



**Our Children,
Our Families Council**

**Our Children, Our Families Council
5-Year Plan for Children, Youth, and Families in San Francisco**

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Introduction

About the Our Children, Our Families Council

The Our Children, Our Families Council (OCOF) was created when the voters of San Francisco passed Proposition C, the Children and Families First Initiative, in November of 2014. The proposition created the Council to align efforts across the City and County, the San Francisco Unified School District, and the community to improve outcomes for children, youth, and families in San Francisco.

The Our Children, Our Families Council is a 42-member advisory body co-led by Mayor Edwin Lee and San Francisco Unified School District (SFUSD) Superintendent Richard Carranza. The Council is charged with promoting coordination, increasing accessibility, and enhancing the effectiveness of programs and services for children, youth, and families. The Council focuses on helping all children, youth, and families in San Francisco thrive, with an emphasis on those with the greatest needs.

OCOF is charged with four major deliverables:

- 1) An outcomes framework that articulates the milestones we want all children, youth, and families to reach;
- 2) A five-year plan with recommendations on how to reach the outcomes outlined in the framework;
- 3) Systematic data sharing between the City and School District to inform decision-making; and
- 4) A citywide inventory of publicly-funded services for children, youth, and their families.

Members of the Council

Mayor Edwin Lee, City & County of San Francisco (Co-chair)

Superintendent Richard Carranza, San Francisco Unified School District (Co-chair)

Abby Snay, Jewish Vocational Services (Economic/Workforce Development)

Abram Jimenez, San Francisco Unified School District

Chief Allen Nance, City & County of San Francisco (Juvenile Probation Department)

Barbara Carlson, City & County of San Francisco (Office of Early Care and Education)

Barbara Garcia, City & County of San Francisco (Department of Public Health)

Brent Stephens, San Francisco Unified School District

Candace Wong, Low Income Investment Fund (Office of Early Care & Education Citizen Advisory Committee)

Carla Bryant, San Francisco Unified School District

David Goldin, San Francisco Unified School District

Edward Reiskin, City & County of San Francisco (Municipal Transportation Authority)

Egon Terplan, SPUR (Housing expert)

Elizabeth Blanco, San Francisco Unified School District

Chief Greg Suhr, City & County of San Francisco (Police Department)
Guadalupe Guerrero, San Francisco Unified School District
Jill Hoogendyk, San Francisco Unified School District
Jillian Wu, San Francisco Youth Commission (Youth Commissioner)
John Rahaim, City & County of San Francisco (Planning Department)
Kentaro Iwasaki, ConnectEd (Parent, K-12 youth)
Kevin Truitt, San Francisco Unified School District
Landon Dickey, San Francisco Unified School District
Laura Moran, San Francisco Unified School District
Les Wong, San Francisco State University (Higher education)
Luis Herrera, City & County of San Francisco (Public Library)
Luisa Sicairos, The Mayor's Youth Employment and Education Program (Transitional Age Youth)
Lyslynn Lacoste, City & County of San Francisco (Public Education Enrichment Fund Citizen Advisory Committee)
Maria Su , City & County of San Francisco (Department of Children, Youth and Their Families)
Masharika Prejean Maddison, Parents for Public Schools of San Francisco (Parent, under age 5)
Melissa Dodd, San Francisco Unified School District
Michael Wald, Stanford University (DCYF Oversight & Advisory Committee)
Myong Leigh, San Francisco Unified School District
Naomi Kelly, City & County of San Francisco (City Administrator)
Olson Lee, City & County of San Francisco (Mayor's Office of Housing & Community Development)
Phil Ginsburg, City & County of San Francisco (Recreation & Parks Department)
Philip Halperin, Silver Giving Foundation (Philanthropy)
Ritu Khanna, San Francisco Unified School District
Sherilyn Adams , Larkin Street Youth Services (Service provider)
Teresia Chen, SFUSD Student Advisory Council (Student Advisory Council)
Todd Rufo, City & County of San Francisco (Office of Economic and Workforce Development)
Trent Rhorer, City & County of San Francisco (Human Services Agency)

Members of the 5-Year Plan Work Group

Ken Epstein, Dept of Public Health (Co-Chair)

Myong Leigh, SFUSD (Co-Chair)

Barbara Carlson, Office of Early Care and Education

Candace Wong, Office of Early Care and Education CAC

Carla Bryant, SFUSD

Christy Estrovitz, Library

Jill Hoogendyk, SFUSD

Julia Sabory, Mayor's Office of Housing & Community Development

Katie Albright, Child Abuse Prevention Center

Kentaro Iwasaki, Parent seat on Council

Kevin Truitt, SFUSD

Kristy Wang, SPUR

Laurel Kloomok, First 5 San Francisco

Mia "Tu Mutch" Satya, Transitional Age Youth San Francisco

Michael Wald, DCYF OAC seat on Council

Ophelia Williams, The Center for Young Women's Development

Phil Halperin, Silver Giving Foundation

Sarah Wan, Community Youth Center

Sheila Nickolopoulos, Planning Dept

Susie Smith, Human Services Agency

Theo Miller, Mayor's Office/HOPE SF

Background

Outcomes Framework

On January 28, 2016, the Our Children, Our Families Council unanimously voted to approve an Outcomes Framework, a document outlining the five major goals we want all children, youth, and families in the City to reach:

- >> To live in safe and nurturing environments;
- >> Attain economic security and housing stability;
- >> Are physically, emotionally, and mentally healthy;
- >> Thrive in a 21st Century learning environment; and
- >> Succeed in post-secondary education and/or career paths

These goals represent our highest aspirations for our children and families, and aim to take more comprehensive approach to measuring success at various life stages and across different dimensions of wellbeing. In order to gauge our progress towards these goals, the Council will track 19 proxy measures outlined in Figure 1.

The Council's adoption of the Outcomes Framework signifies a tremendous commitment from our city's leadership across government, education, and the community. And while the Framework allows us to establish our collective priorities, align our efforts, and use common measures of success, it does not address *how* we reach these milestones – which is the purpose of this document, the 5-Year Plan.

Purpose of the Plan

With the Outcomes Framework serving as our North Star, this Plan outlines a strategic approach to move forward collectively.

- What it is and what it isn't
 - Outlines a structure and process for implementation
- How frequently it will be updated

Vision

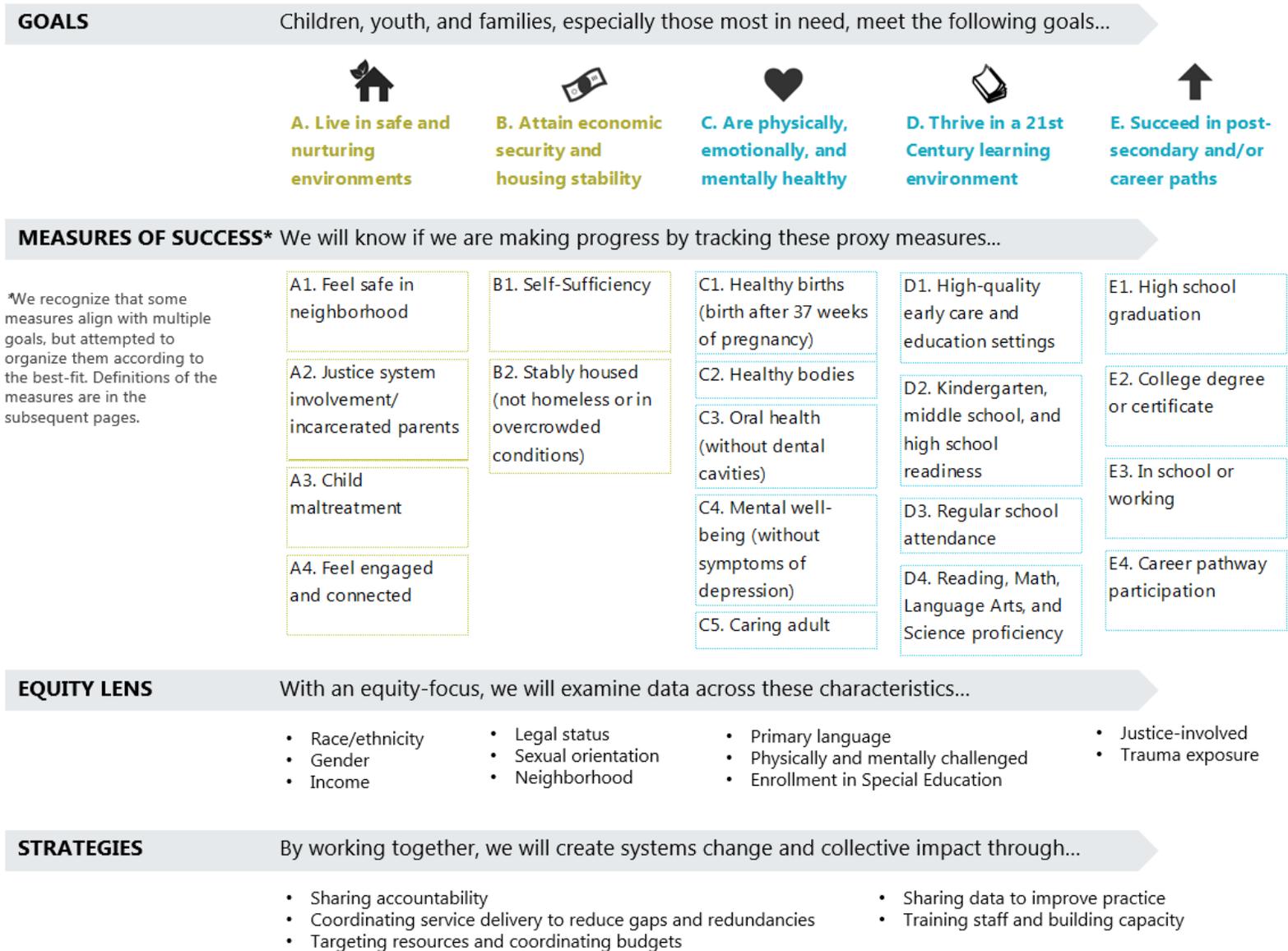
- >> Proposed Vision Statement: San Francisco disrupts the historical and institutional disparities enabled by policy and resource and decisions that prevent children, youth and families of all races, incomes, nativity, genders, and neighborhoods from thriving.

Guiding Principles for the Plan

- >> Improving outcomes for children, youth, and families

- >> Leading with equity
- >> Approaching the system and our challenges as a whole
- >> Using a collaborative and accountability-based approach across agencies, systems, and stakeholders
- >> Connecting and leveraging existing resources, initiatives, and programs
- >> Dynamic framework for action with room for flexibility and changing circumstances over time
- >> Accessible language at all levels and user friendly to ensure buy-in
- >> Inspiring and empowering assets-based tone and content

Figure 1. Our Children, Our Families Outcomes Framework (adopted January 2016)



Process for Developing the Plan

The Plan was developed through the series of processes outlined below.

- *Oversight and advising*
Five public meetings of the OCOF 5-Year Plan Working Group, with individual input and feedback from the 21 members and their colleagues.
- *Research*
Review of other city/agency plans for children, youth, and families as well as existing initiatives in San Francisco
- *Stakeholder engagement*

Figure 2. Timeline for Development

Context: Children, Youth, and Families in San Francisco

San Francisco stands at a unique moment to establish themselves as a truly family-friendly, inclusive city. It has a host of factors working in its favor: it is the only consolidated city-county in California of the state's 58 counties. The San Francisco Unified School District (SFUSD) administers the school district and the San Francisco County Office of Education making it a "single district county." The City as a whole has a low number and share of children – approximately 110,000, or 13 percent of the total population in 2013,¹ the smallest share of children of any major city in the country.² At the same time, San Francisco's rich and long history of inclusion, racial and ethnic diversity, and liberal social policy are key to the City's identity. This mix of characteristics – a single set of geographic boundaries, a small child population, and a longstanding commitment to inclusion – creates a rare opportunity for greater alignment across the City, District, and community to better support children and families.

- Description of trends in family flight?

An overview of the City

The City and County of San Francisco is the fourth largest city and the 13th largest county in California. It is home to approximately 817,500 residents, 42 percent White, 33 percent Asian/Pacific Islander, 15 percent Latino, 6 percent Black, 3.5 percent Mixed/Other Race, and 0.2 percent Native American.³ There are about 58,000 families with children residing in the City, representing 17 percent of all households.⁴ For the 2015-16 fiscal year, the city's budget is an estimated at \$8.9 billion,⁵ **SX** has been identified as serving children and youth ages 0 to 24 and families with children/youth. The City and County provides a wide array of services ranging from street and sewer maintenance, city parks, and police services as in most cities, but also delivers a wide variety of health and social services typically administered by counties, such as welfare, foster care, health clinics, and a hospital. Because of San Francisco's consolidated city-county status, the City's governance structure is similar to that of the federal government. The Mayor's Office comprises the Executive branch, while the Board of Supervisors and Superior Court act as the Legislative and Judicial branches, respectively.⁶

An overview of the District

SFUSD is the sixth largest school district in California. It is governed by an elected seven-member Board of Education and served approximately 58,000 children in the 2014-15 school year across their 134 schools, including early education, elementary (PK-5 and PK-8), middle, high, continuation/alternative,

¹ 5-year 2013 American Community Survey; retrieved from American Factfinder.

² Knight, Heather; "Families' exodus leaves S.F. whiter, less diverse;" SFGate; June 10, 2013; <http://www.sfgate.com/bayarea/article/Families-exodus-leaves-S-F-whiter-less-diverse-3393637.php>

³ 5-year 2013 American Community Survey; retried from American Factfinder.

⁴ 2014 American Community Survey; retrieved from American Factfinder.

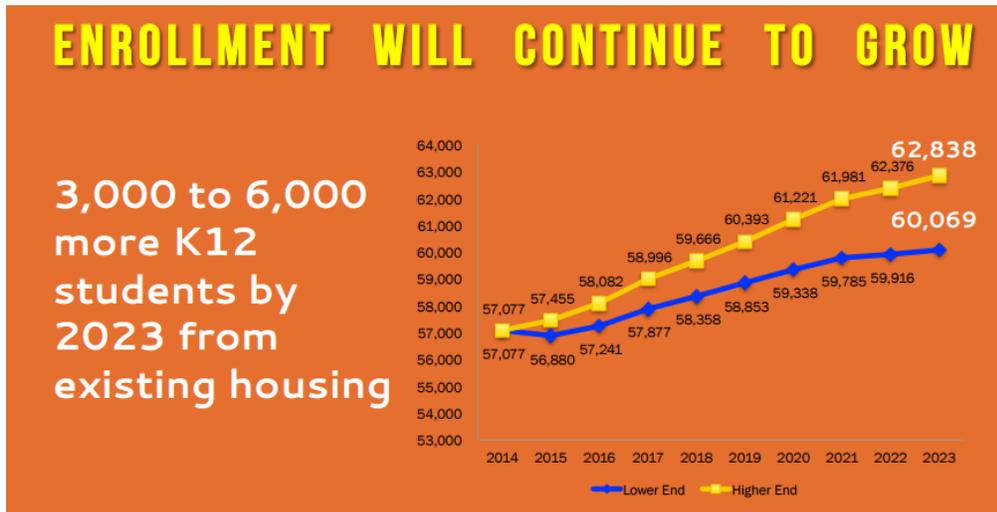
⁵ Mayor's 2015-2016 & 2016-2017 Proposed Budget;

http://sfmayor.org/ftp/uploadedfiles/mayor/budget/SF_Budget_Book_FY_2015_16_and_2016_17_Final_WEB.pdf

⁶ *ibid*

county and court, and charter schools. SFUSD’s total budget in the 2015-16 Fiscal Year is approximately \$X million.⁷ Of the District’s 58,000 students, approximately 44 percent are Asian/Pacific Islander, 26 percent are Latino; 13 percent are White; 8 percent are African American; and the remaining 9 percent are other. In total, SFUSD employs close to 7,400 full time employees.⁸

Figure 2. SFUSD Projected Enrollment⁹



⁷ “San Francisco Unified School District Recommended Budget for Fiscal Year 2015-16;”

<http://www.sfusd.edu/en/assets/sfusd-staff/about-SFUSD/files/budget/Budget%20Book%20Master%20Vol%20I.pdf>

⁸ California Department of Education; “Largest & Smallest Public School Districts;”

<http://www.cde.ca.gov/ds/sd/cb/ceflargesmalldist.asp>

⁹ http://www.sfusd.edu/en/assets/sfusd-staff/about-SFUSD/files/board-presentations/Enrollment%20Projections_Sep%2029%202015.pdf

Summary of Needs/Barriers

Highlight some findings of needs/barriers from Our Children, Our City (OCOC) community engagement in 2013 and DCYF/OCOF/OECE community engagement in fall 2015:

- >> Access to resources and challenges navigating the system
- >> Housing affordability
- >> Mental health supports
- >> Healthy family-community connections
- >> Safe neighborhoods and communities
- >> Equity
- >> Supports for parents/families

“

Quote on parent/family description of needs/barriers

Summary of Assets/ Resources

- >> \$x dollars are currently being spent on children, youth, and families across the City
- >> Outcomes Framework to align efforts across City, District, and community
- >> A large number of existing Initiatives to build on (HOPE SF, Project 500, My Brother/Sister's Keeper, etc.)

How is the City and District currently allocating resources?

(Full page)

- >> High-level highlights, charts, and tables of how the City and District is currently funding different outcomes, age groups, and programs types

Recommendations for Action

Our Approach: Collective Impact Strategies

The OCOF Five Year Plan will build on the track record of programmatic success in San Francisco, while acknowledging and responding to the bigger picture: we have an urgent need to increase service coordination, create coherence between programs, minimize duplication while maximizing service excellence, and respond to the challenges facing our young people and their families. We aim to create a more navigable, coherent user-friendly environment so that children and youth can thrive. We can no longer work in silos.

In order to create more coherence while also making progress towards our Outcomes Framework, we propose making these five strategies part of our everyday work together:

- Shared accountability
- Coordinated service delivery to reduce gaps and redundancies
- Targeted resources and coordinated budgets
- Data Sharing to Improve Practice
- Staff-training and capacity building

These strategies are based on emerging research-based practices termed “collective impact”. Collective impact is when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.¹⁰

Our common agenda and measures of success are included in the Outcomes Framework. The Outcomes Framework establishes shared outcomes we want to be true for all children, youth and families.

We recognize that there need to be resources and structures in place for these strategies to take root. The OCOF staff will provide much of the necessary infrastructure in the form of administrative, organizational, and technical and research support to the Council, its outcomes framework and the necessary working groups. The staff will also develop policy briefs and data analysis on key issues relevant to implementation of the Plan. The staff will serve as the “backbone organization” defined in collective impact.

And now that these preconditions are in place, we can begin the hard work of behavior change by utilizing the five collect impact strategies. City leaders, departments, the San Francisco Unified School District (“SFUSD”), and community partners must come together to align practices; strengthen access to services; coordinate across agencies; and develop a unified strategy. We believe that is what is necessary to make progress on the measures in the Outcomes Framework.

Work Structures

San Francisco has so many rich collaborations, advisory bodies and networks. We will build on the work these existing initiatives and align them to the Outcomes Framework. We will also choose one¹¹ working

¹⁰ <http://www.fsg.org/approach-areas/collective-impact>

group to represent each of the five goals. The goal working groups will be responsible for a combination of planning, recommending and doing. They will develop strategies based on shared data to move the city closer to achieving the measurements for their respective goal. They will make recommendations about data targets and resource allocation to the OCOF Council. In some cases, they may oversee the development and implementation of action plans to bring those strategies to fruition.

These goal working groups will be equally represented by the community, city and school district and chaired by leadership from each of the three groups. They will be kept intentionally small (less than 15 people) and supported by a dedicated facilitator.

The goal working groups will meet monthly and stipends will be provided to community members. The OCOF Council (supported by OCOF staff) will serve as the coordinating body for all working groups. The Services Inventory and Data Working Groups will continue to meet and their work will mutually inform the work of the Goal Working Groups. There will be opportunities to share information across existing initiatives.

The meetings will intentionally focus on the collective impact strategies. There will also be a component of ongoing focus on training and capacity building for working group members. The intention is to build on what is working (review of existing strategies, plans, initiatives, best practices, etc.) and review progress towards the measures in the Outcomes Framework.

The OCOF Council is responsible for producing an annual progress report. In addition to reporting on the measures of the Outcomes Framework, the progress report will also share updates from the Goal Working Groups as well as progress on the implementation rubric. This progress report will inform adjustments to the strategies and measures over time.

Implementation Strategies

- Description of each of the collective impact strategies – pulling language from the ideal (systems change) column on the rubric to describe each.
- Potentially include a call-out box with an example of what could be different for a child, family and/or service provider if each of the strategies were enacted.
- Include the implementation rubric

Conclusion

Call to Action

Conclusion that calls on all stakeholders to take ownership and action in implementing this plan.

¹¹ Since we are trying to build on existing collaborations and maximize impact, there may be some goals with multiple working groups.