

MINUTES OF THE SPECIAL MEETING OF THE AMES CITY COUNCIL

AMES, IOWA

JULY 21, 2015

The Ames City Council met in special session at 6:00 p.m. on the 21st day of July 2015, in the City Council Chambers in City Hall, 515 Clark Avenue, pursuant to law with Mayor Ann Campbell presiding and the following Council members present: Gloria Betcher, Amber Corrieri, Tim Gartin, Peter Orazem, Matthew Goodman, and Chris Nelson. *Ex officio* Member Sam Schulte was also present.

YOUTH COLLECTIVE IMPACT PLANNING: Mayor Campbell welcomed everyone in attendance. She introduced Management Analyst Brian Phillips. Mr. Phillips stated that the City had retained the Forum for Youth Investment (FYI) to conduct this workshop. The Forum for Youth Investment developed the Ready by 21 initiative, which is a widely used set of standards for communities to improve the likelihood of youth being prepared for collect, work, and life. That firm has also facilitated planning processes in a variety of communities across the country to achieve different youth development goals.

Mr. Phillips reminded the Council that it had requested this workshop be held to gather more information about collective impact planning processes, to gather information about how other communities have approached similar efforts, and to understand how such planning interacts with youth programming offered by non-profit agencies and local government entities. According to Mr. Phillips, invitations to this workshop were extended to ASSET funders; the Ames, Gilbert, and United School Districts; Mary Greeley Medical Center, and the ASSET-funded organizations that work with youth.

Mr. Phillips named those present in addition to the Mayor and Ames City Council: Representatives of Mary Greeley Medical Center, Ames Community School District, Youth & Shelter Services, Boys and Girls Club, and United Way of Story County.

Presentation from the Forum for Youth Investment. Larry Pasti, Senior Director for Field Services for the Forum for Youth Investment and Ian Faigley, Senior Manager for External Affairs for the FYI, presented the Webinar.

According to Mr. Pasti, researchers in 2002 estimated that only four out of ten young people are doing well in their early 20's. Mr. Pasti described some of the issues that they commonly see and showed a list of the different collaborations that are necessary to be of the greatest assistance to young people.

Conditions for Collective Impact were named by Mr. Pasti as: common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, backbone supports. These conditions are built over time. There is no "cookie cutter" approach; each community is different. To get to Collective Impact, you first have to have collective seeing, collective learning, collective doing. Launching a Collective Impact initiative has three prerequisites: (1) You must have an Influential Champion, (2) There must be an urgency for change, and (3) There must be financial resources available. In order to have improvement, you need leaders, who are challenged to think differently and act differently; family, community, and school, who must support; and children and youth, who must participate. It was noted that school fills only a part of the "Developmental White Space," especially by high school. Family and community play a very large part. Collective Impact

infrastructure includes a steering committee that is made up of community partners. There needs to be a backbone organization or set of organizations that collectively provide the backbone.

Collective Impact's intangible elements were named as trust building, fostering connections between people, and leadership identification and development. These all create a culture of learning. The recurring steps of community change management were reviewed, i.e., take shape, take aim, take stock, target action, track progress.

Experiences of Other Communities. Meredith Stewart, Manager of Family Success Alliance for the Department of Health in Orange County, North Carolina, joined the Webinar to share information on her community's experience. Ms. Stewart advised that her community has a population of approximately 140,000. She provided the history from the past 18 months of Orange County's participation in the Collective Impact initiative, specifically detailing the steps it took.

Questions, Comments, and Next Steps. George Belitsos, representing Youth and Shelter Services, asked if youth are included in the process. Mr. Pasti answered that youth should be actively involved in coming up with solutions and implementing those solutions. Youth are absolutely integral to the process; the stronger their participation, the greater the success.

Council Member Corrieri asked to know what components are absolutely necessary in ensuring success. Mr. Pasti said adequate resources and staff capacity across most of the backbone functions for at least the first two or three years are crucial. Ms. Corrieri also asked if there were any players that a community can't live without in this process. Replying, Mr. Pasti said that there needs to be some strong public partners, strong connections to business and funders, youth, and community. The stronger the community voices, the stronger the effect will be. He added that people have to feel like they have a real voice in the process and a way to contribute.

In relation to Orange County's pre-kindergarten readiness program, Council Member Goodman asked if its choice of program came via public input. Ms. Stewart replied that it did not directly get input from the public; however, it was statistically evident that the program was needed. She recommended that the City be as specific as possible when asking the community to comment on the initiative. Mr. Pasti remarked that specificity is important, especially as it relates to tracking progress. He added that documentation is also very important to ensure accountability.

Council Member Corrieri asked Ms. Stewart to explain Orange County's funding model. Ms. Stewart replied that their funding model is a work in progress. She stated that funding for its Project Coordinator comes from County dollars. Additional County dollars have been received for special initiatives pertaining to the Pre-K program. Outside grants have also been received, and United Way has been a funding partner.

At the inquiry of Council Member Orazem, Ms. Stewart stated that the impetus was to clarify research on the experiences of children that have had or could have an adverse impact on them for the rest of their lives. The one that resonated the most was the disparity that race ethnicity and income had on third-grade reading and eighth-grade math. She also explained when the urgency component was reached and was pushed them into taking action. Mr. Pasti stated that it is very rare for the impetus for change to be raised by the community; it is usually a focus group that senses the urgency.

Mayor Campbell noted that school districts had not been listed as being crucial players in the

process. Mr. Pasti commented that schools play a very important role in ensuring success; it was not his intention to minimize their importance. Ms. Stewart said there are many factors that enter into the picture to explain why students are not succeeding. One of the main issues that Mr. Pasti has heard repeatedly is getting students to school on time. Other comments he has heard relate to getting students healthy and well-fed, which will allow the students to focus on learning.

Council Member Betcher asked who pays for the staff to address the connectivity issues to get the project rolling. Mr. Pasti said that is very mixed and varied; it often includes a consortium of funders including United Way, a community foundation, the Mayor's Office, and/or often a large funder. He has not really seen a pattern that works for all communities. Ms. Stewart said, that for Orange County, the minimum number of staff who were necessary were a Project Coordinator; a data management person, whether dedicated to only this initiative or shared; and at least a quarter-time communications person.

Gerri Bugg, representing Youth an Shelter Services, asked Mr. Pasti to comment on city versus county. Mr. Pasti said that there are different levels of resources; part of it is political buy-in, forming partnerships, etc. He always encourages that when changes are needed in a community, it is important that there be strong relationships among the political entities and all the way down to the neighborhood level.

Council Member Gartin noted that the City allocates approximately \$1.2 million into a pot annually. He struggles with not knowing the matrix of tools that might be available to help him prioritize those funds and knowing whether that is the correct amount and who should get the funding. There is a need to provide stewardship over the taxpayers' funds and recognizing the true needs of the community can be difficult for him. Mr. Pasti pointed out that the City is not the only funder in town. It is important to know where the funds are currently being spent, what existing programs are out there, where the other agencies are spending their money; and know what resources are available in the community.

Council Member Nelson asked Mr. Pasti to speak as to what he had seen that had worked the best as far as engaging others. Mr. Pasti responded that he would not start this with any high-profile kick-off. Mr. Faigley suggested that the City create a picture that the players you want to invite can see regarding what their roles would be. Explain that, as a community, you are not getting to where you want to be and that their services might have to be changed to meet the needs.

Council Member Goodman left the meeting at 8:00 p.m.

The workshop concluded at 8:00 p.m.

Mayor Campbell commented that the City Council would now be going into Closed Session.

CLOSED SESSION: Council Member Gartin asked City Attorney Parks if there was a legal reason to go into Closed Session. Ms. Parks replied in the affirmative.

Moved by Gartin, seconded by Corrieri, to hold a Closed Session, as provided by Section 21.5(1)(c) *Code of Iowa*, to discuss matters presently in or pending litigation.

Roll Call Vote: 5-0. Motion declared carried unanimously.

OPEN SESSION: The meeting reconvened in Open Session at 9:14 p.m. Council Member Goodman was brought in telephonically.

Moved by Gartin, seconded by Betcher, to instruct City staff to continue negotiations as discussed in Closed Session.

Vote on Motion: 6-0. Motion declared carried unanimously.

COUNCIL COMMENTS: Moved by Orazem, seconded by Gartin, to refer the letter to staff from Tom Theilen requesting a Fringe Area Plan amendment that would allow him to subdivide his property at 3974 North Dakota Avenue.

Vote on Motion: 6-0. Motion declared carried unanimously.

Moved by Orazem, seconded by Nelson, to refer the letter to staff from Ron Shiflet, President of the Waters Edge Town Home Association, requesting that the speed limit on Bloomington Road west of Stange Road be lowered from 45 mph to 35 mph.

Council Member Goodman asked if it would be possible for staff to send certain requests directly to appropriate staff instead of the Council having to refer them. City Manager Schainker replied that varies on the staff's workload and there might be differing opinions on the part of the City Council. He prefers that Council decide whether or not to refer issues or requests from the public to staff. That also gives the Council a sense of how much those referrals are adding to the workload of staff.

Vote on Motion: 6-0. Motion declared carried unanimously.

ADJOURNMENT: Moved by Gartin, seconded by Betcher, to adjourn the meeting at 9:18 p.m.

Diane R. Voss, City Clerk

Ann H. Campbell, Mayor