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## HUMAN SERVICES COMMITTEE MEETING

**Thursday, September 25, 2014**  
**Market Station Offices**  
**500 Market Street, Suite 200**  
**Round House Conference Room**  
**5:30pm – 6:30pm**

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes of March 20, 2014
5. New Business
  - a. Retreat Planning around Results Based Accountability concept
6. Old Business
  - a. Update on Priority Issues and Ongoing Projects
  - b. Vacancy on Committee - Recommendations
7. Matters from the Committee
8. Matters from Staff
9. Matters from the Floor
10. Adjournment

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**INDEX OF**  
**CITY OF SANTA FE**  
**HUMAN SERVICES COMMITTEE MEETING**

**September 25, 2014**

<b><u>ITEM</u></b>	<b><u>ACTION</u></b>	<b><u>PAGE (S)</u></b>
<b>CALL TO ORDER</b>		<b>1</b>
<b>ROLL CALL</b>	<b>Quorum</b>	<b>1</b>
<b>APPROVAL OF AGENDA</b>	<b>Approved [as amended]</b>	<b>1</b>
<b>APPROVAL OF MINUTES OF: March 20, 2014</b>	<b>Approved [as submitted]</b>	<b>1</b>
<b>NEW BUSINESS</b>		
a. Mayor's Children, Youth & Family Community Cabinet Report		2-3
b. Retreat Planning around Results Based Accountability Concept Informational/Discussion		3-4
<b>OLD BUSINESS</b>		
a. Update on Priority Issues and Ongoing Projects		4
b. Vacancy on Committee – Recommendations		5
<b>MATTERS FROM THE COMMITTEE</b>	<b>None</b>	<b>5</b>
<b>MATTERS FROM STAFF</b>	<b>None</b>	<b>5</b>
<b>MATTERS FROM THE FLOOR</b>	<b>None</b>	<b>5</b>
<b>ADJOURNMENT</b>	<b>Adjourned at 6:50 p.m.</b>	<b>5</b>

**MINUTES OF THE**  
**CITY OF SANTA FE**  
**HUMAN SERVICES COMMITTEE**  
**MEETING**

**Santa Fe, New Mexico**

**September 25, 2014**

A meeting of the City of Santa Fe Human Services Committee was called to order by Betty Ann Rose, Chair on this date at 5:40 p.m. at Market Station Offices, 500 Market Street, Suite 200, Round House Conference Room, Santa Fe, New Mexico.

Roll Call indicated the presence of a quorum for conducting official business as follows:

**MEMBERS PRESENT:**

Betty Ann Rose, Chair  
Kathleen Rowe  
Dorothy Shepherd  
Steve Shepherd

**MEMBER(S) ABSENT:**

Shirlee Davidson, excused  
Marizza Montoya-Gansel, excused  
Richard Tavares, resigned

**STAFF PRESENT:**

Terrie Rodriguez, Youth and Family Services Division Director  
Chris Sanchez, Children and Youth Commission Program Manager

**OTHERS PRESENT**

Jeff Green, visitor  
Jo Ann G. Valdez, Stenographer

**APPROVAL OF AGENDA**

A report on the Mayor's Children, Youth and Family Community Cabinet was added to the agenda under New Business, as Item A. Therefore, Item A (*Retreat Planning around Results Based Accountability Concept*) will move down to be Item B.

**Mr. Shepherd moved to approve the Agenda as amended. Ms. Rowe seconded the motion. The motion passed unanimously by voice vote.**

## **APPROVAL OF MINUTES: March 20, 2014 Meeting**

**Ms. Rowe moved to approve the Minutes of the March 20, 2014 meeting as submitted. Mr. Shepherd seconded the motion. The motion passed unanimously by voice vote.**

## **NEW BUSINESS**

### **a. Mayor's Children's Youth & Family Community Cabinet Report**

Chris Sanchez spoke about the new Mayor's Children's Youth and Family Community Cabinet. The Cabinet is a collaborative governance structure that seeks to promote coordination across local agencies to improve the wellbeing for babies, children, youth and families without our community.

The Mayor's goal is to create a strong and effective Cabinet to improve coordination and efficiency across local levels of government, private sector and community; mobilize resources and identify priorities for children and families; facilitate a holistic approach to serving children and families and strengthen partnerships with nonprofit and private sectors.

Mr. Sanchez noted that the State of New Mexico was nationally ranked 49<sup>th</sup> for the overall wellbeing of children and youth, as reported by the New Mexico Voices for Children. The City of Santa Fe has taken a proactive approach at conducting an in-depth review of the challenges that face babies, children and youth with the community. The City has identified that although there are many community organizations, government and private entities, all working in specific areas, there is no coordinated approach or true alignment of funding, services and programs.

Mr. Sanchez said they want to keep the vision and system simple by having the families/children at the middle of the table, come together and see how we can work with the families and children to support their needs.

### **Development of a Collective Impact Team:**

Mayor Gonzales is taking a proactive leadership role in developing and implementing a City of Santa Fe Executive Leadership Cabinet built on the foundation of collective impact. The list of the proposed Executive Leadership Team was distributed. Membership of the Cabinet will include public and private stakeholders with authority over the agencies, resources and programs to have an impact on child and family creating better outcomes. Please see Exhibit "A" for the specifics of the proposed Executive Leadership Team. Copies of the *City of Santa Fe Children and Youth Commission Ends/Results Framework Mission* handout were also distributed.

Mr. Sanchez reported as follows:

#### **Priority Focus Areas:**

- Early Childhood

- Re-engagement of disconnected youth
- Leadership and Mentorship Development
- Workforce Development and Career Pathways
- Poverty

**Priority process outcomes:**

- Development of shared key indicators
- City-wide resource mapping
- Realignment of services, programs and funding
- Data Collection and Reporting

**Priority community outcomes:**

- Increase in Prenatal Care
- Kindergarten Ready
- Increase in 3<sup>rd</sup> and 4<sup>th</sup> grade Reading and Math Proficiency
- Decrease in teens not in school and not working
- Decrease in truancy
- Increase in career pathways through traditional or nontraditional schooling and apprenticeship programs.
- Decrease in teens who abuse alcohol or drugs
- Increase in mental health access for high-risk/high needs children and teens.

Mr. Sanchez said they firmly believe that if they do this correctly by bringing this team together, they can have a set focus on areas throughout the community; have a way to develop a measurement system; and begin to look at the community outcomes.

Mr. Sanchez asked if there were any questions.

Mr. Shepherd asked if they are going to look at the fragmentation of all of the providers.

Mr. Sanchez said yes, absolutely. They want to look at how they can make it easier for people to have accessibility to services.

Ms. Rodriguez mentioned that she distributed copies of the *Results and Performance Accountability, Decision-Making and Budgeting* workshop materials that is done by the Fiscal Policy Studies Institute. Please see Exhibit "B" for the specifics.

She said the first thing is choosing a common language-making sure that we talk the same language and being on the same page. There are too many terms, too few definitions and too little discipline.

**a. Retreat Planning around Results Based Accountability Concept**

Ms. Rodriguez would like the Committee to review the Request for Proposal and look at the priorities and identify what the Committee wants to look at as the outcomes. Also, look at the indicators and how they would like to measure them.

Mr. Sanchez noted that they have allocated some dollars that will go into five organizations that have been selected to help develop the data reporting/tracking system. They will help develop the infrastructure to collect the data.

Ms. Rodriguez said there are a couple of data teams that they will be looking at and one is the data team that is working through the Santa Fe Community Foundation. She noted that Kathleen Rowe has offered to work with them on the data team process.

She mentioned that the Santa Fe Institute is willing to work with them. She said she will bring the data and indicators that they find to the Retreat.

The Retreat was tentatively scheduled for either December 6, 2014 or December 13, 2014 (both are Saturdays) at the Market Station Office, Round House Conference Room.

## **OLD BUSINESS**

### **a. Update on Priority Issues and Ongoing Projects**

Ms. Rodriguez provided an update on the priority issues and ongoing projects. She said the Data Team is an important piece in supporting the Mayor's Children, Youth and Family Community Cabinet.

Ms. Rodriguez said there is an interesting process that is going on and being pulled together by Judge Marlowe-Sommers that is called the Santa Fe Behavioral Health Alliance. Judge Marlowe-Sommers set up six different subcommittees for ways that people can get behavioral health services –things like treatment, etc. One of them has to do with the courts because she continues to see people come back over and over again through the court system because they are not getting the mental health services that they need to stay out of jail. They are also looking at the onerous guardianship process. They have brought together the HMOs (Molina, Lovelace, etc.) to the table as well to talk about their processes. The Alliance is ready to formulize their process and do a report.

Ms. Rodriguez gave an update on LEAD, noting that LEAD has a Memorandum of Understanding between the City, the County, the District Attorney's and the Law offices of the Public Defender. At this time there are seven LEAD participants.

Ms. Rodriguez noted that she attended the monthly meeting for this year's contract for the Santa Fe Recovery Opportunity Center. She has requested that the Center make a presentation to City Council and this will be done on October 8<sup>th</sup>, before they open the Winter Shelter. They will also meet with the Fire Department staff about response protocols, possibly looking at better ways to respond to calls from the Recovery Opportunity Center. The Fire Department has to respond to all 911 calls from the Center.

Ms. Rodriguez noted that Councilor Rivera will be sponsoring a resolution that will be presented to City Council on October 8<sup>th</sup> to look at things like whether the space for the Center is effective, whether or not to move the Center and whether there is collaborative going on.

Ms. Rodriguez noted that the Children, Youth and Families Department has received a "Communities of Care" grant to work on wrap around services for youth.

**b. Vacancy on Committee-Recommendations**

Richard Tavares has signed from the Committee. The Committee Members were asked to consider prospective candidates to fill the vacancy. A representative in behavioral health is preferred.

**MATTERS FROM THE COMMITTEE**

There were no matters from the Committee.

**MATTERS FROM STAFF**

There were no matters from staff.

**MATTERS FROM THE FLOOR**

There were no matters from the floor.

**ADJOURNMENT**

Having no further business to discuss, Ms. Shepherd moved to adjourn the meeting, second by Ms. Rowe, the meeting adjourned at 6:50 p.m.

Approved by:

  
Betty Ann Rose, Chair

Respectively submitted by:

  
Jo Ann G. Valdez, Stenographer

## Mayor's Children, Youth and Family Community Cabinet

✓ The State of New Mexico was nationally ranked 49<sup>th</sup> for the overall wellbeing of children and youth, as reported by the New Mexico Voices for Children. The City of Santa Fe has taken a proactive approach at conducting an in-depth review of the challenges that face babies, children and youth with the community. We identified that although there are many community organizations, government and private entities, all working on specific areas, there is no coordinated approach or true alignment of funding, services and programs.

### Development of a Collective Impact Team:

Mayor Gonzales is taking a proactive leadership role in developing and implementing a City of Santa Fe Executive Leadership Cabinet built on the foundation of collective impact:

- Create a common agenda:
  - Shared vision for change
  - Common understanding of the problem and a joint approach to solving it through agreed upon actions
- Create a shared measurement system:
  - Collecting data and measuring results consisting of agreed upon shared
    - indicators at the community level
  - Measuring and reporting
  - Increase efficiency and reduce cost
  - Improve quality and credibility
- Mutually Reinforcing Activities:
  - Depends on a diverse group of stakeholders working together
  - Encouraging each participant to undertake the specific set of activities
  - Power of collective impact comes from the coordination of their differentiated activities through mutually reinforcing plan of action
- Continuous Communication:
  - Recognize and appreciate the common motivation behind different efforts
  - Decision will be made on the basis of objective, evidence based and best possible solution to the problem, not to favor the priorities of one organization over another
  - Creating common vocabulary



- **Backbone Support Organization:**

- Coordination
- Supporting Infrastructure
- Dedicated staff
  - Plan
  - Manage
  - Support the initiative through on-going facilitation, technology and communication support, data collection and reporting
  - Handling of myriad logistical and administrative details needed for the initiative
  - Project Manager, Data Manager and Facilitator

- **Funding Collective Impact:**

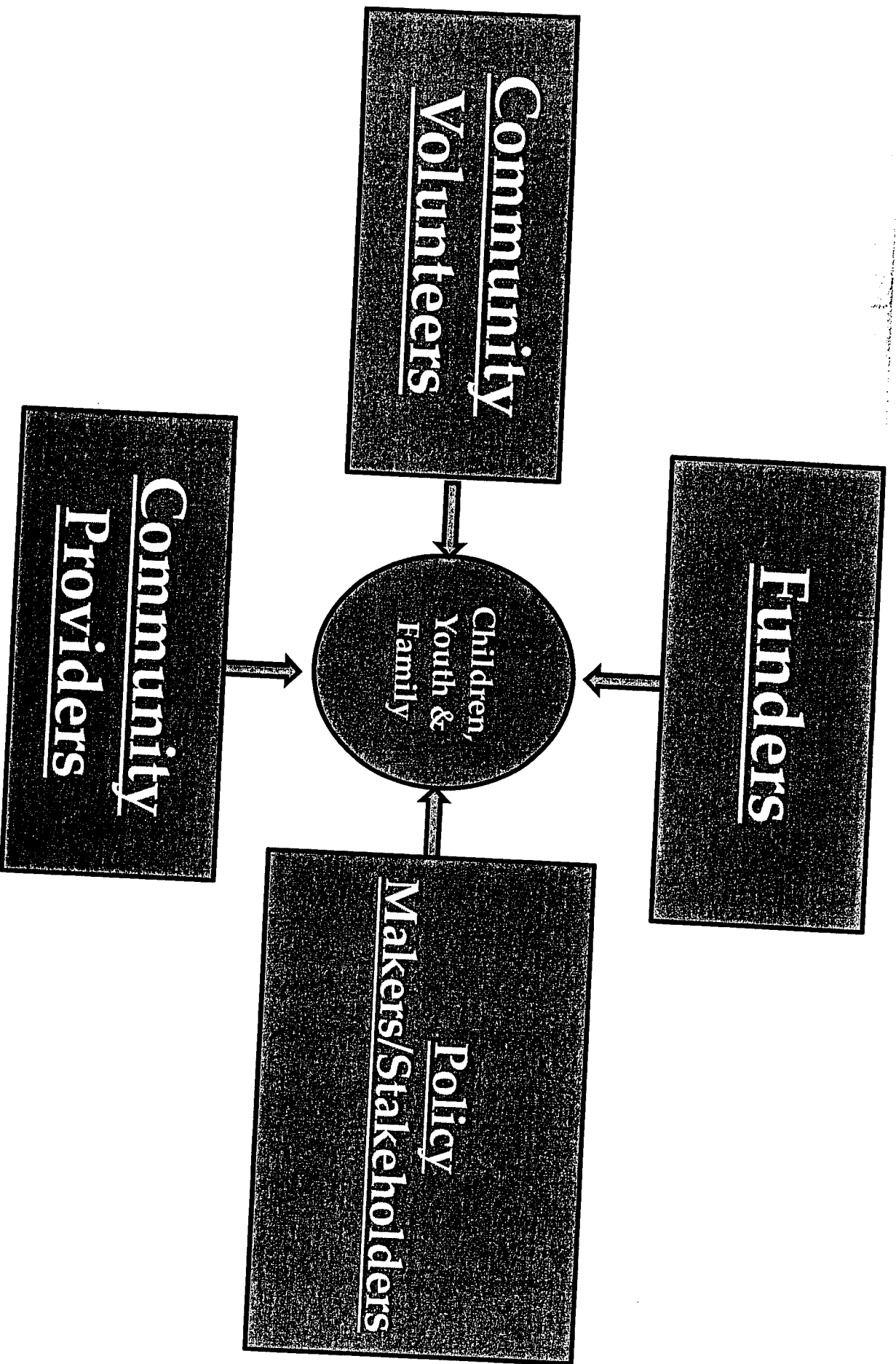
- Invest sufficient resources
- Leverage funding
- Realign funding

**Proposed Executive Leadership Team:**

- Mayor – Javier Gonzales
- City Councilor – Carmichael Dominguez
- Children’s Court Judge – Mary Marlowe Sommers
- Children and Youth Commission Chair – Acting Chair Jill Reichman
- Regional Juvenile Justice Board Chair – Mary Marlowe Sommers
- Human Services Committee Chair – Betty Rose
- Santa Fe Community Foundation – Jerry Jones
- SFPS – Superintendent Joel Boyd
- Santa Fe Community College – President Randy Grissom
- Brindle Foundation – Kim Straus
- McCune Foundation
- NM Children and Youth Families Department (Juvenile Justice Services, Protective Services, Early Childhood) – Secretary/Deputy Secretary
- NM Workforce Development – Secretary/Deputy Secretary
- NM Public Education Department – Secretary/Deputy Secretary
- Santa Fe County Commissioner Chair -
- Christus St. Vincent’s Hospital – Kathy Armijo Etre, Vice President
- Business Community
- Chamber of Commerce
- Community Providers

## **Cabinet Points**

- Our Cabinet is a collaborative governance structure that seeks to promote coordination across local agencies to improve the wellbeing for babies, children, youth and families within our community.
- My goal is to create a strong and effective Cabinet to improve coordination and efficiency across local levels of government, private sector and community; mobilize resources and identify priorities for children and families; facilitate a holistic approach to serving children and families and strengthen partnerships with nonprofit and private sectors.
- Membership in the Cabinet will reflect our mission by including public and private stakeholders with authority over the agencies, resources and programs to have an impact on child and family creating better outcomes.
- My vision for the Cabinet is as follows:
  - Develop and implement a shared vision across agencies for improving children and family outcomes;
  - Improve the City's economy and prospects for competition in the job-market by investing in the education and skills of children, the city's future workforce;
  - Foster public awareness of mayor children's issues;
  - Engage new partners in public efforts to serve children and their families;
  - Build long-term commitment to children's issues in our community;
  - Foster coordination among stakeholders at the local, state, and national level to inform and empower decision-makers;
  - Produce cost-savings, increase efficiency, and improve service delivery and effectiveness



- Community Members

**Priority Focus Areas:**

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**Priority Process Outcomes:**

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- Increase in career pathways through traditional or nontraditional schooling and apprenticeship programs.
- Decrease in teens who abuse alcohol or drugs
- Increase in mental health access for high-risk/high needs children and teens

EXHIBIT

tabbles

B

# Results and Performance Accountability, Decision-making and Budgeting

## Workshop Materials

Fiscal Policy Studies Institute  
Santa Fe, New Mexico

[www.resultsaccountability.com](http://www.resultsaccountability.com)  
[www.facguide.org](http://www.facguide.org)

# Choosing A Common Language

First Words About Language Discipline

Discussion Materials

Fiscal Policy Studies Institute

# Results vs. Performance Accountability

## Results and Indicators

are about

the Well-being of

**Whole Populations**

## Performance Measures

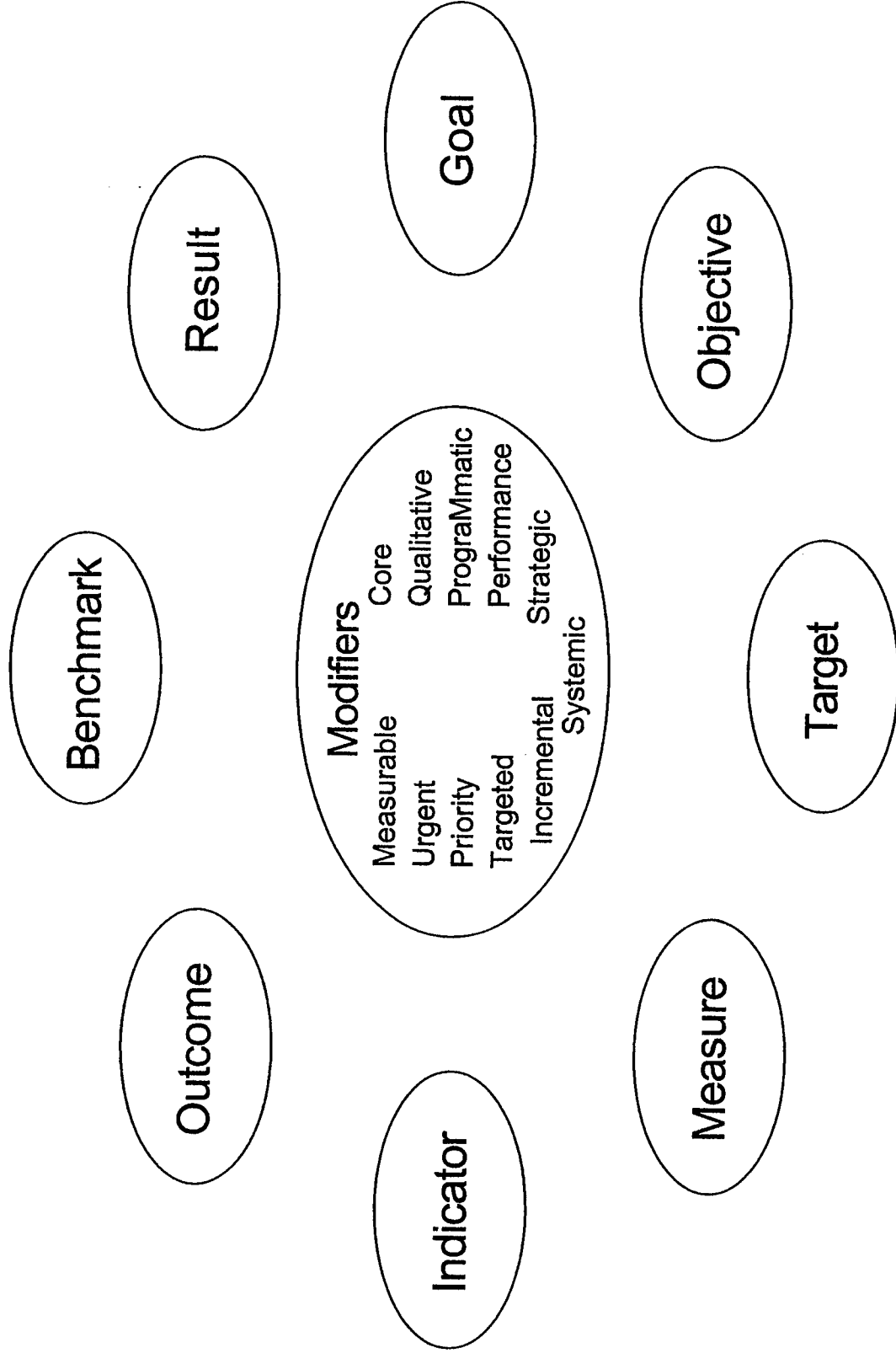
are about

the Well-being of

**Client Populations**

# THE LANGUAGE TRAP

Too many terms. Too few definitions. Too little discipline.<sup>1/</sup>



<sup>1/</sup> Sit up straight. Pay attention. Don't talk with your mouth full.



# Definitions

## RESULT or OUTCOME

A condition of well-being for children, adults, families or communities.

For example: Children born healthy, Children succeeding in school, Self-sufficient families, Safe communities, Clean Environment, Prosperous Economy

## INDICATOR or BENCHMARK

A measure which helps quantify the achievement of a result.

For example: Rate of low birth-weight babies, rate of high school graduation, crime rate, air quality index, unemployment rate

## PERFORMANCE MEASURE

A measure of how well a program, agency or service system is working.

Three types:

- |                           |   |
|---------------------------|---|
| 1. How much did we do?    | e.g. # of customers served              |
| 2. How well did we do it? | e.g. police response time, unit cost    |
| 3. Is anyone better off?  | e.g. % of clients who get and keep jobs |
- (CUSTOMER RESULTS)

FPSI

# Results Based Decision Making and Budgeting

Discussion Materials

Fiscal Policy Studies Institute

Placer County, California

OUTCOMES  
for Children

SAFE

HEALTHY

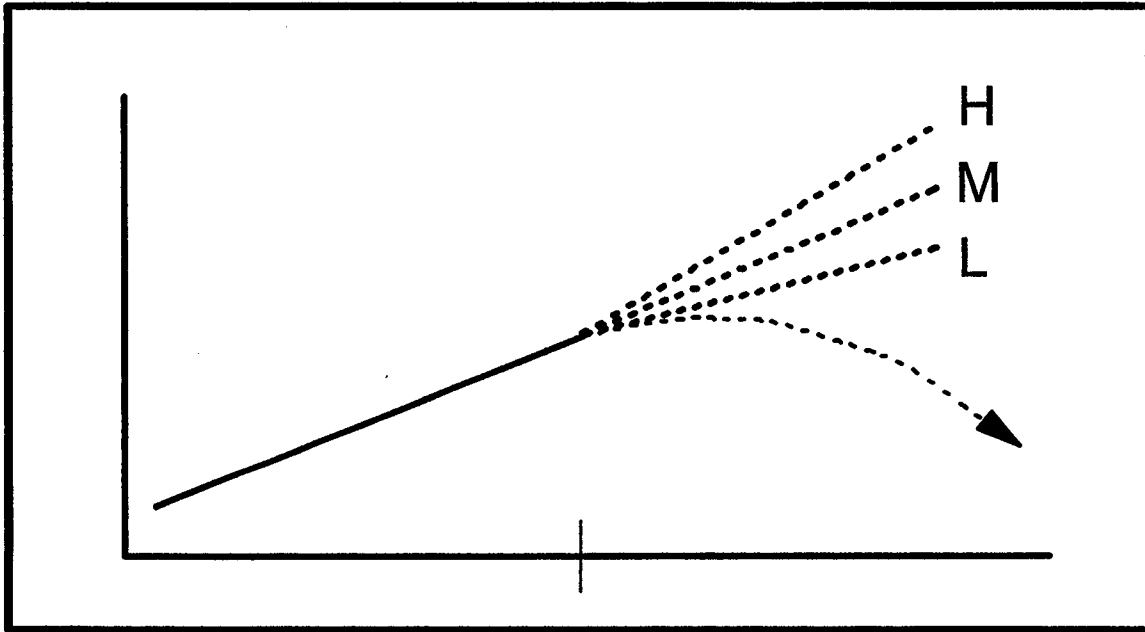
AT HOME

IN SCHOOL

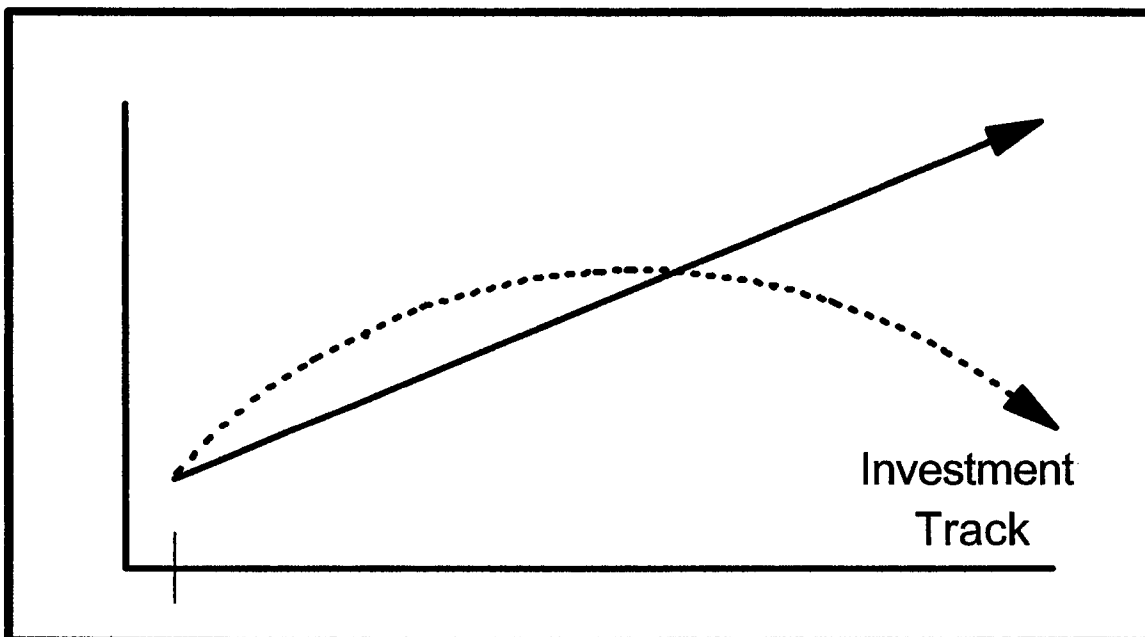
OUT OF TROUBLE

# BASELINES

## Indicator Baseline



## Cost of Bad Results Baseline

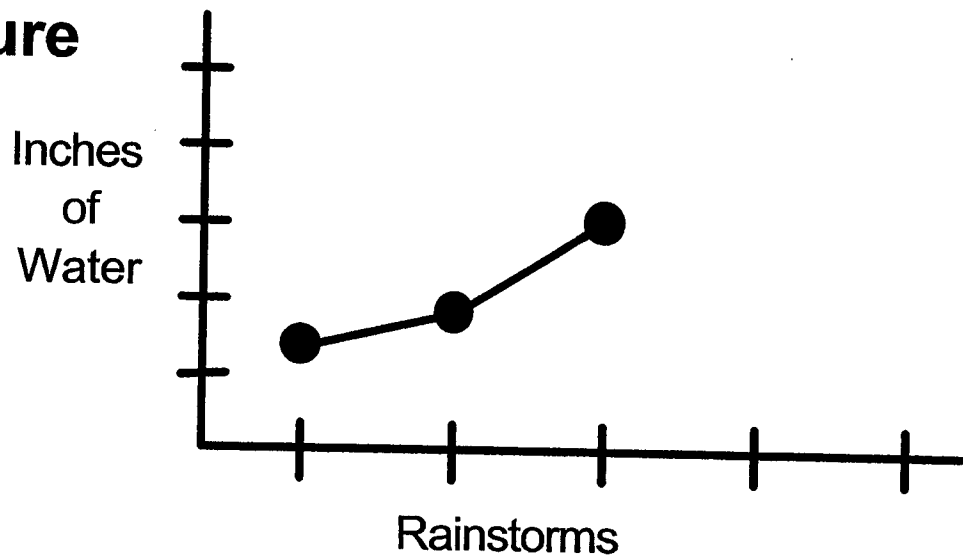


# Leaking Roof

(Results thinking in everyday life)

**Experience**

**Measure**



**Story behind the baseline (causes):**

**Partners:**

**What works:**

**Action Plan:**



Criteria for  
***Choosing Indicators***  
as Primary vs. Secondary Measures

***Communication Power***

Does the indicator communicate  
to a broad range of audiences?

***Proxy Power***

Does the indicator say something  
of central importance about the result?

Does the indicator bring along  
the rest of the data "herd"?

***Data Power***

Quality data available  
on a timely basis?

# Indicator Lists

## Part 1: Primary Indicators

- 2 or 3 or 4 "Headline" indicators
- What this outcome "means" to this community
- Meets the public square test

## Part 2: Secondary Indicators

- Everything else (Nothing is wasted)
- Used later in the "What Works" process

## Part 3: Data Development and Infirmary

- Things we wish we knew
- Data in need of repair (quality, timeliness etc.)

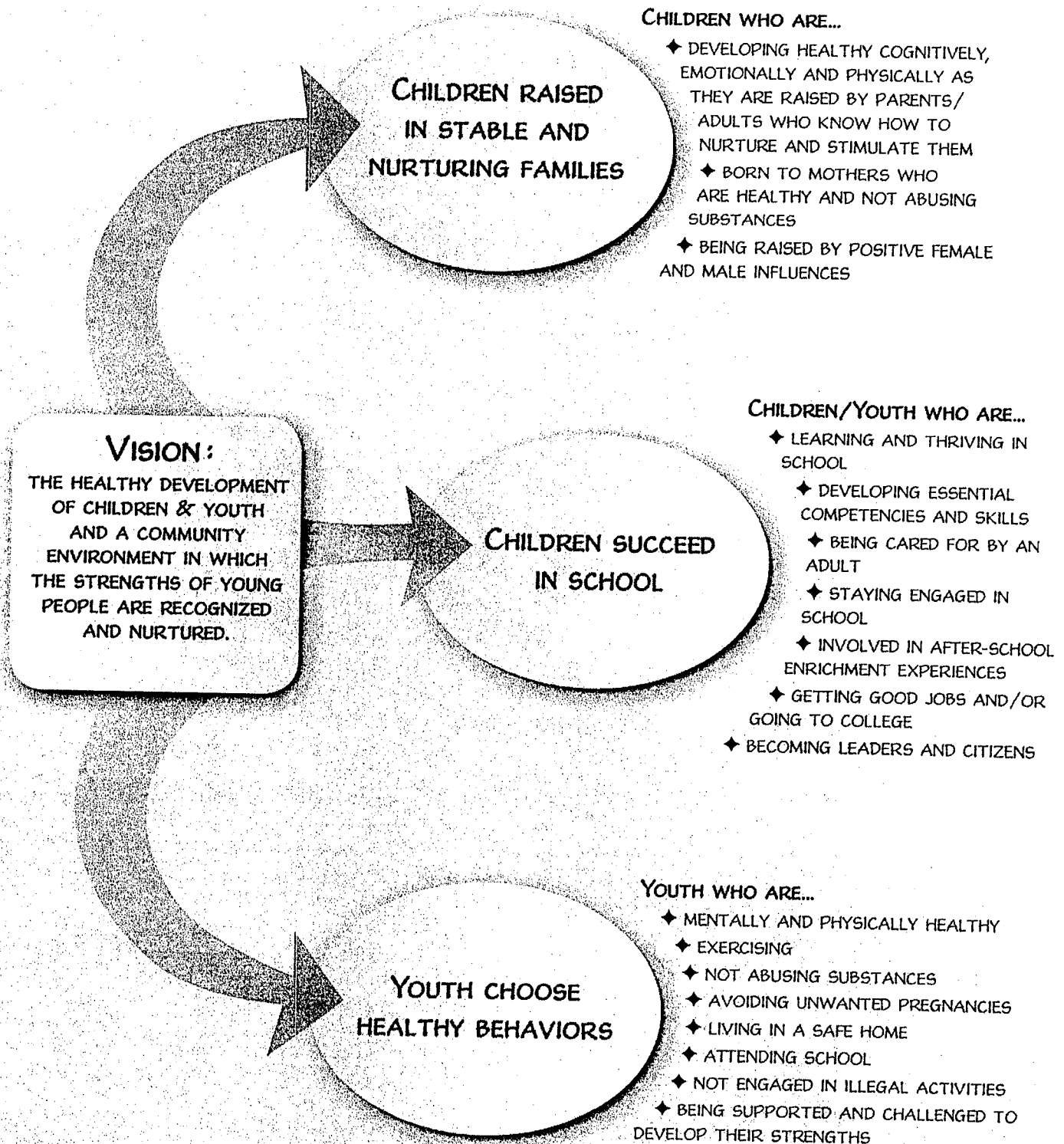


# CITY OF SANTA FE CHILDREN AND YOUTH COMMISSION

## ENDS/RESULTS FRAMEWORK

### MISSION:

TO IMPROVE THE LIVES OF CHILDREN BY SUPPORTING LOCAL  
NONPROFIT AND SCHOOL PROGRAMS THAT WORK FOR KIDS.



## Ends Framework with Indicators

Funding Category/Goal Area	Desired Results/Ends (Conditions of well-being)	Indicators (Measures of conditions of well-being)
Early Care and Education for Children 0-5	<p><b>Ends: Children raised in stable and nurturing families.</b>  <i>We would see children who are ..</i></p> <ul style="list-style-type: none"> <li>• Developing healthy cognitively, emotionally and physically as they are raised by parents/adults who know how to nurture and stimulate them</li> <li>• Physically healthy and developing</li> <li>• Born to mothers who are healthy and not abusing substances</li> <li>• Being raised by positive female and male influences</li> </ul>	<p><i>Number and/or Percent:</i></p> <ul style="list-style-type: none"> <li>• Infant death and injuries</li> <li>• Child abuse/neglect rates</li> <li>• Children enrolled in Pre-K programs and % who are ready for kindergarten based on assessments</li> <li>• Infants receiving well-baby care</li> <li>• Mothers receiving prenatal checks</li> <li>• Children born to addicted parent</li> <li>• Family involvement</li> </ul>
Supplemental Education for School-Age Children	<p><b>Ends: Children succeed in school.</b>  <i>We would see children/youth who are ..</i></p> <ul style="list-style-type: none"> <li>• Learning and thriving in school</li> <li>• Developing essential competencies and skills (e.g. reading, writing, math &amp; science)</li> <li>• Being cared for by an adult</li> <li>• Staying engaged in school</li> <li>• Engaged in after-school enrichment experiences</li> <li>• Getting good jobs and/or going to college</li> <li>• Becoming leaders and citizens</li> </ul>	<p><i>Number and/or Percent:</i></p> <ul style="list-style-type: none"> <li>✓ School attendance rates/truancy</li> <li>✓ Reading, math and science proficiency rates</li> <li>✓ Graduation rate &amp; drop out rates</li> <li>✓ Participate in after-school activities which demonstrate improvement/growth (academic, social skills, etc.)</li> <li>✓ % of youth who can identify a caring adult/caretaker</li> <li>✓ Involvement in community services, apprenticeships or school activities who show growth in leadership or career preparation skills</li> </ul>
Healthy Lifestyles	<p><b>Ends: Youth choose healthy behaviors.</b>  <i>We would see youth who are ..</i></p> <ul style="list-style-type: none"> <li>• Mentally and physically healthy</li> <li>• Exercising, healthy weight</li> <li>• Not abusing substances</li> <li>• No unwanted pregnancies</li> <li>• Living in a safe home</li> <li>• Attending school</li> <li>• Not engaged in illegal activities</li> <li>• Being supported and challenged to develop their strengths</li> </ul>	<p><i>Number and/or Percent:</i></p> <ul style="list-style-type: none"> <li>• Suicide rates, depression rates</li> <li>• Obesity rates</li> <li>• Rate of abuse of substances</li> <li>• Teen pregnancy rates</li> <li>• Homeless rates</li> <li>• Abuse and neglect rates</li> <li>✓ Suspension rates/JPPD involvement</li> <li>✓ School attendance rates</li> <li>• Immunization rates, flu shots</li> <li>• Participate in after-school or enrichment activities which show growth &amp; improvement in skills, attitudes or behaviors (e.g. enrichment activities such as outdoor education, arts education &amp; positive learning experience)</li> </ul>