

**FIRST 5 MARIN
CHILDREN AND FAMILIES COMMISSION
STRATEGIC PLANNING UPDATE RETREAT**

Saturday, January 28, 2017
8:30 am – 2:00 pm
Cavallo Point Conference Center

The following is a documentation of the discussions held at the First 5 Marin Strategic Planning Retreat on January 28, 2017. The retreat was aimed toward updating the strategic plan for 2017-2022.

CALL TO ORDER

Commission Vice-Chair, Lisa Leavitt, called the meeting to order at Cavallo Point Conference Center at 9:05 am

Commissioners Present

Lisa Leavitt MD – *vice chair*
David Bonfilio
Amy Eisenmann
Gabrielle Philippe-Auguste
Heather Ravani
Supervisor Katie Rice
Juan Rodriguez
Kristen Seatavakin

Commissioners Excused

Sister Joan Hanna

Staff present:

Amy Reisch, Executive Director
Michelle Fadelli, Policy and Communications Manager

Public present:

Jill Casey, jdcPartnerships
Jara Dean-Coffey, jdcPartnerships
Laurin Mayeno, Mayeno Consulting (facilitator)

MEETING MINUTES

Lisa Leavitt asked if there were any additions or corrections to the commission minutes for the last meeting on January 18, 2017.

Motion/Second: Heather Ravani/ David Bonifilio

The minutes of January 18, 2017 were unanimously approved.

EXPECTATIONS FOR THE RETREAT

DB: Hope to continue on course set, but have contingency given the changing environment we are in

KR: Think about how different next 4 years will be and do we need to expand or change focus of dollars or energies.

HR: Need to build in flexibility. Chart our course and be nimble and be ready to adjust.

MF: With a 5 year plan it may go beyond all of us -- we build for future commissioners and staff.

AE: Thinking about balance between programs and direct service / advocacy and policy work in this climate.

JDC: Continue to maintain the relationship between proactive, reactive, and visionary. Let's recognize and include the impact of our long-view.

JR: Be strategic about including the constituency we are talking about -- they are part of the conversation, the work, and the solutions.

2012-2017 STRATEGIC PLAN OVERVIEW/ASSESSMENT

Results & Strategies

The commissioners did a quick exercise with dots to assess areas where there has been the most progress and where there are the biggest gaps. (The numbers indicate the number of dots for each item.)

Result Area	Most Progress	Biggest Gaps	Comments
Health & Well Being	4	1	DB: Results of measure A -- we still have a lot of work to do. HR: We did generate much of the conversation and bringing children into forefront
Ready for School	0	5	AR: The reality is we've made a lot of progress in this area, which is backed by data, for children in Marin because of nearly 15 years of work on readiness for school..Children are FAR more ready for

			school compared to 10-15 years ago. HR: Felt like measure A loss will prohibit progress in this area.
Values & Invests in Children	1	3	
STRATEGY	Most Progress	Biggest Gaps	Comments
Public Education	4	2	HR: Not passing the measure. Recently received a phone call from a young woman who was irate about a WIC recipient... 'these people need their own line' A lot of education still to be done.
Capacity Building	2	3	
Partnerships for Change	3	0	
Public Policy Advocacy	0	3	

Key Lessons Learned from the Work of Implementing the last Strategic Plan

AR: Including communities for whom we have concern and want to be engaged in the conversation and solution (going back to Juan's point). Recognizing that this isn't always an easy thing to do.

JR: Capacity Building - trying to find ways in different agencies to identify and build leadership from our communities to make this work sustainable.

AE: Second guiding principle "entire community shares responsibility..." it seems like there is work to be done there.

KR: There is a values divide in the community.

HR: We can over-estimate the shared values.

AR: Not surprising that there is a values divide. One of the challenges now is that the values divide is being reinforced on a national level.

DB: Our annual report -- because of the way we talk about the issues, we have a starting point for 1:1 discussions.

KR: We have to recognize that we can't necessarily change values, so how do we find a way to make the case for a goal within a different value set? Making the fiscal case.

JR: Capitalizing on the strengths and engagement within our communities -- continue to promote the idea of the rights and demands of those we are serving -- acknowledging the worth and supporting the agency of these families to make demands on society and our political institutions.

DB: There's not much crossing the divides in Marin. Marin is one of the most segregated counties in the state.

ENVIRONMENTAL & ORGANIZATIONAL CONTEXT

Amy Reisch presented the following organizational and budget context information:

Organizational Context

1999-2000 First Commission, including David Bonifilio.

Began as part of DHHS - they provided part time coordinator from DHHS staff. Commission did its first SP with 32 community meetings. Sent a postcard to every household in the county asking about priorities for children in Marin.

Huge amount of data resulted in 4 pages of strategies and goals for kids. Dealing with demands to get the money out. The Commission voted almost from its inception to separate itself from the County, which allowed it the autonomy to be more innovative and collaborative.

Began to think about how to do the first grants. Saw the commission as a grant making organization, and in the midst of this, hired Amy Reisch and jdcPartnerships.

Some guidelines for Commission funding from the first that continue:

- One year grants don't make sense. Insufficient time to achieve outcomes.
- Cost of Living increases for grants.
- Our evaluation process needs to be integral to work we and our partners are doing. It is a not contracts management tool.
- Recognition of Equity is what we were really talking about -- do you target those most in need or do you serve everyone? Do you assure that those who need more to move forward receive more, yet everyone moves forward?

Having a set of principles maintained over time is rare among Commissions.

Budget Context

Revenues go down every year and will continue to go down.

17-18% decrease in 17-18; backfill in the next year. 3-5% decrease will then continue at a lower revenue point.

We began using reserves earlier than many commissions. In the last two years, in shifting our plan away from direct services and toward policy/advocacy, we are learning how to most effectively invest. We haven't spent everything we budgeted and are continuing to develop areas for investment that match our priority outcomes. Maintained direct services for the infrastructure we are trying to maintain amid growing grassroots capacity and public education and policy and advocacy.

Comment from DB: Remember other Commissions saying "Marin doesn't have any of these problems." They questioned our guiding principles, now they are seeing the value of these.

Opportunities & Challenges with a Focus on Equity

Commissioners identified opportunities and challenges within the environment that impact the strategic plan update.

Opportunities	Challenges
<ul style="list-style-type: none">● 63% voted for strong start (seize opportunity to push forward)● Compelling data● A more unified view of Marin● Ability to organize voices amid new administration● Address issue -- one county, two communities● Relevant research availability● Use data and partnerships to tell story through shared similar messaging.● Harnessing energy in anger / protest● People are mad! Harness the passion and engage those that don't typically get involved.	<ul style="list-style-type: none">● Resources \$\$● New administration - what will be undone● Potential to lose child health care● Current political climate● Differing values● Lack of awareness● Promoting a shared understanding of need● Find ways to authentically include community voice● How to neutralize opposition

Implications for the Strategic Plan Update

The group discussed the implications of the environmental and organizational context for the strategic plan update:

We don't have the financial resources to address all the gaps or to achieve our outcomes on our own. Streams of funding beyond F5M are needed (i.e., Strong Start). We came very close and there might be energy ready to engage.

HR: We might be more primed to grow the seeds that have been planted.

DB: We can leverage our limited resources to aim people toward the inequities we are all feeling.

AR: Broad partnerships are more important than ever. For example, after the Viva Marin! Communications Forum, a group came to our offices to talk about how to make things happen. There are all kinds of organizations doing things right now around immigration concerns, but they are all doing them separately. What if there was a coordinating / backbone organization to bring people to the table?

GPA: Marin is very segregated. Agencies seeing the needs for all of Marin. Keeping the shared and unified view. It is both a challenge and opportunity. We need to make these topics important to everyone, rather than reinforcing each pocket. There is value in supporting children across Marin.

LL: Changing people's hearts requires fostering relationships. People in positions of power will advocate for individuals.

JR: Our Parents know they are viewed as a commodity, even if they've been working with those in power forever.

AR: How much energy do you devote to trying to change the minds of folks who fundamentally reject the ideas that guide our work? Where do we have the most potential.

DB: If people are viewed as a commodity - when people refer to 'them' -- this is the view they hold.

LL: Can get lost in the data, but individual stories are important.

HR: Growing leadership in our communities.

AR: Going back to something Juan said, to get at the well-being of kids we have to get at the financial well-being of families.

JR: JCC, Brandeis School, and the Synagogue -- had bomb threat. Needed to shelter at VV. Seniors, preschoolers. Parent meeting at VV that morning. We were on lockdown and then became a shelter. Parents had to stay. We have to put our best foot forward to make them comfortable. Thanks including surprise at preparedness and generosity (e.g., sharing phones, staying off work and losing income). Why were they surprised that our community would step up for them? [This kind of experience - without a bomb threat-- can be transformative human experience]

JR: Opportunities to see people in a different light.

HR: How do we create these opportunities?

DB: As a fundraiser, we use stories. They carry a lot of power. There's an opportunity there.

HR: Different stories from each perspective, but arriving at the same place.

JR: Have partnerships with all three orgs. 5 years ago a bomb threat at VV (creating a crossing street initiative).

KR: Recognizing the power of stories and our humanity. We have tried to tell stories "different faces of homelessness" or "inequity for kids" but as human beings we tend to listen mostly to people who are like us.

GPA: Messenger matters - I am Marin County and I am part of this larger community. "I am a part of Marin County and this is a safe place for you."

HR: County does "I am HHS" - glimpse of person. People in Marin serve worldly missions. Going to serve underserved communities far outside our county. Messaging to kids in high school. How many don't walk across the street.

JDC: Were motivated by certain stories. Just because I feel something doesn't mean I'm going to do something. Have a thru line connecting data that is communicated through a story that moves toward action. Know your audience, and have a laser focus on this, and be strategic.

KR/AR: We have to continue to focus on regulation, policies and practices. But even without support, the continued education helps to mitigate blowback when legislation comes through.

LM: I'm hearing the need to be strategic about how to bring out the voices of those most impacted and shift narrative toward unified Marin and interest in supporting communities that are most impacted by inequity. Needs to be accompanied by policy, advocacy, partnerships, and steady resources.

HR: We've been really successful in building partnerships.

KR: Back to challenges. There are going to be a lot of needs and challenges. How do we prioritize?

AR: This is our hard work.

K/G/AR: Back to what Gabrielle said. We have to be careful not to other people in our community. Putting our energy and money where the need is most, sometimes universal is most effective.

LM: We all have the same needs, some of us have more barriers (structural).

We've done a lot of work -- we have to watch things closely

STRATEGIC PRIORITIES

Criteria for Selecting Strategic Efforts

The group reviewed criteria for selecting priorities from 2009 retreat. The group agreed to combine the list into three major criteria, as per suggestion of JDC:

Evidence of potential impact toward equity	Alignment with F5M strategies	Sustainability possible beyond F5M involvement (community or systems)
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The group then came up with ideas for strategic priorities, and applied the above criteria to their ideas. Each priority idea was ranked High (3), Medium (2), or Low (1) for each criterion. There was also discussion of some of the possible priorities, which is documented below each one.

Criteria for determining priorities (abbreviated, see above):

Where should we focus on achieving results?

1. Respond to threats to service availability (e.g. child health insurance)

Potential impact	Alignment	Sustainability
3	3	2

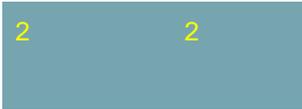
2. Build, reconvene, reignite partnerships (both specific and broad, eg., Immigrant communities, Children's Health Initiative will need to come back) to protect and expand access.

3	3	2
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Discussion: Strategize and partner with MCOE, MCF, MP where we intersect. Share with current and prior partners to see where they see themselves aligning as we continue to develop our roles.

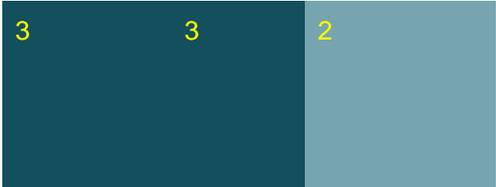
3. Intentional urgency toward opportunities / benefits / resources that currently exist in the community- with an eye toward implications for those who are undocumented being exposed.

(not ranked, because it is different than the other ideas.)

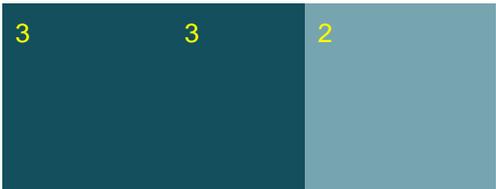


4. Initiate a "We are Marin" campaign

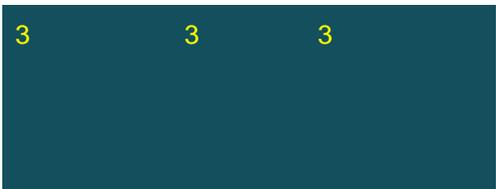
Discussion. There are existing campaigns. How do we connect and build on the energy and lens we are seeing our work through. *This is not ours to initiate. Dovetails with bringing folks together, but F5 isn't the one carrying the flag. We might create the space to be strategic and intentional. We aren't going to be responsible for holding all of it.* But being intentional about how we are telling a cohesive story. (See #7) **This is a theme, rather than an activity.**



5. Continuing to support critical partnership investments and considering increases / changes in order to have the infrastructure that we need in place -- Including communities beyond the immigrant community.

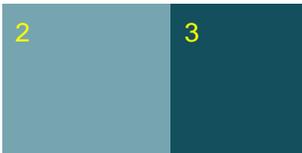


6. Measure A: What is our role in moving forward? Participate in effort to develop a dedicated source of funding for preschool and ECE; Engage cities and towns in solutions



7. Engaging, igniting, cultivating, and sustaining community leadership -- Intentional and strategic about how people come into relationship with one another toward equity and sustainability.

Discussion: Convening role; providing information; business community, North Bay Leadership Council; religious community; partner with co groups; reciprocal support around kids issues; meet in variety of places on specific topic around the county. Impacted community members. Partnering with groups that are already doing this - Communications Forums in the evening in a church, structured around a particular topic. MOC are community organizers - they know how to do it. We don't replicate it, but as partners we integrate the focus on kids through other issues. Opportunity for it to be a reciprocal, supportive relationship around issues that impact kids.



8. Be strategic about roles of commissioners in efforts that are growing out of existing roadmaps.

Discussion: Equity is being talked about. There are places where we could share common terminology and work around the populations we serve. Ask our partners and others how they see First 5 playing (with our new Strategic Plan)

Summary of Retreat Themes and Agreements

The discussions reaffirmed and built upon the implementation framework and principles established in previous years, including:

- The focus on equity and all children
- The guiding principles
- The priority results set forth in the 2012-2017 strategic plan.

Key themes that came up and were re-emphasized throughout the day were:

- Building in flexibility and responding to changes that will happen in the coming years, including responding to threats to service availability, while recognizing our own resource limitations.
- Engaging with the populations who are most impacted by the work - as part of the solution and sustaining community leadership.
- Continuing to explore ways to build bridges and change hearts and minds to overcome the values divide. Work to strengthen public will and shared responsibility for the wellbeing of all of Marin as part of everything we do.
- Being strategic about the role of F5M and leveraging resources and partnerships, beyond those we traditionally partner with, to maximize our collective impact, with a focus on systems change.
- Learning from the Strong Start initiative and continuing to seek ways to build a sustainable source of funding for children.

Next steps will include:

- Further discussion in commission meetings to refine priorities, identify initiatives and outline investments.
- Draft strategic plan update for approval by the board.