



CAM 2.0

Deepening Agency Resilience for
Racial & Economic Equity

WELCOME



Community Action Marin stands for values of relationship, inclusivity, unity, and service. Our work is to eliminate the causes and consequences of poverty in Marin County. How will we achieve this?

To inspire our actions, we have aligned with the 2030 Agenda for Sustainable Development, Goal #1: No Poverty, adopted by the United Nations. To create the roadmap for our efforts in partnership with community, we have adopted CAM 2.0 as a prioritization of four guiding goals. This document offers a vision of what success looks like for each of these goals and it strengthens our agency's clarity of purpose to achieve racial and economic equity.

We know that at the heart of all we do lies our trust in people and their trust in us. We recognize that we cannot go it alone, that we must collaborate and strategically partner to get to desired outcomes. The voices of consumers, youth, low-wage workers, and grassroots leaders must be invited to our table so that the principles of community action will work. Data must be a focus in our decision-making, and we must use stories and facts to move the needle for people of low income—disproportionately people of color in Marin County. Finally, we recognize that reaching our goals will require advocacy to change laws and policies.

We are ready. We are in your corner.

Chandra Alexandre
Chief Executive Officer

P.S. Questions, comments or ideas? Email me at calexandre@camarin.org or contact human resources at HR@camarin.org.

PURPOSE



CAM 2.0 is designed to provide the framework and steps that will ensure that all aspects of Community Action Marin and its team are aligned and moving towards a similar outcome, reflecting the heartbeat of Marin.

OBJECTIVES

- Provide leadership and staff with a roadmap for what's needed to get to and sustain our desired future state.
- Elevate transparency, collaboration, accountability, and inclusion.
- Create a shared sense of ownership around the goals and trust in the process of change needed to achieve them.
- Demonstrate the usefulness of Results-Oriented Management and Accountability (ROMA) in support of strengthening a learning orientation and growth mindset agency-wide.
- Inform future strategic planning efforts.

STRATEGY

Give all employees and the board a clear set of goals that will strengthen our mission and align us around the work required to achieve our agency's vision.

OUR VISION

All of us in Marin have an equal opportunity to live our lives with dignity and respect.

OUR MISSION

We make it possible for people to achieve well-being by providing the education, mental health, and vital services they need. Together, we break down the barriers that get in the way of fair and lasting change in service to better outcomes for all.

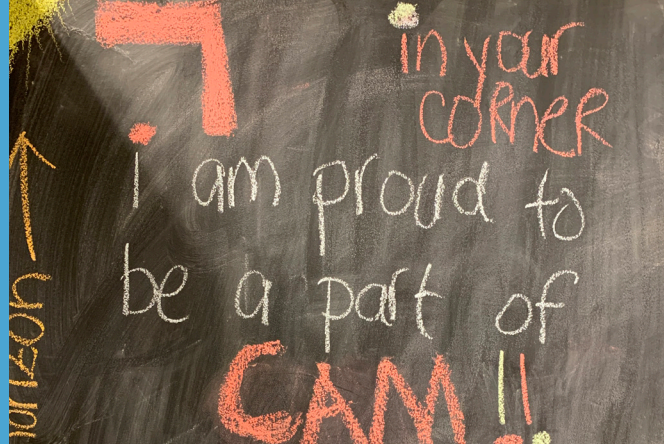
ACTION FOR ALL LEADERS



CONVERSATION	We understand the importance of listening, of feedback, and of how staff need to be informed.
PLANNING AND FOCUS	We focus on the right things. We plan so we all understand who will do what, by when.
DOING	We hold ourselves and each other accountable for doing our part. We inspire strengths and teamwork.
COMMUNICATING	We share regular progress on how far we've come and how far we have to go.
SHARING SUCCESS AND FAILURES	We share our experiences in order to learn and to grow. We learn from mistakes.
SUPPORTING EACH OTHER	We have each other's back and are willing to lend a hand. We recognize and appreciate our team and colleagues.
LEARNING AND GROWTH	We take time to learn from each other and we support our teams, from onboarding to exiting.
WALKING THE TALK	We model the behaviors we want to see, and we ensure that our teams understand their roles and accountabilities.

GOAL 1

Each Employee Belongs



Establish an inclusive culture and create a warm and professional work climate.

Key Staff:

People Managers, Staff Council, Executives

WHAT DOES SUCCESS LOOK LIKE?

We live our values of Relationship, Unity, Inclusivity, and Service within an inclusive, diverse, and equitable workplace.

We respect and support each other in our shared effort to improve the lives of our clients and the community.

Our individual strengths are appreciated as we connect, learn, and grow at work.

KEY INDICATOR:

Employee reports of belonging (e.g., Annual Employee Survey and Mid-Year Pulse Check)

GOAL 2

Access to Services



Enhance impact through a focus on listening to needs and on leveraging agency and community strengths.

Key Staff:

Success Coaches

- Home Visitors
- Family Advocates
- Family Partners
- Peer Specialists
- CARE Teams
- Economic Opportunity Coaches
- Client Intake Specialists

WHAT DOES SUCCESS LOOK LIKE?

We partner with our clients as one agency within a community of resources to help people reach self-sufficiency.

We have a no-wrong-door approach and always consider both the needs and strengths of clients. The services we provide span a crisis-to-thriving continuum in support of individual, family, and community well-being.

KEY INDICATOR:

Client reports of ease of service access (e.g., community and parent surveys)



Implement a whole-family, multi-generational approach to help people thrive.

Key Staff:
Program Directors

WHAT DOES SUCCESS LOOK LIKE?

We have an agency-wide mindset that puts people at the center. Our programs support children, parents, and older adults within the community family.

Across generations, trusted relationships are the foundation of better outcomes today and tomorrow.

KEY INDICATOR:

Number of families who receive multiple agency supports
(e.g., Safety Net and Childcare)

GOAL 4

Continuous Improvement



Increase effectiveness & excellence through a focus on planning, learning, data, and outcomes.

Key Staff:

Pathways to Excellence
Cross-Agency Team, Program
Directors, People Managers

WHAT DOES SUCCESS LOOK LIKE?

Our policies, systems, structures, and processes support shared expectations and outcomes that align with our mission and move us toward excellence.

We have the training, skills, metrics, and analytics that allow us to achieve meaningful impact.

We learn by looking back on what we've done, evaluating, and working forward to success.

KEY INDICATOR:

100% Organizational Standards met and Pathways to Excellence standards improving

BUILDING RESILIENCE



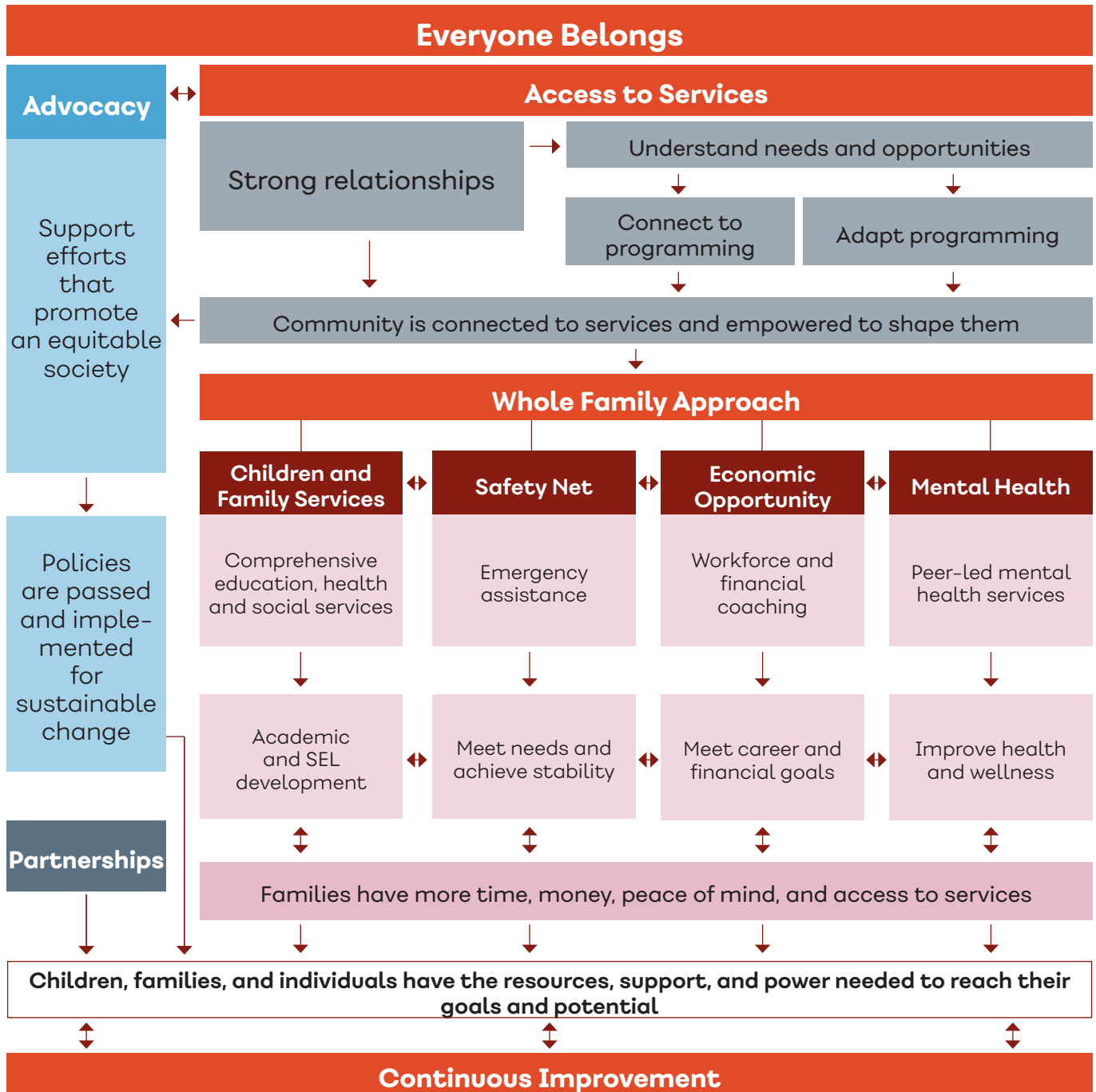
CORE COMPETENCIES

Competencies are the skills and attributes that people need to perform effectively. You can think of them as the kind of actions and behaviors the organization values and which it requires to achieve its objectives.

We expect all staff to have these.

- **Equity mindset:** a belief that all people have an equal opportunity to attain self-sufficiency. It's about respecting all people equally regardless of background, race or gender.
- **Expertise:** the training and experience needed to ensure job success.
- **Cultural humility:** a humble and respectful attitude toward individuals of other cultures. It involves challenging our own cultural biases and a curiosity about other cultures.
- **Client orientation:** a recognition that the agency and all who serve in it are part of our community family. We put people first.
- **Reliability:** is doing what you say you will do.
- **Kindness:** is being considerate. It means caring about the well-being of others.
- **Empathy:** the ability to sense or understand the feelings of others. It's about putting ourselves in someone else's shoes.

THEORY OF CHANGE



VISION: All of us in Marin have an equal opportunity to live our lives with dignity and respect

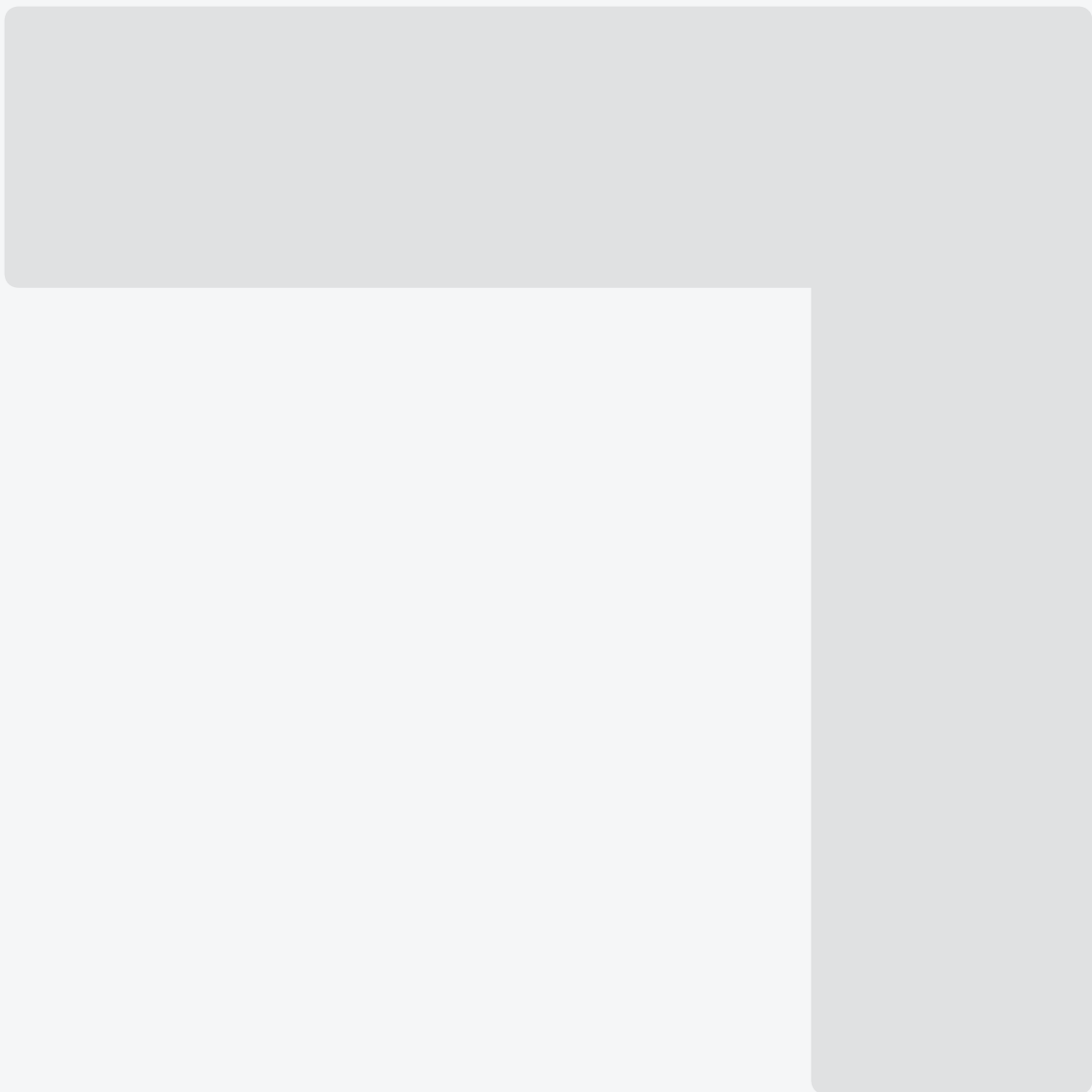


"As we seek to achieve lasting and equitable outcomes across generations, our starting place is in our own house. The work of our agency is people-centered and values based. What we stand for drives how we show up, and it's what moves us forward.

The culture we're creating through CAM 2.0 is the conduit for resilience in partnership with community. We know that changing ourselves changes the world, and that sustainability only comes by empowering the cycle of well-being.

We are committed to taking on the challenge of reaching our goals because we're stronger and better together—and everyone in Marin County deserves an equal opportunity to live, work, play, and serve here with dignity and respect."

—Chandra Alexandre, CEO



IN YOUR CORNER™

555 Northgate Dr., Suite 201
San Rafael, CA 94903
Main: (415) 526-7500
Fax: (415) 457-9677

camarin.org