



LGBTQ Commission 2015-2017 Strategic Plan

June 2015

Commissioners

Jason Galisatus, Co-Chair

Jennifer Walter, Co-Chair

Richard Faust, Vice-Chair

Jei Africa

Gabe Garcia

Stan Kiino

Alex Neumann

Glenda Savage

Lynn Schuette

Stevie Jolie Stallmeyer

Honora Miller, Director

San Mateo County LGBTQ Commission

Strategic Plan

FY 2015-2017

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Introduction

On June 3, 2014, the San Mateo County Board of Supervisors unanimously approved a resolution that established the San Mateo County LGBTQ Commission. This action was the culmination of an inclusive planning process that included extensive outreach and discussions to set the foundation for the Commission.

In the resolution that created the LGBTQ Commission, the Board articulated the following purposes of the Commission:

- a. Promote programs that foster the well-being and civic participation of LGBTQ individuals in San Mateo County.
- b. Provide outreach and support to at-risk and underserved LGBTQ populations within San Mateo, including but not limited to, youth, communities of color, non-English speakers, seniors, and immigrants.
- c. Promote transgender inclusion among private and public entities in San Mateo County including access to health care and to gendered spaces such as bathrooms and shelters.
- d. Develop initiatives to support LGBTQ families with children in San Mateo County.
- e. Report and make recommendations to the Board of Supervisors as needed, but not less frequently than once every twelve (12) months.

The first meeting of the LGBTQ Commission took place on Friday, September 26, 2014. During that meeting, the following commissioners, appointed by the Board of Supervisors on September 9, 2014, were sworn in:

- Jei Africa, San Mateo
- Richard Faust, Pacifica
- Jason Galisatus, Redwood City
- Gabe Garcia, Portola Valley
- Stan Kiino, San Mateo
- Kate MacKay, South San Francisco
- Alex Neuman, San Mateo
- Glenda Savage, East Palo Alto
- Lynn Schuette, Pacifica
- Stevie Stallmeyer, Menlo Park
- Jennifer Walter, Half Moon Bay

The newly-established LGBTQ Commission, charged with a wide array of potential areas of action, decided to dedicate time and energy to the development of a strategic plan to guide its work for the next 2-3 years. An ambitious timeline for planning was established, with the goal of completing the strategic plan and the operational workplan for 2015 by March 2015. That timeline was later extended to allow the Commission to begin work on other priorities while completing the plan. The Commission recognized that this planning process also provided the opportunity for Commissioners to get to know each other and to establish a positive, inclusive climate for collaboration as specific outcomes are addressed.

The Strategic Planning Process

During its October 2014 meeting, the Commission met with Patricia Brown, a planning consultant, who suggested a process and timeline for plan development. The Commission added two special meetings to its calendar and extended the timeline for completing the Strategic Plan to May 2015.

The following table documents the meeting times and topics:

Date	Planning Focus
October 14, 2014	Commission the planning process Initiate environmental scanning
November 4, 2014	Complete environmental scanning/SWOT Begin discussion of vision
December 2, 2014	Begin to develop Vision and Mission,
December 5, 2014 (4 hour session)	Discuss Vision, Values, Goals
January 6, 2015	Complete work on Vision and Values, continue to develop Strategic Goals
February 3, 2015	Finalize Goals, discuss and develop objectives
March 3, 2015	Adopt Strategic Plan goals and objectives and determine process to develop work plan
April-May, 2015	Develop, review and approve the 2015-16 Workplan
June 2, 2015	Adopt finalized Strategic Plan and Workplan for 2015-16

The Strategic Plan sets the direction for the Commission to address the trends and challenges it is encountering now and in the years to come. It is intended for a variety of audiences, including the San Mateo County Board of Supervisors, the LGBTQ community in San Mateo County, County employees, and members of the public. The plan can be used as follows:



- **The LGBTQ Commission** will use the Strategic Plan as the basis for developing an annual workplan for implementing goals and objectives designed to achieve its strategic vision.
- **The San Mateo County Board of Supervisors** can view the plan to identify Commission priorities and monitor alignment with the Shared Vision 2025.
- **County Employees** can use the Strategic Plan to obtain information about the Commission's vision, mission and goals.
- **Members of the Public** can use this document to obtain information about the Commission's work.

Aligning with the County's Strategic Direction

The LGBTQ Commission's Strategic Plan aligns with the direction of the County's Shared Vision 2025, specifically contributing to the following community outcomes:

- **Community Outcome: Collaborative Community** - Our leaders forge partnerships, promote regional solutions with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.
- **Healthy Community** - Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

Vision Statement

This vision is a description of the Commission's hopes for its target community or constituency. It answers the question, "What changes do we hope to see as the result of our work?"

The LGBTQ Commission envisions San Mateo County leading in addressing its LGBTQ community's diverse needs. The term LGBTQ refers to individuals, including, but not limited to people who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex, and

two-spirited. The Commission's use of the terms LGBTQ or in the alternative, sexual and gender minorities, recognizes individual differences in self-identification, attraction and expression.

Dignity and Respect

The LGBTQ community is treated fairly, with dignity and respect, in all settings – the public sector and the private sector (business, cultural, educational, faith-based, recreational, and all community settings.)

Culturally Competent Services

LGBTQ community members have access to, can fully avail themselves of, and are fully participating in the county's wide-ranging and culturally competent services, such as career, educational, financial, gainful employment, healthcare, housing, and other wellness services.

Welcoming, Respectful and Responsive

Services and settings are welcoming, respectful, and responsive to the needs of the LGBTQ community.

Strategic Approach – Addressing the Challenges

Mission

A mission statement is a brief expression of the Commission's purpose. It should answer the questions "Why do we exist?" and "What, at the most basic level, do we do?"

Cultivating San Mateo County as a welcoming and safe environment where its lesbian, gay, bisexual, transgender, and queer community members can thrive.

Values

The values statement defines the principles on which the Commission is built, and that guide its planning, operations and programs. It answers the question "What do we believe in?"

The San Mateo County LGBTQ Commission is motivated by:

- promoting justice and equity,
- ending oppression and current and historical inequities, and
- ensuring that all voices in the community are represented.

**Mission
Values
Goals**

The Commission:

- is committed to engendering mutual respect
- intends to conduct ongoing outreach, engagement and education and,
- advocates for a County coordinated response to community needs.

The Commission plans to recommend reforms that are informed by data, have measurable outcomes, and are lasting and sustainable.

Goals and Objectives

Together, goals and objectives define desired outcomes resulting from the Commission's work. They may be focused on the organization's programming or internal operations. Progress toward achieving goals and objectives should be measurable. While the terms are often used interchangeably, goals are generally more comprehensive or far-reaching than objectives. Framed clearly, they answer the question "What do we want to accomplish?"

Data collection leading to policy development and recommendations

1. To develop policy recommendations based on the identification and prioritization of the needs of the County's sexual and gender minorities (SGM).

Objectives:

- a. Develop a work plan and a tool to conduct a County-wide needs assessment.
- b. Conduct the needs assessment.
- c. Analyze information from the needs assessment to determine recommended policies based on priority SGM needs (policy framework, on-going).
- d. Develop assessment tools for monitoring, evaluation and quality improvement and a reporting mechanism to inform the Board of Supervisors and the public.

Outreach and collaboration

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

Objectives:

- a. Develop a plan to increase the visibility of the Commission.
- b. Design and implement effective marketing and outreach materials.
- c. Establish connections through outreach efforts.
- d. Develop relationships, and when appropriate, define partnerships with community organizations to achieve specific goals.

Commission as resource to community

3. To become San Mateo County's primary public resource for LGBTQ information.

Objectives:

- a. Establish and maintain information on local LGBTQ resources and services.
- b. Identify potential allies and champions with whom the Commission will partner to address needs.
- c. Promote awareness of available LGBTQ services.
- d. Promote the establishment of an LGBTQ Center.

Awareness, education/training

4. To promote deeper understanding of the unique needs of San Mateo County's LGBTQ communities through education and training.

Objectives:

- a. Educate community leaders on LGBTQ needs.
- b. Identify existing LGBTQ educational resources and highlight gaps.
- c. Promote training for public and nonprofit organizations.
- d. Facilitate the development of training offerings for County employees on LGBTQ issues.

Develop the Commission's infrastructure

5. To develop the Commission's capacity to effectively achieve its goals.

Objectives:

- a. Establish an infrastructure that promotes effective functioning.
- b. Implement training and continuing education that enables the Commission to achieve its mission.
- c. Evaluate progress on goals and assess the Commission's effectiveness on a regular basis.
- d. Build credibility with the Board of Supervisors.

Taking Action to Achieve Strategic Goals

The Goals and Objectives identified in this plan provide the framework for the development of annual workplans to focus the Commission's work.

The Commission will establish workgroups and/or committees to take responsibility for leading the various strategic goal efforts.

The Commission's annual workplan will operationalize the Strategic Plan through action steps and a timeline and it will identify specific metrics to track progress toward identified goals.

Addenda

A. Environmental Scanning

- Opportunities and Threats
- Internal Strengths

B. LGBTQ Commission Work Plan for 2015-16