



**My Brother's and Sister's Keeper | San Francisco
EXECUTIVE SUMMARY**

Overview

In October 2014, San Francisco Unified School District Superintendent Richard Carranza, San Francisco Mayor Edwin Lee, and San Francisco Foundation CEO Fred Blackwell joined together as co-sponsors of the My Brother's Keeper Community Challenge in the City of San Francisco. The three leaders responded to the call from President Barack Obama to address the persistent opportunity gaps facing girls, boys, young women and young men of color by pledging to develop a cross-sector “cradle – to – college – and – career” strategy leveraging the unique resources San Francisco has to bear. In January 2015, the MBK/SF co-sponsors brought together over one hundred community partners from the city, school district, business, and nonprofit community and through a series of workshops affirmed the commitment of San Francisco's broader leadership to pursue a systems-change approach that prioritizes sustained **individual opportunity plans** for our target populations across key life course milestones. Furthermore, these opportunity plans would reflect a two-generational approach¹ to assisting families – one that would coordinate both child-oriented and parent-oriented programs to simultaneously advance the outcomes of children and young adults.

MBK/SF: Adapting the President's Playbook for Effective Local Implementation

In signing on to the national My Brother's Keeper Community Challenge, the City of San Francisco has adopted all six of the President's goals:

- ✓ All children will enter school cognitively, physically, socially and emotionally ready
- ✓ All children will read at grade level by 3rd grade
- ✓ All youth will graduate from high school
- ✓ All youth complete post-secondary education or training
- ✓ All youth out of school are employed
- ✓ All youth remain safe from violent crime and receive second chances

Consistent with decades of community-driven engagement, and the recent work of researcher and policy strategist Arnold Chandler and his “Life Course Framework for Improving the Lives of Boys and Men of Color”², MBK/SF has adapted the President's framework to ensure comprehensive and widespread local implementation.

Organizing Principles for Systems-Change

In order to ensure each of our young people can meet the six goals, the City of San Francisco, San Francisco Unified School District, and the San Francisco Foundation are advancing an alliance with the larger community that improves life outcomes for young men and women of color. By focusing on systems change- systematic practices, policy reforms and resource allocation- our alliance adopted the following principles coming out of our January Local Action Summit:

- **Cross-Sector Alliance:** we are an alliance in every sense of the word, knowing that government, educators, business, philanthropy and families cannot improve outcomes for young men and women of color alone.

¹ <http://www.childtrends.org/moving-parents-and-children-out-of-poverty-a-two-generation-approach/>

² http://2ib5hhzq9vn2r0apq17idfk1.wpengine.netdna-cdn.com/wp-content/uploads/2015/01/Life-Course-Framework-for-Improving-the-Lives-of-Boys-and-Men-of-Color-_Arnold-Chandler-Presentation_1-25-15.pdf



- Dual-Generation Approach: we approach our systems-changes with two-generational approach to assisting families – one that would coordinate both child-oriented and parent-oriented programs to simultaneously advance the outcomes of children and young adults.
- Tools to Limit Bias: We support tools to minimize implicit bias and seek accountability by the media, local government systems, and across all sectors regarding how we depict and engage boys, girls and young men of color.
- Results Based Accountability: We focus on outcomes, and data-driven strategies.

As the City, SFUSD, and the San Francisco Foundation organize to accomplish this work, the co-sponsors will leverage three primary structures:

- 1) MBK/SF Steering Committee
 - a. The MBK/SF co-sponsors will chair a quarterly steering committee meeting composed of representatives from city departments (OEWD, DCYF, housing, public health, and public safety), school district, community based organizations, higher education, local business leaders, the chambers of commerce, faith-based institutions, parent groups, student groups, teacher groups, local philanthropies, and financial organizations. This committee will hold the vision of MBK/SF, set priorities for action, and rally resources and support around signature projects of MBK/SF.
- 2) Leadership Team
 - a. On a bi-monthly basis, the chief executives of the co-sponsor organizations, the Mayor, Superintendent, and CEO of the San Francisco Foundation, will meet to set and review progress towards interim goals for MBK/SF, align existing work that address the goals of MBK/SF, and plan future actions.
- 3) Implementation Group
 - a. The Mayor, Superintendent, and CEO of the San Francisco Foundation will appoint 4 – 5 representatives from each organization to serve on a monthly working group with a lead designated from each organization. In partnership with Arnold Chandler and associates, this group will manage and implement the longer-term operations of MBK/SF.

Through May 2015, MBK/SF partners are conducting a citywide inventory of signature MBK/SF related interventions and best practices. The co-sponsors will then reconvene smaller community-oriented working group meetings around the life-course framework and areas of alignment (e.g. postsecondary supports for the cohort of 250 African American seniors). By May 2015 the co-sponsors will produce and present a MBK/SF Report and set of recommendations with the launch of the MBK/SF Plan of Action targeted for the fall of 2015.

Emerging Work Aligned to MBK/SF Goals

- ✓ All youth will graduate from high school
- ✓ All youth complete post-secondary education or training
- ✓ All youth out of school are employed

As the first signature MBK/SF project led by the San Francisco Unified School District, we have committed to providing supports to the cohort of approximately 250 African American 12th graders preparing to graduate from SFUSD. Along with the City of San Francisco and the San Francisco Foundation, SFUSD will connect students to academic and professional mentors to coach them through completing post-secondary education or training, and track the success of students in securing summer internship and job opportunities with San Francisco Bay Area businesses that will ultimately lead young



adults to living wage full-time jobs once they complete higher education. SFUSD is committing to providing youth with the resources that will allow them to develop and refine **Post-Secondary Plans (PSPs)** articulating a higher education and career pathway. As PSPs are formed, SFUSD is simultaneously working with community-based organizations (CBOs) to ensure that as student needs around academic advancement, job training, financial planning, physical and mental health, and disproportionate contact arise, they are connected to organizations with proven services that can address their needs. On an annual basis, we will report out on the progress of our graduating cohort with the San Francisco Chamber of Commerce to foster the business community's awareness and cultivation of local talent from communities of color.

Going forward, the MBK/SF co-sponsors envision bringing together cross-sector teams that evaluate the status of cohorts of youth of color and the adults in their lives at other critical life course milestones, including but not limited to family formation (ages 0 – 4), the Pre-K to K transition, 3rd to 4th grade, and 8th to 9th grade. These life course teams will bring together experts and practitioners across areas of content including education, workforce development, health, and disproportionate contact.

✓ **All children will read at grade level by 3rd grade**

Through HOPE SF, the City of San Francisco and the Mayor's Office is partnering with SFUSD to improve the academic outcomes of youth living in four severely distressed public housing sites. Interventions are in place to improve student attendance and mental health support at six SFUSD elementary schools with large concentrations of HOPE SF youth. Services include truancy prevention programs coordinated through Superior Court judges and city agencies, funding for attendance incentives, training for school staff responding to trauma-impacted students through UCSF HEARTS, and new processes for logging and tracking socioemotional services and interventions provided to students.

Going forward, MBK/SF Leadership will explore targeted strategies to increase literacy including strengthening reading tutoring delivered by community-based organizations in afterschool programs, training parents and caregivers to use effective tutoring and joint book-reading strategies, and providing high-quality literacy instruction in schools. Engage SF –an initiative of the University of San Francisco – is currently piloting Western Addition READ, a robust year-round literacy program that serves as a model for engaging CBOs and master's students in education in tutoring students.

✓ **All children will enter school cognitively, physically, socially and emotionally ready**

SFUSD's Early Education Department is developing a strategy to support Pre-K, Kindergarten, and 1st grade students identified as at – risk due to academic difficulties, behavior challenges, and/or exposure to trauma, the majority of which are children of color. The strategy will provide tiered student and family behavioral supports by targeting teams of family support specialists, mental health practitioners, nurses, and Positive Behavioral Intervention Specialists (PBIS) at high-need schools.



Role of Business

In March 2015, the business community led by the San Francisco Chamber of Commerce established a powerful vehicle for advancing youth access to workforce development and higher education opportunities. Unite SF directly aligns with the later set of MBK/SF milestones in its focus on: 1) a high school graduation rate of 100%; 2) support and access to college or skilled vocational programs and; 3) pathways to sustainable jobs and careers.³ While these goals are important for all children, youth of color face greater barriers in achieving these goals due to a lack of information and/or encouragement that stand in the way of their looking towards options beyond high school. This is especially critical for youth of color that are first-generation college students or that come from families that have had limited exposure to higher education and living wage employment opportunities. In supporting MBK/SF, there are at least three key areas where the San Francisco Chamber of Commerce could leverage the business community to support youth of color:

- 1) For the initial cohort of 250 African American 12th graders that SFUSD, the City, and SFF will support, commit to 100% of those students receiving a STEM focused job offer within 2 – 6 years of graduation.
- 2) Identify and recruit a career mentor for each of the 250 African American 12th graders to provide coaching on summer job and internship opportunities, academic programs and extracurriculars that will increase their labor market value after graduation, and skills and credentials required for them to access living wage jobs.
- 3) Develop a cohort model starting at the 9th grade level that defines a sequence of career awareness and exposure opportunities starting with job shadowing and workplace visits, building towards soft skills training opportunities led by employers, and culminating in apprenticeship and internship opportunities in 11th and 12th grade. Set a target percentage of youth from ages 14 – 18 that will enroll in this cohort each year utilizing data from SFUSD and the City and track the progression of each individual young person through the program sequence.

While the first two goals relate specifically to the SFUSD African American class of 2015, the work taking place with this initial cohort should provide a framework for broader expansion to African American youth throughout the city as well as our larger population of youth of color. MBK/SF provides a platform to work collectively to amplify the opportunities available to our young people. As our work launches, interested stakeholders should visit www.mbksf.org and click “Get Involved.” While we humbly recognize the impactful work our partners have done for our youth – some for several decades – we believe that closing the opportunity gap depends on every leader in this city committing to and coordinating on a shared vision to give every child and family the opportunity to live and prosper in San Francisco.

³ <https://sfchamber.com/initiatives/unite-sf/>



Contact:

Landon Dickey, Special Assistant to the Superintendent
African American Achievement and Leadership
SFUSD Superintendent's Office
DickeyL@sfusd.edu
415.516.5247

Theodore B. Miller, Esq.
Director, HOPE SF
Senior Advisor, Office of Mayor Edwin M. Lee
415.701.5531
theodore.miller@sfgov.org

Zachary McRae
Program Coordinator, Implementation Committee
San Francisco Foundation
zmcræ@sff.org
415.733.8544