1. Call to Order
   • Introductions & Announcements
   • Agenda Review/ Modifications

2. Open Forum

3. Election of POC Co-Chairs for FY2018-2019

4. Adoption of Prior Meeting Minutes

5. OFCY 2019-2022 Strategic Investment Plan: Approval of Plan With Modifications on Identifying Specific Populations

6. Public Ethics Training for POC members - Presented by Milad Dalju, Oakland Public Ethics Commission


9. Receive the City Auditor Audit of Measure D: Kids First!

10. Administrative Matters
    • General Announcements
    • Upcoming Meetings/ Scheduling

11. Adjournment

Public Comment: The POC welcomes you to its meetings and your interest is appreciated.

- If you wish to speak before the POC, please fill out a speaker card and hand it to the staff of the POC.
- If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- If you wish to speak on a matter on the agenda, please approach the Committee when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the POC’s jurisdiction may be addressed. Time limitations shall be at the discretion of the Chair.

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.
Committee Members present: Francois Barrilleaux, Julie Tinker Ward, Astrid Regalado, Leann Abdelrahman, Max Chacana

Committee Members absent: Kisha Jackson, Julie Waters, Hilda Ameyaw, Anakarita Allen, Gerald Williams, Betty Booker, Eugene Lee, Yota Omo-Sowho, Mayra Chavez

Staff Members present: Sandra Taylor, Mike Wetzel, Sachelle Heavens

1. **Call to Order**
   The meeting was called to order at 6:22pm.
   - *Introductions & Announcements*
     There were no announcements.
   - *Agenda Review/Modifications*

2. **Open Forum**
   There were two public speakers.

3. **Adoption of Prior Meeting Minutes**
   The adoption of the prior meeting minutes of April 11, was deferred to the next meeting due to lack of quorum.

4. **Fiscal Update on Kids First! Revenues**
   OFCY staff announced $16.5-17M as the anticipated total annual funding amount for the 2019-2022 grant cycle, starting in FY2019-2022. Revenue is increasing due to the city's improved finances and increased revenue from adjustments to the budget, as well as inclusion of additional carryforward monies.

5. **Modifications to the FY2018-2019 OFCY Grant Renewal Packet**
   OFCY staff discussed a one-time 3% increase in total grant awards that raised the funding allocation across 147 programs for FY2018-2019 to a total of $15,210,000, providing programs with an annual cost of living increase adjustment. One program, Northern California To Prevent Blindness, has declined a continuation grant for 2018-2019 and was removed from the grant package recommendation going forward to Oakland City Council.
6. **Informational Update on Strategic Planning for FY2019-2022**

OFCY staff presented an update to the POC on strategic planning for FY 2019-2022. The final community engagement event is scheduled for Thursday May 24th from 5pm-7pm, and will be at Oakland City Hall.

7. **Administrative Matters**
   - **General Announcements**
     The POC was informed of a July 2018 informational report to the Oakland City Council regarding the strategic planning for FY 2019-2022.
   - **Upcoming Meetings/Scheduling**
     June 6th is the next regular POC meeting.
     July 10 is the scheduled date for an informational report on OFCY strategic planning to be presented to the Life Enrichment Committee of the Oakland City Council.

8. **Adjournment**

The meeting was adjourned at 7:36pm.
Committee Members present: Francois Barrilleaux, Julie Tinker Ward, Astrid Regalado, Max Chacana, Betty Booker, Eugene Lee, Anakarita Allen, Gerald Williams

Committee Members absent: Kisha Jackson, Julie Waters, Hilda Ameyaw, Yota Omo-Sowho, Mayra Chavez, Leann Abdelrahman

Staff Members present: Sandra Taylor, Mike Wetzel, Sachelle Heavens

1. Call to Order
   The meeting was called to order at 6:30pm.
   - Introductions & Announcements
     There were no announcements.
   - Agenda Review/Modifications

2. Open Forum
   There were two public speakers.

3. Adoption of Prior Meeting Minutes
   The adoption of the prior meeting minutes of April 11 was deferred to the next meeting in September 2018 due to lack of quorum.

4. Recognition of POC Youth Members
   OFCY staff verbally recognized and commended Francois Barrilleaux and Astrid Regalado, the two POC youth members present at the meeting for their service.

   Social Policy Research Associates (SPR) presented a Power Point presentation of a draft of the 2019-2022 OFCY Strategic Investment Plan to the POC. Various POC members commented on the slides.

6. Adoption of OFCY Funding Strategies for 2019-2022
   The adoption of the OFCY Funding Strategies for 2019-2022 was deferred to the next scheduled meeting in September 2018 due to lack of quorum.
7. Contracting Update for OFCY Grants in Fiscal Year 2018-2019
   OFCY staff discussed contracting and grant award changes for two school based after school programs for 2018-2019, changing the lead agency to manage the program at La Escuelita to Girls Inc., and changing the lead agency to manage the program at Brookfield Elementary to BACR. Staff also updated the change in the Teen Success, Inc. program to include a new lead subcontractor.

8. Administrative Matters
   • General Announcements
     The first POC meeting of 2018-2019 was scheduled for September 2018. The OFCY strategic planning for FY 2019-2022 will be discussed.
   • Upcoming Meetings/Scheduling
     September 5th is the next regular POC meeting. October is the tentatively scheduled date for an informational report on OFCY strategic planning to be presented to the Life Enrichment Committee of the Oakland City Council.

9. Adjournment
   The meeting was adjourned at 8:07 pm.
MINUTES TO BE APPROVED
Oakland Fund for Children and Youth (OFCY)
Planning and Oversight Committee (POC) Meeting

Oakland City Hall, 2nd fl, Hearing Room 4
1 Frank Ogawa Plaza, Oakland, CA 94612
Wednesday, October 3, 2018
6:00 p.m. – 9:00 p.m.

Committee Members present: Julie Tinker Ward, Astrid Regalado, Max Chacana, Langston Buddenhagen, Gerald Williams, Kimberly Aceves Iniguez
Committee Members absent: Anakarita Allen, Betty Booker
Staff Members present: Sandra Taylor, Mike Wetzel, Sachelle Heavens

1. Call to Order
   The meeting was called to order at 6:18pm.
   • Introductions & Announcements
     There were no announcements.
   • Agenda Review/Modifications

2. Open Forum
   There were four public speakers.

3. OFCY Director’s Update
   Sandra Taylor, OFCY Director, spoke to the POC about a recent audit of the program by
   the City Auditor. The audit reviewed OFCY’s program policies and grantee performance
   which was declared successful with no negative findings. The City of Oakland budget
   accepted this finding and the next fiscal cycle of 2019-2020 will reflect this.

4. OFCY/POC Orientation Training
   The POC was given an orientation to OFCY and the Committee by City staff. Orientation
   binders were distributed to all POC members.

5. Election of POC Co-Chairs for FY2018-2019
   The election of POC Co-Chairs was deferred to the next meeting in November due to
   lack of quorum.

6. Adoption of Prior Meeting Minutes
   The adoption of the prior meeting minutes of May 5 and July 18 was deferred to the
   next meeting in November due to lack of quorum.

7. Review and Adoption of FY2019-2022 Strategic Investment Plan
   Social Policy Research Associates (SPR) presented a Power Point presentation of the
   final draft of the 2019-2022 OFCY Strategic Investment Plan to the POC. Langston
Buddenhagen made a motion to adopt the Strategic Investment Plan, Astrid Regalado seconded the motion. All POC members unanimously agreed to adopt the Plan.

8. OFCY 2018-2019 Grants Management Update
   This item was postponed; the POC was told more information would be provided at the next meeting in November.

9. Administrative Matters
   • General Announcements
     The first Evaluation Subcommittee meeting was announced. New members were asked of their interest in serving. The meeting will be held on October 17. Plans to bring the final 2017-2018 evaluation reports to Oakland City Council for adoption were tentatively scheduled for late November.

   • Upcoming Meetings/Scheduling
     November 7th is the next regular POC meeting. The Oakland Public Ethics Commission will be asked to attend an upcoming POC meeting to discuss government ethics.

10. Adjournment
    The meeting was adjourned at 8:18 pm.
OAKLAND FUND FOR CHILDREN & YOUTH

Strategic Investment Plan

2019-2022
Prepared for the City of Oakland
Planning and Oversight Committee
Oakland Fund for Children and Youth

October 2018
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EXECUTIVE SUMMARY

Working on behalf of the citizens of Oakland, the Oakland Fund for Children and Youth (OFCY) has spent the last two decades investing in the city’s children, youth, and families. Recognizing that Oakland’s future depends on giving children and youth the foundational support they need to become the next generation of active, thriving community members, voters have twice approved Kids First! ballot measures that set aside funds for programs and initiatives that support children, youth, and families. Since 1996, OFCY has disbursed over $200 million for programming and services that 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 children and youth; and help youth transition to productive adulthood.

Since the development of OFCY’s last Strategic Investment Plan in 2015, the city of Oakland has continued to experience economic growth, attracting new families and businesses as well as the resultant benefits and challenges. These challenges include changing neighborhoods, displaced communities, concerns about gentrification, rising housing costs, and the resulting housing instability and homelessness. In addition to the most recent affordability issues, long-term persistent problems such as clear inequities in economic opportunity and health outcomes across neighborhoods and between racial groups continue to impact the community.

Oakland has a powerful voice in the national debate about what it means for a city to support social, racial, and economic justice. OFCY’s strategic initiatives frequently intersect with multiple collaborative efforts by focusing resources on learning, development, and the social and emotional well-being of children and youth through age-appropriate services at critical periods along the age spectrum from birth to 21. OFCY and its partners continue to work together around a shared belief that supporting children and youth facing the greatest inequity and countering the challenges and adversity they face day-to-day with positive programming is one of the city’s most important investments.

Every three years, OFCY undertakes a strategic planning process in order to ensure that funding strategies meet the current needs of the city’s children, youth, and families. In the fall of 2017, OFCY began the process of developing the OFCY 2019-2022 Strategic Investment Plan. Plan development included extensive stakeholder engagement to learn how OFCY can leverage, complement, support, and lead different aspects of youth services across the city; over the course of nine months, OFCY hosted five community input events, conducted an online community survey, interviewed partners and elected officials, and held three provider focus groups. Plan development also included document and data review and took into account the results and findings from OFCY’s most recent evaluations.

The process of developing the 2019-2022 Strategic Investment Plan confirmed strong support for the work of OFCY and its approach to engaging with partners and providers to invest in key services for Oakland’s lowest resourced communities. At the
same time, providers, parents, and youth also expressed concern about a wide range of issues that impact families in Oakland. Concerns included violence, entrenched discrimination and racism and the resulting lack of opportunity for low income youth, particularly African American and Latinx children and youth, the vulnerability of immigrant youth and unaccompanied minors, as well as an extreme rise in the cost of housing (and operating youth programming). There was also a broad community awareness of how these factors and other adverse childhood experiences may lead to trauma that impacts child and youth development, and community input identifying the need for services that are trauma-informed.

What echoed throughout the engagement process was that stakeholders see OFCY as a key partner in helping address these issues, and moreover, in finding real solutions. OFCY’s ongoing commitment to supporting the development of strong, productive, and loving community members strengthens the network of CBOs who serve children and youth. The Fund is a component of a vibrant dialogue across city and county departments about shared investment in Oakland’s children and youth. In the 2019-2022 funding cycle, partnership with providers, institutions, and initiatives will remain a key tenet of how OFCY invests.
The 2019-2022 Strategic Investment Plan builds on OFCY’s twenty-two years of experience serving the young people of Oakland, building a community of direct service providers, and working with its partners. In the 2019-2022 funding cycle, OFCY anticipates awarding between $17-18 million each year to support the following strategies:

**2019–2022 OFCY FUNDING STRATEGIES**

1. **Parent Engagement and Support**

2. **Family Resource Centers**

3. **Socioemotional Well-Being in Preschool and Early Childhood Education Settings**

4. **Comprehensive Afterschool Programs**

5. **Engagement and Success for Elementary and Middle School Students**

6. **Summer Programming**

7. **Youth Development and Leadership**

8. **High School and Postsecondary Student Success**

9. **Career Awareness and Employment Support**

OFCY remains committed to strengthening the capacity of families, the community, and its public and nonprofit sector partners to support children and youth in reaching their full potential and leading safe, healthy, and fulfilling lives.
INTRODUCTION

The Oakland Fund for Children and Youth

The Kids First! Oakland Children’s Fund was established by the voter-approved Oakland Kids First! ballot initiative in 1996. It required the City of Oakland to allocate 2.5 percent of the city’s annual unrestricted General-Purpose Fund revenue to provide services and programming to support children and youth from birth to 21 years of age. The City of Oakland Charter specifies that this funding should be used exclusively to 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 children and youth; and help youth transition to productive adulthood. In 2009, Oakland voters reauthorized the Oakland Children’s Fund (known as the Oakland Fund for Children and Youth, or OFCY) for the next 12 years (2009–2021) through Measure D, which required the City of Oakland to designate 3 percent of its unrestricted general fund to continue these efforts.

OFCY makes grant awards to community-based organizations (CBOs) and public agencies to deliver programming and services for children, youth, and families. Over the last two decades, OFCY has distributed over $200 million in funding and has become a key institution in the provision of high-quality, free or low-cost services for children and youth in Oakland. Continued funding has fostered a growing community of nonprofit providers that in turn have brought additional philanthropic and public dollars into the city to bolster the quality and reach of supportive services for children, youth, and their families. OFCY also works in collaboration with city departments and other public agencies, leveraging complementary efforts to address the needs of children and youth.

The Planning and Oversight Committee

OFCY is led by the Planning and Oversight Committee (POC), a public body that is comprised of youth and adult residents of Oakland who have been
appointed by their city councilmembers. The POC is responsible for developing and submitting a strategic investment plan to City Council every three years; soliciting funding applications and awarding grants to non-profit and public agencies to provide services; and reviewing the annual independent, third-party evaluation of OFCY programming and submitting the evaluation to City Council for adoption. As part of the 2019-2022 Strategic Investment Plan development, POC members supported and participated in community engagement events, reviewed information from stakeholder interviews, evaluation findings, and best practices research, and ultimately approved and submitted the Strategic Investment Plan to City Council.

**Guiding Values-based Investing**

The strategic investment plan, developed by the POC every three years, defines key investment strategies and serves as the basis for the solicitation of proposals that will ultimately result in the grant awards totaling between $17-18 million each year of the 2019-2022 cycle.\(^1\) Annual investments reflect the investment plan’s specific strategies as well as OFCY’s guiding values, which are social and economic equity, child and youth development, and community and collaboration. Funding is directed to those communities that are most in need and most impacted by inequity; to providers and programming that operate from an asset-based youth development framework; and to partners that build on the resources in the greater Oakland community to serve and strengthen families.

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**VALUE**

**SOCIAL AND ECONOMIC EQUITY**

*All children and youth have a fundamental right to 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 towards youth with the greatest need.*

Creating equitable outcomes for individuals starts with addressing inequity at the earliest stages of life, with continued support as children develop into adults. OFCY overwhelmingly directs program funds for enrichment and support to schools, communities, and families most impacted by inequity. In the 2016-2017 program year, OFCY served over 32,000 youth at over 400 program sites.\(^2\) Funding reached primarily African American and Latinx children and youth living in Oakland’s least-resourced neighborhoods.

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\(^1\) In 2020, OFCY’s charter will be up for reauthorization, which may introduce changes to allocations mid-funding cycle.

\(^2\) **Note:** This reflects the total number of children and youth served, based on enrollment reports from each program. Children and youth may participate in more than one program and thus may be counted more than once.
In addition to prioritizing programming and services in high-stress neighborhoods and schools, OFCY places an additional focus on populations within those communities who are most vulnerable, including youth experiencing homelessness, African American, Latinx, Asian/Pacific Islander, and Native American children and youth, immigrant and refugee youth (including unaccompanied minors), LGBTQ youth, commercially sexually exploited minors, children with disabilities, foster youth, and opportunity youth (youth ages 16-21 not enrolled in school or employed).

**VALUE**

**CHILD AND YOUTH DEVELOPMENT**

*We support efforts to promote the social, emotional, physical, cognitive, and spiritual development of children and to instill individual and community pride and leadership.*

Over the last two decades, OFCY has invested in and supported the adoption of asset-based, positive youth development (PYD) as a paradigm for engaging Oakland’s youth. The concept of positive youth development was developed as a prevention strategy for averting negative experiences such as youth violence, crime, and gang involvement, and has since been adopted by communities all over the country as means of not just reducing negative outcomes but actively investing in positive ones. This commitment communicates a core OFCY value that youth are an asset to their community and that it is critical to invest in them, give them the skills they need to thrive, and that this, in turn, will pay dividends in the greater Oakland community.

In addition to emphasizing a positive youth development approach to supporting children and youth, OFCY is deeply invested in supporting the youngest Oaklanders (and their families) from birth through five years old. The earliest years of childhood, from prenatal to three years old, are the most critical for brain development. Adverse early childhood experiences have a direct effect on outcomes for children. By supporting efforts to foster safe, nurturing, and enriching early childhood experiences and improving outcomes for parents, caregivers, and families within communities, Oakland can achieve better outcomes for young children.

**VALUE**

**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. 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.*
OFCY recognizes that for programming to be effective it must work in the context of the community and the whole family. OFCY supports programming for parents and caregivers as key participants in promoting the healthy development of children, and recognizes that their involvement in programs for children and youth are key to their success. Programs engage not just children and youth, but also provide support systems and opportunities for parents and caregivers. It is through strong families that strong communities can thrive, providing a positive and supportive environment for children to grow up in Oakland.

As a key City of Oakland funding investment supporting children, youth, and families, OFCY is active in working within a network of partner institutions and initiatives across the city and county to advance shared outcomes including kindergarten readiness, improved literacy and numeracy, increased graduation rates, postsecondary articulation, and youth employment, and to reduce incidents of violence and recidivism.

To provide this safe, enriching, and empowering programming for children, youth and their families, OFCY works in partnership with a host of institutions, including:

- Oakland Unified School District (OUSD)
- Oakland Head Start
- Oakland Unite/City of Oakland Department of Violence Prevention
- Oakland Starting Smart and Strong Initiative (OSSSI)
- First Five of Alameda County
- Oakland Summer Learning Network
- Oakland Literacy Coalition
- Oakland Promise
- Youth Ventures Joint Powers Authority
- Opportunity Youth Incentive Fund
- City of Oakland Human Services Division / Oakland ReCAST
- Oakland Workforce Development Board
NEEDS STATEMENT

When communities are disproportionately affected by racism and urban poverty, the resultant stress is linked to disparate health, educational, and social-economic outcomes for children and adults. OFCY’s mission to strategically fund services and programming for children and youth is intentionally directed towards communities and families most in need. As part of the strategic planning process, OFCY reviews a mix of both quantitative and qualitative data to help determine funding priorities.

Oakland Children and Youth from birth to 21 years of age

- Low-income neighborhoods
- Low-income children, youth and families
- Children attending schools with high levels of stress
- African American children and youth

- Latino, American Indian, and Asian/Pacific Islander children and youth
- Immigrants and Refugees
- Unaccompanied Minors
- LGBTQ Youth
- Commercially-Sexually Exploited Children (CSEC)
- Homeless Youth
- Youth with Disabilities
- Foster Youth

As a means of reviewing city-wide outcome data about youth, their families and their communities, OFCY compiles and regularly updates data from a variety of public sources including the school district, city, state, and federal government into three Oakland Demographic Profiles. OFCY also participates in city and county initiatives, and leverages related materials created by their partners that track similar and related measures that monitor the health, safety, and economic stability of residents. OFCY supplements this data with important firsthand information from partners and providers about what kinds of challenges they are encountering in their work serving Oakland’s children and youth. Qualitative data for this plan was captured through community events, focus groups with providers, and interviews with key agency stakeholders.

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3 OFCY’s three Oakland Demographic Profiles can be found at: [www.ofcy.org/about-us/strategic-plan/](http://www.ofcy.org/about-us/strategic-plan/)

4 For this strategic plan, OFCY reviewed data provided by the Oakland Unified School District, the Oakland Youth Ventures Joint Powers Authority, and the City of Oakland Department of Race and Equity. OUSD’s Public Dashboards can be found at: [http://www.ousddata.org/public-dashboards.html](http://www.ousddata.org/public-dashboards.html) and The Oakland Office of Race and Equity’s Oakland Equity Indicators Report can be found at: [https://www.oaklandca.gov/documents/2018-oakland-equity-indicators-report](https://www.oaklandca.gov/documents/2018-oakland-equity-indicators-report).
An analysis of both quantitative and qualitative data confirmed disparities in outcomes across neighborhoods and racial, ethnic, and linguistic groups. For instance, black families are more likely than any other racial or ethnic group to face unemployment, violence, and poverty.¹ The recent Equity Indicators Report from the City of Oakland’s Department of Race and Equity cited that over a quarter of all African Americans and over one in five Latinos in Oakland are living at or below the poverty line. African American students and Latino students are also much more likely to be chronically absent from school—an important indicator of future persistence in education—and less likely to graduate from high school in four years than their white and Asian counterparts.²

Neighborhoods and schools in East and West Oakland consistently experience higher levels of environmental stress. Communities facing the cumulative effects of poverty and high levels of environmental stress continue to be the priority population for OFCY programming. More specifically, stakeholders confirmed the continued vulnerability and priority of many of OFCY’s priority populations such as African American, Latinx, Asian/Pacific Islander, and Native American children and youth, LGBTQ youth, foster youth, and youth with disabilities. In the 2019-2022 planning process, stakeholders particularly emphasized:

- **Immigrant youth, refugees, and unaccompanied minors** face a number of challenges in joining and thriving in the Oakland community. Beyond the standard challenges of newcomers such as language acquisition and adjusting to a new community, stakeholders conveyed a growing sense of fear and distrust in newcomer communities. Immigrants and refugees feel targeted by hate speech, toxic national politics, and expressed concern over incidents of violence, intimidation, and discrimination both locally and nationally.

- **Youth and families experiencing homelessness**: Homelessness is difficult to measure accurately, but providers and partners all confirm the data from the 2017 Alameda County point-in-time count showing a 26% increase in homelessness in Oakland compared to 2015 and described an increasingly unstable and uncertain housing market for Oakland’s lower income families. OUSD reported over 800 homeless youth in the 2017-2018 school year, half of which were unaccompanied youth and newcomers.³ Youth experiencing homelessness are at a far greater risk for negative health, safety, and educational outcomes. In addition to homelessness, providers and partners described a general housing instability for families; between 2011 and 2017 average rents doubled and many families have been forced to move.
• **Commercially-Sexually Exploited Youth**: From 2011-2016 the Oakland Police Department rescued 273 children involved in human trafficking. Alameda County is considered a hotspot for human trafficking cases with 46% of all prosecuted human trafficking cases in California since 2011 originating in the Alameda District Attorney’s office. Stakeholders working with children and youth raised particular concern about this very vulnerable population.

• **Disconnected/opportunity youth**: Disconnected/opportunity youth are youth between the ages of 16 and 21 that are out of work and out of school. These youth often face difficulty in successfully connecting to work, postsecondary training, and ultimately self-sufficiency. In Oakland, one in ten youth are neither working or in school (10.3%). African American youth are the most likely to be disconnected (14.8%), followed closely by Latino youth (13.2%).

In the 2019-2022 funding cycle, OFCY will prioritize funding for programming that serves these key populations.
SHARED GOALS FOR CHILDREN AND YOUTH

As a unique City of Oakland investment, OFCY’s funding has impact through the direct services provided by nonprofit providers and through strategic alignment with other system and funding initiatives working toward community-wide goals for the well-being of Oakland’s children. These goals include that families are supported in their children’s health and development; children are able to attend quality preschool and are ready for kindergarten; school-aged children have safe places to go after school and in the summer for expanded learning and enrichment; youth experience positive outcomes and benefit from positive youth development programming and reduced risk of exposure to violence; and that older youth are supported in their goals for learning, including high school graduation and progress toward postsecondary education, and have opportunities for career exposure and employment in the transition to adulthood.

In 2016, the Youth Ventures Joint Powers Authority (JPA) presented an analysis of the collaborative landscape in Oakland which identified 31 collaborations supporting improved outcomes for Oakland’s children, youth, and families in the areas of health, wealth, education, safety, and housing. OFCY’s strategic initiatives frequently intersect these collaborative efforts by focusing resources on the social and emotional well-being of children and youth; creating safe spaces for children, youth and families; funding more programming to support youth’s healing, learning, enrichment, leadership development and employment opportunities; and by strengthening communities through building provider capacity to deliver services that affirm the cultures, worth and dignity of all children, youth, and families in Oakland.

OFCY funding addresses these goals from within an equity framework aligned with system partners and key stakeholders through a process of community engagement that supports the overall vision that all children and youth will thrive.

↑ kindergarten readiness
↑ school attendance
↑ 3rd grade literacy
↑ opportunities for youth development, learning, and enrichment
↑ high school graduation
↓ juvenile arrest rate
↑ youth summer employment
↑ youth employment particularly for opportunity youth

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5 Selected shared indicators from Youth Ventures, Joint Powers Authority Update on the Oakland Citywide Dashboard, August 8, 2018 are highlighted in the green box.
DEVELOPING THE 2019-2022 STRATEGIC INVESTMENT PLAN

Strategic planning began in fall 2017 and continued through spring 2018, and included outreach to community stakeholders, examination of citywide data on demographics, consideration of school quality and outcomes for children and youth, and a review of the results and findings from the OFCY evaluation. Information gathered through the process was then used to develop strategies.

Community Engagement Process

OFCY engaged youth, parents, community members, partners, and service providers to learn about the needs and priorities of Oakland’s children, youth, and families. Partners provided key insights into how OFCY funding supports and aligns with other city and county initiatives. Providers, parents, and youth shared information about priority services, concerns, and their vision for Oakland.

Stakeholders were engaged through:

- **Five community meetings held across the city.** OFCY hosted community events in partnership with the Oakland Youth Advisory Council at the United Roots - Youth Impact Hub, the Tassafaronga Recreational Center, the Cesar E. Chavez Branch Library, the West Oakland Branch Library, and Oakland City Hall. Community engagement events took on a range of topics from services for early childhood, to youth empowerment and leadership priorities, to economic equity. In total, 142 community members attended community engagement events to provide input on the 2019-2022 Strategic Investment Plan.

- **Interviews with key partners in the public and nonprofit sectors.** OFCY consultants, Social Policy Research Associates, and Communities in Collaboration interviewed over 25 partners and civic leaders to learn about their priorities and how OFCY investments could continue to align with, complement, and leverage other activities and initiatives in Oakland. Representatives from Oakland City Council also participated in interviews.

- **Three focus groups with service providers.** Providers from the early childhood, afterschool, and youth workforce community provided feedback on OFCY programming strategies and on the challenges encountered by providers as they seek to offer high quality, free or low-cost services to Oakland’s children, youth, and families.

- **The OFCY Community Input Survey.** OFCY hosted an online community engagement survey (in English and Spanish) on its website for 5 weeks in April and May of 2018. This survey was designed to solicit community input on OFCY’s strategies for serving children, youth, and families and to learn what the community perceived as the most pressing issues and effective solutions. In total, 31 individuals – youth, parents, and providers – completed the survey.
Across the engagement process, key themes emerged that informed the 2019-2022 investment strategies.

Themes from the Community Engagement Process

**What OFCY does is important!** There is broad and deep support for OFCY’s current strategies from the community and key stakeholders. There is consensus around the need for continued investment in parent support programs, after school programs, youth development and arts programs, and programming to help youth gain employment experience.

**Oakland residents care.** Residents love Oakland and want to be involved in the decision-making process and advocacy for children, youth, and families. Providing space and opportunities for youth and parents to play a strong role in the design and delivery of services and programming is important, and it is also a key aspect of the positive youth development framework.

**There is no shortage of need.** There is still a strong need for programming for children, youth, and families across Oakland. Social and economic inequities continue to highlight this need across many demographic groups.

**The rising cost of living is a challenge for families and providers.** Rising costs for housing, transportation, and services puts stress on children, youth, and their families. Service providers are also affected by the rising cost of living in Oakland. CBOs need more resources to maintain operations in the city and to retain quality staff through competitive salaries.

**Changing demographics impact neighborhood-based services.** There is a declining African American population in Oakland and an increase in Latino, immigrant, refugee, and white residents. Changing populations require the public and nonprofit sector to adapt and provide culturally and linguistically responsive and appropriate services to new populations while maintaining services for long-term residents who are experiencing inequities, disparities, and displacement.

**Partnership and alignment are key.** It is important for partners to move towards greater collective impact around shared population-level outcomes. OFCY aligns its work with other key public agencies such as the Office of Violence Prevention, City of Oakland Parks, Recreation and Youth Development, the Oakland Workforce Development Board, First 5 Alameda County, and OUSD.

**Safe and supportive environments must be provided.** Stakeholders appreciate that OFCY funds programs that allow working parents to feel confident that their children are engaged in learning and enriching activities, and that they have opportunities to experience new things in safe and supportive environments.
Lessons from OFCY’s Evaluations

Some key findings from the evaluations of programs in the 2016-2019 funding cycle affirm themes that emerged from the community engagement process and helped to inform the development of the goals and strategies of the strategic plan. These findings include:

- **Programming is reaching priority populations.** Participants were primarily children, youth, and families living in OFCY’s priority zip codes – with the majority coming from East Oakland. 75% of children and youth served were African American or Latinx. OFCY also supports a variety of population-specific programs that successfully engage harder-to-reach populations, such as LGBTQ youth, immigrant and refugee populations, homeless youth, and African American and Latino boys and young men.

- **Programming is high quality.** Overall, survey results from participants and staff were very positive, particularly for programs that served smaller numbers of youth.

- **Parents, caregivers, and youth are better off.** Parents and caregivers reported gains in knowledge of child development after participating in programming aimed at parent and caregiver support. Youth across all ages that participated in programs reported high levels of skills mastery, confidence, and connections to peers and adults. School-based afterschool participants had better attendance than their non-participant peers.

These key findings resonate with themes surfaced through the community engagement process, reinforcing OFCY’s role in providing vital services to Oakland’s youth. Community engagement and evaluation interviews with program directors also underscored one of OFCY’s most important functions: providing enriching experiences to participants who might not otherwise have access. OFCY supports the creation of safe, supportive environments where youth can break out of their comfort zone and try something new.

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6 OFCY contracts with third-party evaluators to conduct an annual evaluation of its programs. In 2016-2017, Social Policy Research Associates conducted the evaluation of all OFCY funding strategies and supported programs with the exception of the school-based after school strategy and programs, which was conducted by Public Profit. The evaluations produce comprehensive annual reports, which are approved by the POC in the fall and subsequently adopted by the Oakland City Council.
2019–2022 STRATEGIES

The 2019–2022 funding strategies are built on OFCY’s long history of supporting key services in the community and also reflect current concerns and realities for Oakland’s children and youth. Themes from the stakeholder engagement effort underscore the importance of creating and maintaining safe spaces for children and youth to learn, play, explore, and grow, alongside a pressing need to support families, youth, and providers as the cost of living exceeds the capacity of many of Oakland’s residents, exacerbating inequities experienced by its diverse communities. The following strategies were developed based on input gathered during the community engagement process, research that supports these strategies as important interventions, and OFCY’s own evaluation of its programming and providers. During the 2019–2022 funding cycle, OFCY will continue to work with its partners and the provider community to offer high quality, low- or no-cost programming and services to the people of Oakland. OFCY anticipates an increase in grant funding annually to $17 - $18 million for 2019-2020. Estimated funding is approximate for the strategy areas.

The 2019–2022 OFCY Funding Strategies and Approximate Allocations

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>APPROX. ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Parent Engagement and Support</td>
<td>18-20%</td>
</tr>
<tr>
<td>2. Family Resource Centers</td>
<td></td>
</tr>
<tr>
<td>3. Socioemotional Well-Being in Preschool and Early Childhood Education Settings</td>
<td>34-36%</td>
</tr>
<tr>
<td>4. Comprehensive Afterschool Programs</td>
<td></td>
</tr>
<tr>
<td>5. Engagement and Success for Elementary and Middle School Students</td>
<td>25-27%</td>
</tr>
<tr>
<td>6. Summer Programming</td>
<td></td>
</tr>
<tr>
<td>7. Youth Development and Leadership</td>
<td>20-22%</td>
</tr>
<tr>
<td>8. High School and Postsecondary Student Success</td>
<td></td>
</tr>
<tr>
<td>9. Career Awareness and Employment Support</td>
<td></td>
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</tbody>
</table>

TOTAL ESTIMATED GRANT FUNDING (FY2019-2020) $17M-$18M
Parent Engagement and Support

This strategy creates and expands programs to strengthen the capacity of parents and caregivers to support the healthy development of their children through services offered in community-based settings and is aligned with the family engagement initiatives of Head Start, First 5 of Alameda County, OUSD, Alameda County and community organizations across Oakland.

Supported programming

Family engagement activities that promote attachment and positive parent-child interactions, and family supports that are linguistically and culturally competent. Activities will include:

- Playgroups, parent-child activities, and early literacy efforts
- Workshops and parent engagement services, parent leadership and community engagement opportunities
- Home visits, peer connection, and family supportive services such as navigation of community resources

Intended impact

Supported programming will help parents and caregivers through:

- Increasing knowledge of child development
- Improving skills to support academic and socioemotional development
- Increasing family involvement
- Increasing confidence in managing children's behavior
- Increasing access to resources and support

Priority populations

Parents and caregivers with young children, birth to age 8. Prioritization for low-income families, African American and Latinx parents, immigrants and refugees, and for services in neighborhoods with higher percentages of children and families—especially families with children living in poverty.

Rationale

Extensive research underscores the importance of quality early childhood programming and the inclusion of parents and caregivers. Increasing access to programs that strengthen parents’ and caregivers’ social support and promote opportunities for positive parent–child interactions can have a significant positive impact on children’s developmental and health outcomes. Quality child-focused programming provides young children opportunities to develop socioemotional and cognitive skills and prepares them for school readiness and later success in life.
Community members emphasized the need for safe spaces and quality family support services, especially in high-need neighborhoods and communities. In partnership with First 5 Alameda County, Head Start and Early Head Start, OUSD Early Learning, and philanthropic organizations, OFCY is working to build a strong network across Oakland that provides family support services in high-need neighborhoods.
Family Resource Centers (FRCs)

This strategy invests in creating and expanding access to Family Resource Centers (FRCs). FRCs are welcoming centers in the community that offer comprehensive services and a range of activities and opportunities to meet the needs of families where they live to support the healthy development and learning of young children. This strategy builds on the existing parent and family engagement programming by funding general operating support for FRCs. It is aligned with the increased investment in neighborhood-based programming and philanthropic support to coordinate and strengthen the network of FRCs in Oakland.

Supported programming

Neighborhood-based FRC funding will support operating expenses and comprehensive programming in support of children and families. Services offered at FRCs can range and may include: early childhood playgroups; food and clothing assistance; healthcare benefits assistance; health and wellness workshops; developmental screenings for children; parent and caregiver workshops; parent leadership and engagement opportunities; computer access; literacy workshops; legal rights assistance services and classes; navigation of community services for families, case management and linkages to resources; and culturally and linguistically responsive services in the neighborhood and larger community.

Intended impact

Programming will help parents and caregivers through:

- Increasing access to resources and support
- Increasing knowledge of child development
- Improving skills to support academic and socioemotional development
- Increasing family involvement
- Increasing parent leadership
- Increasing access to mental health and trauma-informed care support services
- Increasing confidence in managing children’s behavior
- Increasing the percentage of young children who are ready for kindergarten success

Priority populations

Parents and caregivers with young children, birth to age 8. Prioritization of low-income families, African American and Latinx parents, immigrants and refugees, as well as services in neighborhoods with higher percentages of children and families—especially families with children living in poverty—but which lack early childhood and family services and supports, particularly in East Oakland.
Rationale

FRC expansion is rooted in The Center for the Study for Social Policy’s Protective Factors Framework: parental resilience, social connection, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence of children. OFCY’s experience in supporting school- and community-based FRC programming as well as past investments in organizations that build supports for families demonstrates the importance of fostering social connections between families and the community and helping families navigate systems of care. Community input has underscored the importance of family supportive services to bolster the healthy development of children and to sustain these crucial programs. OFCY is supporting FRC expansion to grow the network of centers that provide these critical services and to meet the diverse needs of families in Oakland, particularly in high-need neighborhoods and communities.

Stakeholders increasingly link children’s developmental outcomes and school readiness with a place-based approach to building family and community resilience and resources. OUSD has incorporated the EDI (Early Development Instrument) assessment of child development outcomes and kindergarten readiness and map the findings by census tract to identify early learning opportunities and neighborhood conditions. This strategy aligns strongly with several partner initiatives, including the Oakland FRC Initiative’s Conceptual Framework developed by the Oakland Starting Smart and Strong Initiative, new funding for neighborhood-based programming for early childhood hubs supported by First 5 of Alameda County through the Neighborhood Ready for School Initiative, as well as school-based FRC programming supported by OUSD, OFCY and Alameda County.
Social and Emotional Well-Being in Preschool and Early Childhood Education Settings

This strategy connects consultants who are early childhood mental health professionals with early childhood education settings to build the capacity of teachers and families to promote the social, emotional, and behavioral health of children. Early childhood education consultants support preschool teachers on how to work with children who have high needs, respond appropriately to behavioral issues, and prevent, identify, and reduce the impact of trauma affecting mental health and developmental challenges among young children. Consultants are trained in trauma-informed and culturally competent approaches to partner with family members and caregivers. They work with families to develop family-centered strategies to support the socio-emotional development of children. Partnering with OUSD Early Childhood Education and Oakland Head Start Child Development Centers, this strategy promotes quality preschool and early learning and supports children’s readiness for kindergarten.

Supported programming

- Consultations between early childhood educators and mental health professionals that address attitudes, beliefs, practices, and conditions and promote the effective integration of trauma-informed practices within early childhood settings.
- Development of individualized plans for children with early childhood educators and parents or caregivers. Planning will include how to support the child in group settings and will aim to strengthen the capacity of parents and early childhood educators to support children’s socioemotional development.
- Linkages to community resources for special needs, mental health services, and individual therapy or treatment for young children.
- Workshops, social groups, and linkages to educational resources for parents to help them understand developmental milestones and child behavior.

Intended Impact

Programming will help parents, caregivers and early childhood educators through:

- Increasing access to resources and support
- Increasing knowledge of child development
- Improving skills to support academic and socioemotional development
- Increasing access to mental health and trauma-informed care support services
- Increasing confidence in managing children's behavior
Priority populations

Young children (ages 3–5), their families and caregivers, and early childhood educators at OUSD Child Development Centers and Head Start sites.

Rationale

Consultants are in a unique position to support the important relationships between parents/caregivers, educators, and young children by working with caregivers to understand child development, promote practices that strengthen families, and link families to the best resources for children. The most recent evaluation of OFCY highlighted that most educators found that the consultations with professionals gave them a better understanding of children’s behavior at different ages and stages and helped them better interact with parents and caregivers. Providers have noted that preschool teachers need and appreciate professional development to enhance and reinforce their skills.

This strategy aligns with early childhood education programs in Oakland, primarily Oakland Head Start and OUSD, and also with the Oakland ReCAST program\(^7\) supporting trauma-informed practices in programs and settings serving children.

\(^7\) In 2016 the City of Oakland Human Services Department was awarded a $5 million grant by the Substance Abuse and Mental Health Services Administration. The Resiliency in Communities After Stress and Trauma (ReCAST) grant seeks to promote resiliency and equity for Oakland’s high-risk youth, families, and adults most affected by trauma, violence, and civil unrest.
Comprehensive Afterschool Programs

This strategy funds a lead agency to coordinate comprehensive afterschool academic and enrichment activities at Oakland public school sites, which will serve as a single-point-of-access to programming for students in grades K-8. Investments complement state After School Education & Safety Program (ASES) and federal 21st Century funding for school-based afterschool programming and provide local funding to support high-quality and enriching programming at no or low cost. Afterschool funding will specifically support low income families by providing safe and beneficial, low- or no-cost opportunities for their children. The strategy will support programming at schools where a majority of students qualify for free or reduced lunch rates. OFCY also aims to provide funding support to address program capacity at sites with high need and demand for afterschool services.

The lead agency will coordinate the afterschool programming at each school site, including working with subcontractors to provide additional enrichment, academic, or supportive programming to students at the school. The lead agency will work in partnership with the school site leadership, the Oakland Unified School District (OUSD) After School Programs Office, and OFCY to best support students. This strategy emphasizes the strong partnership between OUSD’s Community Schools and Student Services Department and OFCY around providing comprehensive academic and enrichment opportunities to youth in Oakland’s public elementary and middle schools that serve a majority of students who qualify for free or reduced lunch to increase positive youth development and educational outcomes. Afterschool programming at Oakland public charter school sites that receive ASES funding is also supported through this strategy.

Supported programming

Programming should address the specific needs of children and youth at their age and stage, including providing increased leadership opportunities and diverse programming for students in later grades to develop their strengths and interests. Supported programming includes:

- Enrichment programming, such as music and arts, health and wellness, science and technology, and sports and recreation
- Academic and literacy support
- Youth development and leadership opportunities for positive youth engagement

Intended Impact

Programming will support children and youth by:

- Improving school-day attendance
- Reducing rates of chronic absenteeism
- Improving sense of school connectedness
- Increasing caring relationships with peers and adults
- Providing expanded access to literacy, arts, technology, and other enrichment
Priority populations

Students in kindergarten through 8th grade, attending Oakland public elementary and middle schools where more than half of the students qualify for free or reduced lunch.

Rationale

Participation in afterschool programs is linked to better academic outcomes and school persistence, as it gives students an opportunity to receive extra academic support and interact with caring adults in a stimulating environment after the school day has finished. A large body of evidence shows that afterschool programs can help children and youth develop an attachment to school, strengthen academic achievement, improve attendance, and prevent juvenile crime.\textsuperscript{9,10} Community and stakeholder input also emphasized the importance of opportunities for enrichment and learning afterschool, and also cited safety as a key reason they appreciate afterschool programs, particularly in communities where students may experience more trauma and high stress.
Engagement and Success for Elementary and Middle School Students

This strategy supports the academic achievement of elementary and middle school students through literacy and science, technology, engineering, and math (STEM) programming. Programming will specifically address student attachment to school, school-day attendance, and improved literacy and numeracy outcomes. While the strategy addresses disparities in academic outcomes, programming will be delivered through an asset-based, positive youth development approach that provides students with interesting and enriching activities in a safe and supportive environment. Programming that is delivered at school sites during afterschool hours will be coordinated with the lead agency providing comprehensive afterschool programming at the site.

Supported programming

Programs designed to improve attendance, school connectedness, and academic performance (literacy and numeracy). Programs can be delivered at community-based locations or school sites and should engage elementary and middle school students, along with their parents or caregivers as appropriate, in any or all of the following:

- Addressing attendance-related issues, such as chronic absences and/or suspensions.
- Offering programming to enhance and boost literacy or numeracy.
- Offering STEM programming intended to inspire creativity, problem solving, experimentation and interest in STEM fields.

Intended Impact

Programming will support children and youth by:

- Improving school-day attendance
- Reducing rates of chronic absenteeism
- Improving sense of school connectedness
- Improving grade-level literacy rates
- Improving grade-level numeracy rates

Priority populations

Programs working with K-8 students who attend schools that are in East Oakland, Fruitvale, and West Oakland and that have high demonstrated need and high levels of school environmental stress, as well as programs that address improvement in attendance outcomes.
Rationale

This strategy aims to help elementary and middle school students engage and thrive in school. To benefit from school-day and school-site programming, students first need to attend school regularly, and by addressing chronic absenteeism, programming can help improve reading, math, and graduation outcomes. Both attendance and reading at grade level at the end of third grade are strong predictors of school success, persistence, and graduation, and hands-on STEM programming has been shown to help students build problem-solving skills and confidence and increase their likelihood to pursue STEM coursework later on in school. The strategy directly supports key priorities of OUSD, the Oakland Reads 2020 Campaign and the Oakland Literacy Coalition, and the Oakland Joint Powers Authority (JPA).
Summer Programming

This strategy supports high quality summer programming and directs funding to school- and community-based programs with an asset-based youth development approach to promoting learning and peer and social connection. During summer months, programming will provide opportunities for enrichment, exploration, and new experiences that build confidence, self-esteem, and other important life skills in a safe and supportive environment.

Supported programming

- School-based summer programs at school sites that provide programming that promotes socioemotional skills development, culture, health and wellness, and cognitive development.
- Community-based summer programs that provide opportunities for learning and new experiences in areas such as the arts, STEM, and youth and community development, as well as field trips and explorations of nature. Programming should also include activities that promote culture, cognitive development, socioemotional skills, and health and wellness.

Intended Impact

Supports children and youth in the summer months with the intention of:

- Retaining academic skills and knowledge
- Increasing caring relationships with peers and adults
- Increasing access for low-income children and youth to challenging and engaging activities and learning experiences
- Expanding access to literacy, arts, technology, and other enrichment
- Improving youth activity levels, fitness, and overall physical wellness

Priority populations

Children and youth (ages 5–14) in Oakland. Prioritization for low-income African American, Latinx, Asian/Pacific Islander, and Native American children and youth, and for programming in East Oakland, Fruitvale, and West Oakland.

Rationale

By supporting summer programming, OFCY provides youth enrichment opportunities to promote year-round learning through activities and new experiences for children and youth. The strategy builds on the large body of research showing the beneficial effects of summer programming on children and youth. Quality opportunities for expanded learning can offset summer learning loss, leading to improved behavior, attendance, and academic performance. In addition, research shows that summer programs can help youth build resilience and positive social skills. Enrichment
activities offer opportunities for children and youth to form positive relationships with caring adults, promote positive social interaction, and build conflict resolution skills to prevent engagement in violence.17

Throughout the years, OFCY has consistently supported quality enrichment programming for Oakland’s children and youth during summer months and is one of the primary funders of such programs in Oakland. Community input has underscored the importance of supporting high-quality, free or low-cost summer programming opportunities for youth in Oakland, especially in neighborhoods that have gaps in services and particularly for opportunity youth. This strategy also supports families by offering parents a safe and enriching option for their children during the summer.
Youth Development and Leadership

This strategy supports youth development and leadership programming that takes place year-round, during the school year, and in summer. Funding will support activities that encourage youth to develop leadership skills, engage in their communities, participate in arts programming to support personal and cultural identity and growth, and participate in enrichment activities including sports, technology, nature exploration, and other activities that build on youth’s strengths to build positive peer and adult relationships and develop problem-solving skills. This strategy supports programming that is based in the community at neighborhood sites and provides a safe and supportive environment for children and youth after school and during summer months.

Supported programming will provide youth with enriching activities, skill building, connections to caring adults, and opportunities for direct mentorship. Particular focus may be given to:

- Arts, music, and recreation enrichment programs that provide youth with opportunities to explore personal and cultural identity through arts, literature, or other forms of expression, sports, gender-specific or cultural programming, and to build their socioemotional, cultural, physical, and cognitive skills.

- Population-specific programming that is culturally relevant, asset-based, trauma-informed, and provides social, emotional, and physical support for vulnerable populations such as LGBTQ youth, African American, Latinx, Asian/Pacific Islander, and Native American children and youth, immigrants and refugee youth, and youth experiencing homelessness or other populations facing disparate health, academic, and social outcomes. Through the delivery of comprehensive services and supports to young people, programming will provide positive youth development, empowerment opportunities, and family support.

- Youth and peer leadership programming that provides youth with leadership skills and experiences such as peer mentoring, community advocacy, or other opportunities to practice leadership and hold roles of responsibility. Investments will focus on programming that includes youth in program design and delivery, empowering them to experience leadership that can boost their self-efficacy, educational achievements, and sense of community.

Intended Impact

Programming supports children and youth by:

- Increasing caring relationships with peers and adults
- Increasing opportunities for leadership and connection to community
- Increasing access for low-income children and youth to challenging and engaging activities and learning experiences
• Expanding access to literacy, arts, technology, and other enrichment
• Improving youth activity levels, fitness, and overall physical wellness
• Increasing the number of safe, supported spaces for vulnerable, high priority youth populations

Priority populations

Children and youth (ages 5-20) in Oakland. Prioritization for low-income African American, Latinx, Asian/Pacific Islander, and Native American children and youth, and for programming in East Oakland, Fruitvale, and West Oakland, as well as for priority populations including youth experiencing homelessness, foster youth, commercially sexually exploited minors, LGBTQ and immigrant youth and other vulnerable groups.

Rationale

The strategy is responsive to community feedback that giving youth access to new opportunities to grow, connect, explore, and build their skills and dreams is fundamental to helping youth prepare for their futures. In their feedback, parents emphasized the importance of programming that provides opportunities for children to develop leadership skills and make meaningful contributions to the community. By providing low- or no-cost access to arts, leadership, and other enriching programming for children and youth, this strategy creates access for those who might not otherwise be able to participate. Programming also provides safe spaces for children and youth when they are not in school and helps them forge connections with caring adults who are not family members. By providing safe spaces for out-of-school time enrichment activities, this strategy will support not just children or youth but also their families. Moreover, these programs support positive asset building and resiliency, which have been shown to reduce engagement in risky behaviors and strengthen protective factors in youth. Participation in out-of-school enrichment activities can increase motivation and have positive impacts on school performance.

This strategy is aligned to the work of the City’s Department of Violence Prevention/Oakland UNITE, the Department of Parks, Recreation & Youth Development, and the policies of the Oakland Youth Commission in supporting vulnerable populations, including youth experiencing homelessness and commercially sexually exploited minors.
High School and Postsecondary Student Success

This strategy supports high school and postsecondary student success and persistence by funding school and community-based programming designed to support achievements in learning, increase youth attachment to school, and facilitate older youth transitions into high school and postsecondary education. It directs funding to culturally responsive strategies that address the needs of older youth by helping to strengthen their skills to support their academic success and well-being.

Supported programming

- High school success programming that provides peer leadership, mentoring, community building, and other academic and social supports to engage youth in school.

- Transition programming that focuses on students moving from Grade 8 to Grade 9, with the goal of improving incoming high school students’ connections to their new school through early and targeted interventions, case management, and engagement in social, enrichment, and academic programming.

- Postsecondary access and success programming that provides college and postsecondary preparation, such as college application support, course enrollment and advising, and financial planning assistance; as well as persistence support such as college remediation courses, academic planning, mentoring, and other supportive services.

- Conflict resolution and restorative justice programming that works to address and reduce student conflict, provide life coaching and case management, connect youth with service learning opportunities, offer healing circles and healing centered approaches to conflict, build community organizing skills of youth, and advance positive school culture and community. Note: Conflict resolution and restorative justice programming is not restricted to high school environments and may be offered in middle schools as well.

Intended Impact

Supports older youth transition to adulthood by:

- Increasing supports for youth in high school and in transition to high school
- Increasing access to programming that supports college readiness and post-high school planning
- Improving high school graduation rates
- Improving postsecondary matriculation and persistence
Priority populations

Oakland youth, ages 14–21. Prioritization for African American, Latinx, Native American, and Pacific Islander youth and for programming in East Oakland, Fruitvale, West Oakland, and at school sites with high levels of environmental stress.

Rationale

Oakland’s high school graduation rate has steadily improved over the past 10 years but remains approximately 20% lower than county and state rates, with persistent disparities by race and ethnicity. Community feedback has highlighted the effectiveness of and need for programming that supports youth to be engaged in high school, be connected to their school, and receive support and assistance to not only graduate high school but also attend, persist, and succeed in college and/or other postsecondary training. This is critical in ensuring the future success of Oakland’s youth; high school graduates earn more than high school dropouts, have better health outcomes, including a longer life expectancy, and are less likely to engage in criminal behavior. Youth who engage in high school persistence and college readiness programming attend school more frequently, have higher grade-point averages, enroll in and attend four-year colleges at higher rates, and have fewer disciplinary issues than peers who do not participate. This strategy aligns and supports the goals of OUSD, Youth Ventures Joint Powers Authority, and the efforts of Oakland Promise.
Career Awareness and Employment Support

This strategy supports career awareness and employment support for older youth. Through career exploration, work readiness training, and employment opportunities, programming will provide youth with on-the-job experience, skill-building supports, and exposure to career options and pathways. This strategy will support both year-round and summer programs for students in school and for opportunity youth not connected to school or employment.

Supported programming

- Programs for youth enrolled in high school that provide youth with career exposure, internship opportunities, and/or work experience during the school year and in summer months. Programming that focuses on helping youth learn about various occupations and industry sectors as well as acquire real, on-the-job experience as a means of encouraging and motivating students to complete high school and pursue postsecondary training.

- Programming for opportunity youth ages 16-21 who are not in school and not employed that offers comprehensive, supported work experiences for youth who face high barriers to self-sufficiency. Programming that includes employment experience along with support for academic achievement and wraparound supportive services.

- Summer work experiences that provide short-term, paid summer employment opportunities for youth in coordination with Earn & Learn, the Oakland Workforce Development Board’s Mayor’s Summer Jobs Program. Earn & Learn placements will provide youth with a supported work experience which encompasses on-the-job experience as well as job readiness training, ongoing case management support, and financial literacy training.

- The strategy will support programs that incorporate financial literacy and financial access into their program design.

Intended Impact

Supports older youth transition to adulthood by:

- Increasing awareness of job and career options
- Improving access and connection to internships and other work-experience opportunities that offer tangible work-skills and job readiness
- Increasing the number of youth who participate in the City’s summer youth employment program
- Improving employment outcomes for opportunity youth
- Improving high school graduation rates
- Improving postsecondary matriculation and persistence
Priority populations

Youth (ages 14–21) enrolled in school as well as opportunity youth, with priority for African American, Latinx, Native American, and Pacific Islander youth residing in East Oakland, Fruitvale, and West Oakland.

Rationale

Programming that provides youth with career preparation and work experience is strongly supported by youth, parents, and community members. Work experience—both year-round and during the summer—offers youth a positive, productive activity during out-of-school time, builds critical socioemotional and problem-solving skills, and provides important monetary incentives in the form of wages and stipends. Research supports subsidized and supported employment as an effective intervention in improving later life employment and earnings. Linked Learning, also supported by this strategy, is a promising approach for increasing high school graduation, college enrollment, and college persistence.\textsuperscript{29,30} OFCY’s investment in youth workforce and career preparation is aligned with work in OUSD Linked Learning Department, the Oakland Workforce Development Board, Oakland Promise, Oakland UNITE, and the Youth Ventures Joint Powers Authority.

2 Ibid. Pp 34, 46, 47.


8 The current state of scientific knowledge on pre-kindergarten effects. Retrieved from https://www.brookings.edu/wp-content/uploads/2017/04/duke_prekstudy_final_4-4-17_hires.pdf


ABOUT THE OAKLAND FUND FOR CHILDREN AND YOUTH

The OAKLAND FUND FOR CHILDREN AND YOUTH (OFCY) was established in 1996 as a result of a community-led drive to create a City fund expressly for the benefit of children and youth. OFCY provides strategic funding to support Oakland’s children and youth from birth to 21 years of age to help them become healthy, happy, educated, engaged, powerful, and loved community members. The Oakland Fund for Children and Youth is a program of the Human Services Department within the City of Oakland. The Planning and Oversight Committee (POC) provides direction to the Fund. www.ofcy.org

ABOUT SOCIAL POLICY RESEARCH ASSOCIATES

This plan was written by SOCIAL POLICY RESEARCH ASSOCIATES (SPR) is a small, employee-owned research, evaluation, and technical assistance firm, founded in 1991 and based in Oakland, California. SPR works nationally with clients in federal, county, and local government, foundations, non-profits and the private sector. Our team of professionals has in-depth expertise in a wide range of methodologies, intervention strategies, and fields. Visit us at www.spra.com.

ABOUT COMMUNITIES IN COLLABORATION COMUNIDADES EN COLABORACIÓN

COMMUNITIES IN COLLABORATION (CIC) designed and facilitated the five community meetings that provided input into the 2019-2022 Strategic Plan. CIC brings over three decades of collective experience conducting community-based participatory research, capacity building, and evaluation projects, as well as designing and leading stakeholder engagement with broad and diverse communities. CICCCEC is an Oakland-based, women- and minority-owned firm. www.communitiesincollaboration.com
APPENDIX
August 16, 2018

OFFICE OF THE MAYOR
HONORABLE CITY COUNCILMEMBERS
CITY ADMINISTRATOR
CITY ATTORNEY
RESIDENTS OF OAKLAND
OAKLAND, CALIFORNIA

RE: Audit of Measure D: Kids First! Oakland Fund for Children and Youth Act

Dear Mayor Schaaf, City Council President Reid, Members of City Council, City Administrator Landreth, City Attorney, Barbara Parker, and Oakland residents:

Measure D was passed by the voters in 2009. It directs the City to allocate a portion of its annual budget to programs benefitting children and youth such as, pre-school, afterschool, mentoring, recreational and job training programs. The funding for these programs is provided through the City’s unrestricted General Purpose Fund.

Our audit reviewed fiscal years 2012-13 through 2015-16. The audit objective was to verify the correct funding amount was allocated to Kids First! Fund each year, confirm City spending on programs benefitting children and youth was accurate, and verify the City Administrator’s internal controls were in place and effective for calculating funding and spending amounts.

Our audit found required adjustments to the Kids First! Fund of approximately $2 million were not completed timely; the ‘baseline spending’ requirements on programs benefitting children and youth were met and exceeded by $41 million during the four fiscal years examined; and internal controls required strengthening. Management was responsive and promptly addressed our findings and took steps to implement our recommendations during the audit.
I want to express our appreciation to the Director of Finance, the Controller, the Children and Youth Services Manager, and their staff for their cooperation during this audit and their commitment to improving the practices in their respective departments to make certain the monies for the Measure are properly allocated and programs are run smoothly.

Respectfully submitted,

BRENDRA D. ROBERTS
City Auditor

Enclosure

cc: Katano Kasaine, Director of Finance
    Kirstin LaCasse, Controller
    Adam Benson, Agency Administrative Manager
    Sara Bedford, Director of Human Services
    Sandra Taylor, Children and Youth Services, Manager
    Pelayo Llamas, Deputy City Attorney
DATE: August 16, 2018  
FROM: Brenda Roberts, City Auditor  
TO: Sabrina Landreth, City Administrator  
c: Katano Kasaine, Director of Finance  
Kirsten LaCasse, Controller  
Adam Benson, Agency Administrative Manager  
SUBJECT: Prior City Auditor's Measure D - Kids First! - Audit Finding Rescinded

A standard process for our mandated and follow-up audits is to verify prior audit findings are remediated as proposed in the management action plan.

Under the prior City Auditor administration, the Measure D Children and Youth Services Baseline Spending & Set-Aside Requirements for the Kids First Fund performance audit report, issued October 9, 2014, reported Finding 1 as follows:

"The City met the Measure D baseline spending requirement for FY 2009-10 and FY 2010-11, but fell short by $982,522 in FY 2011-12."

That audit recommended the City Administrator increase its spending to make up for the FY 2011–12 shortfall of $982,522.

When verifying the remediation of this finding as part of our recent audit of Measure D (FY 2012-13 through FY 2015-16), my office determined the methodology the prior City Auditor used to calculate baseline spending in the report issued in 2014 was inconsistent with the requirements of the Measure. The auditors incorrectly applied the baseline spending rate of 5.35% to General Purpose Fund Revenue while the Measure stipulates baseline spending is calculated as "...5.35% of the unrestricted General Purpose Fund Expenditures" [emphasis added].

We, therefore, could not validate the $982,522 shortfall reported in the prior auditor's FY 2011-12 audit report of October 9, 2014, and rescind this recommendation from our list of unresolved management action plans. This memo serves to document the disposition of that original finding.
PERFORMANCE AUDIT

MEASURE D
Kids First! Oakland Fund for Children and Youth Act
FY 2012-13 through FY 2015-16

August 16, 2018
The Office of the City Auditor independently investigates the areas of our City government most vulnerable to fraud, waste, and abuse. We communicate to the public the results of our investigations through audit reports containing recommendations for a more effective and efficient government. These recommendations are passed on to City Council and City Management so they can improve City operations and services provided to you.

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Executive Summary

Performance Audit
Measure D: Kids First! Oakland Fund for Children and Youth Act
FY 2012-13 through FY 2015-16

OVERVIEW

Measure D directs the City to allocate a portion of its annual budget to programs benefiting children and youth. The funding for these programs is provided through the City’s unrestricted General Purpose Fund.

SCOPE AND OBJECTIVES

The audit covers fiscal year (FY) 2012-13 through FY 2015-16 and our objectives were to: (1) verify the correct ‘set aside’ was allocated to the Kids First! Fund each year; (2) confirm annual ‘baseline spending’ requirements were met, and (3) determine whether the City Administrator’s internal controls over processes were in place and effective for both the ‘set aside’ and ‘baseline spending’ calculations.
# Executive Summary

**WHY THIS AUDIT MATTERS**

Measure D prioritizes funding programs that provide important services to children and youth with the greatest needs, at no or low cost. These programs focus on developing strong leaders, helping youth excel in academia, teaching important life skills, encouraging community building, instilling confidence, and more generally, transitioning to adulthood.

This audit assures Oakland residents and taxpayers that the correct allocated amounts have been ‘set aside’ and spent on these programs, as intended by Measure D.

**AUDIT RESULTS**

The audit found the ‘set aside’ adjustments of approximately $2 million for the Kids First! Fund were not made for 2 years (FY 2013-14 and FY 2014-15) and are in arrears.

The annual ‘baseline spending’ amount was met. In fact, over the 4 year-period of this audit, the City spent $41.7 million *beyond* the requirements of the Measure, for ‘baseline spending.’

The calculations for both the ‘set aside’ and ‘baseline spending’ requirements were not adequately or formally documented. The calculations are complex. In some cases, staff must review 41,000 line items in the computation, increasing the likelihood of errors.

**RECOMMENDATIONS**

The Office of the City Auditor recommends the City Administrator

- Include the required adjustments, now in arrears, in the City’s mid-cycle budget for FY 2018-19. Department oversight should confirm adjustments to the Kids First! Fund are made timely each year, within 2 years of confirmed final revenue amounts.

- Develop comprehensive procedures, including the detailed steps used in the ‘set aside’ and ‘baseline spending’ calculations. These procedures should be updated each year as new programs benefitting children and youth are established, and included in the calculations.
Introduction and Background

Kids First! Oakland Fund for Children and Youth Act (Measure D or Measure) directs the City to allocate a portion of its annual budget to programs benefiting children and youth.¹ (See Appendix A, for the legislative history of the Measure). The funding for these programs is provided through the City’s unrestricted General Purpose Fund.²

Each year, the City must ‘set aside’ 3% of its unrestricted revenues and designate the monies to the Kids First! Fund. The Human Services Department manages the Kids First! Fund through the awarding of grants and contracts to nonprofit agencies, the Oakland Unified School District (OUSD) and City departments, focusing on programs for children and youth. (See Appendix B, for the management and oversight of the Kids First! Fund)

In addition, 5.35% of the City’s General Purpose Fund expenditures, excluding the Kids First! monies, must be spent on other City programs related to children and youth. This ‘baseline spending’ amount provides funding to programs such as Head Start, library tutoring, mentoring, and after school recreational activities.

In total, the City spent more than $190 million on Kids First! and all other City children and youth programs for the four fiscal years (FY) as shown below.

Exhibit 1:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Aside</td>
<td>Baseline Spending</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$34,096,500</td>
<td>$29,532,269</td>
<td>$40,423,406</td>
<td>$37,263,238</td>
</tr>
<tr>
<td>$10,954,813</td>
<td>$12,181,625</td>
<td>$13,031,188</td>
<td>$14,049,327</td>
</tr>
</tbody>
</table>

Source: Prepared by City Auditor staff using Oracle financial reports, the City’s Financial Reporting System, and reports prepared by Finance Department staff.

¹ Youth are defined as under age 21 for this Measure.
² Unrestricted funds are those that are not restricted by law or contract or by the funding source (See Appendix C for a listing of unrestricted revenues not considered part of this funding).
Introduction and Background

Measure D monies are intended to support children and youth programs that:

- Support the healthy development of young children through school programs, health services, and parent involvement;
- Help children and youth’s academic success and leadership development at all school levels, including the arts, music, sports and civic engagement;
- Prevent and reduce youth violence, crime, and gang involvement; and
- Help youth transition to productive adulthood through skills training, job placement, internships, leadership development, service learning and arts expression.

Audit Scope and Objectives

The audit covers the four fiscal years between and including 2012-13 and 2015-16 and our objectives were to

(1) verify the correct ‘set aside’ amount was allocated to the Kids First! Fund each year,
(2) confirm annual ‘baseline spending’ requirements were met, and
(3) determine whether the City Administrator’s internal controls over processes were in place and effective for both the ‘set aside’ and ‘baseline spending’ calculations.

Kids First! funded programs impact the lives of thousands of Oakland youth and families each year.

The programs provide children, and their families with services that meet their needs, at no or low cost, from after school programs to summer programming, to programs that help young people gain job skills and internships.

These services are reaching families that may not otherwise be able to participate in enriching activities, provided by caring staff, with youth able to be with peers and gain new experiences and try new things.

-Mike Wetzel, Kids First!

(See Appendix D for demographic information on the youth and families served by Kids First! Fund)
Audit Results

OBJECTIVES 1 and 3: Verify the correct ‘set aside’ was allocated to the Kids First! Fund each year and determine whether internal controls for calculations were in place and effective

Every year, as a part of the City’s budgeting process, the Finance Department’s staff calculates 3% of unrestricted General Purpose Fund revenues, estimated to be received over the next year. This is the ‘set aside’ and these amounts are designated to the Kids First! Fund.

After year end, once the City’s financial reports have been finalized, the ‘set aside’ calculation is reperformed based on actual revenues received.

The Measure requires adjustments to the Kids First! Fund when actual revenue for the year is greater than was initially estimated. Department procedure requires the difference to be adjusted within two years after the actual revenues have been confirmed and finalized.

Finding 1: The Finance Department has not made the required adjustments to the Kids First! Fund for FY 2013-14 and FY 2014-15

The Kids First! program is underfunded by approximately $2 million. Due to lack of department oversight, adjustments to the Kids First! Fund have not been made and are three and two years overdue.

To be timely, the adjustment for FY 2013-14 should have been made in FY 2015-16 and the adjustment for FY 2014-15 should have been made in FY 2016-17.

In prior years, the Finance Department adjusted underfunded amounts, once the final revenues were confirmed. The Finance Department made more than $3.3 million in adjustments covering FY 2012-13 and FY 2015-16 as required by the Measure and in accordance with the Department’s procedures.

The table below shows the ‘set aside’ funding for the 4-year period of the audit, as estimated, and then actual and amounts underfunded.
The table below shows the adjustments made over the prior 4 years, and adjustments in arrears, as of the date of this audit report. Per management policy, adjustments must be made within 2 years after the underestimated amount is determined.

### Exhibit 2: ‘Set Aside’ Calculation for Kids First! Fund

<table>
<thead>
<tr>
<th>FY 2012-13</th>
<th>FY 2013-14</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3% ‘set aside’ - AS ESTIMATED</td>
<td>$10,954,613</td>
<td>$12,181,625</td>
<td>$13,031,188</td>
<td>$14,049,327</td>
</tr>
<tr>
<td>3% ‘set aside’ - AS ACTUAL (based on final revenue amounts)</td>
<td>$12,892,327</td>
<td>$13,115,076</td>
<td>$14,144,226</td>
<td>$15,466,991</td>
</tr>
<tr>
<td>Amounts UNDERESTIMATED (Adjustments are required)</td>
<td>$(1,937,714)</td>
<td>$(933,451)</td>
<td>$(1,113,038)</td>
<td>$(1,417,664)</td>
</tr>
<tr>
<td>Underestimated, as percentage of required ‘set aside’</td>
<td>15%</td>
<td>7%</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: Prepared by City Auditor staff using Oracle financial reports, the City’s Financial Reporting System, and reports prepared by Finance Department staff.

### Exhibit 3: Adjustments to Kids First! Fund

<table>
<thead>
<tr>
<th>FY 2012-13</th>
<th>FY 2013-14</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts UNDERESTIMATED</td>
<td>$(1,937,714)</td>
<td>$(933,451)</td>
<td>$(1,113,038)</td>
<td>$(1,417,664)</td>
</tr>
<tr>
<td>Adjustments made in FY 2014-15</td>
<td>$1,937,714</td>
<td>$40,823</td>
<td></td>
<td>$1,978,537</td>
</tr>
<tr>
<td>Adjustments made in FY 2015-16</td>
<td>Required (not made)</td>
<td></td>
<td></td>
<td>$ -</td>
</tr>
<tr>
<td>Adjustments made in FY 2016-17</td>
<td>Required (not made)</td>
<td></td>
<td></td>
<td>$ -</td>
</tr>
<tr>
<td>Adjustments made in FY 2017-18</td>
<td></td>
<td></td>
<td>$1,417,664</td>
<td>$1,417,664</td>
</tr>
<tr>
<td>Adjustments Required, in arrears</td>
<td>$(892,628)</td>
<td>$(1,113,038)</td>
<td></td>
<td>$(2,005,666)</td>
</tr>
<tr>
<td>Adjustments scheduled FY 2018-19</td>
<td>$892,628</td>
<td>$1,113,038</td>
<td></td>
<td>$2,005,666</td>
</tr>
<tr>
<td>Anticipated Amounts Due/Outstanding</td>
<td></td>
<td></td>
<td></td>
<td>none</td>
</tr>
</tbody>
</table>

Source: Prepared by City Auditor staff using Oracle financial reports, the City’s Financial Reporting System, and reports prepared by Finance Department staff.
Audit Results

Recommendation: Management must include the required adjustments, now in arrears, in the City’s mid-cycle budget for FY 2018-19. Department oversight should confirm adjustments to the Kids First! Fund are made timely each year, within 2 years of confirmed final revenue amounts.

Actions Taken: Adjustments have been included in the City’s FY 2018-19 Mid-Cycle Budget Amendment approved by City Council on June 19, 2018 and are scheduled to be paid within the next 12 months.

Finding 2: Procedures are not adequately documented for the ‘set-aside’ calculation

Finance uses a template for calculating the 3% ‘set aside.’ However, written instructions were insufficient to support the steps required to complete the template.

Documented procedures are an important internal control to ensure each step necessary to complete a task is detailed and documented for the user, so the task can be completed in the same manner each time. Documentation also provides continuity; if there are changes in staff or unexpected absences of key employees, documented instructions ensure other staff can complete tasks and perform the calculations accurately and consistently.

Recommendation: Management should develop comprehensive procedures, including instructions on how to use the template and the relevant accounts used in the calculation.

Actions Taken: During the audit, management created a comprehensive set of documented procedures, including a timeline for processing adjustments.

OBJECTIVES 2 and 3: Confirm annual ‘baseline spending’ requirements were met, and determine whether internal controls over processes were in place and effective

In addition to the ‘set aside’ of City revenues to the Kids First! Fund, the annual ‘baseline spending’ must be at least 5.35% of City expenditures to benefit children and youth. Head Start programs, City-run projects and centers benefitting children and youth, are expenditures that fulfill the mandate of the Measure. The ‘baseline spending’ calculation does not include the monies ‘set aside’ in the Kids First! Fund.

Similar to the calculation for the ‘set aside,’ the ‘baseline spending’ is first calculated based on the City’s estimated expenditures on children and youth programs for the upcoming year. After year end, when the actual expenditures are finalized, the Finance Department re-calculates the ‘baseline spending’ amount. If spending is below 5.35% of
Audit Results

City expenditures, the City must, within the following two years, increase expenditures for children and youth programs for the underfunded amount.

The table below shows the actual amounts spent on children and youth programs throughout City departments, as compared to the required, ‘baseline spending’ amounts. In each year shown below, the City met the ‘baseline spending’ requirement and in fact, over the 4 year-period, $41.7 million in total, was spent beyond the Measure’s requirement.

Exhibit 4:

<table>
<thead>
<tr>
<th>Spending on Other Children &amp; Youth Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Baseline Spending: 5.35%)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>FY 2012-13 Calculated Expenditure</td>
</tr>
<tr>
<td>$5,000,000</td>
</tr>
<tr>
<td>$25,000,000</td>
</tr>
<tr>
<td>$45,000,000</td>
</tr>
</tbody>
</table>

Source: Prepared by City Auditor staff using Oracle financial reports, the City’s Financial Reporting System, and reports prepared by Finance Department staff.

Finding 3: Procedures are not adequately documented for the ‘baseline spending’ calculation

Detailed steps for calculating the 5.35% ‘baseline spending’ are not formally documented. Staff performed the calculation, using mostly recollection from prior years. This complex calculation is performed only twice per year, and there are approximately 41,000 expenditure line items to consider, increasing the likelihood of errors and inconsistencies.

This calculation requires

- identifying specific children and youth program and organization codes, using spreadsheet software,
- ensuring expenditures are not double counted,
- summing relevant expenditures, and
Audit Results

- applying the ‘baseline spending’ rate.

Documenting the detailed steps of a lengthy and complicated calculation will ensure accurate and consistent outcomes.

**Recommendation:** Management should document and develop comprehensive procedures for the ‘baseline spending’ calculation, and these should be updated each year, so as new programs benefitting children and youth are developed and implemented, they are included in this calculation.

**Actions Taken:** During the audit, management documented its procedures into a comprehensive manual, which includes specific steps for determining the ‘baseline spending’ amounts, including program and organization codes used in the calculation.

Conclusion

Oakland Kids First! Fund and City funded programs provide valuable services to, and positive and safe communal spaces for, our young residents to learn and develop. This audit assures Oakland families and taxpayers that the correct allocated amounts have been ‘set aside’ and spent on these programs, as intended by Measure D.

This audit determined:

- The ‘set aside’ adjustment amount was not allocated to the Kid’s First Fund in FY 2013-14 and FY 2014-15. The shortage totaled approximately $2 million.
- The City met the ‘baseline spending’ requirements and exceeded it by $41 million during the four fiscal years examined.
- The policies and procedures were not formalized to ensure the funding allocations were accurate and complete.

We acknowledge that during this audit, the City Administrator has included the $2 million shortage in the Mid-Cycle Budget, as approved by City Council, and the City has taken steps to implement stronger internal controls by creating comprehensive procedures for ‘baseline spending’ and ‘set aside’ calculations. In addition, it is customary for the City Auditor to make informal recommendations to management, which can be found on the following page.
Areas of Consideration

The City Auditor offers other suggestions for process and internal control improvements. The following recommendation is directed to the Human Services Department for consideration:

**Human Services Department should consider the following:**

- **Implementation of an electronic filing system:** The Human Services Department manages the Kids First! Fund using paper files to record and store information related to each grantee, including program status reports, applications to request funds, and site visits and observations.

- **Suggested Recommendation:** Replace paper files with an electronic filing system to include e-signature capabilities. An electronic filing system provides easier access to files, avoids misfiled documents, ensures accuracy, and supports the paperless records retention goals of the City.
Statement of Compliance with Government Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Methodology

In conducting this audit, we:

- Reviewed ballot Measure D and its requirements.
- Reviewed the previous City of Oakland Auditor’s report on Measure D titled Measure D Children and Youth Services Baseline Spending and Set Aside Requirements for the Kids First Fund Audit FY 2009-10 through FY 2011-12 published on October 9, 2014.
- Reviewed the Oakland City Charter implementing Measure D (Article XIII, section 1300).
- Verified the calculated amount due to the Kids First! program met the requirement.
- Verified the transfer of monies (‘set aside’) into Kids First! Fund, account number 1780.
- Re-calculated expenditures for the baseline spending to verify requirements were met.
- Reviewed strategic plans developed by the Kids First! Planning and Oversight Committee (See Appendix B).
- Reviewed meeting records from the Planning and Oversight Committee meetings (See Appendix D).
- Interviewed Humans Service Department and Finance Department’s staff.
- Selected a non-statistical sample of 41 Kids First! grantee and site visit reports to confirm completeness, supporting documentation, and evidence of review.
- Obtained demographic/statistical information prepared by the Department of Human Services.
APPENDIX A – Evolution of the Measure

1996
Measure K
established by the voters
for 12 years

2008
Measure OO
repeals and replaces
Measure K

2009
Measure D
amends Measure OO
and expires 2021
APPENDIX B – Kids First! Fund Management and Oversight

Managing the Kids First! Fund

The Kids First! Fund is managed by the Human Services Department. They oversee policy and grantee contracting for approximately 150 community-based, non-profits and Oakland Unified School District after-school and summer programs. They also conduct monitoring through site visits, quarterly meetings, and quarterly reports.

City departments are eligible to apply for Kids First! Funding, but must compete with non-profits and other non-city entities. For example, the Oakland Parks, Recreation, & Youth Development Department (OPRYD) received a $150,000 grant in FY 2017-18. The OPRYD offers many programs and services that cater to youth. These programs also provide low income youth with opportunities to participate in various activities, available at no or low cost.

Kids First! Fund Planning and Oversight Committee

The Measure requires the establishment of a Planning and Oversight Committee to oversee the program. It is a 17-member public committee composed of one youth and one adult appointee per Councilmember, as well as one appointee by the Mayor.

The Committee is responsible for the completion and implementation of a Three Year Strategic Investment Plan. This includes soliciting applicants from non-governmental, non-profit, and public agencies for funding proposals and selecting recommended grant awards for City Council’s approval.
APPENDIX C - Revenue Types Not Considered in the Annual ‘Set Aside’ Calculation

Certain categories are determined to be restricted for the purpose of this Measure and are not considered in the annual ‘set aside’ calculation for the Kids First! Fund.

- Sales and Use Tax: Proposition 172
- Land Rental Income
- Facility Rental Income
- Concession Income
- Public Works Fee
- Park and Recreation Fee
- Parking Fee
- Port Revenue
- Grant and Subvention Revenue
- Sale of Real/Personal Property
- Bond and Loan Revenues
- Insurance Claims and Settlements
- Coliseum Revenue
- Other Revenue: Receipt of Trust Funds
- Other Revenue: Revolving Loan Repayment
- Other Revenue: Pass Through Loans
- Other Revenue: Port of Oakland (Revenue / Expense Clearing)
- Reserve Transfers: Projects
- Operating Transfers In
Participants in Kids First! funded programs reside in all neighborhoods across Oakland. Most participants (61%) live in the Fruitvale District and neighborhoods in East Oakland to the San Leandro border. The map below indicates where the participants in Kids First! Programs reside by zip code.

Source: Compiled from FY 2016-17 annual reports prepared by the Department of Human Services staff.

In FY 2016-17, monies from the Kids First! Fund supported programs serving 33,160 children and youth, including 24,109 in 90 community based programs and 9,051 in OUSD after school and summer programs.
The following chart summarizes participants’ race and ethnicity in all Kids First! funded programs during FY 2016-17:

Source: Information provided by the Department of Human Services (unaudited)
July 17, 2018

The Honorable Brenda Roberts
Oakland City Auditor
1 Frank Ogawa Plaza, 4th Floor
Oakland, CA 94612

RE: City Administrator’s Response to the Measure D Performance Audit

Dear City Auditor Roberts:

The City Administration, Finance Department, and Human Services Department recognizes the impact Measure D Kids First! Funding has had on our children and youth in our City. We appreciate the work performed by your team on this audit.

City Administration accepts the City Auditor’s recommendations which are listed on the attached matrix that includes our comments and responsibility assignments. Prior to the completion of this audit, the Budget Office included the required adjustments to the Kids First Fund! in the mid-cycle budget that was approved by City Council on June 19, 2018. This will be effective as of fiscal year 2018-19. Accordingly, the Kids First Fund! will be appropriately and fully funded. As you note in your report, the City has spent more than $190 million on the City’s youth over the 4 years of this audit. This is a testament to the importance Oakland puts on our next generation, and the commitment from the City to fund programs that support our children.

Other recommendations in the audit have likewise been promptly addressed, including the updating of procedures that will strengthen the controls around the calculations of monies to be set aside and designated for children and youth programs; all of which will ensure the City continues to fulfill the mandate of Measure D Kids First!
I want to thank the City Auditor and her staff for their professionalism throughout the course of this audit. Management was kept up-to-date on the audit as it progressed and presented with observations and recommendations for process and control improvements as they were identified.

Sincerely,

Sabrina B. Landreth
City Administrator

cc: Katano Kasaine, Director of Finance
    Kirstin LaCasse, Controller
    Adam Benson, Agency Administrative Manager
    Sara Bedford, Director of Human Services
    Sandra Taylor, Children and Youth Services, Manager
    Pelayo Llamas, Deputy City Attorney

Attachment: Tracking Matrix
<table>
<thead>
<tr>
<th>Finding</th>
<th>City Auditor's Recommendations</th>
<th>Management Response</th>
<th>Responsible Party</th>
<th>Target Date to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>‘Set Aside’ Adjustments - Management must include the required adjustments, now in arrears, in the City’s mid-cycle budget for FY 2018-19. Department oversight should confirm adjustments to the Kids First! Fund are made timely each year, within 2 years of confirmed final revenue amounts.</td>
<td>The administration agrees with this recommendation. All adjustments have been fully appropriated in the City’s FY 2018-19 Mid-Cycle Budget Amendment approved by City Council on June 19, 2018 and are payable at any time. Procedures were formalized to include a timeline for processing adjustments within 2 years.</td>
<td>Katano Kasaine, Finance Director</td>
<td>June 30, 2019</td>
</tr>
<tr>
<td>2</td>
<td>Procedures for the ‘Set Aside’ calculation - Management should develop comprehensive procedures, including instructions on how to use the template and the relevant accounts used in the calculation.</td>
<td>The administration agrees with this recommendation. During the audit, management created a comprehensive set of documented procedures, including a timeline for processing adjustments.</td>
<td>Katano Kasaine, Finance Director</td>
<td>Completed: April 2018</td>
</tr>
</tbody>
</table>
### 3. Procedures for ‘Baseline Spending’ calculation

Management should document and develop comprehensive procedures for the ‘baseline spending’ calculation, and these should be updated each year, so as new programs benefitting children and youth are developed and implemented, they are included in this calculation.

<table>
<thead>
<tr>
<th>Finding</th>
<th>City Auditor’s Recommendations</th>
<th>Management Response</th>
<th>Responsible Party</th>
<th>Target Date to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Procedures for ‘Baseline Spending’ calculation - Management should document and develop comprehensive procedures for the ‘baseline spending’ calculation, and these should be updated each year, so as new programs benefitting children and youth are developed and implemented, they are included in this calculation.</td>
<td>The administration agrees with this recommendation. During the audit, management documented its procedures into a comprehensive manual, which includes specific steps for determining the ‘spending baseline’ amounts, including program and organization codes used in the calculation.</td>
<td>Katano Kasaine, Finance Director</td>
<td>Completed: April 2018</td>
</tr>
</tbody>
</table>