



**Cities Counties Schools Partnership
Leadership Council Meeting**

**Friday, April 22, 2016
10:00 a.m. – 2:00 p.m.**

League of California Cities
1400 K Street, Third Floor, Sacramento, CA 95814
This meeting is hosted by California State Association of Counties.

Meeting Objectives:

- Network with and learn from fellow leaders and colleagues of statewide associations.
- Explore program and activities for youth-civic education.
- Discuss and direct staff on opportunities related to Stretching Community Dollars.

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10:00 a.m.	I. Welcome and Introductions	
	<ul style="list-style-type: none"> • Current Leadership Roster • August 2015 Meeting Notes 	<p>2</p> <p>3</p>
10:20 a.m.	II. Association Updates, Key Priorities and Activities of Mutual Interest	
	<ul style="list-style-type: none"> • League of California Cities • California State Association of Counties • California School Boards Association 	<p>3</p>
10:45 a.m.	III. Governments Engaging Youth	
	<p><i>Presenters:</i></p> <ul style="list-style-type: none"> • <i>Action Civics & Power of Democracy:</i> Dave Gordon, Superintendent, Sacramento County Office of Education • <i>Summer at City Hall:</i> Councilmember Jay Schenirer • <i>Governments Engaging Youth:</i> Bina Lefkovitz 	<p>4</p>
12:30 p.m.	Lunch	
1:00 p.m.	IV. ILG's Partnerships and Collaborations Efforts	
	<ul style="list-style-type: none"> • Community Schools Partnerships • Healthy & Vibrant Communities Project • Stretching Community Dollars: <ul style="list-style-type: none"> ○ Guidebook ○ Opportunities ○ Leader-to-Leader Brief • California Summer Meal Coalition 	<p>6</p> <p>7</p> <p>8</p> <p>8</p> <p>9</p> <p>9</p>
1:55 p.m.	V. Wrap-Up	
	<ul style="list-style-type: none"> • Next Meeting • Discuss Follow-Up Items 	<p>12</p>
2:00 p.m.	VI. Adjourn	

I. Welcome and Introductions

Welcome to the first CCS Partnership Leadership Council Meeting of 2016.

Current Leadership Roster



2016 Designations to the CCS Partnership

California State Association of Counties

- Matt Cate, Executive Director
- John Gioia, Supervisor, Contra Costa County, Past President, CSAC
- Don Saylor, Supervisor, Yolo County
- Brad Wagenknecht, Supervisor, Napa County
- *Vacancy*

California School Boards Association

- Chris Ungar, San Luis Costal Unified School District, CSBA, President
- Susan Henry, Huntington Beach Union High School District, CSBA, President-Elect
- Mike Walsh, Butte County Office of Education, CSBA, Vice President
- Jesus Holguin, Moreno Valley Unified School District, Immediate Past President, CSBA
- Vernon Billy, Executive Director, CSBA

League of California Cities

- Stephany Aguilar, Councilmember, Scotts Valley, Immediate Past President, LCC
- Mike Kasperzak, Councilmember, Mountain View, Board Member, LCC
- Chris McKenzie, Executive Director, LCC
- Dennis Michael, Mayor, City of Rancho Cucamonga, President, LCC
- Greg Pettis, Mayor Pro Tempore, Cathedral City, Board Member, LCC

Members-At-Large (Public Members)

- Davis Campbell, Member-at-Large, Founding Board Member of the CCS Partnership
- Pat Eklund, Member-at-Large, Councilmember, City of Novato
- Alan Fernandes, Member-at-Large, Board Member, Davis Joint Unified School District, Executive Vice President, California State Association of Counties Finance Corporation

Partner Liaisons

- David DeLuz, CSBA
- Farrah McDaid-Ting, CSAC
- Sara Rounds, LCC

August 2015 Meeting Notes

The 2015 meeting of the Cities Counties Schools Partnership provided the leadership an opportunity to learn about and have a discussion on the **Local Control Funding Formula**. As it was the first meeting since the dissolution of the 501(c)3 status, the leadership also brainstormed focus areas for future discussion and had a discussion about intentional focus for CCS Partnership. Additionally, each association shared updates about policy-making, conference activities and issues of interest to all partners. Full notes are attached at the end of this document. **[Attachment 1]**

II. Association Updates, Key Priorities and Activities of Mutual Interest

Each association has an opportunity to share updates about policy-making, conference activities and issues of interest to all partners. Updates are provided by a leader or association's Executive Director.

III. Governments Engaging Youth

Presenters: Dave Gordon, Jay Schenirer, Bina Lefkowitz

Questions to consider:

- *What's happening in your community around civic education and public service career development?*
- *What communities are ripe for civic-youth education and engagement?*
- *Where is the greatest need for civic-youth education and engagement?*
- *What challenges will need to be addressed and overcome for successful partnerships to promote civic-youth education and engagement?*

A variety of programs engaging youth in government have provided students opportunities to learn about local government, careers in local government and how to advocate for community change. The Institute for Local Government is building a collaborative to support and enhance civic education opportunities among cities, counties, special districts and all local government agencies. ILG is working with its parent organizations and key partners (Sacramento County Office of Education, the Council for a Strong America and the Linked Learning Alliance) to develop a program and increase the positive impact of youth and government engagement in communities throughout California.

Inspiration for this effort stems from the successful model of government engaging youth through the highly-acclaimed Summer at City Hall program developed at the City of Sacramento and its successor programs emerging at the cities of Elk Grove and West Sacramento. The program models are tailored to meet the needs of the students and based on available staff and financial resources.

In January 2016, the Institute received a \$15,000 planning grant from the Stuart Foundation to develop the next steps for a statewide implementation of this youth-civic engagement project. Bina Lefkowitz, Lead Consultant and ILG staff have surveyed cities, counties, special districts and partners as part of an environmental scan.

Today's presentation provides the CCS Leadership an opportunity to provide direction and advice following an overview of current efforts in California on successful civic youth engagement programs, including a presentation on Summer at City Hall. Leaders are encouraged to discuss the benefits and needs for these programs. Supporting materials are attached to the agenda for your reference **[Attachment 2]**.

Panelist and their Presentation Topics:

- ***David W. Gordon: Action Civic, Power of Democracy and California’s Civic Education Landscape***



David W. Gordon serves as Superintendent of the Sacramento County Office of Education. The Sacramento County Office of Education directly serves more than 30,000 students and provides financial oversight and support services to more than 235,000 students in thirteen school districts. Gordon has previously served as a school superintendent in Elk Grove and was Deputy State Superintendent for the California Department of Education. Mr.

Gordon began his career as an elementary school teacher in 1968 in the South Bronx, New York. Mr. Gordon holds a B.A. degree from Brandeis University and an Ed.M. and Certificate of Advanced Study (C.A.S.) in Educational Administration from Harvard University. He has served as an Associate in Education at Harvard University, a visiting scholar at Stanford University, and a visiting professor at the University of California, Riverside. He has served on numerous boards and commissions, including the California Commission on Teacher Credentialing, the California Curriculum Development Commission, WestEd and the UC Davis School of Education Board of Advisors. He has presented at the White House, has been a panelist on the U. S. Department of Education’s cable television show, has testified before the U.S. Congress and state legislatures in California and around the nation, and is a frequent speaker at major conferences.

- ***Jay Schenirer: Summer at City Hall, Sacramento Experience***



Jay has served on the City Council for 5 years. One key policy interest is in youth leadership development. This led to the creation of Summer at City Hall. He sponsors other efforts to build youth leadership, engage youth in city government, and bring youth perspective to city business. He is the General Manager for Capitol Impact, a statewide educational consulting firm that leads the Linked Learning Alliance to make classroom learning relevant through the creation of career pathways in high schools. His office hosts the Leg Ed project to educate legislative staff around what is

happening in local communities around education, health and good governance practices to inform future legislative policies.

- ***Bina Lefkovitz: Governments Engaging Youth Findings and Next Steps***



Ms. Lefkovitz, founder and former Co-Director of the Youth Development Network, currently does consulting around youth civic engagement and youth advocacy. She assisted the city of Sacramento, Elk Grove, Yuba City in creating SACH. Her expertise is in program development, city school partnership development and youth development. She is also a part time faculty member at CSUS and teaches youth development in recreation.

VII. ILG's Collaboration and Partnerships Efforts

Staff requests your feedback:

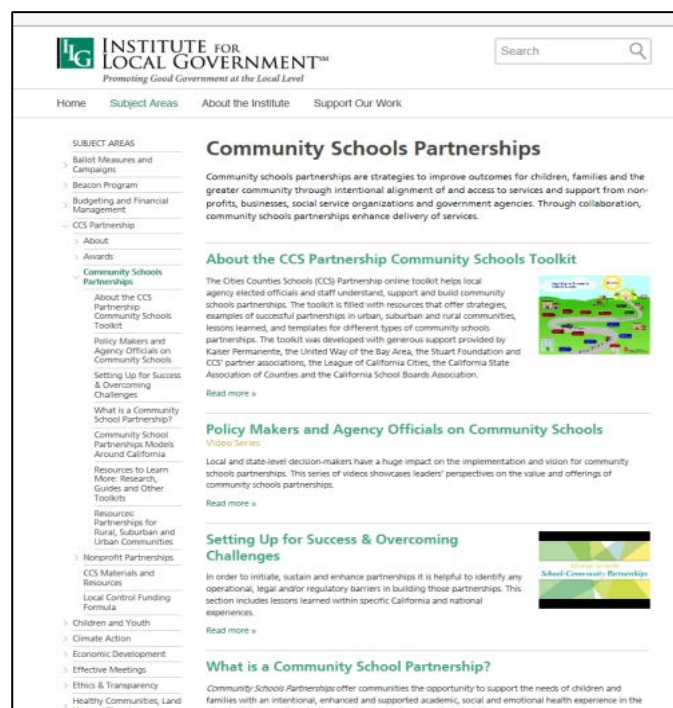
- *Are there examples in your community of leader-to-leader meetings, either informal or formal that can be highlighted in CCS/ILG resources?*
- *Would you be interested in serving on a panel to talk about partnerships in your community?*

Community Schools Partnerships

CCS Partnership continues its three-prong strategy vis-à-vis community school partnerships including the online toolkit, conferences of the three partner associations and the three partner association awards programs. Staff participates in the California Community Schools Network roundtable, presents on quality partnerships as opportunities arise. In summer 2015, the Institute updated its website and the toolkit was moved and updated for the new platform. The former CCS Partnership website and terms navigate to the Institute's platform seamlessly.

As part of the work with Kaiser Permanente and the Healthy and Vibrant Communities Project (below), staff is engaged in additional case story writings and updating the website with partnerships supporting healthy eating-active living, safety and violence prevention.

When possible, partnerships including schools, cities and/or counties are highlighted in the community schools partnerships toolkit as well. Conference sessions and awards continue to be opportunities to relay best practices on partnerships.



Visit the Community Schools Partnership toolkit www.ca-ilg.org/community-schools-partnerships

Healthy & Vibrant Communities Project

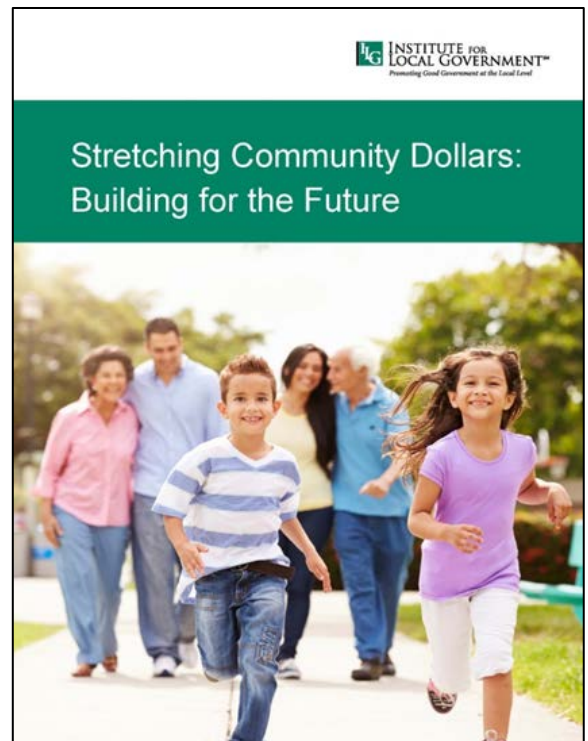
The Institute's Healthy and Vibrant Communities project, funded by Kaiser Permanente Northern California Community Benefit (since 2015) aims to increase awareness and provide education about collaboration and partnerships supporting positive outcomes for healthy-eating/active living, safety and violence prevention. The project, ending December 2016 provides the Institute opportunities to share success stories of collaborative efforts to our parent organization's members via in-person and online educational activities as well as direct assistance. Activities since last November include:

- **City Manager's Conference.** In early February, the Institute moderated a session at the League of California Cities City Manager's Department meeting, "*Harness the Power of Partnerships to Achieve your City's Goals*" featuring City Manager Bill Lindsay of Richmond, Julie Rusk, Assistant Director for Community and Cultural Services for Santa Monica and Mercy Santoro with Pasadena Unified School District (formerly City of Pasadena). The session focused on how agencies are using partnerships to effectively and efficiently deliver services and leverage existing human and financial resources. Partnerships featured work that supported healthy eating/active living, safety, violence prevention as well as youth engagement.
- **Community Wellness Webinar.** In mid-February, staff completed the first of three webinars in the 2016 series focusing on community wellness, healthy eating /active living, safety and violence prevention. Additional webinars are being developed for June 2016 (collaboration for health policy outcomes) and October 2016 (partnerships for gang/violence prevention and youth health and safety).
- **Technical Assistance.** The Stretching Community Dollars Guidebook is a catalyst for technical assistance in local communities. In early March, Martin and Hang headed to the City of Bishop to facilitate a workshop among leaders with the Eastern Sierra Council of Governments. The Guidebook served as a frame for discussion on the vexing challenges and opportunities for collaboration among local jurisdiction. Conversation and exercises supported the discussion and lead to outcomes for each jurisdiction to complete. The local agencies collaborate out of need to save on limited staff capacity and financial resources; convening the group encourages assessment of activities and outcomes for future collaboration.

Staff continues work on writing case stories, communications and outreach and developing a series of convenings in the central valley and bay area to support local agencies in partnerships for health eating/active living, safety and violence prevention.

- ***Stretching Community Dollars Guidebook – An update to a CCS Partnership signature document.*** As part of the work plan for the Kaiser Grant and Healthy & Vibrant Communities Project, the Institute completed an update to a CCS Partnership resource, the Stretching Community Dollars Guidebook. The purpose of the guidebook is to inspire, encourage and support local governments throughout California to achieve purposeful and sustainable intergovernmental collaboration. It incorporates the challenges and opportunities that communities have endured with paradigm shifts such as Realignment, Redevelopment and Local Control Funding Formula. The guidebook clarifies need and processes for collaborations scaling up to systems-change and the advantages of collaboration in two main points:

- **More efficient with resources:**
Put simply, you can do more with less. By pooling financial and human resources, time and capital, the savings gained can go to other priorities. The cost of operations and services decreases while the quantity and quality of services increases. It decreases duplication and provides opportunities to enhance and expand programming.
- **More effective in the community:**
The whole is greater than the sum of individual parts. By working together across jurisdictions, local government agencies will increase their reach, power and positive impact in the communities they serve. Collaboration allows agencies to increase their impact.



Stretching Community Dollars is available on the Institute’s website at: www.ca-ilg.org/stretchingcommunitydollars and a copy is attached [Attachment 3].

- **Opportunities.** The updated Stretching Community Dollars Guidebook was included as a resource for ILG-organized events including a California State Association of Counties Institute course on Intergovernmental Collaboration and the League of California Cities Annual Conference session, “Mayors for Community Wellness.” The Stretching Community Dollars Guidebook was also featured by the California School Boards Association and Public CEO and has been downloaded or viewed more than 230 times from ILG’s website.

- **Leader-to-Leader Brief.** A companion piece to the Stretching Community Dollars Guidebook is a brief, “Leader-to-Leader: An Opportunity to Share, Understand, Align and Make Lasting Progress.” The document highlights how elected officials and staff may find meeting on a regular basis to identify opportunities for collaboration and leveraging resources is the best way to effectively meet community goals and needs. Joint meetings of the elected officials and/or staff members of city, county, school and/or special district agencies provide an opportunity for local officials to get to know one another, understand organizational missions and functions and to build the trust that allows for stronger working relationships. The Leader-to-Leader Brief is available online at: www.ca-ilg.org/resource/leader-leader-meetings [Attachment 4].

California Summer Meal Coalition

Background: The California Summer Meal Coalition is an ILG initiative to combat food insecurity and childhood obesity by ensuring low-income children and youth have access to healthy food when school is out by increasing access to USDA summer meal programs. The Coalition brings together local and state leaders in child nutrition and physical activity, summer learning, food policy, anti-hunger, youth development, school district leadership, city and county leadership, along with the California Department of Education and the California Department of Public Health. These groups share their expertise to develop and promote strategies that strengthen our communities when school is out. Attached are California Summer Meal Coalition and Lunch at the Library resources [Attachment 5].



Pittsburgh, California: Summer 2015 Summer Meal Coalition Event featuring partners from public safety, local library and community-based organizations.

The year is off to a busy start for the California Summer Meal Coalition, as interest grows in communities across the state to leverage USDA child nutrition programs to build innovative community collaborations that bring together city, county, school, and community partners. The successes of summer 2015 in which the Coalition brought together California’s public libraries, schools, law enforcement, public health and other agencies to create a shared vision for summer has helped communities leverage existing resources and create greater efficiencies while supporting the health and well-being of low-income families (Attached is the 2015 Annual Report). The Coalition’s efforts have helped bring a 10 percent increase in summer meal program participation, drawing down an additional \$5 million in federal funds to California communities. As a growing number of cities and counties focus on addressing homelessness, the Coalition will highlight USDA nutrition programs—and the partnerships built around them—to help leaders create efficiencies and strengthen existing community safety nets to support families living in transition and those on the verge of homelessness.

Activities:

- ILG has been invited to participate as part of a national thought leadership group at USDA and is part of a subcommittee with the Federal Transportation Administration and National Recreation and Park Association and other agencies interested in addressing transportation issues in summer. ILG (the California Summer Meal Coalition) is the only state-level organization invited to participate in this effort.
- Hosted a summer meal summit for more than 100 attendees from agencies representing city agencies, school districts, county public health departments, community agencies, healthcare, law enforcement, libraries, tribal governments, and policy advocates. Leaders from USDA, California Department of Education, California Department of Public Health and California Department of Food and Agriculture participated. Presentations from UCSF, Stanford, San Bernardino Public Health, City of Riverside, San Mateo County Library, City of San Francisco, Hayward USD, San Ysidro USD and USDA's Farm to Fork Office promoted a range of promising practices to support healthy community partnerships. The event was well received, with 97 percent of evaluations ranking the event as good or excellent. As a result of the summit, USDA Administrator Audrey Rowe shared the successes in Contra Costa County (a project of the Summer Meal Coalition) at the White House with leaders from the US Conference of Mayors as a best practice.
- Hosted a workshop at the Ontario Library for more than 30 city, county and special district librarians from around the state to facilitate the expansion of Lunch at the Library to more libraries and promote partnership opportunities with other agencies.
- Presented on two webinars: California Department of Public Health's mandatory webinar for funded local health departments and California Department of Social Services Food Access committee (FANOUT) for local and state leaders in social services, public health.
- Presented at two conferences: Washington DC-based Food Research and Action Center/Feeding America's national anti-hunger policy conference and regional convening hosted by the United Way California Capital [sic] Region.
- Provided technical assistance to seven communities to advance Lunch at the Library. As a result, secured partnership between Martinez USD and Contra Costa County Public Library; Working on partnership between Richmond City Library and West Contra Costa USD; and developing partnership between Tuolumne County Public Library and County Public Health Department. Provided technical assistance to 3 city councils.
- Lunch at the Library will be featured as a promising practice in a guide jointly published by The White House and National Summer Learning Association, designed to help cities and schools identify opportunities and resources to support children and youth when school is out.

The Coalition's key areas of focus for 2016 include:

- **Expansion of Lunch at the Library.** With support from the David and Lucile Packard Foundation, the Coalition will continue to expand city- and county-wide collaborations through its partnership with the California Library Association to expand public libraries as summer meal sites. In addition to addressing hunger, these partnerships also address the need to improve literacy skills among low-income youth, a key variable in connection to crime, health and economic vitality of a community. State Librarian Greg Lucas and other elected officials will help us kick-off summer at the Ontario Public Library in partnership with the school district. The event will highlight how city agencies in Ontario will “adopt a week” over the course of the summer. Additional kick-off events will be held at the Fresno County Public Library, San Jose Public Library and other libraries that will include elected city and county officials and highlight tangible examples of community partnership.
- **Build countywide-models of collaboration.** Through a countywide partnership with Contra Costa County school districts, food bank and other key partners, the Coalition will provide support to expand community partnerships and through summer meal programs. This effort will help provide a “roadmap” for leaders in other communities, highlighting the opportunities for elected leaders, city and county agencies, schools and special districts to address the critical issues facing the wellbeing of families in the community. This effort will include a special focus on engaging special districts because of the strong partners in the county.
- **Support the health of families in drought-impacted communities in the Central Valley.** With support from The California Endowment, the Coalition will continue its work in the Central Valley to leverage USDA summer and other child nutrition programs to offset the “human impact” of the drought. These programs provide an opportunity to draw down millions in federal dollars and create city and county efficiencies. Efforts will focus on city and county-level collaborations within Kern, Tulare and Fresno counties. One area of focus will be through joint city council-school district collaborations and convenings; another area will include exploration of connection to larger community planning and transportation needs and goals.
- **Technical Assistance.** Continue to provide technical assistance to cities, counties, schools, special districts to use USDA child nutrition programs to build tangible, trusting, and sustainable partnerships that address critical community issues.

IV. Wrap-Up

Leadership Council Meetings for 2016

The Institute will work with staff at the California School Boards Association, California State Association of Counties and the League of California Cities for a meeting date in **October 2016** to be hosted by the California School Boards Association.

Follow-Up Actions

Leaders and staff will confirm follow-up actions to ensure accountability of the Leadership Council's efforts.

V. Adjourn

Attachments:

- Attachment 1: Leadership Meeting Summary August 2015
- Attachment 2: Governments Engaging Youth Information Overview
- Attachment 3: Stretching Community Dollars Guidebook
- Attachment 4: Leader-to-Leader Brief
- Attachment 5: California Summer Meal Coalition Materials



Leadership Meeting Summary Thursday, August 27, 2015

Meeting Objectives:

- *Begin visioning and planning for the future of CCS Partnership's Leadership Council.*
- *Understand and discuss the Local Control Funding Formula.*
- *Hear a progress report from Institute for Local Government on its intergovernmental collaboration work.*
- *Network with fellow local leaders and colleagues of statewide associations.*

Meeting Chair:

Mike Kasperzak, Council Member, City of Mountain View, Board Member LCC/NLC

I. Officers and Members Present

Name	Title
Stephany Aguilar	President, LCC
Vernon Billy	Executive Director, CSBA
Davis Campbell	Founding Board Member, CCS Partnership
Matt Cate	Executive Director, CSAC
Pat Eklund	Member-at-Large, Councilmember, Novato
Alan Fernandes	Member-at-Large, Chief Legislative Representative, Los Angeles County; Board President, Davis Joint Unified School District
John Gioia	Immediate Past President, CSAC; Supervisor, Contra Costa County
Jesus M. Holguin	President, CSBA, Board Member; Moreno Valley Unified School District
Chris McKenzie	Executive Director, League of California Cities
L. Dennis Michael	Mayor, City of Rancho Cucamonga
Greg Pettis	Councilmember, City of Cathedral City, Board Member, LCC
Sheri Reusche	Vice President, CSBA; Board Member, Calaveras Unified School District
Don Saylor	Supervisor, Yolo County
Brad Wagenknecht	Supervisor, Napa County
Jill Wynns	Member, San Francisco Unified School District

Association Liaisons and Staff Present

Name	Position
David DeLuz	Policy & Programs Officer III, CSBA
Josh Daniels	Staff Attorney, CSBA
Farrah McDaid-Ting	Legislative Representative, CSAC
Sarah Rubin	Public Engagement Program Manager, ILG
Randi Kay Stephens	Program Coordinator, ILG
Martin Gonzalez	Director, ILG

II. Association Updates, Key Priorities and Activities of Mutual Interest

- **Matt Cate, Executive Director, California State Association of Counties.**
 CSAC is working with the League of California Cities on transportation issues as well as working with the Governor and Legislature on managed care tax issues, and dedicating time to the two special sessions. CSAC’s executive committee will meet and focus on strategic planning in September; CCS is a priority for the organization.
- **Chris McKenzie, Executive Director, League of California Cities.**
 Roadways and funding for transportation continue to be a priority for the League and it is imperative as they are necessary for children to get to and from school; the League is working with CSAC on this issue. The League is also reviewing potential language from the proponents of a ballot measure related to nonmedical marijuana for the November, 2016 ballot. The Lt. Governor convened a commission on this important matter that will have major impacts on children and youth. A draft ballot measure could allow an adult to cultivate six plants at home, which in a multi-family housing setting, could mean a huge increase in access and use of marijuana as well as an increasing number of unlicensed businesses that could put children and families at risk.
- **Vernon Billy, Executive Director, California School Boards Association.**
 CSBA is working with the Governor and Legislature on SB 799, the Reserve Cap Repeal. CSBA and its allies are working to repeal the cap as it would help school districts maximize the use of their reserves. SB 258 requires districts to have a very low reserve and actually requires districts to spend all of its money, which does not allow for rainy day savings. The cap and mandatory spending benefits particular groups but limits the ability of districts to plan and save. It is also important to share that the California High School Exit Exam requirements are changing in part due to the leadership of San Francisco Unified to approve graduation of students who were not able to take the test. Local districts are working on this issue and the state listened when districts forced the issue.

III. Local Control Funding Formula: What is it? What it isn't?

Guest Speakers David DeLuz and Josh Daniels with the California School Boards Association provided an informative presentation and guided conversation with the CCS Partnership Leadership Council about AB 97. Signed by Governor Brown on July 1, 2013, AB 97 established the Local Control Funding Formula, or LCFF. The formula does not replace Proposition 98—the initiative passed by voters that requires a minimum percentage of the state budget to be spent on education—and leaves a specific list of categorical funds intact. Based on the new funding formula, K-12 schools receive a base amount of funding for every student they serve. Schools who serve a significant population of English learners, students from low-income families, and foster youth will receive additional funds.

CCS Partnership's Leadership Council listened to the presenters and discussed among themselves the principles of LCFF including equity, local decision-making, accountability, transparency and alignment, the funding targets of LCFF, and the requirements for engagement, planning, reviewing and adoption of the LCAP.

In addition to providing a primer on what LCFF is and isn't, CSBA presenters shared the following: how implementation is working, the statewide environment, clarified myths around funding, and aspects of funding that provide essential services to children and youth.

Lunch Break: California Thursdays

The 2015 Leadership Council meeting took place on a Thursday affording CCS Leaders an opportunity to experience a California Thursday lunch organized by the Natomas Unified School District. California Thursdays is a collaboration between the Center for Ecoliteracy and participating school districts to serve healthy, freshly prepared school meals made from California-grown food. Before the lunch, Natomas staff shared information about the menu and food sources from northern California, the local economic impact of buying and producing the farm-to-fork style lunch, and about positive and transforming relationships the district is building among the farmers, students and staff. For more information about California Thursdays, visit www.ecoliteracy.org/essays/california-thursdays.

IV. CCS Partnership – Vision for the Future

- ***Discussion and Strategic Visioning***

Sarah Rubin, Public Engagement Program Manager with the Institute, presented on best practices of high-functioning small teams, deliberation and meeting processes with recommendations for the CCS Partnership.

Leaders had the opportunity to discuss themes and options for the future as this was the first and only meeting of 2015. Leadership Council members met in groups to brainstorm and advise the Institute on relevant ideas for work related to CCS' mission and to continue the legacy of intergovernmental collaboration among city, county and school agencies.

Group Brainstorming on Future Topics of Discussion & Projects	
<p>Group 1</p> <ul style="list-style-type: none"> • Public Engagement • Child Depression – Mental Health • Local Government Finance Reform • Joint Use Agreements 	<p>Group 3</p> <ul style="list-style-type: none"> • Civic Engagement for Youth • Bullying & Suicide • Safe Routes to School • Youth Access and Use of alcohol, tobacco/vapor, and drugs • Nutrition / Recreation / Local Farms & Urban Agriculture • Dedicated \$/funding for joint/collaborative projects (state fund that supports collaborative efforts)
<p>Group 2</p> <ul style="list-style-type: none"> • Homeless & At-Risk Youth • Information Sharing (Social Services Awareness at County, School Homeless referral system - tracking data and support services comprehensively) • Joint Use/Shared Resources • Children's Behavioral Health • Building Key Knowledge about each Association's major issues (LCFF Discussion) 	<p>Group 4</p> <ul style="list-style-type: none"> • Transportation • Mental Health • Each priority comes with implementation plan across all 3 segments (?)

- ***Review and Advise on Leadership Council Policies***

After the brainstorming session and discussion on the future of CCS, the Leadership Council reviewed and advised staff on the draft Protocols document. Preferences and requests were made to include language and clarification about:

- The Leadership Council is an action-oriented body.
- The partner associations make for a consensus and then the partnership can take a position and use the name CCS in support or opposition.
- The CCS Partnership is now an unincorporated association acting in the interest of the three partners, meaning that CCS can speak as a body.

- CCS will carry out work programs and provide outcome and action.
- If a partner association objects to an action, CCS will not proceed without consensus.
- The Leadership Council is a decision-making group.
- The Institute continues to keep funds for CCS Partnership separate from other sources.

V. Partnerships and Collaborations

- ***CCS Partnership Dissolution & Transition to Leadership Council***

Staff reported on the status of the following items related to the dissolution of the CCS Partnership's 501(c)3 dissolution:

- **State Filings.** Dissolution through the State of California (Secretary of State and Attorney General) is complete. While no formal documentation is prepared indicating so, there have been no objections to the dissolution by state agencies.
- **Banking.** Bank of Sacramento account funds have been settled through payments to ILG and a final transfer of assets to the Institute for Local Government (in a designated and stand-alone budget) in three separate transactions (payment for November 2014 work, payment for December through March 2015 work and transfer of remaining assets). The account has formally been closed.
- **Financial Filings with State and Federal Agencies.** Form 199 (California) and Form 990 (Federal) have been prepared for review by the partner associations and Executive Directors. The forms will be filed before their November due dates.
- **Website.** The CCS Partnership's website www.ccspartnership.org, will be re-directed to the Institute for Local Government with the launch of ILG's new website in September 2015: www.ca-ilg.org.
- ***Program Work related to the mission of CCS Partnership.***
 - ***Community Schools Partnerships.*** Although the structure of CCS Partnership is evolving, ILG continues pursuing and supporting work related to CCS and community schools partnerships. The focus is on highlighting collaborations among local governments through association award programs, conference sessions and the online toolkit. The Institute is working with another non-profit, the Partnership for Children and Youth,

and other partners in the emerging Community Schools Network so that the network and its efforts are relevant and reflects the needs of elected officials and staff of cities, counties and schools.

- ***Healthy & Vibrant Communities Project.*** The Institute for Local Government received a grant from Kaiser Permanente in December 2014 to work in the areas of collaboration and partnerships aimed at positively impacting healthy eating-active living, safety and violence-prevention efforts in communities. The Institute has conducted a survey of local officials to assess interest in collaboration around these three issue areas as well as to find potential locations ripe for technical assistance. Additionally, the project has allowed the Institute to update the *Stretching Community Dollars Guidebook*, a signature piece of work from the CCS Partnership. The new version of the document will be used in trainings and ILG's direct work with cities, counties and schools in 2016. The piece incorporates the challenges and opportunities that communities have endured with paradigm shifts such as realignment, loss of redevelopment and Local Control Funding Formula.
- ***California Summer Meal Coalition.*** The California Summer Meal Coalition continues to make progress by effectively leveraging summer meal programs to stimulate intergovernmental collaboration across California.
- ***Efforts on the Horizon for ILG's Partnerships and Collaboration Program***
 - ***Summer at City Hall.*** The Institute for Local Government is poised to develop and enhance current efforts to improve civic education and leadership opportunities for the next generation through summer and year-round programs for students to learn and interact with local government agencies in a program called "Summer at City Hall." The Institute is working with potential partners on this effort, including Summer at City Hall designer Bina Lefkovitz, Linked Learning Alliance, Council for a Strong America, Sacramento County Office of Education's Action Civics Initiative and Civic Learning Partnerships. The goal of this partnership is to create the infrastructure, partnerships and processes needed to expand Sacramento's Summer at City Hall and other municipal-school partnership models (youth councils, youth action teams/clubs, municipal internships, field trips to city hall, mock city council meetings etc.) across California.
 - ***California Golden Communities for Children and Youth.*** This potential initiative and recognition program would complement, not compete with the Helen Putnam Awards of the League of California Cities, the Challenge Awards of the California State Association of Counties or the Golden Bell Awards of the California School Boards Association. The Golden Communities Award would serve as a:

- A framework for policy action,
- Successful models that inform and enhance practices,
- The opportunity to fashion a multi-jurisdictional learning community, and
- Ultimately, provide a vehicle to publicly recognize local leadership and innovation.

VI. Wrap-Up

- **Leadership Council Meetings for 2016.** The Institute will work with partner association staff on meeting dates for 2016. To keep the rotation of meeting locations, meetings will be hosted by CSAC and then CSBA. Leadership council members requested that ILG and associations work together to convene the group earlier and more often to achieve the mission of CCS Partnership.
- **Follow-Up Actions.** Staff confirmed follow-up actions to include updating protocols, producing a note for association distribution about the goals and accomplishments of the group and today's meeting.

VII. Adjourn

The board adjourned the meeting at 2:00 p.m.

Governments Engaging Youth

ILG seeks to raise local leaders' awareness of the importance of youth civic engagement as well as to identify and spotlight municipal efforts in California. We aim to offer technical assistance to support the growing interest and ability of municipal governments to authentically engage the next generation of active citizens and future public service workers.

Vision

Communities and schools collaborate to prepare students for civic life and college/career readiness.

Mission

Create strong partnerships between school districts and local government entities to offer students opportunities to gain 21st century work skills; build interest in public service careers; provide tools to become civically aware and engaged; and bring authentic youth voices to local government issues.

Need

The success of our nation and state depends on educated, informed and active citizens and residents. However, we are not preparing our diverse residents with the civic knowledge, skills and values they need to succeed in college, career and civic life. A few sobering facts tell the story. The United States recently ranked 139th in voter participation of 172 democracies around the world. Less than half of eligible young people ages 18-24 are registered to vote in California and less than 8% actually voted in the 2014 primary election. In California, less than 50 percent of high school seniors surveyed viewed being actively involved in state and local issues as their responsibility. Furthermore, local governments will be facing hiring needs in the future as baby boomers retire and, the diversity of that workforce needs to better match the make- up of its citizens.

We have much to gain by revitalizing civic learning. The chief benefits of civic learning are a vibrant and informed civic life and democracy and a healthy society. High-quality civic learning also helps teach children skills they need for the 21st century workplace, such as critical thinking, problem solving, communication, collaboration, creativity, initiative and innovation. Exposing youth to municipal governments early will hopefully prepare a more informed and engaged citizenry as they grow up, but also help entice a more diverse group of young people to consider careers in public service.

PARTNERS & MORE

- Sacramento County Office of Education
- Linked Learning Alliance
- Council for a Strong America
- *Endorsed by:*
 - *City Managers Department of the League of California Cities*
 - *California Chapter of the International City/County Managers Association (Cal-ICMA)*

FOR MORE INFORMATION:

Visit: www.ca-ilg.org/GovernmentsEngagingYouth

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Bina Lefkovitz, Lead Consultant: blefkovitz@gmail.com

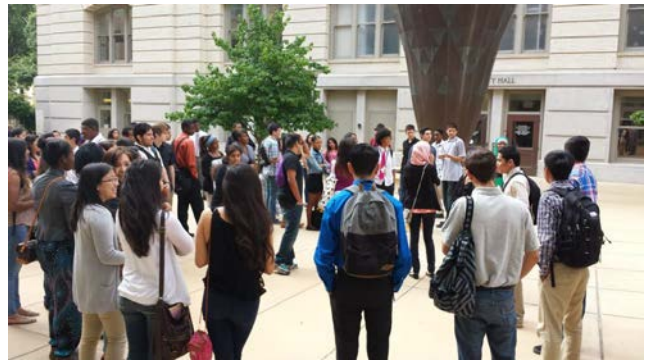
Governments Engaging Youth

Examples of Governments Engaging Youth:

Sacramento Summer at City Hall

Created in 2010, Sacramento Summer at City Hall (SACH), currently offers 100 high school students a six week summer program at city hall to learn about local government, careers in local government and how to advocate for community change. Students attend classes in the mornings at city hall and internships in the afternoons. The classes include guest speakers from the city on what local government does and how the city operates, attendance at a city council meeting, field trips to city facilities, a day on voter registration and a simulated election, financial literacy, job readiness skill development. Students also present advocacy projects they develop over the summer to a panel of city council members and community leaders. The project is funded by a partnership among the City of Sacramento, Way Up Sacramento and Sacramento City Unified School District. During the school year a one day site visit to city hall hosts 60 11th graders to learn about local government and present advocacy projects developed during school to a panel of city council members. For more information, see:

www.cityofsacramento.org/ParksandRec/Neighborhood-Services/Programs/Summer-at-City-Hall



SACH participants gather outside of Sacramento's City Hall for a tour and training with city staff.

Strides Towards Entering Public Service (STEPS)

West Sacramento has adapted SACH and provides internships to both high school and college level students to expose them to careers in local government. For more information see: www.cityofwestsacramento.org/civica/filebank/blobload.asp?BlobID=11807

Youth in Government, City of Davis

This program provides a three day experience to 30 high school students who job shadow local officials, study several city issues and then debate and vote on the issues in a student run mock city council meeting.

Elk Grove Summer at City Hall

The City of Elk Grove and EGUSD, offer a two week SACH program that includes classroom learning at city hall, plus afternoons of job shadows and a student run mock city council meeting where students present ideas on a real city issue studied over the course of the two week class.



During a mock council meeting Elk Grove students served as city staff members and carried out duties and roles of the city manager, city clerk and city attorney.

Governments Engaging Youth Overall Program Objectives & Benefits

Students:

- Learn how local governments (city, county, special districts, joint power agencies) operate, their structure, function, roles, current issues and politics;
- Develop interest to become more civically involved in making their community a better place to live, work and play;
- Learn what it means to be an active citizen: voting, volunteering, advocating, leading and fundraising (philanthropy);
- Learn about the election process, election issues and how to vote;
- Advocate for a change in their neighborhoods, learn the steps and skills needed to do advocacy and reflect on how they can use advocacy skills in their daily lives;
- Find volunteer opportunities in the community, potentially complete a service project and reflect on its impact on themselves and their community; and / or
- Explore and experience careers in municipal government and gain work experiences that inform college and career choices.

Local Governments:

- Connect with youth in the community and better understand the community through the lens of youth and strengthen intergenerational relationships;
- Enhance awareness of youth focused concerns and impacts of municipal policies and practices on youth;
- Strengthen supervisory skills of staff managing interns and develop human resource skills in leading the next generation of workers;
- Create pipelines for future workforce that better reflects the diversity of the community;
- Expand the pool of the next generation of civic leaders and activists; and / or
- Build stronger relationships between local governments and schools (and districts).

Flexible Program Design

The timing, duration and intensity of Governments Engaging Youth (GEY) programs depends on the municipal government's capacity, and what works best for that jurisdiction. GEY can be a one day field trip to the municipal entity, a six week summer program or offered as a school year after school program format.

To date, GEY has been accomplished through the leadership of both the cities and school districts; but it can also be accomplished independently by cities, special districts or counties. A joint effort is preferred as it helps leverage funds and expertise from both entities. The schools bring expertise in teaching students about civics and 21st century skills, they also have access to students for program recruitment; and the local agencies bring expertise around the ins and outs of how government operates, access to internships or job shadows, and how to address local issues that impact our youth. The project encourages municipal entities, school districts, private and non-profit agencies to partner together so that students experience the collaboration needed among entities to solve community issues and concerns.

Stretching Community Dollars: Building for the Future



About the Cities Counties Schools Partnership

The Cities Counties Schools (CCS) Partnership, a collaborative effort of the California School Boards Association, the California State Association of Counties and the League of California Cities, is dedicated to improving the conditions of children, families and communities at the local level by promoting and encouraging coordination, integration and increased efficiency of local services and joint facilities use among cities, counties and schools throughout California. The CCS Partnership was originally incorporated in 1997 as a nonprofit, nonpartisan collaboration of associations of local elected officials. It became a program of the Institute for Local Government (ILG) in 2014. The CCS Partnership is dedicated to creating a California in which a culture of collaboration, cooperation and mutual support exists among all government agencies, non-profits and community partners at the local level.

ILG, founded in 1955, is the research and education affiliate of the League of California Cities, California State Association of Counties and the California Special Districts Association with a mission to promote good government at the local level with practical, impartial and easy-to-use resources for California elected officials, key staff and the communities they serve.

This revised and updated guide is made possible through the support of Kaiser Permanente's Northern California Community Benefit Program.



Purpose of the guidebook

This guidebook was originally developed in 2000, with additional revisions made in 2006. This third edition, as with each update incorporates examples and case stories of the successful collaborative work happening in communities throughout California. Each version also reframes the content to ensure it is reflective of and relevant to the time period. But the overall purpose remains the same: to inspire, encourage and support local governments throughout California to achieve purposeful and sustainable intergovernmental collaboration.

Most elected officials and key staff understand and appreciate the benefits of working together, and many are engaging in various forms of collaboration in some capacity. While, there are also many documents in existence on collaboration and working together, this guide focuses on bridging the gap between an understanding of and intention to collaborate with purposeful action. To that end, this resource provides context for the current and always changing environments that local government agencies are working within, and builds on the growing efforts to connect violence prevention and healthy eating, active living strategies, to more effectively and efficiently meet the needs of their communities. This guide seeks to help local government officials connect their intention with action – to leverage their understanding of the importance of working together with concrete, purposeful action towards developing and/or expanding successful partnerships and collaboration that stretches their local dollars while creating vibrant and healthy environments for all children, families and the community as a whole.

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Introduction

Background

Finding more efficient and effective ways to stretch community resources in order to create vibrant and healthy environments for all its residents is a fundamental tenet of local government. Cities, counties, schools and special districts are distinct and separate legal entities, yet they typically serve overlapping constituencies who provide financial support for services through taxes, assessments and other fees. Therefore, local governments are aware of the need for and are attuned to opportunities for pooling resources and working together to meet the needs of their collective citizens. The benefits are vast, but can be summed up by two key points:

▶ **More efficient with resources**

Put simply, you can do more with less. By pooling financial and human resources, time and capital, the savings gained can go to other priorities. The cost of operations and services decreases while the quantity and quality of services increases. It decreases duplication and provides opportunities to enhance and expand programming.

▶ **More effective in the community**

The whole is greater than the sum of individual parts. By working together across jurisdictions, local government agencies will increase their reach, power and positive impact in the communities they serve. Collaboration allows agencies to increase their impact.

When local government is more efficient and effective, it builds greater trust and support from community members. Working together creates a united community image, sharing both the challenges and the rewards, and enhancing the positive attitude residents have towards local elected officials and their community.

In addition, it's important to think about and understand the significant advantage of both the short and long term gains of sustainable collaboration. While collaboration is critical at all times, the need is amplified when resources are constrained. When funding is short the motivation for coordination is greater; when the economy is healthy there is the additional luxury of time and

capacity to develop sustainable collaborative solutions. If relationships have been established and a history of working together exists, it is much easier to endure, and possibly even thrive, during funding shortages and downturns in the economy. However, times of diminished resources can also help drive commitment and focus for collaborative efforts to meet immediate agency and community needs.

The State of California (and the nation), is currently emerging from difficult economic times. Where more children, families and communities are in need of a greater number of supports and service services, local governments are straining under increasingly tighter budgets and funding shortages. While a full recovery is still in the distance, numerous indicators have shown a slow but steady upturn in the economy. Now is an opportune time to take stock of how our communities and local governments fared during the recession, and highlight and learn from the challenges and successes of their collaborative efforts.

Now is the time to dig deep to assess underlying causes and conditions of community problems, evaluate gaps in services, determine cross-jurisdiction assets and resources available, and develop and implement innovative, collaborative solutions that build vibrant and healthy communities for all residents.

The Role of Local Government

Local agency officials and staff of cities, counties, schools and special districts have critical role to play in building vibrant and healthy communities. These community institutions all seek innovative methods to solve the challenging and complex needs in their communities while simultaneously maximizing their agency's economic and human resources. They understand that working together yields results greater than any one single agency could achieve on its own. However, working together is much easier said than done. It takes time, energy, patience and purposeful action to do it well. Many real and perceived barriers will arise on all sides that will need to be worked through. An essential first step is to understand the unique structures, roles and current environments of each local government agency in order to foster or strengthen relationships, make effective policy decisions and provide collaborative community services and supports.

Understanding the context in which each stakeholder conducts business is critical to their ability to work together over the long term. Cities, counties, schools and special districts have their own infrastructures, governance and cultures, in addition to distinct responsibilities and powers. For more detailed information on the different roles of each local agency, go to www.ca-ilg.org/responsibilities-and-powers. For the purposes of this resource guide, it is important to take a look at the current landscape within which local government agencies are operating and how that may impact efforts to work together. In addition to emerging from a deep recession and grappling with its impact on people, programs, services, and systems, local elected officials are tackling both the challenges and opportunities provided by substantial changes in their operating environments including: the Local Control Funding Formula (LCFF), the Public Safety Realignment Act, and the termination of all redevelopment agencies.

For school districts: The Local Control Funding Formula (LCFF)

Enacted through AB 97 and the 2013-2014 state budget, the LCFF shifts K-12 funding decisions from the state legislature to local school districts and increases funding for school districts that serve high-needs students. Based on the new funding formula, K-12 schools will receive a base amount of funding for every student they serve, with schools who serve a significant population of English language learners, students from low-income families, and foster youth receiving additional funds.¹ The LCFF does not replace Proposition 98 (the initiative that requires a minimum percentage of the state budget spent on education) and it does leave certain categorical funds intact. The goal of the LCFF is to focus on equity, transparency, accountability and local governing board authority. This is done through greater autonomy at the local level to customize education program offerings and increased requirements to show how spending is improving student performance.²

Current challenges for collaboration

- **Attention.** School board members and district staff are focused on understanding the details and regulations of the new law, ensuring they are meeting the requirements and timelines, and exploring successful implementation strategies. This necessary attention and focus can make it challenging to explore collaborative efforts outside of their immediate scope.
- **Time.** The transition to Local Control Funding Formula began in the 2013-14 school year, but full implementation is projected to take eight years. With a change this significant, school districts will need time to explore what will work best for their students, schools and community – there will inevitably be a lengthy period of trial and error.

Current opportunities for collaboration

- **Engagement.** The LCFF requires districts to adopt a Local Control and Accountability Plan (LCAP) with solicitation and engagement from teachers, parents and the entire community. Each LCAP articulates the district's goals for improving student outcomes

¹ www.csba.org/GovernanceAndPolicyResources/FairFunding/LCFF.aspx
² edsources.org/publications/local-control-funding-formula-guide#.VSKam11FCYk

and how spending will be aligned to meet the goals. Cities, counties and special districts have an opportunity to connect and work with their local school districts through the annual development of the LCAP to discuss collaborative solutions to meeting the needs of their children and families.

- **Specific high-need populations.** One of the key priorities of the LCFF is specific funding and attention committed to the needs of foster youth, low-income students and English language learners. These student populations would benefit the most from intentional integration and alignment of city, county and schools and special district services. Local government officials and staff have an opportunity to coordinate efforts through the LCAP annual process and to share the challenges and rewards of meeting the needs of specific high-need populations, and sharing information/data gathered with other local agencies.
- **Assessment.** Tracking, analyzing and sharing data across sectors and jurisdictions is critical to informing the development of comprehensive and collaborative solutions.
 - ▶ Through the LCAP annual cycle, community members have the opportunity to conduct and incorporate community needs and health impact assessments into the planning and recommendations given to the school district.

For More Information:

- Local Control Funding Formula Toolkit, California School Boards Association
www.csba.org/GovernanceAndPolicyResources/FairFunding/LCFFToolkit.aspx
- Local Control Funding Formula Guide, EdSource
edsources.org/publications/local-control-funding-formula-guide#.VRLJUo1FCYk
- Children Now
www.childrennow.org
- Local Control Funding Formula Channel, WestEd
lcff.wested.org

For counties: The Public Safety Realignment Act

Enacted by Governor Brown through AB 109 and AB 117, the Public Safety Realignment Act activated major changes to the state and local public safety and community corrections systems. Known as “realignment” this change shifted responsibility for lower-level offenders from the state to the counties with a guaranteed level of funding to support the shift. Similar to the LCFF, realignment seeks to improve effectiveness and efficiency, specifically increased rehabilitation and lower recidivism rates, by providing local autonomy and accountability of the management of lower-level felons. Counties now have broad discretion over how to spend realignment dollars based on what they determine best fits the county’s plans and needs. Examples include increasing jail capacity, implementing drug and alcohol rehabilitation programs, and expanding probation services, mental health services and employment assistance.³

Challenges to collaboration

- **Growing pains.** As with any piece of comprehensive legislation, it is impossible to anticipate how a law will play out on the ground after it is enacted.⁴ With two years of significant changes to the public safety and criminal justice system, local government agencies are in the midst of figuring out what is working and what isn’t and spending critical time and attention to maximize positive and minimize negative outcomes.
- **Ongoing changes.** There continue to be changes to the state and federal justice systems which creates challenges to implementation because the environment and rules keep changing.

Opportunities for collaboration

- **Engagement.** Under realignment each county must develop a Community Corrections Partnership Plan that articulates how the county will provide services and how funding will be allocated. The Community Corrections Partnership comprises the county chief probation officer, sheriff, district attorney, public defender, presiding judge, a city policy chief and one member appointed by the board of supervisors. Meetings are subject to the Brown Act and are open to the public. Cities, schools and special districts have an

³ Institute for Local Government, “Understanding the Basics of Public Safety Realignment,” October 2013.

⁴ Petersilia, J. “Voices From the Field: How California Stakeholders View Public Safety Realignment,” Working Paper. Stanford Criminal Justice Center, Stanford Law School. January 2014.

opportunity to engage with the county in the development of the plan during these meetings and the potential to build purposeful partnerships that can lead to increased collaboration over time.

- **Specific high-need populations.** With an increase in non-violent, non-sexual and non-serious offenders entering county supervision, realignment has created a major shift in local community environments. This change provides an opportunity to intentionally integrate and align services, programming and supports across counties, cities, schools and special districts to better meet the needs of this population.
- **Assessment.** Data is critical to making informed decisions. There is an opportunity for cities, schools and special districts to share data with the Community Corrections Partnership and county offices to incorporate into their planning and decision making around realignment and to ensure public systems are better coordinated and aligned.
- **Community partners.** The Community Corrections Partnership Plan depends on quality services and programs provided by community-based providers.

For More Information:

- California State Association of Counties, 2011 Criminal Justice Realignment Materials
www.counties.org/2011-criminal-justice-realignment-0
- Basics of Public Safety Realignment, Institute for Local Government
www.ca-ilg.org/public-safety-realignment
- California Realignment research and reports, Stanford Law School
www.law.stanford.edu/organizations/programs-and-centers/stanford-criminal-justice-center-scjic/california-realignment
- San Diego County, Community Corrections Partnership
www.sandiegocounty.gov/probation/ccp.html

For cities: State of California's dissolution of redevelopment agencies

In February 2012, through ABX1 26, the State of California ceased operating all 400 local redevelopment agencies (RDAs), and laid out a process for shutting down and disbursing their assets. This major change effectively altered the distribution of property tax revenues among local agencies. Prior to their dissolution, RDAs received over \$5 billion in property tax revenues annually and had tens of billions of dollars of outstanding bonds, contracts and loans.⁵ The dissolution of RDAs greatly reduced the funds cities had available to spend on redevelopment, it also increased the amount of general purpose property tax revenues that schools, community colleges, cities, counties and special districts received.⁶

Challenges to collaboration

- **Time.** Similar to the LCFF and Realignment, this major change requires time, energy and resources to implement. In the case of dissolving redevelopment agencies completely, the initial phase was spent on winding down operations and dealing with current financial obligations. This takes time away from figuring out how to do business differently and exploring potential collaborative solutions.
- **Ongoing changes.** There continue to be ongoing legal challenges to this change in redevelopment that create challenges to implementation.

Opportunities for collaboration

- **Oversight Board.** Under ABX1 26, a successor agency (in most, but not all, cases each city or county that created the RDA) was established to manage the unwinding of the RDA. Each successor agency has an oversight board comprised of representatives of the local agencies that serve the redevelopment project area: the city, county, K-14 education agencies and special districts. This oversight board provides an opportunity for local government agencies to work better together on redevelopment, pooling funding and resources to expand economic development and revitalization that will help build vibrant and healthy communities.

⁵ California Legislative Analyst's Office. "The 2012-13 Budget: Unwinding Redevelopment." February 17, 2012.
⁶ Ibid.

- **Broaden reach.** Redevelopment is a key place-based strategy for economic development. With the loss of redevelopment agencies there is an opportunity to think differently about how to develop and fund these activities. Economic development is challenging because it involves many interrelated factors and thus crosses multiple sectors and jurisdictions. This creates an opportunity to expand discussions of potential collaboration with a larger number of partners, across sectors, both locally and regionally.
- **Engagement with community and local agencies.** The loss of redevelopment funds is an opportunity to build awareness and understanding among community members and all local officials about local economic development. Quality engagement can help ensure new strategies are aligned with the needs and assets of the community, and can help build support for the adoption and implementation of future initiatives.⁷

For More Information:

- League of California Cities Redevelopment Dissolution Resources and Information www.cacities.org/Policy-Advocacy/Hot-Issues/Redevelopment-Dissolution-Resources-and-Informatio.aspx
- Redevelopment Agencies in California: History, Benefits, Excesses, and Closure, U.S. Department of Housing and Urban Development www.huduser.org/portal/publications/Redevelopment_WhitePaper.pdf

⁷ Institute for Local Government, “Engaging the Public in Economic Development,” 2014

Paradigm Shifts

These three significant changes have required cities, counties and school districts to completely restructure the way they do business. As with most changes, there are both challenges and opportunities to navigate through. Time, flexibility and patience are essential. For the purpose of this resource guide, it is important to recognize what these changes are in order to more fully understand the context within which each local agency is operating – the challenges they are facing, the competing priorities they are grappling with and the opportunities that lay before them. All three changes provide an opportunity to examine the connections between each and explore ways that local governments can leverage collaborative solutions to achieve common goals for their communities and address vexing challenges.

Finding Opportunities for Collaboration

Consider this: A new joint use facility and outdoor recreational space goes unutilized in a community because of real and perceived safety concerns of residents. A neighborhood corner store with fresh fruit and vegetable offerings go unpurchased because community members feel unsafe due to loitering, vandalism and crime around the store. A community member is so deeply impacted by the violence experienced in her community she is unable to eat adequately, let alone focus on making healthy food choices. Recently implemented school wellness policies provide for increased physical activity time and fresh fruit and vegetable lunch offerings, but the very children who are most in need of those changes are absent from school due to myriad barriers such as unsafe streets to get to school, violence in their home or neighborhood or the absence of necessary support and assistance.

These examples and many more, illustrate the need for comprehensive and collaborative strategies that cut across issues, sectors and jurisdictions in order to meet the needs of children and families. No one sector, entity, individual, organization or agency can solve the complex challenges facing children, families and communities. Building vibrant and healthy communities requires innovative and coordinated solutions that lie at the intersections of public health, education, environment, health care, housing, criminal justice and community development – and local governments are uniquely positioned to build these cross-sector collaborative solutions.

The Intersection of Violence Prevention and Healthy Eating/Active Living

Strategies for improving healthy eating, active living, chronic disease and other lifestyle factors cannot succeed when violence is the overwhelming harmful exposure facing individuals and communities.⁸ Advocates in both arenas – violence prevention and healthy eating, active living – are starting to initiate dialogue, build evidence and develop action towards cross-sector solutions. In communities across California, local governments are finding ways to unpack problems impacting residents, determine underlying causes, align goals and objectives and galvanize partners to develop and implement comprehensive and coordinated solutions. Cities,

⁸ California Health Policy Forum Policy Brief, “Healthy Homes, Healthy Communities: The Promise of Violence Prevention,” August 2013.

counties, schools and special districts are beginning to improve their ability to evaluate their policies, programs and services through the lens of violence prevention that can open the door to collaborative solutions.

This section provides examples of strategies and opportunities for cities, counties, schools and special districts to stretch community dollars through coordination and collaboration that fosters vibrant and healthy communities. This list is not exhaustive, nor is every idea or example applicable in all communities. The purpose is to offer a vision of what is possible when local governments think differently about how to do business, and focus on collaborative efforts at the intersection of violence prevention and health eating/active living.

Opportunities for collaboration:

- ▶ Community Assessments
- ▶ Coordinating Long Range Growth Planning
- ▶ Community and Youth Engagement
- ▶ Place-Based Policies and Practices
- ▶ Economic and Community Development
- ▶ Programs and Services

Community Assessments

One of the first steps to problem solving is assessment. If local governments utilize community assessments as a collaborative step in their collective problem solving process, the subsequent solutions, implementation and impact will have successful, sustainable and powerful positive results for their communities. One specific type of assessment is a Health Impact Assessment. A Health Impact Assessment (HIA) provides a structured way of collecting community data to gauge how a policy decision related to urban planning, governmental regulation, or land use might affect the health of the public.⁹ Health Impact Assessments, using a flexible and data-driven approach, help identify and address the health impacts of policies and decisions in non-health sectors, and include practical strategies to enhance their health benefits and minimize adverse effects.¹⁰ A three-year evaluation of HIAs, conducted by the Center for Community Health and Evaluation, found that HIAs can directly influence decisions in non-health-related sectors and may also build consensus and relationships among decision makers and their constituents, and give community members a stronger voice in decisions that affect them.¹¹

Ideas for potential collaboration include:

- Local governments could use the data from a HIA to identify the location and distribution of alcohol outlets (stores) in a community, and with this information design policies or regulations to limit such businesses near parks, playgrounds and schools.¹² This could improve the real and perceived safety of neighborhoods and lead to increased access and utilization of parks and playgrounds.
- A Health Impact Assessment could be incorporated into the LCAP process to help inform the planning and recommendations provided to the school district.
- Local elected officials can use HIA in all planning meetings (transportation, energy, housing agriculture, education, economic and community development, etc.) to build awareness of interrelated issues and to bring the voice of the community into decision making processes.

9 Robert Wood Johnson Foundation Conference Report, "The Role of Community Safety in Obesity Prevention: Exploring How Exposure to Crime and Violence Affect Physical Activity and Healthy Eating," February 8, 2013.

10 www.pewtrusts.org/en/projects/health-impact-project

11 Bourcier E, Charbonneau D, Dannenberg AL., "An Evaluation of Health Impact Assessments in the United States, 2011-2014." *Chronic Dis* 2015;12:140376.

12 Robert Wood Johnson Foundation Conference Report, "The Role of Community Safety in Obesity Prevention: Exploring How Exposure to Crime and Violence Affect Physical Activity and Healthy Eating," February 8, 2013.

Example: San Diego, a Health Impact Assessment

In San Diego, a Health Impact Assessment is being used to examine two policy decisions: 1) a proposal by the San Diego County Board of Supervisors to adopt a restorative justice alternative to youth incarceration for the Probation Department, and 2) a proposal by the San Diego City Council to adopt a restorative justice alternative to youth arrest for the San Diego Policy Department. “The HIA will explore how restorative justice alternatives can increase opportunities for school participation and community engagement, which can reduce the risk of depression, obesity, and violence. It will also consider how restorative justice can improve educational attainment, in turn increasing opportunities for better-paying jobs and access to resources and safer living environments, which can reduce stress, increase healthy food consumption, and improve mental health.” (www.pewtrusts.org/hip/restorative_justice_in_san_diego.htm)

For More Information:

- Health Impact Project – The Pew Charitable Trusts and the Robert Wood Johnson Foundation
www.pewtrusts.org/en/projects/health-impact-project
- Healthy Places, Health Impact Assessments, Centers for Disease Control -
www.cdc.gov/healthyplaces/hia.htm
- A Guide for Health Impact Assessment, California Department of Public Health -
www.cdph.ca.gov/pubsforms/Guidelines/Documents/HIA_Guide_FINAL_10-19-10.pdf

Coordinating Long Range Growth Planning

Cities and counties impact the amount, nature and location of growth in their communities through the development and implementation of General Plans, zoning policies, ordinances, and oversight of land use and development permitting processes. There are many opportunities for cities, counties and school districts to collaborate through long term planning that can help lay the groundwork for creating a culture of working together to benefit the entire community. This is also an ideal mechanism through which a lens of violence prevention can ensure long term success of healthy eating active living policies and planning.

A city's general plan provides the blueprint for ongoing land use.¹³ Through the regular revision process of general plans, school districts can work with cities and counties on issues of school siting, safe streets, access to parks, trails and playgrounds, with a lens of violence prevention in order to ensure children, youth and their families feel safe and can access opportunities to be healthy and active.

Ideas for potential collaboration include:

- Cities, counties and school districts can reduce much of the risk and expense of siting new schools by working together to target locations for new schools, identifying these locations in plans, and working cooperatively on the environmental and health impact assessments.
- Joint governance and/or meeting structures and processes can be put in place to ensure ongoing cooperation, coordination and collaboration among local elected officials (such as two by two meetings, inter-agency councils, cross-sector coalitions).
- Working together to integrate new development permitting with school facility issues can help ensure there is planning for new school facilities in coordination with planning for new residential development.
- Using the recent shift in redevelopment funding as an opportunity, cities, counties, special districts and schools can work together to prioritize, plan and fund needed redevelopment projects in the community.

¹³ CSBA, CCS Partnership, "Building Healthy Communities: A School Leaders Guide to Collaboration and Community Engagement," 2009.

- Cities, counties, schools and special districts can come together to develop comprehensive, community-wide workplans, master plans, or action plans that integrate policies, programs and services for shared results.
- Integrating public transportation policy with land use decision making in order to lower costs and improve economic and community development.

Example: City of Richmond

This City of Richmond has a stand-alone health section in its general plan, one of the first in the country, explicitly acknowledging the links between the design of the physical environment and potential health impacts, both positive and negative (www.changelabsolutions.org/healthy-planning/healthier-blueprint-north-richmond). In addition, Contra Costa County has a unique smart growth and healthy planning initiative called Planning Integration for Community Health. This collaborative planning group brings together Bay Area agencies and organizations, the county's board of supervisors, and departments of health, community development and public works. www.changelabsolutions.org/healthy-planning/healthier-blueprint-north-richmond, ca-contracostacounty2.civicplus.com/637/Smart-Growth-and-Healthy-Planning)

For More Information

- Planning Healthy Neighborhoods – www.ca-ilg.org/document/planning-healthy-neighborhoods
- Healthy Planning Tools and Resources, ChangeLabs Solutions - changelabsolutions.org/healthy-planning/hp-about
- Smart Growth America, The Innovative DOT - www.smartgrowthamerica.org/the-innovative-dot
- Crime Prevention Through Environmental Design, Institute for Local Government - www.ca-ilg.org/post/resources-support-your-efforts-health-public-safety
- Safe Routes to School Toolkit, Institute for Local Government - www.ca-ilg.org/SRTS-toolkit

Community and Youth Engagement

Community engagement, input and leadership are critical to ensuring that planning, programming and policies will best meet community needs and encourage equitable outcomes.¹⁴ Participation from the community not only improves the effectiveness of policies and strategies, but also engages and empowers community members to be local champions and advocates, helping to sustain and advance efforts over time.

Youth engagement that is well-integrated into public decision making can have a powerful and lasting impact not only for the youth participants but for the entire community.¹⁵ Youth perspectives serve as a foundation for change at multiple decision-making levels if included as critical actors – envisioning, creating and protecting their environments – not just as occasional contributors but as partners and leaders in their communities.¹⁶ Additionally, youth engagement is an effective vehicle for building their knowledge, skills and leadership capacity¹⁷ – a powerful component for economic and community development.

Ideas for potential collaboration include:

- Conduct or commission a Health Impact Assessment that includes youth and community stakeholder input, and use the assessment and recommendations to inform local government decision making.
- Utilize community-based participatory research (CBPR), an approach to policy research that uses trained researchers and community members as fully equal partners in a research study. The experiences and knowledge of the community members combine to identify policy changes that have the greatest chance of success.¹⁸
- Allow for youth to conduct a walkability study to identify recommendations for improvement in safety and access around schools, neighborhoods, parks and playgrounds.

¹⁴ Cohen, L., Davis, R., Lee, V., Valdovinos, E., "Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living," Prevention Institute, May 2010.

¹⁵ Owens, P., Nelson, A., Perry A., Montgomery-Black, K., "Youth Voice Matters: Toward Healthy Youth Environments," Center for Regional Change, University of California Davis. November 2010.

¹⁶ Ibid.

¹⁷ Institute for Local Government, "Youth Engagement and Local Planning," 2013.

¹⁸ Robert Wood Johnson Foundation Conference Report, "The Role of Community Safety in Obesity Prevention: Exploring How Exposure to Crime and Violence Affect Physical Activity and Healthy Eating," February 8, 2013.

- Incorporate youth and community voice through partnerships with organizations such as Youth Speaks (www.youthspeaks.org), Photo Voice (www.photovoice.org) and Youth in Focus (www.youthinfocus.org) to inform and guide local government decision making.

Example: City of West Sacramento

West Sacramento is one of the fastest growing cities in California. Yet despite growing business and residential sectors, one quarter of West Sacramento families live below the poverty line and parts of the city lack safe places to play, access to public transportation and quality after-school opportunities. Many youth grow up experiencing street violence, drug dealing and other barriers to success. Youth Voices for Change is a community research project designed to help West Sacramento youth communicate with adult decision makers about the neighborhood conditions that affect their lives and their hopes for the future, by documenting their experiences and communicating their recommendations to peers, families, educators, policy makers and elected officials through poetry, comics, videos and photography.

(www.artofregionalchange.ucdavis.edu)

For More Information:

- Healthy Youth/Healthy Regions, Sierra Health Foundation – www.sierrahealth.org/pages/227
- Urban Networks to Increase Thriving Youth (UNITY), Prevention Institute - www.preventioninstitute.org/about-unity.html
- Increasing Outreach, Institute for Local Government - www.ca-ilg.org/increasing-outreach
- Youth Commission Briefing Papers, Institute for Local Government - www.ca-ilg.org/post/public-engagement-develops-briefing-papers-youth-commissions

Place-Based Policies and Practices

Ensuring that places where community members live, work and play are safe, clean, and accessible is critical to creating vibrant and healthy communities. By addressing the physical landscape and characteristics of these environments, residents may feel more safe and comfortable accessing them and therefore engage in healthier activities. An important youth violence prevention strategy is the examination and potential modification of the physical characteristics of housing, schools, and community areas (e.g., parks, business areas, public transportation hubs) to improve perceived and actual safety and to reduce opportunities for crime and violence.¹⁹

Ideas for potential collaboration include:

- Develop Joint Use Agreements that can broaden access to and improve maintenance and upkeep of community facilities such as school grounds and buildings, parks and playgrounds, swimming pools or performance centers.
- Design safe street housing, in which houses are built with front porches and stoops that can help promote community interaction, outdoor activities and healthy behaviors.²⁰
- Implement landscaping and lighting improvements, trash and graffiti removal in and around parks, playgrounds and schools that can help influence the perception of safety, reduce crime and increase access.²¹
- Work together on safe routes to school assessments, recommendations and implementation to increase safety, access and physical activity for children and families in and around schools.

¹⁹ David-Ferdon, C., Simon, TR., "Preventing Youth Violence: Opportunities for Action." Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention, 2014.

²⁰ RWJF Robert Wood Johnson Foundation Conference Report, "The Role of Community Safety in Obesity Prevention: Exploring How Exposure to Crime and Violence Affect Physical Activity and Healthy Eating," February 8, 2013.

²¹ Cohen, L., Davis, R., Lee, V., Valdovinos, E., "Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living," Prevention Institute, May 2010.

Example: Chula Vista Community Collaborative

In Chula Vista, a group of neighbors and community organizations known as the Chula Vista Community Collaborative, worked with the city and police department to make physical changes to a neighborhood park including increased lighting, picnic tables, walking path, play equipment, a restroom, drinking fountain and new landscaping. These changes in the physical environment increased the community's use of the park as well as improved perceptions of safety. (Taken from "*Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living*".)

For More Information:

- Safe Routes to School Toolkit, Institute for Local Government - www.ca-ilg.org/webinar/safe-routes-school-toolkit-introduction
- National Center for Safe Routes to School, www.saferoutesinfo.org
- Safe Routes to School National Partnership, www.saferoutespartnership.org
- ChangeLab Solutions, www.changelabsolutions.org
- Joint use, www.jointuse.org

Economic and Community Development

A vibrant and healthy community is built on a stable and strong local economy. The economic climate of a community is created by the presence of legal and prospering businesses, and the income level and stable employment of its residents.²² Cities, counties, schools and special districts have opportunities to work together to strengthen infrastructure through incentives and employment opportunities and support, that will yield sustainable investment in both residents and their communities.

Further, these opportunities can be found at the intersection of violence prevention and healthy eating through examples found in research that highlight the benefits of fostering healthy food retail in low-income communities and communities of color, while simultaneously leveraging opportunities for green jobs and providing job skills development.²³

Ideas for potential collaboration include:

- Strategies such as mixed-use development and mixed-income housing can help attract new business and reduce concentrations of poverty.²⁴
- Utilize community engagement and participation strategies to help inform economic development initiatives through asset mapping, community visioning and public hearing processes.
- Developing business improvement districts (known also as community revitalization zones, business improvement areas, or community improvement districts) can help provide or find funding and investment in communities through a tax on local businesses and/or property owners that fund improvements such as street cleaning, pedestrian walkways and streetscapes, increased and improved green spaces.
- Working together to develop and integrate public transportation policies and programs into other planning can help ensure there are safe and accessible ways for residents to connect to work, healthy retail, schools and parks and recreation centers.

²² David-Ferdon, C., Simon, TR., "Preventing Youth Violence: Opportunities for Action." Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention, 2014.

²³ Cohen, L., Davis, R., Lee, V., Valdovinos, E., "Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living," Prevention Institute, May 2010.

²⁴ RWJF Robert Wood Johnson Foundation Conference Report, "The Role of Community Safety in Obesity Prevention: Exploring How Exposure to Crime and Violence Affect Physical Activity and Healthy Eating," February 8, 2013.

Example: Bay Area Local Initiatives Support Corporation

The Bay Area Local Initiatives Support Corporation (LISC) launched the Neighborhood Marketplace Initiative (NMI) in 1996 to support effective neighborhood-led comprehensive change programs in low to moderate income local commercial districts with a holistic approach that emphasizes local leadership in planning, implementing, and coordinating a variety of community and economic development activities. Through this structure, communities gain control over changes in their commercial district by influencing new business location decisions; new real estate development and successfully advocating for physical improvements. Between 2005 and 2012, NMI helped create 1,605 jobs; attracted 983 businesses; brought 1.28 million visitors to the neighborhoods; recruited more than 13,045 volunteers; and leveraged over \$140 million in physical improvements.

In 2012 San Francisco Mayor Ed Lee launched “Invest In Neighborhoods” (IIN), a programmatic and geographic expansion of NMI that supports 25 neighborhoods and builds upon the work that Bay Area LISC and the San Francisco Office of Economic and Workforce Development developed under the NMI. Bay Area LISC views the NMI model as a vehicle for broader neighborhood change that attracts new businesses; creates jobs for local residents; and transforms communities into safer places to live, work and raise families. (Taken directly from www.lisc.org/bay_area/our_work/economic_development/index.php)

Example: Solano County – Index of Economic and Community Progress

The Economic Summits Move Shared Vision Forward program began with a series of summits in 2008 that developed a common economic vision for the County of Solano and its seven cities. The summits resulted in a shared Economic Development Strategic Framework and an Index of Economic and Community Progress. Concurrently, the county revised its general plan including the Economic Development element and received a 71 percent approval of the plan from the voters. Included in the general plan are strategies for developing organizations and the public sector the purpose of which is to maximize the federal stimulus dollar coming to Solano County. Additionally, more than 300 youth attended the first ever Youth Summit in 2008, which resulted in the formation of a Youth Commission and increased the number of career fairs at local high schools.

For More Information:

- Engaging the Public in Economic Development, Institute for Local Government – www.ca-ilg.org/engaging-public-economic-development.
- Resources for Sustainable Economic Development, Institute for Local Government – www.ca-ilg.org/post/resources-sustainable-economic-development

Programs and Services

Providing programming and services that support healthy eating and active living is beneficial to children, youth and families. Ensuring these programs and services are comprehensive (meet a multitude of needs for the entire community) and flexible (offered at different times and locations) is even better. Enhancing comprehensive programs and services with a lens of violence prevention, ensuring issues of safety and access or addressed, is ideal.

A successful and growing comprehensive and community-wide approach to meeting the needs of children, youth, families and communities, is the creation of “community schools” (also known as “full-service school” or an “extended-service school”). A community school is defined as both a place and a set of partnerships where an array of public and private agencies and organizations collaborate with the school to provide a comprehensive set of integrated services designed to meet the full range of learning and developmental needs of the students.²⁵ The community school approach can be an ideal strategy for integrating violence prevention and healthy eating, active living programs and services.

Ideas for potential collaboration include:

- Cities and counties can work with schools to develop summer meal programs that provide stability and nutrition to low-income communities during the summer months.
- Coordinate quality before and after school programming that can help provide safe and healthy places for children and youth when school is out.
- Develop and implement community school partnerships that integrate city, county, school district and special district programs and services.
- Offer programs and services at local parks and playgrounds to help deter gangs and unlawful activity in and around neighborhoods.
- Establish safe routes to school programming to improve knowledge and understanding of health and safety, as well as access to and confidence in neighborhoods and schools.

²⁵ CSBA, “Community Schools: Partnerships Supporting Students, Families and Communities,” October 2010.

- Work together to provide street outreach and conflict resolution programming to youth that can de-escalate violence and engage youth in productive and healthy activities.²⁶

Example: City of Santa Clarita's Drug Free Youth in Town

The Drug Free Youth in Town (DFYIT) Program is a free, school based, voluntary drug prevention/education program meant to complement law enforcement efforts and local prevention and intervention programs. It is a partnership amongst the City of Santa Clarita, Los Angeles County Sheriff's Department, Los Angeles County Fifth Supervisorial District. DFYIT gives students ownership, creative control and responsibility for supporting healthy choices and promoting a drug-free culture in Santa Clarita, as well as accountability to themselves, their peers and their families. The combination of the DFYIT curriculum, drug testing, community service projects, positive peer influences and parental involvement is an all-encompassing approach to drug prevention that is proving to be successful in shifting the culture in Santa Clarita. (Taken directly from www.ccspartnership.org/awards/helen-putnam-awards/city-of-santa-clarita-the-drug-free-youth-in-town-2/)

For More Information

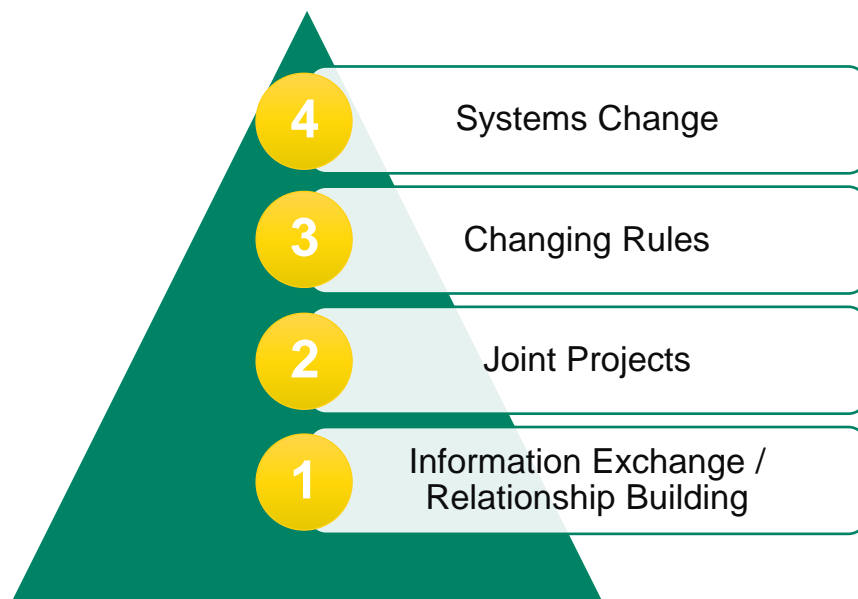
- California Summer Meal Coalition, Institute for Local Government – www.summermealcoalition.org
- Community Schools Toolkit, Cities Counties Schools Partnership, Institute for Local Government – www.ccspartnership.org

²⁶ Solomon, Loel S., Ravel, Jodi L., "Working at the Intersection of Healthy Eating, Active Living, and Violence Prevention," Views from the Field. November 18, 2013.

STAGES OF COLLABORATION

The truth is, real collaboration takes significant time and is exceedingly hard work if done right and investments in relationships and a culture of collaboration is successfully established. Complex community problems are not created in a day. Successful solutions to vexing community challenges takes time to develop and must include a comprehensive and layered approach and engagement by multiple stakeholders. While the evolution of successful collaboration is fluid and dynamic, initiating and developing collaborative efforts requires a strategic, organized and intentional approach. Every path to collaboration is unique to the people involved and the specific community's assets and resources. However an understanding of the general stages in the overall process, and the steps that can be taken, will drive collaborative efforts forward.

The pyramid of collaboration, identified by Sidney L. Gardner, president of Children and Family Futures, outlines four broad stages that are particularly relevant to local government collaboration.²⁷ This reflects the importance of starting out the collaborative process strategically, and allowing for a more fluid process as the collaboration evolves. The four stages of collaboration per the pyramid are:



²⁷ The CCS Partnership, in collaboration with the California School Boards Association, developed the resource *Building Healthy Communities: A School Leaders Guide to Collaboration and Community Engagement*. A fuller description of Sidney Gardner's Pyramid of Collaboration can be found in Chapter 3 of this resource.

Information Exchange/ Relationship Building

Collaboration is built on strong relationships.

Therefore, the most critical stage for working together successfully is getting to know each other – both the individual people and the agencies they represent.

During this stage, local government agencies exchange information about their mission, goals, mandates, programs and priorities. They discuss overlapping concerns about their shared constituencies and explore the local conditions and environments that are impacting each agency. Key considerations for this stage are:

- Take time to build genuine relationships – focus on getting to know each other, not what you need from each other;
- Understand the current environment for each potential partner;
- Assess and engage the community – determine assets, needs, concerns and priorities from the community; and
- Explore possible collaborative solutions – brainstorm ideas inside and outside the box.

Joint Projects

Finding and addressing the low hanging fruit is a common successful strategy for building partnerships that lead to collaboration. It creates an early win and initiates a shared sense of accomplishment. This often occurs through joint projects, when two or more local government agencies dedicate resources for a shared purpose. Joint projects are often stimulated by either a funding opportunity requiring collaboration,

Good Governance & Innovation

Local government agencies face a unique challenge when seeking collaborative solutions to meeting their community's needs. Building trust and confidence, with both potential partners and the public, is critical to a local government agency's ability to be successful. Innovation is also critical to their ability to seek out, explore and test solutions in an ever-changing environment where the public demands better, cheaper and faster results. However, innovation requires a certain level of calculated risk and sometimes failure, which local elected officials may feel could jeopardize the trust and confidence. These two resources may help local government officials and staff adhere to good governance practices that will build trust and confidence with partners and the public, but also allow for creating a culture and environment that fosters innovation.

For More Information:

www.ca-ilg.org/StiflingInnovation

[www.ca-ilg.org/post/good-](http://www.ca-ilg.org/post/good-governance-checklist-good-and-better-practices)

[governance-checklist-good-and-](http://www.ca-ilg.org/post/good-governance-checklist-good-and-better-practices)

[better-practices](http://www.ca-ilg.org/post/good-governance-checklist-good-and-better-practices)

an opportunity to combine and leverage existing resources across agencies, or recognition that the project will be done more effectively and/or reach more people as a joint project.²⁸ At this stage local agencies continue to operate as they did before, but may undertake one or more joint projects over time to address an identified need. Key considerations for this stage are:

- Identify resources and staff that each agency will contribute;
- Develop planning documents and/or timelines, such as a joint use agreement, workplan or memorandum of understanding; and
- Focus on what you agree on and set aside other issues – be willing to compromise when necessary.

Changing the Rules

Successful collaboration requires a culture of “we” rather than “me.” This stage is marked by the development of a collective voice of collaboration, not of special interests. Local government agencies who move beyond joint projects think in a collaborative way from the beginning about the challenges facing their community – their first response to a new challenge or opportunity is to call their partners.²⁹ Specifically, changing the rules means seeking broader policy change among partner agencies and realigning funding streams to support collaboration. This stage is also marked by a focus on evaluating the process of collaboration and not just the joint project itself. Key considerations for this stage are:

- Be cognizant of constituents’ comfort levels – don’t try to do everything at once, allow people to grow into changes and new policies;
- Open, transparent and consistent communication between partners and the community is critical; and
- Recognize organizational limitations – be upfront with potential legal, cultural or capacity limitations.

²⁸ CSBA, CCS Partnership, “Building Healthy Communities: A School Leaders Guide to Collaboration and Community Engagement,” 2009.

²⁹ CSBA, CCS Partnership, “Building Healthy Communities: A School Leaders Guide to Collaboration and Community Engagement,” 2009.

Systems Change

When a cultural shift occurs that results in local government agencies changing the way they do business, they have entered the systems change stage of collaboration. This happens over time and through sustained leadership that has skillfully balanced patience with intentional action and a relentless focus on the big picture vision. Systems change requires local government agencies to rethink and redirect existing resources – new allocation of funding, staff, methods of accountability and a new collective focus on goals and outcomes. Key considerations for this stage are:

- Leadership matters – both quality and consistency;
- Continuously renew commitments and share the vision;
- Continuously learn from what others are doing; and
- Turn barriers into opportunities.

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LEADER-TO-LEADER MEETINGS

An Opportunity to Share, Understand, Align and Make Lasting Progress



Joint Meetings Among Local Government Leaders

In California, local agency service areas often overlap. Elected officials and staff may find meeting on a regular basis to identify opportunities for collaboration and leveraging resources is the best way to effectively meet community goals and needs.

Joint meetings of the elected officials and/or staff members of city, county, school and/or special district agencies provide an opportunity for local officials to get to know one another, understand organizational missions and functions and to build the trust that allows for stronger working relationships. These discussions afford key decision-makers and staff the opportunity to align the important work of their respective agencies.

These leadership meetings can take a variety of forms and go by several different names including Joint City-School Meeting, 2x2, 4x4, Big 6 or 8 Pack. Meetings may be informal and involve a mayor and school board member meeting together, or meetings can be structured, official convenings of a city, county, special district or school district at their chambers. Regardless of the meeting format, the goals are the same: build and strengthen relationships, communicate about constraints and opportunities in the current environment and develop rapport and trust. Over time, these meetings allow for the development of shared goals and priorities and for agencies to share resources, plan activities and jointly coordinate programs or services.

“Working together as city, county and school leaders, we can more effectively improve the lives of children and families in California.”

John Gioia, Past President,
California State Association of
Counties and Supervisor, Contra
Costa County

Leadership meeting participants may include key staff members as well as elected officials representing a city, county, school or special district. Staff may include a superintendent, county or city administrator, executive officer or manager. Depending on the topic, it may be appropriate to invite administrators from specific departments or programs that oversee efforts where there is potential for collaboration between

two or more jurisdictions. Specific participants involved in these joint meetings can be determined by a chair, president or mayor of a board.

Formal and informal meetings may occur annually, quarterly or on an as-needed basis to effectively foster and sustain relationships among the local government and school board leaders. After elections or leadership changes, or when new management or superintendents take the helm, are ideal times to convene the group through the formal or informal approach tailored to that community.

Fostering relationships among those who create or implement public policy and those involved in working through implementation challenges will ultimately benefit their shared constituencies. There may be occasion when an elected official from one entity changes offices and then represents another agency involved in joint efforts. For example, a school board member may become a council member or a county supervisor. This increases understanding of the constraints and opportunities which other community leaders operate in, and helps in developing solutions and strategies for leveraging and maximizing finite city, school and county resources.

Sample Topics of Mutual Interest Among City, County, School and Special Districts

- Annual Enrollment Planning and Facilities Needs
- Gaps in Services for Children and Families
- General Plans
- Homelessness among Children and Families
- Joint Use of Facilities
- Joint Trainings
- Maintenance and Capital Improvement Planning
- Out of School Time Options for Children and Families
- Public Safety and School Resource Officers
- Safe Routes to School /Active Transportation
- School and Public Facility Siting
- School and Recreation Calendars
- Shared Service Contract
- Shared Infrastructure Investments
- Summer Lunch Programs
- Tax Increment Financing
- Youth Employment and Internships
- Youth Engagement and Volunteer/Civic Service

“When agencies collaborate to provide services and information to students and families, the greater community wins.”

Jill Wynns, Past President, California School Boards Association and Commissioner, San Francisco Unified School District

EXAMPLES OF LEADERSHIP MEETING AGENCIES AND PARTICIPANTS

City ↔ School*	City ↔ County	County ↔ School*
School board members and mayors and/or council members with or without the superintendent or city manager. Key senior staff may attend or participate in future meetings.	Mayors or council members and the chair or members of the board of supervisors with or without the city manager or county administrative officer. Key senior staff may attend or participate in future meetings.	School board members and the chair or members of the board of supervisors with or without the superintendent or county administrative officer.
Elected ↔ Elected	Elected ↔ Staff*	Staff ↔ Staff*
One or two members of each elected body.	Members of the elected body and select staff representing the executive officer or specific departments.	Staff of two or more agencies may convene to further discussions on policies or projects as directed by their agency's leadership.

*May also include representatives from a countywide board of education.

It should be noted that leadership meetings of two or more local agencies may include challenges. From planning a convenient time to preparing an agenda, it is important that elected officials and staff involved in joint leadership meetings understand and respect the unique roles and responsibilities of each of the agencies involved. For example, particular functions or rules may be mandated or required by state law and cannot be altered. In order to craft a shared vision and successfully collaborate, participants should familiarize themselves with the capacity, purpose and leadership of all the organizations involved.

Please note that if a majority council or board members are involved in the joint meeting, it will be subject to the Brown Act requirements and will need to be noticed like other open meetings. For more information about open government laws visit: www.ca-ilg.org/abc.

Resources to Learn More

Cities Counties Schools Partnership

www.ca-ilg.org/ccs-partnership

Stretching Community Dollars Guidebook

www.ca-ilg.org/resource/stretching-community-dollars-guidebook

FORMAL TO INFORMAL: MEETING FORMAT OPTIONS AND TYPES OF DISCUSSIONS

TYPE	FORMAT	DESCRIPTION
Formal	Elected	An example of a formally noticed convening involves the city and school district of Berkeley. The city manager's office takes the lead in organizing the meeting including preparing an agenda. Sample discussion items include: school-police matters, joint use or shared service programs, homeless matters and potential land use items such as enrollment capacity and schedules for facilities. For more information visit City of Berkeley's website: www.ci.berkeley.ca.us/Clerk/Home/2x2_Committee_Homepage.aspx .
Formal	Elected	The City of San Carlos and the San Carlos Elementary School District convene on a quarterly or as needed basis (typically quarterly) to discuss projects of mutual interest for which both agencies are involved. Meetings include elected officials as well as staff. For more information visit www.cityofsancarlos.org/meetings/city_school/default.asp .
Formal	Elected	In Brentwood, the city works with two school districts through a joint inter-agency council that meets quarterly to discuss services and staffing related to school resource officers, emergency trainings, capital improvements, maintenance and more.
Informal	Elected and Staff	Mendocino County and its local schools convene around specific topics as needed such as lunch programs. Counties and schools provide health, human and education services to shared constituencies and may need to work through specific issues as state policies change or provide opportunities to improve or leverage services.
Informal	Elected and Staff	In South San Francisco, the city and school district convene to discuss afterschool programs and joint use of fields and more. The two agencies have applied for, and received grant funding to provide afterschool services on school and city property. City staff works with school district staff to provide students opportunities to volunteer. Additionally staff work together to coordinate summer programs in areas impacted by gang violence. Service coordination is done at a staff level and in conjunction with councilmembers and school board leadership holding conversations through joint meetings.
Informal	Elected and Staff	For decades, the City of San Dimas has partnered with its school district to coordinate mutual items of interest and to work on more effective relationships.
Informal	Staff	The city manager of Campbell is working with the superintendents of the three local districts. The school districts support and encourage youth to participate in the city's efforts around youth engagement activities.

LUNCH AT THE LIBRARY

2015

California's public library summer meal programs provide children and teens with continued access to free, healthy food and learning opportunities essential to their development while school is out.



140,000

Meals served to children and teens in California public libraries in 2015

↑ 62%

increase in number of meals served over 2014 (88,000)

17%

of families who participate in Lunch at the Library programs don't get lunch anywhere else but the library

"The lunch program is wonderful and has been a big help to our family. [We're] struggling financially - thank you and god bless..."



- Lunch at the Library Parent

Families who participate in Lunch at the Library know they can get help and essential resources at the library:

89%

know they can find books and things to borrow at the library



75%

know they can find access to computers



65%

know they can find people to help them



Families who participate in Lunch at the Library programs also feel healthy, happy and safe:

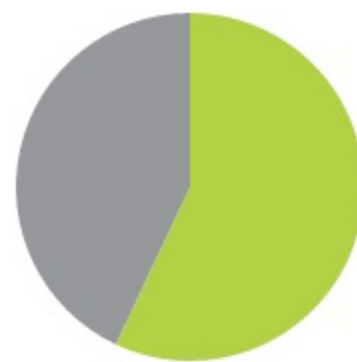
62%

Feel good about themselves



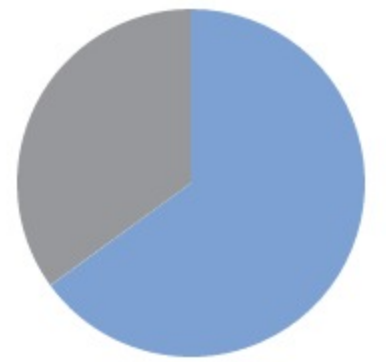
57%

Feel safe



65%

Feel Happy



In 2015, 4,358 people in 73 libraries completed surveys.

Library summer meal programs have helped:

- Support the physical, emotional, and developmental health of low income children in the community.
- Engage children and youth in summer reading programs and other library programming.
- Provide community service opportunities for youth.
- Provide a safe and trusted community space for children and their families to go when school is out.
- Provide families with access to technology and other community resources and services.

Lunch at the Library is a project of the California Library Association and California Summer Meal Coalition. The project is funded by a grant from the David and Lucile Packard Foundation, and it is supported by the U.S. Institute of Museum and Library Services under the provisions of the Library Services and Technology Act, administered in California by the State Librarian. The Summer Food Service Program is a program of the United States Department of Agriculture, administered in California by the California Department of Education.



Healthy lunch at the library



State Superintendent of Public Instruction, Tom Torlakson; County Librarian, Laurel Prysiazny; & California State Librarian, Greg Lucas



Container gardening at the library

FRESNO COUNTY PUBLIC LIBRARY

LUNCH AT THE LIBRARY KICK-OFF CELEBRATION

State and local leaders, children and families, gathered in Fowler, CA, on June 15, 2015, for a celebration of Fresno County Public Library's Lunch at the Library summer meals program.

Speakers at the event, including California State Librarian Greg Lucas, State Superintendent of Public Instruction Tom Torlakson, Fowler City Mayor Pro Tem Daniel Parra, County Librarian Laurel Prysiazny, and Fresno County Supervisor Buddy Mendes, highlighted the importance of summer learning, enrichment, and nutrition, and celebrated the library's commitment to addressing summer learning loss and food insecurity. Michael Rivera, a representative from State Assembly Member Henry T. Perea's office, presented the library with a Certificate of Accomplishment.

The celebration showcased many of the free resources that are available for families at the library and elsewhere in the community. The Community Food Bank presented nutrition education activities, cooking demonstrations, and smoothie-making. The Fresno County Sheriff's Department, the Valley Children's Hospital, and Centro Binacional para el Desarrollo Indigena Oaxaqueno distributed resources. And children received free books donated by Disney, and enjoyed storytimes, face painting, and gardening activities.

The Fowler celebration highlights how we can keep California's kids healthy and engaged during the summer months through community partnership and collaboration.



were served to children and teens

provided by Fresno Economic Opportunities Commission.



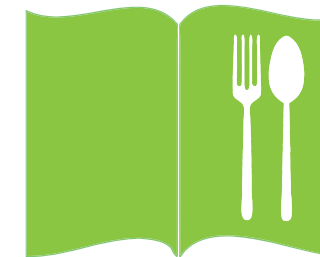
9,000 POUNDS of fresh produce were distributed to families

donated by the Community Food Bank.

As trusted spaces at the heart of the community, providing free summer reading programs and activities, public libraries are natural spaces for serving free meals to children and teens in low-income communities while school is out.

While 2.4 million California children and teens received free or reduced-price lunches during the 2013-2014 school year, only 485,000 participated in USDA summer lunch programs according to the Food Research and Action Center's recent Hunger Doesn't Take a Vacation report.

The Fowler Library is one of over 100 public libraries in California, and one of over 130 sites in Fresno County attempting to close this gap by serving free meals to children and teens through the USDA Summer Food Service Program.



LUNCH
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LIBRARY

The celebration was presented by the California Library Association, California Summer Meal Coalition, Fresno County Public Library, and Fresno Equal Opportunities Commission

Lunch at the Library is keeping kids healthy and engaged during the summer months to ensure all kids return to school in the fall ready to learn.

For many children and teens, the stability, nutrition, and education provided by the lunches they receive in the school cafeteria, and the learning opportunities they receive in the classroom, ends when school lets out for summer vacation.

lunchatthelibrary.org

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Lunch at the Library is a project of the California Summer Meal Coalition and the California Library Association. It is supported by the David and Lucile Packard Foundation and the U.S. Institute of Museum and Library Services under the provisions of the Library Services and Technology Act, administered in California by the State Librarian. The Summer Food Service Program is a program of the United States Department of Agriculture, administered in California by the California Department of Education.



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Nourishing Bodies & Minds

Public library summer meal programs help combat childhood hunger, obesity, and learning loss during the summer.

- They provide regularly scheduled, free and healthy meals through the USDA Summer Food Service Program.
- They provide youth with learning and enrichment programs.
- They introduce families to library services and resources.
- They create teen volunteer opportunities at the library.

Libraries are ideally positioned to address the summer learning and nutrition gap through summer meal programs.

Libraries are trusted spaces at the heart of the community.

Libraries welcome everyone and engage the whole family.

Libraries offer summer reading programs that:



encourage children to set and meet reading goals;



include learning and enrichment activities that extend the reading experience;



offer opportunities for social support and positive interaction; and



build communities of readers and library users.

COMMUNITY IMPACT

- Children and youth report feeling safe, healthy, and good about themselves while at Lunch at the Library programs.
- Librarians report seeing new families at the library, an increase in new library cards, and increased participation in summer reading and other programs.
- Lunch at the Library programs foster community partnerships and intergovernmental collaboration, and help to create more connected cities and counties, while leveraging existing resources.
- Many public library summer meal programs are part of California Campaign for Grade-Level Reading communities.

2015 100+ California libraries served more than 120,000+ meals.*

2014 65 California public libraries served more than 85,000 meals.

In 2014, 19% of surveyed children and youth reported that they ate lunch only at the library during the summer.

2013 17 California public libraries served more than 22,000 meals.

*not final numbers