



COUNCIL AGENDA: 4/9/2024

ITEM: 7.1

FILE NO: 24-76359

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Toni J. Taber, CMC
City Clerk

SUBJECT: SEE BELOW

DATE: April 9, 2024

SUBJECT: Children and Youth Services Master Plan Status Report

Recommendation

As recommended by the Neighborhood Services and Education Committee on February 8, 2024, accept the status report on the Children and Youth Services Master Plan, including the American Rescue Plan spending plan for children and youth services.

CEQA: Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action. (City Manager/Library/Parks, Recreation and Neighborhood Services)

[Neighborhood Services and Education Committee referral – 2/8/2024 – Item (d)2]




Memorandum

TO: NEIGHBORHOOD SERVICES
AND EDUCATION COMMITTEE

FROM: Laura Buzo

SUBJECT: CHILDREN AND YOUTH SERVICES
MASTER PLAN STATUS REPORT

DATE: January 29, 2024

Approved  Date 2/1/24

COUNCIL DISTRICT: Citywide

RECOMMENDATION

Accept the Children and Youth Services Master Plan status report and refer item to a future City Council meeting in 2024 for full adoption.

SUMMARY AND OUTCOME

The Committee will be aware of and accept the recommended three-year Children and Youth Services Master Plan that includes priority areas, goals, and strategic framework.

BACKGROUND

As a result of the COVID-19 pandemic, the City of San José City Council and the Administration recognized that children, youth, and young people, especially from specific zip codes and geographic areas, who were already experiencing socio-economic challenges, were disproportionately impacted - which further exacerbated their already fragile living conditions. The importance of developing a strategic and wholistic approach to assisting children and youth, and their families, to recover from the pandemic was discussed in greater detail in subsequent Neighborhood Services and Education Committee meetings. To formalize this commitment, in the City of San José (City) Mayor's June 2021 Budget Message, the City Manager's Office was directed to develop a comprehensive "Cradle to Career, Youth Development Master Plan," now referred to as the Children and Youth Services Master Plan.¹ Furthermore, the Children and Youth Services Master Plan was shaped by three Joint Special Meetings on Child Well-Being, with the City of San José Neighborhood Services and Education Committee and Committee of the Whole Joint Special Meetings with County of Santa Clara, Children, Seniors and

¹ <https://www.sanjoseca.gov/home/showdocument?id=74429&t=637587454786824477>

Families Committee, held ²~~[[OBJ]]~~³~~[[OBJ]]~~ and November 9, 2023⁴~~[[OBJ]]~~. These meetings were also instrumental in solidifying collaboration and partnerships, as well as identifying opportunities for leveraging initiatives and resources to address the needs of children, youth, and families across respective entities.

The City Council and Administration expressed commitment in addressing the challenges and barriers children and youth, and their families face in their recovery from the pandemic, as well as overall reductions in health, physical, mental, and social-emotional well-being. These concerns further compelled the City Council to request that the Children and Youth Services Master Plan (CYS Master Plan) include a citywide strategy with recommendations and guidance on policy priorities, investments, and alignment of programs to create an integrated and coordinated continuum service delivery model. Furthermore, the CYS Master Plan will provide a strategic framework and approach to disrupting the systemic racism, structural barriers, persistent inequities, and generational trauma that continues to widen the socio-economic, educational, health, and housing gap. While also developing, and leveraging educational, post-secondary, and career readiness pathways and opportunities, to support youth and their families towards economic mobility and sustainability.

The purpose of the CYS Master Plan is to create and expand growth pathways and support, from cradle to career, that develop 21st century skills and lead to better health outcomes, sustainable employment, and a competitive living wage for San José children, youth, and young adults (birth through age 24), particularly for those most vulnerable. The vision statement is, fostering a future where every child and youth in San José blossoms into healthy, resilient, self-sufficient adults, enriched with abundant opportunities to live, work, play, dream, and prosper within the vibrant landscape of Silicon Valley. To achieve the vision, the CYS Master Plan will include the following key elements:

- Guidance on policy priorities, investments, and alignment of programs.
- Operationalize the San José Bill of Rights for Children and Young Adults.
- A strategic and integrated City of San José System of Care service delivery system to provide a safety-net for children and youth, and their families, from prevention to intervention.
- A continuum of support for children and youth from cradle to career; and
- Long-term and sustainable impact and measurable outcomes.

To achieve this, the City Manager's Office worked closely with staff across departments including Parks, Recreation and Neighborhood Services (PRNS), Office of Economic Development (OED)/work2future, Office of Racial Equity (ORE), Housing, and Public Library (Library), to serve as thought partners and content experts, and to assist in engaging all sectors of the community in the design and development of the CYS Master Plan. To ground the CYS Master Plan on the work and achievements of existing City initiatives, strategies, and policies, while not an exhaustive list, the following documents were identified and reviewed:

- Education and Digital Literacy Strategy⁵
- Education Initiative (Education Policy 0-30)⁶

** Children, youth, and young adults are used interchangeably in the document.*

² <https://sanjose.legistar.com/MeetingDetail.aspx?ID=885035&GUID=A31F1080-4951-4B39-B043-EB9589A7A1B2&Search=>

³ <https://sanjose.legistar.com/MeetingDetail.aspx?ID=951751&GUID=50DD4BE2-041B-4B6A-9706-8F53787BA467&Search=>

⁴ <https://sanjose.legistar.com/MeetingDetail.aspx?ID=1134122&GUID=DF77A224-3309-46D3-94FE-3F9B6ED9AEAE&Search=>

⁵ <https://sanjose.legistar.com/MeetingDetail.aspx?ID=604595&GUID=A678879F-AAB0-411B-AACC-7448FBA01821&Options=&Search=>

⁶ <https://records.sanjoseca.gov/Resolutions/RES79400.pdf>

- Bill of Rights for Children and Young Adults,⁷ and Audit Report from the City Auditor's Office⁸
- REIA: Racial Equity Impact Analysis⁹ and San Jose for All (SJ4All) Community Advisory Group¹⁰
- The Housing Element¹¹ and Implementation Plan to the Santa Clara County Plan to End Homelessness¹²
- San José Youth Empowerment Alliance Strategic Plan¹³
- COVID-19 Recovery Task Force (Recovery Task Force)¹⁴

Furthermore, the City Council's approval of the \$10.5M of ARP Funds for children and youth services on April 26, 2022,¹⁵ provided additional guidance in the development of the CYS Master Plan. The intent of the spending plan is to support low-income, vulnerable families who were disproportionately impacted by the pandemic. Collectively, PRNS, the Library, and the CMO identified priority areas for the spending plan based on numerous conversations and listening sessions with families, grassroot and community-based organizations, and community stakeholders such as Santa Clara County Office of Education, County of Santa Clara departments (e.g., County Executive, Behavioral Health, Social Services Agency, etc.), community-based organizations, and FIRST 5 Santa Clara County. The ARP Funds provide City departments with additional funding to increase scholarship amounts to subsidize the cost of fee-based programs and to expand the offering of afterschool and summer childcare, recreation, aquatics, and enrichment programs and activities particularly in low-income, underserved communities that do not traditionally have access.

ANALYSIS

Through a collective impact approach and racial equity lens, the City Manager's Office in partnership with the Library, PRNS, OED/work2future, ORE, Housing, and other departments and community stakeholders (e.g., education leaders, school districts, grassroot and community-based organizations, childcare providers), families, children, youth, and young adults were and will continue to be engaged in the development and implementation of the CYS Master Plan. While the CYS Master Plan takes a citywide approach, it is critically important to focus on those residents who have been most impacted by racial, socio-economic, educational, and health inequities and disparities that lead to poverty, displacement, and other poor outcomes. The vibrancy, economy, wellbeing, and future for all those that live, work, visit, and do business in San José are intrinsically intertwined to the outcomes of its young residents, and their families.

In order to have true transformative systems change with long-term sustainable impact, the City has a critical role to play. As a policy-maker, funder, convener, service provider, and partner, the City alongside

⁷ <https://sanjose.legistar.com/LegislationDetail.aspx?ID=6259159&GUID=231942AD-371B-4632-8AD2-1F96FA74ACA6&Options=&Search=>

⁸ <https://www.sanjoseca.gov/home/showpublisheddocument/88407>

⁹ <https://www.sanjoseca.gov/home/showpublisheddocument/93897/638100685978870000>

¹⁰ City of San José, Office of Racial Equity, San José for All Advisory Group, <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/racial-equity/san-jose-for-all>

¹¹ <https://www.sanjoseca.gov/your-government/departments-offices/planning-building-code-enforcement/planning-division/citywide-planning/housing-element/2023-2031-draft-housing-element>

¹² 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>

¹³ <https://www.sanjoseca.gov/your-government/departments-offices/parks-recreation-neighborhood-services/youth-intervention-services>

¹⁴ <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/community-and-economic-recovery-task-force>

¹⁵ <https://sanjose.legistar.com/LegislationDetail.aspx?ID=5552978&GUID=D3375907-879F-46A3-B692-F7BA8F22D348&Options=&Search=>

all sectors of the community, can dismantle systemic racism, structural barriers, persistent inequities, and generational trauma that create a chasm across the city and in neighborhoods. All children and youth deserve to grow up with the confidence that their racial, ethnic, or socio-economic background, family history, or zip code of residence will not be a determining factor in their access to resources and support, and ability to achieve their dreams and full potential. To this end, City staff recognize the importance of a collective impact approach that places the child in the center, supporting their development from birth to adulthood, cradle to career, within the context of their family, school, neighborhood, and larger community. Collective impact is a framework that involves different sectors of the ecosystem (e.g., government, nonprofits, business, philanthropy, etc.) working together to create a structured process aimed at a common agenda, shared measurements, continuous communication/feedback loop, and mutually reinforcing activities ensuring cross-sector coordination with all those that touch a child, youth, and their family.¹⁶

To ensure a racial equity lens, the Racial Equity Impact Analysis (REIA),¹⁷ developed by the Office of Racial Equity, is embedded in all aspects of the CYS Master Plan development, and subsequent implementation. It is imperative to focus on the needs of impacted communities of color through thoughtful and critical analysis to ensure that racial equity informs and shapes the decision-making process; from engaging diverse community stakeholders, families, youth/young adults, and City staff to developing policies, practices, programs, and investment recommendations. Thus, the completed CYS Master Plan will clearly demonstrate REIA through the following:

- **Identify** who will benefit and who will be burdened by a decision;
- **Develop** strategies to advance racial equity and avoid unintended consequences of decisions;
- **Implement** decisions based on racial equity considerations and assess their outcomes; and,
- **Measure** progress in achieving department-level (and citywide) racial equity goals.

The development of the CYS Master Plan also provides an opportunity to support and operationalize the mission of San José for All, *“Engaging City departments, leaders, and staff so that there is accountability and focuses its service 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.”*¹⁸ Created in 2023, a San José for All Advisory Group (SJ4All), comprised of diverse community members with lived-experience 17-65 years of age, provides valuable feedback and recommendations to improve City processes, practices, and services that elevate racial equity and focus on the lived experiences of the historically most impacted communities.

Key Highlights/Milestones

The City of San José has considerable assets and is fortunate to have committed community stakeholders with the resources to serve children and youth, a more coordinated and strategic approach is needed to have true transformational and sustainable system change. Therefore, it is important that the City focus on the needs, inequities, and systemic, institutional, and structural barriers that disproportionately place San José children and youth with special needs and developmental disabilities, and those that identify as, immigrant, LGBTQ+, and justice-involved, foster/transition age and unhoused youth, and from low-

¹⁶ https://ssir.org/articles/entry/collective_impact#

¹⁷ City of San José REIA: Racial Equity Impact Analysis, A Process for Change, <https://www.sanjoseca.gov/home/showpublisheddocument/93897/638100685978870000>

¹⁸ City of San José, Office of Racial Equity, San José for All Advisory Group, <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/racial-equity/san-jose-for-all>

income, Latino/x, Black/African ancestry, and specific zip codes – at greater risk of experiencing intergenerational poverty and trauma, and overall poor outcomes.

Two-Prong Approach to the Children and Youth Services Master Plan

City staff engaged in a two-prong approach which entailed developing the Children and Youth Services Master Plan and a City of San José System of Care (CSJ System of Care). As the CYS Master Plan was being developed, it was important to create a living document, that is responsive, flexible, and amendable to the changing needs of the community. While the key deliverable has been the completion of the CYS Master Plan document, as staff delved into the planning and community engagement process, it became evidently clear that in order to have sustainable transformative systems change, it was equally important to develop an integrated service delivery system, a City of San José System of Care. The intent of the System of Care is to provide a “no wrong door” entry to a myriad of services that are equipped to meet 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 cross-system coordination. No one entity holds the solution. Currently, collaborative efforts exist and provide invaluable services, however, many City departments, organizations, and other entities continue to work in silos and lack a coordinated and interconnected ecosystem with continuous feedback loops, quality improvement, and communication. This leaves families feeling exasperated and overwhelmed, and even worse unable to access the services they so desperately need. Regrettably, unattended needs do not dissipate, they become more complex, and therefore it is important for City staff and community stakeholders to work differently and in trusting relationships using collective impact as the process towards a common agenda and vision for all children and youth.

To inform and shape the CYS Master Plan, the City Manager’s Office and City staff, with the guidance and support of consultants, community stakeholders, service providers, families, youth/young people, and educational leaders, designed a process and timeline. In addition, the following elements and activities were identified as essential:

- Community Engagement: Authentic community engagement activities to center the voices, lived-experiences, hopes, and dreams of youth and their families, and of community stakeholders (i.e., schools, service providers, faith/community-based organizations, etc.) that touch them.
- Bill of Rights for Children and Young Adults – Frame and integrate the Bill of Rights throughout the CYS Master Plan document, including recommendations from the Auditor’s Office report.
- Primary Data – Collect data through community engagement activities that included listening sessions, focus groups, interviews, youth town halls, and citywide surveys.
- Secondary Data – Collect, review, and analyze national, county, city, and other local initiatives, research, and reports.
- Literature Review – Review and survey of literature and other published materials related to the topic (e.g., youth development, evidence-based practices, family support, etc.).
- City of San José Services, Strategic Plans, Initiatives, and other Reports – Conduct mapping of Leverage and integrate City-led initiatives that have family, children, and youth as the focus; and
- State of California, County of Santa Clara (County), regional, local, school district, and other initiatives – Leverage and align community initiatives, to ensure an integrated service delivery system across multidisciplinary partners.

Community Engagement: Lifting-up Community Voice and Lived-Experience

The City Manager's Office and City staff began the development of the CYS Master Plan in the Fall of 2022 and had planned to complete in the Spring of 2023. However, in its due diligence and to effectively reflect the needs, hopes, and dreams of San José's diverse community, City staff developed a robust community engagement strategy to engage and elevate the lived-experiences and voices of diverse individuals, communities, and entities. It was also important that all sectors of the community have a sense of ownership and see how their collective efforts, policies, programs, and investments inform and drive the goals, policy priorities, recommendations, performance measures, and overall strategic direction of the Children and Youth Services Master Plan. Therefore, City staff engaged families, youth, and community stakeholders from, but not limited to, historically low-income neighborhoods, marginalized racial and ethnic groups, families and providers of children and youth with special needs and developmental disabilities, immigrant communities, LGBTQ+ families and youth, and justice-involved, foster, and unhoused youth. The community engagement activities consisted of listening sessions, focus groups, and surveys. In addition, recognizing that the CYS Master Plan should not be created in isolation by City staff, a team structure of committees and advisories were developed to provide a breadth of input, community knowledge, recommendations, guidance, and support throughout the design and development process.

These community engagement efforts yielded tremendous interest and generated a generous amount of data, information, reports, and content to analyze, summarize, and reference. The City garnered input and feedback from approximately 3,004 individuals, representing youth/young adults, families, City staff, and over 120 diverse organizations representing special needs/developmental delays, elementary-high school districts, foster children/youth, early education, workforce development, juvenile justice, public entities, higher education, immigrant communities, and many others. In addition, two citywide surveys were developed and distributed online and in paper form for parents/caregivers and youth/young adults. The surveys were available in English, Spanish, and Vietnamese and distributed citywide electronically and hard-copy to the aforementioned diverse organizations, including, social media and other platforms. As a result, 1,992 (1,182 adults and 810 youth) surveys were submitted online and in paper form. A summary of the emerging themes and findings are included in the Community Voice Report, Attachment B. In addition, 1,012, of which 370 were youth/young adults, 406 were parents/caregivers, and 236 were City staff and partners, participated in listening sessions, advisories, committees, town halls, and focus groups. Common themes emerged across the various community engagement activities, these led to the development of seven strategic priority areas. The community voices emphasized the importance of addressing these priority areas to ensure children, youth, and young adults, from birth through age 24 and their families have equitable access to services, resources, and opportunities, that are integrated and coordinated, to achieve their full potential. See Table 1.

Table 1: Children and Youth Services Master Plan Strategic Priority Areas

Priority Areas	Expected Outcomes
Early Learning and Childcare	All children experience nurturing adults and safe environments that support their optimal physical, cognitive, social, and emotional development.
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.
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 or anxiety of displacement.
Meaningful and Sustaining Jobs	All youth develop into capable and self-sufficient adults with the mastery of essentials skills for successful entry into a meaningful career of their choice in Silicon Valley.
Safe, Clean, and Connected Communities	All youth and their families feel connected to each other and exercise their voice and leadership in strengthening their community, in safe, clean, vibrant, and inclusive neighborhoods.
Systems Transformation: A City of San José System of Care	All youth and their families have access to a safety-net of services and supports and opportunities pathways, from cradle to career, that are integrated and leveraged in partnership with the City of San José, state, county, local, and national resources and initiatives.

Striving for Economies of Scale: Mapping of Service - Alignment and Leveraging of Services, Strategic Plans, Initiatives, and Other Reports

To achieve economies of scale, once the priority areas were finalized, City staff conducted a mapping of City services, strategic plans, initiatives, and other reports to better understand internal efforts currently underway that align with the priority areas. The services were mapped along the age continuum from birth through adulthood, utilizing the Positive Youth Development¹⁹ and Life Course Frameworks, recognizing that children and youth flourish and achieve their desired goals when they receive the appropriate supports at key developmental stages. Services and programs that promote a young person's protective factors (resiliency skills), strengths, and assets and provide them with the supports to achieve key milestones, and pursue college, and career pathways of their choosing that can result in economic mobility. This serves to leverage existing evaluation frameworks, performance measures, and data collection processes and reporting structures. See Table 2.

¹⁹ Youth Power2, Positive Youth Development, <https://www.youthpower.org/positive-youth-development-pyd-framework>

Table 2. City of San José Mapping: Alignment and Leveraging of Programs, Services, Strategic Plans, Initiatives, Evaluation Frameworks, and other Reports.

City of San José, City Programs, Services, Strategic Plans, Initiatives, and Evaluation Frameworks, and other

Conducted Mapping of City Services for Children, Youth, and Youth Adults

- Children, Youth, and Youth Adult Services
 - Early Education
 - Expanded Learning
 - College and Career Pathways
- Policies, Strategic Plans, Initiatives, and other Reports
 - Bill of Rights for Children and Young Adults,²⁰ and Audit Report from the City Auditor's Office²¹
 - City Council Focus Areas and Scorecard²²
 - Citywide Residential Anti-Displacement Strategic Plan²³
 - COVID-19 Recovery Task Force (Recovery Task Force)²⁴
 - Draft 2023 - 2031 Housing Element²⁵
 - Education and Digital Literacy Strategy²⁶
 - Education Initiative (Education Policy 0-30)²⁷
 - Implementation Plan to the Santa Clara County Community Plan to End Homelessness 2020-2025²⁸
 - Racial Equity Impact Analysis (REIA)
 - Youth Empowerment Alliance Strategic Plan²⁹

The mapping exercise was instrumental in identifying gaps in services and opportunities for collaboration across City departments, as well as with external partners (i.e., County of Santa Clara, community/faith-based organizations, school districts, private sectors, and other organizations and entities). Through this process, City staff were able to determine the community landscape of other frameworks, initiatives, systems, and services that can inform the development of the City of San José System of Care and to identify opportunities for alignment, leveraging and collective efforts on specific priority areas. See Figure 3.

²⁰ City of San José Bill of Rights for Children and Young Adults, <https://records.sanjoseca.gov/Resolutions/RES2023-245.pdf>

²¹ City of San José Bill of Rights for Children and Youth: Incorporating the Bill of Rights into Planning Can Enhance Services, August 2022, <https://www.sanjoseca.gov/home/showpublisheddocument/88407>

²² 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>

²³ City of San José, Citywide Residential Anti-Displacement Strategy, <https://www.sanjoseca.gov/home/showpublisheddocument/88627/637959126672100000>

²⁴ City of San José COVID-19 Recovery Task Force Report, November 2022, <https://sanjose.legistar.com/View.ashx?M=F&ID=11494873&GUID=7AD5D0AA-CB21-4074-848D-4E50E5AEB9A9>

²⁵ City of San José 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>

²⁶ City of San José Education and Digital Literacy Strategy, <https://sanjose.legistar.com/MeetingDetail.aspx?ID=604595&GUID=A678879F-AAB0-411B-AACC-7448FBA01821&Options=&Search=>

²⁷ City of San José Education Initiative, <https://records.sanjoseca.gov/Resolutions/RES79400.pdf>

²⁸ 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>

²⁹ City of San José, Parks, Recreation and Neighborhood Services Department, Youth Empowerment Alliance Strategic Plan, 2023-2025, <https://www.sanjoseca.gov/home/showpublisheddocument/95719/638151651809830000>

Figure 3: External Partner Mapping: Alignment and Leveraging of Program, Services, Strategic Plans, Initiatives, Evaluation Frameworks, and other Reports.

External Partner Services, Strategic Plans, Initiatives, and Evaluation Frameworks, and other Reports

Conducted Mapping of Partner Services for Children, Youth, and Youth Adults

- County of Santa Clara County
 - Children’s Roadmap to Recovery from COVID-19
 - Community Plan to End Homelessness (San José City Council adopted in August 2020)
 - Children’s Budget
 - Comprehensive Prevention Plan and Family First Prevention Services Act
- State of California and Others
 - California’s Master Plan on Career Education, College and Career Access Pathways (Assembly Bill-368)
 - California’s Master Plan for Kids’ Mental Health, California Health and Human Services Agency and Youth Behavioral Health Initiative.
 - Blue Zones

City of San José System of Care, Integrated and Coordinated Systems Transformation Approach

The second element of the two-prong approach has been the development of a CSJ System of Care. While the key deliverable for the CMO and City staff has been the completion of the CYS Master Plan document, on a parallel process City staff began the design and development of an integrated and coordinated single system of support, a CSJ System of Care. It became apparently clear that the CYS Master Plan document alone would have long-term sustainable impact for our most vulnerable children, families, and communities experience. Throughout the community engagement efforts, City staff and partners heard consistently from families and youth that they would better serve if policy-makers, funders, providers, public entities, and schools could be more integrated and coordinated. Addressing the system barriers, structural racism, root cause, and other complex challenges, requires a collaborative network of policymakers, multidisciplinary providers, public entities, educational leaders, and community members focused on creating and leveraging opportunities for cross-system coordination. No one entity holds the solution.

The CYS Master Plan is uniquely positioned to serve as the vehicle and conduit in bringing families, youth, and community and institutional partners together for transformative systems change that focuses on shifting the current system and strengthening child, youth, family, and neighborhood resiliency. During the next phase of the CYS Master Plan there will be a focus on developing the CSJ System of Care, a safety net of programs, services, and opportunity that are coordinated and woven together with the chief aim of creating cradle to career opportunity pathways – with the aim of economic mobility for those most vulnerable. Staff are working with a consultant to establish a collaborative network of policymakers, multidisciplinary providers, educational leaders, and community members focused on creating and leveraging opportunities for cross-system coordination. This effort will also support PRNS Youth Empowerment Alliance (YEA) staff and partners in achieving a key objective in their strategic plan aimed at reducing youth and community violence. Thus, staff will leverage the work of the PRNS, Youth Empowerment Alliance, the Library, and other departments to enhance and expand the current service delivery system, to include upstream prevention, as well as intervention services and supports, that are in the communities that are disproportionately underserved and marginalized. This will prevent families and

youth from entering the child welfare and juvenile justice system, and instead provide them with the resources, supports, and services, to address their emerging needs (e.g., mental health, housing, food, childcare, etc.), and access opportunities to succeed in school, explore educational/career opportunities, and realize their goals and dreams.

The CSJ System of Care will provide a “no wrong door” entry to a myriad of services and supports, while also identifying and dismantling the system racism, structural barriers, policies, and practices that place children, youth, and young people and their families vulnerable to poor outcomes. This co-design and implementation of the CSJ System of Care will be done in collaboration with County and City departments, school districts, grassroots/community-based organizations, and others within two demonstration sites (pilots). The design of the CSJ System of Care, safety-net, will be grounded on social and racial equity, cultural relevancy, trauma-informed practices, and proven systems change and theoretical frameworks. The two demonstration (pilot) sites will be launched to develop the infrastructure, components, and processes (i.e., intake, screening, referral, evaluation, data collection, etc.) and to assess impact on a smaller scale, before expanding to other vulnerable communities. The two demonstration sites are in East San José, 1) the Poco Way community, with the attachment Mayfair community, in zip code 95116, and 2) Seven Trees community, with the attachment Santee community, in zip codes 95111 and 95122. While these communities have rich history and vibrancy, and immeasurable assets, strengths, and attributes, they are also communities whose residents experience disparities and inequities across many domains, health, life expectancy, income, housing, educational attainment, justice, and welfare systems etc. The demonstration sites were identified in partnership with City of San José PRNS, Youth Empowerment Alliance, Project Hope, and Public Library staff and community stakeholders.

Blue Zones Readiness Assessment and Report

The Children and Youth Services Master Plan, and subsequent work with the two demonstration sites partners will be informed and shaped by the Blue Zones Readiness Assessment and report findings. The Blue Zones Project™ is an internationally recognized well-being improvement initiative designed to achieve better health outcomes, greater equity, lower costs, and new economic opportunities through systems-level changes across an entire city. The comprehensive readiness assessment will be conducted by Blue Zones Project consultants, over a nine-month period, and will provide a data-driven analysis of the City’s well-being and will identify the appropriate next steps to become a Blue Zone Project partner. From the outset, the project will be driven by rigorous research and an equity lens. The Blue Zones Project consultants will align with city-wide initiatives already underway, as well as other programs addressing access to transportation, health services, healthy food, and safe spaces. Additionally, the county’s available health data will inform the assessment to ensure that all efficiencies and insights are captured. The assessment findings will be presented in a comprehensive 150-page report outlining the risks and economic opportunities for a full-scale Blue Zones Project implementation, such as those underway in Ft. Worth, TX, in neighboring Monterey County, CA, and in 70+ diverse communities nationwide. City and County staff in consultation with Blue Zones consultant are in the preliminary stage of developing a timeline for community engagement and the launch of the readiness assessment activities in early Spring 2024.

Accountability, Sustainability, and Reporting

To ensure ongoing accountability, City staff will report annually to the City of San José City Council through the Neighborhood Services and Education Committee (NSE) to share progress on meeting CYS Master Plan goals and to provide opportunity for guidance and input. On a monthly basis, City staff will also report internally to the Neighborhood Services City Service Area team that includes the City Manager's Office, the Library, PRNS, Planning, Building and Code Enforcement (Code Enforcement), Housing, and Public Works (Animal Care and Services). This internal team meeting facilitates inter-department coordination, communication, and follow-up regarding NSE Committee agenda items; and plans and coordinates the implementation of neighborhood services programming as referenced in the City's Roadmap. It also serves to align department workplans and leverage budgets and staff resources to ensure maximum impact. In addition, City staff will report quarterly to the YEA Technical Team, a formalized subcommittee of the YEA Policy Team. The YEA Technical Team membership includes the 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. City staff will share progress on meeting CYS Master Plan goals, particularly on the design and implementation of the CSJ System of Care. The YEA Policy Team will provide input and feedback to ensure services are integrated and coordinated with partner agencies, and guidance in addressing any policy, program, and service barriers and challenges facing children, youth, families, and communities. Furthermore, City staff will develop a reporting structure and cadence with the Education and Library, Senior, Parks and Recreation, and the Youth Commissions to ensure Children and Youth Services Master Plan workplan alignment, and to provide opportunity for youth and community voice in the design and implementation of the System of Care.

Next Steps

Upon City Council's adoption of the Children and Youth Services Master Plan, City staff will develop and launch:

- **City Programs and Services Mapping:** All City children, youth, and family programs and services will be further mapped to the Children and Youth Services Master Plan priority areas and goals.
- **Evaluation Framework:** The City Manager's Office and City staff across departments (PRNS, Library, work2future, etc.), in partnership with Sobrato Philanthropies, County of Santa Clara, and demonstration site partners (community/faith-based organizations, school districts, families, youth, etc.) will develop an evaluation framework, that includes agreed upon performance measures, data collection tools, continuous quality improvement processes.
 - City staff will delve deeper into their respective programs and services to understand their current evaluation tools and processes, and to clearly articulate alignment with each priority area. Staff will also identify any gaps in assessments, performance measures, and data collection processes.
- **Blue Zone Readiness Assessment:** City staff in partnership with Blue Zone and diverse community stakeholders will launch readiness assessment in early Spring 2024.
- **Demonstration/Pilot Sites:** The City Manager's Office and City staff (PRNS, Library, work2future, etc.), in partnership with Sobrato Philanthropies, County of Santa Clara, and demonstration site partners will develop the CSJ System of Care, safety-net of services and opportunity pathways, with a proposed implementation in Fall 2024.
- **Youth and Family Engagement Strategies:** City staff and demonstration site partners will develop youth and family engagement opportunities. The voices and lived-experiences of youth and

families are integral to co-designing and implementing the CSJ System of Care. This ensures that their needs and vision are considered in all aspects of the work. Equally important to this process is that families and youth have choice in determining the services and post-secondary (educational/college) and career pathways that are best for them.

- **Convene Implementation Team:** City staff will develop an implementation advisory team representing diverse community stakeholders (County of Santa Clara, community/faith-based organizations, school districts, families, youth, etc.) in co-designing and implementing the CSJ System of Care in the identified demonstration sites. The implementation team will include accountability and reporting structures and process to ensure continuous quality improvement.
- **Sustainability Strategies:** The City Manager's Office and City staff in partnership with demonstration site partners will identify potential opportunities (philanthropy, private sector, County, state, etc.) to leverage funding, services, and resources to ensure long-term sustainability of CSJ System of Care and Children and Youth Services Master Plan efforts.
- **Reporting Structure/Process:** To ensure accountability and continuous quality improvement, City staff will develop a regular reporting structure, cadence, and process with the Neighborhood Services and Education Committee, Neighborhood Services City Service Area, YEA Policy Team, and the Education and Library, Senior, Parks and Recreation, and the Youth Commissions.

EVALUATION AND FOLLOW-UP

Evaluation and data-driven decision making are integral to the design and implementation of the Children and Youth Services Master Plan. City staff across departments and with collaborative partners will design the evaluation framework, with more defined performance measures and data collection processes and reporting structures and will be the subject of future reports to the Neighborhood Services and Education Committee.

CLIMATE SMART SAN JOSE

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

This memorandum will be posted on the City's website for the February 8, 2024, Neighborhood Services and Education Committee meeting.

COORDINATION

This report has been coordinated with the City Manager's Office, City Attorney's Office, Parks Recreation and Neighborhood Services Department, and Public Library.

COMMISSION RECOMMENDATION/INPUT

Throughout the design of the Children and Youth Services Master Plan, City staff provided a status report, and opportunities for guidance and input, to the Youth Commission, Senior Commission, Parks and Recreation Commission, and Education and Library Commission throughout fiscal year 2022-2023, and will provide additional updates in Spring of 2024.

CEQA

Not a Project: PP17-008 - General Procedure & Policy Making resulting in no changes to the physical environment.

COORDINATION

As directed by City Council, the City Manager's Office in collaboration with the Library, PRNS, Housing, OED/work2future, ORE, and with parents/caregivers, youth/young adults, educational leaders, community-based organizations, County of Santa Clara departments, and community stakeholders have and will continue to be engaged throughout the design and development of the Children and Youth Services Master Plan. City staff will present the Children and Youth Services Master Plan at a future City Council in 2024 for full adoption.

/s/

LAURA BUZO

Assistant to the City Manager

For questions, please contact Laura Buzo, Assistant to the City Manager, in the City Manager's Office, at laura.buzo@sanjoseca.gov.

ATTACHMENTS

- Attachment A: Children and Youth Services Master Plan Draft
- Attachment B: Visual Children and Youth Services Master Plan
- Attachment C: Community Voice Report, Children and Youth Services Master Plan