



# STRATEGIC PLAN DRAFT 2021-24



**A COMMUNITY PLAN FOR RESILIENCE, STABILITY, & SUSTAINABILITY.  
“TOGETHER, WE'RE BETTER,” DRAFT**



# THE HISTORY OF THE UNION CITY FAMILY CENTER (UCFC)

In 2012, UCFC emerged as a neighborhood response to local issues including high crime, low graduation, and health disparities and is an agency of New Haven Unified School District (NHUSD). Utilizing a collective impact approach with multiple partners and service organizations, UCFC has touched the lives of more than 19,000 individuals primarily NHUSD students and their families.



**30,000 supports**  
provided to families  
including food,  
clothing, and housing.



**4000+ services**  
including health &  
hygiene, case  
management, and  
tax preparation.



**4000+**  
**interventions** for  
attendance and  
truancy, including  
300+ home visits.



**1300 students**  
received  
academic &  
enrichment  
support.

# UNION CITY FAMILY CENTER MILESTONES

**2012**

Community stakeholders and public agencies meet to design the Kids' Zone.

**2013-17**

Initiate the "Kids Zone" with initial Race to the Top Funding to provide family and supports at NHUSD schools, including engagement, attendance support, as well as health care enrollment for families. Develop partnerships.

**2017-18**

Expand from youth supports to a model with case management and outreach and renamed the Union City Family Center. Develop collaborative. Conduct in-depth community needs assessments.

**2018-19**

Develop partners to address food insecurity. Expand early childhood and parent supports.

**2019-20**

Serve as the regional collective impact hub for Southern Alameda with 40 + agencies meeting quarterly. Respond to COVID-19 crisis with direct relief and support.

**2020-21**

Create learning pod for unhoused and vulnerable students to receive distance learning. Implement online parent trainings. Develop nonprofit funding arm - Union City Family Center Corporation. Redesign the Family Center structure as agency supported by Student and Family Services. Continue to serve as partner for COVID-19 relief, including distribution of PPE, hygiene supplies, and promotion of testing and vaccines.

# STRENGTHS OVERVIEW

## HIGH IMPACT

More than 19,000 people supported over nine years. Providing services to more than 3000 individuals annually. Implementing model as envisioned. Trusted by clients and community agencies and school services.

## COLLECTIVE IMPACT

Coordinating and working with 40+ agency partners. Well-attended quarterly meetings. Successfully pivoted during COVID-19 crisis. Use multiple communication methods to reach diverse demographics.

## SUSTAINABLE

More than 75% staff retention. In alignment with school district, city, county and state initiatives. Diversified funding base of local, state and regional funding, supported by nonprofits and private philanthropy.

# GROWTH OPPORTUNITIES

## TIME FOR LEARNING

Our UCFC staff members need time to develop new skills, learn new technologies and develop learning relationships with each other. Our services align with the academic year, giving minimal time for professional learning and collaboration days.

## DATA ALIGNMENT

Our data systems do not effectively communicate with each other and across agencies. We need a more robust data system for referrals and for analysis to determine how effectively we manage supports as a regional hub.

## BEHAVIORAL HEALTH

Behavioral health has emerged as a priority need for within our region, and in particular, culturally aligned services. We need regional points of referral for preventive social emotional, stress, trauma, and crisis management supports for our community.

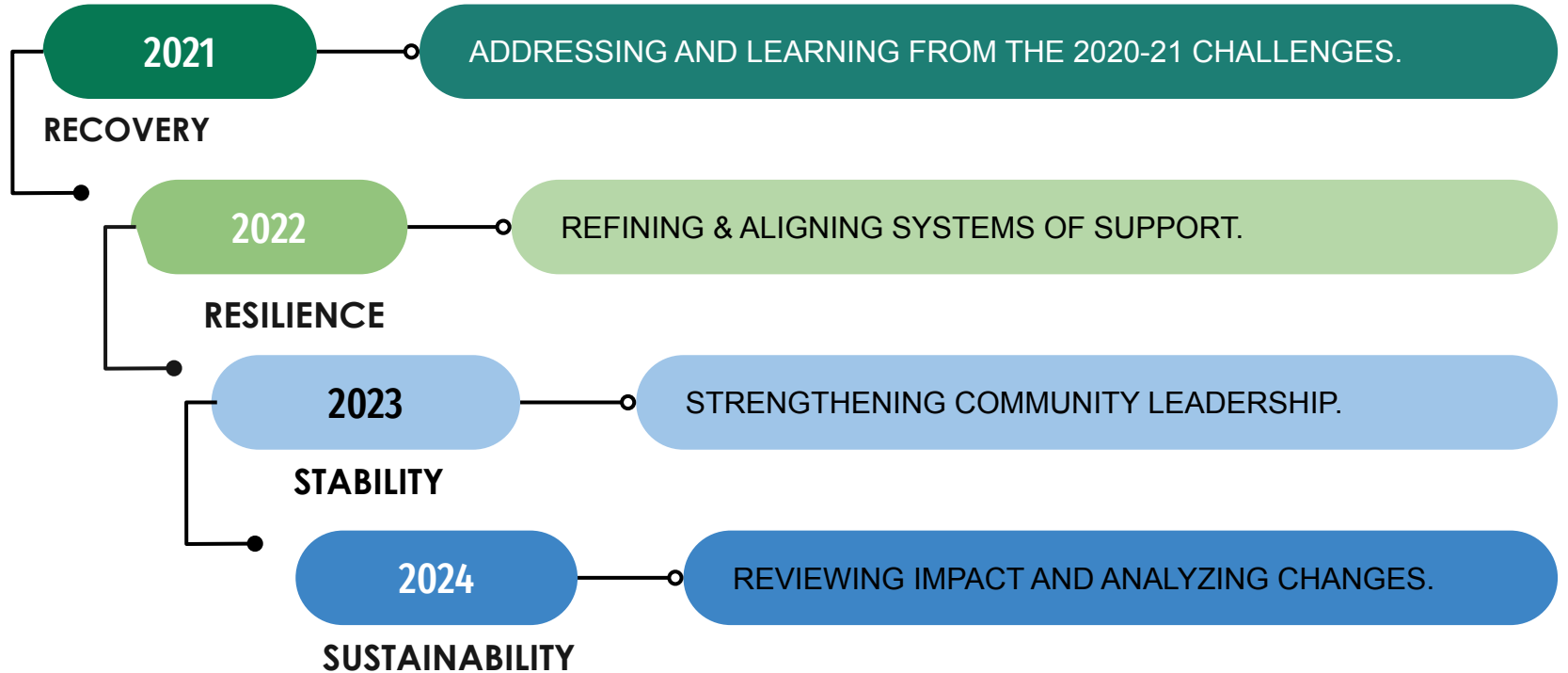
## HOUSING SUPPORTS

For the past 5 years, addressing housing insecurity and increased homelessness has been an identified need in Southern Alameda County. Some state initiatives helped rental residents stay housed during the pandemic, we recognize supporting vulnerable and unhoused families will remain a priority need.

# PLANS TO ADDRESS GROWTH OPPORTUNITIES

EXPANDED TIME	SYSTEMS	PROVIDERS	REVENUE
TIME & CAPACITY	DATA ALIGNMENT	BEHAVIORAL HEALTH & HOUSING	SUSTAINABLE
Exploring adding 10 more days in the summer to provide additional staff learning days.	Pilot data systems for client services in the 2021-22 year for implementation in 2022-23.	Make behavioral health & housing key issue of quarterly collaboratives for 2021-22 including guest speakers.	Seek additional sustainable non-restricted funding and apply for long-term grants.
APPLYING FOR FUNDING	2022-23 YEAR	IN DEVELOPMENT	2022-23

# OVERVIEW OF 2021-24 GOALS



TOGETHER WE'RE

*Better*

CAMERON LSF