland Demographics

Population Change by Ethnicity at City Level for years 2000 to 2010

Prepared by: Urban Strategies Council, March 8 2011



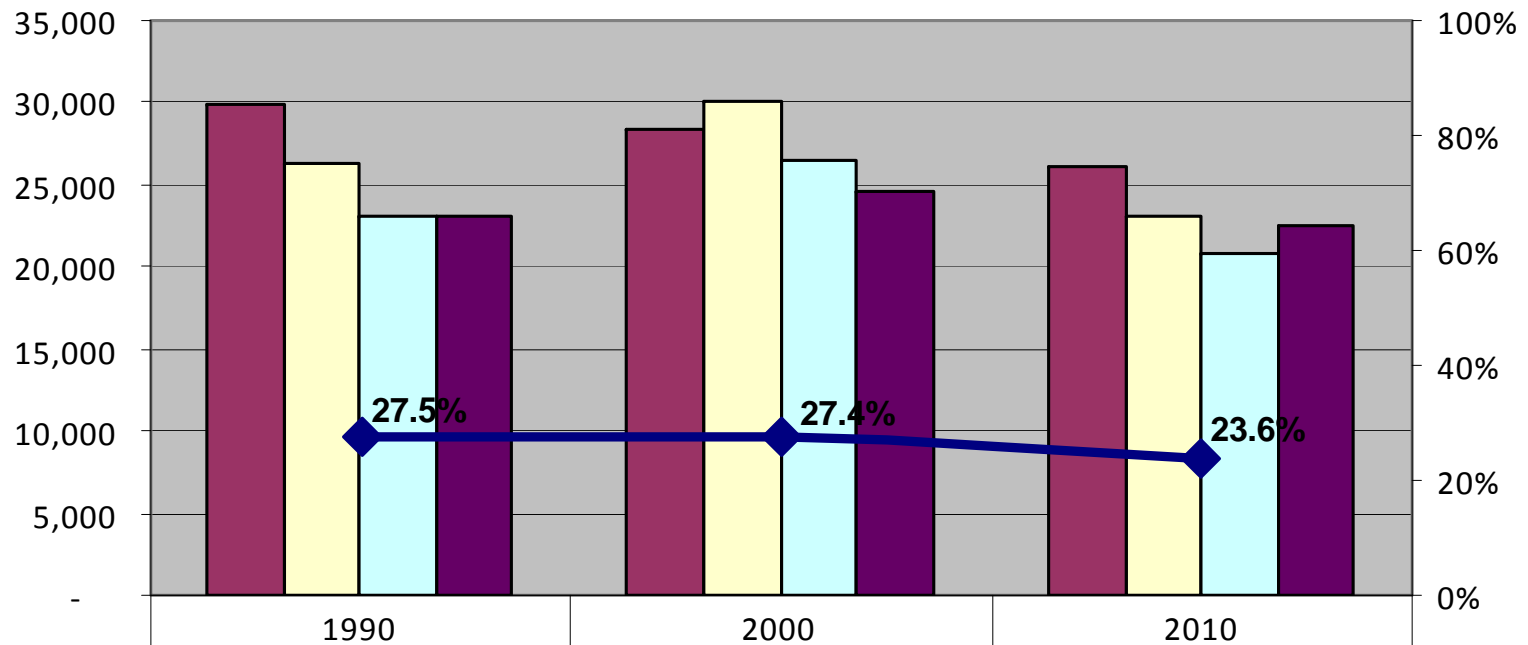
Geographic area	Total population 2010	Change Total Pop 00-10	Change White Pop 00-10	Change Black Pop 00-10	Change AIAN Pop 00-10	Change Asian Pop 00-10	Change NHPI Pop 00-10	Change Other Pop 00-10	Change Hispanic Pop 00-10
Alameda County	1510271	57227	44117	-23982	4240	93200	3404	122240	62901
Alameda city	73812	1553	-3688	271	-58	4164	-53	-4348	1367
Albany city	18539	2095	50	-30	24	1664	15	-872	579
Ashland CDP	21925	1132	-1410	83	-37	940	23	229	2641
Berkeley city	112580	9837	6199	-2766	12	4853	40	-5495	2208
Castro Valley CDP	61388	4096	-4985	1314	-7	5383	163	-1655	3705
Cherryland CDP	14728	891	-1284	338	39	253	132	348	2181
Dublin city	46036	16063	2841	1323	26	9220	192	-282	2604
Emeryville city	10080	3198	1394	425	10	1015	-1	-288	311
Fairview CDP	10003	533	-735	166	23	561	63	-301	738
Fremont city	214089	10676	-26648	793	-72	33167	350	-9498	4289
Hayward city	144186	4156	-10837	1725	219	5087	1856	-4071	10880
Livermore city	80968	7623	348	554	32	2551	69	-264	6379
Newark city	42573	102	-4613	297	6	2524	195	-1106	2849
Oakland city	390724	-8760	9912	-32989	385	4960	220	-13125	11601
Piedmont city	10667	-285	-690	8	-6	185	9	-345	96
Pleasanton city	70285	6631	-4145	314	16	8878	49	-1834	2253
San Leandro city	84950	5498	-8808	2588	60	6964	-41	-20	7298
San Lorenzo CDP	23452	1554	-2750	520	33	1665	77	479	3445
Sunol CDP	913	-419	-345	1	-7	-16	4	-108	-25
Union City	69516	2647	-3558	-77	-27	6347	282	-4957	-125

Source: Census 2010 Redistricting Files



Oakland Demographics

Oakland Youth Population - 1990, 2000, 2010

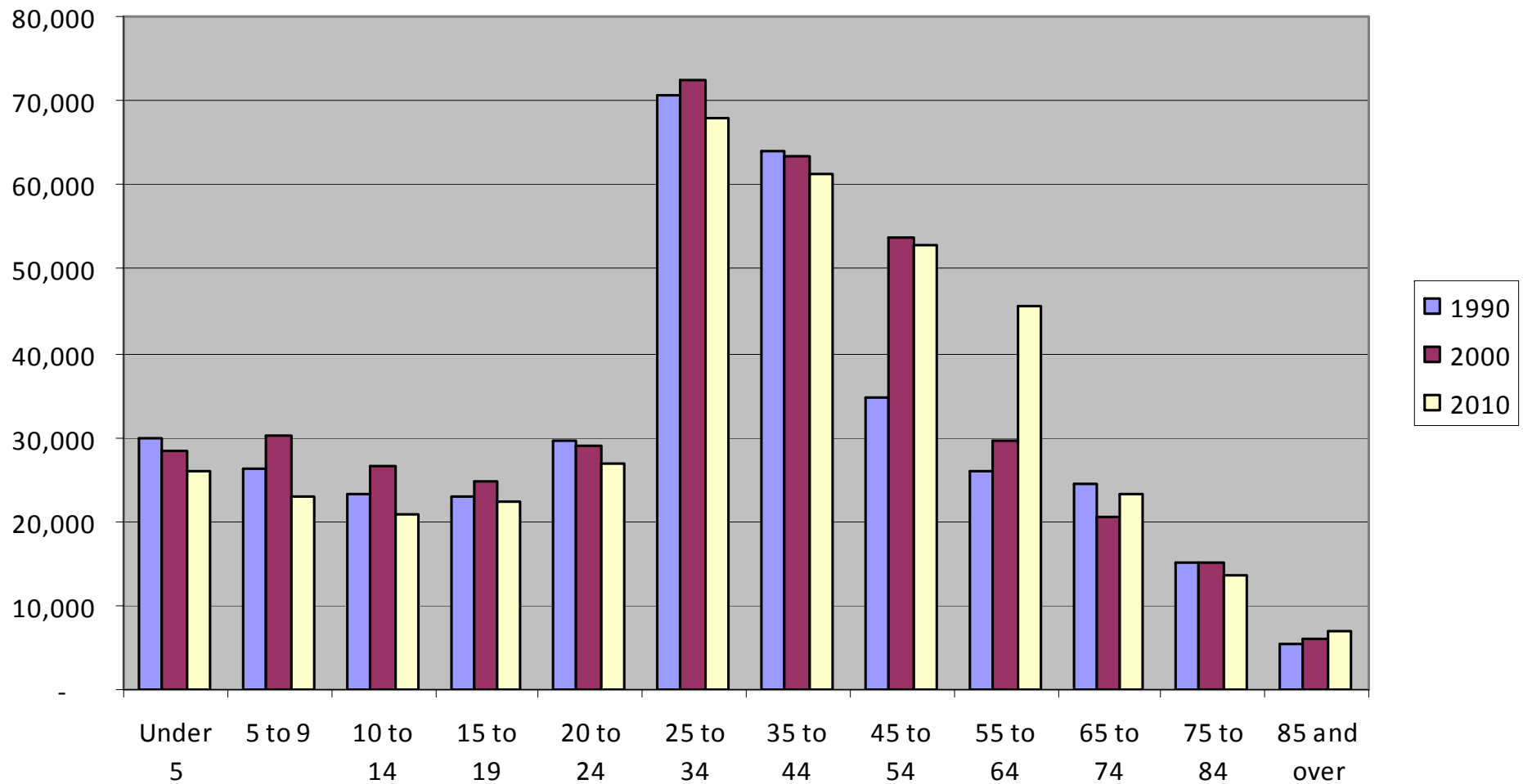


 Under 5	29,973	28,292	26,099
 5 to 9	26,290	30,134	22,994
 10 to 14	23,150	26,502	20,825
 15 to 19	23,062	24,664	22,456
◆ % of population	27.5%	27.4%	23.6%



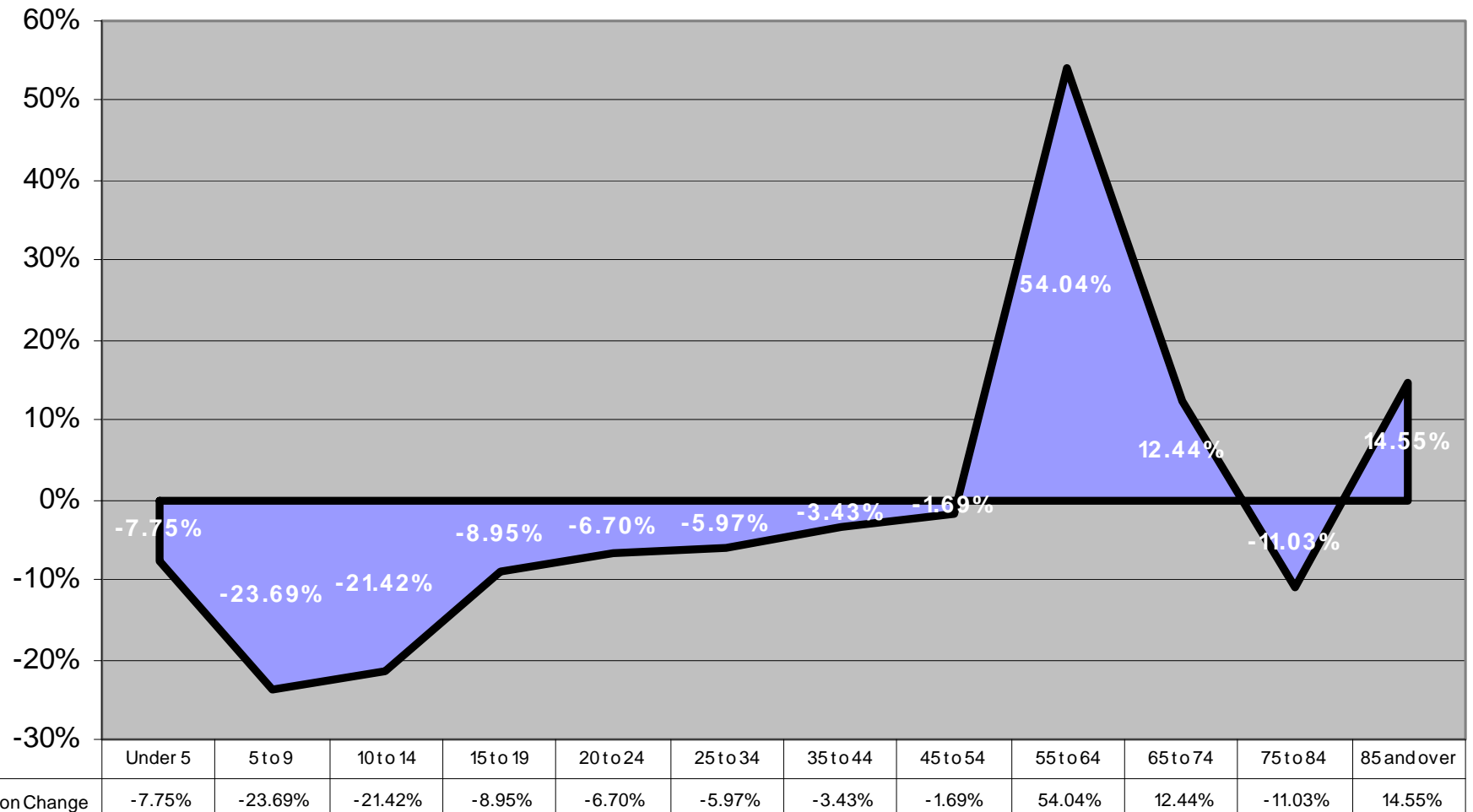
Oakland Demographics

Oakland Population By Age Group - 1990, 2000, 2010



Oakland Demographics

Oakland - Change in Total Population from 2000 to 2010



Open Discussion

OFCY Strategic Plan - Insights, Experience, and Suggestions

- From your experience with past OFCY strategic planning, what are your suggestions for improving the general process?
- What was successful in past years? What do you recommend we try again?
- What activities did not 'bear fruit'? How can we learn from these lessons?
- What suggestions do you have to improve the process and the plan?

This is a “No Pitch” Zone



Community Engagement Brainstorm

Community Engagement – Leading the Development of Desired Outcomes

“What do you want to see OFCY do to help Oakland’s children and youth be academically successful, healthy, safe from violence, and well-prepared for adulthood? ”

- Community & Public Meetings
- Engaging Youth
- Focus Groups
- Surveys
- Key Informant Interviews
- Task Forces



Community Engagement Brainstorm

- What are your suggestions for engaging “*young people, parents, and service providers throughout the city,*” in this process?
- How do we do this more ***effectively*** and ***efficiently***?
- Lessons learned from prior years or other experience?



OFCY Strategic Plan 2013-2016

Thank You!

