



Youth Ventures Joint Powers Authority and the Oakland Thrives Leadership Council

FALL 2017



JPA Trustees

City

- Mayor*
- City Council Members
- Oakland Police Captain
- Department of Human Services Director

Community College District Chancellor

County

- County Administrator
- Board of Supervisors President* and Members
- Chief Social Services
- Chief Health Care Services Agency
- Chief of Probation

Alameda County Superintendent of Schools

First Five Alameda County CEO

OUSD

- Superintendent
- School Board President* and Members
- Community Schools & Student Services Director

*Co-Chairs of JPA

Oakland Thrives Leadership Council

Hospital Chiefs

- Alameda Health System
- Kaiser Permanente Northern California**
- President & Executive Vice-President
- Sutter Health Chief Medical Officer
- Children's Hospital Oakland Assoc Dean of Children's Health
- UCSF Benioff Children's Hospitals

Philanthropy

- East Bay Community Foundation President
- The San Francisco Foundation President
- The California Endowment Senior Vice-President
- Akonadi Foundation President

City

- Chamber of Commerce
- Oakland City Manager
- Oakland Housing Authority

First Five Alameda County CEO

OUSD School Board President

CBO Leaders

- East Bay Asian Youth Center
- Greenlining Institute
- Kevin Grant Consulting
- La Clinica de la Raza

Faith Leaders

- Allen Temple Baptist Church
- Beebe Memorial Cathedral

Higher Education Leaders

- Peralta Community College District
- Chancellor

JPA Co-Chairs

**Kaiser Permanente Founding Funder

PolicyLink
The Unity Council
YouthRadio

We have established the OTLC's relationships with JPA partner initiatives

Key

Advisory body to JPA

Cross-sector table under JPA supervision

Collaborative initiative aligned with JPA

Youth Ventures Joint Powers Authority (JPA)

Oakland Thrives Leadership Council

"Equity Intelligence" Data Platform (Bloomberg Associates)

Health

Education

Wealth

Housing

Safety

Impact Tables (each co-chaired by JPA member agencies)

Oakland Promise

**OSSS
+ Universal
Pre-k**

**Affordable
Housing**

**My Brother's
Keeper**

**Food as
Medicine**

**Unified
Medical
Records**

By All Means

To be informed by community input, such as the ALL IN Listening Sessions

In partnership, the JPA and OTLC created a vision, goals, and principles that guide the work across the city

Vision

Oakland's children, youth, and families are the healthiest in the nation

Justice and equity has been achieved in physical and mental health, education, wealth, safety, and housing regardless of race, ethnicity, income, gender, sexuality, disability, geography, and other common predictors of disparity

Goal Areas

Health

Children and youth are physically, socially, and emotionally healthy

Education

Children and youth thrive in school and are prepared for college, career, and community success

Wealth

Families are economically stable and youth succeed after high school

Housing

Families have quality, affordable, stable housing

Safety

Families live in safe, vibrant communities

Principles

Equity-focused

Community-inclusive

Disruptive of the status quo

Results driven

Empathetic to individual experiences

Consensus-oriented

Oakland proud

Together, we established long-term indicators that will be the “north star” to chart progress over time

(To be refined by Impact Tables in Fall 2017)

DRAFT

Oakland's children, youth, and families are the healthiest in the nation

Health

Children and youth are physically, socially, and emotionally healthy

- % babies born at a **low birth weight**
- % children and youth with **asthma**
- % children and youth at a **healthy weight**
- % children and youth with a **usual source of health care**
- % children and youth experiencing **chronic mental health issues***

Education

Children and youth thrive in school and are prepared for college, career, and community success

- % children **ready for kindergarten**
- % at or above **3rd grade reading level**
- **High school graduation** rate
- % students **completing a 2- or 4-year college degree** within 6 years

Wealth

Families are economically stable and youth succeed after high school

- % residents **earning a living wage** (>200% FPL)
- % **youth that are disconnected** (ages 16-24 years not in school or working)
- Median family assets

Housing

Families have quality, affordable, stable housing

- # **homeless** families
- # **under-housed** families
- % households with **severe housing cost burden** (spending >50% of income on housing)

Safety

Families live in safe, vibrant communities

- Recidivism rate*
- **Violent crime** rate (e.g., shootings, homicides, robberies)
- Juvenile **arrest** rate*
- Juvenile **incarceration** rate*

Data will be disaggregated by race/ethnicity, gender, age, system status and geography if possible

Some of the Impact Tables have developed key indicators to guide their work, and others are in the process

The Impact Tables are moving forward in identifying priorities for measurement:

- **Safety** and **Housing** already have robust work underway and indicators identified
- **Education, Wealth, and Health** are in the process of launching and will build off of existing priorities
- All of this work will also incorporate the **MBK** milestones and lead indicators already identified

Illustrative Examples

Housing

Families have quality, affordable, stable housing

- Number of **homes protected** (target: 17,000)
- Number of **homes created** (target, 17,000)

Safety

Families live in safe, vibrant communities

- Percentage of OUSD **third-graders scoring proficient or higher** in ELA and math
- **Cohort high school graduation rate**
- Percent of OUSD students **chronically absent**
- Percentage of **ninth grade students reporting feeling highly connected to and safe** at school
- Percentage of **ninth grade students reporting having a caring adult** in their lives
- Percent of Oakland workers with **living wage jobs**
- **Unemployment** rate
- Percent of residents with **severe housing cost burden** (i.e. spending more than 50% of income on housing)
- **Perceptions of safety** among Oakland residents
- **Priority 1 and Priority 2 response times and ratings for Police Services** in community and resident surveys

Data will be disaggregated by race/ethnicity, gender, age, system status and geography if possible

The OTLC and JPA also identified additional important indicators for consideration in future work

DRAFT

Health

Children and youth are physically, socially, and emotionally healthy

- **Teen birth rate**
- Access to **healthy food***
- Child **diabetes** rate
- Primary care **utilization**
- % youth with **tooth decay**

Education

Children and youth thrive in school and are prepared for college, career, and community success

- % students attending school regularly (**not chronically absent**)
- % high school graduates **enrolled in a 2- or 4- year college** in the fall after graduation
- Access to **quality childcare***

Wealth

Families are economically stable and youth succeed after high school

- Percent of students enrolled on a **career pathway**
- **Credit score and debt** measures*
- Percent of families **banked and underbanked**

Housing

Families have quality, affordable, stable housing

- Percent of households with **moderate housing cost burden** (spending >30% of income on housing)

Safety

Families live in safe, vibrant communities

- **Victimization** rates
- # **incarcerated/detained adults** with children under 18*
- **Job transition** for the re-entry population*

Data will be disaggregated by race/ethnicity, gender, age, system status and geography if possible

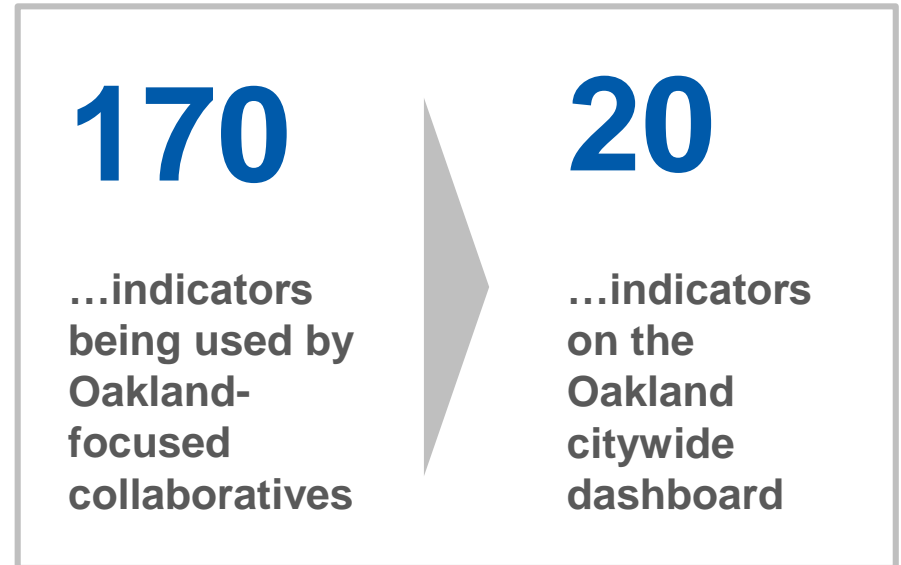
Dashboard progress report

What we have accomplished to date

- Reviewed the indicators of 31 Oakland-focused collaborative initiatives
- Prioritized goals and metrics
- Gathered baseline and trend data
- Mocked up a dashboard that is asset-based and equity-focused

Next steps

- Set clear and time bound targets using baseline data
- Seek community input
- Build out data collection and communication


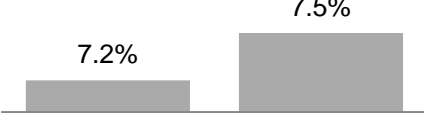

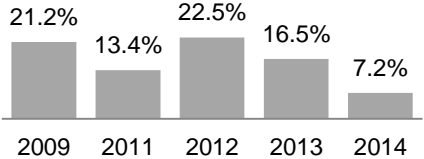


All of our work should be moving one of these indicators

The draft dashboard provides an asset-based snapshot of overall wellbeing and equity

*Illustrative
Draft – 12/6/16*

Health: Children and youth are physically, socially, and emotionally healthy

What we want to see	What we're tracking	Where we are	Change	Target	Trend	Are we closing the equity gap?
Our babies have a healthy start	% babies born at a low birth weight (Alameda County)	7.5% 2011-2013	 Prior value (7.2%)	?	 7.2% 7.5%	✓
Our children and youth are free from asthma	% people ages 0-24 who visited emergency/urgent care for asthma in the past 12 mos. (Alameda County)	7.2% 2014	 Prior value (16.5)	?	 21.2% 13.4% 22.5% 16.5% 7.2% 2009 2011 2012 2013 2014	N/A

Allows us to be asset-based while also being clear about the specific data being collected

Provides a snapshot of the city/county population

Includes targets – some may have already been set by a JPA member agency, others will need to be created

Provides a snapshot of equity by comparing the highest and lowest performing groups across two recent time periods

The landscape analysis has shone a light on patterns of overlap among initiatives

- Many **initiatives work across multiple topics**, geographies, and populations, **partially overlapping** with other initiatives
- In many cases, these initiatives are taking **unique approaches** or **focusing on different sub-issues** or **sub-populations**
- However, there are opportunities to **mutually reinforce efforts**, **focus initiatives' work**, and/or **combine efforts** to better use resources and deepen impact across Oakland

	Initiative	#	0 - 5 years	6 - 8 years	9 - 13 years	14 - 18 years	19 - 24 years	Family	Neighborhood
HEALTH	Alameda County Family Justice Center	3							
	Alameda County H.E.A.T. Watch	5							
	Alameda County Integrated Early Childhood Home Visiting System of Care	6							
	Alameda County Interagency Children's Policy Council	7							
	Alameda County Trauma Informed Care Learning Collaborative	8							
	ALL IN Alameda County	9							
	Building Blocks for Health Equity Unit, Alameda County Public Health Department	10							
	East Bay Asian Local Development Corporation: Healthy Neighborhoods Approach	11							
	East Oakland Building Healthy Communities	14							
	Help Me Grow Alameda County	16							
	Oakland-Alameda County Alliance for Boys and Men of Color	18							
	Oakland Comprehensive Community Safety Plan and Partnership	21							
	Oakland Fund for Children and Youth	22							
	The Oakland Promise	25							
	Oakland Starting Smart and Strong	26							
	OUSD School Health Centers	30							
EDUCATION	School-Based Behavioral Health Initiative	31							
	Alameda County Health Pipeline Partnership	4							
	Alameda County Integrated Early Childhood Home Visiting System of Care	6							
	Alameda County Interagency Children's Policy Council	7							
	East Bay Asian Local Development Corporation: Healthy Neighborhoods Approach	11							
	East Bay Career Pathways Consortium	12							
	Help Me Grow Alameda County	16							
	Oakland Achieves	17							
	Oakland-Alameda County Alliance for Boys and Men of Color	18							
	Oakland-Alameda County Opportunity Youth Initiative	19							
	Oakland Comprehensive Community Safety Plan and Partnership	21							
	Oakland Fund for Children and Youth	22							
	Oakland Literacy Coalition	23							
	Oakland My Brother's Keeper	24							
	The Oakland Promise	25							
	Oakland Starting Smart and Strong	26							
WEALTH	OUSD Linked Learning	29							
	Alameda County Community Asset Network	2							
	Alameda County Family Justice Center	3							
	Alameda County Health Pipeline Partnership	4							
	Alameda County Integrated Early Childhood Home Visiting System of Care	6							
	ALL IN Alameda County	9							
	East Bay Asian Local Development Corporation: Healthy Neighborhoods Approach	11							
	East Bay Career Pathways Consortium	12							
	Oakland-Alameda County Alliance for Boys and Men of Color	18							
	Oakland-Alameda County Opportunity Youth Initiative	19							
	Oakland Comprehensive Community Safety Plan and Partnership	21							
	Oakland Fund for Children and Youth	22							
	Oakland My Brother's Keeper	24							
	The Oakland Promise	25							
	Oakland Unite	27							
	Oakland Workforce Development Board	28							
	OUSD Linked Learning	29							

Initiatives focused on young adults ages 14-18 years in either **health**, **education**, and/ or **wealth**

The research has uncovered potential opportunities for coordination among initiatives

Looking at indicators and strategies employed by each initiative points to potential opportunities for collaboration

For example, at least **11 initiatives** and plans track **career pathways and employment...**

- *Are these initiatives coordinating efforts?*
- *Are they using the same metrics?*
- *Are they sharing data?*
- *Are they each represented on the Wealth Impact Table?*
- *Are they holding duplicative meetings? Making duplicative investments?*
- *Are they sharing best practices?*

Indicator	Sum	All-In Alameda County	EBALDC Health Neighborhoods	East Bay Career Pathways Consortium	East Oakland Building Health Communities	EveryOne Home Plan	Help Me Grow Alameda County	Oakland Achieves	Oakland-Alameda County Alliance for BMOC	Oakland-Alameda County Opportunity Youth Initiative	Oakland at Home Housing Plan	Oakland Comprehensive Community Safety Plan	Oakland Fund for Children and Youth	Oakland Literacy Coalition	Oakland My Brother's Keeper	The Oakland Promise	Oakland Starting Smart and Strong	Oakland Unite	OUSD Linked Learning	OUSD School Health Centers	OUSD Strategic Plan	School-Based Behavioral Health Initiative
Wealth/ Income																						
Employment/ youth employment	7																					
# of jobs	1																					
# of businesses	1																					
Unemployment rate	1																					
# companies hiring Alameda County opportunity youth	1																					
# of youth hired in key growth sectors	1																					
Youth employment	3																					
Employment services received	1																					
New job placement	1																					
Length of time in new job	1																					

Impact Tables will be considering the **most promising opportunities for enhanced coordination**

The landscape analysis is **a tool to enable the Impact Tables to explore these questions and devise paths forward**

Additionally, opportunities have emerged to work *across* Impact Tables

- There are **cross-Impact Table opportunities**, e.g.:
 - ***Trauma informed healing systems of care:*** Unite institutions around a shared definition of what a trauma-informed, resiliency-based system looks like; train service providers in trauma-informed care
 - ***Birth-8 development:*** Strengthen, connect, and streamline efforts that help kids and families get off to a healthy start, and that provide academic, social emotional, and behavioral health supports in early childhood
 - ***Family hubs/access to coordinated care:*** Create seamless transitions between providers by using common screening tools and records, and by supporting schools, health centers, family/youth centers, and neighborhoods to link a variety of services
 - ***Food security, nutrition, and local food:*** Address interrelated challenges of healthy food access, cost, and quality by working with health centers, schools, and neighborhood outlets as well as local food producers
- Co-chairs from all Impact Tables will **convene across tables periodically to coordinate on these topics** as build out the tables and undertake their work

Suggested criteria for JPA and OTLC projects

Serves the vision

Contributes to one or more long-term indicators

Important priority

Addresses a significant need / leverages a significant opportunity to create impact

Systems change

Would create *systems changes*

(i.e., addresses information and funding flows, interactions between agencies/orgs., policies, or public narratives, rather than initiating single programs)

Cross-sector

Requires the participation of cross-sector leaders

Fit for the JPA/OTLC

Leverages the capabilities of JPA/OTLC members

BLACKS AND LATINO
CHILDREN 0-5 ARE

4x

AND 3X MORE LIKELY
TO START THEIR LIVES IN
POVERTY, COMPARED
TO WHITES.

32%

FEWER BLACK YOUNG MEN
IN JUVENILE DETENTION

BLACK MEN

3x

44%

Equity Intelligence Platform

Project Overview

January 2017





In 2014, President Barack Obama launched the My Brother's Keeper (MBK) initiative.

Project Overview: The Challenge

Over 250 communities have accepted the MBK Community Challenge; however, many were unable to produce action plans.

Cities often raise the daunting nature of collecting and presenting the data related to equity outcomes in their locality as a threshold impediment to understanding and managing the challenge.

- For critical indicators, cities have major challenges getting routine access to basic information.
- City agencies have vast amounts of administrative data, but often in outdated systems and little or no capacity for data analytics.
- Information is not readily available to allow mayors and city leaders to identify basic inequities among youth in their cities or make impactful strategic decisions.
- Too often, community organizations and the public do not have access to data collected and analyzed by public agencies, preventing them from using the data to advocate for improvements in policies and systems.



Project Overview: **The Solution**

The Equity Intelligence Platform (EIP) will enhance the implementation of MBK and other initiatives aimed at improving outcomes for boys and young men of color through the development of a platform that provides timely, accurate, and actionable data on metrics proven to best measure the life course of the target population.

The core values for the EIP project include:

- Confidentiality – The EIP will be a solution that embraces data sharing while deeply respecting the privacy and confidentiality of the boys and young men of color whose outcomes we seek to measure in order to improve.
- Value of local data – The EIP will provide national data linked to local data and initiative-based information. We value local data as an important source to contextualize and deepen our collective understanding.
- Systems-level thinking – The goal of analyzing this data is to identify and create opportunities for systems-level change to occur.





Vision, Mission, and Objectives

- Our **vision** is to make local data come alive to improve outcomes for boys and young men of color.
- Our **mission** is to organize and present local data in a way that supports policy and system change, and increases accountability.

Support and
Advance MBK
Work
Nationally

Provide useful,
actionable
data to
executives,
administrators,
and
community
organizations

Support "turn-
key" utilization
by cities.

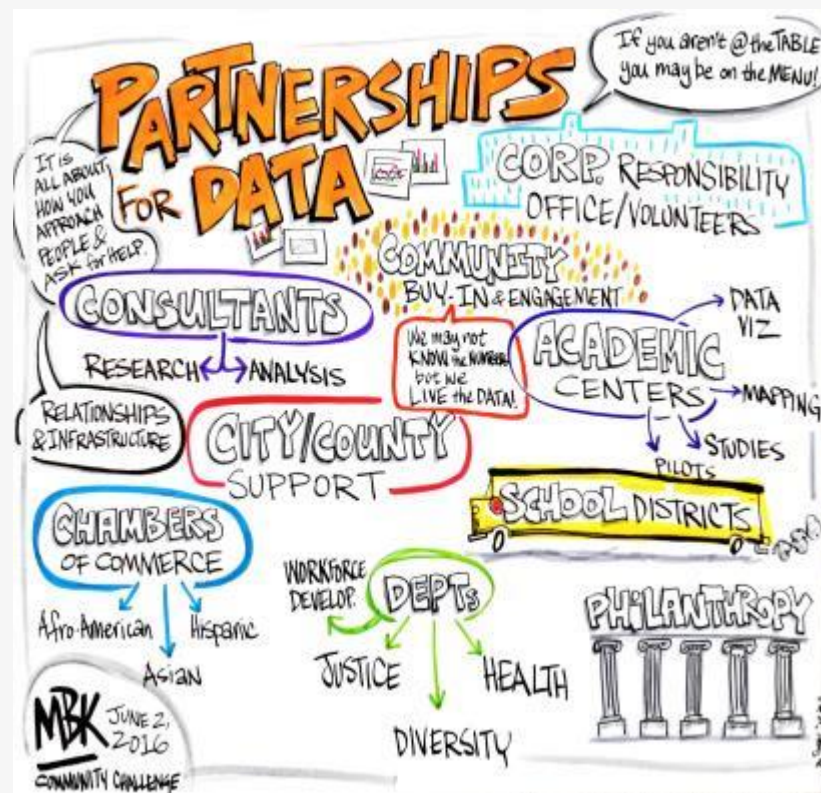
Dynamic,
easily adapted
for local
conditions.

Open source,
easy to use



Scope

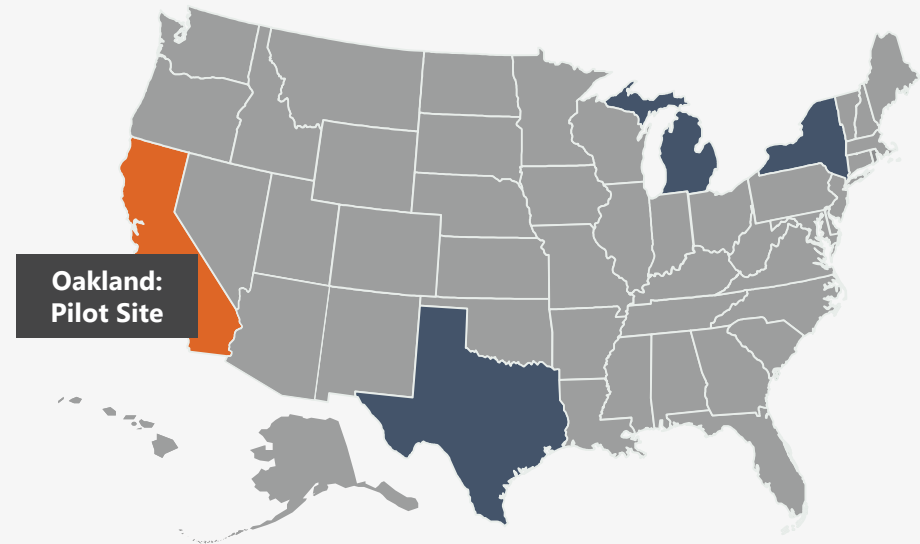
- Core and local indicators
- Direct integration with national and local data sources
- 360 degree view of services
- Near real-time updates and user alerts
- Capacity to present city information, comparisons across cities, and to the nation as a whole
- Integrate social media





Pilot: Oakland

- The City of Oakland has been selected as the pilot site for the design, development, and implementation of the EIP.
- A National Advisory Group will provide critical “checks” on the pilot implementation to ensure the pilot will meet the needs of other MBK Challenge Communities/Places of Opportunity.
 - NYC
 - Detroit
 - Houston
- As products are implemented, the goal is for other cities to begin inputting data and for the platform to be used nationally.



Q4 2016

Q1 2017

Q2 2017

Q3 2017

Q4 2017

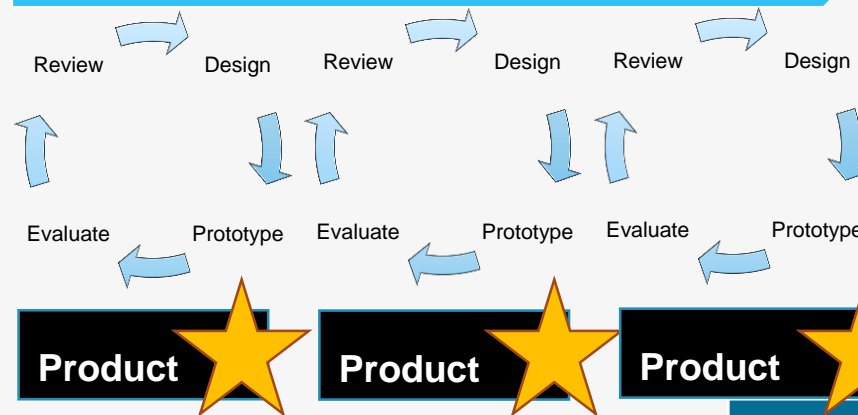
Q1 2018

BA

Initiation

Planning

Development



Institutionalize

Project Charter

- Mission
- Vision
- Principles
- Governance
- Executive Board
- Nat'l Advisory Group
- Local Core Group
- Resources
- Funding
- Staff
- Vendors

Legal and Policy

- MOU inventory
- Identify data sources
- Establish data sharing agreements
- Project Management
- Procurement/Contracts
- Detailed project schedule and budget
- Engagement Strategy and Comm. Plan
- Requirements Definition

- Architecture
- Functional and Technical Design
- Use Cases
- Build/Code Review
- Test Plan
- Training plans
- Incremental product releases

- Go/No Go Decision
- Train and Deploy

- Acceptance
- Verify and support
- Lessons Learned
- Toolkits for Policy and IT
- Turnover
- Identify Cities for Future Deployments



Governance: Executive Board



The MBK Alliance will hold the contract with the software development vendor. The Alliance will provide strategic guidance throughout the project. Once the EIP is in production, it is anticipated that the Alliance will maintain and support the site.

Bloomberg Associates

Bloomberg Associates will manage the design, development, and implementation of the platform, via the services of a consultant project manager. Bloomberg Associates will identify the user cities and secure commitments to provide resources and support to the project.



The role of PolicyLink is to provide strategic guidance to the project team and critical insight on community organizations and partnerships that will be involved in the strategy, design, and implementation of the platform.