JPA Trustees

City
- Mayor*
- Vice Mayor, City Council
- Oakland Deputy Chief of Police
- Director Human Services

Community College District Chancellor

County
- Pres Board of Supervisors*
- Chief Social Services
- Chief Health Care Svc Agency
  *County* Superintendent of Instruction
  County Chief of Probation

First Five Alameda County

OUSD
- Superintendent
- School Board Pres and Members*

* Co Chairs of JPA

OT Leadership Council

Hospital Chiefs
- Kaiser**
- Sutter
- Children’s

Philanthropy
- East Bay Comm Foundation
- The SF Foundation
- The Cal Endowment
- Akonadi Foundation

Chamber of Commerce

Oakland City Manager

CBO Leaders

Faith Leaders

Higher Education Leaders

JPA Co Chairs

* *Kaiser Permanente – founding funder
We have established the OTLC’s relationships with other 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
- Food as Medicine
- Unified Medical Records
- By All Means

To be informed by community input, such as the ALL IN Listening Sessions
In partnership with the JPA, the OTLC created a vision, goals, and principles that will guide work across the city.

**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.

**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.

**Goal Areas**

- **Vision**
- **Health**
- **Education**
- **Wealth**
- **Housing**
- **Safety**

**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. 

**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*

*We are conducting additional research into the best indicators to reflect child mental health and youth involvement in the criminal justice system*
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

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

*We are currently conducting additional research into specific indicators to reflect these ideas*
The OTLC and JPA also identified additional important indicators for consideration in future work.

### 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

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

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*We are currently conducting additional research into specific indicators to reflect these ideas*
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

170 indicators being used by Oakland-focused collaboratives

20 indicators on the Oakland citywide dashboard
The draft dashboard provides an asset-based snapshot of overall wellbeing and equity

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

<table>
<thead>
<tr>
<th>What we want to see</th>
<th>What we’re tracking</th>
<th>Where we are</th>
<th>Change</th>
<th>Target</th>
<th>Trend</th>
<th>Are we closing the equity gap?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Our babies have a healthy start</strong></td>
<td>% babies born at a low birth weight (Alameda County)</td>
<td>7.5%</td>
<td>▲</td>
<td>?</td>
<td>7.2% - 7.5%</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Prior value (7.2%)</td>
<td>2011-2013</td>
<td>2009-11 - 2011-13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Our children and youth are free from asthma</strong></td>
<td>% people ages 0-24 who visited emergency/urgent care for asthma in the past 12 mos. (Alameda County)</td>
<td>7.2%</td>
<td>▼</td>
<td>?</td>
<td>21.2% - 7.2%</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Prior value (16.5%)</td>
<td>2014</td>
<td>2009 - 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Notes

- 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

Illustrative Draft – 12/6/16
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

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?

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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serves the vision</td>
<td>Contributes to one or more long-term indicators</td>
</tr>
<tr>
<td>Important priority</td>
<td>Addresses a significant need / leverages a significant opportunity to create impact</td>
</tr>
</tbody>
</table>
| 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                                                                                                 |