



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Angel Rios, Jr.

SUBJECT: CHILDREN AND YOUTH
SERVICES MASTER PLAN

DATE: April 2, 2024

Approved

Date

4/4/24

SUPPLEMENTAL

REASON FOR SUPPLEMENTAL

The City Manager's Office, Library Department, and Parks, Recreation, and Neighborhood Services Department presented a draft of the Children and Youth Services Master Plan (CYS Master Plan) to the Neighborhood Services and Education Committee on February 8, 2024. City staff presented a draft of the CYS Master Plan that did not include graphic design elements and full copy editing, to allow opportunity for additional input and feedback from Committee members, before finalizing. The narrative content of the CYS Master Plan presented at the Neighborhood Services and Education Committee has changed minimally other than proof-reading and copy-editing. The revised CYS Master Plan presented to City Council on April 9, 2024, includes graphic designs and formatting (Attachment - Revised Draft Children and Youth Services Master Plan).

/s/
ANGEL RIOS, JR.
Deputy City Manager

For questions, please contact Laura Buzo, Assistant to the City Manager, at (408) 553-8329.

Attachment - Revised Draft Children and Youth Services Master Plan

CITY OF SAN JOSÉ CHILDREN AND YOUTH SERVICES MASTER PLAN

*A Plan to Harness the Power of Hope and Community Action to
Forge Opportunity Pathways for San Jose's Children, Youth, and Young Adults*

2024 - 2027



Children and Youth Services Master Plan City of San José 2024 - 2027



This plan was developed by
Angel Rios Jr., Deputy City Manager, City of San José
Laura Buzo, Assistant to the City Manager, City of San José
RDA Consulting, SPC and Collective Impact Solutions
under contract with the City of San José.

Cover Design: Laura Buzo, Dylan Kuhlmann-Haley, and Briana Bucu

Acknowledgments

In gratitude to the many individuals who shared their experiences and expertise, as well as their hopes and dreams for the children, youth, and young adults of San José.

Thank you to the many City of San José staff that assisted with the Children and Youth Services Master Plan.

City Manager's Office

Jennifer A. Maguire, City Manager
Angel Rios, Jr., Deputy City Manager
Omar Passons, Deputy City Manager
Aurelia Bailey
Erik Chiarella Jensen
Katerina Tubera
Laura Buzo
Peter Hamilton
Raania Mohsen

City Manager's Office Budget Office

Jim Shannon, Director
Claudia Chang

Housing Department

Kristen Clements
Ragan Henninger

Information Technology Department

Albert Gehami
Arti Tangri

Office of Economic Development, work2future

Jeff Ruster
Monique Melchor
Ruby Carrasco
Sangeeta Durrall

Office of Racial Equity

Zulma Maciel, Director
Andrea Truong

Parks, Recreation and Neighborhood Services

Jon Cicirelli, Director
Andrea Flores Shelton
Avi Yotam
Hal Spangenberg
Hilda Morales
Hoang Truong
Israel Canjura
Lauren Hawkins
Maria De Leon
Mario Maciel
Mohammad Mumtaz
Nancy Doan
Neil Rufino
Nicholas Georgoff
Petra Riguro

San José Public Library

Jill Bourne, City Librarian
Amanda Otte
Araceli Delgado-Ortiz
Elizabeth (Lizzie) Nolan
Karla Alvarez
Lauren Hancock
Megan Malloy
Michelle Ornat
Vidya Kilambi

City of San José Commissions

Library and Education Commission
Parks and Recreation Commission
Senior Commission
Youth Commission and Youth Advisory Council

Thank you to the many more staff that assisted behind the scenes.

Alex Niles	Daniel Lazo	Josué Covarrubias	Marco Hernandez
Avon Duong	Dylan Kuhlmann-Haley	Kim Ross	Maribel Goulet
Bianca Bucu	Jeremy Shoffner	Kevin Huynh	Sandra Burgara

Neighborhood Services and Education Committee

Chair: Dev Davis
Vice Chair: Peter Ortiz
Members: Bien Doan, Omar Torres, and Domingo Candelas

Consultants

Collective Impact Solutions

Dr. Rebecca Celes Mendiola	Marco Antonio Cruz
Brian Williams	Mirna Castro
Christina Arpante	Tiffany Gipson
Fred Buggs	

RDA Consulting

Carrie Coen	Jamon Franklin
Courtney Davis	Christy Spees
Megan Drazek	

Community Advisory Members and Partners

Thank you to the many community members that supported the development of the Children and Youth Services Master Plan with their wisdom, insight, and expertise.

Albert Estrada, Boys & Girls Clubs of Silicon Valley

Alma Burrell, Roots Community Health Center

Amanda Aldama Fernandes, San José State University, Spartan East Side Promise Program

America Gomez, Catholic Charities of Santa Clara County

Angelica Ramos-Allen, Grail Family Services

Annya Artigas, Alum Rock Union School District

April Kihara, County of Santa Clara, Behavioral Health Services Department

Arcel Blume, County of Santa Clara, Office of the County Executive, Office of Children and Families Policy

Barbara Campbell, Alum Rock Union School District

Blake Balajadia, San José City College

Brandon T. Yanari, Evergreen Valley College

Brittany Alvarez, Latino Education Advancement Foundation

Camille Llanes-Fontanilla, Sobrato Philanthropies

Carmina Valdivia, Catholic Charities of Santa Clara County

Catherine Aspiras, County of Santa Clara, Behavioral Health Services Department

Cha See, Santa Clara Family Health Plan

Charisse Feldman, County of Santa Clara, Public Health Department

Charlene Tatis, California Emerging Technology Fund

Chris Mosley, Berryessa Union School District, Piedmont Middle School

Hon. Cindy Chavez, County of Santa Clara, Board of Supervisors

Corrine Frese, Santa Clara County Office of Education

Courtney Portal, Groundwork Consulting

Damion Wright, County of Santa Clara, Social Services Agency, Department of Family and Children's Services

Dana Bunnett, Kids in Common

Daniel Little, County of Santa Clara, Social Services Agency

Pastor Danny Sanchez, The City Peace Project

Dora Beyer, Excite Credit Union

Dorsey Moore, San José Conservation Corps+Charter School

Edgar Ochoa, School of Arts and Culture at the Mexican Heritage Plaza

Francisco Valenzuela, San Andreas Regional Center

Fred McCasland, Boys & Girls Clubs of Silicon Valley

Frederick Ferrer, Child Advocates of Silicon Valley

Gabby Chavez-Lopez, Latina Coalition of Silicon Valley

Gabriel Hernandez, ¡Sí Se Puede! Collective

Gerard Manuel, Asian Americans for Community Involvement (AACI)

Gladys Tran, County of Santa Clara, Probation Department

Glenn Vander Zee, East Side Union High School District

Greg Kepferle, Catholic Charities Santa Clara County

Hana Ma, Sobrato Philanthropies

Dr. Heidi Emberling, FIRST 5 Santa Clara County

Héctor Sánchez-Flores, Compadres Network

Dr. Hilaria Bauer, Alum Rock Union School District

Jesus Flores, Latino Business Foundation Silicon Valley

Jennifer Gacutan-Galang, County of Santa Clara, Public Health Department

Jennifer Kelleher Cloyd, FIRST 5 Santa Clara County

Jennifer Puthoff, County of Santa Clara, Office of the District Attorney, Children's Advocacy Center

Jessica Paz-Cedillos, School of Arts and Culture at the Mexican Heritage Plaza

Jesus Flores, Latino Business Foundation Silicon Valley

Joann Vaars, Santa Clara County Office of Education

Joe Herrity, Groundworks Consulting

John Hogan, Excite Credit Union

Dr. Joseph McCreary, Berryessa Union School District

Juan Cruz, Franklin-McKinley School District

Juliana Van Meter, County of Santa Clara, Social Services Agency

Keith Morales, Go Kids

Laura Clendaniel, Healthier Kids Foundation

Leidy Hernandez, County of Santa Clara, Social Services Agency, Department of Family and Children's Services

Lisa Andrew, Silicon Valley Education Foundation

Lisa Christian, Catholic Charities of Santa Clara County

Lisanna Dominguez, Silicon Valley Education Foundation

Magdalena Carrasco, Latino Education Advancement Foundation, Eastside Education Initiative

Maria Garcia, The Health Trust

Marianne Marafino, Community Solutions

Maribel Martinez, County of Santa Clara, Office of the County Executive, Division of Equity and Social Justice

Mariel Caballero, County of Santa Clara, Probation Department

Maritza Maldonado, Amigos de Guadalupe, Center for Justice and Empowerment

Marizol Romero, ¡Sí Se Puede! Collective

Dr. Mary Ann Dewan, Santa Clara County Office of Education

Mary Patterson, Child Advocates of Silicon Valley

Maryam Adalat, East Side Union High School District

Matthew Tinsley, Santa Clara County Office of Education

Mayra Cerda, Amigos de Guadalupe, Center for Justice and Empowerment

Melinda Snaveley, Healthier Kids Foundation

Meredith McGrath, FLY (Fresh Lifelines for Youth)

Michael Garcia, Santa Clara County Office of Education

Mike González, FIRST 5 Santa Clara County

Milan Balinton, African American Community Service Agency

Nabil Shahin, Santa Clara County Office of Education

Nancy Albarrán, San José Unified School District

Nayeli Sedano, SOMOS Mayfair

Olivia Santillan, Santa Clara County Office of Education

Patty Ramirez, County of Santa Clara, Social Services Agency, Department of Family and Children's Services

Phillip Rodriguez, New Hope for Youth

Rachel Monaco, Second Harvest of Silicon Valley

Rhonda McClinton-Brown, County of Santa Clara, Public Health Department

Richard Coria, Go Kids

Rocio Abundis, County of Santa Clara, Social Services Agency, Department of Family and Children's Services

Rodrigo Garcia-Reyes, County of Santa Clara, Public Health Department

Rojana Ibarra, School of Arts and Culture at the Mexican Heritage Plaza

Dr. Roxane Fuentes, Berryessa Union School District

Sabrina Martire, Child Advocates of Silicon Valley

Sarah Duffy, County of Santa Clara, Office of the County Executive, Office of Children and Families Policy

Sharon Ngo Tran, Kaiser Permanente

Sohyla Fathi, Grail Family Services

Sona Grover, Catholic Charities of Santa Clara County

Sonia Gutierrez, County of Santa Clara, Behavioral Health Services Department

Tamika Van Den Akker, County of Santa Clara, Social Services Agency

Vaughn Villaverde, Asian Americans for Community Involvement (AACI)

Sonia Ramos, University of California, Santa Cruz

Tracy Weatherby, Second Harvest of Silicon Valley

Veronica Goei, Grail Family Services

Stephanie Allen, African American Community Service Agency

Wendi Mahaney-Gurahoo San José Unified School District, School Board and City of San José, Library and Education Commission, Commissioner

Victor Vasquez, Somos Mayfair

Stephanie Palmeri, East Side Union High School District

Yara Hidalgo Barajas, Kidango

Hon. Susan Ellenberg, County of Santa Clara, Board of Supervisors, President

Wendy Kinnear-Rausch, County of Santa Clara, Social Services Agency, Department of Family and Children's Services

Zelica Rodriguez-Deams, Sobrato Philanthropies

Hon. Sylvia Arenas, County of Santa Clara, Board of Supervisors

Parents, Caregivers, and Young People

Thank you to the many parents, caregivers, and young people that shared their hopes, wisdom, and insight in listening sessions, focus groups, town halls, and planning meetings.

Gabriela Vergara

San Andreas Regional Center

Sandra Madrigal Ruiz

SOMOS Mayfair, Jovenes Activos

Sharon Ngo Tran

City of San José, Program Participants:

African American Community Service Agency, Youth Leadership Academy

▶ Alum Rock Community Center

▶ Alviso Youth Center

Asian Americans for Community Involvement (AACI), Youth Program

▶ Educational Park Library

▶ Family, Friend, and Neighbor Program

Catholic Charities of Santa Clara County, CORAL Program and Educare and Lairon Family Resource Centers

▶ George Shirakawa Community Center, Vietnamese American Cultural Center

▶ Hillview Branch Library

International Children Assistance Network (ICAN)

▶ Project Hope, Priority Neighborhoods

Go Kids

▶ Resilience Corps Program

Latino College Prep

▶ R.O.C.K. Afterschool Program

Innovate Public School

▶ Roosevelt Community Center

Pacific Clinics, Valley Palms Family Resource Center

▶ Seven Trees Community Center

▶ TEENHQ

Thank you to the many more San José parents, caregivers, students, and young people that participated in virtual focus groups and listening sessions and completed the citywide surveys.

Community Organizations and Partners

Thank you to the many organizations whose staff, families, and youth that supported with the design and development of the Children and Youth Services Master Plan.

African American Community Service Agency	County of Santa Clara, Office of the County Executive:	Go Kids, Inc.
Alum Rock Counseling Center	<ul style="list-style-type: none"> • Office of Children and Families Policy, 	Goodwill of Silicon Valley
Alum Rock Union School District	<ul style="list-style-type: none"> • Office of Immigrant Relations, Office of LGBTQ Affairs, and 	Grail Family Services
American Leadership Forum, Funder Leaders Group	<ul style="list-style-type: none"> • Office of Supportive Housing 	Groundwork Consulting
Amigos De Guadalupe, Center for Justice and Empowerment	County of Santa Clara, Office of the District Attorney, Children's Advocacy Center	Healthier Kids Foundation
Asian Americans for Community Involvement (AACI)	County of Santa Clara, Probation Department	Hope Services
Bay Area Tutoring Association, Youth Justice Academic Initiative	County of Santa Clara, Public Health Department	Innovate Public Schools
Berryessa Union School District	County of Santa Clara, Social Services Agency, Department of Family and Children's Services	International Children Assistance Network (ICAN)
Bill Wilson Center	East San José PEACE Partnership	Joint Venture Silicon Valley
Black Leadership Kitchen Cabinet of Silicon Valley	East Side Union High School District	Juvenile Court Aligned Action Network (JCAAN)
Boys & Girls Clubs of Silicon Valley	Eastside Education Initiative	Kaiser Permanente
California Emerging Technology Fund	Educare of Silicon Valley	Kidango
Catholic Charities of Santa Clara County	Evergreen School District	Kids in Common
Child Advocates of Silicon Valley	Evergreen Valley College	Latina Coalition Silicon Valley
Community Health Awareness Council	Excite Credit Union	Latino Business Foundation Silicon Valley
Community Solutions	Filipino Youth Coalition	Latino College Preparatory Academy
County of Santa Clara, Board of Supervisors	FIRST 5 Santa Clara County	Latino Education Advancement Foundation (LEAF)
County of Santa Clara, Employee Services Agency	Franklin-McKinley Children's Initiative	Law Foundation of Silicon Valley, Legal Advocates for Children and Youth
County of Santa Clara, Health and Hospital System (HHS), Behavioral Health Services Department	Franklin-McKinley School District	New Hope for Youth
	Fresh Lifelines for Youth (FLY)	Oak Grove School District
		Pacific Clinics

Parents Helping Parents	San José State University, Spartan East Side Promise Program	¡Sí Se Puede! Collective
People Acting in Community Together (PACT), St. John Vianney Congregation	San José Unified School District	Sobrato Philanthropies
Peppertree Schools Los Gatos	Santa Clara County Office of Education	SOMOS Mayfair
Piedmont Hills High School Parent Booster Club	Santa Clara Family Health Plan	Superior Court of California, County of Santa Clara, Juvenile Justice Commission of Santa Clara County
Roots Community Health Center	Santa Clara Valley Medical Center, Valley Health Center Downtown San José	The City Peace Project
Sacred Heart Community Service	School Health Clinics of Santa Clara County	The Foundation for Hispanic Education
San Andreas Regional Center	School of Arts and Culture at the Mexican Heritage Plaza	The Health Trust
San José City College	Second Harvest of Silicon Valley	University of California, Santa Cruz, Educational Partnership Center, California Student Opportunity and Access Program (Cal-SOAP)
San José Conservation Corps+Charter School	Seven Trees Neighborhood Association	Veggelution
San José Digital Inclusion Partnership	Silicon Valley Council of Nonprofits	YearUp
San José-Evergreen Community College District	Silicon Valley Education Foundation	Working Partnerships USA



Contents

Letter to the Community	1
City of San José Mayor and City Council	2
Executive Summary	3
Introduction	6
Today's Priority: San José's Ongoing Commitment to Children, Youth, and Young Adults	12
The Children and Youth Services Master Plan	15
Strategic Priority Areas, Key Indicators, and Action Plans	27
System Transformation, City of San José System of Care "Safety-Net"	47
Conclusion	65
Appendix 1: Aligned Initiatives, Policies, and Programs	68
Appendix 2: Strategic Priorities and Action Plans	77
Appendix 3: System of Care - System Change Theoretical Frameworks	99
Appendix 4: City Programs and Services Mapping	108



Letter to the Community

We are pleased to share the City of San José's Children and Youth Services Master Plan (CYS Master Plan). The plan serves as a strategic roadmap, guiding policy, practices, investments, and an intentional approach to creating and expanding opportunity pathways, from birth to adulthood, cradle to career.

While we are fortunate to live in one of the wealthiest cities in the country, it is critically important that we not lose sight of the many children and youth in our community being left out of this growing economy. Many continue to experience inequitable conditions and barriers that lead to poorer health and outcomes. Our youngest residents are our most valuable resource with many assets, talents, and attributes to contribute if provided with the necessary support system. Establishing and sustaining such support requires all elected officials and local decision-makers, community-based and grassroots organizations, education leaders, service providers, faith-based organizations, the private sector, public entities, and philanthropists to work collectively with a focus on families and youth.

We must learn from the past and remedy the systemic inequities and disparities that impact so many of our residents. It is important to create trauma-informed and culturally responsive systems, infrastructures, policies, practices, and services that value and honor the assets, experiences, knowledge, diversity, self-identity, and potential of every young person in our city. By addressing the needs of our youngest residents, in a comprehensive and coordinated approach, we reduce community violence and expand a skilled workforce and opportunities for economic mobility.

Our commitment is evident through the many initiatives, strategies, and policies the City Council has adopted and supported to strengthen the community's resilience, leadership, and well-being. The City has launched innovative efforts such as the Youth Empowerment Alliance, the Education and Digital Literacy Strategy, the Resilience Corps, the Disability Service and Community Engagement initiative, the Office of Racial Equity, and more.

The City of San José fulfills a critical role as a policymaker, funder, convener, service provider, collaborator, and advocate. Thus, it is also our responsibility to prioritize the interests and needs of our youngest residents in our decision-making processes and our work. While the CYS Master Plan provides the strategic framework it does not possess all the answers or solutions. No single system or entity can accomplish this alone.

The City invites community members to center families, children, and youth in authentic dialogue and collaboration to examine and reimagine our current systems, policies, and practices to more effectively create opportunity pathways for economic mobility for those most vulnerable. Improving outcomes for our City's children and youth benefits everyone in San José, boosting vibrancy, the economy, well-being, and the City's future.

City of San José Mayor and City Council



**Mayor
Matt Mahan**



**Rosemary Kamei
District 1**



**Sergio Jimenez
District 2**



**Omar Torres
District 3**



**David Cohen
District 4**



**Peter Ortiz
District 5**



**Devora Davis
District 6**



**Bien Doan
District 7**



**Domingo Candelas
District 8**



**Pam Foley
District 9**



**Arjun Batra
District 10**





Executive Summary

The City of San José (San José/City) Children and Youth Services Master Plan (CYS Master Plan) provides a comprehensive citywide strategic roadmap for policy priorities, City and partner investments, alignment and integration of programs and services to create pathways and opportunities toward improved health outcomes, and economic mobility for children, youth, and young adults. The CYS Master Plan articulates the City's commitment to systems transformation and moving beyond the status quo to establish, strengthen, and foster a collaborative network of organizations, system and policy leaders, and community members to address the needs of the city's youngest community members. It does this with an emphasized focus on reaching vulnerable children, youth, young adults, and their families and into communities that have historically been most disenfranchised and under-resourced.

Embedding the voices of families, youth, and young adults into the decision-making process from design to delivery of services and support is critical to this approach. Through authentic partnership and community engagement, the CYS Master Plan further serves as a roadmap to support the City and its partners in intentionally addressing and dismantling racial inequities and structural barriers and enhancing cross-system coordination.

Recognizing the dynamic and complex nature of evolving community needs and the necessity for adaptability and flexibility among all organizations, systems, and service providers that touch children, youth, young adults, and their families, the CYS Master Plan is intended to be a multi-year strategic initiative. The CYS Master Plan is not designed to provide all the answers and solutions but rather serves as a strategic framework for collective progress; the answers and solutions will be identified in partnership with community and partners. The CYS Master Plan is a living document and community roadmap with specific goals and strategies that will be collaboratively worked on by the City of San José, across its many departments, and a broad range of community partners alongside families and young people.

From the beginning, the design and development of the CYS Master Plan has been guided by intentional and authentic engagement; it is this commitment to honoring the lived experience, history, and expertise of the community that will move the work forward. The development of the CYS Master Plan, including the priorities, goals, and

strategies identified herein, has been enriched by the voices of over 3,000 individuals representing all sectors of the community, including families, children, youth, and young adults. The analysis of community feedback, paired with a review of secondary data and community reports, identified seven strategic priority areas. These strategic priority areas serve as key focal points for the City and its partners, maximizing their efforts to achieve significant community impact and improve health and achievement outcomes.

Drawing upon the identified priority areas, a collaborative effort resulted in the creation of actionable goals, objectives, and strategies that will guide the short and long-term initiatives within the CYS Master Plan. To further understand the disparities and the inequities vulnerable children, youth, and families experience, particularly across the identified priority areas, a review of existing local, state, and federal data as well as community studies and reports was conducted. Through the development and support of the CYS Master Plan, the City also highlights the importance of long-term sustainable impact through transformative systems change to improve the conditions and environments children, youth, and young adults experience. To ensure readiness for transformative systems change requires the establishment of a strong foundation from which work can most effectively move forward. Therefore, the City commits to the creation of a system of care, a service delivery system with a “no wrong door service delivery model”, as a component of the CYS Master Plan. This “no wrong door service delivery model” aims to ensure that service delivery is seamless, fully coordinated, responsive, and comprehensive regardless of where community members begin their search or journey to meet their needs.

Through a collective impact approach with a focus on transformative systems, policy, and practice change in coordination with program and service delivery improvements, the City and its partners can best support a reality where children, youth and young adults have the opportunities and resources to achieve their full potential.

Finally, the City does not intend to reinvent the wheel or duplicate existing efforts through the CYS Master Plan. Instead, it has approached planning and development by unifying and leveraging the valuable work already underway throughout San José and Santa Clara County.

The City and its partners will report annually to community stakeholders on the progress made in achieving the goals and strategies of the CYS Master Plan, including progress towards systems transformation and the development of a system of care, a “no wrong door service delivery model.”

“Failing to invest in children and youth triggers substantial economic, social, and political costs resulting from negative outcomes such as early school drop-out, poor labor market entry, risky sexual behaviors, substance abuse, and crime and violence.”

**From the United Nations’
Youth As a Smart
Investment Fact Sheet.**

The Children and Youth Services Master Plan

Core Elements

Vision

Fostering a future where every child and youth in San José blossoms into healthy, resilient, thriving adults, enriched with equitable opportunities to live, work, play, dream, and prosper within the vibrant landscape of Silicon Valley.

Unifying Purpose

Create and expand opportunity pathways and supports, from cradle to career, that develop 21st century skills and lead to better health, education, and employment outcomes for San José children, youth, and young adults (birth through age 24), particularly for those most vulnerable.

Guiding Values

Accessibility & Inclusion for All Youth
 Cross-Sector Collaboration, Investment & Accountability
 Equity
 Outcomes & Results-Driven
 Youth & Community Voice Driven

Strategic Priority Areas

Expected Outcomes

Early Learning and Child Care



All children experience nurturing adults and safe, accessible, and inclusive environments that support their optimal physical, cognitive, social, and emotional development.

Health and Mental Wellness



All youth are resilient, connected to others, feel valued, and have a sense of purpose, and access to holistic supports throughout their developmental journey.

Housing Access and Security



All youth and their families live in safe, affordable, and stable housing of their choice without fear and anxiety of displacement.

Learning and Empowerment



All youth graduate from high school and are empowered to access opportunities that enable them to realize their educational goals and prepare for a successful future.

Meaningful and Sustaining Jobs



All youth reach their full potential and develop into thriving adults with the mastery of essential skills for successful entry into meaningful, gainful employment of their choice in Silicon Valley, and that fosters social integration and sense of belonging.

Safe, Clean, and Connected Communities



All youth and their families feel connected to each other and exercise their voice and leadership in creating safe, clean, vibrant, and inclusive communities.

Systems Transformation: City of San José System of Care "Safety Net"



All youth and their families have access to a safety net of services and supports and opportunity pathways, from cradle to career, that are integrated and leveraged in partnership with the City of San José, local, county, state, and national efforts and initiatives.



Introduction

City of San José Overview

The City of San José (San José/City) is California's third most populous city and the 12th largest city in the United States. The city has many natural resources and assets and is proud of its rich history and cultural diversity, participation in global markets, contributions to technology, innovation, and influence on consumer demands.

San José is home to an estimated 971,233 residents, of which 37.5% are Asian, 31% are Latino/x, 24.4% are White, 3% are Black/African ancestry, and 4.1% identify as another race or ethnicity. Approximately 40% of residents are foreign-born, and 50% speak a language other than English.¹

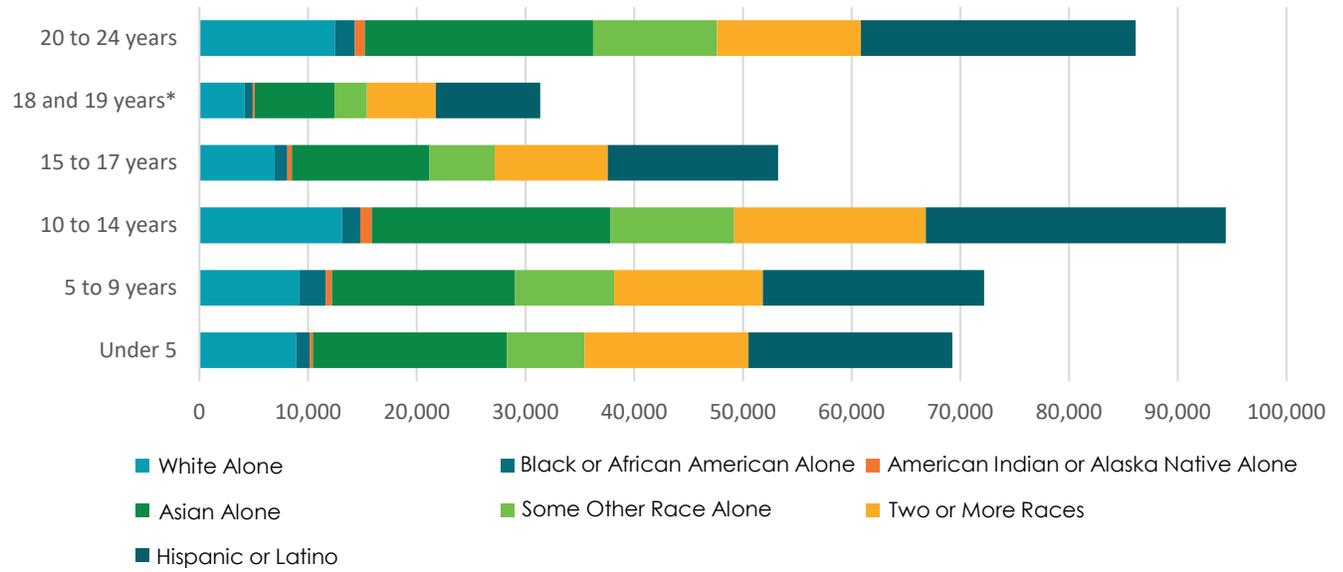
While San José is the epicenter of Silicon Valley, and has many assets and a burgeoning economy, it is important to acknowledge that many children, youth, young adults, and their families in the city have varied and, in many instances, markedly different life experiences as city residents. Community members who identify as Black/African ancestry, Latino/x, Southeast Asian/Vietnamese; those who have disabilities (e.g., living with physical, mental, developmental disabilities); are recent immigrants; or who reside in certain neighborhoods or zip codes face disparities in health, housing, income, personal and family safety, educational attainment, and other social indicators for success.

The persistence of inequities, systemic racism, structural barriers, and intergenerational trauma increase the vulnerability of children, youth, young adults, and families' exposure to poverty, displacement, violence, homelessness, incarceration, and other poor social and health outcomes. These disparities and inequities have broad-reaching consequences that extend beyond their immediate impact on children, youth, and their families, affecting the larger community over time.

The Children, Youth, and Young Adults of San José

It is the most populous city in Santa Clara County accounting for 52% of the children, youth, and young adult population with an estimated 291,778 residents ages 24 and under.²

Figure 1: San José Population of Children, Youth, Young Adults by Race
(ACS 2021 1-Yr Estimates)



While San José is one of the wealthiest cities in the country, many families are struggling financially in the region. Approximately eight percent of San José residents under the age of 18 are below the federal poverty level, compared to 7.4% of the overall population of the city. For families with children under the age of 18, 6.5% live below the poverty level. This compares to 5.1% of families in the county overall.³

Table 1. Percentage of Families with Children Under the Age of 18 Years that are Living Below the Federal Poverty Level

	Total Number of Families with Children	Percent of Families with Children in Poverty
Santa Clara County	212,030	5.1% (10,814)
City of San José	108,551	6.5% (7,056)

Source: U.S. Census Bureau, 2021 American Community Survey 1-Year Estimates. Poverty Status in the Last 12 Months of Families

COVID-19 Pandemic Impacts

While many of the disparities and challenges outlined throughout this plan are not new, the COVID-19 pandemic amplified many of them and further widened gaps in the health outcomes of many children, youth, young adults, and their families. Although the pandemic impacted thousands of families across the city, it has become clear that those most impacted were low-income and underserved communities who are home to a disproportionate number of Latino/x, Black/African ancestry, Vietnamese/Southeast Asian, and Pacific Islander populations. Thus, the highest number of COVID-19 cases were concentrated in and negatively impacted certain zip codes in San José more than others citywide. Within five East and Central San José zip codes – those of 95111, 95112, 95116, 95122, and 95127 – there were over 93,000 total cases of COVID-19, with a case rate average of 30,612 per 100,000. Comparatively, the City's overall average case rate was 24,604 per 100,000.⁴

In addition to the disparate negative health outcomes and fatalities experienced due to COVID-19, there were also inequitable impacts to specific employment industries such as educational institutions, service, and hospitality sectors, particularly impacting residents of color and those of lower income. Shelter-in-place orders resulted in the closure of non-essential businesses, those not related to health and safety services, resulting in thousands of individuals losing their employment. However, many Silicon



Photo Credit: City of San José Parks, Recreation and Neighborhood Services

Valley businesses, professionals, and office workers were able to retain their employment by working remotely. The orders also resulted in school closures, from preschool to post-secondary, and students had to transition abruptly from in-person to online instruction. This had an unprecedented impact on students and their schooling experience, academic progress, and overall engagement.⁵ As a result, students and young people have experienced greater periods of social isolation and loneliness and the negative impacts linked to both.⁶ In addition, students had difficulty remaining connected and engaged in school; not having the required digital equipment and connectivity, experiencing the declining health or loss of loved ones, lacking in-person social connections, not having access to mental health services, etc.

“In the first year of the pandemic, intentional self-harm among young people aged 13 to 18 increased by 91%, overdoses increased by 95%, and diagnoses of major depressive disorder increased by 84%,” as reported by the 2023 Santa Clara County Needs Assessment Report. Furthermore, “between April 2020 and April 2021, in a survey of more than 1,200 students from over 50 school districts and 25 counties across California, two thirds of the students reported that their mental health was negatively impacted by the pandemic, and more than half of the students were overwhelmed by virtual learning.”⁷

Post-pandemic, schools have found it particularly challenging for students, educators, and parents to return to normalcy. School districts across the country are facing severe staff shortages, along with disconcerting student challenges: chronic absenteeism, mental health needs, learning loss, and campus violence and misbehavior. This has significantly increased the overuse of exclusionary discipline, which has been a pressing challenge (e.g., office discipline referrals, suspensions, expulsions) for students of color and students with disabilities. Many students have not fully regained learning loss and remain behind in core subjects (English and math), and some students have remained disengaged and disconnected all together. According to research from the Northwest Evaluation Association (NWEA) and the University of Virginia, in their review of test scores from 5.4 million U.S. students in grades 3-8, they found that test-score gaps between students in low and high-poverty elementary schools grew significantly—by approximately 20% in math and 15% in reading, primarily during the 2020-21 school year.⁸ While the long-term impact of the pandemic on families, children, and youth has yet to be fully understood, local health, economic, and school reports indicate there have been and continue to be disparities in the recovery.



Photo Credit: City of San José Parks, Recreation and Neighborhood Services

Although on the surface it may appear the community has recovered from the pandemic, it is imperative to recognize that this is not the case for those young people and families who were already grappling with financial hardships and confronting overwhelming obstacles. The sustained impact of COVID-19 was evident in the Fiscal Year 2022 annual report released by County of Santa Clara Probation Department's Neighborhood Safety/Services Unit (NSU), a place-based violence prevention initiative offered in East San José, zip code 95122. In their approximately 540 survey respondents they noted that about 40% of adults indicated that COVID-19 has had a moderate to

severe impact regarding loss of employment or decrease in wages (40%), decrease in emotional health, or increase in stress (40%), and financial hardship (39%).⁹ While this is a snapshot of one community in San José, this is fairly reflective of the anecdotal and qualitative data that has been raised by youth, families, educators, service providers, and public entities across the community through a number of other surveys and reports from the City of San José, COVID-19 Recovery Task Force, 2023 Santa Clara County Children's Databook, and the County of Santa Clara Children's Road to Recovery, to name a few. There is grave concern that disproportionately low-income and socioeconomically disadvantaged communities are still experiencing many challenges and barriers in recovering from the pandemic.

While the economy has been impacted by the pandemic as well as by national and international factors, and many large technology, research, and financial companies have reduced their workforce, the unemployment rate in Silicon Valley “is at a historic low (1.8 percent).”¹⁰ However, the Joint Venture Silicon Valley, 2023 Silicon Valley Index found that the unemployment rate for 2022 varies by race and ethnicity, where Black or African ancestry residents filed claims at more than twice the rate of White residents (2.4x), followed by Hispanics or Latinos (1.4x). For workers in fields that were able to transition to remote work, they were more likely to retain their employment during and after the pandemic. However, due to the pandemic, there has been sustained societal change among many employers across the country, allowing employees to work remotely. The preference for remote work has created difficult economic conditions for the service industries that relied on workers commuting to and from work, and shopping and eating in surrounding businesses. Service industry workers are disproportionately Black/African ancestry, Latino/x, Vietnamese/Southeast Asian, and immigrants with limited educational completion, and tend to be limited English-speaking.

Supporting Innovation and the Opportunity for a New Approach

The City of San José has made substantial investments over the past few decades to provide residents access to programs, services, and resources that promote a safe, vibrant community where children, youth, young adults, and families can learn, grow, and thrive. Spanning the tenures of numerous mayors and councilmembers, the City

“By creating a Children and Youth Services Master Plan, the City of San José is putting a stake in the ground and saying we must do more – and do better – for our children and youth.”

Dana Bunnett
Executive Director
Kids in Common

has established a network of partners across the community, including the public, private, and non-profit sectors to examine barriers and create pathways to social, economic, educational, employment, and other opportunities. These partnerships have implemented a range of initiatives that have supported and improved health outcomes for children, youth, young adults, and families across such areas as education and digital literacy,

workforce development, public safety, housing and food insecurity, mental health, and access to basic needs.

Yet, there remains evidence that improvements in quality of life and health outcomes have been inequitably experienced for some populations including communities of color, recent immigrants, individuals living with disabilities, and/or community members residing in historically marginalized, under-resourced, and disinvested neighborhoods within the city.

The question now, is what can distinguish San José from other large cities and what can ensure the city's future as a vibrant, successful, and innovative leader? The answer begins with the need for a paradigm shift in public policy and systems transformation that unequivocally places children, youth, young adults, and their families at the center of decisions. It involves examining and reframing the current policies, practices, and service delivery frameworks to strengthen a safety net for families, optimize and ensure equitable access to existing services and resources, as well as leveraging the expertise and investments of all partners and entities that work within and impact the City's residents. Only a collective impact approach will ensure that all San José children, youth, and young adults can achieve their goals and dreams—and have equitable opportunities to reach their full potential.

The Children and Youth Services Master Plan serves to outline the City's commitment to supporting children, youth, and young adults. It provides an overview of the City of San José through the detailing of key indicators and data points, it highlights community level outcomes and realities that have led to the intentional focus on these planning efforts, and it outlines the processes used for CYS Master Plan goal and strategy development. This CYS Master Plan also outlines City work to support foundational readiness for the plan's implementation through the establishment of a transformative system of care with a no wrong door service delivery model to services and resource linkages. **This plan is not the end, but rather sets the beginning of this work. The journey to building a vibrant San José for all residents, from cradle to career, begins here.**

“We hope the Children and Youth Services Master Plan creates opportunities for children and youth to realize their goals, address their needs and activate their leadership so they shape the future of our communities as leaders. It is imperative for the City of San José to have a Children and Youth Services Master Plan to proactively address the developmental needs of children, youth, and their families.”

Victor Vasquez
Co-Executive Director
Somos Mayfair and ¡Sí Se Puede! Collective



Today's Priority: San José's Ongoing Commitment to Children, Youth, and Young Adults

The City of San José has long recognized the essential role and responsibility it plays in creating infrastructure, built environments, welcoming spaces, and services that provide all residents access to equitable opportunities for social, economic, and political advancement that contribute to the well-being of the community. Over the past 50 years, the City has spearheaded several initiatives, strategies, policies, and investments to improve the quality of life for children, youth, and young adults. The City has worked collaboratively with families, schools, service providers, faith-based organizations, private sector, and public entities to ensure that young people have the resources, supports, and opportunities to achieve their full potential within the contexts of their home, school, and community.

- In 1971 the **Youth Commission** was formed by the City to afford young people the opportunity to actively participate in the government decision-making process. The Commission empowers youth to offer recommendations, input, and feedback on policies and topics that are of importance to them.
- In the early 1990's the **Youth Empowerment Alliance** (*previously the Mayor's Gang Prevention Task Force*) was launched to reduce gang and youth violence.
- In 2015, the City launched the **San José Works** program that provides paid internships, connections to employment opportunities and job readiness training to youth ages 14-29.
- In 2016 the City established **Project Hope** to develop resident leadership and advocacy to address issues of blight, violence, poverty, and other disparities in marginalized and underserved communities.
- In 2018 the City adopted the **Education and Digital Literacy Strategy** to provide staff, partners, and grantees guidance and tools on providing quality educational and digital literacy programs and services.
- In 2021, the City launched the **Resilience Corps** program to provide employment, mentorship, and work experience opportunities to young adults from marginalized and underserved communities.

Over the years, the City has also created and invested in the expansion of afterschool child care, recreation, academic enrichment, and other pro-social and youth development programs. Further, these investments have been focused within community centers, parks, libraries, and other facilities that are familiar and accessible to the community to ensure that children, youth, and young adults have safe and welcoming spaces to gain new skills; participate in physical activities; and excel academically, socially, and emotionally all while exploring new interests and investing in their own self growth and wellness.

In the June Budget Message for Fiscal Year 2021-2022, the City Council directed the City Manager's Office to lead the development of a comprehensive "Cradle to Career" youth development master plan, now referred to as the **Children and Youth Services Master Plan (CYS Master Plan)**. City Administration and City Council members prioritized

this request and action in response to the growing concern of both the immediate and yet unknown long-term impacts of the pandemic as well as trends that had begun to emerge well before the pandemic that showed declines in the physical, mental, social-emotional, and overall health and well-being of children, youth, and young adults, particularly those most vulnerable, in San José.

The City Council envisioned and requested the development of a CYS Master Plan that would outline a citywide strategy, complete with actionable recommendations and guidance for forward looking policy priorities and investments, as well as provide direction for the alignment of both City and community partner programs that create an integrated and coordinated continuum of care and service delivery model that places children, youth, and young adults at the center of all decisions.

Furthermore, the CYS Master Plan is intended to communicate the City's commitment to investing in collective community efforts and intentional partnerships with all stakeholders (e.g., public sector, business, educators, advocates, parents/caregivers, youth/young people, and organizations). With the intention of identifying and addressing systemic racism embedded in antiquated policies and structures that hold in place realities of intergenerational poverty and trauma and that are the root causes of the disparities and persistent inequities and injustices experienced by San José families and individuals.

In solidifying its commitment to the development of the CYS Master Plan and to set a firm foundation for its implementation, the City Council approved a \$10.5M child, youth, and family spending plan utilizing federal American Rescue Plan (ARP) funding in April 2022. This funding was allocated to increase scholarships and subsidies to reduce the cost of fee-based programs and to expand the offering of afterschool and summer child care, recreation, and enrichment programs and activities, particularly for low-income and underserved children, youth, and families. The City Council also approved including *Supporting Families*, as an advocacy priority in its legislative portfolio to "advocate for education and employment opportunities that foster equitable outcomes for San José families."

Finally, the City has and continues to actively participate in local, state, and federal advocacy initiatives to safeguard and improve the quality of life for its residents. The City actively advocates for legislation, funding, and broad support for initiatives, policies, programs, and services that improve outcomes for low-income, underserved, and marginalized children, youth, young adults, and their communities.

Through the years the City has continued to move swiftly to advocate for resources and effective policy, develop strategic and innovative local solutions and programs, and build sustainable and impactful plans to address city issues such as homelessness, violence, blight, and inequitable economic development. **Now, the City is intentionally focusing its investments and resources on addressing the needs of children, youth, and young adults and is asking for the collective support, partnership and commitment from partners, organizations, and businesses across the region to elevate and prioritize the needs of the city's youngest community members in their work too.**



Photo Credit: City of San José Public Library



Photo Credit: City of San José Parks, Recreation and Neighborhood Services

“We want San José to be somewhere where **all youth can see themselves thriving, not just surviving**. Our most marginalized, least resourced and supported young people do not see their future in this community. It is time to take action; we must begin to think and act differently, to solve the issues affecting so many of our youth today. We believe the **first step is to start listening to the youth.**”

“**Nothing about us, without us!**”

Jocelyn Arenas
Youth Action Board
Youth Impact Partnership
Lived Experience Advisory Board SV

“If we are to create true opportunity pathways for our youngest residents, then we will need to shift from simply being “stakeholders” on their behalf to becoming “stockholders” and intentionally invest both time and money into their preparation for the future.”

Angel Rios, Jr., Deputy City Manager
City of San José,
City Manager’s Office

The Children and Youth Services Master Plan

The City of San José is committed to providing backbone support to the Children and Youth Services Master Plan (CYS Master Plan) and to being the convener for community and institutional partners to achieve transformational systems change to improve outcomes for children, youth, and young adults across the city. The CYS Master Plan, through its vision, goals, and strategic partnerships, is capable of being a catalyst to improve and make local systems more equitable; strengthen individual, family, and neighborhood resiliency; create supportive and nurturing environments; and expand opportunities and pathways that impact the development of the city's youngest residents, from cradle to career.

The City recognizes that merely investing in services is inadequate to have long-term sustainable impact, particularly when there is room for improving coordination among partners. Service delivery alone will not dismantle inequitable policies and systems of care that drive the disparate experiences and outcomes of San José's young people. To that end, the CYS Master Plan includes innovative strategies and actions to achieve identified goals and objectives across an integrated and coordinated service delivery system, program and initiative development, advocacy, and policy setting. Additionally, the City has and will continue to center and engage community members with lived experience in the design, decision-making processes, and delivery of CYS Master Plan outlined initiatives and activities.

“We all have a critical role in making San José the best place to live for all of our children and youth. Together, we can ensure all children and youth have the opportunities, resources, and supports to realize their goals and dreams.”

Laura Buzo
Assistant to the City Manager
City of San José,
City Manager's Office

The conditions and environments in which young people develop and grow are dynamic and ever changing, and therefore the CYS Master Plan will be a living document and the actions to achieve goals and move forward strategies identified within this plan will remain responsive to community voice and need. With a commitment to authentic community engagement, inquiry, dialogue, and support through a collective impact approach, the CYS Master Plan will drive policies, investments, practices, and service delivery. This ensures that the focus remains on equitable improvement to the quality of life for children, youth, and young adults in San José.

In developing the CYS Master Plan, the City embarked on the process with a trauma-informed and racial equity lens, and with a focus on systems transformation. These priorities led to the establishment of a driving vision and a unifying purpose to encompass all the city's children, youth, young adults, and family driven initiatives and actions.

Vision

Fostering a future where every child and youth in San José blossoms into healthy, resilient, thriving adults, enriched with equitable opportunities to live, work, play, dream, and prosper within the vibrant landscape of Silicon Valley.

Unifying Purpose

Create and expand opportunity pathways and supports, from cradle to career, that develop 21st century skills and lead to better health, education, and employment outcomes for San José children, youth, and young adults (birth through age 24), particularly for those most vulnerable.

Alignment with Initiatives, Policies, and Programs

The development of the CYS Master Plan provided an opportunity to identify gaps in the existing service and policy landscape and explore opportunities for collaboration with various community stakeholders, including the County of Santa Clara, community-based organizations, educational institutions, businesses, philanthropy, private entities, and other public sectors. These stakeholders together possess the necessary resources, capacity, and expertise to address the identified needs. In addition, it was important to acknowledge, honor, and leverage existing efforts and bodies of work that could further inform the development of the CYS Master Plan and serve as a complement to implementation actions.

The City is committed to building alignment with and leveraging other city, county, regional, and state-level initiatives, and strategic plans throughout implementation. Therefore, while not an exhaustive list, the City has identified and reviewed existing policies, resolutions, initiatives, and other documents to inform and shape the strategic direction of the CYS Master Plan:

City of San José

- Bill of Rights for Children and Young Adults,¹¹ and Audit Report from the City Auditor's Office¹²
- City Council Focus Areas and Scorecard¹³
- Resolution of the Council of the City of San José Declaring the City's Commitment to Affordable Childcare¹⁴
- Citywide Residential Anti-Displacement Strategic Plan¹⁵
- COVID-19 Recovery Task Force (Recovery Task Force)¹⁶
- Disability Inclusion Equity Commitment and Pledge¹⁷
- Draft 2023 - 2031 Housing Element¹⁸
- Education and Digital Literacy Strategy¹⁹
- Education Initiative (Education Policy 0-30)²⁰
- Envision San José 2040 General Plan²¹
- Implementation Plan to the Santa Clara County Community Plan to End Homelessness 2020-2025 (San José City Council adopted January 2024)^{22,23}

- Racial Equity Impact Analysis (REIA)²⁴ and San José for All²⁵
- Youth Empowerment Alliance Strategic Plan²⁶

County of Santa Clara

- Children's Budget²⁷
- Children's Road to Recovery from COVID-19²⁸
- Community Plan to End Homelessness (San José City Council adopted in August 2020)²⁹
- Comprehensive Prevention Plan and Family First Prevention Services Act

State of California and Others

- Blue Zones
- California's Master Plan on Career Education, College, and Career Access Pathways (Assembly Bill-368)³⁰
- California's Master Plan for Kids Mental Health, California Health and Human Services Agency and Youth Behavioral Health Initiative.³¹

City of San José, City Council Focus Areas and Scorecard

In addition, the CYS Master Plan has been informed, by the City of San José, City Council Focus Areas and Scorecard which was developed to hold the City accountable to driving positive outcomes and performance on a limited number of priorities most greatly impacting the community and to generate actionable and measurable solutions to address these priorities. The Focus Areas for Fiscal Year 2023-2024 are as follow:

- Increasing Community Safety.
- Reducing Unsheltered Homelessness.
- Cleaning Up Our Neighborhoods.
- Attracting Investment in Jobs and Housing.

The Focus Area Scorecards are a governance-level tool for reporting outcome measures and performance measures in addition to execution progress to help drive continuous improvement. Outcome and performance measures consist of two categories of data types. The first is survey data, which measures resident perception towards the Focus Areas and is collected quarterly through the Focus Area Community Survey; the second is operational data, which measures service delivery and is collected on an ongoing basis through departmental service delivery.

Utilizing both categories of data within the Scorecards is necessary for a more holistic understanding of the City's progress in achieving identified goals and to identify appropriate actions to improve performance.

As the CYS Master Plan was developed through a robust community engagement process discussed in further detail therein, strategic direction recommended are in

alignment with, and will be instrumental in fulfilling the outcomes of the City Council focus areas.

For further information and summary of the initiatives, policies, and programs identified above see **Appendix 1**.

Stages of Development and Implementation

The process for the development of the CYS Master Plan is comprised of three main stages: Community Exploration and Voices, Planning and Design, and Systems Transformation and Implementation. These three stages are informed by the framework of implementation science and provide a complement to the four phases outlined for the development of a San José System of Care that is further outlined in this plan.

Stages of Development and Implementation:

- ▶ **Stage I. Community Exploration and Voice**
[September 2022 through August 2023]
- ▶ **Stage II. Planning and Design**
[September 2023 through July 2024]
- ▶ **Stage III. Systems Transformation Design and Implementation**
[August 2024 and beyond]

Stage I. Community Exploration and Voice

The City conducted widespread engagement activities during this initial stage, as well as a series of meetings with a Community Advisory Workgroup and Committee composed of community members and partners, and an Executive Committee composed of staff from across City departments. These groups provided a breadth of input, recommendations, guidance, and support, and served as the foundation for the design and development of the CYS Master Plan.

Committees, advisories, and workgroups included the following:

- **Executive Committee**
Comprising City department directors and leads.
- **Community Advisory and Work Group**
Comprising County of Santa Clara departments, City staff, community-based and grassroots organization representatives, educational leaders, parents, caregivers, youth, and young adults.
- **City of San José (CSJ) Technical and Operations Team**
Comprising City staff in consultation with County of Santa Clara departments and external partners.
- **Parent & Caregiver Advisory**
Comprising a diverse representation of San José parents and caregivers.
- **City of San José Youth Commission**
Comprising appointed Youth Commission members.

- **Youth Advisory**

Comprising a diverse representation of San José youth and young people from marginalized and/or under resourced communities.

The City, in partnership with RDA Consulting (RDA) and Collective Impact Solutions (CIS), also conducted a variety of engagement activities, from September to December 2022, with over 3,000 youth, young adults, family members, and community partners and leaders, as well as with City staff. Engagement activities ranged from youth town halls to family and service provider focus groups and listening sessions, as well as individual interviews. This engagement also included two community-wide surveys for youth, parents, and caregivers that were made available in English, Spanish, and Vietnamese between February and March 2023.

While these engagement efforts were promoted citywide, there were also focused efforts for intentional outreach and inclusion of increased voice from youth, families, and partners that represented historically low-income and low-resourced neighborhoods; marginalized racial and ethnic groups, families and providers of children and youth with disabilities, immigrant communities, LGBTQ+ families and youth, and foster, unhoused, and justice system-involved youth.

These community engagement activities generated primary data that was analyzed and shared in the CYS Master Plan – Community Voice Report. The primary data collection and analysis was instrumental in that it identified priority areas that the community—children, youth, young adults, families, education leaders, City staff, County representatives, service providers, and other community members—raised as important areas of interest that needed attention to improve the socio-economic, health, wellness, and achievement opportunities for children, youth, young adults, and their families throughout San José.

Stage II. Planning and Design

Following the analysis of the primary data collected through the community engagement activities, the City collaborated with staff, youth, young adults, and community partners to formulate inclusive, concrete, and actionable goals, strategies, and measurable objectives to guide CYS Master Plan work over the next three to five years. A Steering Committee Workgroup of community stakeholders, families, and youth was established to ensure that the diverse voices and experiences of San José's community continued to guide CYS Master Plan development and planning conversations. This group convened three times from April through June 2023 and participated in facilitated activities to further develop the emerging community themes (priority areas), values, goals, and strategies. This group further offered guidance and decision-making support following the hosting of an extended workshop with partners and community members, convened in June 2023 to delve deeper into identifying and refining the priority areas, values, goals, and strategies.

Initially, advisory group work identified goals for each of the seven priority areas and 82 draft strategies. The City organized additional discussion and listening sessions with City staff, County departments, education leaders, community-based organizations, and

other partners, as well as with youth and families to refine further the goals and strategies. Additionally, this process identified potential partnerships as well as other city, county and regional initiatives and strategic plans that had similar goals or areas of focus and from which resources, learnings, and supports would best support collective impact and implementation into the future.

Throughout the community engagement activities, all groups—children, youth, young adults, parents, caregivers, services providers, community partners, and City staff—consistently expressed the importance of grounding the CYS Master Plan and corresponding efforts throughout the planning, designing, and decision-making process on foundational values of accessibility and inclusion for all youth, cross-sector collaboration, investment, and accountability, equity, outcomes and result-driven, and youth and community voice-driven. As such, defining these values became important to the process. The priority areas and values will serve as a strategic approach to address the obstacles and barriers to accessing opportunities, supports, and resources that can improve the health, wellness, and overall achievement of children, youth, and young adults in San José.



Photo Credit: City of San José Public Library

As noted in the California’s Children & Youth Behavioral Health Ecosystem, integration is the foundation on which a new ecosystem must be built.

A reimagined, integrated ecosystem can only be achieved through a collective effort that unifies young people, families, communities, and the professionals that serve them, in shared goals, shared accountability, and the shared support for the whole person, from birth through early adulthood.¹ Equally important in reimagining and redesigning an integrated ecosystem is that “youth and family needs, voices, and perspectives are represented at every level, from leadership and goal setting to quality improvement and control process.”³¹

Strategic Priority Areas

The strategic priority areas were identified as consistent community themes across the various groups that participated in the focus groups, listening sessions, town halls, and surveys. Included with the priority areas are the summary descriptions of the comments raised throughout the community engagement activities.

- **Early Learning and Child Care**
Access to affordable, high-quality early education programs and child care, from birth through school age.
- **Health and Mental Wellness**
Access to services, resources, and support to address overall health and mental wellness and foster a sense of belonging.
- **Housing Access and Security**
Access to affordable, healthy, safe, and sustainable housing choices; including access to basic life necessities.
- **Learning and Empowerment**
Access to resources, support, and opportunities to self-determine and realize educational goals and to pursue learning and empowerment opportunities.
- **Meaningful and Sustaining Jobs**
Opportunities to explore and self-determine educational and career pathways, from two to four-year institutions to career and technical education programs. An ability to have a self-fulfilling career, earn a competitive living wage, and to be self-sufficient.
- **Safe, Clean, and Connected Communities**
Opportunities to experience safe, clean, and well-resourced spaces within every neighborhood to support connection and socialization with peers, mentors, and neighbors. Support of inclusive and welcoming neighborhood to neighborhood connections both relationally and through accessible transport and mobility pathways.
- **Systems Transformation: City of San José System of Care ‘Safe-Net’**
There was an acknowledgement on the importance of addressing the systemic racism, policies, structural barriers, and fragmented services that create obstacles in accessing resources and supports and perpetuate intergenerational cycles of trauma and poverty. A systems transformation approach integrating and coordinating services and programs across City departments and with community partners to create a safety-net for children, youth, and their families.

Guiding Values

Accessibility and Inclusion for All Youth

All children, youth, and young adults should have access to and feel welcome in their community. Planning accounts for historical and structural barriers that community members experience based on factors such as disabilities, race, ethnicity, language, religion, cultural relevance, financial resource, gender identity, sexual orientation and identity, zip code, immigration status, familial status, and/or technology resource. All voices 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 and the need for universal design.

In the CYS Master Plan, accessibility and inclusion demonstrate the City's commitment to remove barriers to accessing quality public and community services, facilities, or resources without impediment of any kind. The services and spaces that create supportive and welcoming environments require design, planning, and long-term sustainability and must fully examine the historical and structural barriers that community members experience.

Cross-Sector Collaboration, Investment, and Accountability

There must be focused efforts on dismantling siloed approaches across City departments and its many community partners. A coordinated, accountable, and unified approach to policy, programs, and resource delivery, leading to a decrease in duplicative actions, will improve the experience and ease from which children, youth, young adults, and their families learn about, identify, and are connected to community resources to support their unique family and individual development needs. Families and youth shared their current challenges of learning and accessing available services with the various siloed providers and/or the varied enrollment, income, and participation requirements.

Furthering commitment to accountability, investment of time and resources to implement and sustain the strategies and initiatives of the CYS Master Plan will be transparent and regularly communicated to a diverse array of community stakeholders. Collaboration and accountability are also a commitment to building trust through open communication and ongoing incorporation of community input and feedback to ensure work is informed by the perspectives, voices, and lived experiences of children, youth, young adults, and families.

Equity

The work of the CYS Master Plan must actively prioritize services, policies and resource allocation for San José children, youth and young adults who are most vulnerable and historically underserved and marginalized due to their race, self-identity, developmental differences, and/or neighborhood of residence. It is the belief that all children and youth should have equitable opportunities and supports to thrive regardless of race, ethnicity, income, language, religion, developmental disability status, gender identity, sexual orientation and identity, zip code, cultural identity, familial status, and immigration status—and whether they are newly arrived or long-time resident. To make this a reality, historical and racial inequities and injustices must be acknowledged and targeted efforts must aim to lift those who continue to be left behind to fend for themselves, often at a great detriment to themselves, their families, and community.

Outcomes and Results-Driven

Implementation of the CYS Master Plan will be strategically focused on operationalizing strategies, actions, and initiatives that work to achieve established goals for each of the

identified priority areas. Through active data collection and evaluation throughout implementation, work will be regularly assessed for progress toward achieving expected outcomes. Evaluation will look at both quantitative and qualitative data and will monitor progress over short, medium, and long-term outcomes and impacts.

Community indicators and performance measurements have been and will continue to be established within each strategic priority area action plan to ensure children, youth, young adults, and families achieve sustainable, positive life improvement, growth, and overall outcomes.

Youth and Community Voice-Driven

The CYS Master Plan is a commitment to centering and prioritizing youth and young adults as co-creators across all aspects of work to achieve the goals and expected outcomes identified. The City will continue to build partnerships with youth focused groups such as the Youth Forum, the Youth Liberation Movement, and the Work2Future Youth Committee, among others. These groups will be essential partners in identifying and supporting innovation and continuous feedback pathways and improvement actions throughout implementation work to come.

Through centering and prioritizing youth and young adults as co-creators in planning and implementation as well as in essential decision-making and advocacy aspects of this work, San José has an opportunity to more equitably and effectively support children, youth, and young adults to thrive now and into their futures. This value is a commitment to actively listen to residents, valuing their lived experiences, and center their voices into planning and decision-making processes to shape inclusive policies, practices, and services.

Core Values

- ▶ **Accessibility and Inclusion for All Youth**
- ▶ **Cross-Sector Collaboration, Investment and Accountability**
- ▶ **Equity**
- ▶ **Outcomes and Results-Driven**
- ▶ **Youth and Community Voice-Driven**

Strategic Priority Areas

- ▶ **Early Learning and Child Care**
- ▶ **Health and Mental Wellness**
- ▶ **Housing Access and Security**
- ▶ **Learning and Empowerment**
- ▶ **Meaningful and Sustaining Jobs**
- ▶ **Safe, Clean, and Connected Communities**
- ▶ **Systems Transformation: City of San José System of Care ‘Safety-Net’**

Strategic Priority Area Action Plans

An action plan has been established for each strategic priority area and includes a goal statement outlining what success would look like as well as corresponding long-term and community recommended strategies needed to achieve the intended outcome.

Each priority area is not mutually exclusive or one-dimensional, they are interconnected and interdependent. There are strategies noted in one priority and goal area that will inevitably benefit another and there are partners and resources that will overlap and share responsibilities across multiple priorities. The action plans are grounded in the understanding that collective impact across interconnected systems and with community are critically important to have transformative, and long-term sustainable change and improved community outcomes.

Intentionally, the CYS Master Plan Action Plans do not prescribe or detail precisely how each strategy will be implemented—no one entity holds the solution. The “how” will be determined through the collective work and voice of a diversity of community stakeholders, families, and youth during CYS Master Plan implementation. This plan outlines where the journey and work begins rather than where it ends. It is the launching place for further dialogue, inquiry, innovation, partnership, and collective action. This collective impact process is not intended to absolve the City of its responsibility of developing the infrastructure and supports to address the needs of youth and families. Doing so would simply perpetuate the silos that already exist in the current ecosystem.

The goals and strategies that emerged are consistent with those raised in other initiatives, strategic plans, and reports prepared by City, County, and other regional entities such as, but not limited to, the City of San José Youth Empowerment Alliance Strategic Plan, COVID-19 Recovery Task Force (Recovery Task Force), Draft 2023 -2031 Housing Element, Implementation Plan to the Community Plan to End Homelessness, as well as the 2023 Santa Clara County Children's Data Book, Youth Liberation Movement- Youth Forum 2.0, the Joint Venture Silicon Valley 2023 Silicon Valley Index, the County of Santa Clara's Children's Road to Recovery from COVID-19, and the Bill of Rights for Children and Young Adults. These consistent themes, concerns, and challenges across multiple community reports, initiatives, and plans further amplify the importance and the urgency of addressing these priority areas. The City intends to support existing initiatives and efforts that align with CYS Master Plan strategic priority areas, goals, outcomes, long-term strategies, as well as the community recommendation strategies for consideration. Thus, where possible the long-term strategies and community indicators included in each of the action plans have been identified from this existing body of work, to avoid duplication of efforts and ensure a collective approach to achieving the vision of the CYS Master Plan. Therefore, the City will work alongside all sectors of the community, in dismantling the harmful conditions and environments that children, youth and young adults, and their families experience; it is only then that the priority areas identified can truly be improved and positive outcomes will be more equitably experienced across community groups.

Each priority area action plan is presented in the following format and is included in the next section along with key community indicators.

Strategic Priority Area Action Plans Format

Goal: A statement about the envisioned future for the City's children, youth, and young adults.

Expected Outcome: The expected and hoped for results that support wellness across the City's children, youth, and young adults.

Objectives

A measurable statement of what will be achieved through strategy implementation and work.

Long-Term Strategies (By June 2027)

Strategies shared by families, youth, and partners as necessary for achieving positive life outcomes. Where appropriate, these strategies were aligned to existing work and initiatives to better prevent duplication of efforts, remove silos, and ensure a collective approach to achieving the desired goal across partners.

City Depts. / Partners

City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview. Work outside of the City's purview, expertise, and capacity will be coordinated with external partners.

Community Recommended Strategies (By June 2027)

Strategies raised by families, youth, and partners that may require additional time to explore and identify existing efforts that are complementary, as well identify and develop opportunities, partnerships and/or new resources to support implementation. In ongoing commitment to community voice, these recommended strategies will be further examined and developed during initial plan implementation periods.

Community Indicators and Performance Measurements

Indicators and performance measurements were identified from existing City and partner efforts and initiatives to build off strengths of ongoing and planned evaluation and reporting efforts. During the initial plan implementation periods, the City will develop a comprehensive evaluation framework and further identify and refine indicators and performance measures outlined.

Children and Young Adult Bill of Rights Alignment

Identification of articles from the Bill of Rights for Children and Young Adults that best align with and support strategic priority areas.

Full Strategic Priority Area Action Plans are included in **Appendix 2**.

Stage III. Systems Transformation and Implementation

During this stage, the City, community members, and partners will implement and operationalize the CYS Master Plan goals, strategies, and measurable outcomes. Upon City Council approval and recommendations, the City staff, through a collective process, will also continue to develop and implement a City of San José **System of Care, with an integrated and coordinated service delivery system (“no wrong door service delivery model”)**, and evaluation framework to ensure improved outcomes, equity, and increased access to services and opportunities for children, youth, and young adults in the city of San José.

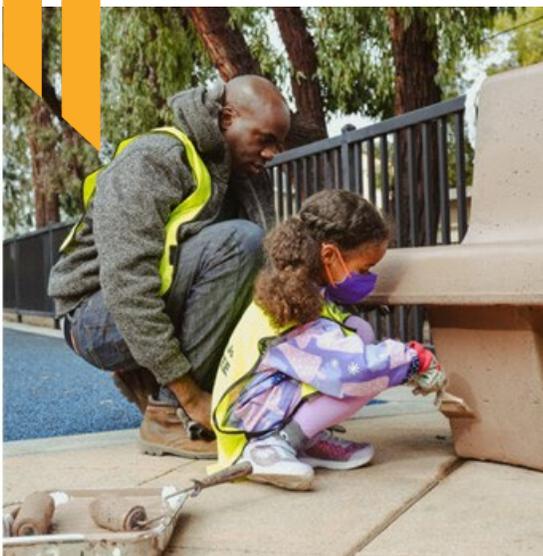


Photo Credit: City of San José Parks, Recreation and Neighborhood Services

“The City of San José’s Children and Youth Services Master Plan offers an important resource to help understand the needs of children and young people in San José as we emerge from a pandemic that has had unthinkable impacts on local communities. Over the past year the City of San José has created an inclusive process to convene representatives from many child-serving agencies, non-profit organizations, and communities to share their perspectives. The plan helps lay groundwork as the County of Santa Clara and City San José work together to ensure all children have the resources they need to grow up successful.”

Sarah Duffy
Chief Children’s Officer
Office of the County Executive,
County of Santa Clara,
Office of Children and Families Policy

Early Learning and Child Care: Key Indicators and Action Plan

Early learning opportunities and support are critically important to the developmental and learning trajectory of children and youth. Enrollment and participation in a high-quality early education, preschool, and transitional kindergarten program, prior to kindergarten enrollment has long-term benefits on a child's overall development, including academic achievement, earning potential, and social-emotional well-being.³³ Therefore, having choice and access to a mixed child care delivery system that meets the needs of families allows them the opportunity to enter and retain full-time employment. Having affordable, consistent, and reliable child care provides mutual benefit to families, employers, and the overall economy. It further provides families with a greater ability to pursue other educational and career goals that can lead to higher quality employment in the long term.

Currently, San José faces a shortage of affordable child care and early learning opportunities for our youngest children. According to estimates for Santa Clara County, there are only child care spaces available for 33% of children ages 0-12 with working parents.³⁴ In San José there are 19,240 children ages 0-2 years for which there are no available child care slots.³⁵ Current child care supply for preschool aged children (3 and 4 year olds) in San José falls short of demand by over 3,000 spots.³⁶ The pandemic, increasing operation costs for providers, and an exodus of families from the region have all exacerbated child care supply shortages. The shortage of child care slots for infants and toddlers is disconcerting for many parents and caregivers wanting to maintain or return to work or school after the birth of their child(ren).

The U.S. Department of Health and Human Services considers child care affordable when it costs families no more than 7% of their household income per child. In 2021, the average child care cost for an infant at a licensed child care center in Silicon Valley was \$26,450 annually; for a preschooler, it amounted to \$21,900 annually.³⁷ It is estimated that a family of four with one infant and one preschool-aged child would need to earn \$247,742 to afford full-time care at a licensed center.³⁸ This is more than twice as much as the median annual household income in San José (detailed further in the “Meaningful and Sustaining Jobs” section). For individuals earning self-sufficiency wages (e.g., the amount necessary to meet all basic needs at a minimally adequate level), the cost of child care can constitute up to 32% of gross income.³⁹

Preschool enrollment varies across racial and ethnic groups, from 37% for Native Hawaiian or Pacific Islanders and 46% for Latino/x for three- and four-year-olds, compared to 60% for White and 66% for Asian children.⁴⁰ In addition, preschool enrollment differs on household income, as only 46% of preschoolers from low to moderate-income households (0-300% of the federal poverty limit) are enrolled, in contrast to 64% of those from higher-income families.⁴¹ This data is similar to national data that shows the preschool “enrollment rate was higher for 3- to 4-year-olds whose

parents had a bachelor's or higher degree (57%) compared to those with parents below an associate's degree (ranging from 37% to 48%), and those with an annual family income exceeding \$100,000 (59%) compared to households of most other income groups (ranging from 36% to 57%)."⁴²

Additionally, it is important to recognize the critical role that extended family, friends, and neighbors (FFN) play in the early care and education landscape. The Center for the Study of Child Care Employment at the University of California, Berkeley defines FFN as "care provided by any family member other than a parent or by a nonrelative who is not a professional caregiver (e.g., nanny). Care may be paid or unpaid."⁴³ These FFN caregivers are instrumental in fostering the well-being of a significant number of children in informal, home-based settings, constituting an integral component of the contemporary child care system. In a survey of 1,310 parents in California, the Center for the Study of Child Care Employment found that parents based their decision on using FFN on the cultural background and language(s) spoken by the caregiver.⁴⁴ They also found that Black and Latino/x parents with infants and toddlers were more inclined to agree that cultural background of the caregiver held significant importance. The study also found the median price for FFN care is approximately \$160 per week, however, around 48% of parents provide nonmonetary compensation such as supplementing their caregiver's food, household supplies, and/or transportation.⁴⁵

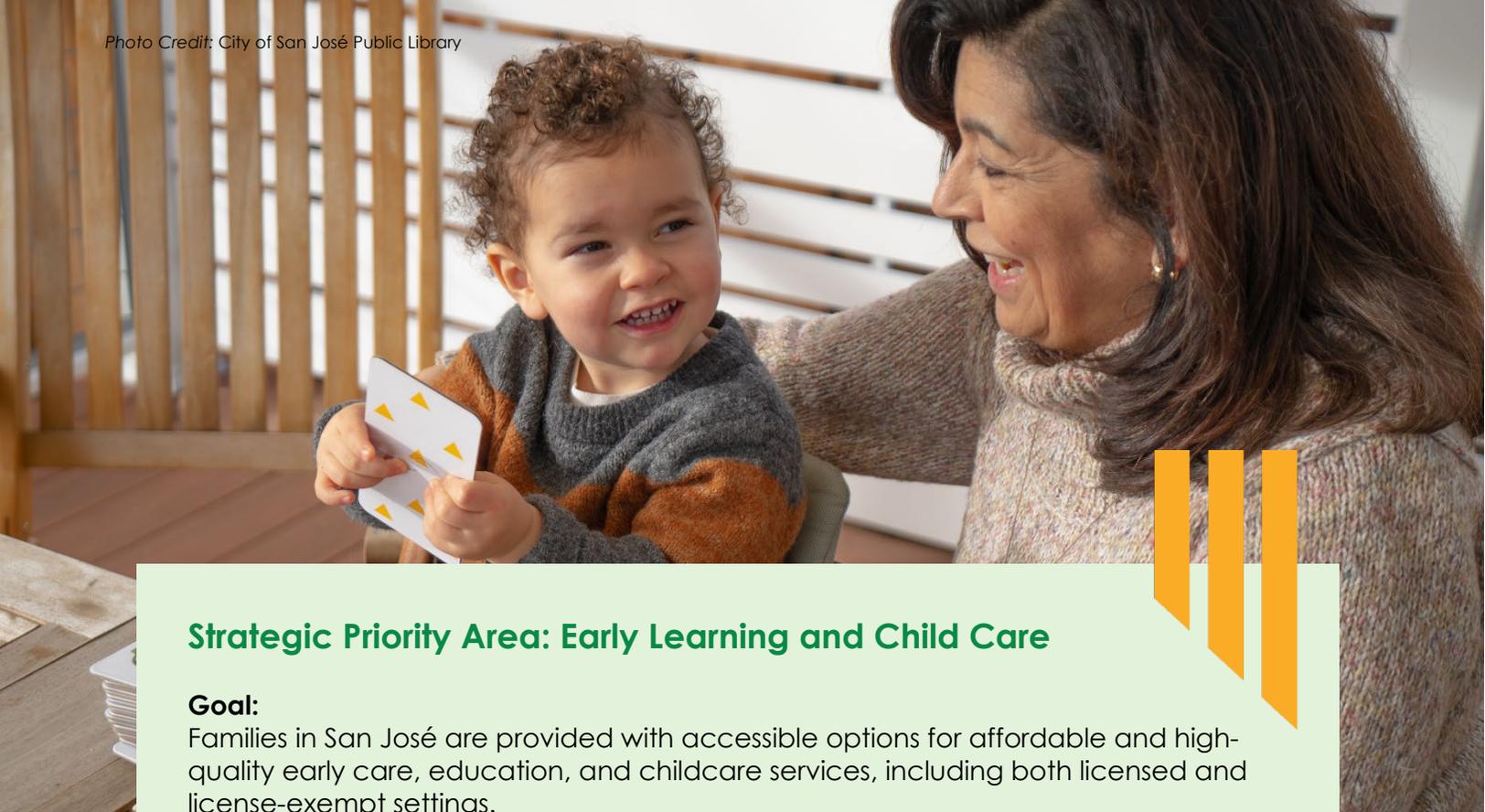
"Choosing an ideal ECE (early care and education) arrangement is a personal decision that requires a strong mixed-delivery system, so parents can move between care options as their needs change. Policies that lift and support caregivers across settings are crucial to honoring California's families."

Parent Preferences in Family, Friend, Neighbor (FFN) and Nanny Care in California - Part One⁴⁶

To make safe, quality, affordable child care available to all families in San José, a comprehensive mixed-delivery system, strategy, and investment is needed. Joint Venture Silicon Valley noted a publicly funded universal preschool initiative, available at no cost to families, is expected to be instrumental in increasing access to a high-quality early education and care to all preschool-aged children in the county beginning in 2025.⁴⁶



Photo Credit: City of San José Parks, Recreation and Neighborhood Services



Strategic Priority Area: Early Learning and Child Care

Goal:

Families in San José are provided with accessible options for affordable and high-quality early care, education, and childcare services, including both licensed and license-exempt settings.

Expected Outcome:

All children experience nurturing adults and safe, accessible, and inclusive environments that support their optimal physical, cognitive, social, and emotional development.

Objectives

- Establishment of a qualified early education workforce that positively shapes children's developmental trajectories, contributes to lifelong learning, builds a skilled future workforce, and reduces socio-economic disparities, thereby fostering overall community well-being.
- Enhanced family access to alternative early learning and childcare options provided by providers with access to comprehensive training and support.
- Increased awareness regarding the importance of quality childcare and education as an investment in the well-being of children, families, and the overall socio-economic fabric of the City of San José.
- Enhanced accessibility to secure, affordable, and high-quality licensed and licensed-exempt early care, education, and childcare settings for children aged birth through 12. This includes an expanded availability and choice of diverse early learning and childcare options for families.
- Enhanced access to diverse early learning and childcare options, increased availability, and expanded choices for families through the support of infrastructure development for childcare in San José.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*

Health and Mental Wellness: Key Indicators and Action Plan

The COVID-19 pandemic exacerbated a growing mental health crisis for young people. California experienced the second-largest surge in depression and anxiety among young people nationwide. For youth and young adults ages 18-29, almost 30% report experiencing anxiety and/or depression more than half of the time. During the height of the pandemic, this figure rose to almost 60%.⁴⁸ Many Silicon Valley residents, and in particular children and youth, are struggling with mental health issues and facing barriers to accessing services for treatment. Approximately one-third of Silicon Valley middle and high school students reported persistent feelings of chronic sadness and/or hopelessness.⁴⁹ In the 2020-2021 school year, one in eight Santa Clara County middle and high school students reported that they considered suicide; these figures are even higher among female students (16%), non-heterosexual individuals (36%), and the region's around 500 transgender/transgender-questioning youth (38%).⁵⁰ Among people 15-19 years old, suicide is the second most common cause of death.⁵¹ In Santa Clara County, between 2009-2018, 193 young people 10-24 years old died by suicide, of which 65 were 15-19 years old.⁵² Just as disconcerting, the Probation Department reported that of the youth who were actively supervised in 2021, 85% of 105 females and 67% of 477 males reported significant issues with depression, anxiety, and other emotional factors.⁵³

A behavioral health needs assessment of Santa Clara County schools, conducted by the Santa Clara County Office of Education, described gaps in care experienced by many youth who need mental health services. The report noted that the most common behavioral health concern of students is “anxiety, depression, academic stress, emotional regulation challenges, and social skills challenges.”⁵⁴ The assessment also determined that barriers and challenges accessing services and supports disproportionately impact students with disabilities; students of color; lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual and more (LGBTQIA+) students; students from low socioeconomic backgrounds; and high-achieving students. Students and families shared experiencing obstacles in accessing culturally responsive behavioral and mental health services from schools and community-based organizations (CBO), (i.e., partners which receive referrals from schools).

“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.”

Mental Health Provider

Strategic Priority Area: Health & Mental Wellness

Goal:

San José children, youth, young adults, and their families can readily access culturally responsive services and resources in schools and communities that foster their mental health, social-emotional well-being, and nurture their resilience and sense of belonging.

Expected Outcome:

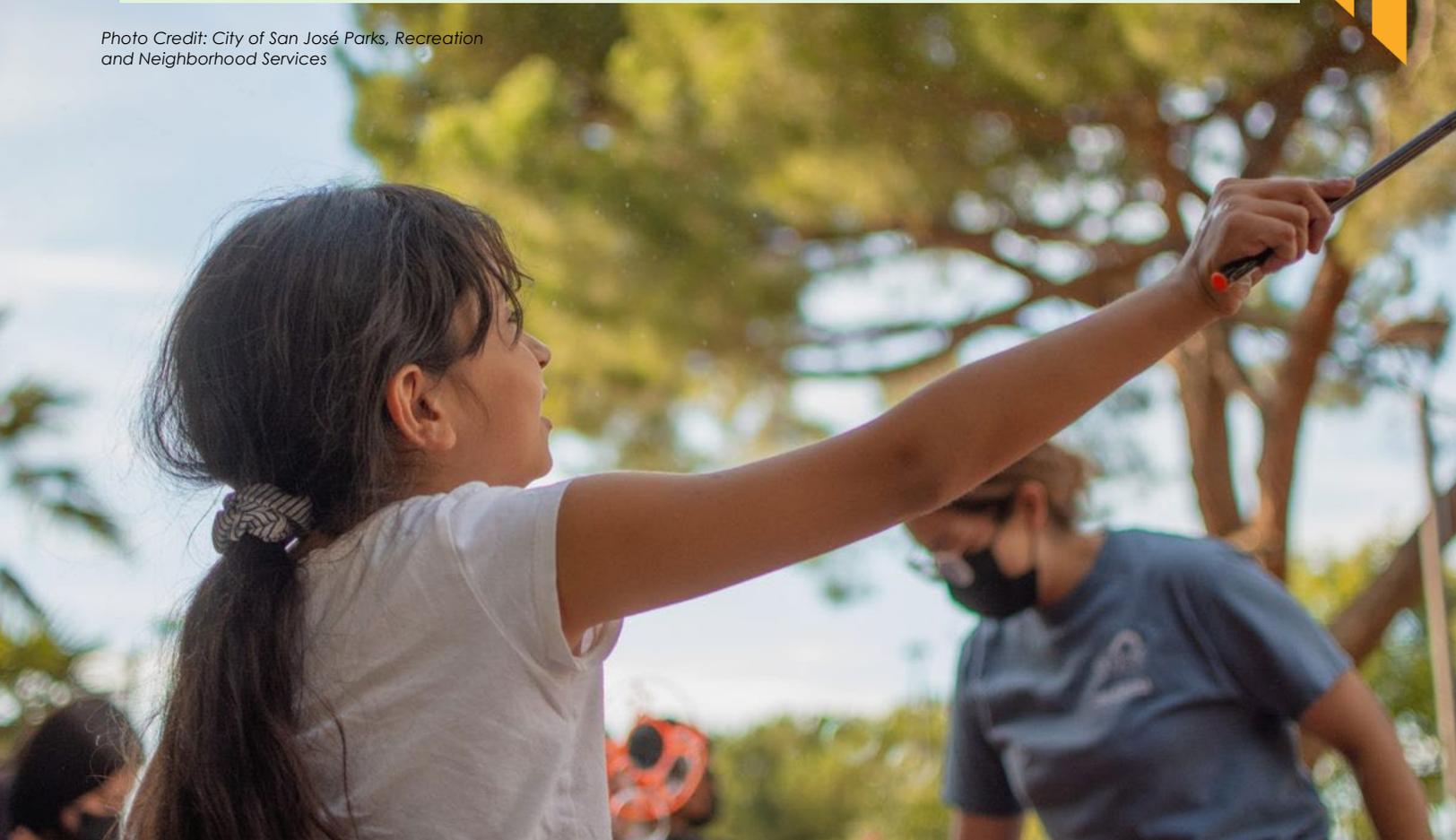
All youth are resilient, connected to others, feel valued, and have a sense of purpose, and access to holistic supports throughout their developmental journey.

Objectives

- Improve access to inclusive, welcoming, and healing spaces that strengthen protective factors and nurture social connections across the life course.
- Improve access to inclusive, welcoming, and culturally and developmentally responsive physical, mental health, social-emotional, and wellness services in their home, school, and community.
- Improve access to an integrated City of San José and County of Santa Clara System of Care.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*

Photo Credit: City of San José Parks, Recreation and Neighborhood Services



Housing Access and Security: Key Indicators and Action Plan

Many San José families are burdened by the high cost of housing. The median cost to purchase a single-family home is nearly \$1.6 million in San José, and median monthly rent is \$2,729.⁵⁵ It is estimated that households must earn \$120,360 a year to afford the average monthly rent for a 2-bedroom apartment and earn \$409,742 a year to own a median-priced single-family home.⁵⁶ The median household income in San José is a little over \$125,000.⁵⁷ As noted in the *2023 Santa Clara County Children's Data Book*, the Real Cost Measure, in Santa Clara County, is estimated to be \$120,028 for a household consisting of two adults, one infant, and one school-age child.⁵⁸ The Real Cost Measure factors the costs of housing, food, health care, child care, transportation and other basic needs to reveal what it really costs to live in California.⁵⁹ Local wages in many occupations and careers are not keeping up with the increasing cost of housing in San José, which often makes securing affordable housing difficult. For example, a health support worker, janitor, or retail salesperson earns approximately \$44,000-\$45,000 annually, an elementary school teacher \$95,806, and a firefighter and police officer approximately \$116,000-\$135,600.⁶⁰ This reality creates challenges for full-time and essential workers to afford monthly rents, and the prospect of homeownership is unattainable. As a result, only about 1 in 15 families can afford to buy a median-priced home in San José.⁶¹

The Bay Area Equity Atlas further notes the disparities in homeownership in the Bay Area across race and ethnicity. Sixty-three percent of Whites are more likely to own their homes, compared to 34% of households that are Black/African ancestry, 40% that are Latino/x, 45% that are multiracial, and 46% that are Native American.⁶² Habitat for Humanity states that creating homeownership opportunities across disproportionately impacted racial and ethnic and low-income populations are important in that homeownership fosters wealth accumulation through structured savings and the appreciating value of the property. As home value rises, and home loan balance decreases, homeowners can realize greater profits when selling or leveraging their equity. Furthermore, homeownership promotes intergenerational wealth. Children of homeowners usually become homeowners earlier, leading to homeownership rates 25% points higher than those of children of renters.⁶³

Female-headed households, large households (five or more members), and extremely low-income households (i.e. those earning \$49,700 annually or less) also face disproportionate burdens from the high cost of housing. Households that spend more than 30% of their income on housing are considered cost burdened. In 2019, 11.5% (37,319) were female-headed households, of which 15% are below the poverty level. Women of color experience greater housing challenges than any other population in San José. Fifty-eighth percent (58%) of all female renters in San José are cost burdened (compared with 48% of males), and 69% of female Black/African ancestry renters and 62% of female Latina renters in San José are cost burdened. In addition, based on 2019 data, large households constitute 15% (49,165 households) of the City's total households, of which 28% are extremely or very low-income. Renting or owning a home that can accommodate a large family is not easily accessible and can be cost prohibitive, particularly for those that are in a lower income range. It is estimated that

there are just 29 homes available for every 100 extremely low-income households in the San José-Sunnyvale-Santa Clara Metro area.⁶⁴ Socioeconomically disadvantaged persons with disabilities face additional challenges securing housing with reasonable accommodation.

Homelessness and Displacement

In the 2023 Point-in-Time Count (PIT) homeless census, a one-night snapshot of the unhoused population throughout Santa Clara County was conducted. The preliminary data released by the County of Santa Clara and the City of San José found that there were approximately 6,340 unhoused individuals in the city, a decline of 4.7% from the previous year. Of the 6,340 individuals, approximately 1,971 were chronically unhoused, 646 were youth (a decline of 19.4% from the previous year), and 891 were families (this is an increase of 122.2% from the previous year).⁶⁵ In particular, 30% of LGBTQ youth experience homelessness.⁶⁶ In addition, based on 2019 data, the unhoused population includes an overrepresentation of Latino/x (42.7%), Black/African ancestry (18.8%), and Native American/Alaskan Native (8.1%) residents.⁶⁷

As housing costs rise, families are displaced from their communities and are forced to move to more affordable neighborhoods. Displacement disproportionately impacts the Latino/x community. Although they comprise 32% of the city's population, they experience or are at risk of displacement at a rate of 53%, compared to those who are White (14%), Southeast Asian (11%), Asian Indian/Chinese (9%), and Black/African ancestry (4%). In addition, based on 2019 data, the unhoused population includes an overrepresentation of Latino/x (42.7%), Black/African ancestry (18.8%), and Native American/Alaskan Native (8.1%) residents.⁶⁸ Furthermore, as noted in the 2023 Santa Clara County Children's Data Book, children and youth who experience physical, verbal, or sexual abuse at home, are LGBTQ, are in or have been in foster care, have had involvement with juvenile justice system, and/or are a pregnant or parenting youth are more vulnerable to homelessness.⁶⁹

In the 2022-23 school year, 4,452 students qualified for McKinney-Vento⁷⁰ services in Santa Clara County. Approximately 2,244 of those were students in San José city schools representing 3.3% of the students in San José schools overall. East Side Union High School District had almost 2,000 students who qualified and San José Unified School District had 556, who qualified for McKinney-Vento services. Of those students experiencing housing insecurity, 69% were temporarily doubled-up with friends or family, 20% were in temporary shelters, 6% were in hotels/motels and 4% were temporarily unsheltered.



“It should be given that everyone has a place to live... especially in one of the richest places in the world.”

Aleta Smith
Former Foster Youth
Fostering Promise

Table 2. Student Enrollment by Ethnicity for Students Experiencing Homelessness

	Black	American Indian or Alaska Native	Asian	Filipino	Latino/a/x	Pacific Islander	White	Two+ Races
% of overall San José student population	1.8%	0.2%	27.8%	4.1%	48.9%	0.4%	11.7%	0.3%
% qualified for McKinney Vento Services	2.3%	0.3%	10.8%	2.8%	78.7%	0.4%	2.6%	0.1%

Data as reported from DataQuest on the California Dept. of Education website. It includes data for the following districts: Alum Rock, Berryessa, Cambrian, ESUHSD, Evergreen, FMSD, Luther Burbank, Moreland, Mt Pleasant, Oak Grove, Orchard, SJUSD, SBE-KIPP Navigate College Prep and Union Elementary. It does **not** include Santa Clara County Office of Education or school districts that may have one or two schools located in San José such as Campbell or MHUSD.

Basic Life Necessities

Further contributing to housing insecurity are the costs of meeting other basic needs, such as food access and insecurity. The excessive cost of housing, inflation, and stagnant wages for extremely low to low-income families has also increased food and nutrition insecurity. In Santa Clara and San Mateo Counties, 42% of children are in households that are at risk of food insecurity; this increases to 45% for children in households with at least one preschooler.⁷¹ CalFresh (California's Supplemental Nutrition Assistance Program) provides food/grocery assistance; however, a significant portion of the community is not able to access public food assistance programs. In 2022, approximately 19% of adults and 27% of children faced the possibility of food insecurity but did not qualify for assistance from CalFresh.⁷² Second Harvest Silicon Valley, a food bank for Santa Clara and San Mateo counties, works to fill this gap, and they have experienced an increase in request for food assistance. Second Harvest of Silicon Valley maintains that they continue to serve nearly the same number of people as at the peak of the pandemic. In fiscal year 2023, it provided more than 59 million pounds of food to the City of San José, the equivalent of more than 49 million meals, with a value of over \$95 Million. Second Harvest reported serving approximately 250,000 people in San José in July 2023.

“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.”

San José Youth





Strategic Priority Area: Housing Access and Security

Goal:

San José children and youth, and their families will have equitable access to affordable, inclusive, and stable housing.

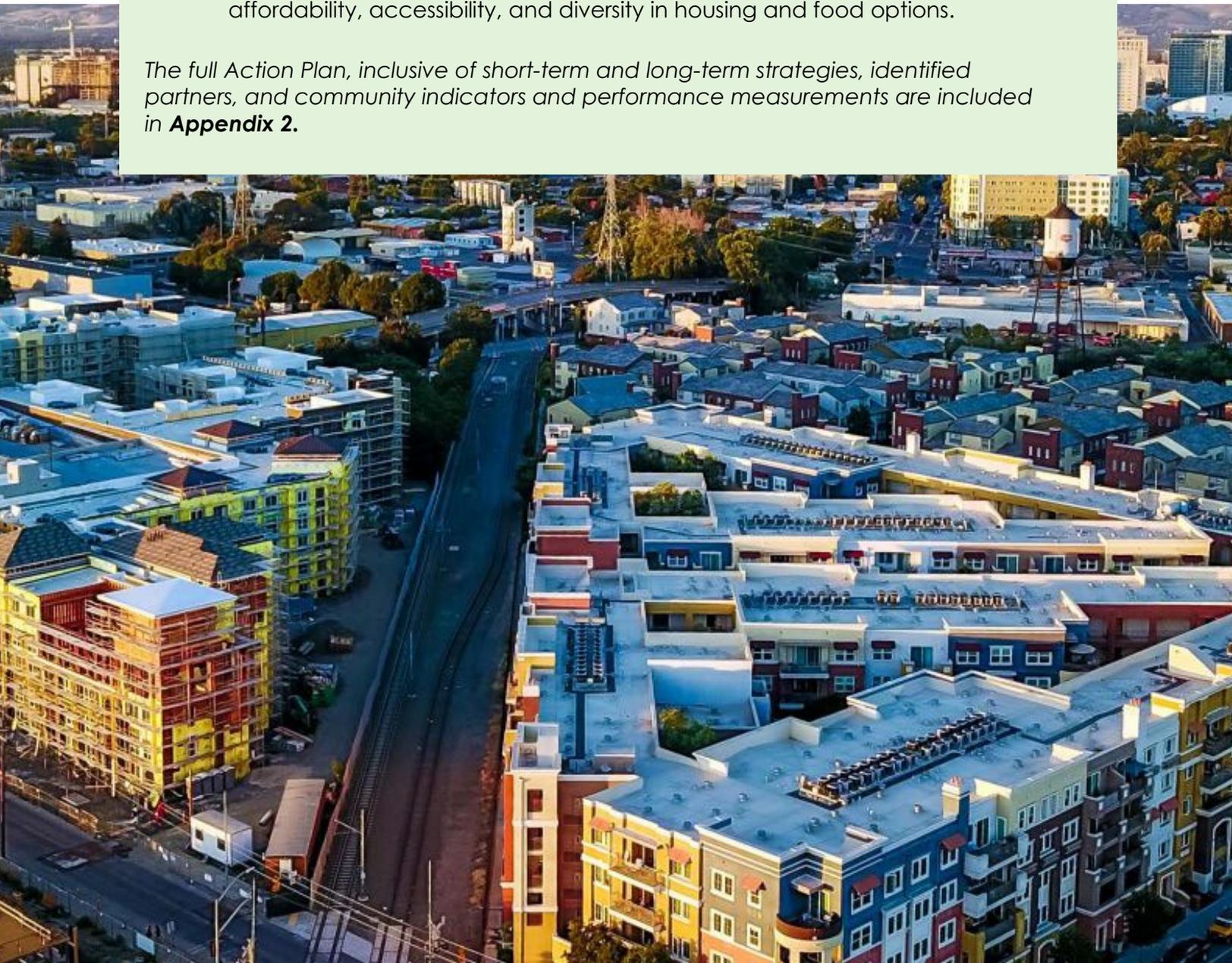
Expected Outcome:

All youth and their families live in safe, affordable, and stable housing of their choice without fear and anxiety of displacement.

Objectives

- Improve accessibility to resources and support systems for housing displacement, tenant protection, and mitigation, resulting in improved assistance for affected individuals.
- Improve opportunities and resources for vulnerable city residents by enhancing affordability, accessibility, and diversity in housing and food options.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*



Learning and Empowerment: Key Indicators and Action Plan

The city boasts a highly educated population overall, with more than 45% of the workforce holding a bachelor's degree or higher, compared to 25% nationally.⁷³ However, the city also experiences deep racial disparities regarding educational attainment. Among those 25 years and older, 57% of Asian, 56% of White, 17% of Latino/x, 37% of Black/African ancestry, 22% of Pacific Islander, 14% of Native American and 18% of Mixed Race/Other individuals hold a bachelor's degree or higher.⁷⁴ A post-secondary education is an essential way to support positive economic mobility and achievement of earning higher incomes, especially for young people who identify as Black/African ancestry or Latino/x or whose families are socioeconomically disadvantaged. However, a bachelor's degree is not the desire or fit for all young people and there are alternative and successful pathways for increasing income over one's lifetime. This may include earning an associate degree or completing a career and technical (vocational or trade) education diploma or certificate in key subject areas.⁷⁵ Therefore, it is important to provide young people with a myriad of college and career options and provide opportunities and pathways that allow them to follow self-determined life goals and dreams that align with their talents and interests while also ensuring self-sufficiency.

Educational milestones such as 3rd-grade English language proficiency and 8th-grade math scores, among others, serve as important indicators of academic achievement and college and/or career success. However, at an early age, achievement gaps and disparities begin to emerge. In the 2021-2022 academic year compared to 2018-2019, there were significant declines in achievement of 3rd grade reading standards for students of color. For Black/African ancestry students, outcomes decreased from 45% to 38%, for Latino/x from 35% to 29%, and for Pacific Islanders from 48% to 41%. During this same period, smaller declines were experienced for their Asian and White student counterparts (who also started out at relatively higher achievement levels), where Asian students reported declines from 83% to 79% and White from 71% to 69%.⁷⁶ Similarly, significant disparities and declines were observed for students meeting/exceeding 8th grade math standards for the same two comparison school years, from 31% to 20% for Black/African ancestry, 22% to 17% for Latino/x, and 25% to 21% for Pacific Islanders compared to 90% to 80% for Asian and 67% to 61% for White.⁷⁷



Photo Credit: City of San José Public Library

Chronic absenteeism, the measure of the number of students that miss more than 10% (18 days) of 180 school instruction days is also of concern. Very often, chronic absenteeism is the result of unmet needs and challenges such as, but not limited to, chronic and acute illness, family responsibilities or home situation, poor transportation, housing and food insecurity, inequitable access to needed services, system involvement, lack of access to technology, etc. The emergence of COVID-19 in 2020 had a significant

increase in chronic absenteeism in California, from 12% in 2018-2019 to 30% in 2021–22.⁷⁸ Although there has since been a slight decrease of 5.1%, from 30% to 24.9% in 2022–23, this remains far above pre-pandemic levels.⁷⁹ In Santa Clara County, chronic absenteeism was 19.3% for 2022-2023 academic year, which is slightly lower than the state rate, but represents a significant portion of the school population.⁸⁰ Furthermore, there are racial disparities in chronic absenteeism for the same academic year. For example 23% of Black/African ancestry students, 33% of Pacific Islander, 28% of American Indian (Native American), and 31% of Latino/x were chronically absent, compared to 15% of White students and 7% of Asian students.⁸¹

A student's educational experience and success are closely associated with their families' socioeconomic background.⁸² Families that are financially stable and live in well-resourced communities can provide their children with academic supports and enrichment activities and tend to be better equipped to navigate the school system to advocate for their student's needs.⁸³ To ensure that all students receive timely remediation and support services, along with the appropriate assessments and evaluations to account for learning differences and other disabilities, a safety net of resources and services are needed for students on campus as well as in the community.



“[I’m concerned about my child/ren] not having opportunities to explore and learn about different career options.”

San José Parent/Caregiver



“[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 assistances and construction.”

San José Parent/Caregiver

Photo Credit: City of San José Parks, Recreation and Neighborhood Services





Photo Credit: City of San José Parks, Recreation and Neighborhood Services

In 2022, countywide there were 27,642 public school students enrolled in special education and, of those, 13,358 (48%) are socioeconomically disadvantaged and 10,328 (37%) are English language learners.⁸⁴ For students in K-12 special education, the most common disabilities were specific learning disabilities (38%), speech or language impairments (21%), and autism (17%).⁸⁵ Students in special education disproportionately experience difficulties in school that can be attributed to unmet needs for support or undiagnosed/misdiagnosed abilities. Only 26% of students with disabilities met the 3rd-grade standard for English Language Arts, while 16% of

students with disabilities met the standard for 8th-grade math.⁸⁶ While strides have been made by student advocates, policymakers, educational leaders, and others to decrease school suspensions across the county, continued efforts are necessary. For example, countywide, students enrolled in special education comprise 15% of the population yet received 35% of all suspensions.⁸⁷ Furthering this vulnerability, data shows that a suspension triples a young person's risk for juvenile justice involvement.⁸⁸ The County of Santa Clara Probation Department found that of the 582 (477 males and 105 females) youth actively supervised in 2021:⁸⁹

- 36% of males and 37% of females reported needing assistance and support to succeed in school.
- 62% of females and 62% of males reported difficulty in school due to intellectual capacity or other achievement problems.

Public school enrollment in kindergarten-12th grade has decreased from 272,312 in the 2017-2018 school year to 241,326 in the 2021-2022 school year.⁹⁰ Thirty-three percent of enrolled students are socio-economically disadvantaged and 22% are English Language Learners.⁹¹ Of the student population in the 2021-2022 school year, 39% were Latino/x, 31% were Asian American, 17% were White, and 2% were Black/African ancestry.⁹² Despite the decline of student enrollment, the Latino/x student population continues to grow across many school districts serving San José children.⁹³ There are a number of contributing factors for the decline of enrollment, however the primary reasons are the exodus of families due to the high cost of housing and cost of living, and declining births.⁹⁴ It is projected that there will be a 16.2% decline in student enrollment in Santa Clara County from 253,625 students in the 2020-2021 school year to 212,501 students in 2030-2031.⁹⁶ Projected declines in the number of children under 18 years old (-8%) and increasing aging population of those 65 years and older (up 32% since 2011) in Silicon Valley should be a concern for the public and private sector.⁹⁷ The decreasing child population will change the diversity of the city as well as reduce the future workforce pool.



Strategic Priority Area: Learning and Empowerment

Goal:

San José children, youth, and young adults are prepared for academic success, from preschool to post-secondary education, which leads to life-long learning and fulfilling careers with a competitive, living-wage.

Expected Outcome:

All youth graduate from high school and are empowered to access opportunities that enable them to realize their educational goals and prepare for a successful future.

Objectives

- Provide coordinated programs and services to support learners on pathways to college and career.
- Improve access to behavioral and health services and other supports that pose a barrier to academic success and attainment for children and youth experiencing challenges.
- Improve access to academic and educational resources and supports that promote social-emotional development, skill building, and college and career exploration for vulnerable, marginalized, and socio-economically disadvantaged children and youth.
- Improve access to post-secondary educational and college pathways that prepare youth and young adults for high-paying and fulfilling careers.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*

Meaningful and Sustaining Jobs: Key Indicators and Action Plan

The robust economy of San José and the surrounding Silicon Valley, bolstered by a competitive job market and a demand for highly skilled professionals, has led to the accumulation of wealth among the workforces. However, it has also resulted in growing income inequality amidst a rising cost of living overall. In Silicon Valley in 2022, the top 10% of households held 66% of the wealth.⁹⁸ Despite the growth of the local economy, not all San José residents have benefited.

Disparities in income and earnings along the lines of race/ethnicity have grown over time. The median household income in San José is a little over \$125,000.⁹⁹ In 2020, the median earnings for full-time workers in San José was \$70,200, with White (\$98,300) and Asian American (\$87,200) workers earning more than those who are Black/African ancestry (\$59,700), and Latino/x, Native American, Pacific Islander, and Mixed/Other Race (\$43,600 to \$43,900).¹⁰⁰ A notable discrepancy emerged in 2020, family incomes among full-time workers in San José, with a higher proportion of Latino/x (15%) and Black/African ancestry (11%) workers living in households with total incomes below 200% of the federal poverty line, in contrast to Whites (3%) and Asian Americans (4%).¹⁰¹ Additionally, immigrant workers, particularly Latino/x immigrants, demonstrated a higher likelihood of falling into the working poor category compared to their U.S.-born counterparts.¹⁰²

The City of San José benefits from having an expanding economy largely due to the concentration of industries in manufacturing; professional, scientific, and technical services; and health care and social assistance.¹⁰³ In the greater Silicon Valley area, the largest industry employers are in the fields of innovation and information (e.g. technology industry), products and services, and community infrastructure and services.¹⁰⁴

However, the workforce of these industries is not reflective of San José's community. Access to Silicon Valley tech industry jobs, higher salaries and more generous benefits has been elusive for many communities of color, particularly workers who are Black/African ancestry or Latino/x or who come from families with lower educational attainment and/or socioeconomic status. For example, White, non-Hispanic or Latino/x workers make up 32% of the civilian workforce but account for approximately 57% of leadership roles in the tech industry and 47% of technical roles. In stark contrast, Hispanic or Latino/x workers represent only 17% of employees at these same companies, despite making up 24% of the Silicon Valley workforce.¹⁰⁵ Of those ages 25-44 in tech roles, 70% are Asian and 22% are White, non-Hispanic or Latino/x, compared to only 3% and 1% that are Hispanic/Latino/x and Black/African ancestry, respectively.¹⁰⁶



“Our students should not have to drive to Silicon Valley, they should be driving Silicon Valley!”

Glenn Vander Zee
Superintendent, East Side
Union High School District



“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.”

San José Young Adult



Photo Credit: City of San José Public Library

Employment for young people that identify as Transgender, Nonbinary, and Gender Expansive (TGNB) is also an area of concern, as noted in a 2022 report by the County of Santa Clara, Office of LGBTQ Affairs. Of 234 TGNB adults (18-70 years of age) living or working in the County who participated in the study, 43% reported difficulty finding work in their field and 76% attributed this difficulty to their identity.¹⁰⁷ TGNB residents, particularly those who also identify as Black, Indigenous, and People of Color (BIPOC), reported experiencing discrimination based on their race and ethnicity and gender identity. In addition, 48% of BIPOC respondents and 69% of Black respondents reported they experienced racial discrimination in the past five years.¹⁰⁸

A global workforce can enhance creativity, adaptability, and competitiveness, by increasing the representation of women, those who identify as TGNB, and other populations, particularly Black/African ancestry, and Latino/x workers, in technology and related fields can have far-reaching implications for equity in the City of San José.

“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.”

San José Parent/Caregiver





Strategic Priority Area: Meaningful and Sustaining Jobs

Goal:

San José youth and young adults are prepared for competitive labor market careers through post-secondary and technical education, workforce development, and career pathways that lead to longer-term careers in fields that provide a living wage in Silicon Valley.

Expected Outcome:

All youth reach their full potential and develop into thriving adults with the mastery of essential skills for successful entry into meaningful, gainful employment of their choice in Silicon Valley, and that fosters social integration and success.

Objectives

- Improve access to post-secondary and technical education, workforce development, and career pathways, supports, and opportunities.
- Improve access to information about post-secondary education and technical education, workforce development, and career pathways, supports, and opportunities.
- Increase access to jobs that provide entry to high-paying and fulfilling career pathways.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*

Safe, Clean, and Connected Communities: Key Indicators and Action Plan

The creation of safe, clean, and connected communities is critically important to the social connections and overall health and well-being of residents. A 2021 American Community Life Survey found that residents benefit greatly from having access to “neighborhood amenities, whether they are commercial spaces (ex: bars, restaurants, and coffee shops) or public spaces (ex: parks, libraries, and community centers). Those with local neighborhood spots report feeling more closely connected to their neighborhoods and those who live in their communities. Likewise, those who live close to neighborhood amenities report increased feelings of safety and social trust.”¹⁰⁹

Through community engagement activities previously detailed, and as reported on in the CYS Master Plan Community Voice Report, the City consistently heard from families and young people across the City—particularly from residents in marginalized and under-resourced communities—about 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.¹¹⁰ Residents consistently expressed their everyday realities and lived experiences of disparities and inequities in the availability and quality of City infrastructure (e.g., sidewalks, roads, lighting, etc.), amenities (e.g., parks, community centers, libraries, etc.), and recreational opportunities. The stark difference in experiences from neighborhood to neighborhood were consistently raised as a concern by youth, families, and other community partners.¹¹¹

“First, **place matters** for intergenerational mobility: the differences we see in outcomes across neighborhoods are largely due to the causal effect of places rather than differences in the characteristics of their residents. Second, largely because of differences in childhood environment, rather than the differences in labor market conditions that have received attention in previous studies of place. Moving to a better area just before entering the labor market has little impact on an individual's outcomes, suggesting that place-conscious policies to promote upward mobility should focus primarily on improving the local childhood environment rather than conditions in adulthood.”¹¹²

The National Bureau of Economic Research, Impacts of Neighborhoods on Intergenerational Mobility: Childhood Exposure Effects

Furthermore, some neighborhoods and communities, particularly those with a disproportionate number of low-income and Latino/x and Southeast Asian residents, are perceived as unsafe and impair access to existing services and resources. Children and youth with disabilities are also impacted by the quality of their neighborhoods. Parents and caregivers of youth with I disabilities expressed the desire for increased accessibility to public transportation, parks, and appropriate recreational programming.¹¹²

Neighborhood Segregation

While the City is diverse, San José stands out as one of the most segregated cities among the 104 jurisdictions in the nine-county Bay Area. There is a clear correlation between the racial composition of

neighborhoods and their resource levels. The majority of Latino/x, Southeast Asian, Black/African ancestry, and Native American individuals reside in low-resource neighborhoods, while Chinese and Asian Indian Americans, with slightly less than 50% of non-Hispanic Whites, tend to reside in high-resource neighborhoods.¹¹⁴ This segregation and unequal distribution of the population across different types of neighborhoods illustrates that not all residents in San José inhabit healthy, flourishing communities with access to quality jobs, schools, transportation, and essential resources.

Children living in communities with concentrated poverty tend to experience unfavorable outcomes, even when accounting for variations among families. There is compelling evidence that the detrimental impacts of growing up in under-resourced neighborhoods are experienced by children from both socioeconomically disadvantaged and affluent families alike. Considerable studies have found that “it does not matter if children live in low-, middle-, or high-income households—growing up in a neighborhood with concentrated poverty is consistently linked to increased rates of incarceration in early adulthood.”¹¹⁵ One factor impacting concentrated poverty is a history of redlining, which was a practice of disinvestment by banks in particular neighborhoods, usually identified by a prevalence of residents of color. Though the practice was outlawed by the Fair Housing Act in the late 1960s, disparities resulting from a lack of investment and a system steeped in structural racism can still be seen throughout the country.¹¹⁶ Unfortunately, fifty-five years after the passage of the Fair Housing Act, redlined neighborhoods have not rebounded and continue to have concentrated poverty with low-resourced schools, lower economic development, business investments, poor housing conditions, blight, and fewer services, which impacts all residents regardless of their household income.

The 2023 Santa Clara County Children's Data Book (figure 2) compared two San José neighborhoods—one with a history of redlining, East San José in zip code 95116, and one non-redlined neighborhood, Willow Glen in zip code 95125—and highlighted glaring disparities in income, wealth, and safety.¹¹⁷ These inequities are consistent with the results from a 2023 community survey conducted throughout the City's Project Hope neighborhoods, a place-based program in nine vulnerable, low-income, and under-resourced neighborhoods. Of the 961 survey respondents, 75% were Latino/x and over a third (37%) had less than a high school diploma or equivalent. Furthermore, 3 in 10 residents (29%) shared that violence in their neighborhood or community was one of the biggest barriers facing their well-being.¹¹⁸ Although Santa Clara County has the highest median household earnings in the state and concentrated wealth, 52% of households in the city of San José (East Central/ East Valley) fall below the Real Cost Measure.”

Figure 2. Comparing two San José Neighborhoods

East San José, zip code 95116

- 59% Latino/x
- 28% Asian/Pacific Islander
- 8% White
- Median Income \$76,339
- Median Home Price \$800,000*

Willow Glen, zip code 95125

- 51% White
- 27% Latino/x
- 15% Asian/Pacific Islander
- Median Income \$128,452
- Median Home Price \$1.8M*

*Realtor.com, October 2023

Justice System Impacts

Given the disparate historical and intergenerational conditions and vulnerability of residents in these under resourced and low-income communities, it is no coincidence that many of the same communities and the corresponding zip codes are disproportionately represented in the adult and juvenile justice system. In 2021, the County of Santa Clara District Attorney's Office reported that adults and youth from five San José zip codes (95111, 95112, 95116, 95122, and 95127), were overrepresented in the population of those who were criminally charged, accounting for 9,920 individuals.¹¹⁹ Although Latino/x residents represent 24.7% of the population in Santa Clara County, Latino/x youth accounted for 65% (1,285) of all arrests/citations in 2022.^{120 121}

The research is clear, the most effective and economical strategy to disrupt the "cradle to prison pipeline" is to intervene as early in the pipeline as feasible. Intervening at an early stage not only prevents the initiation of "delinquent" and criminal behavior but fosters a young person's assets and resilience. There is also a 16% reduction in recidivism rates even after they become involved with the justice system.¹²²



“To cut off the school to prison pipeline at the schools, [we need] to get supports to the family before the student is at the point of being expelled.”

San José Educator

Photo Credit: City of San José Parks Recreation and Neighborhood Services

The **Prevention Institute and Big Cities Health Coalition** maintains that “making investments in public health strategies within communities most impacted by violence, cities can work across sectors to shift from an over-reliance on the criminal legal system to reimagining and finally realizing community safety.”¹²³

Strategic Priority Area: Safe, Clean, and Connected Communities

Goal:

San José children, youth, families, and communities have equitable access and opportunities to live in safe, clean, beautiful neighborhoods where they can thrive.

Expected Outcome:

All youth and their families feel connected to each other and exercise their voice and leadership in creating safe, clean, vibrant, and inclusive communities.

Objectives

- Improve opportunities for youth and young adults to participate in advocacy, leadership development, and capacity-building opportunities.
- Improve neighborhood safety through partnership between City of San José Police Department and community members.
- Improve the safety and quality of historically marginalized, underserved, and vulnerable neighborhoods.
- Reduce isolation and enhance child, youth, and family well-being by providing targeted community-building programs and activities.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*



System Transformation, City of San José System of Care “Safety-Net”

The City of San José benefits from having committed community stakeholders with the expertise and resources to serve children, youth, and young adults. However, while collaborative efforts across sectors have increased opportunities for coordinated services, many partners continue to work in silos, focused on their specific organizational goals and direction, thus creating barriers for families to access or participate in services and support – leaving these families underserved. These silos further limit how the various ecosystems that serve families in Santa Clara County and in the City of San José work together. This isolation is not due to a lack of effort but rather a lack of coordinated, systemic and interconnected ecosystems with continuous feedback loops and communication. A more coordinated and strategic approach to service is necessary. To better address and remove these siloed and isolated efforts, the City has begun development of a System of Care using the Single System of Support Framework (SSoSF) to guide the design.

National, state, and local systems change research and experience in the SSoSF, coupled with the voices of families and youth, will inform the design of the City of San José System of Care (CSJ System of Care), which will be tailored to the needs of each community and neighborhood within the city. The CSJ System of Care is also in alignment and complementary to the County of Santa Clara Children and Youth System of Care (SCC System of Care). Similarly, to the County, the City will center and honor the voice, lived experience, assets, and strengths of families and youth in the co-design and decision-making process and provide a comprehensive community pathway to services. Partnership and alignment with the SCC System of Care will also ensure residents have access to services that are beyond the scope, expertise, and purview of the City. To address the needs of the most vulnerable communities it is necessary to design and deliver services within the context of the history, background, conditions, and environments that both young people and their families and caregivers experience.

The California Health and Human Services Agency notes in the Master Plan for Kid's Mental Health: “community members, families, and young people all reflected that the system cannot meet the needs of a young person without also addressing the intertwined issue of intergenerational trauma.”¹²⁴

Integrating best practices from systems change frameworks is needed to achieve system transformation; the SSoSF will allow the City of San José to work closely with cross-sector partners to ensure integrated, aligned, and leveraged efforts and work together in trusting relationships. This work is not easy; it requires system leaders, community partners, families, and youth to invest time and resources to have authentic and honest conversations about what services, strategies and approaches best work for families and young people.

To move from aspiration to practice of the CYS Master Plan and systems transformation through the development of the CSJ System of Care with a “no wrong door service delivery model” that creates a safety-net of resources and supports for children, youth, young adults, and their families. The City is committed to co-designing the CSJ System of Care by launching two community demonstration sites, in partnership with a cross-sector of entities (e.g., City, County, community-based organizations, faith-based organizations, private sector, school districts, businesses, educational institutions, etc.), families, and youth. The two demonstration sites will provide the opportunity, on a smaller scale, to design, develop, and refine a system of care model at the neighborhood level. The model can then be expanded and replicated in other communities experiencing similar challenges and barriers across the city and countywide.

The systems transformation, and the co-design and development of the CSJ System of Care with a “no wrong door service delivery model,” in the initial demonstration sites will be realized through a multi-phased, collective approach across City departments and community stakeholders. A collective approach within an integrated, cross-sector ecosystem allows each partner to assess and address systemic barriers. Each partner develops and contributes interventions and strategies while shifting a system towards sustainable support and restoration for disadvantaged populations and geographies. Therefore, the multi-phased process of the SSoSF development aligns with implementation science to design and implement the City of San José (CSJ) System of Care.

Photo Credit: City of San José Parks Recreation and Neighborhood Services

“We must organize systems around youth, not institutions...”

This is the fundamental shift network communities make as they change the way they work together. To achieve economic mobility for every child, we must organize systems around youth, not institutions. This isn't just a talking point; it's really taking a very different approach to the work of policy and developing relationships within a community.”

StriveTogether
Together for Change
Podcast, S3 Ep. 5





Strategic Priority Area: Systems Transformation, City of San José System of Care “Safety-Net”

Goal:

San José children and youth, and their families will have access to a coordinated and integrated System of Care that creates conditions where families and communities are healthy, safe, and thriving.

Expected Outcome:

All youth and their families have access to a safety-net of services and supports and opportunity pathways, from cradle to career, that are integrated and leveraged in partnership with the City of San José, local, county, state, and national efforts and initiatives.

Objectives

- Engage diverse community members in every decision-making point to co-design an integrated City of San José System of Care (CSJ System of Care)
- Develop an integrated City of San José System of Care
- Develop an evaluation framework for the Integrated City of San José System of Care
- Identify programmatic strategies and practices aligned to outcomes.
- Improve the social determinants of health for vulnerable, marginalized, and socio-economically disadvantaged children and youth, and their families.

*The full Action Plan, inclusive of short-term and long-term strategies, identified partners, and community indicators and performance measurements are included in **Appendix 2**.*

City of San José System of Care: Phases of Design and Implementation

- **Phase I: Exploration**

[September 2022 through August 2023]

Conduct an assessment of community needs and a review of current infrastructures, existing data, initiatives, services, and programs to identify issues and generate potential solutions.

- **Phase II: Installation**

[September 2023 through July 2024]

Establish a teaming structure to create the infrastructure and allocate or repurpose resources to support the implementation of the CSJ System of Care practices, or programs. Resources include staffing, training, funding, evaluation systems, and coaching.

- **Phase III: Initial Implementation**

[August 2024 - July 2026]

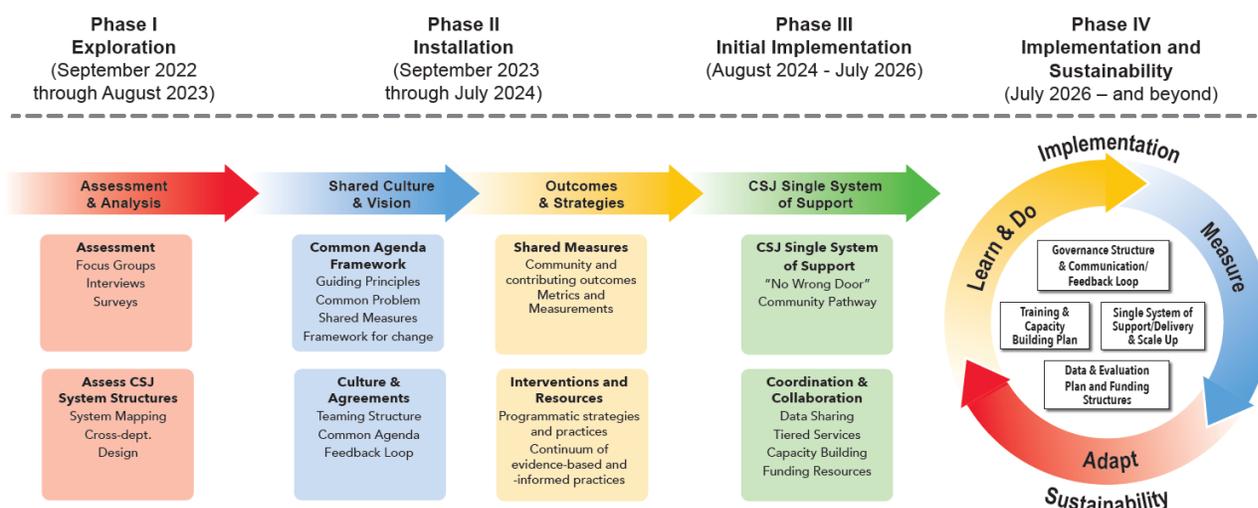
Launch demonstration sites to begin “prototyping”. The focus is on continuous quality improvement to test and validate the initial implementation of systems change through the CSJ System of Care.

- **Phase IV: Implementation and Sustainability**

[July 2026 – and beyond]

Fully implement and sustain the CSJ System of Care with the support of system leaders, partners, and community. Sustainability is also dependent on the support of regular and ongoing evaluation and continuous quality improvement. This evaluation will allow the City and partners to ensure the system is sustainable and remains nimble, responsive, and effective in addressing community need over time.

Figure 3. San José System of Care: Phases of Design and Implementation



This collective impact process supports cross-sector partners in achieving the deliverables and objectives through the development of a sustainable roadmap of capacity building, coaching, and technical assistance. The collective process, as displayed in **Figure 3** above, includes the following four components:

- **Assessment and Analysis:** A community assessment and a review and analysis of current infrastructures, existing data, initiatives, services, and programs to identify issues and generate potential solutions to needs and priorities.
- **Shared Culture and Vision:** Community stakeholders will build a shared culture and vision, that creates a unifying purpose with cross-sector partners in co-designing and developing the CSJ System of Care infrastructure, evaluation processes, and service delivery model. A shared culture and vision also foster effective and successful partnership that leverages the expertise and resources towards the desired outcomes.
- **Outcomes and Strategies (Evaluation Framework):** Community stakeholders will develop an evaluation framework, that includes outcomes and strategies, to assess and monitor impact of the CSJ System of Care. The partners will identify the "North Star" they will commit to for aligned efforts to achieve the intended outcomes. The partners will also determine strategies and interventions likely to be most effective in establishing the CSJ System of Care.
- **CSJ System of Care (Single System of Support):** Community stakeholders will align strategies, supports, and services to family needs and community partnerships by co-designing and implementing a "no wrong door service delivery model" along the prevention continuum.
- **Implementation and Sustainability:** Stakeholders will implement "new" work structures, process, practices, and services while prioritizing continuous improvement and ongoing data evaluation for sustainability.

The design, development, implementation, evaluation, and continuous quality improvement process for the CSJ System of Care are grounded in systems change theoretical frameworks. These are a set of concepts and principles that guide the process of changing complex systems. These frameworks help identify the key elements of a system, the relationships between them, and the factors that influence how the system functions.

Additional details and overview of the **Systems Change Theoretical Frameworks** used to inform this work are included in **Appendix 3**.

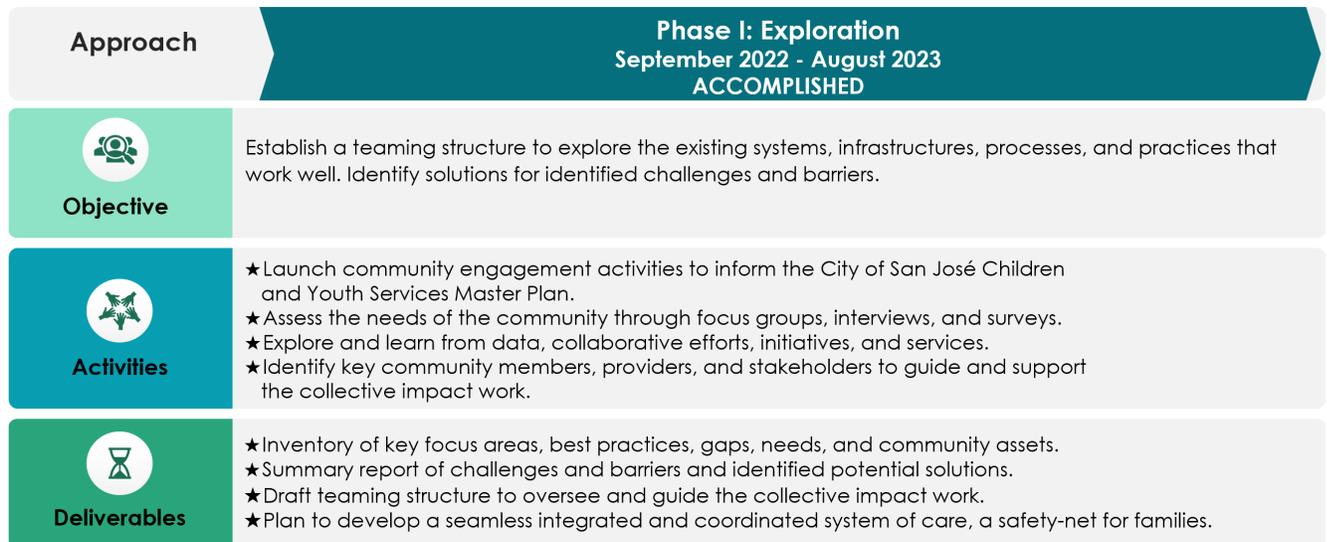


Photo Credit: City of San José Parks, Recreation and Neighborhood Services

Deeper Dive into the Phases of Design and Implementation

Phase I: City of San José System of Care Exploration

Figure 4: Phase I, Exploration Model



In Phase I, the City of San José (CSJ) established a CSJ Technical and Operations team, a cross-city team of staff at different department levels, from executive leadership to frontline staff. The CSJ Technical and Operations team was created to assess and examine the City’s current internal structures and relationships.

The CSJ Technical and Operations team assessed and mapped current infrastructures, services, and practices to determine successes, gaps, and needs such as:

- Mapping of services, programs, and initiatives across the Life Course Framework.
- Tiered services of current services, programs, and initiatives.
- Mapping current department “Client’s Journey”, process of service delivery.
- Teaming infrastructure, communication plan and feedback loops.

City staff completed a preliminary asset-mapping exercise of internal programs and services for children, youth, and families using the Life Course Framework, along the age continuum from birth through adulthood, as a guide. This exercise provided insight on the gaps in services and opportunities to strengthen integration and coordination of services. It has also served to understand the myriad of community stakeholders and system partners that currently collaborate with and/or are funded by the City. It is important to identify duplication of services and to explore further how these services can be integrated, coordinated, and leveraged to strengthen and expand the safety net, and prevention continuum, for children, youth, and families, from cradle to career, and from primary prevention to secondary prevention to tertiary prevention.

Program mapping was conducted with a primary focus on the CSJ Library, the Parks, Recreation, and Neighborhood Services Department, and the Office of Economic

Development and Cultural Affairs/work2future because of the significant number of children, youth, and family programs and services that they both provide and support. The asset map is categorized by the following:

- Early Learning: Programs and services for children, birth through age five, and their parents and caregivers.
- Expanded Learning: Programs and services for children, school age through high school, that are provided after hours (e.g., afterschool, evenings, weekends, school breaks, etc.)
- College and Career Pathways: Programs and services for youth and adults that provide workforce development opportunities, as well as interpersonal skills, guidance, and support for college and career pathways.

The CYS Master Plan serves as a roadmap for all City programs and services related to children, youth, young adults, and families. It supports the development and alignment of performance measures that demonstrate progress and impact in improving the outcomes for all young people in San José. While the City offers many children, youth, and family programs and services, not all services have developed evaluation plans and there is opportunity to develop better data collection tools and to establish more focused process and performance measures with clear outcomes and indicators as a part of CYS Master Plan implementation and CSJ System of Care Development.

The preliminary asset-mapping of City programs and services is included in **Appendix 4**.

Asset-mapping includes an overview of each program name, department name, program frequency (when the program is offered), program intent, learning outcomes, existing qualitative and quantitative measures, and existing program partnerships.

Exploration to Identify Demonstration Pilot Sites

In Phase I, the demonstration sites were identified. The demonstration site partners will leverage and expand on existing resources, investments, and expertise, and will work collaboratively through a collective impact approach. The collective will identify strategic and innovative processes that lean on the voices of the community and the theoretical frameworks of implementation science to design all elements of the CSJ System of Care. Throughout Phase I, community input and feedback and related data and research will identify disproportionately impacted areas that span generations and populations in the city. The design of the CSJ System of Care will then further take place in Phase II through Phase IV.

The two the demonstration sites identified are in East San José. The first is the Poco Way neighborhood, inclusive of the Mayfair community, in zip code 95116. The second is the Seven Trees neighborhood, inclusive of the Santee community, in zip codes 95111 and 95122. Both neighborhoods have rich histories, as well as immeasurable assets, strengths, and attributes. However, they are also neighborhoods whose residents experience disparities and inequities in health, life expectancy, income, housing, educational attainment, justice, and welfare systems outcomes. These demonstrations sites were identified in partnership with the City of San José 's Department of Parks, Recreation,

and Neighborhood Services (PRNS), the Youth Empowerment Alliance, Project Hope, the CSJ Library, and community stakeholders.

The Youth Empower Alliance (Alliance) completed its strategic plan in 2023. One of the key results (Healing Key Result # 3) identified in the plan is to implement a joint pilot with the County and cross-sector partners and the City's Youth Intervention Services, within a Project Hope Priority Neighborhood.¹²⁵ Established in 2016, Project Hope is a unique and innovative neighborhood engagement and empowerment program aimed at improving the quality of life of residents in key neighborhoods—historically marginalized and experiencing disproportionately more negative outcomes. Like the Alliance, Project Hope partners with multiple City departments, community partners, County agencies, local schools, churches, residents, neighborhood associations, businesses, and many others to achieve the following objectives through their activities:

1. Developing sustainable, organized group of community leaders.
2. Promoting a safer and cleaner environment.
3. Supporting informed residents that can access City services.
4. Developing community partnerships that support ongoing efforts.

In 2023, the Alliance identified eighteen neighborhoods as Priority Neighborhoods (formerly recognized as 'gang hotspots'). These neighborhoods were chosen through a combination of Council priorities and areas identified due to risk and community vulnerability factors such as poverty, youth arrests, graffiti, high priority calls to police, and educational achievement. Many of these neighborhoods are also typically high-density neighborhoods, whose residents are predominantly monolingual speaking (Spanish or Vietnamese), marginalized, and underserved. Project Hope takes a five-phased approach to working with residents of each neighborhood, beginning with a planning period, and moving through to a sustainable, independently functioning neighborhood association. There is considerable research that neighborhood associations, residents meeting regularly through an established infrastructure and structured process to achieve specific goals, are instrumental to improving the quality of life for residents. Neighborhood associations empowers residents to galvanize efforts in identifying challenges and barriers, improving the physical environment of their community, strengthening social connections, and establishing a platform to communicate their needs to public officials and other groups.¹²⁶ Through a trauma-informed lens anchored in respect, Project Hope builds on the assets and strengths of resident leaders so that they gain the skills and capacity to organize and mobilize residents to advocate and address their neighborhood challenges and barriers. Depending on the capacity and needs of the neighborhood, to achieve a sustainable and thriving neighborhood association can vary from 2-5 years. The cyclical nature of community and volunteer fatigue and burn out necessitates the need for continued support and training. Project Hope notes in their *2023 Project Hope Outcome Evaluation report* that studies point to “external resources, support, and planning continue to be important to cater to the needs of diverse and impoverished neighborhoods as they learn to become more civically engaged and empowered.”

Project Hope Approach to Establishing a Neighborhood Association



Youth Empowerment Alliance: Priority Neighborhoods*

Central Division

1. Five Wounds/Olinder
2. Jeanne Avenue
3. Julian Street
4. Roosevelt Park

Western Division

11. Cadillac/Winchester
12. Meadows
13. Santee/Phelan/Owsley Area
14. Washington

Foothill Division

5. Capital Park
6. Mayfair
7. Overfelt Area
8. Poco Way
9. Plata Arroyo
10. Valley Palm and San José Apartments

Southern Division

15. Coy Park/Tradewinds
16. Roundtable/Great Oaks
17. Seven Trees
18. Sylvandale

*Approved by the Youth Empowerment Alliance, Policy Team on October 27, 2022

While significant improvements have been accomplished in Project Hope communities, residents share that neighborhoods continue to experience significant safety challenges, including violence and gang activity, homeless encampments, and street and traffic safety. Furthermore, residents of the Priority Neighborhoods consistently raise concerns about lack and/or limited access to clean and safe spaces, such as but not limited to parks, libraries, community centers, sports fields, and other public spaces. In a recent survey of Priority Neighborhoods, residents expressed the need for additional programming, outreach, and engagement for youth. Many families in these neighborhoods struggle financially to meet their housing and basic necessities. Thus, the ability to pay for enrichment, recreation, sports, tutoring, or any other afterschool or weekend activities that can provide their child with meaningful growth and developmental opportunities remains out of reach.

The development of a CSJ System of Care in the demonstration sites will support and improve outcomes across all the Alliance's four strategic objectives. The proposed demonstration sites and CSJ System of Care, and the strategies, goals, objectives, and partnerships that will be undertaken will undoubtedly directly and indirectly address and support the 2023-2024, City Council Focus Areas, approved October 31, 2023.¹²⁷ By dismantling structural racism and systemic barriers, and addressing intergenerational

trauma and poverty through a collective impact approach, all residents will experience the benefits and impact of having increased community safety, reduction in unsheltered homelessness, clean neighborhoods, and investment in jobs and housing. In recognizing that the development of the CSJ System of Care could not be further delayed, preliminary work began during the fall of 2023 with City and County staff, community-based organizations, school districts, and other community stakeholders through the creation of a CYS Master Plan Collective Impact Network (CIN).

Phase II: City of San José System of Care Installation

Figure 5: Phase II Installation Model

Approach	Phase II: Installation September 2023 - August 2024 IN-PROGRESS
 <p>Objective</p>	<p>Reimagine the current system and co-design the City of San José System of Care Safety-Net with youth, families, and community.</p>
 <p>Activities</p>	<ul style="list-style-type: none"> ★ Establish a shared plan utilizing Common Agenda Framework. ★ Formalize a teaming structure and communication feedback loop (communication among partners). ★ Develop a community engagement plan with strategies to co-design the City of San José System of Care with a "no wrong door service delivery" model. ★ Develop an implementation plan with the desired outcome metrics, target goals, and strategies for each priority area.
 <p>Deliverables</p>	<ul style="list-style-type: none"> ★ City of San José Children and Youth Services Master Plan utilizing the Common Agenda framework. ★ Foundational structure of the City of San José System of Care (i.e., vision, outcomes, teaming structure, etc.) ★ Community engagement plan. ★ City of San José System of Care with a "no wrong door service delivery" model, includes an evaluation and implementation plan.

City staff engaged in the planning and community engagement process and realized the importance of developing a coordinated and integrated service delivery model equipped and responsive to the needs of children, youth, and young adults. Addressing complex challenges requires a collaborative network of policymakers, multidisciplinary providers, public entities, educational leaders, and community members focused on creating and leveraging opportunities for system coordination and integrations. Equally important is the evaluation of, and change to existing policies, practices and services while dismantling the systemic racism, structural barriers, persistent inequities and injustices, and generational trauma.

Collaborative efforts across sectors will provide invaluable services, break down silos, and reduce the lack of a coordinated and interconnected ecosystem with continuous feedback loops, quality improvement, and communication. To solve this complex problem, the Life Course Framework will be used to guide this collective impact effort. The Life Course Framework maintains shifting the current ecosystem necessitates **changing conditions and removing barriers through policy and systems change**. A more comprehensive understanding of the complexity of the systemic practices and processes are needed to "shift the conditions that are holding the problem in place."

Establish a Shared Culture and Vision

To ensure that prevention efforts in the City are integrated and leveraged, the CIN partners will develop a Common Agenda Framework to establish guiding principles and agreements, common problem definition, shared measures, a framework for change, and a plan for learning. The CIN partners will also formalize a teaming structure with specific agreements to address multi-layered, complex problems, where the solution is being developed and co-designed in partnership with the affected community. This agreement to co-design solutions requires all stakeholders to work differently, together, and in trusting relationships using the collective impact model toward achieving a common agenda and shifting systems that are fragmented and siloed.

Common Agenda Framework Elements

- **Guiding Principles:** Agreed upon values that will guide the group in making decisions and how the group is going to work overall.
- **Common Problem Definition (Shared Vision, Priority Population and Areas):** A common understanding of the problem including reviewing data, understanding root causes, and defining the boundaries of the change effort.
- **Goal (Shared Measures):** A measurable, population level goal that will demonstrate how success is defined.
- **Framework for change (Teaming Structure, Feedback Loops, Strategic Action Framework):** The structure to divide the workload—working groups, backbone roles, etc.—and prioritize limited resources.
- **Plan for Learning (Continuous Improvement - Evaluation Plan):** A plan for evaluation and continuous improvement will be developed that includes defining, recognizing, and monitoring progress, identifying challenges and barriers and learning will be integrated into each step.

Teaming Structure

Achievement of the vision of the CYS Master Plan necessitates a teaming structure to co-design and establish the CSJ System of Care. This structure allows CIN partners to systemically communicate, implement evidence-based practices, evaluate, and share data during implementation (process evaluation/quality improvement) ensuring that milestones are being reached as intended.

The teaming structures within the demonstration sites will include representation from school districts, City and County departments, community-based organizations, system leaders, families, youth, and other community stakeholders. The teaming structure will also include communication feedback loop and process to support the work of the CSJ System of Care. The CIN partners will facilitate and document the issues discussed and the proposed action items from the CYS Master Plan Priority Workgroups, Community Collectives, Community and Youth Leadership Councils, and the CSJ System of Care Policy Team. In addition, the CIN partners will monitor the status of CSJ System of Care and manage strategies and ongoing work.

The purpose of one set of integrated teams is to ensure that community members, community-based providers and system partners share decision-making to increase

efficiency and effectiveness. Also, teams with a wider array of stakeholders, including youth and families, will be better positioned to address the shared goals within their community, providing a foundation for a nurturing environment that promotes positive social, emotional, and behavioral health for all children and the adults that support them. The closer the person is to the community level, the greater their focus is on implementing the practices. Furthermore, the closer the person is to the city agency level, the greater their focus is on supporting infrastructure.

Communication Feedback Loop

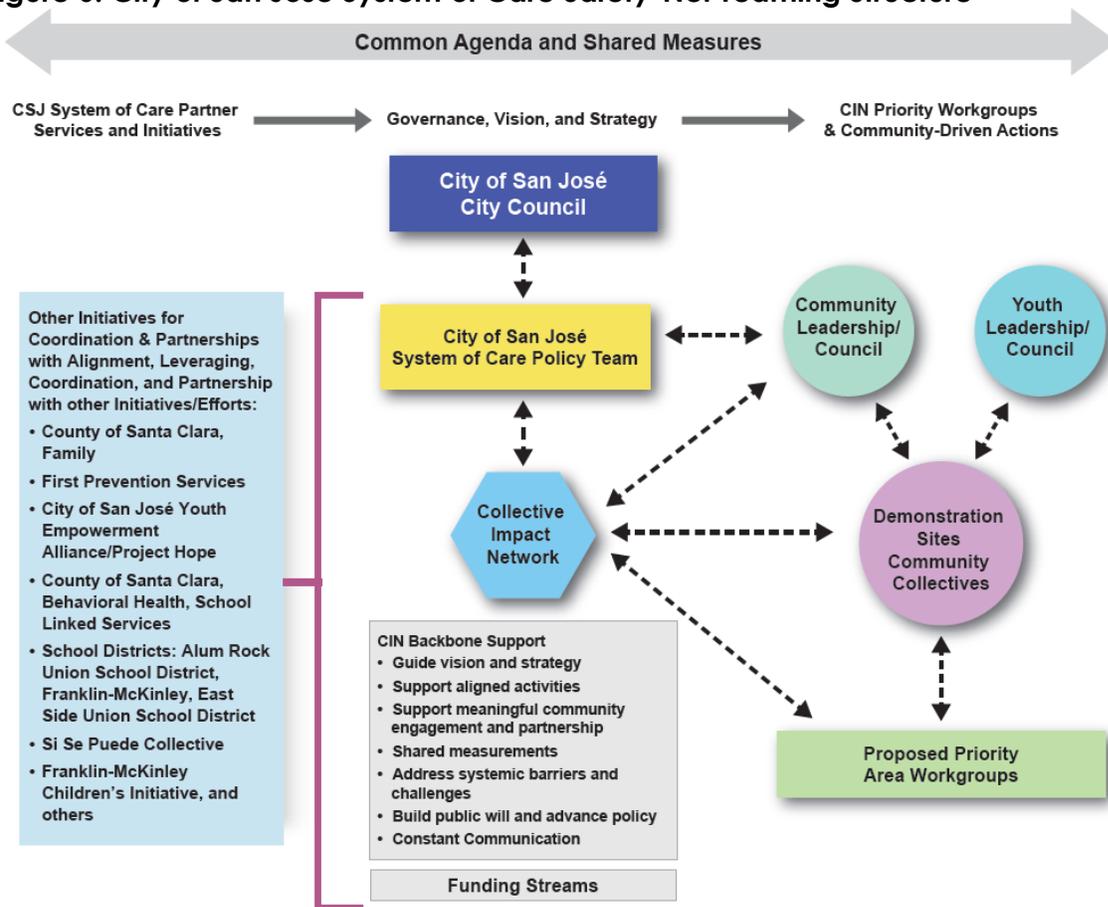
In addition to the integrated teaming structures outlined, City staff will also formalize communication feedback loops and reporting processes internally and with City Council and related groups to share updates on the CYS Master Plan and CSJ System of Care. Communication feedback loops create a structure to communicate amongst and between the teaming structure. To further support accountability and continuous quality improvement, the following communication feedback loops will be formalized:

- Monthly reporting to the Neighborhood Services City Service Area team which includes the City Manager’s Office, the Library, PRNS, Planning, Building and Code Enforcement, Housing, and Public Works (Animal Care and Services).
- Quarterly reporting to the Alliance Technical Team, a formalized subcommittee of the Alliance Policy Team. The Alliance Technical Team membership includes the City of San José Mayor, City Council members, County of Santa Clara Board of Supervisors, and representation from over 70 agencies, such as City departments, community/faith-based organization, County of Santa Clara, and other community stakeholders.
- Annual reporting to the City of San José City Council through the Neighborhood Services and Education Committee (NSE).

These reporting periods will provide opportunity to share progress on meeting CYS Master Plan goals and objectives and will provide opportunity for guidance and input from members of the outline councils and committees.



Figure 6: City of San José System of Care Safety-Net Teaming Structure



Identifying Shared Outcomes and Strategies

The second essential element of the Life Course Framework is focusing on aligning upstream prevention work through mutually reinforcing activities across the ecosystem, to help children, youth and families become more **resilient** to bad conditions through **applying programs, services and practices** that work. To achieve this, the City of San José must invest in an exploration process to ensure (a) the City proposes strategies and services with identified needs and (b) that the structures put in place to support implementation efforts will produce a measurable impact.

Outcomes

The CYS Master Plan Collective Impact Network (CIN) through a facilitated process identifying will identify the "North Stars", the community and contributing outcomes based on the needs that surfaced during the assessment and analysis phase. These outcomes will serve as the first steps to establishing shared measures and data collection processes to assess the impact of continuing partners to promote alignment and accountability.

In Spring 2024, once the community and contributing outcomes are identified, the CYS Master Plan Priority Workgroups for each priority area and will develop the following:

1. Shared metrics to assess and monitor progress.
2. Shared measurements that include the tools and processes that all partners will employ together to analyze and report data.

Strategies

Through Summer 2024, the priority workgroups will identify programmatic strategies and practices selected along a continuum of evidence-based and/or -informed practices. Selections will be based on the desired impact on identified needs, mutually reinforcing activities with an action plan, commitment for implementation, coordination of activities to align with the plan, reducing duplication of efforts and creating activities to address gaps.

Evaluation and Continuous Improvement

To ensure accountability, continuous quality improvement, and proven effectiveness in achieving desired goals, a monitoring and evaluation framework will be developed by community partners as well as families and youth. The evaluation framework will include the continuous monitoring and systematic collection and analysis of information (data) and progress in achieving stated goals and objectives.

An established evaluation framework is essential to the CSJ System of Care, as ensures a formalized structure, tools, and process to assess and monitor effectiveness in achieving goals and outcomes. The CSJ System of Care outcomes will measure impact of systemic change conditions and programmatic outcome indicators to ensure children, youth and families achieve sustainable, positive life outcomes.

To develop an effective, sustainable, and replicable CSJ System of Care model necessitates a continuous improvement process through a collective impact approach. This will include establishing a plan for inquiry, learning, problem-solving, and systems improvements from the evaluation activities and the analysis of the data. Capacity building on understanding the evaluation and data will be provided across the CSJ System of Care teaming structure members. This will foster ongoing evaluation and data analysis, identifying strengths, and identifying system strengths, challenges, and improvement strategies. Embedding systemic practices and processes for evaluation, data analysis, inquiry, and continuous improvement strategies prompt meaningful conversations about the effectiveness and current state of the CSJ System of Care that leads to decisions about priorities for change.

Co-Design the “No Wrong Door Service Delivery Model”

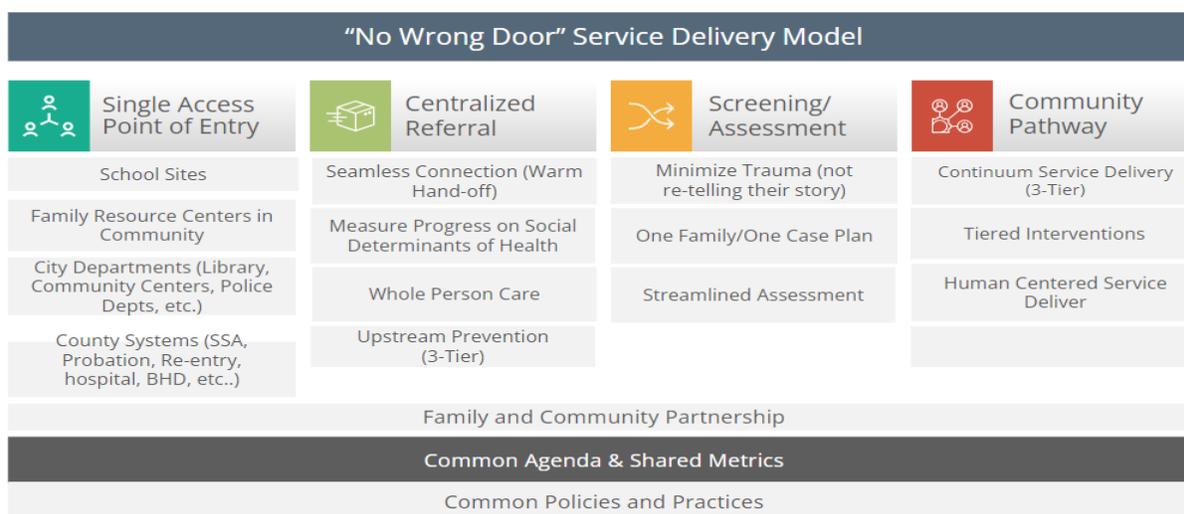
The CSJ System of Care with a “no wrong door service delivery model,” will be grounded in the human centered design approach. The design of the CSJ System of Care will be informed by the County of Santa Clara Children and Youth System of Care Family First Prevention Services Community Pathway structure as a model in the two

demonstration sites. This will ensure that CIN partners identify the agreed upon elements that will result in an effective referral to County, City, school, community-based organizations, or other service providers that can more effectively serve the child, youth, and family.

Throughout the Spring of 2024, ad-hoc teams will co-design the CSJ System of Care by sharing current practices and processes and elevate system barriers and challenges. Essential components of the CSJ System of Care with a no wrong door service delivery model will include but may not be limited to the following:

- Outreach (broad scale, ongoing, and culturally relevant)
- Centralized referral process/system
- Assessment/screening
- Functional eligibility
- Single access point of entry
- Community Pathways/continuum of service delivery
- Mutually reinforcing activities/interventions
- Common policies and practices
- Shared measurements of success/learning

Figure 7: Key Elements of the “No Wrong Door” Service Delivery Model



Disability Services and Community Engagement

Barriers to accessibility and inclusion for individuals living with a disability continue to persist in physical environments as well as in community attitudes, behaviors, prejudices, and policies. Increasing evidence indicates that this leads to higher rates of poverty, employment, education, and health disparities and inequities among individuals with disabilities. Through the implementation of the City's Disability Services and Community Engagement Initiative, the City aims to improve life outcomes for people with disabilities as well as for other marginalized community members. Through this initiative, the City is advancing a portfolio of initiatives, policies, practices, and

processes dedicated to improving disability equity and inclusion. Furthermore, in June 2023, City Council adopted the Disability Inclusion Equity Pledge – an affirmation of the City’s commitment to disability access as a civil right and matter of equity.

Under the Disability Affairs Officer's leadership, the City's aims to create a proactive approach that normalizes inclusion and accessibility for people with disabilities through three key objectives:

1. **Catalyze cultural change by building institutional awareness.**
2. **Support Disability Affairs organizationally across City departments.**
3. **Improve accessibility in five areas across departments:**
 - a. Communications and information access
 - b. Community engagement
 - c. Employment access
 - d. Physical access
 - e. Shared data collection

The CSJ System of Care will imbed accessibility and inclusion in the codesign phase of policies, practices, processes, and programs. Individuals with disabilities will be included from the beginning of the service delivery planning and design to support improved access for children, youth, young adults, and their families living with disabilities.

College and Career Pathways

The City recognizes that in addition to creating a safety net for families, children, and youth by increasing and expanding access to a myriad of services, it is equally important to develop strategies to dismantle intergenerational cycles of poverty and create opportunities for economic mobility. Therefore, on a parallel process, the City, under the leadership of Library staff, will continue to take strategic action to:

- Enhance coordination efforts across City departments and identify opportunities for collaboration and program improvement.
- Co-design a College and Career Supportive Strategy/Framework with residents who have lived experience navigating the education and workforce systems.
- Continue to provide direct services to the community through programs connected to the College and Career Readiness (CCR) Logic Model; and,
- Support the work of the City of San José Youth Commission and continue to advocate for the inclusion of young people in decision-making processes that are most relevant to them.

Furthermore, the City will continue to expand services and supports through the San José Public Library Works (SJPL Works) to adapt programs and services in response to the changing economic climate and the demand for flexible methods of program and service delivery:

- Continue to expand the Library's partnership with community stakeholders (e.g., workforce development providers, educational institutions, private sector, etc.) to provide individualized career services at Library branches serving under-resourced communities.

- Collaborate with Family Learning Center Literacy Specialists to reach the Library's most vulnerable customers.
- Identify additional partnerships and services based on equity data and community needs.
- Provide more opportunities for program participants to connect and build networks.
- Create a landscape map and aligned tools to help community partners, Library staff, and residents navigate the complex workforce development system within the region with greater efficacy.

City staff will also ensure alignment across all City departments providing programs and services designed to support youth and adults on pathways to college and career. This integrated approach to addressing poverty will ensure that children and youth and their families have access to college and career exploration opportunities, mentorship, and workforce development. Program participants will also have the opportunity access the CSJ System of Care services, regardless of entry point.

Phase III: City of San José System of Care Initial Implementation

Figure 8: Phase III, Initial Implementation Model

Approach	Phase III: Initial Implementation September 2024 - July 2025 TO BE ACCOMPLISHED
 Objective	Co-design and initial implementation (pilot) the City of San José System of Care in two demonstration sites.
 Activities	<ul style="list-style-type: none"> ★ Initial implementation (pilot) of the City of San José System of Care with a “no wrong door service delivery” model in two demonstration sites. ★ Implement an evaluation plan for measuring impact and continuous quality improvement. ★ Identify and address the barriers and challenges and gaps in services and community needs. ★ Operationalize the City of San José Children and Youth Services Master Plan priority areas,
 Deliverables	<ul style="list-style-type: none"> ★ City of San José System of Care initial implementation. ★ Draft evaluation plan and processes. ★ Continuous quality improvement practices and processes. ★ Draft plan to expand and sustain City of San José System of Care.

Phase III is the initial implementation or pilot phase of the co-designed CSJ System of Care within the demonstration sites (identified in Phase I) alongside community, city, and county partners.

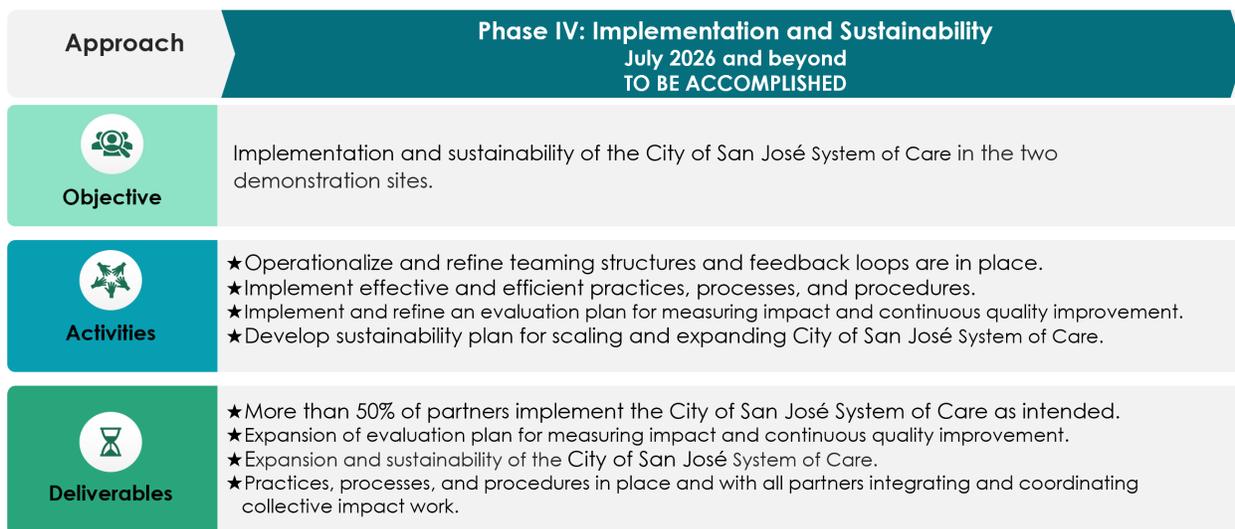
In the Fall of 2024, the CYS Master Plan CIN partners in the demonstration site areas will begin the initial implementation of the CSJ System of Care. During this phase, data evaluation, monitoring, and continuous improvement is essential as it provides the CSY Master Plan CIN partners with the data and information necessary to make informed

decisions such as changes in policies and practices, improvements in service delivery, and needs for professional development, coaching and evaluation structures to support a sustained CSJ System of Care in communities across the City of San José.

Upon City Council approval and recommendations, City staff and community partners will implement and operationalize the CYS Master Plan priority areas and corresponding goals, strategies, and measurable objectives. In addition, City staff and cross-system partners, in partnership with youth and families, will continue the design, development, and implementation of the City of San José Children and Youth System of Care, including evaluation and measurement efforts to replicate and scale, ensuring improved outcomes, equity, and increased access to services and opportunities for children, youth, and young adults in the city of San José.

Phase IV: City of San José System of Careful Implementation and Sustainability

Figure 9: Phase IV Implementation and Sustainability Model



Phase IV is the full implementation of the CSJ System of Care when all essential elements are solidified with a) formal teaming structures and feedback loops in place, b) effective and efficient processes and procedures, c) established evaluation and desired outcomes, and d) high quality services provided with flexible allocated resources. The CIN will continue to be guided by the common agenda and refined as needed. According to the National Implementation Research Network (NIRN), full implementation is reached when 50% or more of the partners implement an initiative or program. The expansion and sustainability of the CSJ System of Care, will necessitate having the proper structures, practices, and processes (e.g. intake, screening, referral, monitoring, etc.) in place and with all partners integrating and coordinating their collective work forward. The CSJ System of Care partners will continue to conduct ongoing evaluation activities to inform changes in policies, practices, processes, and additional staff training and improvements in services. This ensures the system of care remains effective and responsive to the emerging child, youth, young adult, and family needs.

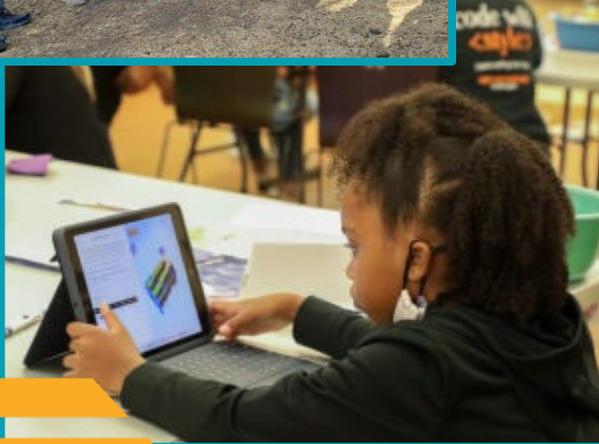


Conclusion

The vision and goals of the City of San José Children and Youth Services Master Plan and San José System of Care will be realized with the leadership, support, and guidance of City departments such as the Office of the Mayor, City Council, City Manager's Office, San José Public Library, Parks, Recreation and Neighborhood Services, Office of Economic Development and Cultural Affairs (work2future), Housing, Police Department, and many other departments. In this undertaking the City will serve multiple roles as a convener, funder, policymaker, collaborator, coordinator, policymaker, and advocate. This serves as a unique opportunity to take a comprehensive public policy approach to addressing the complexities of systemic racism and policies, practices, strategies, and fragmented services that fail to have long-term sustained impact on children's well-being, development, health, and overall trajectory. The CYS Master Plan will serve as a strategic roadmap by mobilizing, integrating, and coordinating programs and services across City departments, public entities, educational institutions, service providers, private sector, and community-based organizations. This collective impact approach, grounded in diversity, racial equity, inclusion, and trauma-informed lens, will create a movement that prioritizes cross-system coordination of services as well as leveraging of resources and funding. This ensures that vulnerable, marginalized, and historically socioeconomically disadvantaged children and youth have a safety net of support to address their basic needs through a holistic approach in the context of their home, school, and community. Equally important for children and youth is that they receive the supports to remain engaged in school and achieve key educational outcomes, including kindergarten readiness, 3rd-grade literacy, 8th-grade math standards, high school graduation, and post-secondary and career and technical education completion. Providing children, youth, and young adults with a continuum of integrated and coordinated services of their choosing, from cradle to career, will dismantle generational poverty and increase opportunity pathways towards self-sufficiency and economic mobility. This will have a rippling benefit to the vibrancy, economy, well-being, and future for the entire San José community.

All children should grow up with the confidence that their racial, ethnic, socio-economic background, family history, LGBTQIA+ identity, disabilities, or zip code of residence are not determining factors in their access to resources, supports, and opportunities to succeed in home, school, and community. The CYS Master Plan focuses on developing and implementing the City of San José Children and Youth System of Care (CSJ System of Care). The collective impact effort is to create systemic transformation, change conditions, and remove barriers by shifting systemic policy and practices rooted in an equitable approach that supports dismantling systemic oppression and institutionalized racism. The CSJ System of Care will streamline and improve service delivery across child and family-serving departments, agencies, and communities that will shift child welfare, juvenile justice, education, and healthcare systems and address multi-generational poverty and trauma.

This Children and Youth Services Master Plan is not the end of the journey, but rather the beginning. The CYS Master Plan supports the alignment and collective impact work across many community initiatives and plans, and it provides a vision and a framework from which the journey will sustain and improve the health, well-being, and achievement outcomes of the children, youth, young adults, and families of San José.





APPENDICES

Appendix 1: Aligned Initiatives, Policies, and Programs

The City is committed to building alignment with and leveraging other city, county, regional, and state-level initiatives, and strategic plans throughout implementation. Therefore, while not an exhaustive list, the City has identified and reviewed existing policies, resolutions, initiatives, and other documents to inform and shape the strategic direction of the CYS Master Plan.

City of San José

Bill of Rights for Children and Young Adults for City of San José/Santa Clara County

In June 2023, City Council adopted the Santa Clara County Bill of Rights for Children and Young Adults (Bill of Rights) replacing the San José Bill of Rights for Children and Youth which had served as aspirational guidelines for departments and community stakeholders over the years since its original adoption in 2010.⁶⁴ The County of Santa Clara also adopted the Bill of Rights in 2023. The Bill of Rights for Children and Young Adults for Santa Clara County (Bill of Rights) was revised by the Youth Liberation Movement (YLM) and Kids in Common with youth voice and engagement. They outlined the essential rights that each young person should and must have to ensure their wellbeing. It also acknowledges that, at present, access to these rights is not a reality for many children, youth, and young adults. City staff have adopted many of the articles of the Bill of Rights when investing, designing, implementing, and evaluating City-sponsored, funded, and endorsed children and youth programs and services. However, the City Auditor's Office in their most recent audit of the Bill of Rights has identified recommendations to ensure that all the articles are adopted and addressed citywide.⁶⁵ Staff recognize the importance of operationalizing all the articles of the Bill of Rights either directly through City services and in partnership with County departments, community-based organizations, school districts, and others. Therefore, the Bill of Rights will continue to be integrated in all aspect of design, planning, and service delivery, particularly in addressing the gaps in programs and services, formalizing internal coordination across departments, and strengthening partnerships with diverse community stakeholders.

City of San José Citywide Residential Anti-Displacement Strategic Plan

This Citywide Residential Anti-Displacement Strategy supports the City's obligation to affirmatively further fair housing and helps address past injustices and reduce further harm to our low-income residents, particularly those in San José's Black and Latinx communities. A blue-ribbon task force of elected and civic leaders convened by the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC), developed a set of policy recommendations called the CASA Compact to address the region's housing crisis through the following:

1. Produce enough housing for residents at all income levels.
2. Preserve the affordable housing that already exists, and
3. Protect current residents from displacement where neighborhoods are changing rapidly.

This “three Ps” framework has been adopted by State and Regional efforts to combat the Housing Crisis. They also create a foundation upon which the City can grow equitably and help to mitigate low-income residents’ displacement. The City Council has taken several actions in each of these areas to address displacement by developing what are, in effect, anti-displacement policies and programs. While the City’s actions have not been categorized as “anti[1]displacement” before, when taken in aggregate, they do support the three Ps framework in helping to keep low-income residents in place.

City of San José COVID-19 Recovery Task Force (Recovery Task Force)

The Community and Economic Recovery Task Force (CERTF) under the City Initiatives Roadmap, Enterprise Priority, COVID-19 Pandemic: Community and Economic Recovery, through robust community engagement and collective process, lifted the lived-experiences and voices of those most impacted by the pandemic. City staff and community stakeholders developed the “COVID-19 Recovery Task Force Report” which included recommendations to address the challenges and opportunities for an equitable recovery to “build back better” from the pandemic. The Task Force focused on key areas that overlap with the emerging themes from the Master Plan community engagement activities: 1) Child Care, Early Care and Education, and Youth Development; 2) Community Engagement; 3) Community Health and Wellness; and 4) Housing. The report was approved by the City Council in December 2022.

City of San José Disability Inclusion Equity Commitment and Pledge

The City of San José is committed to prioritizing disability inclusion, a barrier-free environment, and equitable access for people with disabilities. On June 13, 2023, the San José City Council adopted the Disability Inclusion Equity Pledge and established a framework for Disability Community Engagement and Service Evaluation. The pledge is a first step, both as a process and an outcome, to embed accessibility and inclusion of people with disabilities across the organization in design, implementation, and funding of City policies, programs, and services. Efforts to improve accessibility and inclusion are ongoing and involve continued learning and collaboration across City departments and people with lived experiences, including children, youth, and young adults with disabilities, as well as their family members and care partners.

Excerpt from the Disability Inclusion Equity Pledge

Disability must be recognized as a key element in any commitment to social justice, equity, and inclusion.

- **We commit** to prioritizing disability inclusion through a learning process, modeling behavior, and action steps, which may take us beyond the minimum legal requirements.
- **We affirm** that the full and complete realization of the human rights of all persons with disabilities is an essential, integral, and invisible part of all human rights and fundamental freedoms.

- **We pledge** to prioritize disability inclusion to ensure the human rights of persons with disabilities are achieved.
- **We promise** to work to build trust and confidence among persons with disabilities, as ongoing ableism has harmed the trust and confidence among people with disabilities.
- **We confirm** that people with disabilities deserve an environment that allows them to participate on an equal basis fully and effectively with others.
- **We support** the Disability and Independent Living motto of “Nothing About Us Without Us.” We must partner with our community first so that we can adequately address the needs of all residents. All people must be included in planning and problem-solving.
- **We recognize** that these are first steps and commit to continuous learning and implementation processes that will advance systemic change within the City of San José and serve as a model for disability inclusion in the City and beyond.
- **We commit** to pursuing the following in our efforts to gain disability inclusion through:
 - Engagement with the Disability Community
 - Best Practices Implementation
 - Staff Capacity and Training Programs
 - Event Accessibility and Accommodation
 - Disability Inclusive Language
 - Disability Access and Participation

The City’s Disability Affairs Officer continues to work with the community and departments to build awareness about disability and provide guidance, resources, training, and tools to ensure equitable participation and access to City programs and services, including those provided in support of families and children/youth with disabilities.

City of San José Education and Digital Literacy Strategy

The City Council has long understood the value of educational attainment and the role that the City plays in influencing improvements in learning and academic achievement. There are considerable studies that demonstrate a quality educational experience and higher levels of academic attainment have cross-sector impacts in cities and communities across the United States. Higher levels of educational attainment are key indicators in critical areas such as per capita income, public safety, home values, economic development, employment and earnings, and overall health and wellness. Thus, in June 2016, the Library was designated to develop a citywide strategy for supporting education and digital literacy. In May 2018, City Council unanimously approved the Education and Digital Literacy (EDL) Strategy that included the development and implementation of evidence-based quality standards, program

assessment and alignment, a comprehensive educational policy, and workplan for the following areas:

- Early Education: Entering School Ready to Learn and Succeed
- Learning by Grade Level Proficiency: Expanding Education Beyond the School Day
- Pathways to Post-Academic Success: Graduating Ready for College and Career
- Digital Literacy: Ensuring Access, Affordability, and Adoption
- Policy and Governance: Ensuring Evaluation and Accountability for Program Quality and the Expenditure of Resources

The EDL Strategy provides City departments the opportunity to maximize and leverage their strengths and resources as a whole community, as well as use data to regularly assess progress, identify gaps, realign assets, and develop quality improvement plans, as appropriate. As a result, the EDL Strategy includes the following values when investing, developing, planning, and implementing children and youth programs and services:

- Equity of access to quality educational experiences for all San José children is essential and must be cultivated by actively removing barriers.
- Opportunity to experience a wide variety of educational options should be extended to all learners, connecting students to skills-based learning, mentors, and potential career pathways.
- Quality of program offerings must be illustrated through the establishment of standards for student learning and assessment of program efficacy.
- Accountability to our youth and their families is the primary consideration when assessing any programmatic or resource investment in learning and education.

In addition to the EDL Quality Standards for Early Education, Expanded Learning, College and Career Readiness, and Digital Literacy, in February 2020 City Council adopted Equity, Diversity and Inclusion (EDI) Quality Standards. The EDI Quality Standards ensure the principles are integrated in all aspects of program development, implementation, and assessment.

City of San José Education Initiative (Education Policy 0-30)

In addition to the Education and Digital Literacy Strategy, in February 2020, the City Council approved the Education Policy 0-30, which is intended to establish the City's core values and perspective on education as a significant indicator of quality of life. The policy guidance for the three major functions of the City's support of education: programming, alignment with other City policies, and the operational functions that support this work. Furthermore, this policy provides guidance for the citywide governance and administration of this cross-departmental work, a framework for an annual review of outcomes, and the structure of the Schools-City Collaborative. Recognizing the value of partnerships with schools, school districts, and educational service providers throughout the region, the City is well-poised to leverage its assets, resources, and capacity in serving the whole community, particularly those most vulnerable, historically marginalized, and underserved continuing to fall behind in educational achievement and attainment.

City of San José Envision San José 2040 General Plan

The Envision San José 2040 General Plan (General Plan) sets forth a vision and a comprehensive roadmap to guide the City's continued growth through the year 2040. Adopted in November 2011 by the City Council the plan centers on 12 major strategies that reflect the community's expressed desire to see San José grow as a prominent and great City that provides an environmental and economic leadership role in the region, nation, and world. It also outlines a wide variety of living and working environments; continued development of the Downtown; preservation and improvement of existing residential neighborhoods; and creating new, vibrant urban villages. There is an established four-year review cycle, providing an opportunity to evaluate the City's achievement of key goals and mid-course adjustments to the General Plan. This work is done through public meetings of the Envision San José 2040 Task Force, Planning Commission, and City Council. The Task Force and decision-makers completed a first review cycle in 2016 and a second review cycle in 2021.

City of San José Draft 2023-2031 Housing Element

The City of San José Housing Element is an eight-year strategy and commitment to how it will meet the housing needs of the community. This strategy intends to address the housing crisis in San José through several goals, policies, and programs that focus on expanding the housing stock and range of housing choices for everyone in the City. Equity, inclusion, and anti-displacement are themes that are woven throughout the document and reflected in policies and programs. The City aims to ensure that San José is an equitable and inclusive city by protecting and providing opportunities to those residents who are most vulnerable and prioritizing community resources towards historically disadvantaged communities.

City of San José Implementation Plan to the Santa Clara County Community Plan to End Homelessness 2020-2025

The City of San José developed an Implementation Plan to the Santa Clara County Community Plan to End Homelessness 2020-2025 (CPTEH), which was adopted by City Council in January 2024. The Implementation Plan aligns with the Santa Clara County Community Plan to End Homelessness. It orients the City towards a vision—"A San José for Everyone"—that is grounded on an inclusive approach in which all City departments have a role in realizing. The Implementation Plan provides a strategic approach and a shared sense of purpose and accountability across every department to execute CPTEH. The City plays a critical role as a regional partner and a direct service provider to prevent and reduce homelessness. The Implementation Plan ensures accountability and transparency by including processes to track and report on established department specific actions and strategies. Furthermore, departments will share annually reflective analysis and progress in achieving outcomes for continuous quality improvement and learning, and to demonstrate progress in achieving outcomes.

City of San José Racial Equity Impact Analysis

The Racial Equity Impact Analysis (REIA), developed by the Office of Racial Equity, is intended to provide City staff, departments, elected officials, and community members

with the tools to determine racial equity outcomes when shaping policies, practices, programs, and investments. The guide is designed to:

- Identify who will benefit and who will be burdened by a decision.
- Develop strategies to advance racial equity and consider unintended consequences of decisions especially to communities of color and communities that have continued to face inequities.
- Implement decisions based on racial equity considerations and assess their outcomes.
- Measure progress in achieving department-level (and citywide) racial equity goals—to consider how much, how well, and who is better off because of those decisions. Iterations are important as needs and constraints often change.

To effectively advance racial equity, it is critically important to authentically engage and include the lived experience of all impacted racial groups. It requires the setting of goals and measuring progress, with the recognition that strategies must be intentionally designed to close the disparity gaps. Furthermore, ORE maintains, “as an outcome, racial equity is achieved when race no longer be used to predict life outcomes, and everyone can prosper and thrive.”¹²⁸

City of San José Resolution Declaring the City’s Commitment to Affordable Childcare

In December 2023, in response to the shortage of infant and toddler childcare across California and locally, the City Council approved a resolution declaring the City’s commitment to affordable childcare. As stated in the resolution, the City will 1) support efforts to provide universal childcare to all children and families in San José and the State of California, both in principle and through legislative efforts, 2) promote and advocate for public funding streams in support of universal childcare, 3) invest in a range of educational and development programs to support accessible, affordable and diverse forms of childcare, 4) propose and support policies and practices that will facilitate expedited zoning, permitting, and licensing processes for both center-based and home-based childcare facilities, 5) empower our City departments to promote the importance of childcare businesses in this City and provide support for providers who desire to operate within this City, and 6) join community-based advocates in supporting comprehensive and collaborative solutions to solve our childcare crisis.

City of San José, San José for All

In 2023, the Office of Racial Equity established the San José for All Advisory Group. It is the mission of San José for All to “Engage City departments, leaders, and staff so that there is accountability and a focus of its services and strategies on San José’s most impacted communities. We do this by centering racial equity, diversity, inclusion, and the intersectionality of all marginalized identities.” The San José for All Advisory Group (SJ4All) provides valuable feedback and recommendations to improve City processes, practices, and services that elevate racial equity. The advisory group consists of twelve community members with extremely diverse lived experiences spanning from ages 17 to 65.

City of San José Youth Empowerment Alliance Strategic Plan

City of San José Youth Empowerment Alliance Strategic Plan was approved by City Council in January 2023. The City and its myriad of partners serve youth and young adults who are experiencing inequities, obstacles, and generational trauma because of being justice-impacted, gang-involved, and/or from historically marginalized and underserved neighborhoods and communities. The City will leverage the work of the Youth Empowerment Alliance to enhance and expand the current service delivery system, from prevention to intervention—as an effective strategy to address youth violence prevention. This will prevent families and youth entry into the child welfare and juvenile justice system, and instead provide them with the resources, services, and networks of support to address their compounded and emerging needs (e.g., mental health, housing, food, child care, etc.), persist in their educational pursuits, explore career opportunities, and realize their career goals and life aspirations.

County of Santa Clara

County of Santa Clara Children’s Budget

Santa Clara County publishes the Children’s Budget annually, which reflects the County of Santa Clara’s Adopted Budget and the Board of Supervisors’ commitment to ensuring that children, youth, and families have the resources and supports to flourish. In collaboration with community partners, the Children’s Budget includes programs across the entire County that support the needs of children’s well-being through four general categories: 1) Every Child Safe, 2) Every Child Healthy, 3) Every Child Successful in Learning, and 4) Every Child Successful in Life.

County of Santa Clara, Children’s Road to Recovery from COVID-19

In April 2022, the County of Santa Clara, Board of Supervisors adopted the Children’s Roadmap to Recovery, a plan to address the impact of COVID-19 and to support recovery efforts for children and their families. This recovery plan prioritizes children and families with the support needed to mediate the long-term effects of the economic instability, trauma, stress and reduction in essential services and resources that resulted during and from the COVID-19 pandemic. The plan includes:

- 1) recovery for the early learning and childcare workforce that is essential to child learning and the ability of families to return to work.
- 2) specific supports for children who lost a parent or primary caregiver due to COVID-19; and
- 3) expansion of wellness centers on school sites to promote mental health and wellness.

Santa Clara County Community Plan to End Homelessness 2020-2025

The Community Plan to End Homelessness 2020-2025 is a regional plan to address homelessness and was adopted by the City Council in 2020. The plan—centered around a collective impact response and the proven Housing First model—has set an ambitious goal to permanently house 20,000 individuals and identified innovative strategies and programs for preventing and reducing homelessness in Santa Clara County. It serves as a roadmap and is organized around three main strategies: 1)

address the root causes of homelessness through system and policy change, 2) expand homelessness prevention and housing programs to meet the need, and 3) improve quality of life for unsheltered individuals and create healthy neighborhoods for all. Santa Clara County, Comprehensive Prevention Plan and Family First Initiative

In February 2018, Family First Prevention Services Act was passed by the federal government to expand the volume and variety of services public agencies could fund to support families in crises or at high risk of crises that would normally necessitate child welfare involvement. In response, the Santa Clara County Juvenile Probation Department and the Department of Family and Children Services (DFCS) jointly created a three-year Comprehensive Prevention Plan (CPP) to strengthen and expand the spectrum of services to support child and family resilience and wellbeing, which is referenced locally as the Family First Initiative. These services are expected to promote protective factors: the conditions or attributes in individuals, families, and communities that promote the health and well-being of children and families.

State of California and Others

Blue Zone: Blue Zones Project Communities

Blue Zones is internationally recognized and partners with public and private sector leaders to co-create and implement an evidence-informed well-being transformation program to achieve sustainable, systems-level solutions that improve population health and economic vitality. In building healthier, stronger communities, Blue Zones focus on a “life radius,” the surrounding area of a targeted neighborhood or community. The work is centered around community transformation through new and innovative approaches to achieving better health outcomes, greater equity, lower costs, and new economic opportunities across the entire city. Life Radius® includes the following:

- The built environment: improving roads and transportation options, parks, and public spaces.
- Municipal policies and ordinances: promoting activity and discouraging junk food marketing and smoking .
- Restaurants, schools, grocery stores, faith-based organizations, and workplaces: building healthier options into the places people spend most of their time.
- Social networks: forming and nurturing social groups that support healthy habits.
- Habitat: helping people design homes that nudge them into eating less and moving more
- Inner selves: encouraging people to reduce stress, find their purpose, and give back to the community.

In addition to the Life Radius elements, Blue Zones focuses on 12 pillars:

- The first three pillars are areas in which city governments can make a difference: the built environment, food policy, and tobacco policy. The approach is to start with a conversation, gradually introduce best practices, and ultimately get local leaders to choose 10 priorities and coach them to fruition. Founder Dan Buettner and his team of experts note that Blue Zones Project is the best investment with the biggest community impact.

- The next six pillars are the places where people spend their day: employers, schools, restaurants, grocery stores, faith organizations, and home. This includes a checklist of revenue-neutral ways that these environments can be optimized for health, and it offers Blue Zone certification for those that implement a certain number of changes.
- The last three pillars are programs for creating new social networks, getting people involved in volunteering, and helping them define a sense of purpose.

Complementing and furthering the vision of the Master Plan, the City is in the preliminary stages of launching a Blue Zones Project Readiness Assessment to determine the City's "readiness" to become a Blue Zones Project City. This Readiness Assessment will provide stakeholders with a data-driven analysis of the City's well-being based on rigorous research with an equity lens. Participating in a Blue Zones Project Readiness Assessment is the first step to becoming a Blue Zones Project City. The Assessment is a 9-month process that will tentatively begin in early 2024. From the outset, the project will be aligned and leverage the work of the Master Plan and other citywide initiatives already underway.

State of California, California's Master Plan on Career Education, College and Career Access Pathways (Assembly Bill-368)

California's Master Plan on Career Education aims to build equitable career pathways, improve skills training and hands-on experiences at schools and beyond, and provide universal and affordable access to education, and increase the participation in dual enrollment for students who are underrepresented in higher education. This includes first-time college students, low-income students, students who are current or former foster youth, homeless/unhoused students, or students at risk of being homeless, students with disabilities, students with dependent children, and undocumented students. The executive order "directs state leaders in education, workforce development, and economic development to work collaboratively with leaders of the state's public education systems and employers—along with legislative partners and stakeholders representing diverse students, parents, education professionals, labor, business, and community groups—to develop a Master Plan on Career Education."¹²⁹ The Master Plan will adequately prepare students for the workforce of tomorrow that includes high-paying and fulfilling career paths that don't require college degrees.

State of California, California's Master Plan for Kids Mental Health, California Health & Human Services Agency's Children and Youth Behavioral Health Initiative (CYBHI)

California's Master Plan for Kids Mental Health proposes "12 Calls to Action" that centers on three areas: shift thinking, reimagining services, and transforming systems to develop a coordinated, equitable, and prevention-oriented and accessible behavioral health ecosystem for children, youth, and families.¹³⁰ Improving the mental health of children and youth requires addressing mental health stigma and recognizing that one's culture can serve to heal in the areas of prevention and intervention. The master plan also emphasizes the importance of decriminalizing mental health and substance use. It also advocates addressing systemic inequalities and oppression to undo the harm and dismantle the root causes of mental health and substance use challenges.

Appendix 2: Strategic Priorities and Action Plans

City departments and external partners are abbreviated as follows:

Budget = City Manager's Budget Office

CAO = City Attorney's Office

CMO = City Manager's Office

DOT = Department of Transportation

ESD = Environmental Services Department

Fire = Fire Department

Housing = Housing Department

IGR = City Manager's Office of Intergovernmental Relations

Library = San José Public Library = Library

OED/W2F = City Manager's Office of Economic Development and Cultural Affairs/work2future (W2F)

OEM = City Manager's Office of Emergency Management

PBCE = Department of Planning, Building, and Code Enforcement

Police = Police Department

PRNS = Department of Parks, Recreation, and Neighborhood Services

PW = Public Works Department

EXTP = External Partners (e.g., School Districts, Community-Based Organizations, County of Santa Clara, etc.)

City departments and partner agencies are noted as appropriate in the following action plans. These notes indicate opportunities for alignment and/or the role(s) an organization may have in supporting the proposed priorities areas and outcomes of the of the CYS Master Plan.

STRATEGIC PRIORITY AREA: Early Learning and Child Care

<p>Goal: Families in San José are provided with accessible options for affordable and high-quality early care, education, and child care services, including both licensed and license-exempt settings.</p>		
<p>Expected Outcome: All children experience nurturing adults and safe, accessible, and inclusive environments that support their optimal physical, cognitive, social, and emotional development.</p>		
Objectives	Long-Term Strategies (By June 2027)	City Dept./ Partners*
<p>Establishment of a qualified early education workforce that positively shapes children's developmental trajectories, contributes to lifelong learning, builds a skilled future workforce, and reduces socio-economic disparities, thereby fostering overall community well-being.</p>	<ul style="list-style-type: none"> • Align with and support the goals, strategies and services of the City of San José Library, Family, Friends, and Neighbor (FFN) Caregiver Support Network.¹³¹ • Align with the goals, strategies, and initiatives of early learning, early care and education, and childcare partners including the Santa Clara County Office of Education, Early Learning Master Plan,¹³² Early Learning Master Plan Brief,¹³³ Mid-Implementation Review,¹³⁴ Santa Clara County Local Early Education Planning Council, Child Care Needs Assessment,¹³⁵ and other community stakeholders to support: <ul style="list-style-type: none"> ○ A comprehensive career development pathway for Early Childhood Education (ECE) professionals across diverse settings. ○ Enhance the proficiency of staff to implement developmentally appropriate practices when working with children with disabilities, thereby increasing their capacity to provide inclusive and effective care. 	<p>Library PRNS CMO OED/W2F EXTP</p>
<p>Enhanced family access to alternative early learning and childcare options provided by providers with access to comprehensive training and support.</p>	<ul style="list-style-type: none"> • Provide ongoing personalized support for the training and development of informal caregivers offering childcare services within their extended families, among friends, or in their local community. Ensure a robust foundation in best practices for childcare and early learning. • Align with and support the goals, strategies, and services of programs within the City of San José, including the San José Public Library's Family, Friends, and Neighbor Caregiver Support Network, as well as other related initiatives and efforts. 	<p>Library PRNS CMO OED/W2F EXTP</p>
<p>Increased awareness regarding the importance of quality childcare and education as an investment in the well-being of children, families, and the</p>	<ul style="list-style-type: none"> • Collaborate with and extend support to community partners, such as the Santa Clara County Office of Education, FIRST 5 Santa Clara County, County of Santa Clara, community-based organizations, and families, among others. to enhance public awareness and advocacy for quality early learning and childcare. Emphasis will be 	<p>Library PRNS CMO OED/W2F EXTP</p>

<p>overall socio-economic fabric of the City of San José.</p>	<p>placed on illustrating the advantages for children, families, employers, and the broader community.</p>	
<p>Enhanced accessibility to secure, affordable, and high-quality licensed and licensed-exempt early care, education, and childcare settings for children aged birth through 12. This includes an expanded availability and choice of diverse early learning and childcare options for families.</p>	<ul style="list-style-type: none"> Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José's, Education and Digital Literacy Strategy; Early Education, Expanded Learning, College and Career Pathways, and Digital Equity and Inclusion.¹³⁶ Facilitate an increase in enrollment for City of San José early education, expanded learning (including afterschool, summer, and school break programs), enrichment activities, and youth development programs. 	<p>Library PRNS CMO OED/W2F EXTP</p>
<p>Enhanced access to diverse early learning and childcare options, increased availability, and expanded choices for families through the support of infrastructure development for childcare in San José.</p>	<p>Align with, and support goals, strategies, and services, across organizations in the community, including Santa Clara County Office of Education, Early Learning Master Plan, Early Learning Master Plan Brief and Mid-Implementation Review and Santa Clara County Local Early Education Planning Council, Child Care Needs Assessment and other initiatives and services, and resources and supports to:</p> <ul style="list-style-type: none"> Expand the number of available subsidized childcare slots. Increase number of sites with access to needed special education and mental and physical health support. Enhance the quantity of high-quality licensed and licensed-exempt childcare options available to families, encompassing afterschool care, Family, Friend, and Neighbor (FFN) care, infant/toddler care, and more. 	<p>Library PRNS CMO Housing OED/W2F EXTP</p>
<p>Community Recommended Strategies for Consideration (By June 2027)</p>		
<p>Explore and identify partnerships, capacities, strategies, opportunities, and feasibility for the following:</p> <ul style="list-style-type: none"> Seek local, state, and federal funding and policies that advocate for and support early learning/early care and education professionals across all settings. Recognize childcare providers and facilities as businesses within the City, facilitating their eligibility for business loans and providing support for capacity-building efforts and training. Pursue local, state, and federal funding to bolster City of San José partners and providers, aiming to expand and sustain affordable, high-quality childcare, preschool, and expanded learning programs (including afterschool, out-of-school, summer, and school break programs). 		

- Integrate city-run or contracted childcare facilities into public and other affordable housing locations throughout the City.

Community Indicators and Performance Measurements

<ul style="list-style-type: none"> • Percent/Number of subsidized childcare slots available compared to demand (Citywide and/or by neighborhood locations and zip codes). • Percent/Number of individuals participating in City of San José workforce development and training opportunities in the field of early care and education and childcare. • Number of support opportunities offered to childcare providers as small businesses. 	<p>City of San José, Parks, Recreation and Neighborhood Services:</p> <ul style="list-style-type: none"> • Number of afterschool/childcare slots in City of San José R.O.C.K., Camp San José, Camp San José Jr., and San José Recreation Preschool, license-exempt programs. <ul style="list-style-type: none"> ○ Number of children served. ○ Percent of youth that utilize a City of San José scholarship opportunity.¹³⁷ • Percent of San José Recreation Preschool demonstrate increase in early literacy skills.
---	---

Children and Young Adult Bill of Rights Alignment

<p><i>Article 1: Healthcare</i> <i>Article 2: Mental Health</i> <i>Article 3: Love and Emotional Connections</i> <i>Article 4: Support and Guidance</i> <i>Article 5: Life Skills</i> <i>Article 6: Education</i></p>	<p><i>Article 9: External Support for Family</i> <i>Article 11: Basic Needs</i> <i>Article 14: Safety</i> <i>Article 15: Voice</i> <i>Article 16: Choice</i></p>
--	--

* City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview and scope of work. For those priority areas and strategies outside of the City's purview, expertise, and capacity will be coordinated and leveraged with external partners.

STRATEGIC PRIORITY AREA: Health and Mental Wellness

<p>Goal: San José children, youth, young adults, and their families can readily access culturally responsive services and resources in schools and community that foster their mental health, social-emotional well-being, and nurture their resilience and sense of belonging.</p>		
<p>Expected Outcome: All youth are resilient, connected to others, feel valued, and have a sense of purpose, and access to holistic supports throughout their developmental journey.</p>		
Objectives	Long-Term Strategies (By June 2027)	City Dept./ Partners*
<p>Improve access to inclusive, welcoming, and healing spaces that strengthen protective factors and nurture social connections across the life course.</p>	<ul style="list-style-type: none"> • Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José’s, Education and Digital Literacy Strategy; Early Education, Expanded Learning, College and Career Pathways, and Digital Equity and Inclusion. • Increase enrollment in City of San José early education, expanded learning (afterschool, summer, school break), enrichment activities, and College and Career Pathways opportunities, programs, and services. 	<p>CMO Library PRNS OED/W2F EXTP</p>
<p>Improve access to inclusive, welcoming, and culturally and developmentally responsive physical, mental health, social-emotional, and wellness services in their home, school, and community.</p>	<p>Align with, and support the goals, outcomes and strategies of County of Santa Clara, Behavioral Health School Linked Services and Santa Clara County Office of Education Wellness Centers and other related initiatives, resources, and services to:</p> <ul style="list-style-type: none"> ○ Increase access to behavioral and health services and other supports on school campuses and community. ○ Increase knowledge, interpersonal skills, and social and emotional development. ○ Increase protective factors and resilience skills. 	<p>CMO Library PRNS OED/W2F EXTP</p>
<p>Improve access to an integrated City of San José and County of Santa Clara System of Care</p>	<ul style="list-style-type: none"> • Establish a streamlined process through the “No Wrong Door” Service Delivery Model between school and community providers ensuring access to community services and supports for children, youth, and families. <ul style="list-style-type: none"> ○ Increase family access to community resources and services. ○ Improve family members’ knowledge and behaviors related to school support and health and wellbeing. 	<p>CMO Library PRNS EXTP</p>

	<ul style="list-style-type: none"> ○ Improve student academic outcomes, health, and wellbeing. ○ Improve school climate and school-family-community partnership. ● Align, integrate, and coordinate strategies and services to County of Santa Clara, Department of Family and Children Services and Juvenile Probation, Family First Prevention Services Act, and other related initiatives, supports, and resources. 	
--	---	--

Community Recommended Strategies for Consideration (By June 2027)

Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to/for:

- Support the creation and provision of healing circles in public facilities and other neighborhood locations.
- Support community-based organizations to provide effective culturally responsive and trauma-informed programs and services that support mental health and social connectedness for vulnerable families and communities.

Community Indicators and Performance Measurements

<p>City of San José, City Service Area, Neighborhood Services, Performance Measures:¹³⁸</p> <ul style="list-style-type: none"> ● Percent of residents that feel connected and engaged in their neighborhood. ● Percent of persons with disabilities who feel connected to community center resources. 	<ul style="list-style-type: none"> ● Number of participants in programs for persons with disabilities. ● State percentile ranking for the City's health community conditions (California Healthy Places Index). ● Percent of students reporting feelings of safety in school. ● Percent/Number of students accessing School Linked Services and Wellness Center services. <ul style="list-style-type: none"> ○ Percent/Number of students accessing County of Santa Clara Behavioral Health Services.
--	---

Children and Young Adult Bill of Rights Alignment

<p style="text-align: center;"> <i>Article 1: Healthcare</i> <i>Article 2: Mental Health</i> <i>Article 4: Support and Guidance</i> <i>Article 5: Life Skills</i> <i>Article 6: Education</i> </p>	<p style="text-align: center;"> <i>Article 8: Personal Development</i> <i>Article 9: External Support for Family</i> <i>Article 11: Basic Needs</i> <i>Article 15: Voice</i> <i>Article 16: Choice</i> </p>
--	---

* City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview and scope of work. For those priority areas and strategies outside of the City's purview, expertise, and capacity will be coordinated and leveraged with external partners.

STRATEGIC PRIORITY AREA: Housing Access and Security

<p>Goal: San José children and youth, and their families will have equitable access to affordable, inclusive, and stable housing.</p>		
<p>Expected Outcome: All youth and their families live in safe, affordable, and stable housing of their choice without fear and anxiety of displacement.</p>		
Objectives	Long-Term Strategies (By June 2027)	City Dept./ Partners*
<p>Improve accessibility to resources and support systems for housing displacement, tenant protection, and mitigation, resulting in improved assistance for affected individuals.</p>	<p>Align with, and support the recommendations of, the City of San José Residential Anti-Displacement Strategies:¹³⁹</p> <ul style="list-style-type: none"> • Support Equitable COVID-19 Recovery and Impact Mitigation Measures for Renters and Homeowners. • Establish a Neighborhood Tenant Preference for Affordable Housing. • Explore a Community Opportunity to Purchase Program/Ordinance (COPA). • Increase Equitable Representation of Historically Underrepresented Communities on City Commissions. • Create a Role for Local Government in State Tenant Protections. • Increase Housing Quality and Prevent Code Enforcement-related Displacement. • Create a Preservation Report and Policy. • Develop YIGBY Land Use – Yes in God's Backyard. • Optimize Urban Villages for Affordable Housing Development and Anti-Displacement. • Establish New Sources of Funding for Affordable Housing and Anti-Displacement. 	<p>Housing PBCE CMO EXTP</p>
<p>Improve opportunities and resources for vulnerable city residents by enhancing affordability, accessibility, and diversity in housing and food options.</p>	<ul style="list-style-type: none"> • Align with, and support, the City of San José Draft 2023-2031 Housing Element,¹⁴⁰ Analysis of Impediments to Fair Housing 2016-2020,¹⁴¹ Implementation Plan for Santa Clara County Regional Community Plan to End Homelessness 2020-2025,¹⁴² and other related strategies and efforts. <ul style="list-style-type: none"> ○ Increase access to abundant and affordable housing stock. ○ Increase sufficient housing for people experiencing homelessness. ○ Improve housing stability and opportunities to build wealth for all residents. ○ Increase access to healthy and thriving neighborhoods with access to good jobs and well-resourced schools, transportation, and other resources. 	<p>Housing PBCE CMO EXTP</p>

	<ul style="list-style-type: none"> ○ Provide racially and socially inclusive neighborhoods that overcome past and present discrimination. ● Increase access to food and nutritious meals (e.g., senior nutrition, prepared meals, snacks, free food resources, etc.) for vulnerable youth and families. 	
--	---	--

Community Recommended Strategies for Consideration (By June 2027)

Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to/for:

- Host quarterly financial literacy and housing maintenance workshops (e.g., for renters and first-time homeowners) with external partners.
- Implement a community-wide communication campaign for affordable, low-income, and mixed-use developments (e.g., addressing stigma, increased awareness, and acceptance).
- Enhance support for housing resources for families and transitional-aged youth (e.g., online platform and/or personnel to provide information on unit availability, locations, rent/mortgage assistance, financial support, etc.).
- Implement a City process to support more timely reporting of inequitable treatment of community members who are renters.
- Local, state, and federal policies and funding that support the creation of temporary, transitional, and permanent housing for families with children under 18 (e.g., zoning and land use policies, emergency housing allocations, etc.).

Community Indicators and Performance Measurements

<p>City of San José, Housing Department, Performance Measures:¹⁴³</p> <ul style="list-style-type: none"> ● Number of affordable housing units completed in the fiscal year. ● Percent of households who exit the Rapid Rehousing Program into permanent housing that maintain Housing for at least 6 months. ● The average number of days from enrollment households in rapid rehousing programs got into permanent housing. ● Number of households who maintained permanent housing in City-funded rapid rehousing programs in the last 12 months. 	<ul style="list-style-type: none"> ● Estimated number of homeless individuals counted in San José. ● Number of homeless individuals (affiliated with San José) who secured new permanent housing. ● Number of homeless individuals assessed for permanent housing. ● Percent of tenant/landlord mediations that resulted in voluntary agreement. <ul style="list-style-type: none"> ○ Percent of cases resolved within 60 days of completed petition date.
--	--

Children and Young Adult Bill of Rights Alignment

Article 9: External Support for Family
Article 10: Modern Needs
Article 11: Basic Needs
Article 12: Housing

Article 13: Green Spaces
Article 14: Safety
Article 15: Voice
Article 16: Choice

* City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview and scope of work. For those priority areas and strategies outside of the City's purview, expertise, and capacity will be coordinated and leveraged with external partners.

STRATEGIC PRIORITY AREA: Learning and Empowerment

<p>Goal: San José children, youth, and young adults are prepared for academic success, from preschool to post-secondary education, which leads to life-long learning and fulfilling careers with a competitive, living-wage.</p>		
<p>Expected Outcome: All youth graduate from high school and are empowered to access opportunities that enable them to realize their educational goals and prepare for a successful future.</p>		
Objectives	Long-Term Strategies (By June 2027)	City Dept./ Partners*
<p>Provide coordinated programs and services to support learners on pathways to college and career.</p>	<ul style="list-style-type: none"> • Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José’s, Education and Digital Literacy Strategy; Early Education, Expanded Learning, College and Career Pathways, and Digital Equity and Inclusion. • Align with strategies outlined in the “Meaningful and Sustaining Jobs” Priority Area. • Support the work of the City of San José Youth Commission and continue to advocate for the inclusion of young people in decision-making processes that are most relevant to them. <ul style="list-style-type: none"> ○ Enhance the City’s youth job training strategy. ○ Intergenerational partnerships are central in all these efforts, ensuring young people are part of the design and improvement processes. 	<p>Library PRNS CMO OED/W2F EXTP</p>
<p>Improve access to behavioral and health services and other supports that pose a barrier to academic success and attainment for children and youth experiencing challenges.</p>	<p>Align with, and support the goals, outcomes and strategies of County of Santa Clara, Behavioral Health School Linked Services, Santa Clara County Office of Education Wellness Centers, school district resources, and other initiatives and services to:</p> <ul style="list-style-type: none"> • Increase access to behavioral and health services and other supports on school campuses and community. • Increase knowledge, interpersonal skills, and social and emotional development. • Increase protective factors and resilience skills. 	<p>Library PRNS CMO OED/W2F EXTP</p>

<p>Improve access to academic and educational resources and supports that promote social-emotional development, skill building, and college and career exploration for vulnerable, marginalized, and socio-economically disadvantaged children and youth.</p>	<ul style="list-style-type: none"> • Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José's, Education and Digital Literacy Strategy; Early Education, Expanded Learning, College and Career Pathways, and Digital Equity and Inclusion. • Increase enrollment in City of San José early education, expanded learning (afterschool, summer, school break), enrichment activities, and College and Career Pathways opportunities, programs, and services. • SJ Access: Digital Equity and Skill Building: Supports providing quality digital connectivity, resources, and programs to San José residents. The initiative includes four main components: <ul style="list-style-type: none"> ○ Ensuring internet access ○ Access to technology tools ○ Skill building opportunities ○ Intergovernmental affairs and advocacy 	<p>Library PRNS CMO OED/W2F EXTP</p>
<p>Improve access to post-secondary educational and college pathways that prepare youth and young adults for high-paying and fulfilling careers.</p>	<ul style="list-style-type: none"> • Create partnerships with local post-secondary educational institutions (e.g., community college, career and technical education, San José State University, etc.) to prepare youth and young adults with marketable career building skills. 	<p>CMO Library PRNS OED/W2F EXTP</p>
<p>Community Recommended Strategies for Consideration (By June 2027)</p>		
<p>Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to/for:</p> <ul style="list-style-type: none"> • Coordinate quarterly family resource days at school-based sites, community centers, and/or libraries. • Connect parents/caregivers to community-based organizations that provide parenting support and education. • An online platform for real-time sharing and updates of community learning resources. • Provide all City of San José staff who directly serve residents with trauma-informed training. • Incorporate City-employed Promotores (peer educators) in community centers and libraries to support youth and family resource navigation. • Expand granting capacity and reach of the San José Learns initiative. • Development of a personal finance literacy course for integration into school-based and youth-focused settings. 		

- Continue to participate in the annual convenings of youth commissions, committees, and similar groups, such as Safe Communities Summit and Amity Summit, to strengthen collaboration and elevate collective voice and power. Learnings and action items to be included in the Youth Commission's annual report.
- Local, state, and federal policies and funding that support academic achievement, expanded learning/afterschool programs, College and Career Pathways opportunities, parent/caregiver support services, etc.

Community Indicators and Performance Measurements

- | | |
|---|---|
| <ul style="list-style-type: none"> • Percent kindergarten readiness. • Percent graduation rate, for targeted students. • Percent school attendance (chronic absenteeism). • Percent reduction in school suspension. • Percent Reading at 3rd grade level. • Percent Reading and Math Standards at 8th grade level. • Percent of students reporting feelings of safety in school. | <ul style="list-style-type: none"> • Percent/Number of students accessing School Linked Services and Wellness Center services. <ul style="list-style-type: none"> ◦ Percent/Number of students accessing County of Santa Clara Behavioral Health Services. • Percent of students completing post-secondary education program. |
|---|---|

Children and Young Adult Bill of Rights Alignment

<p><i>Article 4: Support and Guidance</i> <i>Article 5: Life Skills</i> <i>Article 6: Education</i></p>	<p><i>Article 8: Personal Development</i> <i>Article 9: External Support for Family</i> <i>Article 15: Voice</i> <i>Article 16: Choice</i></p>
---	---

* City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview and scope of work. For those priority areas and strategies outside of the City's purview, expertise, and capacity will be coordinated and leveraged with external partners.

STRATEGIC PRIORITY AREA: Meaningful and Sustaining Jobs

Goal: San José youth and young adults are prepared for competitive labor market careers through post-secondary and technical education, workforce development, and career pathways that lead to longer-term careers in fields that provide a living wage in Silicon Valley.

Expected Outcome: All youth reach their full potential and develop into thriving adults with the mastery of essential skills for successful entry into meaningful, gainful employment of their choice in Silicon Valley, and that fosters social integration and sense of belonging.

Objective	Long-Term Strategies (By June 2027)	City Dept./ Partners*
<p>Improve access to post-secondary and technical education, work force development, and career pathways, supports, and opportunities.</p>	<ul style="list-style-type: none"> • Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José’s, Education and Digital Literacy Strategy; Early Education, Expanded Learning, College and Career Pathways, and Digital Equity and Inclusion. • Establish a common college, career, and well-being framework across the county. This work is imbedded in the Schools-City Collaborative workplan. Intergenerational partnerships are central in these efforts, ensuring young people are part of the design and improvement processes. Enhance coordination efforts across City departments and identify opportunities for collaboration and program improvement. <ul style="list-style-type: none"> ○ Continue to provide direct services to the community through programs connected to the College and Career Pathways Readiness Logic Model. ○ Support the work of the City of San José Youth Commission and continue to advocate for the inclusion of young people in decision-making processes that are most relevant to them. <ul style="list-style-type: none"> ▪ Enhance the City’s youth job training strategy. Intergenerational partnership will be central in all these efforts, ensuring young people are part of the design and improvement processes. • Align, integrate, and coordinate strategies and services across sectors, with the State of California, Master Plan on Career Education goals:144 <ul style="list-style-type: none"> ○ Career Pathways. ○ Hands-on Learning and Real-Life Skills. ○ Universal Access and Affordability. 	<p>CMO Library PRNS OED/W2F EXTP</p>

<p>Improve access to information about post-secondary education and technical education, workforce development, and career pathways, supports, and opportunities.</p>	<ul style="list-style-type: none"> • Align and support the goals, strategies, and services of the City of San José, Office of Economic Development, work2future.145 <ul style="list-style-type: none"> ○ Increase knowledge on the landscape of post-secondary and technical education, career, and workforce development supportive services available. ○ Connect the ecosystem of programs and support of post-secondary and technical education, career, and workforce development supportive services available. • Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José's, Education and Digital Literacy Strategy; Early Education, Expanded Learning, College and Career Pathways, and Digital Equity and Inclusion. 	<p>CMO Library PRNS OED/W2F EXTP</p>
<p>Increase access to jobs that provide entry to high-paying and fulfilling career pathways.</p>	<ul style="list-style-type: none"> • Create partnerships with the private sector (small and large businesses) to provide job placement opportunities for youth and young adults. <ul style="list-style-type: none"> ○ Provide on-the-job workforce development opportunities for vulnerable, marginalized youth and young adults. 	<p>CMO Library PRNS OED/W2F EXTP</p>

Community Recommended Strategies for Consideration (By June 2027)

<p>Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to/for:</p> <ul style="list-style-type: none"> • Establish and implement a cohesive community communication plan with a focus on career support, readiness, and availability of opportunities. <ul style="list-style-type: none"> ○ Disseminate information on the many different types of job and career pathways. ○ Disseminate information on jobs and careers available in San José and Silicon Valley. • Local, state, and federal policies and funding to support expansion of internship, volunteering, workforce development, and career mentorship opportunities for youth. • Develop and launch a speaker series to expose youth and young adults to career opportunities and readiness pathways directly from individuals in their respective fields. • Host at least four career learning, exploration and recruiting events annually in targeted communities with lowest rates of job attainment and earnings. • Continue to support workforce development collaboratives that serve as a platform for shared learnings, emerging trends, and updates between City of San José, community-based organizations, post-secondary institutions, and local businesses to create career opportunities for youth and young adults.

- Local, state, and federal policies, funding, strategies, and partnerships to expand Learn and Earn programs to increase numbers of young adults and families who can participate.
- Local, state, and federal policies and funding opportunities to implement a basic income (UBI) for low-income families with children under 18.

Community Indicators and Performance Measurements

- City of San José, Education and Digital Literacy Strategy:
- Percent/Number increase in education and employment for San José's youth
 - Percent/Number participation by historically underserved students in:
 - Post-high-school education and training programs.
 - Internships.
 - Apprenticeships.
 - Jobs that lead to longer-term careers in fields that provide a living wage in Silicon Valley.
- City of San José, Resilience Corps:
- Total participants enrolled.
 - Number of participants identify as BIPOC.**
 - First-generation college students.
 - Percent of youth between ages of 16 and 24 who are in the labor force.
 - Percent of children and youth (ages 0-24) live in a home with a parent/caregiver who is not employed/under employed.

- Percent of individuals attending to resource events who successfully connect to training or secure employment opportunities.
- City of San José, City Service Area, Community and Economic Development, Performance Measures:¹⁴⁶
- Jobs per employed residents in San José.
 - Number of work2future clients receiving discrete services (counseling, job placement, and occupational training).
 - Estimated percent of clients placed in jobs; adults, dislocated workers, and youth.¹⁴⁷
- City of San José, City Service Area, Neighborhood Services, Performance Measures:¹⁴⁸
- Percent of youth in school or employed.
 - Percent of residents below 200% the national poverty.
 - \$/year median annual household income.
 - Percent/Number of new job placement with private sector.

Children and Young Adult Bill of Rights Alignment

Article 4: Support and Guidance
Article 5: Life Skills
Article 6: Education
Article 7: Job Opportunities

Article 8: Personal Development
Article 9: External Support for Family
Article 15: Voice
Article 16: Choice

* City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview and scope of work. For those priority areas and strategies outside of the City's purview, expertise, and capacity will be coordinated and leveraged with external partners.

STRATEGIC PRIORITY AREA: Safe, Clean, and Connected Communities

<p>Goal: San José children, youth, families, and communities have equitable access and opportunities to live in safe, clean, beautiful neighborhoods where they can thrive.</p>		
<p>Expected Outcomes: All youth and their families feel connected to each other and exercise their voice and leadership in creating safe, clean, vibrant, and inclusive communities.</p>		
Objectives	Long-Term Strategies (By June 2027)	City Dept./ Partners*
<p>Improve opportunities for youth and young adults to participate in advocacy, leadership development, and capacity-building opportunities.</p>	<ul style="list-style-type: none"> • Establish a youth engagement plan focused on marginalized and underserved youth. Implement and evaluate the youth engagement and advocacy plan. • Increase participation of youth and young adults in capacity building related to advocacy and leadership development through training opportunities. • Create a platform to meaningfully engage youth and young adults in community planning and advocacy with system partners across the city and county (e.g., community-based organizations, schools, faith-based organizations, government entities, etc.) to address community needs. • Align with, and support the efforts of, the City of San José Youth Commission Work Plan.¹⁴⁹ 	<p>CMO Library PRNS EXTP</p>
<p>Improve neighborhood safety through partnership between City of San José Police Department and community members.</p>	<ul style="list-style-type: none"> • Support the recommendations of the City of San José, Reimagining Public Safety, Community Advisory Committee.¹⁵⁰ • Align with, and support the goals, of the City of San José Youth Empowerment Alliance Strategic Plan,¹⁵¹ Project Hope, and Safe School Campus Initiative. 	<p>CMO Police PRNS EXTP</p>
<p>Improve the safety and quality of historically marginalized, underserved, and vulnerable neighborhoods.</p>	<ul style="list-style-type: none"> • Align with, and support, the Blue Zones¹⁵² Readiness Assessment a partnership between the City of San José, County of Santa Clara, The Health Trust, and other community stakeholders and members. • Align with, and support the goals of, the City of San José Draft 2023-2031 Housing Element:¹⁵³ <ul style="list-style-type: none"> ◦ Healthy, thriving neighborhoods with access to good jobs, schools, transportation, and other resources. 	<p>CMO Library PRNS Housing EXTP</p>

	<ul style="list-style-type: none"> ◦ Racially and socially inclusive neighborhoods that have overcome past and present discrimination. • Align with, and support the outcomes of, the City of San José, Parks, Recreation and Neighborhood Services, Project Hope: <ul style="list-style-type: none"> ◦ Build a sustainable, organized group of community leaders. ◦ Promote a safer and cleaner environment. ◦ Informed residents that can access City services. ◦ Strengthen community partnerships that support ongoing efforts. • Align with, and support the City of San José, City Council Focus Areas:¹⁵⁴ <ul style="list-style-type: none"> ◦ Increasing Community Safety ◦ Reducing Unsheltered Homelessness ◦ Cleaning Up our Neighborhoods ◦ Attracting Investments in Jobs and Housing • Align with, and support the outcomes of, the City of San José, City Service Area, Neighborhood Services:¹⁵⁵ <ul style="list-style-type: none"> ◦ Safe and Clean Neighborhoods and Public Spaces. ◦ Welcoming and Vibrant Neighborhoods and Public Life. ◦ Equitable Access to Community Opportunities to Flourish. • Increase partnership between City of San José, County of Santa Clara, Neighborhood Associations/ Community Action Groups, schools, and other stakeholders to promote community safety and provide resources and services. 	
<p>Reduce isolation and enhance child, youth, and family well-being by providing targeted community-building programs and activities.</p>	<ul style="list-style-type: none"> • Provide increased opportunities for children, youth, and families to build social and community connections through City of San José programs and activities (e.g., VivaCalle, VivaPark, cultural celebrations, family events, etc.). • Provide children and youth increased access to nurturing, caring, and supportive adults through mentorship opportunities. • Provide increased access to programs, services, and supports that strengthen child and youth protective factors and resiliency skills and family and community connections through culturally responsive, trauma-informed, gender-based, male-involvement, youth peer supports, and other programs (e.g., foster youth, transition-age youth, LGBTQIA+, justice-involved youth, etc.) 	

	<ul style="list-style-type: none"> • Provide increased access to recreation, enrichment, and youth development programs and activities across City of San José programs and services, such as, but not limited to: Parks, Recreation and Neighborhood Services, Public Library, Youth Empowerment Alliance, work2future, etc. 	
--	--	--

Community Recommended Strategies for Consideration (By June 2027)

<p>Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to</p> <ul style="list-style-type: none"> • Provide space to host parent and caregiver sharing circles and workshops, focusing on topics to guide child and youth development. • Conduct asset mapping that identifies neighborhood-based organizations and supports expansion of promising community-led efforts. • Establish gathering spaces in neighborhoods that lack facilities and infrastructure for family and youth activities and events (e.g., art programs, cultural events, sports, social and learning activities, etc.) <ul style="list-style-type: none"> ◦ Provide safe, clean community spaces for children, youth, and families to gather on evenings and weekends, prioritizing vulnerable neighborhoods. • Conduct a transportation assessment to further understand neighborhood needs for greater mobility (e.g., across all modes of transportation: public transit, rideshare services, biking, and walkability). • Create a participatory budgeting process that engages youth and families and establishes funding to address community infrastructure resources and needs. • Decrease the digital divide and broadband access (both in availability and affordability) across neighborhoods.
--

Community Indicators and Performance Measurements

<p>City of San José, City Service Area, Neighborhood Services, Performance Measures:¹⁵⁶</p> <ul style="list-style-type: none"> • Percent of residents rating their neighborhood as "very safe" or "somewhat safe". • Percent of residents rating City park closest to home as "very safe" or "somewhat safe". • Percent of residents rating cleaning up of litter and trash as "excellent," "good," or "fair". • State percentile ranking for the City's healthy community conditions. 	<p>City of San José, Parks, Recreation and Neighborhood Services, Performance Measures.¹⁵⁷</p> <ul style="list-style-type: none"> • Percent of community center participants rating overall quality of programs and services as "good" or "excellent". • Percent of community center participants who feel connected to community center resources. • Percent of community center participants reporting that services have positively impacted their quality of life. • Percent increase of community volunteers for City programs (e.g., Parks, BeautifySJ, community centers, Library, etc.) <p>City of San José, Library, Performance Measures¹⁵⁸</p>
---	---

<ul style="list-style-type: none"> • Percent of residents rating City's events, services, programs, and policies' diversity and inclusion as "excellent," "good," or "fair". • Percent of developed park acres by park condition assessment (PCA) score 90% or better. • Percent of residents who indicate that the physical condition of the neighborhood has gotten better over the last 2 years. • Percent of residents reporting they visited a regional park more than three times in the last year. • Number of participants in programs for persons with disabilities. • Percent of persons with disabilities who feel connected to community center resources. • The offenses (violent and non-violent) per 100,000 youth (ages 10- 24). 	<ul style="list-style-type: none"> • Percent of customers rating facilities as "good" or "excellent" in terms of hours. <p>City of San José, 2023-2024, City Council Focus Areas Performance Measures:¹⁵⁹</p> <ul style="list-style-type: none"> • Percent of residents rating City as "very safe" or "somewhat safe". <ul style="list-style-type: none"> ○ Percent of residents rating City as "very clean" or "somewhat clean". ○ Property crime rates. ○ Violence crime rates. ○ Fatality and injury crash rates.
---	--

Children and Young Adult Bill of Rights Alignment

<p><i>Article 1: Healthcare</i> <i>Article 2: Mental Health</i> <i>Article 3: Love and Emotional Connections</i> <i>Article 4: Support and Guidance</i> <i>Article 5: Life Skills</i> <i>Article 6: Education</i> <i>Article 7: Job Opportunities</i> <i>Article 8: Personal Development</i></p>	<p><i>Article 9: External Support for Family</i> <i>Article 10: Modern Needs</i> <i>Article 11: Basic Needs</i> <i>Article 12: Housing</i> <i>Article 13: Green Spaces</i> <i>Article 14: Safety</i> <i>Article 15: Voice</i> <i>Article 16: Choice</i></p>
---	--

* City departments will have interchangeable roles in leading, coordinating, supporting, and convening priority area work that falls within their purview and scope of work. For those priority areas and strategies outside of the City's purview, expertise, and capacity will be coordinated and leveraged with external partners.

STRATEGIC PRIORITY AREA: Systems Transformation, City of San José System of Care “Safety-Net”

Goal: San José children and youth, and their families will have access to a coordinated and integrated System of Care that creates conditions where families and communities are healthy, safe, and thriving.

Expected Outcome: All youth and their families have access to a safety-net of services and supports and opportunity pathways, from cradle to career, that are integrated and leveraged in partnership with the City of San José, local, county, state, and national efforts and initiatives.

Objective	Long-Term Strategies (By June 2027)	City Dept./ Partners*
Engage diverse community members in every decision-making point to develop an integrated City of San José System of Care (CSJ System of Care)	<ul style="list-style-type: none"> • Co-design an integrated and coordinated City of San José System of Care across systems and partners (e.g., Santa Clara County System of Care, School Linked Services, school districts, etc.). <ul style="list-style-type: none"> ○ Create the “no wrong door” service delivery approach to allow families to access basic services and resource navigation from any entry point. ○ Implement a community-driven engagement framework to facilitate a process for input and feedback across (e.g., youth advisory groups, neighborhood associations, etc.). • Align, integrate, and coordinate strategies and services to City of San José, Youth Empowerment Alliance Strategic Plan goals and outcomes. <ul style="list-style-type: none"> ○ Develop and implement a pilot/demonstration-sites with cross-system partners, families, and youth in two Project Hope communities. 	CMO Library PRNS OEDCA/W2F EXTP
Develop an integrated City of San José System of Care	<ul style="list-style-type: none"> • Align, integrate, and coordinate strategies and services to County of Santa Clara, Department of Family and Children Services and Juvenile Probation, Family First Prevention Services Act, Behavioral Health Department, and Public Health Department goals and outcomes. • Improve system coordination by establishing strategies and procedures (e.g., Integrated Core Practice Model) for collaborative partners to develop a unified structure, infrastructure, and process for the creation of a “no wrong door” service delivery approach. 	CMO Library PRNS OEDCA/W2F EXTP
Develop an evaluation framework for the	<ul style="list-style-type: none"> • Develop an evaluation framework that include data collection tools, processes, performance measures (qualitative and quantitative) and continuous quality improvement: 	CMO Library PRNS

Integrated City of San José System of Care	<ul style="list-style-type: none"> ○ Identify and leverage existing evaluation plans, processes, and tools used by City of San José departments and collaborative partners that align with the Children and Youth Services Master plan and System of Care goals and performance measures. 	OEDCA/W2F EXTP
Identify programmatic strategies and practices aligned to outcomes.	<ul style="list-style-type: none"> ● Develop a resource mapping across the Life Course Framework and multitiered levels of services and support (Tier 1, Tier 2, Tier 3), from primary interventions, secondary prevention to tertiary prevention in schools and communities. <ul style="list-style-type: none"> ○ Identify gaps in services in priority areas across the City of San José. ○ Align strategies and resources through mutually reinforcing activities. ● Develop programmatic strategies and practices selecting a continuum of community-created, evidence-based, and/or informed practices based on desired impact on needs and outcomes. 	CMO Library PRNS OEDCA/W2F EXTP
Improve the social determinants of health for vulnerable, marginalized, and socio-economically disadvantaged children and youth, and their families.	<p>Align, integrate, and coordinate strategies and services to County of Santa Clara, Public Health Department, Strategic Plan 2023-2026 goals and objectives.¹⁶⁰</p> <ul style="list-style-type: none"> ● Transform systems, structures, and policies that create health inequities and structural racism. ● Collaborate with partners to strengthen community engagement practices that promote racial equity, justice, and fairness in mutually beneficial ways. ● Develop and implement a public policy agenda that prioritizes policies at the local, state, and federal levels that positively impact health, protect the environment, and promote racial and health equity. ● Monitor, guide, and respond to local, state, and federal policy to advance public and environmental health priorities. ● Build cross-sector partnerships to improve health outcomes. 	All City Depts.
Community Recommended Strategies for Consideration (By June 2027)		
<p>Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to:</p> <ul style="list-style-type: none"> ● Create no-wrong door entry for services and support for children, youth, and families. ● Expand peer-to-peer support and learning connection opportunities for both youth and families throughout the City San José. ● Support staff and programming serving youth with physical, emotional and/or developmental disabilities in public facilities and other neighborhood locations. 		

Community Indicators and Performance Measurements

Systemic Outcomes

- Seek to improve long-term outcomes, both intergenerationally (e.g., parent to child) and multigenerational (e.g., grandparent to grandchild).
- Intervene early and emphasize long-term prevention - well coordinated multi-tiered (Primary, Secondary, and Tertiary) system of support.
- Use data to effectively assess and communicate equity needs and support timely assessment of progress.
- Large-scale systems change efforts to streamline “No Wrong Door” service delivery across child- and family-serving departments, agencies, and community organizations. Processes/policies that support integration are established within the county and benefit the lives of families, children, and communities across life stages and social and ecological contexts.
- Community members and families have the knowledge, skills, tools, and resources they need to thrive financially, mentally, physically, educationally, and emotionally.

Programmatic Outcome Indicator

- Percent kindergarten readiness.
- Percent graduation rate, for targeted students.
- Percent school attendance (chronic absenteeism).
- Percent reduction in school suspension.
- Percent Reading at 3rd grade level.
- Percent Reading and Math Standards at 8th grade level.
- Percent of students reporting feelings of safety in school.
- Percent/Number of students accessing School Linked Services and Wellness Center services.
 - Percent/Number of students accessing County of Santa Clara Behavioral Health Services.
- Percent of students completing post-secondary education program.
- Increased stable full-time employment at 300% Federal Poverty Level (FPL).
- Increased stable housing.

Children and Young Adult Bill of Rights Alignment

- Article 1: Healthcare*
- Article 2: Mental Health*
- Article 3: Love and Emotional Connections*
- Article 4: Support and Guidance*
- Article 5: Life Skills*
- Article 6: Education*
- Article 7: Job Opportunities*
- Article 8: Personal Development*

- Article 9: External Support for Family*
- Article 10: Modern Needs*
- Article 11: Basic Needs*
- Article 12: Housing*
- Article 13: Green Spaces*
- Article 14: Safety*
- Article 15: Voice*
- Article 16: Choice*

Appendix 3: System of Care - System Change Theoretical Frameworks

The CSJ System of Care's design, development, implementation, evaluation, and ongoing quality improvement process is firmly rooted in theoretical frameworks for systems change. These frameworks are based on research and evidence-based practices, concepts, and principles that guide the transformation of complex systems. They are instrumental in identifying the key elements of a system, clarifying the relationships among them, and explaining the factors that influence the system's functionality.



To create transformative systems change and alignment through the City of San José, the Children and Youth Services Master Plan and System of Care necessitates using the Single System of Support Framework (SSoSF) coupled with lived experience, which will be uniquely tailored to the needs of each community. The SSoSF uses research and experience of proven systems change frameworks such as Collective Impact; Life Course Framework; Human Centered Design; Multi-tiered System of Supports (MTSS); Improvement Science, Implementation Science, and Compassionate Systems Framework to inform the design of the CSJ System of

Care.

Collective Impact: A process that uses five conditions that produce true alignment and lead to significant results: common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone organization.

Life Course Framework: The Life Course Framework focuses on key childhood developmental stages that influence physical, emotional, and social well-being, their impact on an individual's life trajectory and whether they can stay "on track."

Compassionate Systems Change: A Human-Centered Design is a shift of culture, power dynamics and mental models. It is relationship-driven and uses a variety of systems thinking tools and practices: patterns of change over time, deeper systemic structures underlying surface events, and understanding mental models and "artifacts."

Integrated Core Practice Model (ICPM): The ICPM is a critical integrated system of support services that supports effective teaming and service delivery. The primary anchor in the county's efforts to synchronize, ICPM has identified values, a set of practice principles and behaviors that dictate how work progresses within the system of care that serves the Whole Child, youth, and families. Its unifying framework for child-serving systems across Santa Clara's System of Care aligns and integrates the essential

elements of effective teaming and engagement. It builds upon the collaborative, interactive practices that agency staff at all levels and partners provide children, youth, and families to improve accountability and outcomes.

Multi-tiered Systems of Supports (MTSS): MTSS creates a system-wide infrastructure that aligns educational, county, and other entities with agreed-upon structures, policies, and practices to serve the needs of children and their families effectively.

Improvement Science: This is a problem-solving approach centered on continuous inquiry and learning.

Implementation Science: Used to understand the critical factors and conditions, this ensures effective practices are successfully carried out and sustained.

Social Determinants of Health: Individual's circumstances impact their health and well-being. Conditions and environments in which people are born, live, learn, work, play, worship, and age may result in life course outcomes that may be "on track" or "off track."

Human-Centered Design Community: The human-centered design approach incorporates empathy and understanding of relationship dynamics between community partners at all levels of organizational structuring to ensure outreach accuracy and relevancy.

LIFE COURSE FRAMEWORK



By considering the historical and institutional inequities that have created the conditions and environments of the complex issues and challenges facing children and youth and their families, the Master Plan will use The Life Course Framework (LCF) as the foundation of this collective impact effort. According to Arnold Chandler from ForwardChange, The Life Course Framework (LCF) is a socio-ecological model and is the foundation of this collective impact effort to

disrupt the school-to-prison pipeline and the intergenerational cycle of poverty for improving the lives of children, youth, and their families.¹⁶¹ The major components of the Life Course Framework address the social determinants of health and the conditions and environments people live, learn, work, and play that affect a wide range of health and quality-of-life risks and outcomes. The Life Course Framework recognizes how the contributing environmental and experiential factors of ecological, human development, and institutional milestones impact life outcomes throughout a child's development. A child's resiliency and development trajectory are influenced by the timing, intensity, duration, sequencing, and repetition of the exposure to the "on track" or "off track" conditions, environments, and experiences.¹⁶²

The Life Course Framework identifies six central pillars that system leaders and partners need to consider to effectively change conditions (and remove barriers) through policy and systems change:

- o **Race, Place, and History Matter:** The legacy of past inequalities shape current realities.

- **Early Impacts Later - Address “Upstream” Factors:** Today's experiences and exposures influence tomorrow's life outcomes. Re-focus resources and strategies on “upstream” determinants of health and well-being.
- **Later Impacts Earlier - Intergenerational Approach:** What happens later in the lifespan (during late adolescence, emerging adulthood) of one generation powerfully impacts the early life outcomes of their children, the next generation.
- **Change Systems and Environments:** Dismantle the structural “off-ramps” that funnel young people to prison and poverty while building new structural on-ramps that link to expanded opportunity.
- **Build Resilience and Promote Healing:** Because changing systems and environments involves long-term commitment and work, systems and partners need to simultaneously build youth and family resilience in the face of current adverse conditions.
- **Take a Cross-Sector, Cross-Systems, and Cross-Life Stage Approach:** The life course analysis demonstrates how much everything is related to everything else: early life events impact later life outcomes, and what happens in the education system spills over and impacts the criminal justice system. The “siloes” approach is ineffectual.
- There are “**No Simple Solutions**”: There are no simple solution to this complicated challenge; a collective approach must weave together work across sectors, systems, and life stages.

Life Course Framework (LCF) expands efforts for collaborative work across child- and family-serving departments and organizations promoting racial and economic justice. Chandler further indicates that there are two essential elements of the LCF that the Master Plan focuses on achieving:

1. **Changing conditions** (and removing barriers) through **policy and systems change**
 - a. Focused on state and local with some Federal Policy change.
 - b. Tie savings from punishment reform to “reinvestment”
2. Through mutually reinforcing activities, children, youth, and families become more **resilient** to bad conditions through **applying programs, services and practices** that are proven to work.

Collective Impact

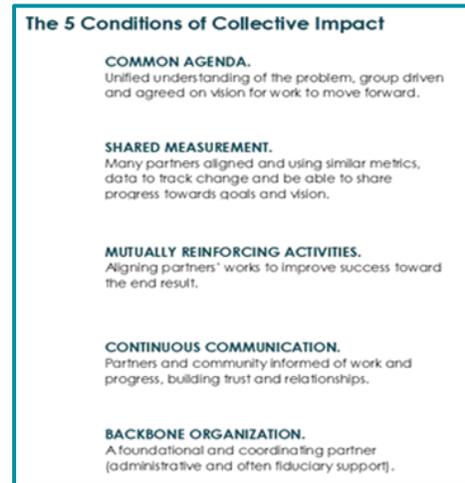
San José has committed community stakeholders who have expertise and resources to serve children and youth. However, a more coordinated and strategic approach is necessary. A collective effort is imperative to address, remedy, and heal the harm done to our communities. The solution is not yet known; it requires all stakeholders to work differently together in trusting relationships using Collective Impact as the process towards a common agenda under an integrated system of care.

This work will be accomplished through a collective impact approach that involves different sectors of the ecosystem (e.g., government, education, nonprofits, business, philanthropy, etc.) working together to build a movement through sustainable system

transformation and cross-sector coordination with all those that touch a child, youth, and their family, through the following:

The Five Conditions of Collective Impact:

Stanford Social Innovation Review (SSIR) maintains collaboration is not new. However, collective impact initiatives involve a "centralized infrastructure, dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants." Embedding the five conditions of collective impact, guides community organizations and partners "to perform their roles optimally while also collaborating effectively." SSIR maintains that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations, shifting "from fragmented action and results" to "collective action and deep and durable impact."¹⁶³ A large-scale social change requires a collective impact commitment from cross-sector partners, with families and youth in decision-making. The conditions in which the most vulnerable children and youth experience requires the City and cross-sector partners to be more intentional and strategic. The City of San José intends to ensure that there is an emphasis on system transformation, embedding efforts in a movement-building approach to community change. The movement-building approach enhances the five conditions of collective impact, as in figure (X).



Implementing collective impact through a movement-building approach shifts the paradigm from managing and coordinating to moving the needle and systems transformation. This approach allows leaders to "bring together a diverse group of stakeholders, including those not in traditional institutions or seats of power, to build a vision of the future based on shared values and narrative."¹⁶⁴ It shifts community engagement from gathering input from community members to authentic and inclusive involvement with those whose lives are most directly and deeply affected by the problems addressed. They are meaningfully engaged in governance, planning, implementation, and evaluation (i.e. "Nothing about us without us!").

The Six Shifts of Movement:

From	To
The Leadership Paradigm	
Management: Leaders of institutions come together to find ways to get better outcomes than they would achieve independently.	Building Movement: Transforming the system where improvements alone will not make a difference.
The Five Conditions	
Common Agenda: Coming together to collectively define the problem and create a shared vision to solve it.	Community Aspiration: Requires participants to develop outcomes that are based on community values sufficiently ambitious and not realized through business as usual.
Shared Measurement: Tracking progress in the same way, allowing for continuous learning and accountability.	Strategic Learning: A robust learning and evaluation process is even more critical in community-wide change efforts. Provide real-time feedback on the multiple outcomes; are manageable; have robust processes for sense making and decision making; can co-evolve with ever changing strategies
Mutually Reinforcing: Integrating the participants' many different activities to maximize the end result.	High Leverage Activities: See beyond collaboration and focus on strategies that provide high leverage opportunities for change. Commit to fully understanding they complex systems they are trying to change, and ensuring that partners have the knowledge, networks, and resources to make a difference.
Continuous Communication: Building trust and strengthening relationships.	Inclusive Community Engagement: Authentic and inclusive involvement of a broad spectrum of system stakeholders, particularly those most affected by complex issues. It allows participants to draw on "360-degree insight" into the nature of the problems and how they might be addressed. Creates a broader constituency for change—so critical in any effort to disrupt and change systems. Cultivates broad ownership and long-term commitment to the change process which is essential when the initial excitement begins to flag and the going gets tough.
Backbone: A team dedicated to aligning and coordinating the work of the group.	Containers for Change: "Transform their understandings [of the system they are trying to change], the relationships [with others in the systems] and their intentions [to act]. The boundaries of this container are set so that the participants feel enough protection and safety, as well as enough pressure and friction, to be able to do their challenging work."

Through this collective impact approach, a “no wrong door service delivery model” and entry point for critical services that includes City, County, and other partners will be created. The approach aims to improve beneficial and sustainable outcomes across the life course of children, from birth through adulthood. The coordinated and integrated CSJ System of Care aligns the work centered around family needs and community partnerships, implementing a single system of support grounded in upstream prevention where services and supports are in the community and for the community. Building the SJ System of Care in partnership with the County can ensure it is in alignment and complementary to the County of Santa Clara Children and Youth System of Care (SCC SOC) so that it can serve as a community pathway to services, particularly those that are beyond the scope and purview of the City. Together, the City can support the County by providing a continuum of services from prevention to intervention. This approach can reduce child abuse, neglect, and trauma and prevent involvement in the child welfare or juvenile justice system, allowing children and youth and their families to access culturally responsive concrete supports, family strengthening, and other services in their community from trusted partners.

SIX CONDITIONS OF SYSTEM CHANGE

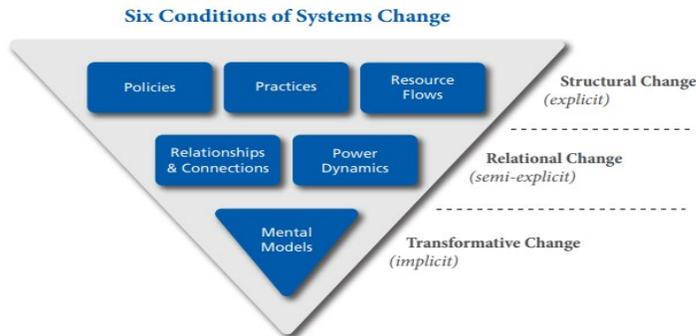
Developing, implementing, and sustaining the City of San José Children and Youth System of Care will require examining and shifting the current system. It is important to fully understand the complexity of what systemic practices and processes are needed to, as said by Kania, et al, “shift the conditions that are holding the problem in place.” This group of researchers argues that “systems change is not a new concept, but increasingly leaders of foundations, nonprofits, and other influential social sector institutions are hailing it as a promising way to achieve greater impact.”¹⁶⁵ To achieve systems change, it is important to recognize that there are six interdependent conditions within three levels of change:

- Structural Change: Explicit (Policies, Practices, and Resource Flows);
- Relational Change: Semi-explicit (Relationships & Connections and Power Dynamics); and
- Transformative Change: Implicit (Mental Models) that typically play significant roles in holding a social or environmental problem in place.

Most system change efforts fail as they focus solely on shifting Structural Change: Policies, Practices, and Resource Flow. Implementing all three levels of change within this collective impact effort will allow for shifts in system conditions to be sustained. Kania, et.al., further states that “challenges to racial equity are present in all three levels of systems change—explicit, semi-explicit, and implicit—it is important to note that racial inequities are present, must be recognized and addressed.”¹⁶⁶ Thus, the Master Plan Collective Impact Network will develop a City of San José System of Care that integrates system change theoretical framework, best practices, and processes.

Conditions of Systems Change

(graph/visual – source: Kania, John, Mark Kramer, and Peter Senge, The Water of System Change, June 2018, <http://efc.issuelab.org/resources/30855/30855.pdf>)



Systems Change Conditions: Definitions¹⁶⁷

- Policies: Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.
- Practices: Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress, as well as the procedures, guidelines, or informal shared habits that comprise their work within the entity.
- Resource Flows: How money, people, knowledge, information, and other assets, such as infrastructure, are allocated and distributed.
- Relationships & Connections: Quality of the system's connections and communication, especially among those with differing histories and viewpoints.
- Power Dynamics: The distribution of decision-making power, authority and formal and informal influence among individuals and organizations.
- Mental Models: Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, do and talk.

Human Centered Design Community and Compassionate Systems Framework: Relational and Transformative Change

As Kania, et.al., illustrate the essential work of system change is to transform the relationships between people who make up the system by shifting power dynamics and building relationships.¹⁶⁸ To fully embrace system transformation, it is essential to see how their ways of thinking and acting must change as well by shifting their "mental models." Mental models shape the meaning we assign to external data and events and guide our participation in public discourse. A person's mental models influence by how they interpret external data and events; shapes the meaning they attribute to them and guide their engagement in public discourse.

Relational and Transformational change are essential elements of the system of care. The Human Centered Design approach and the Compassionate Systems Framework will be used to build relationships and shift power dynamics and mental models The

Human Centered Design approach, also known as the “**Community Centered Design,**” will ensure the community is at the center and informs the strengths, challenges, and needs of the system and programs. The methodology of this approach is integrated into every facet of this collective impact initiative, aimed at comprehending community needs, examining service delivery models, collaboratively designing with the community, and implementing a unified system of support within and for the community. This design approach ensures that system partners work differently together and with the community to design and transform the systems that are intended to serve the needs of children, youth, and families.

Another systems-change framework that addresses building relationships, shifting power dynamics and mental models is the Compassionate Systems Framework (CSF).¹⁶⁹ The framework builds a cognitive and effective foundation for global citizenship while conceptualizing compassion as an essentially systemic property of mind—fostering compassion involves recognizing the systemic factors that shape the emotions, thoughts, and actions of individuals.

Multi-Tiered Systems of Supports and Integrated Core Practice Model: Structural Change

To hold the structural changes of the system in place, core features of the Multi-Tiered Systems of Support (MTSS) framework, which aligns with the County of Santa Clara System of Care’s Integrated Core Practice Model (ICPM) creates a system-wide infrastructure as it clearly articulates ways to connect all the different systems (community, school district, city, and county) with agreed upon policies and practices. MTSS (CCSS). MTSS is a fully integrated and comprehensive system of support that aligns initiatives, resources, and supports within an educational organization to address all students’ academic, behavioral, and social-emotional and differentiated learning to ensure equitable access and opportunity for success.¹⁷⁰ ICPM is grounded in nationally recognized core values and principles and trauma-informed and evidence-informed and based practices that provide “guidance and direction to support county child welfare, juvenile probation, behavioral health agencies, and their partners in delivery of timely, effective, and collaborative services to children, youth, and families.”¹⁷¹ ICPM recognizes that practices and services should be family-driven and youth-guided, as “no one knows more about the family’s story and their specific needs than the family members themselves. The family members can best describe their history, culture, and preferences.”¹⁷² Therefore, it is important that children, youth, and family have an active role in developing “accurate and shared assessment, identifying needed services, and developing an integrated intervention and service plan.”¹⁷³

Multi-tiered System of Support (MTSS)	Integrated Core Practice Model
<p>Structure</p> <ul style="list-style-type: none"> ○ Effective Teaming Structure ○ Team based professional development and ongoing coaching at both the systems and practices level ○ Consultation/Technical Assistance ○ Communication Plan ○ Coordination <p>Data</p> <ul style="list-style-type: none"> ○ Use data to guide all team decisions ○ Establish progress-monitoring system for both fidelity and effectiveness of all interventions <p>Practices</p> <ul style="list-style-type: none"> ○ Establish formal processes for team-based selection and implementation of evidence-based practices across tiers ○ Ensure early access through use of comprehensive screening 	<ul style="list-style-type: none"> ○ Understanding Fit and Priority of Implementing the ICPM ○ Intervention and Organizational Implementation Climate ○ Engagement and Teaming Behaviors for leaders and staff ○ Teaming Structures and Processes ○ Communication and Feedback ○ Using Data for Understanding and Improvement

This complex journey will provide an opportunity to redefine and recreate how local systems function so that they benefit children and youth. Through the Master Plan, the City can convene community and institutional partners together to create systems change that focuses on shifting the current system and building neighborhood resiliency. This process involves considering the external dynamics of moving the current system and examining internal structures and relationships. It is important to assess current practices, protocols, and policies as this will result in effective and efficient delivery of services. The research will explain that an organization's inability to create change externally ties back to internal policies, practices, resources, relationships, power imbalances and the implicit assumptions of leaders and staff.

Appendix 4: City Programs and Services Mapping

City of San José children, youth, and family programs and services were mapped, using the Life Course Framework, along the developmental age continuum, from birth through adulthood. In the proceeding pages is a highlight of the City's current investments to promote and strengthen the assets and resiliency and social-emotional development, academic achievement, and overall wellbeing of children and youth, from cradle to career.



Early Care and Education Services

- Story times
- San José Recreation Preschool
- Recreation and Enrichment Programs (Leisure Classes and Camps)
- Camp San José Jr.
- Developmental Screenings
- Wee Play Dates
- Ready4K
- Family, Friend, and Neighbor Program

School Age Services (K – 8 Grade)

- R.O.C.K. After School Program
- After School Education & Safety (ASES) Program
- Library Classroom Visits
- Maker[Space] Ship
- Camp San José
- Recreation and Enrichment Programs (Leisure Classes and Camps)
- Homework Club (K-8 grade)
- San José Police Dept. Team Kids School Program

Vulnerable, Gang Impacted/Involved Youth, and Opportunity Youth, Young Adult Services

- San José Bringing Everyone's Strengths Together (B.E.S.T) Grant Program
- Safe Summer Initiative Grant (SSIG)
- Female Intervention Team (11-24 years)
- Clean Slate Tattoo Removal Program (12-24 years)
- Late Night Gym
- Digital Arts Program
- Trauma to Triumph

School Age - High School, Opportunity Youth, and Teens Services

- Teen Centers (6-12 grade)
- TEENHQ Teen Center (6-12 grade)
- Tutoring Matters (4-12 grade)
- San José Learns (TK-12 grade)
- All Access Sports and Recreation/Specials Needs and Inclusion (5-18+years)
- Therapeutic and Inclusion Support Services (5 -18+years)
- Sports Leagues, and Leadership, Recreation, and Enrichment Programs (Leisure Classes and Camps)
- Walk n' Roll Program

Young Adult and Family Services

- Career Online High School (19+year)
- Silicon Valley's College Promise Program
- Resilience Corps (18-30 years)
- SJPL Works: Career and Business Services and Resources
- Citizen and Immigration Resources
- Partners in Reading (Adult/Family Literacy)
- Sports, Recreation, and Personal Development Programs
- Family, Friend, and Neighbor Program
- work2future Adult Program: Career, Training, and Skill Building Services (18+ years)
- Internships through City Departments
- Community Development Grants
- Affordable Housing and Unhoused/Homeless Resources and Supports
- Free Groceries and Meals for Eligible Older Adults and Families

High School, Teens, Opportunity Youth, Young Adult Services

- San José Aspires (9-12 grade)
- Teen Reach (13-18 years)
- SJ Engage (13-24 years)
- work2future, Young Adult Program: Career and Job Readiness Services, Paid Internships and Apprenticeships (16-24 years)
- San José Works Employment and Careers (16-18 years)
- Services/Direct Employment Opportunities (16-29 years)
- San José Fire Explorers Post 888 (16-21 years)

Note: This is a highlight of City of San José programs and services, for more information visit: www.sanjoseca.gov

City of San José Parks, Recreation and Neighborhood Services

City Programming for ages 0-5 (Birth-preschool focus)

Expanded Learning Programs* for Children, Youth, and Young People

The City of San José has adopted, and is in alignment with the State of California, Quality Standards for Expanded Learning in California.¹⁷⁴

Program Name:	Program Description:	Learning Outcomes:	Existing Qualitative or Quantitative Measures:	Notes:
<p>Aquatics Program</p> <p>Audience: All</p>	<p>Provide recreational activities and swimming lessons are offered at the City of San José facilities, year-round.</p>	<p>Participants gain skills in swimming and water safety, social-emotional, physical fitness, health, critical thinking, communication, and problem-solving.</p>	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.</p>
<p>R.O.C.K. Afterschool</p> <p>Audience: TK* - 8th grade</p>	<p>R.O.C.K. Afterschool is available Monday - Friday on school campuses and City of San José facilities from the time school is dismissed until 6 p.m., except school holidays, breaks, and in-service days. Each program follows the academic calendar of its corresponding school district. Program offers homework assistance, and enrichment, recreation, and STEAM (Science, Technology, Engineering, Arts and Math) activities. Program is provided during the academic year.</p> <p>R.O.C.K. Afterschool is a license-exempt program.</p>	<p>Participants gain 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.</p>	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.</p>

<p>All Access Sports and Recreation (Therapeutic Recreation Programming)</p> <p>Audience: 5 - 18-year-olds</p>	<p>Program offers children, youth, and young adults with disabilities welcoming and supportive environments to participate in enrichment and recreation activities. All activities are designed and tailored to the abilities of participants. Program activities include wheelchair basketball, arts, cooking, field trips, etc. Staff provide individual support and guidance, as appropriate. Program is provided year-round.</p>	<p>Participants gain 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.</p>	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Guardian) • Program Quality Survey and • Self-Assessment • Program Attendance 	<p>Fee-Based: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.</p>
<p>Afterschool Education and Safety (ASES)</p> <p>Audience: TK - 5th grade</p>	<p>ASES is available Monday - Friday at Summerdale Elementary School, Berryessa Union School District from the time school is dismissed until 6 p.m., except school holidays, breaks, and in-service days. Program offers homework assistance, and enrichment, recreation, and STEAM (Science, Technology, Engineering, Arts and Math) activities. Program is during the academic year.</p> <p>ASES is a license-exempt program.</p>	<p>Participants gain an increase in homework completion and grades. Students also gain 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.</p>	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Non-Fee Based, Grant Funded: Program is available for free to students at Summerdale Elementary School, Berryessa Union School Districts (ASES grant from the State of California).</p>
<p>Youth and Teen Centers</p> <p>Audience: 6 - 12th grade</p>	<p>Youth and Teen Centers are available during the academic year from Monday - Friday at City of San José facilities typically from 2 p.m. - 6 p.m. Holiday break and summer schedules differ to match the needs of the respective community. Each program follows the academic calendar of its corresponding school district. Program offers homework assistance, and enrichments, recreation, and STEAM (Science, Technology, Engineering, Arts and Math) activities. Also, provides sports leagues, family engagement activities, field trips, and special</p>	<p>Participants gain an increase in homework completion and grades. Students also gain self-agency and advocacy and 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.</p>	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Non-Fee Based: Program is available for free, through grant from the County of Santa Clara, Probation Department.</p>

	<p>events. Program is provided year-round.</p> <p>Youth and Teen Centers are license-exempt programs.</p>			
<p>Camp San José</p> <p>Audience: 5-12 year olds</p>	<p>Camp San José provides a full day of care from 8 a.m. – 6 p.m. to families during school breaks and the summer season at City of San José Community Centers and other facilities. Program offers enrichment, recreation, and STEAM (Science, Technology, Engineering, Arts and Math) activities, field trips, and special events. Provide is provided during the summer months.</p> <p>Camp San José is a license-exempt program.</p>	<p>Participants gain 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.</p>	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.</p>
<p>F.I.T. Camp</p> <p>Audience: 7-12 year olds</p>	<p>F.I.T. Camp provides children with a fitness- and wellness-focused camp during the summer, from 9 a.m. - 3 p.m. Program offers enrichment, recreation, and STEAM (Science, Technology, Engineering, Arts and Math) activities, field trips, and special events. Program is provided during the summer months.</p> <p>F.I.T. Camp is a license-exempt program.</p>	<p>Participants gain 21st century skills such as critical thinking, social-emotional, problem solving, collaboration, and communication. As well as skills on a balanced approach to nutrition, healthy habits, and physical activities.</p> <p>Alignment and adoption of State of California, Quality Standards for Expanded Learning in California.</p>	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.</p>
<p>Leisure Classes and Camps</p> <p>Ages: 5 – 18+</p>	<p>Leisure classes are provided at City of San José Community Centers, parks, and other facilities, year-round. Programs and activities focus on enrichment, recreation, STEAM (Science, Technology, Engineering, Arts and Math), fitness activities, health and nutrition, youth</p>	<p>Participants gain 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, health and wellness, communication, and collaboration.</p>	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based/Vendor-Led: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.</p>

	leadership, etc. Leisure camps are provided during the summer months.			
Sports Leagues Audience: 5-18+ year olds	Sports Leagues are provided at City of San José Community Centers, parks, and other facilities, year-round. Sports leagues vary by season; basketball, flag football, baseball, futsal, etc. Program is provided year-round.	Participants gain 21 st century skills such as critical thinking, social-emotional, problem solving, collaboration, team building, physical fitness, sports techniques, and health and wellness.	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	Fee-Based/Vendor-Led: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.
Teen Camps Audience: 6 - 12 th grade	Teen Camps are available during the summer at City of San José facilities typically for 6 hours a day, hours of operation are determined by community need. Program offers enrichment, recreation, physical fitness, and STEAM (Science, Technology, Engineering, Arts and Math) activities. Also, provides drop-in sports, family engagement activities, field trips, and special events. Program is provided during the summer months. Youth and Teen Centers are license-exempt programs.	Participants gain 21 st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	Fee-Based: Program offers scholarship for qualifying San José residents, subject to available funding and eligibility.
Music Studio Audience: 12-24 year olds	Music studio provides youth and young adults the opportunity to compose and perform through music, songs, poems, spoken-word, and videos using instruments, computer, and recording equipment. Program is provided year-round.	Participants explore and develop their creativity, talents, and skills through the arts. They also gain 21 st century and skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	Non-Fee Based Program.

* State of California, Department of Education, Expanded Learning Opportunities program defines Expanded Learning, as before school, after school, summer, or intersession learning programs that focus on developing the academic, social, emotional, and physical needs and interests of pupils through hands-on, engaging learning experiences.

*Transition Kindergarten

For more information on City of San José, Parks, Recreation and Neighborhood Services, Youth and Children Programs, please visit: <https://www.sanjoseca.gov/your-government/departments-offices/parks-recreation-neighborhood-services>

City of San José Public Library

Expanded Learning Programs* for Children, Youth, and Young People

The City of San José has adopted, and is in alignment with the State of California, Quality Standards for Expanded Learning in California.¹⁷⁵

Program Name:	Program Description:	Learning Outcomes:	Existing Qualitative or Quantitative Measures:	Notes:
Coding 5K Audience: K*-12 grades	Coding 5K, Computer Science programs is offered at the City of San José Public Library, Branch Libraries, Community Centers, and other locations in the community, available year-around.	Participants gain basic computer programming and 21 st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, communication, and collaboration.	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	Non-Fee Based Program
Maker[Space]Ship Audience: K-6 th grades	Maker[Space]Ship, mobile program, is offered at City of San José Public Library, Branch Libraries, Community Centers, schools, and other locations throughout the community, available year-around. Program options: <ul style="list-style-type: none"> • Density: Interactive water activities and experimenting with density and buoyancy. • Earthquake Engineering: Interactive activities exploring structures and seismic activities. • Everyone Can Create: Stop Motion Animation: Interactive animation lab series to create short video clips. • Little Coders: Interactive coding with a mix of activities. • Magnetic Exploration: Interactive activities and experiments using magnets. • Makey Makey, Making Circuits: Interactive activities and experiments using electricity. • Rock Art: Petroglyphs: Interactive activities exploring cave paintings and other prehistoric art. 	Participants gain 21 st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem solving, social-emotional, communication, and collaboration.	<ul style="list-style-type: none"> • Engagement Surveys (Participant and Educator/Teacher) • Program Quality Survey and Self-Assessment • Program Attendance 	Non-Fee Based Program

	<ul style="list-style-type: none"> • Design for Impact: Interactive activities and experiments to design and build a crash-proof delivery vehicle. • Everyone Can Create: Let's make Logos! Interactive activities to design and create logos. • Filmmaking with Stop Motion Animation: Interactive activities exploring stop motion animation and creating short films. • Learn to Code: Interactive activities exploring coding applications and developing simple coding projects. • 3D Design with TinkerCAD: Interactive activities exploring 3D printer design with physical materials. • Makey Makey, Making Circuits: Interactive activities exploring simple circuits and electricity. • Owl Pellets: Interactive activities learning about owls. 			
Homework Clubs Audience: K-6 th grades	Homework Clubs offered at the City of San José Public Library, Branch Libraries throughout the community, year-around. Program provides volunteer coaches in a safe and studious environment for students to complete their homework. Also, students have opportunities to learn and use Library's e-resources that support academic success.	Participants gain an increase in homework completion and grades, particularly in the subjects that they are seeking help with. Students also gain self-agency and advocacy and 21 st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem solving, social-emotional, collaboration, and communication.	<ul style="list-style-type: none"> • Program Quality Survey and Self-Assessment • Program Attendance 	Non-Fee Based Program
Seasonal Cultural Programs Audience:	Season cultural programs are offered throughout the year, to promote an appreciation, awareness, and understanding of diverse cultures.	Participants gain 21 st century skills, such as social and cross-cultural understanding, global awareness, creativity, and innovation.	<ul style="list-style-type: none"> • Program Quality Survey and Self-Assessment • Program Attendance 	Non-Fee Based Program

TK**-12 th grades				
San José Learns Initiative (SJ Learns) Grant Program Audience: TK-3 rd grades	The San José Learns Initiative program that aims to bolster academic achievement by funding promising and innovative after-school and summer programs for students, TK – 3 rd grade. SJ Learns is in response to low academic performance among students in low-income communities in San José, where approximately half of third-graders are not proficient in English language arts (ELA)/reading and mathematics.	Participants gain an increase in academic achievement and 21 st century skills such as critical thinking, social-emotional, problem solving, collaboration, and communication through: <ul style="list-style-type: none"> • Support with ELA and Math and other subject areas • Trained facilitator, educator, or professional provide out-of-school intervention instruction and support. • Support in connecting struggling non-proficient learners to high-quality opportunities 	The evaluation (Social Policy Research Associates) <ul style="list-style-type: none"> • Program Reports and Surveys • Program attendance numbers • Recruitment efforts • Advisory committee notes and recommendations • Programmatic quality assessments • Academic assessment scores and control groups • Community of Practice attendance and evaluation results 	Non-Fee Based Program: High-quality extended learning programs provide crucial academic support for students who are struggling in the classroom and are especially important for students from low-income families who cannot afford fee-based alternatives. Nearly 5,000 at-risk K – 3 rd graders have no access to free, quality, and school-based afterschool programs.
Class Visits Audience: K-12 th grades	Students participate in classroom fieldtrips to City of San José Public Library (SJPL) and Branch Libraries, and how to use their student library cards (or sign up!) to check out books, music, and movies, and how to use and navigate the SJPL website.	Participants gains skills in how to use their student library cards (or sign up) to check out books, music, and movies, and navigate the SJPL website.	<ul style="list-style-type: none"> • Program Quality Survey and Self-Assessment • Program Attendance 	Non-Fee Based Program

*Kindergarten

**Transition Kindergarten

* *State of California, Department of Education, Expanded Learning Opportunities program defines Expanded Learning, as before school, after school, summer, or intersession learning programs that focus on developing the academic, social, emotional, and physical needs and interests of pupils through hands-on, engaging learning experiences.*

For more information on City of San José, Public Library Expanded Learning Programs please visit: [Expanded Learning – Grade Level Proficiency Beyond the School Day | San Jose Public Library \(sjpl.org\)](#)

College and Career Pathway Supportive Programs for Youth and Adults

The City of San José has adopted and is in alignment with the Equity in Action Logic Model and the College and Career Readiness Quality Standards.¹⁷⁶

Program Name:	Program Description:	Learning Outcomes:	Existing Qualitative or Quantitative Measures:	Notes:
<p>Career Online High School (COHS)¹⁷⁷</p> <p>Audience: 19+ year olds</p>	<p>Adult learners in San José ages 19 and older without a high school diploma can enroll in the Library's Career Online High School (COHS) program. Through COHS, students can earn a high school diploma and a career certificate in one of 10 high-demand career fields. The California State Library, the Library, and SJPLF offer fully paid scholarships to COHS students. Program provided year-round.</p>	<p>College</p> <ul style="list-style-type: none"> • Enrollment in pathways best suited for desired career • Increased enrollment in post-secondary education <p>Career</p> <ul style="list-style-type: none"> • Advanced occupational skills training and resources for career transitions or skills gaps • Obtainment of a living-wage career 	<ul style="list-style-type: none"> • Number of Learners Served • Number of Scholarships Awarded • Number of Graduates 	<p>The State of California Library, the City of San José Public Library, and San José Public Library Foundation offer fully paid scholarships to COHS students. Program provided year-round.</p>

<p>Family, Friend, and Neighbor (FFN) Caregiver Support Network¹⁷⁸</p> <p>Audience: 18+ year olds</p>	<p>The Library's FFN Caregiver Support Network strengthens communities by improving the well-being of children and families. It connects FFN caregivers to learning and workforce development opportunities, a peer community, and a range of resources. All programming is free and designed to remove systematic barriers, foster a diverse and inclusive environment for all, and welcomes the voices of FFNs to co-create their learning experience. Program is provided year-round.</p>	<p>College</p> <ul style="list-style-type: none"> • Enrollment in pathways best suited for desired career • Increased enrollment in post-secondary education <p>Career</p> <ul style="list-style-type: none"> • Advanced occupational skills training and resources for career transitions or skills gaps • Knowledge about policies and regulations critical to career success • Obtainment of a living-wage career 	<ul style="list-style-type: none"> • Number of participants in the program • Total number of professional development hours achieved collectively and individually by participants • Number of Trustline Registry background checks • Number of accounts created on the State of California Workforce Registry • Number of college units successfully completed (with a grade of C or higher) by each participant/cohort • Number of pediatric CPR/First Aid certifications earned • Number of participants who joined the Trustline Registry • Number of participants who successfully opened a licensed Family Child Care business • Percent of participants completing all requisites of the 9-month training program • Percent of program participants reporting increased confidence in their role as a caregiver over the program year • Percent of program participants reporting increased knowledge of child development over the program year • Percent of program participants reporting increased confidence in their knowledge of health and safety practices • Percent of program participants reporting connection to a new resource and/or opportunity during the program year • Percent of Program participants reporting that they have met a new person during the program year. 	<p>Non-Fee Based Program</p>
--	--	---	---	------------------------------

<p>Resilience Corps Learning Pathway¹⁷⁹</p> <p>Audience: 18-30 year olds</p>	<p>Resilience Corps Learning Pathway is designed to address the economic and workforce development needs among young adults while supporting learning recovery for K-8th grade students affected by the COVID-19 pandemic. Participants are placed with qualifying partner organizations to develop skills in expanded learning, education, and tutoring programs. Program is provided year-round.</p>	<p>College</p> <ul style="list-style-type: none"> • Enrollment in pathways best suited for desired career • Employment in career-related apprenticeship or internship <p>Career</p> <ul style="list-style-type: none"> • Advanced occupational skills training and resources for career transitions or skills gaps • Obtainment of a living-wage career • Clear pathway to a City-career Program-Specific Outcomes • Increase employment for underserved youth in San José while providing a living wage and professional development opportunities. • Develop meaningful career pathways in public service and community-based organizations through job training and experience in expanded learning programs, education programs, and tutoring programs. • Enhance organizational capacity to address challenges in COVID-19 recovery and key focuses areas of learning loss recovery by providing staffing solutions which help lower student teacher ratios and provide subject specific support. • Additional outcomes associated with State requirements, CFA. 	<ul style="list-style-type: none"> • Number of program participants • Number of participants completing the program • Number of post-program employment: support program participants with employment placement. • Number of qualifying partner organizations for participant placements. 	<p>The program is currently funded through the California For All (CFA) Youth Jobs Corps program.</p>
---	--	--	---	---

<p>San José Aspires¹⁸⁰</p> <p>Audience: High School Students</p>	<p>SJ Aspires aims to change students' attitudes and behaviors related to graduating high school, succeeding in post-secondary education, and the Silicon Valley workforce. Students enrolled in a participating school (San José High School, Overfelt High School) who meet the program criteria (first-generation college students and English language learners) were automatically eligible to participate in the program. SJ Aspires students can earn up to \$5,000 in scholarships to support their post-secondary education goals and help defray the financial barriers to college .</p>	<p>College</p> <ul style="list-style-type: none"> • Increased enrollment in post-secondary education • Knowledge about financial aspects of post-secondary education 	<ul style="list-style-type: none"> • Number of Students Served • Number of Scholarship Awards Earned • Number of Scholar Dollars Awarded • Additional metrics collected via Program Participant Surveys 	<p>The Boys and Girls Clubs of Silicon Valley (BGCSV) was selected through a Request for Proposal as the best organization to continue advancing the impact of SJ Aspires.</p>
<p>SJPL Works¹⁸¹</p> <p>Audience: All</p>	<p>SJPL Works provides free career and business development resources, including programs and access to print and e-book collections, workspaces, conference rooms, and technology.</p>	<p>Career</p> <ul style="list-style-type: none"> • Advanced occupational skills training and resources for career transitions or skills gaps • Obtainment of a living-wage career 	<ul style="list-style-type: none"> • Number of Program Participants • Number of individuals served rough 1:1 consultations • Additional metrics collected via Program Participant Surveys 	<p>Non-Fee Based Program</p>
<p>Youth Commission¹⁸²</p> <p>Audience: 14-20 year olds</p>	<p>The Youth Commission is the official advisory group to the Mayor and City Council, which empowers and encourages youth to be civically engaged through local and city-wide events and initiatives. Youth Commissioners develop policy recommendations and support youth through civic engagement and participation.</p>	<p>College</p> <ul style="list-style-type: none"> • Enrollment in pathways best suited for desired career <p>Career</p> <ul style="list-style-type: none"> • Knowledge about policies and regulations critical to career success 	<ul style="list-style-type: none"> • Number of Youth Commissioners and Advisory Committee Members Served • Additional relevant data collected through Youth and Young Adult Survey (Participatory Action Research) 	<p>Leadership Development Program</p>

For more information on City of San José, Public Library College and Career Readiness Programs please visit: <https://www.sjpl.org/education-college-career/>

City of San José Public Library and Parks, Recreation and Neighborhood Services
Early Education and Learning Programs

The City of San José has formally adopted and adheres to the Early Education Quality Standards.¹⁸³

San José Public Library Programming				
Program Name:	Program Description:	Program Learning Outcomes:	Existing Qualitative or Quantitative Measures:	Notes:
<p>Storytime: Baby Lapsit</p> <p>Audience: Newborns and infants (0 – 12 months or non-walkers) and their Caregivers</p>	<p>San José Public Library Storytimes is a high-quality program fostering an inclusive environment for families. Tailored to support children's holistic development—physically, socially, emotionally, and cognitively—the program addresses unique family needs. Engaging narratives, music, and purposeful movement activities enrich pre-literacy and motor skills. Our sessions actively promote significant growth in a child's cognitive and social-emotional abilities within intentionally designed spaces featuring carefully selected play materials.</p>	<p>Baby Lapsit participants will be provided:</p> <ul style="list-style-type: none"> • Opportunities to strengthen their baby/caregiver bond through positive interactions; • Access to safe environments that promote play, exploration, growth, and inclusion; • Exposure to developmentally appropriate songs and activities; • Opportunities for Caregivers to form connections within their community (examples: peer-to-peer, internal library resources/materials, and external community resources). 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> a. In general, how much more do you read to your child as a result of attending storytime programs at the library? b. My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library. c. I feel the library provides important learning experiences for my child or children. d. Having toys available for my family to play with helps me feel more comfortable bringing my children to the library. e. I feel welcome at the library. f. I connected with other people, agencies, or programs because of the library. <p>2) Quantitative: Total number of program attendance (adults and children).</p>	<p>Non-Fee Based Program</p>
<p>Storytime: Toddler</p> <p>Audience: Toddlers (1 – 3 years) and their Caregivers</p>		<p>Toddler Storytime participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion; • Exposure to developmentally appropriate songs and activities; • Opportunities to experience new vocabulary through exposure to a diverse 		

		<ul style="list-style-type: none"> collection of books and stories; • Opportunities to develop motor skills (fine and gross) through developmentally appropriate songs and activities (fingerplays, action rhymes); • Exposure to early literacy skills through songs and rhymes; • Ideas on how to promote learning at home. 		
<p>Storytime: Inclusive</p> <p>Audience: All ages and abilities</p>	<p>San José Public Library Storytimes is a high-quality program fostering an inclusive environment for families. Tailored to support children's holistic development—physically, socially, emotionally, and cognitively—the program addresses unique family needs. Engaging narratives, music, and purposeful movement activities enrich pre-literacy and motor skills. Our sessions actively promote significant growth in a child's cognitive and social-emotional abilities within intentionally designed spaces featuring carefully selected play materials.</p>	<p>Inclusive Storytime participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion; • Opportunities to develop and grow through modified, evidence-based, inclusive story time practices; • Opportunities to increase social interactions, relationships, and networks; • Opportunities to be provided/provide modeling for social and behavioral skills; • An opportunity to increase appreciation and acceptance of individual differences. 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> In general, how much more do you read to your child as a result of attending story time programs at the library? My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library. I feel the library provides important learning experiences for my child or children. Having toys available for my family to play with helps me feel more comfortable bringing my children to the library. I feel welcome at the library. I connected with other people, agencies, or programs because of the library. <p>2) Quantitative: Total number of program attendance (adults and children).</p>	Non-Fee Based Program
<p>Storytime: Preschool</p> <p>Audience: Preschoolers</p>		<p>Preschool Storytime participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion; 		Non-Fee Based Program

<p>(4 – 5 years old) and their Caregivers</p>		<ul style="list-style-type: none"> • An introduction to basic concepts such as numbers and letters through stories and songs; • Opportunities to develop/strengthen social-emotional skills and beginning independence; • Access to structured activities that promote peer-to-peer interaction. 		
<p>Storytime: Bilingual</p> <p>Audience: All ages and abilities</p>		<p>Bilingual Storytimes participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion; • An opportunity to be exposed to different languages and promote cultural awareness in programming; • Opportunities for communities to be represented in library programming; • Allow language learners an opportunity to improve their language skills. 		<p>Non-Fee Based Program</p>
<p>Read to Succeed in partnership with the SJPD</p> <p>Audience: All ages and abilities</p>	<p>Read to Succeed represents a collaborative effort between the San José Public Library and the San José Police Department (SJP, aimed at fostering early literacy and cultivating positive and inspirational connections between police officers, children, and their caregivers. This program involves structured storytime sessions held at different San José Public Library locations, providing a valuable opportunity for children and</p>	<p>Read to Succeed program goals:</p> <ul style="list-style-type: none"> • Empowerment through Reading: Foster a foundation for lifelong success by instilling the significance of reading in every child, empowering them to reach fundamental milestones in life. • Positive Community Bonds: Offer San José Police 	<p>1) Qualitative - Survey Questions (Parent/Caregiver/Participant):</p> <ol style="list-style-type: none"> a. SJPD Reader feels an increased amount of connection to the storytime community. (Move the needle from a “Guest Reader” to “Partner in Early Literacy”) b. Librarian feels an increased connection to the SJPD as partners in the community. c. SJPD feels an increased connection to the SJPL as partners in the community. 	<p>Non-Fee Based Program</p>

	<p>caregivers to engage in positive interactions with the SJPD and SJPL while also promoting early literacy skills.</p>	<p>Officers a platform to establish and nurture positive relationships with the youngest community members, creating an environment of trust and mutual respect.</p> <ul style="list-style-type: none"> Enhanced Neighborhood Visibility: Heighten the visibility of San José Police Officers within neighborhoods, reinforcing their presence as approachable figures committed to community well-being. Library as a Welcoming Entity: Utilize the library as a welcoming and neutral hub, facilitating connections between law enforcement, children, and caregivers, and promoting an inclusive space for community engagement. 	<p>2) Qualitative and quantitative community feedback on the impact of the program</p>	
<p>Music and Movement</p> <p>Audience: All ages and abilities</p>	<p>SJPL's Music and Movement program offers a multi-age storytime with songs, dance, and fingerplays, enhancing the experience while supporting early literacy and school readiness.</p>	<p>Music and Movement participants will be provided:</p> <ul style="list-style-type: none"> Access to safe environments that promote play, exploration, growth, and inclusion; Opportunities to develop motor skills through song and physical activities; Opportunities to develop hand-eye coordination through song and physical activities; Exposure to early literacy skills through songs and rhymes. 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library. I feel the library provides important learning experiences for my child or children. I feel welcome at the library. I connected with other people, agencies, or programs because of the library. <p>2) Quantitative: Total number of program</p>	<p>Audience: All ages and abilities</p>

<p>Stay and Play</p> <p>Audience: Young children and their Caregivers</p>	<p>SJPL's Stay and Play program is designed to offer an interactive playtime experience, emphasizing caregiver/child, caregiver/caregiver, and child/child interactions.</p>	<p>Stay and Play program participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion; • Opportunities to connect and socialize with their community; • Access to developmentally appropriate toys and materials that promote development and learning. 		<p>Non-Fee Based Program</p>
<p>1,000 Books Before Kindergarten</p> <p>Audience: Children Birth-Kindergarten and their Caregivers</p>	<p>SJPL's 1,000 Books Before Kindergarten program is designed to motivate families and caregivers to engage in the collective endeavor of reading 1,000 books with their young children before commencing school. The program seeks to establish structured family reading routines, cultivating an early appreciation for literacy. By advocating the significance of initiating reading habits at an early stage and making it a regular practice, the program aims to contribute to the development of a robust foundation for lifelong learning.</p>	<p>1,000 Books Before Kindergarten program participants will:</p> <ul style="list-style-type: none"> • Be provided a simple, innovative yet fun approach to establishing strong early literacy skills; • Build family routines and bonds around reading; • Develop positive lifelong reading habits; • Understand the importance of early literacy experiences on a child's development. 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> As a result of participating in this program, my family's reading... My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library. <p>2) Quantitative:</p> <ol style="list-style-type: none"> Total number of children participating in the 1,000 Books Before Kinder program Total number of children completing the 1,000 Books Before Kinder program 	<p>Non-Fee Based Program</p>
<p>Books and More Bags</p> <p>Audience: Children (birth -5 years) and their Caregivers</p>	<p>The Library's Books and More program is designed to furnish caregivers with educational activities and materials for implementation in their homes. The primary goal is to offer children enhanced learning opportunities within the home environment while concurrently fostering positive and healthy caregiver-child relationships. Caregivers are</p>	<p>Boks and More Bags program participants will be provided:</p> <ul style="list-style-type: none"> • Engage in more early literacy activities with their child/ren; • Feel more confident engaging in literacy-rich interactions with their child/ren; • Have access to developmentally 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library's resources and materials. Please rate your satisfaction with the overall content and quality of the Books and More Bag that you most recently checked-out. 	<p>Non-Fee Based Program</p>

	encouraged to leverage the provided materials to actively engage in a broader range of literacy activities within their homes.	appropriate toys and materials that promote development and learning.	2) Quantitative: Total number of times the bags circulated.	
Wee Love Art Audience: Preschoolers (4 – 5 years old) and their Caregivers	Wee Love Art inspires young children to explore diverse artists and art forms, creating an environment that supports their development and growth through the integration of imagination, science, creativity, and abstract thinking. Within this space, children can refine their motor skills through fundamental activities like cutting and gluing, advancing to more intricate design practices as their ideas take shape on paper. Through artistic engagement, children not only express their individual flair but also gain insights into the past, present, and future.	Wee Love Art program participants will be provided an opportunity to: <ul style="list-style-type: none"> • Notice, respond, and discuss art, artists, and art history; • Develop skills to create, invent, and express themselves through art; • Build language as they make, respond to, and think about art; • Connect their own cultures and those represented in the arts. <p>The program focuses on addressing Kinder Readiness Skills, which include:</p> <ul style="list-style-type: none"> • Curiosity: Successful kindergarten learners have a sense of curiosity about the world around them and are enthusiastic about learning new things. • Self-Regulation: A skill that helps children focus on tasks and manage their emotions, impulses, and behavior. 	1) Qualitative - Survey Questions (Parent/Caregiver): <ol style="list-style-type: none"> a. I feel the library provides important learning experiences for my child or children. b. I connected with other people, agencies, or programs because of the library. 2) Quantitative: Total number of program attendance (adults & children).	Non-Fee Based Program

<p>Wee Love Science</p> <p>Audience: Preschoolers (4 – 5 years old) and their Caregivers</p>	<p>Wee Love Science offers children the opportunity to explore thoroughly the everyday objects in their daily lives. Through carefully designed experiments, young learners participate in the scientific method, which includes making observations, formulating hypotheses, and testing their ideas under the guidance of caregivers and peers. This initiative serves as a platform for the development of critical thinking and problem-solving skills in young children, while also enabling caregivers to actively support and invest in the inquisitive "but why?" phase of childhood curiosity.</p>	<p>Wee Love Science program participants will be provided:</p> <p>Science Learning Opportunities:</p> <ul style="list-style-type: none"> • Learn about different scientific studies • Make and test a hypothesis • Experience science through the senses • Record observations <p>Literacy Learning Opportunities:</p> <ul style="list-style-type: none"> • "Read" diagrams • "Read" the simple, repetitive text in the investigation worksheet • "Write" notes and record results <p>Math Learning Opportunities:</p> <ul style="list-style-type: none"> • Sort • Count • Measure 	<p>1) Qualitative- Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> a. I feel the library provides important learning experiences for my child or children. b. I connected with other people, agencies, or programs because of the library. <p>2) Quantitative: Total number of program attendance (adults & children).</p>	<p>Non-Fee Based Program</p>
---	---	---	--	------------------------------

<p>Wee Explore</p> <p>Audience: All ages and abilities</p>	<p>Wee Love Science promotes learning through play and exploration. Wee Explore offers access to educational play activities set in natural outdoor environments. This program facilitates interaction between children and caregivers, fostering connections both among caregivers and among children.</p>	<p>Wee Explore! Program participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote exploration, growth, and inclusion; • An opportunity for self-directed, creative play – all forms of play; • The opportunity to experience nature and natural elements; • A space for children to explore problem-solving, cooperative play, build in cooperation and communication with each other; • An opportunity to build community through social interactions. 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library. The library provides important learning experiences for my child or children. Having toys available for my family to play with helps me feel more comfortable bringing my children to the library. I feel welcome at the library. I connected with other people, agencies, or programs because of the library. <p>2) Quantitative: Total number of program attendance (adults & children).</p>	<p>Non-Fee Based Program</p>
<p>Wee Grow!</p> <p>Audience: Children (birth -5 years) and their Caregivers</p>	<p>Wee Grow! is a program designed to enhance caregivers' awareness of developmentally appropriate growth and development, providing insights into the available community support resources. Caregivers completing the ASQ can promptly identify potential delays and access early intervention programs when necessary. This initiative aims to empower caregivers with valuable knowledge and connections to ensure optimal developmental outcomes for children.</p>	<p>Wee Grow! program participants will:</p> <ul style="list-style-type: none"> • Be provided information about the importance of developmental screenings; • Be provided information about developmental stages and activities to help support healthy development; • Have the opportunity to complete an ASQ screening; • In the case of possible flagged areas of concern, be referred to a larger system of care for further evaluation; • Be connected to Family Resource Center (FRC) programs and services. 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> Success stories from families and staff. <p>2) Quantitative:</p> <ol style="list-style-type: none"> Total number of ASQ packets distributed. Total number of ASQ packets returned. Total referrals made to Early Start and KCN. Total number of people receiving information about the Importance of Developmental Screening and the ASQ. 	<p>Non-Fee Based Program</p>

<p>Wee Play</p> <p>Audience: Children (birth -5 years) and their Caregivers</p>	<p>Wee Play fosters learning through play and exploration. Wee Play Centers, strategically positioned in all SJPL Children's Areas, offer access to educational toys and inviting environments. These centers facilitate interactions between caregivers and children, as well as among caregivers, providing a valuable space for shared learning experiences.</p>	<p>Wee Play! Program participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote exploration, growth, and inclusion; • An opportunity for self-directed, creative play – all forms of play; • A space for children to explore problem-solving, cooperative play, build in cooperation and communication with each other; • An opportunity to build community through social interactions. 	<ol style="list-style-type: none"> 1) Qualitative - Survey Questions (Parent/Caregiver): <ol style="list-style-type: none"> a. I feel the library provides important learning experiences for my child or children. b. Having toys available for my family to play with helps me feel more comfortable bringing my children to the library. c. I feel welcome at the library. d. I connected with other people, agencies, or programs because of the library. 2) Quantitative: Total number of program attendance (adults & children). 	<p>Non-Fee Based Program</p>
<p>Wee Play and Learn Activity Boxes</p> <p>Audience: Children (birth -5 years) and their Caregivers</p>	<p>The Wee Play and Learn Activity Boxes aim to equip caregivers with educational activities and materials designed for use in the home. This initiative seeks to offer children enhanced learning opportunities within the home environment while concurrently fostering positive and healthy child-caregiver relationships. Caregivers are encouraged to utilize the provided materials to actively engage in a broader range of literacy activities at home.</p>	<p>Wee Play and Learn Activity Boxes program participants will:</p> <ul style="list-style-type: none"> • Engage in more early literacy activities with their child/ren; • Feel more confident engaging in literacy-rich interactions with their child/ren; • Have access to developmentally appropriate toys and materials that promote development and learning. 	<ol style="list-style-type: none"> 1) Qualitative - Survey Questions (Parent/Caregiver): <ol style="list-style-type: none"> a. My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library's resources and materials; b. Please rate your satisfaction with the overall content and quality of the Wee Play and Learn Activity Box that you most recently checked-out; 2) Quantitative: Total number of times the boxes circulated. 	<p>Non-Fee Based Program</p>

<p>Wee Playdates</p> <p>Audience: Children (birth -5 years) and their Caregivers</p>	<p>Wee Playdates promote learning through play and exploration. This mobile collection includes both small and large motor play equipment, extending access to educational toys to communities. Set in comfortable environments, parents and caregivers can interact with each other, fostering connections both among caregivers and among children in a shared atmosphere of play and discovery.</p>	<p>Wee Playdates! Program participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promotes exploration, growth, and inclusion; • An opportunity for self-directed, creative play – all forms of play; • A space for children to explore problem-solving, cooperative play, build in cooperation and communication with each other; • An opportunity to build community through social interactions. 	<p>1) Qualitative - Survey Questions (Parent/Caregiver):</p> <ol style="list-style-type: none"> a. My family is more engaged in learning opportunities (talking, playing, or singing together) because of the library. b. I feel the library provides important learning experiences for my child or children. c. Having toys available for my family to play with helps me feel more comfortable bringing my children to the library. d. I feel welcome at the library. e. I connected with other people, agencies, or programs because of the library. <p>2) Quantitative: Total number of program attendance (adults and children).</p>	<p>Non-Fee Based Program</p>
<p>Wee Share Stories</p> <p>Audience: All ages and abilities</p>	<p>Wee Share Stories offers families the opportunity to participate in online storytimes at their convenience, allowing for flexibility in both time and location.</p>	<p>Families participating in Wee Share Stories! online will be provided:</p> <ul style="list-style-type: none"> • Opportunities for the entire family to participate in a storytime experience; • Opportunities to encourage family bonding and positive relationships around literacy; • The same benefits as age-specific storytimes. 	<p>1) Quantitative:</p> <ol style="list-style-type: none"> a. Number of Facebook page "likes". b. Number of Facebook page "views" c. Number of Facebook page "shares". 	<p>Non-Fee Based Program</p>

For more information on San José Public Library's Early Education programs please visit: <https://www.sjpl.org/education-earlyed/>.

City Programming for ages 0-5 (Birth-preschool focus)

Parks, Recreation and Neighborhood Services Programming

Program Name:	Program Description:	Program Learning Outcomes:	Existing Qualitative or Quantitative Measures:	Notes:
<p>San José Recreation Preschool</p> <p>Audience: 3-5 year olds</p>	<p>Program offers children educational and recreational experiences that support their physical, cognitive, early literacy, communication, and social-emotional development. It prepares children with kindergarten readiness skills in a safe and welcoming environment. The program is provided part-day and follows the academic calendar.</p> <p>San José Recreation Preschool is a license-exempt program.</p>	<p>Program participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion. • Exposure to early literacy and fluency instruction through an evidenced-based curriculum, that includes songs, rhymes, and writing. • Exposure to developmentally appropriate songs and activities. • Opportunities to experience new vocabulary through exposure to a diverse collection of books, stories, and activities. • Opportunities to develop motor skills (fine and gross) through developmentally appropriate songs and activities (fingerplays, action rhymes). 	<ul style="list-style-type: none"> • Engagement Surveys (Guardian) • Program Quality Survey and Self-Assessment • Program Attendance • Literacy and fluency child pre- and post-assessment 	<p>Fee-Based: Program offers scholarships for qualifying San José residents, subject to available funding and eligibility.</p>
<p>Camp San José Jr.</p> <p>Audience: 3-5 year olds</p>	<p>Program offers children a fun educational and recreational summer camp experience. The program supports their physical, cognitive, early literacy, communication, and social-emotional development. It prepares children with kindergarten</p>	<p>Program participants will be provided:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion. • Exposure to early literacy and fluency instruction 	<ul style="list-style-type: none"> • Engagement Surveys (Guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based: Program offers scholarship for qualifying San José residents, subject to available</p>

	<p>readiness skills in a safe and welcoming environment. The program is provided part-day during the summer.</p> <p>San José Recreation Preschool is a license-exempt program.</p>	<p>through an evidenced-based curriculum, that includes songs, rhymes, and writing.</p> <ul style="list-style-type: none"> • Exposure to developmentally appropriate songs and activities. • Opportunities to experience new vocabulary through exposure to a diverse collection of books, stories, and activities. • Opportunities to develop motor skills (fine and gross) through developmentally appropriate songs and activities (fingerplays, action rhymes). 		<p>funding and eligibility.</p>
<p>Leisure Classes and Camps</p> <p>Audience: 1.5-5 year olds</p>	<p>Leisure classes are provided at City of San José Community Centers, parks, and other facilities, year-round. Programs and activities vary and focus on enrichment, recreation, STEAM (Science, Technology, Engineering, Arts, and Math), sports, dance, art, etc. Leisure camps are offered during the summer months.</p>	<p>Participants gain 21st century and STEAM (Science, Technology, Engineering, Arts and Math) skills, such as critical thinking, problem-solving, social-emotional, school readiness, communication, and collaboration through:</p> <ul style="list-style-type: none"> • Access to safe environments that promote play, exploration, growth, and inclusion. • Exposure to developmentally appropriate activities and structured and free play. 	<ul style="list-style-type: none"> • Engagement Surveys (participant and guardian) • Program Quality Survey and Self-Assessment • Program Attendance 	<p>Fee-Based/Vendor-Led: Program offers scholarships for qualifying San José residents, subject to available funding and eligibility.</p>

For more information on City of San José, Parks, Recreation and Neighborhood Services, Youth and Children Programs, please visit: <https://www.sanjoseca.gov/your-government/departments-offices/parks-recreation-neighborhood-services>

City of San José Office of Economic Development and Cultural Affairs, Work2Future

Workforce Development Pathway Supportive Programs for Youth and Adults

The City of San José has adopted and is in alignment with the College and Career Readiness Equity in Action Logic Model and the Education and Digital Literacy Standards.¹⁸⁴

Program Name:	Program Intent:	Learning Outcomes:	Existing Qualitative or Quantitative Measures:	Notes:
<p>work2future Out-of-School Youth Services</p> <p>Audience: 18 – 24 year olds</p>	<p>The Out-of-School-Youth program, supports young adults in the development of job skills and career pathway planning. work2future helps young people enter the workforce and or post-secondary education, work2future services include: work experience in high wage, high growth jobs, mentoring, academic support and career development assistance. We train youth in workplace preparation skills so that they are ready to obtain their first job or paid work experience and assist with career exploration leading to a career pathway. Services include skills and interest assessments, setting education and employment goals, dropout recovery strategies, placement in paid a work experience, occupational skills training, leadership and financial literacy. The emphasis on preparing participants for in-demand occupations helps to ensure that jobs will be available.</p>	<p>Program is aligned with the State of California Mandated Outcomes/Measures¹⁸⁵ and the Federal Workforce Innovation and Opportunity Act (WIOA).¹⁸⁶</p> <p>The development outcomes encompass:</p> <p>A. Career/Educational Pathways</p> <p>B. Personal Development</p> <ol style="list-style-type: none"> 1) Pathways Exploration: Identify and pursue career/educational pathways best suited for desired careers through occupational skills training, apprenticeships, or internships. 2) Advanced Skills Attainment: Acquire advanced occupational skills training and resources to navigate career transitions or address skills gaps effectively. 3) Increase skills and opportunities for those at the lower end of the labor market while expanding pipelines within key industries for disadvantaged populations. 4) Addressing Emerging Industry Skill Needs: Address skill needs emerging in 	<p>In addition to the number of individuals served and as mandated by the State of California:</p> <ul style="list-style-type: none"> • Employment rate, 2nd quarter after exit. • Employment rate, 4th quarter after exit. • Median earnings. • Percent of individuals receiving credential. • Measurable skills gains. 	<p>Funded by the U.S. Department of Labor under the Workforce Innovation and Opportunity Act (WIOA) and governed and overseen by a Federally mandated board of directors the majority of whom are from the private sector.</p>

		<p>industries, providing necessary training if participants require these skills for employment.</p> <p>5) Connection to High-Quality Employment: Connect workers to high-quality jobs or entry-level positions with clearly defined routes to advancement.</p> <p>6) Living Wage Careers Attainment: Achieve obtainment of in-demand jobs/careers leading up to a living wage or with a living wage, ensuring financial stability and career success.</p> <p>C. Personal Development:</p> <p>1) Articulation of Personal Values: Participants will gain the ability to effectively express their personal values, fostering self-awareness and authenticity.</p> <p>2) Community Impact Awareness: Develop an awareness of how personal actions influence larger communities, promoting a sense of responsibility to oneself and others.</p> <p>3) Positive Community Engagement: Cultivate the ability to engage positively within the community, demonstrating respect, care, and a strong sense of responsibility.</p> <p>4) Self-Respect and Care: Foster a sense of respect and care for oneself and</p>		
--	--	--	--	--

		<p>others, contributing to personal well-being and positive interpersonal relationships.</p> <p>5) High Expectations: Establish high expectations for personal growth and community contributions, striving for continuous improvement.</p> <p>6) Cultural Awareness and Appreciation: Develop an awareness of and appreciation for cultural differences, fostering inclusivity and diversity in personal and community interactions.</p> <p>7) Leadership Skills: Acquire the ability to lead others when appropriate, demonstrating leadership qualities in community and professional settings.</p> <p>8) Integrity: Uphold integrity in personal and professional conduct, maintaining ethical standards and building trust.</p> <p>9) Professional Environment Competence: Develop the ability to work effectively in a professional environment, demonstrating professionalism and contributing positively to the workplace.</p> <p>D. Career Development/Options Awareness: Gain awareness of various options for future employment, careers, and professional development.</p>		
--	--	--	--	--

<p>work2future In School Services</p> <p>Audience: 16-21 year olds</p>	<p>The In-School program provides offer services in the areas of: assessments, development of Individual Service Strategy ("ISS"), referrals for services that work2future does not provide (i.e. Mental health services), basic skills remediation, work readiness training, referrals to job readiness workshops, living wage paid work experience in high wage high growth occupations, and job placement and job retention services.</p>	<p>Program is aligned with the State of California Mandated Outcomes/Measures¹⁸⁷ and the Federal Workforce Innovation and Opportunity Act (WIOA).¹⁸⁸ The learning outcomes for participants:</p> <ol style="list-style-type: none"> 1) Assessment Proficiency: Develop the ability to undergo assessments effectively, gaining insight into personal strengths and areas for improvement. 2) Strategic Planning Skills: Acquire skills in developing and implementing Individual Service Strategies (ISS) to strategically address individual needs and goals. 3) Resource Navigation: Learn to navigate and access comprehensive services by effectively utilizing referrals, including those for mental health services. 4) Basic Skills Improvement: Demonstrate improvement in basic skills through targeted remediation efforts, addressing identified gaps or deficiencies. 5) Work Readiness Mastery: Attain proficiency in essential work readiness skills, preparing for a successful transition into the workforce. 6) Active Participation in Workshops: Engage actively in job readiness workshops, acquiring valuable insights 	<p>In addition to the number of individuals served and as mandated by the State of California:</p> <ul style="list-style-type: none"> • Employment rate, 2nd quarter after exit. • Employment rate, 4th quarter after exit. • Median earnings. • Percent of individuals receiving credential. • Measurable skills gains. 	<p>Funded by the U.S. Department of Labor under the Workforce Innovation and Opportunity Act (WIOA) and governed and overseen by a Federally mandated board of directors the majority of whom are from the private sector.</p>
--	--	---	---	--

		<p>and skills to enhance overall employability.</p> <p>7) Application of Real-world Skills: Apply acquired knowledge and skills in real-world work experiences, gaining practical exposure to diverse employment scenarios.</p> <p>8) Effective Job Placement Strategies for high wage high growth occupations: Develop strategies for securing suitable job positions based on individual skills, qualifications, and career aspirations.</p> <p>9) Job Retention Competency: Acquire the ability to navigate challenges and successfully maintain employment, demonstrating competence in job retention practices.</p>		
<p>work2future Adult Services</p> <p>Audience: 18+ year olds</p>	<p>The work2future Adult Services provides guidance in career/educational pathways best-suited for desired career employment via occupational skills training; career-related apprenticeship, internships and or workshops focused on job readiness. The program Increases skills and opportunities for those at the lower end of the labor market while expanding pipelines within key industries for disadvantaged populations. The program also connects workers to high-quality employment or entry-level work with clearly defined routes to</p>	<p>Program is aligned with the State of California Mandated Outcomes/Measures¹⁸⁹ and the Federal Workforce Innovation and Opportunity Act (WIOA).¹⁹⁰The development outcomes encompass:</p> <p>A. Academic achievement, B. Career development/ awareness C. Personal development are aligned with the following outcomes:</p> <p>1) Career/Educational Pathways: Identify and pursue the most suitable career or educational</p>	<ul style="list-style-type: none"> • Number of Individuals Served and as mandated by the State of California • Employment rate, 2nd quarter after exit. • Employment rate, 4th quarter after exit. • Median earnings. • Credential rate. • Measurable skills gains. 	<p>Federally funded program under the Workforce Innovation and Opportunity Act (WIOA), as governed and overseen by a Federally mandated board of directors the majority of whom are from the private sector.</p>

	<p>advancement to obtain of an in-demand job/career leading up to a living wage or with a living wage.</p>	<p>pathways for the desired career through employment via occupational skills training, career-related apprenticeship, or internship.</p> <ol style="list-style-type: none"> 2) Advanced Occupational Skills Training: Acquire advanced occupational skills training and resources to facilitate seamless career transitions or address skills gaps. 3) Skills Enhancement for the Lower Labor Market: Increase skills and opportunities for individuals at the lower end of the labor market, simultaneously expanding pipelines within key industries to benefit disadvantaged populations. 4) Addressing Skills for Emerging Industries: Address the skills required in emerging industries to ensure alignment with evolving market demands. 5) Connection to High-Quality Jobs: Connect individuals to high-quality jobs or entry-level positions with clearly defined routes for career advancement. 6) Living Wage Employment: Attain an in-demand job or career that leads to a living wage or secures a living wage, providing financial 		
--	--	--	--	--

		<p>stability and well-being. - These outcomes collectively contribute to a holistic development approach encompassing academic, career, and personal growth for individuals participating in the program.</p>		
<p>San José Works</p> <p>Audiences: 14 - 18 year olds and 16-29 year olds</p>	<p>In collaboration with the City of San José, Parks, Recreation and Neighborhoods Services (PRNS) and Youth Empowerment Alliance, San José Works (SJ Works) offers comprehensive employment services and essential life skill instruction to young individuals. These services encompass leadership development, financial literacy, job counseling, mentoring, job readiness training, and additional support such as transportation and clothing assistance. Furthermore, SJ Works annually facilitates the placement of youth, ages 14 - 18, facing barriers to employment, in a Paid Work Experience Program. The significant majority of youth are referred by the Youth Empowerment Alliance living in opportunity zones. For individuals, ages 16-29, participate in a city-wide Employment and Career Services Program where youth are connected and directly hired by a variety of employers.</p>	<p>The learning outcomes aim to empower youth with the skills, knowledge, and experience necessary for successful career development and sustainable employment through the following:</p> <ol style="list-style-type: none"> 1) Comprehensive understanding of employment services, which includes job counseling, mentorship, and job readiness training. 2) Life Skill Development: Youth acquire critical life skills, such as leadership development and financial literacy essential for personal and professional growth. 3) Career Pathway Exploration: Participants explore career pathways in high-demand industries, fostering an understanding of potential career options. 4) Paid Work Experience: Individuals, age 14 to 18, with barriers to employment gain practical work experience through the Paid Work Experience Program. 	<ul style="list-style-type: none"> • Number of Individuals served via paid work experience and unsubsidized participants • Placement in an in-demand occupation • Retention rate with completion of work experience • Returning participants • Number of participants who reside in a low resource census tract/community • Percent of participants who are BIPOC (Black, Indigenous, People of Color) 	<p>Operated by work2future in partnership with PRNS and the Youth Empowerment Alliance and funded by the City General Fund and private grant opportunities.</p>

		<p>5) Individuals, age 16 to 29, benefit from participation in the Employment and Career Services Program, expanding their access to various employment opportunities.</p> <p>6) Supportive Services: The program provides essential supportive services like transportation and clothing assistance, addressing practical barriers to employment.</p>		
--	--	--	--	--

For more information on City of San José, Office of Economic Development and Cultural Affairs, work2future, please visit:
<https://www.work2future.org/>

Endnotes

- ¹ U.S. Census Bureau QuickFacts: San José city, California. (n.d.). Census Bureau QuickFacts. <https://www.census.gov/quickfacts/fact/table/sanjosecitycalifornia>
- ² U.S. Census Bureau, American Community Survey (ACS) 2021 1-Year Estimates
- ³ ACS 2021 1-Yr Estimates. Poverty Status in the Past 12 Months of Families.
- ⁴ Santa Clara County, Department of Public Health. (October 2022) *COVID-19 Case by Zip Code and City*. <https://data.sccgov.org/browse?category=COVID-19>
- ⁵ Kuhfeld, Megan, James Solandi, and Karyn Lewis. (January 2022). Test Score Patterns Across Three COVID-19-impacted School Years. *Annenberg, Brown University, EdWorkingPaper 22-521*. <https://www.edworkingpapers.com/sites/default/files/ai22-521.pdf>
- ⁶ FAIR Health (2021). *The impact of COVID-19 on Pediatric Mental Health* [White paper]. [ps://s3.amazonaws.com/media2.fairhealth.org/whitepaper/asset/The%20Impact%20of%20COVID-19%20on%20Pediatric%20Mental%20Health%20-%20A%20Study%20of%20Private%20Healthcare%20Claims%20-%20A%20FAIR%20Health%20White%20Paper.pdf](https://s3.amazonaws.com/media2.fairhealth.org/whitepaper/asset/The%20Impact%20of%20COVID-19%20on%20Pediatric%20Mental%20Health%20-%20A%20Study%20of%20Private%20Healthcare%20Claims%20-%20A%20FAIR%20Health%20White%20Paper.pdf)
- ⁷ Santa Clara County Office of Education. (March 2023). *Santa Clara County Student Behavioral Health Needs Assessment Report*. https://drive.google.com/file/d/1V_vOl6mYvoHSVZNUzhZwGNw0HwndX_QH/view
- ⁸ Kuhfeld, Megan, James Solandi, and Karyn Lewis. (January 2022). Test Score Patterns Across Three COVID-19-impacted School Years. *Annenberg, Brown University, EdWorkingPaper 22-521*. <https://www.edworkingpapers.com/sites/default/files/ai22-521.pdf>
- ⁹ Santa Clara County Probation Department. (2022). *Neighborhood Safety/Services Unit, Fiscal Year 2022 Annual Report*. <https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/NSU%202022%20Annual%20Report.pdf>
- ¹⁰ Joint Venture Silicon Valley. (2023). *2023 Silicon Valley Index*. <https://jointventure.org/images/stories/pdf/index2023.pdf>
- ¹¹ City of San José. (2023). *Bill of Rights for Children and Young Adults*. <https://records.sanjoseca.gov/Resolutions/RES2023-245.pdf>
- ¹² City of San José. (August 2022). *Bill of Rights for Children and Youth: Incorporating the Bill of Rights into Planning Can Enhance Services*. <https://www.sanjoseca.gov/home/showpublisheddocument/88407>
- ¹³ City of San José. (October 27, 2023). *2023-2024, City Council Focus Areas First Quarter Status Report*. <https://sanjose.legistar.com/View.ashx?M=F&ID=12402136&GUID=F411884E-AAC9-468C-87B4-5976B660D856>
- ¹⁴ City of San José, Resolution of the Council of the City of San José Declaring the City's Commitment to Affordable Childcare, December 5, 2023. <https://records.sanjoseca.gov/Resolutions/RES2023-459.pdf>
- ¹⁵ City of San José. (n.d.) *Citywide Residential Anti-Displacement Strategy*. <https://www.sanjoseca.gov/home/showpublisheddocument/88627/637959126672100000>
- ¹⁶ City of San José. (November 2022). *COVID-19 Recovery Task Force Report*. <https://sanjose.legistar.com/View.ashx?M=F&ID=11494873&GUID=7AD5D0AA-CB21-4074-848D-4E50E5AEB9A9>
- ¹⁷ City of San José. (2024). *Disability Access Programs & Services*. <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/administration-policy-and-intergovernmental-relations/disability-access-programs-services>
- ¹⁸ City of San José. (2023). *Draft 2023-2031 Housing Element*. <https://www.sanjoseca.gov/your-government/departments-offices/planning-building-code-enforcement/planning-division/citywide-planning/housing-element/2023-2031-draft-housing-element>

-
- ¹⁹ City of San José. (2018) *Education and Digital Literacy Strategy*. <https://sanjose.legistar.com/MeetingDetail.aspx?ID=604595&GUID=A678879F-AAB0-411B-AACC-7448FBA01821&Options=&Search=>
- ²⁰ City of San José. (n.d.) *Education Initiative*. <https://records.sanjoseca.gov/Resolutions/RES79400.pdf>
- ²¹ City of San José, *Envision San José 2040 General Plan*. <https://www.sanjoseca.gov/your-government/departments-offices/planning-building-code-enforcement/planning-division/citywide-planning/envision-san-jos-2040-general-plan>
- ²² City of San José. (2020). *Implementation Plan for Santa Clara County Regional Community Plan to End Homelessness 2020-2025*. <https://sanjoseca.primegov.com/Portal/viewer?id=0&type=7&uid=0f5c81e3-9617-44e3-84fa-0cd9760fce284>
- ²³ City of San José. (August 2022). *Bill of Rights for Children and Youth: Incorporating the Bill of Rights into Planning Can Enhance Services*. <https://www.sanjoseca.gov/home/showpublisheddocument/88407>
- ²⁴ City of San José. (n.d.) *REIA: Racial Equity Impact Analysis, A Process for Change*. <https://www.sanjoseca.gov/home/showpublisheddocument/93897/638100685978870000>
- ²⁵ City of San José. <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/racial-equity/san-jose-for-all>
- ²⁶ City of San José, Parks, Recreation and Neighborhood Services Department. (2023). *Youth Empowerment Alliance Strategic Plan, 2023-2025*. <https://www.sanjoseca.gov/home/showpublisheddocument/95719/638151651809830000>
- ²⁷ Santa Clara County. *Children's Budget*. <https://data.sccgov.org/>
- ²⁸ County of Santa Clara, Office of Children and Families Policy. *Annual Report, Fiscal Year 2022-2023*. <https://countyexec.sccgov.org/sites/g/files/exjcpb621/files/2023-09/2022-2023%20OCFP%20Annual%20Report.pdf>
- ²⁹ Santa Clara County. (2020). *Plan to End Homelessness, 2020-2025*. https://housingtoolkit.sccgov.org/sites/g/files/exjcpb501/files/CommunityPlan_2020.pdf
- ³⁰ State of California. (2023). *Executive Order N-11-13, California's Master Plan on Career Education*. <https://www.gov.ca.gov/wp-content/uploads/2023/08/8.31.23-Career-Education-Executive-Order.pdf>
- ³¹ California Health and Human Services Agency. (2022) *Children and Youth Behavioral Health Initiative, Youth at the Center, Calls to Action for Reimagined Behavioral Health Ecosystem from Children, Youth, and Families across California, Master Plan for Kid's Mental Health, 2022-2023*. https://www.chhs.ca.gov/wp-content/uploads/2023/01/CYBHI-Youth-at-the-Center-Report.FINAL_.pdf
- ³² Ibid
- ³³ Joint Venture Silicon Valley. (2023). *2023 Silicon Valley Index*. <https://jointventure.org/images/stories/pdf/index2023.pdf>
- ³⁴ KidsData. *All Data: Santa Clara County*. <https://www.kidsdata.org/region/59/santa-clara-county/results#ind=&say=&cat=18>
- ³⁵ Santa Clara County Office of Education. (June 2023). *Santa Clara County Child Care Needs Assessment*. https://www.sccoe.org/supoffice/lpc/Documents/Reports/2023_LPC-Needs-Assessment.pdf
- ³⁶ Santa Clara County Office of Education. *2023 Child Care Needs Assessment*. chrome-extension://efaidnbmninnibpcjpcglclefindmkaj/https://www.sccoe.org/supoffice/lpc/Documents/Reports/2023_LPC-Needs-Assessment.pdf
- ³⁷ Joint Venture Silicon Valley. (September 2022). *Institute for Regional Studies, Research Study: Eliminating the Burden of Preschool Costs, Modeling the Impacts of Universal Preschool on Family and Community Wellbeing, Santa Clara County*. <https://jointventure.org/images/stories/pdf/universal-preschool-study-2022-09.pdf>
- ³⁸ Santa Clara County Office of Education, Santa Clara County. (June 2023). *Child Care Needs Assessment*. https://www.sccoe.org/supoffice/lpc/Documents/Reports/2023_LPC-Needs-Assessment.pdf
- ³⁹ Ibid

-
- ⁴⁰ Joint Venture Silicon Valley. (September 2022). *Institute for Regional Studies, Research Study: Eliminating the Burden of Preschool Costs, Modeling the Impacts of Universal Preschool on Family and Community Wellbeing, Santa Clara County*. <https://jointventure.org/images/stories/pdf/universal-preschool-study-2022-09.pdf>
- ⁴¹ Ibid
- ⁴² U.S. Department of Education, Institute of Education Sciences. (August 2023). *Report on the Condition of Education 2023*. <https://nces.ed.gov/pubs2023/2023144rev.pdf>
- ⁴³ Powell, Anna, Tobi Adejumo, Lea J.E. Austin, and Abby Copeman Petig, *Parent Preferences in Family, Friend, Neighbor (FFN) and Nanny Care in California - Part One, Center of the Study of Child Care Employment, University of California, Berkeley, May 2023*, <https://cscce.berkeley.edu/wp-content/uploads/2023/04/CSCCE-parent-preferences-in-family-friend-neighbor-and-nanny-care-report.pdf>
- ⁴⁴ Ibid
- ⁴⁵ Ibid
- ⁴⁶ Joint Venture Silicon Valley. (September 2022). *Institute for Regional Studies, Research Study: Eliminating the Burden of Preschool Costs, Modeling the Impacts of Universal Preschool on Family and Community Wellbeing, Santa Clara County*. <https://jointventure.org/images/stories/pdf/universal-preschool-study-2022-09.pdf>
- ⁴⁷ Powell, Anna, Tobi Adejumo, Lea J.E. Austin, and Abby Copeman Petig, *Parent Preferences in Family, Friend, Neighbor (FFN) and Nanny Care in California - Part One, Center of the Study of Child Care Employment, University of California, Berkeley, May 2023*, <https://cscce.berkeley.edu/wp-content/uploads/2023/04/CSCCE-parent-preferences-in-family-friend-neighbor-and-nanny-care-report.pdf>
- ⁴⁸ Silicon Valley Institute for Regional Studies. (n.d.) Silicon Valley Indicators. <https://siliconvalleyindicators.org/data/society/quality-of-health/mental-health/share-experiencing-daily-anxiety-and-or-depression/>
- ⁴⁹ Joint Venture Silicon Valley. (2023). *2023 Silicon Valley Index*. <https://jointventure.org/images/stories/pdf/index2023.pdf>
- ⁵⁰ Ibid
- ⁵¹ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usrfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf
- ⁵² Ibid
- ⁵³ County of Santa Clara, Probation Department. (2021). *Annual Juvenile Justice Arrests and Probation Data, 2021, Developed by the Research and Development Unit. 2022*, <https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/2021%20Annual%20Juvenile%20Justice%20Arrest%20and%20Probation%20Data.pdf>
- ⁵⁴ Santa Clara County Office of Education. (March 2023). *Santa Clara County Student Behavioral Health Needs Assessment Report*. https://drive.google.com/file/d/1V_vOl6mYvoHSVZNUzhZwGNw0HwndX_QH/view
- ⁵⁵ City of San José. (2023). *Housing Market Update, Third Quarter 2023*. <https://www.sanjoseca.gov/home/showpublisheddocument/107685/638374784489930000>
- ⁵⁶ Ibid
- ⁵⁷ DATAUSA. (n.d.). *San José, CA*. <https://datausa.io/profile/geo/san-jose-ca/?raceEducation=pums5Race1>
- ⁵⁸ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usrfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf
- ⁵⁹ United Way of California. (2023). *How Much it Costs to Struggle: The Real Cost Measure in California 2023*. <https://unitedwaysca.org/realcost/#:~:text=The%20Real%20Cost%20Measure%20is%20a%20measure%20of,household%20has%20to%20earn%20to%20meet%20basic%20needs>
- ⁶⁰ City of San José. (2023). *Housing Market Update, Third Quarter 2023*. <https://www.sanjoseca.gov/home/showpublisheddocument/107685/638374784489930000>

⁶¹ Ibid

⁶² Bay Area Equity Atlas. (September 24, 2021). *Homeownership is Unattainable for Most Bay Area Black, Latinx, Cambodian, and Pacific Islander Households*. <https://bayareaequityatlas.org/node/65531>

⁶³ Habitat for Humanity. (n.d.) *Research series: How does Homeownership Contribute to Wealth Building?* <https://www.habitat.org/our-work/impact/research-series-how-does-homeownership-contribute-to-wealth-building>

⁶⁴ Ibid

⁶⁵ County of Santa Clara. (May 30, 2023). *Press Release: County of Santa Clara and City of San José Release Preliminary Results of the 2023 Point-in-Time Homeless Census*. <https://news.santaclaracounty.gov/news-release/county-santa-clara-and-city-san-jose-release-preliminary-results-2023-point-time>

⁶⁶ Ibid

⁶⁷ Ibid

⁶⁸ City of San José. (2023). *Draft 2023-2031 Housing Element*. <https://www.sanjoseca.gov/your-government/departments-offices/planning-building-code-enforcement/planning-division/citywide-planning/housing-element/2023-2031-draft-housing-element>

⁶⁹ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf

⁷⁰ The Stewart B. McKinney Homeless Assistance Act, which was signed into law in 1987 by the Federal government, requires states to review and revise policies to protect the educational rights of students who are homeless or experiencing housing insecurity and provides an annual measure of those students. The McKinney-Vento Act defines homelessness to include students who are living in temporary housing situations such as doubling up with friends or family members, couch-surfing, or staying in a hotel, as well as being unsheltered. Those most vulnerable and at-risk of housing instability, insecurity and homelessness are children and youth.

⁷¹ Joint Venture Silicon Valley. (2023). *2023 Silicon Valley Index*. <https://jointventure.org/images/stories/pdf/index2023.pdf>

⁷² Ibid

⁷³ Ibid

⁷⁴ Bay Area Atlas. (2020). *Educational Attainment*. <https://bayareaequityatlas.org/indicators/educational-attainment?geo=0700000000668000&breakdown=by-race-ethnicity>

⁷⁵ Kim, C., and Tamborini, C. (March 2019). *Are They Still Worth It? The Long-Run Earnings Benefits of an Associate's Degree, Vocational Diploma or Certificate, and Some College*. *RSF: The Russell Sage Foundation Journal of the Social Sciences*, 5 (3) 64-85; DOI: <https://doi.org/10.7758/RSF.2019.5.3.04>

⁷⁶ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf

⁷⁷ Ibid

⁷⁸ EdData. (May 20, 2022). *Education Data Partnerships, Fiscal, Demographic, and Performance Data on California's K-12 Schools, Chronic Absenteeism*. <https://www.ed-data.org/article/Chronic-Absenteeism#:~:text=In%202018-19%2C%20more%20than%2012%20percent,homeless%20students%20%2825%20percent%20chronically%20absent%29.&text=In%202018-19%2C%20more%20than,%2825%20percent%20chronically%20absent%29.&text=more%20than%2012%20percent,homeless%20students%20%2825%20percent>

⁷⁹ California Department of Education News Release. (October 18, 2023). *California Statewide Assessment Results and Chronic Absenteeism Rates Show Student Progress*. <https://www.cde.ca.gov/nr/ne/yr23/yr23rel83.asp>

-
- ⁸⁰ Santa Clara County Office of Education. (November 8, 2023). *2022-23 Santa Clara County Chronic Absenteeism Results*. <https://www.sccoe.org/educational-progress/assessment/Assessment%20Doc%20Library/2022-23%20Chronic%20Absenteeism%20Analysis.pdf>
- ⁸¹ Ibid
- ⁸² U.S. Department of Education, Institute of Education Sciences. (August 2023). *Report on the Condition of Education 2023*. <https://nces.ed.gov/pubs2023/2023144rev.pdf>
- ⁸³ Ibid
- ⁸⁴ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf
- ⁸⁵ Santa Clara County Office of Education, Santa Clara County. (June 2023). *Child Care Needs Assessment*. https://www.sccoe.org/supoffice/lpc/Documents/Reports/2023_LPC-Needs-Assessment.pdf
- ⁸⁶ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf
- ⁸⁷ Ibid
- ⁸⁸ Ibid
- ⁸⁹ Santa Clara County. (2021). *Annual Juvenile Justice Arrest and Probation Data*. <https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/2021%20Annual%20Juvenile%20Justice%20Arrest%20and%20Probation%20Data.pdf>
- ⁹⁰ Santa Clara County Office of Education. *2023 Child Care Needs Assessment*. chrome-extension://efaidnbmnnnibpccajpcgclcfefindmkaj/https://www.sccoe.org/supoffice/lpc/Documents/Reports/2023_LPC-Needs-Assessment.pdf
- ⁹¹ Ibid
- ⁹² Santa Clara County Office of Education. (June 2023). *Santa Clara County June 2023 Child Care Needs Assessment*. https://www.sccoe.org/supoffice/lpc/Documents/Reports/2023_LPC-Needs-Assessment.pdf
- ⁹³ San José Spotlight. (April 7, 2023). *San José Student Enrollment is a Mixed Bag*. <https://sanjosespotlight.com/san-jose-student-enrollment-is-a-mixed-bag/>
- ⁹⁴ Bay Area Center for Continuing Study of the California Economy. (March 2022). *Bay Area Cities Update Their Housing Elements in 2022, The Implications for Low- and Moderate- Income Housing: A Guide to Encourage Participation in the Housing Element Update Process*. https://www.siliconvalleycf.org/sites/default/files/publications/Housing_Report_2022.pdf
- ⁹⁵ Joint Venture Silicon Valley, *2023 Silicon Valley Index*, <https://jointventure.org/images/stories/pdf/index2023.pdf>
- ⁹⁶ Bay Area Center for Continuing Study of the California Economy. (March 2022). *Bay Area Cities Update Their Housing Elements in 2022, The Implications for Low- and Moderate- Income Housing: A Guide to Encourage Participation in the Housing Element Update Process*. https://www.siliconvalleycf.org/sites/default/files/publications/Housing_Report_2022.pdf
- ⁹⁷ Joint Venture Silicon Valley. (2023). *2023 Silicon Valley Index*. <https://jointventure.org/images/stories/pdf/index2023.pdf>
- ⁹⁸ Ibid.
- ⁹⁹ DATAUSA. *San José, CA*. <https://datausa.io/profile/geo/san-jose-ca/?raceEducation=pums5Race1>
- ¹⁰⁰ Bay Area Equity Atlas. (2020). *Median Earnings by Race/Ethnicity: San José City, CA, Year: 2020*. <https://bayareaequityatlas.org/indicators/median-earnings>
- ¹⁰¹ IPUMS CPS, University of Minnesota, www.ipums.org
- ¹⁰² Ibid
- ¹⁰³ DATAUSA. *San José, CA*. <https://datausa.io/profile/geo/san-jose-ca/>
- ¹⁰⁴ Joint Venture Silicon Valley. (2023). *2023 Silicon Valley Index*. <https://jointventure.org/images/stories/pdf/index2023.pdf>

¹⁰⁵ Ibid

¹⁰⁶ Ibid

¹⁰⁷ The County of Santa Clara, Office of LGBTQ Affairs. (June 2022). *Santa Clara County Transgender, Nonbinary, and Gender Expansive Employment*. https://desj.sccgov.org/sites/g/files/exjcpb661/files/report/Santa%20Clara%20County%20Transgender%20Employment%20Study_0%20%281%29.pdf

¹⁰⁸ Ibid.

¹⁰⁹ The Policy Circle. (n.d.) *Stitching the Fabric of Neighborhoods*. <https://www.thepolicycircle.org/brief/the-changing-fabric-of-neighborhoods/>

¹¹⁰ City of San José. (June 2023). *Children and Youth Services Master Plan, Community Voice Report*.

¹¹¹ Ibid.

¹¹² Ibid.

¹¹³ Chetty, Raj and Nathaniel Hendren. (May 2017). *The Impacts of Neighborhoods on Intergenerational Mobility: Childhood Exposure Effects*, *The National Bureau of Economic Research*.

¹¹⁴ City of San José, Housing Department. (November 13, 2023). *Housing Element*. <https://www.sanjoseca.gov/home/showpublisheddocument/106976/638355761258170000>

¹¹⁵ Acharya, Rohit, and Rhett Morris. (September 2022). *Reducing Poverty without Community Displacement: Indicators of Inclusive Prosperity in U.S. Neighborhoods*, *Brookings Metro*. <https://www.brookings.edu/articles/reducing-poverty-without-community-displacement-indicators-of-inclusive-prosperity-in-u-s-neighborhoods/>

¹¹⁶ Rothstein, Richard. (2017). *The Color of Law*, Liveright Publishing Corporation

¹¹⁷ Kids In Common. (2023). *2023 Santa Clara County Children's Databook*. https://916e96c2-5e63-48d1-a948-f614b9830953.usrfiles.com/ugd/916e96_b8a16c3ca1f4426a95372129ef978271.pdf

¹¹⁸ City of San José, Parks Recreation and Neighborhood Services and RDA. (2023). *Project Hope Outcome Evaluation*.

¹¹⁹ County of Santa Clara District Attorney's Office. (2022). *Race and Prosecutions 2022 Update*. <https://countyda.sccgov.org/sites/g/files/exjcpb1121/files/documents/Race%20Prosecutions%202022%20Report%20-%20Combined%20with%20Appendix.pdf>

¹²⁰ Ibid

¹²¹ United States Census Bureau, Santa Clara County, California. (July 1, 2022). *QuickFacts, Population Estimates*. <https://www.census.gov/quickfacts/fact/table/santaclaracountycalifornia/PST04522>

¹²² Youth.Gov, Juvenile Justice, Prevention and Early Intervention, https://youth.gov/youth-topics/juvenile-justice/prevention-and-early-intervention#_ftn

¹²³ Big Cities Health. (May 2021). *Community Safety Realized: Public Health Pathways Preventing Violence*. <https://www.bigcitieshealth.org/community-safety-realized-report/>

¹²⁴ Children and Youth Behavioral Health Initiative. (2022). *Youth at the Center, Calls to Action for Reimagined Behavioral Health Ecosystem from Children, Youth, and Families across California, Master Plan for Kid's Mental Health*, California Health and Human Services Agency, 2022-2023. https://www.chhs.ca.gov/wp-content/uploads/2023/01/CYBHI-Youth-at-the-Center-Report.FINAL_.pdf

¹²⁵ City of San José, Parks, Recreation and Neighborhood Services Department. (2023). *Youth Empowerment Alliance Strategic Plan, 2023-2025*. <https://www.sanjoseca.gov/home/showpublisheddocument/95719/638151651809830000>

¹²⁶ The Policy Circle. (n.d.) *Stitching the Fabric of Neighborhoods*. <https://www.thepolicycircle.org/brief/the-changing-fabric-of-neighborhoods/>

¹²⁷ City of San José. (October 27, 2023). *2023-2024, City Council Focus Areas First Quarter Status Report*. <https://sanjose.legistar.com/View.ashx?M=F&ID=12402136&GUID=F411884E-AAC9-468C-87B4-5976B660D856>

-
- ¹²⁸ City of San José. (n.d.) *REIA: Racial Equity Impact Analysis, A Process for Change*. <https://www.sanjoseca.gov/home/showpublisheddocument/93897/638100685978870000>
- ¹²⁹ Office of Governor Gavin Newsom. (2023). *FREEDOM TO SUCCEED: Governor Newsom Launches New Effort to Prepare Students and Workers for High-Paying Careers*. <https://www.gov.ca.gov/2023/08/31/freedom-to-succeed/>
- ¹³⁰ California Health & Human Services Agency's Children and Youth Behavioral Health Initiative (CYBHI). (2022). *California, Master Plan for Kid's Mental Health, Youth at the Center, Calls to Action for Reimagined Behavioral Health Ecosystem from Children, Youth, and Families across California, 2022-2023*. https://www.chhs.ca.gov/wp-content/uploads/2023/01/CYBHI-Youth-at-the-Center-Report.FINAL_.pdf
- ¹³¹ City of San José, Public Library, Family, Friend, and Neighbor (FFN) Caregiver Support Network, <https://www.sjpl.org/ffn-caregiver-support-network/>
- ¹³² Santa Clara County office of Education, Santa Clara County 2017-2014 Early Learning Master Plan, <https://www.sccoe.org/elmp/Pages/default.aspx>
- ¹³³ Santa Clara County office of Education, Santa Clara County Early Learning Master Plan Brief, <https://www.sccoe.org/elmp/Pages/default.aspx>
- ¹³⁴ Santa Clara County office of Education, Santa Clara County Early Learning Master Plan, Mid-Implementation Review, November 2023, <https://www.sccoe.org/elmp/Pages/default.aspx>
- ¹³⁵ Santa Clara County office of Education, Santa Clara County 2023 Child Care Needs Assessment, June 2023, <https://www.sccoe.org/supoffice/lpc/Pages/reports.aspx>
- ¹³⁶ City of San José, Public Library, Education and Digital Literacy Strategy, <https://www.sjpl.org/education/>
- ¹³⁷ City of San José, Adopted Operating Budget 2023-2024, Parks, Recreation and Neighborhood Services, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106638/638343612628400000>
- ¹³⁸ City of San José, Adopted Operating Budget 2023-2024, City Service Area, Neighborhood Services, Performance Measures, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106594/638367848387770000>
- ¹³⁹ City of San José Residential Anti-Displacement Strategies, <https://www.sanjoseca.gov/home/showpublisheddocument/88627/637959126672100000>
- ¹⁴⁰ City of San José Draft 2023-2031 Housing Element, Chapter 3 Housing Goals and Strategies, Revised November 29, 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/107462/638370207889800000>
- ¹⁴¹ City of San José, Analysis of Impediments to Fair Housing Choice (2016-2020), <https://www.sanjoseca.gov/home/showpublisheddocument/13869/636677085749070000>
- ¹⁴² City of San José Implementation Plan for Santa Clara County Regional Community Plan to End Homelessness 2020-2025, <https://sanjoseca.primegov.com/Portal/viewer?id=0&type=7&uid=0f5c81e3-9617-44e3-84fa-0d9760fce284>
- ¹⁴³ City of San José, Adopted Operating Budget 2023-2024, Housing Department, June 2023 <https://www.sanjoseca.gov/home/showpublisheddocument/106590/638343612113830000>
- ¹⁴⁴ State of California, Master Plan on Career Education, August 2023, <https://www.gov.ca.gov/wp-content/uploads/2023/08/8.31.23-Career-Education-Executive-Order.pdf>
- ¹⁴⁵ City of San José Office of Economic Development/work2future, <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/economic-development>
- ¹⁴⁶ City of San José, City Service Area, Community and Economic Development, Performance Measures, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/91527/638095679492770000>
- ¹⁴⁷ City Manager - Office of Economic Development and Cultural Affairs Performance Summary, Regional Workforce Development, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/91551/638029940735800000>

-
- ¹⁴⁸ City of San José, Adopted Operating Budget 2023-2024, City Service Area, Neighborhood Services, Performance Measures, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106594/638367848387770000>
- ¹⁴⁹ City of San José, Public Library, Youth Commission, FY 2023-2024 Youth Commission Work Plan, <https://www.sjpl.org/wp-content/uploads/sites/142/2023/09/FY2023-2024-youth-commission-work-plan.pdf>
- ¹⁵⁰ City of San José, Reimagining Public Safety, Community Advisory Committee, April 2022, <https://sanjose.legistar.com/View.ashx?M=F&ID=10860951&GUID=67148606-483F-4E54-B28F-3492A9FD7886>
- ¹⁵¹ City of San José Youth Empowerment Alliance Strategic Plan 2023-2025, <https://www.sanjoseca.gov/home/showpublisheddocument/95719/638151651809830000>
- ¹⁵² Blue Zones, <https://www.bluezones.com/>
- ¹⁵³ City of San José Draft 2023-2031 Housing Element, Chapter 3, Housing Goals and Strategies <https://www.sanjoseca.gov/home/showpublisheddocument/107462/638370207889800000>
- ¹⁵⁴ City of San José, 2023-2024, City Council Focus Areas First Quarter Status Report, October 27, 2023, <https://sanjose.legistar.com/View.ashx?M=F&ID=12402136&GUID=F411884E-AAC9-468C-87B4-5976B660D856>
- ¹⁵⁵ City of San José, Adopted, City Service Area, Neighborhood Services June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106594/638367848387770000>
- ¹⁵⁶ City of San José, Adopted Operating Budget 2023-2024, City Service Area, Neighborhood Services, Performance Measures, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106594/638367848387770000>
- ¹⁵⁷ City of San José, Adopted Operating Budget 2023-2024, Parks, Recreation and Neighborhood Services, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106638/638343612628400000>
- ¹⁵⁸ City of San José, Adopted Operating Budget 2023-2024, Library, June 2023, <https://www.sanjoseca.gov/home/showpublisheddocument/106626/638343612598100000>
- ¹⁵⁹ City of San José, 2023-2024, City Council Focus Areas First Quarter Status Report, October 27, 2023, <https://sanjose.legistar.com/View.ashx?M=F&ID=12402136&GUID=F411884E-AAC9-468C-87B4-5976B660D856>
- ¹⁶⁰ County of Santa Clara, Public Health Department, Strategic Plan 2023-2026, https://publichealth.sccgov.org/sites/g/files/exjcpb916/files/documents/PHD_Strategic_Plan_2023.pdf
- ¹⁶¹ Chandler, Arnold and Tia Martinez. (2019). Forward Change, A Life Course Framework for Improving the Lives of Boys and Men of Color. <https://fwdchange.org/wp-content/uploads/2019/10/Life-Course-Framework-Presentation-Forward-Change.pdf>
- ¹⁶² Ibid
- ¹⁶³ Kania, John and Mark Kramer (Winter 2011). Collective Impact, *Stanford Social Innovation Review*. https://ssir.org/articles/entry/collective_impact
- ¹⁶⁴ Cabaj, Mark and Liz Weaver. (2016). Collective Impact 3.0 An Evolving Framework for Community Change, From the Improbable to the Possible, Community Change Series 2016, *Tamarack Institute*. https://cdn2.hubspot.net/hubfs/316071/Events/CCI/2016_CCI_Toronto/CCI_Publications/Collective_Impact_3.0_FINAL_PDF.pdf?t=1472671593093&__hstc=163327267.96dd719a9cdeedae75f10eb7b267f923.1702877625336.1702877625336.1&__hssc=163327267.2.1702877625336&__hsfp=103887495&hsCtaTracking=2004d74b-f861-48af-855d-eb4a9ccb22a4%7Cbe8119a-e05c-43a8-afec-12498cea1f11
- ¹⁶⁵ Ibid
- ¹⁶⁶ Kania, John, Mark Kramer, and Peter Senge. (June 2018). *The Water of System Change*. <http://efc.issuelab.org/resources/30855/30855.pdf>
- ¹⁶⁷ Kania, John, Mark Kramer, and Peter Senge. (June 2018). *The Water of System Change*. <http://efc.issuelab.org/resources/30855/30855.pdf>
- ¹⁶⁸ Ibid
- ¹⁶⁹ Abdul Latif Jameel World Education Lab, Massachusetts Institute of Technology. (March 2019). . The Center for Systems Awareness, Introduction to Compassionate Systems Framework in Schools.

<https://www.systemsawareness.org/wp-content/uploads/2019/06/Intro-CompassionateSystemsFramework-March-2019.pdf>

¹⁷⁰ California Department of Education. (n.d.) *Multi-Tiered Systems of Support Multi-Tiered System of Supports - Curriculum and Instruction Resources*. <https://www.cde.ca.gov/ci/cr/ri/>

¹⁷¹ State of California Health and Human Services Agency. (May 18, 2018). *The California Integrated Core Practice Model for Children, Youth, and Families*. https://www.cdss.ca.gov/Portals/9/ACIN/2018/I-21_18.pdf

¹⁷² Ibid

¹⁷³ Ibid

¹⁷⁴ State of California, Quality Standards for Expanded Learning in California: Creating and Implementing a Shared Vision of Quality, https://www.afterschoolnetwork.org/sites/main/files/file-attachments/quality_standards.pdf

¹⁷⁵ State of California, Quality Standards for Expanded Learning in California: Creating and Implementing a Shared Vision of Quality, https://www.afterschoolnetwork.org/sites/main/files/file-attachments/quality_standards.pdf

¹⁷⁶ City of San José, Public library, College and Career Readiness Equity in Action Logic Model, <https://www.sjpl.org/education-college-career/>

¹⁷⁷ City of San José, Public Library, Career Online High School, <https://www.sjpl.org/cohs/>

¹⁷⁸ City of San José, Public Library, Family, Friend, and Neighbor (FFN) Caregiver Support Network, <https://www.sjpl.org/ffn-caregiver-support-network/>

¹⁷⁹ City of San José, Public Library, Resilience Corps, <https://www.sjpl.org/resilience-corps/>

¹⁸⁰ City of San José, Public Library, San José Aspires, <https://www.sjpl.org/sj-aspires/>

¹⁸¹ City of San José, Public Library, Works, <https://www.sjpl.org/sjpl-works/>

¹⁸² City of San José, Public Library, Youth Commission, <https://www.sjpl.org/youth-commission/>

¹⁸³ City of San José, Public library, Early Education Quality Standards, <https://www.sjpl.org/early-education-quality-standards/>

¹⁸⁴ City of San José, Public library, College and Career Readiness Equity in Action Logic Model, <https://www.sjpl.org/education-college-career/>

¹⁸⁵ Work2future, www.work2future.org

¹⁸⁶ U.S. Department of Labor, Employment and Training Administration, Workforce Innovation and Opportunity Act, <https://www.dol.gov/agencies/eta/wioa/>

¹⁸⁷ Work2future, www.work2future.org

¹⁸⁸ U.S. Department of Labor, Employment and Training Administration, Workforce Innovation and Opportunity Act

<https://www.dol.gov/agencies/eta/wioa/>

¹⁸⁹ Work2future, www.work2future.org

¹⁹⁰ U.S. Department of Labor, Employment and Training Administration, Workforce Innovation and Opportunity Act. <https://www.dol.gov/agencies/eta/wioa/>