



THE MISSION OF THE SAN FRANCISCO IMPROVING
TRANSITION OUTCOMES PROJECT (ITOP) INTERAGENCY
COUNCIL IS TO IMPROVE SERVICES AND OUTCOMES FOR
YOUTH WITH DISABILITIES, AGES 14 TO 24, IN MAKING
SUCCESSFUL AND SEAMLESS TRANSITIONS
TOWARDS MAXIMUM SELF-SUFFICIENCY AND
INDEPENDENT LIVING.

SAN FRANCISCO

Improving Transition Outcomes Project

2006-2011 DRAFT Strategic Plan

OCTOBER 2006

Table of Contents

I. Introduction	1
A Plan for the Future	2
II. Assessing Our Environment.....	3
What We Found Out.....	4
Our Guiding Framework.....	6
III. Setting Our Course	7
Vision.....	7
Mission and Goals	8
Strategic Directions.....	10
Strategies.....	12
Performance Measures	23
Agency Acronyms and Abbreviations	24

Acknowledgements

We want to thank the following agencies, organizations and associated individuals for their time and energy in crafting the Strategic Plan, and their continued commitment to ensuring that all transition-aged youth with disabilities have the services and resources to attain self-sufficiency and independent living:

Lead Agencies:

Support for Families of Children with Disabilities (SFCD)

Jewish Vocational Service (JVS)

Strategic Planning Consultants: Moore Iacofano Goltsman, Inc. (MIG)

ITOP Interagency Council Members:

Adolescent Health Working Group

California Children's Services (CCS)/Medical Therapy Unit (MTU)

California Deaf-Blind Services

California Department of Health Services

California Department of Rehabilitation

City College of San Francisco, Disabled Students Programs and Services (DSPS)

City and County of San Francisco:

Department of Children, Youth and Their Families

Community Behavioral Health Services, Transitional Youth Services

Human Services Agency, Independent Living Skills Program

Juvenile Probation Department

Mayor's Office of Community Development

Mayor's Office on Disability

Mayor's Transitional Youth Task Force

Department of Public Health, Maternal and Child Health /CCS

Community Alliance for Special Education

D3 Associates

Employment Development Department

Golden Gate Regional Center

Hearing and Speech Center of Northern California

Independent Living Resource Center San Francisco

KIDS Project

ITOP Interagency Council Members (continued):

Larkin Street Youth Services

Legal Services for Children

LYRIC (Lavender Youth Recreation and Information Center)

Marriott Foundation for People with Disabilities, “Bridges...From School to Work” Program

San Francisco Safe Start

San Francisco State University,
Department of Special Education

San Francisco Unified School District, SELPA, Special Education Services, School Health Programs

San Jose State University

Social Security Administration

The ARC of San Francisco

University of California San Francisco – Division of Adolescent Medicine

United Way Bay Area/Honoring Emancipated Youth

Youth Law Center

Special thanks

Project Funders

California State Council on Developmental Disabilities (SCCD)

California Workforce Investment Board (CWIB) Improving Transition Outcomes for Youth with Disabilities Grant funded by US Department of Labor (DOL) Office of Disability Employment Policy (ODEP)

Community Supporters

Parent Council members, Youth Council members, Focus Group Participants, Focus Group Facilitators and Note Takers, Survey Respondents

I. Introduction

The Improving Transition Outcomes Project (ITOP) Interagency Council is a collaborative effort of the Support for Families of Children with Disabilities (SFCD) *Transition Interagency Council* and the Jewish Vocational Service (JVS) *Improving Transition Outcomes Project*. The Council is led by SFCD and JVS and supported by over 25 San Francisco organizations and agencies united to improve transition services and outcomes for youth with disabilities.

In the spring of 2005, the Council began a comprehensive strategic planning process for transition services in the City and County of San Francisco. The purpose of the planning process was to assess the current level of services, supports and resources available for youth and their families as they transition into adulthood. Approximately 5,000 youth ages 14 to 24 with developmental, learning, emotional/mental health and physical disabilities live in San Francisco. Many of these youth are involved in multiple systems of care that include public and non-public schools, public health, mental health, foster care and the juvenile justice system. The Council defines transition-aged youth as youth with disabilities ages 14 to 24. These youth need resources and coordinated services in order to make successful and seamless transitions towards maximum self-sufficiency and independent living. Successful transition will depend on recognizing the specific needs of *all* transition-aged youth with disabilities in all living situations, including, but not limited to, the foster care system, juvenile justice system, homeless, LGBTQ, out-of-school youth, hard-to-reach situations. This plan reflects specific strategies to address individual life circumstances and improve services and outcomes.

Through building a strong professional collaboration that includes the school district, public agencies, non-profit agencies, families, youth and employers, the Council will move closer to achieving its vision. This Strategic Plan will guide the Council and partner agencies and organizations in improving the level, coordination and quality of services for youth for the next five years and beyond. The Council will come together regularly to identify system changes, track progress, implement activities, reflect on the achievement of its goals and evaluate and improve its strategies.

A Plan for the Future

To support the improvement of transition services for youth, the Council developed a scope of work and activities to define their role and guide the planning process. These activities brought together youth, their families, providers, and professionals to identify barriers to successful transition and develop potential strategies and solutions to overcome those barriers. Throughout the planning process, the Council continued to fulfill its role of acting as the central body for interagency efforts to coordinate and improve services for youth with disabilities. The Council will continue to fulfill this role during the implementation process and be a main provider of training to community partners, families, educators, students and service providers on topics related to transition.

The Council's planning process was carried out in three phases:

- **Phase One: Needs Assessment** (October 2005—July 2006)
Conducted a community needs assessment with key stakeholders to determine what is working, identify challenges and problems and develop solutions. Developed a landscape document that maps existing resources and transition service systems and identifies service gaps that need to be addressed.
- **Phase Two: Priority Selection and Goal Development** (March 2006—August 2006)
Reviewed the findings from the needs assessment to develop short and long term strategies and priorities for addressing service needs and improving transition services delivery systems.
- **Phase Three: Strategy and Overall Plan Development** (July 2006—September 2006)
Conducted Council retreat and planning meetings to develop goals, finalize and prioritize strategies, identify lead and support roles, develop an action plan for the first year of implementation, and define measurements of success.

II. Assessing Our Environment

In the first phase of the planning process, the Council worked with MIG to conduct a needs assessment to better understand the context in which the Council was planning. This scan included three main activities:

- **Youth and Family Focus Groups:** The Council held a series of focus groups with youth and families to identify current barriers for transition-aged youth and potential solutions to improve transition services. Youth and parents were asked a series of questions to identify what services were working and not working as well as share potential ideas to support successful transition. Focus groups held for youth targeted specific populations, including youth in foster care and the juvenile justice system and youth with developmental, physical, learning disabilities and mental health challenges. Approximately 57 youth participated in the focus groups. Five focus groups were held for parents of transition-aged youth with disabilities. The focus groups were held in multiple languages: two in Cantonese, two in English and one in Spanish. Approximately 48 families attended the focus groups. Youth and family focus groups were held in October, November and December of 2005.
- **Family, Service Providers and Professionals, and Agency Directors Surveys:** During the fall of 2005, the Council also surveyed families, service providers and other professional to identify services that were currently provided to and used by families, as well as additional service needs. Agency directors were surveyed to collect demographic information on youth their agencies serve. The family survey was available in Cantonese, English and Spanish. Surveys were distributed by mail and by ITOP Council member organizations and their affiliates. Over 4,650 surveys were mailed to families and service providers. A total of 269 surveys were completed: 180 by families, 73 by service providers, and 16 by agency directors.
- **Transition Landscape:** MIG conducted research to develop a Landscape of Services in San Francisco for Transition-Aged Youth with Disabilities. The Landscape addressed four key areas to help direct the strategic planning process: 1) What is the need for transitional services in San Francisco, and who are the youth in need of transition services?; 2) What services, supports and resources already exist in San Francisco to meet this need?; and 3) What are the best practices relevant to our work, both in San Francisco and the country.

What We Found Out

The following themes emerged from the needs assessment activities and helped to inform the Council's priorities. Overall, youth with disabilities expressed a desire for a good education (often post-secondary), a rewarding job or career, a family and home of their own, and a secure, self-sufficient, independent, happy life. Youth and their families call on a wide range of services and support networks to achieve these goals. While many of the services meet their needs, others do not. Below is a summary of *What's Working*, *What's Not Working*, and *What Needs to Be Done*.

What's Working – The Perspectives of Youth, Parents and Service Providers

Youth, parents and service providers were generally positive about many of the available services. Medical and dental care received the highest ratings by parents, though specific programs were not identified. The education system and the health care system also received some of the highest praise. In addition to the formal support systems by the government and non-profit groups, individuals were grateful for the assistance provided by family, friends and community.

Individuals had positive comments about all levels of the education system. At the secondary school level, youth and parents praised such programs as RSP, vocational programs, special education guidance counselors, one-on-one aides and GATE. Many individuals singled out the Disabled Students Programs and Services (DSPS) at San Francisco State University as extremely helpful. Additionally, Lincoln High School received several favorable comments.

While many parents expressed frustration with the lack of opportunities for their youth to find work, Jewish Vocational Service was mentioned by many parents and youth as working well. The Youth Guidance Center, Workability (a program of City College of San Francisco), REACH and the Bridges Program were also cited.

Individuals identified several local agencies as providing needed support, including SSI and IHSS. Families also specified non-profit agencies that were helpful to their children and to themselves, including social/recreational programs like Special Olympics, the Janet Pomeroy Center and PAL. Several families mentioned SFCD as a good source of information and training.

What's Not Working – Challenges and Barriers Identified by Youth, Parents and Service Providers

Youth, parents and service providers identified many barriers, including intangibles, such as lack of respect and lack of confidence, as well as tangibles such as poor transportation, lack of job opportunities, dearth of social programs and problems with school.

There are a number of services and programs that youth and parents felt were missing. Chief among the complaints was the lack of after-school and summer programs for youth, and especially lack of socialization opportunities. Several families were unhappy with the lack of vocational training, particularly for academically-challenged youth. In some cases, the jobs available to youth paid no better than the SSI system.

Additionally, many families expressed concern with the lack of information about available resources, programs and services. They also mentioned poor communication between school and home as well as lack of special education /disability awareness training for teachers and para-professionals.

Many individuals expressed concern that services were not reaching all youth. Of particular concern were low-income or non-English speaking families; those in transitional housing; children in or leaving foster care; and individuals who are out of school.

What Needs to Be Done – Ideas from Youth, Parents and Service Providers to Improve the Transition Process

Individuals had various and imaginative suggestions for improvements to the transition system including: greater access to information about resources; more individual attention at school; assistance in developing secondary-school and career plans; and the development of programs to help with social activities and independence.

Of top concern to families was access to transition-related information about programs, services and resources. Individuals wanted more opportunities for youth to socialize, to learn independent living skills and to participate in internships and job training programs. Individuals often stated that the creation of after-school and summer programs for youth was extremely important. Specific strategies included a resource center for young adults where they could receive assistance with service coordination, a comprehensive mentoring program, and a robust system of communication between family and service providers at critical transition times.

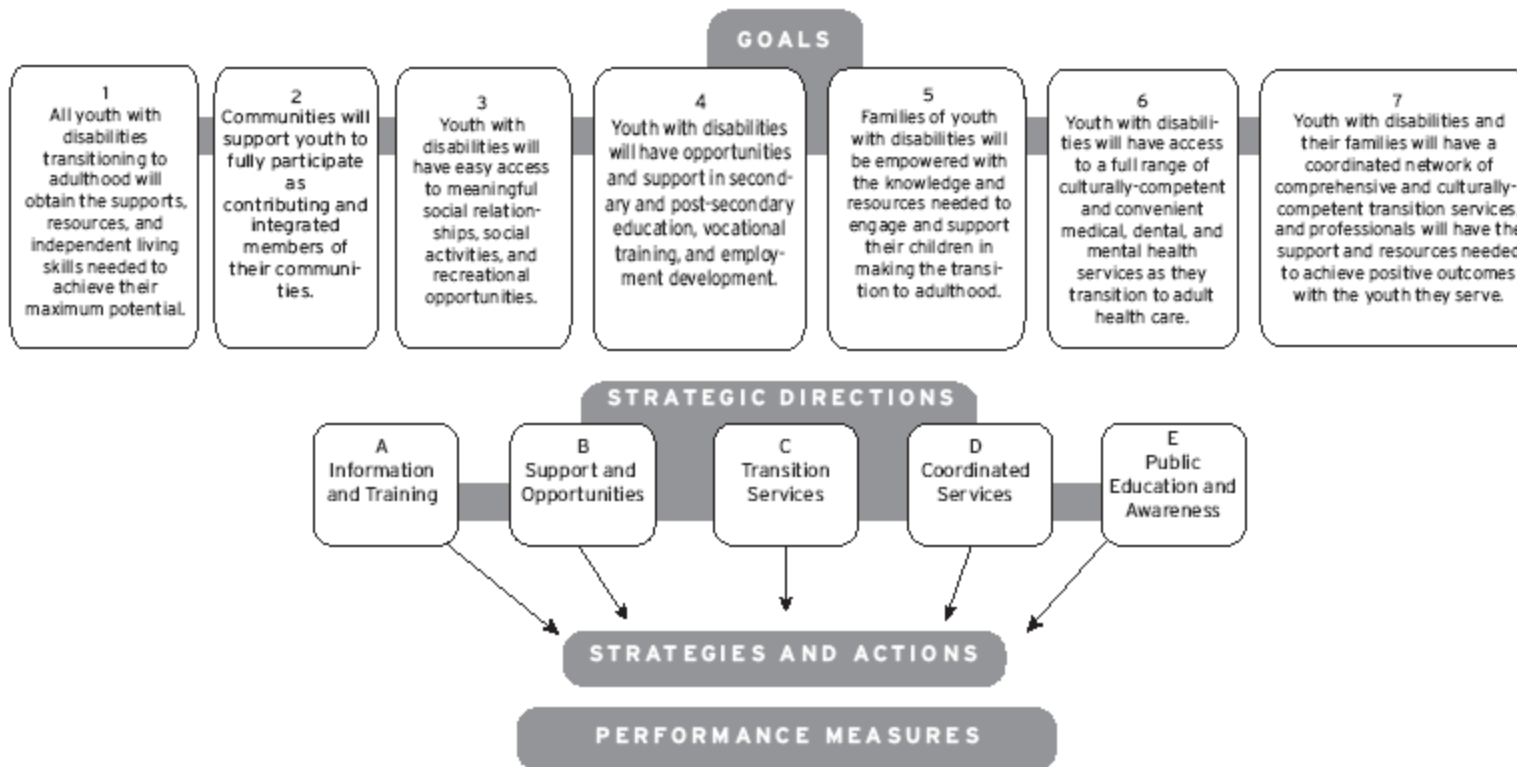
OUR GUIDING FRAMEWORK

VISION

San Francisco is a place where all youth and young adults with disabilities, their families, professionals, and the community will be engaged in the successful transition of youth into adulthood.

MISSION

The mission of the San Francisco Improving Transition Outcomes Project (ITOP) Interagency Council is to improve services and outcomes for youth with disabilities, ages 14 to 24, in making successful and seamless transitions towards maximum self-sufficiency and independent living.



III. Setting Our Course

This section of the plan lays out the ideal future envisioned by the Council, what we hope to accomplish in the next five years, and how we intend to achieve our goals.

Vision

San Francisco is a place where all youth and young adults with disabilities, their families, professionals, and the community will be engaged in the successful transition of youth to adulthood.

All youth with disabilities will:

- Be prepared to participate in becoming independent and productive members of their community.
- Have the supports and resources needed to achieve successful outcomes and stability in independent living.
- Have meaningful opportunities to improve their well-being and their quality of life.
- Be empowered with a sense of purpose and self-determination to achieve their potential.

All families of youth with disabilities will:

- Be empowered with the knowledge and opportunities needed to prepare their child for the future.
- Have the supports and resources in their community needed to assist their child.
- Have a supportive and meaningful relationship with their child in making the transition to adulthood.
- Be engaged with their child in developing and implementing their transition goals and services.

All professionals serving youth with disabilities will:

- Be valued for what they do with opportunities to learn and grow in their work.
- Have the supports and resources needed to achieve positive transition outcomes for the youth that they serve.
- Ensure that youth receive culturally competent and appropriate services to achieve their transition goals.
- Educate families and the community about the needs of transition for youth with disabilities.

Mission

The mission of the San Francisco Improving Transition Outcomes Project (ITOP) Interagency Council is to improve services and outcomes for youth with disabilities, ages 14 to 24, in making successful and seamless transitions toward maximum self-sufficiency and independent living.

Goals

Goal 1: Self Determination and Self Sufficiency

All youth with disabilities transitioning to adulthood will obtain the supports, resources, and independent living skills needed to achieve their maximum potential.

Goal 2: Community Support and Connection

Communities will support youth to fully participate as contributing and integrated members of their communities.

Goal 3: Social and Recreational Opportunities and Support

Youth with disabilities will have easy access to meaningful social relationships, social activities, and recreational opportunities.

Goal 4: Education and Employment Opportunities

Youth with disabilities will have opportunities and support in secondary and post-secondary education, vocational training, and employment development.

Goal 5: Medical and Behavioral Health Services

Youth with disabilities will have access to a full range of culturally-competent and convenient medical, dental, and behavioral health services as they transition to adult health care.

Goal 6: Family Support and Involvement

Families of youth with disabilities will be empowered with the knowledge and resources needed to engage and support their children in making the transition to adulthood.

Goal 7: Comprehensive Service Network

Youth with disabilities and their families will have a coordinated network of comprehensive and culturally-competent transition services, and professionals will have the support and resources needed to achieve positive outcomes with the youth they serve.

Strategic Directions

The Council's five strategy areas or overall strategic directions describe broadly how the group will accomplish its goals. The following pages present the specific strategies, related to each strategy area, that the Council and its partners will undertake. For each strategy, the plan indicates the goals addressed, lead and support roles, resources needed and the phase for implementation. The Council will measure its success and re-evaluate its strategies annually.

- A. Information and Training:** Provide youth, their families and providers with quality, accurate information and training.
- B. Support and Opportunities:** Connect youth to needed support and opportunities.
- C. Transition Services:** Provide high quality services to transitioning youth with disabilities.
- D. Coordinated Services:** Coordinate a comprehensive service network.
- E. Public Education and Awareness:** Educate the public about transitioning youth and increase disability awareness.

In the Council's strategic planning efforts to align locally-driven strategies with other related transition frameworks, the San Francisco ITOP Council has identified its strategic areas with the nationally recognized "Elements of a Comprehensive Local Youth-Serving System" developed by New Ways to Work (NWW). The ITOP Council seeks to work in conjunction with other strategic planning efforts at the state and local levels to enhance system-coordinated approaches. In the plan that follows, we have identified linkages with the NWW All Youth-One System framework:

- Academic Achievement (**C:** Transition Services)
- Career Preparation (**C:** Transition Services)
- Youth Development and Support (**A:** Information and Training; **B:** Support and Opportunities, **C:** Transition Services)
- Youth Leadership (**A:** Information and Training; **B:** Support and Opportunities)
- Comprehensive Approach (**A:** Information and Training; **D:** Coordinated Services; **E:** Public Education and Awareness)

To access the New Ways to Work "Elements of a Comprehensive Local Youth-Serving System", the ITOP State Plan or the California's Strategic Employment Plan, please refer to the following websites:

San Francisco Improving Transition Outcomes Project

- New Ways to Work: www.nww.org
- ITOP Multi-Agency Unified State Plan sponsored by the California Workforce Investment Board
http://www.improvingyouthtransitions.org/state_plan.htm : (916) 324-3258 or 916-324-2936; (916) 324-6523, TTY.
- California Comprehensive Strategy for the Employment of People with Disabilities being developed by the California Governor's Committee on Employment of People with Disabilities, www.edd.ca.gov/gcepind.asp; (916) 654-8055; (800) 695-0350; (916) 654-9820 TTY.

Strategies

Each strategy will be carried out by a lead agency and supported by partner agencies and organizations, as identified by the ITOP Council. Lead agencies are indicated in **bold** text and a key to all the agencies can be found on page 23. When possible, the estimated resources needed for each strategy have been listed with \$ = 5,000; \$\$ = 5,000 to 10,000; \$\$\$ = more than 10,000. The Council will begin implementing strategies in January 2007 and continue over the next five to seven years.

A. Information and Training: Provide youth, their families and providers with quality, accurate information and training

Strategies	Lead and Support Roles	Resources Needed	Phasing (starting year)
A1. Implement an annual transition conference and resource fair for youth, family, educators, service providers, policy makers and community members. Goals Addressed: 1, 4, 5, 6 and 7	ITOP/SFCD GGRC	\$\$	Year 1
A2. Sponsor resource fairs for youth at high schools and in the community that link youth with disabilities with adult systems and resources. Goals Addressed: 1 and 4	ITOP (Coordinator) SFUSD Wellness Centers School Health DOR ILRCSF	TBD	Year 2
A3. Implement ongoing trainings for youth, parents and service providers on IDEA, IEPs, ITPs, the transition process, transition and vocational services, person-centered planning, resources and how to successfully be involved in the process. Goals Addressed: 1, 4, 6 and 7	SFCD CASE SFUSD GGRC	TBD	Year 1

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing (starting year)
<p>A4. Develop and implement a transition group for parents and families of youth with disabilities to assist them in addressing transition issues. Goal Addressed: 6</p>	<p>SFCD SFF SFUSD</p>	<p>TBD</p>	<p>Year 1</p>
<p>A5. Adult service providers will host youth for a day through such activities as agency tours, informational sessions, individual meetings with staff, so that youth will learn more about options for employment, education, training and independent living Goals Addressed: 1 and 4</p>	<p>Arc ITOP CCSF SFCC Job Corps</p>	<p>TBD</p>	<p>Year 1</p>
<p>A6. Increase specialized training available for youth to prepare them for transition including independent living skills, transition planning interpersonal and communication, legal rights and accommodations, and self-advocacy Goal Addressed: 1</p>	<p>ITOP CIL GGRC</p>	<p>TBD</p>	<p>Year 2</p>
<p>A7. Improve and increase professional development for school personnel, youth and adult service providers on IDEA, IEPs, ITPs, the transition process, transition and vocational services, person-centered planning, resources and how to successfully involve youth and their families Goals Addressed: 2 and 7</p>	<p>SFUSD (teachers) ITOP (advocacy) DOR DCYF SFCD CAC SFSU CCSF USF JVS</p>	<p>\$\$\$</p>	<p>Year 1</p>

San Francisco Improving Transition Outcomes Project

<p>A8. Maintain a website and telephone line to provide information, services and resources to youth, families, providers and the community regarding transition for youth with disabilities. This website will include a data base that has comprehensive transition resources. Goals Addressed: 1, 4, 5 and 6</p>	<p>ITOP/SFCD</p>	<p>\$\$</p>	<p>Year 1</p>
---	-------------------------	-------------	---------------

B. Support and Opportunities: Connect youth to needed support and opportunities

<p>Strategies</p>	<p>Lead and Support Roles</p>	<p>Resources Needed</p>	<p>Phasing</p>
<p>B1. Create a meeting space and/or network for youth with disabilities <i>Goals Addressed: 1 and 3</i></p>	<p>ITOP MTYTF SF Youth Commission CYC HEY</p>	<p>TBD</p>	<p>Year 3</p>
<p>B2. Develop and implement youth groups for transition age youth with disabilities within the context of a comprehensive peer mentoring program for mutual support, skill building, networking, socializing and resource sharing. <i>Goals Addressed: 1 and 3</i></p>	<p>ITOP KIDS Project CCS</p>	<p>TBD</p>	<p>Year 2</p>
<p>B3. Create and implement a coordinated system that ensures youth are linked with stable and committed adults. Activities should include individualized counseling and guidance to ensure that each youth has a meaningful and effective support system to achieve their goals. <i>Goals Addressed: All</i></p>	<p>ITOP SFUSD YMCA Job Corps CAC HSA CBHS GGRC YGC California Correctional & Rehabilitation Department</p>	<p>TBD</p>	<p>Year 3</p>

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing
	CIL CASA		
B4. Develop and implement programs that ensure transition plans for youth are continued after exiting school and connect youth to case management and comprehensive services needed to achieve their transition goals. <i>Goals Addressed: 1,2,6</i>	CASE SFUSD CBHS GGRC DOR	TBD	Year 2
B5. Develop leadership opportunities for youth with disabilities including youth advocacy and leadership training, youth speakers' bureau, and inclusion of youth on councils, task forces and committees. <i>Goals Addressed: 1,2</i>	ITOP SF Youth Commission YLF CHALK	\$\$	Year 1

C. Transitions Services: Provide high quality services to transitioning youth with disabilities.

Strategies	Lead and Support Roles	Resources Needed	Phasing
C1. Increase academic support and tutoring services for youth with disabilities to facilitate successful completion of high school. <i>Goals Addressed: 1 and 4</i>	ITOP SFUSD Beacon Centers CAC	TBD	Year 2
C2. Identify indicators for evaluating the effectiveness of the Special Education and Transition systems and establish accountability. <i>Goals Addressed: 4 and 6</i>	SFUSD CAC	\$\$\$	Year 1
C3. Improve communication between home and school, public & non-public for all families including those with limited English proficiency. <i>Goals Addressed: 4 and 6</i>	ITOP (advocacy) SFUSD SFCDD CAC	\$\$\$	Year 1

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing
C4. Expand SFUSD website to include information about transition. <i>Goal Addressed: 4</i>	SFUSD ITOP CAC	TBD	Year 1
C5. Expand vocational and life skills classes provided for Special Education students at public and non-public high schools. <i>Goals Addressed: 1 and 4</i>	SFUSD JVS CCSF HSA CILs DOR CAC	TBD	Year 2
C6. Develop services to increase awareness and access of youth with disabilities to higher education and supports including college application, program visits financial aid, and specialized services <i>Goal Addressed: 3</i>	Operation Access SNIP SJSU CCSF DSPS	TBD	Year 1
C7. Increase opportunities for inclusion of youth with disabilities in a full range of social and recreational activities by working with San Francisco Recreation and Park Department, public and non-public schools, other recreational programs and funders. <i>Goals Addressed: 2,3</i>	Operation Access SFUSD SNIP Recreation & Park	\$	Year 2
C8. Increase the access of youth with disabilities to safe, reliable, affordable and accessible transportation including para-transit. <i>Goals Addressed: 1 and 2</i>	MUNI Access Services (Veolia Transportation) Para-Transit	\$\$\$	Year 2

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing
<p>C9. Increase housing for youth with disabilities in both semi-independent and independent living situations. <i>Goals Addressed: 1 and 6</i></p>	<p>ITOP Foster Youth Alliance Mayor SFHA HUD MOH Nonprofit housing groups West Bay HIS Larkin</p>	<p>\$\$\$+</p>	<p>Year 3</p>
<p>C10. Support the creation of a clinic that provides behavioral health services and case management support to youth and young adults with disabilities who have behavioral health needs. <i>Goal Addressed: 5</i></p>	<p>ITOP (Advocacy) CBHS SFUSD FCS</p>	<p>\$\$\$+</p>	<p>Year 3</p>
<p>C11. Support the creation of a public health clinic that specializes in the medical needs of youth and young adults with disabilities. <i>Goal Addressed: 5</i></p>	<p>ITOP (Advocacy) SF General DPH</p>	<p>\$\$\$+</p>	<p>Year 4</p>
<p>C12. Develop a vocationally based program at City College of San Francisco to support students with disabilities who need customized approaches including youth with low reading skills and cognitive delays. <i>Goal Addressed: 4</i></p>	<p>CCSF DPS ITOP</p>	<p>\$\$\$+ (50-70k)</p>	<p>Year 2</p>
<p>C13. Increase access to vocational training and work experience opportunities for youth with disabilities including subsidized employment, paid internships and community service volunteer internships. <i>Goals Addressed: 2, 3 and 4</i></p>	<p>ITOP SF School Volunteers Other volunteer organizations</p>	<p>TBD</p>	<p>Year 2</p>

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing
C14. Create employment service and job placement centers on-site for Special Education students at public and non-public high schools. <i>Goal Addressed: 4</i>	SFUSD	TBD	Year 3
C15. Increase competitive employment opportunities available for youth with disabilities. <i>Goal Addressed: 4</i>	ITOP Chamber of Commerce WIB Workability JVS MYEEP Bridges Toolworks Arc Worklink HSA UWBA DHS SFUSD GGRC CCS DPH JPD CBHS ILRCSF HRC DOR CCS SF Youth Commission MTYTF Supportive employment agencies	TBD	Year 1

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing
<p>C16. Engage employers and the business community in developing competitive employment and career opportunities for youth with disabilities. <i>Goals Addressed 1,2</i></p>	<p>SFWIB PIC Chamber of Commerce MOEWD JVS Bridges Jobs For Youth SF Youth Commission</p>	<p>\$\$\$</p>	<p>Year 2</p>
<p>C17. Maintain and enhance educational programs targeting youth with disabilities leaving high school without a diploma including outreach and access to high school completion and GED programs. <i>Goal Addressed: 4</i></p>	<p>SFUSD CCSF Larkin YGC ITOP</p>	<p>TBD</p>	<p>Year 3</p>
<p>C18. Connect with and expand programs providing comprehensive services, benefit planning and case management for out-of-school youth. <i>Goals Addressed: 4 and 7</i></p>	<p>ITOP DOR ILSP JVS Larkin JPD</p>	<p>TBD</p>	<p>Year 3</p>
<p>C19. Organize a Federated Human Service Cooperative (HSC) which empowers families and youth to become member-owners to develop and manage delivery of programs and services. <i>Goals Addressed: 2 and 7</i></p>	<p>GGRC D3 Associates ITOP</p>	<p>TBD</p>	<p>Year 1</p>

San Francisco Improving Transition Outcomes Project

D. Coordinated Services: Coordinate a comprehensive network.

Strategies	Lead and Support Roles	Resources Needed	Phasing
<p>D1. Establish the ITOP Council as the primary intermediary network in San Francisco for providers, schools, families, youth and the community in supporting youth with disabilities in the transition to adulthood. The council will help to develop and maintain a continuum of care for youth ages 14-24. <i>Goal Addressed: 7</i></p>	<p>ITOP SFUSD CBHS</p>	<p>TBD</p>	<p>Year 1</p>
<p>D2. Increase capacity of San Francisco agencies to track and share data in order to identify transition issues and create or refine strategies to better meet the needs of youth with disabilities within a continuum of care. <i>Goals Addressed: 2 and 7</i></p>	<p>ITOP DHS SFUSD GGRC CCS DPH JPD CBHS ILRCSF</p>	<p>\$\$\$</p>	<p>Year 1</p>
<p>D3. Providing training with City Departments in systems of care on youth with disabilities and transition issues including Human Service Agency (HSA), San Francisco Unified School District (SFUSD) public and non-public schools, Community Behavioral Health Services (CBHS), and the Juvenile and Adult Justice System, American Medical Association (AMA), Department of Public Health (DPH) <i>Goals Addressed: 2 and 7</i></p>	<p>ITOP</p>	<p>TBD</p>	<p>Year 1</p>
<p>D4. Improve communication and coordination of services between agencies serving youth with disabilities and systems of care involved youth with disabilities including foster care, juvenile justice and adult service systems. <i>Goals Addressed: 7</i></p>	<p>ITOP</p>	<p>\$\$</p>	<p>Year 1</p>

San Francisco Improving Transition Outcomes Project

Strategies	Lead and Support Roles	Resources Needed	Phasing
D5. Coordinate strategic planning efforts with City departments, other community partners and initiative to implement actions needed to achieve the objectives of this plan and improve transition outcomes for youth with disabilities. Goal Addressed 7	ITOP MTYTF DCYF	\$\$	Year 1
D.6. Develop methods to improve transition systems accountability, evaluation and planning for continuous improvement of services. Goal Addressed 7	ITOP MTYTF DCYF	\$\$	Year 3
D7. Examine existing policies and advocate for policy changes to improve transition outcomes for youth with disabilities. Goals Addressed:2,7	ITOP MTYTF DCYF	\$\$\$	Year 2
D8. Develop coordinated funding strategies and initiatives to support transition services for youth with disabilities. Goal Addressed:7	ITOP State ITOP Mayor’s Office DCYF SF Youth Commission	\$\$\$	Year 2

E. Public Education and Awareness: Educate the public about transitioning youth and increase disability awareness.

Strategies	Lead and Support Roles	Resources Needed	Phasing
E1. Implement forums, educational activities and other opportunities to increase disability awareness in the community. <i>Goal Addressed: 2</i>	ITOP SNIP PIC OA ILRCSF MOD CCICP	TBD	Year 1
E2. Increase disability awareness training for the San Francisco Unified School District (SFUSD) community (school personnel, students and their families). <i>Goals Addressed: 2, 3 and 4</i>	KIDS Project SFSU CCS SNIP	TBD	Year 2

Performance Measures

The Council has selected targeted measures of success that can be realistically tracked given current and anticipated resources. After the first year of implementation, the Council will work closely with partner agencies and organizations to establish the measurement infrastructure needed and collect baseline data. The Council will reflect at least annually on achievement of its performance measures and will share its progress in a report to member agencies, organizations and the community.

1. The successful implementation of the Strategic Plan in accordance with the ITOP Council's vision and goals.

- *Target:* Progress will be made in implementing the strategies and will be demonstrated through detailed action plans with quantitative measures. Measure by evaluating accomplishment of progress toward implementation of strategies in this plan.
- *Target:* All key stakeholders consistently participate in Council meetings and activities. Measure by tracking Council attendance at meetings and activities
- *Target:* Council members provide positive ratings about their involvement in ITOP Council activities. Measure by member satisfaction ratings through a simple survey of all Council members

2. Positive outcomes for youth, families and service providers in accordance with ITOP Council's, vision and goals:

- a. **Positive ratings from *youth* about their access to and satisfaction with supports and resources to help them make a successful and seamless transition**
- b. **Positive ratings from *families* about their access to and satisfaction with supports and resources to help their youth make a successful and seamless transition**
- c. **Positive ratings from *service providers* who serve youth with and without disabilities regarding their access to and satisfaction with supports and resources to help all youth make a successful and seamless transition**

Target: Obtain and increase positive ratings from each of the respondent Groups: Youth, Families and Service Providers

Measure through a brief set of questions that are based on the ITOP goals. Council member agencies agree to use a standardized evaluation tool for any activity, program, service or resource supplied to youth, families and service providers. Member agencies will develop the outcome-oriented questions together, use them regularly and report findings to the ITOP Coordinator. Annually, the Council will review these findings in aggregate and by service provided to determine progress toward Strategic Plan goals.

Agency Acronyms and Abbreviations

The following list includes a guide to the agencies and organizations that will be supporting the implementation of the Council's strategies. Agencies and organizations are organized alphabetically by acronym/abbreviation.

- Arc - The Arc San Francisco
- Bridges—Marriot Foundation Bridges. From School to Work Program
- CAC—Community Advisory Committee
- CASA—Court Appointed Special Advocate Program
- CASE—Community Alliance for Special Education
- CBHS—Community Behavioral Health Services
- CCICP—Child Care Inclusion Challenge Project
- CCS—California Children Services
- CCSF—City College of San Francisco
- CHALK-Communities in Harmony Advocating for Learning and Kids
- CIL—Centers for Independent Living
- CYC—Community Youth Center
- D3 Associates- Dale Dutton Consultant
- DCYF—Department of Children, Youth and their Families
- DHS—Department of Health Services
- DOR—Department of Rehabilitation
- DPH—Department of Public Health
- DSPS—Disabled Students Programs and Services
- FCS—Family and Children's Services
- GGRC—Golden Gate Regional Center
- HEY—Honoring Emancipated Youth
- HRC - Human Rights Commission
- HSA—Human Services Agency
- HUD - Housing and Urban Development
- ILRCSF - Independent Living Resource Center San Francisco
- JPD—Juvenile Probation Department
- JVS—Jewish Vocational Service
- KIDS-Project—Keys to Introducing Disability into Society Project
- Larkin—Larkin Street Youth Services
- MOD—Mayor's Office of Disability
- MOEWD-Mayor's Office of Economic and Workforce Development
- MOH—Mayor's Office on Housing
- MYEEP—Mayor's Youth Employment and Education Program
- OA—Operation Access
- PIC – Private Industry Council
- SFCC- San Francisco Conservation Corps
- SFCD—Support for Families of Children with Disabilities
- SFF—San Francisco Foundation
- SFHA—San Francisco Housing Authority
- SFSU—San Francisco State University
- SFUSD—San Francisco Unified School District
- SNIP—Special Needs Inclusion Project
- USF—University of San Francisco
- UWBA – United Way Bay Area

San Francisco Improving Transition Outcomes Project

- West Bay—West Bay Housing Corporation
- WIB—Workforce Investment Board
- YGC—Youth Guidance Center
- YLF – Youth Leadership Forum
- YMCA—Young Men’s Christian Association