Attachment A

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

**DRAFT DOCUMENT UNTIL ADOPTED
BY CITY COUNCIL**

Temporary Cover

CITY OF SAN JOSÉ
CHILDREN AND YOUTH
SERVICES MASTER PLAN
2024 - 2027

Contents

Letter to the Community

The Children and Youth Services Master Plan (CYS Master Plan) for the City of San José (San José/City) is a strategic roadmap. It guides policy, practices, investments, and strategic actions to create and expand opportunity pathways, from cradle to career. The vision of the CYS Master Plan 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. When our young people thrive, our entire City thrives.

While we celebrate San José's recent recognition by the U.S. World News & Report as the second-best place to live for families in the United States (U.S.), it is critically important that we not lose sight of the many children, youth, and young adults in our community whose experiences are quite different from that reality. There are many who continue to experience inequitable conditions, and barriers that lead to poorer health and low achievement outcomes. Our youngest residents are our most valuable resource with many assets, talents, attributes, and dreams to contribute if provided the support and opportunities to do so. The establishment and sustainability of this support and opportunity requires all elected officials and local decision makers, community-based and grassroots organizations, education leaders, service providers, faith-based organizations and partners, private and public sector organizations, and philanthropists to work collectively with a focus on families and youth at the center.

We must learn from the past, remedy systemic inequities and disparities, and 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 the city. We know the City of San José is up to the challenge and opportunity!

The City of San José, situated at the epicenter of Silicon Valley that drives innovation and creativity worldwide, has consistently embraced the opportunity to take on daring measures. Measures include strengthening our community's resilience, leadership, self-sufficiency, and capacity. This commitment is evident through many innovative initiatives, strategies, practices, policies, and approaches, such as the Youth Empowerment Alliance (previously the Mayor's Gang Prevention Task Force), the Education and Digital Literacy Strategy, San José Works, the creation of the Office of Racial Equity, and launch of Resilience Corps.

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. We understand that improved short-term and long-term outcomes for our children, youth, and young adults have far greater impact and bring immeasurable benefit to the vibrancy, economy, well-being, and future for all who live, work, visit, invest, and conduct business in San José.

While the CYS Master Plan provides the strategic framework for collective progress; it does not provide or possess all the answers or solutions that will be needed. The City invites community members and partners alike to join on this journey, a journey that requires long-term investments and commitments of time and resources; a journey that will discover and develop the answers and solutions needed to best fit the needs of the city's children, youth, and young adults. Implementation of the strategic framework and priorities outlined calls for authentic dialogue, collaboration, and a willingness to scrutinize and adapt our current systems to serve our community effectively and in innovative and new ways. No single system or entity can accomplish this alone. It is only through courageous collective action that we can foster nurturing, supportive, equitable, just, and inclusive environments where every San José child, youth, and young person can thrive and flourish.

Signature Block

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, and alignment of programs to create pathways and opportunities toward improved 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 is critical to this approach, from design to delivery of services and support. Through authentic partnership and community engagement, the CYS Master Plan further services as a roadmap to support the City and its partners in work to intentionally address and to dismantle racial inequities and structural barriers, enhance cross-system coordination, and establish and leverage pathways for success and improved health and wellness, from cradle to career.

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 nearly 3,000 individuals representing all sectors of the community, including families, children, youth, and young adults. The analyses of community feedback, paired with a review of secondary data and community reports, identified seven priority areas. The priority areas provide strategic areas for where City and partner work can best focus to ensure greatest community impact and improved health and achievement outcomes.

Children and Youth Services Master Plan

Vision: 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.

Unifying Purpose: Create and expand opportunity pathways and supports, 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.

Priority Areas:
- o Early Learning and Child Care
- o Health and Mental Wellness
- o Housing Access and Security
- o Learning and Empowerment
- o Meaningful and Sustaining Jobs
- o Safe, Clean, and Connected Communities
- o Systems Transformation: City of San José System of Care "Safety-Net"

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 and an establishment of a strong foundation from which work can most effectively move forward, San José also commits to a system of care transformation that will support 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 access to and delivery of City programs and services, and to the broader network of providers, 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 and 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 through efforts to unify and leverage the valuable work already underway throughout San José and Santa Clara County.

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

ADDING INTO Executive Summary during final design: A visual summary of Vision, Unifying Purpose, Strategic Priority Areas, Goals, Objectives & Measures, and Expected Outcomes.

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 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.[i] This cultural and population diversity, as well as the city resources and assets it contributes, garnered San José recognition as the second-best place to raise a family in the country by the U.S. News & World Report in their list of Best Places to Live for Families in the U.S. in August 2023.[ii]

While the City celebrates this recognition, it is important to acknowledge that many children, youth, young adults, and their families in San José 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 special needs (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

San José is the most populous city in Santa Clara County with almost one million residents and accounts for 52% of the children, youth, and young adult population of the county with an estimated 291,778 residents ages 24 and under.[iii]

Child, Youth, Young Adult Population by Race
(ACS 2021 1-Yr Estimates)
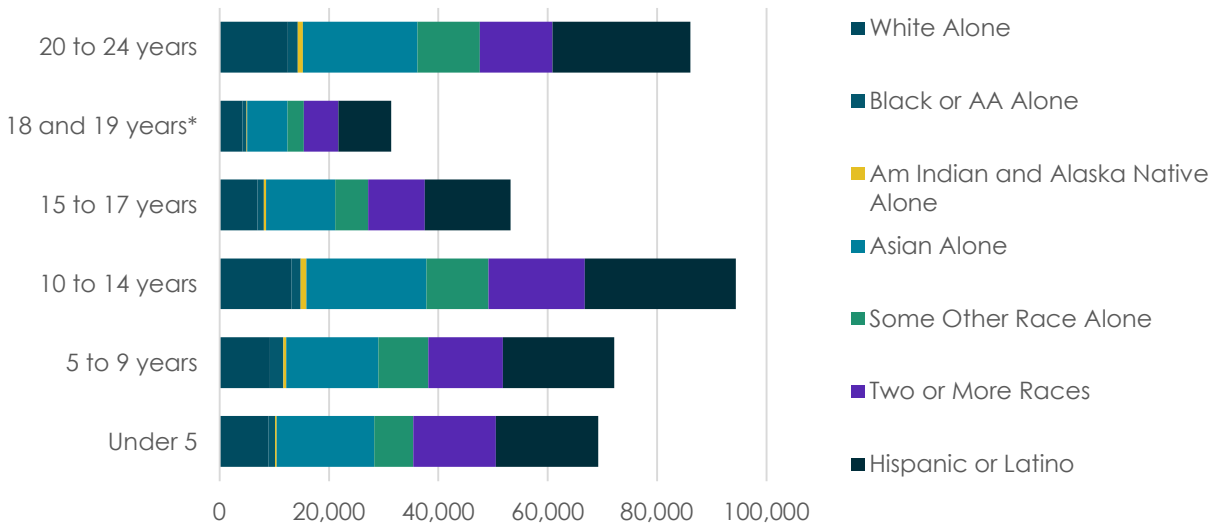
While San José is one of the wealthiest cities in the country, many families are struggling financially in the region. 8.2% of San José residents under the age of 18 are below the federal poverty level, compared to 7.4% of the overall population of the city. For families with children under the age of 18, 6.5% live below the poverty level. This compares to 5.1% of families in the county overall.[iv]

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

	Total # Of Families with Children	% 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 outcome disparities and challenges outlined throughout this plan are not new, the COVID-19 pandemic amplified many of them and further widened gaps in outcomes for the well-being of many children, youth, young adults, and their families. Although the pandemic impacted millions of families across the country, state, and 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. In alignment, the highest number of COVID-19 cases were concentrated in and negatively impacted certain zip codes in East and Central 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.[v]

In addition to the disparate negative health outcomes and fatalities experienced due to COVID-19, there were also inequitable impacts to specific employment industries, educational settings, and overall well-being. 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 Valley businesses, professionals, and office workers were able to retain their employment by working remotely. 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.[vi] As a result, students and young people have experienced greater periods of social isolation and loneliness and the negative impacts linked to both.[vii] 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. Further, "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."[viii]

Post-pandemic, schools have found it particularly challenging to return to normalcy for students, educators, and parents. 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) 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-poverty and high-poverty elementary schools grew significantly—by approximately 20% in math and 15% in reading, primarily during the 2020-21 school year.[ix] 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.

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%).[x] 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 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)."[xi] 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 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 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 this improvement in quality of life and health outcomes has been inequitably experienced for some community groups including communities of color, recent immigrants, individuals living with special needs and

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 CYS 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 community indicators and community 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 and 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 city for all residents, from cradle to career, begins here.**

Tomorrow's Leaders, 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, educational, 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 launched **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 unveiled 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 across the city. 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 before the pandemic period that showed declines in the physical, mental, social-emotional, and overall health and well-being of children, youth, and young adults within the City and Nationally.

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.

Further, the CYS Master Plan is intended to communicate the City's commitment to investing in collective community efforts and intentional partnerships with all stakeholders (public and private providers and 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 city 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.**

The Children and Youth Services Master Plan

The City of San José is committed to providing backbone support to the CYS Master Plan and to being the convener to bring together 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 more equitable local systems; 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 acknowledges that merely investing in services is inadequate, especially when there is insufficient coordination among partners. This approach falls short of effectively meeting the needs of children and youth, and their families and community. Integrated and coordinated strategies to provide access to, and deliver services, a service delivery approach, is essential and an important part of forward planning. However, 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 service delivery, 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.

Through the recognition that the conditions and environments in which young people develop and grow are dynamic and everchanging, the CYS Master Plan will continue to 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 and Unifying Purpose

Vision: 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.

Purpose: Create and expand opportunity pathways and supports, 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.

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, community-based organizations, educational institutions, businesses, philanthropy, and private sector entities. 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, as well as ensure alignment with the strategic direction of the CYS Master Plan:

- **City of San José**
  - Bill of Rights for Children and Young Adults,[xii] and Audit Report from the City Auditor's Office[xiii]
  - City Council Focus Areas and Scorecard[xiv]
  - COVID-19 Recovery Task Force (Recovery Task Force)[xv]
  - Draft 2023 - 2031 Housing Element[xvi]
  - Education and Digital Literacy Strategy[xvii]
  - Education Initiative (Education Policy 0-30)[xviii]
  - Envision San José 2040 General Plan[xix]
  - Implementation Plan to the Santa Clara County Community Plan to End Homelessness 2020-2025 (San José City Council adopted January 2024)[xx,xxi]
  - Racial Equity Impact Analysis (REIA)[xxii] and San José for All[xxiii]
  - Citywide Residential Anti-Displacement Strategic Plan[xxiv]
  - Youth Empowerment Alliance Strategic Plan[xxv]
- **County of Santa Clara**
  - Children's Road to Recovery from COVID-19[xxvi]
  - Community Plan to End Homelessness (San José City Council adopted in August 2020)[xxvii]
  - Children's Budget[xxviii]
  - 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)[xxix]
  - California's Master Plan for Kids Mental Health, California Health and Human Services Agency and Youth Behavioral Health Initiative.[xxx]
  - Blue Zones

City of San José, City Council Focus Areas and Scorecard
The purpose of the City Council Focus Areas is 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:
- o Increasing Community Safety.
- o Reducing Unsheltered Homelessness.
- o Cleaning Up Our Neighborhoods.
- o 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.

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

Development Process and Stages
The process for the development of the CYS Master Plan comprised 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 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:

- o **_Executive Committee_** – Comprising City department directors and leads.
- o **_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.
- o **_City of San José (CSJ) Technical and Operations Team_** – Comprising City staff in consultation with County of Santa Clara departments and external partners.
- o **_Parent & Caregiver Advisory_** – Comprising a diverse representation of San José parents and caregivers.
- o **_City of San José Youth Commission_** – Comprising appointed Youth Commission members.
- o **_Youth Advisory_** – Comprising a diverse representation of San José youth and young people from marginalized and/or under resources 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 3,004 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 and surveys. 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 special needs and developmental 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—identified 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 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 core foundational values of accessibility & inclusion for all youth, cross-sector collaboration, investment and accountability, equity, outcome and result-driven, and youth and community voice driven. As such, defining these values became important to the process. The strategic priority areas and guiding 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.

Guiding Values	Strategic Priority Areas
Accessibility and Inclusion for All Youth *Cross-Sector Collaboration, Investment and Accountability* *Equity* *Outcome and Result-Driven* *Youth and Community Voice Driven*	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 Areas, Community Themes

- **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; including access to basic life necessities.
- **Learning and Empowerment**
  Access to resources, support, and opportunities to realize educational goals and to pursue learning and empowerment opportunities.
- **Meaningful and Sustaining Jobs**
  Opportunities to explore 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**
  Access to 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**
  A recognized 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.

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 special needs and physical or developmental 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 account for 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 and 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, work 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, immigration status, and familial 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 determent to themselves, their families, and community.

Outcome and Result-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's 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 partnership 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.

Strategic Priority Area, Goals and Action Plans

An action plan has been established for each 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 determine 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 Cara'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 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 strategic priority area action plan is presented in the following format and is included in the next section along with key community indicators.

Children and Youth Services Master Plan Master Plan – Action Plans Format

Priority Area:		
Goal:		
Expected Outcome:		
Objectives	Long-Term Strategies (By June 2027)	City Depts / Partners*
Community Recommended Strategies (By June 2026)		
Community Indicators and Performance Measurements		
Children & Young Adult Bill of Rights Alignment		

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.[xxxi] 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."[xxxii]

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 **system of care and integrated service delivery system ("no wrong door service delivery model"**) and evaluation and measurement efforts to ensure improved outcomes, equity, and increased access to services and opportunities for children, youth, and young adults in the city of San José.

Children and Youth Services Master Plan Priority Area Key Indicators and Action Plans

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.[xxxiii] Consistent and reliable child care also allows families the opportunity to enter and retain full-time employment which 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.[xxxiv] In San José there are 19,240 children ages 0-2 years for which there are no available child care slots.[xxxv] 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.[xxxvi] 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 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.[xxxvii] 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;[xxxviii] 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 (i.e. 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.[xxxix]

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.[xl] 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.[xli] 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%)."[xlii]

To make safe, quality, affordable child care available to all families in San Jose, a comprehensive 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.[xliii]

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 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 Jose.

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%.[xliv] 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.[xlv] 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%).[xlvi] Among people 15-19 years old, suicide is the second most common cause of death.[xlvii] 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.[xlviii] 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.[xlix]

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 in the county 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."[l] 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).

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 community 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 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.**

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 $1.6M in San José, and median monthly rent is $2,729.[li] 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.[lii] The median household income in San José is a little over $125,000.[liii] 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.[liv] 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.[lv] 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 fire fighter and police officer approximately $116,000-$135,600.[lvi] 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.[lvii]

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.[lviii] 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.[lix]

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. 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.[lx] 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).[lxi] In particular, 30% of LGBTQ youth experience homelessness.[lxii] 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.[lxiii]

As housing costs rise, families are displaced from their communities in order 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.[lxiv] 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.[lxv]

In the 2022-23 school year, 6,787 students qualified for McKinney-Vento[lxvi] services in Santa Clara County. Approximately 3,775 of those were students in San José city schools representing 3.3% of the students in San Jose 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.

Table X. Students Experiencing Housing Insecurity or Homelessness by Race

	Black	American Indian or Alaska Native	Asian	Filipino	Latino/a/x	Pacific Islander	White	Two+ Races
% of overall San Jose student	1.8%	0.2%	27.8%	4.1%	48.9%	0.4%	11.7%	0.3%

Population								
% 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.[lxvii] 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.[lxviii] 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 since the onset of the COVID-19 pandemic; they currently serve an average of 500,000 people a day.[lxix]

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.[lxx] 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.[lxxi] 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.[lxxii] 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%.[lxxiii] 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.[lxxiv]

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.[lxxv] 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.[lxxvi] 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.[lxxvii] 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.[lxxviii]

A student's educational experience and success are closely associated with their families' socioeconomic background.[lxxix] 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. To ensure that all students receive timely remediation and support services, along with the appropriate assessments and evaluations to account for learning differences, special needs, and developmental disabilities, a safety net of resources and services are needed for students on campus as well as in the community.

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.[lxxx] For students in K-12 special education, the most common disabilities were specific learning disabilities (38%), speech or language impairments (21%), and autism (17%).[lxxxi] 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.[lxxxii] 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.[lxxxiii] Furthering this vulnerability, data shows that a suspension triples a young person's risk for juvenile justice involvement.[lxxxiv] The County of Santa Clara Probation Department found that of the 582 (477 males and 105 females) youth actively supervised in 2021:[lxxxv]

- o 36% of males and 37% of females reported needing assistance and support to succeed in school.
- o 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.[lxxxvi] Thirty-three percent of enrolled students are socio-economically disadvantaged and 22% are English Language Learners.[lxxxvii] 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.[lxxxviii] Despite the decline of student enrollment, the Latino/x student population continues to grow across many school districts serving San José children.[lxxxix] There are a number of contributing factors for the decline of enrollment, however the primary reasons are the exodus of families due to high cost of housing and cost of living, and declining births.[xc][xci] 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.[xcii] 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.[xciii] The decreasing child population will change the diversity of the city as well as reduce the future workforce pool.

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 workforce. 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.[xciv] 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.[xcv] 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).[xcvi] In 2020, a notable discrepancy emerged in 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%).[xcvii] 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.[xcviii]

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.[xcix] 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.[c] 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.[ci] 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.[cii]

Employment for young people that identify as Transgender, Nonbinary, and Gender Expansive (TGNB) is also an area of concern, as noted by the County of Santa Clara, Office of LGBTQ Affairs In a 2022 report. 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.[ciii] 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.[civ]

While a global workforce can enhance creativity, adaptability, and competitiveness, the underrepresentation 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.

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 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.
Objectives
- Improve access to post-secondary and technical education, work force 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."[cv]

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.[cvi] 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 varying experiences from neighborhood to neighborhood were starkly portrayed.[cvii]

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 special needs are also impacted by the quality of their neighborhoods. Parents and caregivers of youth with developmental disabilities and special needs expressed the desire for increased accessibility to public transportation, parks, and appropriate recreational programming.[cviii]

"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."[cix]

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

Neighborhood Segregation

Even today, 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.[cx] 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."[cxi] 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.[cxii] 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 x) 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.[cxiii] 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.[cxiv] 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."

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

Given the disparate historical and intergenerational conditions, 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.[cxv]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.[cxvi] [cxvii]

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."[cxviii]

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 strengthening their community, in safe, clean, vibrant, and inclusive neighborhoods.
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.*

Systems Transformation, City of San José System of Care

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 leaving many families underserved or creating barriers for families to access or participate in services and support. 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).

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's System of Care, which will be tailored to the needs of each community and neighborhood within the city. The City's 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."[cxix]

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 the systems of care transformation and development of the "no wrong door service delivery model", the City is co-designing and launching two community demonstration sites, in partnership with a cross-sector of entities (City, County, community-based organizations, faith-

based organizations and partners, 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 replicated in other communities and neighborhoods experiencing similar challenges and barriers across the city.

The system of care transformation, development of the "no wrong door service delivery model", and co-design of the initial demonstration sites will be realized through a multi-phased, collective approach across partners 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.

Priority Area: Systems Transformation, City of San José System of Care
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 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.
Objectives
- Engage diverse community members in every decision-making point to develop 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]
  In this phase, 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]

In this phase, an established team creates the infrastructure and allocates or repurposes resources to support the implementation of the CSJ System of Care infrastructure, practices, or programs. Resources include staffing, training, funding, evaluation systems, and coaching.

- **Phase III: Initial Implementation** [August 2024 - July 2026]
  In this phase, demonstration sites begin "prototyping", the focus is on continuous 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]
  In this phase, the CSJ System of Care is fully implemented and sustained with the support of system leaders, partners, and community. Sustainability is also dependent on the support of regular and ongoing evaluation. This evaluation will allow the City and partners to ensure the system remains responsive and effective to community need over time.

Figure 1. San José System of Care: Phase of Design and Implementation
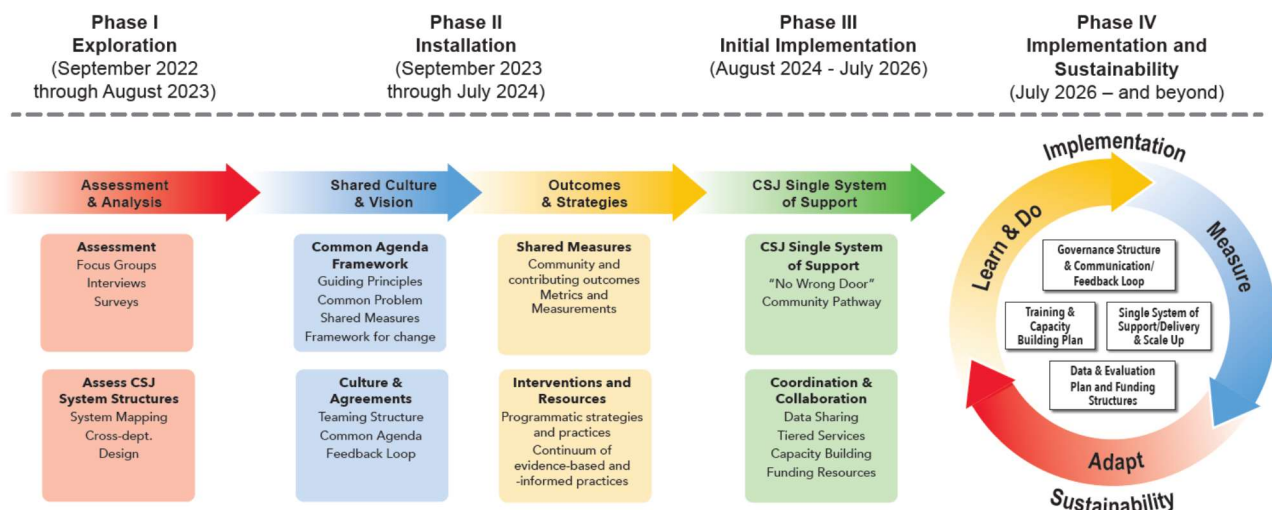
This *collective process* supports cross-sector partners in achieving the deliverables and objectives through developing a sustainable roadmap of capacity building, coaching, and technical assistance. The collective process, as displayed in *Figure 1* above, includes the following four components:
  o **Assessment and Analysis:** An assessment of community needs and a review of current infrastructures, existing data, initiatives, services, and programs to identify issues and generate potential solutions to needs and priorities.
  o **Shared Culture and Vision:** Stakeholders will build a shared culture, infrastructure, and process that will endure and make a lasting impact. A shared vision creates a sense of community and, along with culture, is a core enabling factor for success.
  o **Outcomes and Strategies (A Monitoring and Evaluation Framework):** Stakeholders will develop a monitoring and evaluation framework to ensure

cross-sector accountability and a continuous quality improvement process. Findings from this process informs stakeholders in help prioritizing issues that surface during the assessment and analysis phase. Specifically, two sets of criteria will be implemented. One for identifying the "North Star" community and identification of outcomes that all partners will commit to for aligned efforts to achieve the intended impacts. The other is to determine strategies and interventions likely to be most effective in establishing the CSJ System of Care.

- o **Single System of Support (CSJ System of Care):** All stakeholders will align support and services to family needs and community partnerships by co-designing and implementing a "no wrong door service delivery model" grounded in prevention.
- o **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.*

Phase I: System of Care Exploration

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:
- o Mapping of services, programs, and initiatives across the Life Course Framework.
- o Tiered services of current services, programs, and initiatives.
- o Mapping current department "Client's Journey", process of service delivery.
- o 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:

- o Early Learning: Programs and services for children, birth through age five, and their parents and caregivers.
- o 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.)
- o 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.[cxx] 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. 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."

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.[cxxi]

Project Hope Phased Approach to Establish a Neighborhood Association

| Planning | Community Mobilization | Community Capacity Building | Project Implementation | Sustainability |

Youth Empowerment Alliance: Priority Neighborhood*	

Central Division:
   1. Five Wounds/Olinder
   2. Jeanne Avenue
   3. Julian Street
   4. Roosevelt Park
 Foothill Division:
   5. Capital Park
   6. Mayfair
   7. Overfelt Area
   8. Poco Way
   9. Plata Arroyo
   10. Valley Palm and San José Apartments
	Western Division:
	   11. Cadillac/Winchester
	   12. Meadows
	   13. Santee/Phelan/Owsley Area
	   14. Washington
	 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.[cxxii] 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 summer and fall of 2023 with City and County staff, community-based organizations, school districts, and other community stakeholders through the creation of a Collective Impact Network (CIN).

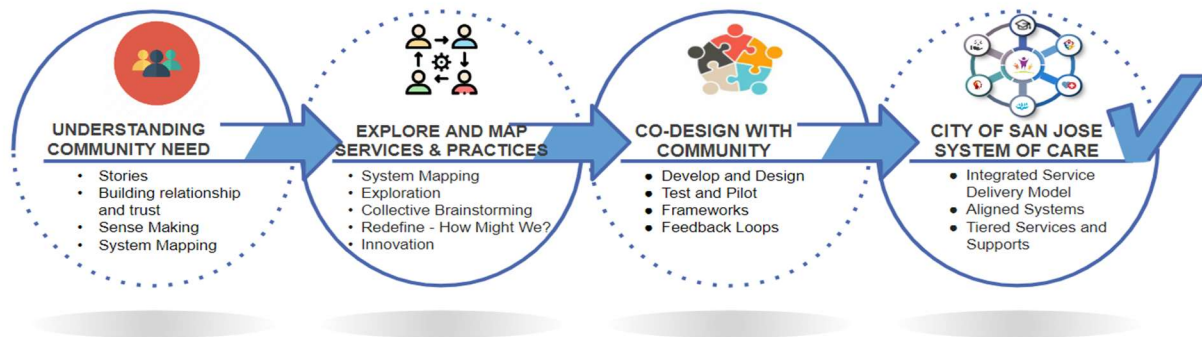## Phase II: System of Care Transformation & Installation

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. The two essential elements of the Life Course Framework, shifting the current ecosystem by *changing conditions and removing barriers through policy and systems change*, and a more comprehensive understanding of the complexity of what systemic practices and processes are needed to "shift the conditions that are holding the problem in place."

During this phase, the CYS Master Plan CIN, composed of representatives from the City, County, school districts, community and faith-based organizations and other community stakeholders, will begin to develop a CSJ System of Care using systems change theoretical frameworks, best practices, and processes in the two identified demonstration sites, mentioned previously.

The CIN was launched September 2023 to begin phase II. The Collective worked on the process of establishing a Shared Culture and Vision, solidifying Outcomes and Strategies, and co-designing the "no wrong door service delivery model".

Community-Centered Design

UNDERSTANDING COMMUNITY NEED
- Stories
- Building relationship and trust
- Sense Making
- System Mapping

EXPLORE AND MAP SERVICES & PRACTICES
- System Mapping
- Exploration
- Collective Brainstorming
- Redefine - How Might We?
- Innovation

CO-DESIGN WITH COMMUNITY
- Develop and Design
- Test and Pilot
- Frameworks
- Feedback Loops

CITY OF SAN JOSE SYSTEM OF CARE
- Integrated Service Delivery Model
- Aligned Systems
- Tiered Services and Supports

Establish a Shared Culture and Vision

To ensure that prevention efforts in the City are integrated and leveraged, CIN will develop a Common Agenda Framework that will establish *guiding principles and agreements, common problem definition, shared measures, a framework for change, and a plan for learning.* The common agenda will bring the collective together to install a shared vision and establish shared culture, infrastructure, and processes with communication feedback loops that are sustainable and that will make an impact. The CIN 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
- o **Guiding Principles:** Agreed upon values that will guide the group in making decisions and how the group is going to work overall.
- o **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.
- o **Goal (Shared Measures):** A measurable, population level goal that will demonstrate how success is defined.
- o **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.
- o **Plan for Learning (Continuous Improvement - Evaluation Plan):** A plan for defining how progress will happen, be tracked, and how learning will be integrated into each step.

Teaming Structure and Communication Feedback Loops

A teaming structure will be co-designed and established with the CIN, which will allow the City of San José 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.
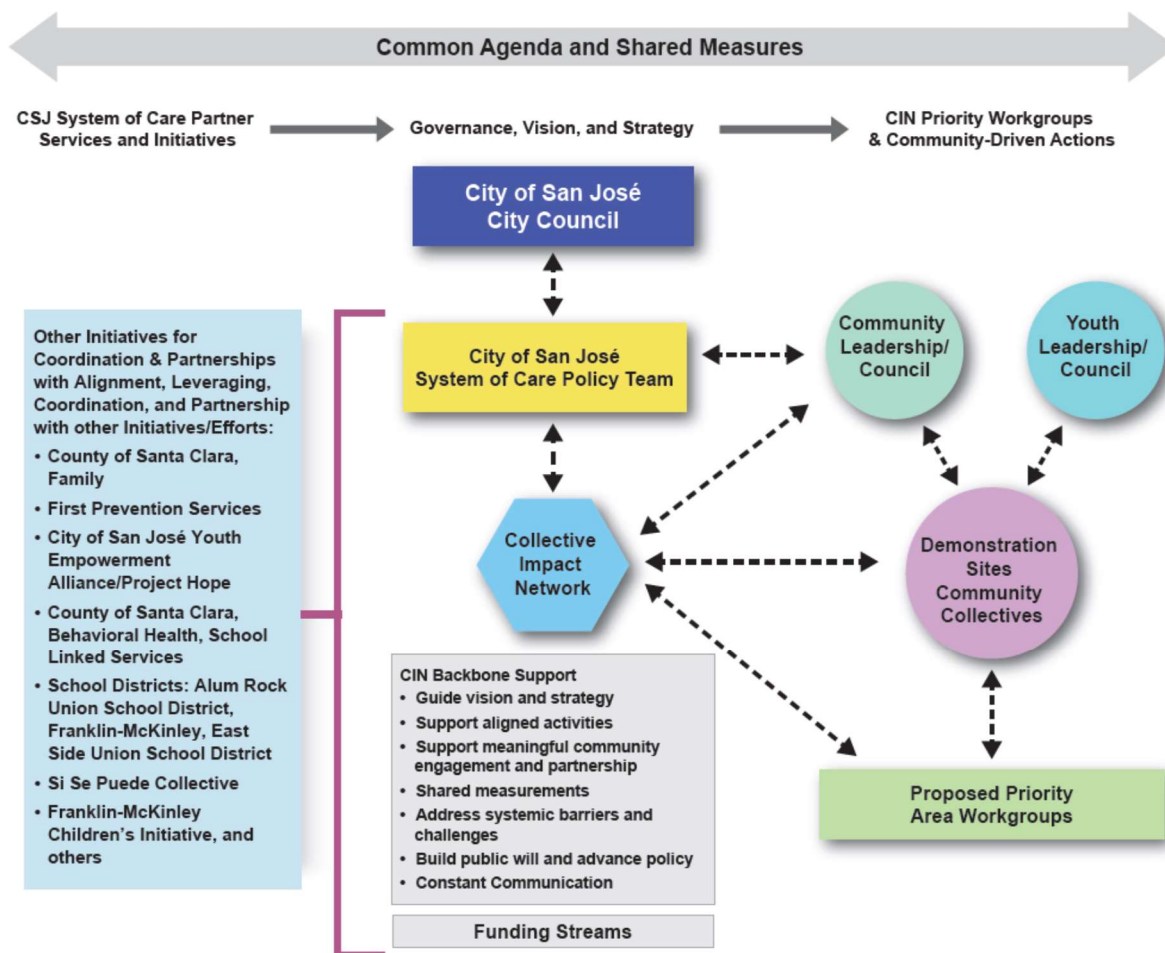
Integrated teaming structures within the demonstration sites will include school districts, City and County departments and representatives of all stakeholders including community members, community-based organizations, and system partners. The CIN will implement this leadership teaming structure, as well as a communication feedback loop and process to support the work of the CSJ System of Care. The CIN 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 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.

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 further support accountability and a focus on continuous quality improvement, the following communication feedback loops will be integrated into CYS Master Plan work and updates:
- 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 YEA Technical Team, a formalized subcommittee of the YEA Policy Team. The YEA 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.

Common Agenda and Shared Measures

CSJ System of Care Partner Services and Initiatives → Governance, Vision, and Strategy → CIN Priority Workgroups & Community-Driven Actions

City of San José City Council

City of San José System of Care Policy Team

Community Leadership/ Council

Youth Leadership/ Council

Collective Impact Network

Demonstration Sites Community Collectives

Other Initiatives for Coordination & Partnerships with Alignment, Leveraging, Coordination, and Partnership with other Initiatives/Efforts:
- County of Santa Clara, Family
- First Prevention Services
- City of San José Youth Empowerment Alliance/Project Hope
- County of Santa Clara, Behavioral Health, School Linked Services
- School Districts: Alum Rock Union School District, Franklin-McKinley, East Side Union School District
- Si Se Puede Collective
- Franklin-McKinley Children's Initiative, and others

CIN Backbone Support
- Guide vision and strategy
- Support aligned activities
- Support meaningful community engagement and partnership
- Shared measurements
- Address systemic barriers and challenges
- Build public will and advance policy
- Constant Communication

Funding Streams

Proposed Priority Area Workgroups

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 Collective Impact Network will identify the "North Stars" through a facilitated process of identifying community and contributing outcomes based on the needs that surfaced during the assessment and analysis phase. The community and contributing outcomes will serve as the first steps to establishing shared measures and supporting data collection to then measure results and outcomes across all partners to better promote alignment and accountability.

In February 2024, after the community and contributing outcomes are identified, the CYS Master Plan Priority Workgroups will be established and begin the process to determine within each priority area a) shared metrics and b) shared measurements.

1. Shared metrics will be identified to track what will be used to assess progress.
2. Shared measurements of the same techniques or processes that will require all partners to employ the same techniques for gathering, analyzing, and reporting data.

Strategies
Through June 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 monitoring and evaluation framework will include the continuous and systematic collection and analysis of information (data) and progress in achieving stated goals and objectives.

Data evaluation and continuous improvement is essential to the CSJ System of Care, as it is a process that draws together multiple sources of data to inform decisions. The CSJ System of Care outcomes will measure implementation of systemic conditions of system change and programmatic outcome indicators to ensure children, youth and families' pathways achieve sustainable, positive life outcomes.

As one of the goals of the CSJ System of Care is to be a process for continuous improvement of this collective impact effort, it is evident to develop a plan for learning through this evaluation plan. The need for a problem-solving approach is centered on continuous inquiry and learning accelerating assessing ways to improve. Capacity building of tools and practices of a problem-solving approach will be provided across the CSJ System of Care teaming structure to support alignment of ongoing analysis of data, which involves prompting shared observations about the data, identifying strengths, and generating opportunities that could leverage strengths in meaningful ways. Integrating cycles of inquiry will install systemic practices for continuous improvement prompting meaningful conversations about the current state of the system that leads to decisions about priorities for change.

As described above, to ensure community voice and lived experience are incorporated in all aspects of design, including evaluation and data collection, the CIN and the Priority Workgroups will determine community and contributing outcomes, shared metrics, and shared measurements to assess children, youth, and families'

pathways to achieve sustainable, positive life outcomes. To ensure progress in achieving CSJ System of Care goals and outcomes, the created evaluation plan will include processes and tools to monitor progress, identify and track indicators for positive outcomes, identify and prioritize impactful policy updates and changes, and establish clear feedback loops to support continuous quality improvement efforts.
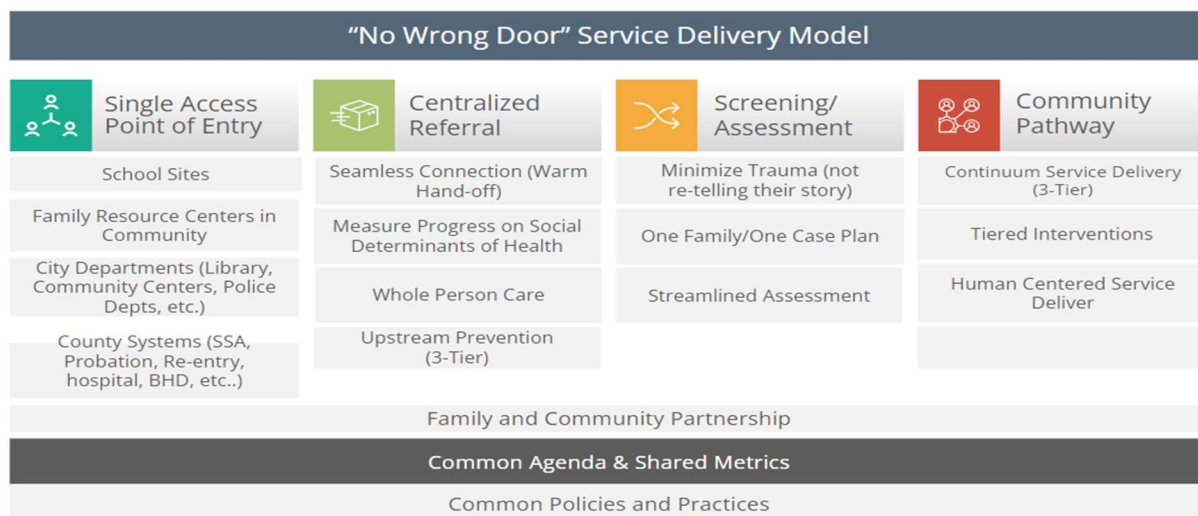
Co-Design the "No Wrong Door Service Delivery Model"
Continuing to use the human centered design approach will include the development of a "no wrong door service delivery model," using the County's Children and Youth System of Care Family First Prevention Services Community Pathway structure as a model in the two demonstration sites. The CIN partners will develop a strategic plan establishing ad-hoc teams to co-design the no wrong door service delivery model.

From February through June 2024, ad-hoc teams will co-design the no wrong door service delivery model by sharing current practices and processes established and implemented as well as elevate system barriers and challenges. Essential components of the no wrong door service delivery model to be co-designed include but may not be limited to the following:
   o Outreach (broad scale, ongoing, and culturally relevant)
   o Centralized referral process/system
   o Assessment/screening
   o Functional eligibility
   o Single access point of entry
   o Community Pathways/continuum of service delivery
   o Mutually reinforcing activities/interventions
   o Common policies and practices
   o Shared measurements of success/learning

City of San Jose - System of Care

"No Wrong Door" Service Delivery Model			
Single Access Point of Entry	**Centralized Referral**	**Screening/ Assessment**	**Community Pathway**
School Sites	Seamless Connection (Warm Hand-off)	Minimize Trauma (not re-telling their story)	Continuum Service Delivery (3-Tier)
Family Resource Centers in Community	Measure Progress on Social Determinants of Health	One Family/One Case Plan	Tiered Interventions
City Departments (Library, Community Centers, Police Depts, etc.)	Whole Person Care	Streamlined Assessment	Human Centered Service Deliver
County Systems (SSA, Probation, Re-entry, hospital, BHD, etc..)	Upstream Prevention (3-Tier)		
Family and Community Partnership			
Common Agenda & Shared Metrics			
Common Policies and Practices			

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. Therefore, on a parallel process, the City, under the leadership of Library staff, will continue to take strategic action to:

- o Enhance coordination efforts across City departments and identify opportunities for collaboration and program improvement.
- o Co-design a College and Career Supportive Strategy/Framework with residents who have lived experience navigating the education and workforce systems.
- o Continue to provide direct services to the community through programs connected to the College and Career Readiness (CCR) Logic Model; and,
- o 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:

- o Continue to expand the Library's partnership with work2future to provide individualized career services at Library branches serving under-resourced communities.
- o Collaborate with Family Learning Center Literacy Specialists to reach the Library's most vulnerable customers.
- o Identify additional partnerships and services based on equity data and community needs.
- o Provide more opportunities for program participants to connect and build networks.
- o Create a landscape map and aligned tools to help community partners, Library staff, and residents navigate the complex workforce development system within our 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 to ensure continuous quality improvement.

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: System of Care Initial Implementation

Phase III is the initial implementation of the co-designed CSJ System of Care within the demonstration sites alongside community, city, and county partners.

From August - October 2024, the community collectives in the demonstration site areas will begin their planning process across partners to integrate elements of the CSJ System of Care and "no wrong door service delivery model," establishing a capacity building and implementation plan. In November 2024, the City of San José will begin the initial implementation of the CSJ System of Care and "no wrong door service delivery model". The demonstration sites will be closely monitored and supported to better understand lessons learned and experiences informing any changes to practices, processes, training and coaching plans, and evaluation tools. Essential to this process is implementing the feedback loop, as previously described. The initial implementation of the feedback loop within the CSJ System of Care teaming structure will allow for systemic communication, implementing evidence-based practices, evaluating, and sharing data ensuring that milestones and outcomes are being reached as intended. During this initial implementation phase, data evaluation and continuous improvement is essential as it is a process to inform decisions such as needs for professional development, coaching and evaluation structures to support a sustained CSJ System of Care in communities across the City of San José.

In this phase, and 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: System of Care – Full Implementation and Sustainability

Phase IV is the full implementation of the CSJ System of Care when "new" ways of work are solidified with a) formal teaming structures and feedback loops in place, b) effective and efficient processes and procedures, and c) high quality services provided with flexible resources allocated. The CIN will continue to be guided by the common agenda developed together and refined as needed. According to the National Implementation Research Network (NIRN), full implementation is reached when 50% or more of the partners implement the CSJ System of Care as intended (i.e., with fidelity) and desired outcomes are achieved without the necessary support. Structures in place will assist in sustainability by prioritizing the initiative with a focus on continuous improvement and data evaluation. The teams will continue to conduct data reviews and adjust policies as needed to ensure implementation improves across the communities and that the system of care remains effective and responsive to changing community and neighborhood needs. During this phase, paying close attention to processes, practices, and data reviews continue as more staff members participate, turnover occurs, and improvement cycles are continued.

Conclusion

The vision and goals of the CYS 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 others. It is through this approach that the City will serve multiple roles as a convener, funder, policymaker, collaborator, coordinator, 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, local entities, policymakers, service providers, private sector, education leaders, and community-based organizations. This collective impact approach 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 supports to address their basic needs so that they 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.

All children should grow up with the confidence that their racial, ethnic, socio-economic background, family history, 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 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: CYS Master Plan Aligned Initiatives, Policies, and Programs

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:

- o Early Education: Entering School Ready to Learn and Succeed
- o Learning by Grade Level Proficiency: Expanding Education Beyond the School Day
- o Pathways to Post-Academic Success: Graduating Ready for College and Career
- o Digital Literacy: Ensuring Access, Affordability, and Adoption
- o 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:

- o Equity of access to quality educational experiences for all San José children is essential and must be cultivated by actively removing barriers.
- o 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.
- o Quality of program offerings must be illustrated through the establishment of standards for student learning and assessment of program efficacy.
- o 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/Santa Clara County Bill of Rights for Children and Young Adults
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 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:
   o Identify who will benefit and who will be burdened by a decision.
   o 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.
   o Implement decisions based on racial equity considerations and assess their outcomes.
   o 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."[cxxiii]

Citywide Residential Anti-Displacement Strategic Plan

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 Jose'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. These efforts will address racial disparities and reduce and eliminate barriers to accessing services thereby having improved outcomes for children, youth, and families—and the communities in which they live.

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 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.

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.

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.

County of Santa Cara, 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.

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."[cxxiv] 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.[cxxv] 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. To achieve these goals, CYBHI recognizes that critical locations for services and support are on school campuses.

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:
  o The built environment: improving roads and transportation options, parks, and public spaces.
  o Municipal policies and ordinances: promoting activity and discouraging junk food marketing and smoking .
  o Restaurants, schools, grocery stores, faith-based organizations, and workplaces: building healthier options into the places people spend most of their time.
  o Social networks: forming and nurturing social groups that support healthy habits.

- o Habitat: helping people design homes that nudge them into eating less and moving more
- o 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 Project Communities focuses on 12 pillars:
- o 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.
- o 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.
- o 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 Readiness 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.

Appendix 2: Strategic Priorities & 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 outside partner agencies are noted as appropriate in the following action plans and where they may have alignment and/or responsibility in supporting the work of the CYS Master Plan.

STRATEGIC PRIORITY AREA: Early Learning and Childcare		
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 environments that support their optimal physical, cognitive, social, and emotional development.		
Objectives	**Long-Term Strategies (By June 2027)**	**City Dept./ Partners***

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.	• Align with and support the goals, strategies and services of the City of San José Library, Family, Friends, and Neighbor (FFN) Caregiver Support Network.[1]
	• 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,[2] Early Learning Master Plan Brief,[3] Mid-Implementation Review,[4] Santa Clara County Local Early Education Planning Council, Child Care Needs Assessment,[5] and other community stakeholders to support:
	  o A comprehensive career development pathway for Early Childhood Education (ECE) professionals across diverse settings.
	  o 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.
		Library PRNS CMO OED/W2F EXTP

Enhanced family access to alternative early learning and childcare options provided by	• 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. This ensures a robust foundation in best practices for childcare and early learning.	Library PRNS CMO OED/W2F EXTP

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[1] City of San José, Public Library, Family, Friend, and Neighbor (FFN) Caregiver Support Network, https://www.sjpl.org/ffn-caregiver-support-network/
[2] Santa Clara County office of Education, Santa Clara County 2017-2014 Early Learning Master Plan, https://www.sccoe.org/elmp/Pages/default.aspx
[3] Santa Clara County office of Education, Santa Clara County Early Learning Master Plan Brief, https://www.sccoe.org/elmp/Pages/default.aspx
[4] 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
[5] 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

providers with access to comprehensive training and support.	• 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.	
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.	• Collaborate with and extend support to community partners, such as the Santa 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 placed on illustrating the advantages for children, families, employers, and the broader community.	Library PRNS CMO OED/W2F EXTP
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.	• 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. [6] • 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.	Library PRNS CMO OED/W2F EXTP
Enhanced access to diverse early learning and childcare options, increased availability, and	• 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	Library PRNS CMO Housing OED/W2F EXTP

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[6] City of San José, Public Library, Education and Digital Literacy Strategy,
https://www.sjpl.org/education/

| expanded choices for families through the support of infrastructure development for childcare in San Jose. | County Local Early Education Planning Council, Child Care Needs Assessment and other initiatives and services, and resources and supports to:
• 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. | |

Community Recommended Strategies for Consideration (By June 2026)

Explore and identify partnerships, capacities, strategies, opportunities, and feasibility for the following:
- 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

| • 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. | City of San José, Parks, Recreation and Neighborhood Services:
• 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.
  o Number of children served.
  o Percent of youth that utilize a City of San José scholarship opportunity.[7] |

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[7] City of San José, Adopted Operating Budget 2023-2024, Parks, Recreation and Neighborhood Services, June 2023, https://www.sanjoseca.gov/home/showpublisheddocument/106638/638343612628400000

• Number of support opportunities offered to childcare providers as small businesses.	• Percent of San José Recreation Preschool demonstrate increase in early literacy skills.

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 9: External Support for Family* *Article 11: Basic Needs* *Article 14: Safety* *Article 15: Voice* *Article 16: Choice*

STRATEGIC PRIORITY AREA: Health and Mental Wellness		
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.		
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	**Long-Term Strategies (By June 2027)**	**City Dept./ Partners***
Improve access to inclusive, welcoming, and healing spaces that strengthen protective factors and nurture social connections across the life course.	• 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.	CMO Library PRNS OED/W2F EXTP

Improve access inclusive, welcoming, and culturally and developmentally responsive physical, mental health, social-emotional, and wellness services in their home,	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:
	  o Increase access to behavioral and health services and other supports on school campuses and community.
	  o Increase knowledge, interpersonal skills, and social and emotional development.
	  o Increase protective factors and resilience skills.
		CMO
		Library
		PRNS
		OED/W2F
		EXTP

school, and community.		

Improve access to an integrated City of San Jose and County of Santa Clara System of Care	• 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.
	  o Increase family access to community resources and services.
	  o Improve family members' knowledge and behaviors related to school support and health and wellbeing.
	  o Improve student academic outcomes, health and wellbeing.
	  o 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.
		CMO
		Library
		PRNS
		EXTP

Community Recommended Strategies for Consideration (By June 2026)
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	
City of San José, City Service Area, Neighborhood Services, Performance Measures:[8] • Percent of residents that feel connected and engaged in their neighborhood. • Percent of persons with disabilities who feel connected to community center resources.	• 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.

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[8] 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

| | • Percent/Number of students accessing School Linked Services and Wellness Center services. |
| | ○ Percent/Number of students accessing County of Santa Clara Behavioral Health Services. |

Children and Young Adult Bill of Rights Alignment	
Article 1: Healthcare	*Article 8: Personal Development*
Article 2: Mental Health	*Article 9: External Support for Family*
Article 4: Support and Guidance	*Article 11: Basic Needs*
Article 5: Life Skills	*Article 15: Voice*
Article 6: Education	*Article 16: Choice*

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	**Long-Term Strategies (By June 2027)**	**City Dept./ Partners***
Improve accessibility to resources and support systems for housing displacement, tenant protection, and mitigation, resulting in improved assistance for affected individuals.	Align with, and support the recommendations of, the City of San José Residential Anti-Displacement Strategies:[9] • 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.	Housing PBCE CMO EXTP

[9] City of San José Residential Anti-Displacement Strategies, https://www.sanjoseca.gov/home/showpublisheddocument/88627/637959126672100000

	• Optimize Urban Villages for Affordable Housing Development and Anti-Displacement. • Establish New Sources of Funding for Affordable Housing and Anti-Displacement.	

Improve opportunities and resources for vulnerable city residents by enhancing affordability, accessibility, and diversity in housing and food options.	• Align with, and support, the City of San José Draft 2023-2031 Housing Element,[10] Analysis of Impediments to Fair Housing 2016-2020,[11] Implementation Plan for Santa Clara County Regional Community Plan to End Homelessness 2020-2025,[12] and other related strategies and efforts.
	   o Increase access to abundant and affordable housing stock.
	   o Increase sufficient housing for people experiencing homelessness.
	   o Improve housing stability and opportunities to build wealth for all residents.
	   o Increase access to healthy and thriving neighborhoods with access to good jobs and well-resourced schools, transportation, and other resources.
	   o Provide racially and socially inclusive neighborhoods that overcome past and present discrimination.
	• Increase access to food and nutritious meals (I.e., senior nutrition, prepared meals, nutritious snacks, free food resources, etc.,) for vulnerable youth and families.
		Housing
		PBCE
		CMO
		EXTP

Community Recommended Strategies for Consideration (By June 2026)		
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).		

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[10] 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
[11] City of San José, Analysis of Impediments to Fair Housing Choice (2016-2020),
https://www.sanjoseca.gov/home/showpublisheddocument/13869/636677085749070000
[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

• Enhance support for housing resources for families and transitional-aged youth (i.e., 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	
City of San José, Housing Department, Performance Measures:[13] • 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.	• 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. o 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*

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	Long-Term Strategies (By June 2027)	City Dept./ Partners*
Provide coordinated programs and	• Engage in collaborative efforts aimed at aligning with, supporting, and endorsing the outlined initiatives within the City of San José's, Education	Library PRNS CMO

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services to support learners on pathways to college and career.	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.
	   ○ 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.
		OED/W2F EXTP

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.	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: • 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.	Library PRNS CMO OED/W2F EXTP

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.	• 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:
	   ○ Ensuring internet access
	   ○ Access to technology tools
	   ○ Skill building opportunities
	   ○ Intergovernmental affairs and advocacy
		Library PRNS CMO OED/W2F EXTP

Improve access to post-secondary educational and college pathways that prepare youth and young adults for high-paying and fulfilling careers.	• Create partnerships with local post-secondary educational institutions (I.e., community college, career and technical education, San José State University, etc.) to prepare youth and young adults with marketable career building skills.	CMO Library PRNS OED/W2F EXTP

Community Recommended Strategies for Consideration (By June 2026)

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

- 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

• 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. o 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

Article 4: Support and Guidance	*Article 8: Personal Development*

Article 5: Life Skills *Article 6: Education*	*Article 9: External Support for Family* *Article 15: Voice* *Article 16: Choice*

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 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.		
Objective	**Long-Term Strategies (By June 2027)**	**City Dept./ Partners***

Improve access to post-secondary and technical education, work force development, and career pathways, supports, and opportunities.	• 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.
	  o Continue to provide direct services to the community through programs connected to the College and Career Pathways Readiness Logic Model.
	  o 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.
	    ▪ 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.
		CMO
		Library
		PRNS
		OED/W2F
		EXTP

	• Align, integrate, and coordinate strategies and services across sectors, with the State of California, Master Plan on Career Education goals:[14]
	   o Career Pathways.
	   o Hands-on Learning and Real-Life Skills.
	   o Universal Access and Affordability.	

Improve access to information about post-secondary education and technical education, workforce development, and career pathways, supports, and opportunities.	• Align and support the goals, strategies, and services of the City of San José, Office of Economic Development, work2future.[15]
	   ▪ 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.
		CMO
		Library
		PRNS
		OED/W2F
		EXTP

Increase access to jobs that provide entry to high-paying and fulfilling career pathways.	• Create partnerships with the private sector (small and large businesses) to provide job placement opportunities for youth and young adults. o Provide on-the-job workforce development opportunities for vulnerable, marginalized youth and young adults.	CMO Library PRNS OED/W2F EXTP
Community Recommended Strategies for Consideration (By June 2026)		

Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to/for:
• Establish and implement a cohesive community communication plan with a focus on career support, readiness, and availability of opportunities.
   o Disseminate information on the many different types of job and career pathways.
   o Disseminate information on jobs and careers available in San José and Silicon Valley.		

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[14] 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

[15] City of San José Office of Economic Development/work2future, https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/economic-development

- 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:
  o Post-high-school education and training programs.
  o Internships.
  o Apprenticeships.
  o Jobs that lead to longer-term careers in fields that provide a living wage in Silicon Valley.

City of San José, Resilience Corps:
  o Total participants enrolled.
  o Number of participants identify as BIPOC.**
  o First-generation college students.
- Percent of youth between ages of 16 and 24 who are in the labor force.

- 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:[16]
  o Jobs per employed residents in San José.
  o Number of work2future clients receiving discrete services (counseling, job placement, and occupational training).
  o Estimated percent of clients placed in jobs; adults, dislocated workers, and youth.[17]

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[16] City of San José, City Service Area, Community and Economic Development, Performance Measures, June 2023
,https://www.sanjoseca.gov/home/showpublisheddocument/91527/638095679492770000
[17] City Manager - Office of Economic Development and Cultural Affairs Performance Summary, Regional Workforce Development, June 2023,
https://www.sanjoseca.gov/home/showpublisheddocument/91551/638029940735800000

• Percent of children and youth (ages 0-24) live in a home with a parent/caregiver who is not employed/under employed.	City of San José, City Service Area, Neighborhood Services, Performance Measures:[18]
	    o Percent of youth in school or employed.
	    o 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*

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 Outcomes: 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.		
Objectives	**Long-Term Strategies (By June 2027)**	**City Dept./ Partners***
Improve opportunities for youth and young adults to participate in advocacy, leadership development, and capacity-building opportunities.	• 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,	CMO Library PRNS EXTP

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[18] 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

	government entities, etc.) to address community needs. • Align with, and support the efforts of, the City of San José Youth Commission Work Plan.[19]	
Improve neighborhood safety through partnership between City of San José Police Department and community members.	• Support the recommendations of the City of San José, Reimagining Public Safety, Community Advisory Committee.[20] • Align with, and support the goals, of the City of San José Youth Empowerment Alliance Strategic Plan[21] Project Hope, and Safe School Campus Initiative.	CMO Police PRNS EXTP

Improve the safety and quality of historically marginalized, underserved, and vulnerable neighborhoods.	• Align with, and support, the Blue Zones[22] 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:[23]
	  ° Healthy, thriving neighborhoods with access to good jobs, schools, transportation, and other resources.
	  ° 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:
	  o Build a sustainable, organized group of community leaders.
	  o Promote a safer and cleaner environment.
	  o Informed residents that can access City services.
		CMO
		Library
		PRNS
		Housing
		EXTP

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[19] 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

[20] 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

[21] City of San José Youth Empowerment Alliance Strategic Plan 2023-2025, https://www.sanjoseca.gov/home/showpublisheddocument/95719/638151651809830000

[22] Blue Zones, https://www.bluezones.com/

[23] City of San José Draft 2023-2031 Housing Element, Chapter 3, Housing Goals and Strategies https://www.sanjoseca.gov/home/showpublisheddocument/107462/638370207889800000

	- o Strengthen community partnerships that support ongoing efforts. - Align with, and support the City of San José, City Council Focus Areas:[24] - o Increasing Community Safety - o Reducing Unsheltered Homelessness - o Cleaning Up our Neighborhoods - o Attracting Investments in Jobs and Housing - Align with, and support the outcomes of, the City of San José, City Service Area, Neighborhood Services:[25] - o Safe and Clean Neighborhoods and Public Spaces. - o Welcoming and Vibrant Neighborhoods and Public Life. - o 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.	
Reduce isolation and enhance child, youth, and family well-being by providing targeted community-building programs and activities.	- Provide increased opportunities for children, youth, and families to build social and community connections through City of San José programs and activities (I.e., 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 (I.e., foster youth, transition-age youth, LGBTQIA+, justice-involved youth, etc.)	

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[24] 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

[25] City of San José, Adopted, City Service Area, Neighborhood Services June 2023, https://www.sanjoseca.gov/home/showpublisheddocument/106594/638367848387770000

	• 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 2026)

Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to
- 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.)
  - 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

City of San José, City Service Area, Neighborhood Services, Performance Measures:[26]	City of San José, Parks, Recreation and Neighborhood Services, Performance Measures.[27]
• 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".	• 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

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[26] 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
[27] City of San José, Adopted Operating Budget 2023-2024, Parks, Recreation and Neighborhood Services, June 2023, https://www.sanjoseca.gov/home/showpublisheddocument/106638/638343612628400000

• State percentile ranking for the City's healthy community conditions.
 • 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.
 • % of residents reporting they visited a regional park more than three times in the last year
 • # 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).
	have positively impacted their quality of life.
	 • Percent increase of community volunteers for City programs (I.e., Parks, BeautifySJ, community centers, Library, etc.)
	 City of San José, Library, Performance Measures[28]
	 • Percent of customers rating facilities as "good" or "excellent" in terms of hours.
	 City of San José, 2023-2024, City Council Focus Areas Performance Measures:[29]
	   • Percent of residents rating City as "very safe" or "somewhat safe".
	   • 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	
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*

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[28] City of San José, Adopted Operating Budget 2023-2024, Library, June 2023, https://www.sanjoseca.gov/home/showpublisheddocument/106626/638343612598100000

[29] 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

STRATEGIC PRIORITY AREA: Systems Transformation, City of San José System of Care

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 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.

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)	• Co-design an integrated and coordinated City of San José System of Care across systems and partners (I.e., Santa Clara County System of Care, School Linked Services, school districts, etc.).
	   o Create the "no wrong door" service delivery approach to allow families to access basic services and resource navigation from any entry point.
	   o 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.
	   o Develop and implement a pilot/demonstration-sites with cross-system partners, families, and youth in two Project Hope communities.
		CMO Library PRNS OEDCA/W 2F EXTP

Develop an integrated City of San José System of Care	• 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 (I.e., 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/W 2F EXTP
Develop an evaluation framework for the Integrated City of	• Develop an evaluation framework that include data collection tools, processes, performance measures (qualitative and quantitative) and continuous quality improvement:	CMO Library PRNS

San José System of Care	o 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/W 2F EXTP

Identify programmatic strategies and practices aligned to outcomes.	• 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.
	  o Identify gaps in services in priority areas across the City of San José.
	  o 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/W 2F
		EXTP

Improve the social determinants of health for vulnerable, marginalized, and socio-economically disadvantaged children and youth, and their families.	Align, integrate, and coordinate strategies and services to County of Santa Clara, Public Health Department, Strategic Plan 2023-2026 goals and objectives.[30] • 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 2026)		
Explore and identify partnerships, capacity, strategies, opportunities, and feasibility to:		

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[30] 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

- 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 (i.e. parent to child) and multigenerational (i.e. 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 @300% Federal Poverty Level (FPL).
- Increased stable housing.

Children and Young Adult Bill of Rights Alignment

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

Appendix 3: System of Care - System Change Theoretical Frameworks

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 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

Exposure to Risk and Protection Matters According to:

1. **Timing:** when it happens
2. **Intensity:** how bad it is
3. **Duration:** how long it lasts
4. **Sequencing:** protective states are generally better earlier
5. **Compoundedness:** multiple risks that happen together

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.[cxxvi] 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 compoundness of the exposure to the "on track" or "off track" conditions, environments, and experiences.[cxxvii]

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.
- o **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.
- o ***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.
- o ***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.
- o ***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.
- o ***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 "siloed" approach is ineffectual.
- o There are "***No Silver Bullets***": 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."[cxxviii] 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."[cxxix] 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."[cxxx] To achieve systems change, it is important to recognize that there are six interdependent conditions within three levels of change:

- o Structural Change: Explicit (Policies, Practices, and Resource Flows);
- o Relational Change: Semi-explicit (Relationships & Connections and Power Dynamics); and
- o 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."[cxxxi] 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.

Figure #: 6 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***)
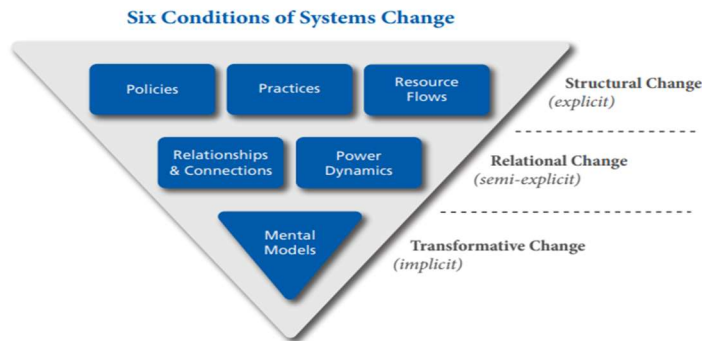
Systems Change Conditions: Definitions[cxxxii]

- o Policies: Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.
- o 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.
- o Resource Flows: How money, people, knowledge, information, and other assets, such as infrastructure, are allocated and distributed.
- o Relationships & Connections: Quality of the system's connections and communication, especially among those with differing histories and viewpoints.
- o Power Dynamics: The distribution of decision-making power, authority and formal and informal influence among individuals and organizations.
- o 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.[cxxxiii] 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).[cxxxiv] 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.[cxxxv]   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."[cxxxvi] 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."[cxxxvii] 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."[cxxxviii]

Multi-tiered System of Support (MTSS)	Integrated Core Practice Model

Structure
  o Effective Teaming Structure
  o Team based professional development and ongoing coaching at both the systems and practices level
  o Consultation/Technical Assistance
  o Communication Plan
	o Understanding Fit and Priority of Implementing the ICPM
	  o Intervention and Organizational Implementation Climate
	  o Engagement and Teaming Behaviors for leaders and staff
	  o Teaming Structures and Processes
	  o Communication and Feedback

o Coordination
 	
Data
    o Use data to guide all team decisions
    o Establish progress-monitoring system for both fidelity and effectiveness of all interventions
Practices
    o Establish formal processes for team-based selection and implementation of evidence-based practices across tiers
    o Ensure early access through use of comprehensive screening
	o 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

To be incorporated into the CYS Master Plan during final design and formatting.

Appendix 5: Acknowledgements

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City Manager's Office Angel Rios, Jr., Deputy City Manager Omar Passons, Deputy City Manager Aurelia Bailey Erik Chiarella Jensen Katerina Tubera Laura Buzo Peter Hamilton Raania Mohsen	**Office of Racial Equity** Zulma Maciel, Director Andrea Truong
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Dora Beyer	Excite Credit Union
Dorsey Moore	San José Conservation Corps+Charter School
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Francisco Valenzuela	San Andreas Regional Center
Fred McCasland	Boys & Girls Clubs of Silicon Valley
Gabby Chavez-Lopez	Latina Coalition of Silicon Valley
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- ICAN
- Go Kids
- Latino College Prep
- Innovate Public School
- Pacific Clinics, Valley Palms Family Resource Center
- San Andreas Regional Center
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  - Alviso Youth Center
  - Project Hope, Priority Neighborhoods
  - Public Library, Family, Friend, and Neighbor Program and TEENHQ
  - Public Library, Educational Park, and Hillview Branch Libraries

> - o   Resilience Corps Program
> - o   R.O.C.K. Afterschool Program
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Evergreen Valley College
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