



Wednesday, May 11, 2016 Policy Committee Meeting Minutes  
 9:30 a.m. – 11:30 a.m.  
 North Coast Builders Exchange, 1030 Apollo Way, Santa Rosa, CA 95407

Attendees (listed alphabetically)

Amber Twitchell, VOICES  
 Brian Vaughn, DHS Health Action  
 Elece Hempel, Petaluma People Services  
 Jennifer Traumann, Department of Child Support Services  
 Jen Lewis, DHS Health Action  
 Jerry Dunn, Human Services Department  
 Jim Nantell, Regional Parks  
 Karen Shimizu, Catholic Charities  
 Karin Demarest, Community Foundation  
 Kathleen Kane, Community Development Commission  
 Lisa Wittke Schaffner, John Jordan Foundation  
 Marianne McBride, Council on Aging  
 Meg Cadiz, Redwood Credit Union  
 Robin Bartholow, North Coast Builders Exchange  
 Shirlee Zane, Board of Supervisors  
 Steve Herrington, Sonoma County Office of Education  
 Susan Gorin, Board of Supervisors

Staff:

Bianca Wisher, Human Services Department  
 Joni Thacher, Project Staff  
 Helen Simi, Project Staff  
 Holly White-Wolfe, Project Staff  
 Oscar Chavez, Project Manager

Members of the Public:

Kristine Burk, Public Defender’s Office  
 Leah Murphy, Human Services Department  
 Lisa Gebhart-Longhurst, District Attorney’s Office  
 Susan Cooper, Community Action Partnership  
 Stephan Betz, Department of Health Services

| Topic  | Discussion   | Decision  | Next Steps |
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| <b>Welcome, Introductions, agenda, minutes – ACTION ITEM</b> | <p>Jerry welcomed the Policy Committee and reviewed the agenda.</p> <p>A motion was made by Kathleen Kane and seconded by Robin Bartholow to approve the minutes of November 18, 2015 and February 10, 2016.</p> | <p>Motion to approve the November 2015 and February 2016 minutes:<br/>           Yes – All<br/>           No – 0<br/>           Abstain – 0</p> | None       |
| <b>Staff Updates</b>   | <p>Joni provided an update on programs added to the Portfolio since February 2016:</p> <ul style="list-style-type: none"> <li>• <b>26 Evidence-based</b> programs on the Portfolio</li> </ul>                    | None  | None       |

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|  | <ul style="list-style-type: none"> <li>○ 1 renewal – Tackling Tough Skills, SAY</li> <li>● <b>38 Promising</b> programs on the Portfolio <ul style="list-style-type: none"> <li>○ 1 new - Child &amp; Adult Care Food Program, 4Cs</li> </ul> </li> <li>● <b>37 Innovative</b> programs on the Portfolio <ul style="list-style-type: none"> <li>○ 2 new – Grade Level Proficiency Project; <i>Sonoma Valley Education Foundation</i>; Imagine You, <i>Integrative Medical Clinic Foundation</i></li> </ul> </li> </ul> <p>The Portfolio has reached 95 programs.</p> <p>Holly shared the current progress on ACES in Sonoma County.</p> <p>Upstream Investments is supporting the <b>Mobilizing Action for Resilient Communities</b> two year grant project.</p> <p>Holly provided an overview of <b>Adverse Childhood Experiences (ACEs)</b>. ACEs is a term used to describe a wide range of problems that can happen in the home of a child under the age of 18. These negative life experiences early in a child’s life can lead to health problems later on in life.</p> <ul style="list-style-type: none"> <li>● Steve would like to know how we are providing this framework to the “tribal” communities that are often passed-over.</li> <li>● Joni advises that through the LFA’s 3<sup>rd</sup> party evaluation, we have begun mapping funding data with geographical locations.</li> </ul> |          |            |
| <p><b>LFA Evaluation Progress Report</b></p> | <p>Learning for Action (LFA) is conducting a 3rd party evaluation of systems impact. We have some preliminary findings. Data will continue to be gathered through May.</p> <p>Joni and Oscar presented preliminary recommendations from the major themes emerging from the data.</p> <p><b>Backbone Team</b></p> <ol style="list-style-type: none"> <li>1. Staff is respected, talented, and dedicated with a common vision.</li> <li>2. Meetings are organized, planned and facilitated well.</li> <li>3. Additional staffing is needed for further scaling and expansion; scope of work is too broad for current capacity.</li> <li>4. There is a need to increase visibility. (Although TA is clear to the organizations receiving it, other team roles are not as clear and visible.)</li> </ol> <p><b>Portfolio Process</b></p> <ol style="list-style-type: none"> <li>1. The process of applying to the Portfolio is shifting practices.</li> <li>2. Portfolio is seen as an emblem of the progress of Upstream Investments.</li> <li>3. Portfolio Review Committee Members are highly committed.</li> </ol>   | None     | None       |

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|       | <ol style="list-style-type: none"> <li>4. Applying for and renewing programs on the Portfolio is time-consuming and a strain on CBOs. (Renewals are required every 3 years and are just as rigorous to complete as the original application).</li> <li>5. Frustration among CBOs that getting on the Portfolio is not necessarily linked to funding.</li> </ol> <p>Supervisor Zane would like to deal more in-depth with the frustration of getting funding for Portfolio programs. If we provide more of a “carrot,” more support and positive outcomes for CBOs to get on the Portfolio, we can see more progress and justify the time and capacity that CBOs must invest to get onto the Portfolio.</p> <p>Elece echoes Supervisor Zane’s sentiments. She also suggests providing a box to check to show they are implementing to fidelity.</p> <p>Steve: Do programs get extra points when applying for grants and RFPs when they are on the Portfolio? There should be a policy that dictates how many points programs are given to show some consistency throughout each application.</p> <p>Kathleen: We need to consider where the funding stream is coming from and what requirements may prevent them from giving programs extra points. Sometimes we are only able to give them extra consideration.</p> <p>Karin: This is a core conversation surrounding Upstream and the Portfolio. As a funder, I see there are many advantages for a program to get onto the Portfolio including capacity building; direct relationships between the Portfolio and receiving funding; and it is our job to give the CBOs the message that the strength of their program and application is essential in the long-term for funding. There needs to be some consistency between County and community on how to incentivize getting onto the Portfolio.</p> <p>Marianne: There should be a prior step before getting onto the Portfolio, particularly in regard to getting the elder population programs onto the Portfolio. We are taking all of the proper steps but even if we can’t reach the goal, our demonstration of our intent should receive some acknowledgment.</p> <p>Joni: We need to keep in mind when considering the standardization of awarding points that not all organizations have the same capacity to get onto the Portfolio.</p> <p><b>Technical Assistant</b></p> <ol style="list-style-type: none"> <li>1. Technical assistance service and training provided by the backbone team is consistently highly regarded and valued by providers and funders.</li> <li>2. Technical assistance is helping to create buy-in among CBOs to the value of using outcome data.</li> </ol> |          |            |

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|       | <p>3. Current capacity of staffing is not sufficient to address the increased demand for TA and training.</p> <p>We need to consider if we want to support breath vs depth in technical assistance.</p> <p><b>Common Agenda</b></p> <ol style="list-style-type: none"> <li>1. “Upstream vocabulary” is widely used.</li> <li>2. The <b>Portrait of Sonoma</b> supports Upstream Investment’s common agenda.</li> <li>3. Stakeholders have a <b>broad understanding, but not the specifics</b> of a common agenda.</li> <li>4. Shift from a focus on <b>early childhood</b> to a broad focus on prevention <b>has caused some confusion</b>.</li> <li>5. <b>Conflicting missions</b> between providers that focus on prevention and those that focus on critical downstream services.</li> </ol> <p>We are continuing to see a move up the continuum and a shift to more prevention-based strategies.</p> <p>Supervisor Zane: Keep in mind that all good programs will have a prevention piece to them, from homeless shelters to meals on wheels to food stamps. Let’s push our providers to ask the question: What are we providing and what are we preventing?</p> <p>Oscar: The Portfolio is just one piece of it. We need to support a policy shift.</p> <p>Supervisor Gorin : When capacity is limited, organizations must sometimes have to make the decision to pour resources into service delivery vs. getting onto the Portfolio.</p> <p>Jerry: Upstream has been meeting with a majority of County departments to have the conversation of where the alignment with Upstream Investments and evidence-based programming is whether or not they are on the Portfolio.</p> <p>Amber: In addition to direct services, we need to acknowledge the County’s willingness to make systemic changes, which is something we should be proud of.</p> <p>Karin: As we look further into adding more evidence-based programming, we need to consider the “elephant in the room” and that is, we will need to start letting some programs go?</p> <p>Supervisor Gorin: Yes, we may need to let some programs go, or we may consider encouraging organizations to blend their programming through collaboration.</p> |          |            |

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|       | <p>Karin: This kind of change and collaboration happens through capacity building; when organizations communicate and work together to merge their ideas and streamline services.</p> <p>Brian echoes this point and encourages more mutually reinforcing activities through the collective impact model.</p> <p><b>Continuous Communications and Learning Culture</b></p> <ol style="list-style-type: none"> <li>1. Stakeholders have concerns about <b>attendance</b> at Policy Committee meetings and if <b>commitment to prioritizing prevention is actualized</b>.</li> <li>2. Meetings should <b>focus more on strategizing and planning to increase investments upstream</b>.</li> <li>3. Role of committee members is to engage in <b>removing institutional barriers to investing upstream</b>.</li> </ol> <p>Jerry: Upstream is working to help the Committee be engaged during the meetings and have thoughtful conversations and input.</p> <p>Oscar: We need to create an environment where we can have those difficult, but productive, conversations.</p> <p><b>Mutually Reinforcing Activities</b></p> <ol style="list-style-type: none"> <li>1. Funders <b>encourage or reward grantees</b> to get on the <b>Portfolio</b> and/or become more outcomes-based</li> <li>2. <b>When funding is tied to Portfolio membership</b>, agencies apply to the Portfolio</li> <li>3. County departments most <b>concretely aligned</b> with Upstream principles are <ul style="list-style-type: none"> <li>• <b>HSD</b></li> <li>• <b>DHS</b></li> <li>• <b>Probation</b></li> </ul> </li> <li>4. <b>Collaboration and integration with Health Action</b> work is seen as critical.</li> </ol> <p>Supervisor Zane: Let's lead by example and continue to hold our internal programs to the same standards as we are asking community programs to adhere to.</p> <p><b>Shared Measurement</b></p> <ol style="list-style-type: none"> <li>1. Stakeholder concerns about sharing data included <ul style="list-style-type: none"> <li>• <b>lack of resources and capacity</b></li> <li>• <b>data privacy</b></li> <li>• <b>costs not covered by funders</b></li> </ul> </li> </ol> |          |            |

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|                   | <ul style="list-style-type: none"> <li>• complexity of required technology</li> <li>• exposure of ineffective programs</li> </ul> <ol style="list-style-type: none"> <li>2. CBOs have significant limitations to collect and enter data</li> <li>3. Some stakeholders recommended revisiting a plan for <b>seeking funding to establish a community Research Institute.</b></li> <li>4. <b>Consider adoption of HDI (Portrait of Sonoma)</b> as long term indicators of change</li> <li>5. <b>Case for shared measurement</b> is not necessarily appealing or a priority for providers.</li> <li>6. Data must be <b>useful</b> for <b>service delivery</b> if providers are expected to participate</li> <li>7. Shared measurement may be better used as a <b>tool for action</b> if focused on a small set of related outcomes and as an <b>“adaptive learning system.”</b></li> </ol> <p>The establishment of community research institute warrants further discussion to decide if it is feasible and sustainable.</p> <p><b>Preliminary Recommendations from LFA:</b></p> <ul style="list-style-type: none"> <li>• Consider focusing “deep &amp; narrow” vs. “broad and general”</li> <li>• Increase stewardship from Committee members</li> <li>• Redefine Policy Committee structure and purpose to support next phase of work</li> <li>• Shift the narrative about the relationship between the Portfolio and access to funding</li> <li>• Expand capacity building training and TA for CBOs</li> <li>• Include funding for evaluation in County contracts for services</li> </ul> <p><b>Preliminary Recommendations Include:</b></p> <ul style="list-style-type: none"> <li>• Adopt Human Development Index (Portrait of Sonoma) as population-level indicator methodology</li> <li>• Define Upstream’s role in supporting and funding shared measurement work</li> <li>• Expand backbone staff capacity if current efforts are to further expand</li> <li>• Expand collaboration with Health Action to leverage resources.</li> </ul> |          |            |
| <b>Discussion</b> | <p><i>Which recommendations are most critical to share with the Board of Supervisors in August?</i></p> <p>Supervisor Zane: The BOS has received a report yesterday that there is \$8.5 million more in funds than anticipated in the general funds this year. <b>Upstream needs to make an ask to the Board for a general fund position for Upstream Investments technical assistance.</b></p> <p>Marianne: CBOs find it important to get onto the Portfolio because they know the direction that funding is moving and that more and more funders will require programs to be on the Portfolio, they do not want to miss</p>   | None     | None       |

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|                                  | <p>out on opportunities in the future. We do not expect to receive immediate funding linked to getting on the Portfolio.</p> <p>Jerry asked if there was anything that was a surprise in the LFA findings:</p> <ul style="list-style-type: none"> <li>• Amber: I am surprised many providers are frustrated with the process and finding the capacity to get onto the Portfolio. This makes me realize I am not alone with these challenges.</li> <li>• Supervisor Gorin: Nothing was shocking but it was an important “gut-check” to see where the progress is after all of these years. It is a really important evaluation and critical to focus on the challenges going forward. How do we help our CBOs tackle these concerns going forward?</li> </ul> |          |            |
| <b>Timeline for Board Report</b> | <p><b>Oscar reviewed the timeline for the Board Report on calendar for August 23, 2016:</b></p> <p>Oscar: We would like to develop a workgroup comprised of 3 Policy Committee members to provide input for the Board Report. The criteria for the workgroup are:</p> <ul style="list-style-type: none"> <li>• 3 representatives from PC</li> <li>• 2 one-hour meetings</li> <li>• June 1 – July 15</li> <li>• Review draft BOS report</li> <li>• Provide conceptual edits</li> <li>• Recommend approval of final report by Executive Committee</li> </ul> <p>Oscar will send an email to invitation to the Policy Committee. Those interested in participating in the workgroup can respond.</p>  |          |            |
| <b>Public Comment</b>            | None.  | None     | None       |
| <b>Adjourn</b>                   | Meeting adjourned at 11:30 a.m.  | None     | None       |