
SACRAMENTO COUNTY
CHILDREN'S COALITION

Appointed by the Sacramento County
Board of Supervisors

2019-2023 STRATEGIC PLAN



Vision: Sacramento County children will experience a safe, healthy, and nurturing environment, which prepares them to become responsible and contributing members of the community.

Mission: Assess community needs, evaluate existing services, and make recommendations to the Board of Supervisors and other policy-making bodies to promote the health and well-being of children and families in Sacramento.

MEMBERS

Name	Category	Position / Committee Assignment
Robin Blanks-Guster	Public/Consumer	CPS Oversight
Ernie Brown	Public/Consumer	Children's Trust Fund Chair , Executive, First 5 Advisory Rep., Human Services Coordinating Council Rep.
Cindy Cain	Child Abuse Prevention	
Reginald Claytor	Religious/Faith Community	SCCC Secretary , Executive
Elissa Duncan	Child Justice	
Amar Hariharan	Public/Consumer	Children's Trust Fund
Riley Hopkins	Public/Consumer	CTF
Maynard Johnston	Child Abuse Prevention	CPS Oversight Chair , Executive
Andrew Keller	Public/Consumer	SCCC Vice Chair, Policy & Advocacy Chair , Executive
Bradley Miller	Public/Consumer	Executive Member-At-Large (Communications Officer), Executive
Sandra Molina Aguilar	Child & Family Health	Policy & Advocacy
Briana Mullen	Public/Consumer	Policy & Advocacy
Sudheer Padinchara	Education	
Robyn Peace	Mental Health	CPS Oversight
Bobby Roy	Neighborhood Organizations	RAACD Meetings Rep.
Dimitrius Stone	Neighborhood Organizations	SCCC Chair , Executive, HSCC Rep.
Michelle Wallner	Education	Policy & Advocacy
Angelina Woodberry	Public/Consumer	Children's Trust Fund
Abigail Nosce	Staff/Coordinator	

The Children's Coalition consists of 30 members: 10 representatives from the public/consumer area, two youth representatives and 18 representatives from the following interest areas. There may be no more than two representatives in any one area of interest category.

- Child Abuse Prevention
- Child & Family Health
- Child Care Services
- Child Justice
- Community Services Organizations
- Drug & Alcohol Prevention
- Economic Development
- Education
- Housing
- Mental Health
- Neighborhood Organizations
- Out-of-Home Care
- Public Assistance
- Religious Community
- Sports & Recreation
- Violence Prevention & Treatment

A list of all available seats and an application can be found at the Sacramento County Boards and Commissions webpage: <http://www.sccob.saccounty.net/Pages/BoardsandCommissions.aspx>.

BACKGROUND

Organizational History

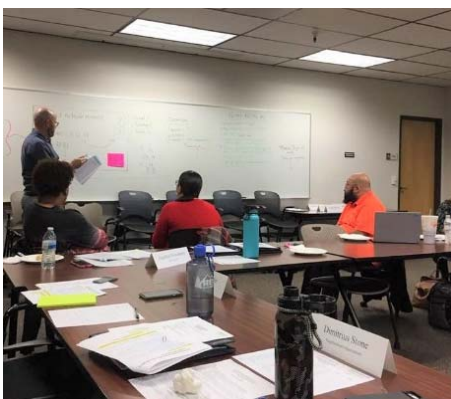
In 1994, Sacramento County began efforts to fully integrate its human services delivery system, which included restructuring related advisory boards, establishing the collaborative Human Services Coordinating Council, and rearranging the human services advisory process to maximize client benefit and program effectiveness. In order to effectively make policy and budgetary decisions related to Sacramento children and families, the Board of Supervisors recognized a need to receive factual and timely information about Sacramento's child and family needs.

The Sacramento County Children's Coalition was established on October 25, 1994, and was charged with the following responsibilities:

- Evaluating and making recommendations to the Board of Supervisors and other policy-making bodies in order to promote the health and wellbeing of children and families in Sacramento County;
- Serving as an advocacy body for children's issues and providing policy oversight and community education about the needs of children and families;
- Ensuring the needs of children and families and the provision of services to meet those needs are a priority in Sacramento County;
- Ensuring there is a coordinated, strategic plan to provide services to, and meet the needs of, children and families; and,
- Advocating for adequate funding to provide services to, and meet the needs of, children and families.

In later years, the Board of Supervisors assigned additional responsibilities to the Children's Coalition, such as:

- Providing community oversight of the child protective systems through a Child Protective Systems Oversight Committee; and,
- Managing and distributing monies from the Sacramento County Children's Trust Fund.



Why a strategic plan?

A strategic plan serves as a roadmap for the future. The goal of this plan is to provide focus and direction for the Children's Coalition over the next five years, maximize the effectiveness of the Coalition as an advisory body to the Board of Supervisors and other policy-making bodies, and enhance the organization's ability to expand its advocacy and support. This type of planning is particularly crucial in all-volunteer organizations like the Children's Coalition that experience frequent changes in leadership and fluctuations in the availability of volunteer resources. This plan can provide continuity during leadership transitions and a clear definition of purpose and focus for the organization.

ORGANIZATIONAL STRUCTURE

Children’s Coalition General Membership

The members appointed by the Board of Supervisors drive the actions of the Children’s Coalition. Members play a vital role in the Coalition’s operations by making decisions about the direction and work of the Coalition as a whole. Members serve on the standing committees of the Coalition, as well as on other community advisory groups, such as the Human Services Coordinating Council and First 5 Advisory Committee. Members also participate in other community meetings and report pertinent information to the general membership.

Executive Committee

The Executive Committee is comprised of the officers, the immediate past Chair, and the chairs from the Coalition’s three standing committees. The committee acts for the Coalition on matters that arise between regular meetings of the general membership, plans the agenda for general meetings, reviews the participation and attendance of members, reviews the progress of the committees’ work plans, participates in interviews with prospective Coalition members, and represents the Coalition at meetings with the Board of Supervisors’ Chiefs of Staff and other County leadership staff.

Child Protective Systems (CPS) Oversight Committee

The CPS Oversight Committee is comprised of Coalition members, as well as partners who represent diverse perspectives of the child welfare systems. The committee reviews the systems involved in protecting children throughout Sacramento County. It also performs community reviews of critical Child Protective Services cases in Sacramento County, culminating in annual reports to the Board of Supervisors, which include the outcomes and effectiveness of the system, along with recommendations for policy and program changes.

Policy & Advocacy (P&A) Committee

The P&A Committee is comprised of Coalition members, as well as other stakeholders of child and family wellbeing. The committee reviews publicly available data to assess outcomes for young people and looks for trends in the area of demographics, family economics, education, health, safety, and social and emotional wellbeing. The committee identifies areas where Sacramento County youth face disproportionately adverse outcomes compared to young people statewide and where an impact on child welfare as a whole may be achieved. It connects these disparities to action that can be taken by policymakers and provides materials that articulate the problems, solutions, and specific actions that will positively impact children in Sacramento County. It engages the general body of the Coalition as champions for recommended actions; and it evaluates advocacy efforts, refines strategies, and continues to be a change-agent for improved outcomes for children in Sacramento County.

Children’s Trust Fund (CTF) Committee

The CTF Committee is comprised of Coalition members, as well as other stakeholders of child abuse prevention and treatment. The committee acts as the agent of the Children’s Coalition for managing and administering Sacramento County’s CTF. The CTF consists of funding derived from the following sources: 1) Fees from birth certificates; 2) Revenue from the “Have a Heart, Be a Star, Help Our Kids” special interest license plate program; 3) Restitution fines for child abuse/molestation crimes; 4) Federal Community-Based Child Abuse Prevention Program grants; 5) Donations, i.e. grants, gifts, bequests from private sources to be used for child abuse and neglect prevention and intervention programs; and, 6) Any funds appropriated to Sacramento County for the trust fund by local government entities or by the Legislature Fund Oversight.

STRATEGIC PLANNING PROCESS

Purpose

The members of the Children’s Coalition set out the following commitments to guide the process for this strategic plan:

- Establish a plan that builds on the strengths of the Coalition’s history, effectively meets the needs of the community, and creates a sustainable framework for the future.
- Engage in the planning process while upholding and staying true to the Coalition’s mission and vision.

Process

This strategic plan was formed through significant consultation with Coalition members and meeting attendees. This document was developed by integrating information from the following sources:

- Input from Coalition members and other meeting attendees through a series of Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses exercises;
- In-depth input from Coalition members and other meeting attendees through a series of group exercises identifying common themes in the SWOT analyses;
- A meeting of Coalition members to develop strategic plan focus areas and form ad-hoc subcommittees to develop goals, strategies, and tactics related to each focus area;
- Input from Coalition members and other meeting attendees who had volunteered ideas in strategic planning meetings and via Google Docs; and
- A culminating meeting of Coalition members to review, refine, and approve this strategic plan.



Meetings and activities were facilitated by members of the the Coalition’s Executive Committee. Ad-hoc subcommittees developed goals, strategies, and tactics for each identified focus area. The Policy & Advocacy Committee hosted the Community Engagement Subcommittee and the Executive Committee hosted the Membership Management Sub-committee. The other two subcommittees met outside of scheduled meetings.

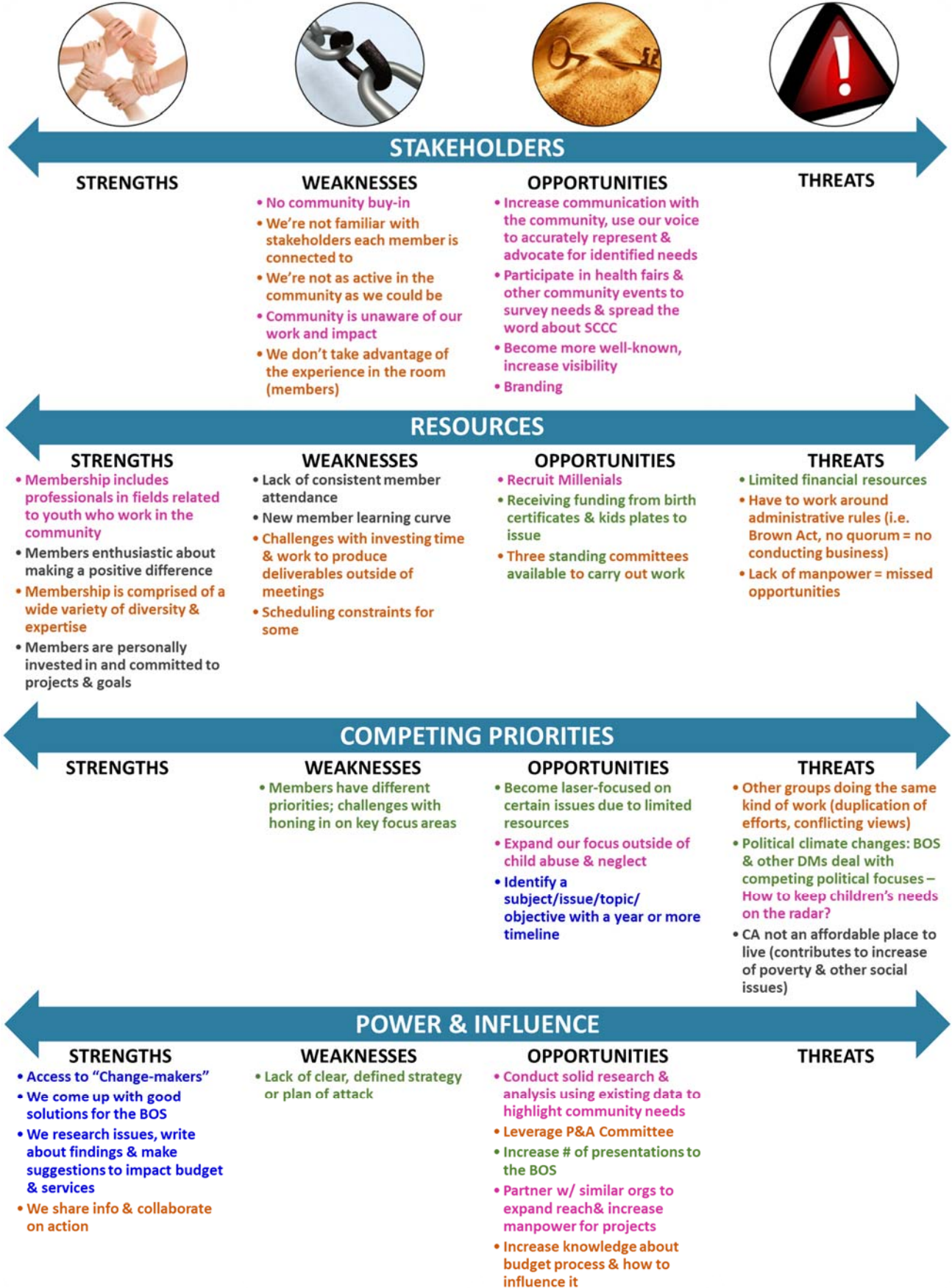
It is important to note that strategic planning is a process, and while the product of this effort is a long-range planning document, the core value of the process is to engage members of the community and give voice to their ideas and concerns, better define needs and expectations, create an actionable plan that reflects those needs, and develop a sense of collective ownership of this plan and its successful implementation. For the long-term health of the Coalition, and to ensure the plan continues to reflect the needs of the community, it is critical that the strategic planning process be revisited periodically and that it is confirmed or updated over time.

Information Gathered

The results from the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses revealed four common themes: Stakeholders, Resources, Competing Priorities, and Power and Influence. Emerging from these themes, the Coalition identified four areas to focus on for this strategic plan: Community Engagement, Project Determination & Management, Membership, and Championing an Issue Area.

STRATEGIC PLANNING PROCESS

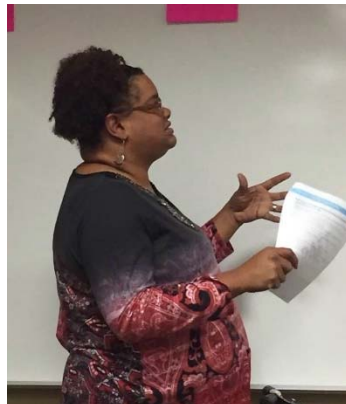
Community Engagement, Project Determination & Management, Membership, Championing an Issue Area



STRATEGIC FOCUS AREAS

Focus Areas 2019 – 2023

The themes identified during the SWOT analyses exercises helped the Coalition develop key areas to focus on, which will better enable the Coalition to meet the needs of the community and its membership, and will appropriately position the Coalition for the future.



COMMUNITY ENGAGEMENT GOALS



Goal 1: Children’s Coalition is connected to and receives information from like-missioned groups.

Strategy 1: Coalition invites representatives from like-missioned groups to attend general and committee meetings.

- Tactic 1: Ask like-missioned groups to present about their organization and activities.
- Tactic 2: Invite stakeholders of specific issues to meetings where issues will be discussed.

Strategy 2: Coalition and committee members regularly attend or monitor discussions held at meetings of like-missioned groups.

- Tactic 1: Members hold seats on other boards/commissions.
- Tactic 2: Members attend other committees and community meetings as “members of the public” (i.e. multi-agency meetings, town halls, steering committees, etc.).
- Tactic 3: Members review meeting minutes of like-missioned groups.

Strategy 3: Coalition and committee members receive email communication from like-missioned groups.

- Tactic 1: Members belonging to outside groups sign up for the groups’ email blasts, if available.
- Tactic 2: Coalition’s staff person subscribes to other groups’ email blasts and forwards emails to all members.

Strategy 4: Coalition and committee members review information received from like-missioned groups and provide critical, summarized information to the membership body.

- Tactic 1: Members provide verbal report-outs at committee and/or general meetings.
- Tactic 2: Members email information to the Coalition’s staff person to distribute to all members.

Goal 2: Children’s Coalition receives information from the community.

Strategy 1: Coalition and committee members attend community events pertaining to the well-being of children and families.

- Tactic 1: Members attend and distribute information at local events (if possible, provide an information booth); retain any information received, as a result.
- Tactic 2: Members attend and collect information at local events.
- Tactic 3: Host periodic “coffee chats” to discuss hot topics in the community.

Strategy 2: Coalition and committee members receive information from the media pertaining to the well-being of children and families.

- Tactic 1: Members receive information through email blasts.
- Tactic 2: Members seek information from local news outlets.
- Tactic 3: Members subscribe to and receive information from relevant social media feeds and community discussion boards (i.e. Facebook, Twitter, Nextdoor).

Strategy 3: Coalition and committee members receive information from agencies serving children/families, to garner information from service providers.

- Tactic 1: Members identify service providers meeting specific criteria (i.e. works in field of identified “Priority Issue” or project) and conduct organized field trips to obtain information and providers’ perspectives on issues.
- Tactic 2: Coalition conducts written and verbal surveys of providers to receive information to inform Coalition’s work.

Strategy 4: Coalition and committee members critically assess information received from the community and provide crucial, summarized information to the membership body.

- Tactic 1: Members provide verbal report-outs at committee and/or general meetings.
- Tactic 2: Members email information to Coalition’s staff person to distribute to all members.

COMMUNITY ENGAGEMENT GOALS

Goal 3: Children’s Coalition is organized and strategic in utilizing information members receive from the community.

Strategy 1: Coalition utilizes a virtual file cabinet to organize information members wish to retain.

- Tactic 1: Members are granted access to view and file information in the Coalition’s Google Drive.
- Tactic 2: One Coalition member is responsible for monitoring and keeping the virtual file cabinet organized; purges files no longer relevant.

Strategy 2: Coalition memorializes verbal report-outs and presentations.

- Tactic 1: Coalition staff person records verbal report-outs in meeting minutes and includes handouts as attachments to minutes; minutes/attachments are posted to the Coalition’s website and retained by members.
- Tactic 2: Members review previous meeting minutes to inform planning and work.

Strategy 3: Coalition maintains a master list of groups that members attend, Coalition supports, and Coalition follows.

- Tactic 1: Coalition reviews this list annually to assess the quality of information received from these groups and to determine if it is beneficial to continue attending, following, and/or supporting these groups.

Strategy 4: Coalition conducts mapping of Sacramento community assets based on information gathered.

- Tactic 1: Coalition utilizes asset map to formulate ideas and recommendations about how to build on existing community assets to address community needs and improve child and family well-being.

Goal 4: Children’s Coalition communicates to the community in a unified way.

Strategy 1: Members utilize a “Communications Toolkit” to engage the community at meetings and events.

- Tactic 1: Members use talking points and flyers to engage others in participating in Coalition activities and recruit new members.

Strategy 2: Coalition uses its website and social media to communicate information broadly.

- Tactic 1: Coalition uses its webpage on Sacramento County’s website to post official information; Coalition’s staff person maintains webpage.
- Tactic 2: Coalition uses social media for outreach and garnering support; one member or committee is responsible for managing social media site(s); a written policy guides social media use and how information should be presented.

Goal 5: Children’s Coalition shares its knowledge and recommendations with community decision-makers and stakeholder groups to affect positive change.

Strategy 1: Coalition maintains regular communication with key decision-makers to foster positive relationships and open dialogue.

- Tactic 1: Coalition invites County leaders and other community decision-makers to committee and general meetings to exchange information and share ideas on a regular basis.
- Tactic 2: Coalition includes County and community leaders in meetings where key issues will be discussed.
- Tactic 3: Coalition’s Executive Committee meets with County Board of Supervisors’ Chiefs of Staff quarterly to share about Coalition’s work and emerging issues it has identified.

Strategy 2: Coalition authors reports summarizing identified community needs and recommended solutions.

- Tactic 1: Coalition presents reports to Board of Supervisors at their public meetings.
- Tactic 2: Coalition submits reports to Board of Supervisors as a “Receive and File” and forwards to County department leaders.
- Tactic 3: Coalition shares reports with other community groups as a “Call to Action.”

PROJECT DETERMINATION & MANAGEMENT GOALS



Goal 1: Members know what Children’s Coalition’s “Priority Issues” are.

Strategy 1: Coalition determines its priority issues on an annual basis.

- Tactic 1: At least one meeting per year is dedicated to discussing priorities for the upcoming year.
- Tactic 2: Members review “Parking Lot” issues and new issues that have emerged from community engagement over the past year, to inform discussion.
- Tactic 3: Coalition conducts SWOT analyses for child and family well-being in the community.
- Tactic 4: Community and County stakeholders are invited to provide input on determining “Priority Issues.”

Strategy 2: Members use “Priority Issues” talking points when engaging the community.

- Tactic 1: After the Coalition’s Annual Retreat, a “Communications ad-hoc subcommittee” develops a one-pager of talking points for priority issues.

Strategy 3: “Priority Issues” are included on all Coalition communication media.

- Tactic 1: “Priority Issues” are included on member recruitment materials, community engagement materials, website, and social media sites.

Goal 2: Children’s Coalition identifies and triages “Emerging issues” as they arise.

Strategy 1: Coalition categorizes emerging issues into: “Minor Issues,” “Major Issues,” and “Non-Issues.”

- Tactic 1: Members understand and agree on what constitutes a “Minor Issue,” a “Major Issue,” and a “Non-Issue.”
- Tactic 2: When new issues are presented to the Coalition, members use a rubric to quickly score and categorize each issue.
- Tactic 3: Members make triage recommendations to Executive Committee on emerging issues and assign Executive Committee to vet the issue and run the issue through a decision tree.
- Tactic 4: Coalition maintains a “Parking Lot” list for issues to revisit.

Goal 3: Children’s Coalition develops implementation plans for addressing “Priority Issues” and actionable “Emerging Issues.”

Strategy 1: Executive Committee conducts a review process to vet emerging issues identified by the Coalition.

- Tactic 1: Executive Committee has as a standing agenda item to review emerging issues assigned by the Coalition.
- Tactic 2: Executive Committee reviews and modifies (as appropriate) the Coalition’s initial assessment of the emerging issue and applies it to a decision tree.

Strategy 2: Executive Committee uses a decision tree to develop issue implementation plans.

- Tactic 1: Executive Committee runs issues through a decision tree that results in a narrowly scoped implementation plan, working group assignments, deliverables, and additional discussion points for Coalition consideration.
- Tactic 2: Executive Committee submits decision tree results, comments, and implementation plan to Coalition for final decision on action.

PROJECT DETERMINATION & MANAGEMENT GOALS

Goal 4: Children's Coalition executes timely, high-quality, and effective advocacy deliverables.

Strategy 1: Coalition utilizes its existing resources to carry out actions, tasks, and projects.

- Tactic 1: Coalition delegates work to its standing committees/subcommittees, when work falls within the committee's focus area. Committee chair utilizes skills inventory to identify out-of-committee participants.
- Tactic 2: Coalition creates new ad-hoc committees to carry out major work not delegated to standing committees.
- Tactic 3: Coalition assigns minor work to its individual members.
- Tactic 4: Coalition consults, informs, and collaborates with other like-missioned organizations on its projects.
- Tactic 5: Coalition contributes information/endorsement to other organizations already carrying out projects.
- Tactic 6: Coalition identifies baseline best practices, reliable data sources, and communication channels, as a starting point for project implementation.
- Tactic 7: Coalition provides grants through the Children's Trust Fund to support projects, as needed and as appropriate.

Strategy 2: Coalition plans County budget advocacy-related work around County budget timetables.

- Tactic 1: Coalition maintains awareness of County budget timetables through its relationships and communication with County officials.
- Tactic 2: Coalition completes reports containing budget recommendations months before County Recommended Budget Hearings.
- Tactic 3: Coalition shares recommendations related to budget with County department heads prior to their annual budget development period.
- Tactic 4: Coalition requests County department leaders and community stakeholders to inform Coalition of budget-related updates and issues.
- Tactic 5: Coalition maintains a separate review and deliverable process for reacting to emergent issues related to annual County budget.

Strategy 3: Executive Committee tracks projects to ensure timely completion, monitors the efficient use of resources, and evaluates effectiveness.

- Tactic 1: Executive Committee uses a project management tool updated by project leads and maintained by the Coalition's staff person to track projects, progress, and issues.
- Tactic 2: Executive Committee reviews project status monthly, as a standing agenda item, to ensure projects are on track, efficiently resourced, and within both scope and the Coalition's priorities.
- Tactic 3: Executive Committee conducts post-project evaluation, using both qualitative and quantitative measures (to the extent possible), with project lead to assess effectiveness and generate lessons learned.
- Tactic 4: Executive Committee and/or project lead presents evaluation results and lessons learned to Coalition for discussion.



MEMBERSHIP GOALS



Goal 1: All Children’s Coalition members are engaged and know their role.

Strategy 1: All members receive initial and continued training and development, as needed.

- Tactic 1: New members receive an orientation upon initial appointment.
- Tactic 2: New members are connected to an existing, seasoned member for mentorship.
- Tactic 3: Members attend available trainings or forums that would further Coalition work.

Strategy 2: Every member actively contributes to a major project.

- Tactic 1: New members choose a committee assignment after two meetings attended.
- Tactic 2: Members’ expertise, talents, and interests drive assignment of project tasks.
- Tactic 3: Members buy into and agree on deadlines for all projects.
- Tactic 4: Ad-hoc subcommittees use technology (such as Google Docs) to further project work.

Strategy 3: All members are assigned a regular, ongoing responsibility.

- Tactic 1: Responsibilities are defined by job descriptions and assigned to individuals (i.e. officers, committee chairs, alternate chairs, communications, etc.).
- Tactic 2: Members periodically report about their regular responsibility.

Strategy 4: Members motivate one another and hold each other accountable to actively participate.

- Tactic 1: Every committee and ad-hoc subcommittee is assigned a leader who is charged with engaging members.
- Tactic 2: Ad-hoc subcommittee members stay connected with each other and further project work in between meetings.
- Tactic 3: Coalition Chair reaches out to members who have been absent from general meetings.

Goal 2: Children’s Coalition fully utilizes the expertise and competence of its membership.

Strategy 1: Every member knows what every other member’s expertise and interest is.

- Tactic 1: Bios created for/by each member are made available online. Bios include member affiliations and interest areas.
- Tactic 2: Members network with one another at each meeting.

Strategy 2: Each member has an identified set of skills they will use to contribute to projects (i.e. writers, editors, researchers, speakers, designers, etc.).

- Tactic 1: A skills inventory is conducted initially and periodically.
- Tactic 2: Identified skills are highlighted in member bios.

Strategy 3: Project workgroups are well-balanced with members having diverse knowledge and skill sets.

- Tactic 1: Members discuss and identify the knowledge and skills needed to carry out any new projects and assign themselves to projects accordingly.
- Tactic 2: Workgroups reach out to the general membership for help to fill any identified needs and/or deficits.

MEMBERSHIP GOALS

Goal 3: Children's Coalition applies effective division of labor strategies.

Strategy 1: Members are not overburdened with assignments.

- Tactic 1: Members are assigned only one regular, ongoing responsibility in addition to their committee assignments.
- Tactic 2: Members are expected to actively participate in only one major project (committee or general membership project).
- Tactic 3: Projects are regularly assessed and prioritized to ensure member assignments are reasonable.

Strategy 2: Coalition leverages partnerships to assist in projects.

- Tactic 1: Coalition partners with similar-missioned organizations on shared projects.
- Tactic 2: Coalition utilizes reputable and diverse data sources to support its claims.

Strategy 3: Coalition leaders are periodically rotated.

- Tactic 1: Alternate Chairs are assigned in each committee.
- Tactic 2: Candidates for officer and committee chair positions are identified and engaged well-before officer elections to allow for a smooth transition.
- Tactic 3: Short-term, temporary leadership positions are utilized for specific projects.

Strategy 4: Coalition efficiently utilizes its part-time staff person.

- Tactic 1: Executive Committee periodically assesses staff person's priorities.
- Tactic 2: Staff person supports major projects at the discretion of the Executive Committee, per Coalition priorities, and in alignment with staff person's skills.

Goal 4: Coalition is effective in member recruitment and retention.

Strategy 1: All members remain vigilant in identifying potential new members and inviting them to meetings.

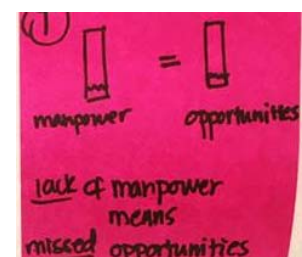
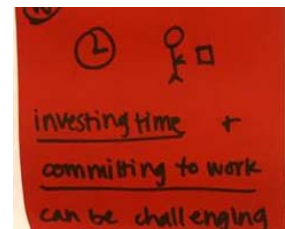
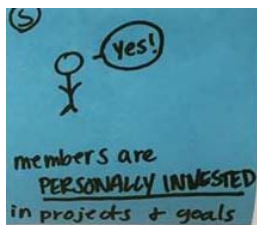
- Tactic 1: Members are encouraged to share select Coalition work with friends, colleagues, and new acquaintances.
- Tactic 2: Members bring new people to meetings, with a focus on recruiting to fill open seats and support Coalition priorities.
- Tactic 3: Members utilize communication toolkit to share information with potential recruits.

Strategy 2: Coalition offers enticing opportunities for members to be change-agents in the community.

- Tactic 1: Work is determined by blending community needs with members' interests, expertise, and passions.
- Tactic 2: Work is driven by current events and issues.
- Tactic 3: Coalition provides opportunities to work on a variety of projects and in a variety of roles.

Strategy 3: Coalition hosts interesting presentations.

- Tactic 1: Presentations are relevant to Coalition's current projects.
- Tactic 2: Coalition provides opportunities for members to engage with speakers who are well-respected in their field and provide information that is not easily accessible through internet research.
- Tactic 3: Coalition facilitates follow-up discussions related to information received from presentations.



PRIORITY ISSUES CHAMPIONED



2019 ISSUE: SCHOOL SUSPENSION DISPROPORTIONALITY IN SACRAMENTO

Project: Collaborative Improvement Network for Suspension Disproportionality

Goal 1: Create a “lay-of-the-land” analysis that highlights the need for collaboration across organizations.

Strategy 1: Highlight scope and impact of the problem.

- Tactic 1: Invite Black Parallel School Board to present to SCCC in March on: 1) the issue; and, 2) the other organizations connected to this issue.
- Tactic 2: Conduct outside research to: 1) validate what we heard; and, 2) gather additional information.
- Tactic 3: Create a clearly defined problem statement.

Strategy 2: Highlight current strategies, efforts, and interventions; and outcomes, progress, and outlook.

- Tactic 1: Invite other organizations to SCCC meeting beginning in April to: 1) get their perspective on the problem statement; 2) learn what work they are doing to address it; and, 3) determine the efficacy of this work.
- Tactic 2: Develop a visual showcasing the groups involved, the variety of approaches, and outcomes.

Strategy 3: Highlight collaborative opportunity.

- Tactic 1: Analyze results of S2.T2. to determine high-potential areas of collaboration.
- Tactic 2: Develop a proposed collaborative model.

Strategy 4: Highlight similar successes.

- Tactic 1: Conduct outside research to identify similar collaborative models in other counties, regions, states, and/or sectors.
- Tactic 2: Document outside findings, analyze, and revise proposed model as needed.

Goal 2: Develop a proposed 5-year plan for a Collaborative Improvement Network focused on addressing disproportionate suspension rates by race.

Strategy 1: Define a mission, vision, and goals.

- Tactic 1: Refine problem statement into a mission, vision, and a set of goals.

Strategy 2: Identify major milestones, critical tasks, and a rough timeline.

- Tactic 1: Develop a high-level 5-year project plan for a collaborative improvement network, including a set of milestones for reporting back to SCCC.
- Tactic 2: Compare project plan with other efforts to confirm viability.

Strategy 3: Define a process and timeline for third-party evaluation.

- Tactic 1: Develop criteria for identifying potential third-party evaluators.
- Tactic 2: Research and recommend potential third-party evaluators.
- Tactic 3: Develop a proposed evaluation process and timeline.

Strategy 4: Identify stakeholders and an organization to lead.

- Tactic 1: Identify complete list of stakeholders, leveraging previous outreach efforts from G1.S2.T1.
- Tactic 2: Research and add points of contact to full list of stakeholders.
- Tactic 3: Develop ideal leadership qualifications and analyze full list of stakeholders for candidates to lead collaborative.

PRIORITY ISSUES CHAMPIONED

Goal 3: Have a first collaborative planning meeting with stakeholder leads convened by January 31, 2020.

Strategy 1: Develop pitch deck (i.e. persuasive presentation), using information from the “lay-of-the-land” analysis and the 5-year plan.

- Tactic 1: Gather information from all previous efforts and condense into single slide deck.
- Tactic 2: Review slideshow with Black Parallel School Board and other select advisor or individuals for accuracy and effectiveness of the message and ask.

Strategy 2: Conduct a roadshow with all stakeholders.

- Tactic 1: Reach out to all points of contact to secure meetings for sharing proposed plan and soliciting recommendations.
- Tactic 2: Identify order of outreach and hold meetings.
- Tactic 3: Review feedback and modify both approach and leadership candidates, as appropriate.

Strategy 3: Secure stakeholder participation commitments.

- Tactic 1: Develop semi-formal mechanism of commitment.
- Tactic 2: Secure commitment from all stakeholders.
- Tactic 3: Secure commitment, responsibilities, and project sponsor from lead organization.

Strategy 4: Conduct a hand-off meeting with lead organization point of contact.

- Tactic 1: Work with project sponsor to identify project lead, if appropriate.
- Tactic 2: Work with project lead to identify and propose an “Executive Committee” to all stakeholders, including a participant from SCCC as a standing seat on the Executive Committee.
- Tactic 3: Secure consensus from all stakeholders on Executive Committee membership.
- Tactic 4: Support project lead in planning and executing first Executive Committee meeting.

ACTION PLAN

Community Engagement Membership Project Determination School Suspension Disproportionality

G = Goal; S = Strategy; T=Tactic; W = Writer; R = Researcher/Analyst; E = Engager; O = Other; PM = Project Manager; PC = Project Coordinator

March – May 2019 cont.

#	Project	Reference	Predecessor	FTE/Role(s)
M1	Assess Staff capacity; prioritize Staff project work based on SCCC priorities	M-G3S4T1	none	0.5 PM
M2	Include "Lead" assignments to project/committee tracking tools	M-G1S4T1	none	0.5 PM
M3	Create <i>Skills Inventory & Member Bio</i> forms; email to/collect from members	M-G1S1T1 M-G1S1T2 M-G1S1T3 M-G2S2T1 M-G2S2T2	C1	1 W/E
M4	Create a standard list of "ice breakers" that can be used at the beginning of all SCCC meetings	M-G2S1T2	C1	0.5 R/W
M5	Redesign the new member orientation format (include overview of SCCC and current work; expectations outlined in bylaws and membership goals; collection of pertinent information; assignment of project/committee and mentor)	M-G1S1T1 M-G1S2T2 M-G2S3T1 C-G1S1T1 C-G1S1T2	C1	1 W/R/E
M6	Design, organize, and lead implementation of an awareness campaign of SCCC and its membership/partnership opportunities	M-G3S2T1 M-G4S1T1 M-G4S1T2 M-G4S1T3	C1, C5	1 PM 1 W/R/E
P1	Develop initial project tracking tool for 2019 projects (based on Member Retreat work)	P-G4S3T1	none	2 PM
P2	Planning for: 1) Review of member retreat with SCCC; 2) Review of project tracking tool with SCCC; 3) member assignment of projects/leads	P-G4S3T1 P-G4S1T2 P-G4S1T3	P1 (<i>in parallel</i>)	2 PM
P3	Develop "emerging issue triage" methodology; refine scoring rubric and definitions; present to SCCC	P-G2S1T1 P-G2S1T2	none	1 W 2 R
P4	Develop decision tree, major/minor/non-issue definitions, and implementation plan template; present to SCCC	P-G2S1T3 P-G2S1T4 P-G4S1T4 P-G4S1T5 P-G3S2T1	P3	1 PM 1 W
S1	Invite Black Parallel School Board (BPSB) to general session	S-G1S1T1	none	0.5 W/R/E
S2	Conduct outside research on issue and collaborative model, highlight success	S-G1S4T1 S-G1S1T2 S-G1S4T2	S1	2 R

ACTION PLAN

Community Engagement **Membership** **Project Determination** **School Suspension Disproportionality**

G = Goal; **S** = Strategy; **T**=Tactic; **W** = Writer; **R** = Researcher/Analyst; **E** = Engager; **O** = Other; **PM** = Project Manager; **PC** = Project Coordinator

March – May 2019 cont.

#	Project	Reference	Predecessor	FTE/Role(s)
S3	<i>(Begin to)</i> Develop 5 year plan, problem statement, mission/vision/goals; and evaluation process, timeline, potential evaluator candidates	S-G2S1T1 S-G1S1T3 S-G1S4T2 S-G2S2T1 S-G2S2T2 S-G2S3T1 S-G2S3T2 S-G2S3T3	S2	1 PM 1 R 1 W
S4	Invite other orgs to share perspectives, strategies, and outcomes	S-G1S2T1	S1, S2 <i>(in parallel)</i>	1 W 1 E

June – August 2019

#	Project	Reference	Predecessor	FTE/Role(s)
C8	<i>(Continued)</i> Identify relevant community service providers/resources; survey them to inform SCCC work; share with SCCC	C-G2S3T1 C-G2S3T2	C1, C2,C6	1 W 1 R/E
C11	All members report on engagement activities/pertinent info gained from groups they're connected with; report-outs are memorialized in VFC	C-G3S2T1	none	1 W
C12	Draft summary report of identified resources, needs, solutions from info gained to-date; memorialize in VFC; present to SCCC	C-G5S2T1 C-G5S2T2 C-G5S2T3	C1, C2, C4, C6, C10	1 W/R
M6	<i>(Continued)</i> Design, organize, and lead implementation of an awareness campaign of SCCC and its membership/partnership opportunities	M-G3S2T1 M-G4S1T1 M-G4S1T2 M-G4S1T3	C1, C5	1 PM 1 W/R/E
P4	<i>(Continued)</i> Develop decision tree, major/minor/non-issue definitions, and implementation plan template; present to SCCC	P-G2S1T3 P-G2S1T4 P-G4S1T4 P-G4S1T5 P-G3S2T1	P3	1 PM 1 W
P9	Create Executive Committee process to review emerging issues and process through decision tree	P-G3S1T1 P-G3S1T2 P-G3S2T1 P-G3S2T2	P4	1 W
P10	Develop post-project evaluation process for executive committee, involving project lead; include approach to presenting results to general membership	P-G4S3T3 P-G4S3T4	P9	1 W

ACTION PLAN

Community Engagement Membership Project Determination School Suspension Disproportionality

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June – August 2019 cont.

#	Project	Reference	Predecessor	FTE/Role(s)
S3	<i>(Continued)</i> Develop 5 year plan, problem statement, mission/vision/goals; and evaluation process, timeline, potential evaluator candidates	S-G2S1T1 S-G1S1T3 S-G1S4T2 S-G2S2T1 S-G2S2T2 S-G2S3T1 S-G2S3T2 S-G2S3T3	S2	1 PM 1 R 1 W
S4	<i>(Continued)</i> Invite other orgs to share perspectives, strategies, and outcomes	S-G1S2T1	S1, S2 <i>(in parallel)</i>	1 W 1 E
S5	Create visual showcase of strategies and outcomes	S-G1S2T2 S-G1S3T1 S-G1S3T2	S4	1 W; 2 R
S6	Develop slide deck	S-G3S1T1	S1, S2, S3, S4	1 R; 1 W
S7	Contact groups to meet, set up roadshow schedule; hold roadshow, obtain commitment to participate in Collaborative Network	S-G3S2T1 S-G3S2T2 S-G3S1T2 S-G2S4T1 S-G2S4T2 S-G2S4T3 S-G3S3T1 S-G3S3T2	S1, S2, S3, S4, S5, S6	1 W; 2 E

September – November 2019

#	Project	Reference	Predecessor	FTE/Role(s)
C6	Identify & participate in/staff a booth for at least one community event OR host a small "Coffee Chat"; identify successes and challenges; report results to SCCC; memorialize information received	C-G2S1T1 C-G2S1T2 C-G2S1T3	C1, C5 <i>(in parallel)</i>	1 R/E 1 E
C8	<i>(Continued)</i> Identify relevant community service providers/resources; survey them to inform SCCC work; share with SCCC	C-G2S3T1 C-G2S3T2	C1, C2,C6	1 W 1 R/E
M6	<i>(Continued)</i> Design, organize, and lead implementation of an awareness campaign of SCCC and its membership/partnership opportunities	M-G3S2T1 M-G4S1T1 M-G4S1T2 M-G4S1T3	C1, C5	1 PM 1 W/R/E
M7	Develop list of potential presenters to invite to speak at future SCCC meetings	M-G4S3T1 M-G4S3T2 M-G4S3T3	None	1 R

ACTION PLAN

Community Engagement Membership Project Determination School Suspension Disproportionality

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September – November 2019 cont.

#	Project	Reference	Predecessor	FTE/Role(s)
M8	Identify next generation of officers/committee chairs to begin training/shadowing	M-G3S3T2	None	1 E
P5	Budget review process and timeline; includes slide presentation and budget advocacy letter template	P-G4S2T1 P-G4S2T2 P-G4S2T3 P-G4S2T4 P-G4S2T5	none	1 W/R
P6	Establish annual review process for yearly priority issues and strat plan updates	P-G1S1T1 P-G1S1T2 P-G1S1T3 P-G1S1T4	none	1 W
P7	Develop a project resource starter kit with best practices, reliable data sources, and communication channels	P-G4S1T4 P-G4S1T5 P-G4S1T6	none	3 W/R
S7	<i>(Continued)</i> Contact groups to meet, set up roadshow schedule; hold roadshow, obtain commitment to participate in Collaborative Network	S-G3S2T1 S-G3S2T2 S-G3S1T2 S-G2S4T1 S-G2S4T2 S-G2S4T3 S-G3S3T1 S-G3S3T2	S1, S2, S3, S4, S5, S6	1 W; 2 E

December 2019 – January 2020

#	Project	Reference	Predecessor	FTE/Role(s)
C6	Identify & participate in/staff a booth for at least one community event OR host a small "Coffee Chat"; identify successes and challenges; report results to SCCC; memorialize information received	C-G2S1T1 C-G2S1T2 C-G2S1T3	C1, C5 <i>(in parallel)</i>	1 R/E 1 E
C10	Conduct asset mapping of community assets based on information received (to-date, from various points of info)	C-G3S4T1	C1, C2, C4, C6, C8	1 W/R
C11	All members report on engagement activities/pertinent info gained from groups they're connected with	C-G3S2T1	None	1 W
C12	Draft summary report of identified resources, needs, solutions from info gained to-date; present to SCCC	C-G5S2T1 C-G5S2T2 C-G5S2T3	C1, C2, C4, C6, C10	1 W/R
M8	<i>(Continued)</i> Identify next generation of officers/committee chairs to begin training/shadowing	M-G3S3T2	None	1 E

ACTION PLAN

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December 2019 – January 2020 cont.

#	Project	Reference	Predecessor	FTE/Role(s)
P6	<i>(Continued)</i> Establish annual review process for yearly priority issues and strat plan updates	P-G1S1T1 P-G1S1T2 P-G1S1T3 P-G1S1T4	none	1 W
P7	<i>(Continued)</i> Develop a project resource starter kit with best practices, reliable data sources, and communication channels	P-G4S1T4 P-G4S1T5 P-G4S1T6	none	3 W/R
P8	Create project management tool and transfer projects, status, etc; design ongoing mgmt policy and practices	P-G4S3T1 P-G4S3T2	P1	1 W/R/E
S7	<i>(Continued)</i> Contact groups to meet, set up roadshow schedule; hold roadshow, obtain commitment to participate in Collaborative Network	S-G3S2T1 S-G3S2T2 S-G3S1T2 S-G2S4T1 S-G2S4T2 S-G2S4T3 S-G3S3T1 S-G3S3T2	S1, S2, S3, S4, S5, S6	1 W; 2 E
S8	Assemble results of meetings; identify lead organization/project lead	S-G3S2T3 S-G3S3T3	S7	1 R; 1W
S9	Work with project lead to identify Exec Comm; secure consensus on Exec Comm membership; hand-off project to lead	S-G3S4T1 S-G3S4T2 S-G3S4T3 S-G3S4T4	S8	2 E

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SACRAMENTO COUNTY
CHILDREN'S COALITION

Appointed by the Sacramento County
Board of Supervisors