

**SUMMARY REPORT**

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**MARIN CITY COUNCIL OF ORGANIZATIONS  
PLANNING MEETING REPORT  
APRIL 8, 2004**

**PREPARED BY**

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
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**MARIN CITY COUNCIL OF ORGANIZATIONS**

**MARIN CITY COUNCIL OF ORGANIZATIONS  
PLANNING RETREAT  
NOVEMBER 17, 2004**

**COMMUNITY PLANNING GOALS**

- To review and refine planning documents developed by the planning groups
- To develop a service delivery continuum
- To outline a management system and coordinating process
- To develop cultural competency criteria for service providers
- To review next steps in the community planning process

**AGENDA**

- 09:30 – 10:00*                      *Opening Session*
- Welcome, introductions and review of goals/agenda
- 10:00 – 11:00*                      *Refining the Plans*
- Planning group meetings to review and refine the draft plans in each area
- 11:00 – 12:30*                      *Defining the Structure and Standards (Small Groups)*
- Three small group meetings to develop (1) a service delivery continuum, (2) management/coordinating process and (3) cultural competency criteria
- 12:30 – 12:45*                      *Break*
- 12:45 – 01:45*                      *Defining the Structure and Standards (General Session)*
- *Reports and Discussion*
- 01:45 – 02:00*                      *Closing Session*
- Review of day, next meeting, assessment and adjournment

# MARIN CITY EMPOWERED

Theory-of-Change, Cultural-Equity, Community-Building

Featuring The  
Theory  
Of  
Social Change

## Human Potential Continuum

[Continuum of Care, Learning, Wellness  
And Family Empowerment]

### Primary Health care

Education

Mental and Physical Health Care

Youth Development & Values

Spirituality

Interdisciplinary Case Management

Development of Access Points

Family and Parenting Skills

Early Childhood Nurturing/Training

Recreation, Culture and Arts

Coordination of Service Providers

Transportation

Insurance and coverage

Leadership, Management,

Activist and Advocacy Development

Wellness Service Center

Integrated Civic Affairs

Continuum  
Of  
Care, Learning,  
Wellness, Family  
& Community  
Empowerment

## Government CSD

[Community Leadership]

Public Safety

Civic Participation

District-Community Planning

Administer Chartered Points

Tax Flow and Revenue Generation

Police Community Relations

Planning, Oversight and Policy Development

Information, Referrals,

Public Works

Land and Facility Management

Public Health Monitoring

Guardian of the General Welfare

Committees and Commissions

Community Planning Appointing

Authority

## Economic Development

Employment and Training

Land Management

Shopping Center & Gateway LLC Oversight

Affordable, Available, Accessible Housing

Land Use & Facilities Development

Job Center

1<sup>st</sup> Time Home Buyers

Financial Literacy

Asset Management

Property Management

Skills and Job Training Development

Fiscal Management

Home and Micro Businesses Development

Investment Training and Instruments

Land and Housing Trust

Technology Installation & Operations

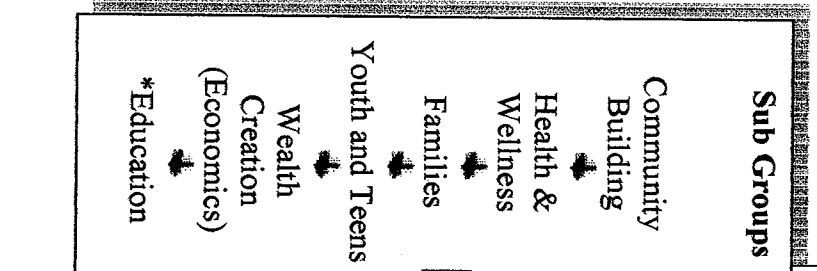
Learning Space

The purpose of the Continuum is to provide uniform, uninterrupted, culturally competent services and operations to Marin City and the Southern Marin region

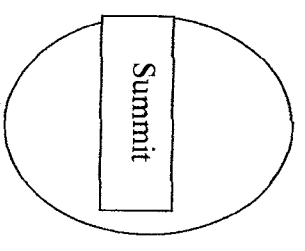
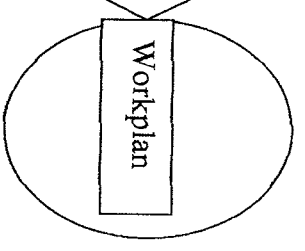
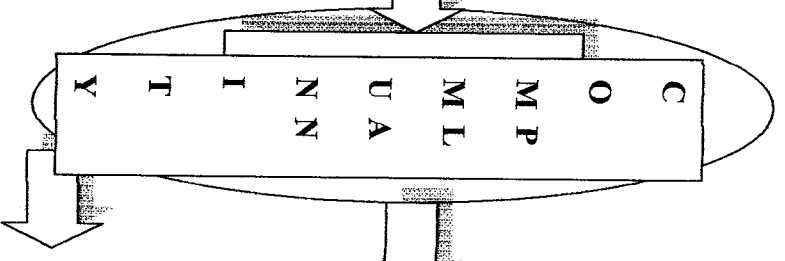
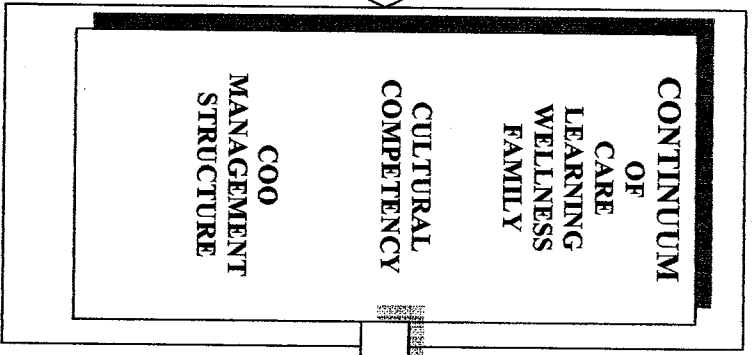
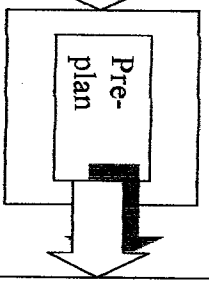
# Marin City Council of Organizations (MCCOO)

Disparity Data

October 25, 2004



Best Practices



**MARIN CITY COUNCIL OF ORGANIZATIONS  
YOUTH PLANNING GROUP**

**THEORY OF CHANGE**

**Baseline Conditions**

**Negative**

- There is often poor follow-through by local individuals/agencies in fulfilling their responsibilities.
- Organizations have difficulty coordinating and collaborating in a consistent, effective manner.
- There is a school/community disconnect – i.e., no active partnership between the community and school districts.
- There is a lack of coordination between the schools, churches and organizations resulting in the absence of a continuum of uninterrupted services for youth.
- There is a need to involve churches in the community visioning, planning and decision-making process.
- There is a lack of parent education programs and parent involvement in the schools.
- Parents lack knowledge of the educational system, school programs, testing programs and other educational practices.
- Many homes have an unstable family structure.
- 80% of the youth (12 and older) currently use or have used alcohol, ecstasy and other drugs.
- Young parents lack knowledge and tools for raising children.
- The high school drop out rate is at least 50% and climbing.
- There is a lack of parent involvement/guidance for children/youth.
- There is a high unemployment rate.
- There is a high rate of youth involvement in criminal justice system.
- There is a lack of services to meet the needs of community youth.
- There are gaps in existing community services which are at the lowest level in recent years.

**Positive**

- There is strong community leadership that plays a positive and active role in addressing youth issues
- Many people have lots of experience working with youth.
- There are community-based youth organizations in Marin City.
- There are strong faith based organizations in the community.
- The public library is an asset to the community.
- There are multi-faceted community events for youth and families.

- Marin City is a transportation hub for the county.
- Marin City has a very positive location.
- Marin City is both a family-based and intergenerational community.
- There is a strong potential for building stronger relationships with other county-wide youth agencies.

### Strategies to Achieve Short-Term Outcome (Years 1-3)

#### Schools-Based Programs

- Decrease the number of children who enter kindergarten without preschool experience to strengthen school success
- Identify and put in place role model programs for elementary and middle school youth
- Develop a middle school support plan for youth and families
- Dialogue with the school district to implement conflict resolution training for elementary students
- Implement a truancy program that holds both parents and children accountable.

#### Community-Based Programs

- Conduct a comprehensive assessment of existing youth programs
- Solicit community input and feedback on youth program services
- Start a youth intervention and prevention “tough love” program including youth seminars with peer to peer learning
- Organize a youth community service project
- Develop a positive thinking program for youth
- Implement a jobs program for youth
- Continue the WHAP Academy
- Increase attendance at the Safe House tutorial program
- Collaborate with the drug program to develop a youth drug prevention program
- Implement a community watch program that is youth oriented
- Continue to provide comprehensive youth program services (academic support, drug prevention, career/employment development, cultural/social/activities, family support and leadership development)
- Implement incentive programs for youth and parents
- Implement a community awards program
- Implement a parent education program
- Create structured athletic and arts youth programs
- Increase community participation at the ballot box
- Assess the feasibility of implementing programs that seek to rehabilitate children/youth by removing them from the Marin City to live in other communities
- Establish and implement a youth council/commission
- Establish a youth program advisory committee
- Conduct regular community youth/law enforcement meetings

- Implement a career internship program for youth
- Reduce the duplication of services and competition among agencies
- Promote inter-agency cohesiveness and collaboration
- Actively seek diverse funding sources

### School/Community Relations

- Build better working relationships between the school district and the community
- Reactivate the Marin City/Sausalito School District Parent Teachers Association
- Implement an effective community advocacy program with school districts
- Identify all countywide committees and commissions that influence youth decision-making and resources
- Provide leadership training for youth/community participation on countywide committees and commissions
- Develop and implement a community feedback mechanism

### Short-Term Outcome

#### Option 1

There are stronger organizations, programs and partnerships involving all agencies serving Marin City youth.

#### Option 2

There are effective programs for children and youth, a strong youth commission and inter-agency youth network, better communication and collaboration among community-based agencies and a more positive working relationship between the school district, law enforcement and the community.

### Strategies to Achieve Intermediate Outcome (Years 4-6)

- Maintain and strengthen youth leadership programs
- Maintain and strengthen the inter-agency youth network
- Utilize the inter-agency network to develop a community wide strategy for addressing key problems and holding organizations accountable
- Involve residents in dealing with county-wide initiatives affecting the community
- Train and place residents on county boards and commissions
- Involve residents in school-linked service programs
- Build the capacity of organizations to collect and report information on a regular basis – i.e., to keep good data to improve programs, demonstrate results and tell the story of the community
- Work collaboratively to change the image of the community and attract new investments from donors
- Establish a comprehensive database to manage information about the community
- Implement resource development program

- Form a political action committee with a grassroots precinct organization to politically empower the community
- Develop and implement a plan to expand resources for local programs
- Actively seek diverse funding sources

**Intermediate Outcome**

**Option 1**

There is a strong inter-agency network that provides effective youth services and speaks with voice to influence decisions and attract new resources to the community.

**Option 2**

There is a strong network of youth service agencies that provide an effective support system for youth, work together to improve the community, and speak with one voice to influence decision-making and attract new resources to Marin City.

***Strategies to Achieve Long-Term Outcome (Years 7-10)***

- Continue to provide comprehensive youth program services
- Continue to impact countywide decision-making process for issues and resources for youth
- Document and disseminate information about program best practices
- Share resources and subcontract services among local organizations
- Develop affordable housing to retain young adults in the community
- Jointly define progress indicators for the community
- Actively seek diverse funding sources

**Long-Term Outcome**

Marin City youth are educated, employed, prepared for adulthood and positively involved in community life. They are an asset to their family and community.

## LOGIC MODEL

### Inputs

- There is strong community leadership that plays a positive and active role in addressing youth issues
- Many people have lots of experience working with youth.
- There are community-based youth organizations in Marin City.
- There are strong faith based organizations in the community.
- The public library is an asset to the community.
- There are multi-faceted community events for youth and families.
- Marin City is a transportation hub for the county.
- Marin City has a very positive location.
- Marin City is both a family-based and intergenerational community.
- There is a strong potential for building stronger relationships with other county-wide youth agencies.

### Strategies/Activities

#### Schools-Based Programs

- Decrease the number of children who enter kindergarten without preschool experience to strengthen school success
- Identify and put in place role model programs for elementary and middle school youth
- Develop a middle school support plan for youth and families
- Dialogue with the school district to implement conflict resolution training for elementary students
- Implement a truancy program that holds both parents and children accountable.

#### Community-Based Programs

- Conduct a comprehensive assessment of existing youth programs with community input
- Provide comprehensive education/prevention/intervention programs (academic support, drug prevention, career/employment development, cultural/social/activities, family support and leadership development) to develop youth academically, socially, mentally, politically and spiritually
- Implement programs to provide jobs for youth and involve them in the community
- Implement a jobs program for youth
- Implement incentive programs for youth and parents
- Develop strategies to increase the civic participation of youth and parents
- Develop and implement youth leadership development programs
- Develop and utilize an inter-agency network to develop a community wide strategy for addressing key problems and holding organizations accountable

- Reduce the duplication of services and competition among agencies
- Form a political action committee with a grassroots precinct organization to politically empower the community
- Establish a comprehensive database to manage information about the community
- Work collaboratively to change the image of the community and attract new investments from donors
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- Train and place residents on county boards and commissions

### School/Community Relations

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- Develop and implement a community feedback mechanism

### Outputs

- More youth who understand their role and are engaged with the community
- More youth who can work with other youth in positive ways
- More youth employed by local agencies in community service activities
- More youth who are satisfied with and take advantage of the opportunities that are available with them
- More youth who more respectful with each other and adults (e.g., a shift in everyday language)
- More employment opportunities for youth
- More parents involved in schools and programs
- Better research and a database system to document information
- Evaluation system to measure program impacts on youth (e.g., socialization, anger, self-control/discipline)
- Decrease in juvenile arrests
- Increase in high school graduation and college admission
- Fewer retentions
- Lower crime rate
- Better health indicators
- Increase in volunteerism
- Greater representation on county-wide policy bodies
- Decrease in youth drug/alcohol usage
- More sex awareness and more safe sex

- Decrease in sexual activity
- More joint activities between parents and youth
- Elected school board members from the community
- More parent awareness/engagement/support

### **Short-Term Outcome**

#### **Option 1**

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#### **Option 2**

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### **Intermediate Outcome**

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### **Long-Term Outcome**

Marin City youth are educated, employed, prepared for adulthood and positively involved in community life. They are an asset to their family and community.

## RESULTS-BASED STRATEGIC PLAN

### Outcome

Marin City youth are educated, employed, prepared for adulthood and positively involved in community life. They are an asset to their family and community.

### Theory of Change

### Target Population

The target population is all Marin City youth from early childhood to 21 years old who tend to be low-income, at-risk individuals lacking the types of educational and family supports needed to change their lives.

### Call to Action

Marin city youth and families are in a state of crisis because they are not educated, without jobs, on drugs, getting busted and have little hope to pass on to the next generation.

### Data-Based Problem Statement

Note: This section is needs to be completed. The purpose is to “put a real face” on the above “Call to Action” statement by providing statistical data for the “Negative” baseline conditions on page 1 of this document. The following ideas were stated by group members at the meeting on November 8, 2004 (see Theory of Change, Baseline Conditions on Page 1).

- There is often poor follow-through by local individuals/agencies in fulfilling their responsibilities.
- Organizations have difficulty coordinating and collaborating in a consistent, effective manner.
- There is a school/community disconnect – i.e., no active partnership between the community and school districts.
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- There is a lack of parent involvement/guidance for children/youth.
- There is a high unemployment rate.
- There is a high rate of youth involvement in criminal justice system.
- There is a lack of services to meet the needs of community youth.
- There are gaps in existing community services which are at the lowest level in recent years.

### **What Works: Best Practices**

*Note:* This section needs to be completed. The main task is to present a list of documented best practices and their literature references. The following best practices were identified by the group at the meeting on November 8, 2004.

- Effective strategies to lower the achievement gap between middle school, high school/graduation and enrollment in college
- Low rates of criminal arrest and re-arrest
- Low rates of drug and alcohol use/abuse
- High parent involvement
- Low number of teenage pregnancies
- High youth employment
- Children ready for kindergarten
- Youth involved in community services
- High youth literacy rate
- Decrease in number of suspensions
- Improved attendance and tardiness rates
- Decrease in need for child protective services
- Increase in number of youth who self-identify as leaders

### **Core Strategies**

#### **Schools-Based Programs**

- Decrease the number of children who enter kindergarten without preschool experience to strengthen school success
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- Implement a truancy program that holds both parents and children accountable.

### Community-Based Programs

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### School/Community Relations

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- Provide leadership training for youth/community participation on countywide committees and commissions
- Develop and implement a community feedback mechanism

### Partners

#### Implementing Partners

To be completed

#### Supporting Partners

To be completed

### **Evaluation Indicators**

*Note:* The evaluation indicators have to be linked to the core strategies to achieve the desired outcomes. I will help develop this section.

**MARIN CITY COUNCIL OF ORGANIZATIONS  
COMMUNITY BUILDING PLANNING GROUP**

**THEORY OF CHANGE**

**Baseline Conditions**

*Callout stats*

Negative

- There is no common set of core values and ethical standards for the community.
- There is a need to educate parents about positive family values.
- Many students have poor academic achievement in the public schools.
- There is a need for teachers at all levels to have higher expectations of students.
- Too many individuals are not fulfilling their parenting responsibilities with children and youth.
- There is a need for more teachers who are committed to serving the community.
- There are low levels of civic participation at the local, county regional and national levels.
- There is a need to document current participation levels, define civic participation opportunities, provide training for residents and motivate people to be more involved in the community.
- There is a lack of resources to effectively address community needs.
- Too many residents have chronic social problems such as unemployment, involvement with the criminal justice system, and drug/alcohol use.
- There is a need for more residents who know about community governance.
- There is no holistic community planning process focusing on physical, human, economic, political and social development.
- There is a lack of leadership training programs for youth and adults.

Positive

- There are many knowledgeable and experienced people in the community
- Marin City has a rich history of community building work.
- Marin City has a diverse population that cares about the community.
- Many individuals know about “best practices” in the community building field
- There is demographic information on the community (e.g., health, education, etc.)
- Many community residents have a strong interest in improving the community.
- There are a variety of diverse community organizations serving Marin City.
- There is a strong network of faith-based organizations serving the community.
- There are strong child development organizations serving the community.
- There are many positive youth serving organizations in the community.
- Marin City has good relationships with many external organizations.
- The Manzanita Center is a valuable community asset.
- A public safety building is located in the community.
- Marin City is located in a good location and has valuable real estate assets.
- Marin City has a high probability of becoming a self-sustaining community.

## **Strategies to Achieve Short-Term Outcome (Years 1-3)**

### **Community Government**

- Develop strategies to enhance the role, status and capacity of the community government
- Develop strategies to improve working relationships with county government

### **Community Planning**

- Establish a community planning office
- Implement a community planning process to develop a shared vision and define community building priorities
- Create a holistic community development plan for Marin City
- Establish additional non-profit organizations and task force teams as needed to facilitate implementation of the community plan
- Create a resource development action team and conduct a fundraising campaign

### **Civic Engagement**

- Develop and implement a civic engagement campaign including voter registration/education
- Implement a community education program to better inform the community including a newsletter and website
- Implement outreach activities to increase community participation in board meetings and other important meetings
- Conduct trainings on community planning, incorporation, redevelopment and other key issues
- Develop leadership training programs for youth and adults

### **Community Development**

- Sponsor a fundraising drive to develop a new community center with mixed uses (e.g., housing and commercial development) as well as expanded academic, vocational and recreational programs

## **Short-Term Outcome**

The Marin City Community Services District (MCCSD) has policies, programs and resources to empower residents and increase civic participation through recreational, educational, spiritual, social, political and business development activities.

## **Strategies to Achieve Intermediate Outcome (Years 4-6)**

### **Community Government**

- Launch a campaign to incorporate the community

### **Community Planning**

- Review and update the community plan
- Establish a Department of Planning and Community Building
- Establish a research and acquisition department

### Civic Engagement

- Expand the civic engagement campaign including public education and training activities
- Establish a training institute for community leaders
- Implement a strategy to build stronger community relationships

### Community Development

- Develop a Marin City Foundation
- Develop a Community Technology Academy

### Intermediate Outcome

Marin City is a unique, diverse, connected and thriving incorporated city with strong organizations and networks.

### Strategies to Achieve Long-Term Outcome (Years 7-10)

#### Community Government

- Form a new city and elect a city council
- Establish various city departments to provide municipal services
- Participate in county governmental forums on an equal footing with other cities
- Achieve regional and national visibility and recognition

#### Community Planning

- Implement a community planning process to develop a shared vision and define develop priorities for the new city

#### Civic Engagement

- Implement a community education program and civic engagement campaign
- Involve residents in city governance through local boards and commissions
- Conduct trainings on community planning, incorporation, redevelopment and other key issues

#### Community Development

- Develop a national think tank for community building and social change
- Gain local ownership and management over our local assets – e.g., buildings, land, properties, talents, etc.
- Create a mechanism where local wealth is transferred in trust instruments that benefit the community
- Generate enterprise revenues from the new civic center

### Long-term Outcome

Marin City is a thriving, empowered self-sustaining, respected community with diverse civic participation that is a model of social change and community building for the nation.

## LOGIC MODEL

### Inputs

#### Knowledge/Information/Experience

- Many knowledgeable and experienced people living and working in the community
- Many individuals who know about “best practices” in the community building field
- The demographic data compiled on the community (e.g., health, education, etc.)

#### People

- A diverse population that cares about the community
- Many residents with a strong interest in improving the community

#### Organizations/Partners

- A variety of diverse community organizations serving Marin City
- A strong network of faith-based organizations serving the community
- A strong network of child development organizations serving the community Child development and youth organizations
- Many positive youth serving organizations in the community
- The positive relationships with many external organizations

#### Resources

- Existing revenue sources
- The Manzanita Center
- The public safety building
- Valuable real estate assets

### Strategies/Activities

#### Community Government

- Develop strategies to enhance the role, status and capacity of the community government
- Develop strategies to improve working relationships with county government
- Establish new MCCSD departments to coordinate planning and community development activities
- Launch a campaign to incorporate the community

#### Community Planning

- Establish a community planning office
- Implement a community planning process to develop a shared vision and define community building priorities
- Develop a holistic community plan focusing on physical, human, economic, political and social development
- Establish additional non-profit organizations and task force teams as needed to facilitate implementation of the community plan
- Create a resource development action team and implement campaign

### Civic Engagement

- Define core values and ethics for the community
- Develop and implement a civic engagement campaign including voter registration/education
- Implement a community education program to better inform the community including a newsletter and website
- Increase civic participation -- local, county, region and national -- through resident training and providing community participation opportunities
- Conduct trainings on community planning, incorporation, redevelopment and other key issues
- Establish a training institute for community leaders (youth and adults)

### Community Development

- Identify existing resources (money, materials and people skills)
- Develop a new civic center with mixed uses (e.g., housing and commercial development) as well as expanded academic, vocational and recreational programs
- Establish a Marin City Foundation
- Develop a Community Technology Academy

### **Outputs**

- A comprehensive civic center plan
- Expansion of governmental functions and services
- Increased resident participation in community affairs
- Increased investments from external funders
- Increased access to funding
- A continuum of service delivery care, learning, wellness and family empowerment
- Local system/ownership/management of land and property
- A political plan to incorporate the community

### Short-Term Outcome

The Marin City Community Services District (MCCSD) has policies, programs and resources to empower residents and increase civic participation through recreational, educational, spiritual, social, political and business development activities.

### Intermediate Outcome

Marin City is a unique, diverse, connected and thriving incorporated city with strong organizations and networks.

### Long-term Outcome

Marin City is a thriving, empowered self-sustaining, respected community with diverse civic participation that is a model of social change and community building for the nation.

## RESULTS-BASED STRATEGIC PLAN

### Outcome

Marin City is a thriving, empowered self-sustaining, respected community with diverse civic participation that is a model of social change and community building for the nation.

### Theory of Change

#### Option 1

Building the capacity of the Marin City Community Services District (MCCSD), developing a holistic community plan, increasing civic engagement and implementing community development projects will strengthen the community government, empower residents and actively involve them in the community building process. As a result, Marin City will become a thriving, empowered, self-sustaining, community that is a model of social change and community building for the nation.

#### Option 2

Strengthening the CSD will give Marin City a stronger community government, better community services and more respect in the county and region.

Developing a holistic community plan will bring all of the parts of the community together to develop a shared vision and define community priorities.

Increasing civic engagement will bring about more unity in the community and more active participation in community affairs.

Develop a new civic center will increase resident pride and raise the visibility of the community in the county and region.

Incorporating a city will result in more self-determination, community planning authority, better municipal services, and control of tax dollars.

As a result of strengthening the CSD, developing a holistic community plan, increasing civic engagement, developing a new civic center and incorporating a new city, Marin City will become a thriving, engaged, connected, self-sustaining and empowered community that is a model of social change for the nation

### Target Population

The target population is the entire Marin City community, particularly the low and moderate income families living in the bowl area who are long-term residents with chronic social needs.

### **Call To Action**

Marin City lacks the unity, resources and power to solve chronic socio-economic problems and determine its own destiny.

### **Data Based Problem Statement**

Note: This section is needs to be completed. The purpose is to “put a real face” on the above “Call to Action” statement by providing statistical data on the following “Negative” baseline conditions stated on page 1 of this document.

- There is no common set of core values and ethical standards for the community.
- There is a need to educate parents about positive family values.
- Many students have poor academic achievement in the public schools.
- There is a need for teachers at all levels to have higher expectations of students.
- Too many individuals are not fulfilling their parenting responsibilities with children and youth.
- There is a need for more teachers who are committed to serving the community.
- There are low levels of civic participation at the local, county regional and national levels.
- There is a need to document current participation levels, define civic participation opportunities, provide training for residents and motivate people to be more involved in the community.
- There is a lack of resources to effectively address community needs.
- Too many residents have chronic social problems such as unemployment, involvement with the criminal justice system, and drug/alcohol use.
- There is a need for more residents who know about community governance.
- There is no holistic community planning process focusing on physical, human, economic, political and social development.
- There is a lack of leadership training programs for youth and adults.

### **What Works: Best Practices**

Note: This section needs to be completed. The purpose is to present a list of documented best practices and their literature references that support the proposed strategies listed below. For your information, the following strategy categories were brainstormed during our meeting.

- Community engagement
- Employment opportunities
- Public education
- Community planning
- School community relations

## Core Strategies

Note: The following strategies have been “cut and pasted” from the Logic Model. If there is no “best practice” literature to support these strategies, then the strategies have to be changed.

### Community Government

- Develop strategies to enhance the role, status and capacity of the community government
- Develop strategies to improve working relationships with county government
- Establish new MCCSD departments to coordinate planning and community development activities
- Launch a campaign to incorporate the community

### Community Planning

- Establish a community planning office
- Implement a community planning process to develop a shared vision and define community building priorities
- Develop a holistic community plan focusing on physical, human, economic, political and social development
- Establish additional non-profit organizations and task force teams as needed to facilitate implementation of the community plan
- Create a resource development action team and implement campaign

### Civic Engagement

- Define core values and ethics for the community
- Develop and implement a civic engagement campaign including voter registration/education
- Implement a community education program to better inform the community including a newsletter and website
- Increase civic participation – local, county, region and national – through resident training and providing community participation opportunities
- Conduct trainings on community planning, incorporation, redevelopment and other key issues
- Establish a training institute for community leaders (youth and adults)

### Community Development

- Identify existing resources (money, materials and people skills)
- Develop a new civic center with mixed uses (e.g., housing and commercial development) as well as expanded academic, vocational and recreational programs
- Establish a Marin City Foundation
- Develop a Community Technology Academy

## **Key Partners**

### **Implementing Partners**

- County
- School District
- Internal/External community and faith-based based organizations

### **Supporting Partners**

- Donors
- MCF
- Resource people
- State and federal government

## **Evaluation Indicators**

*Note:* The evaluation indicators have to be linked to the core strategies to achieve the desired outcomes. I will help develop this section. The following evaluation indicators were brainstormed by the group during our meeting.

- Civic center development
- Community engagement levels
- Health and social service indicators
- CSD infrastructure and capacity
- Incorporation progress

**MARIN CITY COUNCIL OF ORGANIZATIONS  
FAMILIES PLANNING GROUP**

*Statistical Information*

**THEORY OF CHANGE**

**Baseline Conditions**

Negative

- Only 2% of fathers are involved with their children.
- There is a lack of guidance and discipline by parents.
- There are not enough parent support resources and services.
- There are too many households without a spiritual foundation.
- Parent need to be able to get involved with education without feeling intimidation
- There are gaps in services for families and youth.
- There is a lack of leadership development programs

Positive

Agencies

- There are a large number of community agencies involved with families (e.g., Family Self-Sufficiency, Head Start, Fatherhood Program, Community Development Corporation, Community Services District, Learning Center, Senior Center, Women Helping All People, Manzaniita Center, Marin City Service Network, Parent Teachers Association: Sausalito/Marin City School District, the library and churches and their auxiliaries

People

- There are strong, compassionate leaders in the community – people who are willing to do the work
- People are tolerant and willing to work with each other over long time periods

**Strategies to Achieve Short-Term Outcome (Years 1 -3)**

- Implement a parent education program
- Increase communications and information sharing among agencies
- Increase organizational collaboration to meet family needs
- Establish a family-resource center
- Implement a family education program
- Implement capacity-building programs for organizations
- Develop a community resource guide

## **Short-Term Outcome**

### **Parent education**

Parents are more involved with their children and are strong advocates for better schools.

### **Organizations**

There are strong organizations that provide quality services for children, youth and families.

### **Family Status**

Families are better off economically and more connected as a unit.

## **Strategies to Achieve Intermediate Outcome (Years 4-6)**

### **Parent Education**

- Develop a community calendar with information about parent education activities/services
- Provide training programs (e.g., literacy, homework, etc.) for parents at different locations which give certificates to parents
- Distribute a community pamphlet with information on working with children, school involvement and other topics
- Use positive baseline information to do proactive outreach in the community

### **Organizations**

- Develop a strong organizational network to improve communication and collaboration
- Identify purposes of each program and develop strategy to reduce duplication

### **Family Status**

- Conduct a community assessment to identify family strengths and challenges
- Implement a family education program
- Provide jobs with livable wages to increase family incomes
- Implement an adult educational program (e.g., GED, budgeting, life skills)
- Help to better connect families as a unit through trainings, families activities and conflict resolution services

### Intermediate Outcome

There is a strong network of family service agencies that work together to serve the community. Marin City representatives participate in the decision-making process in the county. There are increased resources invested in Marin City to serve families and support agencies.

### Strategies to Achieve Long-Term Outcome (Years 7-10)

- Revisit goals and measure outcomes
- Conduct a yearly parent survey
- Continue capacity-building program to develop sustainable organizations/programs with a focus on funding, technical assistance and supportive services
- Maintain and strengthen collaborations with family agencies, schools, churches and funders
- Conduct regular program evaluation

### Long-Term Outcome

Families are healthy and self-sufficient

## LOGIC MODEL

### *Inputs*

#### Knowledge

- The demographic data compiled on families in the community
- Data on social conditions in the community

#### People

- There are strong, compassionate leaders in the community – people who are willing to do the work
- There are many families that want to improve their socio-economic status.
- There are positive role models in the community.
- There are regular events sponsored for community residents

#### Partners

- There are a large number of diverse community agencies serving families in Marin City (e.g., Family Self-Sufficiency, Head Start, Fatherhood Program, Community Development Corporation, Community Services District, Learning Center, Senior Center, Women Helping All People, Manzaniita Center, Marin City Service Network, Parent Teachers Association: Sausalito/Marin City School District, the library and churches and their auxiliaries.
- There is a strong network of faith-based organizations serving the community.
- There is a strong network of child development organizations serving the community Child development and youth organizations.
- Marin City has positive relationships with many external organizations.
- There is space to operate family service programs in the community.
- There are existing training programs for families and youth.

#### Resources

- There are public dollars from local, county, state and federal government.
- There are foundation grants provided to community organizations.

### *Strategies/Activities*

#### Parent Education

- Develop a community/county resource guide and community calendar
- Develop training materials and implement parent education program
- Provide training programs (e.g., literacy, homework, etc.) for parents at different locations which give certificates to parents

- Distribute a community pamphlet with information on working with children, school involvement and other topics
- Use positive baseline information to do proactive outreach in the community

### Organizations

- Develop a strong organizational network to improve communication and collaboration among agencies
- Implement capacity-building programs for organizations
- Identify purposes of each program and develop strategy to reduce duplication

### Family Status

- Conduct a community assessment to identify family strengths and challenges
- Implement a family education program
- Establish a family-resource center
- Provide jobs with livable wages to increase family incomes
- Implement an adult educational program (e.g., GED, budgeting, life skills)
- Help to better connect families as a unit through trainings, families activities and conflict resolution services

### ***Outputs***

- Community resource guide
- Community calendar
- Parent education curriculum and training materials
- Organizational network that fosters inter-agency collaboration
- Less duplication of services
- More individuals who complete their GED and acquire living wage jobs
- Family resource center

### **Short-Term Outcomes**

#### Parent Education

Parents are more involved with their children and are strong advocates for better schools.

#### Organizations

There are strong organizations that provide quality services.

#### Family Status

Families are better off economically and more connected as a unit.

**Intermediate Outcome**

There is a strong network of family service agencies that work together to serve the community. Marin City representatives participate in the decision-making in the county. There are increased resources invested in Marin City to serve families and support agencies.

**Long-Term Outcome**

Families are healthy and self-sufficient.

## RESULTS-BASED STRATEGIC PLAN

### Outcome

Families are healthy and self-sufficient.

### Theory of Change

Educating parents will result in a critical mass of individuals who are actively engaged in their homes, schools and the community. Building the capacity of organizations will increase funding and improve the effectiveness of agency programs and operations. Improving family status will result in families that are more structured, financially stable, healthy and able to provide safe environments for children. When parents are engaged, organizations are improved and families are structured and whole, then they will be more self-sufficient and make positive contributions to the community.

### Target Population

The target population is low-income families in Marin City that are broken, unstable, unemployable, uneducated and unprivileged.

### Call to Action

Seventy-five percent of low-income families in Marin City are not self-sufficient due to lack of support, guidance and opportunity.

### Data-Based Problem Statement

Note: This section is needs to be completed. The purpose is to “put a real face” on the above “Call to Action” statement by providing statistical data for the “Negative” baseline conditions on page 1 of this document. The following ideas were stated by group members at the meeting on September 9, 2004.

Marin City families are not unified due to:

- Lack of cohesive parenting
- Lack of solid values
- Lack of positive direction and guidance
- Lack of opportunities

Statistics show that 5% out of 35 families have fathers in the home and that, of this number, only 3% are employed. Thirty percent of the families have grandparents as the primary care provider. Community social events proves 100% participation, but individually only 5 percent show up to be heard or act on civic matters in the community. Our study shows a clear need for community-based organizations to advocate and act for a new paradigm with families included.

## What Works: Best Practices

Note: This section needs to be completed. The main task is to present a list of documented best practices and their literature references. The following best practices were identified by the group at the meeting on September 9, 2004.

- Case management
- Assessment
- Outreach
- Focus groups
- Surveys
- Referrals
- Community forums
- Inter-agency trips
- Community social events
- Town hall meetings (board)

### Parent Education

- Develop a community/county resource guide and community calendar
- Develop training materials and implement parent education program
- Provide training programs (e.g., literacy, homework, etc.) for parents at different locations which give certificates to parents
- Distribute a community pamphlet with information on working with children, school involvement and other topics
- Use positive baseline information to do proactive outreach in the community

### Organizations

- Develop a strong organizational network to improve communication and collaboration among agencies
- Implement capacity-building programs for organizations
- Identify purposes of each program and develop strategy to reduce duplication

### Family Status

- Conduct a community assessment to identify family strengths and challenges
- Implement a family education program
- Establish a family-resource center
- Provide jobs with livable wages to increase family incomes
- Implement an adult educational program (e.g., GED, budgeting, life skills)
- Help to better connect families as a unit through trainings, families activities and conflict resolution services

## Partners

### Implementing

- Family Self-Sufficiency
- Marin City Services Network
- First Five

### Supporting

- TFI and all other agencies

## Evaluation Indicators

Note: The evaluation indicators have to be linked to the core strategies to achieve the desired outcomes. I will help develop this section. The following evaluation indicators were brainstormed by the group at the meeting on September 9, 2004.

- Measurable outcomes
- Intake assessment
- Nominal data (economic status, gender, age, marital status, etc.)
- Program reports

**MARIN CITY COUNCIL OF ORGANIZATIONS  
WEALTH CREATION PLANNING GROUP**

**THEORY OF CHANGE**

**Baseline Conditions**

**Negative**

- There is a high unemployment rate in Marin City.
- There is a high rate of incarceration for Marin City residents.
- There is a lack of property ownership by residents.
- There is a high poverty rate and low household income levels in Marin City.
- Marin City has very low rates of high school graduation and college enrollment.
- There is a low rate of business ownership by Marin City residents.
- Too few residents have good jobs that pay well.
- Too many Marin City residents have unhealthy lifestyles.
- There is a large number of one parent families in Marin City.
- There is a lack of adequate child care for Marin City residents.

**Positive**

- There is local ownership of the shopping center.
- Program planning is underway to re-establish job training/placement programs and financial literacy programs for resident.
- Program planning is underway to develop educational literacy programs for middle and high school students.
- There is a strong network of community partners working to improve Marin City.
- There are many capable people who are committed to improving the community.
- Marin City has a good location in a wealthy county.
- The Marin City Community Development Corporation (MCCDC) has experienced staff who know the community development field.
- The MCCDC has a three-decade history of doing community development work
- The MCCDC is currently implementing a variety of community development programs.
- The MCCDC has a strong, experienced and supportive Board of Directors
- Many people are willing to donate their services to improve the community.
- There are funders who are willing to invest in community development programs in Marin City.

## *Strategies to Achieve Short-Term Outcomes (Years 1-3)*

### Employment

- Determine the number of unemployed residents in Marin City
- Conduct outreach and survey residents to determine their readiness for work
- Develop a program plan to provide comprehensive employment services
- Provide intake services, assess residents and assist them with developing individual goals and action plans
- Implement job training, placement and retention programs
- Implement strategies to assist with upward mobility toward living wage jobs
- Do intensive pre and post-employment transitional counseling
- Assist residents to obtain advanced vocational and academic training for purposes of job mobility

### Housing

- Develop and maintain low to moderate income housing in Marin City
- Develop a network of affordable housing advocates (i.e., organizations and/or people interested in acquiring and maintaining housing in Marin City)
- Implement programs to establish credit and repair credit for residents
- Maintain first-time homebuyers programs
- Establish program for current families to transition housing stock to younger generations

### Asset Acquisition

- Implement community education programs on asset accumulation
- Implement a financial literacy training program
- Establish Individual Development Accounts to enable residents to acquire assets
- Create business ownership opportunities including youth entrepreneur programs
- Assist residents to own property that can be transferred to the next generation

### Organizational Development

- Clarify the community development roles of existing organizations in Marin City
- Implement capacity-building programs to strengthen existing organizations
- Form a network of organizations to plan and implement a coordinated community development strategy
- Identify new revenue sources to support community development programs

### Short-Term Outcome

There is a stable organization/network that provides quality services for residents in the areas of employment, housing and asset accumulation.

## Strategies to Achieve Intermediate Outcome (Years 4-6)

### Employment

- Identify employment partners in the county and region
- Identify vocational training partners in the county
- Support school/community partnerships to improve educational programs for youth
- Increase local businesses in the community
- Develop career education programs for residents to make better choices about the future
- Implement internship program for residents

### Housing

- Identify and classify the types of affordable housing stock in the community
- Identify areas for new housing development
- Develop partnerships with financial institutions to produce new housing and support housing acquisition by residents
- Develop strategy for maintaining local ownership of current housing stock at points of sale
- Develop partnerships with the county to influence housing policy and leverage resources

### Asset Acquisition

- Develop comprehensive strategy for promoting asset acquisition by residents focusing on housing and employment
- Assist IDA graduates to make sound investments regarding education, business development and/or home ownership
- Implement financial planning programs for elderly residents

### Organizational Development

- Review and update community development strategy
- Maintain capacity-building programs to strengthen Marin City organizations
- Expand organizational network responsible for implementing a coordinated community development strategy
- Continue to diversify revenues to support community development programs

### Intermediate Outcome

There is a comprehensive community development strategy and strong partnerships with financial institutions, advocates and policy makers that enable the community to improve baseline conditions in the areas of employment, housing and asset accumulation.

## **Strategies to Achieve Long Term Outcome (Years 7-10)**

### **Employment**

- Continue providing comprehensive employment services for residents
- Maintain and strengthen partnerships with employers, vocational training institutions and public schools

### **Housing**

- Maintain the existing housing stock
- Build affordable housing on available properties
- Establish a community owned property management corporation
- Implement strategy to manage property turnover rate

### **Asset Acquisition**

- Implement comprehensive strategy to promote asset acquisition by residents through housing ownership focusing on housing and job mobility
- Assist IDA graduates to make sound investments regarding education, business development and/or home ownership

### **Organizational Development**

- Secure community representation on boards and commissions of public agencies
- Attract a financial institution to the community

## **Long Term Outcome (Years 7-10)**

Marin City residents are economically self-sufficient with the ability to acquire property, own their own businesses and accumulate wealth that is transferable to the next generation.

## LOGIC MODEL

### Inputs

#### Knowledge/Experience/Skills

- People in the community who are informed about the community development field
- A three-decade history of doing community development work

#### People

- People who are committed to improving the community.
- A strong, experienced and supportive Board of Directors
- Experienced staff who know the community
- People who are willing to donate their services

#### Programs

- Existing community development programs being implemented by the CDC
- Program plans to re-establish job training/placement programs and financial literacy programs for resident.
- Program plans to develop educational literacy programs for middle and high school students.

#### Partners

- A strong network of community partners working to improve Marin City.

#### Resources

- Local ownership of the shopping center.
- Funders who are willing to invest in community development programs in Marin City

### Strategies/Activities

#### Employment

- Determine the number of unemployed residents in Marin City and assess their readiness for work
- Develop a program plan to provide comprehensive employment services
- Identify employment, vocational and educational partners in the county and region
- Implement job training, placement and retention programs
- Implement strategies to assist with upward mobility toward living wage jobs
- Assist residents to obtain advanced vocational and academic training for purposes of job mobility
- Increase local businesses in the community
- Implement internship program for residents

### Housing

- Identify and classify the types of affordable housing stock in the community
- Develop a network of affordable housing advocates (i.e., organizations and/or people interested in acquiring and maintaining housing in Marin City)
- Identify areas for new housing development
- Develop partnerships with financial institutions to produce new housing and support housing acquisition by residents
- Develop and maintain low to moderate income housing in Marin City
- Implement first-time homebuyer programs and assist residents to establish/repair their credit
- Establish program for current families to transition housing stock to younger generations
- Develop partnerships with the county to influence housing policy and leverage resources

### Asset Acquisition

- Develop comprehensive strategy for promoting asset acquisition by residents focusing on housing and employment
- Implement community education programs on asset accumulation
- Implement a financial literacy training program
- Establish Individual Development Accounts to enable residents to acquire assets and make sound investments in education, business development and/or home ownership
- Create business ownership opportunities including youth entrepreneur programs
- Assist residents to own property that can be transferred to the next generation

### Organizational Development

- Clarify the community development roles of existing organizations in Marin City
- Implement capacity-building programs to strengthen existing organizations
- Form a network of organizations to plan and implement a coordinated community development strategy
- Identify new revenue sources to support community development programs

### Outputs

- Better trained residents
- Reduced unemployment rate
- Increased household incomes
- More local business ownership
- More participation in IDA programs
- More participation in the policy setting process
- Increased property ownership
- Effective employment and business training programs
- Strong partnerships with employment, vocational, educational and financial institutions

- More low to moderate income housing stock in Marin City
- Program to assist families to transition property to younger generations
- First time homebuyer programs
- Community education programs on asset accumulation
- Financial literacy training programs
- Capacity-building programs to strengthen existing organizations

### **Short-Term Outcome**

There is a stable organization/network that provide quality services for residents in the areas of employment, housing and asset accumulation.

### **Intermediate Outcome**

There is a comprehensive community development strategy and strong partnerships with financial institutions, advocates and policy makers that enable the community to improve baseline conditions in the areas of employment, housing and asset accumulation.

### **Long Term Outcome (Years 7-10)**

Marin City residents are economically self-sufficient with the ability to acquire property, own their own businesses and accumulate wealth that is transferable to the next generation.

## RESULTS BASED STRATEGIC PLAN

### Outcome

Marin City residents are economically self-sufficient with the ability to acquire property, own their own businesses and accumulate wealth that is transferable to the next generation.

### Theory of Change

Developing a stable community development organization/network, a comprehensive community development strategy and strong partnerships with financial institutions, advocates and policy makers will enable the community to implement effective programs that improve baseline conditions in the areas of employment, housing and asset accumulation. As a result, more residents will be more economically self-sufficient, acquire property, own their own businesses and accumulate wealth that is transferable to the next generation.

### Target Population

The target population to be served is low and moderate income youth and adults living in the bowl area who are long-term residents with chronic social needs.

### Call to Action

The average household income in Marin City is three times lower than the average household income in Marin County and ?% of the residents live below the poverty level.

### Data Based Problem Statement

Note: This section needs to be completed. The purpose is to “put a real face” on the above “Call to Action” statement by providing statistical data for the “Negative” baseline conditions on page 1 of this document.

### What Works: Best Practices

Note: This section needs to be completed. The purpose is to present a list of documented best practices and their literature references.

### Core Strategies

#### Employment

- Determine the number of unemployed residents in Marin City and assess their readiness for work
- Develop a program plan to provide comprehensive employment services

- Identify employment, vocational and educational partners in the county and region
- Implement job training, placement and retention programs
- Implement strategies to assist with upward mobility toward living wage jobs
- Assist residents to obtain advanced vocational and academic training for purposes of job mobility
- Increase local businesses in the community
- Implement internship program for residents

### Housing

- Identify and classify the types of affordable housing stock in the community
- Develop a network of affordable housing advocates (i.e., organizations and/or people interested in acquiring and maintaining housing in Marin City)
- Identify areas for new housing development
- Develop partnerships with financial institutions to produce new housing and support housing acquisition by residents
- Develop and maintain low to moderate income housing in Marin City
- Implement first-time homebuyer programs and assist residents to establish/repair their credit
- Establish program for current families to transition housing stock to younger generations
- Develop partnerships with the county to influence housing policy and leverage resources

### Asset Acquisition

- Develop comprehensive strategy for promoting asset acquisition by residents focusing on housing and employment
- Implement community education programs on asset accumulation
- Implement a financial literacy training program
- Establish Individual Development Accounts to enable residents to acquire assets and make sound investments in education, business development and/or home ownership
- Create business ownership opportunities including youth entrepreneur programs
- Assist residents to own property that can be transferred to the next generation

### Organizational Development

- Clarify the community development roles of existing organizations in Marin City
- Implement capacity-building programs to strengthen existing organizations
- Form a network of organizations to plan and implement a coordinated community development strategy
- Identify new revenue sources to support community development programs

## Key Partners

### Implementing Partners

- Community organizations
- Academic and vocational training institutions

### Supporting Partners

- Banks and financial institutions
- Foundations
- Private donors
- County government
- State and federal officials

## Evaluation Indicators

*Note:* The evaluation indicators have to be linked to the core strategies to achieve the desired outcomes. I will help develop this section. The following evaluation indicators were brainstormed by the group at the meeting on September 9, 2004.

Category	Short-Term	Intermediate	Long-Term
Unemployment rate drops	15%	at county overall level	
Property ownership increases	10%	80%	
Household income increase	20%	50%	
Educational skills, performance and levels improve	50%	80%	
Business ownership increases	30%	80%	
Increase in livable wage			35%
Improve political power with county government			X
Selection of representative to the board of Marin Community Foundation			X
Increase in diet and exercise programs			30%

# **Council of Organizations (COO)**

**Education Group**  
**September 29, 2004**

Present: Tiawana Bullock (facilitator), Principal Ruby Wilson, Elberta Eriksson, Leslie Johnson, Keith Jackson & Ricardo Moncrief -- organized by ISOJI/CSD
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Purpose: To gather COO baseline information for the Education Group to be included in either or both (1) Theory of Social Change Strategic Model, and (2) the Logic Model (strategic planning model). Both models are used in today's investment/funding environments.

## **Baseline Observations:**

### **Images and Perceptions**

- For children, negative talk/images about school is too prevalent and is often echoed, repeated or reinforced
- School system has outstanding students whose status is often under-appreciated diminished or overlooked
- There is a lack of promotions to build up expectations in children and parents
- Negative images are associated with Bayside
- Many children (too many) view school work as having no value to them
- There is a lack of public acknowledgement regarding participation in school issues, such as board meetings

### **Programs and Activities**

- The local school system has a substantial level of in-school and after-school activities
- October will be the start of extended day programs (3 days a week (M, T, Th)
- Parents and community members can use the school to have meetings and other school related activities – Parents are encouraged to schedule activities
- The District pays for extended field trips (unlike other schools where parents generally pay)

### **Support Systems – Classroom, Counseling & Health**

- On-site counseling is available 5 days a week (psychological areas)
- There is an overseeing doctor available to the campus providing services in (1) pediatrics and (2) psychological-behavioral areas
- There is a part-time nurse available 2 days a week
- There is a set of 12 interns working on their doctorates available 5-days a week – there are no African Americans in this group
- Children manifest anger in the classroom
- Treatment for children diagnosed with ADA (hyperactivity and attention deficits) seem to help

- A change in the nutrition and meal status is having a positive impact on engaging children to eat healthier meals
- Children are reporting how good the lunches are
- A free breakfast is also available to those who are financially challenged and for reduced fees to others
- Nutrition is also taught in the context of health classes
- In spite of the availability of healthier foods, some parents still find it easier to feed their children fast food at the beginning of the school day
- There are teachers assistants in every classroom to help with academic and social skills

### **Academic Performance**

- School academic performance Index or API is in the low 700 but is on the rise
- Pre and post testing are part of the evaluation process; however, there may be too much emphasis on testing vice learning mythologies
- The academic performance measures at MLK (Martin Luther King Middle School) are up in excess of 40 points

### **Parents and Volunteers**

- The involvement of parents with their children is a major determinant in the learning success and behavioral status of children (a given)
- Volunteers to help in various areas of school operations are needed
- School is not required to offer bus services but it does – bus monitors are needed to assist children to and from school, at the bus stops, to help ward off incidents on the bus
- Parents and volunteers are needed to observe children in classroom settings, listen to children read, assist children in developing reading (learning skills)
- Some parents still allow their children to stay up late at night

### **Communications – internal/external**

- Negative language and word battles between peers persist
- Adults should be cautious about engaging in word-battles with youth
- Principal Wilson indicated that internal communications between staff and District is good
- District Communication's Committee is available and should be use to increase communications between community and school
- Race
- Eddy (Eddie) Smith (Case Manager) is in contact with ISOJI and said she is available to help increase communications between school and community
- Trellis Condra is working at calling parents and keeping them engaged

### **Areas Not Covered**

- Facilities development
- The Bonding Initiative and its impact (pro and con)
- Working relationship between the District and the CSD

- Cultural Competency Issues and Status
- Charter School Status (Carol Cooper/Willow Creek)
- Afterschool programs and Breaking Waves (impact)
- Relationship of the School District with Child Care Providers in the Community (CAM and the Manzanita Child Care and Development operations)
- Relationship with the Marin City Services Network
- School drop-out/attendance rates (if any)
- How local organizations can help build a more inclusive and supportive learning environment

### **Council of Organizations**

This baseline information is the first of several key steps in developing a comprehensive community plan based on the Theory of Social Change that addresses the realities of (1) this is where we are (2) this is where we want to go, and (3) this is how we get there (strategies and methodologies). This outcome driven strategies encompasses three phases of development, traditionally involving short, intermediate and long-range outcomes or results.

**The educational component** requires a greater investment in time, thinking, connections, and working relationships based on its overlapping cultural value, its general/specific relationships with community organizations and its status as an education jurisdiction with elected officials. However, by starting the process of collecting baseline information, that has to be backed-up by hard data, we are establishing a path by which the District and Community can synchronized its communications, energies, talents and mandates to create the best-possible model learning environment for both children and parents.

### **November 17, 2004, 9:30 to 1:30**

On Wednesday, November 17<sup>th</sup> (Manzanita Recreation Center Lounge) the COO will be nearing the completion of the first phase of its work. The agenda will address the following:

- A Continuum of Care-Learning-Wellness-Family Empowerment,
- Cultural Competency, and
- A COO management structure

From this work a comprehensive and integrated community plan and workplan will emerge. A collective vision and community-building process impacting all stakeholders, existing and potential, is one major step closer from theory to reality