



Our Children, Our Families Council



Draft Meeting Notes

Thursday, May 26, 2016 4:00 p.m.
San Francisco Unified School District Board Room
1st Floor, 555 Franklin, San Francisco, CA 94102

Members in attendance:

Co-Chairs Mayor Edwin Lee and Superintendent Richard Carranza

Abby Snay	Jill Hoogendyk	Myong Leigh
Chief Allen Nance	Jillian Wu	Olson Lee
Dr. Brent Stephens	John Rahaim	Philip Halperin
Candace Wong	Kentaro Iwasaki	Dr. Ritu Khanna
David Goldin	Kevin Truit	Sherilyn Adams
Edward Reiskin	Landon Dickey	Teresia Chen
Egon Terplan	Laura Moran	Todd Rufo
Dr. Elizabeth Blanco	Lyslynn Lacoste	Trent Rhorer
Guadalupe Guerrero	Dr. Maria Su	Michael Wald

Members absent:

Abram Jimenez
Barbara Garcia
Carla Bryant
Masharika Prejean Maddison
Melissa Dodd
Naomi Kelly
Phil Ginsburg
President Les Wong
Luis Herrera
Luisa Sicairos

OCOF staff in attendance: Sandra Naughton, Dr. Laurie Scolari, Jennifer Tran, and Karin Little

1. Call to Order and Roll Call

Superintendent Richard Carranza called meeting to order at 4:15PM and welcomed the Our Children, Our Families (OCOF) Council. He thanked Council members for their continued commitment to this critical work. He marked the progress we've made this year. In September

we've agreed to some guiding principles and in January we approved an Outcomes Framework. This is the time to disrupt the status quo and change the way we do business. He stated that the purpose of the meeting is to approve a roadmap for the next five years.

- Sandra Naughton took roll.
- Superintendent previewed the agenda:
 - 1) Services Inventory update
 - 2) Featured Speaker: Dr. Michael McAfee
 - 3) Discussion and vote on 5-Year Plan

2. Public Comment on Any Item Listed Below as for "Discussion Only."

No speakers for public comment

3. Services Inventory (discussion only).

Dr. Laurie Scolari provided an update on the Services Inventory, which is mandated by the charter to create a one-stop shop of services for children, youth and families. She described the inventory as a way to support youth or families who are falling through the cracks. This is also a way for service providers to access and recommend services for youth and families they serve.

The long-term vision includes a timely, reliable, user-friendly system that centralizes all services for children, youth and families.

The short-term pilot was focused on summer services in order to build trust.

- New website for summer pilot: www.sfgov.org/ocof
- You are able to search by age and dollar amount
- Currently includes 1800 summer activities
- Mobile friendly for families who don't have a computer
- Outreach was focused on Bayview-Hunters Point, Tenderloin, Mission, Excelsior, and Chinatown
- Posters are in every library and rec center
- Translated into Chinese and Spanish

Lessons learned so far:

- Enthusiastic response from service providers
- Gathering data was difficult – develop a system for service providers to input data

Continued next steps:

- Upload more activities
- Continued feedback from service providers and families
- The process for building long-term services inventory has already begun
 - Conducting 100+ interviews with stakeholders

Questions:

- Q: Is there any vetting or screening of providers?
 - A: Currently only agencies that are publicly funded are included. But this issue needs to be further explored with the longer-term vision roll-out.
- Q: Can this be used to see where we have duplication and gaps?
 - A: This is definitely one of the goals for the inventory.

4. Presentation on Results Based Leadership (discussion only).

Hydra Mendoza-McDonnell introduced the speaker, Dr. Michael McAfee, to speak about large-scale community change and results-based leadership. He is the Director of the Promise Neighborhoods Institute and Vice President of Programs at PolicyLink. He has been an advisor for the Mission Promise Neighborhoods. It was noted that Dr. Ken Epstein and Myong Leigh planned to facilitate a Q&A with him afterwards.

Dr. McAfee referred to the Children’s Fund and how it inspired him to start on this journey toward creating a legacy of supporting children from birth to career. He noted that it is rare that he’s seen a room of leaders like this – that hasn’t come together around a crisis, or around an initiative. He acknowledged the great work in creating our Outcomes Framework in trying to design a system to hold all our children. It is rare to have leaders in the room that can make it happen. He talked about the work of leaders – to take up their role differently because this is tough work. Not everyone can sit in this room. OCOF has a powerful framework laid out; what will you do with it? It is deeply thoughtful, the results and measures are evidenced based. It needs to be brought to life through the Council’s leadership. How will the Council chose to be in relationship with each other?

Dr. McAfee noted we don’t know the answer of how to operationalize this plan; it will be figured it out as we go; but we have to hold ourselves accountable to get there. It is time to think about bringing your head and heart together, and to ask what needs to be done differently to get results that scale? Things often break down because people are too nice; they don’t have the conflict and tension that needs to happen. To be effective is to be disruptive, but be respectful. There has to be new ways to relate around accountability.

He shared two examples:

- Indianola, MS – White children attend private schools and black children attend the public schools. Despite their racial differences, they have been able to scale their early learning work in 3 years by coming.
- Minneapolis, MN – Gathered people at every developmental stage to agree on quality standards for all services and as a result, some nonprofits decided not to participate.

The Mayor shared a few reflections about Dr. McAfee’s comments. We are not making any new promises; we are actually fulfilling old promises. We need to hold ourselves to our outcomes. We need dedication to get it done.

Mayor's Remarks:

The Mayor shared a few remarks with the group. He commended the new Council for its accomplishments this year, and reminded the group that there is still a lot of hard work going forward. He noted that a strong foundation has been identified with the Outcomes Framework, and that now the group needs to work together to make better outcomes a reality for our children, our families. He celebrated the boldness of SFUSD's Vision 2025 – their strategy to ensure students are prepared for the future. They need to come to life in our work every day and in every budget cycle. He asked all city departments to align their 5-year economic plans with OCOF's Outcomes Framework. And the Superintendent has asked his cabinet to similarly align their work. He's also allocated an additional \$72 million to services for children, youth and families – a 13% increase over the next two years to support Preschool for All, DCYF's Children and Youth Fund, the Children's Baseline, and the Transitional Age Youth Baseline. This also includes an 11% increase in the Public Education Enrichment Fund Baseline. Some of these funds will be used to build out the services inventory discussed earlier. He is counting on the Council to continue to align resources – Requests for Proposals, contracts, budgets, service deliver – to the goals in the Outcomes Framework. This is the work we need to be doing. We can no longer work in silos. We need to know what the right and left hands are doing. We need to work together to make the type of change we all want to see. And we need to be able to measure our progress over time to ensure we are living up to our promise to make a difference in the lives of our city's youngest residents. He noted he had been briefed on the process to develop the 5-Year Plan this year and feels confident that its approach is the road we need to take.

Q&A with Dr. McAfee:

- Q: How do the members of this council, members of the working groups and beyond think about collaboration in a different way? How do our actions look different?
 - A: What is the disciplined way you're moving from talk to action (such as Results-Based Accountability)? Now you have indicators, you need to organize your work around those. Do we have good baseline data? And then to think about good strategies moving from the baseline? Make sure you understand why something is trending in a certain direction.
- Q: How do you navigate policy intentions with the reality of practice at the line level?
 - A: He described an example of restorative practices coming from the ground up. You'll start hearing things about barriers to making progress from the ground up when you're having these conversations.
- Q: How do leaders prioritize this work? How can we prevent this from being "one more thing" to add to our plates?
 - A: This should be the work. Don't take up work avoidance – no more reports, no more experts. Focus the conversation on the indicators and who is responsible for doing something. Start talking about an indicator in specificity.
- Q: What ideas have you seen around real inclusion? If we're not going to be nice, how will we get our work done?
 - Michael: Disruption but be respectful. Create a culture where being challenged and pushed is ok. As long as I'm accountable to a metric, not accountable to a public

opinion poll. On the issue of inclusion – folks’ contribution should be about ownership. There isn’t a reason for anyone to be in this room that isn’t delivering on one of the indicators. When folks don’t own a contribution, they act out. The price of admission is that you have a contribution. That has to be for everyone, not just community members. People who don’t want to work won’t come to a meeting that is about contribution.

5. Discussion of 5-Year Plan (discussion only).

Myong Leigh opened up the 5-Year Plan presentation. This is another important deliverable as part of the Charter requirement. It has been retitled slightly to the 5-Year Plan: Year 1. The 5-Year Plan and the work ahead is anchored in the Outcomes Framework, which includes five goals and 19 measures. The Plan will articulate how we employ the collective impact strategies. The equity lens is critical.

The purpose of the five-year plan is to focus on strategies (collective impact strategies) for improving collaboration and alignment across the City, District and Community and proposes the creation of working groups for each of the five goals. Myong acknowledged the 21 individuals who were part of the Goal Working Group. They met five times over the course of the 8 months. The OCOF staff for this working group did a lot of research and support.

Myong clarified a few things about the Plan: it does not yet include baseline data, targets, content strategies, a detailed implementation plan or resource allocation recommendations. It does specify a process and work structure to align and coordinate services. Myong reviewed the timeline – indicating that in year 1 will be a design and development phase including a landscape analysis. A progress report is required at the end of each year and in May 2017, that version will include some content strategies and resource allocation recommendations.

Ken described more about the work ahead. A plan does not create change, but change cannot happen without a plan. Ken described where we have consensus:

- There is lots of good work happening already in each of the goal areas but we must work together differently
- Year 1 will focus on the five collective impact strategies
- Children, youth, and families with lived experience across the equity lens need to co-design the system
- We need to remove barriers for community members to participate (i.e. stipends, times, go to them)
- We need to coordinate the work across the five goals because they are interconnected
- And what yet needs to be finalized:
 - Number of groups
 - Frequency and number of meetings (being mindful of meeting overload)

- How the Goal Working Groups will interact with existing collaboratives and working groups
- How to best include children, youth, and families with lived experience in the design
- How to select members for each of the groups
- How to coordinate resource decisions that do not align with our 5-Year Plan (i.e. DCYF)

Ken noted the working groups need to have clear objectives and the membership needs to have good representation. We came up with an idea of tri-chairs (community, District, City). The tri-chairs would meet regularly to coordinate across goals. There would be an orientation for the working group members.

Ken reviewed the collective impact strategies:

- Sharing data to improve practice
- Targeting resources to coordinating budgets
- Coordinating service delivery to reduce gaps and redundancies
- Training staff and building capacity
- Sharing accountability

Ken also reminded the Council that everything we do has to have equity at the center.

Q&A on the Plan:

- Q: What happens if we end up changing an indicator – as we dig into the work of the working groups? There is still a missing piece around transportation. Access to after or before school activities is a gap in the main Outcomes Framework.
 - A: There will be an opportunity to reevaluate and discuss if the contributing measures the right ones.
- Q: What are OCOF's plans for shared data and data collection and generating solid baseline data?
 - A: We've begun to collect data. We are trying to do some benchmarking to determine where to set targets. We are investigating a survey to supplement the data we currently have. This will be an ongoing challenge and will improve over time as more agencies can collect data with equity lens.
- Q: A Council member noted the Year 1 qualification to the 5-Year Plan document, and emphasized that planning takes time. People being too nice is not a problem in his world. The Planning Department is doing a lot of work on neighborhood stabilization and trying to establish metrics with community stakeholders on how to measure success. This is a call to think through how we get to agreement on measures and what is realistic for targets.
 - A: We have wrestled with this question of how to make these measures real on the ground because they are population measures. The task of setting targets that are disaggregated will be difficult. What is reasonable and what is aspirational and what is the right balance? If we can't share data or have all the data immediately, we can still begin to move the work. We can't wait for the data to be perfect.

- Hydra Mendoza put a call to action with agencies like Planning and Transportation – how can OCOF utilize their expertise. We haven't always asked the right questions within our departments to get to the right data.
- A Council member commented that we can get to 100% on the majority of the measures. The housing measure will be the most difficult, but many of the measures, we can get there. Last year there were only 435 African American children born in San Francisco. We have multiple systems and huge budgets; if we can't get these African American children to reach a set of outcomes, then we're really failing.
- A Council member suggested we consider adding targeted universalism as one of the collective impact strategies and asked if we could have a clear definition of equity?

The Superintendent opened the floor for motions. Council member Phil Halperin moved to adopt the Our Children, Our Families Council 5-Year Plan. The motion was seconded by Council member Kevin Truitt.

Public comment:

Quora Epps from the Young Women's Freedom Center asked the Council to be mindful of the language used when bringing this work to the community.

The Plan was adopted unanimously by Council members present with 28 ayes (11 Council members were not present).

6. Announcements (discussion only).

Dr. Scolari announced OCOF staff will be in touch to schedule three meetings for next year. There will also be an orientation meeting this fall for Council members and working group members. She urged Council members to engage more of their staff and to forward email addresses for us to add to the OCOF newsletter.

7. Adjournment.

The Superintendent thanked all for their commitment and contributions and requested their continued support for real change. We've just begun! He adjourned the meeting at 5:55 PM.