SUN™ Service System Coordinating Council Meeting July 12, 2013 8:30 – 10:30 am

MEETING NOTES

Attendance

Members Present: Bill Scott (Co-Chair), Joanne Fuller, James Hiu, Josh Alpert, Pat Ryan, Nate Waas Shull, Rick Nitti, Eileen Argentina, Lee Po Cha, John Richmond, Kathy Tinkle (Alt)

Also Attending: Peggy Samolinski, Diana Hall, Matt Robinson, Jean DeMaster, Nabil Zaghloul, Mary Gay Broderick, Greg Belisle, Kamesha Robinson, Rolando Cruz, Lori Kenney

Alt = alternate member

Updates/Announcements

Kamesha Robinson, Program Specialist Diana introduced Kamesha to the Council as a new program specialist with SUN. She is a welcome addition to support the on-going expansion of SUN that has increased the need for additional staff.

Communities Supporting Youth Collaborative
Lori reported that the collaborative is working full steam toward a Fall start up for both district-wide attendance protocols and deeper, community-supported work at the six demonstration sites (announced at the June SUN Council meeting). Collaborative action teams are working with the six demonstration sites, SUN Community Schools agencies and site managers, districts and with the Ready for Kindergarten collaborative, since the two collaboratives will both be doing deeper work at three of the six sites. Communities Supporting Youth collaborative members are in the process of defining a liaison role to serve as the link between the collaborative and the six schools.

Diana noted that many collaborative members have contributed to the on-going research and design efforts, including the districts and Courtney Kappes of the Multnomah County Health Department. The districts have offered tremendous input and resources in assembling a draft tool kit for implementation of attendance protocols, which are posted on an electronic database "cloud" called Basecamp. Volunteers are working to streamline the tools and organize them so they are "user friendly." Those tools are available to anyone who wants to make use of them; however, only the demonstration sites will be receiving intensive support from the Communities Supporting Youth collaborative and have community engagement teams in place. Sheila Warren of the Portland Parent Union is offering her expertise to the collaborative on input from parents about attendance and engagement. The whole impetus behind the collaborative is to get the community involved in owning outcomes and contributing support and resources to address the issues surrounding chronic absence. The next collaborative meeting is Friday, July 19, 8:30-10:30 am, Marshall High, Room B39.

June 7th SUN Outcomes Meeting Debrief   Nate provided an update on a conversation he hosted a couple of weeks ago about leading with indicators. He invited Linda Nelson Suarez to participate in the discussion and share information on the Pathways Model, a model has every aspect of a system designed toward outcomes, including how providers are paid. In this type of a system, the outcomes would help specify the structure of the contracts.

Some funding for services in SUN is already being based on real time outcomes. Nate noted that SUN and the Levy are already mostly aligned with All Hands Raised indicators. Zeke Smith said the Pathways type of model might attract the attention of big funders like United Way. Eileen appreciated the opportunity the meeting provided to think more imaginatively. Peggy acknowledged the Pathways model is truly thinking outside the box. Peggy also noted that a deeper look at outcomes all across the system and aligning more closely with partners like All Hands Raised and possible compacts is work that is

needed (and planned) within the RFP development process. She wondered how best to move this conversation forward and whether the Council was the appropriate forum. Lee agreed that Pathways is a very good model but said that SUN is very lean now and would need a different financial model to fit with Pathways.

Conversation with Commissioner Kafoury Bill met with Commissioner Kafoury last week to discuss her interest in being more involved in the SUN Council. The County Commissioners are recognizing how much they have committed to SUN without any direct personal involvement. There is concern about the County being expected to pick up deficits when grants expire or funding gets tight. This is especially of concern when we talk about expanding into every school. There is concern about an expectation that the County's funding contributions are higher than other partners. The County would like this to be a real partnership with everyone taking mutual responsibility. Positioning SUN so that all partners can work toward outcomes such as thriving communities and anti-poverty will help establish equity in the partnership. There will be conversations with Chair Cogen about the possibility of creating a seat for Commissioner Kafoury in the Sponsor's group, which would then have a link to the SUN Council.

New Release: The Role of Community Schools in Place-Based Initiatives Diana distributed copies of a new publication of the Coalition for Community Schools, Policy Link, and the West Coast Collaborative which SUN is a part of. The booklet highlights SUN Community Schools and how this place-based initiative is serving as a key strategy within a broader initiative, the All Hands Raised Partnership. Cradle to Career initiatives, such as All Hands Raised are civic infrastructures and here locally, SUN serves as the "boots on the ground" for those efforts, which need a way to operationalize their plans. Nate concurred that SUN and All Hands Raised are very complementary. Though SUN is already doing great things compared to other places around the country, there is still much to be done if we fully live the vision of both SUN and All Hands Raised. Bill is confident that we have the capacity to resolve any roadblocks or fears people may have. He also suggested elevating the benefits to SUN and the community of the alignment with All Hands Raised.

New SUN Site at Lincoln Park David Douglas has been interviewing providers this past week for the new SUN site at Lincoln Park. They are using the process the Council determined last year. Diana expects them to select a provider in the next week.

Auditor's Report Check In

In January of this year, the Council heard a report from the 18 month audit that was conducted on SUN. Diana provided an update on response to the Auditor's recommendations and provided an overview of SUN's monitoring.

Auditor's Recommendations for the SUN Council & Staff (Clarifying comments, actions taken and actions proposed are bulleted under the headings)

    COORDINATING COUNCIL
- Continue to Examine Equity
  - Developed the Equity Index based on application of the Equity and Empowerment lens.
  - The Council and system are moving forward on application of the equity lens.
- Continue to develop guidelines prior to significant changes
  - One example of such a guideline is the process for selecting providers for new SUN sites).
- Clarify roles and responsibilities
  - The auditors noted that some Council members expressed uncertainty about their role on the Council.
  - Want to build a process into our work plan to make certain all are clear on roles/responsibilities for both the Council and the Sponsors.

- Consider doing a presentation with new Council and Sponsor members similar to our outreach visits.
  - ➢ Consult with broader community
    - Getting more parent/community/user input continues to come up; came up at the World Café.
    - Plan to get more input as part of the RFP development process.
    - Also acknowledge that SUN does a lot of outreach now.
    - Consider doing optional field trips to a few sites for the Council.
    - Combine getting parent input with a back to school night or an ice cream social. This would be a good venue for a variety of input.
    - Consider holding a World Café with parents/community/users, balancing community members with program operators.

SUN MANAGEMENT/STAFF
- ➢ Growth of the System adds workload
  - Addition of an additional program specialist (Kamesha) and the new data analyst position are a start at addressing this.
- ➢ Consider long-term contractor monitoring and evaluation
  - Don't yet have formal longitudinal evaluation.
  - Have created a new monitoring tracking process for easy year-to-year review.
- ➢ SUN should validate its data
  - Auditor thought we could do more to ensure that the same definitions are being used at all sites when gathering data.
  - New data analyst position will add capacity to help with this.
- ➢ Increased use of data could add value to the programs
  - Auditor suggested we dig deeper into the meaning of disaggregated data.
  - Continue to look for additional opportunities and examples of how to apply and use the data in meaningful ways.

SUN Service System Performance Monitoring

OUTPUTS (the things that are counted) & OUTCOMES (targets):

Monitoring of Required Outputs & Outcomes - Quarterly
- Quarterly reports are run by the Data Team and reviewed by Program Specialists. Findings are emailed to contractors with areas noted for special attention.
- Areas where there are issues arising across agencies are discussed at bi-monthly meetings with agency program supervisors.

Contract Output, Outcome and Spending - Annual
- Annual contract performance review is conducted by contractor of all outputs, outcomes, spending, and reporting. Formal letter sent with findings and required follow up actions. Actions are then tracked by Program Specialists.
  - o Each year, contractor performance overall on contractual expectations including outcome targets is strong. A few contracts each year will have a few areas where they fell short of targets. In these cases, the contractor is asked for a plan for how those areas will be addressed in the following year and follow up is tracked by SUN staff.

Annual Analysis of Educational Outcomes & Surveys
- Educational data (credits gained, benchmarks met, etc.) is gathered and analyzed in Fall.
  - o Data is disaggregated by school site, district, agency and program.
- Outcomes are shared with agencies, districts, and individual schools in late Fall. Findings are incorporated into program monitoring and annual output and outcome review.

PROGRAM MONITORING:

Program Expectations & Quality - Annual
- In-depth program monitoring conducted annually on each program. Agencies are monitored bi-annually for most programs (anti-poverty is annual).
  - A variety of tools are used to mine data.
- Monitoring reviews all contractual expectations, looks at both compliance and quality, reviews files (as applicable), and follows up on output and outcome areas.
  - Always thinking of quality, such as creating a Youth Development Mediary or self assessment and monitoring techniques.
  - Nate voiced support for internal self assessment, aside from monitoring, particularly with the new RFP.
- A monitoring report with a compliance rating and findings is sent to agencies. Depending on findings, the agency may have to respond with a plan for addressing issues.

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Longitudinal Monitoring of Contractor Performance
- New structure created in 2013 to make cross-year performance easier to track.

Sponsor's Meeting

At the June Sponsor's meeting, Sponsors indicated interest in meeting more often, possibly as much as every other month. We are aiming to meet three times over the next year, setting dates to coincide with key budget decisions: October, February and June. Staff will be identifying topics to cover at each meeting and ensuring that work groups are getting work completed on a schedule that meshes with those meetings. Josh confirmed that the Mayor is interested in getting more involved. Eileen suggested we consider the timing of State forecasts with the proposed February meeting. Our work with Sponsors regarding funding will likely happen in stages given there is funding for Parks sites for the next two years but only for one year for the pass through. As another way to keep Sponsor's connected to our work, Bill suggested that the Council send a quarterly memo to Sponsors, detailing what the Council is working on.

Commissioner Fritz voiced interest in convening a group to discuss funding for expanding SUN to every school at the Sponsor's meeting. Lori is working with staff to get this scheduled. Other follow up includes connecting with United Way regarding their desire to play a bigger role with SUN and with Erinn Kelley-Siel about her interest in being more engaged with SUN. Susan Meyers is scheduling discussions to talk about better alignment with health and mental health. We will also be discussing opportunities for engagement with Early Learning.

Next Steps:
- ➤ *Staff will develop a draft memo to go to Sponsors.*
- ➤ *Staff will set Sponsor Meetings for the next year and work with Commissioner Fritz to convene a process to discuss funding for SUN expansion.*

SUN RFP Planning Process

Peggy reported on the *Here Comes the SUN Café* conversation that was held in early July. The structured conversation was based around three broad questions covering the system structure, unmet needs for both clients and the community and improving access. Approximately 60 participants engaged in the discussion, interacting with people they don't usually work with. Invitees were senior management and supervisory staff, rather than those working on the ground. Peggy shared the output produced by the graphic recorder that was engaged for the event (see attached).

Council members had the following input regarding the process:
- Great to have the broad representation of many points of view from people from different areas.
- It would have been good to have more parents there to give input into what isn't working well in the system.
- Have a deeper conversation about what happens when a family moves from one district to another and their access points change. The differences between the different access points can be difficult for families to negotiate.
- Is the culturally specific access consistent across different entry points?
- Provide outreach and services such as food stamps to families at the school after school. Do outreach where the families congregate.
- Ethan Seltzer is doing consulting work on engagement for the Knight family and may learn things that are of value to our work.
- Issue of SUN over promising that it is capable of fixing everything. SUN cannot be all things to all people. Need to moderate expectations of being able to solve all social problems. SUN's strength is fostering engagement. SUN cannot solve homelessness with our current level of funding but we can connect folks to the homeless youth system. Our role is to develop relationships, organize information and link people with resources.
- For the RFP, design the system to prioritize around SUN's role.

SUN Evaluation Input

Peggy asked Council members for input on what we should focus on with the one-time $50,000 allocation of County funding for an evaluation of SUN Community Schools. She suggested two options are likely: a longitudinal look at a group of students over time to monitor the impact of participation in SUN on their academic performance; or a quasi-experimental evaluation of two groups of similar youth, one group that is participating in SUN and one that is not, and monitoring whether SUN participation contributes to positive outcomes. (This is the model that was used for the recently completed High School study.)

Peggy suggested a list of questions that have come up over time, and the group considered those and added additional ideas.

- Are we serving the right students?
- Does length of service matter?
- SUN CS outcomes look good on their own, but compared to what?
- Does participation in SUN community schools matter?
- How do outcomes look by agency, by race and ethnicity?
- Are we measuring the right things?
- Do the types of activities students participate in contribute to outcomes? How?
- Look at high school completion with a comparison group.
- Did youth who participate in SUNCS end up in the justice system? At what rate?
- Measuring the impact of SUNCS participation on Elementary and Middle School students compared to a control group. How do they do in High School?
- Measure referrals to other SUN approved services. How many SUN folks engage in anti-poverty and other SUN System services?
- How does SUN impact a student's career path?
- What is the state of the art in evaluation? Do we capture context and/or collective impact?
- Pilot a youth quality program investment, a quality case study. How might that impact services?
- If kids are not engaged, they definitely won't succeed. If they are at school, are they actually learning? Achievement measures.
- How does SUN impact poverty in the long run?
- Like the idea of a longitudinal study of a cohort of kids that measures whether SUN changes the trajectory for kids.
- Which questions might impact the RFP?

- What type of evaluation can impact practice?
- Look at the impact of the length of tenure of the site manager.

Joanne suggested that Peggy clarify with an evaluator what can be done for $50,000. We would likely not be able to get answers to all the above questions but will keep all in mind for future research. There was some discussion about the County's motive in allocating the funding. Peggy pointed out that the funding was awarded specifically to consider the impact of SUNCS, in part to consider some of the many questions that have been raised over the years about the efficacy of the Community Schools. Staff will engage in more conversation and bring back an update at a meeting in the early fall.

Upcoming Council Meeting Dates/Times:

Next Coordinating Council Meeting:
Friday, September 6, 2013
8:30 – 10:30 a.m.
Multnomah Building, Room 112
501 SE Hawthorne

Future Coordinating Council Meetings*:
(*All are from 8:30-10:30 a.m. unless noted otherwise)
Friday, October 4, Room 112
Friday, November 1, Room 112
Friday, December 6, Room 112

Communities Supporting Youth Collaborative
September 20, 8:30 – 10:30 am
8:00 am newcomer orientation
Marshall High School, Room B39
3905 SE 92st Avenue, Portland 97266

Every School a SUN CS Workgroup
Friday, September 27, 2013
10:00 – 11:30 a.m.
Multnomah Building, Room 635