



CITY MODELS FOR COORDINATING FAMILY STRENGTHENING EFFORTS

Mayor's Office for Children, Youth, and Families

One possible model for managing family strengthening efforts would be to designate a senior advisor as the Mayor's point person and/or create a small Mayor's office focused on these issues. As the examples below indicate, this could be framed as an office of public policy more broadly or could explicitly focus on children, youth, and families.

Denver, Colo.: Mayor's Office for Education and Children

The Mayor's Office for Education and Children (MOEC) is committed to helping families of Denver ensure that every child grows up with all the strength, knowledge, and skills necessary to be successful in an information-based economy and to be good neighbors and citizens of Denver. The office advocates for the children and youth of Denver, serves as the city's liaison to the Denver Public Schools, and helps develop policies and initiatives to help every child in the city grow up confident, strong, smart, and skillful. The office respects the delegation of duties to school districts under the Colorado State Constitution and has concentrated its efforts outside that delegation on:

- Early childhood care and education and school readiness;
- Literacy and student achievement;
- Before and after school programs;
- Career preparation;
- Health, safety, and other child and youth services; and
- Cooperation between the school district and the city.

The Mayor's Office for Education and Children (formerly called the Mayor's Office of Education and Advocacy) was created in 1995 to develop programs and projects to reflect the mayor's commitment to support the successful education of the City's children and to strengthen the city's partnership with Denver Public Schools. The office has created numerous city educational programs and partnerships with the Denver Public Schools, including:

- Lights On After School Initiative is a partnership between the city, the Denver Public Schools Foundation, and Mile High United Way, working to leverage resources to increase financial resources, coordinate with community programs, and expand public awareness for afterschool programs.
- Mile High Scholars program that recognizes students in each grade for overall excellence;
- Denver Head Start program began in 1998 and is an early childhood care and education partnership with community agencies; and
- The 5 BY 5 Project aims to provide the city's children with five cultural experiences before they reach the age of five.



In 1999, the Commission on Youth and the Office of Child Care Initiatives, formerly units of the Mayor's Office of Human Rights and Community Relations, were transferred to the Mayor's Office for Education and Children. The mayor's goal was to combine many city efforts focused on issues related to education, children, and youth in one office. (from the Denver Mayor's Office for Education and Children website)

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Nashville, Tenn.: Mayor's Office of Children and Youth

Nashville created a new Office of Children and Youth in the summer of 2002. Marc Everett Hill, the Mayor's former education policy advisor, led the Office until Feb. 2007. Office staff includes a Youth Development Specialist who works with the Mayor's Youth Council, and an Early Childhood Specialist. Marc left the city in Feb. 2007 to work as chief education officer at the Nashville Area Chamber of Commerce and can be reached at 615-743-3155. The new director of the Office of Children and Youth is Dr. Danielle Mezera.

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Grand Rapids, Mich.: Our Community's Children

The Office for Our Community's Children, formerly called the Office of Children, Youth, and Families (OCYF), evaluates public policy and promotes caring partnerships to ensure that local children, youth, and families thrive within the Grand Rapids community and hold promising futures. The purpose of the Office is to facilitate communication between the City of Grand Rapids, the Grand Rapids Public Schools, and ultimately other partners, to enhance understanding, communication and coordination of services for the well-being of children in the community. Grand Rapids was recently selected to participate in a YEF Institute technical assistance project on implementing comprehensive strategic plans for children and youth.

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Charleston, S.C.: Mayor's Office for Children, Youth, and Families

The Mayor's Office for Children, Youth, and Families (MOCYF) focuses on improving the conditions for children, mobilizing resources in the community to work on their behalf, and developing strategies to support children, youth, and families. MOCYF was created in 1994 and acts as a community clearinghouse of resource information, builds public/private partnerships, strengthens and enhances community capacity, and encourages community collaboration.

MOCYF oversees the Office on Aging, the Division of Youth Programs, and the Promise Alliance, Charleston's Promise. MOCYF also coordinates the following Commissions, committees and task forces: the Mayor's Youth Commission, the Promise Alliance Steering Committee, the Office on Aging Task Force, the Better Health for Children Steering Committee, the Mentoring Partnership, the Volunteer/Serve Committee and the Charleston's Promise Commitment Makers. (from City of Charleston website at <http://www.charlestoncity.info/dept/content.aspx?nid=143&cid=602>)

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Coordinating Entity for Family Support Centers and Programs

Some cities have put in place a system of family support/community centers to address a variety of family strengthening goals. A coordinator of this system can serve as a key figure in the city government for tracking family strengthening issues and raising them with the mayor and other municipal leaders.

Boston, Mass.: Boston Centers for Youth and Families

On July 1, 2002, the City of Boston's human service functions were merged into a new department called the Boston Centers for Youth & Families (BCYF). This reorganization was designed to streamline and improve the delivery of human services to the city's children, youth and families. BCYF is a consolidation of Boston Community Centers, the Mayor's Office of Community Partnerships, the Boston 2:00 to 6:00 After-School Initiative, and the Recreation Division of the city's Parks and Recreation Department.

BCYF is one-stop shopping for families looking for programs and services for children and youth and infants to elders. The goal is to provide education and recreation programs that are both enriching and fun at quality facilities in every neighborhood of Boston. BCYF:

- Provides youth advocacy and development,
- Oversees the operation and maintenance of the city's 43 community centers;
- Offers quality affordable after-school programs for Boston residents;
- Builds strong partnerships with community based organizations citywide;
- And secures additional resources to expand its programs.

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Interagency Coordinating Council

Another approach is to establish a coordinating council, including key agencies within, and sometimes outside of, city government, that meets regularly to address family strengthening issues and find opportunities for joint initiatives.

Indianapolis, Ind.: Family Strengthening Coalition

The Indianapolis Family Strengthening Coalition, founded in 2000, is dedicated to raising awareness of and access to the means of creating stronger families. It seeks to foster positive change within families, neighborhoods, businesses, volunteer groups, service providers, and other institutions equipped to help families become and remain strong, capable, and connected.

The Coalition is a partnership of families, public officials, neighborhood residents, and nonprofit, business, faith and community leaders. It is funded by the city government, foundations, and private health and human service organizations. The coalition convenes “Family Circles,” which are neighborhood-based, small-group discussions around family strengthening, and an annual Family Strengthening Summit. It also coordinates the Indianapolis Asset Building Campaign, which provides free tax preparation services for qualifying families and access to financial services and education.

The coalition identified four priority results: families are healthy and safe, financially secure, engaged in each others' lives, and engaged in the community. Each priority result's volunteer committee is developing specific indicators and action plans to help the community achieve these results. The coalition also published a report with statistics on how families are doing in these four areas. (From the National Human Services Assembly Family Strengthening Policy Center September 2006, www.nassembly.org/fspc)

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Minneapolis, Minn.: Minneapolis Youth Coordinating Board

The Minneapolis Youth Coordinating Board (YCB) is an intergovernmental organization dedicated to promoting the healthy, comprehensive development of Minneapolis children and youth ages 0–20 through collaborative action. The Minneapolis Youth Coordinating Board was created in 1986 through a state-authorized joint powers agreement between the City of Minneapolis, Minneapolis Public Schools, Minneapolis Park & Recreation Board, Minneapolis Public Library Board, and the Hennepin County Board of Commissioners. Its thirteen-member board includes elected officials representing the partners and a Minneapolis member from both the Minnesota House of Representatives



and State Senate. The Board also includes functional leaders of the YCB partner entities and the three area foundations as ex-officio members.

Goals include: 1) identifying and remedying conditions that hinder or prevent the community's youth from becoming healthy, productive members of society; 2) communicating accurate and timely information concerning issues facing children, youth, and families; and 3) facilitating improved coordination, cooperation, and engagement among the community youth-related organizations and local governmental bodies. In April 2005, the YCB adopted an agenda and action steps for enhancing healthy child and youth development by 2020. The Board also manages a school readiness initiative to mobilize time, talent, and resources to boost the number of children who enter Minneapolis kindergarten ready to learn, and serves as the home of Minneapolis Redesign, a family services collaborative using integrated funding for a variety of programs and collaborations designed to increase student achievement.

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Los Angeles, Calif.: Commission for Children, Youth, and Their Families

The City of Los Angeles has established a Commission for Children, Youth, and Their Families, which convenes city departments and agencies to coordinate city services for youth and families, makes policy recommendations to the mayor and city council, annually reviews and updates the City's Children's Policy and the City's Child Care Policy, develops a strategic plan for children, youth, and families, analyzes data, leverages funds, assists city departments in coordinating grant applications, and promotes coordination with the county, state, and schools.

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Los Angeles, Calif.: Los Angeles County Children's Planning Council

The Los Angeles County Children's Planning Council is a public/private collaborative that encourages partnerships, promotes the use of data, develops tools and resources, and emphasizes outcomes and results. The County Board of Supervisors created the Council



in 1991 to serve as its principal planning body to improve conditions for children and families by improving integration, coordination, and accessibility of health and human services.

The Council's members include representatives from United Way, League of California Cities, the L.A. Chamber of Commerce, the Business Roundtable, Southern California Association of Philanthropy, community members, service providers, the County's Chief Administrative Officer, and the directors of the six county health and human services departments. It is supported with funding from public and private sources. Key accomplishments include five indicators to track progress: Geographic Planning Structure: Service Planning Areas (SPAs); Children's Score Card & Children's Budget; Los Angeles County's First Action Plan for Children, Youth, and Families; Directions, Strategies, and Recommendations for Improving Outcomes; and eight SPA Councils & the American Indian Children's Council. In the future, the Council seeks to build more linkages to cities, schools, and other key partners.

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San Jose, Calif.: Mayor's Gang Prevention Task Force

The Mayor's Gang Prevention Task Force is the intermediary body that provides a basic structure for cross-system efforts for San José's disconnected youth. The Task Force has now been in place since 1991, with staff support from two lead city agencies – Parks, Recreation, and Neighborhood Services (PRNS) and the Police Department. Formed in 1991 “to focus governmental action on gang prevention,” the Task Force has grown to include representatives of city and county parks, courts, and law enforcement agencies and school districts. Other groups that participate include faith-based organizations such as People Acting in Community Together (PACT), gang intervention experts California Youth Outreach, and the state parole office and U.S. Attorney.

Also, the Task Force has developed a number of strategic objectives over the years that expand its focus beyond gang prevention alone. These include creating and fostering collaborative partnerships that contribute to the academic and developmental success of children and youth, preparing young people for the workforce, and supporting the livability of neighborhoods. To ensure support and coordination at the highest levels of government and throughout the community, as well as effectiveness in operations, the Task Force operates through two components – a Policy Team and a Technical Team.

The Policy Team consists of government department heads and senior officials, school district leaders, and representatives of key community-based organizations, businesses,



and neighborhoods. This team provides direction for the city's anti-gang policy, and develops and monitors Memoranda of Understanding with all organizations and agencies engaged in gang prevention and intervention efforts. The mayor chairs Policy Team meetings, which are open to the public and include time on the agenda for input from citizens and partner organizations. The mayor's office and PRNS provide staff support for this team.

The Technical Team is where ground-level cross-system work gets done, and proposals get developed to take to the Policy Team. Staff members from PRNS, police officers and representatives of direct service organizations and agencies with special expertise in gangs, as well as school officials with safety responsibilities participate on this team, which typically meets every two weeks. Among other functions, the Technical Team regularly reviews and develops updates for the Policy Team regarding the gang climate and dynamics in the city. This team is also "charged with the responsibility of assuring the development of gang prevention, intervention, and suppression programs that work effectively in the neighborhoods."

One of the Task Force's key strategic tools is the Bringing Everyone's Strengths Together (BEST) funding program. The city provides BEST with general fund monies, to enable yearly grants ranging from \$5,000 to \$225,000 to 25 or more community organizations, each of which offers specific programs. Organizations that receive grants must respond to a Request for Qualifications (RFQ) and provide matching funds. BEST granted approximately \$30 million in city funds by 2006. BEST has continued to grow, with a 2005-06 operating budget of \$3 million for which contracted agencies provided a 20 percent match.

BEST's original emphasis on a mix of prevention, intervention, and suppression strategies and tactics – a mix re-calibrated each year – now also includes programs targeting the improvement of life skills, school and community safety, and educational achievement. Also, the city and Task Force have maintained the perspective that BEST grants are not solely for use in supporting short-term program operations, but also represent investments in capacity-building. One step in this direction has been a move to three year grants, rather than one year grants. In addition, the city provides BEST grantees with opportunities to send staff to cross-learning events, performance measurement workshops, and intervention training sessions. (from *Beyond City Limits: Cross-System Collaboration to Reengage Disconnected Youth*)

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Houston, Texas: Joint City/County Commission on Children

The mission of the Joint City/County Commission on Children is to generate an action plan advocating for individuals below the age of 18 and their interests; assess the general welfare of our youth; offer ways in which the key needs of those individuals can be met; and promote the healthy development of children which will ultimately benefit our entire community. To this end the Commission will:

- Monitor and make recommendations with state and federal efforts, including legislation and the Texas Commission on Children and Youth;
- Promote children and their needs by advocating, educating, and informing policy makers, program designers/administrators, business leaders and the public regarding children's issues;
- Foster coordination, collaboration, and resource sharing between governments and private entities;
- Develop and promote a set of guidelines to integrate government and private programs which will primarily focus on prevention and early intervention for children and their families;
- Develop recommendations for Houston's and Harris County's children relating to such areas as health, education, security, safety, and employment that outlines the responsibilities for the city/county governments; and
- Perform other duties as may be assigned by the mayor and City Council of Houston or the county judge and commissioners of Harris County. (from Harris County website at www.co.harris.tx.us/jcccc)

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Baltimore, Md.: Family League of Baltimore City

The Family League of Baltimore City, Inc., (FLBC) was founded in 1991 as a quasi-public, nonprofit organization to fulfill the Maryland legislative mandate for the establishment of Local Management Boards (LMBs) in all jurisdictions in the State of Maryland. The role of the LMB is to focus attention and resources on improving the well-being of children and families by engaging communities and encouraging public and private partnerships. The Family League is a local planning and governance entity that does not provide direct services. The organization initiates collaborative processes to enhance strategic planning efforts to improve child and family well-being results and indicators. All service provision is conducted through service contracts with community-based providers. The Family League is also responsible for program monitoring, oversight, and evaluation. The Contract Management Unit works closely with contracted vendors, providing support and technical assistance to ensure the delivery of quality, effective services to children and families.



The Family League of Baltimore is housed under the city's Office of Community and Human Development. City officials participating include Deputy Mayor Salima Siler Marriott; Janis Parks, who works for the Family League, which is quasi-governmental; Jane Smith of the Baltimore Department of Social Services; and social workers. The Strong Families Committee is an FLBC Board Standing Committee that has the overarching goal of strengthening Baltimore City families. Mayor Sheila Dixon and Deputy Mayor for Community and Human Development Salima Siler Marriott have identified building strong families as a key priority of this administration.

Goals of the Strong Families Committee

1. Carry out the implementation of the National League of Cities' Family Strengthening Platform for Baltimore.
2. Shared definition and principles of Family Strengthening.
3. Develop measurable indicators of three Result Areas:
 - a. Strong families (formerly children safe in their families).
 - b. Children safe in their communities and communities that support family life.
 - c. Stable and economically independent families.
4. Develop and implement strategies to infuse Family Strengthening principles and interventions in policy and practice throughout our organizations and the City.

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Savannah, Ga.: Chatham-Savannah Youth Futures Authority

Savannah, Ga., was the first city to formally adopt the National League of Cities' Platform for Strengthening Families through a proclamation by Mayor Otis Johnson. Since then, Savannah has used the platform to help guide the work of the Chatham-Savannah Youth Futures Authority, a state-mandated authority serving as the collaborative for addressing children, youth and families issues in Chatham County. The collaborative is composed of representatives from city, county and state government, the local board of education, more than 20 health and human service providers, the local United Way, faith community, area businesses and neighborhoods. The Authority's new three-year strategic plan outlines goals, strategies and accountability measures and



focuses on three areas in particular: reducing juvenile delinquency, ensuring educational success, and reducing teen pregnancy.

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Alexandria, Va.: Early Childhood Commission and Youth Policy Commission

The City of Alexandria, Va., has two standing commissions charged with setting a vision for children and youth, preparing annual status reports, coordinating local responses to emerging issues, and making policy and funding recommendations to City Council, the Early Childhood Commission (ECC), and the Youth Policy Commission (YPC). The School Board and the City Council appoint the 25 members of the ECC. These appointments must include a mix of interests, including parents, teachers, child care managers, health and mental health professionals, business leaders, child development experts, and other interested parties. The YPC has 20 members, including parents, youth, business representatives, youth-serving agencies, health professionals, the School Board, and other stakeholders.

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Nonprofit Intermediary

Philadelphia, Pa.: Philadelphia Safe and Sound

From 1995-2008, Philadelphia Safe and Sound (PSS) operated as an independent nonprofit working with the city and its partners to improve the service delivery system for Philadelphia's children. PSS conducted research, identified best practices, provided technical assistance, and/or served as fiscal agent for several initiatives: the Afterschool Initiative, 21st Century Learning Centers, Beacon Schools, Tobacco Prevention and Cessation, Youth Violence Reduction Partnership, and Philadelphia Alliance for Better Child Care. Particularly noteworthy were PSS' efforts to use data and research to inform policy and monitor progress. PSS analyzed city investment in youth services through an annual Children's Report Card tracking 26 indicators on child health, safety, academic achievement, risky behavior, and family stability. In 2005, PSS began developing specialized report cards for 12 Philadelphia communities. In addition, PSS published a biennial Children's Budget, analyzing how city money is being spent on children. PSS used GIS technology to map data on key health and safety indicators and resources by neighborhood. PSS also worked with the City to develop an integrated data program so that public social service agencies, the school district, and the police department can share information about clients across departments, allowing for greater analysis and strategic planning.

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Washington, D.C.: Children and Youth Investment Trust Corporation

The DC Children and Youth Investment Trust Corporation is a 501(c)(3) formed in 1999 to increase the quality, quantity and accessibility of services for D.C.'s children, youth, and families. The Trust Corporation grew out of a year-long initiative that involved municipal, federal, and school officials, foundations, corporate partners, community groups, service providers, caregivers, parents, and youth. The Trust Corporation leverages and disburses public and private funds to community organizations providing direct services to children, youth, and families, focusing on three program categories: out-of-school time programs, youth entrepreneurship programs, and early childhood development programs/parent centers. Grants have totaled more than \$17 million to 71 programs serving all eight city wards. Funds have also been disbursed to support the District of Columbia Public Schools' "T-9 Schools" initiative, which transforms curriculum, facilities and staffing, and includes wrap-around health and human services for students and parents. In addition, the Trust Corporation focuses on building service providers' capacity to bring services to scale. The Trust Corporation's Outcomes Project helps evaluate the city's youth programs.

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San Diego, Calif.: The Children's Initiative

As a nonprofit intermediary organization in San Diego County, The Children's Initiative (TCI) helps children, youth, and families reach their full potential by integrating service delivery systems, promoting collaboration and prevention, and measuring outcomes in health, education, safety, and economic security. Areas in which TCI focuses include juvenile justice, child welfare, afterschool, and mentoring. TCI was built in part through the City of San Diego's process of developing a Comprehensive Strategy for Youth, Family, and Community in the mid-1990s. TCI serves as a principal coordinator for sustaining the Comprehensive Strategy partnerships and its implementation.

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City Department

Many cities have designated an entire city department to tackle a wide range of human services and family support issues.

San Antonio, Texas: Department of Community Initiatives

The Department of Community Initiatives (DCI) was created to serve as a catalyst for coordinating resources and partnerships that promote economic self-sufficiency, family strengthening, and enhance the quality of life for children, families and seniors and ensure greater public accountability for the investment of resources. The Department seeks to coordinate and foster strategic partnerships with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net. DCI's programs include:

- Financial literacy, earned income tax credit outreach, volunteer income tax assistance, and individual development accounts;
- Children's resources (including early childhood development, child care, and referral services);
- Community centers;
- Community action;
- Elderly and disabled services;
- Literacy services;
- Youth services;
- The San Antonio Education Partnership
- Children's health insurance outreach; and
- San Antonio's Better Jobs Initiative.

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Jackson, Miss.: Department of Human and Cultural Services

The mission of the human services component of the Department of Human & Cultural Services is to implement and deliver an array of social, educational, and socioeconomic programs for the family unit and promotes independence and self-sufficiency among the elderly. This component consists of the divisions of early childhood development, family and youth, and senior services.

The purpose of the Early Childhood Development Division is to design and develop experiences that foster a child's potential for physical, social, intellectual and moral development. This Division provides multiple services for the development of children,



ages six weeks through four years. The Division of Family and Youth delivers a comprehensive array of services to City of Jackson families by offering programs and services that assist in the development of the socio-economic independence of the family unit and aid in the positive growth and development of youth. Finally, the Senior Services Division is designed to provide direct and indirect services, programs, and activities to elderly citizens of the City of Jackson to enhance their quality of life.

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San Francisco, Calif.: Department of Children, Youth, and Their Families

The Department of Children, Youth, and Their Families (DCYF) works to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every San Francisco neighborhood. DCYF accomplishes its mission by allocating over \$60 million per year in funding based on a community needs assessment and stakeholder input in the creation of a Children's Services Allocation Plan; partnerships with other city departments, the school district, and community organizations; policy innovation and staffing for the Mayor's Policy Council on Children, Youth, and Families and the Transitional Youth Task Force; and public engagement. Major program areas of focus include: early care and education, family support, health and wellness, out-of-school time, school partnerships, transitional youth, violence response, youth employment, and youth empowerment.

DCYF began with the creation of the Mayor's Office for Children, Youth, and Their Families in 1989. Two years later, passage of the Children's Amendment helped the office gain a substantial budget, and the office was turned into a full city department. DCYF became the major city source of funding for children and youth programs, and the major engine of interdepartmental partnerships related to children, youth, and families. Members of a Children's Fund Citizens Advisory Committee appointed by the mayor help guide DCYF regarding the Children's Fund. The Mayor's Children, Youth, Arts, and Education Cluster Group, as the lead policy planning entity for children and youth services, convenes frequent meetings chaired by a member of the mayor's staff that bring together representatives of parks and recreation, the arts, the status of women, criminal justice, health, housing, and libraries, as well as senior officials of DCYF and the city-county Human Services Agency.

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Albuquerque, N.M.: Department of Family and Community Services

The City of Albuquerque's Department of Family and Community Services works to improve the quality, delivery, and effectiveness of health, social, recreational, nutritional, educational, housing, and other human service programs for the residents of the Albuquerque metropolitan area; to increase the available services through resource sharing and coordination; and to improve the quality of life for low to moderate-income residents. Family and Community Services also oversees the city's Community Centers and housing assistance to low income residents.

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Task Forces for Strengthening Families in Small Cities

Burleson, Texas: Mayor's Task Force for Strengthening Families

In 2007, the City of Burleson (a small suburb of Fort Worth) used NLC's City Platform for Strengthening Families to guide its Family Strengthening Program. The city became interested in the platform after Mayor Ken Shetter and City Manager Curtis Hawk attended a workshop on the platform at the 2006 Congress of Cities and Exposition in Reno, Nevada. As part of the initiative, the mayor formed a Task Force for Strengthening Families with individuals representing education, social service, city government, health care, and faith-based institutions. The task force will ensure the program's goals are communicated and involved stakeholders can network together to improve the efficiency and effectiveness of services provided.

This task force met in early 2007 to brainstorm ways the Burleson community could better serve families, children, and youth, and decided to create of an endowment which would provide Burleson graduates greater access to post-secondary education. With support from the local government school and private partners, the new Burleson Opportunity Fund will guarantee two years' tuition to local high school graduates who want to attend Hill College, a comprehensive community college.

To be eligible, graduates have to enroll for the fall semester after graduation, maintain a satisfactory minimum GPA, apply for other aid such as federal Pell Grants, and participate in "community service corps projects" such as environmental cleanups and mentoring projects. The city, through a dedicated ½ percent sales and use tax that funds its Economic Development Board, provided \$25,000 in seed money to establish the fund, matched by the Burleson Independent School District. Chesapeake Energy is contributing funding and additional funds are being sought from the private sector. Finally, the president of Hill College will allow Opportunity Fund participants to enroll at the reduced college district rate. The fund will offer dozens of scholarships to next year's graduating class. Potential additional areas of focus may include assisting tax filers in claiming the EITC and the formation of a youth council.

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Tualatin, Ore.: Tualatin Together

Tualatin Together, a "Community Coalition for Positive Youth Development," works to promote and foster positive youth development through drug and alcohol prevention, recreational opportunities, and youth development principles. As a 501(c)(3) nonprofit, members are appointed by the coalition based on procedures identified in by-laws and include representatives from local groups, businesses, and organizations. Members



include Mayor Lou Ogden, police chief, community services director, youth from the Tualatin Youth Advisory Council, parents, local business and faith leaders, youth-serving organizations, and the local school district. The coalition conducts an annual budget meeting that is open to the public and develops funding sources through local fundraising, sponsorships, program fees, and grants. Tualatin Together establishes annual goals and performance measures, provides regular updates to the City Council, is staffed by a teen coordinator responsible for publicity, membership recruitment, agenda setting, meeting arrangements, and technical assistance.

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Brighton, Colo.: Youth Resource Office and Children, Youth, and Families Master Plan

The City of Brighton enlisted over 200 youth and adults to participate in the development of a children, youth, and families master plan. The city used NLC's *City Platform for Strengthening Families* to guide the development of the plan. Committees were formed for each of the seven action areas in the second section of the platform: early childhood, education and afterschool, family economic success, health and safety, youth development, youth in transition, and neighborhoods and community. Each committee consisted of young people and adults (including citizens, professionals, and city officials), a trained facilitator, and staff support. Brighton also engaged the services of Onsite-Insights, a youth development and youth master planning consulting firm.

Each committee identified Brighton's reality with regard to specific issues, then identified the ideal vision for each area, reviewed gaps between current and ideal realities, and developed recommendations to close those gaps. Amanda Irtz, former Youth Resource Coordinator for the City of Brighton, worked with Onsite-Insights to coordinate this process; Miranda Cottrell is current Youth Resource Coordinator for the city. (from brochure produced by City of Brighton)

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