



Annual Work Plan 2015-16

Goal I: To develop policy recommendations based on the identification and prioritization of the needs of the County’s sexual and gender minorities (SGM)

Objective A: Develop a work plan and a tool to conduct a County-wide needs assessment			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
<p>Step 1: Review responses to statewide mental health survey <i>First Do No Harm: Reducing Disparities for LGBTQ Populations in California</i> http://www.cdph.ca.gov/programs/Documents/LGBTQ_Population_Report.pdf</p>	Jenny	Within 3 months	Report back on methods, key findings, lessons learned, questions that should have been asked but may have been missed
<p>Step 2: Review previous San Mateo County Rainbow LGBTQI needs assessment (2001) and Santa Clara County LGBTQI needs assessment <i>San Mateo County Rainbow Community Health Assessment 2001</i> http://smchealth.org/sites/default/files/docs/San%20Mateo%20County%20Rainbow%20Community%20Assessment%20Final%20Report.pdf <i>Status of LGBTQ Health: Santa Clara County 2013</i> http://www.sccgov.org/sites/sccphd/en-us/Partners/Data/Documents/LGBTQ%20Report%202012/LGBTQ_report_web.pdf</p>	Lynn for SMCO assessment; Gabe for SCCO assessment	Within 3 months	Report back on methods, key findings, lessons learned, questions that should have been asked but may have been missed

<p>Step 3: Conduct a literature review of all reports relating to SGM disparities</p>	<p>Gabe supervising intern, Brian Kaplun</p>	<p>Within 6 months</p>	<p>Annotated literature review completed</p>
<p>Step 4: Evaluate what we learn from literature review to identify gaps in knowledge</p>	<p>Full Commission in consultation with community collaborators (for example, Fenway Institute, UCSF, San Mateo County and Santa Clara County Departments of Public Health)</p>	<p>Within 9 months</p>	<p>Gaps identified</p>
<p>Step 5: Inventory existing county data collection tools with the idea that we can leverage their use (include our own questions and demographic identifiers)</p>	<p>Honora and Jenny</p>	<p>Within 9 months</p>	<p>Email from Honora to department heads asking for existing tools, method used, and timing of use. Also ask for same information from any county department contracted service providers</p>
<p>Step 6: Identify collaborators (County departments, County contractors, schools, community based organizations, higher education community, business, faith-based community and others) to help develop the tools.</p>	<p>Honora and Gabe</p>	<p>Within 12 months</p>	<p>Letters to potential collaborators and collaborators identified by population served and environment</p>
<p>Step 7: Develop tools for data collection with identified collaborators</p>	<p>Data Work Group Collaborators</p>	<p>Within 12 months</p>	<p>Tools are developed</p>
<p>Step 8: Validate tools through community focus groups</p>	<p>Data Work Group</p>	<p>Spring 2016</p>	<p>Focus groups convened and tools validated.</p>
<p>Step 9: Identify a timeline, with phases, to roll out the needs assessment.</p>	<p>Date Work Group</p>	<p>Spring 2016</p>	<p>Timeline developed with collaborators agreeing to timing for roll out</p>

Objective B: Analyze information from the needs assessment to determine recommended policies, based on priority SGM needs (policy framework, ongoing).			
Action Steps for 2015-16 <i>What Will Be Done?</i>	Responsibilities <i>Who Will Do It?</i>	Timeline <i>By When?</i> <i>(Day/Month)</i>	Indicators of Progress
Step 1: Develop a template with key actionable data points for policy areas.	Data Work Group	Within 9 months	Templates created by population and setting based on completion of objective A. steps 1-3
Step 2: Identify and prioritize policy recommendations from disparities reports.	Data Work Group	Within 9 months	Policy recommendations drafted based on completion of objectives A. 1-3 and actionable data in templates
Step 3: Align responses from needs assessment with policy recommendations.	Data Work Group	Pre-needs assessment/ Year 1 (Post- receipt of needs assessment/ Years 2-3)	Needs identified by population and setting aligned with recommendations
Step 4: Develop Commission consensus around which policy recommendations are within the purview of the Board of Supervisors to consider and which might be outside of Board purview, but could be implemented with the support of the Board and the collaboration of other stakeholders and partners.	Data Work Group	Year 1 for pre-needs assessment policy recommendations {Year 2 and 3 for post needs-assessment policy recommendations}	Policy recommendations identified by setting and population, by within and outside board purview, and prioritized by whether commission will champion and/or other stakeholder/partner will champion.

Objective C: Develop assessment tools for monitoring, evaluation and quality improvement and a reporting mechanism to inform the Board of Supervisors and the public (dashboard)			
Action Steps for 2015-16 <i>What Will Be Done?</i>	Responsibilities <i>Who Will Do It?</i>	Timeline <i>By When?</i>	Indicators of Progress
Step 1: Identify minimum desired changes across environments that can be measured.	Data Work Group	Within one year pre- needs assessment and within three years post-needs assessment	Minimum changes identified by population and environment
Step 2: (Overlap with Goal IIA-4) Identify existing and /or create new voluntary self-assessment tools for environments of everyday life (e.g. service providers, work and learning environments, recreation, and places of worship) and develop others (to assess LGBTQ welcoming environment).	Working Group with David Fetterman - data specialist	Within one year	Baseline dashboards created
Step 3: Select key indicators for desired outcomes.	Working Group	Within one year pre- needs assessment and within three years post-needs assessment	Key indicators identified pre needs assessment for dashboards and post needs assessment for dashboards
Step 4: Create reporting tools (dashboards) with relevant outcomes for different audiences, thematic content and community settings.	Working Group with Open Data Staff	First year for first dashboards Third year for post needs assessment dashboards.	Dashboards created

Goal II: To ensure that the LGBTQ Commission is connecting with all segments of the community and developing strategic partnerships with community leaders and organizations.

Objective A: Develop a plan to increase the visibility of the Commission			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Develop an outreach plan for 2015-16 with specific approaches to increase the visibility of the Commission (e.g. social media, webpage, video stories, etc.).	Work group	6-9 months	Plan developed

Objective B: Design and implement effective communication/marketing materials.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Develop content for public communications (talking points) to ensure consistent, positive messaging by the Commission (includes online, broadcast and print media.)	Work Group	3 months	Materials have been developed
Step 2: Develop a template for press releases and a press kit.	Work Group	3 months	Completion and use of template
Step 3: Provide training and support for Commissioners to serve as “Ambassadors” to the community.	Work Group & Commission Director	6 months	Completion of training materials, delivery of initial and periodic training
Step 4: Establish collaborative relationship with County Media professionals, utilize existing contact lists to reach relevant media outlets (print, online, social, radio and television) and establish relationships with press contacts.	Work Group & Commission Director	6 months & ongoing	Meetings with County media staff, successful media outreach efforts
Step 5: Use established “awareness days” as platforms for outreach and engagement and opportunities for proclamations from the Board of Supervisors.	Work group	In process & ongoing	Completion of awareness day activities and proclamations

Step 6: Establish a system for communicating with interested members of the public. (Listserv, Govdelivery, Constant Contact etc.)	Work Group & Commission Director	3 months	Implementation of system Number of users Number of notices sent
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Goal III: To become San Mateo County’s primary public resource for LGBTQ information.

Objective A: Establish and maintain information on local LGBTQ resources and services.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Identify a potential list of resources and post on Commission website.	Commission & Commission Director	In process & ongoing	Completion of initial posting and periodic updates
Step 2: Identify additional LGBTQ resources to be added to the Community Information Project database.	Work group & Commission Director	6 months & ongoing	Completion of task and periodic updates
Step 3: Contact United Way’s 211 resource listing to update it for LGBTQ information.	Work group & Commission Director	6 months & ongoing	Completion of task and periodic updates
Step 4: Identify gaps in the resource listings address them regularly.	Commission led by Work group	Ongoing	Completion task as needed

Objective B: Identify potential allies and champions with whom the Commission will partner to address needs.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Document currently known potential allies and champions with contact information and brief description of potential assets/contributions	Work group	3 month - 6 months and ongoing	Completion of list of initially identified organizations

Objective C: Promote awareness of available LGBTQ services.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Commissioners will be aware of LGBTQ services and share information with their contacts and during outreach with the public.	Commissioners	Ongoing	Share outreach updates during commission meetings.
Step 2: Commission will keep an updated resource list on the website and direct the public to the website through use of social media and email signatures.	Work group	Ongoing	Commissioners may add Commission website and Facebook link to their email signature

Goal IV: To promote deeper understanding of the unique needs of San Mateo County’s LGBTQ communities through education and training.

Objective A: Educate community leaders on LGBTQ needs			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Identify current issues and trends of which the Board should be aware.	Commissioners	Ongoing	Commission has approved protocol for identifying issues and trends and determining if action should be taken
Step 2: As appropriate, prepare Members Memos to the Board with the intent to develop insight on an LGBTQ issue.	Commissioners, Director and Exec Committee	At least two times in the 2015-16 year	Members Memos provided to Board at least twice during the program year
Step 3: Identify other mechanisms for providing educational opportunities for community leaders (workshops, resource fairs, conferences).	Commissioners	Ongoing	Commission maintains an ongoing record of potential educational opportunities and reviews it quarterly

Objective B: Facilitate the development of training offerings for County employees on LGBTQ issues.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Work with County Training and Development Manager to add LGBTQ specific trainings to County catalog.	Commission members and Director	December 2015	At least one LGBTQ specific training has been added to the County catalog
Step 2: Develop a list of potential training organizations/resources by population and setting	Work Group	Ongoing based on population and setting	A working list of trainers.

Goal V: To develop the Commission’s capacity to effectively achieve its goals.

Objective A: Establish an infrastructure that promotes effective functioning.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Develop procedural rules	Executive committee	May 2015	Procedural rules adopted
Step 2: Develop a strategic plan with mission, vision and values statements along with strategic goals	Commission	April 2015	Strategic plan adopted
Step 3: Develop a work plan with details for implementation of strategic goals.	Commission	June 2015	A work plan will be developed
Step 4: Develop and maintain a commission website	Commission Director	October 2014 & ongoing	The website will be further developed and maintained
Step 5: Maintain Facebook presence	Commission Director	June 2015	Facebook page regularly updated

Step 6: Expand Facebook likes	Outreach committee	July 2015	A strategy for expanding Facebook likes will be adopted
Step 7: Develop a new commissioner orientation process and materials	Executive Committee	July 2015	New member orientation materials and process will be established
Step 8: Develop and implement an event management process	Executive Committee	July 2015	An event management process will be developed and implemented
Step 9: Develop standing agenda items	Executive Committee	June 2015	Standing agenda items will be established

Objective B: Implement training and continuing education that enables the Commission to achieve its mission.			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Develop the Commission’s internal knowledge of the Board of Supervisor’s processes, LGBTQ current events, etc.	LGBTQ events brought in by all members. Board processes to be learned through presentations from County staff arranged by Honora	Ongoing	Commission kept up to date on all current events and has a good working knowledge of the processes of the BOS.
Step 2: Provide for Brown Act training for commissioners presented by County Counsel	County Counsel	October 2015 & ongoing	All commission members trained in Brown Act.
Step 3: Provide ethics training for commissioners to meet requirements of AB1234	Available to be take online	Completed /Ongoing as needed	All members trained in AB1234 (required every 2 years)
Step 4: Provide training for commissioners on County social media resources and working with the press	Honora to arrange presentation by Social Media Manager	Pending & then periodic.	All members familiar with available County social media resources and working with the press.

Step 5: Provide training for Commissioners on County's data portal	County Staff arranged by Honora	Fall 2015	All members familiar with County's data portal
Step 6: Provide training for Commissioners on County legislative process	County Staff arranged by Honora	July/August 2015 & as new commissioner are appointed.	All members of the commission familiar with the County's legislative process
Step 7: Provide training for commissioners on transgender issues	Outlet training and ITDOV panel.	March 3, 2015, March 30, 2015 & periodic.	All members able to address basic transgender issues or direct questions/concerns to proper sources
Step 8: Provide training for commissioners on elder LGBTQ issues	Honora to arrange with Peninsula Family Service Senior Peer Mentoring Program, Open House	July/August 2015	All members able to address basic elder LGBTQ issues or direct questions/concerns to proper sources
Step 9: Provide training for Commissioners on needs of LGBTQ youth	Invitation to local GSA's, BAYS, LGBTQ YouthSpace	September 2015	All members able to address basic youth LGBTQ issues or direct questions/concerns to proper sources
Step 10: Provide training for Commissioners on needs of LGBTQ immigrants	Honora to arrange presentation by National Center for Lesbian Rights Immigration Project	October/Nov 2015	All members able to address basic youth LGBTQ issues or direct questions/concerns to proper sources
Step 11: Provide opportunities for Commissioners to learn about other commissions that may have shared interests by hearing presentations from the Commission on Aging, Commission on Disabilities, Commission on the Status of Women, Domestic Violence Council, Youth Commission,	Honora to coordinate	Ongoing as agenda time available.	All members familiar with other SMC commissions, the work that they do and the information they may have available.

Veterans Commission (forthcoming), and others.			
Step 12: Arrange for speakers from LGBTQ serving organizations: GSA's, Outlet, PFLAG, Peninsula Family Service, CORA,	Honora to coordinate Invitations from the LGBTQ Commission through various member connections	Ongoing as time allows. Commission to decide an order of which organizations they would like to hear from first	All members familiar with other local organizations, the work that they do and the information they may have available.
Step 13: Arrange for presentations by County Departments -- BHRS, Health System, Human Services Agency, Foster Care, Housing, Aging and Adult Services, Probation, Sheriff's Office,	Honora to coordinate invitations from the LGBTQ Commission, Chairs or Director	Ongoing as time allows. Commission to decide an order of which organizations they would like to hear from first	All members familiar with County organizations, the work that they do and the information they may have available.
Step 14: Develop a framework for inviting presenters and opening a dialogue that advances the work group goals.	Co-Chairs/Vice Chair/Director with input from Commission	July 2015	A workable format for use in inviting other groups/commissions to interact with the LGBTQ commission. To include information on what types of data (local vs national) the commission is hoping to gather as well as ways that the commission can help them more meaningful local data

Objective C: Evaluate progress on goals and assess the Commission's effectiveness on a regular basis			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1:	Executive	August 2015	Framework adopted by commission in

Develop a framework for coordination of all working groups that advances the commission's recommended policies across populations and settings	Committee		September
Step 2: Develop template for use by work groups to summarize activities and progress	Executive Committee	August 2015	Template is developed and utilized
Step 2: Develop self-evaluation tools (for workgroups and commission overall)	Executive Committee	August 2015	Tools drafted and adopted by commission in September
Step 3: Conduct on-going self-evaluation using tool identified in step 2 (quarterly)	Committee Chairs	One month before quarterly meetings	Completed tools submitted to commission director quarterly
Step 4: Establish a reporting procedure with regular commission agenda item focusing on evaluation results	Commission Director	August 2015	Status report from committees given quarterly
Step 5: Hold an annual commission retreat to evaluate progress, establish goals and engage in team building.	Commission Director with Executive Committee	January 2016	Initial retreat conducted

Objective D: Build credibility with the Board of Supervisors			
Action Steps for 2015-16	Responsible	Timeline	Indicator(s) of Progress
Step 1: Prepare policy memoranda and identify compelling speakers with personal stories to educate the BOS about the legal rights of LGBTQ persons, equity gaps, and human impact across settings in the County. (Coordinates with Goal I)	Executive Committee	At least twice a year	Policy memos submitted to BOS
Step 2: Ask BOS to honor leaders and organizations in the County when they champion LGBTQ rights and close equity gaps.	Executive Committee	Annually	BOS recognition of events

