Community Voice Report

Phase I: Development of the Children and Youth Services Master Plan

RDA CONSULTING

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Attachment C

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Report Date: June 16, 2023

This report was developed by Resource Development Associates under contract with the City of San José, Office of the City Manager.

Resource Development Associates, 2023

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CITY OF **SAN JOSE** CAPITAL OF SILICON VALLEY

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Introduction

The City of San José (City) committed to developing a Children and Youth Services Master Plan following the **Mayor's June Budget Message for Fiscal Year 2021-2022**. In this message, the City Manager's Office was directed to develop a comprehensive "Cradle to Career" Youth Development Master Plan, now referred to as the **Children and Youth Services Master Plan (CYSMP)**.

The development of the CYSMP is being undertaken in a three-phase process. The Community Voice Report is a product of Phase I: Community & Partner Engagement in the development of the Children and Youth Services Master Plan and was completed between September 2022 and April 2023. Phase I included an extensive community engagement process, resulting in meaningful data (in the form of community feedback, experiences, and needs) that will shape the subsequent phases of the CYSMP development. This report provides an overview of the community engagement and primary data collection process conducted as well as analysis of this data, and the identification of key themes that emerged across youth, parent/caregiver, and community partner groups.

The City Manager's Office, in collaboration with consultants, conducted extensive community engagement throughout the 2022-2023 fiscal year with City staff, education leaders (pre-school through post-secondary), County of Santa Clara department leaders, grassroots and community-based organizations, workforce development providers, parents and caregivers, youth and young adults, and the broader community. This primary data collection led to the identification of themes and key findings, which will inform the City Council and administrators, service providers, policymakers, elected officials, and community members of the areas of highest need and greatest opportunities for impact to better support youth, particularly those most vulnerable, from cradle to career.

This report is intended to elevate and center the voices and experiences of families, children, young adults, and community members throughout the design and development process for the CYSMP. The report is *not* intended to be a representation or analysis of all children and youth data available throughout the City, County, or region. The Phase I report highlights and summarizes only the data collected from primary sources (i.e. focus groups, town halls, and community surveys) gathered by the City of San José. The City recognizes the importance of presenting community input alongside quantitative data that provides a multidimensional perspective and understanding on the current status of family and youth outcomes. In the subsequent phases of developing the final CYSMP as a community-centered, data driven approach to improve outcomes throughout the life course of children, youth, young adults, and families in San José the findings contained in the Community Voice Report will be paired with secondary data from multiple sources (e.g., City, County, and state reports, local initiative reports, local/state data warehouses, etc.). The primary data will also be informed by many other critical plans, policies, and initiatives. The City Manager's Office, in partnership with RDA Consulting (RDA) and Collective Impact Solutions (CIS), has begun compiling a comprehensive collection of information on city-wide and regional efforts, reports, and resources as an essential element of the secondary data review process. The secondary data review and analysis will be used to further inform development of the CYSMP and will be triangulated with the Phase I primary data findings. This unified and comprehensive review will ensure a data driven and informed development of the CYSMP.

Community Voice Theme Areas & Values

Through the analysis of the community data gathered, seven (7) theme areas and three (3) core value areas emerged. The core value areas emerged as essential to each of the theme impact areas and were named by community members and partners as critical values for the City to embody in its efforts to enhance and expand opportunities, supports, and resources to improve the health, wellness, and overall achievement of children, youth, and young adults in San José. These theme areas and values are outlined in the table below.

Impact Areas			Themes	Values		
Community Supports	Whole Family Supports	Children, Youth & Young Adult Supports	Meaningful and Sustaining Jobs	Equity	Accessibility & Inclusion	Collaboration
			Learning and Empowerment			
			Mental Wellness and Belonging			
			Housing Access and Security			
			Childcare and Family Support			
			Connected Neighborhoods			
			Safe Communities			

All groups engaged—children, young adults, parents, caregivers, services providers, and community partners—expressed desires for equity, accessibility & inclusion, and collaboration to be core foundational values of planning efforts.

Equity was resoundingly named by stakeholders as a critical value for addressing disparities in youth opportunities and outcomes. Stakeholders voiced that in order to ensure that all children, youth, and families have the rights and opportunities they need to live, grow, and achieve their healthiest and fullest potential, the City must actively prioritize services and resources for those communities that are most vulnerable and have been historically marginalized and underserved. Ultimately, stakeholders believe that all youth should have equal opportunities to thrive regardless of race, ethnicity, income, language, religion, developmental disability status, gender identity, sexual orientation, zip code, cultural identity, immigration status, and/or familial status. In order to make this vision a reality, historical injustices must be acknowledged, and targeted efforts must aim to lift up those most disadvantaged.

> "Affordable housing, low income, addressing and helping homelessness, better roads, equal opportunities for difference groups of people, reform on education system, putting in real action toward climate change, more organized and safe city gatherings/events that most can participate in, gun safety (school shootings are too common) it arises so much fear." – Youth
>
> "The Eastside does not have sufficient activities like in the Westside. The schools in the area don't have the same types of activities that other schools have in other more affluent areas." -Parent/Caregiver

Accessibility & Inclusion was voiced as a core value across all stakeholder groups. When we refer to inclusion & accessibility for the purposes of the CYSMP, we are referring to the ability of all community members to fully and readily utilize a given city service, facility, or resource without impediment. This requires that planning account for historical and structural barriers

that community members experience based on factors such as physical or developmental disability, language, cultural relevance, financial resource, or technology resource. Throughout the community engagement process, Families shared experiences of city services, programs, and resources at times being inaccessible due to many of the aforementioned factors. All stakeholders consistently expressed the importance of having the City enhance and increase accessibility in all programs, services, and resources, and to embed access needs as a fundamental consideration of any planning effort. Youth, parents, caregivers, and community partners expressed the need for universal design and specific consideration for diverse needs in physical ability, neurodiversity, financial means, language, and technology and transportation access.

Collaboration was a reoccurring value raised by community members throughout this community engagement phase. Community partners expressed a desire to use resources more effectively by partnering with other local organizations, schools, the City, and the County of Santa Clara. Parents and caregivers shared that it can be confusing to access services when the providers do not appear to be communicating with one another. In order to most efficiently and effectively create and enhance resources and supports for youth and families, stakeholders believe that it is essential for the City to prioritize collaboration across departments, jurisdictions, educational institutions, multidisciplinary providers, and other partnerships.

> "I think for me that coordination, collaboration and blending and braiding up funds is one of the biggest gaps Santa Clara and San Jose specifically is a very well resource[d] city. And so how do we really maximize the fiscal resources that we have? We do that together, and in collaboration with one another"
> – Community Partner

Historically rooted systems of discrimination and oppression have resulted in inequities in access to, and quality of, services and achievement disparities for children and youth across the city. The City, in partnership with its diverse community stakeholders, has an opportunity, through the CYSMP, to demonstrate their commitment in addressing and dismantling these disparities and in grounding all work in the core values of Equity, Accessibility & Inclusion, and Collaboration. The CYSMP is an opportunity to move forward through collective impact to:

- Identify and develop strategies that focus on the needs of children, youth, and families most impacted;
- Prioritize strategy implementation in the neighborhoods and areas where access and achievement disparities are greatest; and
- Recommend budget and investment allocations that support initiatives, services, and resources that support children, youth, and their families most impacted by historically rooted systems of discrimination and oppression.
- Identify, recommend, and develop, where appropriate, policy priorities that will address barriers and challenges, and enhance the quality of life for children and youth, and their families.

Background

The need for a Children and Youth Services Master Plan was identified in response to emerging data demonstrating that an increasing number of children, youth, and young adults are facing insurmountable difficulties and barriers to building their own economic, emotional, and social resilience in the City of San José. While many of these challenges have been intergenerational, and have been most prevalent in specific communities, the COVID-19 pandemic exacerbated the impact and widened the inequities among the many already vulnerable youth and their families.

To improve the lives of children, youth and young adults, the City of San José has dedicated resources and convened partners to develop the CYSMP with an intentional commitment to decrease system and structural barriers, generational-trauma, and opportunity gaps so that a child, youth, or young adult's racial, ethnic, socio-economic status, language, household make-up, gender identity, sexual orientation, religion, citizenship, developmental abilities and/or zip code of residence is not a determining factor in their access to the resources, supports and opportunities to succeed in their home, school, and community.

The City Manager's Office (CMO) has operationalized this charge and has begun the development of the CYSMP. Through a collective impact approach and commitment to addressing racial equity and disrupting the cycle of poverty as a foundational element of the plan, the CMO has engaged a diverse set of public and private partners, families, youth and youth adults and community throughout each stage of the development process. Most importantly **the CYSMP is being developed through a foundation of community engagement that is centered on the voices and lived experiences of San José children, youth, young adults, and their families.**

Purpose of the Children and Youth Services Master Plan
The development of the CYSMP is intended to establish a citywide strategy to create and enhance integrated, coordinated, and equitable services and supports for youth and young adults in the City of San José. This plan aims to understand existing needs, successes, and challenges that impact youth, and augment City efforts to improve youth outcomes from cradle to career (birth through age 24).

The CYSMP will provide:

Guidance on policy, investments, and alignment of programs.

Direction and contract for operationalizing the San José Bill of Rights for Children and Youth.

Alignment of City and partner services, programs & initiatives through a strategic and integrated service delivery system to ensure mutually reinforcing activities that collectively provider:

- A continuum of support for children and youth from cradle to career; and
- Long-term and sustainable impact and measurable outcomes

Through both planning and implementation efforts, the CYSMP will be grounded in diversity, equity, and inclusion with an emphasis on racial equity, and is intended to be reflective and responsive to the lived experience and emerging needs of children, youth, young adults, and their families, particularly those most impacted by systemic racism, structural and persistent inequities, and generational trauma.

> **All children, youth and young adults have increased opportunities to gain 21st century skills that lead to better health outcomes, sustainable employment, and a competitive living wage so that they can live and thrive in our community.**
>
> Vision of the Children & Youth Services Master Plan

The Community Planning Process

The planning process for the development of the CYSMP is comprised of three main phases of work—Community Voice, Community Planning, and Community Implementation and Response.

- **"Community Voice"-** (September 2022 through April 2023)
  PHASE I. Community & Partner Engagement
  This phase has led to the development of this report. It focuses on primary and secondary data collection and analysis for the identification of priority needs to improve the health, wellness, and achievement opportunities all of children, youth, and young adults throughout the City. The City conducted widespread community engagement through a community wide survey, town halls, focus groups and other engagement events, including a meeting series with a Community Advisory Committee comprising community members and partners and an Executive Committee comprising City leadership. The input collected from stakeholders in these efforts will have supported initial plan vision conversations and activities, and ultimately serve as the foundation for the development of the CYSMP

- **"Community Response"** (April 2023 through September 2023)
  PHASE II. Plan Development Period
  This phase builds the framework and design of the CYSMP as a response to community voice. The City Manager's Office in partnership with City staff, families, youth, young adults, and community stakeholders will develop inclusive, tangible, and actionable goals, strategies, and measurable objectives. City and community partners will identify areas of alignment, leverage resources, and garner commitments and supports to operationalize collaborative efforts to improve the health and wellness, and overall outcomes, of children, youth, and young adults throughout the City of San José.

- **"Community Planning and Implementation"** (October 2023 and beyond)
  PHASE III. Implementation & Monitoring
  In this phase, the City and community partners implement and operationalize the CYSMP. Upon City Council approval and recommendations, the City Manager's Office

through a collective process will continue development, and implementation, of an integrated service delivery system and evaluation and measurement efforts to ensure improved outcomes, equity, and increased access to services and opportunities for children, youth, and young adults in the City of San José.

Community Engagement Process

The community engagement process was conducted from September 2022 through April 2023 and leveraged many strategies to support robust participation and expansive reach across the City of San José. It included focus groups, listening and brainstorming sessions, town halls, individual interviews, and community surveys for both youth and parents/caregivers. Additionally, brainstorming sessions with committee and advisory members in the Fall of 2022 as well as a stakeholder workshop in February 2023 provided further opportunity to ground the work early in community experience and expertise and reflect on early data findings through a lens of lived experience and impact.

Community engagement activities and events were planned and hosted through a coordinated partnership between the City of San José, City Manager's Office, RDA Consulting (RDA), and Collective Impact Solutions. Additionally, many partners including City and Santa Clara County departments, school districts, grassroot/community-based organizations, institutions of higher learning, and workforce development entities were engaged to illicit input and feedback in the development of the CYSMP.

Brainstorming Sessions
Brainstorming Sessions provided the members of the Community Advisory Committee (comprised of diverse community stakeholders, parents/caregivers, and youth) and Executive Committee (representing City department staff) an opportunity to inform and shape the vision and identify priority areas and questions for furthering community engagement with focus groups, town halls, and a citywide survey. Committee members had an opportunity to attend one of three scheduled sessions during September 2022.

Youth & Family Engagement Activities
Youth and family engagement activities were aimed at gathering primary data on the dreams, needs, and overall lived experiences of families, children, youth, and young people. Additionally, through these community conversations and listening session, families, youth, and young people shared their firsthand experience of the system and structural barriers that create obstacles to accessing resources and support and achieving their full potential. They were also encouraged to share their strengths and assets, and their hopes and dreams for themselves, their families and community.

Listening Sessions
City staff also engaged community stakeholders representing school districts, grassroot/community-based organizations, Santa Clara County departments, work force development providers, youth advocates, and many others in listening sessions to learn more specifically about their perceived barriers and obstacles as well as their vision, goals, and hope for children, youth, and families, particularly those most vulnerable and underserved.

Youth & Family Engagement Activities
Youth Town Halls. Four (4) youth town halls were hosted in partnership with the Youth Commission, City departments, and Community Advisory Members. These town halls were hosted both in-person and virtually. The three (3) in-person town halls were hosted at the Educational Park Branch Library, Seven Trees Community Center, and Alviso Youth Center. Town halls were hosted in October and November 2022.
Parent & Caregivers Town Halls. Two (2) town halls were hosted in partnership with broader City departments. One town hall was hosted virtually and another was in-person at the Hillview Library. The town halls were hosted in October and November 2022.
Focus Groups. Thirty-three(33) focus groups included many community stakeholders, youth, young adults, families, services providers, City department staff, educational leaders, Santa Clara County department staff, and many others.

Through the town halls, focus groups, listening sessions, Community Advisory, and Executive committee, **1,012 participants/individuals** representing youth, young adults, parents, caregivers, grassroot/service providers, City and County department staff, educational leaders, and many others participated.

Citywide Surveys

Use of city-wide surveys served to solicit and collect feedback from youth, young adults, parents, and caregivers. Surveys were made available in electronic and paper form, and in English, Spanish, or Vietnamese. Internal and external City partners helped to further awareness of the survey as well as act as host sites for the distribution and collection of paper surveys from youth and families. Two versions of the survey were distributed. Those included:

- **A Youth Survey.** The Youth survey was designed for youth and young adults, 24 years and younger. The youth survey included questions to gain a deeper understanding of their experiences, access to resources and services, interests, needs, challenges, assets, and goals. In addition, they were asked about the specific supports they need to achieve their unique life goals and dreams in San José.

- **A Parent/Caregiver Survey.** The partner/caregiver survey was designed for parents and/or caregivers of a child(ren), youth, or young adult aged 24 years old or younger. The survey included questions to gain a deeper understanding of their experiences, access to resources and services, interests, needs, assets, challenges, and goals. In addition, they were asked about the specific supports they need to support and guide their children to achieve their unique life goals and dreams in San José.

Survey Participant Demographics

Parents/Caregivers		Youth	
Total Surveys Completed: 1,182		**Total Surveys Completed: 810**	
*Race/Ethnicity		*Race/Ethnicity	
Black/African Descent	3.3%	Black/African Descent	4.0%
Caucasian/White	20.8%	Caucasian/White	12.3%
East Asian (e.g., Japanese, Chinese, Korean)	15.9%	East Asian (e.g., Japanese, Chinese, Korean)	5.2%
Filipina/o/x	4.6%	Filipina/o/x	4.6%
Hispanic/Latina/o/x	31.6%	Hispanic/Latina/o/x	44.3%
I prefer not to say	6.7%	I prefer not to say	8.2%
Middle Eastern	1.6%	Middle Eastern	1.5%
Native American or Indigenous	2.3%	Native American or Indigenous	3.4%
Other	1.8%	Other	6.1%
South Asian (e.g., Indian, Pakistani)	10.8%	South Asian (e.g., Indian, Pakistani)	6.1%
Southeast Asian (e.g., Thai, Cambodian)	2.3%	Southeast Asian (e.g., Thai, Cambodian)	2.3%
Vietnamese	12.2%	Vietnamese	19.8%

*these percentages add up to more than 100%, as participants were able to choose all that apply

Language(s) Spoken at Home (Top 5)
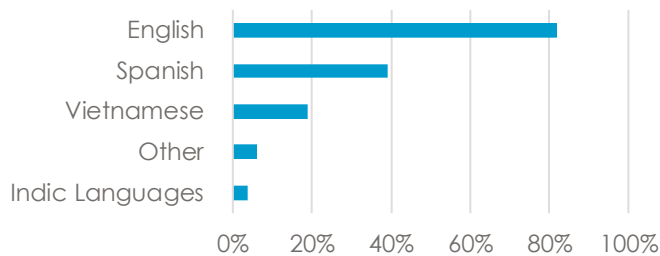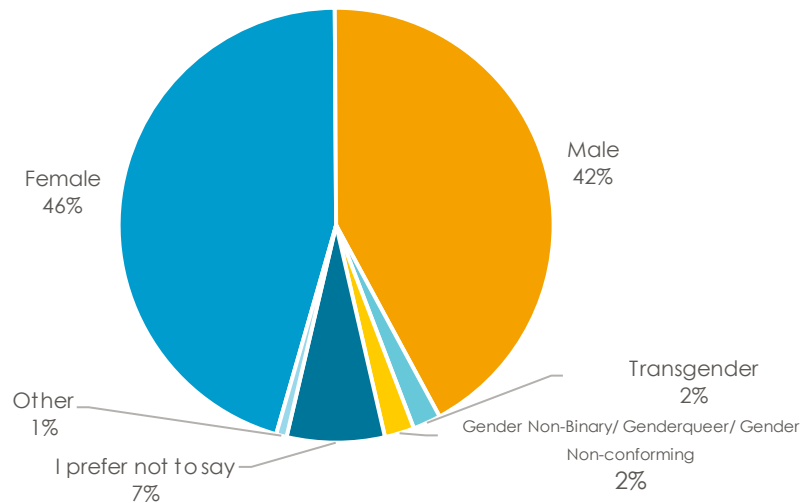

Age of Youth Respondents
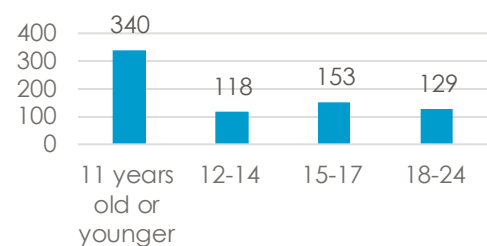
Gender Identity of Youth Respondents

- Male 42%
- Female 46%
- Other 1%
- I prefer not to say 7%
- Transgender 2%
- Gender Non-Binary/ Genderqueer/ Gender Non-conforming 2%

Community Stakeholder Meeting

The City hosted an in-person workshop on February 7, 2023, for Executive and Community Advisory members as well as many other community partners. Attendees received a preview of early findings from the community engagement activities and participated in visioning and

goal planning discussions and activities. This was an opportunity to begin setting the foundation and initial development and identification of vision, goals, and opportunity pathways for the CYSMP. There were nearly 100 individuals in attendance at the meeting.

Community Engagement Findings

Qualitative Data Analysis Methods

Transcripts and notes from focus groups and town halls were uploaded into NVivo qualitative analysis software, then systematically coded and analyzed using thematic analysis. Analysts began with an overview of transcripts to identify possible codes. Then, the team developed a coding scheme to follow based on what was organically emerging from the data. After developing a coding scheme, each transcript was coded. Analysts then revisited the coding scheme to make iterations where data was not able to be coded and revised coding as needed. Once all transcripts were coded, excerpts were reviewed for common themes. The findings presented in this report are derived from the themes that emerged across the focus groups and town halls by examining patterns in coded excerpts.

The findings outlined in this report do not necessarily represent every opinion or experience shared by participants. Rather, they represent the most salient – or commonly noted – opinions and experiences. Thematic analysis aims to elevate priorities that were captured from shared experiences, understandings, and desires of participants.

Inherently, qualitative data analysis has its limitations. While the survey was disseminated citywide, the focus groups and town halls were conducted with targeted populations and communities. Therefore, this report may be missing some perspectives. Additionally, data is coded and analyzed by researchers (people and not computers), and it is not possible to eliminate all variability in the ways the data is interpreted and understood. The research team met frequently to cross-check coding schemes, definitions, and analysis approaches to ameliorate any bias to the greatest extent possible.

Priority Findings & Themes

As the research team analyzed the data, findings emerged from the town halls, focus groups, and surveys. The findings were grouped into sections to highlight common areas of need and to begin the process of goal setting and problem solving.

The seven identified theme areas emerged from the responses that were raised most frequently by families, youth, young adults, City and County staff, grassroot/community-based organizations, and other partners. These theme areas are captured below (Figure 1). The seven theme areas rose to the top of the data analysis (they were mentioned most frequently and consistently across stakeholder groups). Each theme area includes a number of more specific issues that emerged, all which fall under the same broader category. The core values of equity, accessibility, and collaboration also emerged consistently across the theme areas. Respondents overwhelming expressed the need for the City and others to address equity, accessibility, and collaboration in order to effectively serve families, youth, and young adults.
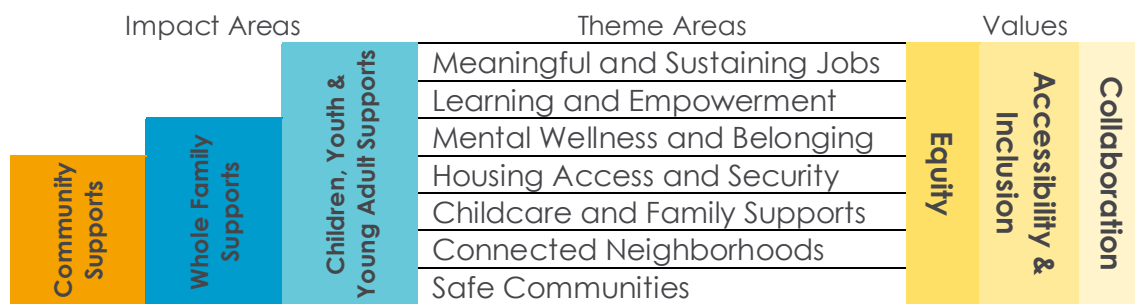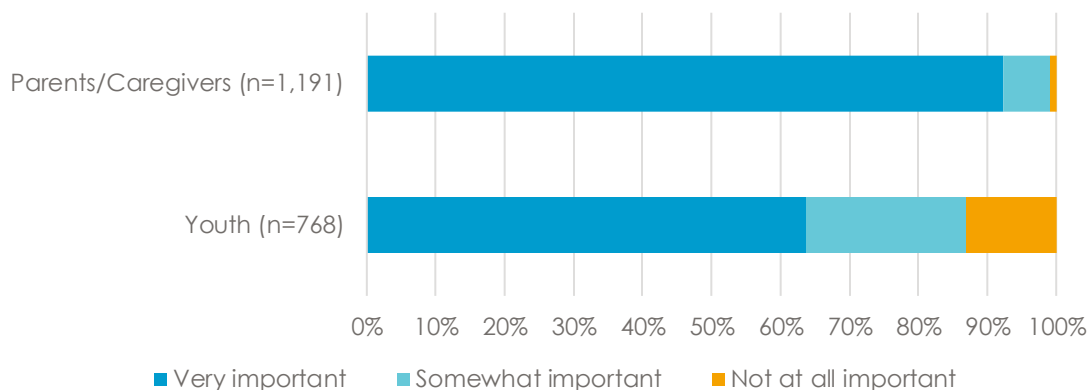
Figure 1. Priority Themes & Core Values

Safe Communities – Key Themes

Most Parents/caregivers and youth rated "Safety and Violence Prevention" as *Very Important*.

Importance of Safety and Violence Prevention

Some parents and youth expressed feeling unsafe in their communities and at school, especially due to gang violence and violent crime.

One youth described wanting more safety:
-in public transportation
-walking around alone
-staying late after school
-going to public areas such as parks and community centers

Safety concerns prevent families from accessing the services and resources they need. In particular, many community members reported not feeling safe traveling through the city alone at night (especially concerning for youth).

> Of the 810 youth who completed the community survey, **10%** said that one of the reasons they are not able to participate in activities is because they **don't feel safe leaving their house or neighborhood**.

"You cannot walk outside past 7pm because it is very dangerous and there has been many homicides." – Parent/Caregiver

Some parents expressed a desire for increased police presence. Parents and youth experience safety concerns particularly around homeless encampments. Adults also expressed frustrations with the persistence of non-violent crime (e.g., theft, graffiti, speeding, etc.) in their communities.

Community partners expressed interest in having the City and other public officials prioritize gang violence and crime prevention efforts in San José.

"75% incarcerated come from just 3 zip codes. We need to disrupt the prison pipeline." - Community Partner (Community Development)

Equity Considerations:
Concerns about neighborhood safety vary significantly across the city. Some parents and youth feel their neighborhoods are very safe, and others feel consistently unsafe.

Youth and community partners expressed a sense of injustice in higher rates of incarceration in some neighborhoods, and desire to disrupt the school-to-prison pipeline. Community partners want to prioritize equity in policing.

"[We] want to cut off the school-prison pipeline at the schools and get support to the family before the kid is at the point of being expelled or suspended." - Education Partner

Connected Neighborhoods – Key Themes

Youth, parents, and caregivers expressed the need for more, accessible opportunities to create and connect with community, such as through sports, arts, parks, community celebrations and events, as well as safe and welcoming environments to congregate with friends and family.

In one town hall, youth expressed interest for more parks, community programs outside of school (dance, recreation), creative space (developing art, music studios), clubs for coming together, not just at school but in the community, and more sports and [youth] activities.

Many respondents expressed the inequity in the quality of infrastructure across the city (including roads, parks, community centers, schools, crosswalks, and public transportation). In

some neighborhoods and communities, places are perceived as unsafe and impair access to existing services and resources.

Importance of Access to Technology and Transportation for Youth
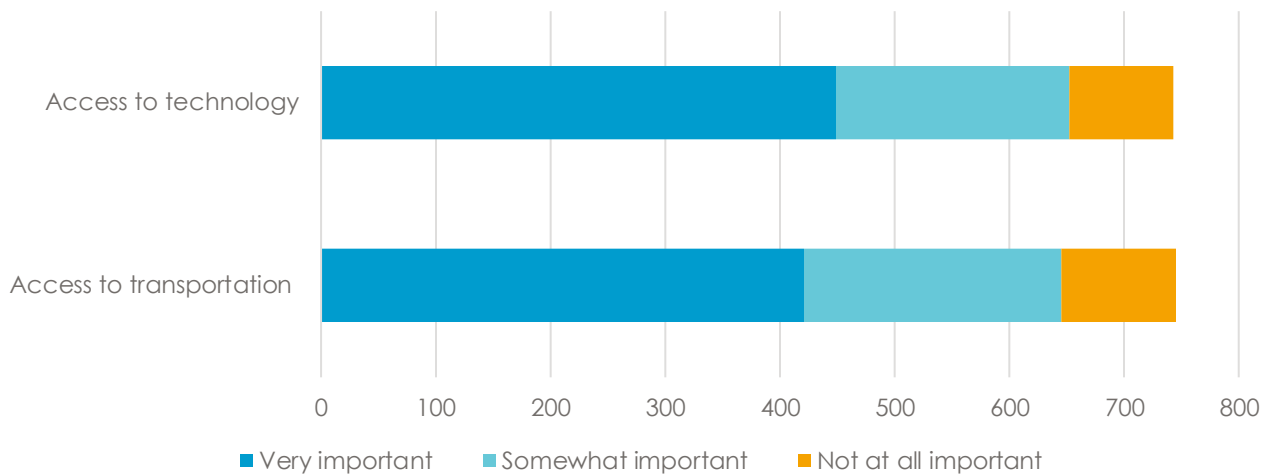
One of the most common barriers youth experience is accessing programs, activities, and resources. Two of the top four barriers are transportation related.

Community members want quality improvements to their neighborhoods (including streets, parking, lighting, parks, and community centers) and transportation infrastructure so that they move more freely across the city.

Youth Barriers to Accessing Activities and Resources
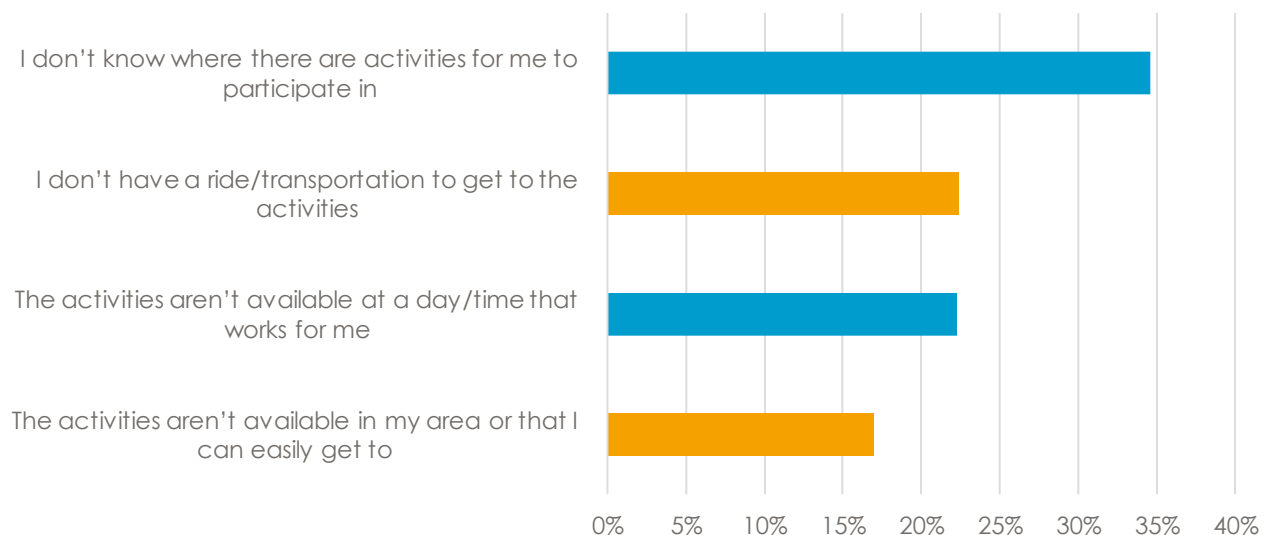
"[We need] better/safer public transportation, rarely left my neighborhood. Other parts of San José were far especially by public transportation" - Youth

"The basic standards of a developed city are missing in San Jose - Well paved roads, streetlights, safety, street & strip mall governance." - Parent/Caregiver

Many parents mentioned significant challenges with parking in their neighborhoods which leads to community conflict and even violence. Some people felt that the public transportation system in San José is comprehensive and accessible, while others expressed that it can take considerable time to travel from place to place.

When parents and caregivers were asked in the community survey about barriers to services and resources, **9%** reported that they **"don't have reliable transportation"**, and **18%** reported that **"services and resources are not available or easily accessible in [their] neighborhood."**

Youth, parents, caregivers, and service providers expressed that they have noticed and experienced significant disparities in technology access, which impacts youth's ability to fully engage in school and impedes their homework and project completion.

"Kids are couch surfing or living in a car and we help replace the Chromebooks. Students will eventually have to seek out the library or go to a school site and not be able to work as much on their own without the tech. Where can I access a grant to purchase more Chromebooks? COVID-19 money was wonderful. I have been trying to work with the Library on this and it's just not a viable option. Hasn't been as successful with our students as we would have liked. Give the libraries more Chromebooks." – Community Partner (Workforce Development)

Equity Considerations:
Respondents consistently expressed that they see and experience first-hand the disparities and inequities in the availability and quality of City infrastructures (e.g., sidewalks, roads, lighting, etc.),amenities (e.g., parks, community centers, libraries, etc.) and recreational opportunities vary from neighborhood to neighborhood.

"The Eastside does not have sufficient activities like in the Westside." - Parent/Caregiver

Accessibility & Inclusion Considerations:
Parents and caregivers of youth with developmental disabilities and special needs expressed the desire for increased accessibility to public transportation, parks, and appropriate recreational programming.

Childcare and Family Supports - Key Themes

Family, youth, and community-stakeholders resoundingly shared the difficulties in affording basic needs, including gas, food, medical care, public transportation, and childcare.

From community survey data, **88%** of youth and **99%** of parents/caregivers rated Cost of Living as *Very Important* or *Somewhat Important.*

Cost of Living-related Barriers for Youth Access to Activities or School Success
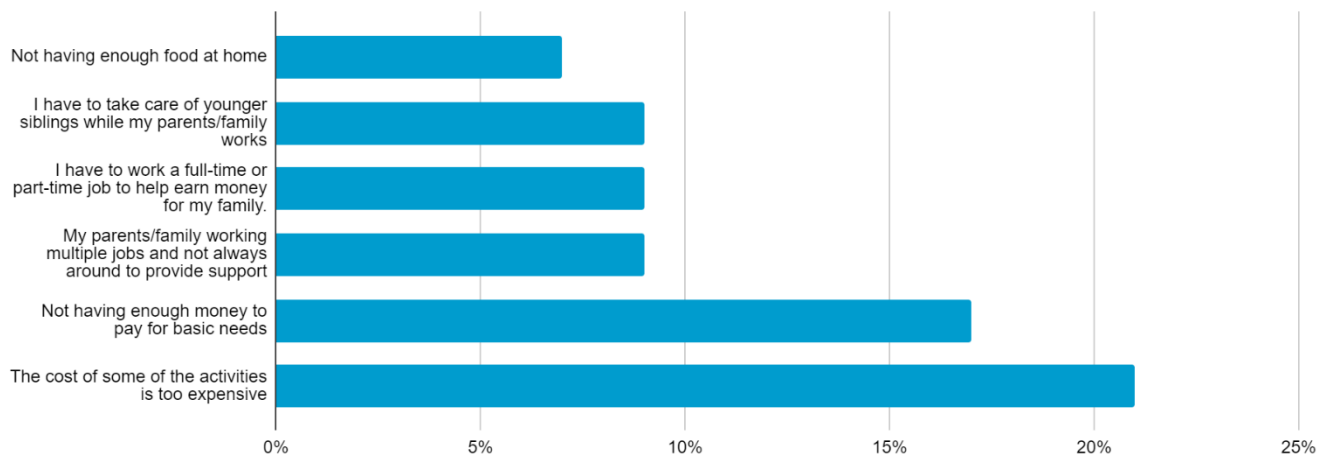
Challenges and barriers to accessing quality, affordable childcare, including afterschool care, was raised resoundingly from families as well as from community stakeholder groups.
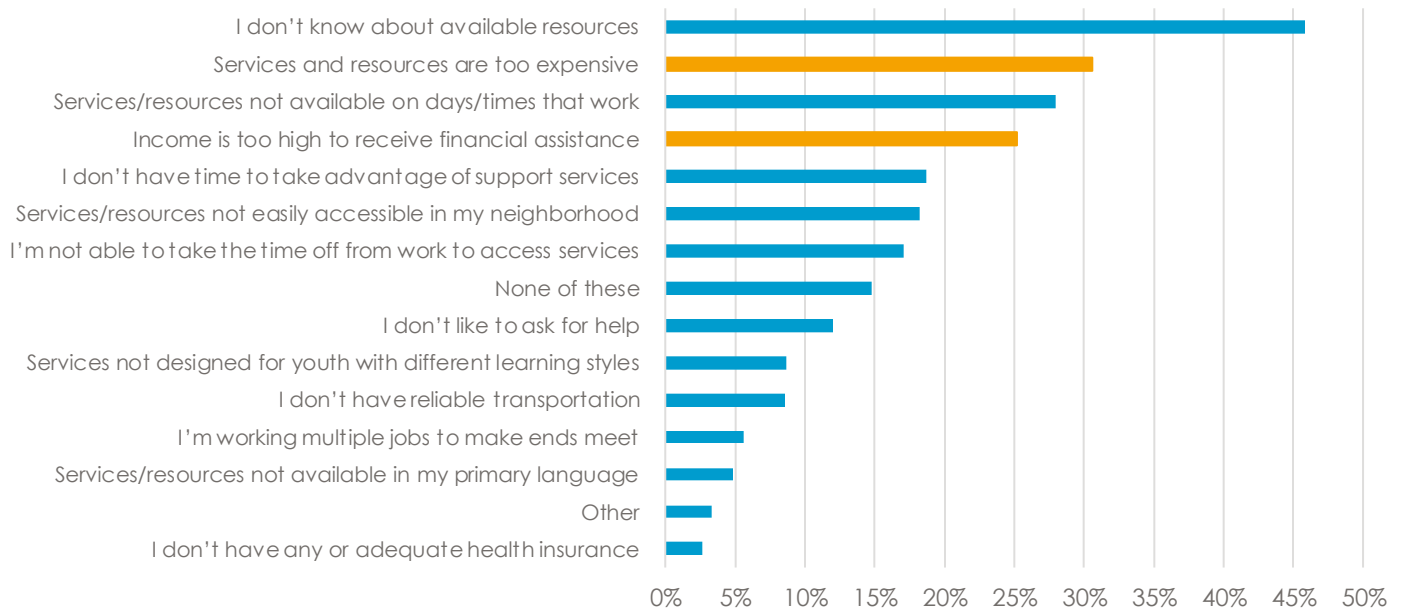
Lack of access to affordable childcare impacts families' ability to work, attend school, and take advantage of available services and resources. Many parents and community partners noted the significant gaps in care for families who earn too much to qualify for subsidized childcare, but not enough to afford private childcare.

There were also many comments on the impact the high cost of living has on people working in childcare, education, and other service fields and their inability to afford to live in San José. Which in turn, also impacts staffing to provide essential programs and services for families. In addition, childcare providers reported having difficulty finding appropriate and affordable facilities in which to offer childcare.

Families, youth, young adults, and community-stakeholders voiced the need for the following services in particular:

- Universal childcare for 0–3-year-olds;
- High-quality, low-cost childcare options, especially to fill the gap between subsidized childcare and private options;
- Community schools with Wellness Centers and childcare;
- More free programs for children and youth of working parents/caregivers, specifically, afterschool care, and summer, academic enrichment, and recreation programs; and
- Childcare at service provider sites.

Barriers to Accessing Resources and Supports for Families

Barrier	Percentage
I don't know about available resources	~46%
Services and resources are too expensive	~30%
Services/resources not available on days/times that work	~28%
Income is too high to receive financial assistance	~25%
I don't have time to take advantage of support services	~19%
Services/resources not easily accessible in my neighborhood	~18%
I'm not able to take the time off from work to access services	~17%
None of these	~15%
I don't like to ask for help	~12%
Services not designed for youth with different learning styles	~9%
I don't have reliable transportation	~9%
I'm working multiple jobs to make ends meet	~6%
Services/resources not available in my primary language	~5%
Other	~3%
I don't have any or adequate health insurance	~3%

Community partners in the post-secondary education field raised the need for basic needs support to enable youth and young adults to attend college. Community partners want to see the City prioritize basic needs as a means of prevention for other services.

"The need for basic resources - housing, water, food. These are the primary risk factors that families face… We don't want families to fall back into the same stress that they have to go back into treatment again over the same need. Stabilize the family and create a bridge for the family to actually thrive and be successful for the future and not just stabilizing in that moment." – Community Partner (Mental Health Provider)

Equity Considerations:
Community partners expressed wanting to see childcare services especially for student parents and students caring for younger siblings, as this often impacts students' ability to succeed in school and/or pursue their educational goals.

"We have students who are parents who don't have access to childcare and cannot come to school. We want to see universal childcare in the city regardless of what school district they're in. Currently some districts have childcare support and others don't." - Community Partner (education)

Accessibility & Inclusion Considerations:
Parents, caregivers, and siblings of youth with developmental disabilities and special care needs expressed a lack of available childcare and after school programs that can

accommodate their needs. Family members often sacrifice school or work opportunities due to caretaking.

"I think if there were more childcare options for special needs students that was affordable, I wouldn't have to take care of my little brother as much. I would have more time to study or go to after school tutoring." – Youth

Housing Access and Security – Key Themes

The high cost of housing in San José is a major stressor for many families and contributes to homelessness, and housing insecurity and instability, and an overwhelming financial burden for those who live in the city. Many youth, young adults, and parents/caregivers fear that they will need to either leave San José or make sacrifices to other important needs due to the high housing costs. Youth, in particular, experience stress when considering how the high cost of living in San José may impact their futures.

"As much as I love San José, I know that I will never afford a place to live here. I would love to live in San José as an adult because I was born and raised in San José, but the cost of living here is too high." – Youth

Issues of housing unaffordability impact a wide range of residents including those who:

- Are unhoused and/or experience housing insecurity and instability;
- Are underhoused (e.g., sharing housing with multiple families or housing that is not adequate for the family);
- Spend a significant portion of their household income on housing, restricting what money they have available for other basic needs; and/or
- Must live very far away from jobs or other activities that also result in transportation challenges and time impacts.

Importance of Cost of Housing for Youth and Parents/Caregivers
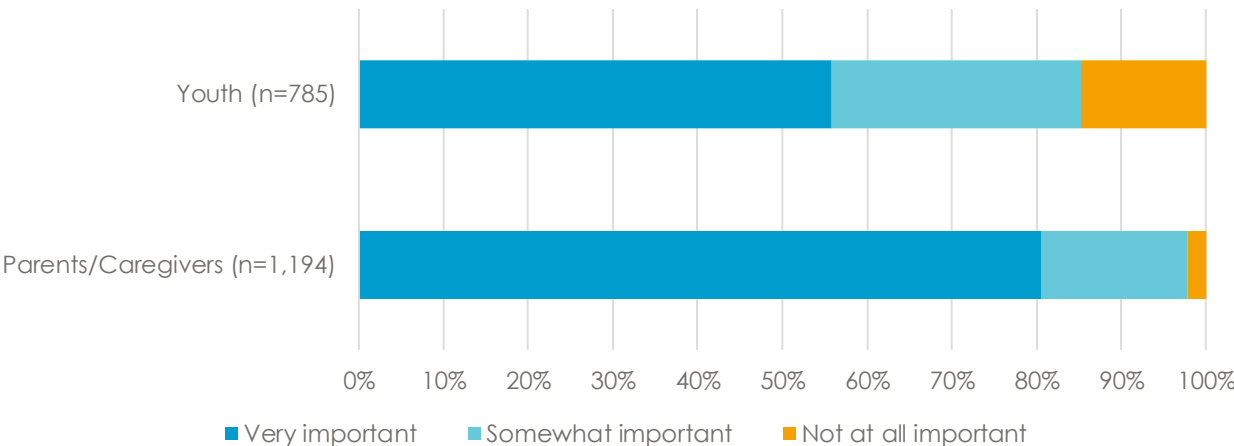
"Housing. There's a high cost of living here, a lot of families are moving out of the area, sharing housing, living in poor conditions. There isn't much out there. We try to take advantage of any housing referral opportunities. Often, we're needing to assist families with temporary housing when they've been evicted or lost housing. Affordable housing is brought up constantly." –
Community Partner (Education)

The high cost of housing impacts many other areas, including:

- Students struggle in school due to housing insecurity. In some instances, students drop out of school or forgo continuing their education to focus on their basic living needs and contributing to household expenses;
- Children and youth serving organizations and support systems are experiencing workforce shortages (e.g., childcare, education, mental health, non-profits, etc.), in part due to disparities between low pay and high cost of housing in San José; and
- Parents/caregivers are working multiple jobs or working far away from home in order to afford living in San José; both aspects impact their availability of time to spend with family and support their children.

Respondents also expressed the need for more housing assistance and recognition that existing resources are not enough to meet the need.

"Dramatically reduce the cost of housing. It's driving families out of the county, takes so much of the families' resources that they can't afford to pay for childcare, and that snowballs. Makes everything more stressful. We have historical housing policies that have created areas of low wealth that are aligned with those of low educational attainment. City controls land use. One of its primary functions." - Community Partner (Education)

Finally, when providers make referrals for housing resources and supports, they are often unaware or informed of whether the youth or family they referred received the assistance they needed. On a related topic, many families do not have the time to take advantage of housing assistance services because they are working so many long hours or multiple jobs to make ends meet, and the process is long and confusing.

Accessibility & Inclusion Considerations:
Community stakeholders expressed the need for affordable and accessible housing for individuals with intellectual and developmental disabilities, and for those using wheelchairs.

Mental Wellness and Belonging – Key Themes

Community stakeholders from all groups expressed the importance for more mental health support for youth of all ages, regardless of health insurance or income. It was mentioned repeatedly that youth are experiencing significant mental health challenges, due to school and academic demands, personal and family issues, and cultural and political stressors. Their

mental health needs were further exasperated by the pandemic, and it has been difficult for them to recover.

"[Since the] pandemic, kids, high schoolers in particular, don't know how to adjust and it's not uncommon for me to hear that, we need more services for teenagers because there's none. And right now, a lot of parents are being pushed to the point where they have to get their kids medicated to deal with their anxiety about being outside. I think that mental health, especially in the youth space, should be number one [priority] right now. – Community Partner

22% of youth surveyed, responded that mental health concerns make it difficult for them to succeed in school.

In the youth town halls and focus groups, "mental health" was mentioned many times as an unmet need and priority. It is important that mental health services be more accessible (e.g., affordability, language capacity, location, etc.) and culturally responsive.

"[We need] social programs to help educate and support teens through any kind of needed support – bullying, confusion on identity, poverty, etc." - Youth

Families and their children with developmental disabilities and special care needs expressed experiencing social and structural exclusion and isolation across all systems, and for a desire to have their perspectives actively considered and included in City planning.

"The baseline would be that there's more education and awareness on disability, because once people are aware and educated, maybe they will be able to include more, to plan more, and understand that not everybody has the same abilities and the same needs." – Parent/Caregiver

Education partners expressed that youth, parents, and caregivers would be best supported by integrating mental health services in the school community, on-campus, through Wellness Centers[1] and the Community Schools model[2], this includes case management services for students and families.

"One of the solutions working is the Wellness Centers. Youth really appreciate those. Would like to see more Wellness Centers within schools in San José and partner[ship] with COE [Santa Clara County Office of Education] to roll those out. [We are] finding huge gaps for certain kids due to the perception of accessing mental health services and kids who are struggling academically may not want to miss school to get the services." –
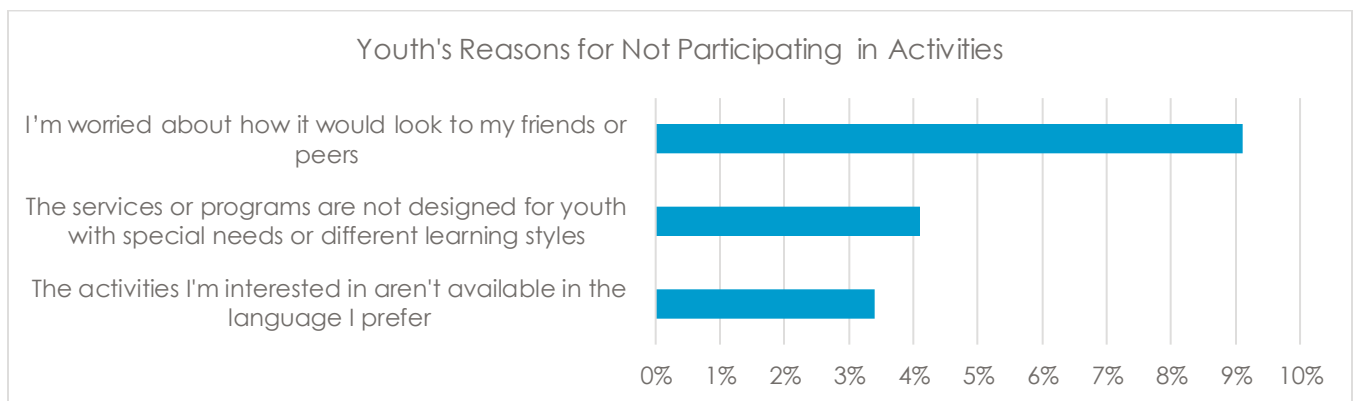
Accessibility & Inclusion Considerations:

Community members expressed experiencing significant barriers to accessing mental health services. Due to a shortage of mental health providers, families struggle to find available counseling services. When current providers are accepting new clients, many families lack insurance coverage or the financial means for out-of-pocket costs. When services may be available, families experience challenges to accessing due to unreliable transportation.

While providers desire to work in San José and fill gaps in care, they do not earn competitive wages that meet the high cost of living, and thereby struggle to afford housing and remain in the community they serve.
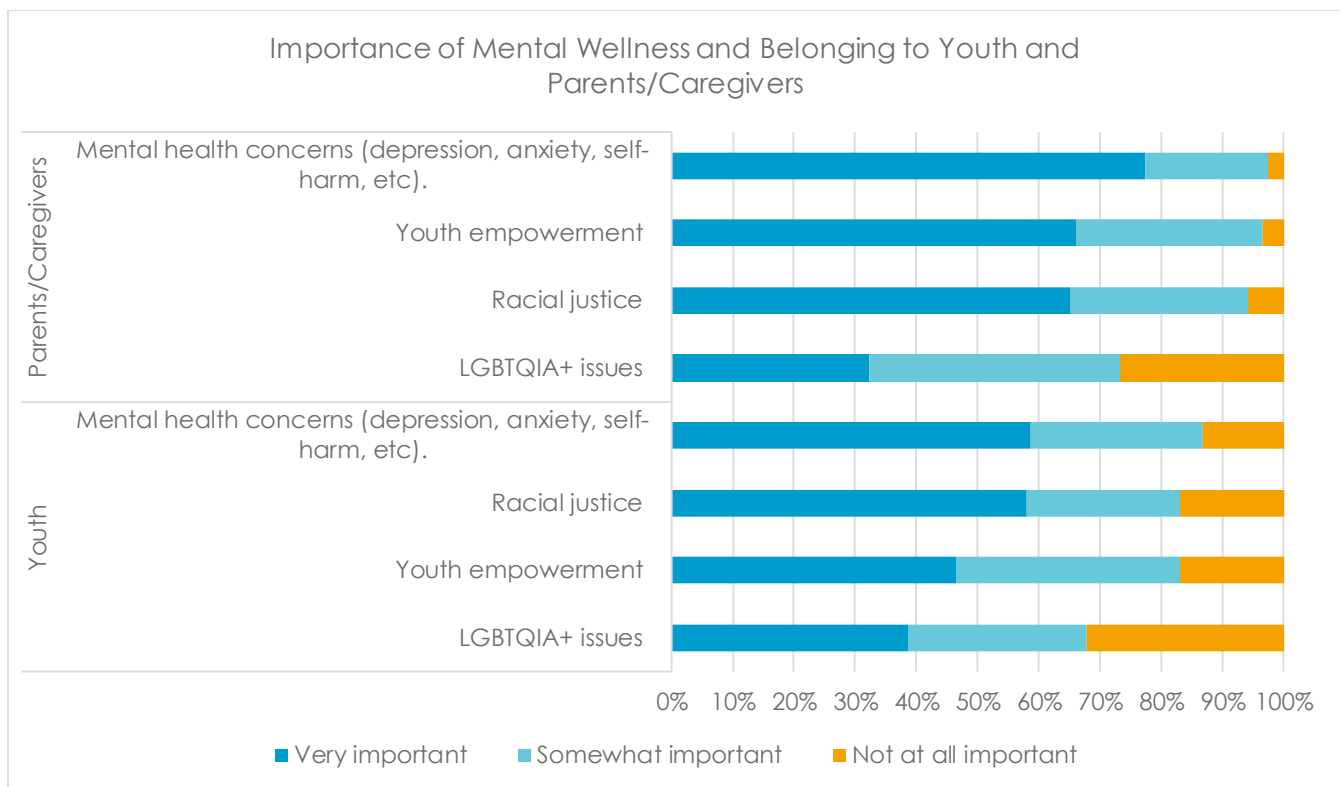
"Do I want to help the community I came from, or do I ever want to have the dream of owning a home in this area? Because right now I think a lot of our providers have kind of given up. They're just like I'm never gonna own a home here. I'm gonna be eternally renting, or I've got to move way far away from where I grew up, which I think is very defeating for a lot of providers."

Educators and service providers recognize the challenges youth experience and their dire need for mental health support. They also shared the cultural and societal stigma and lack of understanding from family and community pose a barrier in seeking mental health services.

Youth reported that stigma and concerns over peer judgment impedes their decision to seek mental health services and participate in some activities and supports.

Youth's Reasons for Not Participating in Activities

Reason	Percentage
I'm worried about how it would look to my friends or peers	~9%
The services or programs are not designed for youth with special needs or different learning styles	~4%
The activities I'm interested in aren't available in the language I prefer	~3.5%

In the survey responses, most youth, parents, and caregivers reported that mental health concerns are very or somewhat important to them. Additionally, most community members named youth empowerment, racial justice, and LGBTQIA+ issues as important.

Importance of Mental Wellness and Belonging to Youth and Parents/Caregivers

Parents/Caregivers
- Mental health concerns (depression, anxiety, self-harm, etc).
- Youth empowerment
- Racial justice
- LGBTQIA+ issues

Youth
- Mental health concerns (depression, anxiety, self-harm, etc).
- Racial justice
- Youth empowerment
- LGBTQIA+ issues

■ Very important   ■ Somewhat important   ■ Not at all important

Equity Considerations:

Community stakeholders expressed that certain populations are in particular need of appropriate and accessible mental health support, including LGBTQIA+ youth, immigrants, and individuals experiencing institutional and structural racism.

Learning and Empowerment – Key Themes

Many youth shared experiencing pressures and stress related to school, and more specifically difficulty managing school workload and demands. Youth also expressed the need for more academic resources and supports from schools (e.g., counselors, tutors, teachers, etc.), community centers, libraries, and others. Furthermore, some youth reported experiencing discrimination by their teachers and would like to see more teachers of color.

Education leaders expressed the importance of leveraging resources and co-locating services on school campuses, so that they serve as community hubs to connect youth and their families to other needed services (especially Wellness Centers for mental health services).

Youth expressed facing barriers in other areas, which also impacts their studies and education goals, including:

- Housing insecurity;
- Food insecurity;
- Lack of access to healthcare;
- Immigration status challenges;
- Childcare for youth who are parents and youth with younger siblings; and
- Family financial burden (and especially needing to work to help support family).

Additionally, families, youth, and community stakeholders identified other needs, gaps in services, and areas of interest, such as but not limited to:

- Increased diversity and cultural humility among educators;
- More equitable funding for extracurriculars and enrichment activities;
- Life skills programming, such as budgeting, career preparation, and college readiness;
- More school-based supports such as tutoring and mental health services;
- Having City and other service providers and organizations co-located on school campuses to facilitate connection to services;
- Translation services for documents (e.g., transcripts, school records, immunization records);
- Technology resources and support for students (e.g., digital devices, Chromebooks, improved internet connectivity, etc.);
- More interpretation and ESL (English as a Second Language) services, such as tutoring and information provided in the native language of the individual; and
- More opportunities to visit colleges paired with greater access to scholarships and clarity around scholarships and/or reduced to no-cost tuition opportunities.

Equity Considerations:

Many youth expressed recognizing the quality of education, school infrastructure, services, and after school/extracurricular activities are inequitable across the city. Youth indicated their experiences and opportunities are significantly impacted by these disparities.

Furthermore, respondents shared concerns about inequitable access to essential services and supports across many areas including:

- Technology and internet access;
- Educational supports and resources for unhoused students (e.g., dropping out, no continuity of school, missing out on services);
- Fees for required college admissions tests and preparation classes are cost prohibitive;
- Wellness Centers are not distributed equitably across the city;
- Quality and continuity of education for youth involved in welfare and justice-systems; and
- First-generation college students expressed particular challenges navigating processes in applying and enrolling in post-secondary education.

"I worry for my child because they are the ONLY Black child in their kindergarten class and a lot of schools [in] Santa Clara County have very small Black population of students. Anything that is done culturally always highlights Latinx culture. The only time African American culture is brought up is in February. I'm concerned when February comes, and my child is the only Black child in the class having to learn Black history" – Parent/Caregiver

Accessibility & Inclusion Considerations:

Community members shared concerns about accessibility and inclusion, particularly with school services. Some families face language barriers to participating in their child's education, including receiving information about scholarships, post-secondary education, and career opportunities. Parents, caregivers, and siblings of children and youth with developmental disabilities and special needs expressed challenges accessing appropriate

and essential education services, such as support with Individualized Education Plans (IEPs), diverse learning styles, sign language, ESL supports.

Youth shared that a "good quality education" means schools should provide more extracurricular opportunities, and equitable class offerings, regardless of the school district or community. Youth expressed wanting to have more opportunities for a quality and diverse education. Youth voiced concerns with funding not being equitably distributed across the city, which impacts the quality of their education, campus facilities, and program offerings.

Youth, parents, caregivers, and community partners all raised the need to better support students in navigating the transition from high school, whether they choose to pursue college or career. This can include helping with exploring and navigating the college, trade, or vocational school opportunities, or job and career opportunities, as well as the associated application, enrollment, and job preparation activities and processes.

Furthermore, many youth and their families face significant financial barriers to pursing or completing their post-secondary and higher education goals, adding to their burgeoning concerns with housing, food, healthcare, childcare, legal support, etc.

> *"The cost is too much for living for the middle-class family like us. My kid wants to go to Harvard or UC Berkeley or MIT, but my family cannot afford this." – Parent/Caregiver*

Many community members expressed concerns that very often the messaging around post-secondary discussions often focus on four-year colleges as the only option. Students are less likely given the opportunity to explore and learn about community colleges and vocational, credential, and training programs.

> *"[We] need to make sure [there] is not just a focus on college, it is not for all students, they need to know there are other career opportunities such as health assistants and construction." – Parent/Caregiver*

Have any of the following people or services helped you to succeed in school?
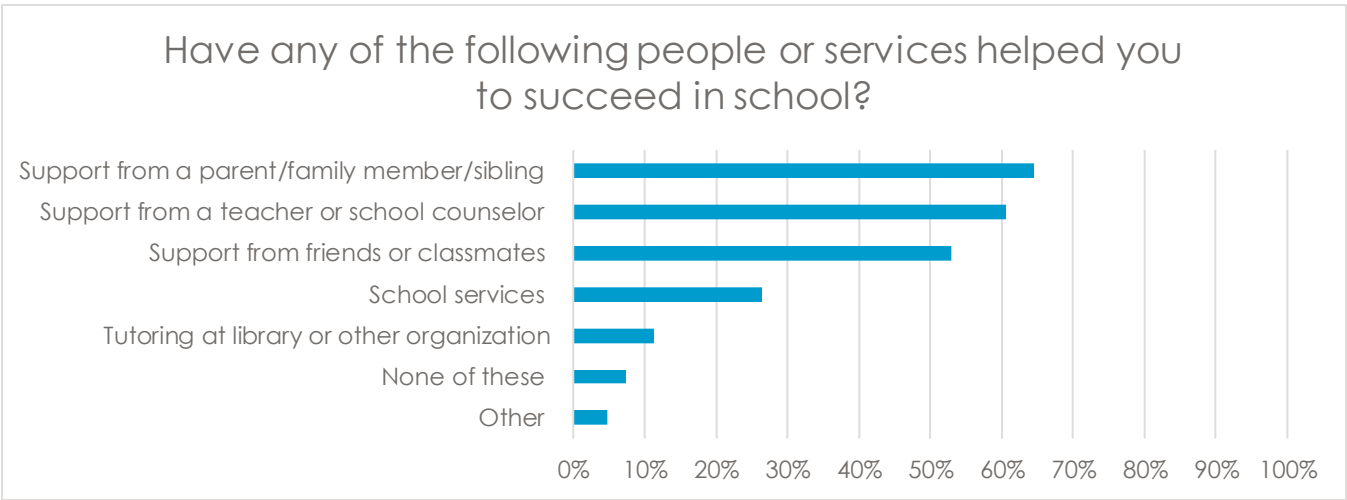
Meaningful and Sustaining Jobs – Key Themes

Many youth described the challenge of not having the awareness or understanding of the educational and career opportunities available to them. Youth expressed feeling significant pressure to choose a job that pays well and will allow them the ability to meet their cost-of-living needs, but which may not necessarily align with their interests or life goals. Parents and caregivers are similarly worried about their children's futures given this tension.

"I learned that people who make under $100K a year are considered poor in the Bay Area, so it seems very difficult to be able to choose and love a profession while earning a livable wage" – Youth

"The cost of housing vs the wage paid unfortunately is very scary – by the time my children are going into the job market or planning their education, the cost of living might limit their ability to choose between a dream vocation and living comfortably." – Parent/Caregiver

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Youth also shared frustrations and barriers in accessing available work development programs, as these can expose them to different career fields and provide them with employable skills and entry into higher-wage jobs.

Overwhelmingly, youth shared that the high cost of living is a fundamental concern and a primary reason that many of them may have to leave San José in the future, despite wanting to stay in the community in which they grew-up.

"I have a love for the people and multicultural vibes of San José. I went to school here and made lots of friends, despite being an immigrant who at first did not know English at all. The reason why I'm unsure [whether I will stay in San José] is because of the cost of living. It is difficult to find affordable housing when the wage of both my parents cannot make for the cost of an apartment, car payments, foods, and baby formula. We had to budget intensely." - Youth

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Youth voiced interest in having more opportunities for career development, such as internships and apprenticeships. Community stakeholders, parents, caregivers expressed the need for stronger partnerships between post-secondary education institutions (e.g., University, community college, vocational/trade programs, etc.) and local industry mentorships to foster greater access to what they called "life-skills" learning (e.g., financial literacy, career exposure, on the job training, etc.).

Equity Considerations:
Youth expressed the feeling that there are inequitable opportunities for workforce development opportunities, based on factors like wealth, social-economic background, and neighborhood of residence.
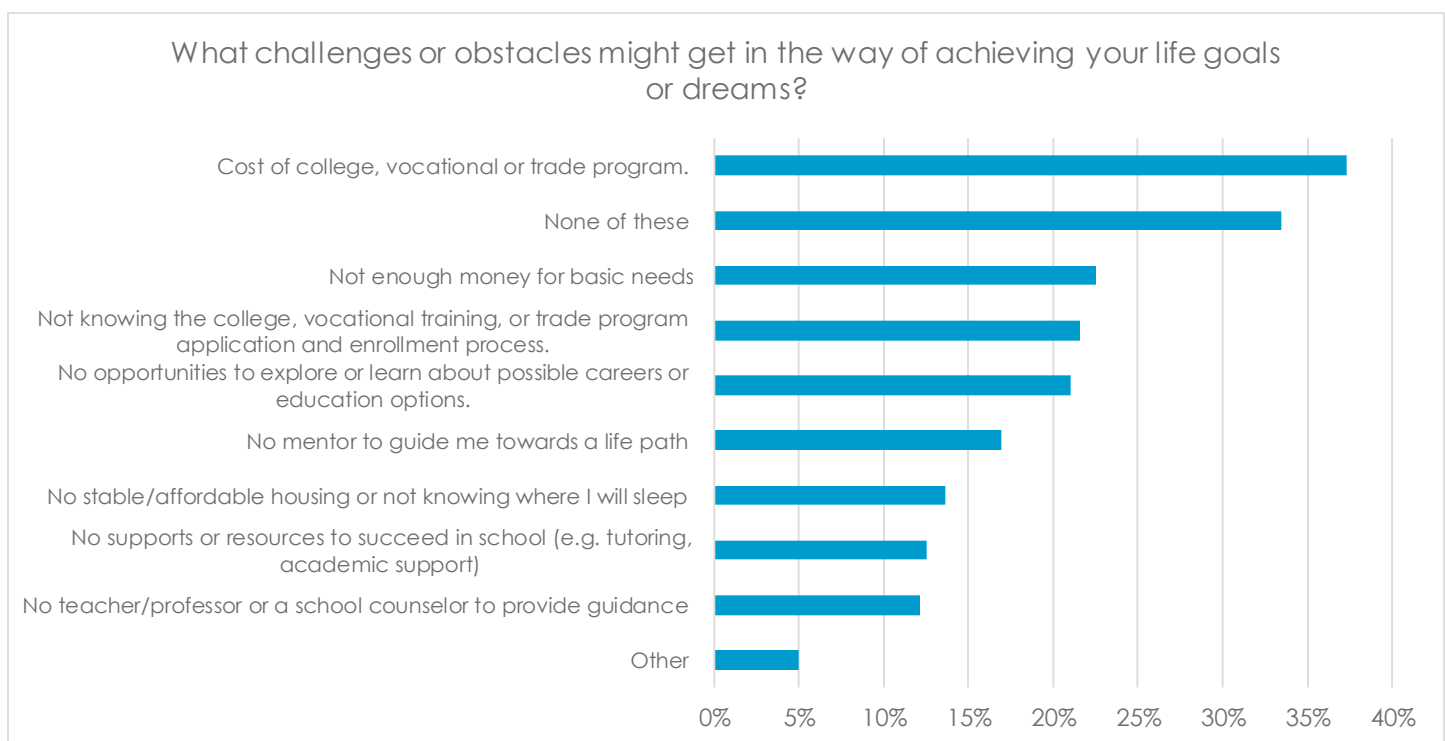
"I'm afraid of the limited opportunities offered for first-generation college graduates because we don't have all of the connections to the big tech companies here in San José. It may discourage us if we're consistently rejected from opportunities because we don't have the experience that our counterparts who are predominantly higher-class have." - Youth

Accessibility & Inclusion Considerations:
Youth, parents, caregivers, and community members expressed the need for more job opportunities for people with all skill sets and abilities. It was shared that there are significant challenges for youth who do not drive or have reliable transportation to get employment. There are also concerns that undocumented students have very limited opportunities for workforce development which impacts their employment options and choices.

What challenges or obstacles might get in the way of achieving your life goals or dreams?

Challenge	Percentage
Cost of college, vocational or trade program.	~37%
None of these	~33%
Not enough money for basic needs	~22%
Not knowing the college, vocational training, or trade program application and enrollment process.	~21%
No opportunities to explore or learn about possible careers or education options.	~21%
No mentor to guide me towards a life path	~17%
No stable/affordable housing or not knowing where I will sleep	~14%
No supports or resources to succeed in school (e.g. tutoring, academic support)	~12%
No teacher/professor or a school counselor to provide guidance	~12%
Other	~5%

Conclusion and Next Steps

This report presents results from the community engagement efforts that was led by the City of San José in partnership with diverse community stakeholders, families, youth, and young adults to inform the Children and Youth Services Master Plan. Next, the City Manager's Office, in coordination with RDA Consulting and Collective Impact Solutions will engage City staff, service partners, families, youth, young people, education leaders, and the broader community to develop actionable goals, strategies and measurable objectives to formally establish key elements of the Children and Youth Services Master Plan. Furthermore, on a parallel process, and through a collective impact approach, the City is also developing an integrated service delivery system that will be included in the design of the CYSMP. The City is proposing to complete the CYSMP document in the Fall of 2023.

Appendix

Appendix A: Additional Quotes

The lived experiences, insight, and knowledge of youth, young people, parents, caregivers, and community are essential to the development of an impactful CYSMP. It is important that the CYSMP demonstrate the City of San José's commitment to strategic and transformational systems change that will improve health, wellness, and opportunity pathways for all families, youth, and young adults, particularly those most vulnerable and underserved. This appendix includes additional quotes to further illustrate the diversity of voices that were part of the community engagement process and contributed to the development of this brief and identification of priority themes and core values. These quotes continue to elevate the voice of the community and importance of collective efforts to develop and operationalize the CYSMP.

Safe Communities

Youth Quotes	"Lot of gang violence at high school, fights everyday"
	"I decided as a 14-year-old that I will not be living in San José because of the safety issues. The factors that contribute to my decision are the people in my community, I don't feel safe walking around out in the streets and once I almost got kidnapped. I would want to move and one day I wouldn't want my parents living here when they grow older because San José is not safe. I also find San José an expensive area."
	"I think I'll decide to live in San José because it's where I grew up and I feel safe here."
	"It is not safe for my family."
Parent/ Caregiver Quotes	"Need more police in the neighborhood, especially late at night (to sunrise)"
	"There aren't sufficient police- there has to be blood or violence for police to appear."
	"we've also been harassed sometimes by aggressive, homeless people and some of the encampments and my children are completely defenseless…so, I can't subject them to that kind of harassment and danger."
Education Partner Quote	"Mayor's Gang Task Force has been very helpful in putting all the agencies in one room together for building relationships. Not sure if this is still going on but would be a good idea to bring it back. It was very successful."

Connected Neighborhoods

Youth Quotes	"Transportation was a big hindrance when it came to living in San José. Being so far from everything else while not having the ability to get to other places."
	"[I want to see] more community events that connect San José folks…More space for education, fitness, and community events at community centers representing the different cultures within San José …community spaces that are free"
	"nightlife (safe, legal hangout spots) for teenagers"
	"I think paying attention to streetlamps because sometimes it's scary to walk around because the light is too dim. That way we could use more public transportation after school without worrying about going home."
Parent/ Caregiver Quotes	"Cleaner parks, not just in South San José. I moved to East San José, and moved from South San José, and I noticed the parks in South San José are cleaner than East San José. I often find myself cleaning up the park when I take my kids to park, I see syringes."
	"Accessible means of transportation to local community centers 10mins from their home"
	"It would have more safe neighborhoods to walk. More family friendly public spaces in east San José"

Community Partner Quote	"More community centers in the East side of San José, bringing services to the communities."

Childcare and Family Supports

Youth Quotes	"I don't think me or my family make enough money to live in San José as an adult. In order to get by in the city, my family went through and continues to go through a lot of suffering; we're not as well-off as others in the city, and it grows harder and harder for us to get by every year. I don't think I myself will ever get out of our current socio-economic class."
Parent/ Caregiver Quotes	"$30k for family of 4, doesn't qualify for Head start or other subsidized childcare/preschool – they don't consider the high cost of living in San José. Families are stuck in the middle, too expensive to pay but don't qualify for assistance."
	"For school aged kids it will be best to have after school care services till 6 pm at the school facility itself. This avoids the danger of putting the kids in someone else's hands in transporting them to a different place."
	"I'm on a waitlist for after school care and have been on this waitlist the entire 2022/23 school year."
	"As a special needs parent I don't really ever see anything geared for that demographic/programs don't appear to be welcoming."
Community Partner Quotes	"There is lack of quality care for kids 0-3. Some have expanded rec preschool programs and with universal pre k there will be ample programs for 4 but still need to think about programs for 0-3." (*Education*)
	"Childcare would be a huge help. Kids are not going to school because they have to take care of their younger siblings." (*Education*)
	"We don't have childcare. Lots of parents would like to participate [in library programs] but can't because they don't have childcare. Great to offer wraparound services." (*Library*)

Housing Access and Housing Security

Youth Quotes	"I've lived in San José my entire life from birth to the age of 21, and there is a great balance between city life and quiet suburbs... However, the housing market is terrible, and getting a studio apartment under $2,500 or a 2bed/2ba under $3,700 is impossible. I've been trying to get Section 8 housing forever, and the affordable housing that is provided by the San José is also difficult to obtain. While I've grown to love San José, it feels impossible not to have to work a miserable full-time job with no social life just to even sustain myself."
	"I learned that people who make under $100K a year are considered poor in the Bay Area, so it seems very difficult to be able to choose and love a profession while earning a live-able wage."
Parent/ Caregiver Quotes	"There are people homeless on the street, on the freeways. I would like for San José to be easier to be a homeowner. I am a mother of 3 I would like to be a first-time homebuyer. Families are working so hard and not able to buy house. They have 3-4 children and live in a one-bedroom apartment. The City should provide more resources, to provide them mental health services, resources, skill/workforce development training, childcare, and housing."
	"Parents aren't able to have dinner with their children, they get home at 6/7 pm from work, just to be able to pay for rent/housing."
	"They will not be able to afford to live here in San José for sure."
	"That they won't get a great education in our public school system and won't ever be able to buy a house here. We plan on moving for these reasons."

Community Partner Quotes	"There are unhoused students who are not connecting to services and then are dropping out of school. There are a lot of kids we're not able to connect with because they're out in the community trying to get their needs met." (*Youth Development*)
	"Low wages and high rent. Parents working multiple jobs - students are home with no supervision." (*Youth Empowerment*)

Mental Wellness and Belonging

Youth Quotes	"[Other issues of concern…] Gun violence. Anti-union laws and practices. The wealth gap. Transgender rights. The decline of American democracy"
	"Need more discussion of mental health in Latino and (other) parents community. They don't understand and think it is laziness."
	"I wanna mention affordable housing again; with housing being so expensive in the Bay Area I get a lot of anxiety about where I'm going to live."
Community Partner Quotes	"Many young adults feel they need to sacrifice eating/sleep to study." (*Youth Development*)
	"During the pandemic - schools were asking for a lot of support like lifting morale, how can we invoke empathy in our teachers. The school and the teacher to be able to hold space and hold a non-judgmental safe space for students. Giving the teachers the tools and support and having them feel empowered enough to feel like they're making a difference. Educating teachers on how to talk to parents. Getting support for school staff, teachers, principals and providing them resources." (*Education*)
	"mental health referrals. A lot of families not having insurance and seeing how children struggle in the last two or three years. How do we ensure families have insurance and get their MH needs addressed?" (*Education*)
	"lots of families don't follow through on referrals made because even to find a provider or get transportation. Child doesn't receive the help they need. Community school model could help bring everyone together in one place. Want to see more of those." (*Education*)
	"Kids come back home at 5-6pm and they still have to do their homework. Post pandemic stress. Social and emotional health has declined." (*Education*)

Learning & Empowerment

Youth Quotes	"some schools don't have money - they don't have sports."
	"We have sufficient resources for school, but they could be allocated better… Better equity… Schools/communities that need more resources could get more resources; Schools that have good resources could share them with other schools that don't have them."
Parent/ Caregiver Quotes	"The school system, not the teachers, is failing my child. Being able to live in my own hometown is becoming more and more difficult because the amount of rent I pay for 3 years; I could have put a down payment on a house. We as parents spend so much time trying to afford our lives."
Community Partner Quotes	"…in Kalamazoo MI, there are private donors who have set up a fund for youth to go to community college or a state school with their tuition covered (Kalamazoo Promise). Want to also look at other amenities – free food, housing, transportation. Need to make it easy for students to go to college and go even further and it make attending an improvement in their life. If the city is willing to work with large donors to be able to fund something like that, there are other examples of this (Tucson). That's something that could be promising for us." (*Higher Ed*)
	"The city could look at inequities in resources across schools and consider how they can support those schools that lack in resources." (*Youth Development*)

Meaningful and Sustaining Jobs

Youth Quotes	"If you don't want to be in tech or management, you have no chance of living here"
	"Most jobs that DO NOT fall under the field of tech startups, engineering, medical or some other 'noble' professions are not enough to support a living in San José"
	"Work 2 future finds you little jobs that are not a job that's gonna sustain you and your family. I feel like providing jobs where you're able to sustain yourself, that would help."
	"equitable access to opportunities (usually only schools in higher income areas have access to more internships, jobs, etc)"
Parent/ Caregiver Quotes	"[I'm concerned about my child/ren] not having opportunities to explore different career options"
Community Partner Quotes	"We have significant challenges, recruiting and retaining that are passionate about the work they do, and much of that is because of the cost of living and our inability to pay high wages." (*Service Provider)*

Appendix B. Reports & Community Alignment Resources

The following reports, assessments, and planning documents are a sampling of the secondary resources that have been collected and will be sources for secondary data analysis and triangulation with primary data findings during *Phase II. Community Planning* for the development of the CYSMP. While not an exhaustive list of all secondary resources that will inform planning work, it is intended to reinforce the City's commitment to leading planning and implementation of the CYSMP through collective impact, data-informed decision making, and the centering of the community voice identified core values of equity, accessibility & inclusion, and collaboration.

CITY OF SAN JOSE DOCUMENTS

City of San Jose
Housing:
Citywide Residential Anti-Displacement Strategy
Description: A memo to City Council from August 2020 detailing the Citywide Residential Anti-Displacement Strategy comprising 10 recommendations, workplans for the first three recommendations, and a recommendation for project updates in 12 months.

Office of Racial Equity:
REIA: Racial Equity Impact Analysis
Department: Office of Racial Equity
Description: A document by the City of San Jose's Office of Racial Equity detailing the Racial equity impact Analysis (REIA) as a process for change, including when and how to implement it, as well as best practices.

Commissions/Task Force
City of San Jose, COVID-19 Community + Economic Recovery taskforce
Description: The COVID-19 Recovery Task Force was tasked with developing recommendations for actions to be considered by City Council in the wake of the COVID-19 pandemic's impact on San Jose and worked with the community to involve the public with the process.

Reimaging Public Safety Community Advisory Committee and Charter Review Commission Public Safety Recommendations
Description: The Reimagining Public Safety Community Advisory Committee report went to City Council in May 2022, with presentation and video linked below.
Link:

San José Police Department
Police Department Reform and Operational Improvement Recommendations Report.
Description: comprehensive update on all police reform recommendations to PSFSS in November. It included updates on the Reimagining recommendations as well as recommendations from many other sources.

Library
Providing Meaningful Supports and Opportunities on Pathways to Self-Sufficiency

Description: A document by the Library's College & Career Pathways team detailing the needs, supports, and programming to assist young people and adults with pathways to self-sufficiency.

Name: Goal Statements for Postsecondary Education and Career Preparation 2-7-2023
Description: Goal statements drafted by a Breakout group from a CYSMP meeting on February 7th, 2023. The breakout group discussed the idea of changing "preparation" to "development" – acknowledging that this work continues long after a young person reaches the age of 24.

2-2-23 EDL CCR Plank Meeting PowerPoint
Description: The PowerPoint for the Library's Education & Digital Literacy (EDL) Plank Meeting for College and Career Programming on February 1st, 2023.

San Jose Anti-Displacement Policy Network Team
Ending Displacement in San Jose Community Strategy Report January 2020
Description: A report Co-written by government and nonprofit staff as part of the PolicyLink Anti-Displacement Network (ADPN) of ten cities assessing the gaps in San Jose's current housing policies and new anti-displacement tools, while centering the values, lived experiences, and solutions requested by residents most impacted by displacement in the city.

FMCI Steering Committee
Franklin-McKinley Promise Neighborhood Project Abstract
Description: An abstract outlining the Franklin McKinley Promise Neighborhood Project's goals, objectives, and activities, as well as expected outcomes.

FMCI Cascade October 2015
Description: A visual document with tables and graphics detailing the mission of the project, strategies, and objectives, intended to act as a platform document for stakeholders.

Promise Neighborhood Project Performance Indicators 2022
Description: A high-level table indicating the intended results and their performance indicators (metrics and data) of the Promise Neighborhood Project.

FMCI Steering Committee Meeting Agenda 10-7
Description: The agenda for the October 7th, 2022, Meeting for FMCI. The meeting involved review of the Cascade Document from 2015, including updates and discussion of outcomes and objectives for the next three to five years.

COUNTY/STATE LEVEL DOCUMENTS
County of Santa Clara
Santa Clara County Community Plan to end Homelessness 2020-2025
Description: The roadmap created by the Santa Clara County Community Plan Steering Committee to end homelessness in Santa Clara, including strategies and target outcomes in the time period 2020-2025.

Transitioned Age Youth (TAY) Services

Description: A link to the landing page for Santa Clara County's Transitioned Age Youth (TAY) Services through the Social Services Agency, provided by San Jose's Housing Department as part of a request for resources.

Santa Clara County Homeless Prevention System
Description: A link to the landing page for the Santa Clara County Homeless Prevention System, provided by San Jose's Housing Department as part of a request for resources.

Santa Clara County Office of Education Foster and Homeless Youth Services
Description: A link to the landing page for the Santa Clara County Office of Education's Foster and Homeless Youth Resources, provided by San Jose's Housing Department as part of a request for resources. Note: The Santa Clara definition of homeless is different from the federal HUD's.

Mental Health Guide for Teens
Description: The County of Santa Clara Behavioral Health Services' informational pamphlet explaining basic mental health and wellness concepts, warning signs, and resources to seek help for teens.

County of Santa Clara Behavioral Health Services Department Mental Health Services Act (MHSA) Fiscal Year 2023 Mid-Year Adjustment (July 1, 2022 – June 30, 2023) and Fiscal year 2024 through Fiscal Year 2026 Three-Year Program & Expenditure (July 1, 2023 – June 30, 2026) Plan
Description: This document is Santa Clara County's Behavioral Health Services Department Three Year plan from 2024-2026 for the Mental Health Services Act and the summary of their changes for FY2023 Mid-Year Adjustment.

Santa Clara County Transgender, Nonbinary, and Gender Expansive Employment
Description: This report was commissioned by Santa Clara County's Office of LGBTQ Affairs to research how stigma and discrimination impact transgender, nonbinary, intersex, and gender expansive (TGNB) populations in employment, and details the Santa Clara County data on the topic.

2018 Santa Clara County Transgender, Nonbinary, and Gender Expansive Community Needs Assessment
Description: This report was commissioned by Santa Clara County's Office of LGBTQ Affairs, and is the largest study ever conducted for the Transgender and Nonbinary Community in Santa Clara, providing detailed information illuminating the discrimination and marginalization that transgender people experience in Santa Clara County and provides recommendations for improvement.

LGBTQ+ Older Adults in Santa Clara County 2021
Description: A report sponsored by the Santa Clara County Office of LGBTQ Affairs reviewing the results of a community-based survey to identify unmet needs of LGBTQ+ adults aged 50 or older and working and/or living in San Jose.

Santa Clara County Neighborhood Safety Services Unit FY 2020 Annual Report
Description: The 2020 Annual Report for Santa Clara County Probation Department's Neighborhood Safety/Services Unit, operating in two neighborhoods that were identified through a data driven process reviewing public health and other system data to strengthen

community assets and develop and sustain capacity to address racial and economic equity.

Annual Juvenile Justice Arrest and Probation Data 2021
Description: A data book by Santa Clara County Probation outlining important data elements usually presented in the Juvenile Justice Annual Report

Understanding Youth who Commit 5 Year Snapshot 2013-2017
Description: A report by the Santa County Probation Department on the makeup of juvenile offenders, the process for how youth enter the juvenile justice system, and the factors that led youth to Crime, based on the period between 2013-2017.

City of San Francisco
San Francisco's Landmark Children and Youth Fund Fact Sheet
Description: A fact sheet covering the details of the San Francisco amendment to the city charter to guarantee funding for children in the city budget, first in 1991, then renewed in 2000 and again in 2014 for 25 years as the "Children and Youth Fund"

What is the Youth Empowerment Fund?
Description: An overview of the Youth Empowerment Fund, an allocation of 3% in San Francisco's Children's Fund specifically supporting youth leadership by giving young people with grant opportunities for youth-led projects.

Community Needs Assessment 2022
Description: San Francisco's Department of Children, Youth, and their Families's Community Needs Assessment, a report on the community engagement phase of the planning cycle that hear community needs and to highlight disparities.

San Francisco Mayor's Children & Family Recovery Plan
Description: San Francisco's recovery plan roadmap document intended to elevate and address the urgent needs of the City's children, young adults, and families impacted by Covid-19 by identifying vision, strategies, and next steps informed by community engagement, research, and landscape analysis of COVID Recovery Services.

City of Long Beach
Long Beach Health & Human Services 2021-2026 Strategic Plan
Description: The City of Long Beach's Department of Health & Human Services Strategic Plan for 2021-2026, specifically created with equity and trauma-and resiliency-informed lenses, with topics including safe neighborhoods, housing access, poverty, and racism.

Joint Venture Silicon Valley Institute for Regional Studies
2022 Silicon Valley Poll
Description: A report detailing the results of Joint Venture Silicon Valley's 2022 Silicon Valley Poll, highlighting a "darkening mood" in the region after the pandemic and the reported reasons why.

Eliminating the Burden of Preschool Costs
Description: Joint Venture Silicon Valley's research study on Universal Preschool and its impacts on Family and Community Wellbeing.

City of Oakland
Oakland Fund for Children and Youth Community Needs Assessment & Racial Equity Analysis 2021 Report
Description: This report details the findings of Oakland's Community Needs Assessment and Racial Equity Analysis (CNA-REA) conducted in late 2020 and early 2021 about the experiences of youth 0-21 in Oakland, with focus on data revealing racial, economic, place-based, and other types of inequity.

Kids in Common
2023 Santa Clara County Children's Data Book
Description: The data book by Kids in Common describing the experience for children and families across Santa Clara and is based on achieving the vision of Santa Clara County's Bill of Rights for Children and Youth

Young Women Freedom Center
When Young Moms Thrive: Reimagining Child Care, Community, and Young Motherhood
Description: This report presents the findings from the Young Women's Freedom Center's When Young Mom's Thrive Initiative, highlighting the needs, experiences of young mothers, as well as policy recommendations informed by the research findings in Santa Clara County.

Council of California Child Welfare Center
Prevention and Early Intervention Committee Community Pathway Recommendations
Description: A list of recommendations by the California Child Welfare Council's Prevention and Early Intervention Committee in other to successfully implement California's vision for Child, Family and Community Well-Being.

Child, Family, and Community Wellbeing: Reimagining California Centered on Equity and Social Justice
Description: The infographic on California's vision for the Child, Family, and Community Wellbeing, centered on equity and social justice and respect for tribal sovereignty.

Stanford Social Innovation Review – Stanford University
Filling the Gaps in Collective Impact
Description: An article about nine supporting activities that can help make collective impact approaches to social change more nuanced and rigorous.

Collective Impact
Description: A paper exploring how collective impact allows for large scale social change by analyzing the components and conditions of successful collective impact initiatives.

Safe & Sound
Creating a Child & Family Well-Being System
Description: In this report, Safe & Sounds identifies a problem with current California Law where only a small percentage of mandated reports are confirmed as maltreatment, and that there is a racial component in terms of the population being reported and outlines a path to reform the current mandated reporter system.

Opportunity Youth Partnership
Toward an Opportunity Ecosystem: Three Years of Learning Alongside Opportunity Youth in Santa Clara County
Description: A report by the Opportunity Youth Partnership reviewing and calling for the adoption of an Opportunity Ecosystem in Santa Clara to support youth based on data collected from 2018-2021 on Opportunity Youth in Santa Clara County.

Public Health Alliance of Southern California
California Healthy Places Index
Description: A map created by the Public Health Alliance of Southern California that identifies and visualizes how communities perform on the Healthy Places Index.

Groundwork Consulting
Youth Forum 2.0 Introduction
Description: A PowerPoint by Groundwork Consulting presented about the Youth Forum 2.0. The forum's purpose is to support youth and young adult-serving organizations to establish an Opportunity Ecosystems through partnerships informed by data and youth.

Child Advocates of Silicon Valley
Child Advocates of Silicon Valley Strategic Plan FY24-26
Description: The FY24-FY26 Strategic Plan by Child Advocates of Silicon Valley, developed and informed by an environmental scan, focus groups, and board and staff sessions in order to summarize the landscape of the foster youth system and their priorities and strategies going forward.

National
National Center for Homeless Education
The McKinney-Vento Definition of Homeless
Description: A definition of the meaning of homelessness, as described by the McKinney-Vento Homeless Assistance Act.

Child Welfare League of America
Beyond Human-centered Design: The Promise of Anti-racist Community centered Approaches in Child Welfare Program and Policy Design
Description: A CWLA Journal Article describing the need to redesign the child welfare system for more equitable outcomes for children and families, as Human-centered Design is rooted in white supremacy and unable to lead to anti-racist solutions.

Milwaukee Succeeds (part of the StriveTogether network)
Milwaukee Succeeds
Description: A link to the main website of Milwaukee Succeeds, a model initiative from Milwaukee. Milwaukee Succeeds advances education equity in Milwaukee by ensuring children have the necessary resources, through their work on shared decision making, centering racial justice, and changing existing systems of power. It follows StriveTogether network, a national network.

Cradle to Career Indicators

Description: As part of the StriveTogether network, Milwaukee Succeeds shares data from city and statewide sources to provide a picture of the educational network in Milwaukee.

Strive Together Theory of Action
Description: The Strive Together Theory of Action™ supports communities building the civic infrastructure necessary to transform the systems that shape opportunity. This uses progressive milestones to allow local context to guide the framework and informs collaboration of cross-sector leaders.

StriveTogether Evaluation Report: 2015-2017 Executive Summary
Description: A high level summary: StriveTogether operationalized the Theory of Action through a survey and reported on their results, aimed at understanding how civic infrastructure develops across communities, as well as the association between implementation of Theory of action and outcomes for children and youth.

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[1] Santa Clara County Office of Education. **https://www.sccoe.org/yhw/wellness/Pages/default.aspx**

[2] The White House. Briefing Room. Statements & Releases. (2023). **https://www.whitehouse.gov/briefing-room/statements-releases/2023/01/18/fact-sheet-biden-harris-administration-announces-efforts-to-support-community-schools/**