



Impact Table Toolkit

JANUARY 31ST, 2017



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Under the JPA, the Impact Tables play the critical role of aligning initiatives across Oakland

Key

Advisory body to JPA

Cross-sector table under JPA supervision

Collaborative initiative aligned with JPA

Youth Ventures Joint Powers Authority (JPA)

Oakland Thrives Leadership Council

“Equity Intelligence” Data Platform (Bloomberg Associates)

Health

Education

Wealth

Housing

Safety

Impact Tables (each co-chaired by JPA member agencies)

Oakland Promise

OSSS + Universal Pre-k

Affordable Housing

My Brother's Keeper

Food as Medicine

Unified Medical Records

By All Means

To be informed by community input, such as the ALL IN Listening Sessions

Youth Ventures Joint Powers Authority

Strategic direction

- Approve the common agenda: vision, goals, long-term indicators, principles
- Set ambitious targets for long-term indicators
- Champion the effort in the community
- Provide authorization and resources for collaborative initiatives to align

Oversight

- Guide strategy and shared measurement for Impact Tables and JPA-supported initiatives
- Monitor progress against goals and indicators for continuous improvement

Organizational alignment

- Authorize and support staff to participate in Impact Tables
- Act within own institutions to support work of JPA and Impact Tables

Meeting Frequency: **Every 8 weeks**

Staffing: **JPA CEO facilitates; JPA staff support individual projects**

Impact Tables

Action on specific areas of work

- Develop and act on detailed strategies to address the JPA-identified goals and long-term indicators
- Develop and implement shared measures (short- and medium-term indicators and a system for reporting on them) to track progress
- Accountable to the JPA for their broad direction and for reporting on progress

Coordination

- Identify issue-specific priorities, and present opportunities for aligned action to the JPA and/or the OTLC
- Coordinate on cross-Impact Table priorities

Organizational alignment

- Act within own institutions to support work of the JPA and Impact Tables (“get our own houses in order”)

Meeting Frequency: **Monthly**

Staffing; **All Tables staffed by JPA staff in conjunction with Impact Table Co-Chairs**

Oakland Thrives Leadership Council

Advisory support

- Provide input to JPA on common agenda and ongoing strategic direction
- Champion the overall effort in the community

Championing and investment

- Support priorities for funding and leadership that emerge from Impact Tables and the JPA

Leadership on cross-sector projects

- Prioritize and act on a set of significant projects that OTLC members are best positioned to lead, in service of Oakland
- Report on progress

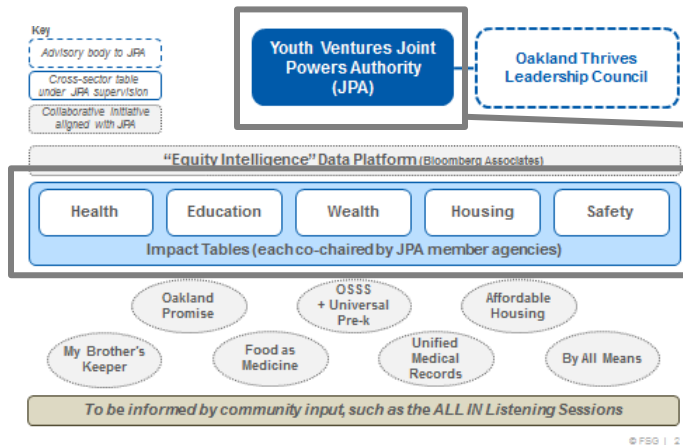
Organizational alignment

- Authorize and support staff to participate in Impact Tables
- Act within own institutions to support work of JPA and Impact Tables (“get our own houses in order”)

Meeting Frequency: **Every 8 weeks**

Staffing: **JPA CEO facilitates group; OTLC members lead on individual projects**

The JPA will oversee and guide the work of the Impact Tables, and provide support for their work



The JPA will:

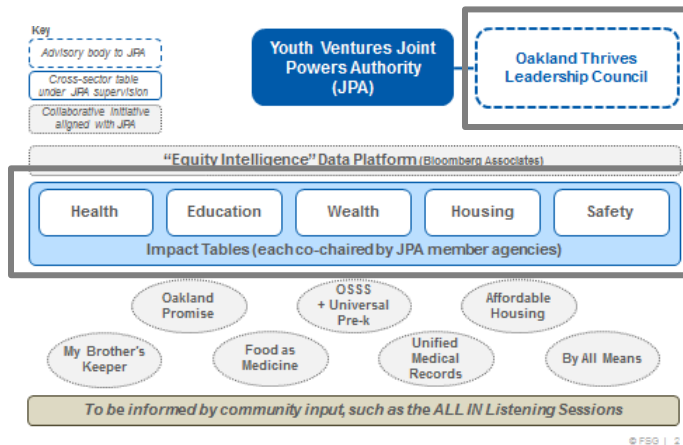
- Provide input and approve Impact Table strategies and implementation plans
- Allocate staff's time to sit on Impact Tables
- Respond to requests for support from Impact Tables

The Impact Tables will:

- Provide periodic updates and any additional information the JPA requires to understand and support the work
- Be accountable to the JPA (and the community) for making progress on implementation plans and toward outcomes/indicators
- Surface issue-specific priorities for public sector action

The Impact Table are **co-chaired by JPA members or their staff** to provide an additional channel of communication

The OTLC will provide support for the work of the Impact Tables, as requested



The OTLC will:

- Allocate staff's time to sit on Impact Tables
- Respond to requests for support from Impact Tables
- Wherever relevant, align own organization's activities to reinforce the work of the Impact Tables
- *As requested*, provide input on Impact Table strategies and implementation plans

The Impact Tables will:

- Create and pursue on-the-ground systems change and policy strategies to move the long-term indicators
- Provide periodic updates and any additional information the OTLC requires to understand and support the work
- Surface issue-specific priorities for cross sector action

Some Impact Tables are new, while others are existing efforts that are uniting under the JPA umbrella

Impact Table	Description	Co-Chairs
Health	A new table with an initial focus on school-based health; family hubs and access to coordinated care; food security, nutrition, and local food; trauma-informed healing systems of care, and birth-8 development	<ul style="list-style-type: none"> • Julie Hadnot, Alameda County Interagency Children’s Policy Council • Tracey Schear, Alameda County Health Care Services Agency
Education	A new table using the Alignment USA toolkit and focused on priorities aligned with the OUSD strategic plan: early childhood development; college, career, & community readiness; business partnerships & career alignment; post-secondary persistence and success	<ul style="list-style-type: none"> • David Montes de Oca, OUSD • David Silver, City of Oakland Mayor’s Office
Wealth	A new table focusing on youth employment as well as youth & family asset-building	<ul style="list-style-type: none"> • Annie Campbell Washington, Oakland City Council • Jose Corona, City of Oakland Mayor’s Office
Housing	The Oakland Housing Cabinet , author of the 2016 plan <i>Oakland at Home</i> , which outlines a strategy for preserving 17,000 affordable homes and building 17,000 additional ones by 2024	<ul style="list-style-type: none"> • Claudia Cappio, City of Oakland Administrator’s Office • Heather Hood, Enterprise Community Partners
Safety	The Community Safety Partnership to be formed to lead implementation of the <i>Oakland Comprehensive Community Safety Plan</i> , which aims to make Oakland among the safest urban cities in the United States	<ul style="list-style-type: none"> • Venus D. Johnson, City of Oakland Mayor’s Office

Impact Table co-chairs play a critical role in leading and connecting each table's work

Co-chair responsibility	For example
<p>Lead agenda and content development for each Impact Table meeting</p>	<ul style="list-style-type: none"> • Provide overall direction to the Table • Contribute content expertise • Direct follow-up on action items between meetings • Serve as thought partners to JPA staff
<p>Facilitate discussions and decision-making during Impact Table meetings</p>	<ul style="list-style-type: none"> • Lead discussions • Speak up if conversation gets stuck • Ensure that discussions are inclusive of all perspectives
<p>Ensure Impact Table activities are aligned with JPA priorities and communicated to the full JPA, the JPA co-chairs, and the Oakland Thrives Leadership Council</p>	<ul style="list-style-type: none"> • Share updates with JPA and OTLC members in and between meetings, as needed • Make targeted requests for support on behalf of the Table • Brief JPA co-chairs individually or as a group on key developments and decisions
<p>Lead Impact Table member management and relationship-building</p>	<ul style="list-style-type: none"> • Address an Impact Table member's concern outside of a meeting • Understand each member's unique assets and contributions
<p>Coordinate with other Impact Tables and initiatives</p>	<ul style="list-style-type: none"> • Attend cross Impact Table and initiative meetings • Make connections with other relevant groups as needed
<p>Serve as an ambassador for this effort's work in the community</p>	<ul style="list-style-type: none"> • Speak at community events to update community members on progress • Make connections to important stakeholders
<p>Ensure Table has the needed staff capacity and resources to help advance the work</p>	<ul style="list-style-type: none"> • Ensure Table and associated working groups have the needed support staff • Elevate needs for any additional resources to JPA CEO

Impact Table members will contribute expertise, data, and in some cases, resources

Member responsibility	For example
Help shape the Impact Table's scope and priorities	<ul style="list-style-type: none"> • Participate in discussions regarding what the greatest needs and opportunities are in Oakland
Identify, contribute, and discuss local research and data as well as national best practices	<ul style="list-style-type: none"> • Bring data from member organizations • Contribute content expertise • Research questions raised in discussion
Determine what actions or strategies the Impact Table should implement	<ul style="list-style-type: none"> • Collect and analyze data • Pilot programs • Increase coordination across initiatives • Enhance services based on systemic gaps • Identify policy change opportunities
Act as a liaison between their organization or constituency and the Impact Table	<ul style="list-style-type: none"> • Communicate potential collaborative opportunities to their colleagues/ constituents • Advocate for internal strategies aligned with the JPA/ OTLC common agenda
Identify resources (e.g., volunteers, funding) required to put the Impact Table's ideas into action	<ul style="list-style-type: none"> • Make connections to funders, community based organizations, public agencies, and others with relevant resources
Evaluate the Impact Table's progress and success	<ul style="list-style-type: none"> • Identify near and medium-term metrics for evaluating success, based on prioritized strategies

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By summer 2017, the Impact Tables could be ready to implement strategies and plan for measurement

Suggested 2017 Roadmap

Activities	Month						
	Feb	Mar	Apr	May	Jun	Jul	Aug
Send member invites and convene tables	█						
Support equity intelligence data platform development	▨	█	█	█			
Refine and prioritize action areas		█	█	█			
Develop strategies for long-term efforts and quick wins				█	█	█	█
Create implementation plans					█	█	█
Select indicators and targets (for outputs and interim outcomes)					█	█	█
Use data and evidence-based practices to inform decision-making	█	█	█	█	█	█	█

Below is a set of potential agendas for the Health and Wealth Impact Table's first six months of meetings

Meeting 1	Meeting 2 <i>(could extend into Meeting 3)</i>	Meeting 3
<ul style="list-style-type: none"> • Introductions • Orientation: <ul style="list-style-type: none"> ○ JPA and Oakland Thrives overview ○ Impact Table objectives ○ Impact Table scope (i.e., action areas identified to date) ○ Member roles • Create operational agreements for the group (i.e., how we will work well together) • Introduction to Equity Intelligence Data Platform 	<ul style="list-style-type: none"> • Refine action areas by starting to build a “theory of change” that links the initial action areas to the JPA/Oakland Thrives long-term indicators <i>(we recommend using a large-scale interactive display to facilitate this – see template provided in the Appendix)</i> <ul style="list-style-type: none"> ○ What do we want to see in the medium-term to show us we are on a path to move the long-term indicators? ○ How does that relate to our action areas? What nuance or modification should we make to the action areas? ○ How can we ensure that this work advances equity? • Provide input on relevant indicators for Equity Intelligence Data Platform (e.g., add medium-term indicators implied by the theory of change) 	<ul style="list-style-type: none"> • Refine and finalize action areas • If needed, prioritize focus for 2017 among or within action areas • Brainstorm specific strategies and quick wins within each action area to improve medium-term indicators • Determine action steps for members to take between meetings (e.g., gathering or sharing research/data/information) to refined strategies and quick wins

Notes: Education, Safety, and Housing are following their own process and timeline. Both Health and Safety have determined their high-level priorities (see slide 9), so these suggested agendas build from this starting point.

Below is a set of potential agendas for the Health and Wealth Impact Table's first six months of meetings

Meeting 4	Meeting 5	Meeting 6
<ul style="list-style-type: none"> • Refine strategies and quick wins; prioritize among them to focus efforts • Explore need for ad-hoc committee(s) to carry work forward, and if these would be helpful, begin to identify committee leads and members • Surface potential partners that would enhance implementation and begin to plan to include them on committees 	<ul style="list-style-type: none"> • Further refine and develop prioritized strategies • Identify specific output indicators aligned with strategies • Refine pre-existing medium term indicators, and identify new ones, to reflect the outcomes of the strategies • Begin implementation planning 	<ul style="list-style-type: none"> • Finalize near and medium term indicators • Begin to plan for data collection on the indicators (this may involve sharing data that will already be collecting, or planning to collect new data) • Continue implementation and action planning

Notes: Education, Safety, and Housing are following their own process and timeline. Both Health and Safety have determined their high-level priorities (see slide 9), so these suggested agendas build from this starting point.

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The **landscape analysis** has three components that the Impact Tables should leverage in their work

Landscape analysis components	Example questions each component can answer	Location
<p>1 Goal area and population focus maps</p> <p>Initiatives were categorized by:</p> <ul style="list-style-type: none"> • Goal area focus (<i>health, education, wealth, safety, housing</i>) • Population focus (<i>age, family, or neighborhood, with notes on special populations like BMOC or LGBTQ</i>) 	<ul style="list-style-type: none"> • <i>Which initiatives should be considered for membership on the Impact Table?</i> • <i>Which initiatives are focused on the same populations?</i> 	<p>Pages 4-6 in landscape report</p> <p>Tabs 1, 2, and 4 in Excel tool</p>
<p>2 Indicator map</p> <p>The indicators tracked by each initiative were categorized and mapped, indicating the specific issues each initiative aims to impact through its work</p>	<ul style="list-style-type: none"> • <i>Are a large number of initiatives focused on the same indicators?</i> • <i>Are initiatives tracking different indicators for similar work?</i> • <i>Which initiatives are not publicly tracking population-level indicators?</i> 	<p>Pages 7-9 in landscape report</p> <p>Tab 3 in Excel tool</p>
<p>3 Detailed profiles</p> <p>Profiles capture information on each initiative's stakeholders, strategies, achievements, and community engagement activities</p>	<ul style="list-style-type: none"> • <i>What strategies are being employed in the Impact Tables' action areas?</i> • <i>Which stakeholders are involved across multiple collaborative initiatives? Which stakeholders are not embedded in the collaborative landscape?</i> 	<p>Pages 11-118 in landscape report</p>

Over time, the Impact Tables should build on the landscape findings by exploring deeper questions

Deeper questions to explore building on the landscape findings:

- Are similarly-focused initiatives coordinating on their efforts?
- Are they measuring things the same way? Where can similar initiatives start to use the same measures (if they aren't already)?
- Are they sharing data?
- Are they holding duplicative meetings? Making duplicative investments?
- Are they sharing best practices?
- What common needs do these initiatives have that could be addressed by the Impact Table, JPA, or the Oakland Thrives Leadership Council (e.g., research/data, evaluation support, institutional policy or practice changes, resources for collaborative activities)?
- Across Oakland, are resources being used optimally to maximize impact and population coverage?
- Where are the gaps – what issues are not being addressed?

FSG has a “kit for working group co-chairs” with helpful tools and tips for the Impact Table co-chairs

The kit offers guidance across 6 distinct modules, and includes an appendix with practical resources:

Module	Detail
1 How to build Working Group membership	Includes advice on building Impact Tables that are truly cross-sector and include key stakeholders while going beyond the usual suspects
2 How to run collaborative and effective meetings	Provides Impact Table management guidance, covering topics like preparation, agenda development/ facilitation, and follow-up
3 How to build a culture of collaboration	Outlines specific approaches to fostering collaboration before, during, and after Impact Table meetings
4 How to put systems thinking into practice	Includes tips and facilitation suggestions to move beyond reactive or programmatic approaches to proactive, systems change strategies
5 How to engage and work with the community	Outlines why community engagement is critical to advancing equity, with tips on engaging the community authentically and effectively
6 How to be data-driven and learn along the way	Describes how co-chairs can ensure the Impact Tables are using data to drive decision-making and learn as their work progresses
APPENDICES: Practical templates for meeting planning and follow-up	Detailed resources for Impact Table meetings (monthly work plan, sample agenda, and email templates)

Please see the full kit enclosed as a PDF

Key contacts

Impact Table	Co-chairs	Email
Health	Julie Hadnot , Alameda County Interagency Children’s Policy Council	Julie.Hadnot@acgov.org
	Tracey Schear , Alameda County Health Care Services Agency	Tracey.Schear@acgov.org
Education	David Montes de Oca , OUSD	David.Montes@ousd.org
	David Silver , City of Oakland Mayor’s Office	DSilver@oaklandnet.com
Wealth	Annie Campbell Washington , Oakland City Council	acampbellwashington@oaklandnet.com
	Jose Corona , City of Oakland Mayor’s Office	JCorona@oaklandnet.com
Housing	Claudia Cappio , City Administrator’s Office	CCappio@oaklandnet.com
	Heather Hood , Enterprise Community Partners	hhood@enterprisecommunity.org
Safety	Venus D. Johnson , City of Oakland Mayor’s Office	

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Bloomberg Associates	Linda Gibbs	Lgibbs@bloomberg.org
	Niiobli Armah	Narmah@bloomberg.org
	Ivy Pool	Ivy.pool@gmail.com
OUSD team facilitating use of Alignment USA toolkit	Preston Thomas	Preston.thomas@ousd.org
	Ashley Hill	Ashley.hill@ousd.org
	Gretchen Livesey	Gretchen.livesey@ousd.org

Appendix

OAKLAND CITYWIDE DASHBOARD INDICATORS
IMPACT TABLE THEORY OF CHANGE – SAMPLE TEMPLATE
EXAMPLE THEORIES OF CHANGE

The JPA and Oakland Thrives Leadership Council have developed a common agenda to guide their work

Vision

Oakland's children, youth, and families are the healthiest in the nation

Justice and equity has been achieved in physical and mental health, education, wealth, safety, and housing regardless of race, ethnicity, income, gender, sexuality, disability, geography, and other common predictors of disparity

Goal Areas

Health

Children and youth are physically, socially, and emotionally healthy

Education

Children and youth thrive in school and are prepared for college, career, and community success

Wealth

Families are economically stable and youth succeed after high school

Housing

Families have quality, affordable, stable housing

Safety

Families live in safe, vibrant communities

Principles

Equity-focused

Community-inclusive

Disruptive of the status quo

Results driven

Empathetic to individual experiences

Consensus-oriented

Oakland proud

Together, we established long-term indicators that will be the “north star” to chart progress over time

DRAFT

Oakland’s children, youth, and families are the healthiest in the nation

Health

Children and youth are physically, socially, and emotionally healthy

- % babies born at a **low birth weight**
- % children and youth with **asthma**
- % children and youth at a **healthy weight**
- % children and youth with a **usual source of health care**
- % children and youth experiencing **chronic mental health issues***

Education

Children and youth thrive in school and are prepared for college, career, and community success

- % children **ready for kindergarten**
- % at or above **3rd grade reading level**
- **High school graduation** rate
- % students **completing a 2- or 4-year college degree** within 6 years

Wealth

Families are economically stable and youth succeed after high school

- % residents **earning a living wage** (>200% FPL)
- % **youth that are disconnected** (ages 16-24 years not in school or working)
- Median family assets

Housing

Families have quality, affordable, stable housing

- # **homeless** families
- # **under-housed** families
- % households with **severe housing cost burden** (spending >50% of income on housing)

Safety

Families live in safe, vibrant communities

- Recidivism rate*
- **Violent crime** rate (e.g., shootings, homicides, robberies)
- Juvenile **arrest** rate*
- Juvenile **incarceration** rate*

Data will be disaggregated by race/ethnicity, gender, age, system status and geography if possible

Impact Table Theory of Change – Sample Template

	What we are doing (high-level strategies and activities)	How we will know we are doing our work effectively (outputs)	What we <u>expect</u> to see in the next 1-3 years (short-term outcomes/ indicators)	What we <u>aim</u> to see in the next 3-5 years (medium-term outcomes/indicators)	How our work is contributing to the wellbeing of Oakland's children, youth, and families (indicators on the Oakland Citywide Dashboard)
Action Area 1					
Action Area 2					