



REPORT TO COUNCIL City of Sacramento

31

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www.CityofSacramento.org

Public Hearing

May 29, 2007

Honorable Mayor and
Members of the City Council

Title: Office of Youth Development

Location/Council District: Citywide

Recommendation: Adopt a Resolution (1) establishing the Office of Youth Development Operating Organization within the City Manager's Office in the FY2007/08 Proposed Operating Budget; (2) approving the Framework and related position descriptions for the Office of Youth Development; (3) transferring 1.0 FTE from the Department of Parks and Recreation and 1.0 FTE from the Neighborhood Services Department, associated labor funding and an additional \$70,000 in General Funds from the Department of Parks and Recreation to the Office of Youth Development; (4) authorizing the addition of up to 2.0 FTE contingent upon provision of funding for these positions; (5) authorizing the City Manager, or a designated representative, to execute all agreements and any extensions, amendments, re-applications or other documents related thereto with the U.S. Attorney's Office as necessary for the City to accept grant funds, (6) authorize the acceptance and appropriation of \$75,000 in grant funds in the Office of Youth Development's FY2007/08 budget, should the grant funds be awarded, and (7) authorize the City Manager to appropriate \$83,325 from the FY2007/08 \$1 million General Fund Administrative Contingency to the Office of Youth Development

Contact: Cassandra Jennings, Assistant City Manager, 808-5704

Presenters: Cassandra Jennings, Assistant City Manager
Jay Schenirer, Chairperson, Mayor's Commission on Sacramento Youth

Department: City Manager's Office

Division: NA

Organization No: 0310

Description/Analysis

Issue: This report recommends for the establishment of the Office of Youth Development (Office) in order to implement the recommendations of the "Sacramento Agenda for Youth", approved by the Mayor and City Council on February 27, 2007 (*Attachment 1, Page 5*).

The primary mission of the Office of Youth Development is to develop and promote policies and partnerships that support:

- Youth and gang violence prevention.
- Safe places for youth.

- Caring adults participating in the lives of youth.
- Opportunities for youth to participate in the life of the City.
- Marketable skills that develop the whole youngsters.
- Good education for all youth.
- Strong and healthy families
- Access to basic needs.

To meet these objectives staff is proposing that the Office of Youth Development be staffed by 4.0 FTE, 2.0 existing FTE reallocated to the new Office and 2.0 new FTE. The general duties of these positions are described in more detail in *Exhibit A (Page 11)*.

The Mayor's Commission on Sacramento Youth and the Sacramento Youth Commission, both currently staffed by the Department of Parks and Recreation, will become a responsibility of this Office. These Commissions will continue to provide advisory support to the Office reflecting Youth and Community perspectives during the development and implementation phases of the Office. *Exhibit B (Page 14)* provides an organizational overview of the Office.

The estimated cost to fund this Office in FY2007/08 is \$348,900. Staff has identified potential resources of \$265,575, leaving a funding shortfall of \$83,325.

Policy Considerations: The recommendation to establish the Office of Youth Development is consistent with the City's strategic plan to achieve sustainability and livability within the community.

Environmental Considerations: There are no environmental considerations with this report.

Commission/Committee Action: On May 14, 2007, the Sacramento Youth Commission and on May 16, 2007, the Mayor's Commission on Sacramento Youth reviewed a draft of this report and endorsed in concept the recommendations being proposed.

Rationale for Recommendation: Youth are Sacramento's most important asset. Developing and implementing strategies to keep our youth safe, make youth productive citizens, and get youth fully engaged are vital to the future of our community. The proposed Office of Youth Development will build and support the infrastructure and processes needed to make Sacramento a youth-friendly city. The Mayor, City Council, City staff and the community at-large are committed to placing the asset potential of Sacramento's youth as a major priority for their support.

Financial Considerations: Identified funding for the operation of the Office of Youth Development will come from a variety of sources including the transfer of existing positions and service and supply budgets, grant and other outside funding opportunities.

| | |
|--------------------------|------------|
| Overall Proposed Budget: | \$348,900. |
| Existing City Resources: | 190,575. |
| Pending Grant Funds: | 75,000. |
| Additional Funds Needed: | 83,325. |

Staffing for the Office of Youth Development will come from the transfer of 2.0 existing FTE's – 1.0 FTE Recreation Supervisor from the Department of Parks and Recreation to be reallocated to one of the two Youth Coordinator positions and 1.0 FTE Secretary from the Neighborhood Service Department. The additional 2.0 FTE needed to fully staff the Office will be new FTE's contingent upon provision of funding for these positions

There is currently \$70,000 allocated to the Parks and Recreation Department to support the Mayor's Commission on Sacramento Youth. These funds will be transferred to the Office of Youth Development.

Grant funds have been applied for from the U.S. Attorney's Office to help support the Office of Youth Development. If awarded, the funding will support the FY2007/08 budget. It is anticipated that this grant funding will also be available for FY2008/09 and FY2009/10. Additional sources of funding from outside entities are being actively pursued. Securing new sources of funding will be a priority for the Director of the Office of Youth Development.

The remaining funding needed to support the Office of Youth Development for FY2007/08 is \$83,325. Staff is recommending that the City Council approve the use of the FY2007/08 \$1 million General Fund Administrative Contingency to fully fund this Office

Emerging Small Business Development (ESBD): There are no ESBD considerations with this report.

Respectfully Submitted By:



CASSANDRA H. B. JENNINGS
Assistant City Manager

Recommendation Approved:



for Ray Kerridge
City Manager

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Sacramento Agenda for Youth
Recommendations from the Mayor's Commission
February 2007

| | |
|--------------|--|
| Who: | The defined target audience is youth 12-18, particularly those who find it difficult to access the "system" |
| Why: | <p>We believe that youth are an integral part of the future success of the City of Sacramento and that the City should do everything possible to provide an infrastructure of support and resources to ensure that youth are successful</p> <ul style="list-style-type: none"> ○ Sacramento is the most diverse community in the country – there is value in understanding other groups in the country ○ Safe places can be used to foster positive connections among youth ○ The long term health of the governance system is dependent on an influx of educated, informed youth ○ There is a need to educate the community about the importance and value of youth leadership |
| What: | The attached matrix provides an overview of a multi-year agenda designed to make Sacramento a "youth-friendly" city, supporting our youth to be ready for life as they graduate from high school and enter post-secondary education and/or the world of work. This agenda shall be supported and supplemented by a youth survey undertaken biennial to identify current needs and appropriate recommendations as well as a mapping of current youth assets. |
| How: | <p>Discussing, validating and implementing the matrix is a multi-step process.</p> <ul style="list-style-type: none"> ○ The Sacramento Commission on Youth will meet with the Sacramento Youth Commission to present and discuss recommendations ○ Agenda for Youth presented to the Mayor and the City Council in February ○ Adoption of some or all of the agenda would then be followed by an implementation plan and strategy including a funding proposal ○ Currently, there is no individual or department whose sole responsibility is to improve the lives of youth in the city. Placing an individual in the Mayor's Office with this responsibility would be a start. Roles and responsibilities would include increasing innovation, increasing the effectiveness of current programs, and leveraging current and future opportunities. A Division or Department of Youth over time is a long-term possibility ○ The City should create a systematic infrastructure that would bring together the City, school districts and all other youth providers in a regular way to do joint planning and create joint projects both on the capital and program sides |

Approved by City Council on February 27, 2007



Sacramento Agenda for Youth
Recommendations from the Mayor's Commission
February 2007

| Objective | Short Term Activities: | Medium Term Activities: | Long Term Activities: |
|---|--|--|--|
| | Yrs 1-2 | Yrs 2-3 | Yrs 4-5 |
| 1 Have access to Safe Places – provide opportunities and facilities for youth to learn and grow that are physically, emotionally, and intellectually safe | <ul style="list-style-type: none"> ○ Implementation of Prop 49 – Support for quality After-School Programs ○ Application and implementation of federal 21st century learning center grants | <ul style="list-style-type: none"> ○ Partnerships with private, non-profit facilities and programs ○ Open public & school libraries in non-school hours with structured programs ○ Open schools during non-traditional hours with programs (midnight basketball, music, art) ○ Support longer hours for supervised sports facilities (city owned, Boys & Girls Club, etc) ○ After hours mentoring & tutoring programs ○ Joint Use Agreements with other governmental and private institutions (schools, faith based, other) – apply for available state funding | <ul style="list-style-type: none"> ○ Teen Street – a public transportation accessible street(s) designed for the explicit use by youth (retail, restaurants, live music, etc – possibly in the rail yard) ○ Joint Use Community Centers/Teen Centers with: <ul style="list-style-type: none"> ▪ Art Centers for youth (as an aspect of other facilities) ▪ Youth Social and Truancy Services ▪ Resource Center for youth (safe place to go, emotional and physical safety) |
| 2 Create opportunities for Jobs and Internships for Youth | <ul style="list-style-type: none"> ○ Support ACT task force on summer job creation for youth ○ Expand internships for youth, especially in the summer – City and other agencies ○ City internships – year round | <ul style="list-style-type: none"> ○ Coordinate with existing organizations (LEED, SETA, Urban League, Oak Park program, JARS in Antioch) to support more jobs/internship creation ○ Act as a liaison between schools and businesses Businesses need to understand the importance of supporting youth jobs and internships ○ Business survey – website of opportunities by zip code (San Diego example) ○ Expand community service opportunities, work with school on graduation requirements and school credit | <ul style="list-style-type: none"> ○ City-run Employment Center for youth that offers job skills, training, job matches, follow-up, etc ○ Employment training camps for youth to be job ready ○ Teen Industries – develop industry run by and for youth – provide job training and jobs/internships (use Father Boyle/LA example) ○ Possible CTE graduation requirement |

Approved by City Council on February 27, 2007



Sacramento Agenda for Youth
Recommendations from the Mayor's Commission
February 2007

| Objective | Short Term Activities: | | | Medium Term Activities: | | | Long Term Activities: | | |
|-----------------------------------|--|---|---|-------------------------|--|--|-----------------------|--|--|
| | Yrs 1-2 | | | Yrs 2-3 | | | Yrs 4-5 | | |
| 3 Develop Youth Leadership Skills | <ul style="list-style-type: none"> ○ Boards & commissions to add youth membership; make them youth friendly (meetings times & locations, meaningful to youth) ○ Annual youth summit with Youth Commission to develop youth agenda with follow-up working committees ○ Training for youth on being a member of a board or commission | <ul style="list-style-type: none"> ○ Regional infrastructure for youth leadership with on-going training opportunities and youth leaders network, with a succession plan ○ Partnership with Sierra Health Foundation for use of Grizzly Camp as training site ○ Create a Your R Important marking campaign ○ Expand Sacramento Youth Leadership | <ul style="list-style-type: none"> ○ Teen run radio station | | | | | | |
| 1 Supporting Our Schools | <ul style="list-style-type: none"> ○ Release time and support for city staff to mentor ○ Support recruitment of mentors in a community-campaign ○ Assemblies and workshops on school and student safety | <ul style="list-style-type: none"> ○ City Departments Adopt a School Program for mentoring & tutoring ○ 800 number and link to current mentoring programs ○ School safety initiatives | <ul style="list-style-type: none"> ○ Counseling services and programs to help youth navigate ○ Drop-out prevention programs | | | | | | |
| 5 Strategic Initiatives | <ul style="list-style-type: none"> ○ | <ul style="list-style-type: none"> ○ Develop/support health/physical fitness programs | <ul style="list-style-type: none"> ○ Work with schools to create 2nd language program for all Sacramento Youth | | | | | | |

Approved by City Council on February 27, 2007

Attachment 2

Background Information

In the Fall of 2005, the Mayor appointed a Commission on Sacramento Youth to recommend appropriate policies and actions for the City of Sacramento to undertake to make Sacramento a youth-friendly city.

The first issue addressed by the Commission was to propose how preschool aged children in Sacramento could have access to exceptional quality preschool programs. The Commission identified a number of recommendations and actions the City could undertake to support planning and implementation efforts to maximize the opportunity to serve all of our preschool children. On May 23, 2006, the Mayor and City Council endorsed the recommendations presented and in a number of instances, City staff has been able to facilitate and/or support the implementation of a number of the recommendations.

Following the above, the work of the Commission has focused on needs of Sacramento youth, the services and programs currently available to meet those needs and the identification of gaps in service delivery as well as the organizational environment in which various governmental and non-profit organizations address the needs and gaps. The Commission heard from school superintendents, staff of non-profit organizations serving youth, and from the youth directly as the basis for the Commission's Sacramento Agenda for Youth.

On February 27, 2007, the Mayor and City Council received the Sacramento Agenda for Youth (Recommendations by the Mayor's Commission on Sacramento Youth) and directed staff to develop the appropriate method(s) for achieving the objectives outlined in the Sacramento Agenda for Youth.

A group comprised of City staff from the City Manager's Office, Parks and Recreation and Police Departments, as well as the Chairperson from Mayor's Commission on Youth and representatives from area service providers have met to develop the framework for accomplishing the Sacramento Agenda for Youth. Members of this group have also visited other cities throughout the state and country including Hampton, Virginia, San José, California, and Fresno, California to observe first hand what programs other cities have put in place to improve the lives of youth in their cities. Finally, the City contracted with the Forum for Youth Investment for a national scan of how cities structure themselves to work on youth issues.

This group has concluded the best approach to meeting the objectives of the Sacramento Agenda for Youth is to establish an Office of Youth Development to be staffed with a Director, a Youth Gang Violence Prevention Coordinator, a Youth Resources Coordinator and a Secretary. The Office will work on issues affecting youth 0-24 years of age, with specific focus on the years 5-21.

RESOLUTION NO. 2007 -

Adopted by the Sacramento City Council
May 29, 2007

**RESOLUTION OF THE CITY OF SACRAMENTO CITY COUNCIL
ESTABLISHING THE OFFICE OF YOUTH DEVELOPMENT**

BACKGROUND

- A Youth are Sacramento's most important asset and strategies to keep our youth safe and make them productive citizens and fully engaged are vital to the future of our community.
- B The Mayor, City Council, City staff and the community at-large are committed to placing the asset potential of Sacramento's youth as a major priority for their individual and collective support.
- C The "Sacramento Agenda for Youth" approved by the Mayor and City Council on February 27, 2007 recommended appropriate policies and actions that the City can undertake to make Sacramento a youth-friendly city.
- D A Framework for implementing the recommendations of the "Sacramento Agenda for Youth" was developed including the establishment of the Office of Youth Development
- E The proposed Office of Youth Development will build and support the infrastructure and processes needed to make Sacramento a youth-friendly city.

**BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL
RESOLVES AS FOLLOWS:**

- Section 1 The Office of Youth Development within the City Manager Office's is established
- Section 2 The Framework and related position descriptions for the Office of Youth Development set forth in Exhibit A are approved.
- Section 3 The FY2007/08 City Manager's Office operating budget is amended to include the Office of Youth Development as follows.
 - (a) 1.0 FTE Recreation Supervisor position is transferred from Organization 4718 to the new Office of Youth Development.
 - (b) 1.0 FTE Secretary position is transferred from Organization 3611 to the new Office of Youth Development.

- (c) \$70,000 in General Funds (Fund 101) is transferred from Organization 4715 to the new Office of Youth Development.
- (d) Up to 2.0 FTE are added to the Office of Youth Development contingent upon the provision of funding for these positions.
- (e) Appropriation of \$75,000 in grant funds from the U.S. Attorney's Office should they be awarded

Section 4 The City Manager, or a designated representative is authorized to execute all agreements and any extensions, amendments, re-applications or other documents related thereto with the U.S. Attorney's Office as necessary for the City to accept grant funds.

Section 5 The City Manager is authorized to appropriate up to \$83,325 from the FY2007/08 General Fund Administrative Contingency to the Office of Youth Development based on City Council direction.

Exhibits

- A Framework
- B Organizational Chart

**City of Sacramento
Office of Youth Development**

FRAMEWORK

We believe that youth are an integral part of the future success of the City of Sacramento and that the City should do everything possible to provide an infrastructure of support and resources to ensure that youth are successful.

- *Safe places can be used to foster positive connections among youth.*
- *The long term health of the governance system is dependent on an influx of educated, informed youth.*
- *There is a need to educate the community about the importance and value of youth leadership.*
- *Sacramento is the most diverse community in the country – there is value in understanding other groups in the country.*

From the Sacramento Agenda for Youth, February 2007

Goals of the Office of Youth Development:

- Develop and promote policies and partnerships that support:
 - Youth and gang violence prevention
 - Safe places for youth
 - Caring adults participating in the lives of youth
 - Opportunities for youth to participate in the life of the city
 - Marketable skills that develop the whole youngster
 - Good education for all youth
 - Strong and healthy families
 - Access to basic needs
- Create a systematic infrastructure that would engage and bring together the city, schools districts, youth providers and other community stakeholders in an on-going way to do joint planning and create joint projects for both program and capital development
- Promote meaningful engagement of youth in the City of Sacramento
- Help hold the city and community stakeholders accountable for the well being of our children
- Promote high quality environments for all youth.

Primary responsibilities of the Office of Youth Development:

- Advocate for policies and practices that support success for all children and youth.
- Coordinate and align systems that serve youth through partnerships, strategic planning, coordination of services, mapping and mobilizing resources, collecting data, evaluating results, cross system training.
- Convene stakeholders across systems to work on common outcomes.
- Promote an asset based approach in working with youth and promote use of quality practices
- Oversee initiatives that address specific concerns on council priorities (preschool, teen centers at schools, violence reduction, nutrition)
- Ensure the voice and involvement of youth in meaningful ways.
- Evaluate effectiveness of the community in supporting children, youth and families
- Seek input from all sectors of the community and seek commitment from these sectors to invest in youth.
- Educate the community about issues and concerns of youth and how they can be of support.
- Inform the community on how to better access services.
- Research and identify alternative funding sources to support the Office.

The DIRECTOR of the Office of Youth Development will:

- Oversee strategic planning that involves youth and the community, articulates a common vision for youth, creates shared outcomes across sectors, develops strategies that engage all sectors, uses data to help focus work and measure results
- Create accountability mechanisms to review, plan and document progress and measure results, and report periodically to the Mayor and the City Council.
- Advocate for youth, youth issues and concerns in city business and in the community
- Service of various boards and coalitions to promote the voice of youth and the city's vision
- Develop and ensure youth friendly policies are implemented.
- Convene high level decision makers
- Facilitate consensus between sectors on key issues related to youth success and shared outcomes
- Works towards alignment of systems and help create a system of accessible services that supports opportunities for all youth (Work towards creating neighborhood based child, youth and family development plans for each NSA and structure a neighborhood integrated service centers that can link families and children to services in a one stop shot kind of way.)
- Broker resources across systems for common outcomes.
- Keep the vision and market the message of supporting youth as a resource.

- Provide periodic reports to the Sacramento Youth Commission and Mayor's Commission on Youth and seek their support and assistance in addressing youth related issues

The YOUTH GANG VIOLENCE PREVENTION COORDINATOR will:

- Facilitate cross sector coordination at the operational/program level around key outcomes (including inter departmental efforts within city), youth violence and gang prevention, school drop outs, expanded out of school time activities and mentoring for youth.
- Research best practices
- Provide data as needed to focus work and measure results
- Work with providers to create common agreement on quality practices in working with high risk youth.
- Ensure sufficient training of youth providers to create common language and good use of quality practices in working with youth.
- Assess effectiveness of interventions and strategies.
- Provide point of contact for community in helping parents and providers find youth resources in their neighborhood – map resources, services and opportunities for youth, children and families.

The YOUTH RESOURCES COORDINATOR will:

- Oversee the Sacramento Youth Commission.
- Help city departments develop strategies to engage more youth in internships, volunteerism, youth voice on department policies and program ideas.
- Host annual youth summit to support youth commission work and agenda and also to support city wide youth plan and input on targeted initiatives.
- Work collaboratively with city departments, neighborhood services and schools to create more structure to engage youth in service, leadership and community solutions
- Ensure a good system of leadership training for youth.
- Convene quarterly youth leaders' network to connect youth commission with other leadership groups especially from city neighborhoods or schools. Connect these groups to the key city initiatives around youth.

Exhibit B

Proposed Office of Youth Development



