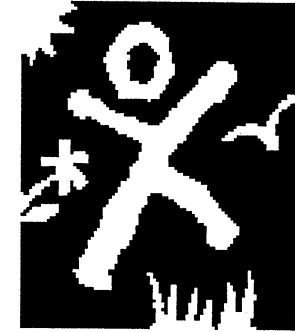


CITY OF OAKLAND



Oakland Fund For Children And Youth

2002 - 2006 STRATEGIC PLAN

Prepared by the Planning & Oversight Committee

Oakland Fund for Children & Youth

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Acknowledgements

Oakland City Council

Mayor Jerry Brown
Jane Brunner, District 1
Danny Wan, District 2
Nancy Nadel, District 3
Dick Spees, District 4
Ignacio De La Fuente, District 5
Moses Mayne, District 6
Larry Reid, District 7
Henry Chang, At-Large

Youth Planning Team

Ana Baires
Karen Chan
Brenda Conway
Rainier Griffin
Shamela McClain
Sherrice Perry
La'Charnae Pratt
Ortega Yarborough

Planning and Oversight Committee

Althea Anderson
Sarah Chávez
Patrick Daughton
Jovan Grogan
Edward Hannemann
H. Mahlon Harmon
Linda Kiehle
Jacob Lesner
Nicole Norris
Wally Scott
Hopeton Stewart
Roza Tammer
Stan Weisner
Paula Woods

Consulting Team

Cathy Ferron, International Child Resource Institute
Ken Jaffe, International Child Resource Institute
Matthew Rosen, Youth Leadership Institute
Maureen Sedonaen, Youth Leadership Institute
Mike Smith, Social Entrepreneurs, Inc.
Saun-Toy Trotter, Youth Leadership Institute

Oakland Fund for Children and Youth Staff

Tom Roberts, Director
Aleksandra Holod, Program Manager
Lindsay Wells, Program Assistant
Maya Hart, Grants Coordinator
Rose Auditore, Grants Assistant

City of Oakland Aging, Health, & Human Services Department

Andrea Youngdahl, Director
Sara Bedford, Manager of Policy & Planning

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Introduction

Measure K – Kids First! Initiative

In November 1996, over three-fourths of the voters expressed a powerful commitment to Oakland’s children and youth by passing the Measure K – Kids First! Initiative. This initiative established the Oakland Fund for Children and Youth to “help young people grow to become healthy, productive, and honorable adults.” An estimated \$6.8 million to \$7.2 million per year of the City’s unrestricted General Fund is now set aside for this purpose.

The Fund has an initial 12-year lifespan, representing a long-term investment to facilitate a “network of services aimed at measurably improving the lives of children and youth in Oakland.” The legislation also requires that young people play a meaningful role in oversight and implementation of the Fund. The complete text of the legislation is contained in Appendix A of this document.

Legislative Requirements

The Measure K—Kids First! legislation has a number of requirements. Below are highlights of key provisions of the legislation:

- It is a 12-year initiative that calls for the development of a “Strategic Plan” every four years to guide the allocation of funds. This document is the second four-year plan, covering the period July 1, 2002 through June 30, 2006.
- The City must set aside 2.5 percent of its unrestricted General Fund exclusively for direct services to children and youth under the age of 21.
- The City’s existing appropriations for direct services to children and youth (initially based on fiscal year 1995-1996) must be maintained.
- The Mayor and City Council appoint a 19-member Planning and Oversight Committee (POC), which must include at least nine residents not older than 21, to develop the strategic plan and to make funding recommendations to the City Council.
- Money must be allocated to private non-profit and public agencies through an open and fair competitive bid process.

- Money must be used exclusively within three areas of service: *Career & Leadership Development*, including job training, year round work experience, career internships, and community organizing projects; *Academic & Cultural Development*, including pre-school programs, academic enrichment programs, college preparatory services, arts and music programs, outdoor adventure activities, and sports programs; and *Physical & Behavioral Health*, including school health centers, neighborhood teen clinics, counseling and mentoring programs, conflict resolution, prenatal care, and parenting classes.
- The legislation also emphasizes a number of service qualities such as the importance of having youth involved in program development, implementation, and evaluation; collaboration and coordination especially among private and public agencies; and ambitious and measurable outcomes.

Purpose of the Strategic Plan

The term "strategic planning" refers to a systematic process for planning the overall course and direction of an endeavor for the purpose of getting the best possible results in the future. The **strategic plan** is the official written record of the decisions made during the planning process.

The strategic plan for the Oakland Fund for Children and Youth (OFCY) will be used to:

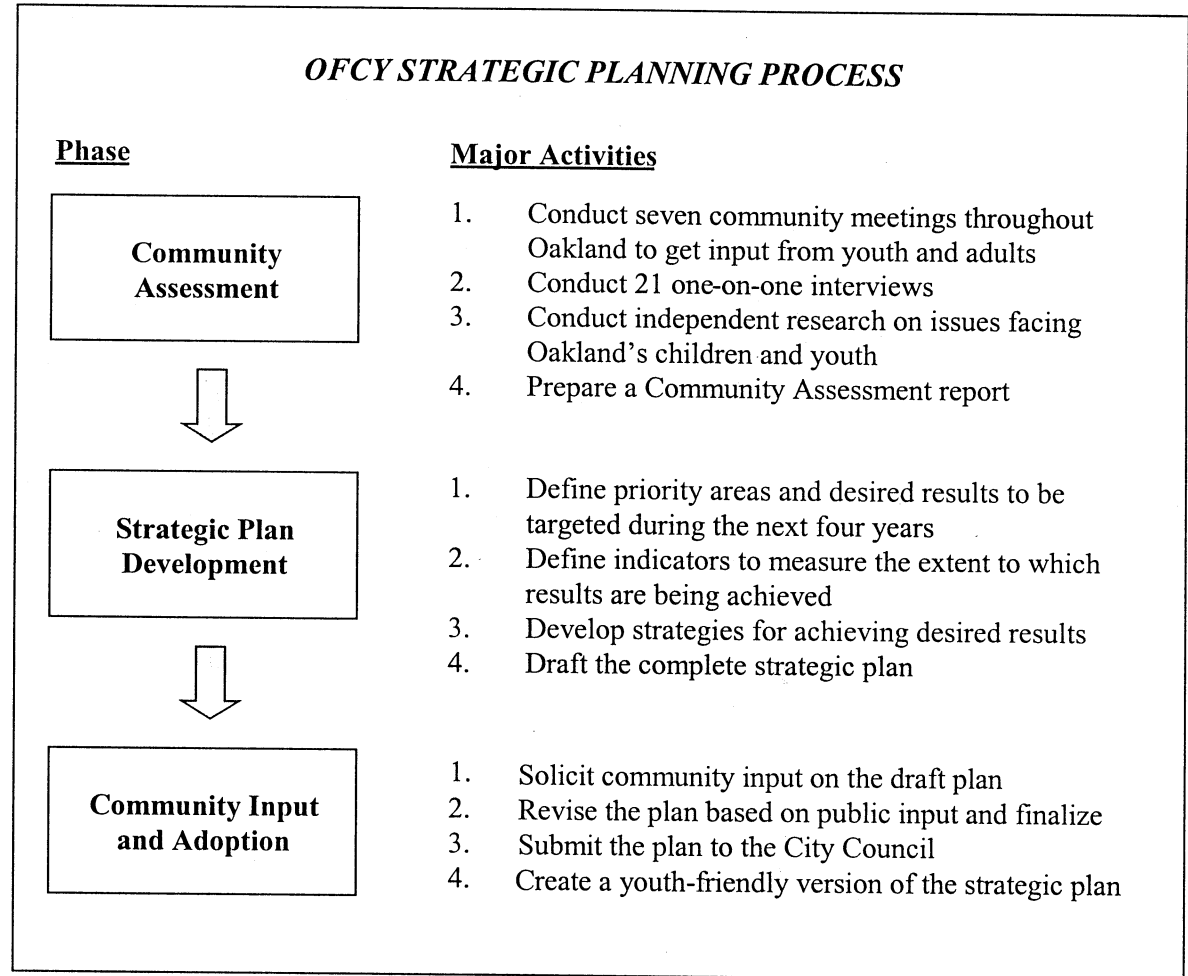
- ❖ Guide decisions about what types of programs and services should receiving funding from OFCY;
- ❖ Show how the results produced by OFCY funding will be measured; and
- ❖ Communicate with the public about how Measure K funds are being used to address important issues facing Oakland's children and youth.

Overview of the Planning Process

This plan was created during six months of intensive work. Three phases were involved, as shown in the diagram. The first phase, Community Assessment, sought to understand the current situation of Oakland's youth – their living conditions, health, safety, education, and other factors that influence their quality of life and ability to succeed as adults. Over 150 Oakland youth and adults provided input during seven town meetings held around the city. 21 city officials and service providers were interviewed, and over 60 independent sources of data were analyzed.

The information from the Community Assessment process was used during phase two, Strategic Plan Development, to determine what issues OFCY would focus on during the next four years. Twelve public meetings were held during phase two to work out the elements of this plan. Members of the public participated actively throughout this phase, working side by side with OFCY representatives to discuss issues and make recommendations.

In phase three, six town meetings were held to get community input on the draft plan. The public comments from these meetings were used to revise the plan, after which it was submitted to the City Council for their consideration.



The Strategic Planning Subcommittee of the Planning and Oversight Committee (POC) worked diligently on every step of the process, with tremendous support from the OFCY staff. The POC as a whole took the recommendations of the Subcommittee and determined what to include in the final plan. A team of experienced consultants assisted with the entire process.

Young people were actively involved in developing the plan. In addition to youth members of the POC, eight Oakland youth served as the Youth Planning Team throughout the planning process to provide input, help conduct planning steps, and bring other youth into the discussions. Dozens of other young people participated in public meetings at each stage of the process.

Related Documents

Two separate documents were produced during the strategic planning process that provide more detailed information about topics covered in the strategic plan.

- ***An Assessment of Opportunities to Support Oakland's Youth.*** This report was created during the Community Assessment phase of the strategic planning process. It contains extensive information about current conditions and recent trends affecting the children and youth of Oakland. The results of many community meetings and interviews to obtain broad input on the strengths and needs of Oakland's youth are also included in this document. The Community Assessment report was the basis for selecting the priority areas and desired results adopted in the strategic plan.
- ***Supplements to the 2002 – 2006 Strategic Plan.*** This document contains more in-depth information about OFCY, how the planning process was conducted, the level of community input received on the strategic plan, and how this strategic plan compares to the first four-year plan that was adopted in October 1997.

Persons interested in learning more about OFCY and the reasons why the positions expressed in this strategic plan were adopted are encouraged to review these two supporting documents.

Results to Achieve: What Do We Want to Accomplish?

The heart of the strategic plan are the *desired results* – the specific improvements in the conditions and well being of Oakland’s children and youth that OFCY is committed to pursuing. This section of the plan describes the long range vision of what the Fund seeks to accomplish, the main principles or values that guide the actions of OFCY, and the desired results that will be focused on between the years 2002 – 2006.

Long Range Vision

During the first strategic planning process in 1997, POC members crafted a shared vision statement to express a community-based image for the future of Oakland’s children and youth. The original statement is being retained, as it remains valid today as a compelling vision for the future of our children and youth.

Over the next 12 years, we in the Oakland community will fundamentally raise our expectations, live our values, and foster development of our young people.

Services, programs, and most importantly, our relationships will embrace children and youth as integral members of our families and community, deserving of love, respect, and health. Every young person will feel a sense of belonging.

Individually, youth will walk into their future with a strong belief in themselves, prepared to be responsible and self-sufficient adults.

Together, we will work toward long-term social change, valuing social and economic inclusion.

Guiding Principles

During the planning process, four central concepts were identified that impact just about everything that OFCY does: Youth Involvement, Youth Development, Family Involvement, and Outreach. These are called “guiding principles” because they help guide how the Fund will operate in order to achieve the results described in this plan.

Child and Youth Involvement

Young people from Oakland will be involved in all aspects of implementing this plan. Youth can contribute greatly in many ways – by serving on the POC, by working with service providers to create effective programs for children and youth, through youth-to-youth activities, and by helping to evaluate the results being achieved, to name just a few. In short, youth will have a visible and meaningful role in bringing this plan to life. Also, children should have responsibilities and authority that are age appropriate.

Youth Development

Youth development refers to efforts that promote the social, emotional, physical, moral, cognitive and spiritual development of young people through meeting their needs for safety, belonging, love, respect, identity, power, challenge, mastery, and meaning. Youth development is the force underlying each of the desired results described in this plan. It is the means by which the long-range vision will be realized.

Family Involvement

The best results are achieved when parents/caregivers and other family members are meaningfully involved in the programs their children receive. Therefore, diligent efforts will be made to engage parents/caregivers in the design and delivery of services whenever possible and appropriate.

Outreach

Many of Oakland's children and youth lack support systems and are not assisted by traditional services. OFCY will combat this problem by making it a priority to reach out to and include children and youth who lack support systems, involving them in a meaningful way in programs and services.

The original strategic plan from October 1997 also contained seven supporting values that are intended to shape, over time, a safe and caring environment for Oakland's children and youth. These values help to guide decisions in order to best achieve the long-range vision.

Care & Respect for One Another

We care for others by being concerned for their needs, supporting their dreams, and in fostering their hopes. We respect others because of their value and worth, and their individual beauty; we recognize and appreciate our differences and our common humanity. We are a city that loves.

Parents, Caregivers & Role Models

Our neighbors, friends, and family members embrace an expanded definition of “family”. The richness of Oakland’s families extends beyond the traditional mother, father, and child structure to one that incorporates all the diverse forms of family. Our families come together, supporting each other and being role models for our children and youth. Together, we are a village that embraces, cares for, and supports each other.

Self-Reliance & Self-Confidence

We want to see our children and youth walk into their future with individual and community pride, and a strong belief in themselves. Together, we will learn our strengths and weaknesses, recognizing one another’s ability to contribute to our families, our community, and our individual growth.

Relationships Between Generations

We want people to be connected, feel close to those younger, the same age, and older, and relate to one another in healthy, responsible ways. We listen and learn from each other’s wisdom and grow in character because we know each other well.

Community & Collaboration

A healthy, happy, and productive community is one in which every member is aware and accepts our interdependence (“we are one”). Everyone feels responsible to all children, not merely their own, and believes that each person has something valuable to contribute. Children, youth, and adults actively work toward the well-being of each other. We embrace the idea that if we pool our resources and work as a team, we can accomplish great things.

Social & Economic Equity

Oakland is a community that values social and economic inclusion, never exclusion. Each child and youth has a fundamental and equal right to partake wholly in the life of our community, to benefit from the fair and just availability of community resources, and to enjoy equal access to opportunity and economic security. We value the vigorous promotion of equality, justice and accountability, and the concerted application of our resources toward the greatest community needs.

Process & Change

Oakland is a community in which our children and youth participate fully, both in process and in outcome. We view our young people as assets, listening closely to what their voices tell us, and using their contributions in the planning, execution, and evaluation of social change. In the struggle toward a common goal, we believe lessons learned are significant to our growth and development. We recognize that the journey may often be as valuable to young people as the destination.

Results to Achieve During Years 2002 - 2006

Strategic planning involves making difficult choices about where to invest resources in the future. Clearly, there are many challenges facing children and youth in Oakland – violence, racial and cultural biases, low performance in schools, inadequate child care resources, drug and alcohol abuse among both youth and parents, child abuse, high rates of foster care, inadequate housing (sometimes leading to homelessness), high teen pregnancy rates, biases based on sexual orientation and gender identity, insufficient recreational opportunities, high youth unemployment and a relative lack of vocational training, to name just a few. There are also tremendous assets in the community to help address these issues, starting with the many individuals dedicated to making a difference in the lives of others and extending to neighborhood groups, associations, social service and educational organizations, schools, public agencies, and businesses. Planning is all about deciding which issues can be tackled in a meaningful way that also takes advantage of the assets available in the community.

OFCY's average funding level of approximately \$7 million a year can make a difference for children and youth, but it cannot solve all existing problems. Rather than making a small impact on many issues by allocating a limited amount of funding to every issue, the POC believes it is better to focus its resources on making a larger impact on a few very high priority issues. Further, in keeping with the principle of Youth Development, OFCY seeks to build – and tap – the strength and character of Oakland's young people in producing positive results. Special consideration was therefore given to areas that could simultaneously address a compelling need of children and youth and allow for real involvement and empowerment of young people.

The four priority areas that have been selected for the next four years are Support for Children's Success in School, Child Health and Wellness, Healthy Transitions to Adulthood, and Youth Empowerment. Each priority area has a desired result to show more specifically what OFCY is trying to accomplish. As defined previously, **desired results** are the specific improvements in the conditions and well being of Oakland's children and youth that OFCY is committed to pursuing. The four priority areas are described below.

SUPPORT FOR CHILDREN'S SUCCESS IN SCHOOL

Desired Result: Children and youth will achieve improved educational outcomes. The emphasis will be placed on early learning of children age 0-5 and better educational outcomes for targeted grade populations of elementary and middle school age children and youth (ages 0-13). Over an 8-12 year period (well beyond the four-year life of this strategic plan), long-term results to be achieved are higher rates of youth graduating from high school or receiving their General Equivalency Diploma (GED) and higher rates of high school students are graduating with an education that enables them to go to college if they choose.

Rationale: Students in the Oakland Unified School District have one of the highest dropout rates in the state, leaving school at a rate more than twice the rest of Alameda County. Around 40% of all students entering 7th grade will drop out at some time before their high school graduation. The dropout rate has been high throughout the 1990's, and actually rose by over 20% in the 1998-99 school year over the previous year's rate. Few of those young people who do graduate from high school have received a sufficient education to allow them to proceed to college; less than 22% of Oakland Unified High School graduates have met the course requirements that would allow them to attend a University of California (UC) or California State University (CSU) school. Educational performance must improve because better education is essential to achieving positive outcomes in other areas.

Graduation rates are tied to a continuum of education – development of young children during their first five years leads to more success in elementary school, which leads to improved middle school performance and lower dropout rates in the middle schools, which in turn leads to better results at the high school level. Research overwhelmingly proves that investments in early education produce the greatest impact. Children who leave 3rd grade with the ability to read and write at an appropriate level have much more success throughout the rest of their school years than children who do not master the basics of reading and writing by the end of 3rd grade.

Just some of the other issues that would benefit from improved educational outcomes are:

- Youth Employment – improved academic results will better prepare youth for jobs and fulfilling careers;
- Violence Prevention – students who are more educated and doing well in school are less prone to the anger and frustration that leads to violence;
- Youth Empowerment – youth still in school can have access to more opportunities for empowerment;
- Health and Wellness – youth that have a better education and stay connected to the school system are more likely to have access to support resources that help them make healthier choices in life; and
- Youth Homelessness / Housing Assistance – youth who finish school and use their education to get better jobs are more likely to find and afford adequate housing.

CHILD HEALTH AND WELLNESS

Desired Result: Children and youth (ages 0-13) will make healthy choices regarding their mental, physical, sexual and spiritual health based on self-respect, and experience less violence in their personal lives.

Rationale: Few health issues receive proper attention by people who are concerned about their basic safety, and Oakland's children and youth have great reason to worry about their safety, especially outside their homes. During the

1998-99 school year, 5,032 physical fights involving 3,578 students resulted in suspensions from school. Suspensions for violence are highest in the middle grades. During the 1997-1998 school year, 57% of the students suspended for violence were in middle school, and 26% were in elementary school. In 1998, there were 272 juvenile felony arrests for violent acts, of which 155, or 42% of the juveniles arrested were children 14 years old and younger. That same year, there were 204 misdemeanor assault and battery arrests, of which 88, or 43% were juveniles 14 years old and younger. It should be noted that although home-based violence is also a problem in Oakland, OFCY's efforts will be focused on school and community based violence against children and youth as being major issues that the Fund is more likely to be able to impact.

Aside from violence, there are numerous health issues children and youth must face, such as decisions regarding alcohol, drugs, and sexual activity. Impacting such health behaviors must start in the elementary and middle school levels in order to achieve long term results.

HEALTHY TRANSITIONS TO ADULTHOOD

Desired Result: Improvements are made to the life chances of youth who are in jeopardy of not making the transition to becoming well-balanced, healthy, productive, honorable adults. The emphasis here is on high school age youth and youth ages 19 and 20 (ages 14-20).

Rationale: According to the 2000 U.S. Census, there are approximately 25,000 young people in Oakland age 16 to 20 years old. These young people are faced with taking on the responsibilities of adulthood, which usually also means being responsible for their own income and housing needs. Existing support systems are very limited in their ability to help these youth make the transition to adulthood successfully, especially for those youth who have dropped out of school or do not pursue a college education – and as noted earlier under the Support for Children's Success in School desired result, around 40% of all Oakland Unified School District students entering 7th grade will drop out at some time before their high school graduation, and relatively few of those who do graduate from high school go on to college.

Young people that are preparing to live on their own face particular challenges. This can be seen in the high rates of youth unemployment in Oakland, which have reached as high as 21% in recent years. It can also be very difficult to obtain adequate safe and affordable housing. The Community Assessment phase of the planning process noted a combination in Oakland of limited affordable housing units, rents that are increasing at an annual rate of 7.5%, and occupancy rates of almost 98% (which means that few units are available for rent). Beyond taking care of basic needs like income and housing, young people entering adulthood are faced with complex issues involving relationships, self-

esteem, and choosing a positive direction for their life. Stronger support systems are necessary to help as many young people as possible make the transition successfully.

Oakland's youth also need greater support in making healthy choices, particularly when faced with decisions about dealing with depression, alcohol and other drug use, and sexual activity. Separate recent studies in Oakland report that between 17% and 22% of high school age students have considered or attempted suicide in the past. A similar 15 – 20% of Oakland youth have reported using marijuana, alcohol, or other drugs not including tobacco “often” or “daily.” Teen pregnancy rates are also very high, running over 50% higher in Oakland than Alameda County as a whole.

YOUTH EMPOWERMENT

Desired Result: Youth are trained and prepared for, and play key roles in, meaningful partnerships that affect their lives. (ages 11-20)

Rationale: Youth Involvement and Youth Development are guiding principles for this entire plan. Indeed, youth empowerment was one of the underlying priorities in establishing the Fund, which is why youth serve as peers together with adults on the POC. Throughout the strategic planning process, young people have consistently expressed a strong desire for greater opportunities to have an active voice in their own future and the future of the community. Greater youth empowerment will also increase the number and ability of youth to be true partners in working to address the issues described in the other three priority areas.

Strategies: How Will We Get the Results We Want?

Knowing what results we want to achieve is very important, but it is not enough. We also must choose the courses of action – the methods – that we believe will produce the results we want. This is what “strategies” are. **Strategies** identify the specific programs, services and projects to be pursued in order to achieve each desired result. The strategies also guide what types of projects should be funded (or considered for funding) by OFCY.

Strategies for Achieving Results

An overarching concept that impacts many of the strategies contained in this plan is that services should be *linked to schools* where appropriate. This means we encourage services to be located at school sites or to identify school sites that are being served. Meaningful linkages to the school system are important to improve the success of many strategies because most school-age children and youth spend more of their time at school sites than at any other single location. During the period covered by this Strategic Plan, the OFCY will also consider the use of initiatives to implement one or more of the Strategic Plan’s funding priorities and corresponding program strategies.

Listed on the following pages are a set of specific strategies for each priority area and desired result, showing what activities are expected to be most effective in achieving the result. These strategies were developed through a combination of input by service providers and community members together with research on best and promising practices that have been shown to produce positive results in other cities.

Priority Area / Desired Result	Strategies
<p><u>SUPPORT FOR CHILDREN'S SUCCESS IN SCHOOL</u> Children and youth will achieve improved educational outcomes, with an emphasis on early learning of children age 0-5 and better educational outcomes for targeted grade populations of elementary and middle school age children and youth. (Ages 0-13)</p>	<p>Strategies for this priority area are:</p> <ul style="list-style-type: none"> ✓ After School Enrichment Programs Maximize the number of quality after school enrichment programs using successful curriculum and planning approaches for school age children and youth. Examples include arts programs (music, art, theater, dance and others), science, computer, sports, environmental science, gardening, and ethnic/cultural activities that reflect the diversity of Oakland. ✓ Services at Schools and Other Sites Maximize the network of educational support services during the after school hours at school and other accessible sites where children and youth feel safe. Examples of such services include after school drop-in programs, tutoring, homework assistance, literacy programs, and activities to promote parental/caregiver involvement in their children's learning. ✓ Mentoring and Tutoring Create mentoring and tutoring cross-age programs, using peers as well as others, for elementary and middle school youth to develop educational, life, and social skills. Stipends should be offered to youth tutors. ✓ Prepare Children Ages 0-5 for School Create services and programs supplementary to child care, preschool, and other educational programs that target the needs of children ages 0-5 to prepare them for their entry into primary school.

Priority Area / Desired Result	Strategies
<p><u>SUPPORT FOR CHILDREN'S SUCCESS IN SCHOOL</u> (continued)</p>	<ul style="list-style-type: none"> ✓ Training and Curriculum In conjunction with the delivery of direct early childhood services, provide training and curriculum that will enable caregivers to promote early literacy skills, social skills, and language development. ✓ Parents/Caregivers as Teachers Reach out and engage parents/caregivers as additional teachers of their children and involve them in the programs their children receive. ✓ Reach Out to Below Average Performing Students Target below average performing students to increase their participation in educational support programs.
<p><u>CHILD HEALTH AND WELLNESS</u> Children and youth will make healthy choices regarding their mental, physical, sexual and spiritual health based on self-respect, and experience less violence in their personal lives. (Ages 0-13)</p>	<p>Strategies for this priority area are:</p> <ul style="list-style-type: none"> ✓ Violence Prevention Support violence prevention work with partner agencies using strategies including violence prevention/social skills curriculum in schools, use of appropriate alternatives to suspension from school, provision of mental health services to students in need of individual or group intervention, and use of a multidisciplinary team to identify, assess, refer, and monitor intervention plans for targeted students. ✓ Group Activities/Healthy Choices Promote group activities (e.g. recreation, cultural activities, diversity training, etc.) that build self-esteem, healthy relationships, cultural understanding and respect for differences and that encourage healthy choices regarding illicit drugs, alcohol, tobacco and sexuality.

Priority Area / Desired Result	Strategies
<p><u>CHILD HEALTH AND WELLNESS</u> (continued)</p>	<ul style="list-style-type: none"> ✓ Training and Curriculum Development In conjunction with the delivery of direct service, provide curriculum and training for child care providers, preschools and elementary schools, and school and community based clinics that improves education and support for families with children age 0-9 (targeting the parents/caregivers together with the children) about violence prevention, conflict resolution, and avoidance of alcohol, drug and tobacco addictions. ✓ Conflict Resolution, Mediation, and Health Education in Schools Expand peer-based conflict resolution/mediation and health education in the schools. ✓ School and Community-Based Clinics Increase access (outreach and knowledge of what is offered) to school and community based clinics, linking physical and behavioral care to improve wellness among children and youth. ✓ Case Management Provide child-centered case management services that emphasize family, peer group, and community involvement, broker services and advocate for clients.
<p><u>HEALTHY TRANSITIONS TO ADULTHOOD</u> Improvements are made to the life chances of youth who are in jeopardy of not making the transition to becoming well-balanced, healthy, productive, honorable adults. The emphasis here is on high school age youth and youth ages 19 and 20. (Ages 14-20)</p>	<p>Strategies for this priority area are:</p> <ul style="list-style-type: none"> ✓ Counseling, Mental Health, Social and Support Services Provide youth struggling with health issues relevant, accessible, targeted, sensitive counseling, mental health and social services and support services that assist youth in obtaining physical health services.

Priority Area / Desired Result	Strategies
HEALTHY TRANSITIONS TO ADULTHOOD (continued)	<ul style="list-style-type: none"> <li data-bbox="779 313 1940 492"> <p>✓ Community Building Promote community building through recreation, positive activities and alternatives, positive youth/adult relationships, and safe community spaces that provide targeted services to youth in alignment with the other strategies contained in the strategic plan.</p> <li data-bbox="779 532 1940 646"> <p>✓ Vocational Training and Assistance Provide programs that prepare youth for employment and independent living, including vocational training and career assistance.</p> <li data-bbox="779 686 1940 800"> <p>✓ Housing Support Services Provide housing support services that assist youth in locating, accessing, and maintaining stable housing.</p> <li data-bbox="779 841 1940 954"> <p>✓ Assistance with GED and Reentry into School Assist youth who are out of school to get back into school or to attain a GED or high school equivalency.</p> <li data-bbox="779 995 1940 1109"> <p>✓ Assistance in Pursuing Higher Education Assist youth in accessing and accomplishing higher education goals, including meeting UC/CSU academic entrance requirements.</p> <li data-bbox="779 1149 1940 1263"> <p>✓ Educational Support After School Maximize the network of educational support services during the after school hours at school and other accessible sites where children and youth feel safe.</p> <li data-bbox="779 1304 1940 1417"> <p>✓ Reach Out to Below Average Performing Students Target below average performing students to increase their participation in educational support programs.</p>

Priority Area / Desired Result	Strategies
<p><u>YOUTH EMPOWERMENT</u> Youth are trained and prepared for, and play key roles in, meaningful partnerships that affect their lives. (Ages 11-20)</p>	<p>Strategies for this priority area are:</p> <ul style="list-style-type: none"> ✓ Youth-to-Youth Grantmaking Provide youth-to-youth grantmaking/funding opportunities that support the three other funding priorities through projects such as youth businesses, youth generated community projects, youth led projects and community building projects. ✓ Small Grants for Youth Led Projects Provide a children and youth grants project that would make small grants on a quick turnaround basis for attendance at conferences and training sessions. ✓ Youth Centers Support the operation of youth centers that are youth envisioned, initiated, implemented, led, and evaluated. ✓ Diversity Awareness Provide cultural and disability awareness and diversity training taught by youth for youth. ✓ Training Youth in Advocacy and Policy-Making Train youth in advocacy and policy making to prepare youth to take leadership roles in the community and take action on issues that are critical to their lives. ✓ Youth Leadership Opportunities Increase youth-developed opportunities for youth leadership.

Target Groups

Age: The strategies in each priority area will be targeted to specific age groups. This targeting is important so that OFCY's resources are focused where they are likely to have the greatest impact. The age groups are:

Support for Children's Success in School Age 0-5, elementary school age, and middle school age children (Approx. ages 0-13)

Child Health and Wellness Age 0-5, elementary school age, and middle school age children (Approx. ages 0-13)

Healthy Transitions to Adulthood High school age, and 19-20 year old youth (Approx. ages 14-20)

Youth Empowerment Middle school age, high school age, and 19-20 year old youth (Approx. ages 11-20)

The following chart shows how different types of strategies – categories of programs, services, and activities – relate to the four priority areas and the age ranges that are targeted in each priority area.

	Priority Areas			
	Support for Children's Success in School (0-13) <i>Age 0-5, elementary, and middle school age</i>	Child Health and Wellness (0-13) <i>Age 0-5, elementary, and middle school age</i>	Healthy Transitions to Adulthood (14-20) <i>High school age, and 19-20 year old youth</i>	Youth Empowerment (11-20) <i>Middle school age, high school age, and 19-20 year old youth</i>
Strategy Type				
Educational Support	✓		✓	
Physical Health Strategies		✓	✓	
Counseling and Mental Health			✓	
Youth Initiated Projects	*	*	*	✓
Vocational Training & Career Asst.			✓	
After School Enrichment	✓			
Housing Support Services			✓	
Violence Prevention		✓		

*Youth Initiated Projects not only provide a mechanism for youth empowerment, they will be used to carry out strategies under the other priority areas.

Other Populations: Applicants for funding will be encouraged to show any other target population they will be serving, and how the population to be served fits with the emphasis and values of the plan. We understand that there are some populations who have traditionally been underserved. The Request for Proposals (RFP) or other tools that are used to guide the allocation of OFCY funding will address how to handle proposals that cover multiple priority areas and/or age groups.

Evaluation: How Will We Know What Was Achieved?

Measure K was approved as a long-term investment to measurably improve the lives of children and youth in Oakland. It is therefore important to have a way to measure success – to quantify what has been accomplished during the four years covered by this plan and, ultimately, over the 12-year life of the Fund. This is where “evaluation” comes in. In the context of this strategic plan, **evaluation** refers to the process and methods by which OFCY and Oakland community members in general can assess the degree of progress made toward achieving the desired results described in this plan, as well as assess the effectiveness of individual programs and services that are funded by OFCY. Annual evaluation of results also provides accountability over the use of public funds.

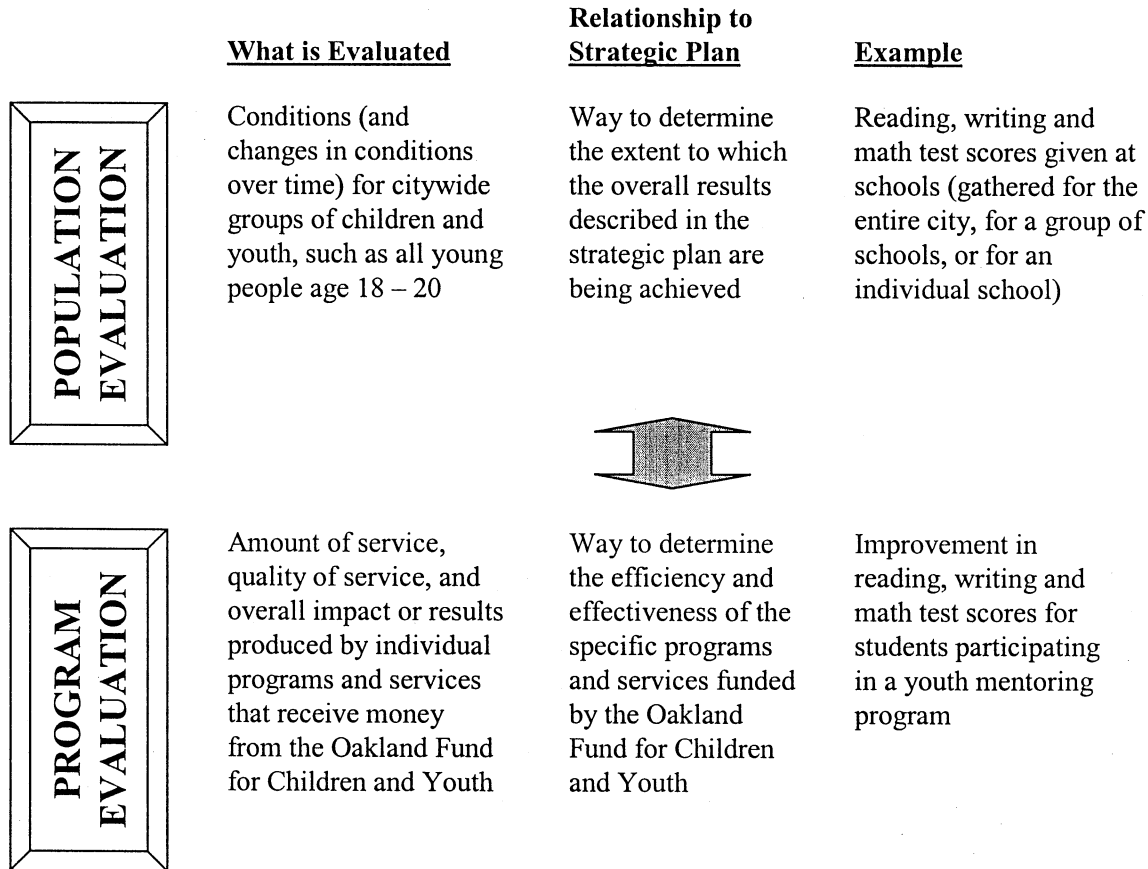
Methods of Evaluating Progress and Achievements

Evaluation occurs at two levels: Population evaluation and Program evaluation.

Population evaluation looks at demographic groups across the city as a whole to determine the condition of children and youth, and measure the changes in those conditions over the years that Measure K has existed so that the impact of Measure K can be objectively determined. For example, one of the desired results in this plan is to improve academic performance. To evaluate progress and achievement for this desired result, it is necessary to annually measure reading, writing and math test scores for each school and for Oakland as a whole. This provides an objective way to see if academic performance is getting better – and by how much – from year to year. An important point to note is that many different programs and services may be involved in achieving a desired result. Using the example of academic performance, numerous groups including the school district, parents, youth, OFCY, local nonprofit agencies, and others are involved in promoting better results for school students. The issue here is whether the system as a whole is working effectively and whether the desired results for the community are being achieved.

Program evaluation, on the other hand, focuses on the effectiveness and efficiency of *individual services or activities*. Here, the POC expects to only invest in evaluating programs that receive money from OFCY through the funding process described in this plan. For example, if the POC funded a youth-to-youth mentoring program as a strategy to increase academic performance, it would be necessary to determine how many students received mentoring and whether those students improved their test scores at a higher rate than others that were not mentored.

These two levels of evaluation are depicted in the diagram below.



The links between these two levels of evaluation are the strategies. The strategies show what courses of action will be taken to achieve the desired results. OFCY will then fund programs and services that carry out the strategies. These programs will be evaluated to show how well they are working. The effect of these programs, together with the efforts of organizations other than OFCY that are working toward the same desired result, will add up to an overall population-level impact.

Indicators

A vital part of the evaluation process is collecting and analyzing data on “indicators.” An **indicator** is defined as a specific process or performance measure – a statistic – that can be used to determine whether one or more desired results are being achieved. Indicators are important because:

- ✓ They help clarify what results we are trying to achieve.
- ✓ They give us a way to measure progress – are things getting better or not? How much improvement has occurred?
- ✓ They give us a way to measure success – did we achieve the goal or not?

OFCY will conduct evaluation at both the population and program levels. This strategic plan, however, can only contain indicators at the population level. Performance indicators for individual programs will be developed each year for all programs and services that are awarded money by OFCY. Individual programs will not be held accountable for whether the population level results were achieved; they will only be held accountable for achieving the goals set for their own program (as measured by program level indicators).

The population level indicators that will be used to measure success for each of the strategic priority areas and desired results are listed starting on the next page. Two important points must be understood about these indicators. First, *it will take time to have an impact on each population indicator*. Continuing the example of improved academic performance, it may take several years to see a noticeable change in test scores because programs need to get established and have time to work over several years before enough change can have occurred to impact the population indicator. The time period required to create some types of changes is not a reason to shy away – it is a reason to get started on making an impact. Second, *OFCY by itself cannot achieve the desired results*. The purpose of the Fund is to create as much benefit as it can for children and youth, and it certainly can have an impact. At the same time, the issues being targeted in this strategic plan, such as academic performance and violence by and toward children and youth, can only be fully addressed through a community-wide effort involving youth, adults, schools, public agencies, and social service providers.

Priority Area / Desired Result	Indicators	Source of Data
<p><u>SUPPORT FOR CHILDREN'S SUCCESS IN SCHOOL</u> Children and youth will achieve improved educational outcomes, with an emphasis on early learning of children age 0-5 and better educational outcomes for targeted grade populations of elementary and middle school age children and youth.</p>	<ul style="list-style-type: none"> ❖ STAR school test results: average percentile rank of students tested in reading, writing and math, measured at key intervals that capture each level of the school system (3rd grade for elementary schools, 7th grade for middle schools and 11th grade for high schools) ❖ Percent of children entering kindergarten who successfully complete kindergarten after one year and matriculate to 1st grade 	<p>California Department of Education</p> <p>Oakland Unified School District</p>
<p><u>CHILD HEALTH AND WELLNESS</u> Children and youth will make healthy choices regarding their mental, physical, sexual and spiritual health based on self-respect, and experience less violence in their personal lives.</p>	<ul style="list-style-type: none"> ❖ Number and percent of students suspended from school because of violence 	<p>Oakland Unified School District, Safe Passages</p>
<p><u>HEALTHY TRANSITIONS TO ADULTHOOD</u> Improvements are made to the life chances of youth who are in jeopardy of not making the transition to becoming well-balanced, healthy, productive, honorable adults.</p>	<ul style="list-style-type: none"> ❖ Percent of students entering 9th grade that graduate from high school ❖ Percent of students graduating from high school that have met the course requirements for admission to University of California (UC) and California State University (CSU) schools 	<p>California Department of Education</p> <p>California Department of Education</p>

Priority Area / Desired Result	Indicators	Source of Data
<p><u>YOUTH EMPOWERMENT</u> Youth are trained and prepared for, and play key roles in, meaningful partnerships that affect their lives.</p>	<p>Because of the high cost and difficulty of gathering data for population indicators in this priority area, program indicators will be used instead. Program indicators that will be compiled for OFCY-funded activities to help measure the impact of the Fund on youth empowerment are:</p>	
	<ul style="list-style-type: none"> ❖ Total number of people served and results/outcomes achieved by youth-initiated projects across all of the other three priority areas, as measured by the program-level indicators adopted by each youth-initiated program that is funded 	OFCY grantees
	<ul style="list-style-type: none"> ❖ Percent of youth involved in the creation and implementation of youth-initiated projects that report an increase in leadership and organization skills 	OFCY grantees

Data either already exists or can be captured in a practical, cost-effective way for each of the indicators listed above. In addition to these indicators, OFCY plans to invest in gathering data on new population indicators that will give valuable insights into changes in the well being of Oakland’s children and youth. A summary of these new indicators and the steps to be taken to collect meaningful data for each one, called a **data development plan**, is outlined below.

- ✓ *Total number of reported incidents of violence toward children and youth in the community.* Data on crimes committed by juveniles are already available. OFCY seeks to go beyond this traditional view of “youth as perpetrators of crime” to understand the extent to which children and youth are the victims of violence. The Oakland Police Department will be contacted to assist with obtaining this data, where a person under the age of 21 is the target of the violence. If possible, data will be captured on total calls for service as well as arrests where a misdemeanor or felony act of violence is involved against a juvenile.

- ✓ *Annual survey of youth to gather important data on youth resilience, health and wellness, and empowerment.* There are many issues that can only be evaluated from the perspective of youth themselves. Examples of such issues are to understand the percent of youth who report (a) healthy attitudes regarding the use of illicit drugs, alcohol, and tobacco; (b) increased personal safety; (c) knowledge of places to go for information and support to help them make healthy choices; (d) a high level of external and internal assets, meaning the self-esteem and other internal resources as well as the strong support systems needed to live a happy and productive life; and (e) having sufficient opportunities for leadership and community involvement to meet their personal needs. These types of issues are best measured by a well-designed survey that is conducted in a consistent manner each year so that changes in the conditions and attitudes of youth can be tracked over time. Unfortunately, no such survey is currently conducted in Oakland.

The plan is to assemble and adapt portions of the California Healthy Kids Survey, a well-tested survey tool given to over 80,000 youth in California (but none in Oakland so far), to collect this data. One survey could be conducted that captures the data for all OFCY indicators that need to be captured directly from youth. The survey design must ensure that a statistically significant random sample is used each year. Since all of the survey-based indicators are oriented to youth, the population included in the survey should be limited to persons living in Oakland age 14 to 21. Assistance will be sought from the Oakland Unified School District and many other community agencies in funding and conducting the survey. The cost of developing and conducting such a survey is high enough that OFCY could not fund this effort on its own; partners will be needed to implement this portion of the data development plan.

To reiterate an earlier point, it is important to understand that the population indicators described here will be complemented by program-level indicators that measure, for each program and service funded by OFCY, the amount of services delivered and the effect of those services. Taken together, the program and population level indicators provide a comprehensive approach to evaluating the effectiveness of OFCY funding in impacting the lives of children and youth.

Funding Guidelines

This section explains the methods that OFCY may use to allocate money to other organizations to provide direct services to children and youth that are aligned with the priority areas, desired results, and strategies contained in the strategic plan.

The Funding Process

OFCY has published a document called a Request for Proposals (RFP) that tells organizations how they can apply for funding. Interested organizations submit written applications, which go through an extensive review process to determine which applications should be recommended for funding. The Planning and Oversight Committee (POC) then makes recommendations about the amount of money, if any, that should be allocated to each application. The City Council reviews and approves the recommendations of the POC. For the past three years, this has included a separate process for funding community clusters, which are multi-agency collaborative efforts. Under the first Strategic Plan, 80% of the annual monies available to OFCY, after administration and evaluation costs were deducted, were allocated through the General Programs grant process and 20% to youth-initiated projects.

The Youth-Initiated Projects grant process is an innovative approach used in Oakland to increase youth involvement and empowerment in the work of OFCY. Under this process, persons under the age of 21 can develop new ways to reach other children and youth, and can apply for funding to implement their idea. A panel of young people reviews the applications and makes the determination of which projects should receive money. The original strategic plan set aside 20% of the annual monies available to OFCY, after administration and evaluation costs are deducted, to allocate through the Youth-Initiated Projects grant process.

Youth-Initiated Projects are efforts that are youth envisioned, initiated, implemented, led, and evaluated; in other words, projects wherein youth make the key decisions relating to the mission or goal of the undertaking. In this Strategic Plan, youth-initiated projects are strategies within the Youth Empowerment Priority Area. OFCY is committed to continuing support for youth-initiated projects through the Youth Empowerment Priority Area.

Youth-Initiated grantmaking will be continued, with the following changes:

- Two-year grants will be available as a means to improve results and reduce administrative costs for qualified projects.
- The amount granted to youth will be increased to 55-60%, with program infrastructure costs reduced to 40-45% of which 10% are administrative costs and 30-35% are program costs.

- The youth grant guidelines will be aligned to support the OFCY funding priorities of Support for Children’s Success in School, Health and Wellness, and Healthy Transitions to Adulthood.
- The grant process will encourage a wider distribution of funding throughout Oakland rather than focusing funds in a few neighborhoods.

An additional change being considered is to have the youth members of the POC and the members of the Youth Commission determine which projects should be funded in the Youth-Initiated Projects category. A work group will be appointed to study the concept further and make recommendations whether to adopt this type of fund allocation process within the next four years.

Youth center funding will come from the Youth-Initiated Projects grant process, with the caveat that the centers meet the definition of youth initiated and are truly youth envisioned, initiated, implemented, led, and evaluated. OFCY should not be the sole funding source for these centers, but should be a partner with substantial community support. The goal is to use OFCY resources as leverage to attract other funding.

A separate **Children and Youth Grants program** will be established to enable children and youth to attend conferences and trainings related to OFCY priority areas. At the end of the conference or training, the young person will prepare a brief report of their experience and lessons learned. This will provide feedback on the success and future direction of this project. There will be a requirement that children and youth apply with adult partners. Responses to grant requests will be given within one week of receipt of the request. Youth will be involved in policy making for this project. At least 85% of funds allocated to this program must be granted to children and youth, with administrative costs for the program not to exceed 15%.

Other guidelines for how the fund allocation process is expected to work over the next four years, including changes being considered to the procedures used in the past, are summarized on the following pages.

Results-based funding Accountability will be established over all grants, including meaningful program indicators for evaluation. Sustained funding will only be considered for programs that are able to demonstrate positive outcomes for children and youth that are aligned with the results sought in the strategic plan.

Coordination and leveraging of funds OFCY will work to coordinate with other funding sources related to children and youth services such as the Alameda County Children and Families Commission – Every Child Counts Initiative, Head Start, Healthy Start, Oakland Unified School District, and other City and County agencies. Further, OFCY will coordinate with other key groups where linkages exist on priority areas and strategies, such as working with Safe Passages in Oakland on efforts to reduce youth violence. The Fund will work with

other funding sources as well as grantees to promote linking and leveraging of multiple sources of funding in order to get the most benefit from OFCY resources.

Support for collaborative projects

In the past, special consideration was given to collaborations where multiple organizations join together to form a “cluster” that delivers services in a coordinated manner. Clusters were either neighborhood based, linking together many different types of services to serve a particular neighborhood in Oakland, or were based around target groups such as linking together services to assist children and youth with special needs.

During the next four years covered by this plan, the five current clusters will be combined into the General Programs funding so that one integrated process determines funding for both collaborative and single-agency projects. OFCY actively encourages community partnerships but will not mandate that any particular partnerships be established during the next four years. In order to encourage collaborative proposals, the following guidelines will be used:

- To be counted as a collaborative proposal, three or more agencies must substantially participate. Further, the collaborative must have already secured funding that will be leveraged with OFCY funding. This can include in-kind contributions. OFCY will be one of the funding partners, not the sole funder to the collaborative.
- OFCY will emphasize collaboration between private non-profit and public entities.
- Incentive funding will be provided to ensure that a lead agency will receive more money by applying as part of a successful collaborative than they would be applying as a single agency

Participation in multi-agency collaborations can be an excellent way for smaller or emerging non-profit organizations to receive funding from OFCY.

Initiatives

An initiative is generally defined as a unified implementation strategy that takes a “promising practice” to scale. Moreover, an initiative must:

- Designate a common set of measurable individual and community outcomes to achieve;
- Designate a common set of program services and strategies, which are grounded in the “best practices” of a respective field and are aimed at achieving the designated measurable outcomes;
- Designate specific locations and populations to target for program service;
- Include a capacity-building apparatus to foster a “learning network” among practitioners; and
- Leverage substantial new and existing non-city funding sources.

Strengthening of public / nonprofit partnerships

One of the requirements of Measure K – Kids First! is to “emphasize collaboration between private non-profit and public entities.” Continued efforts will be made by OFCY to promote public/private partnerships by allocating funds to projects that establish such collaborations while meeting the other requirements to be considered for funding.

Identification of target groups

Each funded program must clearly identify its target population – the specific group(s) of children and youth to receive services – and then design services to be safe and appropriate for that target population. Services that are “appropriate” include competence in working with children and youth across the range of individual differences due to age, culture, language, gender, sexual orientation, gender identity, disabilities, and other factors.

Use of a Request for Qualifications (RFQ) process

OFCY is considering a transition from its current Request for Proposal (RFP) process to a Request for Qualifications (RFQ) process for at least a portion of its funding. The Request for Qualification (RFQ) allocation process is one that asks for organizations to submit an application to qualify as a provider – ultimately, to help the OFCY fulfill its goals. Organizations are qualified to provide specific services in specific geographic, regional, or citywide areas, as indicated by the strategic plan. All qualified organizations agree to join a collaborative designed to implement each strategy identified in the strategic plan. Agencies, in partnership with each other and OFCY staff, negotiate who will perform what services in which areas of the strategic plan. Agencies that qualify are able to work together as partners to achieve common goals, instead of competing against each other or competing against groups of collaborating agencies to respond to an RFP. The benefit of the RFQ approach is that it can allow OFCY to target funding to meet a specific need in the community.

The POC is not ready at this time to move to the RFQ approach, but plans to form a work group to study the concept further and make recommendations whether to adopt this type of fund allocation process within the next four years.

Multi-year funding

In past years, all grants were issued for one year only. Organizations wishing to continue funding for programs have been required to reapply each year. During the next four-year period, OFCY will begin issuing two-year grants to qualified agencies. Multi-year funding can help create better services because agencies can count on being able to operate their programs for a longer period of time, and can reduce the administrative work associated with annual funding applications (therefore focusing more energy on serving children and youth).

Assessment of the overall package of proposals

A valuable part of the existing fund allocation process that will be retained in the future is to conduct an evaluation of the overall package of proposals selected for funding to ensure that together they:

- Address all service areas found in Section 4 of the Measure K – Kids First! legislation (see Appendix A).
- Address all of the priority areas and desired results described in this strategic plan.
- Are consistent with the strategies described in this plan.
- Are consistent with the guiding principles contained in this plan.
- Serve both males and females.
- Serve children and youth, age 0 to 20 years old.
- Meet all other guidelines established by the POC at the beginning of each funding cycle.

OFCY will seek to fund programs that serve children and youth with the greatest need that reflect the demographics of the City of Oakland.

Non-discrimination policy

Grantees must agree not to discriminate against any applicant for services funded in part or whole by OFCY because of race, religion, color, national origin, ancestry, physical handicap, medical condition, marital status, sexual orientation, gender identity, gender, or immigration status, with the exception that services are limited to children and youth age 0 through 20 according to the requirements of Measure K.

Eligible Programs and Organizations

The Measure K – Kids First! legislation establishes specific guidelines that organizations and programs must meet in order to be eligible for funding. These include:

- ✓ Monies can only be given to private non-profit and public entities (Measure K, Section 5).
- ✓ Funding is only available for direct services to children and youth age 0 through 20.
- ✓ Programs and services receiving funds from OFCY must be directly aligned with the priorities, desired results and strategies contained in this strategic plan.

An additional requirement adopted by the POC is that 100% of the children and youth served through funding from Measure K must live in, attend school in, or receive child care services in the City of Oakland.

Other Recommendations

This section describes additional recommendations on the administration of the Fund that the POC plans to explore during the four-year period covered by this plan.

Analysis of gaps between community needs and available services

The assessment of community needs and resources that was performed during the 2001 planning process identified many compelling issues facing children and youth, and also identified many existing services and sources of funding. Future planning efforts can be enhanced by taking the next step, which is to analyze the locations and levels of services being delivered in comparison to the level of need or demand. This analysis would show the “gaps” to more precisely identify specific demographic groups and/or neighborhoods that are receiving inadequate levels of services. OFCY funding can then be targeted more effectively to fill these gaps.

Administrative cost limitations

During the past three years, it has become apparent that the Fund cannot operate effectively with only the 5% for administrative expenses set by the Measure K – Kids First! legislation. The legislation states that no more than 5 percent of OFCY funds can be used each year to administer the Fund. A review of similar granting organizations has shown administrative expenses in the 7.5% to 10% range. For example, the San Francisco Children’s Fund reports administrative expenses of 8.76%. Additional administrative funds must be acquired in order to continue to improve OFCY’s operations.

It is recommended that the OFCY administrative budget be increased to 7.76%. This percentage is still low compared to other similar granting organizations. A contribution to the extra resources needed for administration could be obtained if the City absorbed the cost of its monitoring of the Fund and its programs, rather than using resources from the Fund to compensate for these monitoring activities. If the City took on the cost of monitoring the Fund, approximately \$100,000 in resources would be freed up to enhance the administration of the Fund. This additional City cost might come from the City’s general fund revenues or other sources. Other approaches need to be developed to reach the budget goal.

Conclusion

Child and youth development lays the foundation for adult life, serving as the basis for young people to become well-adjusted, productive citizens. There is a compelling need in Oakland for more complete and effective services that help children and youth to reach their full potential. This strategic plan represents an important step toward a long-range effort to provide vital services in a focused, accountable manner. Working together as a community, with adults and youth joining as partners, we can make a meaningful difference in the lives of Oakland's children and youth.

More information about the Oakland Fund for Children and Youth, including copies of the related documents referenced in this strategic plan, can be obtained from OFCY at:

Oakland Fund for Children and Youth
150 Frank H. Ogawa Plaza, Suite 4353
Oakland, California 94612
Phone: (510) 238-6379
Fax: (510) 238-7724
Web site: www.ofcy.org

Appendix A: Measure K – Kids First! Legislation

This appendix contains the text of the Measure K – Kids First! legislation passed in November 1996.

The voters of the City of Oakland hereby amend the City Charter of the City of Oakland as follows:

SECTION 1

This law establishes a fund that will help young people grow to become healthy, productive, and honorable adults. This fund shall be called KIDS FIRST! Oakland Children's Fund, and it shall be maintained separately and apart from all other City funds.

SECTION 2

Two and one-half percent of the City of Oakland's annual unrestricted general fund revenues shall be set-aside for the KIDS FIRST! Oakland Children's Fund, and appropriated as specified in this section each year for twelve years beginning July 1, 1997, together with any interest earned on the fund and any amounts unspent or uncommitted by the fund at the end of any fiscal year.

SECTION 3

Monies in the KIDS FIRST! Oakland Children's Fund shall be used exclusively to provide services to children and youth less than twenty-one years old, above and beyond services funded prior to the adoption of this section. To this end, monies in the KIDS FIRST! Oakland Children's Fund shall not be appropriated or expended to pay for services funded by the City of Oakland during fiscal year 1995-1996, except and solely to the extent of services for which the City of Oakland ceases to receive federal, state or private agency funds which the funding agency required to be spent on services in question.

SECTION 4

Monies in the KIDS FIRST! Oakland Children's Fund shall be used exclusively for:

- a. *Career & Leadership Development*, including job training; year round work experience; career internships; and community organizing projects;
- b. *Academic & Cultural Development*, including pre-school programs; academic enrichment programs; college preparatory services; arts and music programs; outdoor adventure activities; and sports programs;
- c. *Physical & Behavioral Health*, including school health centers; neighborhood teen clinics; counseling and mentoring programs; conflict resolution; pre-natal care; and parenting classes.

SECTION 5

All monies in the KIDS FIRST! Oakland Children's Fund shall be appropriated to private non-profit and public entities through an open and fair competitive bid process.

SECTION 6

All monies in the KIDS FIRST! Oakland Children's Fund shall be appropriated to private non-profit and public entities for programs that:

- a. Implement services in a comprehensive, coordinated, and culturally-appropriate design;
- b. Establish measurable and ambitious youth development outcomes;
- c. Integrate youth in their development, operation, and evaluation; and
- d. Emphasize collaboration between private non-profit and public entities.

SECTION 7

Monies in the KIDS FIRST! Oakland Children's Fund shall not be appropriated or expended for:

- a. Any service which merely benefits children and youth incidentally;
- b. Acquisition of any capital item not for primary and direct use by children and youth;
- c. Acquisition of, other than by lease for a term of twelve years or less, any real property;
- d. Maintenance, utilities or any similar operating cost of any facility not used primarily and directly by children and youth; and
- e. Any service for which a fixed or minimum level of expenditure is mandated by state or federal law, to the extent of the fixed or minimum level of expenditure.

SECTION 8

Not later than 90 days after the election which approves this section, and by December 15th of each calendar year thereafter, the Mayor shall appoint three Oakland residents, one of whom shall be a resident not older than 21 years, and each City Councilmember shall appoint two Oakland residents, one of whom shall be a resident not older than 21 years, to serve as members of the Children's Fund Planning and Oversight Committee. The appointees shall demonstrate a strong interest in children and youth issues; and possess sound knowledge of, and expertise in, children and youth policy development and program implementation.

SECTION 9

The Children's Fund Planning and Oversight Committee shall be responsible for:

- a. Preparing three Four-Year Strategic Plans that outline specific outcome goals, objectives, and service priorities for each four-year period beginning January 1, 1998, January 1, 2002, and July 1, 2006;
- b. Soliciting program funding proposals from private and public non-profit entities through an open and fair competitive bid process;

- c. Submitting to the Oakland City Council for its adoption 60 days after the submission, three Four-Year Strategic Plans and their corresponding program funding recommendations, with the first plan submitted by October 1, 1997, the second plan submitted by October 1, 2001, and the third plan submitted by October 1, 2005; and
- d. Presenting to the Oakland City Council for its adoption 60 days after the submission, annual independent process and outcome evaluation reports not later than October 1st of each calendar year beginning October 1998.

SECTION 10

The allocation of grants to private non-profit and public entities under this law shall comply as closely as practical with the goals, objectives and service priorities of these Four-Year Strategic Plans. Appropriations for the City fiscal year shall be awarded for use during the calendar year which begins therein. For example, appropriations for the fiscal year July 1, 1997 to June 30, 1998 shall be awarded for use during the calendar year January 1, 1998 to December 31, 1998, and so on.

SECTION 11

The Children's Fund Planning and Oversight Committee shall hold no less than one properly noticed hearing prior to its adoption and submittal to the Oakland City Council of a Four-Year Strategic Plan and corresponding program funding recommendations. The Oakland City Council shall hold no less than one public hearing prior to its adoption of the Four-Year Strategic Plan, corresponding program funding recommendations, and evaluation reports.

SECTION 12

No more than five percent of the monies in the KIDS FIRST! Oakland Children's Fund may be used by the City Manager each fiscal year to administer the Fund.

SECTION 13

No more than three percent of the monies in the KIDS FIRST! Oakland Children's Fund shall be set-aside each fiscal year to conduct an independent process and outcome evaluation of the Fund.

SECTION 14

The KIDS FIRST! Oakland Children's Fund shall be used exclusively to increase the aggregate City appropriations and expenditures for children and youth services (exclusive of expenditures mandated by state or federal law). To this end, the City of Oakland shall not reduce the amount of unrestricted general fund appropriations and expenditures for eligible services in any if the twelve years during which funds are required to be set aside under this section below the amount so appropriated for the fiscal year 1995-1996 ("base amount"). Not later than 90 days after the election which approves this section, the City Auditor shall calculate and publish the applicable base amount, specifying by department, program and service each amount included in the base amount. The base amount shall be adjusted for each year after the base year of 1995-1996, based on calculations consistent from year to year, by the percentage increase or decrease in aggregate City appropriations from the base year, as estimated by the City Auditor. Error in the City Auditor's estimate of appropriations for a fiscal year shall be corrected by an adjustment in the next year's estimate. For purposes of this subsection, aggregate City appropriations shall not include funds granted to the City by private agencies or appropriated by other public agencies and received by the City. Within 90 days following the end of each fiscal year through 2009-2010, the City Auditor shall calculate and publish the actual amount of City of Oakland appropriations for children and youth services (exclusive of expenditures mandated by state or federal law).

SECTION 15

If any provision of this section, or its application to any person or circumstance, shall be held invalid or unenforceable, the remainder of this section and its applications shall not be affected; every provision of this section is intended to be severable.

SECTION 16

This section may be extended for an additional twelve years beginning July 1, 2009 by a simple majority vote of the City Council. If the City Council does not itself extend this section, then the City Council shall place the question of whether to extend this section on the November 2008 ballot for a vote by the electorate.



Oakland Fund for Children and Youth

150 Frank H. Ogawa Plaza, Suite 4353

Oakland, CA 94612

510-238-6379

www.ofcy.org

CITY OF OAKLAND



Oakland Fund For Children And Youth

**SUPPLEMENT TO THE
2002 - 2006 STRATEGIC PLAN**

Prepared by the Planning & Oversight Committee

Adopted by the Oakland City Council: October 23, 2001

Foreword

This document is a companion to the Oakland Fund for Children and Youth 2002 – 2006 Strategic Plan.

The Strategic Plan is the primary tool for guiding funding decisions and other activities for the Oakland Fund for Children and Youth (OFCY) during the four-year period from July 1, 2002 through June 30, 2006. The plan describes the results that are sought for children and youth, the strategies or courses of action that will be pursued to achieve the desired results, how progress and accomplishments will be evaluated, and how OFCY plans to further refine its processes for funding community services.

This Supplement document contains additional information that is too detailed for the main Strategic Plan. The Supplement includes more in-depth background about OFCY, how the planning process was conducted, the level of community input received on the strategic plan, and how this strategic plan compares to the first four-year plan that was adopted in October 1997. It is hoped that information presented in this Supplement enables readers to gain a deeper understanding of the elements of the 2002 – 2006 Strategic Plan, as well as obtaining a strong appreciation for the extensive community effort that went into the development of the Strategic Plan.

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OFCY Structure and Leadership

This section provides information about how the Oakland Fund for Children and Youth (OFCY) is organized, along with the structure that was used for the 2002 – 2006 strategic planning process.

OFCY Organization Structure

OFCY is a fund of the City of Oakland, in which the City sets aside 2.5 percent of its unrestricted General Fund each fiscal year exclusively for direct services to children and youth under the age of 21. Each fiscal year runs from July 1 to June 30. The entire twelve-year period authorized by the original legislation, the Measure K – Kids First! Initiative, extends from July 1, 1998 to June 30, 2010.

The Mayor and City Council appoint a 19-member Planning and Oversight Committee (POC), which must include at least nine residents not older than 21. Each City Council member appoints two representatives from their district to the Planning and Oversight Committee (POC) — one youth under the age of 21, and one adult. The Mayor appoints three Oakland residents, one of which must be a young person under the age of 21.

The duties of the POC include:

- ❖ Engage in a Strategic Planning process every four years and produce a Strategic Plan to direct policies related to the Fund;
- ❖ Develop a Request for Proposal each year, which is a document used to solicit applications from qualified organizations seeking to receive funds to deliver community services called for in the strategic plan;
- ❖ Oversee a competitive bid process each year during which Oakland-based nonprofit organizations and public agencies (such as city agencies) apply for funding; and
- ❖ Present an annual independent process and outcome evaluation report to the City Council by October 1 of each year.

The POC meets regularly throughout the year to discuss OFCY activities, make decisions, and seek community input. It has also established multiple Subcommittees on topics such as strategic planning and evaluation in order to be more efficient in handling the broad range of issues for which it is responsible.

The POC reports back to the City Council on several important issues. The POC is required to submit four-year strategic plans to the City Council by October 1 of 1997, 2001, and 2005. Each year, the City Council approves the Request for Proposal, approves the list of agencies recommended for funding by the POC as a result of the competitive bid process, and reviews the annual evaluation report submitted by the POC.

Administration of the fund is handled jointly by the East Bay Community Foundation and the City of Oakland Aging, Health, & Human Services Department. The City Manager's Office contracted with the East Bay Community Foundation to help administer the Fund. In addition, the City hires staff to manage all grants contracts awarded through the Oakland Fund for Children and Youth.

OFCY currently has a staff of three people hired by the East Bay Community Foundation and two people (1.5 FTE) hired by the City who handle a multitude of duties including support for the POC and Subcommittees; community relations efforts; guiding the fund allocation process that determines which organizations and services will receive funding from OFCY; providing support to grantees; and overseeing performance evaluation efforts for individual grantees and the Fund as a whole. Foundation staff work directly with City staff and comply with City regulations as they pertain to the Fund.

Planning and Oversight Committee (POC) Members

The members of the POC that participated during the 2002 – 2006 strategic planning process are listed below.

Althea Anderson - Adult Appointee of District 3 Councilmember Nancy Nadel

Sarah Chávez - Youth Appointee of District 7 Councilmember Larry Reid

Patrick Daughton - Adult Appointee of District 1 Councilmember Jane Brunner

Edward Hannemann - Adult Appointee of District 2 Councilmember Danny Wan

H. Mahlon Harmon - Adult Appointee of District 7 Councilmember Larry Reid.

Nicole Norris - Youth Appointee of District 6 Councilmember Moses Mayne

Wally Scott - Adult Appointee of District 5 Councilmember Ignacio De La Fuente

Hopeton Stewart - Adult Appointee of Vice Mayor Chang

Roza Tammer – Youth Appointee of District 4 Councilmember Dick Spees, term beginning August 2001

Stan Weisner - Adult Appointee of District 4 Councilmember Dick Spees

Paula Woods – Youth Appointee of At Large Councilmember Henry Chang, term beginning August 2001

Additional POC members who participated in a significant portion of the planning process but left the POC before the strategic plan was completed were:

Jovan Grogan - Youth Appointee of District 4 Councilmember Dick Spees, service ending June 2001

Linda Kiehle – Adult Appointee of Mayor Jerry Brown, term ending June 2001

Jacob Lesner – Youth Appointee of District 1 Councilmember Jane Brunner, service ending June 2001

Strategic Planning Project Organization

The development of the 2002 – 2006 strategic plan required a great deal of effort by many people. Five groups worked together over an eight-month period to develop the plan: the POC, the Strategic Planning Subcommittee of the POC, OFCY staff, the Youth Planning Team, and the Consulting Team. Their efforts were supported throughout the planning process by extensive involvement by City of Oakland representatives, East Bay Community Foundation representatives, service providers, and members of the community at large.

The responsibilities and participants of the five groups most actively involved in the construction of the strategic plan are outlined in the table below. People listed under the Members column are those who participated in a significant portion of the planning process.

Group	Members	Roles and Responsibilities
<i>Planning and Oversight Committee (POC)</i>	Althea Anderson Sarah Chávez Patrick Daughton Jovan Grogan Edward Hannemann H. Mahlon Harmon Linda Kiehle Jacob Lesner Nicole Norris Wally Scott Hopeton Stewart Stan Weisner	<p>The POC provided overall direction and decision making for the development of the strategic plan. Throughout the planning process, information and recommendations were taken to the POC for discussion and direction in public meetings. Specific responsibilities of the POC related to the strategic plan include:</p> <ul style="list-style-type: none"> • Review reports and recommendations from the Strategic Planning Subcommittee, OFCY staff, the Youth Planning Team, and the Consulting Team. • Provide guidance and support to the Strategic Planning Subcommittee and other participants in the planning process. • Make decisions on the final content of the strategic plan. • Present the strategic plan to the City Council.
<i>Strategic Planning Subcommittee</i>	Althea Anderson Patrick Daughton Edward Hannemann Linda Kiehle Jacob Lesner Wally Scott Stan Weisner	<p>The Strategic Planning Subcommittee is composed of a subset of the POC members. It is responsible for guiding the detailed work necessary to produce a strong plan. The duties involved:</p> <ul style="list-style-type: none"> • Help organize and then participate in all planning sessions, covering numerous public meetings that also provided a forum for more in-depth involvement by community members. • Develop recommendations on all aspects of the strategic plan. • Work with OFCY staff and the Consulting Team to prepare document drafts to present to the POC as a whole.

Group	Members	Roles and Responsibilities
<i>OFCY staff</i>	Tom Roberts, Director Aleksandra Holod, Program Manager Lindsay Wells, Program Assistant Maya Hart, Grants Coordinator Rose Auditore, Grants Assistant	<p>The OFCY staff provided support for all aspects of the planning process, including the following responsibilities:</p> <ul style="list-style-type: none"> • Coordinate meetings and communications between all of the groups, and especially with the POC and the Strategic Planning Subcommittee. • Help organize and then participate in all planning sessions. • Review document drafts and help to strengthen all planning documents. • Provide oversight and guidance for the Consulting Team. • Receive input and information from City officials and community members, and link this information into the planning process.
<i>Youth Planning Team</i>	Ana Baires Karen Chan Brenda Conway Rainier Griffin Shamela McClain Sherrice Perry La'Charnae Pratt Ortega Yarborough	<p>The Youth Planning Team was comprised of eight young people from Oakland, who worked to strengthen the voice of Oakland's youth in the planning process. Their roles were:</p> <ul style="list-style-type: none"> • Participate in all planning sessions and provide input on issues. • Facilitate or help facilitate meetings, especially those to obtain community input. • Conduct outreach to other youth to obtain their input on the strategic plan and encourage more youth participation in the planning process. • Develop a more "youth friendly" version of the strategic plan.

Group	Members	Roles and Responsibilities
Consulting Team	<p>International Child Resource Institute (ICRI) Ken Jaffe Cathy Ferron</p> <p>Social Entrepreneurs, Inc. (SEI) Mike Smith Kelly Crosbie</p> <p>Youth Leadership Institute (YLI) Maureen Sedonaen Matt Rosen Saun-Toy Trotter</p>	<p>The Consulting Team was responsible for mapping out the planning process, preparing for meetings, facilitating meetings, conducting research, preparing documents for review, and otherwise guiding and doing the detailed work needed to produce the strategic plan. The team was comprised of three different organizations, each of which had specific duties.</p> <p>ICRI served as the overall project managers and led many aspects of the planning process including:</p> <ul style="list-style-type: none"> • Conduct community meetings and one-on-one interviews during the Community Assessment phase of the process, and documented the results of these sessions. • Prepare, facilitate, and document planning sessions to select the priority areas, desired results, strategies, and funding process recommendations to include in the strategic plan. • Coordinate communications and task completion between the Consulting Team, OFCY staff, and the POC. <p>SEI provided targeted support in all planning phases and was responsible for:</p> <ul style="list-style-type: none"> • Conduct independent research for the Community Assessment. • Prepare and facilitate planning sessions related to the evaluation plan. • Write and edit all of the primary documents – the Strategic Plan, the Community Assessment report, and this Supplement document. <p>YLI assembled, coached, and supported the Youth Planning Team throughout the process. Their other contributions included:</p> <ul style="list-style-type: none"> • Assist with community meetings during the Community Assessment phase. • Solicit broader youth input and participation throughout the process. • Plan, conduct, and document the community meetings to obtain public input on the draft strategic plan.

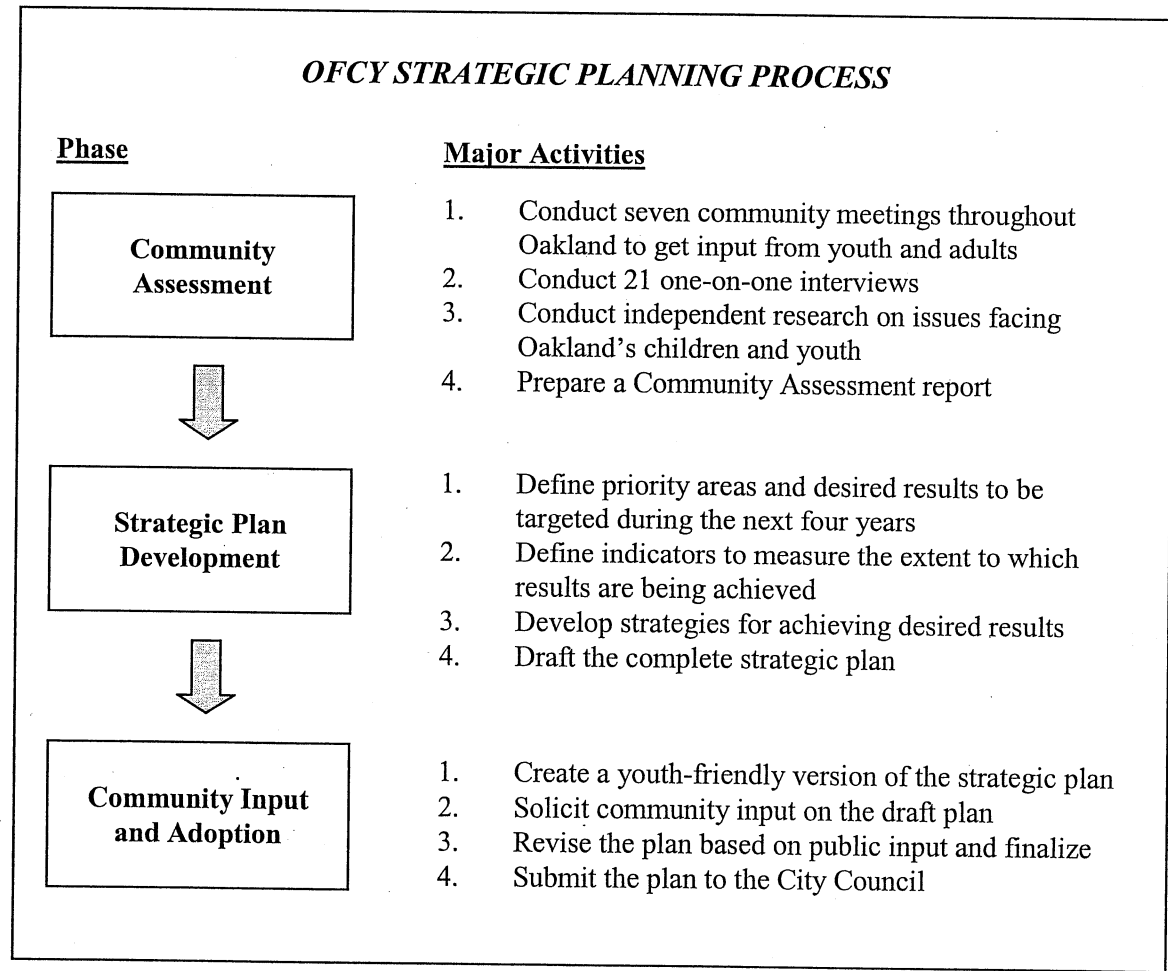
Strategic Planning Process

This section contains more detailed information about the process that was used to develop the 2002 – 2006 Strategic Plan.

Overview of the Planning Process

Preparation for development of the strategic plan started in October 2000, when a competitive bid process was launched to select consultants to assist with the strategic planning effort. A team of consultants was selected in January 2001. The planning work started in February 2001 and involved a considerable amount of work over eight months, culminating in completion of the plan in September 2001.

The diagram to the right shows the three major phases of the planning process: Community Assessment, Strategic Plan Development, and Community Input and Adoption. Each of these phases is described in more depth in the sections that follow.



The planning process as a whole was based on the principles of Results-based Accountability. The premise of Results-based Accountability is that the central question to be asked in community-wide planning efforts is “Is the community better off?” In order to answer this question, it is necessary to have precisely defined what is meant by “better off” – what changes in well-being are sought for community members – and then have the means of mobilizing community resources toward achieving those results. This process, developed by the Fiscal Policy Studies Institute in Baltimore, has been widely adopted by County Children and Families (Proposition 10) Commissions throughout California and by numerous other communities around the country for strategic planning efforts similar to those conducted by OFCY.

Community Assessment Phase

The Community Assessment phase started in early February 2001 and was concluded in May. The purpose of this process was to understand the diverse needs of youth in Oakland, as well as resources and assets available to help meet those needs, so that OFCY can make the best possible choices of how to use its resources to help children and youth.

Three different methods were used to gather the information during the Community Assessment phase – an environmental scan of existing information, community meetings, and one-on-one interviews. A comprehensive report titled “*An Assessment of Opportunities to Support Oakland’s Youth*” was prepared, using the combined results of the three different information-gathering methods. The report was then presented to the Strategic Planning Subcommittee and the POC as a tool for understanding and prioritizing the needs of children and youth.

Environmental Scan

A great deal of information is already available about Oakland’s children and youth. Many other organizations have conducted surveys and other forms of research, gathered data, and prepared reports on different issues affecting youth. Rather than duplicating any of this work, an effort was made to obtain all (or as many as possible) of the existing information produced by other organizations. Over 45 reports were gathered along with dozens of other memos, grant proposals, and other documents that contained useful information.

All of the existing reports were read, with the most important information extracted for use in the Community Assessment. Additional research was then conducted to get updated information in some areas and information on topics not covered in the existing reports. This research used many sources of information available through the Internet and telephone contacts including RAND California, California Department of Education, California Department of Finance, California Employment Development Department’s Labor

Market Information Division, various Alameda County departments, University of California at Berkeley, and many nonprofit and community organizations located in Oakland or serving Oakland residents.

Michael J. Cassidy from the City of Oakland’s Planning Office provided invaluable help in finding and organizing information for the environmental scan.

Community Meetings

A critical part of the community assessment process is to hear directly from the community – from youth, parents and other concerned community members – to get their opinions about the priorities that OFCY should address.

Seven community meetings were held all around Oakland. Each meeting was led by a member of the Youth Planning Team. Four topics were covered at each community meeting:

1. What is your general understanding of OFCY?
2. What are the overarching concerns for youth in Oakland?
3. If you could choose one area of youth services to fund, what would it be?
4. Wrap up the meeting, get any final thoughts from people attending, and ask if there were any surprises from the meeting

Following is a list of the community meetings held. Child care and language interpretation services were made available for each meeting. One meeting was offered entirely in Spanish, and one meeting was held in multiple Asian languages.

Date	Place	Attendees
Tuesday, March 20 6-8pm	Oakland Zoo Education Center Auditorium 9777 Golf Links Road Oakland, CA 94605	15
Wednesday, March 21 6-8pm	Lake Merritt United Methodist Church Church Worship Center 1330 Lakeshore Avenue Oakland, CA 94606	30
Thursday, March 22 12-2pm	Mosswood Recreation Center 3612 Webster Street Oakland, CA 94607	35

Date	Place	Attendees
Saturday, March 24 12-2pm	Oakland Tech High School 4351 Broadway Oakland, CA 94611	65
Monday, March 26 3-5pm	East Oakland Youth Development Center 8200 International Blvd. Oakland, CA 94621	30
Thursday, March 29 6-8pm	Spanish Speaking Unity Council 1900 Fruitvale Avenue, 2 nd Floor Oakland, CA. 94601	0*
Saturday, April 7 10am-12pm	Lincoln Elementary School 225 11 th Street Oakland, CA 94607	5
Total Attendees: 180		

* Additional one-on-one interviews were conducted to reach the Spanish-speaking community.

The detailed comments received at the community meetings were then compiled and incorporated into the Community Assessment report.

One-on-one Interviews

A total of 21 one-on-one interviews were conducted with numerous people that have key roles in government, education, and youth services, along with interviews conducted by members of the Youth Planning Team.

Interviews were conducted with the following persons between March and May 2001:

Person Interviewed	Affiliation
Jane Brunner	District 1, City Councilmember
Henry Chang	City Councilmember at Large
Kate Dowling	Oakland Ready to Learn
Ben Fraticelli	Community Health Academy
Jessica Gary	Acts Full Gospel Church

Person Interviewed	Affiliation
Hazel Jones	Mills Neighborhood Home Alert
David Kakashiba	East Bay Asian Youth Center
Amy Lemley	First Place Fund for Youth
Roosevelt Mosby	SMAAC
George Musgrove	City Manager
Nancy Nadel	District 3, City Councilmember
Laura Pinkney	Safe Passages
Libby Schaaf	District 5, Legislative Aid to Ignacio De La Fuente
Dick Spees	District 4, City Councilmember
Richard Spittler	Bay Area Outreach and Recreation Program (sports program for disabled youth)
Gene Surebo	Asian Pacific Islanders for Reproductive Health
Danny Wan	District 2, City Councilmember
Andrea Youngdahl	City Staff, Aging, Health and Human Services
Eddie Ytuarte	Disabilities Advocate (written comments)
Youth under 21 years old	Street youth interview by Youth Team
24 year old community member	Street youth interview by Youth Team
30 year old community member	Interview by Youth Team
17 year old youth	Youth interview by Youth Team

As with the community meetings, the input received from the one-on-one interviews was compiled and incorporated into the Community Assessment report.

Strategic Plan Development Phase

Once the first draft of the Community Assessment report was completed and reviewed by the POC, work began on the development of the full strategic plan. This phase ran from April through July of 2001. The steps taken during this phase to create and refine a solid plan that was ready for community input are outlined below.

1. The Community Assessment report was used to prepare a set of *potential* priority areas and strategic results to be considered by the POC. Several public meetings were then held by both the POC and the Strategic Planning Subcommittee to come to initial agreement on the priority areas and desired results to be pursued by OFCY during the 2002 – 2006 timeframe. The Youth Planning Team, along with many service providers and other community members, were actively involved in contributing ideas during each of these planning sessions.
2. Several more public planning sessions were conducted to develop a set of recommended strategies or courses of action that OFCY should fund/support in order to achieve the desired results in each priority areas and desired results. This process again had active participation by the Youth Planning Team, service providers, and other community members. The initial set of strategies were produced by asking meeting participants a key question, namely, what activities that can be reasonably supported by OFCY are most likely to help achieve the desired results?
3. A planning session of the Strategic Planning Subcommittee was conducted to draft an initial set of indicators (statistics) that can be used over the next four years to determine whether the desired results are being achieved. The indicators were refined over the course of several subsequent POC and Strategic Planning Subcommittee meetings.
4. The results of the previous steps were compiled together into a first draft of the strategic plan document. Additional information was incorporated such as an overview of the planning process, guidelines for allocation of funds during the four-year period covered by the strategic plan, and the text of the Measure K legislation.
5. A series of additional public meetings were held by both the POC and Strategic Planning Subcommittee to clarify, refine, and strengthen the strategic plan draft. This included steps to assess the proposed strategies contained in the plan against research findings from Oakland and other communities around the county, in order to ensure that the strategies conform to the best available information about “what works” to achieve the desired results being sought. A new draft of the plan was produced after each set of meetings and distributed for both POC and public comment. In all, four drafts of the strategic plan were prepared before a version emerged that had strong enough support to be released for use in the Community Input phase.

This brief description does not fully reflect the intensive effort that went into the Strategic Plan Development phase. The last section of this Supplements document contains a list of public meetings that were held during the strategic planning process. The list of meetings gives a better indication of the number and sequence of discussions that were held in order to develop a draft plan suitable for broad public release.

Community Input and Adoption Phase

The draft strategic plan created in the previous phase was released for general public review and comment by the end of July 2001. The plan was posted on the OFCY web site, made available at the OFCY offices, and was mailed to Oakland residents requesting a copy. A series of six community meetings were then conducted in August at various locations all around Oakland in order to get feedback directly from youth and adult residents.

Following is a list of the community input meetings held during this phase. Child care and language interpretation services were made available for each meeting.

Date	Place	Attendees
Saturday, August 4 12:00 noon – 1:30 p.m.	North Oakland Senior Center 5714 Martin Luther King, Jr. Way Oakland, CA 94609	14
Monday, August 6 6:00 p.m. – 7:30 p.m.	Dimond Branch, Oakland Public Library 3565 Fruitvale Ave. Oakland, CA 94602	12
Tuesday, August 7 6:00 p.m. – 7:30 p.m.	West Oakland Senior Center 1724 Adeline St. Oakland, CA 94607	7
Wednesday, August 8 6:00 p.m. – 7:30 p.m.	East Oakland Senior Center 9255 Edes Ave. Oakland, CA 94603	1
Thursday, August 9 6:00 p.m. – 7:30 p.m.	Oakland Unified School District Board Room 1025 Second Ave. Oakland, CA 94606	22
Monday, August 13 6:00 p.m. – 7:30 p.m.	Acts Full Gospel Church 1034 – 66 th Ave. Oakland, CA 94621	7
Total Attendees:		62

In each community meeting, the members of the Youth Planning Team gave an overview of the draft strategic plan, then guided a process whereby people attending the meeting were asked to provide comments on the strengths of the plan, their concerns about the plan, and questions they have. Comments were compiled for each of the four priority areas covered in the strategic plan. The “Community Input on the Plan” section contained later in this document shows the various comments received from community members.

The results of the community input process were then presented to the POC at a public meeting held on August 22, 2001. Various changes to the draft plan were made based on the community input, resulting in a final version of the plan that was adopted at the September 5, 2001 POC meeting.

Comparison to the 1998 – 2002 Strategic Plan

The 2002 – 2006 Strategic Plan represents the second of three four-year plans called for in the original Measure K legislation. Being the second plan, a valuable opportunity existed to learn from the first planning process and make improvements in both the process and the resulting strategic plan that would better support OFCY’s ability to make a difference for Oakland’s children and youth.

Listed below are a series of changes made in the 2002 – 2006 Strategic Plan as compared to the original 1998 – 2002 Strategic Plan. It must be emphasized that the original plan was a solid one that laid the foundation for the development of OFCY. Information provided here is not intended to be an indictment of the original plan in any way. Rather, this analysis is provided only to create an understanding of how the most recent plan differs from the original plan.

- ***Addition of a community assessment.*** An extensive community assessment was performed this time, bringing together independent data from over 40 sources and direct input from community members and key stakeholders. The resulting report has been referred to regularly throughout the planning process and shows the significance of each of the priority areas contained in the Strategic Plan.

- ***Prioritization of results to be pursued.*** The original plan had seven "desired outcomes" – Youth Development, Power, Responsibility, and Leadership; Physical, Spiritual, and Mental Well-Being; Stronger Families and Neighborhoods; Education for Life-Long Learning; Jobs, Career and Self-Sufficiency; Community Involvement; and Long-Term Social Change. The descriptions of these seven desired outcomes were collectively so broad as to be construed to mean that OFCY would try to do everything needed for all children and youth. In short, the desired outcomes could not be achieved with the \$5.8 – 7 million per year of funding available. The 2002 – 2006 Strategic Plan addresses this situation by focusing on four priority areas – Prepare

Children to Succeed in School, Health and Wellness, Healthy Transitions to Adulthood, and Youth Empowerment. For each of these priority areas, the new plan contains a more precise description of the desired results sought than what is found in the original plan.

- ***Adoption of strategies to achieve the desired results.*** The original plan did not commit to specific strategies that would/should be funded, but rather provided an extensive menu of possible strategies while leaving it open that many other types of strategies not shown in the plan would be considered. In all, the original plan lists 77 strategies. The new plan takes a stronger look at what strategies are most likely to achieve the desired results and sets an expectation that funding will be targeted to programs/services that carry out one or more of these strategies. The 2002 – 2006 plan lists 26 strategies, or about a third of the number of strategies in the original plan.
- ***More precise evaluation framework.*** The methods by which progress and accomplishments will be evaluated have been significantly refined in the new plan. The original plan did not spell out how evaluation would be performed, and did not adopt specific indicators that definitively would be used. Rather, it contained an extensive list of possible indicators (68 in all) that was broad enough to work against systematically collecting data on the indicators. The 2002 – 2006 plan contains 7 core indicators that will get adopted, then describes an approach for collecting data on additional indicators of major interest where data does not already exist. The indicators themselves are defined more precisely in the new plan. Overall, the evaluation framework in the new plan is more practical and able to be implemented so that results can be proven over time.

Community Input on the Plan

This section presents the input gathered from community members throughout Oakland on the 2002 – 2006 Strategic Plan. The community input resulted in important changes and clarifications to the Strategic Plan, which were made by the Planning and Oversight Committee before the final strategic plan was forwarded to the City Council.

The community input is organized into general comments (including comments on the structure of OFCY), then comments on each of the four priority areas. It must be emphasized that these are comments on the draft strategic plan that was released for community input. The final strategic plan incorporated changes to address many of the questions and concerns raised by community members.

General and Structural Issues

General comments received about the draft plan:

Strengths	Questions	Other Comments and Concerns
<ul style="list-style-type: none"> ▪ Fantastic youth facilitators! 	<ul style="list-style-type: none"> ▪ How are these priorities connected to research about effective youth development practices? 	<ul style="list-style-type: none"> ▪ In opening statement it was said “We can’t fund everything so we came up with these priorities”. But, the priorities seem practically all encompassing. It seems like each priority area needs priorities within them to help focus the funding allocation process. ▪ Need to base strategic planning on needs of neighborhoods and advocacy. ▪ Put first two points under every strategy (outreach to youth who lack support systems and youth empowerment) in your guiding principles section of the plan.

Other comments received about the structure of OFCY, including the funding guidelines and potential changes to funding processes that are described in the strategic plan:

Strengths	Questions	Other Comments and Concerns
<ul style="list-style-type: none"> • Two year grants are an excellent idea. • 2 year grant making is a great idea. It allows providers to provide more services to youth, rather than continually writing grants. • Two year grants available – this is so important and really sends the message to those actually doing the work on the ground level that you value their time and understand that most youth workers are already over-extended. • Incentives for collaboration - many orgs have good intentions to collaborate, but this will be a great carrot to encourage serious action. • This will help address the real needs of our youth--great! • Glad to see multi year proposals. • 2yrs. Grant (free from compelling RP yearly can commit time to other area of program) • Collaboration support, economy of resources is good. 	<ul style="list-style-type: none"> • For youth centers, will 3-year grants be available? Because the staffing needs long term funding. • Will the amount of funding be determined by the number of people a program will serve? • If you're working with a collaborative, will you be eligible for \$400,000? • What incentives are being proposed to promote collaboration? • I would like greater explanation why OFCY is moving toward RFQ. It seems to open the door for lower quality services-by lowering the bar for the application process. • Does this need more reflection or more experience in the media? • Is RFQ part of the regular funding cycles or a response to what is submitted in the RFP process in a given year? 	<ul style="list-style-type: none"> • More than 2-year grants are needed – 3 or 4 year would be better, especially for collaborative projects and youth center projects that provide comprehensive services and include multiple partners. • I feel there should be 3-year grants. • There should be larger caps for funding for comprehensive programs, such as youth centers that serve the entire student body. • I feel there should be 3-year grants because 1-year to get the program up, 2nd to get all the kinks out, and 3rd year, the programs are up and going. • An RFQ process seems potentially dangerous: undermines creativity; undermines democracy; opens up to lower quality services. • Strategies should not be broken down by age groups. • Our concern is that a targeted group such as an after school program might be receiving many funding streams for the same kids at the same time slot, i.e. K-6th kids after school from 3-5 pm with 4 different grants for the same group. • If there is no set aside of 20%, does this now mean that the youth initiated grants are subject to budget cuts, politics, etc. • 10-20% funding for advocacy development of youth • Request for Qualifications – I would be concerned that large CBO's would get most support and funding. • Youth initiated projects is a powerful tool but needs to be redesigned. We not have any key initiatives.

Strengths	Questions	Other Comments and Concerns
		<ul style="list-style-type: none"> I'd like to note that evaluation of costs of a program should take into account description of services provided, not just number of youth served.

Prepare Children to Succeed in School

Comments received about the priority area to Prepare Children to Succeed in School are listed below. This priority area was titled Educational Support in the draft version of the strategic plan.

Strengths	Questions	Other Comments and Concerns
<ul style="list-style-type: none"> We the parents have an idea of how to help us. Children educating with after schools programs. It is good to see attention given to 0-5 and early child education, the extremely formative years. 	<ul style="list-style-type: none"> Can we set up faith-based youth programs targeting pregnancy and delinquent youth? How come this is only going to middle schools and not high schools? Will you support high school based programs? What type of support will be provided for high school students? Especially since the OUSD is targeting 9th grade as the beginning of high school. CBO's have always done work with high schools. How do you envision 0-middle school youth will be involved in program development in educational support? Isn't it important to involve parents in this age group? Alternative education – where does home schooling fit into the picture? Is this provided to all districts proportionally or on a scale of what schools are more needing? Maximize community mentors 10-12 	<ul style="list-style-type: none"> Find more programs that will help students with behavior problems. For example, instead of suspending students who fight put them in a room or place where they can be productive. Let the students come up with this plan. Educational support should explicitly include high school age students, especially those who are high-risk for school drop-out and truancy. High schools students should be included. They need a lot of support. East Bay Cambodian Council has been concerned with Cambodian youth who abuse their parents and are using drugs and alcohol. I like to support in the strategic plan for educational support after school programs and creative activities. Educational support ends at middle school – sends message that adolescents are “lost causes” in the educational system. Training youth to select and elect staff of

Strengths	Questions	Other Comments and Concerns
	<p>graders reach/teach one. Attach +youth improvement health and wellness.</p> <ul style="list-style-type: none"> ▪ What is Education's key issue addressing our needs? Existing Academy Summer Internship program gets fewer dollars each year last 5yrs. \$ 12 million cut back to \$300,000; yet need are greater (student) <ol style="list-style-type: none"> 1. citizen's academy to get on board. 2. student owned/run businesses. 3.tutoring younger by older students. • We need music back into the schools. • Educational support networking??? • In the educational support plan, why is the high schools excluded, because high school is one of the most important parts in education and it seems that you only want to help someone in high school after they have failed and not before they have failed. Why is that? • Why are not high school youth incorporated into the educational support? • Why is the target ages o – middle school? (because some on the strategies that are offered for educational support will be very useful for high school students. It's very important that the age target be raised to middle school age – 20.) • How will you reach out to great Oakland projects that are currently UNfunded? <ul style="list-style-type: none"> ▪ How can you make it clearer and easier for programs to get into the game? 	<p>school district that tailor to educational need, not one size fit all.</p> <ul style="list-style-type: none"> ▪ Parent/caregiver support and outreach should be for all ages. ▪ -There is a real need to focus on preparing the preschool child for kindergarten. Issue of "school readiness" should not be over looked. Point #6 ▪ -Is any funding being misused or can it be better used on "At Risk" populations? ▪ -Allow youth to evaluate programs during and after their participation. This may enforce that children and youth's specific needs are being addressed. ▪ Provide paid internship to youth. This may help youth take responsibility is their personal development. ▪ Needs to be clear 0-20 for educational support. ▪ Most people at this meeting are either already involved in a funded program...or on the OFCY Committee. Programs <u>in need</u> of funding are out of the loop. ▪ The after school enrichment programs for school age children need to be AFFORDABLE. ▪ This should be for all children until age <u>20</u>.

Health and Wellness

Community comments received about the priority area on Health and Wellness are listed below.

Strengths	Questions	Concerns
<ul style="list-style-type: none"> • Excellent strategies. I would like to know how you will implement housing support services. 	<ul style="list-style-type: none"> ▪ Can we set up faith-based youth programs targeting pregnancy and delinquent youth? ▪ Are the highest priority target group needs being met? Is any money being misused? ▪ Does this apply to all family incomes or family structure (single parent–married etc)? ▪ Why is health and wellness only focusing on this age range? ▪ Is this to include sex education in the curriculum (starting in the middle school)? ▪ Explain what type of additional family-based support. ▪ What are the parameters for evaluating quantifiable success? ▪ How are we supporting the use of technology at home and in the community... to give people access to health care information? ▪ Technology can dramatically reduce the need for duplicated services. 	<ul style="list-style-type: none"> ▪ I am concerned about limiting health and wellness to younger youth. Age 13+ are at greater risk of STD's, HIV, pregnancy, etc. Youth older than middle school require health and wellness services arguably more than younger youth – STD/HIV, pregnancy prevention and counseling in a safe place are just a few of the many examples. I think putting age ranges restrict access to certain types of programs seems arbitrary and unnecessarily limiting. The purpose of the restriction is unclear. In addition, one could argue that with Prop 10 targeting so many public resources to 0-5, OFCY should target the older youth across all priority areas. ▪ Only 2% of last year's funding went to serve mental health. Kids with emotional issues may be too challenged to access activities if their mental well-being is not addressed. ▪ I feel that the health area should not only be targeted toward ages 0-5, it is also a big issue at high schools. ▪ Education resources – youth to be leader in field. ▪ There was a concern early on in the process about targeting or at least specifying LGBTQ youth. ▪ Absence of explicit mention of racism, poverty, homophobia, sexism, classism which contribute to violence.

Healthy Transitions to Adulthood

Community comments received about the priority area on Healthy Transitions to Adulthood are listed below.

Strengths	Questions	Concerns
<ul style="list-style-type: none"> ▪ Good ideas to focus on transitioning youth. ▪ Affordable housing in the context of youth is great! ▪ This is great preparing youth for employment and independent living ▪ This priority area is KEY!! Too many youth aren't making it. ▪ This areas is comprehensive 	<ul style="list-style-type: none"> ▪ Can we set up faith-based youth programs targeting pregnancy and delinquent youth? ▪ Housing assistance shows up in two areas? ▪ What do housing support services look like? ▪ What does "seek alliances with partners" mean? Who are the qualified partners? ▪ What will be your <u>incentives</u> while assisting the youth who are out of school to obtaining GED??? 	<ul style="list-style-type: none"> ▪ Not all youth are planning to go to college. How will they be helped? ▪ Not so much stuff on academics for high school students. ▪ Only 2% of last year's funding went to serve mental health. Kids with emotional issues may be too challenged to access activities if their mental well-being is not addressed. ▪ I don't see any issue about the environment and how it is affecting youth. For example, the Integrated Environmental System company based on High Street in East Oakland had been spreading their dioxin on the Fruitvale District. It had caused illness toward youth which lead to behavior problems. ▪ Rising epidemic of teenage 15-17 year old males entering into fatherhood! ▪ What affordable housing? ▪ I am not seeing much in the way of incorporating art as a basis for youth to make healthy transitions to adulthood ▪ I feel strongly that an indicator under healthy transitions to adulthood should be percent of youth pursuing education beyond high school. Could also include percent graduating from high school. ▪ Healthy Transitions should be dropped. All the strategies are repeated and can be including in the other three areas ▪ How much effort is put out to find qualified partners? What are qualified partners? ▪ This needs to be described more in the media so the community knows.

Strengths	Questions	Concerns
		<ul style="list-style-type: none"> ▪ Assist more youth while in school to succeed. ▪ Need more guidance on explicit outcomes. ▪ OUSD kids need to be supported in gaining access to tools and programs which promote, enhance, and encourage <u>ACADEMIC SUCCESS</u>. ▪ Our kids are failing...because we are failing to support them at crucial times.

Youth Empowerment

Community comments received about the priority area of Youth Empowerment are listed below.

Strengths	Questions	Concerns
<ul style="list-style-type: none"> ▪ Teach them about environmental issues such as global warming and how nuclear weapons are destroying the environment. ▪ Youth centers are very important in the schools. They can improve the schools in many ways. ▪ Youth Empowerment made it to the final priorities! ▪ It is great that youth are still be given direct funding decisions outside of their participation in the POC. ▪ Incentives for collaborating organizations is wonderful because neighborhood orgs should be collaborating anyway! ▪ Excellent: our kids need this funding to travel to state wide conferences. • Excellent • Progressive • Consistent with the new economy 	<ul style="list-style-type: none"> ▪ Change in structure of grants , does that mean the overall budget for grants is smaller? ▪ Is this being done? But this needs to be described more in the Oakland. Who knows who's involved and how to get more involved? ▪ What are the steps involved in training youth for the community boards? ▪ What do you have in mind for support systems. 	<ul style="list-style-type: none"> ▪ To give youth ability to change policy and system in their every day life. Example, the ability to change things in school system, social service, police dept., etc., etc. ▪ Eliminating the 20% set aside eventually make the pool of funds for youth-to-youth grantmaking smaller and smaller! ▪ No more larger youth grants? Why? Why not both smaller and larger? ▪ Ensure responsible use of funds--educate youth on "misuse of funds." ▪ I am concerned about making sure Youth Centers are <u>YOUTH</u> initiated, led, and evaluated. ▪ Youth to youth grants has not worked. Should only be a small dollar amount. ▪ The process to qualify for funding in this category seems poorly understood by the youth it is intended to serve. ▪ The emphasis on high school level kids is counter productive...we need to be impacting younger kids <u>BEFORE</u> it's too late. ▪ My concern is the involvement of younger children being added to this target age.

Summary of Public Meetings

The strategic plan was developed through an open, community-based process that included 34 public meetings and forums for community input. Advertisements, public notices, presentations to community groups and other means were used to increase the level of public participation in the planning process. Information was also communicated via OFCY's web site.

A chronology of the public meetings conducted during the strategic planning process is provided below. The meeting summaries contained here do not represent the entire agenda of each meeting, but rather indicate the activities conducted during the meeting toward the completion of the strategic plan. The timeline starts in February 2001, since this is when the strategic planning process started in earnest.

<u>Date</u>	<u>Type of Meeting</u>	<u>Planning Activities Conducted</u>
February 21, 2001	POC	"Kickoff" meeting for the strategic planning process. The steps in the process were reviewed and discussed, and a timeline adopted for development of the strategic plan.
March 7, 2001	POC	Present and discuss the plan for the Community Assessment phase, including timing, location, and format of the March – April community meetings for gathering broad-based public input.
March 20, 2001	Community	Obtain community input on the issues facing Oakland children and youth that OFCY should focus on addressing.
March 21, 2001	Community	Same as March 20 meeting – community input on needs and priorities
March 22, 2001	Community	Same as March 20 meeting – community input on needs and priorities

<u>Date</u>	<u>Type of Meeting</u>	<u>Planning Activities Conducted</u>
March 24, 2001	Community	Same as March 20 meeting – community input on needs and priorities
March 26, 2001	Community	Same as March 20 meeting – community input on needs and priorities
March 28, 2001	Strategic Planning Subcommittee	Review preliminary findings from the community meetings and discuss ways to fill gaps in the information available for the community assessment
March 29, 2001	Community	Same as March 20 meeting – community input on needs and priorities
April 4, 2001	POC	Review preliminary findings from the community meetings, one-on-one interviews, and other research performed to this point in the Community Assessment process
April 7, 2001	Community	Same as March 20 meeting – community input on needs and priorities
April 18, 2001	POC	Reviewed the first draft of the Community Assessment report and identified 17 potential priority areas for services
April 25, 2001	Strategic Planning Subcommittee	Narrowed from 17 priority areas to 9
May 2, 2001	Strategic Planning Subcommittee	First session to define the desired results (outcomes) sought for each of the 9 priority areas
May 9, 2001	Strategic Planning Subcommittee	Second session to define the desired results (outcomes) sought for each of the 9 priority areas
May 16, 2001	POC	Presented the 9 priority areas and potential list of results to the POC

<u>Date</u>	<u>Type of Meeting</u>	<u>Planning Activities Conducted</u>
May 23, 2001	Strategic Planning Subcommittee	Narrowed from 9 priority areas to 7, and refined the list of desired results
May 30, 2001	Strategic Planning Subcommittee	Narrowed further down to 6 priority areas and developed the first draft of potential indicators to use to measure results
June 7, 2001	Strategic Planning Subcommittee	Reduced the desired results down to one per priority area, and narrowed from 6 priority areas to 3.
June 13, 2001	Strategic Planning Subcommittee	Reviewed strategies that have previously been employed/funded by OFCY, and defined the approach that would be used to develop strategies for the new plan.
June 18, 2001	Strategic Planning Subcommittee	Reviewed and revised the priority areas, adding one more priority area to get up to the final total of 4. Developed an initial list of strategies for each priority area. Started discussions on the fund allocation structure and other structural components of OFCY.
June 20, 2001	POC	Presentation of priority areas, desired results, strategies and indicators, followed by discussion of how to complete the plan development and seek broader community input on the draft plan
June 27, 2001	Strategic Planning Subcommittee	Reviewed the first draft of the strategic plan document, initiating a systematic review and refinement of all aspects of the plan.
July 5, 2001	Strategic Planning Subcommittee	Reviewed the second draft of the strategic plan document and continued refinement of all aspects of the plan.
July 11, 2001	Strategic Planning Subcommittee	Reviewed the third draft of the strategic plan document and continued refinement of all aspects of the plan.

<u>Date</u>	<u>Type of Meeting</u>	<u>Planning Activities Conducted</u>
July 18, 2001	POC	Presented the fourth draft of the strategic plan document, and obtained approval to release it for public input and proceed with community meetings to get feedback on the draft.
August 4, 2001	Community	Obtained open community input on the draft strategic plan.
August 6, 2001	Community	Obtained open community input on the draft strategic plan.
August 7, 2001	Community	Obtained open community input on the draft strategic plan.
August 8, 2001	Community	Obtained open community input on the draft strategic plan.
August 9, 2001	Community	Obtained open community input on the draft strategic plan.
August 13, 2001	Community	Obtained open community input on the draft strategic plan.
August 22, 2001	POC	Reviewed the consolidated results of the community input process and identified changes to make to the draft strategic plan based on community input.
September 5, 2001	POC	Reviewed the fifth draft of the strategic plan document and identified final changes. Approved the plan for submission to the City Council.
October 9, 2001	Life Enrichment Committee	The Life Enrichment Committee reviewed the plan and forwarded it to City Council for consideration.
October 23, 2001	City Council	The City Council voted to adopt the plan.