



# City of Sacramento City Council

915 I Street, Sacramento, CA, 95814  
[www.CityofSacramento.org](http://www.CityofSacramento.org)

**Meeting Date:** 4/3/2012

**Report Type:** Staff/Discussion

**Title:** City - Schools Collaborative 1 Year Update

**Report ID:** 2012-00288

**Location:** Citywide

**Recommendation:** Receive and file.

**Contact:** Camille Wise, DPR Resource Development Specialist, (916) 808-8830, Parks and Recreation Department

**Presenter:** Camille Wise, DPR Resource Development Specialist, (916) 808-8830, Parks and Recreation Department

**Department:** Parks & Recreation Department

**Division:**

**Dept ID:**

**Attachments:**

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- 1-Description/Analysis
- 2-CSC Background
- 3-CSC 1st Year Report PowerPoint

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### **City Attorney Review**

Approved as to Form  
Sheryl Patterson  
3/28/2012 1:49:27 PM

### **City Treasurer Review**

Reviewed for Impact on Cash and Debt  
Russell Fehr  
3/15/2012 6:27:30 PM

### **Approvals/Acknowledgements**

Department Director or Designee: Jim Combs - 3/27/2012 5:03:21 PM

## Description/Analysis

**Issue:** Established in 2011 by Mayor Kevin Johnson, the City – Schools Collaborative (CSC) is necessary to develop a sustainable partnership that maximizes resources in support of an excellent public education and high quality of life for Sacramento children, families, and community. The first year report back on the CSC provides the City Council with an overview and update of the strategy to establish an ongoing collaborative structure that serves as a vehicle to share information and coordinate activities that impact all entities. The CSC first year update will enable the City Council to understand the vision, mission, goals and structure of the City - Schools Collaborative, and highlight the accomplishments of the CSC thus far.

**Policy Considerations:** The City – Schools Collaborative is consistent with the City Council’s approved strategic plan to foster economic development and vitality through partnerships with local educational institutions. The City – Schools Collaborative is also consistent with the City of Sacramento Parks and Recreation Master Plan to promote, in partnership with other agencies, provision of a complete continuum of human services for all residents, participating in a variety of roles for their delivery.

**Environmental Considerations:** This report concerns administrative activities that will not have any significant effect on the environment and that do not constitute a “project,” as defined by CEQA Guidelines (Title 14 Cal. Code Reg. § 15000 et seq.) Sections 15061(b)(3), 15378(b)(2).

**Sustainability:** The City - Schools Collaborative framework has been reviewed for consistency with the goals, policies, and targets of the City Sustainability Master Plan (SMP) and the Parks and Recreation Sustainability Plan (PRSP). The Collaborative will advance the goals, policies, and targets of these plans to help improve the health of residents through collaboration with other jurisdictions within the region to achieve sustainability and stewardship of shared resources.

**Commission/Committee Action:** None

**Rationale for Recommendation:** A City - Schools Collaborative is effective in strengthening and formalizing the relationship between the City of Sacramento, area school districts, and the Sacramento County Office of Education in order to ensure open and ongoing communication, improved alignment between City services and district needs, and to establish a set of policies that address areas of common interest. The City – Schools Collaborative is consistent with City of Sacramento’s approved Economic Development Focus Area that encourages partnership with local education institutions to foster economic vitality in the region.

**Financial Considerations:** Not applicable.

**Emerging Small Business Development (ESBD):** Not applicable at this time as no goods or services are being procured as a result of acceptance of a City – Schools Partnership framework.

## **Background**

A quality public education system is central to the health and vitality of Sacramento. Strong schools keep families in the city, attract and retain a quality workforce and contribute to the economic and intellectual strength of the city. Most importantly, strong schools prepare our children to become productive community members and the future leaders of Sacramento.

The City of Sacramento, the area school districts, and Sacramento County Office of Education (SCOE) share in the vision that our children be safe, healthy and well-prepared for higher education and the workforce. They recognize that it behooves municipal and education systems to work together to attain these mutual and intertwined goals and that creating a quality public school system is a collective responsibility.

As such, on September 2, 2010 Mayor Johnson announced a new era of collaboration between the city and area schools districts, specifically the establishment of a formal relationship between the City of Sacramento, the Sacramento County Office of Education and the five school districts educating the city's children: Sacramento City Unified, Twin Rivers Unified, Natomas Unified, Robla, and Elk Grove. While the city has a history of providing programs and services that support school district efforts, no formal partnership has been established to date. The City – Schools Collaborative seeks to institutionalize and augment the city's commitment to its public schools, and to achieve the ultimate goal of becoming the best public school system in California. This goal can only be achieved by developing a sustainable partnership that maximizes resources in support of an excellent education and high quality of life for children, families and the community.

In March 2011, staff presented to Council the CSC framework and provided an overview of the proposed strategy to establish an ongoing collaborative structure to serve as a vehicle to share information and coordinate activities that impact all entities. The framework enabled the City Council to understand the vision, mission, goals and structure of the City - Schools Collaborative. A coordinating board comprised of agency members and staff was identified as the "City – Schools Collaborative", and was established to oversee the implementation of the identified mutual goals and objectives. The board consists of the following members:

- The superintendents of all school districts serving Sacramento residents
- The superintendent of the Sacramento County Office of Education;
- The Mayor of the City of Sacramento;
- A City Council Member appointed by the Mayor;
- A County Board of Supervisor;
- A representative from the City Manager's Office;
- Directors of school district departments as identified by the superintendents; and

- The directors of city departments, including: Parks and Recreation, Neighborhood Services, Sacramento Police Department and the Library. Examples of additional city departments that may also be involved include: Housing, Transportation and Planning.

The City-Schools Collaborative is co-chaired by the Mayor and an annually selected school superintendent. The Collaborative is organized into three committees:

- **Facility Joint Use:** Co-chaired by Superintendent Frank Porter (Twin Rivers Unified School District) and Jim Combs, Director (Sacramento Department of Parks and Recreation).
- **School Safety:** Co-chaired by Superintendent Jonathan Raymond (Sacramento City Unified School District) and Chief Rick Braziel (Sacramento Police Dept.)
- **Out of School Programs:** Co-chaired by Interim Superintendent Walt Hanline (Natomas City Unified School District) and Dave Mitchell, Operations Manager (Sacramento Department of Parks and Recreation).

During its first year, the Collaborative was tasked with:

1. Conducting an inventory of existing services, programs and collaboratives;
2. Assessing the effectiveness of these services, programs and partnerships;
3. Identifying gaps and needs;
4. Studying best practices; and
5. Creating 2011-2012 work plan with 3-5 mutually identified priority areas.

As recommended in the original CSC Framework, staff is providing an update on the first year accomplishments of the CSC:

- Conducted programs & partnerships inventory and assessment
- Identified gaps and opportunities for partnership and improved service delivery
- Established mutually identified priorities:
  1. **Aligning City Services:** developed subcommittee work plans to identify and assess joint efforts, and align City services with Districts needs.
  2. **Sacramento Reads! 3<sup>rd</sup> Grade Literacy Campaign:** all five districts on board, 14 pilot schools signed on, over 250 volunteer tutors, attendance success teams, Summer Advantage Program.
  3. **Greening Schools:** GreenWise Joint Venture project to retrofit school buildings.
- Created SMART work plans and accountability benchmarks
- Created irrigation/infrastructure partnership with Twin Rivers Unified School District
- Launched Mayor's Gang Prevention Task Force

In addition, several initiatives have come out of and through the City – Schools Collaborative. These include the Mayor’s Strategic Plan for Gang Prevention, City Year, Sacramento Reads! 3<sup>rd</sup> Grade Literacy Campaign, and Greenwise Joint Venture. Detailed City- Schools Collaborative committee workplans, initiatives, and accomplishments are further illustrated in the PowerPoint slide attachment to this report.

### **Mayor’s Strategic Plan for Gang Prevention**

During the fall/winter of 2010, several high-profile gang-related shootings stunned the community of Sacramento. In September 2010, a 24-year old (non-gang member) was killed and a known gang member was wounded from a gun-fight between rival gangs in midtown Sacramento during a community event called the Second Saturday Art Walk. In December 2010, two people lost their lives while five others were wounded during a gang related shooting in a strip mall near a local barber shop in South Sacramento. This shooting will forever be known to the community as the “Barber Shop Shooting”. One of the victims in the Barber Shop Shooting was an innocent 30-year old woman caught between gang gunfire and killed protecting her two-year old son while putting him into his car seat. The second victim was a gang member directly involved in the shooting. These incidents made it clear to government and community leaders in Sacramento that the safety of the community was at stake and it was imperative to take a united, strategic, and proactive approach to manage the City’s youth and gang violence problem.

In January 2011, City of Sacramento Mayor Kevin Johnson announced his Gang Prevention Initiative and, in February 2011, formed the Mayor’s Gang Prevention Task Force (MGPTF) to address gang-related issues facing the City of Sacramento. The purpose of the MGPTF was to bring together community organizations, neighborhood leaders, school officials, government and all stakeholders within the Sacramento community to address the spike in incidents related to youth and gang violence. The MGPTF is a collaborative effort of members representing the City and County of Sacramento, school districts, faith-based organizations, community-based organizations, law enforcement, and others. The MGPTF is charged with facilitating the community discussion and producing a comprehensive gang prevention strategic plan.

The *Strategic Plan for Gang Prevention 2012-2015* is geared towards identifying and implementing promising methods and initiating policy changes to support local practice. The Strategic Plan is based on the concept of reconnecting with Sacramento at-risk and gang involved youth by aligning the goals and strategies with other initiatives and leveraging resources with all key partners. The Strategic Plan framework builds upon strong working relationships; creates positive social environments; promotes social and economic policies that support positive youth development; and blends policing efforts with heavy dosage of prevention, intervention, enforcement, and reentry. This comprehensive approach is designed to allow the City, its stakeholders, its partners, and the community to assume responsibility and accountability for the safety, health, and welfare of our youth, families, and neighborhoods. Currently, staff has

secured and is still seeking funding to support the implementation of the four goals of the Strategic Plan for Gang Prevention:

1. **School-Based Approach:** Increase school based supports and enrichment activities to facilitate student success.
2. **Community Empowerment:** Strengthen community capacity to address gang involvement and create safe neighborhoods.
3. **Workforce Readiness:** Provide workforce readiness and other positive alternatives for at risk youth.
4. **Regional Accountability:** Develop regional collaboration towards enforcement, awareness, evaluation and implementation of the MGPTF goals and objectives

## City Year

A breakthrough comprehensive study from Johns Hopkins University found that students who are most at risk of dropping out of school can be identified as early as middle school through three early warning indicators:

- Attendance
- Behavior
- Course Performance

When just one of these off track indicators is exhibited by a student as early as the 6th grade, they have less than a 25% likelihood of graduating from high school. City Year can help the right students at the right time with the right supports.

At City Year's 23 locations across the United States, including Sacramento's new location, teams of diverse young people called corps members serve full-time in schools for 10 months working to improve student attendance, behavior and course performance in English and math.

As tutors, mentors and role models, corps members are uniquely able to help students and schools succeed through:

- **Academic Support:** Provide one-on-one or small group tutoring before, during and after school
- **Attendance and Positive Behavior Encouragement:** Lead energetic morning greetings, make attendance and positive phone calls home and lead mentor groups
- **Community and School Improvements:** Organize and lead activities, celebrations and projects to improve the community and school environment which includes performing physical service such as: painting murals, planting community gardens, renovating schools and refurbishing community centers

In addition, City Year's interventions are provided both in-school and after school. During the school day, corps members meet the needs of teachers and students by:

## In-School:

- Providing 1:1 or small group tutoring in English or math
- Facilitating morning greeting activities and games to excite students for the school day
- Making phone calls home to students who are chronically absent
- Assisting teachers in classrooms
- Meeting with behavior groups
- Organizing and leading student councils

## After School:

Studies have shown that students are more likely to engage in dangerous behaviors during after school hours, which is why City Year corps members serve in after school programs to provide students with a safe, structured and engaging alternative.

Examples of what corps members lead during after school program include:

- Homework centers
- Social enrichment lessons on a variety of social issues including poverty, environmental awareness and health and safety
- Clubs to adhere to different learning styles including art, creative writing, music and physical education
- Service projects to beautify the school and local community

As near-peers who begin their service before the first bell rings and stay until the last child leaves the after-school program, corps members are uniquely able to help students and schools succeed.

## **Sacramento Reads! 3<sup>rd</sup> Grade Literacy Campaign**

Sacramento READS! Third Grade Literacy Campaign is a ten year initiative with a vision of making Sacramento the first city in the country to have every third grader reading on grade level by the end of third grade.

Mayor Kevin Johnson launched Sacramento READS! Third Grade Literacy Campaign on August 24, 2011 in order to address the literacy crisis in Sacramento. With only 37% of third graders reading on grade level by the end of third grade, Sacramento has to take action. Sacramento READS!, in conjunction with a broad based community stakeholder group and all 5 school districts in the city, is working to close the gap on the literacy crisis, raise the bar for reading proficiency and ensure equitable opportunity to meet higher standards.

Sacramento READS! will face this crisis by focusing on three key levers that were identified by the Annie E. Casey Foundation in its landmark report, *Early Warning! Why*

*Reading by the End of Third Grade Matters.* Sacramento READS! will close the gap by addressing the following problems:

- School Readiness- too many children showing for school not ready for what school has to offer.
- School Attendance- too many children are missing too much school and too much instructional time.
- Summer Learning Loss- too many children are losing too much academic ground during the summer.

The Sacramento READS! Campaign has set ambitious targets for student achievement. These goals will allow the campaign to be accountable to the community through regular progress reports.

- **Proficiency Goal:** 80% of Sacramento third graders will read proficiently by 2020, with each district improving at least 5% per year.
- **School Attendance:** 95% of Sacramento K-3 students will attend school 95% of the time, with each district improving at least 2% per year.
- **School Readiness:** 80% of Sacramento students will enter kindergarten ready for school.
- **Summer Learning:** 80% of K-2 students who are reading below grade level will attend a summer reading program.
- **Volunteer Goal:** The Sacramento community will donate 500,000 volunteer hours (which is equivalent to \$10,000,000 per year to support early literacy).

Sacramento READS! currently operates in 14 pilot schools throughout all five districts in the city:

Elk Grove Unified

Irene B West  
Union House Elementary

Twin Rivers Unified

Babcock Elementary  
Northwood Elementary

Sac City Unified

Bret Harte Elementary  
Caroline Wenzel Elementary  
Peter Burnett Elementary

Robla Unified

Bell Avenue Elementary

Glenwood Elementary  
Main Avenue Elementary  
Robla Elementary  
Taylor Street Elementary

Natomas Unified

Heron Elementary  
Jefferson Elementary

**Greenwise Joint Venture**

Greenwise Joint Venture is a high-impact, regional nonprofit focused on a bold vision:

Transform the Sacramento area into the Emerald Valley, the greenest region in the country and a hub for clean technology.

In May 2010, Mayor Kevin Johnson launched the Greenwise Initiative to create this shared vision for our region. Over 275 regional leaders met monthly to develop goals and actions, learn from internationally acclaimed speakers, and develop the Greenwise Regional Action Plan, published in January 2011. The Plan details three transformational goals that when implemented through innovative projects will:

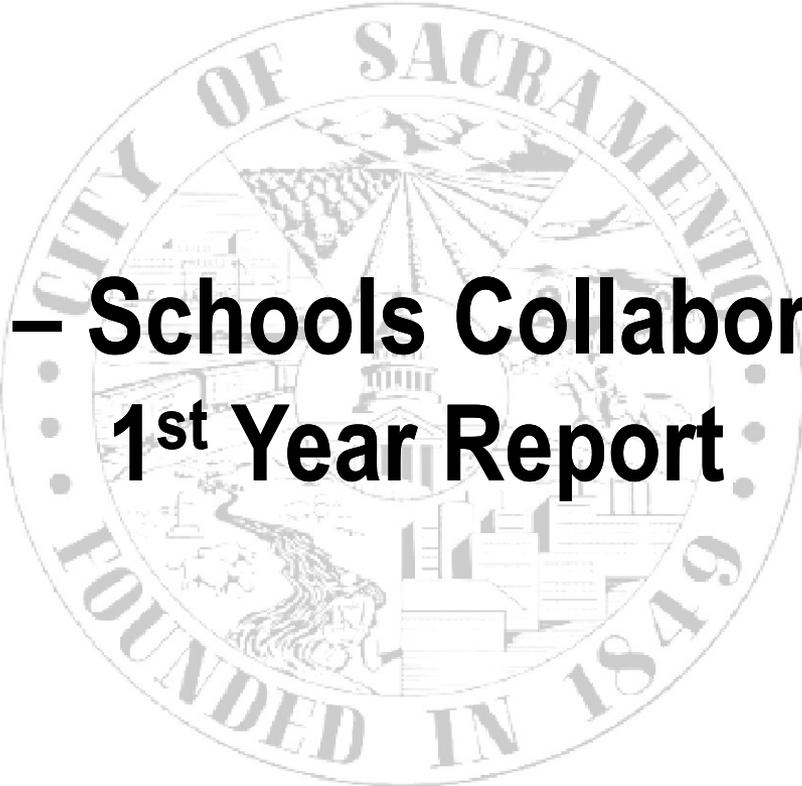
1. Create a Self-Sustaining Sector – ECONOMY
2. Become the Greenest Region in the Country-ENVIRONMENT
3. Brand the Region as the Emerald Valley-ENGAGEMENT

The impact of the work through 2020 to fund, implement and measure the region's actions will be a lasting legacy of job creation, environmental stewardship, higher regional "Green IQ" and national recognition for the Sacramento region.

Retrofitting existing buildings provides the most significant near-term potential for job creation and emissions reduction in the Sacramento region. By 2020, the Greenwise Regional Action Plan calls for retrofitting 25 percent of the region's school facilities or 15 million square feet of Financing these retrofits is difficult for school districts in the absence of bond funds and capital budgets and a particular challenge when operating and maintenance budgets are declining. A signature project of Greenwise Joint Venture is to create local, innovative financing to make our schools more energy efficient, add renewable energy, conserve water and save costs with an overall goal of \$100 million in identified projects. A number of financing alternatives are being investigated with the Greenwise Joint Powers Authority among the most promising.

Staff has spent considerable time in 2011 working with the Placer County Treasurer-Tax Collector and her advisors to create the Greenwise Joint Powers Authority (JPA). The JPA would raise \$100 million from county treasuries across the region. County treasurers will pool funds to invest in this region rather than investing in the Wall Street bond market. School boards can opt in to the JPA to access financing and repay the financing with utility savings, resulting in increased availability of operating funds and lower emissions across the region. In addition to presenting the Greenwise JPA concept to the City-Schools Collaborative in November 2011, staff has been meeting with local financing experts, green school contractors, architects and suppliers, state representatives knowledgeable about matching funds, and individual school representatives at campuses that have completed retrofits. This information will be used to assess both the facility needs and the financing mechanisms available for green school retrofits. Next steps with the City-Schools Collaborative will be an inventory of the facility master plans for the five school districts to identify near-term retrofit projects, establishing the Greenwise JPA, and matching financing to projects. The goal is to have \$100 million in projects in the pipeline by January 2013.

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The seal of the City of Sacramento is a circular emblem. It features a central figure of a Native American holding a bow and arrow, with a plumed headdress. The figure is surrounded by various symbols of industry and commerce, including a ship, a factory, and a bridge. The text "CITY OF SACRAMENTO" is arched across the top, and "FOUNDED IN 1849" is arched across the bottom.

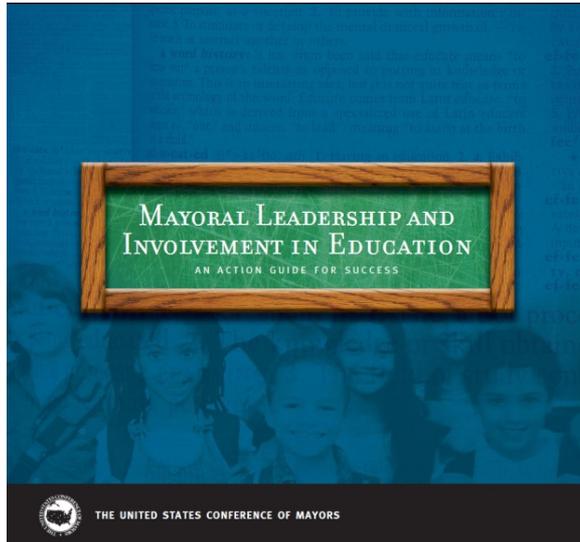
# **City – Schools Collaborative 1<sup>st</sup> Year Report**

# Vision & Mission

To develop a sustainable partnership that maximizes resources in support of an excellent public education and high quality of life for Sacramento children, families, and community through:

- Strengthening & formalizing relationship between the City, area school districts, and the County Office of Education
- Improving alignment between City services and district's needs
- Fostering open and continuous communication between agencies for optimum service coordination

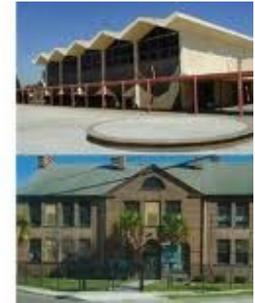
# National Focus on Collaboration between Cities and School Districts



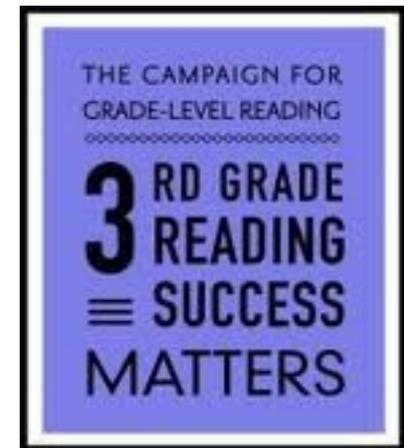
THE  
CENTER  
FOR GREEN  
SCHOOLS



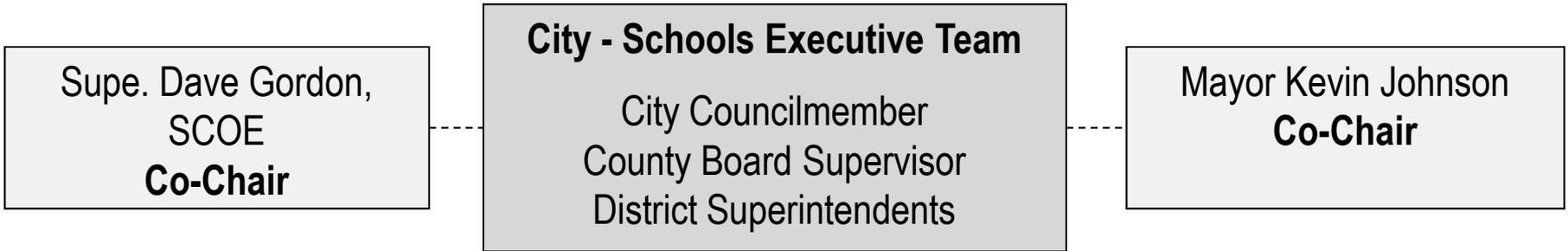
NATIONAL  
GREEN  
SCHOOLS  
DESIGN SUMMIT



## MAYORAL LEADERSHIP IN EDUCATION → SPECTRUM OF INVOLVEMENT



# Organizational Structure



## Strategic Themes for Collaboration

Recognize that creating an effective school system is a collective responsibility  
Focus on long-term benefits through 3-5 mutually identified priorities:

- 1. Aligning City Services**
- 2. Sacramento Reads! 3<sup>rd</sup> Grade Literacy Campaign**
- 3. Greening Schools**

Be committed to results and establish measureable outcomes  
Operate in a cooperative and proactive manner

### Facility Joint Use

- Libraries
- Cultural Venues
- Parks & Recreation
- Capital Improvements

### School Safety

- Attendance Centers
- Gang Intervention
- Safe Pick-Up/Drop Off
- Safety Resource Officers

### Out of School Programs

- After School/Enrichment
- Internships
- Mentoring/Tutoring
- Career Development

# **CSC Mutually Identified Priorities:**

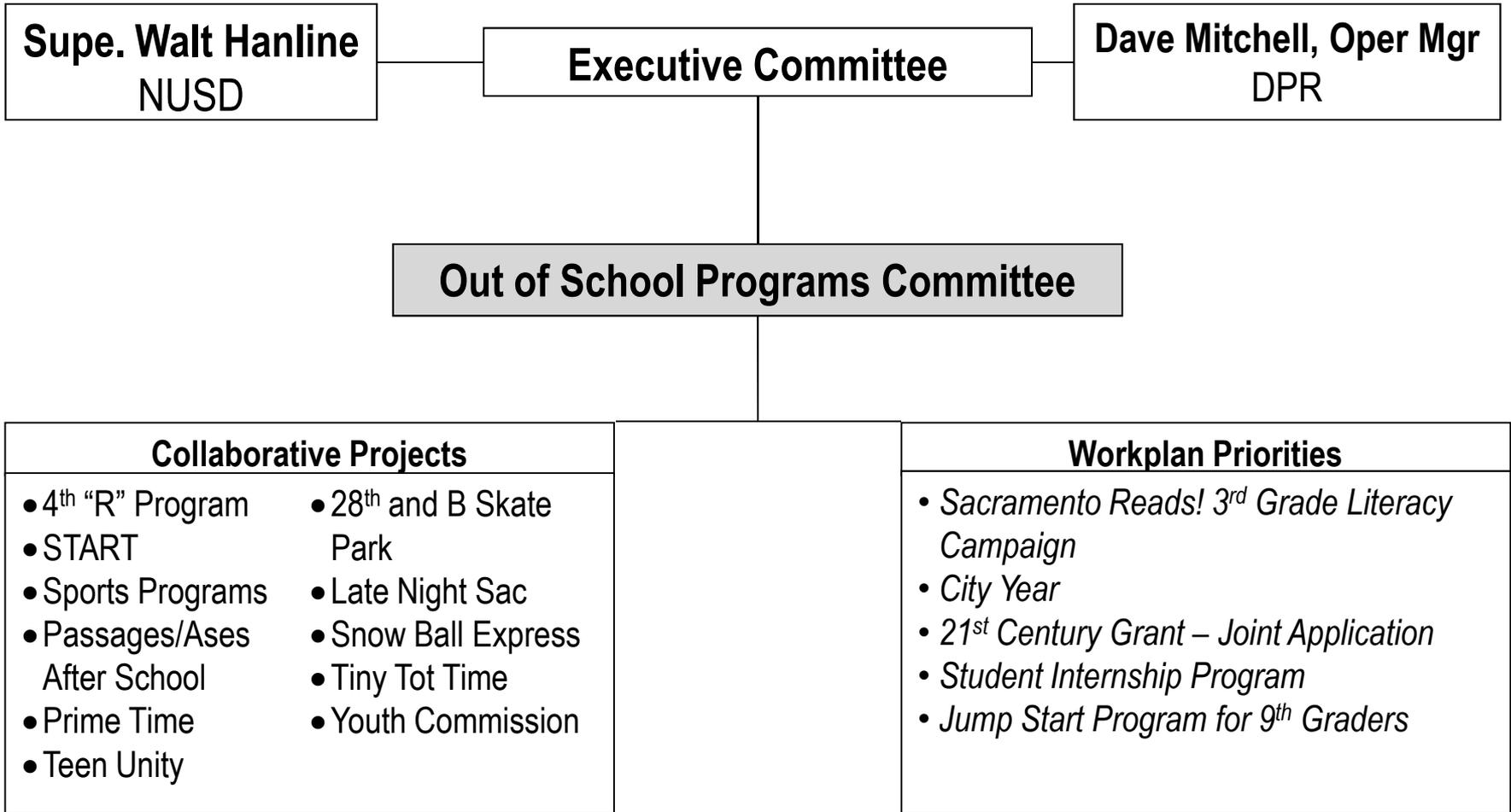
## **Aligning City Services**

**Sacramento READS! 3<sup>rd</sup> Grade Literacy Campaign**  
**Greening Schools**

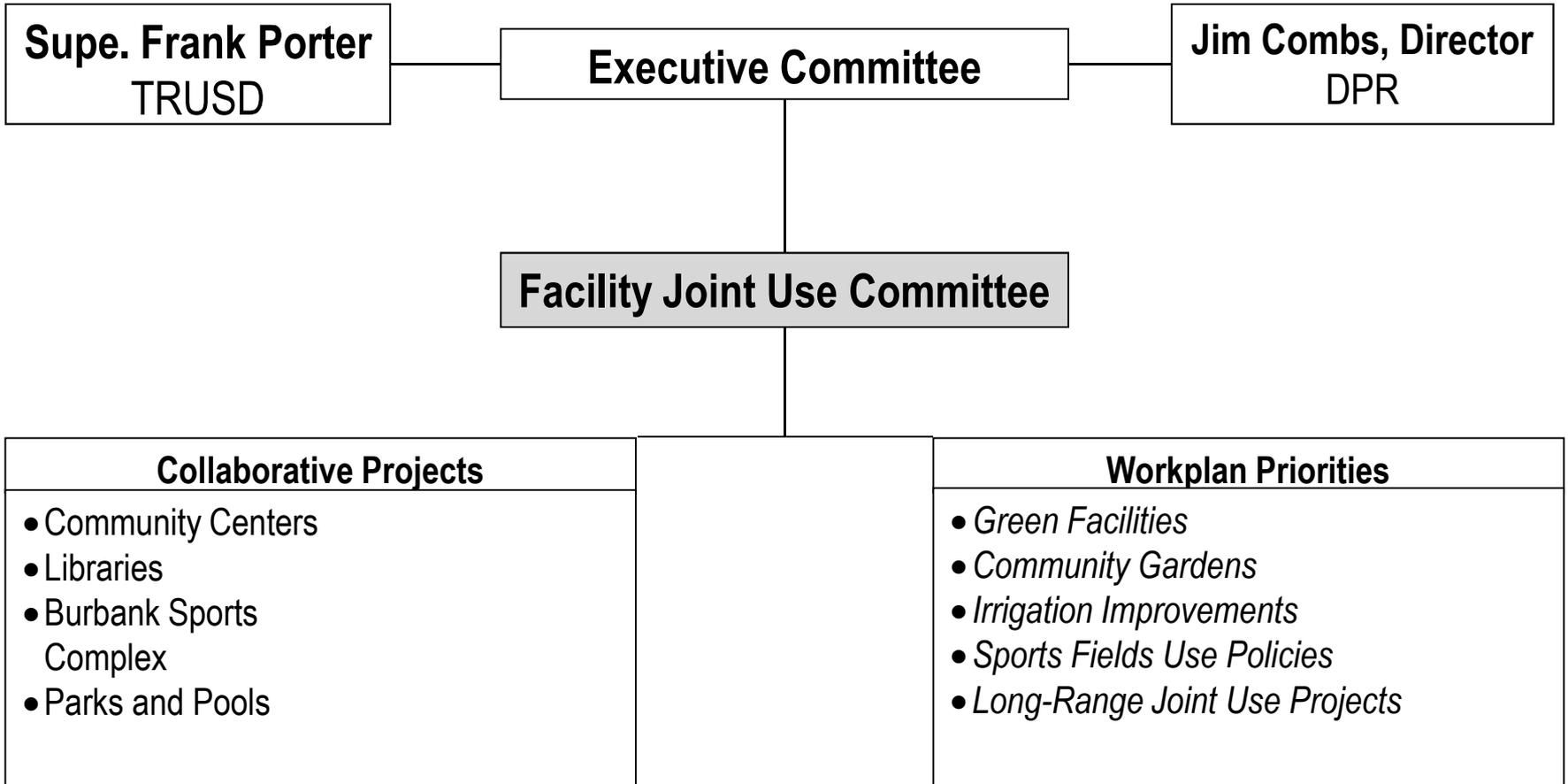
# School Safety Committee Work Plan



# Out of School Programs Committee Work Plan



# Facility Joint Use Committee Work Plan



# Mayor's Gang Prevention Task Force

## CORE VALUES

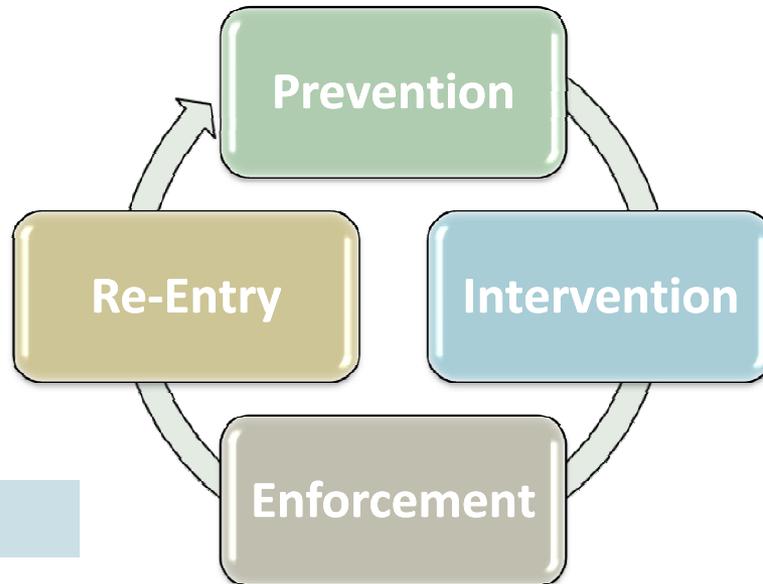
*As a community:*



## VISION

*Sacramento will be a national leader in providing community solutions in gang prevention.*

## FOCUS AREAS



**School Safety Subcommittee**





# City Year: Full Time Youth Service Corps

At City Year's 22 locations across the United States, young adults ages 17-24 serve full-time for 10 months and apply the power of national service to help close the achievement gap. Sacramento became City Year's newest site in January 2012.

**Diverse**

**Near Peer**

**Full-Time**

**Team-Based**



As near-peers who begin their service before the first bell rings and stay until the last child leaves the after-school program, corps members help students and schools succeed.



**Out of School Subcommittee**

# **CSC Mutually Identified Priorities:**

**Aligning City Services**

**Sacramento READS! 3<sup>rd</sup> Grade Literacy Campaign**

**Greening Schools**



# Campaign Overview

## VISION

Sacramento will be the first city in the country where all third graders can read at grade level by the end of third grade.

## PROBLEM

- In Sacramento only **37%** of students are reading at grade level.
- Studies show that **74%** of those who are behind in third grade will never catch up.

### Key Levers for Impact

- **School Readiness**
- **School Attendance**
- **Summer Learning Loss**



# Campaign Overview

## Citywide Collaboration

- Formal partnerships with all 5 districts (EX: TRUSD Board Resolution #289)
- 14 pilot schools signed on, each with a reading tutoring program
- Almost 5,000 volunteer hours of reading tutoring donated since September
- Summer partnership being created between Summer Advantage, local summer providers, school districts

## Pilot Schools

### EGUSD

1. I.B. West
2. Union House

### NUSD

3. Jefferson
4. Heron

### RSD

5. Glenwood
6. Taylor
7. Robla
8. Main Ave.
9. Bell Ave.

### SCUSD

10. Bret Harte
  11. C. Wenzel
  12. P. Burnett
- ### TRUSD
13. Babcock
  14. Northwood

# **CSC Mutually Identified Priorities:**

Aligning City Services

Sacramento READS! 3<sup>rd</sup> Grade Literacy Campaign

**Greening Schools**

# Greenwise Joint Venture

## VISION:

Transform Sacramento into the Emerald Valley – the greenest region in the country and a hub for clean technology.

## TRANSFORMATIONAL GOALS:

**ECONOMY**

Create a Self-Sustaining Sector

**ENGAGEMENT**

Brand the Region as Emerald Valley

**ENVIRONMENT**

Become the Greenest Region in the Country

**2012 SIGNATURE PROJECT: *Financing Green School Retrofits***

# Green School Retrofits



## BENEFITS:

- Job Creation  
\$100M = 1 500 construction jobs
- Better Learning Environment for our Children
- Save Energy and Water = Reduced District Costs
- Reduce Regional Emissions  
AB 32 and SB 375

Greenwise  
JV creates  
\$100 million  
funding  
pool

School  
Districts  
identify  
projects

Projects  
financed  
with Joint  
Powers  
Authority

Local  
contractors  
perform  
work  
through  
competitive  
bid process

Payback  
through  
utility  
savings

-Funding from County Treasuries  
-Opt in through simple School  
Board Resolution

-Energy efficiency  
-Renewable energy  
-Water conservation

