

Transforming Municipal Governance: A Key to Support Opportunities for All Children and Families

Kenneth Wong

Professor and Director of Urban
Education Policy Program

Brown University

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Why Municipal Governance Needs to be Transformed?

- The system of governance, with mayor at its center, drives the city's opportunity agenda for all children and families (or the BAM Agenda)
- The current system of governance hinders the full implementation of the youth-family centric agenda:
 - Fragmentation of interests and functions among agencies and stakeholders that weakens capacity building
 - Mayoral succession interrupts policy continuity but promotes policy churning for electoral gains
 - Contractual and policy constraints that reinforce risk aversion and discourages innovative collaboration
 - Outdated rules and regulations still define service delivery
 - Limited degree of continuous engagement with NGOs and the public for collective impact

Design Features of Transformative Governance to Support BAM

- Who governs and how to govern will drive the degree of BAM implementation
- The “more diligent, honest, and skillful are the leadership and management on the *public* side, the more successful have been the efforts of collaborative governance” (Donahue & Zeckhauser)
- Design features informed by studies on collective impact (e.g. Karnia and Kramer) and urban mayoral leadership (e.g. Wong et al):
 - Collective impact as “the *commitment* of a group of important actors from *different sectors* to a *common agenda* for solving specific social problem.”
 - Mayors are accountable for the city’s continuous improvement and have proven to deploy resources strategically to improve service access and quality

Design Features of Transformative Governance to Support BAM

- Mayor leads by framing the *urgency* of the BAM agenda
- Mayor must be “entrepreneurial” to open policy windows
- Led by the mayor, stakeholders from multiple sectors form a governing body: shared understanding and commitment to solve systemic problems (e.g. Children’s cabinet represented by education, health care, social service, economic opportunity, and workforce development, among others)
- Shared data systems to monitor implementation progress and success
- Mutually reinforcing activities: coordination of strategies across agencies that breakdown organizational silos
- Continuous communication and inputs from NGOs and public
- Backbone support organization: a separate organization for coordinative, R & D, and fund raising functions for sustainability (buffers from electoral cycles)

Trend in Organizing Collective Impact

- A national scan of cross-sector collaborations found 182 collaborations that are “place-based, multi-sector, collaborative leadership efforts focused on *educational* outcomes” (see Henig et al)
- Nearly 60% of these collaborations were founded prior to the 2011 Karnia and Kramer article
- Most collaborations (55%) occurred at the multicounty or county level; 14% at the sub-city level
- Communities with declining revenue tend to associate with local mobilization for collaboration

Trend in Organizing Collective Impact

- About half works with larger networks: Strive Together Cradle to Career; Promise Neighborhoods; Coalition for Community Schools; Say Yes to Education; Alignment USA
- Visible board representation from business, school district, higher education, social service agencies
- *Teachers' unions have low board representation (12%)*
- Many adopt “cradle to career” orientation (e.g. Providence)
- Collaborative shared data on need, services, and outcomes (72%)

Example: Buffalo

- Say Yes Buffalo starts with \$15M to create tuition scholarship for Buffalo public school graduates
- Transparent, collaborative governance structure to guide efforts and progress: co-chaired by the mayor, state senator, deputy county executive, state assembly member, and Say Yes, among others
- Utilizes the Impact Dashboard: integrating data from schools, preventive services, summer camps, mentoring, mental health clinics, etc.
- Child & Family Service of Buffalo serve as backbone support organization

Example: Portland and Multnomah County (OR)

- Schools Uniting Neighborhoods (SUN) was created in 1998
- Governing council includes the mayor, county chair, county health department, state DHS, Coalition of Community of Color, and others
- The council oversees the coordination of family and youth services: instruction, after school program, enrichment, school-based health clinics, adult education, mental health services, and parent and family activities

Example: New York City

- NYC Children's Cabinet aims to foster collaboration, communication, and data sharing across 24 city agencies and the mayor's office.
- Coordinative planning and service integration drive the Community Schools Initiative: asset mapping and needs assessment; data sharing and common data platform for NGO partners; common evaluation metrics