

# Agenda Report

November 17, 2014

**TO:** Honorable Mayor and City Council

**FROM:** Human Services and Recreation Department

**SUBJECT: APPROVAL OF THE GOVERNANCE STRUCTURE FOR COLLABORATE PASADENA, FORMERLY KNOWN AS THE SCHOOL/CITY/COMMUNITY WORK PLAN**

**RECOMMENDATION:**

It is recommended that the City Council:

1. Find that the recommended action is exempt from the California Environmental Quality Act (CEQA) pursuant to State CEQA guidelines per Section 15061(b)(3); and
2. Approve the governance structure for Collaborate PASadena, formerly known as the School/City/Community Work Plan.

**BACKGROUND:**

On February 19, 2013, the Pasadena Unified School District's (PUSD) Board of Education and Pasadena City Council approved the School/City/Community Work Plan (SCCWP) with the understanding that intentionally aligning work efforts, and organizational resources at all levels, is necessary to prepare children and youth for success in school and in life. A primary directive of the SCCWP was to focus on finding new and more effective ways to allocate existing resources that will lead towards systemic change in service delivery, and ultimately better student outcomes. Such change is essential to ensuring resources are sustained over time, and services continuously improve to address the needs of Pasadena's children, youth and families. In this way, the SCCWP reshapes how decision-makers, professionals and practitioners engage their work.

The first year of the SSCWP's implementation was overseen by School/City and Pasadena Educational Foundation (PEF) staffers who collaborated with seven Result Work Teams (Teams). Flintridge Center provided facilitation assistance. The Teams identified gaps and duplications in services and developed strategies for action to move

collectively towards the shared results. This informal governance structure allowed time for the School/City and Community partners to learn how best to communicate jointly and work collaboratively.

At the February 24, 2014 Joint Meeting, both the Pasadena Unified School District's Board of Education and Pasadena City Council approved the recommendation to convene a joint Ad Hoc Committee to develop a formal governance structure for the School/City/Community Work Plan. The 2013-14 Year 1 Progress Report outlined a preliminary governance structure concept developed in conjunction with the Result Work Teams, which affirmed the need for a defined governance structure to move forward in Year 2. School Board President Renatta Cooper appointed Board Members Kimberly Kenne and Tom Selinske to represent PUSD and Mayor Bill Bogaard appointed Council Members John J. Kennedy and Terry Tornek to represent the City Council. The Ad Hoc Committee met over the course of the summer and early fall with School/City/PEF staffers, and Flintridge Center staff, who facilitated the conversations, to develop the proposed governance model.

The Governance Ad Hoc Committee was tasked with clarifying the mission and vision of the SCCWP, developing operating principles, identifying tiers of governance including membership and roles, and a framework for ongoing evaluation. The Ad Hoc Committee extended the conversations to community partners; hosting one meeting with key community leaders previously involved in the SCCWP creation; and another meeting open to the larger community. These meetings were designed to share out the work underway, gain feedback and incorporate suggestions to strengthen the model. The Ad Hoc Committee concluded its work in late October 2014. According to the 2013-14 Progress Report, the final recommendation for governance is to be brought forward by the Ad Hoc Committee to a meeting of the Board of Education and City Council for approval before implementation. This item is being considered at the November 20, 2014 Board of Education Meeting.

### **COLLABORATE PASADENA**

The SCCWP was renamed Collaborate PASadena (PAS represents Pasadena, Altadena and Sierra Madre). The new name was selected to ensure the other cities that make up the Pasadena Unified School District are clearly captured in the effort. The initiative is a framework to help organizations and individuals come together to collaborate around a shared vision, to develop new partnerships and strengthen existing ones, to ensure communication around efforts to improve results/outcomes, to brainstorm new solutions and to identify roadblocks to success (see attachment A).

The proposed governance structure features tiers of collaboration including a Leadership Council and four Result Work Teams supported by backbone of staff and professional facilitators. The Teams are organized around the four desired results and include:

- 1) Early Developmental Needs of Children 0-5 are Met;
- 2) Students are Actively Learning in School and Community;
- 3) Children and Families are Physically, Mentally, Socially and Emotionally Healthy; and
- 4) Children and Families Live in a Safe, Economically Stable and Supportive Environment.

These Result Areas were established in the Year 2 Progress Report. The Leadership Council consists of approximately 15 members who are selected through a defined process. The membership consists of high level decision makers from PUSD and elected officials, from the cities of Sierra Madre, Pasadena and the Town of Altadena, serving alongside business, faith-based, non-profit, youth and parent leaders. Selection of the business, faith-based, parent and youth representation will arise from the Result Work Teams, who will head up the appointments to the Leadership Council. The role of the Leadership Council is to approve population outcomes for the result areas, communicate to their respective organizations on efforts underway and approve indicators for each outcome, to name just a few of their functions. A Chair for each Team will be appointed by the representative group. The Collaborate PASadena Coordinator and Facilitators along with the core School/City staff team will help serve as backbone support to the Leadership Council and Result Work Teams. The backbone staff will assist in aligning resources, community engagement, meeting design, to name just a few of their functions. Membership of the Result Work Teams consists of anyone who wishes to join. Each Team will appoint a voluntary Chair to help with meeting design and communication. A sampling of the roles of the Result Work Teams includes identifying problems and issues in the school/communities, along with possible solutions, and to select indicators to drive towards results for the Leadership Council to approve. The proposed structure was created to ensure ongoing collaboration, communication and review of strategic priorities.

The process of assessing and monitoring progress toward these results is based in part on Results-Based Accountability and continues to draw upon the Community School's framework, a nationally recognized model that informs this type of work. Other resources drawn upon to help the effort take shape, include resources provided by the National League of Cities and the Collective Impact Forum. First adopted by the Pasadena Board of Education at the March 2012 Joint Meeting, Community Schools use public schools as hubs and bring together many partners to offer a range of supports and opportunities to children, youth, families and communities. Partners work to achieve these results. Collaborate PASadena is aligned with these efforts but also provides a systematic way for communities to assess whether actions are having the desired results for children, youth and families and to make improvements informed by data and stakeholder input.

### **NEXT STEPS**

If the proposed governance structure Collaborate PASadena is approved, steps to begin implementation will commence immediately with issuing a Request for Proposal for professional services for the Collaborate PASadena Coordinator and two Facilitators. The Collaborate PASadena Coordinator is responsible for convening the Leadership Council and the four Working Groups, overseeing the facilitators, providing for community engagement, data collection and preparing the annual report card for the Joint Meeting of the Board of Education and City Council. The role of the facilitators is to manage and facilitate meetings of the Working Groups, including responsibility for meeting design, charting input, taking and distributing minutes. It is anticipated that some form of the Leadership Council will convene sometime in December or January. A community outreach meeting to re-engage stakeholders, parents and youth in the effort will occur in January. The website will be retooled to reflect the effort and how to become a part of it by January 2015. Total rollout of the initiative is planned for February 2015 with the backbone support staffing, Leadership Council and Result Work Team members in place.

### **ENVIRONMENTAL ANALYSIS:**

The proposed project is exempt from CEQA per Section 15061(b)(3), the General Rule. CEQA applies only to projects that have the potential for causing a significant effect on the environment. The General Rule can be applied when it can be seen with certainty that the activity will not have a significant effect on the environment. The proposed project will not have a significant effect on the environment, and therefore is not subject to the provisions of CEQA.

**FISCAL IMPACT:**

If the proposed governance structure is approved, the cost to implement Collaborate PASadena for the remainder of FY15 is \$50,000, which is to be jointly offset by PUSD and the City. The City's cost is \$25,000. As part of the upcoming request to amend the operating budget (budget clean-up report), staff will request a new appropriation to cover the City's share of these professional service positions. Funds will be used to support a Collaborate PASadena Coordinator and two facilitators, which are contract positions requiring specific levels of expertise in meeting facilitation and design, community engagement, and data collection and evaluation. These positions, combined with the leadership in the proposed governance model, will form the transitional backbone structure for the effort. Both PUSD/City will continue to align existing resources to support Collaborate PASadena. A recent example includes working jointly in bringing together communication and marketing assets to support the effort.

City and PUSD funds allocated to support these positions will be administered by PEF, under an MOU with the City, will contract directly with the Coordinator and Facilitators and assist in procuring services, overseeing and evaluating the agreement with providers. City funds will be allocated to PEF for this purpose. The Leadership Council will have approval for final selection of the Collaborate PASadena Coordinator and Facilitators and, together with Result Work Team, will evaluate effectiveness of services.

A budget for FY16 is being developed for this effort which is estimated to be approximately \$150,000, with costs to be shared by PUSD and the City. The budget will be evaluated further during the initial phase of implementing Collaborate PASadena using the transitional structure in place. The budget is based on a 40-hour work week for the Coordinator, which may be modified after the initial startup phase, if the proposed governance model is approved. The Facilitators are budgeted based on actual meetings supported. This review time will allow the Leadership Council and staff to evaluate its effectiveness and more specifically identify roles and functions as the initiative rolls out. Budget considerations for FY16 will be brought forward at the Joint Board of Education and City Council meeting in 2015.

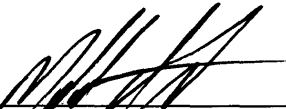
Respectfully submitted,



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MERCY SANTORO  
Director, Human Services & Recreation

Approved by:



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MICHAEL J. BECK  
City Manager

Attachments: A-What is Collaborate PASadena  
B-Overview