



Our Children, Our Families Council



Plan Working Group

February 17, 2016

4:05PM: Call to order – Myong Leigh

Today's Meeting: (Myong)

- Review of objectives:
 - 1) Provide update on thinking on timeline for 5-Year Plan and approach
 - Had substantive discussion about Plan and approach at Jan 28 meeting
 - 2) Small groups to design structures related to approach and timeline

Plan Working Group Timeline (Myong)

- Today: Define strategies, design structures, and determine timeline
- March: Review and provide input on outline, determine information/feedback needed
- April: Review and provide input on draft plan

Outcomes Framework (Myong)

- Framework approved by Council at Jan 28 meeting
- Provides architecture for blueprint of 5-Year Plan
- Five goals outlined at the top, and corresponding measures listed out below
- Broader document available on the website with more details about the goals/measures and baseline data. Background information about why indicators were chosen.
- Equity focus across these dimensions – want to disaggregate data to the degree possible
- Strategies listed at the bottom:
Focusing on five broad “collective impact strategies” to do our work differently than we have traditionally

Systems Change (Ken)

- We're not trying to interrupt good existing work
 - Thinking about who has been left out (our equity lens) and how silos have made it harder for us to work
- In our last meeting we talked about being mutually responsible and put forth these five ideas around collective impact
 - Tried to define what went into our collective impact strategies
 - Not living in silos, crossing over in the ways we work

5-Year Plan Approach (Ken)

- Aligning our work according to the five goals of the Framework
 - See our first attempt to align various initiatives, collaboratives, advisory groups with the Framework.
 - We want to get your feedback on this initial attempt.

5-Year Plan Timeline (Myong)

- Plan WG:
 - Between now and May develop Plan;
 - Fall of 2016, Plan WG would check in on Goal WG target recommendations in collaboration with Data WG
- Data and Services Inventory WG: groups will be running continuously through 2016-2017
- Five Goal WGs: We would convene and launch 5 additional subgroups for each of the 5 Goals in the Outcomes Framework
 - In July 2016-June 2017, draft proposal to meet 6 times to think about how to apply collective impact strategies, and sharing information across goals
- Council
 - Approve Outcomes Framework targets (timing TBD – maybe fall/winter)
 - Approve a progress report and/or amendment to the plan in Spring 2017

Questions and Comments

- Is fall 2016 the right timing to set targets? When will we talk about shared accountability?
 - Timeline is flexible
- How do existing departments, programmatic and service strategies fit into each goal? Is this work that we need to do?
- How do other groups (Advocacy groups and advisory boards mandated by the charter) would they fit into this framework
- All goals are interrelated – can't get to one independently of others, we want to make sure we're not creating additional silos. Is there an overall steering committee or representative thinking about these things in a crosscutting way to bring it together in an ongoing basis
- How can OCOF staff support this work and where does the work happen?
 - Hybrid: OCOF Staff is the glue to connect everyone and magic also happens within groups
- How do we build on existing strategic plans? (For example, First 5 Strategic Plan – looked at other strategies and strategic plans and tried to leverage those existing efforts with their outcomes and goals.
 - OCOF brings an equity lens in establishing benchmarks
- City/District/CBO Staff will need support to facilitate training on collective impact strategies.

Small Group Discussion

- Supporting documents:
 - Draft alignment of initiatives to Framework Goals.
 - What's missing? What's aligned to the wrong goal? How to expand multiple goals?

- Draft design of working group structure
- Key questions for discussion:
 - How to best organize/structure the work to make the Outcomes Framework a reality?
 - Is there a natural collaborative that exists that could be the main collaborative to become the working group?
- Next steps:
 - We return at the March meeting with a synthesized approach
 - Provide feedback on collective impact strategy definitions as homework
 - Each group could collect strategic plan broken into categories?

Report out:

Goal A:

- No existing table to do Goal A
- Three buckets:
 - Nurturing within the family
 - Community efficacy/social cohesion
 - Individual intervention
- Smaller new table of 8-12 heavily represented by community folks
 - OCOF gap is the voice and presence of disconnected individuals
 - Monthly where service providers would be represented
 - Departmental representatives would be chosen by key department heads
- DCYF as anchor department – how to restructure deputy level person to speak across issue areas
- Expert facilitated/cultural humility

Goal B:

- Expert facilitation
- Providers and folks who interfaced with young children as a part of that process
- Philanthropy and other folks missing from the table
- Formula for group composition
- Different demographic groups and neighborhoods are represented
- How to make sure information isn't siloed
- Clarifying training of staff
- Including surveys and other mass input mechanisms

Goal C:

- Structure conversation: each measures has a set of stakeholders (CBOs, public, philanthropy, advocacy, incarceration, etc.)
- Process: how to pull off strategies
 - Resource perspective – staff should have a Goal C coordinator (for all Goals)
 - Substantive job – collect data, convene group, etc.
 - What are all the strategic plans

- Assign leads for each group and staff would work with group
- Role of steering committee would be to implement collective impact strategies. What are the key strategies we want to move forward with?

Goal D:

- Cross-cutting and capacity issues
- Equip all participants with background knowledge – complicated subject matter. common understanding and orientation to have people start with baseline of information and context
- Clarify objectives of working group – is it focused on community engagement or policy?
- Departments and districts would be important to include
- Group of less than 25
- Need for staff support
- Need a new table – breadth is too large to nest within one group
- Capacity – even with strong staff capacity and support, can a larger group be expected to move through complex discussions in the six meetings
- Given time commitment – how can we make explicit that this would be a better use of people’s time to more lasting and impactful results vs. another set of meetings to add to your work
- How to facilitate sharing of information to existing networks – website or written updates. Transparency and openness to the work

Goal E:

- Some work has already been done around alignment
- Draw from each of the bodies to nominate members from institute of higher education, city departments (DCYF, OEWD), CBO, SFUSD, businesses, so it would be a smaller subset of an existing group
- Need for facilitated support
- Group of 8-10 to be tactical and get things moving

Announcements:

- Follow-up meeting
- March 14 from 4-6? Doodle Poll

Meeting Adjourned at 6:02 PM

Appendix: Detailed Flip Chart Notes from Small Groups

Goal A:

- Need more frequent meetings than every other month (at least monthly)
- Service providers need to be represented
- Clear tasks with the support of staff capacity
- No one existing table that could work for Goal A
- A smaller table would be best (8-12 people)
- 3 possible groups:
 - o Nurturing within the family
 - o Community efficacy/social cohesion
 - o Individual intervention
- Organize around indicators? Or place/neighborhood-based organizing?
- Goal A does not have as much infrastructure as other goals
- Could the OCOF council serve as an advisory body – with a sub-group of members focused on each goal? Or do you really need the folks that are a layer or two below council members?
- The group needs to be expert facilitated
- Need a diverse group that builds collective expertise together
- Could department heads pick reps to attend each goal group
- Could this group involve leadership from violence prevention (i.e. Maria, Greg, Allen each pick reps) plus a higher percentage of community reps?
- Could we provide community members with a stipend?
- Would be great to be an ongoing structure that informs the Council, CBOs, networks, departments, etc. (multi-year commitment)
- Could DCYF staff be equipped to be a chair of this WG? Could they re-org to align to the goals? And have a deputy for Goal A?
- Meeting sequence:
 - o Precursor meeting to level-set; training and relationship building/ building trust
 - o Build understanding of the framework; utilize people who are trusted
 - o Learning from previous collaborations /initiatives
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Goal B:

- OCOF would identify trends and concerns
 - o Groups would be recipients of data and information
- Goal B currently focused on homeless & self-sufficiency
 - o Needs to be larger
 - o SF doesn't have index for housing stability
 - o Should be more rich data
 - SF economic stability measures
 - Not living outside of SF
- Problematic not to have service providers – they know about gaps
- Schools, philanthropy, school programs – how to include?
- Prefer Design 1 over #2

- Would there be a communal process to fill seats?
- Make sure we're addressing niche populations – address in structures, different narrative, and neighborhood representation
- It appears that we're centralizing efforts – are we aware of the best ways to make these shifts happen in a centralized model?
- Staff training – is it just for city /district staff? Or for service providers also?
- Need a connection to service delivery
- Would need to agree on a composition that is equally distributed by district, city, service providers
- Could we utilize other mechanisms to include additional stakeholders that are unable to attend meetings (ex. Surveys)
- How to engage grantees to be included in voice – communication process to include providers
- Need an outside facilitator
- Chair within the group to support meeting prep
- Determine the most efficient way to engage nonprofits
- Case studies of specific programs to identify true cost (breakdown of public vs. private funding)

Goal C:

- Resource: Need a Goal C coordinator (collect data, convene, collaborative outreach)
- Leads for each areas (i.e. maternal child/apol health)
- Steering committee – collective impact plans
- Measures have representatives across public, philanthropy, CBO, advocacy, parents, incarcerated
 - Healthy Births
 - Mental well-being
 - Healthy bodies
 - Oral health
 - Caring adults
- Equity across all measures
- Survey all strategies
 - Group them
 - Determine gaps, redundancies
 - What is working

Goal D:

- Participants should have a common understanding of work and agreements to date (e.g. outcomes framework)
- Clarify objectives of WGs (e.g. community engagement, policy work)
- How do departments fit in? Include them
- How to address interdependencies across goals?
- Less than 25 people
- Need support (staff)
- Probably need a new group with work fed from existing groups

- Need more thinking regarding participants
- Orientation meeting before meetings start:
 - o Results based accountability
 - o Alignment agreement about aspirational /stretch targets
 - o Equity lens
- Challenge of complexity of subject matter and the time devoted to working group meetings (staff will be critical but still challenging)
- How do we leverage the time spent on these WGs to better use people's time rather than being demanded on top of existing demands?
- How to facilitate sharing info to existing networks (e.g. written docs, website)

Goal E:

- Alignment of initiatives
 - o Members should come from the Mayors Education Council/ Unite SF
 - o Members of each group can join this umbrella group
 - o Include high school lead team
- Orgs
 - o IHE
 - o City Departments: DCYF, OEWD
 - o CBOs
 - o SFUSD – collaborate with basic fund? Include private schools?
 - o Business
- Matrix these stakeholders across initiatives/orgs