

Our Children, Our Families Council By Laws **DRAFT**

SEPTEMBER 1, 2015

OCOF Theory of Change

San Francisco disrupts the historical and institutional disparities enabled by policy and resource decisions that prevent children, youth, and families of all races, incomes, nativity, genders, and neighborhoods from thriving

Vision

Outcomes

Status: To be developed

Systems and behavior change

- Stakeholders have a common understanding of, and agree to what “thriving” children, youth, and families look like; this is represented in a set of shared outcomes and indicators that define the success we wish to see. This understanding is aspirational, asset-based, and values the many ways in which the City, SFUSD, and community partners contribute
- Data are used to inform priorities and improve practice. There is a process for regularly gathering, analyzing, sharing, and discussing data across the multiple stakeholders
- There are continuous communication loops among City, SFUSD, community partners, and beneficiaries to improve outcomes
- There is an integrated planning approach that aligns and is supported by budget and policy making procedures and timelines
- Decisions are made through the lens of eliminating inequitable outcomes across racial, economic, and other dimensions
- Stakeholders have the discipline to maintain focus on the OCOF effort over the long-term and endure leadership transitions

Strategies / Levers of change

- Identify redundancies and gaps in services
- Align existing policies and practices, and create new policies and practices to advance OCOF’s goals
- Coordinate budgets with the goal of achieving shared outcomes
- Incentivize, and oftentimes require the use of shared data and analytic tools in decision making within the OCOF Council and working groups, and with community partners
- Scale best practices
- Target resources to the places and people who are most in need
- Learn from pilots and “bright spots”
- Focus on changes to systems in addition to service delivery/programs
- Focus on critical junctures for children, youth, and families (e.g., secondary to post-secondary transition)

Implementation

- Create outcomes framework*
 - Create children and families plan*
 - Implement joint data-sharing agreement between the City and SFUSD*
 - Create inventory of all publicly funded services for children, youth and families*
 - Hold annual public hearings*
 - Publish annual progress report*
 - Provide the Council members with the information they need to be effective
 - Ensure stakeholders beyond Council members have the information and tools to contribute to OCOF outcomes (e.g., facilitation, data analysis)
 - Create communications and community engagement strategy
- *Required by the Prop C Charter Amendment*

Context

While San Francisco is fortunate to be rich in resources and quality services, too many residents struggle to meet basic needs. Feedback from the community has highlighted a lack of coherence among existing services, gaps in services, and an unclear citywide vision for children, youth, and families.

OCOF Guiding Principles

WHAT WE BELIEVE

- Every **child, youth and family will** thrive
- We can and must change life trajectories for the better

HOW WE WILL WORK

We will...

- Always put children, youth and families at the center of our work
- Put equity first in all decision-making
- Proactively acknowledge our privileges and implicit biases and privilege in order to assess and change the way we make decisions
- Disrupt the status quo
- Commit to having difficult conversations that require understanding differences, reflecting on challenges, and responding in ways that ensure collaborative and equitable solutions
- Seek out new information to learn from each other, and to broaden our knowledge and perspectives
- Use an inclusive input-gathering and decision-making process
- Make decisions based on understanding multiple and complex data elements (including qualitative and quantitative sources), and not on political expediency
- Make data on our collective performance publicly available and understandable
- Ensure resource allocations in San Francisco match the Council's desired outcomes
- Continuously innovate toward desired outcomes
- Use co-design approach with the community
- Honor diverse strategies and points of view

BEHAVIORS WE WILL MODEL

- Holding each other accountable for upholding our guiding principles
- A culture of openness, honesty, inclusion, trust, respect, and humility

Member Roles

It is the responsibility of each Council member to adopt these roles. OCOF staff and the co-chairs will periodically remind Council members of their roles.

Roles for *all* Council members

- Provide strategic direction to, and help make decisions for OCOF
- Bring the knowledge and perspectives of the agency, organization, or constituency that they represent, but set aside individual and organizational interests
- Promote the effective use of data to inform continuous learning and improvement
- Be creative and solutions-oriented to remove barriers to change
- Hold other Council members and their agencies and organizations accountable
- Maintain focus and momentum to support the vision and goals of OCOF, and act as a champion for the effort in your agency, organization, and/or community
- Make connections within OCOF and outside the effort that support OCOF goals

Specific roles for those who are appointed as a representative of an agency

- Align policies, practices, and staff activities among agencies and organizations
- Coordinate budget allocations and expenditures in support of OCOF priorities with other public entities
- Highlight and articulate systems challenges not evident to non-system players
- Engage staff as needed between Council meetings to inform Council decision-making
- Share their agency or organization's expertise and data with OCOF

Staff will hold on-boarding sessions for new Council members to familiarize them with these roles, the purpose, history and bylaws of the Council, as well as an overview of applicable public meeting laws. For any public seats that become vacant, staff will release and widely distribute a public application to recruit applicants for those seats. Staff will maintain and publish the official roster of the Council.

Meeting Design

- In FY 2015-16, the Council aims to hold three meetings starting at 4 pm. The first meeting shall be on September 10, 2015, the second on January 28, 2016, and the third on May 26, 2016. Locations for each meeting will be announced prior to the meeting. The table below depicts the planned roadmap for the meetings in FY 2015-2016.

Major Topics	Meeting #1	Meeting #2	Meeting #3
Operating Agreement	Vote		
Outcomes Framework	Discussion	Vote	
5-year Plan		Discussion	Vote
Services Inventory			Discussion

- All meeting agendas will be available at least 72 hours prior to the meeting.
- Meeting agendas will be determined through the following process: Staff will finalize the agenda based on input from the Mayor and Superintendent (or their representatives) and share it with Council members and post it publicly.
- As co-chairs, the Mayor and/or the Superintendent will open and/or close meetings once a quorum of 22 members are present.
- OCOF staff will be responsible for preparing for and facilitating (or delegating facilitation of) meetings.

Meeting Design

- Twenty-two members shall constitute a quorum for Council meetings. The only official business that can be transacted in the absence of a quorum is: a) to take measures to obtain a quorum, b) to fix the time to which to adjourn, c) to take a recess, or d) to adjourn.
- Meetings of the Council shall be recorded. The recording of those portions of the meeting held in open session shall be a public record subject to inspection and shall not be erased or destroyed for at least 30 calendar days.
- OCOF staff shall maintain written minutes of the Council meetings. Draft minutes of each meeting shall be available for inspection and copying upon request no later than 10 working days after the date of the meeting. The working groups shall keep an action calendar detailing action taken by the working group.
- Members of the public shall be allowed to give testimony at Council and working group meetings on any action item on the agenda prior to or during consideration of that item.
- At each meeting there shall be an opportunity for members of the public to directly address the Council or working group on items of interest to the public that are within the subject matter jurisdiction of the Council or working group but that do not appear on the agenda.

Meeting Norms

The Our Children, Our Families Council aims to have an asset-based approach to its work and to the challenges that face children, youth and families in San Francisco. Based on that premise, the Council adopts the following meeting norms. Meeting facilitators and co-chairs are responsible for reminding Council members of meeting norms, holding members accountable, and modeling the norms. The meeting norms are:

- Disruption of the status quo is good, and voices challenging the current way of doing things should not be stifled
- Be respectful, actively listen to other perspectives, and assume best intentions, but be comfortable with discomfort
- Be solutions-oriented
- Use data and stories to show that the status quo is unacceptable and that no one department or organization is “off the hook” for failure to improve outcomes
- Be conscious of how much space you’re taking up in the conversation and do not interrupt (e.g., use the rule of thumb “WAIT – Why Am I Talking?”)
- Do not fix the story; fix the problem: the Council’s strategies should be proactive and resolve root causes, not react to an immediate problem
- Read through materials before meetings and submit desired feedback to OCOF staff prior to each meeting to ensure that meeting time is maximized
- Come to the meeting prepared for the discussion and decisions facing the Council
- Demonstrate commitment to our collective vision by attending all Council meetings. Per ordinance, “Any public member whom the Council certifies to have missed two regularly scheduled meetings of the Council in any 12-month period without the express permission of the Commission given at a regularly scheduled meeting will be deemed to have resigned from the Council effective on the date of the written certification of the Council.” Staff will track attendance and written certification in these instances will be from the Co-Chairs.

Meeting Decision-Making Process

In order to make decisions, the Council will use the following process for items agendaized for action:

- **Frame the topic of conversation.** Meeting materials and information sessions will be used to share information with Council members for the meetings. During the meeting, the facilitator will frame the topic, summarize the information provided prior to the meeting, and highlight any pre-identified areas of disagreement or concern among Council members. The facilitator may also ask a Council member to perform these functions.
- **Discuss.** The facilitator will pose questions and moderate the Council's discussion.
- **Allow time for public comment.**
- **Assess gradients of agreement.** Following dialogue on a given topic, the facilitator may take the "pulse of the room" through a gradients of agreement approach. This gives all Council members the opportunity to express concerns or divergent perspectives, and honors their participation. If a significant portion of Council members are in agreement, discussion may conclude to move toward taking a vote or some other action.
- **Take a vote.** If a quorum of 22 members agree, the decision is made. If there are not 22 votes in agreement, the decision cannot be ratified. **Each member of the Council present at the meeting must vote for or against a particular question put before them, unless they publicly state that they have a conflict of interest and a general description of that conflict prior to the vote. Each member shall determine whether he or she has a conflict of interest that precludes participation in a vote and may consult with the City Attorney in making this determination.**

Council Working Groups

While the Council will aim to build on the work of existing groups and efforts, it will at least initially establish the following working groups for FY 2015-2016:

Group	Ad-hoc or standing?	Role	Suggested meeting frequency	Suggested launch date
Outcomes Framework Working Group	Ad-hoc	<ul style="list-style-type: none"> Provide guidance on the development of the outcomes framework, including community engagement related to the outcomes framework 	As needed	In September following the first Council meeting
Data Working Group	Ad-hoc	<ul style="list-style-type: none"> On an ongoing basis, provide guidance to OCOF staff on the collection and analysis of data. Analysis would be used to report on indicators in the outcomes framework, to inform the 5-Year Plan, and to inform Council and working group discussions. Shepherd data sharing agreements 	As needed	Once the ad hoc Outcomes Framework Work Group dissolves (likely February 2016)
Children and Families Plan	Ad-hoc	Provide input on the development of the 5-year Children and Families Plan, including: <ul style="list-style-type: none"> Advising on an outline for the Plan Providing feedback on the Plan's contents Co-presenting the Plan to the Council 	As needed	October 2015
Services Inventory Working Group	Ad-hoc	Shepherd development of the services inventory, providing oversight for: <ul style="list-style-type: none"> Gathering research to inform the design and content Designing and developing the inventory Collecting information and updating the inventory 	At least quarterly	November 2015

Council Working Groups - Composition

- Optimal size for working groups is 7-10 members, including co-chairs. Ideally at least two individuals from the Council, nominated by the Mayor and Superintendent, will be part of each working group.
- Each Council member may nominate themselves or one designee for consideration for an annual term for each working group to OCOF staff by designated deadlines. OCOF staff will then make recommendations to the Mayor and Superintendent, who will determine working group members and co-chairs. OCOF staff will notify nominated individuals of whether they were selected for the working group or not.
- Desired traits for working group members include:
 - Collaborative, issue-aligned, action- and solutions-oriented
 - Can commit to attending meetings and reviewing pre-read materials
 - Has expertise in the subject of the working group

Organizational Change

The Our Children, Our Families effort aims to increase alignment, coordination, and collaboration across City and SFUSD departments and community stakeholders. Achieving these objectives will require behavior and mindset changes beyond the individuals serving on the Council and its working groups, and will need to include individuals across organizations and agencies.

While behavior change takes significant time and effort, it can be fostered by:

- Building individual capacities
- Creating and strengthening relationships
- Establishing new cultural and organizational norms and/ or conditions