

# **Youth Ventures Joint Powers Authority**

## **Board of Trustees Meeting**

### **MINUTES**

**March 5, 2015**

**2:00 pm – 4:00 pm**

**Oakland City Hall, Hearing Room #3**

**Frank H. Ogawa Plaza**

**Oakland, CA 94612**

**CALL TO ORDER:** Co-Chair James Harris called the meeting to order at 2:20 PM.

**Board of Trustees in Attendance:** Leronne Armstrong, Sara Bedford, Annie Campbell Washington, Wilma Chan, James Harris, Jumoke Hinton Hodge, Lynette Gibson McElhaney, Nate Miley, Ammar Saheli, Curtiss Sarikey, Roseanne Torres, Andrea Youngdahl

**Guests:** Matt Duffy, Autumn McDonald, Matt Wilka

**Welcome and Introductions:** Kathleen Harris welcomed all attendees and presented the meeting goals, roles, agenda, and meeting norms. Trustees introduced themselves.

#### **Approval of the Minutes**

Review & Approval of JPA November 6, 2014 Minutes: A motion to adopt the minutes was proposed. The motion was seconded. Lynette McElhaney and Annie Campbell Washington abstained. No objections. The minutes were approved.

#### **Approval of Staffing**

Review & Approval of .5 FTE administrative position to assist the CEO: Motion proposed, seconded and adopted with no abstentions or objections.

#### **Presentation: The Role of the Public Sector in Collective Impact**

FSG, a non-profit consulting firm, began a collective impact presentation with an aim to share the lessons other cities/regions have learned.

Autumn McDonald shared the objectives for the collective impact presentation:

- Reviewing the concept of collective impact, which aims to bring multiple actors together to provide solutions to complex problems
- Discussing opportunities for the JPA to use the collective impact framework; identifying specific timelines, implications and next steps
- Determining the level of commitment required to accomplish the JPA's goals; and the next steps towards advancing that commitment

Matt Wilka described the background and definition of collective impact, which is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem at scale. He then outlined the five necessary conditions for collective impact, which include the following:

- A common agenda
- Shared measurements - to ensure that the different agencies are using common data sets
- Mutually reinforcing activities
- Continuous communication between agencies
- Backbone support, or the ability for every voice to be represented in service of the whole

Council President McElhaney asked, given that the JPA crosses jurisdictions, are there models for different [joint powers] authorities and populations like ours?

Matt Wilka responded that in one context, the steering committee establishes accountability across the membership; members hold each other accountable and designate shared measurements. For example, in the Rio Grande Valley there are four counties, 37 school districts, many data sources, and involvement from higher education. Still, success was achieved through designating and monitoring specific indicators.

Matt Wilka summarized the aspirations that the JPA has for engaging in collective impact action. These include making transformative improvements, not just incremental ones, and collective action across sectors and public systems. Given that there are already collective impact models at work in the community, the JPA seeks to work with those currently existing agencies/organizations as opposed to creating an entirely new initiative. Another aspiration is to use evidence-based, shared data. The JPA wants to draw upon its unique capabilities and assets. The final is to be forward-facing. This means recognizing past challenges, and then focusing on working together to craft a new identity and vision.

Autumn reviewed five opportunities that the JPA could pursue using collective impact. The first was to be a champion in solving issues in the community. The second was to be a backbone support system. Third was to serve as a partnership that meets outside of government. The last two that the JPA was most interested in were coordinating multiple activities and initiatives that are currently in effect, and to change the way data is collected, shared, managed and facilitated.

The JPA had also examined examples of how other cities have coordinated multiple collaboratives. These included Alignment Nashville and Memphis Fast Forward.

Alignment Nashville came about when Chamber of Commerce and business leaders wanted to collaborate to help their community. It includes 15 working groups that are lead by a board of directors and operating board. The Mayor, the school district, and business leaders all contributed one third each of the funding for this collaborative. The

outcome of this division meant that each sector had more "skin in the game". As a result, the Mayor and other civic leaders act as key community champions.

Memphis Fast Forward began with two mayors who sought increased community involvement. While each mayor works in their own way, their collaboration provides a shared "backbone". The lessons they have learned from this collaboration include the need to balance between leading, and listening to those working on the ground. Another lesson included how to decentralize while retaining leadership and structure. Showing the benefits of the work being done helped to bring in more people and keep them committed to the projects. Finally, mayor involvement proved powerful in coordinating multiple collective impact efforts.

Matt Wilka pointed out that Memphis Fast Forward is a great example because it brings together many varying areas from health, good governance, crime and safety. This means the creation of a super-structure and ensures data sharing.

The question was asked as to how our own collective impact effort would be funded. Kathleen responded that \$150,000 of funding a year would come from each participating entity. The rest of the funds will be raised.

Matt Duffy explained that the JPA brings together different jurisdictions and an action item for an organization of this type includes changing the way data is collected and shared for the better. For instance, in Maryland, because of their collective impact efforts, population-level data can be used by many different groups to see what impacts are made at the program, city, county and state level. He also explained that different groups could sometimes use the same terms to describe different outcomes. This points to a need for defining [shared understanding] of what we mean by each of these terms.

Matt Duffy explained that, because Oakland has a history of collaboration, the JPA does not desire to start a new impact effort. Instead, the current efforts need to be as efficient as possible which means creating a common language of collaboration.

Autumn pointed out that, with multiple organizations, the work done is not always in alignment and the result can be an overlap of information. The question becomes how to get these differing groups together to reduce overlap and how to get them to navigate the politics involved with collaboration.

Supervisor Chan pointed out that we cannot have collaboration without considering the content of our research. How can we collect data with the agenda in mind?

Autumn ensured that the final steps of data collection and implementation would be context focused.

Co-Chair Harris explained that alignment is needed in order to move forward. We are failing [our children] now because of our lack of alignment and we need synchronous systems.

Supervisor Miley raised the question of what the geographical scope of collaboration is – Oakland or Alameda County?

Co-Chair Harris replied that the geographical scope would still need to be addressed.

Council President McElhaney commented that groups might have come together in the first place out of lack of trust for other groups. She asked the group how coming together can lift a community where there is social inequality.

Trustee Hodge mentioned that the urban/sub-urban focus needs to be addressed. She also mentioned that the membership of the organization can change every two years due to elections and that there will be shifts to consider.

Autumn McDonald recommended that next steps be a commitment to learning and returning with knowledge. This could mean having conversations with collaborations, major funders and the private sector. We should begin talking now so as to come back with knowledge that can be applied to the collective impact framework and take more steps forward.

**Action Item: Define the Leadership Role of the JPA**

*Staff recommends that trustees adopt a resolution to coordinate the collective impact initiatives in Oakland/Alameda County. In this capacity, the Youth Ventures Joint Powers Authority board will convene, align, evaluate, and advocate for the work of collective impact initiatives in Oakland/Alameda County.*

The motion was put forth by Co-Chair.

Supervisor Miley asked where the focus of the JPA's efforts would take place – Oakland, or Alameda County? He asked if we can vote on this without these geographic parameters? Are the jurisdictions appropriately engaged at the table if we are to include them in this motion?

Trustee Hodge moved to amend the notion and to have JPA staff look at Oakland, San Lorenzo, Hayward, so that the motion is inclusive of Alameda County.

Co-Chair Harris clarifies that the motion includes Alameda County, but the specific parameters would need to be determined.

Supervisor Miley then asked how we would invite these jurisdictions?

Supervisor Chan responded that starting with Oakland is okay with her, but widening the parameters is a big deal.

Trustee Campbell Washington agreed that widening the parameters is a big deal and said that other jurisdictions could participate through fees. She requested that the board go back to the original motion and that this conversation continued at the retreat.

Co-Chair Harris reiterated that the organization's mission included Oakland and Alameda County. If other locales opted out that would be fine, but to exclude San Lorenzo would be something different. He then asked for time at the retreat to discuss the geographic parameters.

Trustee Bedford commented that there are issues that are deep and county-wide which are not held by city limits.

Council President McElhaney asked who makes up the JPA? Is it open to any entity? We should start with just JPA-members. There is an investment that should be honored, but the JPA should be open for others to join the table. We are here to serve the members.

Kathleen Harris reminds those present that the JPA is open to any public entity in Alameda County. Today's decision is specifically about the role of the JPA in collective impact – what the JPA will do and what leadership role we will take on, rather than where we will work.

Co-Chair Harris says that we are not deciding the specifics of the jurisdiction today and puts forth the motion again. There is no opposition. Supervisor Miley abstains. The motion passes.

**Action Item: Collect and Analyze Data to Assess the Collective Impact Efforts in Oakland/Alameda**

*Staff recommends authorizing the CEO to execute a contract to survey local collective impact initiatives. Data will be used to determine trends and gaps in the cradle to career continuum. Staff recommends authorizing the CEO to execute a contract to collect population data on outcomes for children, youth and families in Oakland/Alameda, with depict trends over time.*

Motion brought to floor. Supervisor Miley said he would like time to read the details and asked what the cost would be.

Kathleen replied \$5000 - \$10,000. The immediate next steps are to approve the collection of data and that larger data questions will be assigned at the retreat.

Council President McElhaney asked where the data would be originating.

Kathleen replied from existing tables, public information, surveys, etc.

Trustee Hinton Hodge asked what kind of data we should be looking at.

Kathleen responded that we want to get a collective understanding about what we know about children in the areas of health, education, and income.

Supervisor Chan asked what were the procedures for executing contract?

Co-Chair Harris responded that there is a do-not-exceed amount which was approved at the previous board meeting and that both will cost less than \$20,000.

Motion passed with no abstentions.

### **Board/Staff Communications**

The retreat will be Friday, March 27<sup>th</sup> from 9 AM – 4 PM.

### **Public Comments**

Co-Chair Harris called for public comments. There were none.

### **Announcements**

Casey Farmer, chair of the Oakland CSEC Task Force and staff to Council President Lynette McElhaney, shared information about two upcoming events. DreamCatchers Youth Shelter, the only shelter for homeless youth Alameda County ages 13-18 is having a friend-raiser on April 20 at Autobahn Café. Take a tour of the shelter and learn about challenges of serving young victims of sex trafficking. And on May 2, 2015, the MISSEY Inspire Change Gala is taking place at the Oakland Rotunda. Casey invited all meeting attendees to stand up for trafficked youth. For additional information, please contact Casey Farmer.

Meeting adjourned at 4:00 PM.

The next meeting of Youth Ventures Joint Powers Authority is May 7, 2015 from 2 PM – 4 PM at the California Endowment, 7<sup>th</sup> Floor Conference Room.