

# A BRIEF TIMELINE OF OFCY'S STRATEGIC PLANS

After citizens collected over 30,000 signatures to place it on the ballot, **Oakland Kids First! (Measure K)** is approved by 75% of voters in November 1996. The legislation amends the City Charter and **established the Oakland Fund for Children and Youth.**

For over twenty years, **OFCY has produced seven Strategic Plans** to guide the investment of city funding in support of Oakland's children and youth with the greatest needs. The following is a summary of the plans and their growth as each process builds on the work established in prior years.

1997

## **OFCY's First Strategic Plan (1998-2002)**

OFCY's first strategic plan was developed with active participation from the newly-formed Planning and Oversight Committee (POC), as well as community input through public participation at POC meetings, community workshops, and focus groups. The plan was adopted in October 1997.

The four-year plan (for the four-year period beginning January 1, 1998) identified **Social and Economic Equity** as one of seven core values: "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 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 towards the greatest community needs**". (page 12).

The first plan articulated desired outcomes, expected results, and target populations for services, and established that 20% of funding would be set aside for youth-initiated projects, and 80% for "traditional grantmaking". The plan identified eight characteristics that all programs 'must' demonstrate, and nine characteristics programs 'should' be able to provide, to guide the traditional grantmaking funding.

The three-step process outlined in the plan for programs to receive funding in the traditional grantmaking category was to 1) Assess the quality of the proposal in terms of satisfying the 'must' and the 'should' elements of quality programs; 2) Ensure a strategic approach by demonstrating how they will achieve expected results and serve target populations, and 3) Assessing the overall package of proposals to ensure that *together* they serve children and youth of all ages, support OFCY's key values and legislated services, and 'fund programs that serve gay, lesbian, bisexual, transgender, and/or questioning youth'.

[\*\*Click Here to download the 1998-2002 Strategic Plan\*\*](#)

2001

## The Second Plan (2002-2006)

OFCY's Planning and Oversight Committee adopted the Fund's second four-year strategic plan for 2002-2006 in October 2001. The plan focused on four priority areas: **Support for Children's Success in School, Child Health and Wellness, Healthy Transitions to Adulthood,** and **Youth Empowerment,** to provide a more targeted approach. Funding for youth-initiated projects was continued as well. The plan also expanded from the first strategic plan and included a community assessment, a reduction in overall strategies to be pursued down from 77 in 1998-2002 to 26 strategies in 2002-2006, and an introduction to an accountability framework for evaluating overall success, which largely mirrors current collective impact efforts in a results-based accountability model.

The plan notes that OFCY's ultimate goals are long-term and require the coordinated work of many people and institutions. As the plan states:

*"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."*

The plan identified some key population-level indicators, including school testing for grade level reading, writing, and math; school suspension rates; and high school graduation rates.

[Click Here to download the 2002-2006 Strategic Plan](#)

2005

## The Third Plan (2006-2010)

OFCY's third strategic plan **emphasized partnerships and collaboration** with key entities, included a more robust community needs assessment, and streamlined OFCY's core values down from seven to three. **Social & Economic Equity** was listed as the first key value, to guide the fund towards the *"application of our resources towards those youth in greatest need"*.

The planning work included work to clearly articulate a **youth violence prevention framework** in partnership with the newly-formed city funding under **Measure Y**, which voters passed in November 2004, with grant funding beginning in 2006.

The plan delineated the roles of OFCY and Measure Y which has been maintained in the years since, whereby OFCY would provide support for **prevention** strategies, and Measure Y (and

subsequently Measure Z/ Oakland Unite/ Department of Violence Prevention) would focus resources towards **intervention** strategies to address youth crime, violence, and gang involvement<sup>1</sup>.

The plan detailed partnerships to develop “a sustainable **after school** services for the entire city” in partnership with **Oakland Unified School District, Oakland Parks and Recreation, and Oakland Public Library**, along with the CBO community. The plan also identifies partnerships for service coordination with **First 5 Alameda County** to expand OFCY support for young children, partnerships with the **Oakland Workforce Investment Board** to support afterschool and summer employment, and alignment with the **Oakland Unified School District** and **Oakland Parks and Recreation** department across multiple other program strategies identified in the plan.

Strategies were presented through an age-based framework, for Children ages 0-5; Children ages 6-14; Youth ages 15-20; and Children and Youth of all Ages. Under these frameworks, OFCY identified 18 specific funding strategies, down from 26 strategies in the prior 2002-2006 plan.

[Click Here to download the 2006-2010 Strategic Plan](#)

2009

## The Fourth Plan (2010-2013)

OFCY’s new three-year strategic plan is approved in late 2009, and is the first three-year plan under the new Measure D legislation. The plan was developed with community participation through interviews, focus groups, surveys, community caucuses and task force meetings.

Key themes arose out of the strategic planning process included **increased funding allocation for the early childhood programs and services**, increased alignment and integration of services with other partners, emphasis on higher need children and youth, emphasis on family engagement and support for family caregivers; a focus on applied learning and on peer-to-peer learning, and an affirmation of youth development principles.

Strategies were presented in an age-based framework: 1) Early Childhood Development (ages 0-5); Out of School Time Healthy Development and Academic Success (ages 5-14); Wellness and Healthy Transitions (ages 11-20); and Older Youth Transitions to a Healthy Adulthood (ages 15-20). Under these frameworks, OFCY identified **10 specific funding strategies**, down from 18 strategies in the prior 2006-2010 plan. These funding strategies provided a clearer picture of expected programming, desired results, target populations, and key partnerships compared strategies developed in prior years.

[Click Here to download the 2010-2013 Strategic Plan](#)

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<sup>1</sup> Under the section entitled **Measure K and Measure Y: A combined Effort for Youth in Oakland**, the plan states “In addressing issues of violence, Measure K supports prevention strategies and Measure Y supports intervention strategies.” OFCY Strategic Plan 2006-2010, page 11

2012

## The Fifth Plan (2013-2016)

The OFCY FY2013-2016 Strategic Plan is developed and approved, after extensive community engagement through interviews, focus groups, workshops, and community meetings, engaging over 600 people in its development.

The plan included a needs assessment which identified critical areas of focus, including academic, health, economic, and safety related outcomes, with disparities in indicators by race identified. The plan **also explicitly addressed the need for racial equity in consideration of programming** as critical to an equity focus in order to narrow or eliminate achievement gaps. The plan specifically cites the local efforts focusing on **boys of color** as supported through the Boys and Men of Color Initiative and the African American Male Achievement Initiative.

Strategies were presented in four goal areas closely associated with the four legislated goals of Kids First! and based on the age frameworks established in the prior two strategic plans. Goal Area 1: Healthy Development of Young Children; Goal Area 2: Student Success in School; Goal Area 3: Youth Leadership and Community Safety; and Goal Area 4: Transitions to Adulthood. The plan identified 11 specific funding strategies, an increase of one strategy from the prior 2010-2013 plan. Strategies increased funding for early childhood programming, and brought a focus to youth leadership programming in two strategies to increase safety in schools, decrease youth violence, and promoting greater overall community health and safety.

[Click Here to download the 2013-2016 Strategic Plan](#)

2015

## The Sixth Plan (2016-2019)

The 2016-2019 Strategic Investment Plan is developed with input from youth, providers, key stakeholders and community members. OFCY co-hosted a large-scale Youth Summit with Oakland Unite, the city's violence prevention unit, where 200 youth attended at Oakland City Hall to provide their voice to the strategies and priorities. Oakland Unite was also active via interviews and ongoing feedback in the development of strategies as part of an intentional effort to align OFCY funding with other system partners. The plan reaffirmed the partnership between OFCY and Oakland Unite to work closely on **addressing violence prevention**:

*"OFCY works closely with other City investors, including Oakland Unite, which focuses on supporting violence intervention and targeted prevention services, while OFCY invests in violence prevention programming. OFCY investments create positive opportunities that support youth development and prevent youth exposure to violence"*

The plan recognized that as the City of Oakland's "revitalized and growing economy has led to annual increases in general fund revenues in recent years, resulting in an increase in the funds available for OFCY investments. At the same time, **more children and youth are living in poverty and the cost of living is becoming prohibitive for more families**. OFCY's investments remain relevant but are increasingly considered in the context of other targeted investments for children and youth.

To prioritize and focus funding, the plan relied on the guiding value of **social and economic equity**. *"In alignment with the Fund's guiding value of **social and economic equity**, OFCY directs funding to children and youth who are living in high priority neighborhoods, while also investing in specific populations that benefit from targeted programming. High-priority neighborhoods have moderate to high levels of stress, as outlined in the Oakland Unite stressor map."* Specific populations identified as particularly vulnerable and needing support included boys of color, and noted specifically that disparities "are particularly acute for African American boys and young men. Other vulnerable populations identified include unaccompanied minors, LGBTQ youth, and homeless youth.

Seven funding strategies were developed and presented in four goal areas: Early Childhood; Student Success in School; Youth Development and Empowerment; and Transitions to Productive Adulthood. The seven strategies represented a reduction down from the 11 funding strategies identified in the prior plan from 2013-2016.

Changes identified in the plan include:

- "To support Early Childhood, OFCY directs **additional funding to support and expand parent engagement** in early learning programming in high-priority neighborhoods **and to support Family Resource Centers** in partnership with other system partners and investors.
- For the School-Based After-School strategy, OFCY will **increase the base allocation for each eligible school site** and create a supplemental funding pool to direct additional funding to schools with the highest proportion of children on Free and/or Reduced Lunch (FRL).
- For the Youth Development and Empowerment goal area, OFCY will **increase the overall allocation to this strategy** to fund a wide range of positive child and youth development programming. Investments in specific populations, including LGBTQ youth, boys of color, unaccompanied minors, and youth exposed to violence, are now held within this goal area.
- For the Transitions to Adulthood strategy, increased funding will allow for **greater support for academic support and workforce** exposure."

[Click Here to download the 2016-2019 Strategic Plan](#)

2018

## The Seventh Plan (2019-2022)

OFCY's 2019-2022 Strategic Investment Plan is the seventh plan in the Fund's history. Developed to support OFCY's four main legislated goals, and to provide citywide services in support of children and youth from birth through 21 years of age and their parents and caregivers, the plan continues and improves upon successful strategies developed in alignment with other key city partners, including:

- Expanded funding support for **Mental Health Programming** in Head Start and OUSD child development center classrooms to benefit over 2,000 pre-school children;

- Increased funding for **Comprehensive Afterschool Programs** in partnership with the school district for programs at over 60 elementary and middle school sites that will serve over 8,000 students a year; and
- In concert with the city's *Oakland Workforce Development Board (OWDB)* and *Department of Violence Prevention*, increased funding for **Youth Workforce Development** programs for older youth not engaged in school or work which provide wrap-around support services to holistically address needs, to help over 1,000 young people gain paid employment experience. The new strategy also provided dedicated OFCY funding to support **Oakland Summer Jobs** in partnership with OWDB, leading to the development and issuance of a joint RFP and combined funding of \$850,000 to support a variety of non-profit agencies in summer 2019 that helped hundreds of youth gain their first work experience.

The plan provides new focus and framing to support social, racial and economic equity, and explicitly prioritizes funding to support programs working with **African American children and youth** to address disparities. The plan provided increased funding for OFCY's leading role in Oakland in supporting **Positive Youth Development and Leadership** programming for particularly vulnerable populations, including programming for **LGBTQ+ youth, commercially-sexually exploited children, youth with disabilities, foster youth, unaccompanied minors, immigrants and refugees**, and programs for **Latino, Asian/ Pacific Islander, and American Indian** children and youth.

Two new funding strategies are supported in the 2019-2022 Strategic Investment Plan.

- OFCY is supporting **Family Resource Centers** as a specific funding strategy, to provide further support and coordination for place-based programs supporting children and youth ages 0-8 and their parents and caregivers. The strategy was developed in partnership with parents, community members, and First 5 of Alameda to provide a core set of services including resources and referral, parent education and support, and early childhood playgroups. Sites are operated in collaborative partnerships to increase access to services, and may also provide food and clothing assistance; healthcare benefits assistance; health and wellness workshops; developmental screenings for children; parent leadership groups; and community-building activities to bring families out of isolation.
- OFCY's **High School and Postsecondary Student Success** strategy was developed to provide a focus to programming for high school and older youth to support achievements in learning, increase youth attachment to school, and facilitate older youth transitions into high school and postsecondary education. It directs funding to culturally responsive strategies that address the needs of older youth by helping to strengthen their skills to support their academic success and well-being, and supports key OUSD initiatives. Programs that received funding through this strategy in 2019-2020 include OUSD's **Restorative Justice** program, **African American Male Achievement** initiative, and **Oakland International High School's** Refugee & Immigrant program.



Citywide



Priority



Identified Populations

Oakland Children and Youth from birth to 21 years of age

- Low-income neighborhoods
- Low-income children, youth and families
- Children attending schools with high levels of stress
- African American children and youth
- Latino, American Indian, and Asian/ Pacific Islander children and youth
- Immigrants and Refugees
- Unaccompanied Minors
- LGBTQ Youth
- Commercially-Sexually Exploited Children (CSEC)
- Homeless Youth
- Youth with Disabilities
- Foster Youth

[Click Here to download the 2019-2022 Strategic Plan](#)