

CITY OF OAKLAND

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OFFICE OF THE CITY CLERK
OAKLAND

2018 OCT 11 PM 4:01

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: OFCY 2019-2022 Strategic
Investment Plan

DATE: October 1, 2018

City Administrator Approval

Date:

10/11/18

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution Approving The 2019-2022 Strategic Investment Plan Of The Oakland Fund For Children And Youth.

EXECUTIVE SUMMARY

The Oakland Fund for Children and Youth (OFCY) Planning and Oversight Committee (POC) is forwarding the 2019-2022 Strategic Investment Plan addressing the four goals of OFCY outlined in the City Charter Section 1303.1:

- 1) Support the healthy development of young children;
- 2) Help children and youth succeed in school and graduate high school;
- 3) Prevent and reduce violence, crime and gang involvement among children and youth;
- and,
- 4) Help youth transition to productive adulthood.

The full OFCY 2019-2022 Strategic Investment Plan is provided as **Attachment A** to the report. The three appendices to the Plan, the Oakland Demographic Profile, the Student Success Profile, and the Community Health & Safety Profile are provided as **Attachment B, Attachment C, and Attachment D** respectively. A Request for Proposals (RFP) for services during the approved grant period 2019-2022 will be released in November 2018 based on the Strategic Investment Plan.

Adoption of the strategic plan will expand support for family engagement programming and trauma informed services in preschools for the early childhood years, continue investments in high-quality school-based afterschool programs and strategies to support student engagement in learning in elementary, middle, high school and post-secondary education, and increase support for youth development and leadership programming year-round, and youth employment and work experiences.

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Special Life Enrichment Committee
October 23, 2018

BACKGROUND / LEGISLATIVE HISTORY

In July 2009, Oakland voters passed Measure D to revise the Kids First! Oakland Children's Fund Amendment in the Oakland City Charter (originally passed as Measure K in November 1996) to continue to set aside general purpose funds to address the well-being of Oakland children and youth from birth through age 21. The legislation identifies the Oakland Fund for Children and Youth as the "Fund" receiving revenues appropriated as specified in the Act. OFCY is overseen by a 17-member public commission composed of one youth and one adult appointee per Council member, and one appointee by the Mayor. The Planning and Oversight Committee (POC) of the commission is responsible for the completion of a three-year Strategic Investment Plan, the solicitation of proposals for funding to implement the Plan through an open and fair application process, and the selection of the recommended grant awards for Council's approval.

Article XIII of the Oakland City Charter requires the POC to develop a three-year Strategic Investment Plan with the involvement of young people, parents, and service providers throughout the city. The current OFCY 2016-2019 Strategic Investment Plan was adopted by the City Council on October 20, 2015 (Resolution No. 85844 C.M.S.). The OFCY 2019-2022 Strategic Investment Plan will provide the framework for the allocation of OFCY funds and guide the development of the next OFCY RFP for the July 1, 2019 through June 30, 2022 grant cycle. The OFCY RFP release is planned for November 2018. The POC approved the OFCY 2019-2022 Strategic Investment Plan in October and is forwarding it to the City Council for adoption.

OFCY must be reauthorized by a vote of the City Council or be placed on the ballot for a vote on reauthorization by November 2020. If not reauthorized, the Strategic Plan and RFP will cover only a two year grant cycle.

ANALYSIS AND POLICY ALTERNATIVES

In fall 2017 the POC formed an ad-hoc Strategic Planning Subcommittee to lead the strategic planning through multiple meetings and a multi-faceted community engagement process. Strategy development included a review of research, youth needs, system investment and alignment, and the outcomes of current programming, as well as data on Oakland's changing demographics, indicators relating to children, youth and family outcomes in education, financial stability, health and community safety. The Strategic Investment Plan addresses how funding strategies work in alignment with other systems to meet gaps in service and to leverage other efforts for greater collective impact, expected outcomes to be achieved, and priorities for annual funding allocations in each strategy area.

The strategic planning process was structured to answer the question of how OFCY can best address the four legislated goals as outlined in Measure D, which are:

- 1) Support the healthy development of young children (Early Childhood programming);
- 2) Help children and youth succeed in school and graduate high school;
- 3) Prevent and reduce violence, crime and gang involvement among children and youth;
and,
- 4) Help youth transition to productive adulthood (Older Youth programming).

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These four goal areas serve as the main framework for the funding strategies in the Strategic Investment Plan as summarized in **Table 1** below. The information in the table below contains summaries of the nine funding strategies detailed within the OFCY Strategic Investment Plan for 2019-2022, and the range of expected funding that will be available annually for each strategy area. OFCY estimates that approximately \$17 million to \$18 million in grant funding will be available annually through the grant cycle.

Estimated annual percent of funding and dollar ranges by Strategy Area

Table 1: OFCY Funding Strategies: FY 2019-2022

Strategy Area 1: Healthy Development of Young Children/ Early Childhood	18%-20%
1) <i>Parent Engagement and Support</i> : Invests in programs that strengthen the capacity of parents and caregivers through services offered in community-based settings, supporting safe spaces and quality family support services, especially in high-need neighborhoods and communities.	
2) <i>Family Resource Centers</i> : Supports family resource centers in the community that are welcoming and offer comprehensive services and a range of activities and opportunities to meet the needs of families where they live.	\$3M-\$3.25M
3) <i>Socioemotional Well-Being in Preschool and Early Childhood Education Settings</i> : Strengthens the capacity of teachers and families to promote the social, emotional, physical and behavioral health of children through support from early childhood education consultants addressing mental health and developmental challenges among young children in preschool settings.	
Strategy Area 2: Student Success in School	34%-36%
4) <i>Comprehensive School-Based Afterschool</i> : Supports a lead agency to coordinate comprehensive afterschool at Oakland public elementary and middle school sites where at least 50% of students qualify for free or reduced-price meals, to provide free or low-cost academic and enrichment afterschool programming.	\$6M-\$6.3M
5) <i>Strengthen Student Engagement in Learning</i> : Directs funds to programming designed to support the academic achievement of elementary and middle school students through improved school attendance and participation in enriching literacy and science, technology, engineering, and math (STEM) programming.	
Strategy Area 3: Positive Youth Development	25%-27%
6) <i>Year-Round Youth Development and Leadership Programs</i> : Expands access to year-round activities that encourage youth to develop leadership skills, engage in their communities, participate in arts programming to support personal and cultural identity and growth, and participate in enrichment activities including sports, technology, nature exploration, and other activities that help build positive peer and adult relationships and develop positive life skills.	\$4.6M-\$4.85M
7) <i>Summer Youth Development Programs</i> : Invests in high quality summer programming and directs funding to programs with an asset-based youth development approach to promoting learning and peer and social connection. During summer months, programming will provide opportunities for enrichment, exploration, and new experiences that build confidence, self-esteem, and other important life skills in a safe and supportive environment.	

Strategy Area 4: Transition to Adulthood/ Older Youth		20%- 22%
8) <i>High School and Postsecondary Student Success</i> : Supports programming that provides older youth (ages 15–20) support for achievements in learning to 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.		\$3.4M- \$3.6M
9) <i>Career Awareness and Employment Support</i> : Supports programming that provides older youth (ages 15–20) with career awareness, work readiness training, and employment to provide youth with on-the-job experience, skill-building supports, and exposure to career options and pathways. This strategy will support year-round programs for students in school and for opportunity youth not connected to school or employment, as well as directly support summer employment for Oakland youth.		

Total estimated annual funding allocation: \$17M - \$18M

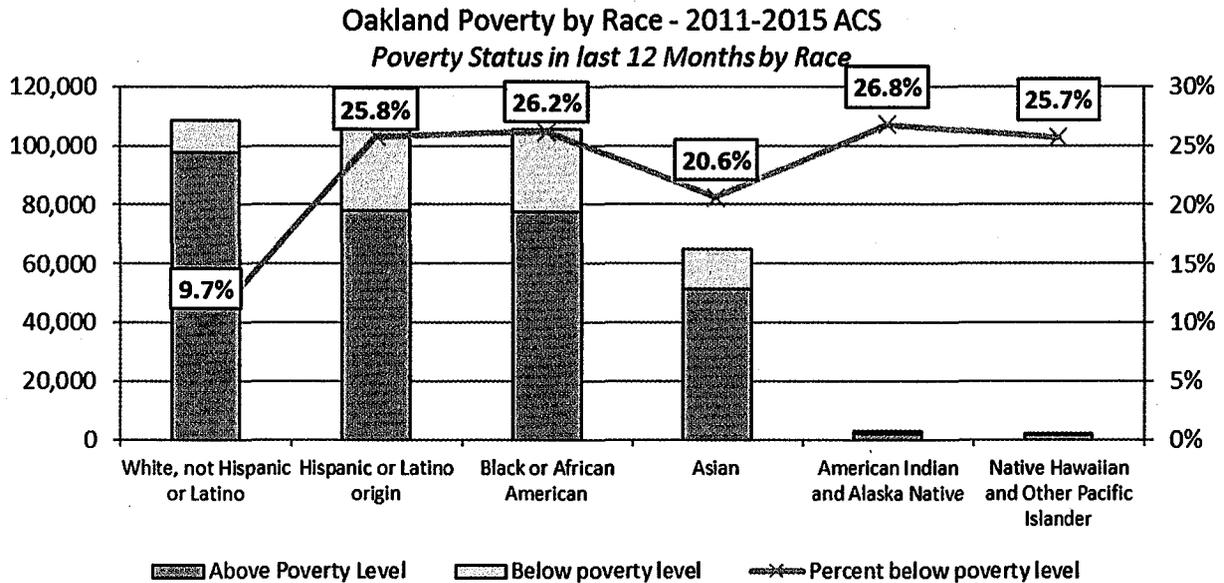
The Population of Children and Youth

As part of the planning process, the POC reviewed current data on the changing demographics in Oakland as related to the development of children and youth. While the total population of Oakland has increased in recent years, the percentage of children and youth in the city continues to fall: children and youth in Oakland represent 22.9% of the city, compared to 23.6% of the total population in 2010, and 27.4% in 2000. Latino/a youth represent the largest ethnic group in Oakland for youth under the age of 20.

While approximately 20% of all Oakland residents live below the federal poverty line, the rate for children and youth under 18 years of age is much higher. 28.6% of children under age 18 live in poverty in Oakland, compared to 19% of residents ages 18-64 and 14% of residents age 65 or older. Over a third of children under the age of 18 in Oakland live in households that receive public assistance (Supplemental Security Income [SSI], cash public assistance income, or food stamps/ Supplemental Nutrition Assistance Program [SNAP]), compared to 25% in 2005.

Overall, poverty rates are twice as low for white residents (9.7%) than people of color (ranging from 20.6% for Asian residents to 26.8% for American Indian and Alaskan Native residents), as presented in **Chart 1** on the following page. Rates of poverty in Oakland have been persistent despite an improving economy, with rates from 2011-2015 (20.4%) similar to rates from 2008-2012 (20.3%). Overall, the data indicates that there continues to be a broad segment of Oakland’s households, with children who will receive direct benefits from OFCY funding particularly low-income families of color in Oakland’s neighborhoods in West, Central, and East Oakland located south of the 580 freeway. More detail on population and socio-economic data and indicators is available in the Oakland Demographic Profile in **Attachment B**.

Chart 1: Oakland Poverty by Race



Social and Economic Equity as a Guiding Value

The value of “social and economic equity” has been identified as a key guiding principle for OFCY over the last ten years and is incorporated throughout the 2019-2022 Strategic Investment Plan. The funding strategies support programming that is for the benefit of children, youth and families with the greatest need, particularly low-income children of color and children attending public schools with historically high rates of environmental stress. Geographically, OFCY funding is directed to support neighborhoods that have higher density of children and families and that are disproportionately low-income. In addition, the plan identifies specific populations that have faced disproportionate outcomes and are prioritized for funding, including Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) youth, immigrant and refugee youth, youth experiencing homelessness, commercially-sexually exploited children (CSEC), youth with disabilities, and foster youth.

Investments in Children and Youth Align for Positive Outcomes

OFCY funding strategies support coordination and partnership with multiple system providers and investors to achieve a shared vision of positive long-term outcomes for Oakland children and youth. These include that young children are safe, healthy and are ready for school; school age children are safe and healthy, reading at grade level, thrive in positive school cultures, and have access to positive youth development activities; older youth graduate from high school and are ready for college and career; and that all youth are free from violence, crime, and gang involvement.

Recognizing the importance of the early years in the social, emotional, and physical development of children and their impact on long-term developmental outcomes, OFCY is increasing support for programming that serves children and their families by specifically supporting Family Resource Centers in underserved neighborhoods to provide a core set of services including family navigation, parent education and support, and early childhood playgroups at welcoming locations near where families live. OFCY funding will also continue to support social-emotional learning, trauma-informed care, and mental health services in preschool settings at Head Start and Oakland Unified School District (OUSD) Child Development Center sites, and will continue support for parent engagement programming in community based settings. The three funding strategies have system-wide support from First Five Alameda County, City of Oakland's Head Start program, the Oakland Starting Smart and Strong Initiative, and the OUSD Early Childhood Division.

OFCY's Comprehensive Afterschool Programs strategy is recognized as a model across the state and nationally for its commitment and support for high quality afterschool programs in partnership with OUSD's Community Schools and Student Services Department. Local OFCY funds are used to complement and leverage state and federal funding for free or low-cost comprehensive afterschool programs at nearly 60 elementary and middle schools with high need, providing critical funding to support high quality programming and stable staffing. OFCY also supports programming working to achieve city-wide and district goals around improved elementary and middle school student outcomes related to school-day attendance, increased grade-level reading and math rates, and increased access to quality Science Technology Engineering and Math (STEM) activities through the Student Engagement and Success in Elementary and Middle School strategy. More information on current Oakland education and academic outcomes and indicators, as well as school quality and environmental stress, are included in the Strategic Investment Plan Appendix Oakland Profile: Student Success.

OFCY is proposing an expansion of funding to the City's long-term investment in positive youth development and leadership programming year-round as effective strategies to address youth safety and help prevent and reduce crime, violence and gang involvement among young people. Support for youth development and leadership programming that recognizes youth's assets and builds on their strengths to promote learning and positive life skills, complements the intervention-focused programming supported by Oakland Unite, and is responsive to the community input and need for free and low-cost enrichment and leadership programming for Oakland children and youth with the greatest need. The strategies also provide support for priority populations through culturally and linguistically-responsive programming designed to support specific needs of LGBTQ youth, immigrant and refugee children, and other priority populations.

Targeted support for youth transitioning into adulthood includes support for high school and postsecondary success through programming that provides peer leadership, mentoring, community building, and other academic and social supports to engage youth in school. The strategy also supports youth transitioning into high school and postsecondary education, and conflict resolution and restorative justice practices. OFCY will grow youth workforce programming to increase career awareness and employment support year-round for youth that are in-school and for opportunity youth disconnected from school and work, and will include specific support for expansion of summer employment opportunities through a partnership with the Oakland Workforce Development Board. OFCY will continue to be the primary city

investment in youth workforce funding with courtesy funding from the Oakland Workforce Development Board and Oakland Unite.

OFCY Request for Proposals for Children and Youth Services

Following the approval of the Strategic Investment plan by the Oakland City Council, OFCY will release an RFP and initiate the proposal review and grant selection process in November 2018. The RFP will provide information on strategies, program goals, activities to be funded, and will align with the information contained in the Strategic Investment Plan. The RFP will include grant ranges for each program operation and funding strategy, and criteria for eligibility and award recommendations. The proposals will be reviewed and scored by independent readers. Programs recommended for funding will be forwarded by a subcommittee and ultimately approved by the full body of the POC prior to submission of funding recommendations to the City Council.

Policy Alternative

Article III of the Oakland City Charter requires that the POC submit a three-year strategic investment plan for Council adoption. The policy alternative is presented below.

Alternative #1	The policy alternative before Council would be to reject the 2019-2022 Strategic Investment Plan from the POC as submitted and provide proposed modifications to the Plan for further review and consideration by the POC.
Pros	Council can provide suggested policy modifications that more closely align with the Council's priorities.
Cons	The POC is comprised of adult and youth members directly appointed by City Council Members and the Mayor. The POC has worked over the past year to develop and approve a strategic investment plan that is reflective of city priorities and community input. The POC would need to be able to make modifications to the plan based on the suggested policy modifications in November 2018. City Council's approval of a revised Plan would then be delayed until January. A resulting delay in the release of the RFP would constrict the time available for the proposal review process and delay Council approval of the POC's recommendation for funding commitments. The new grant agreements would likely commence in October 2019 rather than July 2019. The change in timeline would result in the loss of funding for summer programs in 2019 and delay program planning and implementation for the remaining OFCY grant programs.
Reason for not recommending	OFCY's POC has been actively engaged in the development of the strategic investment plan. Oakland City Councilmembers and their aides were contacted during the planning to solicit their input during the development of the plan. The plan is a reflection of broad community participation in development of strategies that meet a broad spectrum of needs across Oakland for children from birth through 21 years. Approval

	of the Strategic Investment Plan for 2019-2022 will ensure the July 1, 2019 start of new programming from this important funding source.
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FISCAL IMPACT

Oakland Municipal Charter Article XIII establishes that Kids First revenues are to be received and appropriated each year and requires the set aside of 3% of the unrestricted general fund revenues annually to the Kids First Children’s Fund, “together with any interest earned and any amounts unspent or uncommitted by the Fund at the end of any fiscal year”. Additionally, 90% of that revenue is to be used for grants for direct services awarded through an open and fair application process based on the three-year strategic investment plan.

PUBLIC OUTREACH / INTEREST

From November 2017 through May 2018, OFCY reached approximately 250 community members through a variety of community engagement events hosted throughout Oakland.

These included interviews and panel meetings with key stakeholders, community input meetings, an online community survey; provider focus groups, youth-led community forums, and public POC meetings. The Oakland Youth Advisory Commission co-hosted five community cafés throughout Oakland in which approximately 150 youth and youth supporters voiced their ideas about how to best serve the needs of children, youth and families in Oakland.

The POC has submitted a Strategic Investment Plan for 2019-2022 that strongly aligns with City policy supporting positive outcomes for children and youth, most notably the Youth Ventures Joint Powers Authority (JPA), Oakland’s Measure Z initiative for violence prevention and reduction, the Oakland Workforce Development Board for youth employment, and the Oakland Unified School District’s Pathway to Excellence 2015-2020 Strategic Plan regarding quality community schools. More information can be found in the Shared Goals for Children and Youth section of the Strategic Investment Plan on page 11 of **Attachment A**.

COORDINATION

This report and legislation have been reviewed by the Office of the City Attorney, Budget Bureau, and the Contracts and Compliance Division of the City Administrator’s Office. OFCY coordinated with multiple systems in development of the Strategic Investment Plan, including the following programs within the City of Oakland: Head Start, Oakland Unite/ Department of Violence Prevention, the Oakland Youth Commission, and the Oakland Workforce Development Board. In addition, staff coordinated with First 5 of Alameda County and the Oakland Unified School District to further the development of strategies.

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

The proposed 2019-2022 Strategic Investment Plan details the intended impact to be achieved through each of the proposed funding strategy areas. OFCY-contracted agencies are assessed

annually by independent, third-party evaluation firms in separate reports forwarded by the Planning and Oversight Committee.

SUSTAINABLE OPPORTUNITIES

Economic: The proposed 2019-2022 Strategic Investment Plan will provide the basis for funding program services for three years beginning in FY 2019-2020. Current OFCY funding in FY 2018-2019 supports 74 agencies operating 146 programs. These agencies are predominately Oakland-based and employ local staff, providing a positive economic impact. In addition, OFCY funds are used to leverage and match additional local, state, federal and foundation funding sources, bringing significant additional financial support for children and youth into Oakland.

Environmental: The 2019-2022 Strategic Investment Plan increases public safety through quality afterschool and year-round youth development and leadership programs that lead to safer communities and less youth violence.

Social Equity: The POC prioritizes funding for services that reach children and youth with the greatest need. Programs provide opportunities for and support youth from low-income households to participate in high-quality programming and gain experiences they otherwise may not have been able to gain due to economic barriers. OFCY explicitly ensures that culturally responsive programming for specific population needs, including LGBTQ youth, immigrant and refugee youth, youth experiencing homelessness, commercially-sexually exploited children (CSEC), youth with disabilities, and foster youth.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution Approving The 2019-2022 Strategic Investment Plan Of The Oakland Fund For Children And Youth.

For questions regarding this report, please contact Sandra Taylor, Human Services Manager, Children and Youth Services Division, at 238-7163.

Respectfully submitted,



SARA BEDFORD, Director
Human Services Department

Children & Youth Services Division
Reviewed by: Sandra Taylor, Manager

Prepared by: Mike Wetzel, HHS Planner

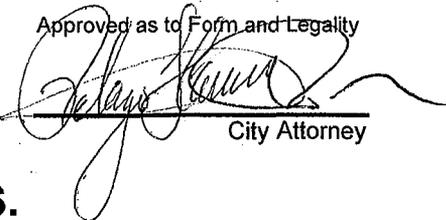
Attachments: (1)

- Attachment A: OFCY 2019-2022 Strategic Investment Plan
- Attachment B: Appendix 1 - Oakland Demographic Profile
- Attachment C: Appendix 2 - Oakland Profile - Student Success
- Attachment D: Appendix 3 - Oakland Profile - Community Health and Safety

2018 OCT 11 PM 4:02

OAKLAND CITY COUNCIL

Approved as to Form and Legality



City Attorney

RESOLUTION No. _____ C.M.S.

RESOLUTION APPROVING THE 2019-2022 STRATEGIC INVESTMENT PLAN OF THE OAKLAND FUND FOR CHILDREN AND YOUTH

WHEREAS, the Kids First! Initiative amended the City Charter and established the Oakland Fund for Children and Youth (hereafter known as “OFCY”) to support direct services for children and youth; and

WHEREAS, the Charter Amendment stipulates that the Planning and Oversight Committee (“POC”) submit to the City Council for its adoption a three-year Strategic Investment Plan; and

WHEREAS, the POC and its staff gathered and reviewed current demographic, economic, education, and community health and safety data, developed and managed the process through an ad-hoc strategic planning subcommittee, hosted community and youth input engagement events throughout the City, reviewed current funding strategies and program’s impact, and conducted research into effective practices to assess priority areas for the strategic plan; and

WHEREAS, the POC and community members selected high priority strategies to include Parent Engagement and Support, Family Resource Centers, and Socioemotional Well-Being in Early Care Education to support the Healthy Development of Young Children; Comprehensive Afterschool Programming and Student Engagement & Success for Elementary and Middle School Students to support Student Success in School; Year-round and Summer Youth Development and Leadership Programs to Prevent and Reduce Violence, Crime and Gang Involvement in Children and Youth; and High School and Postsecondary Student Success and Career Awareness and Employment Support to support Transitions to Productive Adulthood; and

WHEREAS, the high priority strategies identify specific age ranges, goals, intended outcomes, and community needs; and

WHEREAS, these high priority strategies have been presented to City Council in the 2019-2022 Strategic Investment Plan; and

WHEREAS, the 2019-2022 Strategic Investment Plan was approved by the Planning and Oversight Committee on October 3, 2018; now, therefore, be it

RESOLVED, That the City Council hereby adopts the 2019-2022 Strategic Investment Plan of the Oakland Fund for Children and Youth and Planning and Oversight Committee as approved by the Planning and Oversight Committee on October 3, 2018.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, AND PRESIDENT REID

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California