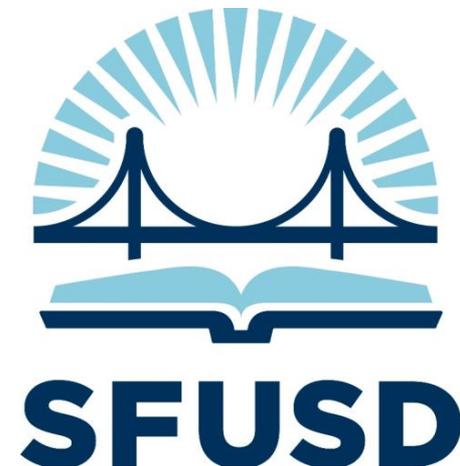


Our Children, Our Families Council

WORKING GROUP MEMBER ORIENTATION



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Council Staff

Overview of OCOF Legislation & Council Members

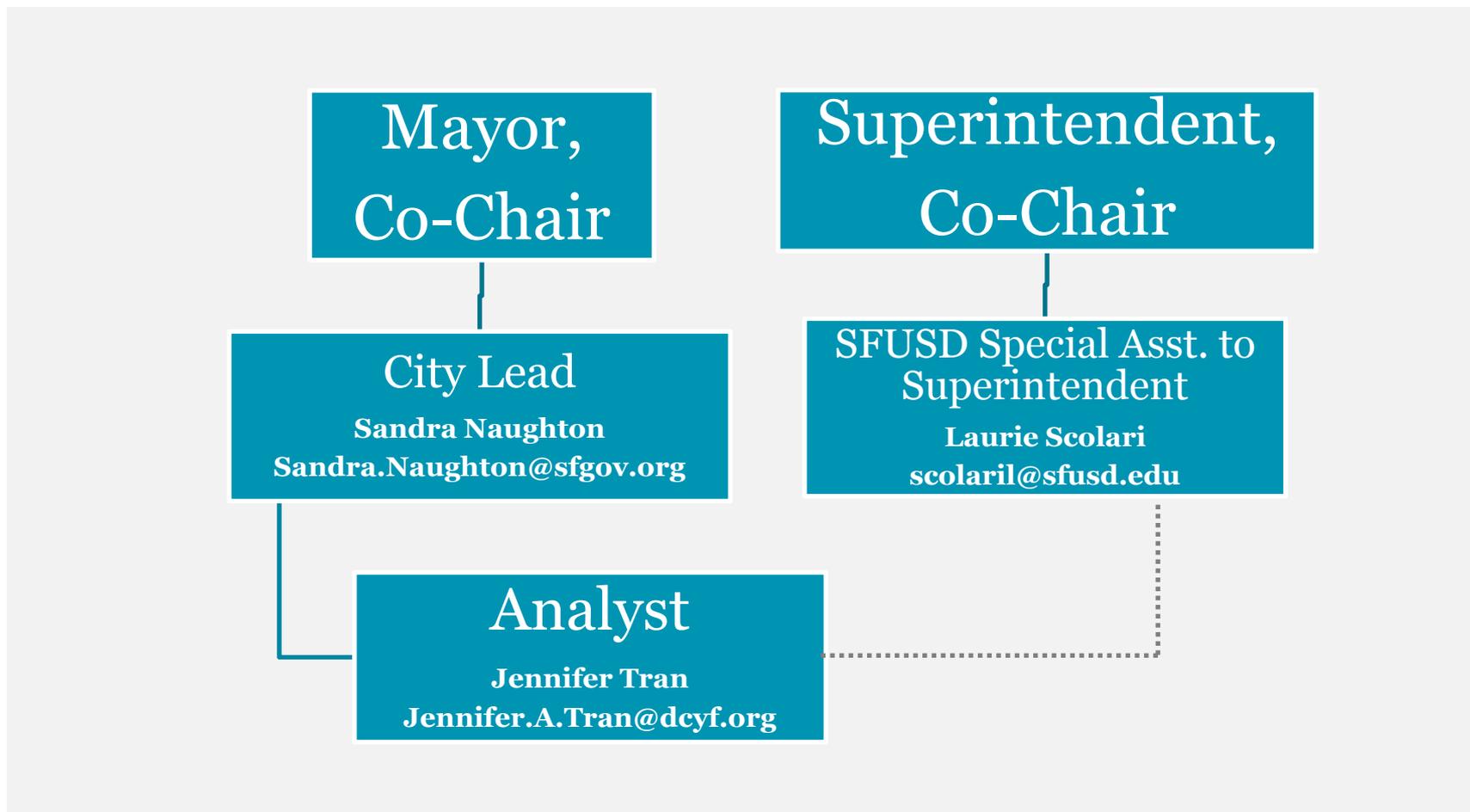
Theory of Change, Guiding Principles, Road Map

Role of Working Groups

Public Meetings & Ethics

Additional Background

OCOFCouncil Staff



Legislation Overview: Prop C Charter Amendment

- **Purpose of Council:**
 - To promote coordination
 - increase accessibility,
 - and enhance effectiveness of programs and services
- **Equity lens**
- **Led by Mayor Edwin Lee and Superintendent Richard Carranza**

Our Children, Our Families Council Deliverables

Current State

Individual agencies develop metrics to gauge the impact of their efforts often without factoring in other influences/efforts



OCOF Deliverable

Citywide Outcomes Framework

Difficult to see through line across individual agency strategic plans



Citywide Children & Families Plan

Legal and technical barriers limit data sharing across agencies



Systemic Data Sharing

Info on available services varies by agency; users must use multiple sources



Citywide Services Inventory

Our Children, Our Families Council Composition

City Seats (14)	District Seats (up to 14)	Community Seats Appointed By Mayor (14)
Mayor	Superintendent	DCYF Oversight & Advisory Committee
Dept of Children, Youth and Their Families	Instruction, Innovation & Social Justice	Office of Early Care & Education Citizen Advisory Committee
Dept Public Health	Policy and Operations	PEEF Citizen Advisory Committee
General Services Agency	Student Family & Community Support	Youth Commissioner
Human Services Agency	Early Education Department	Student Advisory Council Member
Juvenile Probation	Chief of Schools	TAY Youth
Mayor's Office of Early Care & Education	Chief Academic Officer	Parent of child under 5
Mayor's Office of Economic and Workforce Development	Special Education Services	Parent
Mayor's Office of Housing & Community Development	Research, Planning & Assessment	Service provider
Municipal Transportation Authority	Chief Technology Officer	Philanthropy
Planning	Chief Facilities Officer	Housing expert
Police	Chief of Fund Development	Economic/workforce expert
Public Library	Chief of Strategic Initiatives	Higher education
Recreation and Parks	Special Assistant, African American Achievement and Leadership	Business

Organizational Change

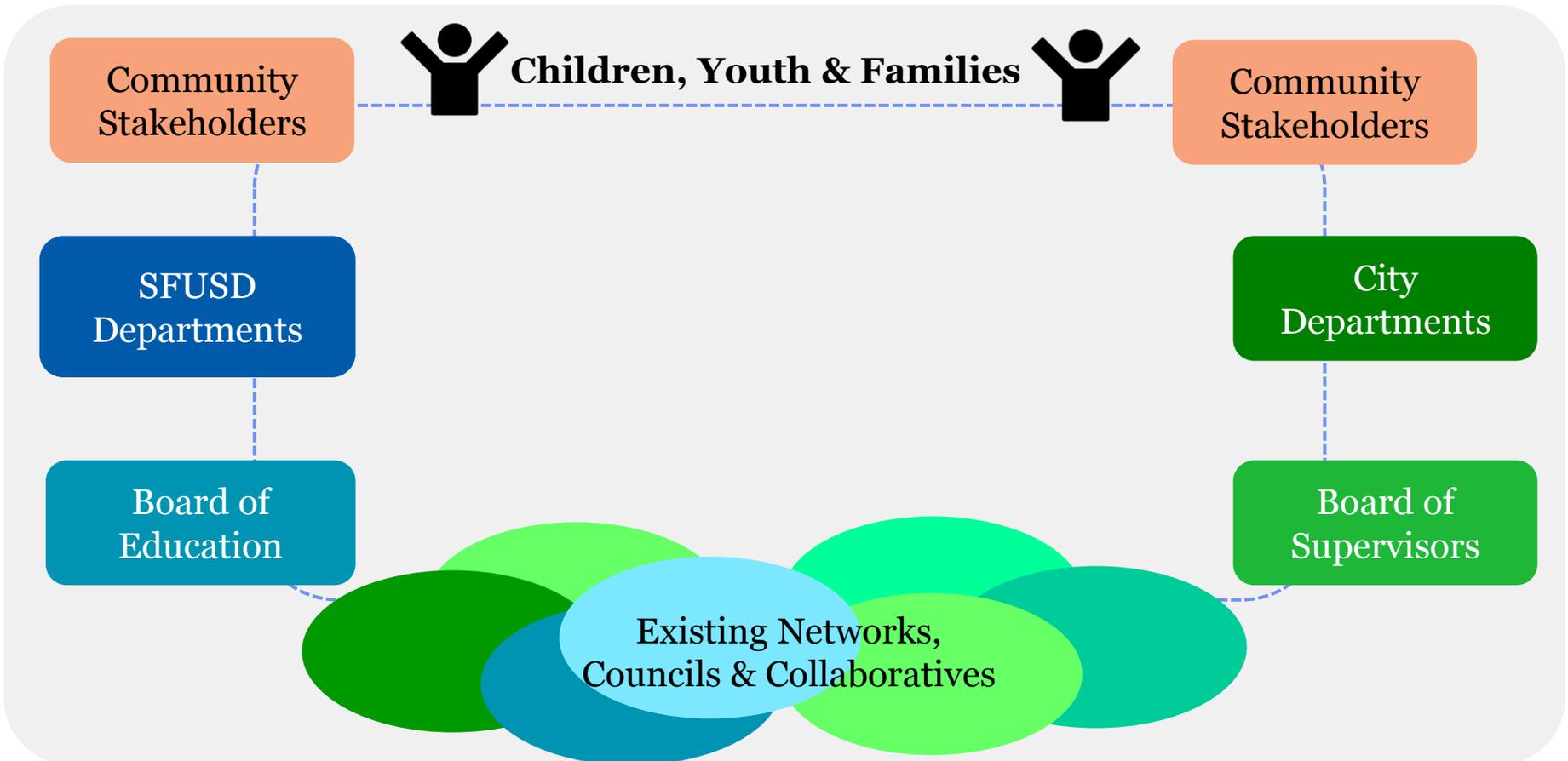
The Our Children, Our Families effort aims to increase alignment, coordination, and collaboration across City and SFUSD departments and community stakeholders. Achieving these objectives will require behavior and mindset changes beyond the individuals serving on the Council and its working groups, and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

While organizational 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

Vision

To improve the ecosystem that builds on existing assets to improve outcomes for children, youth and families



Our Children, Our Families 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)

Implement-ation

- 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.

Our Children, Our Families 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 to explicitly address disparities
- 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; including youth voice
- 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
- Integrate children, youth and families into entire design and decision-making processes
- 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

Our Children, Our Families Council Road Map

In FY 2015-16, the Council aims to hold three meetings starting at 4 pm. Locations for each meeting will be announced prior to the meeting. All meeting agendas and materials are posted at www.ourchildrenourfamilies.org.

The table depicts the roadmap for the Council meetings in FY 2015-2016.

Major Topics	Meeting #1 Sept. 10	Meeting #2 Jan. 28	Meeting #3 May 26
Operating Agreement	Vote		
Outcomes Framework	Discussion	Vote	
5-year Plan		Discussion	Vote
Services Inventory			Discussion

OCOF Working Groups, 2015-2016

Working Group	Objectives	Suggested launch date
Outcomes Framework Working Group	<ul style="list-style-type: none"> • Provide guidance on the development of the outcomes framework, including community engagement related to the outcomes framework 	In September following the first Council meeting
Data Working Group	<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 	Once the ad hoc Outcomes Framework Work Group dissolves (likely February 2016)
Children and Families Plan	<p>Provide input on the development of the 5-year Children and Families Plan, including:</p> <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 	October 2015
Services Inventory Working Group	<p>Shepherd development of the services inventory, providing oversight for:</p> <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 • Ensuring that the inventory is accessible to users 	November 2015

Roles of Working Group Members

- Provide strategic input to OCOF to help it reach the working group's objectives
- Bring expertise, knowledge, and perspectives of the agency, organization, or constituency that they represent, but set aside individual and organizational interests
- Share data and promote the effective use of data to inform continuous learning and improvement
- Be creative, collaborative, and solutions-oriented to remove barriers to change
- Be prepared for and attend each meeting and provide feedback and information between meetings, as needed

Working Group Meetings

- Majority shall constitute a quorum for working group meetings. If there are action items on the agenda, 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.
- Working group meetings shall be recorded. The recording of the meetings shall be a public record subject to inspection and shall not be erased or destroyed for at least 30 calendar days.
- OCOF staff shall keep an action calendar detailing action taken by each working group.
- Members of the public shall be allowed to give testimony at 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 address the working group on items of interest to the public that are within the subject matter jurisdiction of the working group but that do not appear on the agenda.

Working Group 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 working group 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 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 working group.
- Demonstrate commitment to our collective vision by attending all meetings.

Public Meetings & Ethics

- **Brown Act (state) and Sunshine Ordinance (SF)**
 - Open meetings, actions be taken openly and access to public records
 - A meeting occurs when a majority of members meet at same time & place (purely social occasions ok if no business discussed)
 - Meetings will be recorded
 - Only take action on action items on the agenda
 - Public has right to comment on each agenda item and general comment
 - More info in City Attorney's [Good Government Guide](#) online
- **Ethics – Political Reform Act**
 - Cannot accept gifts to influence your decision-making
 - If you have a conflict, must abstain from any participation
 - OCOF cannot endorse candidates or initiatives; Council members may identify themselves as members but cannot mislead public that OCOF is taking a position on an election matter
 - Ethics Commission has more info at www.sfethics.org

Additional Background

OCOF SPECIFIC

- a) [Council Meeting Materials, including Bylaws](#)
- b) [Data Report for Our Children, Our Families Council](#)
- c) [Collaboratives, Networks, & Advisory Bodies for San Francisco's Children, Youth and Families](#)
- d) [OCOF Benchmarking of Similar Collaborative Initiatives](#)

CITY SPECIFIC

[City Budget Book](#)

DISTRICT SPECIFIC

[Strategic Plan](#)