



Our Children, Our Families Council



Data Analysis & Outcomes Working Group

January 31, 2017

2pm-4pm

1 Dr Carlton B Goodlett Place, Room 201

Meeting Agenda

1. Introductions Activity
2. Background & Context for Our Children Our Families
3. Working Group Overview
4. Working Group Norms
5. Clarifying Key Terms
6. Benchmarking Intro
7. Breakout Sessions
8. Large Group Discussion
9. Adjourn

Introduction of Chairs & OCOF Staff

Chairs

- Joy Bonaguro, Chief Data Officer, City and County of San Francisco
- John Burke, Supervisor Achievement & Assessments, SFUSD
- Dr. Anda Kuo, Academy Chair in Pediatrics, Director, Collective for Child Health Equity, Founding Director, Pediatric Leadership for the Underserved (PLUS), Professor, Department of Pediatrics

Our Children Our Families Staff

- Alecia Barillas, Council Coordinator
- Dr. Laurie Scolari, OCOF Co-Director
- Luis M Aroche, Family Navigator
- Simone Combs, Senior Analyst
- Sonali Joshi, OCOF Co-Director

Introduction Activity

In groups of 3 or 4, answer the following questions:

- What is your favorite quality about yourself?
- How does data analysis benefit the public sector?

Select a spokesperson to share your group's thoughts.

What is Our Children Our Families?

YES on



OUR CHILDREN, OUR CITY

- Created when the voters of San Francisco passed Proposition C, the Children and Families First Initiative, in Nov 2014
- Council works to align efforts across the City and County, School District, and the community
- Goal is to improve outcomes for children, youth and families in San Francisco, with an emphasis on those with the greatest needs

What is Our Children Our Families?

- Leadership:** Co-chaired by Mayor Ed Lee and Interim Superintendent Myong Leigh and includes:
- 13 department heads from the City & County of San Francisco;
 - 13 leaders from the San Francisco Unified School District;
 - 14 community representatives appointed by the Mayor, including students, parents, and transitional aged youth.

Working Groups: more than 150 leaders actively participate in various working groups to move the initiative forward.

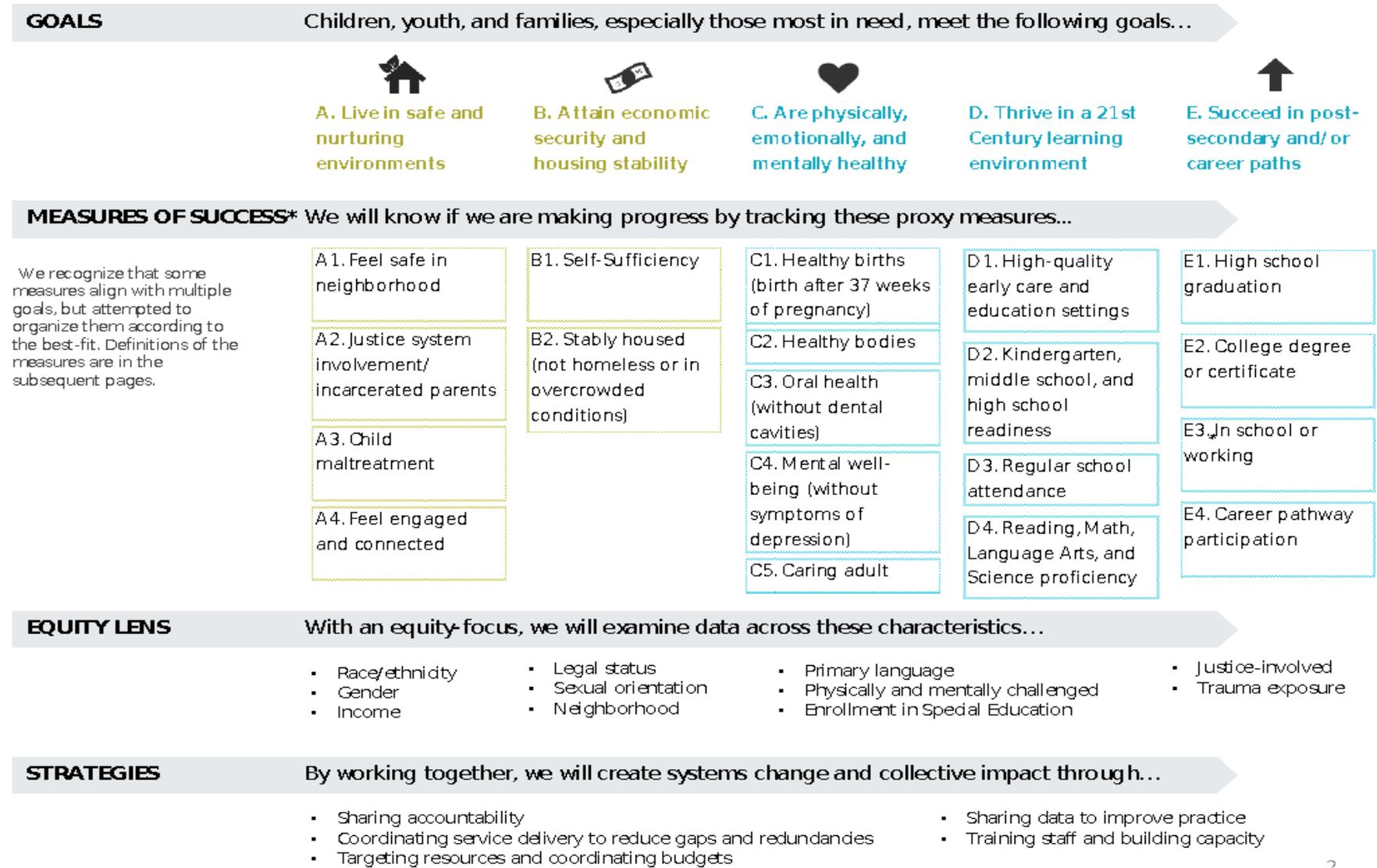
What is Collective Impact?

Collective Impact Defined	Our Approach
The commitment of a group of critical allies from different sectors to agree upon a common agenda for solving a complex social problem. (1)”	The problem we’re trying to solve: To ensure San Francisco children, youth, and families of all races and incomes are thriving.
“It acknowledges that many players will need to change their behavior in order to solve a complex problem. (1) ”	The behavior we are trying to change: Our city leaders put equity first in all decision-making.
<p style="text-align: center;">How do we differ from other collective impact initiatives?</p> <p>We are not creating, running or funding new programs.</p> <p>We are creating a space for existing systems and programs to re-align their services, budgets, and systems to “work better together” to impact San Francisco families, with an emphasis on those who need services the most.</p> <p>Some are neighborhood based, others are focused on a particular problem (i.e. solving housing crisis), we are a city-wide and addressing alignment of all of them together.</p>	

¹ John Kania and Mark Kramer. [Collective Impact](#), 2011. Stanford Social Innovation Review.

OCOF's Outcomes Framework

Outcomes Framework



How does this working group fit within the context of OCOF?

OCOF Structure in the 2016-17 Year

Working Groups			Projects		Learning Community
<p>Coordinated Services & Targeted Resources</p> <ul style="list-style-type: none"> Identify gaps and redundancies in Goal areas Propose common definitions Based on service analysis, make recommendations on City and District resource allocation decisions 	<p>Training & Building Capacity</p> <ul style="list-style-type: none"> Identify gaps and redundancies of existing trainings Propose practices & related trainings Proposed merging of citywide training opportunities Encourage systems adoption of common definitions 	<p>Data Analysis & Outcomes Working Group</p> <ul style="list-style-type: none"> Propose targets for the 19 measures in the Outcomes Framework Inform the development of a bi-annual family survey Provide input on a systematic approach to data-sharing 	<p>Data Sharing</p> <ul style="list-style-type: none"> Facilitate discussions among stakeholders to agree upon a shared MOU Develop the legal and technical environment and a signed MOU for data sharing across 5 city departments 	<p>Service Inventory</p> <ul style="list-style-type: none"> Build partnerships to inform the design and content of a citywide inventory Design & develop inventory Continue to build prototypes Manage a technology cabinet to serve as an advisory 	<p>Council Learning Community on Equity</p> <ul style="list-style-type: none"> Support Council Members' development on equity, implicit bias, systemic oppression & their departments' commitment to address it Agree on common citywide definitions for key terms

How will the groups interact with each other?

Our Children, Our Families Council

Working Groups

Quarterly Chair Meetings

Tri-Chairs

- Dr. Roderick Castro, SFUSD
- Aumijo Gomes, Dept. of Children, Youth & Their Families (DCYF)
- Lyslynn Lacoste, (PEEF)/BMAGIC

Tri-Chairs

- Katie Albright, San Francisco Child Abuse Prevention Center
- Dr. Ken Epstein, Department of Public Health (DPH)
- Jill Hoogendyk, SFUSD

Tri-Chairs

- Joy Bonaguro, Mayor's Office
- John Burke, SFUSD
- Dr. Anda Kuo, UCSF/Child Health Equity Collective (CHEC)

Coordinated Services & Targeted Resources

- Identify gaps and redundancies in Goal areas
- Propose common definitions
- Based on service analysis, make recommendations on City and District resource allocation decisions

Training & Building Capacity

- Identify gaps & redundancies of existing trainings
- Propose practices & related trainings
- Proposed merging of citywide training opportunities
- Encourage systems adoption of common definitions

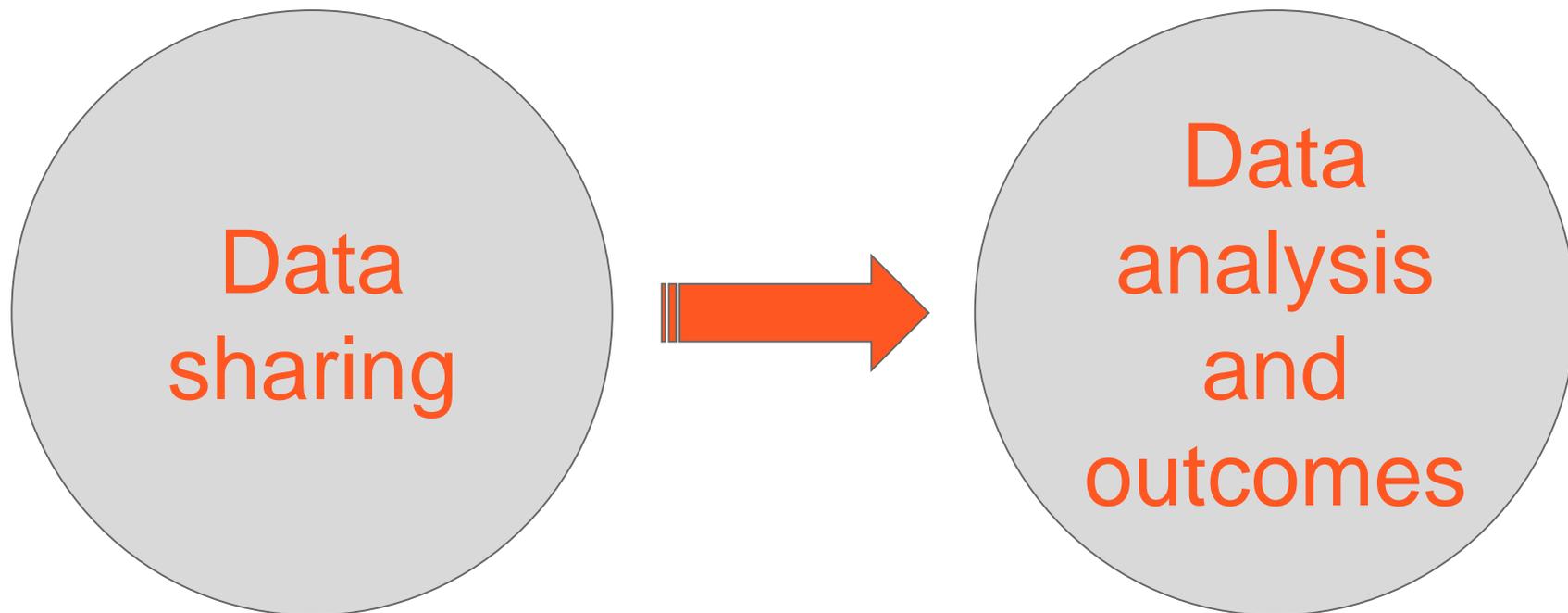
Data Analysis & Outcomes Working Group

- Propose targets for the 19 measures in the Outcomes Framework
- Inform the development of a bi-annual family survey
- Provide input on a systematic approach to data-sharing

All chairs will meet quarterly and will:

- Discuss through lines & connections across groups
- Ensure recommendations are aligned and not duplicative.
- Discuss facilitation strategies
- Discuss Council Meeting presentations

Next Phase of OCOF Data Work



Last year's Working Group: focused on data **sharing**

This Working Group: focus on data **analysis and outcomes**

Propose targets for the 19 measures in the Outcomes Framework

Inform the development of a bi-annual family survey

Provide input on a systematic approach to data-sharing

Working Group Overview

Purpose

The working groups will develop recommendations to present to the Council.

Chairs

Our working group will be facilitated by three chairs – one each from the City, School District, and community.

Participants

- Each working group has representation across all five goals in the Outcomes Framework with individuals from the City, School District, and community.
- Groups have representation of experts in each of the 5 goal areas
- Breakout discussions will be structured around each of the goal areas
- Because the five goals are interrelated, we will come together across goals at each meeting to discuss through lines and connections across goals

Data Working Group Objectives 2016-17

By May 2017, the working group will

- Propose targets for the 19 measures in the Outcomes Framework
 - Inform the development of a bi-annual family survey
 - Provide input on a systematic approach to data-sharing
-

Other Working Group Objectives 2016-17

Coordinated Services & Targeted Resources working group will

- Identify gaps and redundancies in Goal areas
- Propose common definitions
- Based on service analysis, make recommendations on City and District resource allocation decisions

Training & Building Capacity working group will

- Identify gaps & redundancies of existing trainings
 - Propose practices & related trainings
 - Proposed merging of citywide training opportunities
 - Encourage systems adoption of common definitions
-

Working Group Expectations per OCOF by-laws

- Play an active role by attending and participating in working group meetings
- Lend subject-matter expertise to discussions
- Assist in prioritizing recommendations to present to Council members
- Become an OCOF ambassador to promote engagement and support for recommendations that come out of the working group
- Adhere to the Brown Act which guarantees the public's right to attend and participate in meetings of local legislative bodies

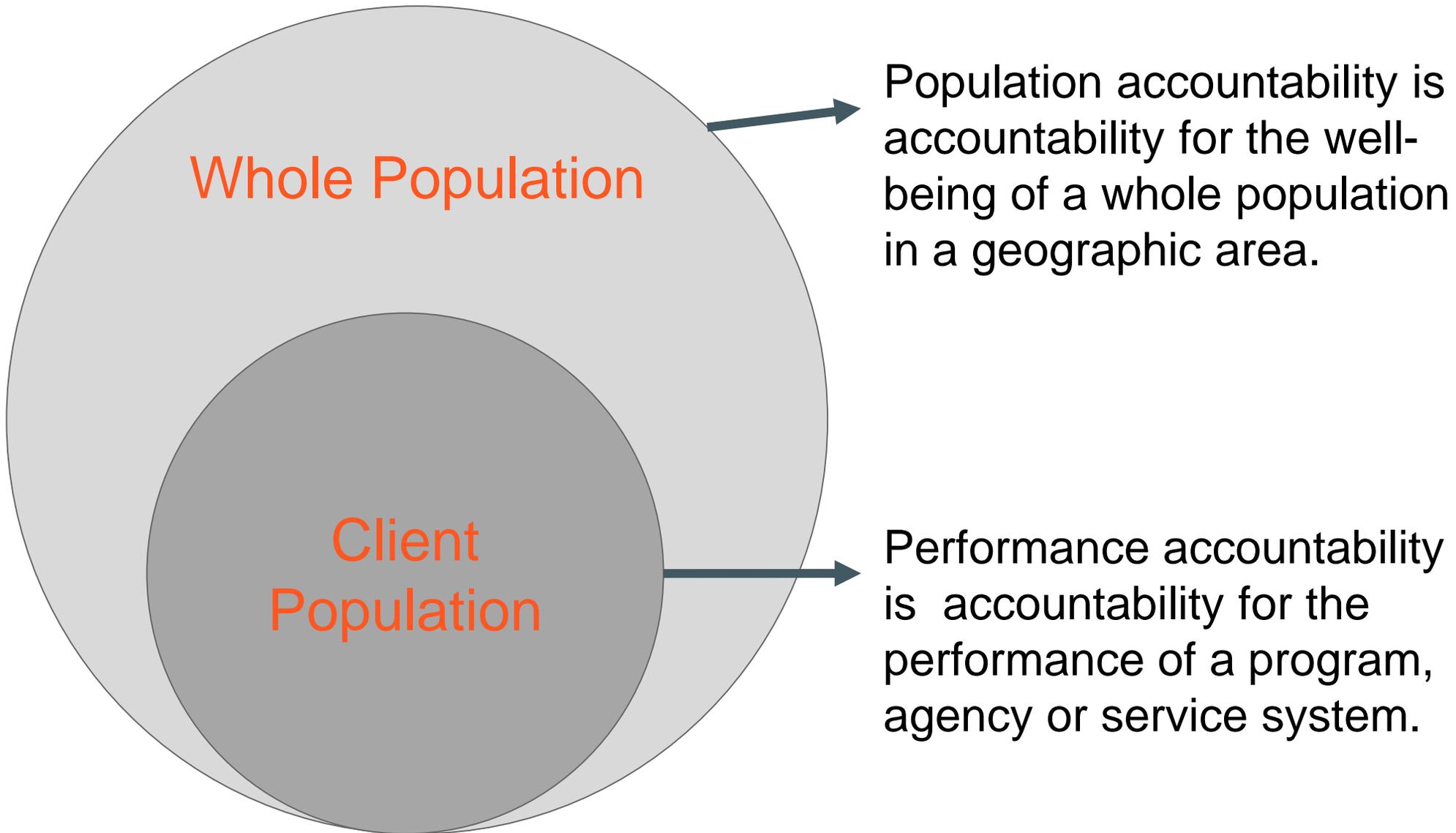
Working Group Norms

Why do we have group norms? Working group meetings will be a space where a broad range of perspectives are welcomed and everyone is comfortable to express their views freely

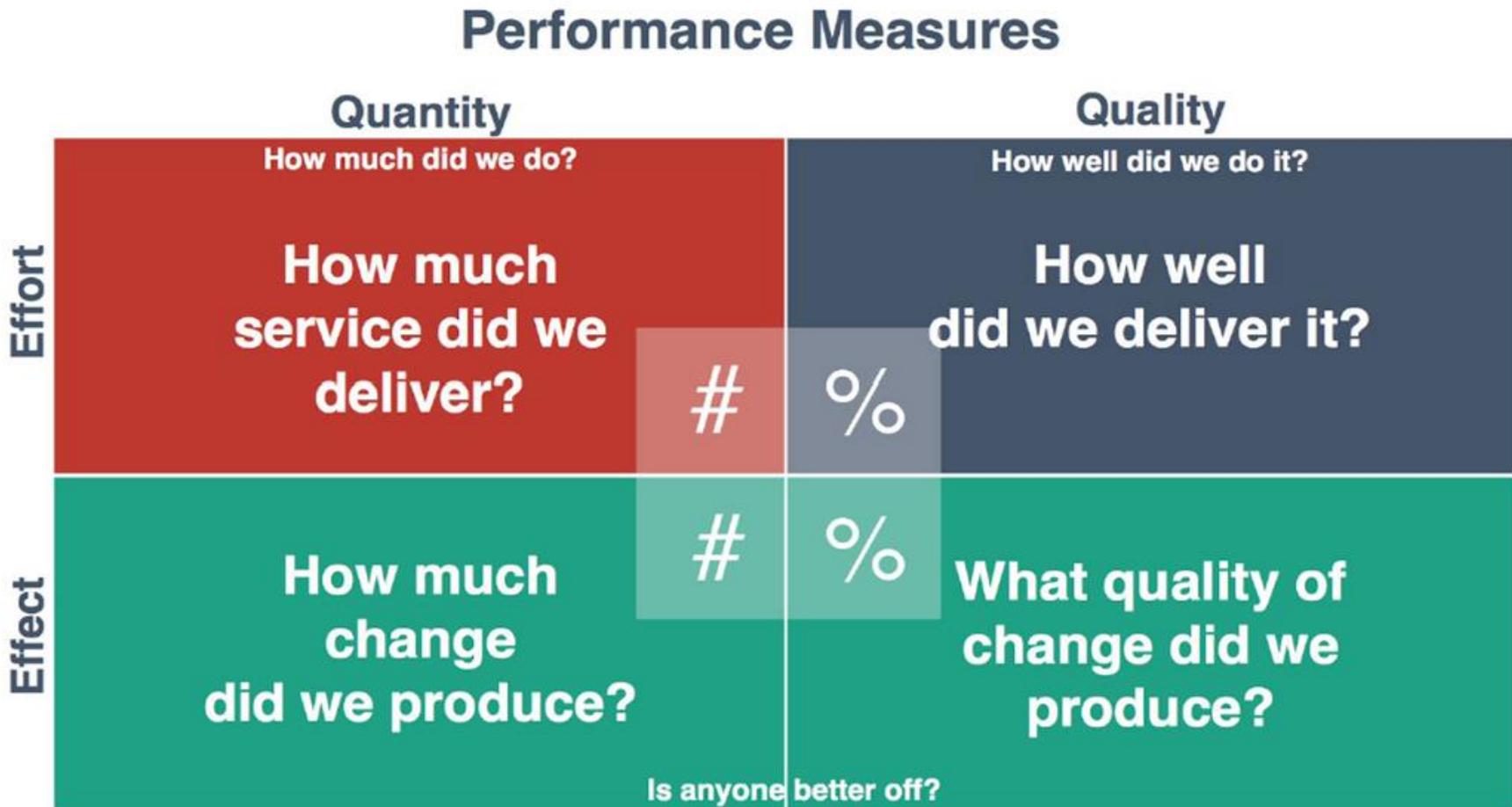
We will

- Create a space where participants openly and actively engage, and feel safe asking questions and challenging each other
- Actively incorporate the voices of individuals with lived experiences so participants gain insights from individuals living directly with challenges
- Treat each other with respect and assume best intentions to build professional, trusting relationships
- Reflect regularly and honestly at each meeting to evaluate our process

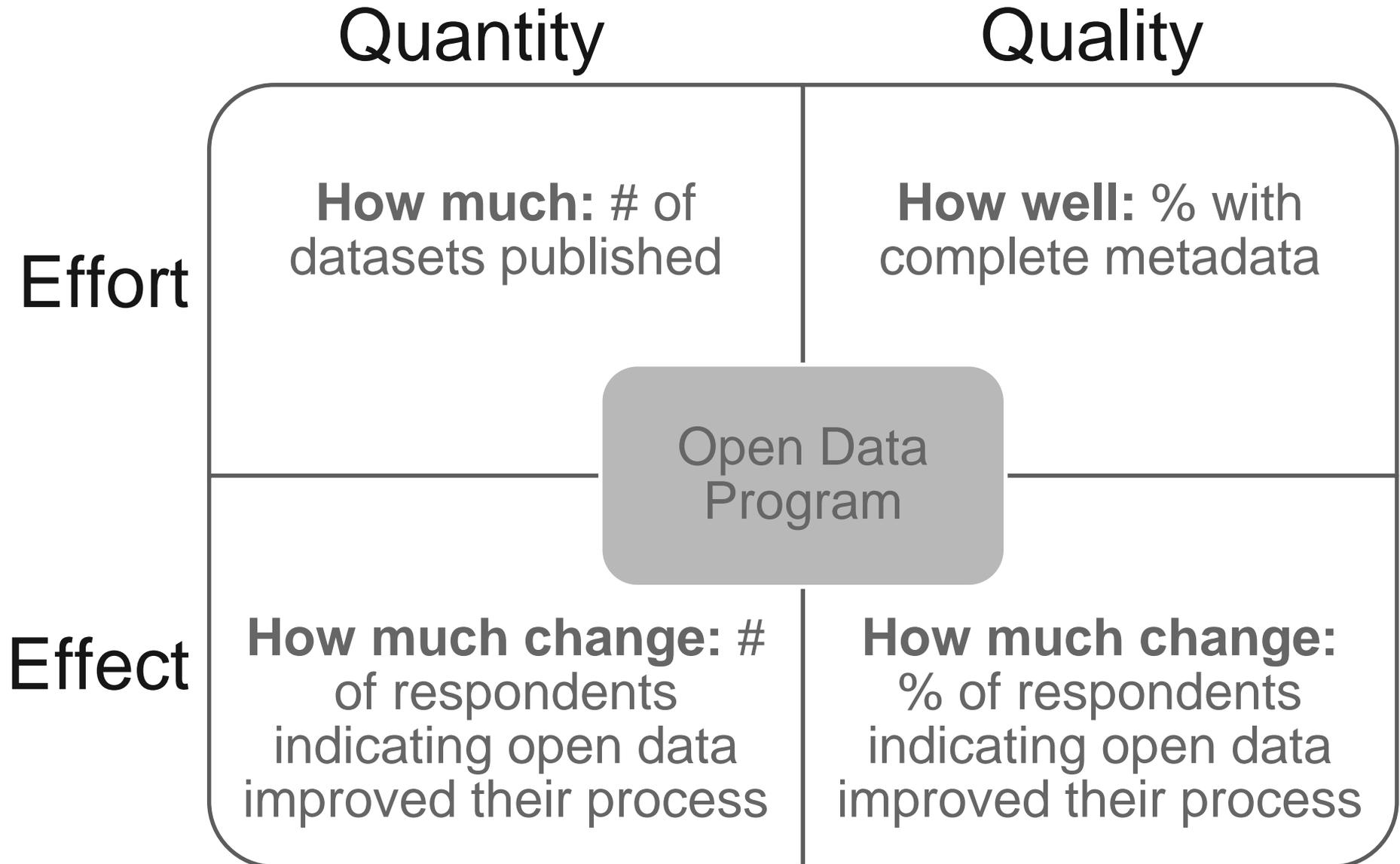
Starter Terms: Population versus Program/Performance Accountability



Program/Performance Accountability: Choose 3-5 performance measures

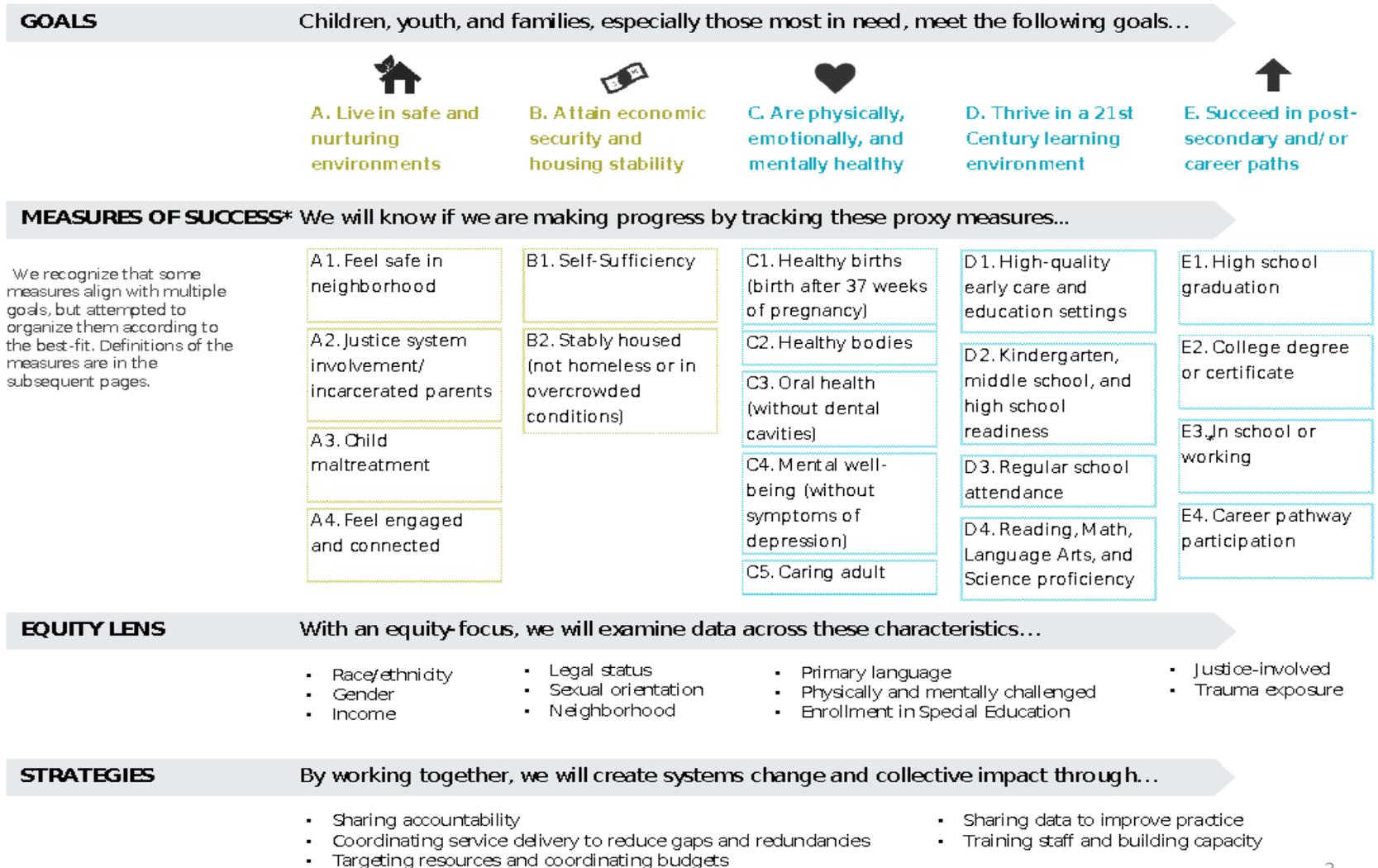


Program/Performance Accountability: Example from the Open Data program



Population Accountability: Choose results and 2-3 indicators per result

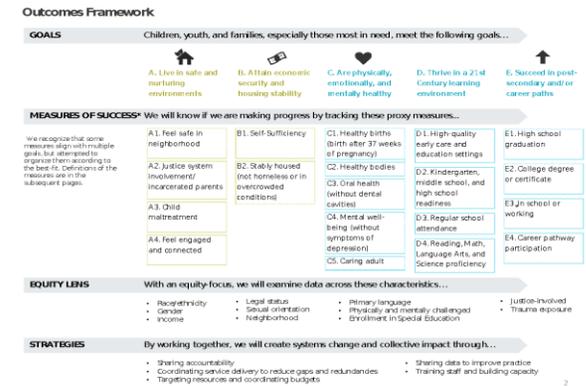
Outcomes Framework



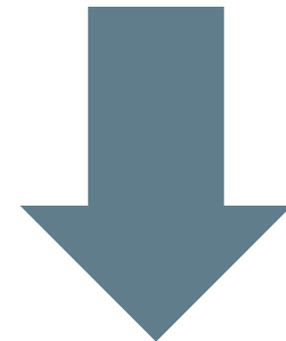
Population Accountability: Key Questions

Ask 5 core questions:

- How are we doing?
- What is the story behind the curve?
(identify root causes/contributing factors)
- Who are the partners who have a role to turn the curve?
- What works to turn the curve?
(off-the-wall, low-cost, no-cost)
- What is our action plan to turn the curve?
(action step/who responsible/target date/status)



Benchmarking
informs



Target Setting

Benchmarking Definition

Benchmarking is a practice that help inform an answer to one of life's most ubiquitous questions: *what does success look like?*

It is the process of continuously comparing and measuring one organization against itself or another to gain information that will help the organization take action to improve its performance.

The ultimate **goal** is to set accurate targets until they are sustainably reached.

Benchmarking Process

What are the **methods**?

Internal Benchmarking

Internal Benchmarking is simply comparing yourself . . . to yourself.

If an organization wants to know what success looks like, they should first look to data on what they have been capable of in the past.

- Change over time and expected trends
- Between subgroups

External Benchmarking

External Benchmarking is simply comparing one organization to another.

Many government organizations want to know what other comparable jurisdictions are doing, because they want to see their performance in context.

- Comparable cities and national
- State, MSA and surrounding counties

Benchmarking Mirage

External benchmarking requires some considerations...

Population can differ by volume, density, demographics and fluctuations.

Mobility can differ among seemingly similar systems. For example, ridership, the number of stations, miles of service, and fare differences must be considered.

Infrastructure varies widely and is aging at varying rates.

Politics and Governance vary by jurisdiction. Some have Strong Mayors and others have Strong Council/Managers.

Target Setting: A Starting Vocabulary

Setting targets is both art and science and targets often fall into one of the following buckets:

Uncertainty: no baseline data exists to set appropriate targets without guessing

Overconfidence: targets are unrealistic and unattainable based on baseline data

Mediocrity: targets are far below proven capacity

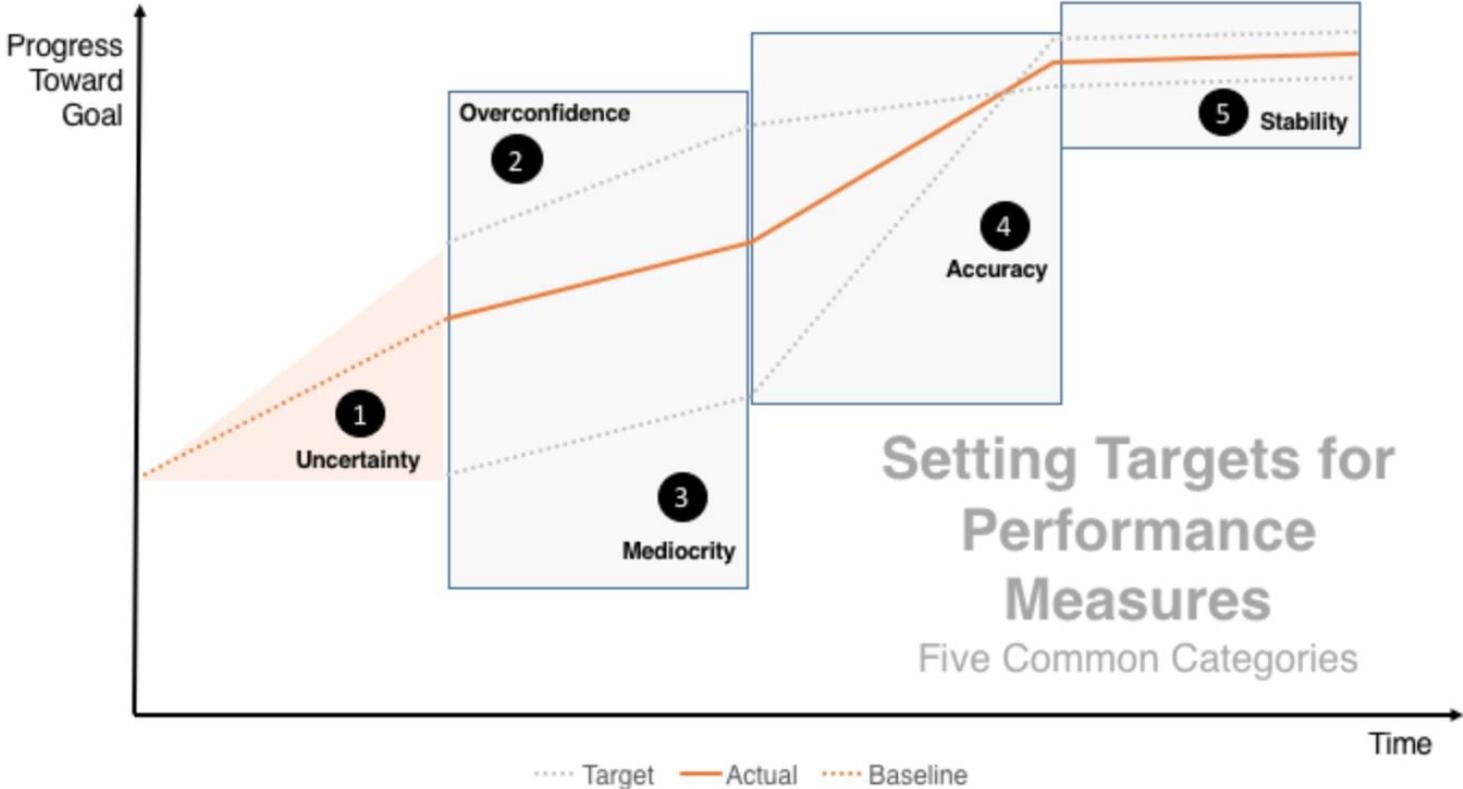
Accuracy: targets are carefully calculated to drive precise achievement

Stability: performance has reached an acceptable level, time to maintain and shift focus



Source: Gov X John Hopkins 21st Century City Initiative

Target Categories



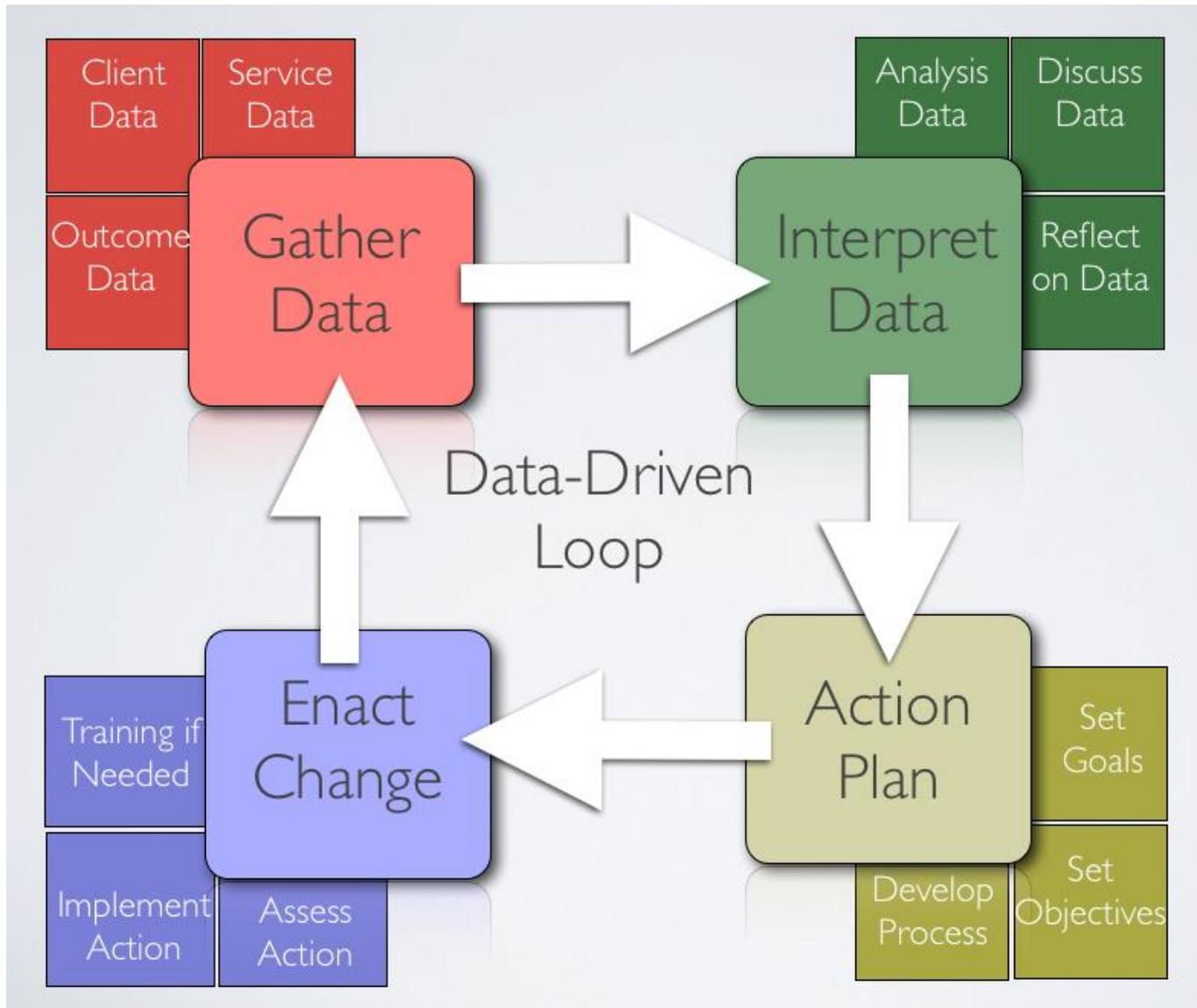
Source: Gov X John Hopkins 21st Century City Initiative

Benchmarking: Baseline Review

Refer to the draft baselines & historical trends report:

- Historical trends serve as a point of reference from which comparisons, evaluation and target can be conducted.
- This document builds upon the point in time data included in OCOF's Outcomes Framework.
- We will review this document in our breakout sessions.

Turning data into action!



Goal Breakout Sessions

Instructions

- Break into groups according to goal area
- Chairs & OCOF will facilitate groups

Guide for Breakout Sessions

1. Review all measures in your goal area in baseline & historical trend handout.
2. Identify a measure owner for each measure.
3. What other information would be helpful for understanding the baseline?
What about for setting targets?
4. Target setting worksheet feedback

Goal Breakout Sessions

- *Goal A: Luis Aroche & Joy Bonaguro*
- *Goal B: Sonali Joshi*
- *Goal C: Simone Combs & Anda Kuo*
- *Goal D: Alecia Barillas & John Burke*
- *Goal E: Laurie Scolari*

Guide for Breakout Sessions

1. Review all measures in your goal area in baseline & historical trend handout.
2. Identify a measure owner for each measure.
3. What other information would be helpful for understanding the baseline?
What about for setting targets?
4. Target setting worksheet feedback

Working Group Meeting Schedule & Objectives

Meetings	Meeting Goals
Jan 31 @ 2 to 4 PM	<ul style="list-style-type: none">• Begin next phase of work• Consensus on approach and criteria
Feb 28 @ 2 to 4 PM	<ul style="list-style-type: none">• Determine which measures we have consensus on and ones that require more discussion
Mar 28 @ 2 to 4 PM	<ul style="list-style-type: none">• Discuss and come to agreement on undecided measures
April 25 @ 2 to 4 PM	<ul style="list-style-type: none">• Continue discussion• Come to agreement on remaining undecided measures
May 23 @ 2 to 4 PM	<ul style="list-style-type: none">• Finalize recommendations to be shared with the Council

Thank you!

Our next meeting: Feb 28 @ 2 to 4 PM

Our Contact Information		
Chairs	OCOFC Staff	
Joy Bonugro Chief Data Officer Mayor's office joy.bonaguro@sfgov.org	Luis M Aroche Family Navigator luis.aroche@sfgov.org	Dr. Laurie Scolari OCOFC Co-Director scolaril@sfusd.edu
John Burke Achievement Assessments Supervisor SFUSD burkej1@sfusd.edu	Alecia Barillas Council Coordinator barillasa@sfusd.edu	Sonali Joshi OCOFC Co-Director sonali.joshi@sfgov.org
Dr. Anda Kuo Collective for Child Health Equity Director UCSF Anda.Kuo@ucsf.edu	Simone Combs Senior Analyst simone.combs@sfgov.org	