

NEXT PHASE OF THE YOUTH VENTURES JOINT POWERS AUTHORITY

Recommendations from the Ad Hoc Structure Committee

September 24, 2012

At the May JPA Board Meeting an Ad Hoc Committee was established to address the issues of structure and staffing for the next phase of the JPA. Members of the Committee include Anne Campbell-Washington, Chief of Staff for Mayor Quan, Curtiss Sarikey, Associate Superintendent for OUSD, and Andrea Youngdahl, County Administrator's Office and Interim Chair of the JPA.

Over the past three months the Ad Hoc Structure Committee has met a number of times, addressing key questions developed by former JPA Chair Dave Kears, as well as delving into specifics of alternative paths for the JPA's next phase. The following are a set of recommendations developed by the Committee, for full Board consideration and action.

I. Issue: What should be the roles and responsibilities of the JPA?

Discussion: The Ad Hoc Structure Committee reviewed the JPA Agreement, which is the enabling document for the JPA, along with the JPA approved By-laws. The Committee determined that the language in these documents still meet the purpose and intent of a cross-sector public entity collaboration, and reflect our commitment to the tenants of collective impact. The Committee did not see the need to revise these documents, but instead felt that the JPA needs to reaffirm and realign our work around the original intent.

Recommendations: All members should review the JPA Agreement and By-Laws to refresh our understanding and commitment to the organizational purpose, and in preparation for a retreat, to be scheduled for the winter of 2013, to develop our goals and work plan for the next phase of our work.

II. Issue: How should the JPA be structured? How does it work with both elected officials and staff at the same table?

Discussion: The current meeting and committee structure works well for some members and not as well for others. However, the blend of members is what makes the JPA unique, offering a rich opportunity to discuss policy and systems change from a variety of perspectives.

Recommendations: Continue the blended structure of both elected and staff. Hold regular Meetings of the entire Board, with subcommittee work in-between. Consider bi-monthly or quarterly full Board meetings, with more

time for in-depth subcommittee work. Set clear agendas and priorities based on yearly goals and workplan, with delineated products. Once new staff is on board, hold a “reset” activity, such as a Board planning retreat, to select large goal areas taken from the strategic plans of member agencies. Do an annual assessment of goals achieved, and revise workplan, goals and priorities based on progress and emerging issues.

III. Issue: What are the staffing needs for the next phase of the JPA?

Discussion: The Ad Hoc Structure Committee reviewed the job descriptions and the functions of the former JPA staffing. In considering needs for the next phase, the first priority would be to hire a new Director (CEO), and secure a fiscal home to hold the accounting, HR and payroll and some basic clerical support. Staff also will require space. Additional staff needs may include Analyst and Administrative support; however it seems important to keep much of the budget flexible for hiring of consultants and experts needed to fulfill JPA goals, such as communications and evaluation. The Committee also discussed various options for a fiscal agent for the JPA, and conducted a few exploratory conversations with potential organizations. Of those, Marcus Foster Education Fund expressed interest and appeared to be a good fit. Or alternatively, the JPA could put the fiscal agency out to bid or use one of the jurisdictional partners .

Recommendations:Conduct a search process for a Director (CEO) this fall, with the goal to have someone on board by January 2013. Develop a job description and establish a hiring committee. Accept the offer from OUSD to provide in-kind office space at 2111 International, which includes up to three offices and a meeting room. Entertain the potential fiscal agency relationship with Marcus Foster Education Fund, or put a request out to bid.

IV. Issue: What is the ongoing relationship with Safe Passages, particularly regarding the Atlantic grant?

Discussion: Atlantic Foundation would like the JPA to ensure that there is a continuing relationship between the JPA and Safe Passages regarding the Atlantic grant implementation and systems change efforts. Safe Passages concurs with this request.

Recommendation:Schedule updates and discussion on the Atlantic grant initiative at the quarterly full board meetings. Structure the reports and discussion so Board members can track progress and outcomes and provide input and direction regarding systems change, system integration, and strategies for sustainability.

V. Issue: What is the timeline for implementing the next phase?

Discussion: Two of the jurisdictional partners have key elections in November, which may/will result in changes to the Board composition. Also, establishing the Fiscal Agent, developing the budget, and hiring the Director will take a few months to accomplish.

Recommendation: Take a full Board meeting hiatus until January or February and reconvene with all members in place, and a new Director hired. Vote on a new Chair and Vice Chair, to be seated in 2013. New Director and Chair will plan the Board retreat to establish goals and workplan, which will be held with the full Board meeting in early 2013.

SUMMARY OF NEXT STEPS:

1. Review, refine and approve above recommendations, including framing and structure of JPA and timeline for next phase.
2. Set meeting calendar for 2013.
3. Establish Hiring Committee and develop and distribute Director job description.
4. Take the next steps for securing a Fiscal Agent.
5. Create the new JPA budget based on partner contributions minus the \$75,000 voted on for Safe Passages to assist in the transition period.
6. Vote on a new Chair and Vice Chair.
7. Start planning for a Retreat based on timeline for Board member appointments.