



**Our Children,
Our Families Council
5-Year Plan:
Year 1**



**Our Children,
Our Families Council**

May 2016, DRAFT



Our Children, Our Families Council 5-Year Plan: Year 1

Prepared by the Our Children, Our Families Council Staff

May 2016

www.OurChildrenOurFamilies.org

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Photos and artwork courtesy of the San Francisco Department of Children, Youth, and Their Families, the Mayor's Youth Employment & Education Program (MYEEP), and Sirron Norris.

Contents

- 4** Preface
- 5** About the Our Children, Our Families Council
 - 6** OCOF Council Members
 - 7** OCOF Structure in the 2015-16 Year
 - 8** 5-Year Plan Work Group Members
- 9** Summary
- 10** Our Goals for Children, Youth, and Families
- 13** Purpose and Process
 - 13** Purpose of the Plan
 - 14** Guiding Principles
 - 15** Development
- 17** 5-Year Plan Timeline
- 18** Year 1: Design and Development
 - 18** Our Approach: Collective Impact
 - 19** Goal Working Groups
 - 21** Collective Impact Strategies
- 26** Next Steps
- 28** Glossary

Preface

A Call to Action

Across the City, we have worked hard to help our families succeed. We have made record investments in schools, programs, and services, but there remains a lot of work to be done. Too many of our children, youth, and families continue to face poverty, are homeless or underhoused, have unaddressed health issues, and continue to experience trauma on a regular basis.

We have a lot going for us in San Francisco. We have an electorate that cares about children and youth; significant resources dedicated to supporting our vulnerable populations; and a rich network of culturally responsive service providers, dedicated businesses, and innovative leaders in our public agencies and private sector. We are also working at a very manageable scale – San Francisco has the lowest share of children of any major city in the country.

While there have been inter-agency collaborations and strong City-School District partnerships in the past, this Council is about creating institutional change for the next 25 years – beyond our tenure as leaders – and finding solutions together for these challenges. In order to achieve better outcomes, we will align our City, School District, and communities. We will work together in new ways so families do not fall through the cracks of our systems. We will build a system of support that touches families, children, and youth at every stage of their life. We will support all families in our City, but especially those facing additional barriers due to the color of their skin, the language they speak, or where they were born – whether that be in another country or in a San Francisco neighborhood fighting generations of poverty.

With this Council's cross-section of leadership across our City and County, School District, and our community stakeholders, we want to harness those assets to do better by our children, youth, and families. We want to build on their incredible resiliency and provide them with the opportunities they need to thrive. We want them to help us identify and design the solutions. And we want to put them first in our decision making.

This is our moment to make history. This is the time to show our families, our communities, our stakeholders that in San Francisco we continue to support our children, youth, and families so they can succeed and live up to their greatest potential.



About the Our Children, Our Families Council

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The Our Children, Our Families (OCOF) Council 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 School District, and the community to improve outcomes for all children, youth and families in San Francisco, especially those with the greatest needs.

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.

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 5-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 catalogue of publicly-funded services for children, youth, and their families.

This document, the 5-Year Plan, is the second of our four deliverables. It outlines our strategic approach to reaching the five goals in our Outcomes Framework. It was developed with guidance from the 5-Year Plan Working Group and input from stakeholders and partners.

For more information on the Our Children, Our Families Council, please visit www.OurChildrenOurFamilies.org, or contact the OCOF staff at:

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City & County of San Francisco
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Jennifer Tran, Office of Mayor Lee,
City & County of San Francisco
jennifer.a.tran@sfgov.org

Dr. Laurie Scolari, San Francisco Unified
School District
ScolariL@sfusd.edu

OCOF Council Members

The Our Children, Our Families Council is an advisory body co-chaired by Mayor Edwin Lee and Superintendent Richard Carranza and includes the following individuals:

City Department members:

Allen Nance, Juvenile Probation Department
 Barbara Carlson, Office of Early Care & Education*
 Barbara Garcia, Department of Public Health
 Edward Reiskin, Municipal Transportation Authority
 Chief Greg Suhr, Police Department*
 John Rahaim, Planning Department
 Luis Herrera, Public Library
 Maria Su, Department of Children, Youth, and Their Families
 Naomi Kelly, Office of the City Administrator
 Olson Lee, Mayor's Office of Housing & Community Development
 Phil Ginsburg, Recreation and Parks Department
 Todd Rufo, Mayor's Office of Economic & Workforce Development
 Trent Rhorer, Human Services Agency

San Francisco Unified School District members:

Abram Jimenez, Chief of Schools
 Dr. Brent Stephens, Chief Academic Officer
 Carla Bryant, Chief of Early Education Department
 David Goldin, Chief Facilities Officer
 Dr. Elizabeth Blanco, Chief of Special Education Services
 Guadalupe Guerrero, Deputy Superintendent of Instruction, Innovation, & Social Justice
 Jill Hoogendyk, Chief of Strategic Initiatives
 Kevin Truitt, Chief of Student, Family, Community Support Services Department
 Landon Dickey, Special Assistant to the Superintendent for African American Achievement & Leadership
 Laura Moran, Chief of Strategy & Fund Development
 Melissa Dodd, Chief Technology officer
 Myong Leigh, Deputy Superintendent of Policy & Operations
 Dr. Ritu Khanna, Chief of Research, Planning & Assessment

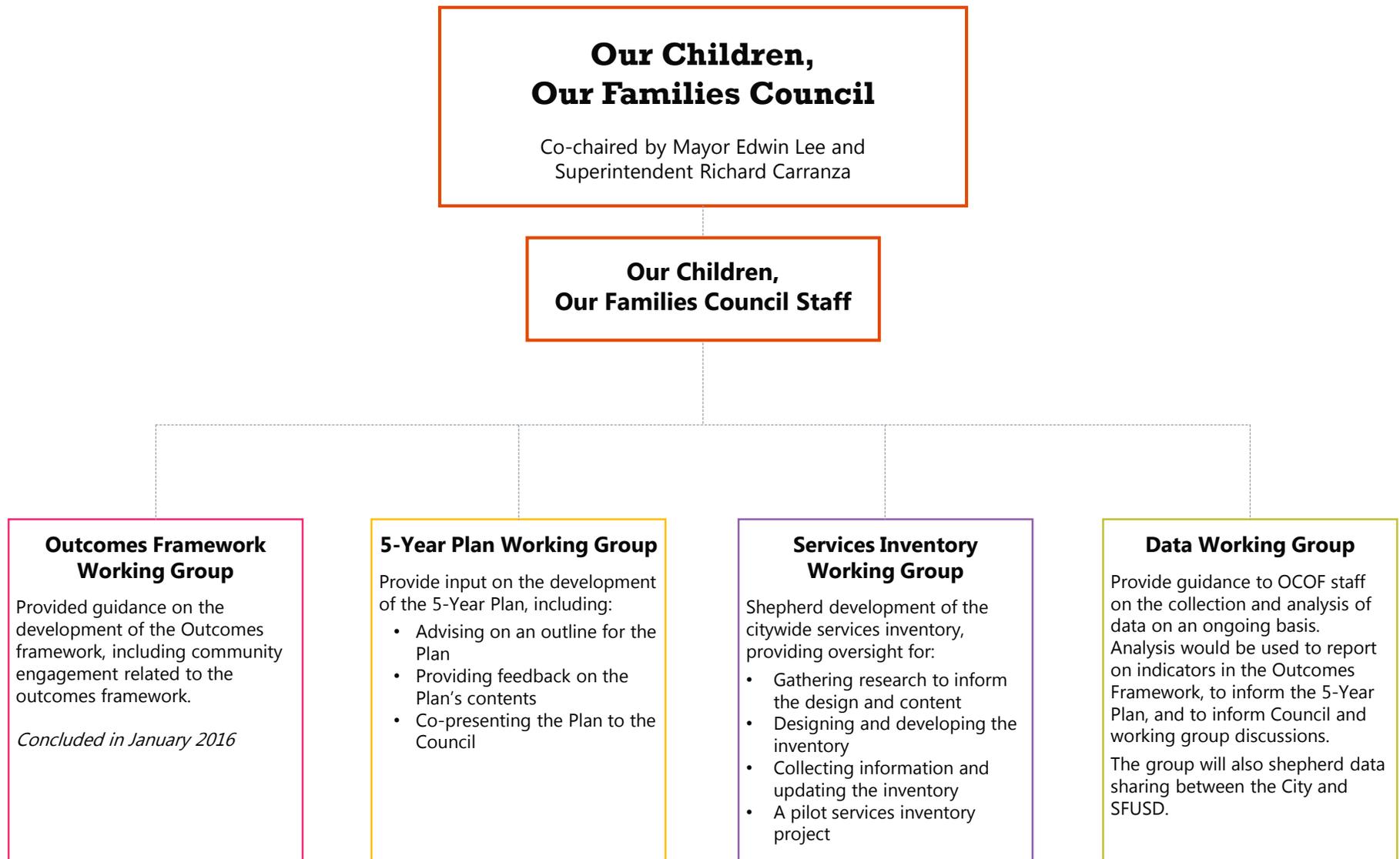
Community members:

Abby Snay, Jewish Vocational Services (Economic/workforce development)
 Candace Wong, Low Income Investment Fund (Office of Early Care & Education Citizen Advisory Committee)
 Egon Terplan, SPUR (Housing expert)
 Jillian Wu, San Francisco Youth Commission (Youth commissioner)*
 Kentaro Iwasaki, ConnectEd (Parent, K-12)
 President Les Wong, San Francisco State University (Higher education)
 Luisa Sicairos, The Mayor's Youth Employment and Education Program (Transitional Age Youth)
 Lyslynn Lacoste, BMAGIC (Public Education Enrichment Fund Citizen Advisory Committee)
 Masharika Prejean Maddison, Parents for Public Schools of San Francisco (Parent, child under 5)
 Michael Wald, Stanford University (DCYF Oversight & Advisory Committee)
 Philip Halperin, Silver Giving Foundation (Philanthropy)
 Sherilyn Adams, Larkin Street Youth Services (Service provider)
 Teresia Chen, SFUSD Student Advisory Council (Student Advisory Council)*

*Served on the Council from fall 2015 to spring 2016.

OCOF Structure in the 2015-16 Year

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Working groups meet regularly to move the Council's work forward. There are four working groups in the 2015-16 year comprised of over 80 individuals, including Council Members and other nominated individuals.

5-Year Plan Working Group Members

The Our Children, Our Families Council acknowledges the following working group members for their guidance, leadership, and commitment to children, youth, and families.

Ken Epstein, San Francisco Department of Public Health (Co-Chair)

Myong Leigh, San Francisco Unified School District (Co-Chair)

Barbara Carlson, San Francisco Office of Early Care and Education*

Candace Wong, San Francisco Office of Early Care and Education Community Advisory Committee seat on Council

Carla Bryant, San Francisco Unified School District

Christy Estrovitz, San Francisco Public Library

Jill Hoogendyk, San Francisco Unified School District

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

Katie Albright, San Francisco Child Abuse Prevention Center

Kentaro Iwasaki, Parent seat on Council

Kevin Truitt, San Francisco Unified School District

Kristy Wang, SPUR

Laurel Kloomok, First 5 San Francisco

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

Michael Wald, Department of Children, Youth, and Their Families Oversight and Advisory Council seat on Council

Ophelia Williams, Young Women's Freedom Center

Phil Halperin, Silver Giving Foundation

Sarah Wan, Community Youth Center

Sheila Nickolopoulos, San Francisco Planning Department

Susie Smith, Human Services Agency of San Francisco

Theo Miller, Mayor's Office/HOPE SF

*Served on the working group from fall 2015 to April 2016.

Summary

In January 2016, the Our Children, Our Families Council unanimously voted to adopt a set of five shared goals (the Goals) for children, youth, and families in San Francisco: that they will 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 and/or career paths.

Our shared vision is ambitious and how we achieve these Goals will be the hard work. **Although this document is titled a “5-Year Plan” (the Plan), it only outlines the first step (Year 1) in achieving our goals, an approach for working together called collective impact.** Collective impact is the commitment of a group of important actors from different sectors to a common agenda to solve a specific social problem, because solving a complex problem will require many players to change their behavior.¹ We know the challenges facing our children, youth, and families are interconnected – safety, housing stability, economic security, health, education, and employment cannot be addressed in isolation.

This document does not specify policies, programs, or services – instead it calls for us to identify and develop strategies together. In order to truly improve service delivery to our children, youth, and families, particularly the most disconnected and vulnerable segments of this population, we need to be equal partners and hold ourselves accountable in creating and implementing solutions. This Plan will serve as a roadmap for our collaboration across the City, District, and community in the coming year.

This document is organized into three sections:

- **Goals for Children, Youth, and Families** reviews the five Goals from the Outcomes Framework guiding our work.
- **Purpose and Process** explains the purpose, guiding principles, and process for developing this Plan.
- **Year 1 Design and Development** provides an overview of collective impact; outlines a work plan for the next year with the creation of Goal Working Groups to tackle each of the Goals; and explains the collective impact strategies in greater detail.

We believe this Plan will move us closer to reaching our Goals. We acknowledge that all across San Francisco, there are already organizations, agencies, and entities doing tremendous work to improve the lives of children, youth, and families – yet there are segments of this population that continue to fall behind. We need to do something different and we need to work differently together because no single entity, however innovative or powerful, can fix these problems alone.

Again, this Plan only outlines Year 1 of our work. We will form Goal Working Groups to develop our implementation strategy for each of the Goals. At the end of Year 1, the Council will publish key recommendations from each of the groups in our annual progress report to inform Year 2. Year 2 will include baseline data, targets, and more specific policy and program recommendations.

¹ John Kania and Mark Kramer. [Collective Impact](#). 2011. Stanford Social Innovation Review.

Our Goals for Children, Youth, and Families

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:



A. Live in safe and nurturing environments



B. Attain economic security and housing stability



C. Are physically, emotionally, and mentally healthy



D. Thrive in a 21st Century learning environment



E. Succeed in post-secondary and/or career paths

These Goals represent our highest aspirations for our children and families, and aim to take a more comprehensive approach to measuring success at various life stages, across different dimensions of wellbeing, and with an emphasis on our city's most vulnerable and disconnected children, youth, and families. In order to gauge our progress towards these goals, the Council will track 19 proxy measures outlined on the following page.

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 the planning process in Year 1.

Our Goals for Children, Youth, and Families

Outcomes Framework

GOALS

Children, youth, and families, especially those most in need, meet the following goals...



A. Live in safe and nurturing environments



B. Attain economic security and housing stability



C. Are physically, emotionally, and mentally healthy



D. Thrive in a 21st Century learning environment



E. Succeed in post-secondary and/or career paths

MEASURES OF SUCCESS* We will know if we are making progress by tracking these proxy measures...

*We recognize that some measures align with multiple goals, but attempted to organize them according to the best-fit. Definitions of the measures are in the complete [Outcomes Framework](#).

A1. Feel safe in neighborhood

A2. Justice system involvement/ incarcerated parents

A3. Child maltreatment

A4. Feel engaged and connected

B1. Self-Sufficiency

B2. Stably housed (not homeless or in overcrowded conditions)

C1. Healthy births (birth after 37 weeks of pregnancy)

C2. Healthy bodies

C3. Oral health (without dental cavities)

C4. Mental well-being (without symptoms of depression)

C5. Caring adult

D1. High-quality early care and education settings

D2. Kindergarten, middle school, and high school readiness

D3. Regular school attendance

D4. Reading, Math, Language Arts, and Science proficiency

E1. High school graduation

E2. College degree or certificate

E3. In school or working

E4. Career pathway participation

EQUITY LENS

With an equity-focus, we will examine data across these characteristics...

- Race/ethnicity
- Gender
- Income

- Legal status
- Sexual orientation
- Neighborhood

- Primary language
- Physically and mentally challenged
- Enrollment in Special Education

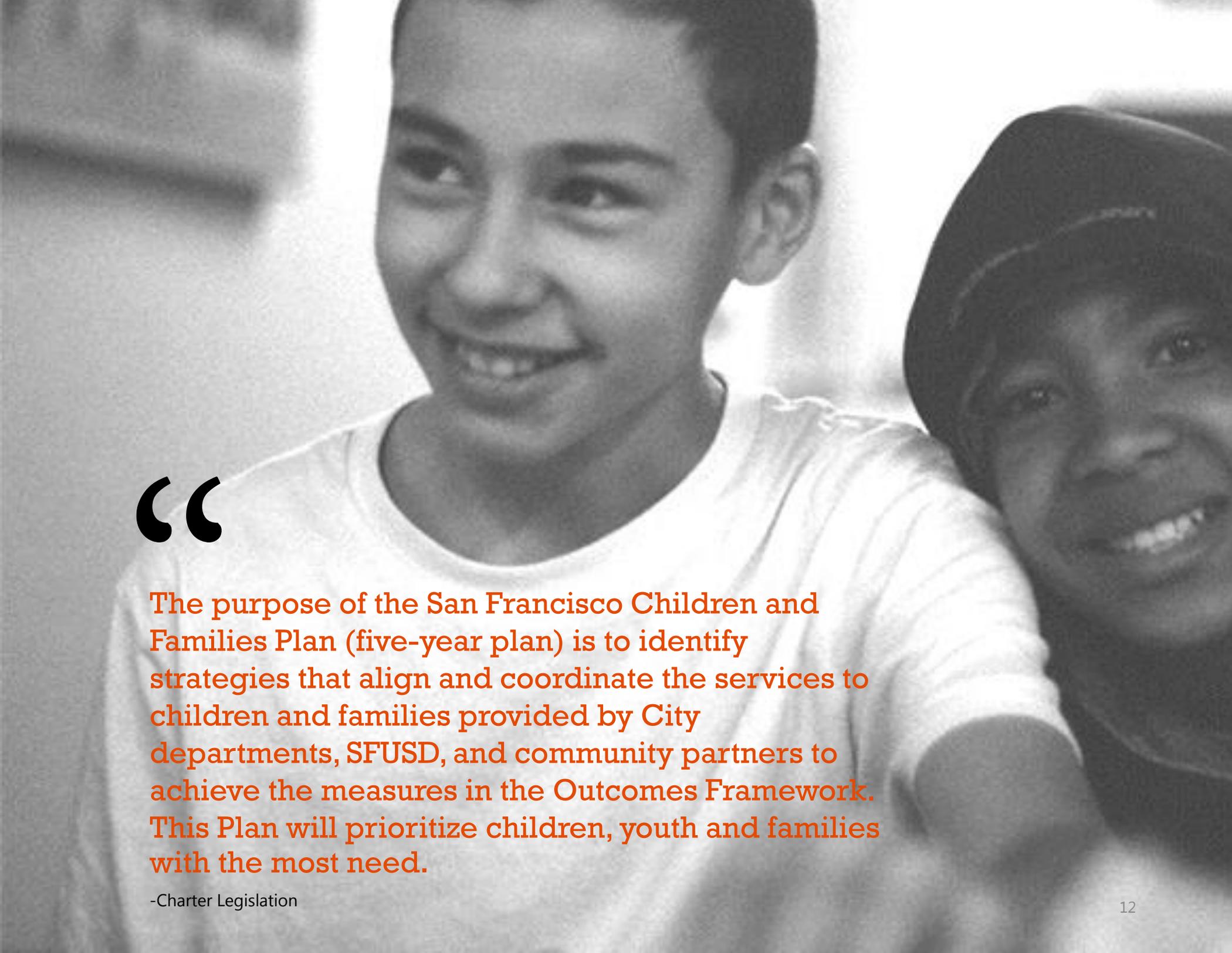
- Justice-involved
- Trauma exposure

STRATEGIES

By working together, we will create systems change and collective impact through...

- Sharing accountability
- Coordinating service delivery to reduce gaps and redundancies
- Targeting resources and coordinating budgets

- Sharing data to improve practice
- Training staff and building capacity



“

The purpose of the San Francisco Children and Families Plan (five-year plan) is to identify strategies that align and coordinate the services to children and families provided by City departments, SFUSD, and community partners to achieve the measures in the Outcomes Framework. This Plan will prioritize children, youth and families with the most need.

Purpose and Process

Purpose

The voters of San Francisco have demanded a new era of meaningful collaboration to deliver better outcomes for our children, youth, and families. This work is not just another initiative or plan; **it is a call to action by the community for the next 25 years.**

San Francisco is a national leader in investments for children and youth, spending \$1.5 billion annually, yet our results too often fall short. Every district and neighborhood has families we should be serving better, but this is especially true in neighborhoods with the greatest needs like Bayview-Hunters Point and the Mission. The price of failure is too high and the problems are too complex. We can no longer hope to address the needs of our families one element at a time.

This approach has an intentional focus on strategies for collaboration because:

- We believe that we cannot make progress on our Goals without working differently as partners.
- Some past and existing collaborative efforts both in San Francisco and beyond have not been as successful or sustainable. We aim to learn from those efforts and incorporate those experiences into this Plan.

- We believe that in order to improve service delivery to our children, youth, and families, they need to be partners and leaders in creating solutions with us.

This document outlines the first year of work to achieve our Goals for children, youth, and families outlined in the [Outcomes Framework](#). It proposes creating five Goal Working Groups using collective impact strategies to develop a roadmap for moving the City, School District, and community closer to achieving the Goals. This roadmap will be reflected in the first annual San Francisco Children and Families First Progress Report in May 2017 to inform Year 2.

The OCOF Outcomes Framework combined with this process will provide a structure for other departments, partners, SFUSD, plans and initiatives to align.

What this Plan is and is not for Year 1

- » This document proposes a set of strategies and structures for working together across the City, District, and community to better coordinate serving children, youth, and families in San Francisco. It outlines the creation of Goal Working Groups heavily represented by community members and individuals with lived experience working with City, CBOs, and District leaders to develop strategies and recommendations to reach our Goals. This approach aims to address root causes, build on what is working, and ensure we are investing in prevention.
- » This document does not include baseline data, targets, specific policy and program recommendations to achieve the Goals, or a detailed implementation plan. Specific recommendations will come from Goal Working Groups and will be included in the first annual San Francisco Children and Families First Progress Report in May 2017 to inform Year 2.

Purpose and Process

Guiding Principles

We developed this approach using a set of key guiding principles:

- » To improve outcomes for children, youth, and families
- » To lead with equity
- » To approach the system and our challenges as a whole
- » To incorporate the use of data to drive and inform strategies and decision-making
- » To use a collaborative and results-based approach across agencies, systems, and stakeholders
- » To connect and leverage existing resources, initiatives, and programs
- » To build a dynamic structure for action with room for flexibility and changing circumstances over time
- » To use accessible and user-friendly language to ensure buy-in
- » To inspire and empower by using an assets-based tone and content
- » To create organizational design that fosters cross-fertilization and broad representation across agencies, sectors, and issue-areas



Purpose and Process

Development

The Plan was developed and informed by the 5-Year Plan working group, background research, and stakeholder engagement.

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 over 10 other strategic plans used by various children, family, and youth efforts outside San Francisco.
- Review of over 55 public-private partnerships focused on systems-level issues related to children, youth and/or families in San Francisco.
- Review of 5-year strategic plans and budgets for over 10 city departments for alignment to OCOF.
- A comparative review of 12 other initiatives from across the country similar in structure, approach, and focus to OCOF.

Stakeholder engagement:

- Our Children, Our City community engagement in 2013
- Interviews of 14 City and District stakeholders in the spring of 2015

- Town hall meetings with DCYF and OECE in the fall of 2015
- Stakeholder/service provider forums with about 120 organizations participating in the fall of 2015
- Two Partner Advisory input sessions in April and May of 2016
- An online survey in May 2016

Impact of Stakeholder engagement:

- Underscored the importance of building our capacity to collaborate as a whole community, aligning our many touch-points into a single eco-system of supports for children, youth, and families.
- Highlighted the need and opportunity to pool and leverage resources to advance shared outcomes.
- Emphasized the desire of families to have centralized and coordinated services and supports.
- Highlighted the importance of truly engaging disconnected families and youth and individuals with lived experiences to design solutions.



You have 3 to 4 agencies trying to help a family, and the agencies don't even know [about the other agencies]. So you see some families served in triplicate, while others receive nothing. How are you mindful of those different pockets?

-SFUSD employee

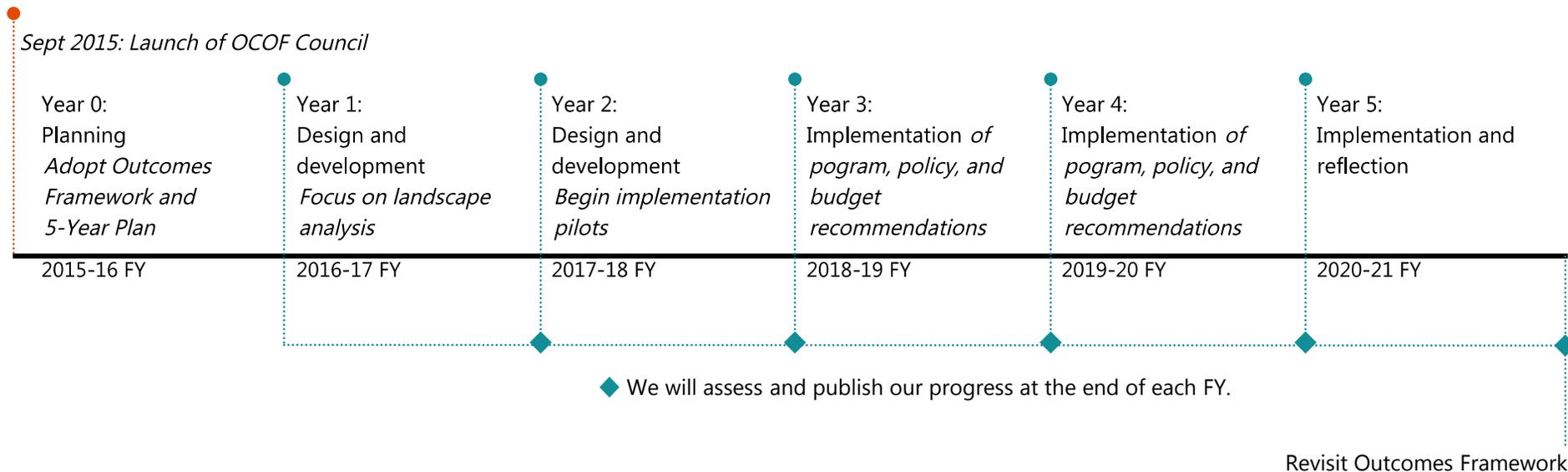
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While there's a willingness to collaborate, government is busy. The gravitational pull of peoples' mandates is strong. That's why the silo is so hard to break.

-City of San Francisco employee



5-Year Plan Timeline



OCOF will work on coordinating with other related resource and budget processes and timelines, including but not limited to the City's budget cycle and related departments (e.g., the Department of Children, Youth, and Their Families, the Office of Early Care and Education, etc.) and the District's budget process.

Year 1: Design and Development

Our Approach: Collective Impact

We 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 consistency between programs, minimize duplication while maximizing quality of services, and respond to the challenges facing our young people and their families. We aim to create a more coordinated, accessible, and effective system so that children and youth – especially the most vulnerable segments of this population – can thrive. **We can no longer work in silos.**

We propose adopting collective impact strategies to guide our everyday work together. Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. It acknowledges that many players will need to change their behavior in order to solve a complex problem.¹ OCOF's collective impact strategies include:

- 1) Sharing accountability
- 2) Coordinating service delivery to reduce gaps and redundancies
- 3) Targeting resources and coordinating budgets
- 4) Sharing data to improve practice
- 5) Training staff and building capacity

Our common agenda and measures of success are the five Goals outlined in the Outcomes Framework which establishes the 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:

- *Political will:* The San Francisco electorate has already delivered a mandate. Nearly three-quarters of voters supported Proposition C in November of 2014 to extend and expand the Children and Youth Fund as an investment in our City's future.
- *Leadership:* The Mayor and Superintendent will be critical for moving a shared agenda forward across the City and District.

- *Backbone organization:* The OCOF staff will serve as the "backbone organization" defined in collective impact – providing much of the necessary infrastructure in the form of administrative, organizational, and technical and research support to the Council and working groups. The staff will also develop policy briefs and data analysis on key issues relevant to implementation of the Plan.

With these preconditions in place, we can begin the hard work of behavior change by implementing collective impact strategies. City leaders, departments, 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 toward our shared Goals and to reach our most disconnected children and families.

¹ John Kania and Mark Kramer. [Collective Impact](#). 2011. Stanford Social Innovation Review.

Year 1: Design and Development

Goal Working Groups

We propose developing working groups (Goal Working Groups) for each of the Goals in the Outcomes Framework. The specific details of the composition, number of groups, meeting content, frequency of meetings, deliverables, etc. are still to be determined, but we suggest the potential structure below to build on San Francisco's many rich collaborations, advisory bodies, and networks.

Objectives

The Goal Working Groups will have several objectives, including:

- 1) Develop recommendations and an action plan on resource allocation and strategies to achieve their respective goal
- 2) Establish baseline targets for each of the measures within their Goal
- 3) Assess and address each of the five collective impact strategies
- 4) Map existing resources and gaps to build on effective efforts and develop recommendations to meet specific community needs

Participants

- Groups will aim to have equal representation by the community, City, and School District and will be tri-chaired by leadership from each of the three groups
- Groups will aim to include participants with lived experience
- Groups will be kept intentionally small (less than 15 people) and supported by a dedicated facilitator
- Existing collaboratives, with some possible adjustments, may represent one of the five goals

Meeting Structure

- All Working Group members will attend an orientation
 - Goal Working Groups will meet regularly. Stipends will be provided to community members and barriers will be removed to support meeting attendance (i.e. community based locations, childcare and translation services)
 - The OCOF Council, OCOF staff, and Goal Working Group Tri-Chairs 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
-

Year 1: Design and Development

Goal Working Groups (continued)

The meetings will intentionally focus on the collective impact strategies. The intention is to build on what is working (review of existing strategies, plans, initiatives, best practices, etc.) and review progress towards the Goals. Each group will participate in an assessment and planning process at an orientation. The following is a list of suggested topics and guiding questions that each group could cover:

Collective Impact Strategy	Guiding Questions
Sharing Data to Improve Practice	<ul style="list-style-type: none"> • How are we doing on the measures and contributing measures? • Examine existing and planned data sources; discuss targets; and areas for greater focus • Are we collecting data across all equity lenses in this goal?
Targeting Resources and Coordinating Budgets	<ul style="list-style-type: none"> • What resources are being spent to achieve this Goal? Are there differences/gaps when applying the equity lens? • How could resource allocation processes/tools be improved to achieve our Goal?
Coordinating Service Delivery to Reduce Gaps and Redundancies	<ul style="list-style-type: none"> • What services are being provided to achieve this Goal? Are services having their intended impact and producing the outcomes we want to see? • Using the equity lens, which groups are and are not receiving services? • How can we close gaps and reduce redundancies?
Training Staff and Building Capacity	<ul style="list-style-type: none"> • What trainings exists? Who is benefiting from our existing training? Who is not? • Where could we collaborate and/or expand? Where is there a need for common language?
Sharing Accountability	<ul style="list-style-type: none"> • How can we work more effectively? Are we utilizing the collective impact strategies? • Are the various players aware of everyone’s contribution to this goal? • How can the system better hold people/organizations accountable toward this goal currently? • In what ways can we hold ourselves accountable towards serving the most vulnerable?
Recommendations	<ul style="list-style-type: none"> • What are our key recommendations to OCOF Council and relevant agencies as it relates to our Goal? • What are our recommendations as it relates to relevant funding sources? • Are our recommendations aligned with our equity focus?

Year 1: Design and Development

Collective Impact Strategies

These definitions describe the vision for how stakeholders and partners will collaborate to provide services to children, youth and families in San Francisco.

Sharing Accountability

- » Partners hold each other accountable for working together with best intentions
- » Partners are aware of their individual and collective role in achieving the Goals
- » Partners hold each other accountable for their role in achieving the Goals
- » The Council and its representative departments make decisions about programs/initiatives based on their results; with equity measures
- » Partners have developed trusting individual and institutional relationships



Success will be shared goals, purpose, accountability (but not finger-pointing), which you can trace through the distribution of resources.

-City of San Francisco employee

Year 1: Design and Development

Collective Impact Strategies (continued)

Coordinating Service Delivery to Reduce Gaps and Redundancies

- » Partners identify and implement new strategies and activities to address gaps or duplication
- » Youth and/or families and service providers have one place to search for available services from all agencies
- » The number of providers or case managers a family/child interacts with is greatly reduced and there are shared care plans in place
- » The service is designed with families and children/youth
- » This may look different for each of the five Goals



I work with the CBOs at my campus and we match students to services. For example, I know my 9th graders who are on the early warning indicator list will receive priority in the city's youth employment agencies.

-High School Principal

Year 1: Design and Development

Collective Impact Strategies (continued)

Targeting Resources and Coordinating Budgets

- » The equity lens drives resource allocation decisions
- » Resources and contracts are allocated to practices that have evidence or are measuring results
- » Budgets have a common OCOF template aligning resources to Goals
- » RFP language ensures collaboration and alignment to Goals
- » Budget timelines are aligned
- » Efforts are coordinated to generate additional funding and blended resources are integrated into budget planning

“

We have department heads who have a tremendous amount of power and autonomy. **They are not forced to think about their individual budgets relative to budgets of other agencies.**

-City of San Francisco employee

Year 1: Design and Development

Collective Impact Strategies (continued)

Sharing Data to Improve Practice

- » Open access to aggregate data across community based organizations and city/school district with common protocols and legal frameworks in place
- » Decisions to improve practice are guided by common data
- » Data champions on senior leadership teams exist across all partners
- » Measures are adjusted over time to ensure focus on the highest leverage activities

“

I am receiving data and technical assistance to better understand which of our families are not succeeding. **We work together with multiple partners to understand why and develop a plan to better support them.**

-Family Resource Center manager

Year 1: Design and Development

Collective Impact Strategies (continued)

Training Staff and Building Capacity

- » A common language exists across partners
- » Training and curriculum aligned to the Goals is shared across partner organizations; frameworks that cut across goals/measures are utilized
- » Training is differentiated based on need and incorporated into daily practice
- » The populations with greatest need (utilizing the equity lens) receive priority from all partner staff

“

There's a tendency to collaborate at the 30,000-foot level, but **collaboration has to be at line level**. If you're stuck at a high level, people talk conceptually about alignment, but that's coordination, not alignment.

-City of San Francisco employee

Next Steps

We need you in order to bring this Plan to life. We need to continue to hear your voice and we especially need to hear the voices of the people who aren't reading this document. We also need all leaders to be ambassadors for OCOF, to take ownership of our shared Goals, and to make connections across traditional boundaries.

The OCOF staff meets with stakeholders regularly, publishes a newsletter, and uses online surveys to gather input. Please help support these efforts by inviting OCOF staff to meet with stakeholders who are often not heard; sharing the stories and voices of our city's most vulnerable children and families with OCOF; staying engaged with OCOF's efforts through its newsletter, website, and meetings; and spreading the word about OCOF events, meetings, surveys, and other calls for action to help ensure the Council hears from you and others who can help shape solutions. In addition, we recognize the need to be in the community and to identify opportunities to build relationships within the community. Below are our next steps:

» **In the next 90 days:**

- Ongoing review of City, District, and community plans, budgets, and upcoming request for proposals (RFPs) to determine opportunities for alignment to OCOF Goals
- Identify opportunities to align with District and City department budget processes and timelines
- Finalize Goal Working Groups and prepare materials for an orientation session

» **Beyond Year 1:**

- Begin to implement policy, programmatic, and resource allocation recommendations
- Continue to support working groups in using the collective impact strategies
- Monitor progress on targets as well as monitor implementation of the collective impact strategies

This work will not be easy and it will not happen overnight. Change is hard. But we have the commitment of leadership and the voters' call to action. Every individual and organization has a role to play in ensuring all children, youth and families thrive in San Francisco. Together, we can do this; one step at a time.



Success is an approach to partnership that transcends initiatives. It's a way the systems and the people within those systems interact with each other.

-City of San Francisco employee





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When we're aligned, we're not bringing in the golden nugget from outside San Francisco, but we're seeing what we have internally and are able to implement that in ways that are sustainable and don't require ongoing investments.

-City of San Francisco employee

Glossary

Asset-based: Facilitating people and communities to come together to achieve positive change using their own knowledge, skills, and lived experiences.

Backbone organization: In the context of collective impact work engage in a range of activities, including guiding vision and strategy; supporting aligned activities; establishing shared measurement practices; building public will; advancing policy; and mobilizing funding.

Child (and youth): Person under age 18.

Children and Youth Fund: San Francisco's dedicated funding stream for children and youth for 25 years. Funds serve persons under age 18 and disconnected transitional-age youth up to age 25. Services that can be funded are: affordable child care and early education; recreation, cultural, after-school and arts program; health services; training, employment and job placement; youth violence prevention; tutoring and educational enrichment; and support services for families of children receiving other services from the Fund.

Collective impact: 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.

Equity: Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Families: defined as a household with at least one child.

Goals: In the context of the Council, this refers to the five goals outlined in the Outcomes Framework.

Outcomes Framework: A common set of milestones the City, School District, and community want all children, youth, and families to reach.

Prop C: The Children and Family's First ballot initiative in November 2014 that renewed more than \$135 million in annual funding for school and children's programs in San Francisco (The Children and Youth Fund).

Transitional-Age Youth (TAY): Youth between the ages of 18 and 24.