

San Mateo County Community Collaboration for Children's Success NFO-RWC Neighborhood Leadership Group

Tuesday, December 4, 2018, 5:30 pm-8:30 pm

Fair Oaks Community Center, 2600 Middlefield Road, Redwood City

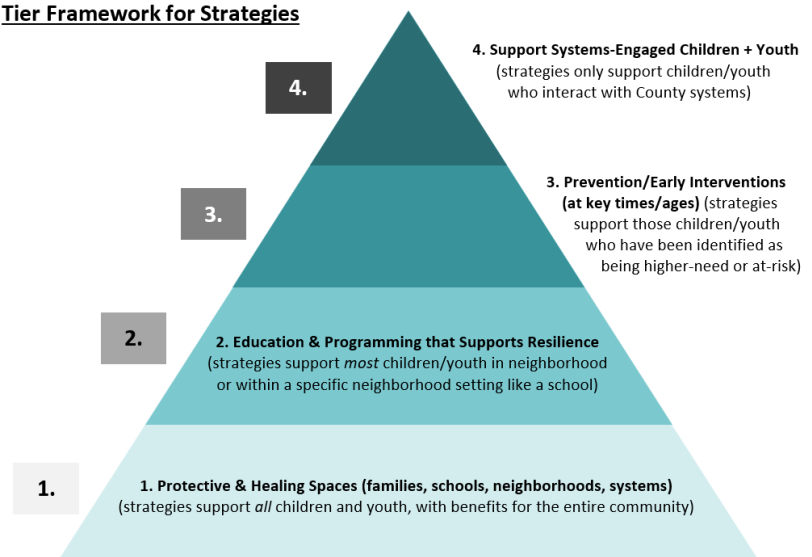
Meeting Goals

- ✓ Review key highlights from community input
- ✓ Finalize NFO/RWC CCCS goals
- ✓ Prioritize NFO/RWC strategies
- ✓ Celebrate!

Agenda

1. Welcome
 - We provided a brief overview of the meeting agenda and CCCS initiative.
2. What are the big picture goals for this work?
 - Finalize and confirm CCCS goals for NFO/RWC
 - Adopted CCCS goals for NFO/RWC (amendments are shown in bold):
 1. All San Mateo County children + youth are safe, healthy, and resilient.
 2. All San Mateo County children + youth feel supported by family, friends, and/or other caring adults.
 3. All San Mateo County children + youth are engaged in learning and recognized for their strengths.
 4. All San Mateo County systems are accessible, coordinated and eliminate racial + **gender** disparities.
 - Shireen Malekafzali, Senior Manager for Policy, Planning, and Equity in the San Mateo County Health System, presented the draft CCCS Strategy Framework.
 - During the CCCS Planning process with the Stage 1 neighborhoods, we confirmed that there are many opportunities to provide supports before young people become involved in our county systems. We developed a framework with 4 Tiers to organize these opportunities. Tier 1 through 3 includes opportunities before a young person reaches any of the county systems, and Tier 4 outlines opportunities for children and/or youth who are currently involved in county systems.

Tier Framework for Strategies





3. What are key NFO/RWC issues and assets?

- The group engaged in a gallery walk of the (nearly) final data highlights (final data will be included in the Action Plan). The data posters shown in the gallery walk are attached.
- The group considered existing community assets that currently address the initial list of top issues/needs – these initial top issues and the assets are presented in the Appendix.
- Following the meeting, the initial 9 top issues were further clarified and summarized into 5 top issues:
 1. Housing costs, high cost of living, and lack of living wage job opportunities (and lack of opportunities to build needed skills/knowledge needed to get living wage jobs)
 2. Structural + institutional racism
 3. Lack of supportive adults (often because parents/caregivers are working multiple jobs and there are not enough opportunities for youth to connect with other supportive adults)
 4. Access to resources (especially related to mental health and substance use, affordable childcare and preschool, and legal information and services)
 5. Safety (gangs, domestic violence, sexual assault, sexual harassment, police harassment, and bullying)

4. What are priority strategies for NFO/RWC to achieve long-term success for the children, youth, and families in our community?

- There were small group discussions about a set of 34 strategies (identified by participants at the 10/2/18 NLG meeting #3 and/or because they addressed the top issues for NFO/RWC children and youth). Then each participant was asked to prioritize strategies given limited resources to best address local needs and decrease inequities.
- The top strategies that were prioritized from the community input and NLG meeting #4 are presented below and on the following page.
- The group reviewed the prioritized strategies and celebrated their hard work and accomplishments. The group also talked about future collaborations and opportunities to implement the prioritized strategies.
- The results from the prioritization activity during the meeting that helped identify the top strategies are presented in the Appendix.
- Following the meeting, the prioritized strategies were summarized into the 10 top strategies presented in the Appendix. Also see the Appendix for notes about which “top strategies” reflect multiple strategies that were reviewed and prioritized in the NLG #4 meeting.

NFO/RWC Strategies	CCCS Framework	Top Issues Addressed by Strategy
1. Expand/support living wage job policies or higher local minimum wage.	Tier 1 	<ul style="list-style-type: none"> ✓ Lack of living wage job opportunities/high cost of living ✓ Lack of time/existence of supportive adults
2. Jurisdictions or agencies (e.g., school districts, county department) and programs are required to use (AND supported in using) data to identify disparities/disproportionalities and create and regularly update action plans to reduce disparities/disproportionalities (e.g., for suspensions, placement in kin care, transitioning off CalWORKS to living wage employment). These plans should focus on specific interactions (e.g., when people enter services) or decision-making points.	Tier 1 	<ul style="list-style-type: none"> ✓ Structural + institutional racism ✓ Lack of living wage job opportunities/high cost of living ✓ Access to resources (not enough) And potentially (depending on how implemented): <ul style="list-style-type: none"> ○ Safety (not enough)

NFO/RWC Strategies	CCCS Framework	Top Issues Addressed by Strategy
<p>3. Provide mental/behavioral health services at neighborhood schools (including support to develop and implement behavior plans for students instead of keeping them out of class).</p>	<p>Tier 1 ▲</p>	<p>✓ Lack of living wage job opportunities/high cost of living ✓ Structural + institutional racism ✓ Access to resources (not enough) And potentially (depending on how implemented): ○ Safety (not enough)</p>
<p>4. Shift when services are available to increase access (e.g., more evenings, more weekends, less weekday mornings).</p>	<p>Tier 1 ▲</p>	<p>✓ Access to resources (not enough)</p>
<p>5. Adopt universal preschool or expand subsidized preschool spots for lower-income families.</p>	<p>Tier 1 or 2 ▲</p>	<p>✓ Lack of living wage job opportunities/high cost of living ✓ Lack of time/existence of supportive adults ✓ Access to resources (not enough)</p>
<p>6. Utilize a Youth Advisory Board comprised of systems-involved youth who are served by 1+ agencies to inform ongoing quality improvement and decisions around programming changes (and support the participation of youth by providing food, incentives for their time, and transportation support).</p>	<p>Tier 2 ▲</p>	<p>✓ Lack of living wage job opportunities/high cost of living ✓ Lack of time/existence of supportive adults ✓ Access to resources (not enough)</p>
<p>7. Expand evidence-based violence prevention initiatives and curricula (including by improving school climate/connectedness, supporting bystander interventions, and leveraging de-escalation/crisis management techniques).</p>	<p>Tier 2 ▲</p>	<p>✓ Safety (not enough) And potentially (depending on how implemented): ✓ Lack of time/existence of supportive adults</p>
<p>8. Expand mentoring with focus on connecting identified at-risk youth to living wage job opportunities and skills-development.</p>	<p>Tier 3 ▲</p>	<p>✓ Lack of living wage job opportunities/high cost of living ✓ Lack of time/existence of supportive adults ✓ Access to resources (not enough)</p>
<p>9. Provide targeted support to increase household income (for example, with a targeted basic income pilot, by developing a jobs pipeline for social services clients to connect them to living wage jobs) for families whose children have been identified as having specified “at-risk” factors.</p>	<p>Tier 3 ▲</p>	<p>✓ Lack of living wage job opportunities/high cost of living ✓ Lack of time/existence of supportive adults ✓ Access to resources (not enough) And potentially (depending on how implemented): ○ Safety (not enough)</p>
<p>10. Adopt/expand <i>promotoras</i> model to help community members learn about, connect to, and navigate supportive services (for example, through programming for parents of at-risk children, by hosting regular playgroups with a rotating schedule of “guest” resources or service providers”).</p>	<p>Tier 3 ▲</p>	<p>✓ Lack of living wage job opportunities/high cost of living ✓ Access to resources (not enough) And potentially (depending on how implemented): ○ Structural + institutional racism ○ Safety (not enough) ○ Lack of time/existence of supportive adults</p>

5. Closing + Next Steps

- Next steps
 - Review the NFO/RWC NLG feedback on strategies
 - Review existing NFO/RWC assets/resources related to the strategies and consider the geographic focus for the strategies
 - Gather 3rd round of input from the Steering Committee on the strategies
 - Finalize + distribute NFO/RWC Neighborhood Action Plan: January 2019
 - Culminating event for all 4 CCCS neighborhoods: June 2019
 - New County budget cycle begins: July 2019
- Evaluation
 - The group filled out evaluation forms and reflected on the planning process.

CCCS NFO-RWC NLG Meeting #4 (12/4/18) Summary

Appendix

This appendix contains:

- Initial List of Top Issues for Children and Youth in North Fair Oaks/Redwood City
- Community Assets that Address Top Issues for Children/Youth in North Fair Oaks/Redwood City
- Top Strategies to Help Children/Youth in North Fair Oaks/Redwood City Succeed
- Results of Strategy Prioritization Activity in NFO/RWC NLG #4 Meeting (12/4/18)

Initial List of Top Issues for Children and Youth in North Fair Oaks/Redwood City

The following 9 issues/needs were identified as the most important ones for children and youth in NFO/RWC during NLG meeting #3 (10/2/18). During NLG meeting #4 (12/4/18), these top issues/needs were presented in three categories:

A. Issues related to Racism & Economic Injustice	B. Issues Related to Access to Resources	C. Issues Related to Safety
<ol style="list-style-type: none"> 1. High cost of living 2. Not enough time for (or existence of) parents or other supportive adults in children’s lives 3. Lack of living wage jobs and opportunities to build needed skills/knowledge 4. Structural & institutional racism 	<ol style="list-style-type: none"> 5. Mental health issues and substance use in youth are not identified or addressed 6. Not enough affordable, local childcare of preschool 7. Youth and parents do not know their legal rights or how to get legal help/information 	<ol style="list-style-type: none"> 8. Bullying 9. Sexual harassment and fear of sexual assault

Community Assets that Address Top Issues for Children/Youth in North Fair Oaks/Redwood City

A preliminary list of assets is presented here (reflecting the assets identified in NLG meeting #1 (5/22/18) and information from County staff). Assets in *italics* were added by meeting attendees.

Racism + Economic Injustice			
1. High cost of living	<ul style="list-style-type: none"> • Second Harvest Food Bank • Family Connections • Planned Parenthood Mar Monte • Food bank mobile distribution sites • Community School Family Centers • LDS church 	<ul style="list-style-type: none"> • CalFresh office – mobile sign ups • Home Visiting • WIC and child abuse screening expansion • California Children’s Services • Dental program service • California State Department of Rehabilitation 	<ul style="list-style-type: none"> • JobTrain, Youth Services Special Program • <i>Fair Oaks Community Center</i> • <i>St. Francis Center</i> • <i>Salvation Army</i> • <i>SparkPoint Center – Cañada College + RCSD</i>
2. Not enough time (or existence of) parents or other supportive adults in children’s lives	<ul style="list-style-type: none"> • Family networks • St. Francis Center – Siena Youth Center • Redwood City PAL • Star Vista • Sequoia Aspirations advocate program • Friends for Youth 	<ul style="list-style-type: none"> • Familia Cristiana Vero • Dental program service • HSA Family Resource Centers: <ul style="list-style-type: none"> ○ Fair Oaks Elementary, RWC SD ○ Taft Elementary, RWC SD ○ JFK Middle School, RWC SD ○ Belle Haven Elementary, Ravenswood ESD 	<ul style="list-style-type: none"> • <i>Garfield Community School</i> • <i>Connect Charter School</i> • <i>Hoover community school</i> • <i>San Mateo County Sheriff’s Activities League</i>
3. Lack of living wage job opportunities and opportunities to build needed skills/knowledge	<ul style="list-style-type: none"> • County Youth Job Summit • Boys and Girls Club • Jobs for Youth • Home Visiting • California Children’s Services • California State Department of Rehabilitation 	<ul style="list-style-type: none"> • JobTrain, Youth Services Special Program 	
4. Structural & institutional racism	<ul style="list-style-type: none"> • Government Alliance for Race & Equity (GARE) – San Mateo County cohort 	<ul style="list-style-type: none"> • Anti-Racism Collaborative (ARC) 	
Access to Resources			
5. Mental health issues and substance abuse in youth are not identified or addressed	<ul style="list-style-type: none"> • Art therapist at NFO • Preschool • Home Visiting • WIC and child abuse screening expansion • California Children’s Services • Attendance Programs • Family Engagement • Dental Program Service • HSA Family Resource Center, Fair Oaks Elementary, RWC SD 	<ul style="list-style-type: none"> • HSA Family Resource Centers: <ul style="list-style-type: none"> ○ Taft Elementary, RWC SD ○ JFK Middle School, RWC SD ○ Belle Haven Elementary, Ravenswood ESD • <i>Hoover Community School</i> • <i>Garfield Connect</i> • <i>StarVista school-based counseling (various programs)</i> • <i>RWC/NFO Alcohol and Other Drug (AOD) Prevention Partnership</i> 	<ul style="list-style-type: none"> • <i>Family Connections (provides mental health and home visits)</i> • <i>BHRS South Community Services Advisory Group / Youth sub-group</i> • <i>Sequoia HS Teen Resource Center</i> • <i>RCSD Community Schools – intentional coordination of mental health services for youth + families</i> • <i>Sequoia Healthcare District</i>
6. Not enough affordable, local childcare or preschool	<ul style="list-style-type: none"> • YMCA • Redwood City Parks & Recreation Department • Big Lift partnership with RCSD • Preschool / <i>childcare – dozens of centers and homes</i> 	<ul style="list-style-type: none"> • Home Visiting • California Children’s Services • Summer Programs • <i>Family Connections – Free Preschool 0-5 Yrs</i> • <i>RWC Child Dev program</i> 	<ul style="list-style-type: none"> • <i>Redwood City 2020 Childcare Solutions Hackathon</i> • <i>Peninsula Family Service</i> • <i>Redwood City Public Library</i> • <i>4Cs and Build Up for SHC’s Children</i>
7. Youth and parents do not know their legal rights or how to get legal help/information	<ul style="list-style-type: none"> • Home Visiting • California Children’s Services • <i>LIBRE (Linking Immigrants to Benefits, Resources, Ed) Collaborative</i> • <i>Know Your Rights Workshops</i> • <i>Legal Support for Public benefits</i> 	<ul style="list-style-type: none"> • <i>Public benefits workshops</i> • <i>Promotoras</i> • <i>Legal Aid</i> • <i>FLY Law Program</i> 	
Safety			
8. Bullying	<ul style="list-style-type: none"> • HSA Family Resource Centers: <ul style="list-style-type: none"> ○ Taft Elementary, RWC SD ○ JFK Middle School, RWC SD 	<ul style="list-style-type: none"> ○ Belle Haven Elementary, Ravenswood ESD • Preschool • <i>Garfield</i> 	<ul style="list-style-type: none"> • <i>Connect</i> • <i>Hoover</i> • <i>San Mateo County SAL</i>
9. Sexual harassment and fear of sexual assault	<ul style="list-style-type: none"> • <i>Rape Trauma Services (RTF)</i> • <i>Teen Wellness Center</i> • <i>Teen Resource Center</i> 	<ul style="list-style-type: none"> • <i>Freedom House</i> • <i>Health Connected</i> 	

Top Strategies to Help Children/Youth in North Fair Oaks/Redwood City Succeed

This table presents the top issues identified based on the prioritization activity in the 12/4/18 NLG meeting alongside the strategies as they were presented for review in the Neighborhood Leadership Group meeting.

Top NFO/RWC CCCS Strategies	Relationship to Strategies Reviewed and Prioritized in NLG Meeting #4 (12/4/18)
1. Expand/support living wage job policies or higher local minimum wage.	Rephrased slightly – at 12/4/18 meeting was “Increased minimum wage/living wage job policies” [Strategy A.c. in full list]
2. Jurisdictions or agencies (e.g., school districts, county department) and programs are required to use (AND supported in using) data to identify disparities/ disproportionalities and create and regularly update action plans to reduce disparities/dsproportionalities (e.g., for suspensions, placement in kin care, transitioning off CalWORKS to living wage employment). These plans should focus on specific interactions (e.g., when people enter services) or decision-making points.	No change to Strategy A.d.
3. Provide mental/behavioral health services at neighborhood schools (including support to develop and implement behavior plans for students instead of keeping them out of class).	Summary/combination of: “Provide mental/behavioral health services at neighborhood schools (e.g., mental health screenings for students, classroom support for teachers, counseling and sensory integration therapy for low-income students, substance use services for students),” “Develop behavioral plan for children who have behavioral problems (rather than suspending them etc.) while simultaneously addressing underlying root causes of behavioral issues (such as adverse childhood experiences, trauma, unwelcoming learning environments),” and “Expand services available at school sites (e.g., community schools model, regular schedule of mobile services, school-based health centers, school-linked services)” [Strategies B.a., D.g., and D.h., respectively, in full list]
4. Shift when services are available to increase access (e.g., more evenings, more weekends, less weekday mornings).	No change to Strategy D.b.
5. Adopt universal preschool or expand subsidized preschool spots for lower-income families.	Rephrased slightly – at 12/4/18 meeting was “Adopt universal preschool” [Strategy D.e. in full list]
6. Utilize a Youth Advisory Board comprised of systems-involved youth who are served by 1+ agencies to inform ongoing quality improvement and decisions around programming changes (and support the participation of youth by providing food, incentives for their time, and transportation support).	No change to Strategy A.e.

Top NFO/RWC CCCS Strategies	Relationship to Strategies Reviewed and Prioritized in NLG Meeting #4 (12/4/18)
<p>7. Expand evidence-based violence prevention initiatives and curricula (including by improving school climate/connectedness, supporting bystander interventions, and leveraging de-escalation/crisis management techniques).</p>	<p>Summary/combination of: “Expand evidence-based violence prevention initiatives and curricula (e.g., bystander intervention trainings in schools, consent education, strengthening social cohesion),” “Expand Safe Routes to School or other place-based efforts to increase community safety/reduce community violence,” “Fund professional development opportunities and provide trainings for school staff on trauma-informed approaches, crisis management, and culturally-responsive teaching,” and “Foster school connectedness through adult support, supporting positive peer relationships, fostering positive school climate, encouraging student engagement in their own learning, and shifting from punitive discipline to restorative justice practices” [Strategies C.a., C.b., D.c., and D.f., respectively, in full list]</p>
<p>8. Expand mentoring with focus on connecting identified at-risk youth to living wage job opportunities and skills-development.</p>	<p>Summary/combination of: “A.a. Expand mentoring (with culturally sensitive mentors who reflect the demographics of the youth who are being mentored) for target populations and in focus neighborhoods (including by paying mentors to ensure long-term relationships)” and “Expand training and mentorship opportunities related to living wage jobs/careers for systems-involved youth/youth who live in CCCS neighborhoods (e.g., agency staff offer job shadowing and informational interviews for youth on probation, paid internships and/or scholarships for foster youth and youth getting off probation) -- with the additional outcome of increasing demographic alignment between service providers/County employees and residents” [Strategies A.a. and A.b., respectively, in full list]</p>
<p>9. Provide targeted support to increase household income (for example, with a targeted basic income pilot, by developing a jobs pipeline for social services clients to connect them to living wage jobs) for families whose children have been identified as having specified “at-risk” factors.</p>	<p>Summary/combination of: “Develop a health & social services-to-jobs pipelines focused on supporting parents and caregivers in developing the skills for living wage jobs and connecting to living wage job opportunities” and “Pilot an Universal Basic Income initiative” [Strategies A.f. and A.k., respectively, in full list]</p>

Top NFO/RWC CCCS Strategies	Relationship to Strategies Reviewed and Prioritized in NLG Meeting #4 (12/4/18)
<p>10. Adopt/expand <i>promotoras</i> model to help community members learn about, connect to, and navigate supportive services (for example, through programming for parents of at-risk children, by hosting regular playgroups with a rotating schedule of “guest” resources or service providers”).</p>	<p>Summary/combination of: “Use targeted communication strategies to educate people who aren't getting reached, who are isolated (e.g., social media, stronger relationships with faith leaders and teachers, hiring and training community members to be promotoras),” “Provide group parenting programming/workshops based on behavioral/cognitive approaches (targeted to parents of at-risk children, with programming promoted as something more welcoming than “parenting classes” and with promotoras or other trusted community members encouraging parents to participate),” “Support for regular (e.g., weekly, monthly) playgroups in target communities for 0-3 year old’s with support/facilitation by someone appropriate for the community (e.g., Spanish speaker, long-time resident) to develop parent peer support, to help identify potential developmental delays and link to services, and to increase parent awareness of available resources (e.g., free dental clinic, car seat giveaway, well baby checkups through County),” “Implement universal screening at preschool for strengths and needs (e.g., ACEs [adverse childhood experiences], sensory issues, developmental delays, hearing and vision) AND utilize promotoras model or care coordination system to link parents to needed services,” “Adoption/expansion of promotoras model to help community members navigate health, social services, and education sectors (resources, options, etc.),” and “Development of systems of care infrastructure--cross-sector partnerships across child and youth-serving agencies to create coordinated and comprehensive care, as well as increasing ability of CBOs to provide warm handoffs (possibly via promotoras)” [Strategies A.i., A.h., A.l., B.b., D.a., and D.d., respectively, in full list]</p>

Results of Strategy Prioritization Activity in NFO/RWC NLG #4 Meeting (12/4/18)

The following tables present the 34 strategies that were reviewed and prioritized at the 12/4/18 NLG meeting with the number of meeting participants who prioritized each strategy, the issues addressed, the Tier, and the approximated “cost” (lowest, moderate, or highest).

A. Strategies that address top issues related to racism and economic injustice				
NLG members who selected strategy	Information provided to NLG meeting attendees			
	Strategy	Issues Addressed by Strategy	Tier	“Cost”
8	a) Expand mentoring (with culturally sensitive mentors who reflect the demographics of the youth who are being mentored) for target populations and in focus neighborhoods (including by paying mentors to ensure long-term relationships)	<ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children’s lives 	2	\$ \$
7	b) Expand training and mentorship opportunities related to living wage jobs/careers for systems-involved youth/youth who live in CCCS neighborhoods (e.g., agency staff offer job shadowing and informational interviews for youth on probation, paid internships and/or scholarships for foster youth and youth getting off probation) -- with the additional outcome of increasing demographic alignment between service providers/County employees and residents	<ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$ \$
6	c) Increased minimum wage/living wage job policies	<ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge 	1	\$
5	d) Jurisdictions or agencies (e.g., school districts, county department) and programs are required to use (AND supported in using) data to identify disparities/disproportionalities and create + regularly update action plans to reduce disparities/disproportionalities (e.g., for suspensions, placement in kin care, transitioning off CalWORKS to living wage employment) – these plans focus on specific interactions (e.g., people enters services) or decision-making points	<ul style="list-style-type: none"> Structural & institutional racism 	1	\$ \$
5	e) Utilize a Youth Advisory Board comprised of systems-involved youth who are served by 1+ agencies to inform ongoing quality improvement and decisions around programming changes (and support the participation of youth by providing food, incentives for their time, and transportation support).	<ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children’s lives Lack of living wage jobs and opportunities to build needed skills/knowledge Structural & institutional racism 	2	\$
3	f) Develop a health & social services-to-jobs pipelines focused on supporting parents and caregivers in developing the skills for living wage jobs and connecting to living wage job opportunities	<ul style="list-style-type: none"> High cost of living Lack of living wage jobs and opportunities to build needed skills/knowledge 	1	\$ \$
3	g) Expand mandated sick leave for workers in a jurisdiction (including having caregivers be allowed to use sick time to care for sick children without losing their jobs, ideally with more sick leave being paid)	<ul style="list-style-type: none"> High cost of living Not enough time for (or existence of) parents or other supportive adults in children’s lives 	1	\$
3	h) Provide group parenting programming/workshops based on behavioral/cognitive approaches (targeted to parents of at-risk children, with programming promoted as something more welcoming than "parenting classes" and with promotoras or other trusted community members encouraging parents to participate).	<ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children’s lives Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$

Strategies that address racism and economic injustice continue on the following page

A. Strategies that address top issues related to racism and economic injustice

NLG members who selected strategy	Information provided to NLG meeting attendees			
	Strategy	Issues Addressed by Strategy	Tier	"Cost"
3	i) Use targeted communication strategies to educate people who aren't getting reached, who are isolated (e.g., social media, stronger relationships with faith leaders and teachers, hiring and training community members to be promotoras)	<ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children's lives Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$
2	j) Increase resources to support undocumented youth in careers and higher education	<ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$\$\$
1	k) Pilot an Universal Basic Income initiative	<ul style="list-style-type: none"> High cost of living 	1	\$\$\$
1	l) Support for regular (e.g., weekly, monthly) playgroups in target communities for 0-3 year old's with support/facilitation by someone appropriate for the community (e.g., Spanish speaker, long-time resident) to develop parent peer support, to help identify potential developmental delays and link to services, and to increase parent awareness of available resources (e.g., free dental clinic, car seat giveaway, well baby checkups through County)	<ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children's lives Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$
1	m) Conditional cash transfers (e.g., \$40/month for 95-100% attendance, \$50 for taking an SAT or ACT exam, \$400 for a parent who earns their GED)	<ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$
0	n) Adopt policies that expand paid parental leave (e.g., increased support for shift workers and low-income workers who become parents)	<ul style="list-style-type: none"> High cost of living Not enough time for (or existence of) parents or other supportive adults in children's lives 	1	\$\$
0	o) Shared family care opportunities where young families are placed with host family that is trained to mentor and support the young parents	<ul style="list-style-type: none"> High cost of living Not enough time for (or existence of) parents or other supportive adults in children's lives 	2	\$\$
0	p) Support & fund & staff project-based learning in theater, music/podcast production in schools and out-of-school time	<ul style="list-style-type: none"> High cost of living Not enough time for (or existence of) parents or other supportive adults in children's lives Lack of living wage jobs and opportunities to build needed skills/knowledge 	2	\$\$
0	q) Adopt/expand "2-Generation" or "Whole Family" approach to multi-agency coordination (e.g., home visiting + job training + schools + early education/preschool + opportunities for parents to develop peer support w/ other parents)	<ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge 	3	\$\$\$
0	r) Provide or subsidize transportation for family members to/from family visitation for child welfare or the criminal justice system	<ul style="list-style-type: none"> High cost of living Not enough time for (or existence of) parents or other supportive adults in children's lives 	4	\$\$

B. Strategies that address top issues related to access to resources				
NLG members who selected strategy	Information provided to NLG meeting attendees			
	Strategy	Issues Addressed by Strategy	Tier	“Cost”
8	a) Provide mental/behavioral health services at neighborhood schools (e.g., mental health screenings for students, classroom support for teachers, counseling and sensory integration therapy for low-income students, substance use services for students)	<ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed 	2	\$ \$
7	b) Implement universal screening at preschool for strengths and needs (e.g., ACEs [adverse childhood experiences], sensory issues, developmental delays, hearing and vision) AND utilize promotoras model or care coordination system to link parents to needed services	<ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed 	1	\$ \$ \$
0	c) Adopt policy protections for persons with substance use disorders/conditions who begin receiving Behavioral Health & Recovery Services (e.g., evictions, probation violations) -- especially those who are parents/caregivers and for transition age youth	<ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed 	1	\$
0	d) Legal services for low-income tenants facing eviction	<ul style="list-style-type: none"> Youth and parents do not know their legal rights or how to get legal help/information 	3	\$ \$
0	e) Ombudsperson at court to help parents of 0-5 year old’s who have criminal charges	<ul style="list-style-type: none"> Youth and parents do not know their legal rights or how to get legal help/information 	3	\$

C. Strategies that address top issues related to safety				
NLG members who selected strategy	Information provided to NLG meeting attendees			
	Strategy	Issues Addressed by Strategy	Tier	“Cost”
6	a) Expand evidence-based violence prevention initiatives and curricula (e.g., bystander intervention trainings in schools, consent education, strengthening social cohesion)	<ul style="list-style-type: none"> Bullying Sexual harassment and fear of sexual assault 	2	\$
2	b) Expand Safe Routes to School or other place-based efforts to increase community safety/reduce community violence	<ul style="list-style-type: none"> Bullying Sexual harassment and fear of sexual assault 	1	\$ \$

D. Strategies that could address multiple issues				
NLG members who selected strategy	Information provided to NLG meeting attendees			
	Strategy	Issues Addressed by Strategy	Tier	“Cost”
9	a) Adoption/expansion of promotoras model to help community members navigate health, social services, and education sectors (resources, options, etc.)	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed Youth and parents do not know their legal rights or how to get legal help/information 	3	\$ \$
8	b) Shift when services are available to increase access (e.g., more evenings, more weekends, less weekday mornings)	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> High cost of living <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed Youth and parents do not know their legal rights or how to get legal help/information 	1	\$

Strategies that could address multiple types of issues continue on the following page

D. Strategies that could address multiple issues

NLG members who selected strategy	Information provided to NLG meeting attendees			
	Strategy	Issues Addressed by Strategy	Tier	“Cost”
8	c) Fund professional development opportunities and provide trainings for school staff on trauma-informed approaches, crisis management, and culturally-responsive teaching.	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children’s lives Lack of living wage jobs and opportunities to build needed skills/knowledge Structural & institutional racism <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed <p>Safety</p> <ul style="list-style-type: none"> Bullying 	1	\$
7	d) Development of systems of care infrastructure--cross-sector partnerships across child and youth-serving agencies to create coordinated and comprehensive care, as well as increasing ability of CBOs to provide warm handoffs (possibly via promotoras)	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> High cost of living Not enough time for (or existence of) parents or other supportive adults in children’s lives Lack of living wage jobs and opportunities to build needed skills/knowledge <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed Not enough affordable, local childcare of preschool Youth and parents do not know their legal rights or how to get legal help/information 	1	\$ \$
5	e) Adopt universal preschool	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> High cost of living <p>Access to resources</p> <ul style="list-style-type: none"> Not enough affordable, local childcare of preschool 	1	\$ \$ \$
5	f) Foster school connectedness through adult support, supporting positive peer relationships, fostering positive school climate, encouraging student engagement in their own learning, and shifting from punitive discipline to restorative justice practices	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> Not enough time for (or existence of) parents or other supportive adults in children’s lives Lack of living wage jobs and opportunities to build needed skills/knowledge Structural & institutional racism <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed <p>Safety</p> <ul style="list-style-type: none"> Bullying Sexual harassment and fear of sexual assault 	1	\$
4	g) Develop behavioral plan for children who have behavioral problems (rather than suspending them etc.) while simultaneously addressing underlying root causes of behavioral issues (such as adverse childhood experiences, trauma, unwelcoming learning environments)	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> Lack of living wage jobs and opportunities to build needed skills/knowledge <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed 	3	\$ \$
1	h) Expand services available at school sites (e.g., community schools model, regular schedule of mobile services, school-based health centers, school-linked services)	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> High cost of living <p>Access to resources</p> <ul style="list-style-type: none"> Mental health issues and substance use in youth are not identified or addressed Youth and parents do not know their legal rights or how to get legal help/information 	1	\$ \$ \$
0	i) Expand subsidized infant/toddler child care for low-income families	<p>Racism and economic injustice</p> <ul style="list-style-type: none"> High cost of living <p>Access to resources</p> <ul style="list-style-type: none"> Not enough affordable, local childcare of preschool 	1	\$ \$ \$