COLLABORATIVE INITIATIVES IMPROVING THE LIVES OF OAKLAND’S CHILDREN, YOUTH, AND FAMILIES

A landscape analysis

January 31, 2017
An analysis of the collaborative landscape in Oakland

To inform collaborative work in Oakland, this report is a preliminary description of the landscape of existing collaborations focused on Oakland’s children, youth, and families. It features an analysis of 31 major collaborative initiatives working in health, wealth, education, safety, and housing (see the full list of initiatives included on page 4).

Where this analysis came from

This analysis was commissioned in 2016 by the Youth Ventures Joint Powers Authority and its partners.

The Youth Ventures Joint Powers Authority (JPA), established in 2007, is a unique partnership of political leaders and administrators from the City of Oakland, OUSD, and Alameda County committed to supporting improved outcomes for Oakland’s children and families.

In order to bring the ideas and action of multiple sectors to this work, the JPA has created additional venues for collaboration to advance a shared vision and goals, including:

- The Oakland Thrives Leadership Council (OTLC), which is comprised of ~25 leaders from JPA member agencies, healthcare organizations, businesses, foundations, higher education institutions, faith communities, and community based organizations.
- Impact Tables that are mobilizing on-the-ground practitioners, administrators, policymakers, community leaders, and others to identify and address ongoing opportunities for collaborative action to improve the wellbeing of Oakland residents. Each Impact Table will work on a specific set of strategies, and work together to ensure that their efforts transcend silos to create transformative impact for children, youth, and families.

With an emphasis on equity, the JPA, Oakland Thrives Leadership Council, and Impact Tables are taking a collaborative approach across five goal areas – health, education, wealth, safety, and housing – all critical to the long-term well-being of Oakland’s children, youth and families.

This is a long-term effort. We know that it will take time to achieve the changes we want to see, and today the work is in its early stages. The JPA is providing dedicated staffing and guidance to this multi-year initiative. The JPA, the Oakland Thrives Leadership Council, and the issue-focused Impact Tables are currently ramping up their efforts to create greater alignment, coherence, and efficiency across Oakland’s many collaborative initiatives. As they do so, they want to ensure that they are building on and lifting up the great work already driving change for Oakland’s children, youth, and families.
How this report will support work in Oakland

This effort by the JPA and its partners is designed to lift up and connect the excellent work already underway by individuals, organizations, and collaborative efforts in Oakland. To date, over 100 people from over 50 organizations have contributed to this effort. We have many assets in our community to build on, but also new opportunities for even more effective collaboration.

The report is intended to serve as an asset for systems leaders, initiative leaders, and funders as they focus on specific issues and target populations. Users can leverage this document to:

- Gain a deeper understanding of what work is already happening, and who is involved
- Identify opportunities for coordination, collaboration, and partnership
- Consider ways to align work and reduce duplication
- Test ideas regarding current service and system gaps and begin to address them
- Drive innovation by understanding the range of strategies that are being employed, and by whom
- Support effective community engagement and inform the public about work in their communities

This report was created to support the work of four key audiences:

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<th>Stakeholder</th>
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<td><strong>Systems leaders</strong> (People who work at the intersection of sectors, oversee institutions and agencies, and represent the public to create change)</td>
<td>- Streamline duplicative initiatives and meetings</td>
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<td>- Convene related groups to share best practices, pool resources, and align strategies</td>
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<td>- Make connections between initiatives working on different issues</td>
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<td>- Identify and address gaps by geography, population, or issue</td>
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<td><strong>Initiative leaders</strong> (People leading collaborative initiatives focused on Oakland)</td>
<td>- Collaborate with other initiatives serving similar populations, employing like strategies, or addressing the same issues</td>
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<td>- Learn from bright spots or effective practices</td>
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<td>- Prompt reflection on an organization’s or initiative’s unique strengths, relative to the landscape of other work happening</td>
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<td><strong>Funders</strong> (Philanthropic foundations, governments, and individuals who financially support work in Oakland)</td>
<td>- Orient new funders to the Oakland landscape</td>
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<td>- Highlight opportunities to invest in existing bright spots rather than create new initiatives</td>
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<td>- Understand work in Oakland through a system rather than program lens</td>
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<td>- Identify opportunities to streamline and standardize reporting requirements</td>
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<td><strong>Community leaders</strong> (Youth, parents, and other residents of Oakland, and relevant CBOs)</td>
<td>- Understand and collaborate with initiatives that are working in Oakland neighborhoods</td>
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<td>- Identify opportunities for community input and leadership</td>
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Finally, the analysis has set the stage for the upcoming creation of an Equity Data Platform in 2017 that will foster improved data sharing and enhanced coordination across Oakland agencies and organizations.

This is intended to be a living document, updated periodically as the landscape of collaboration continues to evolve. Thank you to everyone who has already been so generous with their time and knowledge in supporting the creation of this report (see Sources and Acknowledgements on page 117).

Methodology

The initiatives included

Through conversations with JPA trustees, Oakland Thrive Leadership Council members, Impact Table co-chairs, and a series of working sessions and interviews with public, non-profit, and private sector leaders, initiatives were selected for inclusion in the analysis based on the following criteria:

- **Collaborative**, convening stakeholders across multiple organizations and agencies, and often across sectors
- **Major centers of activity**, influencing programs, resources, and/or policy
- **Addresses at least one of five goal areas**: health, education, wealth, safety, and/or housing

The selected initiatives represent an important segment of activity in Oakland. However, this analysis is not exhaustive. For example, it tends to focus on larger, formalized collaboratives, rather than smaller, neighborhood-level networks and coalitions. Thus, the JPA, Oakland Thrives Leadership Council, Impact Tables, and others should expand upon and refine the list as needed to support evolving priorities and activities.

The analysis

The findings are based on a document review and interviews with representatives from each of the 31 collaborative initiatives, resulting in three key pieces of analysis that are outlined in this report and in an accompanying excel tool:

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<th>Analysis components</th>
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<td><strong>Goal area and population focus mapping</strong>: Initiatives were categorized by goal area focus and population focus (by age, family, or neighborhood focus, and by special populations focus, such as boys and men of color or LGBTQ youth).</td>
<td>See figures 1-5 in the following section, and the enclosed excel tool for more detail.</td>
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<td><strong>Indicator mapping</strong>: The outcomes or indicators tracked by each initiative were also categorized and mapped, as an indication of what specific issues each initiative would like to impact through its work</td>
<td>See figure 6 in the following section, and the enclosed excel tool for more detail</td>
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<td><strong>Detailed profiles</strong>: Finally, detailed profiles capture information on each initiative’s stakeholders, strategies, achievements, and community engagement activities</td>
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Findings

Goal area and population focus

An examination of the goal areas for each initiative shows that there were more initiatives focused on health, education, and wealth, than there were on safety and housing. Additionally, the majority of collaborative initiatives analyzed had more than one goal area focus. Of the 31 initiatives, 10 focused on 3 or more goal areas, and 10 focused on 2 goal areas.

Figure 1. Number of initiatives by goal area, of 31 initiatives

Figure 2. Number of focus areas per initiative (incl. duplicate counting for initiatives focused on multiple goal areas)

The broad, multi-issue focus of many initiatives creates a highly interconnected landscape:

Figure 3. Each initiative’s goal area focus

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<th>#</th>
<th>Initiative</th>
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Within each goal area, there was variation in which populations were targeted. In health and education, initiatives focused across age ranges. In safety, the focus was adolescents and young adults, while initiatives focused on wealth tend to target older youth and young adults who are at or near employment age. Meanwhile, housing strategies tended to be more focused at the family or neighborhood level.

**Figure 4. Number of initiatives focused on specific populations within each goal area**

By crossing the goal area and population focus of the initiatives, it is clear that many initiatives in Oakland are working on similar issues with similar populations (see figure 5). While the large number of initiatives spread across multiple goal areas suggests that many initiatives recognize the interconnectedness of different social issues, it also suggests there may be opportunities for work to be streamlined, or at a minimum more tightly coordinated. Interviews with initiative representatives corroborate the perspective that greater collaboration is needed both within and across issues.

**Greater alignment is possible, but Oakland’s initiatives will need to find their way there over time.** In many cases, these initiatives are taking different approaches and working on different sub issues within each goal area. However, in some cases it may make sense for initiatives to more narrowly focus their efforts or merge with other similar initiatives in order to avoid duplication and confusion, and better use resources and time. Leaders working on the ground will need to explore this further. The hope is that much of this streamlining will come through the work of the Impact Tables in bringing together leaders of various collaborative initiatives to find areas for stronger alignment. The rest of the figures in this analysis, as well as the detailed descriptions of each initiative, are intended to support this ongoing work.
Figure 5. Each initiative's goal area and population focus

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**Indicators and data**

*A high degree of overlap in specific indicators points to opportunities for alignment and more focused effort.* To gain a deeper understanding of what each initiative was focused on within the five goal areas, the indicators tracked by each initiative, where available, were categorized and mapped (see Figure 6). The mapped indicators reveal that few topics have a high concentration of initiatives working toward the same goals. For example, at least:

- 11 initiatives are tracking career preparation and employment
- 11 initiatives are tracking high school graduation or GED completion
- 8 initiatives are tracking kindergarten readiness
- 8 initiatives are tracking access to healthcare
- 4 initiatives are tracking family income and assets

For each of the above examples, the initiatives highlighted in the indicator mapping should be closely collaborating if they are not already doing so. In some cases, the indicator listed above is a secondary priority. Given the large number of efforts already focused on each of the above indicators, it may make sense for some groups to focus their time and resources elsewhere. The Impact Tables and other collaborative initiatives can leverage the indicator mapping to identify these “hot spots” and other potential opportunities for either collaboration or duplication.

**Initiatives focused on the same issue are tracking different indicators.** The analysis revealed high variability in the degree to which different initiatives are tracking outcomes for the populations they serve. One way to leverage the landscape analysis is for people who are tracking similar indicators to work toward defining their indicators the same way and sharing data.

**Disaggregated data is not uniformly available.** Furthermore, for many indicators, people working in the city lack neighborhood or otherwise disaggregated data, which prevents initiatives from targeting and adapting their services in a data-driven way. For this reason, measurement and evaluation are likely a major capacity-building need across goal areas. The Equity Data Platform should address some of these data needs, but should be complemented with additional resources and capacity-building.

Finally, the indicator map could be used by funders to streamline reporting requirements, based on the data that is already being widely collected and reported.

As a companion to this report, an Excel tool has been created to support interactive exploration of the detailed indicators being tracked by various initiatives (within each of the categories shown in Figure 6).
| Indicators and indicator categories | Sum | AC H.E.A.T Watch | AC Home Visiting System of Care | AC Interagency Children's Policy Council | AC Trauma Informed Care Learning Collaborative | All In Alameda County | BAYH Health Neighborhoods Coalition | 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 BVCC | 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 Strong | Oakland Unite | OUSD Unified Learning | OUSD School Health Centers | OUSD Strategic Behavioral Health Initiative |
|-----------------------------------|-----|------------------|---------------------------------|-----------------------------------------|-----------------------------------------------|------------------|----------------------------------|---------------------------------|---------------------------------|-----------------|-----------------------------|----------------|---------------------------------|-----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Safety                            |     |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                                |                           |                              |                             |                             |                             |
| Crime rates                       | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Exposure to crime                 | 5   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Sexual exploitation/ human trafficking | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Justice system involvement        | 3   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Case management                   | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Perception of safety              | 4   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Quality policing                  | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Domestic violence                 | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Justice reform/ restorative justice | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Wealth/ Income                    |     |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Employment/ youth employment      | 7   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Local business environment        | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Family income and assets          | 4   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Financial service access          | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Housing                           |     |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Homelessness and displacement     | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Housing cost/ affordability       | 3   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Renters services and protections  | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Health                            |     |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Maternal health                   | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Parenting skills and behavior     | 4   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Family structure                  | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Healthy births                    | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Child, youth, and family access to health care | 8   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Dental health                     | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Healthy eating/ active living     | 7   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Preventable hospital visits       | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Sexual and reproductive health    | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Resources for prevention          | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Youth mental and behavioral health | 3   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Relationship with a trusted adult | 3   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Youth connectedness              | 1   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Resilience                       | 4   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
| Trauma informed care              | 2   |                  |                                 |                                         |                                               |                  |                                  |                                 |                                |                 |                             |                |                                  |                             |                                  |                                 |                                |                                 |                             |                             |                           |                              |                             |                             |                             |
**Figure 6 (continued). Indicators by initiative and goal area**

| Indicators and indicator categories      | Sum | AC H.E.A.T. Watch | AC Home Visitor System of Care | AC Interagency Children’s Policy Council | AC Trauma Informed Care Learning Call | Alameda County Social Services | BACC/UC-BMC Health Neighborhoods | East Bay Career Pathways | East Oakland Building Health Communities | Everyone’s Home Plan | Help Me Grow Alameda County | Oakland Achievement Alliance | Oakland Alameda County Alliance for BMEC | Oakland Alameda County Opportunity Neighborhood Plan | Oakland’s Comprehensive Community Safety Plan | Oakland’s Early Care & Education | Oakland Literacy Coalition | Oakland My Brother’s Keeper | Oakland Promise | Oakland Smart and Strong | Oakland Unite | OUSD Linked Learning | OUSD School Health Centers | OUSD Strategic Plan | OUSD School Board Behavioral Health Initiative |
|----------------------------------------|-----|-------------------|--------------------------------|-----------------------------------------|--------------------------------------|------------------------------------|-----------------------------------|----------------------|-----------------------------------------------|-------------------|-------------------------------|-----------------|---------------------------------|------------------------------------------|--------------------------------|-----------------------------------|------------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Parenting skills                       | 4   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Preschool access/ enrollment           | 3   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Kindergarten readiness                 | 8   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Child development                      | 3   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Summer school enrollment               | 2   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Academic performance at 3rd grade      | 10  |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Academic performance at 8th/ 9th grade | 5   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| English Language Learners reclassified as fluent | 3   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Special education                      | 1   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Attendance                             | 8   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Suspension and expulsion               | 5   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Students on a career pathway           | 7   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Career success                         | 1   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| High school graduation and GED completion | 11  |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Higher education preparation           | 7   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Higher education enrollment            | 4   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Higher education persistence           | 1   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Higher education completion            | 4   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| Quality Schools                       | 2   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
| School workforce                      | 1   |                   |                                |                                          |                                      |                                    |                                   |                      |                                |                   |                              |                |                                |                                          |                          |                                   |                 |                 |                 |               |               |               |               |                 |                 |                 |                 |                 |                 |               |               |               |
Detailed profiles of the 31 collaborative initiatives included in the landscape analysis
Detailed profiles

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1. Alameda County Children of Incarcerated Parents Partnership

Summary
The Alameda County Children of Incarcerated Parents Partnership (ACCIPP) is a regional coalition focused improving the lives of children with an incarcerated parent through increased awareness, improved programs, and policy reforms. This partnership includes social service providers, representatives of government bodies, advocates, and others. The activities of ACCIPP focus on the effect on children at all stages of their parent’s criminal justice involvement – from the time of the parent’s arrest, sentencing, visitation and contact, caregiver support, and re-entry (probation and parole).

In order to change policies and practices, ACCIPP employs the following approaches:
- Build relationships between diverse organizations both on the “inside and outside” of the corrections system (i.e. jail, prison, probation, juvenile justice, reentry, social service, child welfare, education between government and non-profit entities)
- Identify, develop, and implement an advocacy strategy focused on specific areas where policies and services need to be created or improved
- Increase professional and public awareness in order to build momentum and support for policy and program reforms that will safeguard and assist children of incarcerated parents.

Initiated
The Alameda County Children of Incarcerated Parents Partnership was formed in 2010 with the express purpose of implementing policies, programs, and practices that support children of incarcerated parents. Within a short time period the emphasis shifted to address the continuum of impact for children from the arrest through the reentry of a parent.

Stakeholders involved
The partnership includes 35 agencies, both, governmental and non-profit, and persons who are personally impacted by the criminal justice system.

Steering Committee
- Rodney Brooks, Public Defender | Alameda County Public Defender
- Donald Frazier, Executive Director | Building Opportunities for Self-Sufficiency
- Maria Casey, Interim Executive Director | Student Wellness/CA Healthy Kids And After School Resource Centers Department | Alameda County Office of Education
- Ivy Harris, Parent-Caregiver Advisory Group Member
- Kathleen Harris, Contra Costa Public Education Fund and Education and Philanthropy Consultant
- Barbara Ivins, Clinical Director | EIS Children’s Hospital & Research Center
- Katie Kramer, CEO Community, Corrections & Families | The Bridging Group
- Kimberly Murphy, Clinical Supervisor | A Better Way
- Cheri Nobriga, Lieutenant | Inmate Services ACSO
- Jeff Rackmil, Director of Children Services | Alameda County Behavioral Health Care Services Agency
- Michael Shaw, Urban Male Health Initiative | Alameda County Public Health Department
- Douglas Smith, Parent-Caregiver Advisory Group Member
- Markita Mays, Clinical Social Worker | UCSF/SFGH Child Trauma Research Program
- Governance members:
  - Diana Kronstadt
  - Pamela Mchombo-Taylor, Clinical Case Manager | Carl B. Metoyer Center for Family Counseling

Outcomes and indicators
Outcomes and indicators are under development
Strategies
ACCIPP’s strategies are developed across three working groups:

- **Time of Arrest Workgroup**: This workgroup focuses on what happens to children during the critical moment: the time of arrest. Their work focuses on helping other agencies implement or improve upon the U.S. Department of Justice, Bureau of Justice Assistance and the International Association of Chiefs of Police “Safeguarding Children of Arrested Parents” Protocol.

- **Data and Research Workgroup**: This workgroup focuses on developing strategies for identifying and collecting data regarding children and incarcerated and justice-involved parents throughout Alameda County. They create the data collection and tools, and synthesize data collected from various sources. This workgroup advises government and other county partners on data collection methodologies and help in developing policy recommendations. They approve research and evaluation projects for the partnership and they are responsible for the administration for the annual jail wide data collection survey in collaboration with the Alameda County Sheriff’s Office.

- **Training and Practice Work Group**: This workgroup is responsible for improving practice and service delivery for the partnership. They work in collaboration with the other workgroups and the larger partnership to identify training needs and develop curricula and resources that support the work of the partners. Through these efforts they examine existing practices and identify ways to support and improve sustainable practice models.

Target population
Children with incarcerated and justice involved parents, and caregivers of children with incarcerated parents

Geography
Alameda County

Progress/ achievements
Some of ACCIPP’s accomplishments over the past year include:

- Partnered with the Alameda Office of the Sheriff to survey the entire jail population in Alameda County (the first of its kind in the country)
- Convened a 2015 *Call to Action: Safeguarding Children of Arrested Parents*, bringing together more than 14 arresting agencies that expressed interest in reducing trauma for children
- Completed a one-year residency within the Alameda County Public Health Department (ACPHD) and provided the department with concrete policy and practice recommendations
- Provided on-going training to all ACCIPP members on the importance of thoughtful program design and data collection
- Formed the first elected steering committee for ACCIPP with 13 members representing county agencies, community-based organizations, and people with lived experience
- Successfully included child- and family-related targets and performance indicators within the Alameda County Strategic Reentry Plan

Community engagement activities
A Parent-Caregiver Advisory Group (PCAG) consists of caregivers and formerly incarcerated parents who provide insight, consultations, and advisement on reentry matters that impact children and families.

Funders
Zellerbach Family Foundation, East Bay Community Foundation, Hands Helping Hands, Inc, Alameda County Behavioral Health Care Services and Alameda County Health Care Services Agency
2. Alameda County Community Asset Network

Summary
Alameda County Community Asset Network (AC CAN) is a network of service providers, credit unions and banks, community based organizations, public agencies, and base-building organizations that work in partnership to increase the income and assets of Alameda County residents. Members provide their clients a variety of wrap-around services including financial coaching and counseling, credit repair and building services, free tax preparation, public benefits enrollment, workforce training and placement, access to banking services, affordable housing, and health and nutrition support.

AC CAN provides the following core services to its members and partners:
- Facilitate and sponsor peer–to-peer learning opportunities and partnerships
- Create and connect members and clients to tools and resources in the field
- Provide best practice research to inform policy and practice

Initiated
2007

Stakeholders involved
Steering Committee
- Tram Nguyen, Alameda County Public Health Department
- Lena Robinson, Federal Reserve Bank of San Francisco
- Jenna Churchman Murakami, Alameda County Social Service Agency
- Patricia Johnson, Game Theory Academy
- Andrea Luquetta-Kern, California Reinvestment Coalition
- Sarah Jones, International Rescue Committee

Member organizations
- Alameda County Community Food Bank
- Alameda County-Oakland Community Action Partnership (AC-OCAP)
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Alameda Health Service Pipeline to Opportunities Program
- Alliance of Californians for Community Empowerment (ACCE)
- Alternatives in Action
- AnewAmerica Community Corporation
- BALANCE
- Brighter Beginnings
- Building Skills Partnership
- California Reinvestment Coalition
- Catholic Charities of the East Bay
- Center for Employment Opportunities (CEO)
- Centro Legal de la Raza
- Community Development Finance
- Community Financial Resources
- Community Trust, a division of Self-Help Federal Credit Union
- Cooperative Center Federal Credit Union
- Davis Street Family Resource Center
- EARN
- East Bay Asian Local Development Corporation (EBALDC)
- East Bay Community Law Center (EBCLC)
- Ensuring Opportunities
- Federal Deposit Insurance Corporation (FDIC)
- Federal Reserve Bank of San Francisco
- Fremont Family Resource Center
- Game Theory Academy
- Housing and Economic Rights Advocates (HERA)
- International Rescue Committee (IRC)
- Lao Family Community Development, Inc
- Lawyer’s Committee for Civil Rights of the San Francisco Bay Area (LCCR)
- MidPen Resident Services Corporation
- MindBlown Labs
- Mission Asset Fund (MAF)
- MyPath
- Npower
Host agency and staff
AC CAN was founded by and is staffed by Urban Strategies Council. Staff support is provided by Rosalyn Epstein, Program Coordinator, Income and Asset Development.

Outcomes and indicators
The field is still developing consensus on common indicators and measures of progress at the population level. However, AC CAN has developed outcomes to track its impact on the field:

Priority Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Proposed Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Piloting Innovation</strong></td>
<td>• Define and share who we are and what we are good at</td>
</tr>
<tr>
<td></td>
<td>• Create opportunities for networking and exchange of ideas</td>
</tr>
<tr>
<td></td>
<td>• Identify and test innovative income and asset building strategies</td>
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<tr>
<td><strong>Leadership Development</strong></td>
<td>• Create a common framework and shared language</td>
</tr>
<tr>
<td></td>
<td>• Create opportunities for shared training and learning</td>
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<tr>
<td><strong>Financial Sustainability</strong></td>
<td>• Diversify revenue sources to include a wider range of supporters</td>
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<tr>
<td></td>
<td>• Increase unrestricted operating funding through membership dues and dedicated foundation funding</td>
</tr>
<tr>
<td><strong>Visibility</strong></td>
<td>• Update and expand communication tools, including website, to reflect our work and effective communication strategies</td>
</tr>
<tr>
<td></td>
<td>• Position members and staff at tables of influence to embed Network principles throughout Alameda County</td>
</tr>
</tbody>
</table>
### Outcomes

#### Advancing the field

- Create innovative partnerships with groups that have not been as involved with AC CAN – base-building, faith-based, etc.
- Create a dialogue with funders about income and asset development and strategies to increase partnerships with local organizations.
- Influence the narrative about income and asset development.

### Proposed Strategies

**Target population**

Low and moderate income communities across the county.

**Geography**

Alameda County.

**Progress/achievements**

2016

- Presented on Financial Education in Youth Workforce project at California Asset Building Coalition Symposium.
- Published article in Shelterforce Magazine on the Savvy Consumer Toolkit and the importance of structural change in conjunction with financial education services.
- Affordable Housing Event.
- Released report called Family Assets Count.

2015

- Released a series of listings on legal resources and income supports for the asset building field.
- Released Asset Development Framework - Framework was developed to show how broad and all-encompassing asset development work is and to help other organizations to see where they fit into this work.

**Community engagement activities**

- In general, ongoing work is shared through the extensive network and list of supporters.
- AC CAN also does other community engagement activity such as focus groups, train the trainers, and soliciting feedback after trainings.
- AC CAN holds three large public events during the year.
- AC CAN has a resource directory for asset building, focused on 3 counties: Alameda, Contra Costa and Marin.
- **AC CAN is developing a training called Income and Asset Development 101.** For providers (workforce providers, small business people, world of people doing this work and what some of the terminology means) or people who are newly employed in asset development.
- **Savvy Consumer Tool Kit.** A tool kit that builds on people’s experiences in order to develop critical thinking about financial products. It is available through the website in various languages. It’s a curriculum that can be designed to be provided by a trained facilitator to community members. It is designed to be simple to understand and also comes with one page handouts and wallet cards, check cashing, etc.
3. Alameda County Family Justice Center

Summary

The Alameda County Family Justice Center (ACFJC)’s mission is to ensure the safety, healing, and self-empowerment of victims of domestic violence and their children, of victims of sexual assault and exploitation, human trafficking, child abuse, stalking, and elder and dependent adult abuse through easily accessible, coordinated, comprehensive, client-centered, client-driven and culturally sensitive services.

Envisioned by Alameda County District Attorney Nancy E. O’Malley, the ACFJC began as a simple concept: a 1-stop location that would provide effective, comprehensive services to victims of interpersonal violence in a collaborative and coordinated way. It is a Division of the District Attorney’s Office and provides visitors with legal, health, and support services and the opportunity for physical and psychological safety, recovery and well-being. It is made up of over 30 onsite and over 50 offsite agencies and programs that provide services and support to individuals and families who have experienced domestic violence, sexual assault and exploitation, child abuse, elder and dependent adult abuse, and stalking.

Initiated

2005

Stakeholders involved

ACFJC is a collaborative of over 30 onsite and over 50 offsite law enforcement, government, non-profit and private agencies.

On-site Partners

- ACFJC Interfaith Chaplaincy Program
- ACFJC Legal Advice Clinic
- Alameda County District Attorney’s Office (DA)
- Alameda County DA’s Victim/Witness Assistance-Advocacy Program
- Alameda County DA’s Victims Compensation Program Claims Unit
- Alameda County Library Foundation
- Alameda County Probation Department
- Alameda County Public Health Department
- Alameda County District Attorney’s Office Inspectors Division
- Alameda County Social Services Agency/Purple Ribbon
- Alameda Health System Highland Campus/Domestic Violence Program and Sexual Assault Center
- Bay Area Women Against Rape (BAWAR)
- Building Futures with Women and Children (BFWC)
- Child Abuse Listening, Interviewing and Coordination Center (CALICO)
- DeafHope
- Family Violence Law Center (FVLC)
- HEAL Program
- International Institute of the Bay Area (IIBA)
- Jewish Family & Children’s Services of the East Bay
- Oakland Police Department Domestic Violence Unit (OPD)
- Progressive Transition(s), Inc.
- UCSF Benioff Children’s Hospital Oakland
- University of San Francisco (USF) School of Law
- Women’s Center for Economic Empowerment

Off-site Partners

- A Safe Place
- Alameda County Association of Chiefs of Police, Sheriff, and District Attorney’s Office
- Alameda County Domestic Violence Collaborative
- Alameda County Social Services Agency
- Asian Pacific Islander Legal Outreach
- Arab Women’s Cultural and Community Center
- Bay Area Legal Aid (BALA)
- Berkeley Law
- Centro Legal de la Raza
• City of Oakland Department of Human Services (DHS)  
• Davis Street Family Resource Center  
• Department of Child Support Services (DCSS)  
• Family Violence Council  
• Family Paths  
• Kaiser Permanente  
• Legal Aid Society-Employment Law Center/Project Survive  
• Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth (MISSSEY) Inc. Program  
• Narika  
• Oakland Private Industry Council (OPIC)  
• Ruby’s Place  
• Safe Alternatives to Violent Environments (SAVE)  
• Tri-Valley Haven  
• Women Lawyers of Alameda County (WLAC)

Funders
• Primary funder is the Alameda County District Attorney’s Office  
• ACFJC also receives programmatic funding from Kaiser Permanente, Verizon, Blue Cross Blue Shield, and others

Outcomes and indicators
The ACFJC measures program outcomes to understand the quality and effectiveness of the services it delivers. The data it collects for the core ACFJC programs, KidZone, Youth Empowerment Program (Camp Hope, 123 Read), Women’s Empowerment Program (STEP-UP, STEP-UP2Work), Trauma Recovery Center, and the Navigator Program helps to determine which activities to continue and build upon and what to change to improve.

For example, the ACFJC Navigator program is the first point of contact for individuals and families experiencing domestic violence, stalking, sexual assault and exploitation, child abuse, child abduction, elder and dependent adult abuse, and human trafficking. The ACFJC Navigator serves as an on-site consultant who links individuals to services requested based on individual needs and provides ongoing case management. For 2016 the ACFJC Navigators provided the following:
• 2,236 new clients came to the ACFJC for services with on-site/off-site partners and/or navigators  
• 1,539 total efforts (client contacts, phone, advocacy, accompaniment, email/letter, onsite)  
• 3,390 referrals to onsite and offsite partner agencies  
• 1,277 linkages (with the help of the navigator, client contacted partner or partner contacted client; client screened by partner, etc.) to onsite and offsite partner agencies  
• 1,026 services received (client receiving services requested)

Strategies
ACFJC provides:
• Crisis intervention  
• Emergency shelter  
• Counseling for adults and children  
• Case management  
• Legal assistance and information  
• Housing assistance  
• Self-sufficiency programs  
• Children’s programs  
• Law enforcement investigation

Target population
Victims of:
• Domestic violence and their children  
• Sexual assault and exploitation  
• Human trafficking  
• Child abuse  
• Stalking  
• Elder and dependent adult abuse

Most participants are women, but the center will serve anyone that is a victim.

Geography
Alameda County
Progress/ Achievements
ACFJC has steadily increased the number of clients seen every year since opening in 2005. In 2005, ACFJC started with 7 onsite partners, and today has 30+ onsite partners. Within the last few years, it has added a number of new services, programs, and ports of entry including a legal clinic, a women’s empowerment program, a youth empowerment program, diversion programs, District Attorney not charged cases (DANC), a coding skills training program, and a trauma recovery center.

All these programs have furthered ACFJC’s goal to end interpersonal violence and are worth describing in detail. However, two new programs in the last 12 months have the potential of elevating ACFJC’s services to a new level:

- **STEP-UP 2 Work**: After successfully completing the six week STEP-UP course clients are eligible to apply for a STEP-UP 2 WORK computer programming course. The program is for 6 months and requires 20 hours per week of class time. STEP-UP 2 WORK is a partnership with Annie Cannons, a non-profit organization dedicated to training survivors in computer programming. During and after training, students start earning income by working on client projects in a safe, supportive, and non-discriminatory environment.
- **Trauma Recovery Center (TRC)**: The Trauma Recovery Center provides onsite mental health services to victims of interpersonal violence. TRC staff provides ongoing case management, mental health assessments (administered by a medical social worker), psychotherapy and psychiatric medication management.

Community engagement activities
The Alameda County Family Justice Center’s (ACFJC) entire model is dependent upon relationships with its partners (both on an off-site) and engagement with the community. The following is a sample of the recurring weekly/monthly/quarterly groups in which ACFJC participates:

- The Alameda County All Partner Staff Meeting
- The Alameda County Family Justice Center Partner Leadership Meeting
- The Alameda County Domestic Violence Collaborative (ACDVC)
- Alliance for Hope International
- Camp Hope America
- Community Projects Committee (CPC)
- California Partnership to End Domestic Violence (CPEDV)
- Domestic Violence Fatality Review Team (DVFRT)
- Domestic Violence Information and Referral Center (DVIRC)
- Family Violence Council (FVC)
- Kaiser Oakland IPV/Family Violence Prevention Team
- La Red Latina
- The Regional Family Justice Center Collaborative
- Women Organized to Respond to Life-Threatening Diseases (WORLD)
- The UC Berkeley Coordinated Community Response Task Force (DCRT)

The following is a list of non-recurring community events and programs ACFJC has attended over the last 24 months:

- Planning Meeting for Domestic Violence Workshop Planning Meeting Co-Sponsored by AAUW
- Presentation to new Advocates in the BFWC 40 hr Domestic Violence Training Certification
- Kaiser Safety Fair at the Mossewood Park, Oakland
- International Rescue Mission meeting at the ACFJC
- Resource Fair- C. William Johnson Community Block Party, Oakland, CA
- A presentation for Eden I&R
- Ashland/Cherryland FamFest at the Ashland Youth Campus
- Chabot College Clothes Lines Project at Chabot College Campus
- Kaiser Permanente Latino Program
- A Celebration of Collaboration at the ACFJC
- Presentation for Faith Based Leaders about the ACFJC Navigators
- The Alameda County Day of Remembrance
- Meeting at the ACFJC regarding DV resources for EMT personnel from Highland Hospital
- FVLC Collaborative brunch bag meeting
- Head Start program
- Outreach Resource Collaboration Meeting
- Building Future with Children and Women’s 40 Hour DV Training – Presentation
- Block Party hosted by Paradise Baptist Church
- Relationship Violence Awareness Month Resource Fair
- Mujeres Unidas y Activas Presentation
- MUA’s morning support group
- Empowerment Event for Parolees
4. Alameda County Health Pipeline Partnership

Summary
The Alameda County Health Pipeline Partnership (ACHPP) is a consortium of pathway programs and organizations that aim to increase the diversity of the healthcare workforce by providing mentorship, academic enrichment, leadership development, and career exposure to disadvantaged and minority youth. The Alameda County Health Care Services Agency has served as the host of the consortium since 2007. Members comprise fifteen different organizations that provide short-term and long-term opportunities to youth in middle school through college and graduate students from underserved communities throughout Alameda County.

The partnership’s mission is to provide an ethnically diverse group of Alameda County youth with a supportive network of academic, social, and professional development to build a successful career in all areas of the health industry. Ultimately, the partnership hopes that Alameda County will have a healthy workforce that reflects the rich ethnic and cultural diversity of the community.

Initiated
Official launch in 2007

Stakeholders involved

Member organizations (service providers)
- Bay Area Youth EMT Program (BAY EMT)
- Berkeley Youth Alternative (BYA)
- Biology Scholars Program (BSP)
- Biotech Partners (BP)
- Community Health and Adolescent Mentoring Program for Success (CHAMPS)
- Children’s Hospital Oakland Research Institute (CHORI)
- Coding Corps
- Emergency Medical Services Corps (EMS Corps)
- Fast Response School of Healthcare Education (FR)
- Health Career Connection (HCC)
- Health Career Opportunity Program, UC Berkeley School of Public Health (HCOP)
- Health Coach Program
- Health Excellence and Leadership (HEAL)
- Mentoring in Medicine and Science (MIMS)
- Youth Bridge

Industry Advisory Council (leads policy and systems work; this group also breaks out into different work groups)
- Alameda County Behavioral Health Care Services
- Alameda County Board of Supervisors
- Alameda County Health Care Services Agency
- Alameda County Public Health Department
- Alameda County Workforce Investment Board
- Bay Area Business Roundtable
- California Health Professions Consortium
- California State University, East Bay
- Careers Ladders Project
- East Bay Community Foundation
- East Bay STEM Network
- East Bay Works
- Ethnic Health Institute
- Highland Hospital
- Kaiser Permanente School of Allied Health Sciences
- Kerrn University
- Micro Computer Service Center
- Oakland Unified School District
- Oakland Workforce Investment Board
- Office of Dental Health, Alameda County Department of Public Health
- Place Matters Office of the Director-ACPHD
- PolicyLink
- Roots Community Clinic
- Samuel Merritt University
- Social Services Agency
- Stanford University, School of Medicine
- State of California, Department of Industrial Relations
- Sutter Health
- The California Endowment
Staff
- Alameda County Health Care Services Agency hosts the partnership
- 3 staff are county employees:
  - Program manager
  - Program coordinator/liaison serving member organizations
  - Workforce development coordinator (funded by Atlantic Philanthropies)
- 1 staff member (research manager) is a California Endowment employee
- There are outside facilitators as well

ACHPP Participates in:
- Alliance for Boys and Men of Color - Health Workforce Workgroup
- Aspen Institute Opportunity Youth Initiative
- East Oakland Building Healthy Communities Economic Opportunities Work Group
- East Oakland Building Healthy Communities Health Access Work Group
- Year of the African American Male
- Oakland Linked Learning Initiative

Funders
- Measure A
- The California Endowment
- Atlantic Philanthropies

Strategies

Member organization 2013-2016 goals
1) Increase the sustainability of existing programs providing direct services in Alameda County; standardize the development and use of sharing best practices amongst pipeline programs;
2) Expand partnerships in education, industry, and community based organizations;
3) Strengthen a seamless pipeline by filling in gaps identified in survey analysis and focus group data.

ACHPP goals
The Pipeline has decided upon a set of focused goals to address the greatest needs of the partner programs and the communities they serve, including:
- Engaging and retaining young men of color in pipeline and youth development programming
- Improving systems for recruitment, referral and retention across programs
- Placing more youth in meaningful internships and jobs in health and science fields
- Increasing the number of youth that enroll in and complete college and/or career training
- Streamlining program infrastructure and systems to create greater efficiencies and avoid duplication

Selected strategies
- Education Committee
  - Address students’ unrealistic expectations to pursue nursing and traditional health career programs.
  - Ensure high quality and culturally competent wrap around services on post-secondary campuses
  - Explore standardization of health courses; and pilot standards between high schools and community colleges in health programs/inter-segmental partnerships.
- Jobs/Internships Committee
  - Engage a futurist perspective (like Health IT companies or Biotech); Engage w/ organizations like Google, Genentech that may focus on Health IT or biotech and other nontraditional careers
  - Support institutional adoption of Work Based Learning with employers
- **Policy Committee**
  - Refocus the traditional activities of the community benefit arm of the health care industry and develop opportunities beyond internships for employers.
  - Address Discriminatory Hiring Practices/Hiring bias that locks our students, particularly BMoC, out of healthcare careers.
  - Expand the number of programs that give college credit to health pathway students to increase chances of health-focused degree and entry into health workforce

**Member organization services**
Services provided to youth (2014):

![Graph showing various services provided to youth](image)

**Target population**
ACHPP program participants (2014):

![Graph showing population groups](image)

Member organizations determine which students they recruit, but ACHPP incentivizes programs to target certain populations, such as mini-grants to target boys and men of color. They chose to focus on BMOC because geomapping data revealed low graduation rates, and program participation rates, among BMOC. Staff estimate about 65% of the students served by ACHPP member organizations are boys and men of color.
**Geography**
Alameda County; program map [here](#)

**Progress/ achievements**
As examples, staff note that ACHPP has had success in the following areas: changing hiring practices (e.g., regarding background checks); mental health and trauma-informed work; focus on young men of color and Linked Learning.

**Community engagement activities**
Engagement primarily occurs through East Oakland Building Healthy Communities, which ACHPP participates in, and member organizations.
5. Alameda County H.E.A.T. Watch

Summary
Alameda County H.E.A.T. (Human Exploitation and Trafficking) Watch is an anti-human trafficking program in the Alameda County District Attorney’s Office that is working towards ending human trafficking and exploitation in the Bay Area. H.E.A.T Watch’s roots trace back to 1994 when the Alameda County District Attorney’s Office created a pilot program to address and improve services for sexually exploited youth and to prosecute the adults who were exploiting them. A H.E.A.T Unit (created in 2005) included prosecutors, investigators, victim advocates and support staff.

In 2009, H.E.A.T Watch was created to implement strong prevention and intervention strategies, offer a blueprint for communities to build their own efforts against trafficking, and provide victimized youth with all the resources they need to be safe and grow healthy and strong.

Initiated
2009

Stakeholders involved

Partners
- Alameda County District Attorney’s Office
- Alameda County Family Justice Center
- Oakland Police Department
- Alameda County Sheriff’s Department
- Alameda County Social Services Department
- City of Oakland
- BAWAR
- MISSSEY
- WestCoast Children’s Clinic
- Alameda County Probation Department
- Demand Abolition
- Clear Channel Outdoors
- No Traffick Ahead
- Abolitionist Mom
- JPG Consultants
- DreamCatcher Youth Shelter/Alameda Family Services
- CEASE Network/Demand Abolition
- H.E.A.T. Institute
- Covenant House
- Catholic Charities of the East Bay
- Asian Health Services/Banteay Srei
- East Bay Asian Youth Center
- CALICO
- Family Violence Law Center
- Ruby’s Place
- Tri-Valley Haven
- National Center for Youth Law
- Oakland Kids First
- East Oakland Youth Development Center
- Victory Outreach
- Youth Uprising
- Love Never Fails
- California Attorney General’s Office
- Truckers Against Trafficking
- Polaris/National Human Trafficking Resource Center
- Annie Cannons

Funders
- Office of Juvenile Justice and Delinquency Prevention (OJJDP)
- Demand Abolition/CEASE Network
- Alameda County Social Services Agency
- James Irvine Foundation
- California Endowment
Outcomes and indicators

<table>
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<tr>
<th>Goal</th>
<th>Indicators</th>
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| Reduce demand for sexual exploitation by 20% in Oakland in 20 years, and 50% in 10 years | • Lower number of ads on backpage.com  
• More sex purchaser arrests  
• More “Dear John” letters sent out by OPD |
| Train/ educate law enforcement | • Higher rate of Law Enforcement reports to advocates about HT  
• Higher rates of reporting to the National Human Trafficking Resource Center Hotline |
| Train/ mobilize communities | • More use of MAP1193.org app  
• More use of Reportjohn.org app  
• Higher number of reports to tipline and NHRTC hotline  
• Shifting of language (no such thing as a “child prostitute”)  
• Less stigma around sexual exploitation  
• Community Days of Action for MAP1193 and “Stop Demand” night |
| Prevent at risk youth from commercial sexual exploitation | • Increase in at risk referrals to SafetyNet  
• Increase in referrals of at risk youth to YWSP  
• Streamlined protocol for at risk youth with partner agencies |

Strategies

1. Community Education and Engagement:
   • Recognize stakeholders, establish community goals, and create an awareness campaign  
   • The Bay Area H.E.A.T. Coalition (BAHC) is a regional network of law enforcement, systems responders (including, but not limited to health care and social services), service providers (including faith communities, schools, and community centers), community members, and elected officials who come together to share best practices and developments in a quarterly training and networking opportunity  
   • This also includes social media, the graphic novel Audrey, the monthly H.E.A.T. Watch Newsletter, and other trainings and outreach events

2. Law Enforcement Training, Intelligence Sharing & Collaboration
   • H.E.A.T. watch provides comprehensive law enforcement training for all agencies in Alameda County, the nine Bay Area Counties, and beyond

3. Prosecute Offenders
   • Victim Centered Approach  
   • Girls Court

4. Engage Policy Makers
   • Collaborate with local, state, and national lawmakers to craft policies that support victims and hold traffickers and purchasers accountable

5. Support Victims/Survivors

Through H.E.A.T. Watch, the District Attorney’s office has also created several other innovative programs, including:
   • SafetyNet: A weekly multi-disciplinary case review of sexually exploited minors and at-risk youth following their initial involvement with the juvenile justice system. This aims to prevent victims from falling through the cracks.  
   • Young Women’s Saturday Program: A 12-week program that provides advocacy, case management, and life skills training to assist young women to become self-reliant and self-assured. The program is for young women who have been sexually exploited or are at risk for exploitation.

Target population

H.E.A.T. Watch serves trafficking victims and commercially sexually exploited children. Sex trafficking victims are primarily female, although the initiative is seeing a growing number of LGBTQI individuals. Labor trafficking victims tend to be foreign-born males.
H.E.A.T. Watch provides assistance in Oakland, Alameda County, across California and nationally.

**Progress/ achievements**

- Since January 2006, The Alameda County District Attorney’s H.E.A.T. Unit has charged over 530 human trafficking cases, with an 82% overall conviction rate.
- According to a 2012 report by California Attorney General Kamala Harris, the office has prosecuted 46% of all cases in California prosecuted under the human trafficking statute.
- Alameda County has 6 human trafficking prosecutors, 3 victim-witness advocates, and 2 inspectors.
- Through the Bay Area H.E.A.T. Coalition (BAHC), more than 2,000 professionals have been engaged to share best practices and developments.
- Oakland leads the Cities Empowered Against Sexual Exploitation (CEASE) network which is attempting to reduce demand in 2 years. The initiative deterred 11,600 buyers in 2016.
- In 2014, California passed Senate Bill 1193 (SB 1193) in an effort to provide critical resources for trafficking victims and educate the public about this illicit crime. The law requires certain businesses to display a "Stop Human Trafficking" flyer in a visible location for their customers and employees. An app called Map1193 was created to help enforce this law and engage businesses and the community against this illicit crime. The legislation allows businesses to be fined for non-compliance, and all that money goes to services for human trafficking victims.
- In 2016, Governor Brown signed SB 420 into law, which amends Penal Code 647b to three separate provisions of the crime of prostitution: seller, buyer, and buyer of a minor which will enable better data collection.

**Community engagement activities**

- Quarterly trainings that are open to the public (e.g., on demand and legal response)
- Monthly newsletter with upcoming events
6. Alameda County Integrated Early Childhood Home Visiting System of Care

Summary
The Alameda County Integrated Early Childhood Home Visiting System of Care is a partnership between the Alameda County Public Health Department (ACPHD), community-based agencies and First 5 Alameda County. In August 2010, ACPHD and First 5 commissioned a review of ten perinatal/early childhood home visiting programs in the county. The broad goals of the project were to describe the current state of home visiting in the county and establish a baseline from which to move the loosely organized “community” of home visiting programs toward a more intentional system of services, centrally administered by ACPHD, that would better address the needs of the county’s at-risk families.

It is important to note that while the perinatal/early childhood home visiting programs included do not represent all of the home visiting programs offered in the county, the system does incorporate the majority of them, with the notable exception of Early Head Start. It is hoped that representatives from other programs and agencies will join in the ongoing work of the original group as they continue to improve home visiting and related services. Indeed, efforts have already been made to include several Oakland Early Head Start administrators in meetings of a county-wide home visiting collaborative that has been meeting over the last several years.

Initiated
2010

Stakeholders involved
11 Home Visiting Programs
- ACPHD Family Health Services programs:
  - Alameda County Healthy Start Initiative (ACHSI, formerly IPOP)
  - Healthy Families America (HFA, which has replaced Your Family Counts)
  - Black Infant Health
  - DREAMS (Desired Reproductive Health Access for Maternal Services, formerly MADRE)
  - Special Start
  - Fatherhood Initiative
  - Nurse Family Partnership
- ACPHD Public Health Field Nursing
- First 5 contracts (administered by ACPHD):
  - Special Start at UCSF Benioff Children’s Hospital Oakland
  - Pregnant and Parenting Teen Programs:
    - Tiburcio Vasquez Health Center
    - Brighter Beginnings

Staff support and funding
- The home visiting programs are administered entirely by ACPHD and staffed by ACPHD and contractor staff.
- First 5 staff provide funding and support in the form of database technical assistance and assistance with outreach and organizing home visiting staff training.

Outcomes and indicators
Common outcomes framework (8/30/16)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Level</td>
<td></td>
</tr>
<tr>
<td>Physical and social-emotional health</td>
<td>- Child has medical home</td>
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<tr>
<td></td>
<td>- Child has medical, dental, vision insurance</td>
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<tr>
<td></td>
<td>- Immunizations are up-to-date</td>
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<tr>
<td></td>
<td>- Well child visits up-to-date</td>
</tr>
<tr>
<td>School readiness</td>
<td>- Child receives early developmental screening</td>
</tr>
<tr>
<td>Parent-Child Level</td>
<td>Physical and social-emotional health</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td></td>
<td>- Mothers breastfeed for &gt;6 months</td>
</tr>
<tr>
<td></td>
<td>- Early and Regular Prenatal Care</td>
</tr>
<tr>
<td></td>
<td>- Improved parenting skills, attitudes, behaviors</td>
</tr>
<tr>
<td></td>
<td>- Improved parent-child relationships</td>
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<tr>
<td></td>
<td>- Decreased abuse and neglect</td>
</tr>
<tr>
<td>School readiness</td>
<td>- Increased parent support for child learning and development</td>
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**Strategies**

Without sacrificing the integrity of proven programs, Home Visiting Integration...

- Brings together 11 programs to build ONE system
- Engages staff in the integration process and facilitates open communication across programs
- Supports common standards, common outcomes and quality assurance
- Builds a training and professional development curriculum
- Incorporates regular reflective and clinical supervision
- Braids funding to maximize resources, support staff and meet client needs
- Has a “no wrong door” system for referrals

**Target population**

Pregnant women and families with a child up the age of 2 in Alameda County.

**Chart: Clients by race**
### Geography

**Map: % Medi-Cal Births & # of Home Visiting Families by Zip Code**

![Map of Alameda County showing % Medi-Cal Births and # of Home Visiting Families by Zip Code.](source.png)

Source: CAPPL, with data from Alameda County vital statistics files 2011-2013.

### Progress/achievements

- Established mental wellness unit
- Institutionalized reflective supervision
- Launched Healthy Families America
- Implemented initial common standards
- Created annual staff training plan
- Addressing financial security of clients
- Implementing common outcomes framework

### Community engagement activities

- **Best Babies Zone (BBZ):** Home visiting and family support services are an integral part of the County’s Best Babies Zone. Located in the Castlemont neighborhood of East Oakland, the BBZ engages residents in designing activities and projects that aim to transform a historically disinvested neighborhood into a vibrant, healthy community that supports the best start in life for the children who live there. The direct services provided to residents (home visits, health education and support groups, community baby showers and Boot Camps for New Dads) are coupled with BBZ resident engagement strategies that include leadership development, mini-grants for resident-led projects, and economic development activities such as the Castlemont community market and entrepreneurship training for emerging small vendors from the neighborhood.

- **Family Advisory Committee:** In the coming year, ACPHD will be convening a Family Advisory Committee to guide and drive the continued design and implementation of the home visiting system of care.
7. Alameda County Interagency Children’s Policy Council

Summary
The Alameda County Interagency Children’s Policy Council (ICPC) is a collaboration of Alameda County departments and agencies committed to improving outcomes for children and youth. ICPC’s mission is to engage in cross system collaboration by improving interagency communication, develop child friendly policies and practices and initiate systems changes that result in safe, healthy and thriving children and families throughout Alameda County. ICPC’s vision is that Alameda County has positive and equitable outcomes for children and youth.

Initiated
ICPC was established in 1994 to develop a comprehensive and collaborative delivery system of services that would improve the lives of low-income and vulnerable children, youth and their families.

Stakeholders involved
ICPC is comprised of County Agency and Department leaders and members of the Board of Supervisors. Current Board of Supervisor ICPC members are Wilma Chan and Nate Miley. ICPC is chaired by Lori Cox, Social Services Director and Rebecca Gebhart, Interim Health Care Services Agency Director.

Council Members
Elected Officials
- Supervisor Wilma Chan, District 3, Alameda County Board of Supervisors
- Supervisor Nate Miley, District 4, Alameda County Board of Supervisors
- L. Karen Monroe, Superintendent, Alameda County Office of Education
- Nancy O’Malley, District Attorney

Non-Elected
- Claudia Albano, Policy Director, Office of Supervisor Nate Miley
- Pete Coletto, Office of County Administrator
- Rebecca Gebhart, Interim Agency Director, Health Care Services Agency (co-chair)
- Barbara Dickinson, Assistant Public Defender
- Janis Burger, Director, First 5 Alameda County
- Lori Cox, Agency Director, Social Services Agency (co-chair)
- Teresa Drenick, Assistant District Attorney
- Esa Ehmen-Krause, Asst. Chief of Probation Department
- Linda Gardner, HCD Director, Community Development Agency
- Angie Garling, Early Care & Education Program Administrator, GSA
- Wendy Still, Chief, Probation Department
- Michelle Love, Asst. Agency Director, Children and Family Services, Social Services Agency
- Kiko Malin, Family Health Services Director, Health Care Services Agency
- Natasha Middleton, Legislative Analyst, Probation Department
- Melanie Moore, Policy Advisor, Office of Supervisor Wilma Chan
- Susan Muranishi, County Administrator
- Phyllis Nance, Director, Department of Child Support Services
- Jeff Rackmill, Director, Children’s System of Care, Health Care Services Agency
- Tracey Scheir, Director, Center for Healthy Schools and Communities, Health Care Services Agency
- Michele Thomas Shaw, Special Assistant and Legislative Director to the District Attorney
- Charles A. Smiley, Superior Court Judge
- Monica Vaughan, Chief of Schools Student Programs and Services, ACOE
- Stacey Wooten, Interim Deputy Chief of Probation, Juvenile Services

Staff
- Julie Hadnot, ICPC Director
- Jessica Blakemore, ICPC Management Analyst
Outcomes and indicators

Children are Thriving

<table>
<thead>
<tr>
<th>Goal</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children are ready and prepared for Kindergarten</td>
<td>• Percent of children deemed prepared on a Kindergarten Readiness Assessment tool</td>
</tr>
<tr>
<td>Youth graduate from high school</td>
<td>• High School Graduation Rate</td>
</tr>
<tr>
<td>Children can read at grade level</td>
<td>• Percent of children reading at grade level in the third grade</td>
</tr>
<tr>
<td>Children live in financially stable households</td>
<td>• Percent of children living below poverty level</td>
</tr>
</tbody>
</table>

Children are Healthy

<table>
<thead>
<tr>
<th>Goal</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children are born and stay at a healthy weight</td>
<td>• Rates of Childhood Obesity</td>
</tr>
<tr>
<td></td>
<td>• Rate of low birth weight babies</td>
</tr>
<tr>
<td>Children are provided with adequate and accessible health care</td>
<td>• Number of avoidable Emergency Room Visits for children</td>
</tr>
</tbody>
</table>

Children are Safe

<table>
<thead>
<tr>
<th>Goal</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and their families are free from abuse and neglect</td>
<td>• Domestic violence rates</td>
</tr>
<tr>
<td></td>
<td>• Number of Substantiated child abuse and neglect cases</td>
</tr>
<tr>
<td>Youth are free from violence at home, in their communities and at school</td>
<td>• Percentage of aggravated assaults resulting from youth on youth violence</td>
</tr>
</tbody>
</table>

Strategies

ICPC does not run or oversee programs or direct children’s services. It is primarily a convening body that strives to ensure that County agencies and departments are working together in a cohesive and coherent manner. ICPC serves as a catalyst for working together across County systems to improve outcomes in the health, safety, and success of our children. ICPC maintains its charge and mission to improve outcomes for Alameda County’s low-income and vulnerable children, youth and their families by:

- Promoting and providing a venue for communication and coordination between key partners
- Making recommendations on children and youth policy issues that span multiple systems and prioritize preventative and front-end investments
- Supporting development of a shared results-based accountability framework
  Fostering transparency, mutual accountability, and trust between interagency partners, external stakeholders, and the community

ICPC is a champion of Results-Based Accountability (RBA), strengthening the County’s capacity to evaluate the programs it is funding. ICPC selected common outcomes and key population indicators to track Alameda County progress in serving children, youth, and families. ICPC members share an equal responsibility to contribute to the success of the system as a whole. ICPC members support work towards affecting change around these indicators by working towards implementing the following strategies:
### Children are Thriving

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| **Children are ready and prepared for Kindergarten** | - **Scale home visiting to all Medi-Cal eligible families:** The County has a number of early childhood home visiting programs that provide intensive, long term case management services to at risk pregnant women and families. Home visiting has been shown to improve school readiness, among other outcomes. The County is currently serving 2,200 of the 5,600 Medi-Cal births, or about 40%. The Workgroup recommends expanding the reach of this program to reach all mothers and babies who are on Medi-Cal at birth to truly have an impact on future development and school success.  
- **Expand access to quality early care and education (ECE) for income eligible children:** The Quality Rating and Improvement System (QRIS) is an organized way of assessing, improving and communicating the level of quality in early care and education settings and currently has the capacity to support 100 out of roughly 2,400 licensed programs in Alameda County. Child care for low-income families is subsidized by the federal and state government, but subsidies currently only reach 65% of those eligible. Quality early ECE has been shown to improve school readiness, especially for high risk children. The Workgroup recommends increasing the number of licensed child care facilities using QRIS to 428 from 100 and providing an additional 800 subsidized child care slots to eligible families.  
- **Expand Help Me Grow/early identification to all Medi-Cal eligible families:** Help Me Grow is a county-wide system to promote the development, learning and social-emotional health of children ages birth to 5. This program has three core components: Support for providers to promote early identification of children with development disabilities; a centralized telephone access point for child development information and referrals; and family access to community supports and collaboration among providers. Fewer than 30% of developmental disabilities or delays are identified before California’s children enter Kindergarten, and approximately 89% of children with Medi-Cal have a developmental concern that has not been identified or addressed. Early intervention with high risk children have been shown to improve their social competence and cognitive abilities prior to school entry and reduces Special Education costs. The Workgroup recommends expanding Help Me Grow to reach all children ages 0-8 with Medi-Cal who have a developmental, behavior or learning need.  
- **Focus on consistent and effective transitions for families between programs and deepen their roots in mental health and parent engagement and leadership:** Better bridges between Home Visiting, Quality Child Care and Help Me Grow need to be built to support transitions for families. Mental health services support the capacity of young children to form close and secure relationships, self-regulation, and the ability to learn. They are a core component of Home Visiting, Quality Early Care and Education, and Help Me Grow, but they need to be strengthened. Family Involvement is also needed to give families a primary decision making role in the care of their own children, as well as in the development of policies and procedures governing care for all children. The Workgroup recommends supporting a system wide early childhood mental health coordinator. |
| **Youth graduate from high school** | - **Juvenile Justice Center (JJC) Post Release Strategy:** The Transition Center at the JJC provides Oakland youth exiting the JJC with rapid re-enrollment in school and a select number of those youth receive post release Case Management services from community based organizations. Funding for this is made possible by the City of Oakland, Oakland Unite program and has shown reductions in recidivism. The Work Group proposes to expand this program to cover all youth leaving the JJC and to improve linkages between these students and the School Based Health Centers at their schools.  
- **8-9th Grade Transitions:** Best practices show that working with youth through transitions is one of the keys to high school success. The Work Group believes a targeted transition program that includes working with high risk 8th graders in the summer before high school and during 9th grade will decrease the likelihood they drop out. Oakland and Hayward school districts are... |
targeted because they have the highest dropout rates. The plans include a summer bridge program; leadership opportunities working with younger youth; parent and family involvement; paid internships and stipends in the health care fields (among others) and support throughout their high school years with coaches/case managers. Academic and career planning support will also be given.

- **Training and Support on Trauma Informed Care:** Another avenue for improving high school graduation rates is training school district teachers and staff in trauma informed care practices. The reasons for dropping out or not graduating on time are multifaceted. However, many youth suffer from current and past experiences that make attending school difficult. By providing teachers and staff with training in trauma informed care practices, they can better meet the needs of these students and help them in ways that will improve attendance and performance in school.

| Children can read at grade level | • Under development |
| Children live in financially stable households | • Under development |

Children are Healthy

<table>
<thead>
<tr>
<th>Goal</th>
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</thead>
<tbody>
<tr>
<td>Children are born and stay at a healthy weight</td>
<td>• <strong>Coordination:</strong> There are many community based organizations, private funders, County, City and School district staff committed to addressing the critical issue of childhood obesity. The ICPC Workgroup participants have worked together over many years but felt there needed to be a County commitment to help them sustain their efforts. This could be achieved by collapsing current committees and work into one coordinating council or partnership. This effort would be responsible for further developing strategies that address childhood obesity and could be the backbone organization for the below strategies.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Public Awareness Campaign:</strong> The Work Group felt they should provide the facts about issues related to obesity to certain target populations in new and more effective ways. Ideas included a “truth campaign” directed toward supporting new mothers when breastfeeding and finding ways to get the real facts about what’s in junk food and soda to teens. They do not want to duplicate efforts but instead dovetail with current campaigns. In addition, the Work Group felt parents and caregivers also heard conflicting or competing messages related to nutrition and physical activity for children. This group wants to commit to one message to send in a united way.</td>
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<tr>
<td></td>
<td>• <strong>Model Programs:</strong> The Work Group recognizes there are many model programs currently in Alameda County that show potential in preventing obesity and intervening when a child is overweight or obese. However, many of these programs suffer from lack of funding to truly go to scale or lack sustainable funding sources. The types of model programs being explored are:</td>
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<tr>
<td></td>
<td>o School Health Center Models</td>
</tr>
<tr>
<td></td>
<td>o Training of Child Care Providers on healthy eating and exercise</td>
</tr>
<tr>
<td></td>
<td>o Family Oriented Prevention &amp; Interventions</td>
</tr>
<tr>
<td></td>
<td>• <strong>Initiating and Advocating for Policies Effecting Childhood Obesity Rates:</strong> Last June, the Alameda County Public Health Department and ChangeLab Solutions released a report commissioned by the Alameda County Board of Supervisor Wilma Chan and the Health Commission on the Impacts of Obesity in Alameda County. The Work Group determined they should help implement some of the suggested policy changes related to children in the report with priority given to those at a school district level. In addition to County policies changes, the Work Group would like to work together to influence State and Federal policies related to access to SNAP and WIC (eg. Double Bucks program) to improve access to healthy food.</td>
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</table>
Children are provided with adequate and accessible health care

- Under development

### Children are Safe

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>Children and their families are free from abuse and neglect</td>
<td>- Under development</td>
</tr>
<tr>
<td>Youth are free from violence at home, in their communities and at school</td>
<td>- Under development</td>
</tr>
</tbody>
</table>

In addition to our work focused on specific outcomes, a number of activities and initiatives support all outcomes and strategies through cross-agency collaboration, including:

The **Children's Budget Redesign Committee** is focused on articulating how the dollars that are spent on children and youth in the County align with and support the population level indicators of child and youth wellbeing. Leveraging the RBA framework, the Children’s Budget will explicitly tie County investments to indicators to provide a clear picture for County leaders, staff, community member, and advocates about how our investments improve outcomes for children, youth, and families.

**Legislative and Policy Committee** ICPC provides advocacy and leadership in the development of legislative policies that improve and enhance service delivery and outcomes for children and youth, working across County agencies to coordinate and advocate for legislation and policy changes and increased fiscal and administrative flexibility that supports innovation and increases the efficiencies of public systems and their ability to act as catalyst for improving the lives of the children, youth, and families in our communities. The Legislative committee is comprised of legislative staff across child-serving agencies and works to coordinate legislative proposals and advise on the impact of pending state and federal legislation affecting children, youth and their families.

**Target population**
Vulnerable youth populations and system-involved youth (e.g. children and family services/foster care, Medi-Cal, CalWORKS, Juvenile Justice, transition age youth)

**Geography**
Alameda County

**Progress/ achievements**
- **Secured Measure A Funding** in order to sustain home visiting program at its current level. It is critical to secure additional and alternative funding sources as First 5 funding is reduced.
- **Project Dulce Funding:** First 5 secured a $150,000 grant from the Center for the Study of Social Policy and the Packard Foundation to pilot Project DULCE at Highland Hospital pediatric clinic. This program is both clinic and home based for the first 6 months of life. This is a lower cost program, serving slightly lower risk families that if effective could become an option for services within the home visiting system.
- Early care and education programs are piloting the **Quality Rating and Improvement System**, which now reaches roughly 6% of child care programs and we anticipate several rounds of expansion funds to be available.
• Programs subsidized by the California Department of Education through Title 5 contracts will be strengthened and hopefully able to expand access in the coming year through **new state legislation** championed by Assemblyman Rob Bonta and signed by the Governor. This law (AB 833) allows Alameda County to have an individual plan for administering child care subsidies to better meet the needs of families in a very high cost environment like ours.

• Help Me Grow is partnering with 211 and the Alameda County Food Bank and WIC for expanded outreach, and is benefiting from two years of funding from the Thomas J. Long Foundation. **It seeks increased outreach partnerships with the County’s child and family serving organizations as well as significant funding to sustain it in future years.**

• First 5 received $2.4 M in funding for two years from the Thomas J. Long Foundation to expand Help Me Grow. These are one-time only funds and sustaining funds will need to be identified to support the expansion enabled by this grant. This grant supported the development of a specific strategy to create stronger linkages with Early Care & Education which will result in more identification of concerns among children in ECE and greater utilization of HMG as a resource for children in ECE. HMG efforts over the last year and a half have resulted in more children being screened due to both increased reach among existing partners and more partners implementing screening as a result of HMG outreach and training and technical assistance, as well as increased enrollment in our developmental screening program available directly to any family in the community. As part of a larger HMG movement, we participated in designing an evaluation framework for HMG CA that once implemented will further our goals of demonstrating Help Me Grow’s impact and benefits and informing improvements at a statewide level.

• Bridges and Building Linkages Project Partnership with First 5, Public Health, SSA and Lotus Bloom is a home visiting pilot program focused on intentional transitions within the Castlemont Corridor. The pilot proposes to work with families graduating from Home Visiting, by transitioning them to community supports e.g. play groups, finding child care, on-going mental health supports. Evaluation is a key component of this pilot and we are excited by the possibilities of this endeavor.

• High School Graduation - Expand Juvenile Justice Center Post Release Strategy - Expand program to cover all youth leaving the JJC and to improve linkages between these students and School Based Health Centers at their schools. Personnel has been hired and onboarding process has begun.

**Community engagement activities**

• Public Policy Forums
• Film Screenings
• Presentations to various community groups and organizations (e.g. Alameda County Children of Incarcerated Parents, East Bay Community Foundation Funders Forum, Early Care and Education Policy Council Parent’s Forum)
8. Alameda County Trauma Informed Care Learning Collaborative

**Summary**
The overarching goal of the Alameda County Trauma Informed Care Learning Collaborative (TICLC) is to improve the quality of care across Alameda County through coordinated Trauma Informed Care systems and practice change.

The TICLC includes consumers, family members, community-based providers, the Center for Healthy Schools and Communities, behavioral health care services, public health care services, and county system partners (e.g. social services, probation). Participants of the group share a common interest in enhancing trauma informed care within Alameda County and collaborate to share ideas, find solutions, and build innovations.

**Initiated**
Restarted in 2015. In 2013 Alameda County Behavioral Health Care Services participated in a trauma-informed care capacity building project. One of the recommendations stemming from that project was to create the TICLC.

**Stakeholders involved**

**Members**
- Adrianne DeSantis, Office of Consumer Empowerment
- Annie Kim, Director, Family Education Resource Center
- Beth Hoch, Training Director/ Program Administrator, First Five Alameda County
- Carla Danby, Chief; BHCS Administration
- Carla Keener, First Five Alameda County
- Carol Patterson City of Berkeley, MH Consumer Liaison
- Cheryl Johnson City of Berkeley, 2020 Vision Program Manager
- Connie Linas, CFS, Supervising Program Specialist (SSA)
- Cris Rita, Crisis Support Services of AlCo
- Fawn Downs, Berkeley Mental Health
- Gary Thompson, AlCo Public Health
- Georgette Cobbs, New Bridge Foundation (SUD provider)
- Gigi Crowder, BHCS, Ethnic Services Manager
- Jeff Rackmil, CSOC Director, BHCS
- Jen Leland, Director, Trauma Transformed Ctr. EBAC
- Jennifer Mullane, Program Specialist, BHCS
- Kelly Robinson, Program Specialist, BHCS
- Khatera Aslami, Consumer Empowerment Manager, BHCS
- Marlene Hudson, Office of Consumer Empowerment
- Mary Hogden, Program Specialist, Office of Consumer Empowerment
- Mercedes Coleman, Crisis Support Services of AlCo
- Michele Moncrief, Office of Consumer Empowerment
- Nancy Salamy, Director, Crisis Support AlCo
- Paul Takayanagi, Training Director, BHCS
- Phoenix (Jennifer) Smith, Public Health, Acting Director Office of AIDS Administration
- Rita Lang, Public Health, FHS
- Sarah Rock, Community Facilitator, ACEs Connection
- Tracy Hazelton, BHCS Prevention Coordinator
- Tuere Anderson, Clinical Director, Center for Healthy Schools and Communities, HCSA
- Michael Lisman Director, Adult Community Support Centers
- Wendy Zastawney, Clinical Supervisor, Geriatric Assessment & Response Team

**Staff**
- Lori DeLay, Trauma Informed Care Coordinator, Alameda County Behavioral Health Care Services (ACBHCS)
- Tracy Hazelton, Prevention Coordinator, Alameda County Behavioral Health Care Services (ACBHCS)

**Funders**
The Zellerbach Family Foundation grant (3-year grant) partially funds the Trauma Informed Care Coordinator Position with the remainder of the funding coming from Mental Health Services Act dollars.
Outcomes and indicators
The initiative aims to have 25% of the healthcare services workforce trained in trauma-informed care by year 1, and 50% by year 3. There are likely 1,350 healthcare services employees, and four times the number of providers in the county.

Strategies
- **Training:** Train all Alameda County healthcare systems staff and contracted community-based agencies in trauma informed care. Any CBO that has a contract with Alameda County to provide services, including public health and environmental health, will receive training. In behavioral health, 80% of the services for children are provided by contracted agencies.
- **Contract language:** Include specific language in all Alameda County contracts to ensure that providers are delivering trauma informed care.
- **System-mapping:** A survey of systems providers is asking whether each provider has done an assessment or made changes towards being trauma-informed.
- **Technical assistance:** The collaborative has information for families, providers, and clinicians, and offers technical assistance for programs looking to take trauma-informed care to the next level.

Target population
- The workforce training covers all areas of the county.
- The next step will be to look at geographical areas that are seeing much more trauma and community violence. Also, potentially oppressed groups and cultural groups with historic and complex trauma (currently/formerly incarcerated) transition age youth and foster youth.

Geography
Alameda County

Progress/ achievements
- Hired Lori DeLay, Trauma Informed Care Coordinator
- In 2016, we have had 5 trainings. We have trained 200 staff employees and then we have a schedule to train about 120 more through November
- We are part of Trauma Transformed – they are targeting children, youth, and families, specifically foster youth. Recently, we trained a cohort of train the trainers. Those trainers will now train their staff on trauma-informed care, they have special funding because a number of their services are for youth in foster care.
- For youth in schools, we trained a cohort of trainers for the City of Berkeley. They are in the process of training 5 trainers for the city of Berkeley school system. For schools outside of city of Berkeley we have a center for healthy schools and families. The clinical director sits on the learning collaborative (Tracey Scheer can tell us more about what the schools are doing – they were already well ahead of Alameda County)
- Completed and launched website
- Began system mapping Sept. 2016 - sent first survey out to children’s and transition age youth providers
9. ALL IN Alameda County

Summary
ALL IN Alameda County was launched to respond to the unacceptable level of poverty in Alameda County. It is an innovation incubator within county government, in which people who sit on all sides of a social issue – including community residents – come together to design new solutions, and apply creative thinking to remove barriers and take advantage of opportunities for progress. It employs proven strategies that combine self-reliance, community engagement and government support. A multi-year effort, ALL IN calls upon the entire community to help remove the barriers that prevent individuals and families from achieving financial self-sufficiency.

The initiative addresses the areas of jobs, income equality, food, housing, education, wellness, and child care. Initial efforts have focused on Food Security, Economic Empowerment and Early Childhood Education. Specific actions encompass four main categories: education, legislative advocacy, public agency reform and community-based initiatives.

Initiated
2014

Stakeholders involved
Steering Committee
- Hon. Wilma Chan, Chair, Alameda County Board of Supervisors, District 3
- Silvia Guzman, Vice-Chair, Resident of Castlemont neighborhood, Oakland
- Allison Pratt, Chief of Partnerships and Strategy, Alameda County Community Food Bank
- Renee Herzfeld, Executive Director, Community Child Care Council of Alameda County
- Shaniece Alexander, Director, Oakland Food Policy Council
- John Yuasa, Former Director, PUEBLO: People United for a Better Life in Oakland
- Lori Cox, Director, Alameda County Social Services Agency
- Dr. Muntu Davis, Director, Alameda County Public Health Department
- Hilary Bass, Director, Alameda County Deputy Sheriff’s Activities League
- Linda Gardner, Deputy Director, Alameda County Community Development Agency
- Katie Booser, Senior Operations Manager, Inner City Advisors
- Estelle Clemons, Director, Alameda County-Oakland Community Action Partnership
- Julie Hadnot, Director, Interagency Children’s Policy Council
- Kristin Spanos, Chief Operating Officer, First Five Alameda County
- Kristi Miller, Director, Tri-Valley Poverty Awareness Initiative
- Megan Joseph, Director, Rise Together

Membership (partial list)
- Supervisor Wilma Chan, District 3
- Supervisor Nate Miley, District 4
- Alameda County Community Development Agency
- Alameda County Early Childhood Council
- Alameda County Health Care Services Agency
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Alameda County Sheriff’s Department
- Congresswoman Barbara Lee
- City of Livermore
- Oakland Unified School District Nutrition Services
- Alameda County Community Food Bank
- Alameda County Meals on Wheels
- Alameda County-Oakland Community Action Partnership
- California Association of Food Banks
- City Slicker Farms
- Community Food and Justice Coalition
- CoFED – the Cooperative Food Empowerment Directive
- First 5 Alameda County
- FoodShift!
- Fresh Approach
- Gobee Group
- Hope Collaborative
- Independent Association of Global Girl Media
- Interagency Children’s Policy Council
- Mandela Marketplace
- Namu Farm
- Oakland Food Policy Council
- Parent Voices Oakland
- PUEBLO: People United for a Better Life in Oakland
- Rise Together
- SEIU–UHW – Service Employees International Union–United Healthcare Workers
- Tri-Valley Poverty Awareness Initiative
- Youth Radio
- Inner City Advisors
- Street Degree
- East Bay Community Foundation
- Thomas J. Long Foundation
- Y & H Soda Foundation

Staff
Melanie Moore, Office of County Supervisor Wilma Chan

Outcomes and indicators

<table>
<thead>
<tr>
<th>Goal</th>
<th>Indicator(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that people can meet their basic needs for food, housing, and safety</td>
<td>- % of residents who know where their next meal is coming from</td>
</tr>
</tbody>
</table>
| Provide living wage jobs                                              | - Number of new resident-owned businesses  
|                                                                      | - % of residents & institutions that buy local  
|                                                                      | - Number of jobs created by local businesses that are filled by residents                                                                    |
| Educate the next generation                                           | - % of eligible children entering high-quality preschools  
|                                                                      | - % of children who are kindergarten ready                                                                                                   |

*Indicators and goals are preliminary; additional indicators may be added to reflect specific initiatives*

Strategies

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Insure that people can meet their basic needs for food, housing, and safety | Near-term objective: Campaign to End Hunger  
- Design and implement food recovery system  
- Grow more food in neighborhoods  
- Enroll all eligible people in CalFresh |
| Provide living wage jobs                                | Near-term objective: Re-localize the economy, starting with the food economy  
- Create sources of flexible capital for new resident-owned small businesses  
- Launch buy-local campaigns, including institutional procurement  
- Design and implement local hiring initiatives |
| Educate the next generation                             | Near-term objective: Prepare all children for kindergarten, starting in Castlemont neighborhood  
- Design and implement pilot program in Castlemont corridor to insure “warm hand-offs” between home-visiting program and preschool  
- Scale pilot program across County |
ALL IN initiatives:

- **Food Recovery**: Develop a comprehensive county-wide food recovery system
- **Food as Medicine**: Provide food “farmacies” in healthcare centers
- **CalFresh**: Enroll 100% of eligible Alameda County residents in CalFresh
- **Youth Career Pathways**: Develop career pathways for system-involved youth
- **Affordable Housing**: Increase the number of residents securing affordable housing
- **Entrepreneurship**: Build a comprehensive guide for local entrepreneurs, and develop an entrepreneurship curriculum for local high school students

**Target population**
ALL IN is focused on families living in poverty as defined by Bay Area self-sufficiency metrics, but also targets homeless individuals and seniors in affordable housing.

**Geography**
Alameda County

**Progress/ achievements**

**Food as Medicine**: A partnership between ALL IN and Children’s Hospital Oakland is delivering food prescriptions to about 100 Oakland families with children at high risk for prediabetes. The families will participate in cooking classes and receive two home visits, and Children’s Hospital Oakland will conduct a study to determine if the children’s risk for prediabetes is reduced.

**Community engagement activities**
ALL IN established a community engagement sub-committee to include the community in developing solutions to poverty in the County.

ALL IN also provided mini-grants to organizations or informal community leadership groups to organize and conduct “listening sessions.” The goal of the listening sessions was to understand the situation of families and individuals living in low-income communities so that County programs and services could become more responsive and build on community strengths. The sessions also aimed to build networks into communities the County is not currently connected with. ALL IN will continue to conduct listening sessions given their success.
10. Building Blocks for Health Equity Unit, Alameda County Public Health Department

Summary
Building Blocks for Health Equity is a unit within the Family Health Services division, Maternal, Paternal, Child, and Adolescent Health Unit of the Alameda County Public Health Department. It is focused on addressing the root causes of health inequities, and currently oversees three major projects:

1. Building Blocks Collaborative
2. Best Babies Zone
3. Health Equity & Resource Advocates (HERA)

See additional information on the unit’s three major projects in the “strategies” section below.

Initiated
2009

Stakeholders involved

Building Blocks Collaborative
Steering Committee
- Wendy Calimag, Senior Director of Community Programs, Girls Incorporated of Alameda County
- Mariela Cedeño, Director, Social Enterprise & Communications, Mandela MarketPlace
- Lisa Erickson, Policy and Program Coordinator, First Five Alameda County
- Dominica Henderson, Director of Planning, Implementation, and Compliance, Oakland Housing Authority
- Sikander Iqbal, Chief of Staff at Youth UpRising
- Christina (Kiko) Malin, Director of Family Health Services, Alameda County Public Health Department
- Keisha Nzewi, Advocacy Manager, Alameda County Community Food Bank
- Jason Wallace, Director of Community Partnerships for the YMCA of the East Bay

Partners
- First 5 Alameda County
- East Bay Regional Parks District
- Mandela Marketplace
- Urban Strategies Council, Alameda County Community Assets Network
- Brighter Beginnings
- Lotus Bloom Family Resource Center
- Girls, Inc. of Alameda County
- Kaiser Permanente
- Alameda Health Consortium
- Youth UpRising
- Lifelong Medical Care
- Alameda County Sheriff Department
- City of Oakland
- Attitudinal Healing Connection
- East Bay Asian Local Development Corporation
- Tiburcio Vasquez Health Center
- West Oakland Health Center
- Alameda County Community Food Bank
- American Diabetes Association
- UC Berkeley School of Public Health
- Oakland Housing Authority
- Allen Temple
- Native American Health Center
- Interagency Children’s Policy Council
- YMCA of the East Bay

Best Babies Zone Partners
Main Partners
- Community residents
- Youth UpRising
- Brighter Beginnings
- Lotus Bloom Family Resource Center
- First Five Alameda County
- Oakland Unified School District: Castlemont High School
- Alameda County Supervisor Nate Miley’s Office
- UC Berkeley
- Build On
- Castlemont High School
- Castlemont Community Residents and Vendors
- Gobee Group

**Secondary Partners**
- City of Oakland Business Development center
- City of Oakland Economic and Workforce Development Taskforce
- Federal Reserve Bank of San Francisco
- Social Services Agency of Alameda County
- Mandela MarketPlace
- Y & H Soda Foundation
- East Bay Asian Local Development Corporation
- East Bay Sustainable Business Alliance

**Health Equity and Resource Advocates (HERA/Prosperity Project) Partners**
- ACPHD Family Health Services Division
- ACPHD - Maternal, Paternal, Child and Adolescent Health Unit
- Alameda County Community Asset Network (AC CAN)
- Urban Strategies Council
- UC Berkeley-UCSF Joint Medical Program (JMP)
- ACPHD Place Matters Initiative (Housing and Economics workgroups)
- UC Berkeley Goldman School of Public Policy
- Brighter Beginnings
- Women, Infants & Children
- Youth Uprising
- Family Independence Initiative
- Daniel Leibsohn's Community Check Cashing
- Behavioral Health Care Services Agency

**Funders**
- Robert Wood Johnson Foundation
- Kellogg Foundation
- Kaiser Family Foundation
- Kresge Foundation
- The California Wellness Foundation
- San Francisco Foundation
- The California Endowment
- Walter & Elise Haas Fund

**Strategies**

**Building Blocks Collaborative:** The Alameda County Building Blocks Collaborative (BBC) brings together people with the ideas, the connections and the skills needed to create conditions where every child – in every neighborhood – can thrive. BBC grew out of an effort by the Alameda County Public Health Department in 2009 to create comprehensive solutions to the complex health problems in the county. Members of the collaborative are from diverse arenas – including local economic development agencies, food access projects, city and county government, community clinics, housing, and parks and recreation – and are committed to improving health conditions in Alameda County’s most troubled neighborhoods. Collaborative members come together on a regular basis to share resources, improve skills, and create new partnerships between organizations.

**Best Babies Zone:** The Best Babies Zone (BBZ) Initiative is a place-based, multi-site, multi-sector approach to reducing disparities in infant mortality and birth outcomes by mobilizing community residents and organizational partners to address the social and economic determinants of health. BBZ is a national project operating in three pilot communities, including Oakland’s Castlemont neighborhood. It is funded by the W.K. Kellogg foundation and supported by a team at the UC Berkeley School of Public Health. Among other strategies, the Oakland BBZ has:
- Worked with local entrepreneurs to strengthen the local economy by establishing a monthly First Saturday Market
- Developed solutions to issues that matter to the community by engaging resident leaders and creating leadership opportunities
- Supported projects that align with neighborhood priorities by providing mini-grants to residents and partner organizations
- Given support to parents and families through home visits for new families, regular gatherings for moms, and parent education, and an early childhood hub in the community.
Health Equity & Resource Advocates: Health Equity & Resource Advocates (HERA) is the unit’s newest initiative. HERA is developing client-focused solutions with home visitors to address the social factors that impact the health of the pregnant women, fathers and families with young children who are receiving services. These factors can include finances, housing, and other social determinants of health.

Target population
The Building Blocks for Health Equity Unit works county-wide but has focused their efforts in the Castlemont neighborhood to-date. They are currently looking for other opportunities throughout the county.

Geography
Alameda County

Progress/achievements

Building Blocks Collaborative
- Engaged more than 300 individuals from Alameda County organizations and developed a collective vision for the Building Blocks Collaborative
- Offered trainings and dialogues on health and social equity; food justice; health-wealth connection; race, power, privilege; grant writing; and design thinking
- Influenced strategic plans of the following organizations: Oakland Unified School District, East Bay Asian Local Development Corporation, and Alameda County Community Asset Network
- Created at least 20 new innovative collaborations through Food to Families mini-grants in 2012-2013, providing local youth with jobs and new moms with “prescriptions” for healthy food
- Launched the Prosperity Project (now HERA), seeking to increase availability and access to fair financial services and products where predatory financial services are disproportionately located

Best Babies Zone
- Co-hosted a Summer Block Party with Youth UpRising, offering a resident engagement visioning board for residents to share their ideas for a thriving community.
- Facilitated a “design sprint” during which individuals met for two hours every week for 12 consecutive weeks to generate four concepts for stimulating a vibrant local economy in the Castlemont BBZ.
- Convened Castlemont neighborhood community engagement planning sessions, which led to the development of the Castlemont Community Cafes, East Oakland Innovators, and the Mini-grant Advisory Group
- Incubated seven successful mini-grant programs in the zone during Round 1, and support six successful mini-grant programs during Round 2.
- Helped launch early childhood hub, Room to Bloom, on the Castlemont High School campus, currently offering playgroups two times a week, and parent cafes.
- Launched the monthly Castlemont Community Market with Youth UpRising and Castlemont High School.

Overall: The unit was one of 16 finalists for the RWJF Culture of Health Prize

Community engagement activities
See “strategies” section above
11. East Bay Asian Local Development Corporation: Healthy Neighborhoods approach

**Summary**

The East Bay Asian Local Development Corporation is a nonprofit community development organization celebrating 41 years of building healthy, vibrant and safe neighborhoods in Oakland and the greater East Bay. It develops and manages high quality affordable apartments and homes, retail and office spaces for local small businesses and nonprofits, and community centers, while fostering increased economic opportunities for low-income families and individuals.

In Havenscourt and the San Pablo Avenue Corridor (SPARC), EBALDC has implemented its comprehensive Healthy Neighborhoods approach, expanding beyond its traditional community development work to address a broader range of social factors. The Healthy Neighborhoods approach focuses on developing place-based strategies and a comprehensive set of upstream solutions that focus on the social determinants of health. The goal is to improve individual and neighborhood-level health outcomes. In both neighborhoods, work is underway to support the development of communities that consider the full continuum of human growth and development. For example, in Havenscourt, EBALDC provides afterschool programming at Lion Creek Crossings and partners with the neighborhood schools to impact children’s academic success, addressing quality education and social supports. It also supports early childhood development by providing affordable space at Lion Creek Crossings for centers like HeadStart. It is also working with residents, the Oakland Housing Authority Police Department, youth anti-violence organizations and others to improve public safety; and with local businesses on nearby commercial corridors to improve the business environment, create good jobs and support business development in the neighborhood.

In adopting its Healthy Neighborhoods approach, EBALDC has also taken on the role of backbone support to ensure effective implementation of each action plan for the Healthy Neighborhood Collaboratives in Havenscourt and San Pablo Ave. Corridor. Using a collective impact model, EBALDC regularly convenes a multi-disciplinary and cross-sector group comprised of local residents, community based organizations, faith based organizations, public agencies and hospital/healthcare partners to address some of the key challenges and social determinants of health critical to improving the health and well-being of residents and the broader neighborhood.

**Initiated**

In 2008, the report *Life and Death from Unnatural Causes*, published by the Alameda County Public Health Department, revealed significant disparities between neighborhoods in the county. EBALDC formally adopted a health lens to its community development work in its 2013 Healthy Neighborhoods Strategic Plan. An early step towards implementing their new plan came when EBALDC was awarded a grant in November 2013 from the Partners in Progress (PIP) initiative, a national program funded by the Citi Foundation and managed by the Low Income Investment Fund (LIIF). These grants were made to organizations that LIIF and the Federal Reserve Bank of San Francisco described as community development “quarterbacks” in their book of essays, *Investing in What Works*. The PIP grant provided the resources to begin implementing EBALDC’s new strategic plan and embark on the time-consuming process of building the cross-sector, cross-silo collaborative in the San Pablo Avenue Corridor. The Citi Foundation is also helping to fund the initial implementation of the Havenscourt Healthy Neighborhoods Collaborative through its national Community Progress Makers Fund.

**Stakeholders**

*San Pablo Area Revitalization Collaborative (SPARC)*

**Steering Committee Members**

- LifeLong Medical Care
- Saint Mary’s Center
- People’s Grocery
- Attitudinal Healing Connections
- West Oakland Neighbors
- Hoover Resident Action Council
- Alameda County Public Health Department
- East Bay Housing Organizations
- Healthy Communities Inc.
- City of Oakland’s planning department
- The Federal Reserve Bank of San Francisco
- EBALDC
Backbone/staff
- EBALDC
- Marian Urquilla, consultant and facilitator

Funders
- Citi Foundation (funding backbone infrastructure)
- The San Francisco Foundation
- Kresge Foundation
- BUILD Health (coalition of funders, including the Robert Wood Johnson Foundation)
- Sutter Health

Healthy Havenscourt Collaborative
Core Partner Committee Members
- Allen Temple Baptist Church
- Alternatives in Action
- City of Oakland, Planning Department
- First 5 Alameda County
- East Bay Asian Local Development Corporation
- La Clinica Community Health Services
- Oakland Housing Authority
- Oakland Unified School District
- Sutter Health
- UCSF Benioff Children’s Hospital of Oakland
- United Way Bay Area
- Two Havenscourt residents

Backbone/Staff
- EBALDC
- Cassandra Benjamin, consultant/collective impact facilitator

Funders
- Citi Foundation (funding backbone infrastructure)
- Kaiser Permanente
- Wells Fargo Bank

Outcomes and indicators
San Pablo Area Revitalization Collaborative (SPARC)
SPARC will measure success of the partnership by:
1. Improving resident self-reported well-being
2. Reduced ER/ hospitalization rates
3. Increased resident participation and leadership
4. Increase in affordable housing units
5. Fewer residents leaving the neighborhoods because of housing cost
6. More friendly, communal spaces
7. Less blighted houses, parks, streets and medians
8. Diversity of voices and partnerships
9. Increase in resident desired businesses
10. Increase in good paying, local jobs

Strategies

<table>
<thead>
<tr>
<th>Area</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy residents</td>
<td>• Reduce ER and hospital visits by residents with high blood pressure&lt;br&gt;• Recruit and train volunteers to revitalize the San Pablo Avenue Corridor by implementing community projects and events</td>
</tr>
<tr>
<td>Healthy community and housing</td>
<td>• Improve safety in the San Pablo Avenue Corridor by reducing blight and improving streets parks, and abandoned land&lt;br&gt;• Increase affordable housing units and reduce the number of residents who have to move because they can’t afford rising rents</td>
</tr>
</tbody>
</table>
Healthy economy

- Create a thriving main street atmosphere on the San Pablo Avenue Corridor by supporting local business and resident entrepreneurs
- Establish local opportunities for residents to get good paying jobs, have access to job training and improve their financial health

Healthy partnerships

- Recruit more leaders and raise the funds needed to implement the San Pablo Corridor action plan
- Partners track their impact and results

---

### Havenscourt action areas in 5 year Action Plan (2016-2021):

<table>
<thead>
<tr>
<th>Area</th>
<th>Actions</th>
</tr>
</thead>
</table>
| **Healthy children**  | - Support families so that Kindergartners are ready for their first day of school  
- Encourage youth to be college- and career-ready                                                                                      |
| **Healthy families**  | - Families face less stress in their daily lives  
- Neighborhood residents develop, implement, and lead change efforts                                                                   |
| **Healthy economy**   | - Support Havenscourt residents to achieve financial and employment goals  
- The neighborhood supports a vibrant business district                                                                                 |
| **Healthy environments** | - Reduce health disparities for chronic conditions, especially asthma  
- Preserve housing affordability                                                                                                         |
| **Healthy partnerships** | - Strengthen partnerships through joint data sharing, fundraising, and program development                                                |

Framework:
Target population
San Pablo Ave. Corridor and Havenscourt neighborhood residents.

Geography

Where We Work

Progress/achievements
One achievement for the initiatives has been to bring investment and partners into the neighborhoods. For example, in SPARC, Sutter Health, Lifelong Medical Care, and People’s Grocery have contributed to an effort to reduce hyper tension through launching a network of Heart Health clinics. The City of Oakland has prioritized affordable housing investment in the community, as has the San Francisco Foundation. People’s Community Market, a full service community grocery store, is coming to the San Pablo Ave Corridor, in partnership with EBALDC, and includes significant public and private investment.

Community engagement activities

- **Community meetings**: For example, SPARC held a couple of neighborhood summits with residents to discuss their priorities, and used that as a jumping off point for their work.
- **Committee leadership**: Community residents are on leadership committees and working groups. Both SPARC and Havenscourt Collaboratives have prioritized recruiting community leaders to join the leadership councils to ensure community voice is represented in the overall vision and development of key strategies.
- **Community surveys**
- **Resident Led Neighborhood Beautification Projects**: Through the SPARC Design Dash series, residents are identifying neighborhood hotspots, and then designing and implementing beautification and blight reduction projects to convert them into positive spaces. Over 300 residents have come out to participate.
- **Staff capacity for community engagement**: EBALDC has community engagement staff specifically supporting the SPARC and Havenscourt collaboratives. In addition, many partners have their own community engagement capacity that they are contributing to the collaborative efforts.
12. East Bay Career Pathways Consortium

Summary
The East Bay Career Pathways Consortium aims to reshape the East Bay K-14 educational system around career pathways in four high wage, high demand industry sectors:
- Information Communication Technology (ICT) and Digital Media
- Health and Biosciences
- Advanced Manufacturing & Engineering
- Public Services & Law

The Consortium brings together 11 school districts (including OUSD), one charter school organization, six community colleges, a collaboration of four Workforce Investment Boards, two Regional Occupation Programs, the Alameda County Office of Education, business partners, and state-of-the-art technical assistance and professional development providers. The initiative addresses the members' different levels of pathway implementation by creating interlocking regional and local communities of practice that:
1. Build and strengthen career pathways
2. Develop sequences of work-based learning experiences and engage a larger number of employer partners
3. Foster more seamless transitions from the K-12 to college and college to work (including dual enrollment)

Initiated
The Consortium’s work is supported by a $15 million grant from the California Career Pathways Trust that began in 2014.

Stakeholders involved
Consortium members
- Peralta Community College District (fiscal lead)
- Alameda County Office of Education (host)
- Oakland USD, Adult Education
- Berkeley City College
- College of Alameda
- Laney College
- Merritt College
- Contra Costa College
- Chabot College
- Alameda USD
- Albany USD
- Berkeley USD
- San Leandro USD
- Castro Valley USD
- Oakland USD
- Piedmont USD
- San Lorenzo USD
- West Contra Costa USD
- Leadership Public Schools
- Hayward USD
- Eden Area ROP

Funder
- California Career Pathways Trust, CA Department of Education

Goals and indicators
Through the Consortium’s interventions, they hope to ultimately impact the following outcomes:
- High School graduation
- College access and enrollment without remediation
- College success and degree/certificate completion
- Employment in chosen career with a living wage+
Strategies
By 2018, the Consortium intends to have the following program elements in place:

| Pathway development | • Pathway participants will benefit from equitable access to high quality K-14 college and career pathways with stackable credentials and multiple on and off ramps  
• K-12 districts will have access to at least two A-G academic core courses per grade level per pathway that integrate CTE standards from the pathway's industry sector  
• Pathway participants will graduate from high school with a minimum of three college credits in a CTE course or college and career readiness course |
| Work-based learning | • Pathway participants will experience a continuum of work-based learning activities including career awareness, exploration, and preparation for employment |
| Transitions | • K-12 districts and Community Colleges will share student outcomes through data sharing agreements. Community Colleges will establish and practice enhanced multiple measures to improve the accuracy of student placements  
• Pathway participants will benefit from early exposure to, and completion of, the college assessment and orientation process to ease participants through the 9-14 career and college pathway programs |

The California Career Pathways Trust has adopted Alignment USA’s collective impact model to develop and implement local strategies.

Target population
All students in the catchment area (see “geography” below).

Geography
Consortium members extend from West Contra Costa USD in the north to Hayward USD in the south.

Progress/ achievements
The work in Oakland is building on a number of strengths:

• **Early college credit (dual enrollment):** OUSD is the only district in the Consortium with superintendent-level investment in early college credit. The district is collaborating with the four-college Peralta Community College District.

• **Youth transition:** OUSD’s Deputy Chief, Bernard McCune, is engaged and committed to supporting not only Oakland, but also the region, in their collective alignment in service of youth transition.

• **Linked Learning:** Due to a confluence of funding from the California Career Pathways Trust, Measure N, and other sources, OUSD has put Linked Learning at the center of their work for the first time and has been able to focus on employer partnerships with schools, teachers, and students.

• **College and career counseling** for high school students

• **Community partnerships** and community ownership of outcomes for kids

Community engagement activities
Community engagement will take place through the work with Alignment USA.
## 13. East Bay Housing Organizations

### Summary
East Bay Housing Organizations (EBHO) is a membership non-profit organization dedicated to working with communities in Alameda and Contra Costa counties to preserve, protect and expand affordable housing opportunities through education, advocacy, organizing, and coalition building.

Over the years, EBHO’s work has relied on three interrelated strategies:

1. Community education to dispel fears and misperceptions, and demonstrate that affordable homes are a positive and critical investment
2. Policy advocacy to leverage the expertise of EBHO’s members to advance local affordable housing solutions
3. Coalition-building to win victories for affordable homes

### Initiated
EBHO was founded in Oakland in 1984 with the support of Oakland Citizens Committee for Urban Renewal (OCCUR). It began as a monthly brown-bag lunch meeting to discuss housing issues and strategize on building community support for affordable housing. Known as Oakland Housing Organizations (OHO), the coalition of organizations and individuals advocated for affordable housing, particularly for the most vulnerable, lowest-income communities. In 1995, OHO incorporated, elected a board of directors, extended its focus to include all of Alameda County, and changed its name to East Bay Housing Organizations. In 1999, EBHO expanded to Contra Costa County and broadened its range of issues, committees and allies.

### Stakeholders involved

#### Members
EBHO has over 400 members, from non-profit developers who build, own and manage affordable housing to residents of affordable housing. The full list of members is available [here](#) on the EBHO website.

#### Funding Partners
- US Bank
- The California Endowment
- The San Francisco Foundation
- Union Bank
- Bank of America
- Wells Fargo
- Citibank
- Community Economics
- Y&H Soda Foundation
- EAH Housing
- Bank of America
- Community Development

### Goals and indicators
EBHO is most known for advocating for the creation of new and affordable homes. EBHO measures success by winning funding that is dedicated to building, rehabilitating, or improving affordable housing. Key questions the organization asks about its activities:

- Did it win money that represents a public or private investment?
- Is this going to create or preserve affordable homes?
- Will this advance housing justice for low-income people?

### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community education</td>
<td>• Dispel fears and misperceptions, and demonstrate that affordable homes are a positive and critical investment</td>
</tr>
<tr>
<td>Policy advocacy</td>
<td>• Leverage the expertise of EBHO’s members to advance local affordable housing solutions</td>
</tr>
<tr>
<td>Coalition building and organizing</td>
<td>Organize low income people, especially people of color, in East Oakland and downtown Oakland</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>

**Target population**
People at or below 80% of the area median income

**Geography**
EBHO works across Oakland, with some focus on specific neighborhoods (e.g., transit hubs, which are especially susceptible to gentrification; resident organizing work in East Oakland; specific properties in the uptown Broadway area and in West Oakland along the San Pablo Corridor).

**Progress/ achievements**
- Oakland’s first “impact fee,” in which developers are required to pay a fee to the city that will be for affordable housing
  - Increased the fee above the initial staff proposal
  - Successfully moved the Eastlake/San Antonio area from Zone 3 to Zone 2 (meaning it will be subject to a higher fee)
  - Successfully moved the fee's start date back from December 2016 to September 2016
  - Increased the amount of affordable housing required for onsite inclusionary mitigation
  - Limited the share of fees that can be used for moderate income households to 15% of total fees, and
  - Ensured there would be no exemptions for high-rise construction.
- The elevation of housing issues to a citywide public policy conversation

**Community engagement activities**
- **Resident organizing program:** EBHO’s members include community residents, and the organization is increasingly working to bring those residents into the decision-making structure of the organization.
- **Annual affordable housing week:** During an annual “affordable housing week,” EBHO releases a resource to help people understand the benefits of affordable housing. During that week, they host open houses, tours, and celebrations.
14. East Oakland Building Healthy Communities

Summary
East Oakland was one of 14 sites selected by The California Endowment to participate in the statewide Building Healthy Communities initiative, a 10-year comprehensive community initiative that is creating a revolution in the way Californians think about and support health in their communities. In five years, the goal is for East Oakland kids to be able to run, walk and play in safe neighborhoods. There will be more grocery stores selling healthy food, and more places to easily see a doctor or a nurse. East Oakland will be a place where people can find jobs and kids go to good schools.

To achieve its goals, East Oakland Building Healthy Communities (EOBHC) facilitates work groups with local organizations working in the areas of: Economic Opportunity, Health Access, Land Use, and Youth Development & Organizing. East Oaklanders provide guidance and leadership for these efforts through a Resident Engagement & Leadership (REaL) Team and Youth Leadership Board.

Initiated
2010

Stakeholders involved

Leadership
- Renato Almanzor, Executive Director of East Oakland BHC
- Dr. Noha Aboelata, Roots Community Health Center
- Wendy Calimag, Girls, Inc. of Alameda County | Co-Chair, Health Happens with Schools Action Group
- Patricia Contreras Flores, East Bay Alliance for a Sustainable Economy | Co-Chair Art, Culture and Storytelling Action Group
- Sequoia Hall, Alameda County Health Pipeline Partnership
- Nehanda Imara, Communities For a Better Environment | Chair, Health Happens in Neighborhoods Action Group
- Nicole Lee, Urban Peace Movement | Co-Chair, Health Happens in Neighborhoods Action Group
- Tiffany Gipson, Higher Ground Learning
- Martin Reynolds, Oakland Tribune | Co-Chair, Art, Culture and Storytelling Work Group

Grantees
- East Bay Housing Organizations
- Ella Baker Center for Human Rights
- Girls, Inc. of Alameda County
- HOPE Collaborative
- Intertribal Friendship House
- Marcus A. Foster Educational Institute
- Oakland Community Organizations
- Oakland Food Policy Council
- Oakland Kids First
- Oakland Rising
- Our Family Coalition
- PUEBLO
- Restorative Justice for Oakland Youth
- Step to College
- Street Level Health Project
- The Brown BOI Project
- The Mentoring Center
• The Unity Council
• Transform
• Urban Peace Movement
• Urban Strategies Council
• Working Partnership USA

• Youth Alive
• Youth SEED
• Youth Together
• Youth UpRising

Key partners
• Alameda County Public Health Department
• The California Endowment (funder)
• Community Initiatives (fiscal sponsor)

Outcomes and indicators
Statewide, Building Healthy Communities (BHC) has the following goals, objectives, and indicators:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objectives</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health for All</td>
<td>• 100% coverage for all Californians, including the undocumented</td>
<td>• # of enrollees</td>
</tr>
<tr>
<td></td>
<td>• Strengthen the primary care workforce</td>
<td>• % of uninsured</td>
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<td></td>
<td>• Pilot new model systems of prevention in BHC; new trauma-informed health</td>
<td>• # of primary care jobs supported</td>
</tr>
<tr>
<td></td>
<td>models for youth</td>
<td>• # of new prevention models</td>
</tr>
<tr>
<td>Health in Every School</td>
<td>• 100% of BHC schools w/ wellness policies promoting healthy meals, fitness,</td>
<td>• # of school district practices/ policies in nutrition, fitness, counseling,</td>
</tr>
<tr>
<td></td>
<td>and social-emotional-behavioral health</td>
<td>and school discipline reform</td>
</tr>
<tr>
<td></td>
<td>• Statewide policy that promotes health/wellness funding in 100% of</td>
<td>• FitnessGrams, suspension rates, attendance rates</td>
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<tr>
<td></td>
<td>California schools</td>
<td></td>
</tr>
<tr>
<td>Health in Neighborhoods</td>
<td>• More parks and fitness and healthy food/water opportunities for youth in 100% of BHC sites</td>
<td>• # of land use plans that include health principles</td>
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<td></td>
<td>• New statewide policy shifts to dismantle the BMOC school-prison pipeline</td>
<td>• # of new/ upgraded opportunities for youth: healthy food opportunities,</td>
</tr>
<tr>
<td></td>
<td>at the neighborhood level</td>
<td>recreation facilities, youth programs</td>
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<tr>
<td></td>
<td></td>
<td>• # of juvenile/ criminal justice reform policies, law enforcement trainings</td>
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<tr>
<td></td>
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<td>and policies, emphasis on health</td>
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</tbody>
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Strategies
Statewide, one of the hallmarks of Building Healthy Communities is a focus on how community transformation is achieved (“Drivers of Change”) rather than a focus on narrowly determined outcomes and a range of pre-determined strategies for getting there. Underlying all Building Healthy Communities activities is a fundamental belief in the power of a functioning democracy in which all people are valued and included.

<table>
<thead>
<tr>
<th>Drivers of Change</th>
<th>Capacities to develop in BHC communities by 2020</th>
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<tbody>
<tr>
<td>Youth Leadership</td>
<td>• Local youth increasingly occupy positions of influence in their communities.</td>
</tr>
<tr>
<td>Development and</td>
<td>• Pathways and structures to support local youth healing, leadership development, and organizing are in place.</td>
</tr>
<tr>
<td>Organizing</td>
<td>• Youth voice and leadership are incorporated in decision making by public agencies and community based organizations.</td>
</tr>
<tr>
<td></td>
<td>• Public and private institutions prioritize and increase funding to promote healthy youth development, resiliency, and power.</td>
</tr>
</tbody>
</table>
| People Power | - Adult residents from traditionally marginalized communities occupy positions of influence and authority across public, community-based and private institutions.  
- Traditionally marginalized and excluded residents have voice and power in local government agencies and nonprofit decision-making processes.  
- Pathways and structures are in place within organizations and community-wide to support resident healing, leadership development and organizing, with residents leading organizing efforts for local, regional, and statewide impact.  
- Local structures—formal and informal—are in place to support mobilizing resident voice and power.  
- Multi-racial and inclusionary alliances build people power and deepen impact. |
| Enhanced Collaboration & Policy Innovation | - Local government agencies, community based organizations, residents, and other stakeholders work collaboratively across issue areas to establish and pursue shared outcomes and power.  
- Local structures and practices grounded in the meaningful participation of marginalized populations are in place to promote and sustain ongoing, inclusive and collective efforts to advance health equity.  
- Coalitions, collaborations, and other structures that promote working across issues and sectors are in place to support innovative advocacy approaches to advance policy, systems and social norms change.  
- Local policies, practices, and structures promote equity and inclusion of historically marginalized populations.  
- Community stakeholders, including non-profit organizations, systems leaders, and policy makers integrate an equity lens in policy development and practice. |
| Leveraging Partnerships and Resources | - Community stakeholders in divested neighborhoods mobilize and secure new forms of private capital by building community development skills and fostering new relationships.  
- Community stakeholders mobilize and secure increased investment of public dollars across sectors (e.g. public health, education, human services, transportation, public works, public safety and public housing) to address the social determinants of health, such as housing, jobs, food, transportation, and all the opportunities, resources, and services people and communities need to be healthy in disinvested neighborhoods.  
- Local residents are directly engaged in the implementation and governance of partnership agreements, such as community benefit agreements, both to reinforce their power and to maximize the potential for sustainability. |
| Changing the Narrative | - People value health equity and inclusion and understand that the social and physical environment influence health, and contextualize current inequities and community problems within a historical and structural context.  
- The dominant narrative recognizes historically marginalized communities (boys and men of Color, the Undocumented, LGBTQ, Women, the formerly Incarcerated) as valuable members of the community and they are supported by policies, practices and structures that ensure their inclusion.  
- Local structures—formal and informal—are in place to facilitate adult and youth residents to tell their own stories. |

**Target population**

Underserved residents in East Oakland

**Geography**

East Oakland (High Street East from Interstate 880 to McArthur Blvd.)
Progress/ Achievements

- The Healthy Development Guide
  - This was the first time the City set up a technical advisory team that included residents. Both the process and the product had strong representation from the community.
- Prop 47 Implementation
  - There has been strong collaboration on Prop 47 implementation, with partners working at the County level for resources to be reallocated from incarceration to prevention.
- School discipline reform policies
  - EOBHC supported organizing work to ensure that students are able to stay in school and that there is a greater focus on school climate.
  - It also prioritized the promotion of restorative justice as an approach to school discipline reform, which has spread at OUSD, in addition to other social and emotional supports.
- Low income housing preservation and tenant rights
  - Partners are currently collaborating around these issues.

Community engagement activities

- **Community outreach**: EOBHC has done direct community outreach regarding health reform, and many partners conduct outreach regularly on a range of issues supported by the collaboration.
- **Neighbor night**: This included resident-organized events and was sponsored by EOBHC’s resident engagement committee. The focus was on building social capital and relationships between youth and adults, rather than a specific issue.
- **Candidate forum**: During the mayoral race, a candidate forum at Allen Temple Arms.
- **Basketball Court unveiling**: at the Rainbow Recreation Center in partnership with the Golden State Warriors.
- **Retreats**: Three retreats – with residents, CBOs, and then both – were held to gather input on what the initiative should focus on in the next 5 years.
15. EveryOne Home Plan

Summary
EveryOne Home is Alameda County’s road map for ending homelessness, and emphasizes a coordinated, efficient regional response to a regional problem. EveryOne Home envisions a system of care in Alameda County that by 2020, ensures all extremely low-income residents have a safe, supportive and permanent place to call home with services available to help them stay housed and improve the quality of their lives.

EveryOne Home is the result of a unique collaboration among community stakeholders, cities and Alameda County government agencies representing three separate care systems — homeless services, public health services and mental health services — that share overlapping client populations. The collaboration arose from their recognition that stable housing is a critical cornerstone to the health and well-being of homeless and at-risk people, and our communities. Rather than continue on their separate paths toward housing solutions, the agencies creating these plans realized that they serve many people with similar needs — and in many cases, the same individuals — and came together in 2004 to develop one plan with mutual goals and a joint effort for implementation: the Alameda Countywide Homeless and Special Needs Housing Plan, now known as the EveryOne Home plan.

Initiated
2004

Stakeholders involved

Leadership Board (*Appointed members)
- *Sara Bedford, Director, City of Oakland
- *Paul Buddenhagen, Director, City of Berkeley
- *Tracy Cascio, Manager, Veterans Affairs
- *Linda Gardner, Director, Alameda County HCD
- *Robert Ratner, Director of Housing, Alameda County BHCS
- *Lori Cox, Director, Alameda County SSA
- Terrie Light, Executive Director, Berkeley Food and Housing Project
- Deanne Pearn, Co Founder/VP Policy, First Place for Youth
- Jill Dunner
- Moe Wright, Principal, BBI Construction
- Peggy McQuaid, Councilmember, City of Albany
- Suzanne Shenfil, Director, City of Fremont
- Vivian Wan, Associate Director, Abode Services
- Gloria Bruce, Executive Director, East Bay Housing Organizations
- Melanie Ditzenberger, Captain, Alameda County Sheriff’s Dept.
- Dr. Margot Kushel, Professor, UCSF
- Darin Lounds, Executive Director, Housing Consortium of East Bay
- Supervisor Nate Miley, Supervisor, Alameda County
- Laureen Turner, Vice Mayor, City of Livermore
- Susan Shelton, Manager, City of Oakland
- Chris Gouig, Director, Housing Authority Alameda County
- Liz Varela, Executive Director, Building Futures with Women and Children
- Wendy Jackson, Executive Director, East Oakland Community Project
- Doug Biggs, Executive Director, Alameda Point Collaborative
- Paulette Franklin, Professional Technical/Mental Health Specialist, Alameda County Behavioral Health Care Services

Original sponsoring agencies
- Alameda County Community Development Agency
- Alameda County Health Care Services Agency
- Alameda County Social Services Agency
- Alameda Countywide Homeless Continuum of Care Council
- City of Berkeley Health, Housing, and Community Services Department
- City of Oakland Housing and Community Development Department
- City of Oakland Department of Human Services
Outcomes and indicators
EveryOne Home aims to make progress on the following indicators:

- **Average length of time people spend homeless.** The current average is 170 days. EveryOne Home hopes that people would spend no more than 90 days without a permanent home.
- **Returns to homelessness.** Less than 10% of the people who exit the system with permanent housing return to it as homeless.
- **Number of newly homeless, and number of newly housed.** EveryOne Home hopes to be exiting more people to permanent housing than are losing permanent housing.

Strategies
EveryOne Home envisions a housing and services system that partners with consumers, families and advocates; provides appropriate services in a timely fashion to all who need them; and ensures that individuals and families are safely, supportively and permanently housed. To achieve those objectives, the plan is structured around five major goals that outline multi-faceted solutions for a multi-dimensional problem:

1. **Prevent homelessness and other housing crises.** The most effective way to end homelessness is to prevent it in the first place by making appropriate services accessible at the time they are needed. In particular, people leaving institutions such as foster care, hospitals, jails and prisons need interventions and planning that will prevent them from exiting into homelessness.

2. **Increase housing opportunities for the plan’s target populations.** Increasing affordable and supportive housing opportunities requires creative use of existing resources, developing new resources and using effective models of housing and services. This plan identifies a need for 15,000 units of housing for people who are homeless or living with HIV/AIDS or mental illness over the next 15 years.

3. **Deliver flexible services to support stability and independence.** Culturally competent, coordinated support services must accompany housing. Direct service providers in all systems throughout the county must have a degree of knowledge about and access to a range of housing resources and supportive services.

4. **Measure success and report outcomes.** Evaluating outcomes will allow systems and agencies to identify successful programs and target resources toward best practices.

5. **Develop long-term leadership and build political will.** The goals of EveryOne Home will only be achieved by developing a long-term leadership structure that can sustain systems change activities. Implementation of this plan will also require building and sustaining political and community support for its vision and activities.

Target population
People who are homeless in Alameda County, with a focus on the chronically homeless, veterans, youth, and families.

Geography
EveryOne Home is a plan for all of Alameda County, but with half or more of Alameda County’s homeless population in Oakland, there is a strong focus on there.

Progress/achievements
Between 2013 and 2015, the populations of:

- Homeless veterans declined by 22%
- Homeless families declined by 25%
- Chronically homeless people declined by 30%
16. Help Me Grow Alameda County

**Summary**

Help Me Grow Alameda County is based on the national Help Me Grow (HMG) model, which connects children at risk for developmental and behavioral issues by providing a comprehensive, coordinated system for early identification and referral and supports communities to ensure all children have access and are connected to developmental and behavioral services and resources. Supported by First 5 Alameda County, Help Me Grow Alameda County is an interagency collaborative that is informed by families and strengthened by its partnerships with health care, early care and education and family support systems to ensure better health and developmental outcomes for children. HMG has served children birth to age 5 and is currently planning to expand to serve children up to age 8.

The HMG service delivery model includes a series of programs and initiatives in four core areas:

1. **Early identification:** Improve Alameda County’s system of early identification and linkages to services and supports
2. **Community outreach and public awareness:** Increase public awareness of HMG, child development and the importance of acting early through effective community outreach
3. **Central access point/ linkages to services:** Connect children and their families to services and care coordination
4. **Systems improvement:** Promote systems change to ensure a responsive, coordinated early childhood development system of care

**Initiated**

Help Me Grow Alameda County (HMG) was formally launched in 2012, and is the outgrowth of an earlier initiative, Children’s Screening, Assessment, Referral and Treatment (SART) System.

**Stakeholders involved**

HMG has a community-based governance structure that is made up of providers, family members, advocates and representatives from community-based organizations, County agencies, early care and education, health care and school districts.

**Steering Committee:** Provides overall strategic direction for Help Me Grow in order to support its responsiveness to family/community needs, sustainability and growth, and integration within the larger early childhood system of care.

- Major county-level entities and systems (total of 11 seats) including:
  - Alameda Alliance for Health
  - Health Care Services Agency
  - HCSA – Behavioral Health Care Services
  - HCSA – Public Health Department
  - Social Services Agency
  - UCSF Benioff Children’s Hospital Oakland
  - First 5 Alameda County (Lead Agency)
  - General Education School District representative
  - Regional Center of the East Bay
  - 2 Special Education Local Planning Area/ Local Education Agencies
- 4 Community/Provider representatives
- Early Care & Education provider representative
- 3 Family members
- Family run organization representative
- Fatherhood Services representative
- Pediatric Provider representative
- Policy/advocacy organization representative

**Operations Committee:** Serves as an interagency operational decision-making group for the implementation of Help Me Grow’s strategies, including ensuring coordination and integration; identifies system issues, gaps and barriers.

- Pediatric Strategies: Alameda County Medical Home Project
- Child Welfare: Center for the Vulnerable Child SEED/Help Me Grow Programs
There is also a Family Advisory Committee comprised of parents of children with a developmental issue. The Family Advisory Committee helps to ensure Help Me Grow is family-centered and best meeting the needs of families. Another function is to support HMG’s outreach to HMG families. The Family Advisory Committee helps to look at issues of family engagement and ensure that outreach is relevant, friendly and culturally appropriate. In addition to the Family Advisory Committee, family members participate on the Steering Committee, Operations Committee and other workgroups.

Funding and staffing
Help Me Grow Alameda County is primarily supported by First 5 Alameda County, although other funders also support the work.

Outcomes and indicators

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome indicators</th>
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</table>
| **1. Early identification:** Improve Alameda County’s system of early identification and linkages to services and supports | • Number of children, 0-5, receiving developmental screening by HMG partners  
• Number of children, 0-12, months receiving developmental screening by HMG partners  
• Number of infants enrolled in the Developmental Screening Program (DSP)  
• Number of children screened through the DSP  
• Number of parents who report participating in the DSP was helpful to them in understanding their child’s development |
| **2. Community outreach:** Increase public awareness of HMG, child development and the importance of acting early through effective community outreach | • Number of new providers and educators referring to Help Me Grow  
• Number of family initiated calls |
| **3. Central access point:** Connect children and their families to services and care coordination | • Number of children successfully linked to services by HMG  
• Percentage of families who report having a better understanding of their child’s development  
• Percentage of families who report being “connected to developmental resources and services” |
| **4. Systems change:** Promote systems change to ensure a responsive, coordinated early childhood development system of care | **Planned indicators:**  
• Average age of child at the time of entry into special education  
• Percentage of families who receive information about their children’s development (HMG v. non-HMG)  
• Percentage of children in the HMG program who are “ready for kindergarten”  
• Number of partners who agree to collect and report on common outcomes |
# Strategies

**Goal 1: Early Identification** – Improve Alameda County’s system of early identification and linkages to services and supports

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategies</th>
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</table>
| Increase the number of children, with a focus on children birth to 12 months, who receive developmental screening, surveillance and monitoring by expanding early identification efforts | - Increase number of children receiving early identification and referral services within existing Pediatric Strategies sites by conducting targeted training of select practices.  
- Promote strategies to engage and educate parents about the importance of early identification and screening in venues where screening is being conducted, such as pediatric practices and early care and education settings.  
- Increase the number of Pediatric Strategies sites incorporating practices that support early identification of infants including screening at the 9 months well-child visit.  
- Increase the number of children receiving early identification and surveillance services in health care practices, early care and education, and public health home visiting programs.  
- Target the Developmental Screening Program (DSP) towards pregnant women and parents of newborns and infants. |

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| Increase the number of children in high need populations that receive screening, surveillance, monitoring and referrals for support | - Identify and prioritize children who are high need who would benefit from the continuum of early identification and referral services.  
- Establish partnerships with organizations working with identified high need populations to further goals. |

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| Expand the number of agencies, and providers and schools serving children that champion early identification strategies, incorporate the strategies in their practices and services, and promote and support children’s best possible development. | - Increase the number of ECE providers that are integrating early identification practices at their sites.  
- Expand and embed child development practices in agencies and settings (e.g. schools) represented on the HMG Steering Committee and their partners.  
- Utilize parent representatives on the Steering Committee and other HMG committees to encourage the promotion of early identification, screening and child development within their networks.  
- Develop new and expanded partnerships to encourage a greater role of partner organizations in supporting child development.  
- Provide support to First 5 grantees to increase screenings through a variety of approaches. |

**Goal 2: Community outreach** – Increase public awareness of HMG, child development and the importance of acting early through effective community outreach

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<tr>
<th>Objective</th>
<th>Strategies</th>
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</table>
| Increase the number of providers and agencies in Alameda County that have knowledge and interest in Help Me Grow. | - Ensure the HMG “brand” adequately describes the role and functions of HMG.  
- Expand “word of mouth” communication among providers by utilizing the Steering and Operations Committees.  
- Enhance Social Media and Website to communicate with providers.  
- Develop targeted communication strategies by type of provider. |
Increase the knowledge of families who live in Alameda County with children ages birth to 5 years about HMG.

- Recruit parent champions to promote HMG at community events and other forums and to help distribute materials (e.g. PTA, Church, Child Care Settings, Parent Blogs, etc).
- Distribute marking materials through community partners (e.g. pediatricians, libraries, ECE providers, etc.).
- Enhance social media and website to communicate more effectively with parents
- Explore corporate and community partnerships to promote HMG.

Enhance the knowledge of families living in Alameda County with children to support their child’s development and promote the belief that regular developmental screening is important.

- Develop educational materials to increase families understanding of child development.
- Develop promotional and educational materials targeted to different cultural groups.
- Enhance social media and website to provide educational materials.

### Goal 3: Central access point – Connect children and their families to services and care coordination

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<th>Objective</th>
<th>Strategies</th>
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</table>
| Develop greater connectivity between HMG and service providers/educators to support more efficient, effective and successful linkages for children. | - Formalize processes with services organizations/schools to ensure consistent and enduring referral processes into the organizations’ operations.  
- Develop co-trainings between HMG and other organization/schools to ensure processes are embedded within both organizations. |
| Strengthen collaboration among agencies/schools that provide linkage and referral services to improve service coordination for families. | - Develop a pipeline for referrals to home visiting (case management) programs.  
- Develop common practices for referrals with other referral/case management agencies  
- Develop relationships with community and governmental organizations to create an easier and more effective transition between agencies providing case management services. |
| Increase engagement of and follow-through by parents in accessing services and supports for their children’s development | - Maintain connections with families who are not ready to move forward and refer to less intensive services and/or more immediately appropriate services, if indicated. |
| Ensure family satisfaction with HMG’s programs and services. | - Develop a process to periodically review, evaluate and address family satisfaction. |
| Increase the effectiveness and efficiency of key operational programs. | - Evaluate the operational and cost effectiveness of the HMG Phone Line, Family Navigator and Developmental Screening programs. |

### Goal 4: Systems change – Promote systems change to ensure a responsive, coordinated early childhood development system of care

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<tr>
<th>Objective</th>
<th>Strategies</th>
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63
| **Contribute to efforts reducing disparities and increasing equitable access to early identification and linkages to services across Alameda County.** | **Identify, prioritize and share information on gaps, barriers, inequities and assets in Alameda County.**  
**Develop, adopt and implement strategies to address and reduce service inequities.**  
**Identify and prioritize policy and funding issues related to HMG to be addressed at the local, state, and federal levels.**  
**Continue to align with and support policy and programmatic efforts of the Help Me Grow network at a state and national level.** |
| --- | --- |
| **Foster dialogue to improve coordination and align countywide efforts to promote and support children’s best possible development.** | **Share effective practices for early identification and linkages to services.**  
**Convene stakeholders supporting children’s development to foster better dialogue, coordination, and integration of services.**  
**Support a shared understanding and common language across different service sectors to promote children’s best possible development at different developmental stages.** |
| **Facilitate a consensus among partners around a common set of outcomes for early identification and child development.** | **Develop agreed-upon outcomes and collectively measure progress towards achieving those outcomes systemwide.**  
**Participate in the HMG National Indicators initiative to collect and share data across CA and the nation starting in January 2015.** |
| **Monitor and evaluate progress and impact of systems change efforts.** | **Collect and disseminate HMG data reports on systems change efforts.**  
**Convene key systems leaders to share results, assess impact of systems change efforts and enhance systems work.** |
| **Strengthen family involvement and family leadership in HMG systems change efforts.** | **Align with county efforts to build family leadership capacity and incorporate family voices in planning and decision-making.**  
**Monitor and evaluate progress and impact of systems change efforts.**  
**Strengthen family involvement and family leadership in HMG systems change efforts.**  
**Ensure families are active partners in identifying equity issues and the strategies to reduce inequity.**  
**Mobilize families to shape improvements in improved coordination and integration of services and family transitions among systems.** |
| **Expand Help Me Grow to serve children up through age 8.** | **Identify partnerships and collaborations needed to support a successful expansion.**  
**Develop resources to support an expansion of HMG.** |

**Target population**

HMG serves all children, 0-5, in Alameda County who would benefit from developmental support, and implements targeted strategies to address low income and underserved families.

**Geography**

Alameda County

**Progress/achievements**

- Almost all Alameda County healthcare providers accepting Medi-Cal are practicing developmental screening, up significantly in the time of HMG’s advocacy and funding, resulting in 9,324 developmental screenings in 2016.
- Evaluation data shows HMG’s child development and referral line is having a positive impact on families, with 93% of families reporting improved understanding of their children’s development; 95% of families reporting that HMG was helpful in ensuring connectivity to services; and 95% reporting improved advocacy skills.
- HMG supported an effort with the Women, Infants, and Children (WIC) program to incorporate child development and developmental milestones education to WIC clients. In FY 15-16 the project expanded from
three to nine sites, reaching thousands of young children and resulting in over 400 children referred to HMG for follow-up support.

- HMG has also funded differed direct training and technical assistance to incorporate developmental screening, and has support some family support services

### Community engagement activities

- Family Advisory Committee and parent champions program
- Dedicated community outreach staff are out in the community, building partnerships with organizations that are serving families
17. Oakland Achieves

Summary
The Oakland Achieves Partnership brings together community organizations with a deep commitment to public education to share expertise and resources, in order to remove barriers to school success, expand educational opportunities, and help all learners to excel from their earliest years through adulthood.

In the last year, effort has become more formalized, with fiscal management through the Oakland Public Education Fund, and a contracted service provider (GO Public Schools) to administer the coalition and goals.

Initiated
2012-2013 school year

Stakeholders involved

Members
- Educate78
- First 5, Alameda County
- Greater Oakland Public Schools
- Oakland Metropolitan Chamber of Commerce
- Oakland Public Education Fund
- United Way of the Bay Area
- Urban Strategies Council
- YMCA of the East Bay

Staff support
- Marc Tafolla, Director of Policy, GO Public Schools, manages daily operations of the coalition
- Urban Strategies provides data support

Funding
- S.D. Bechtel Jr., Foundation
- The California Endowment
- The Chamberlin Family Foundation
- First5 Alameda County
- The Walter and Elise Haas Fund
- Thomas J. Long Foundation
- NewSchools Venture Fund
- Kenneth Rainin Foundation
- The Rogers Family Foundation
- Irene S. Scully Foundation
- The Y&H Soda Foundation
- The United Way of the Bay Area
- The Walton Family Foundation

Outcomes and indicators
Most indicators are disaggregated by vulnerable populations (English learner, low-income, special education), and by race/ethnicity (African-American, Asian, Latino, Multi-racial, White):

- Percentage of kindergarteners assessed as school ready
- 3rd-5th grader performance relative to English standards/ 3rd-5th graders meeting or exceeding English standards
- 7th-8th-grade students performance relative to math standards/ 7th-8th graders meeting or exceeding math standards
- Cohort graduation rates in comprehensive high schools
- Percentage of graduates in comprehensive high schools completing course requirements for state universities (A-G course completion)
- Estimate of FAFSA submission rate (submissions per school/ twelfth grade enrollment)
- Graduates in class of 2014 enrolled in college in 2014-15
- Percentage of students in TK-5th grades, by attendance level
- Percentage of chronically absent students in TK-5th grades
- Percentage of students in grades TK-12 suspended once or more
**Strategies**
- Oakland Achieves aggregates and reports data on student outcomes in its annual progress report and other complementary reports (e.g., on attendance).
- One goal of the initiative is to change expectations regarding data sharing and transparency among public schools, including charters. Data sharing between charter schools and OUSD, which takes place across ~40 data sharing agreements, will be critical to fulfilling the Oakland Public Schools Equity Pledge.

**Target population**
OUSD and charter school students

**Geography**
Oakland

**Progress/ achievements**
3 progress reports (2014-2016), the most recent of which includes data from both OUSD and charter schools
18. Oakland-Alameda County Alliance for Boys and Men of Color

Summary
The Oakland-Alameda County Alliance for Boys and Men of Color, convened and staffed by the Urban Strategies Council, works to eliminate disparities for boys and men of color in education, employment, health, and juvenile and criminal justice. The Alliance has two tables: one consisting of public leaders and another made up of community-based organizations, including youth-serving agencies, faith-based organizations, and foundations. The two tables have parallel goals and convene jointly a few times per year.

Three major projects focused on boys and men of color (BMoC) have been born out of the Alliance:

1. **Oakland-Alameda County Opportunity Youth Initiative**: A partnership of 45 organizations from across sectors connecting youth and young adults who are not in school nor employed to stabilization services, education and training, and employment services (see full profile on the Oakland-Alameda County Opportunity Youth Initiative for more detail)

2. **Culturally-Focused Manhood Development Program Initiative**: A learning community of practitioners operating programs providing culturally-focused mentoring, rites of passage, academic skill development, life skills training, and healing programs

3. **Bay Area Boys and Men of Color Employment Project**: A project of the Bay Area Council, LeadersUp, PolicyLink, and the Urban Strategies Council to create a partnership that joins together employers, community leaders, and policymakers to train, employ, and retain 500 boys and men of color in entry-level and sustainable-wage jobs over the course of two years

Initiated
2011

Stakeholders involved

**Systems Leaders**
- Alameda County Health Care Services Agency
- Alameda County Probation Department
- Alameda County Social Services Agency
- First 5 Alameda County
- Oakland Unified School District
- Oakland Human Services Department
- Oakland Police Department
- Office of the Mayor, City of Oakland
- Laney College

**Community Partners**
- Allen Temple Baptist Church
- AYPAL (Building API Power)
- Black Organizing Project
- Brown Boi Project
- Brothers On The Rise
- Communities United for Restorative Youth Justice (CURYJ)
- East Bay Asian Youth Center (EBAYC)
- East Oakland Building Healthy Communities
- Ella Baker Center
- Ever Forward Club
- Intertribal Friendship House
- Oakland Community Organizations
- Oakland Schools Foundation
- PolicyLink
- Street Level Health Project
- The Unity Council
- The Mentoring Center
- The Reset Foundation
- Urban Peace Movement
- Village-Connect
- Youth Uprising
- Youth ALIVE!

**Funder**
- The California Endowment
Outcomes and indicators

The overall goal is to improve outcomes for BMoC in Oakland and Alameda County.

Specific indicators include:

**Education**
- Academic performance
- High school graduation and GED attainment
- Readiness for post-secondary training and careers
- Placement in internships
- Enrollment in post-secondary
- Earning a post-secondary credential
- Employment in high quality jobs

**Health**
- Enrolled in health coverage
- Using health homes
- Accessing appropriate and quality health and social services

**Early childhood (emerging area)**
- Enrollment and access to pre-K education services
- Enrollment in health insurance
- Immunization rates
- School attendance
- Reading at grade level

Strategies

Across its three main projects, the Alliance employs five levers of change:

1. **Public systems change**: Advocating for development and implementation of policies, practices, programs and investments for positive change
2. **Targeted and universal strategies and programs**: Developing universal and targeted strategies and programs for specific ethnic and gender populations
3. **Organizing and leadership development**: Working to ensure that those most affected help to plan and lead change
4. **Communications**: Communicating with boys and men of color, their families and supporters, and the public to change the narrative about BMoC and build public will for change
5. **Research and data**: Conducting research, analyzing data, establishing indicators, and measuring progress. For example, the Alliance is:
   a. Developing a data profile of boys and men of color in Oakland and Alameda County
   b. Conducting research on African American Male Achievement in OUSD
   c. Developing outcomes and indicators for their employment and workforce development efforts

Target population

- African American, Latino, Native/Indigenous, and Asian/Pacific Islander (with an emphasis on Cambodian, Vietnamese, and Filipino) boys and men
- Ages 0-30, with some focus on re-entry for older men of color

Geography

Alameda County, with strong focus in Oakland

Progress/achievements

- The Bay Area BMOC Employment Project recently hosted an employment fair attended by over 1000 youth. 600 received interviews and 350 received job offers.
- Has successfully advocated important system stakeholders (e.g., OUSD) to disaggregate data that highlights the disparities faced by different communities
Community engagement activities

- The Justice Reinvestment Coalition of Alameda County conducts listening sessions on topics such as contact with the police, local policies affecting the reentry population, and County services and programs
- Alliance membership includes community-based organizations, which provide one channel for incorporating community voice in the Alliance’s work
19. Oakland-Alameda County Opportunity Youth Initiative

Summary
The Oakland-Alameda County Opportunity Youth Initiative (OYI) brings together more than 45 partner organizations including public agencies, community-based organizations, employers, school districts and community colleges, and youth themselves under a common agenda focused on creating pathways to education and careers for the 20,000 opportunity youth in the county. The OYI is guided by a collective impact approach and has developed a set of strategies to re-connect youth with employment in family-sustaining careers. The Urban Strategies Council is providing the backbone support for the initiative, one of 6 sites in California and 23 nationwide, through an Opportunity Youth Incentive Fund grant from the Aspen Institute.

Initiated
2015

Stakeholders involved
Community partners
- Alameda Family Services
- Berkeley Youth Alternatives (BYA)
- Beyond Emancipation
- California Emerging Technology Fund (CETF)
- Career Ladders Project
- Civicorps
- Communities United for Restorative Youth Justice (CURYJ)
- David E. Glover Education and Technology Center
- Downtown TAY
- East Bay Asian Youth Center (EBAYC)
- East Bay Broadband Consortium
- East Bay Community Law Center
- East Bay Works
- First Place for Youth
- Hack The Hood
- The Hidden Genius Project
- Insight Center for Community Economic Development
- Kapor Center for Social Impact
- La Familia
- Lao Family Community Development
- Learners Guild
- OTX West
- The Reset Foundation
- Soulciety
- The Stride Center
- Telegraph Academy
- United Way of The Bay Area
- The Unity Council
- Youth Enrichment Services
- Youth Employment Partnership (YEP)
- Youth Radio
- Youth UpRising
- #YesWeCode

Public systems
- Alameda County Health Care Services Agency
- Alameda County Probation Department
- Alameda County Social Services Agency
- Alameda County Workforce Development Board
- Alameda County EMS Corps
- City of Oakland, Human Services Department
- Hayward Adult School
- Oakland Metropolitan Chamber of Commerce
- Oakland Unified School District
- Oakland Workforce Investment Board
- Oakland Workforce Development Board

Community college
- Berkeley City College
- College of Alameda
- Contra Costa Community College District
- Laney College
- Merritt College
- Peralta Community College District
Foundations
- East Bay Community Foundation
- The California Endowment
- The San Francisco Foundation

Outcomes and indicators
- Percent of opportunity youth connected to education and career pathways
- Companies hiring Alameda County opportunity youth
- Number of youth hired in key growth sectors

Strategies
1. **Re-engage youth and reform public systems through the Re-Engagement Center Network.** OYI created a Re-Engagement Center Network (RECN) that combines the experience and geographical coverage of several community based organizations that re-engage Opportunity Youth through transformative employment, education and stabilization services.

2. **Improve post-secondary success through the Direct Connect to Community College Project.** OYI leads a collaboration between community-based organizations, alternative education, and local community colleges to support Opportunity Youth in enrolling and graduating from a career technical education program or transferring to a 4 year college.

3. **Engage employers through the Bay Area BMOC Employment Project:** In partnership with Bay Area Council, LeadersUp, and PolicyLink, OYI is bringing an employer focused, demand-driven workforce development model that directly addresses employers’ hiring and retention needs by connecting them to a talent pool that is recruited and specifically trained to meet their requirements.

4. **Increase employment in growth sectors through the Tech Talent Pathways Partnership.** OYI convenes cross-sector stakeholders focused on improving employment in the ICT sector for underrepresented populations and individuals with barriers to employment in ICT. This group serves as the supply side representative group in the East Bay ICT Slingshot Initiative and is working towards improved systems connection and coordinated employer engagement with the intention of scaling services to meet population and employer needs.

Target population
18-24 year olds who are out of school and out of work, with a specific focus on young men of color who have experienced the child welfare and juvenile justice systems.

Geography
Alameda County

Progress/achievements
- See projects and programs described in the “strategies” section above
- In one pilot project, OYI has deployed a mobile truck to serve West Oakland, providing reengagement services like public benefits enrollment, counseling, case management, and referrals to employment services
20. Oakland at Home Housing Plan

Summary

Oakland at Home: Recommendations for Implementing “A Roadmap Toward Equity” is a plan created in early 2016 by Oakland’s Housing Cabinet to implement the recommendations from an earlier report, A Roadmap Toward Equity: Housing Solutions for Oakland, California. The Oakland City Council had adopted A Roadmap Toward Equity in September 2015 as a framework for addressing the city’s housing crisis. Developed by PolicyLink and the City’s Housing and Community Development division, the Roadmap provided specific policy objectives the City of Oakland could implement in order to address the housing crisis. Oakland Mayor Schaaf subsequently established the Housing Cabinet to craft the implementation plan.

As in other major coastal U.S. regions, there is not enough housing supply in Oakland to meet the growing demand, and many current tenants are increasingly vulnerable to displacement. Diversity is a core foundation of the city’s identity and sense of community, and the City is working to keep Oakland a home to a vibrant blend of cultures, household types and income groups. While Oakland’s housing crisis is part of a larger regional dynamic, the City must focus on elements that it can readily influence while maintaining a keen focus on equity, race and income.

The Roadmap had been drafted after extensive outreach and focus on providing housing solutions for low-income households. In a complementary manner, the Housing Cabinet’s work entailed significant ‘in reach’ to work with the three City departments that will be responsible for implementation as well as outreach to more people with finance and policy expertise. While focused on low-income households, the Cabinet also considered housing solutions that would address a wide spectrum of income groups.

Initiated

2015

Stakeholders involved

Housing Implementation Cabinet

Cabinet Co-chairs

- Claudia Cappio, City Administrator’s Office
- Heather Hood, Enterprise Community Partners

Participating Councilmembers

- Lynette Gibson McElhaney, Council President, District 3
- Annie Campbell Washington, Vice Mayor, District 4
- Dan Kalb, District 1
- Abel Guillén, District 2

City of Oakland Staff

- Michele Byrd, Housing & Community Development
- Kelley Kahn, Economic & Workforce Development
- Darin Ranelletti, Planning & Building
- Mark Sawicki, Economic & Workforce Development

Housing experts

- Eric Johnson, Oakland Housing Authority
- Sarah Karlinsky, SPUR
- Barbara Kautz, Goldfarb and Lipman, LLP

- Olsen Lee, San Francisco Mayor’s Office of Housing
- Kalima Rose, PolicyLink
- Matt Schwartz, California Housing Partnership Corporation

Mission based developers

- Joshua Simon, EBALDC
- Susan Friedland, Satellite Affordable Housing Associates

Market rate developers

- Jesse Blout, Strada Investment Group
- Regina Davis, Strategic Urban Development Alliance
- Mike Gheilmetti, Signature Properties
- John Protopappas, Madison Park Financial
- Bill Rosetti, CRC Development

Advocates

- Gloria Bruce, East Bay Housing Organizations
- Greg McConnell, Housing and Jobs Coalition
- Dawn Phillips, Causa Justa::Just Cause
- Rob Stoker, Alameda County Labor Council and Building Trades Council
Other friends of the City

- Fred Blackwell, The San Francisco Foundation

*See Oakland at Home for workgroup volunteers

Outcomes and indicators

Through seven strategies, the plan aims to protect 17,000 affordable homes and create 17,000 new homes in order to preserve Oakland’s economic and racial diversity.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Homes protected or created</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Protect affordability</strong></td>
<td></td>
</tr>
<tr>
<td>1) Improve renters’ services</td>
<td>~5,000 homes</td>
</tr>
<tr>
<td>2) Strengthen renters’ protections</td>
<td>~5,000 homes</td>
</tr>
<tr>
<td>3) Strengthen enforcement of renters’ protections</td>
<td>~5,000 homes</td>
</tr>
<tr>
<td>4) Acquire naturally occurring affordable housing</td>
<td>~2,000 homes</td>
</tr>
<tr>
<td>5) Secure single family homes in financial distress</td>
<td>~500 homes</td>
</tr>
<tr>
<td><strong>Build new homes</strong></td>
<td></td>
</tr>
<tr>
<td>6) Build the existing pipeline of affordable homes and add new ones</td>
<td>~2,200 homes</td>
</tr>
<tr>
<td>7) Build the existing pipeline of market rate homes and add new ones</td>
<td>~14,800 homes</td>
</tr>
</tbody>
</table>

Details

Detailed action steps for the above strategies are outlined in the Oakland at Home plan.

Target population

The Oakland at Home plan is focused on low-income households, but the Cabinet also considered housing solutions that would address a wide spectrum of income groups. For example, households with income between $60,000 and $100,000 are disproportionately affected by the housing crisis despite having relatively high incomes, because they do not qualify for subsidies but have been subject to major rent increases.

Geography

City of Oakland

Progress/achievements

Progress to-date includes:

- Completed an audit of rental assistance programs in the city
- Put a measure on the ballot to turn the rental adjustment petition process from a renter-based petition process to a landlord-based petition process

Community engagement activities

- Oakland’s active rental/housing advocacy community has been involved in the Cabinet, including through informal meetings
- Hundreds of Oakland residents have been involved in hearings of the Cabinet and Cabinet committees
21. Oakland Comprehensive Community Safety Plan and Partnership

Summary
In 2015, Oakland’s Mayor joined with the Oakland City Council President, the Oakland Superintendent of Schools, the Oakland Police Chief and 35 leaders from community-based organizations, social services agencies, philanthropy, think-tanks and law enforcement to examine the factors leading to the persistent high levels of violence in Oakland. With the support of Prevention Institute, these leaders examined data and local and national best practices to develop the Oakland Comprehensive Community Safety Plan, with the aim of making Oakland among the safest urban cities in the United States.

The plan is designed to be a living document. The goals and strategies build on efforts underway in the City, with a focus on alignment of and coordination of existing resources at the outset and establishing benchmarks and milestones to establish a mechanism for accountability. To this end, a Community Safety Partnership will be established for the purpose of ongoing alignment, coordination, and public input. The Partnership will include appropriate City, County and OUSD representatives and community representatives who will meet on a quarterly basis to assess progress, coordinate resources, explore mechanisms for increased engagement with neighborhoods and community groups such as NCPC’s, assure that Plan implementation becomes part of the culture of City agencies, and modify the Plan based on input.

Initiated

2015

Stakeholders involved

Leadership
Co-signed by:
- Libby Schaaf, Mayor, City of Oakland
- Antwan Wilson, Superintendent, OUSD
- Sean Whent, Oakland Police Chief

Planning committee (in addition to co-signers)
- Claudia Albano, Office of Alameda County Supervisor Nate Miley
- John Bailey, Workforce Investment Board
- Sara Bedford, Oakland Human Services Department
- Tim Birch/Bruce Stoffmacher, Oakland Police Department
- Rodney Brooks, Office of Alameda County Supervisor Keith Carson
- Michele Byrd, Oakland Housing & Community Development
- Jim Chanin & John Burris, civil rights attorneys
- Keith Clark, W.O.R.D (Worship, Outreach, Revelation, Demonstration )
- Brigitte Cook, Office of the Council President
- George Cummings, Oakland Community Organizations and Ceasefire
- Oliver Cunningham, Oakland Police Department
- Fania Davis, Restorative Justice for Oakland Youth
- Muntu Davis, Alameda County Public Health Department
- Kevin Dunleavy, Alameda County District Attorney’s Office
- Amy Fitzgerald, Oakland Community Organizations
- Andrea Ford, Alameda County Social Services Agency
- Gerry Garzon, Oakland Public Library
- Jeff Godown, Oakland School Police Department
- LaDonna Harris, Alameda County Probation Department
- Tracy Hazelton, Alameda County Behavioral Health Services
- Bob Jackson, Acts Full Gospel Church
- Derreck Johnson, Home of Chicken and Waffles
- Eric Johnson, Oakland Housing Authority
- Audree Jones-Taylor, Oakland Parks & Recreation
- Holly Joshi, Oakland Police Department
Facilitation

The planning process was facilitated by the Prevention Institute, an Oakland-based nonprofit, national center dedicated to improving community health and well-being by building momentum for effective primary prevention.

Goals and indicators

<table>
<thead>
<tr>
<th>Thriving youth &amp; families</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Oakland youth are prepared for college, career and community success</td>
<td>Percentage of OUSD third-graders scoring proficient or higher in English Language Arts and mathematics</td>
</tr>
<tr>
<td></td>
<td>Cohort high school graduation rate</td>
</tr>
<tr>
<td></td>
<td>Percent of OUSD students chronically absent</td>
</tr>
<tr>
<td></td>
<td>Percentage of ninth grade students reporting feeling highly connected to and safe at school</td>
</tr>
<tr>
<td>Positive youth development is a pathway to success for all young people in Oakland</td>
<td>Percentage of ninth grade students reporting having a caring adult in their lives</td>
</tr>
<tr>
<td>All families have economic security and housing stability</td>
<td>Percent of Oakland workers with living wage jobs</td>
</tr>
<tr>
<td></td>
<td>Unemployment rate</td>
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<tr>
<td></td>
<td>Percent of residents with severe housing cost burden (i.e. spending more than 50% of income on housing)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Safe neighborhoods</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent crime is significantly reduced in Oakland</td>
<td>Shootings</td>
</tr>
<tr>
<td></td>
<td>Homicides</td>
</tr>
<tr>
<td></td>
<td>Robberies</td>
</tr>
<tr>
<td>The conditions for safety exist in Oakland neighborhoods, particularly those with high economic, safety and environmental stressors</td>
<td>Perceptions of safety among Oakland residents</td>
</tr>
<tr>
<td>Oakland police deliver high-quality services</td>
<td>Priority 1 and Priority 2 response times</td>
</tr>
</tbody>
</table>
## Restorative City

<table>
<thead>
<tr>
<th>Goal</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust and strong relationships exist between law enforcement and the community</td>
<td>- Community ratings for Police Services in resident surveys</td>
</tr>
<tr>
<td>Restorative philosophies and practices are in place in Oakland’s institutions and organizations. Feelings of trust, fairness and well-being have been restored for Oaklanders.</td>
<td>- Percentage of people eligible who receive trauma informed and/or restorative justice care and services</td>
</tr>
</tbody>
</table>

## Strategies

### Thriving Youth & Families

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Oakland youth are prepared for college, career and community success</td>
<td></td>
</tr>
</tbody>
</table>
- Ensure universal access to quality pre-K so that Oakland children are ready for kindergarten.  
- Reduce chronic absenteeism and suspensions by supporting Oakland students to be engaged in school every day.  
- Ensure students are prepared for success by third grade.  
- Strengthen academic outcomes for Oakland youth.  
- Ensure that schools have safe environments and foster positive school climate and connection to school.  
- Provide training and opportunities to Oakland youth to increase awareness of and preparedness for a range of careers and college.  
- Provide meaningful work experience and opportunities to Oakland’s youth.  
- Support Oakland youth success in higher education and extended training.  
- Explore opportunities for the Oakland Promise strategy to prioritize its focus in high stressor communities (see Goal 2, Outcome 2) and fully fund and support young people in these impacted areas as part of its pilot launch.  
- Support young people who are at risk for violence to be engaged in and fully prepared for extended training, college, career and community success, including supporting diversion and restorative strategies for young people in the criminal justice system. |
| Positive youth development is a pathway to success for all young people in Oakland |  
- Engage and support parents in the healthy development of their children, including through classes, support groups, and parent family power.  
- Ensure quality out of school and afterschool opportunities for young people, including safe places to be at night and exploring ways to ensure that all of Oakland’s school-disconnected youth are in after-school community based programs.  
- Ensure that young people have access to leadership and empowerment opportunities.  
- Provide employment opportunities for young people with an emphasis on increasing the percentage of people ages 16-24 living in high stressor neighborhoods who are employed. |
| All families have economic security and housing stability |  
- Enhance employment readiness and connect workers with employment opportunities.  
- Increase the availability of family sustaining jobs.  
- Increase enrollment in and access to income supports including Earned Income Tax Credits, Child Care Tax Credits, benefit qualification including SNAP and MediCal and banking and financial education.  
- Prevent the displacement of long-time Oakland residents.  
- Build new and maintain current local, affordable housing.  
- Improve housing habitability and health while maintaining affordability. |
<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Violent crime is significantly reduced in Oakland | • As a part of implementation, explore opportunities to establish an Office of Neighborhood Safety in Oakland based on successes in Richmond, CA.  
• Ensure that Oakland Ceasefire is brought to scale by serving all identified high-risk individuals annually, continue adaptation to address robberies, and further engage the public in Ceasefire.  
• Provide Street Outreach services in neighborhoods and “hot spot” specific street outreach in high-violence areas in order to reduce street violence.  
• Provide life coaching and intensive case management to re-direct highest risk youth and young adults towards healthy participation in their families and communities through coaching and mentoring, system navigation, advocacy, and connection to needed resources.  
• Connect youth and young adults at the highest risk for violence with employment through skills and job readiness training, education support, job placement, and strengthening relationships with employers.  
• Ensure diversion and restorative strategies for youth involved in the criminal justice system.  
• Coordinate quality support services to those at the highest risk of violence.  
• Reduce recidivism rates among people released from jail or prison and returning to Oakland communities and those who have experienced contact with the criminal justice system through quality supports and services.  
• Reduce the risk of retaliation shootings and re-victimization through Oakland’s Highland Hospital Intervention and the Shooting Homicide Response and Support Network.  
• Enhance OPD investigation of reported crimes and apprehension of suspects  
• Increase police staffing numbers to meet the City’s needs. |
| The conditions for safety exist in Oakland neighborhoods, particularly those with high economic, safety and environmental stressors | • Strengthen community policing* in high stressor neighborhoods.  
• Build community assets to deepen the capacity of communities most affected by violence and the providers that serve them to change norms and influence decision-making around violence.  
• Provide crisis response to violent incidents to reduce the impacts of exposure to violence or re-victimization through individual and community support.  
• Change community norms around violence through community engagement and empowerment, such as through park activities.  
• Explore economic/workforce development models (e.g. the West Oakland Job Resource Center, SparkPoint, Employment One-Stops, Centers for Working Families, etc.) that are situated in high stressor neighborhoods to connect residents to sustainable-wage job opportunities throughout the region and implement as appropriate.  
• Increase access to neighborhood library branches to be a resource in neighborhoods highly impacted by violence.  
• Decrease response times for graffiti removal, blight reduction, and removal of illegally dumped trash in high stressor neighborhoods and support ongoing beautification and facade improvements of businesses in high stressor neighborhoods to improve overall perceptions of safety.  
• Explore the relationship between alcohol outlet density and crime in neighborhoods highly impacted by violence and work to reduce density as warranted by the analysis.  
• Coordinate with existing place-based initiatives focused on community safety, such as East Oakland Building Healthy Communities, the City-County Neighborhood Initiative, the Oakland Sustainable Neighborhood Initiative (OSNI) to promote housing, commercial/economic development & public transportation along the International Boulevard corridor in Oakland, and the Alameda County Violence Prevention Initiative’s efforts in Havenscourt, Sobrante Park and Castlemont neighborhoods. |
| Oakland police deliver high-quality services | • Improve and streamline reporting mechanisms for the public including through the creation of a Crime Analysis Section.  
• Adjust staffing numbers, beat structures, and schedules to best meet the City’s needs.  
• Designate patrol officers to assist the Criminal Investigations Division.  
• Implement gun tracing to identify, track and connect firearms.  
• Strengthen OPD positive contact with the public by participating in living room meetings with residents, reassigning personnel to expand the PAL program, implementing a robust volunteer program for community members and improving information sharing strategies.  
• Continue transparent communication to the public following a violence incident, including interacting more with community members at crime scenes and protecting homicide victims from public view at crime scenes. |

### Restorative city

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Trust and strong relationships exist between law enforcement and the community | • Build trust and legitimacy of law enforcement with the community.  
• Ensure that strong OPD policies and oversight informs actions and ensures accountability.  
• Ensure that OPD’s use of technology and social media takes community trust into account and increase Community Resource Officers’ participation in social media platforms and electronic communications.  
• Infuse community policing into crime reduction efforts.  
• Ensure appropriate training for all OPD staff including department wide training on procedural justice and the Ceasefire Strategy especially for those most directly involved.  
• Promote well-being among OPD’s officers and recognize and reward staff who volunteer their time for community service.  
• Establish a partnership between OUSD, OPD, the Mayor’s Office and BART to organize Personal Rights Education class taught by officers and teachers for all freshmen and sophomores in high school as part of their sociology or government related classes.  
• Accompany all stops resulting in a mistake in identity or lack of credible consent or prolonged detainment with an explanation of reason for initial stop and courtesy statement once individual(s) are released and all officers will provide their own names to people stopped.  
• Include community outreach at schools and community centers for all incoming officers’ field training. |

| Restorative philosophies and practices are in place in Oakland’s institutions and organizations. Feelings of trust, fairness and well-being have been restored for Oaklanders. | • Integrate restorative justice practices throughout schools and communities, including to address neighborhood disorder, vandalism blight and minor crimes in a way that brings community into the process.  
• Inject trauma-informed protocols into service delivery of appropriate city-funded services and programs.  
• Expand violent incident and crisis response to reduce the impacts of exposure to violence or re-victimization through individual and community support.  
• Create support systems that allow the re-entry population* to manage restitution and other financial responsibilities by decreasing barriers created by sanctions and financial penalties.  
• Support the delivery of effective mental health services and substance abuse treatment.  
• Identify opportunities to support healing throughout the city such as through the arts and indigenous approaches to healing.  
• Identify opportunities to serve the community in ways that are culturally relevant for the people the place serves.  
• Encourage departments and institutions to implement implicit bias training. |
Target population
The plan focuses on young people who are most vulnerable to becoming victims or perpetrators of violence as well as young people in neighborhoods that experience high percentages of violence. In Oakland, youth and young adults most likely to perpetuate violence include those who are returning to the community after incarceration for a serious/violent offense, are involved in groups and gangs, or are associated with a violent incident with high potential for retaliation.

Geography
City of Oakland

Progress/achievements
- The Oakland Comprehensive Community Safety Plan was drafted in April 2016
- The City of Oakland is hiring a community safety director to support the implementation of the Plan, including establishing a partnership to build broad buy-in across the community

Community engagement activities
The planning process included a broad representation of community stakeholders and the organizations doing safety work in Oakland.
22. Oakland Fund for Children and Youth

Summary
The Oakland Fund for Children and Youth (OFCY) was established in 1996 as a result of a community-led drive to create a City fund expressly for the benefit of children and youth. OFCY provides strategic funding to programs and partnerships that support Oakland’s children and youth from birth to 21 years of age, to help them become healthy, happy, educated, engaged, powerful, and loved community members. The Oakland Fund for Children and Youth is a program of the Human Services Department within the City of Oakland. The Planning and Oversight Committee (POC) provides direction to the Fund. The fund awarded $14.76M in grants to nonprofit and public agencies for FY 2016-2017.

Initiated
November, 1996 by voter approval of Kids First! Measure K ballot measure

Stakeholders involved
Planning and Oversight Committee
The Planning and Oversight Committee meets once per month and is comprised of 17 Oakland residents, 8 of which are youth not older than 21 years of age. One adult and one youth is appointed by each City Councilmember, and one representative is appointed by the Office of the Mayor.

The Planning and Oversight Committee (POC) is responsible for the following activities:
1) Preparing a three-year strategic investment plan
2) Soliciting funding applications from private non-profit and public agencies through an open and fair application process
3) Submitting to the Oakland City Council for its adoption annual independent evaluation reports
4) Receiving City Auditor annual reports on the Fund’s Financial Statement and the Base Spending Requirement

Staff (all City of Oakland)
• Staffed by City of Oakland
• Led by Sandra Taylor, Human Services Manager

Funding
The Kids First! Oakland Children’s Fund was established in 1996, when Oakland voters passed the Kids First! Initiative (Measure K) as an amendment to the City Charter to support direct services to youth under 21 years of age. In a special election in June, 2009 Measure D replaced Measure O (November, 2008) and reauthorized funding for the Oakland Fund for Children and Youth for an additional twelve years (2009-2021). Measure D sets aside 3% of the City's unrestricted General Fund and requires a three-year strategic plan to guide the allocation of funds.

OFCY revenues have increased from less than $5 million annually to over $14 million in 2015–2016. Of these funds, 90% are distributed through grant-making efforts, and the remaining 10% of funds are used for administration, planning, and evaluation. Since inception, OFCY has administered approximately $185 million dollars in grants to community-based organizations and public agencies. OFCY anticipates $14.5 million in available funding for grants in the 2016–2019 grant years.
Outcomes and indicators

Programs currently funded by OFCY focus on the four legislative goals of Measure D:

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
4. Help youth transition to a productive adulthood

<table>
<thead>
<tr>
<th>Population</th>
<th>Short-term outcomes</th>
<th>Long-term outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young children</td>
<td>• Receive the services, supports, and treatments they</td>
<td>• Children are safe and healthy.</td>
</tr>
<tr>
<td></td>
<td>need to participate fully in learning.</td>
<td>• Young children are ready for school.</td>
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<tr>
<td></td>
<td>• Interact with early childhood educators who are better</td>
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<td></td>
<td>prepared to address developmental and social-</td>
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<td></td>
<td>emotional growth as well as behavior.</td>
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<tr>
<td></td>
<td>• Are supported by parents with the skills and capacity</td>
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<tr>
<td></td>
<td>to promote their child’s social and emotional well-being.</td>
<td></td>
</tr>
<tr>
<td>School age children</td>
<td>• Feel safe and connected to their schools.</td>
<td>• Children and youth are safe and healthy.</td>
</tr>
<tr>
<td>and youth</td>
<td>• Acquire social-emotional skills.</td>
<td>• Children are reading at grade level.</td>
</tr>
<tr>
<td></td>
<td>• Form caring relationships with peers and adults.</td>
<td>• Children and youth thrive in positive school cultures.</td>
</tr>
<tr>
<td></td>
<td>• Attend school regularly.</td>
<td>• Children and youth have access to strengths-based, positive youth development activities.</td>
</tr>
<tr>
<td></td>
<td>• Are supported academically and retain academic skills</td>
<td>• The achievement gap closes.</td>
</tr>
<tr>
<td></td>
<td>and knowledge.</td>
<td>• Children and youth succeed in school and graduate from high school.</td>
</tr>
<tr>
<td></td>
<td>• Have meaningful opportunities for involvement and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>leadership.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Participate in challenging and engaging activities and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>learning experiences.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop new skills.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Are healthy, active, and fit.</td>
<td></td>
</tr>
</tbody>
</table>
Older youth
- Are aware of job and career options.
- Access and complete internships and other work experiences, and achieve work-based skills and job readiness.
- Have access to information about educational and career opportunities that motivate and interest them.

Youth graduate from high school, receive a GED, and/or enroll in postsecondary training or educational programs.
- Youth are ready for college or a career.
- Youth are able to lead safe, healthy, and productive lives.

<table>
<thead>
<tr>
<th>Strategy Area</th>
<th># of Programs Funded</th>
<th>OFCY Award Amount FY16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Childhood Mental Health Consultations</td>
<td>3</td>
<td>$700,000</td>
</tr>
<tr>
<td>Parent Support and Education</td>
<td>15</td>
<td>$1,703,237</td>
</tr>
<tr>
<td>School based After School</td>
<td>59</td>
<td>$4,810,773</td>
</tr>
<tr>
<td>Student Engagement in Learning</td>
<td>11</td>
<td>$915,114</td>
</tr>
<tr>
<td>Year-Round Youth Development and Empowerment</td>
<td>35</td>
<td>$3,465,544</td>
</tr>
<tr>
<td>Summer Youth Development and Empowerment</td>
<td>12</td>
<td>$1,043,901</td>
</tr>
<tr>
<td>Career Awareness and Academic Support for Older Youth</td>
<td>14</td>
<td>$2,125,533</td>
</tr>
</tbody>
</table>

Total: 149 $14,764,101

Target population
OFCY strategies target Oakland Youth age 0-21, with a focus on high priority neighborhoods and vulnerable populations:
Geography
Services are provided throughout neighborhoods in the City of Oakland demonstrating high need for supports for children and youth. Evaluation of 2015-2016 programs found a high concentration of services and participants in the Fruitvale neighborhood, followed by East Oakland, and West Oakland.

Progress/achievements
Since the initial year of funding in 1997/1998, OFCY’s cumulative funding of $185 million has benefited hundreds of thousands of children residing in Oakland. Annual evaluation reports document strategy accomplishments, program quality and performance, and youth outcomes and benefits. OFCY funding has strengthened a network of community providers across several key investment areas, leveraged millions of other private and public investments, seeded innovative and successful program models, and resulted in system level achievements:

- Funding has established a network of parent education and support programs for families of young children birth to five, currently funding 15 community agencies for programs building community efforts toward parent empowerment to support healthy children;
- Critical funding of mental health consultation in Head Start and Oakland Unified School District preschool sites
- Largest source of summer programming through the Oakland summer CBO network, many working in partnership with OUSD summer learning goals
- Strengthens and enables high quality after school system in partnership with OUSD; provides afterschool funding in 45 elementary and 15 middle schools
- Funded special initiatives and programs to meet goals including restorative justice, positive attendance, refugee wellness, early literacy, family resource centers and services for LGBTQ and at risk populations of youth
- Has built a strong network of youth serving organizations across Oakland as primary funder of youth development program; currently funding 35 year round and 12 summer
- Supports career awareness and academic success for older youth through 14 programs, annually sponsoring approximately 450 youth jobs/internships opportunities.

Community engagement activities
OFCY gathers stakeholder and community input as part of its internal planning process:
Summary
The mission of the Oakland Literacy Coalition (OLC) is to meet the literacy needs of our city, particularly for our youngest readers, by improving the capacity and increasing the impact of Oakland’s literacy providers.

Initiated
The Oakland Literacy Coalition was launched by the Rogers Family Foundation in 2008, following the recognition that there was no forum for literacy providers to communicate, coordinate, and collaborate. The Coalition recently became an independent non-profit organization.

Stakeholders involved

Literacy partners
**Partners include literacy service providers, teachers and educators, community leaders, and parents and families**

- 2B Buddies
- Alphabet Rockers
- Aspire Education Project
- Bilingual Books
- Blood Orange Press
- Bookopolis
- Book Trust
- Boost! West Oakland
- Brighter Beginnings
- Bring Me a Book
- Build- Public Service Center
- Chapter 510
- Children's Fairyland
- Children's Home Society of California
- Community Alliance for Learning - WriterCoach Connection
- Community Education Partnerships
- Community Works
- ConnectingAuthors
- Dream On Publishing
- Early Edge California
- East Bay Children's Book Project
- East Bay ESL
- Edventure More
- Englishworks
- Experience Corps Bay Area
- Faith Network
- Friends of The Oakland Public School Libraries
- Gateways East Bay Stem Network
- Girls Inc. of Alameda County
- Harbor House Ministries
- Jewish Coalition for Literacy
- Jumpstart
- Kindle Classroom Project
- Lighthouse Community Charter School
- Literacy Lab (An Affiliate of Bring Me a Book)
- Lotus Bloom Child and Family Resource Center
- Maya Angelou Library and Literacy Center
- Moving Forward Education
- Museum of Children’s Art (Mocha)
- Mylaan Entertainment
- Oakland Leaf
- Oakland Natives Give Back
- Oakland Public Library
- Oakland Rotary Kinderprep
- Open Gate Inc.
- Park Day School
- Poetry Inside Out
- Project Access
- Pythia Arts Foundation
- Reading Partners
- Refugee Transitions
- Springboard Collaborative
- Success GED
- SundanceKid Press
- Super Stars Literacy
- Tandem, Partners in Early Learning
- Temple Sinai’s People of the Book Literacy Project
- The Partners Program
- Volunteering for Oakland

Funders
- The Rogers Family Foundation is the primary funder, and provided seed funding for OLC’s first three years
- The Hellman Foundation
East Bay Community Foundation
• Thomas J. Long Foundation

Staff support
• Sanam Jorjani, Co-Director: Coalition Network & Initiatives
• Cassie Perham, Co-Director: Operations, Development, & Strategic Partnerships

OLC participates in **Oakland Starting Smart and Strong** and the **Oakland Summer Learning Network**.

Outcomes and indicators
The Oakland Reads campaign, initiated by the Oakland Literacy Coalition (see more below in the “strategies” section), has goals that are aligned with the overall work of the Coalition:

**Oakland Reads goals**

<table>
<thead>
<tr>
<th>Overarching Goal</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **Oakland Reads aims to double the percentage of Oakland students reading at or above grade level by the end of third grade** from 42 percent (2010-11) to 85 percent by the year 2020. | **Reading Proficiency Indicators for OUSD Students:**  
- OUSD Third Grade  
- English Language Reclassification Rate (K-12) (*English Language Reclassification in OUSD is based on assessment using the California English Language Development Test (CELDT), Scholastic Reading Inventory (SRI) teacher evaluation, and parent consultation.*) |

Schools cannot succeed alone. The academic success of children requires engaged communities mobilized to remove barriers, expand opportunities, and assist parents to serve as full partners in the success of their children. In order to meet the overall goal of third grade reading proficiency, Oakland Reads and the national Campaign for Grade-Level Reading have focused on **four levers of change** critical to third grade reading success:

<table>
<thead>
<tr>
<th>Goals under levers of change</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **School readiness:** Our goal is that all children enter kindergarten ready to learn and backed by a quality early learning experience so that they are prepared to succeed in elementary school. | **School Readiness Indicators for Entering Kindergarten Students**  
- Overall Readiness (*School Readiness in Oakland is measured by looking at 24 skills across four domains: academics, social expression, self-regulation, and self-care and motor skills.*)  
- First Sound Fluency |
| **School attendance:** Our goal is to reduce chronic absence and increase school attendance so that students receive sufficient instructional time and support to read at grade level or above. | **OUSD Chronic Absence and Attendance**  
- Chronically absent in K-3 (*Chronic absence is defined as missing 10% or more of school days for any reason.*)  
- Satisfactory attendance in K-3 (*Satisfactory attendance is defined as attending school 95% or more of school days.*) |
| **Summer learning:** Our goal is to create greater access to and engagement in summer learning, including opportunities to build literacy skills, because many children lose academic ground over the summer months if they are not able to practice and reinforce these skills. | **Participants of OUSD Summer School**  
- Number and Percent of K-3 Students Enrolled in Summer School |
Family engagement: Our goal is to increase family engagement around literacy because we recognize that families are a child’s most important teacher and greatest partner in learning.

<table>
<thead>
<tr>
<th>Mini Grants Programs/Community Literacy Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of students and family members attending an Oakland Reads literacy event</td>
</tr>
<tr>
<td>• Number of books distributed for families to keep and read together at home</td>
</tr>
</tbody>
</table>

Where possible, all data for reading success and for the four levers of change are analyzed by:

- Race/ethnicity
- Gender
- English language fluency
- Special Education status

Strategies

- **Coalition Meetings**: The OLC hosts quarterly general meetings to provide peer and professional learning and networking opportunities to literacy service providers and advocates.
- **Volunteer Training Series**: The OLC coordinates a Volunteer Training Series twice per year for volunteers working with PreK through elementary school students. The trainings offer several afternoons of workshops and free, on-site TB testing and Live Scan fingerprinting for all participating volunteers.
- OLC also serves as an information hub, acting as a liaison between OUSD and literacy partners
- **Oakland Reads**: Oakland Reads is a citywide campaign aimed at one of the most important predictors of school success and high school graduation: reading achievement by the end of third grade. The campaign combines the strength of Oakland families, schools, and community partners all committed to the reading success of the city’s youngest learners. Oakland Reads was initiated by the Oakland Literacy Coalition in 2011-12 when that group supported Oakland to join more than 130 communities across the country in the national Campaign for Grade-Level Reading.

Oakland Reads activities:

- **Family Reading Celebration grants**: Oakland preschools, public elementary schools (district and charter), and non-profit organizations serving children ages 0-8 are invited to apply to win $250 - $1,000 to host a Family Reading Celebration with Oakland preschool and elementary students and their families. These events build community while fostering a culture of literacy.
- **NEA’s Read Across America Day**: An annual nationwide celebration of reading on March 2, the birthday of beloved children's book author, Dr. Seuss. Oakland Reads has planning tools and activity guides to help schools and programs join the fun.
- **Volunteer Training Series**: The Oakland Literacy Coalition organizes a bi-annual Volunteer Training Series for community volunteers working to support the literacy needs of Oakland preschool through third grade students. The two-day trainings offer workshops and a one-stop shop for free fingerprinting and TB testing, which are prerequisite for participate in most volunteer programs.

Target population

Youth in Oakland ages 0-8 (most literacy partners and Oakland Reads).

Geography

City of Oakland

Progress/ achievements

- While it cannot be attributed to OLC, there was a 4% improvement in 3rd grade reading last year, and a 7% improvement the previous year (as reported by the Scholastic Reading Inventory assessment).
- There are now 50 organizations participating in the collation, up from a dozen at the beginning, and there has been a mindset shift among partners to see themselves as part of a shared effort.
Based on a mapping of where providers were working, OLC discovered that no providers were working in deep East Oakland, where there was a tremendous amount of need. In response, three 3-year pilots were launched, and today all but a few schools in East Oakland have at least one provider participating in the coalition.

- OLC has also had success in rallying the city around the shared 3rd grade reading goal, including OUSD, the City, and other collaborations.

### Community engagement activities

- Coalition meetings are open to literacy providers and stakeholders, including community representatives.
- A series of family literacy institutes were held at elementary schools facilitated by High Expectations Parental Services, to examine the school’s literacy data, discuss underlying causes, and design and implement a parent-led solution.
24. Oakland My Brother's Keeper

Summary
In August 2015, Oakland Mayor Libby Schaaf along with the East Bay Community Foundation launched the Oakland My Brother's Keeper Local Action Summit to bring together youth, community leaders, government, nonprofit organizations, and business to identify the best work being done in Oakland to support boys and young men of color. Data, program information, and promising practices from this summit were collected and reviewed to develop the Oakland MBK Local Action Plan.

Initiated
2015

Stakeholders involved
Leadership
Co-Chairs:
- Jose Corona, City of Oakland, Mayor’s Office
- Debrah Giles, East Bay Community Foundation

Work Group Chairs and Participants
Milestone 1 & 2: Getting a Healthy Start and Entering School Ready to Learn and Ready At Grade Level By Third Grade
- Co-Chairs: David Pontecorvo & Nicole Kyau, East Bay Community Foundation
- Sandra Taylor, City of Oakland
- Janis Burger, First 5 Alameda County
- Cassie Perham, Oakland Literacy Coalition
- Kevin Bremond, First 5 Alameda County, Fathers Corps
- Debrah Giles, East Bay Community Foundation
- Sachi Yoshii, East Bay Community Foundation
- Andrea Youngdahl, Oakland Starting Smart and Strong, David and Lucille Packard Foundation
- Susan True, Kenneth Rainin Foundation
- Paula Ambrose, Kenneth Rainin Foundation
- Angie Garling, Early Care & Education Planning, Council of Alameda County

Milestone 3: Graduating From High School Ready for College and Career
- Co-Chairs: Benard McCune & Gilbert Pete, Oakland Unified School District
- Brandon Nicolson, Hidden Genius Project
- Susan Mernit, Hack the Hood
- Van Jones, Yes We Code
- Diane Dodge, East Bay College Fund
- Susan True, Kenneth Rainin Foundation

Milestone 4 & 6: Completing Post-Secondary Education or Job Training and Keeping Kids on Track and Giving Them A Second Chance
- Co-Chair: Sandra Taylor, City of Oakland
- Lt. Leronne Armstrong, Oakland Police Department
- Ricardo Quezada, City of Oakland
- Linnea Ashley, Youth Alive
- Celsa Sneed, Mentoring Center
- Gilbert Pete, OUSD
- Mile Wetzel, OFCY
- Mark Henderson, Oakland Unite
- Nederland, Hidden Genius Project

Milestone 5: Successfully Entering the Workforce
- Co-Chairs: Aisha Brown & Shomari Carter, Alameda County
- Phil Patrick, Step to STEM
- Joe McKinley, Stride Center
- Adrian Sanchez, Urban Strategies Council
- Sachi Yoshii, East Bay Community Foundation
- Milan Drake, Coding Corps, Alameda County
- Joshua Fisher, Asian Pacific Island Youth, Promoting Advocacy
- Lynda Gayden, Biotech Partners
- Rodney Brooks, Alameda County
- John Bailey, City of Oakland
### Lead organizations and other key efforts

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Lead organization(s) and other key efforts</th>
</tr>
</thead>
</table>
| **1: Getting a Healthy Start and Entering School Ready to Learn** | Lead organization: Oakland Starting Smart and Strong  
Other key efforts:  
• The Oakland Promise’s Brilliant Baby Strategy  
• Boys of Color Early Childhood Health and Education Project  
• OUSD Pre-K expansion and improvement  
• Oakland Fund for Children and Youth  
• Alameda County Birth to Success Workgroup  
• First 5 Alameda County |
| **2: Ready At Grade Level By Third Grade**     | Lead organizations:  
• Oakland Literacy Coalition  
• Oakland Unified School District Balanced Literacy Programs  
• Office of English Language Learners and Multilingual Achievement (ELLMA) |
| **3: Graduating From High School Ready for College and Career** | Lead organization: Oakland Unified School District (OUSD)  
Other key efforts:  
• Linked Learning Initiative  
• Full Service Community Schools Approach  
• Linked Learning is Professional Development |
| **4: Completing Post-School Education or Job Training** | Lead organization: Oakland Promise  
Other key efforts:  
• OUSD Cradle to Career Plan  
• Oakland Unite |
| **5: Successfully Entering the Workforce**     | Lead organization: City Workforce Development Board (WDB)  
Other key efforts:  
• Alameda County Social Services  
• Classrooms 2 Careers  
• Oakland Unite  
• Opportunity Youth Initiative |
| **6: Keeping Kids on Track and Giving Them A Second Chance** | Lead organization: Oakland Comprehensive Community Safety Partnership  
Other key efforts:  
• Safe Neighborhoods  
• Restorative City |

#### Staff

Ricardo Huerta Niño, MBK Coordinator

### Goals and indicators

<table>
<thead>
<tr>
<th>Goal, by milestone</th>
<th>Lead Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1: Getting a healthy start and entering school ready to learn</strong></td>
<td>• Percentage of boys of color entering kindergarten ready to learn as measured by Desired Results Development Plan (DRDP)</td>
</tr>
<tr>
<td>All children should have a healthy start and enter school ready – cognitively, physically, socially, and emotionally</td>
<td></td>
</tr>
</tbody>
</table>
| **2: Reading at grade level by third grade**                                      | • Percentage of Oakland Students reading at or above grade level by the end of the third grade. Note: OUSD’s goal is to increase this from 42% (2010-2011) to 85% by the year 2020  
• Percentage of Long-Term English Language Learners (six or more years in US schools) reclassified as fluent. Note: OUSD’s is to reach 50% by 2020 |
| All children should be reading at grade level by age 8 – the age at which reading to learn becomes essential |                                                                                                                                                                  |
### 3: Graduating from high school ready for college and career
All youth should receive a quality high school education and graduate with the skills and tools needed to advance to postsecondary education or training

- Cohort graduation rate. Note: OUSD’s goal is to reach 85% by 2020
- Percentage of high school students in Linked Learning Pathways. Note: OUSD’s goal is 80% overall and 100% for rising sophomores by 2020
- Percentage of African-American and Latino males with no out-of-school suspension during the year. Note: OUSD’s goal is 97% by 2020
- Percent of HS graduates proficient in A-G requirements

### 4: Completing post-secondary education or job training
Every American should have the option to attend postsecondary education and receive the education and training needed for the quality jobs of today and tomorrow

- Percentage of young men of color who have graduated college five years after high school. Note: the Oakland Promise’s goal is to triple the number of OUSD college graduates between 2015 and 2025
- Percentage of African-American, Latino, Special Education, English Language Learner (ELL), and Foster Youth students who meet the California College admission requirements for a 4-Year university or college. Note: OUSD goal is 60% by 2020

### 5: Successfully entering the workforce
Anyone who wants a job should be able to get a job that allows them to support themselves and their families

- Percent young men of color age 16-24 employed or in school

### 6: Keeping kids on track and giving them a second chance
All youth and young adults should be safe from violent crime; and individuals who are confined should receive the education, training, and treatment they need for a second chance

- Number of young men of color who are victims of violent crime
- Recidivism rate for young men of color
- Number of young men of color incarcerated

#### Strategies

**Overarching strategies**

- **Data**: The plan commits to develop a comprehensive data management approach which disaggregates each critical life indicator by race, gender and age.
- **Sustainable, Impactful Collaboration**: Participants will create a new manner of joint action to establish a community of practice around collective accountability with the purpose of sharing knowledge and experiences. Members of the existing initiatives, particularly several relevant collective impact efforts, are crucial to success and will be engaged for their leadership, wisdom and resources.
- **Systems Change**: Participants will build the capacity of public and private organizations to better understand how their practices may produce unintended disparities. They will scour policies and practices for what works, and what doesn’t work; get under the behaviors that produce disparities, and use the evidence to propel change forward; engage the challenging and difficult questions of bias in that effort and build the capacity of the community to take this question head on.

**Goal-specific strategies**

<table>
<thead>
<tr>
<th>Goal, by milestone</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Getting a healthy start and entering school ready to learn</td>
<td></td>
</tr>
<tr>
<td>All children should have a healthy start and enter school ready – cognitively, physically, socially, and emotionally</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase parental education, support and engagement, especially of fathers</td>
</tr>
<tr>
<td></td>
<td>Increase access to quality early care and education</td>
</tr>
<tr>
<td></td>
<td>Ensure access to developmental screenings and appropriate responses</td>
</tr>
<tr>
<td></td>
<td>Provide professional development and support for educators and caregivers</td>
</tr>
<tr>
<td></td>
<td>Ensure successful transitions at all stages (birth through age 8)</td>
</tr>
<tr>
<td></td>
<td>Support state and local policy efforts to increase resources for early education and promote fair compensation of educators</td>
</tr>
</tbody>
</table>
### 2: Reading at grade level by third grade
All children should be reading at grade level by age 8 – the age at which reading to learn becomes essential
- Fully implement a community schools model, linking early childhood education
- Address causes of chronic absenteeism
- Prevent summer learning loss by providing engaging educational opportunities
- Create school-wide and classroom-based literary environments geared to engaging BMOC

### 3: Graduating from high school ready for college and career
All youth should receive a quality high school education and graduate with the skills and tools needed to advance to postsecondary education or training
- Increase digital literacy and low-cost broadband
- Offer comprehensive college readiness strategies
- Expand technology pathways
- Offer career counseling and exposure
- Expand trauma prevention; health and mental health screening, and referral
- Increase access to substance abuse treatment
- Reduce suspension and expulsion from school through restorative justice approach
- Eliminate barriers for youth who have dropped out of school
- Expand pathways for re-entry to education for the formerly incarcerated

### 4: Completing post-secondary education or job training
Every American should have the option to attend postsecondary education and receive the education and training needed for the quality jobs of today and tomorrow
- Offer dual enrollment in community college
- Employ evidence-based models of academic engagement for underprepared students
- Adopt comprehensive wrap around service models for high risk students
- Increase community college curriculum consistency with K-12 school schools
- Expand incentives for men of color to choose education careers
- Expand Linked Learning Initiative pathways
- Reduce student debt

### 5: Successfully entering the workforce
Anyone who wants a job should be able to get a job that allows them to support themselves and their families
- Link GED programs to college or training
- Enact growth and opportunity agenda that will boost employment opportunities
- Increase apprenticeship options
- Explore entrepreneurialism strategies and seek capital for micro enterprise investment
- Expand Summer Youth Employment opportunities
- Expand access to mentoring and business sector networks
- Improve financial literacy

### 6: Keeping kids on track and giving them a second chance
All youth and young adults should be safe from violent crime; and individuals who are confined should receive the education, training, and treatment they need for a second chance
- Improve community/police relations
- Reduce arrests through de-escalation and offer accountable alternatives to arrest
- Provide mental health and substance abuse screening and referral
- Reform the juvenile justice system through alternatives to detention and placement
- Provide structured employment opportunities for men discharged from jail and prison
- Reinforce ban-the-box policy in city hiring and encourage private employers to do the same

**Target population**
Boys and young men of color

**Geography**
City of Oakland

**Progress/ achievements**
Local Action Plan released May 2016
25. The Oakland Promise

Summary
The Oakland Promise is a cradle-to-career initiative that aims to triple the number of college graduates from Oakland within the next decade. The vision is that “we as a community will ensure every child in Oakland graduates high school with the expectations, resources, and skills to complete college and be successful in the career of his or her choice.”

Initiated
2015

Stakeholders involved
Leadership key partners:
- City of Oakland
- OUSD
- East Bay College Fund
- Oakland Public Education Fund

Implementation Partners
Early Asset Building/CSA
- Alameda County Department of Public Health, Division of Maternal, Paternal, and Adolescent Health
- UCSF Benioff Children’s Hospital, Center for Community, Health, and Engagement
- Brighter Beginnings
- City of Oakland
- EARN
- First Five Alameda County
- Oakland Human Services Agency, Early Head Start Program and Community Action Program
- Sage Financial Solutions
- The Unity Council, Early Head Start

College, Career, and Community Readiness
- African American Male Achievement (AAMA)
- Aim High
- College Track
- East Bay Asian Youth Center (EBAYC)
- East Bay Consortium
- East Bay College Fund
- Latino Men and Boys Program (The Unity Council)
- Oakland Technology Exchange West (OTX West)
- UC Berkeley Center for Educational Partnerships

College Scholarship and Completion/ College Partnership
- Allen University
- Berkeley City College
- Beyond 12
- California State University East Bay
- Cheyney University
- College of Alameda
- College Track
- East Bay College Fund
- East Oakland Youth Development Center (EOYDC)
- Harris-Stowe University
- Holy Names University
- Kentucky State University
- Lane College
- Laney College
- Merritt College
- Mills College
- NAACP
- Oral Lee Brown
- Paul Quinn College
- Peralta College Office of the Chancellor
- San Francisco State University
- Student Program for Academic and Athletic Transitioning (SPAAT)
- Texas College
- University of California Berkeley
- University of California Davis
- University of California Office of the President
University of California Santa Clara
University of San Francisco
See additional partners here

Advisory Board *(meets twice a year)*
- Annie Campbell Washington, Vice Mayor, Oakland City Council
- Anthony F. Earley Jr., Chairman, CEO and President, PG&E Corporation
- Antwan Wilson, Superintendent, Oakland Unified School District (OUSD)
- Barbara Leslie, President & CEO, Oakland Chamber of Commerce
- Bert Lubin, President & CEO, UCSF Benioff Children’s Hospital Oakland
- Chris Igleias, CEO, The Unity Council
- Eloy Ortiz Oakley, President, Long Beach City College and Incoming Chancellor, CA Community Colleges
- George Holland, President, NAACP Oakland
- Greg Adams, Executive VP, Kaiser Foundation Hospitals & Health Plan, Inc.
- Jowel C. Laguerre, Chancellor, Peralta District
- Leroy Morishita, President, California State University East Bay
- James Harris, President, OUSD Board of Directors
- James Head, President and CEO, Eat Bay Community Foundation
- Jane Garcia, CEO, La Clinica de la Raza
- Janet Napolitano, President, University of California
- L. Karen Monroe, Superintendent of Schools, Alameda County
- Libby Schaaf, Mayor, City of Oakland
- Lynette Gibson McElHaney, President, Oakland City Council
- Michael Sorrell, President, Paul Quinn College
- Rob Bonta, Assemblymember, California State Assembly
- Susan Muranishi, County Administrator, Alameda County
- Sabrina Landreth, City Administrator, City of Oakland
- Susan Stutzman, Board President, East Bay College Fund
- Tony Thurmond, Assemblymember, California State Assembly
- Janis Burger, CEO, First 5 Alameda County
- Wilma Chan, Supervisor, Alameda County

Steering Committee *(meets monthly)*
- David Silver, Education Director, City of Oakland
- Amanda Feinstein, Project Director, College Savings Initiatives, The Oakland Promise, City of Oakland
- Tomiquia Moss, Chief of Staff for Oakland Mayor Libby Schaaf, City of Oakland
- Jose Corona, Director of Equity and Strategic Partnerships, City of Oakland
- Bernard McCune, Deputy Chief, Office of Post-Secondary Readiness, OUSD
- Preston Thomas, Executive Director of College and Career Readiness, OUSD
- Diane Dodge, Executive Director, East Bay College Fund
- Brian Stanley, Executive Director, Oakland Public Education Fund
- Annie Campbell Washington, Vice Mayor, Oakland City Council
- Michael Gaal, Chief of Staff, OUSD

Operations team *(ongoing program management)*
- David Silver, Education Director, City of Oakland
- Amanda Feinstein, Project Director, College Savings Initiatives, The Oakland Promise, City of Oakland
- Preston Thomas, Executive Director of College and Career Readiness, OUSD
- Diane Dodge, Executive Director, East Bay College Fund
- Brian Stanley, Executive Director, Oakland Public Education Fund
- Margaret Croushore, Manager, Communications and Partnerships, Education, City of Oakland
Staff and fiscal sponsorship
- The Oakland Public Education Fund is the fiscal sponsor for the Oakland Promise
- The Oakland Unified School District is leading the Future Centers in partnership with East Bay Consortium and East Bay College Fund
- East Bay College Fund will receive funds for and co-lead the programs for college students in partnership with colleges and universities and community-based organizations
- Systems change work is largely staffed in the Oakland Mayor’s Office, with the Steering Committee providing strategic direction
- Staff:
  - Amanda Feinstein, Vinh Trinh, Tim Marlowe, Ay’Anna Moody, Sydney Saubastre, Caheri Gutierrez: 100%, The Oakland Promise
  - David Silver, Mary Padden, and Margaret Croushore, Kyra Mungia: about 50%
  - Additional staff support from East Bay College Fund

Outcomes and indicators

<table>
<thead>
<tr>
<th>Team</th>
<th>OP Shared Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALL</strong></td>
<td>Triple the number of college graduates within a decade.</td>
</tr>
<tr>
<td><strong>College Savings/Early Asset-Building</strong></td>
<td>Babies born into our most economically vulnerable families will experience healthy early development.</td>
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<tr>
<td></td>
<td>The financial well-being of children and families engaged in Oakland Promise programs will improve.</td>
</tr>
<tr>
<td></td>
<td>All Oakland parents will embrace high expectations for their children's future success in school, college, and career.</td>
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<tr>
<td></td>
<td>All students in K-12 will have an established early college scholarship and/or college savings account for post-secondary education.</td>
</tr>
<tr>
<td><strong>Academic Readiness</strong></td>
<td>All Oakland students enter Kindergarten cognitively, physically, socially, and emotionally ready.</td>
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<tr>
<td></td>
<td>Oakland students will be reading at or above grade level by the end of 3rd grade.</td>
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<tr>
<td></td>
<td>Oakland students will demonstrate Math proficiency by the end of middle school.</td>
</tr>
<tr>
<td><strong>College, Career, and Community Readiness</strong></td>
<td>All 6-12 grade students develop a college and career plan and review each year.</td>
</tr>
<tr>
<td></td>
<td>All graduating Oakland seniors complete the FAFSA or DREAM application.</td>
</tr>
<tr>
<td></td>
<td>All students graduate high school with the A-G course requirements to be eligible for attendance at California state universities.</td>
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<tr>
<td></td>
<td>All Oakland students will graduate high school.</td>
</tr>
<tr>
<td><strong>College Enrollment and</strong></td>
<td>80% of Oakland students will enroll in postsecondary education within six months of high school graduation.</td>
</tr>
</tbody>
</table>
**Completion**

At least 80% of all Oakland college students persist through their first year of post-secondary education annually.

Triple the number of Oakland seniors who complete postsecondary education within 6 years of graduating high school.

**Career Success**

Every high school student will have a quality work-based learning experience by the end of 12th grade.

All Oakland students will be in a living wage job within 6 months of graduation from college with the potential for upward mobility.

All Oakland students will have a career development experience in college.

### KEY

<table>
<thead>
<tr>
<th>Oakland Promise Leads</th>
<th>Oakland Promise Co-Leads with OUSD</th>
<th>Oakland Promise Co-Leads with East Bay College Fund</th>
<th>Oakland Promise Supports</th>
</tr>
</thead>
</table>

**Output objectives:**

- 21,000 College Savings Accounts opened for newborns
- 124,000 students awarded an early college scholarship from the Oakland Promise fund
- 18,000 students receiving persistence support
- $51 Million in early scholarships awarded
- $10 Million in College Savings Accounts
- 22,000 students enrolled in college
- Over 150,000 students and families served

**Strategies**

**Brilliant Baby:** Through a two-generational approach, babies born into poverty in Oakland will have a college savings account of $500 opened in their names--setting an expectation for college from birth. New mothers and/or fathers will benefit from parenting support, financial coaching, and the opportunity to earn financial awards as they take steps to promote their children’s well-being. Brilliant Baby will launch as a pilot in Fall 2017 serving 500 families in the first year. An additional 500 families will be served in year two and then another 500 in the third year. Within the next decade, our vision is to serve all of the most vulnerable families in Oakland. There are currently 2,200 families that could be eligible at full scale. We will implement Brilliant Baby in partnership with existing early childhood development programs throughout Oakland.

**Kindergarten to College (K2C):** By 2020, every Oakland student entering kindergarten will have an early college scholarship in his or her name. The Oakland Promise will establish a universal early college scholarship fund and set college as an expectation for all. Beginning in the fall of 2016, every Oakland child entering kindergarten in OUSD will have an early college scholarship in his or her name through a phased approach over three years, expanding to charters beginning in fall 2017. Accounts will initially be funded with $100. To encourage families to save for their children’s college educations, K2C will match their contributions to the child’s personal 529 account with up to $100. K2C will encourage parent participation through regular communications, age-appropriate financial education, and community events. Through college-themed events & financial literacy lessons at the school site, K2C will help create a college-going identity in our youngest scholars.

**Future Centers:** Our vision is that every Oakland high school student will have access to a Future Center where they will develop college and career plans within a decade. The Oakland Promise will establish school based advising centers in Oakland high schools and large middle schools to support college and career planning for all students. Beginning in January of 2016, Future Centers will be established at Oakland High and Coliseum College Prep Academy and expanded to Castlemont High and middle schools: Frick, CCPA, Life Academy, and Bret Harte in Fall 2016. By 2020, Oakland Promise will be operating Future Centers at all OUSD Middle and High Schools. Staff at these Future Centers will ensure
that all students develop a career and college plan. They also will support all seniors to apply for college, financial aid, scholarships, and high leverage internships. Students and their families will be able access computers and technology at the Future Centers.

**College Scholarships and Completion:** Our vision is that every qualifying student will have access to college scholarships of $1,000 to $16,000 over the course of his or her college career within a decade. The Oakland Promise will provide financial support to address the cost barrier that discourages low-income students from pursuing a college education. Students will be eligible to receive up to $1,000 per year and can apply for East Bay College Fund’s Equity Scholarship for additional support. Partnerships with local colleges, nonprofits, and scholarship providers will generate additional support to ensure students graduate ready for success in a career of their choice. Examples include 1 to 1 mentors, peer support, partnerships with two- and four-year colleges, counseling, and more.

**Target population**
The target population is all OUSD students, but will be phased in over the next 6-10 years, with additional targeted support to the most vulnerable students.

**Oakland Promise Schools**
- Bridges
- Esperanza
- Sankofa Academy Pre-K-8
- Martin Luther King, Jr. Elementary School
- Global Family Elementary
- Allendale Elementary
- REACH Academy
- Laurel
- GreenleafHenry J Kaiser Elementary
- Think College Now
- Community United Elementary School - CUES
- Howard Elementary
- EnCompass Academy
- Brookfield
- Franklin
- Korematsu Discovery Academy
- ICS
- Frick Middle School
- Coliseum College Prep Academy – Middle School
- Life Academy – Middle School
- Bret Harte Middle School
- Oakland High School
- Coliseum College Prep Academy – High School
- Castlemont High School

**Geography**
City of Oakland

**Progress/ achievements**
- In 2016, every Oakland Public School kindergartener will have an early college scholarship of $100 opened by the time they leave elementary school
- Through the East Bay College Fund (EBCF), 300 scholarships were awarded, coupled with persistence support, including mentors, retreats, and counseling
- At the two initial Future Center sites:
  - College Coliseum Prep Academy
    - Cohort HS graduation rate over 90%
    - 100% FAFSA and Dream App Completion
    - Doubled the # of UC College Applications
  - Oakland High School
    - Increased EBCF scholarship money by ten times
    - Drastically increased # of college applications
• As a result of the Promise, every graduating Oakland high school student has:
  o First semester free tuition at Peralta Community College District
  o Access to college persistence support, including near peer mentoring on campus, as well as CREWS and Beyond12’s app
  o Access to over 20 partnerships with colleges to ensure Oakland students are supported and will graduate
• Launched Ambassador program with 45 students, teachers, parents, and community members serving as ambassadors

**Community engagement activities**
Ambassador program is being launched, with a mix of 45 students, teachers, parents, and community leaders who believe in the vision of the Oakland Promise and engage the community. They advocate for it, help spread the word, and provide critical feedback.
26. Oakland Starting Smart and Strong

Summary
Oakland Starting Smart and Strong is an active collaborative of funders, community advocates, service providers and public sector partners (First 5, City of Oakland) and the Oakland Unified School District, all working to promote healthy child development and ensure universal access to high quality early learning for every child in Oakland.

Initiated
August, 2014

Stakeholders involved

Lead Planning Team
- Alameda County Early Care and Education Planning Council
- Alameda County Healthcare Services Agency; Health Department and Behavioral Health Care Services
- Alameda County Interagency Children's Policy Council
- BANANAS, Inc.
- City of Oakland-Department of Human Services
- City of Oakland-Head Start
- City of Oakland-Office of the Mayor
- David and Lucile Packard Foundation

Task Force member agencies
- 24-Hour Oakland Parent-Teacher
- Alameda County Center for Healthy Schools and Communities
- Alameda County Office of Education
- Alameda County Public Health Department
- Attendance Works
- Carla Dartis Consulting
- Children's Fairyland
- Children NOW
- City of Oakland-Oakland Fund for Children and Youth
- Early Learning Lab
- East Bay Agency for Children
- East Bay Community Foundation
- Family Paths
- Family Resource Network
- First 5 of San Francisco
- The Glen Price Group
- GMA Village
- Hellman Foundation
- Hired Pen
- Jewish Family and Community Services of the East Bay
- First 5 of Alameda County
- Harder + Company
- Hellman Foundation
- Kenneth Rainin Foundation
- Lotus Bloom
- Mills College School of Education
- Oakland Literacy Coalition
- Oakland Public Education Fund
- Oakland Unified School District
- Parent Voices
- Tandem Partners in Early Learning
- Kidango
- Lincoln Child Center
- Oak Center Cultural Center Spark Program
- Oakland Education Association
- Oakland Public Library
- Oakland Reads 2020/Rogers Family Foundation
- Parent Voices
- Parent Leadership and Action Network (PLAN)
- Peralta Community College
- Prescott-Joseph Playschool
- Safe Passages
- San Francisco Community Foundation
- Seneca
- Sunlight Giving
- Tandem Partners in Early Learning
- Thomas J. Long Foundation
- Tipping Point
- Unity Council
- Urban Strategies Council
- University of California San Francisco Benioff Children's Hospital Oakland
- YMCA East Bay
- Youth Ventures Joint Powers Authority
**Staff and fiscal agent**
- Starting Smart and Strong Initiative Manager: Priya Jagannathan
- Starting Smart and Strong Administrative Assistant: Sarah Price
- Fiscal agent is the Oakland Public Education Fund

**Outcomes and indicators**
The overarching long-term goal of this work is to create universal access to high-quality early learning experiences that promote healthy child development and that result in kindergarten-ready children.

**Strategies**
Four pillars support the overarching goal:
- **Formal**: Improve quality and promote innovation in formal early childhood education settings, including professional development for early childhood educators.
- **Informal**: Support quality and improve access to resources in the informal caregiving realm, including family, friend and neighbor care and in community settings such as family resource centers, play groups or libraries.
- **Healthy Development**: Increase access to screening and assessment efforts for early identification and support of health or developmental concerns, delays and disabilities.
- **Scaling and Infrastructure**: Using data, research and innovation, test new concepts and bring effective practices to scale.

**Target population**
Children age 0-5

**Geography**
City of Oakland

**Progress/achievements**

**Collaboration**
- Successfully developed Oakland Starting Smart and Strong planning and Year One Implementation grants; Year Two implementation underway
- Grew our Oakland Starting Smart and Strong Task Force to 100 strong
- Created an intentional collaborative structure
- Convened an Oakland Early Childhood Funders group through The Kenneth Rainin Foundation and The David and Lucile Packard Foundation
- Aligned our strategy with the Superintendent's Strategic Plan and Mayor’s priorities
- Linked our goals with Youth Ventures: Joint Powers Authority, Oakland Promise and Boys and Men of Color
- Aligned our goals with Alameda County Birth to 8 Initiative
- Forged strong collaboration between Oakland Head Start and Oakland Unified School District Early Childhood Education
- Fostered the Quality Rating and Improvement System (QRIS) partnership between First Five, Alameda County ECE Program and OUSD
- Informal Caregiver Committee established

**Systems Change and Innovation**
- Hired first Oakland Unified District (OUSD) Deputy Chief of Early Learning
- Hired first OUSD Director of Quality, Enhancement and Professional Development
- Awarded Hellman Foundation Collaborative Change Initiative proposal based on creative design process
- Aligned with First Five place-based Oakland strategies
- Built upon Oakland Fund for Children & Youth (OFCY) investments
• Linked early childhood work with the OUSD Community Schools framework
• Committed to looking at best practices and emerging learning in the field
• Began identifying key cross-system priorities for local Family Resource Centers
• Named the body responsible for the Kindergarten Readiness focus in Oakland’s recently adopted My Brother’s Keeper Plan, created as a roadmap to raise up the critical issues related to turning the tide for boys and men of color
• Urban Strategies began data analysis on outcomes for boys of color ages 0 to 8, to ground the early childhood system in an equity framework

Building Quality on the Ground
• Developed new 'Big Day for Pre-K' Oakland Unified School District (OUSD) Early Childhood Curriculum
• Facilitated New Teacher Center coaching support for Big Day implementation
• Ongoing work to improve OUSD Early Childhood Education (ECE) finances
• Expansion and improved quality of Transitional Kindergarten classrooms
• Launched Quality Rating and Improvement System (QRIS) across all OUSD sites plus additional Head Start and state preschool sites
• Implemented 'Help Me Grow' pilot program through OUSD ECE enrollment and Family Resource Center
• Developed plan to pilot and launch the Early Development Instrument (EDI)

Community engagement activities
• Parent Voices Oakland, a parent advocacy group, surveyed 500 families with young children in East Oakland to discuss barriers to engaging and accessing quality resources and services
• The Rainin Foundation partnered with NORC at the University of Chicago to conduct a survey of 420 Oakland parents with children under age six
• Tandem and Lotus Bloom integrated their parent/caregiver leadership programs to begin developing a pool of candidates who will enter the early childhood workforce and/or become advocates of quality early childhood and family support services
• Supported BANANAS, the Oakland Resource and Referral Agency, to provide the research-based Kaleidoscope curriculum to parents/caregivers at their central office and in community locations throughout the city
• Supported the training of Oakland providers in Abriendo Puertas, an evidence-based parent training curriculum
27. Oakland Unite

Summary
Oakland Unite, a project of the City of Oakland Human Services Department, is a public safety collaboration of community-based organizations, public agencies, and residents using proven and effective means to reduce violence in Oakland, funded through the Oakland Public Safety and Services Violence Prevention Act (Measure Z). Passed by Oakland voters in 2014, Measure Z provides approximately $24 million annually for ten years to fund independent oversight and evaluation (3%, or $720,000), fire services (8%, or $2 million), additional police officers (54%, or $13 million), and violence prevention and intervention programs (33%, or $8 million). Measure Z is a successor to Measure Y which passed in 2004.

All of Oakland Unite-funded programs target Oakland’s highest risk community members and neighborhoods, with a particular focus on interrupting violence now as it is occurring and preventing future violence. Over recent years, Human Services and Oakland Unite have leveraged over $15 million in state and federal grants to support the local investment in violence intervention and prevention. Oakland Unite programs have provided intensive interventions to over 4,000 individuals per year and reached over 17,000 people in Oakland through outreach and community events annually.

Initiated
Measure Y, the Violence Prevention and Public Safety Act, was first passed in 2004. A new measure was passed with 77% voter approval in 2014 as Measure Z. The unit in the Human Services Department was originally called Measure Y, and became Oakland Unite in 2011/2012.

Stakeholders involved

2016-2017 grantees
Grantees were selected for the January 2016-July 2017 funding cycle through a competitive Request for Proposals process allocating Measure Z funds:

- ABODE
- Alameda Family Services
- Alameda County Office of Education
- Bay Area Community Resources
- Bay Area Women Against Rape (BAWAR)
- Building Opportunities for Self-Sufficiency (BOSS)
- Catholic Charities of the East Bay (CCEB)
- Center for Employment Opportunities
- Civicorps Schools
- Community Works West, Inc.
- East Bay Asian Youth Center (EBAYC)
- East Bay Agency for Children
- Family Violence Law Center (FVLC)
- Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth (MISSSEY)
- Oakland California Youth Outreach (OCYO)
- Oakland Private Industry Council (PIC)
- OUSD Office of Alternative Education
- Roots Community Health Center
- Seneca Family of Agencies
- The Mentoring Center (TMC)
- Youth ALIVE!
- Youth Employment Partnership Inc. (YEP)
- Youth Radio

Outcomes and indicators
Oakland Unite contributes to violence reduction in the City by working with youth and young adults at highest risk of violence to interrupt the cycle of violence and recidivism.

Oakland Unite is data-driven and outcome focused. All programs are required to track program and participant data to evaluate the impact of programs. Contracts with nonprofits are performance-based, with reductions in payment if agreed-on service benchmarks are not met.

An independent evaluator selected by the City reviews funded programs annually, as required by the legislation, to assess whether programs are serving the intended target population and having the desired impact. Current
agreements with Probation and OUSD provide ability to match client data and assess outcomes of participants. The evaluator looks at indicators such as:

- Recidivism rates, arrests and types of offenses
- School attendance and promotion
- Client engagement (e.g., how often clients are meeting with providers, case management hours)
- Risk factors for violence before and after service uptake
- Involvement in violence (e.g., work with Highland Hospital to track clients involved in gun violence)
- Employment (e.g., employment services received, job placement, length of time for placement)
- Domestic violence (e.g., number of calls to domestic violence hotline, service uptake)

Given the complex challenges faced by its clients, the evaluator also uses qualitative methods to understand participant needs, experiences, attitudes and behaviors. Evaluation results are used to inform individual program improvement and guide overarching strategy development.

**Strategies**

Oakland Unite has four primary strategies to reduce violence:

1. **Life coaching/ intensive case management.** The Life Coaching/ Intensive Case Management strategy provides funding to re-direct the highest risk youth and young adults in Oakland towards healthy participation in their families and communities through coaching and mentoring, system navigation, advocacy, and connection to needed resources. The case-management includes both intensive youth case management and intensive adult case management.

2. **Education and economic self-sufficiency.** The Education and Economic Self-Sufficiency strategy connects the highest risk youth and young adults with employment through skills and job readiness training, education support, job placement, and strengthening relationships with employers. This includes youth employment/education support and transitional age youth (TAY) and young adult support.

3. **Violent incident and crisis response.** The Violent Incident & Crisis Response strategy aims to reduce the impacts of exposure to violence or re-victimization through individual and community support.
   a. **Street Outreach** aims to reduce retaliatory violence by helping high risk youth and young adults mediate conflicts and connecting them to appropriate services and resources. Street Outreach is designed to interrupt violence, before it happens whenever possible, or by preventing ensuing incidents of retaliation after it happens.
   b. **Shooting/Homicide Response & Support Network** invests in community-based Shooting and Homicide response and Support Network for those who have lost a loved one to gun violence in Oakland, or who have themselves been injured by gun violence or other serious physical assault. In partnership with Street Outreach, the Network will help break the cycle of violence that can follow a shooting or homicide by addressing the basic and social-emotional needs of victims and/or their families, including hospital-based intervention and home visits, and by providing alternatives to retaliatory violence.
   c. **Commercially Sexually Exploited Children (CSEC) Intervention** supports agencies to conduct outreach to CSEC, bring them to safety, and end their exploitation. Support for CSEC includes outreach, connections with appropriate, caring adults, wraparound support, and access to transitional/emergency housing.
   d. **Family Violence Intervention** reduces the negative effects of family violence by supporting legal, social, and emotional support services to victims of family violence, including young children who are exposed to and/or experience violence in the home. The funded provider staffs a 24/7 crisis response hotline, and responds to every domestic violence incident reported by OPD.

4. **Community asset building and innovation.** The Community Asset Building strategy works to deepen the capacity of communities most affected by violence and the providers that serve them to change norms and influence decision-making around violence. The Innovation strategy creates a space for emerging ideas and promising practices/programs in violence intervention to prove their effectiveness.
**Target population**
Under Measure Z, funding is focused on those at highest-risk of engaging in and/or being victimized by gun violence, gang violence, and physical violence. Additionally, Oakland Unite serves commercially and sexually exploited minors, and victims of domestic violence, while also considering poverty and unemployment.

Oakland Unite has refined its service delivery model to serve a higher-risk population, including more young adults rather than youth; more men and boys compared to girls and women; and more clients with histories of justice system involvement.

**Geography**
City of Oakland, particularly those communities impacted most by violence, as indicated by an analysis of community stressors such as crime, economic, and education factors

**Progress/ Achievements**
Informed by evidence-based practices and leading models of violence prevention and intervention, Oakland Unite programs have proven effective in reducing rates of recidivism and arrests for violent crimes among participants, while increasing rates of engagement in employment and education programs. A retrospective evaluation looking at the previous ten years of programming found that:

- Oakland Unite used data to increasingly target its programs to individuals at higher risk for justice system involvement. As a result, over time, Oakland Unite served older clients; a greater proportion of men and boys compared to women and girls; and a greater proportion of clients with histories of justice system involvement.
- Oakland Unite participants were progressively less likely to be arrested or convicted of any new offense—either violent or non-violent—after participating in an Oakland Unite program, with particularly striking decreases in the percentage of clients arrested or convicted for violent offenses.
- Overall, 78% of Oakland Unite participants were arrested at least once in the five years prior to starting an Oakland Unite program, with 36% having been arrested for a violent offense. By contrast, only 37% of participants were arrested in the two years following their enrollment in Oakland Unite, with only 13% having been arrested for a violent offense. The evaluator also found that Oakland Unite played a key role in increasing coordination and collaboration among partners working to reduce violence in the City.
- Citywide, homicides and shootings decreased significantly over the past five years – the 79 homicides in 2014 was the lowest number of homicides in Oakland since 2004. While these reductions are likely the result of the combined effort of many partners, Oakland Unite plays a vital role in reducing violence and increasing community well-being in Oakland.

**Community engagement activities**
Oakland Unite contracts with community-based organizations to carry out violence reduction programs in neighborhoods most affected by violence. These interventions reach over 4,000 individuals per year with individual services and over 17,000 people in Oakland per year through outreach and community events. Oakland Unite also supports several specific efforts focused on community engagement and capacity-building:

- Funds and supports Oakland’s role in the City and County Neighborhood Initiative (CCNI) which partners with the County of Alameda in building the capacity of residents to affect change in their neighborhoods, particularly in areas of community health and safety.
- Funds and staffs the Peace in the Parks Program which hosts community celebrations in East and West Oakland every Friday evening for 6-weeks during the summer. These celebrations are free to youth, young adults, and families, and offer food, community resources, children’s activities, and music, with the larger goal of reclaiming public space and parks typically impacted by violence.
- Partners with local faith-based organizations during the holiday season in organizing Thanksgiving Turkey Dinner Giveaways and Christmas Adopt-a-Family Wishlist Gift Giving, targeting the individuals and families served by Oakland Unite Life Coaching and Street Outreach programs.
28. Oakland Workforce Development Board

Summary
The Oakland Workforce Development Board (WDB) oversees the federally-funded employment and training programs and services in Oakland. These programs and services help job seekers gain employment and connect businesses with a qualified workforce.

Initiated
As mandated by the Workforce Innovation and Opportunity Act (WIOA), on March 31, 2016, by Executive Order, and as Chief Local Elected Official of the Local Area Designation (the City of Oakland), Mayor Libby Schaaf disbanded the former Workforce Investment Board (WIB) and established the new Workforce Development Board (WDB).

Stakeholders involved
The Mayor appoints the board positions on the Oakland WDB. A majority of these positions are reserved for business-sector leaders. The Oakland WDB currently has 20 members. Generally speaking, the Mayor and the WDB share equal authority according to the federal legislation. The Oakland City Council authorizes the City Administrator to appropriate funding and enter into contracts with service providers.

Members (composition mandated by legislation)
- Elena Anaya, Community Affairs Director, Turner Construction
- John Brauer, Executive Director, Workforce and Economic Development, California Labor Federation
- Kathleen Burris, Workforce Initiatives Manager, CVS
- Kori Chen, Chief Operating Officer, Red Bay Coffee Company, LLC
- Rose Doss, Regional Director, Recruitment, Kaiser Permanente
- Dan Ferreira, Executive Representative, IATSE Local 107
- Polly Guy, Northern California Regional Store Manager, Starbucks
- Susan Hollingshead, Chief Administrative & People Officer, Sungevity
- Derreck Johnson, Owner, Chicken & Waffles
- Lisa Kershner, General Manager, Oakland Marriott
- Jowell C. Laguerre, Chancellor, Peralta Community College District
- Darien Louie, Executive Director, East Bay Economic Development Alliance
- Michael McDonald, Senior Recruitment Director, Pandora
- Doreen Moreno, Manager, Government Relations, UCSF Children's Hospital
- Chudy Nnebe, Cluster Manager, Employment Development Department
- Ricardo Quezada, Program Analyst II
- Ruben Rodriguez, President, AFSCME Local 444
- Brian Salem, Staff Services Manager, Department of Rehabilitation
- Obray Van Buren, Special Representative, UA Local 342

Staff
City of Oakland Workforce Development Staff:
- Stephen Baiter, Executive Director
- Lazandra Dial, Program Analyst III
- Honorata Lindsay, Program Analyst II
- Tamara Walker, Program Analyst II

Funders
- Workforce Innovation and Opportunity Act (WIOA) is primary source of funding
- Other support includes:
  - City of Oakland general fund
  - Career Pathways Trust
  - Other state funding
Goals and indicators
Current WDB measurement focuses on the following metrics:
- Of enrollees, how many retain the job
- Of enrollees, median earnings
- Of enrollees, how many attained certificates

The Oakland WDB also has business engagement metrics.

Strategies

Services for Employers
Through its service providers, the Workforce Development Board (WDB) helps connect Oakland businesses with a large, diverse applicant pool, qualified to fill openings across industries, in positions from entry-level to professional. WDB’s free services include:
- Recruitment Assistance including Job Fairs
- Assistance for staff layoffs including State compliance requirements
- Connecting businesses with qualified job candidates to fill company hiring needs
- List company job openings

Additionally, the WDB offers On-the-Job Training (OJT). OJT assists employers with the cost of hiring and training new employees. It is funded through the federal Workforce Innovation and Opportunity Act (WIOA) and administered through the WDB Business Engagement and Services Provider, KRA. OJT enables employers to hire new employee and train them at their place of business while being reimbursed at a percentage of the new employees’ wages during training. OJT helps employers by:
- Reducing the cost of hiring and training
- Providing pre-screened applicants for your position(s)
- Providing assistance in designing a training plan that meets the employer’s needs

Adult Employment Services
The WDB’s network of One-Stop Career Centers can help individuals find a job. Whether recently laid off or re-entering the workforce after raising a family, the centers help individuals improve their qualifications and brings them together with employers who will benefit from their skills. Each center provides the entry point to free employment services that will prepare jobseekers for and connect them to many great jobs and careers.

Services for Youth
The WDB funds and supports a variety of programs that provide employment and educational training and support to Oakland youth ages 16 to 24. These programs are designed to help youth prepare for the world of work by gaining valuable skills, experience and confidence, while becoming empowered in their pursuit of career, academic and personal goals.

Each year the WDB collaborates with our program partners and the Office of the Mayor to coordinate summer youth programs. This year WDB launches Classrooms2Careers program which will help hundreds of youth to learn valuable job search skills, while securing summer employment and internships at local businesses for hundreds of our program participants. All youth who enter the program participate in pre-employment workshops to prepare them for success on the job. Many youth who have participated in previous years have been offered continued employment with satisfied companies.

Target population
Provides services for youth and adults
**Geography**
Primarily serves Oakland residents

**Progress/achievements**
- Establishment of One-Stop Career Centers
- Establishment of Neighborhood Job Centers neighborhood centers in East Oakland, West Oakland and Fruitvale District
29. OUSD Linked Learning

Summary
Linked Learning is a flexible approach bringing together college prep academics, demanding technical education, support services, and work-based learning that, together, help prepare students for success in college, career and life.

Initiated
- **1980’s**: First California Partnership Academy (CPA) California Department of Education grant won by the Health Academy at Oakland Tech.
- **1990’s**: Small schools implementation funded by the Bill and Melinda Gates Foundation.
- **2000’s**: School to Career Office (later the College and Career Readiness Office - CCRO) founded in OUSD to leverage and optimize funding across all career pathways.
- **2010**: CCRO wins James Irvine Foundation funding to become one of nine districts statewide to adopt Linked Learning as the strategy for high school improvement; office re-named Linked Learning Office (LLO) in 2013.
- **2015**: Based on success metrics, LLO asked by community organizations and interim superintendent Gary Yee to develop plan to scale linked learning in Oakland; resulting plan became the basis of the Measure N ask to voters, ensuring funding for high schools to develop linked learning pathways that engage every 10th grader by 2020.
- **2016**: LLO and High School Office combined to support pathway development funded through Measure N.

Stakeholders involved
Participants
- **OUSD** (specific units involved have been Teaching and Learning; Social and Emotional Learning; Executive Cabinet; Enrollment Office; Communications; Parent and Community Engagement; Health and Wellness)
- **Technical Assistance providers**: ConnectEd; College and Career Academy Support Network (UCB); Linked Learning Alliance; CDE; ED; Career Ladders Project
- **Education partners** (CCPT 1 and 2): ACOE, Peralta CCD; Chabot CCD; Contra Costa CCD; West Contra Costa USD; Albany USD; Berkeley USD; Emeryville USD; Alameda USD; San Leandro USD; San Lorenzo USD; Hayward USD; Castro Valley USD
- **Selected industry partners**: Intel; SAP; UCSF Benioff Children’s Hospital; Kaiser Permanente; Alameda Health Systems; Salesforce, and others
- **City**: Mayor’s Office; WIB; Chamber of Commerce
- **Community Partners**: OCO; EBAYC; Urban Strategies

Support staff
OUSD Linked Learning Office

Related funding
California Career Pathways Trust 1 and 2; Atlantic Philanthropies; Intel; SAP; CTE Incentive Grant; Walter and Elise Haas Fund; Bechtel

Outcomes and indicators
- By 2020, the percentage of high school students in Linked Learning Pathways will increase to:
  - 80% (from 37% as of Nov 2014)
  - 100% (from 47% as of Nov 2014) for rising sophomores
- 85% Cohort graduation rate across the city
- 75% of graduates will meet UC/CSU’s A-G criteria
- 60% of African-American, Latino, Special Education, English Language Learner (ELL), and Foster Youth meet A-G requirements
Pathway quality is measured against the ConnectEd Seven Essential Elements of High Quality Pathways:
1. Student Outcomes Driven Practice
2. Equity, Access and Achievement
3. Pathway Program of Study
4. Learning & Teaching
5. Work-Based Learning
6. Personalized Student Support
7. Pathway Leadership and Partnership

**Strategies**
Linked Learning is the term used to describe the type of integrated learning that takes place in our career pathways. A career pathway is a career-themed program available at a high school. An academy is another term used at individual schools to describe career pathways. OUSD has 32 College and Career Pathways in 15 High Schools.

Four pillars of linked learning:
- Rigorous Academics: Students are prepared for college with challenging coursework made relevant through pathways
- Technical Skills: Students receive hands-on training for high-skills, technical Skills high-wage employment
- Work-Based Learning: Students participate in internships and job shadows to work in a professional environment
- Personalized Support: Students receive career counseling and supplemental instruction to help ensure success

**Target population**
Linked Learning serves all OUSD students. The current focus is high school, but some work has been initiated with target middle schools, and k-12 in West Oakland STEM Corridor.

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### Student Demographics

**Pathway Demographics should reflect District Demographics.**

Gaps indicate where we need to concentrate our efforts.

*2013-14 data*

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**Gender Representation**

<table>
<thead>
<tr>
<th>Pathway</th>
<th>District (Gr. 10-12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M: 9%</td>
<td>F: 51%</td>
</tr>
</tbody>
</table>

**SPED Representation**

<table>
<thead>
<tr>
<th>Pathway</th>
<th>District (Gr. 10-12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Special Ed: 9%</td>
<td>Non-Special Ed: 8%</td>
</tr>
</tbody>
</table>

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Student Demographics

African American students are underrepresented in pathways.

We are addressing this gap by:

- Working with AAMA Case Managers to collaborate with Pathway COPs
- Outreach to families to inform, and recruit and enroll African American students into Pathways

Geography

City of Oakland

Progress/achievements

Linked Learning Impact

All subgroups boast higher graduation rates in pathways than the district average.
Community engagement activities

Many parent/community on site afterschool and weekend engagements
30. OUSD School Health Centers

Summary
Oakland’s School Health Centers (SHCs) are a partnership between OUSD, Alameda County, the City of Oakland and community-based organizations. Every school year, Oakland’s SHCs provide thousands of students with a range of services. Most of the centers are run by community based health agencies, but co-supported and co-funded by the County and the school district. Early funders have included the City of Oakland, Kaiser Permanente, and the Oakland Fund for Children and Youth.

The School Health Centers more than doubled from 7 in 2010 to 16 today. The health centers are primarily based in or near middle schools, but are also present at elementary and high schools. Based on school population and enrollment, along with a needs assessment and other data, the School Health Centers were initially established at the larger high schools and one of the middle schools. Although there has been interest in other locations, given current operating costs, expansion has slowed.

Initiated
The first School Health Center opened in 1989, with a significant expansion in the number of health centers in 2010.

Stakeholders involved
Operating agencies (followed by the health centers they operate)

- East Bay Agency for Children (medical and dental services provided by Native American Health Center)
  - Frick Health Center
- East Bay Asian Youth Center (medical and dental services provided by Asian Health Services)
  - Oakland High Shop 55
- Fred Finch Youth Center (medical and dental services provided by Native American Health Center)
  - Rising Harte Health Center at Bret Harte Middle School
- La Clínica de La Raza
  - Oakland Tech TechniClinic
  - Fremont Tiger Clinic at Fremont High School
  - Havenscourt Health Center
  - Hawthorne/UPA Health Center
  - Roosevelt Health Center
  - Youth Heart Health Center at the La Escuelita Education Center (La Escuelita Elementary, Dewey High School, Metwest High School, United Nations Child Development Center)
- Lifelong Medical Care
  - ECP/Alliance Health Center
  - WOMS Health Center
- Native American Health Center
  - Seven Generations Health Center at Skyline
  - Seven Generations at UFS/Life
  - Madison Health Center
- UCSF Benioff Children’s Hospital Oakland
  - Chappell Hayes Health Center at McClymonds High School
  - Youth Uprising/Castlemont Health Center
- A number of partner agencies work within the School Health Centers as well
Funders
Funding for OUSD’s School Health Centers comes from:
- Alameda County Health Care Services Agency
- Kaiser Permanente
- Atlantic Philanthropies
- Oakland Fund for Children and Youth
- Other revenue sources include:
  - Measure B and Measure J facilities
  - OUSD Local Educational Agency Medi-Cal billing revenues

Staff
- Mara Larsen-Fleming, Director, Health and Wellness, OUSD (Full-Time Clinic Liaison, OUSD, to be hired)
- Kimi Sakashita, Associate Director, Center for Healthy Schools and Communities, Alameda County Health Care Services Agency
- Marta Lutsky, Quality Improvement Coordinator, Center for Healthy Schools and Communities, Alameda County Health Care Services Agency

Note: Additional technical assistance provided through the California School-Based Health Alliance

Outcomes and indicators
OUSD’s School Health Center program aims to:
- Remove barriers to learning for individual students and the broader school communities.
- Provide access to important medical, dental, mental health and health education services for youth and their families.
- Connect youth and their families to community resources (e.g., health insurance enrollment, referrals).
- Help cultivate young leaders through youth development programs.
- Help young people and families learn to navigate our confusing health care system.

Indicators
Since 1998, Alameda County has partnered with a School Health Services Evaluation Team from the University of California, San Francisco’s Philip R. Lee Institute for Health Policy Studies (UCSF) to conduct a comprehensive evaluation of School Health Centers in the County. The institute released an evaluation of the School Health Centers in 2016, which included data on the following indicators (not exhaustive):

- Improving access to care
  - Number of clients served
  - Demographics of clients served
  - % of students “always” receiving needed medical care
  - Insurance status
  - Clients reporting that they have a regular primary care and dental care provider
  - % of clients from outside OUSD

- Improving academics and future plans
  - % of clients sent back to class after receiving services
  - % of clients reporting positive impact on school experience

- Providing comprehensive services
  - Type of service utilized
  - School Health Center impact on exercise and nutrition
  - Contraception use
  - Improvement in multiple behavioral health indicators
  - Tooth decay
Strategies
The specific programs and services available at SHCs differ by site. Below is a general listing of services provided:

- Medical Services
- Dental Screening and Treatment
- Mental health counseling and case management
- Health education related to nutrition/physical fitness, sexual health, etc.
- Youth development programs including peer health education, student research teams and youth advisory boards
- Additionally, School Health Centers provide:
  - Professional development and consultation for school staff
  - Outreach to youth and their families
  - Community-wide health promotion events and activities
  - Referrals to health and social service providers on- and off-site
  - Health insurance enrollment

OUSD, Alameda County, and the California School-Based Health Alliance are also working on a trauma informed care initiative to align screening, intervention, teacher consultation, and professional development provided through school-based health centers, behavioral health providers, and other community partners.

Target population
The population served differs at each school-based health center. Besides treating students at the schools where they are located, some also serve nearby schools, family members, siblings, or members of the broader community. For a complete list of populations served by site, please see the OUSD Health and Wellness Guide.

- Of the registered clients, 27% were high school graduates, college students, siblings, and community members.
- Most of the student clients identified as Latino (46%) or African American (30%). Almost half (45%) of the clients were males, who are traditionally less likely to access health services.
- The services are available at no out-of-pocket expense to clients, regardless of insurance status. Two out of five clients (42%) reported that the School Health Center was their usual source of health care.

Geography
City of Oakland

Progress/achievements
- With the expansion of School Health Centers in OUSD, the District now has 16 sites that served 8,194 clients who made 38,441 visits in 2014-15. This represents an 81% increase in clients and 70% increase in visits over the past five years.
- Physical Health services were provided during 48% of all visits. Clients received help with variety of acute physical health issues, such as injuries and colds, as well as chronic health issues, such as obesity, asthma and diabetes.
- Sexual/Reproductive Health services were provided during 22% of visits, for contraceptive and STI screening and counseling. Sexually active female School Health Center clients maintained contraceptive use over time, with 38% reporting that they “always” used contraception at baseline, compared to 45% at follow-up. Nearly all (95%) of the Client and Youth Program Post Survey respondents said that the School Health Center helped them to use protection (like condoms or birth control) more often when they had sex.
- Individual and Group Behavioral Health services were provided during 33% of all visits. Significant improvements from baseline to follow-up were made in clients’ Exposure to Traumatic Experiences (improved by 27%) and Social Relationships (improved by 25%).
- Seven School Health Centers offered Dental services, including screenings, preventive and restorative services. At these sites, 18% of visits included a Dental preventive, screening or restorative service. Many visits resulted in
identification of suspicious areas of decay (49%) or urgent needs (25%). Demonstrating the effectiveness of these services, the decay improved or did not worsen over time in 77% of the clients.

- School Health Centers helped students miss less school. At the end of most visits (81%), clients were sent back to class. Without health services on campus, many students might have been sent home—leading them to miss a portion of the school day—rather than having their health issues addressed and being sent back to class.

**Community engagement activities**

- At school sites, conduct workshops for parents, attend family events, sit at registration every year, and conduct outreach.
- At the central level, focus is on streamlining information about the School Health Centers. An overview of all health and wellness programming goes to every family.
31. School-Based Behavioral Health Initiative

Summary
The School-Based Behavioral Health Initiative was launched to create a shared model for building and financing school-based behavioral health systems across Alameda County. The initiative now invests over $30 million annually in building school-based behavioral health systems in all 18 Alameda County school districts, in over 175 schools.

Initiated
2009

Stakeholders involved
The School-Based Behavioral Health Initiative brings together two divisions within the Alameda County Health Care Services Agency: Behavioral Health Care Services and the Center for Healthy Schools and Communities.

Funding
As a county health department leading this initiative with school districts, the County has relied upon a strategy of establishing a core investment of certified public expenditures (CPE), and utilizing that as match to leverage larger public funding streams; especially Medi-Cal (California’s Medicaid program). The Initiative relies heavily on two funding streams tied to Medi-Cal: Early and Periodic Screening Diagnosis and Treatment (EPSDT), and County-Based Medi-Cal Administrative Activities.

Outcomes and indicators
From the Alameda County School-Based Behavioral Health Initiative Results Framework:

Populations Indicators

<table>
<thead>
<tr>
<th>Universal</th>
<th>Targeted Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>More children and youth:</td>
<td>Gaps based on race and geography are narrowed/eliminated in:</td>
</tr>
<tr>
<td>• Have positive self-worth and resiliency</td>
<td>• Access and utilization of health services</td>
</tr>
<tr>
<td>• Are engaged in school and attending regularly</td>
<td>• Attendance patterns</td>
</tr>
<tr>
<td>• Achieve academically (on grade level, graduation, and qualifying for college)</td>
<td>• Academic achievement (grade level, graduation, and qualifying for college)</td>
</tr>
<tr>
<td>• More families actively support their children</td>
<td>• Behavioral referrals, suspensions, expulsions, and diversions</td>
</tr>
</tbody>
</table>

Strategies
The School-Based Behavioral Health Initiative uses a guiding framework of providing a three-tiered continuum of support: prevention, early intervention, and treatment.
In addition to the three tiers of support, the Alameda County School-Based Behavioral Health model also includes the following core components:

- **District capacity** to support the implementation, ongoing improvement, and sustainability of the SBBH system.
- **Cultural responsiveness** that honors the culture of students, families, and the community. This results in supports and services tailored to the unique needs of those served.
- **Coordination strategies** at the district level and at individual school sites to ensure that resources are accessible, effective, and allocated where they are needed most.
- **School-wide responsibility** whereby everyone within a school, from teacher-to parents-to students-to providers, plays a role in supporting the social-emotional health of all students.
- **Ongoing assessment** to understand the needs and strengths of students and those who support them, followed by action.

The core programs and supports offered through the School-Based Behavioral Health Initiative are:

1. **District Capacity Building.** SBBHI places one or more full-time, behavioral health consultants (BHCs) at the district level, to work directly with district administrators, principals, and staff to build a system of behavioral health supports in the schools.
2. **Coordination of Resources and Services.** SBBHI supports coordination strategies at district and site levels to ensure that resources are accessible, effective, and allocated where they are needed most. One key strategy is Coordination of Services Teams (COST) which consists of a multidisciplinary team of school staff and providers who manage and integrate learning support and resources for students, including behavioral health services.
3. **School Climate Efforts.** SBBHI provides funding, training, and consultation to support school district efforts to create positive, inclusive school environments. These are Tier 1 supports that are systematic, involve the whole school, and are data driven.
4. **School-Based Alcohol and Other Drug Prevention Services.** As an enhancement to Tier 1 supports in schools, SBBHI contracts with seven local providers to deliver primary substance abuse prevention and education services to 32 schools across the county utilizing nationally recognized evidence-based strategies and curricula.
5. **School-Based Mental Health Consultation.** Mental health consultation is a service through which clinicians shift their expertise from fixing student problems toward empowering the adults to better meet student needs. SBBHI provides mental health consultation services in schools and districts through: contracts with behavioral health providers, skill-building trainings with school counselors, school staff, and behavioral health providers, and on-the-ground activities of BHCs and CCMs.
6. **Our Kids Our Families Behavioral Health Services.** The Our Kids Our Families program, provided in several schools in Hayward and Oakland, supports prevention efforts at the school sites, as well as early intervention and treatment services for any student and their family that needs it. The program pairs Clinical Case Managers and interns funded by the CHSC, with community-based mental health organizations who access Medi-Cal funding through BHCS, in order to be able to provide universal access to behavioral health supports for students.
7. **School-Based Mental Health Services through Early and Periodic, Screening, Diagnosis and Treatment (EPSDT).** Through SBBHI, the county administers funding to community-based mental health organizations that provide behavioral health services to students on full scope Medi-Cal and their families.
8. **School Health Center Services.** School health centers play a vital role in creating universal access to health services by providing a continuum of age-appropriate, integrated, health and wellness services (including behavioral health) for youth in a safe, youth-friendly environment at or near schools. The county provides base-funding, technical assistance, and evaluation to 29 school health centers in 7 school districts.
9. **Unaccompanied Immigrant Youth Case Management and Mental Health Services.** In response to the increased number of unaccompanied immigrant youth (UIY) crossing the US border to escape severe violence and exploitation, SBBHI created a UIY Care Team to serve UIY identified in any school or school district in Alameda County and provide direct access to health and mental health services through community providers and school health centers.
10. **Educationally Related Mental Health Services (ERMHS).** Since July 1, 2011, school districts in California were required to provide “Educationally Related Mental Health Services” (ERMHS) to special education students who
require them as part of their Individualized Education Plans (IEPs). Through Memoranda of Understanding with several School Districts, BHCS provides ERMHS services for students through a combination of contracted providers and county staff.

**Target population**
Students at 175 schools in all 18 Alameda County school districts

**Geography**
Alameda County

**Progress/ achievements**
Key results from 2014-2015:

**Result #1:** Tier 1 prevention activities promoted healthy school environments and strengthened relationships between staff, parents, and students:
- School climate activities led to deeper relationships among staff, students, and parents, more consistent expectations and communication with students, and a reduction in suspensions.
- School staff reported better understanding of student behavioral health needs, an increased ability to respond to those needs in the classroom, and a growing awareness of resources.
- Prevention-oriented family engagement led to improved parent-child communication, parents feeling more welcomed and supported at school, and more confident in their ability to advocate.

**Result #2:** Early and intensive interventions (Tiers 2 and 3) led to improved social-emotional wellness of students:
- Over 10,000 youth received school-based behavioral health services.
- Participating students showed significant improvements in emotional stability, life functioning, school success, and resilience factors.

**Result #3:** Coordination Practices expanded infrastructure for social emotional supports:
- Over half of schools in 13 districts started or improved a Coordination of Services Team.
- 8,465 students were referred to COST for behavioral health reasons, of which 64% were connected to services.
- COST and related procedures led to higher standards for service delivery and stronger collaboration among providers and with district and site administrators.

**Result #4:** The District Capacity Model increased access to behavioral health supports across the continuum.
- Expansion of partnerships with community based organizations and universities increased behavioral health supports at school sites.
- 100% of administrators surveyed agreed that the BHC was instrumental in the development of behavioral health systems and protocols, and in the coordination of services, which led to greater access and utilization of supports by students and families.
- Increased awareness on the part of district administrators about the importance of prevention and social-emotional learning inspired prioritization of resources to school climate efforts.
Sources and Acknowledgements

We would like to thank each of the interviewees and contributors listed below for sharing their time, documents, and feedback to inform and refine this report.

- Alameda County Children of Incarcerated Parents Partnership
  - Interview with Nzinga Mpenda, Managing Associate
  - Additional input provided by Carol F. Burton, Principal Consultant, Jeweld Legacy Group
  - ACCIPP website
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  - Interview with Rosalyn Epstein, Program Coordinator, Income and Asset Development, Urban Strategies Council
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