



GOVERNANCE GUIDELINES

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Mission and Vision

Mission: The San Diego Military Family Collaborative provides an inclusive forum to maximize the collective impact of community resources to enhance military family life.

Vision: San Diego respects, values and supports military families living engaged, connected and healthy lives within our neighborhoods.

Social Advocates for Youth, San Diego provides program and staffing support.

SDMFC Community Covenant

We, the San Diego community, commit to:

- Build partnerships that support the strength, resilience, readiness and reintegration of our military members, veterans and their families.
- Provide the necessary resources to complement support of military members, veterans, and their Families.
- Work collaboratively to develop and promote outreach events, designed to meet the needs of our military members, veterans, and their families.



- The understanding that the strength of our military members and veterans comes from the strength of their families and the support of our community's employers, educators, service providers, civic and business leaders, and citizens.

**Adapted from the San Francisco Armed Forces Covenant Commitment*

Values

1. Decisions reached through a consensus of diverse perspectives
2. Partnerships focused on collaboration and shared resources
3. Being responsive to and inclusive of our community
4. Open access to information and resources, and we
5. Embrace the Family Support Principles and the Strengthening Families' 5 Protective Factors

Family Support Principles

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhances families' capacity to support the growth and development of all family members – adults, youth, and children.
3. Families are resources to their own members, to other families, to programs, and to communities.
4. Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
5. Programs are embedded in their communities and contribute to the community-building process.
6. Programs advocate with families for services and systems that are fair, responsive, and accountable to the families served.
7. Practitioners work together with families to mobilize formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Principles of family support are modeled in all program activities, including planning, governance, and administration.

**Source: Family Support America*

The Strengthening Families' Five Protective Factors

- Parent Resilience
- Social Connections
- Concrete Support in Times of Need
- Knowledge of Parenting and Child Development
- Social and Emotional Competence of Children

**Source: Center for the Study of Social Policy – Strengthening Families Approach:
www.cssp.org/reform/strengtheningfamilies*

Code of Ethics

1. Collaboration is an art. The people involved are pursuing social justice, a change in the balance of power, and an opportunity to bring the community together. As a collaborative we are engaged in difficult dialogues and competing ideas about ways to move forward. This requires compassionate and visionary leadership, talented listeners, and passionate people.



2. SDMFC is a community collaborative committed to making positive change in partnership with San Diego County military families. In doing so, we will face ethical dilemmas. The following Code of Ethics is intended to provide SDMFC members with guidance for decision-making in the event of a confusing situation.
3. The Code of Ethics recognizes diversity and emphasizes fair decision-making.
4. Principles of the Code:
 - **Listen.** Listen to each other and to community members, actively and attentively, with the purpose of understanding and learning.
 - **Be Inclusive.** As we collaborate, we must remember those who are left out. We have a special concern for those who are least empowered in our community, and we work to give them a voice.
 - **Be Compassionate.** We will show sympathy and empathy for all our community members' needs. We strive to create a safe space for ideas to emerge by embracing our limitations and differences.
 - **Be Resourceful.** Our community is rich in resources including cultural experience, professional knowledge, and ideas. We will use all our means to benefit the community.
 - **Be Courageous.** We will stand up for what is right for our community. We will be fair and work to correct injustices even when it is difficult.
 - **Be Trustworthy.** Be trustworthy, honest, forthright, accountable, and transparent.
 - **Be Self-Aware.** We will reflect on our own biases and leadership privileges when making decisions on behalf of the community.
 - **Work Hard.** Our work requires a long-term commitment. We volunteer our time, talents, and energy to serving our community. We are passionate about our work and commit to giving our all.

**Adapted from the San Diego Mid-City Community Action Network*

Conflict of Interest

1. A conflict of interest exists whenever a member of the SDMFC, its staff, or the Coordinating Council, is in a position to exploit a decision for direct or indirect personal gain, an example of which would be guiding resources such as, but not limited to, money or contracts to themselves, a family member, a business interests, an organization, or some other personal interest.
2. No member of the Coordinating Council or SDMFC shall participate in any discussion or vote on any matter in which he or she, or a member of his or her immediate family, or organizations he or she represents, has a potential conflict of interest due to having a possible economic gain from the matter being discussed or decided upon.
3. When such a situation presents itself, the person must announce his or her potential conflict, disqualify himself or herself, and be excused from the meeting until discussion is over on the matter involved. The Chairpersons of the meeting are expected to make an inquiry if such a conflict appears to exist and the member has not made it known.

**Adapted from the San Diego Mid City Community Action Network*

Strategic Objectives

Sustainability purpose:

- Infrastructure is in place to track successes/outcomes, facilitate communication, and resource sharing
- Fidelity of a best practice model that can be replicated regionally and ultimately at installations/communities nationwide
- Systems are established that increase community dialogue and awareness of military family resources, issues, needs and successes
- Active and engaged membership from multiple sectors
- To sustain a forum for community-based decision making

Convening purpose:

- Become a clearinghouse for ideas, resources, communication, coordination, advocacy and networking
- Improvement in service delivery: Trust, Awareness, Access, Sector efficiency
- Greater clarity across organizations = maximizing capacity to serve and refer families
- Increased trust among community members and between military and community organizations

Capacity Building purpose:

- Increase sector and community competency around military family culture and programmatic best practices--for example: trainings and recommendation for members in trauma informed care, strength-based approaches, implementation of the Standards of Quality Family Strengthening and Support, etc.

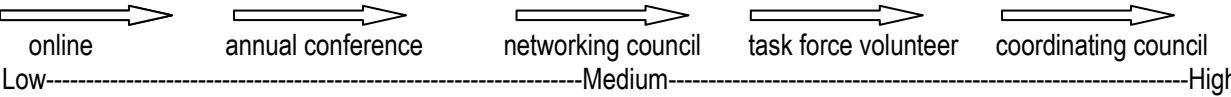
Advocacy purpose:

- Advocate for changes in policies and systems that will improve the quality of life for all San Diego military families – especially our children
- Increased problem-solving and “pooling” of resources
- Promote coordination and integration of social, health and community services
- Make funding and new program recommendations

Functional Structure

A *Community – Engagement Governance model* serves as a key value and factor in Collaborative success. The Collaborative is a movement of multiple layers of stakeholders working and being brought together for shared decision making. In this model, governance is not hierarchical and therefore serves as a function, not a structure. The intent, therefore, is for “decision making and thus power, to be redistributed and shared, creating joint ownership, empowerment, and mutual accountability.” (Pg 3. Freiwirth, 2011) Members participate and have a voice as equals, regardless of position, title, military rank, parent or provider.

Membership engagement occurs along five levels of collaborative participation:





COORDINATING COUNCIL

PURPOSE:

To provide the SDMFC with leadership and functional authority to make decisions that can effect changes to accomplish our vision, mission and goals.

REPRESENTATION:

1. All SDMFC Coordinating Council representatives shall sign a Partnership Agreement.
2. Coordinating Council shall not exceed 15 representatives.
3. New representatives will be added annually with Coordinating Council approval, after a formal written letter is submitted to the Coordinating Council Co-Chairs or by Co-Chair invitation.
4. Each representative shall designate an alternate to have authority to make decisions on their behalf.
5. Representatives with less than 75% meeting attendance during a calendar year will be contacted to determine their desire for continued SDMFC Coordinating Council participation (Collaborative Coordinator shall inform Coordinating Council of those entities without Partnership Agreements and/or less than 75% attendance prior to contact).
6. Categories for participants:
 - a. Military Family Parent/ Spouse (Community and Consumer Advocacy)
 - b. Military Family Youth
 - c. Government (Advisory)
 - d. Education
 - e. Healthcare Providers
 - f. Social Services Providers
 - g. Business
 - h. Faith Community
 - i. Military (Advisory)
 - j. Philanthropy
 - k. SAY San Diego - Staffing agency representative

RESPONSIBILITIES:

1. Commit to contributing the necessary resources, which can include in-kind, to the extent possible to further the success of the SDMFC in meeting its vision, mission and goals.
2. Establish policy and provide leadership and direction to the collaborative.
3. Support active participation of self or staff in SDMFC Task Forces and Work Groups.
4. Establish information-sharing, communication and feedback mechanisms to maximize staff understanding of SDMFC mission, vision and goals.
5. Attend Coordinating Council Meetings.
6. Monitor composition of the Coordinating Council to ensure a balanced, cross-sectional representation is maintained.
7. Designate liaison(s) to Task Force to act on behalf of the Coordinating Council as necessary.
8. Review and confirm partnership and grant applications as applicable.

TERM:

1 year. This is a volunteer role. Coordinating Council Roles and Responsibility Agreements will be re-signed annually.



LEADERSHIP:

In order to provide succession, continuity, and support, the Vice-Chair will be selected by an Ad Hoc Nominating Committee to serve up to a three-year leadership term. The term includes the following:

- Year 1- Candidate Serves as Vice-Chair
- Year 2- Candidate Serves as Chair
- Year 3- Candidate Serves as Past Chair

Coordinating Council Chair Responsibilities:

In addition to leading meetings of the Coordinating Council, the Chair will:

- Act as or designate a liaison to the Coordinating Council.
- Approval for grant/proposal application; and sign letters of support
- Meet quarterly with and advise the Coordinator.

Coordinating Council Vice-Chair Responsibilities:

- Lead meetings when the Chair is not present.
- Approval for grant/proposal application, and sign letters of support when Chair unavailable.
- When his/her term expires, serve as Chair.

MEETING SCHEDULE:

The Coordinating Council will meet at least quarterly. Notes will be taken to record all meeting decisions and a sign-in sheet will act as a record of attendance.

JANUARY – Operating Guidelines

- Operating guidelines reviewed, updated and approved
- Partnership Agreements reviewed and re-signed if necessary
- Partner organizations share current status and projects

APRIL – Evaluation and Budgeting

- Evaluate progress towards goals
- Evaluate utilization of resources
- Evaluate and review goals/objectives for upcoming fiscal year
- Approve budget for upcoming year

JULY – Strategic Goals, Successes and Sustainability

- Review/update strategic goals
- Address obstacles to success
- Re-prioritize goals if necessary
- Identify common measures for success
- Review previous year financial reports and sustainability issues

OCTOBER – Representation and Meeting Dates

- Representation and participation of Coordinating Council reviewed – alternates assigned
- Confirmation of Vice-Chair of Coordinating Council (to serve for three year term, see above)
- Review/Approval Representatives/Chairs to Task Force and Workgroup Teams designated
- Meeting dates, location and times designated



DECISION MAKING:

A consensus form of decision making will be followed. (An overview is included in the attachments)

WORK GROUPS

PURPOSE: Time limited groups to provide recommendations to the Coordinating Council on a specific issue as it pertains to Collaborative operations, management or overall strategic needs.

Examples of Workgroup Teams are:

- Nominating Team – to establish a chair or Vice-Chair of the Coordinating Council.
- Development Team – to discuss a resource development opportunity in-depth
- Bylaws/Guidelines Team – to make significant changes to the operating guidelines of the Collaborative
- Strategic Planning Team – to recommend strategic planning goals and draft strategic plan
- Events Team – Plan the annual service providers conference

MONTHLY CONVENING COUNCIL

PURPOSE:

To engage direct service staff and community partners in resource sharing, networking, joint planning and action around issues that benefit the military youth and families of the San Diego County, consistent with the mission, vision and priorities of the SDMFC.

RESPONSIBILITIES:

Identify, prioritize and recommend issues for action to the Task Forces.

REPRESENTATION:

Any individual interested in the work of the SDMFC should attend Monthly Convenings.

LEADERSHIP:

SDMFC staff or a Coordinating Council member may serve as facilitator of the meetings.

MEETING SCHEDULE:

1. The Convening Council will convene at least monthly.
 - a. North County Convening – 10:00 to 12:00pm on the second Friday of the month
 - b. Central County Convening – 9:00 to 11:00am on the fourth Friday of the month
 - c. Notes will be taken to record meeting discussions and a sign-in sheet will act as a record of attendance
2. Council Agendas will at a minimum include:
 - a. Welcome/ Introductions
 - b. Issue based Presentations/Capacity building
 - c. Community scan – dialogue of current trends and issues
 - d. Reports from Task Force/Work Group Teams as needed
 - e. Participant Announcements
 - f. Networking



TASK FORCES

PURPOSE:

Task Forces are formed to address a specific issue or task. They may be long or short term, depending on the need. Task Forces will have a Coordinating Council member serve as chair or participants of the group select one to be confirmed by the Coordinating Council.

CONSIDERATIONS FOR ESTABLISHING A TASK FORCE:

- Demonstrate how the proposed issue supports the strategic plan for the SDMFC.
- Make certain not to duplicate an existing issue based group in the community.
- Coordination and program related working groups are appropriate and considered an important part of collaborative work when needed.

RESPONSIBILITIES:

- Activities/action plan of the Task Force are approved by the Coordinating Council.
- Reports of Task Force activity will be provided monthly to the Council and appropriate SDMFC staff (see approved meeting minutes template).
- Opportunity to report out Task Force activity at the Monthly Convening Council.

REPRESENTATION:

- Open to anyone, with a goal of at least one parent/community member representative.
- The Coordinator/staff will give support to Task Forces, and attend as necessary.

LEADERSHIP:

Each Task Force shall have a Coordinating Council representative serve as co-chair.

MEETING SCHEDULE:

Task Forces shall follow a mutually agreed upon meeting structure. In general, Task Forces meet, on average, monthly. The Coordinating Council representative is responsible for monitoring the above guidelines and providing linkages to other existing efforts in the community.

**Adapted from the San Diego Mid City Community Action Network and El Cajon Collaborative*

Letters of Support

1. Applicants requesting letters of support should be active members of SDMFC (complete application and attend monthly meetings).
2. Applicants or representatives need to participate in at least one Task Force Team, or Monthly Convening Council.
3. In the proposal, the applicant needs to specify the manner in which the applicant and SDMFC will work collaboratively, the role SDMFC will play within the project, and identify any financial support the collaborative will receive.
4. Applicants will need to submit the draft Letter of Support to the Coordinating Council at least 72 hrs in advance.
5. Co-Chairs of Coordinating Council will be responsible for signing off on Letters of Support. In the event that one or more Co-chairs are not available for signature, the Collaborative Coordinator may sign.
6. If time is crucial and Co-Chairs are unable to poll Coordinating Council, then the Co-Chairs are directed to use their best judgment.



*Adapted from the San Diego Mid City Community Action Network

Program and Staffing Support Organization (SAY San Diego)

1. SAY San Diego shall act on behalf of the San Diego Military Family Collaborative to assure funds are disbursed and recorded in accordance with guidelines established by funding sources, donor intent, generally accepted accounting procedures, and within legal boundaries.
2. SAY San Diego may meet with the Coordinating Council at their discretion.
3. The Coordinating Council shall meet with SAY San Diego representatives at least once a year to review the state of the collaborative and status.
4. Say San Diego provides Human Resource duties regarding SDMFC staffing.
5. Social Advocates for Youth, San Diego is a tax exempt 501c3.

Collaborative Coordinator Job Description

Function:

To provide coordination and facilitation for the San Diego Military Family Collaborative (SDMFC) and Healthy Start Military Family Resource Center (HSMFRC) activities. This includes the performance of a variety of administrative tasks for the interagency collaborative, performance of responsible technical work in management areas, assistance in analysis and solution of program development and implementation, and performance of related work as required.

Representative Duties:

1. Interface with Social Advocates for Youth (SAY) San Diego and assist in management of the day to day operations of SDMFC and HSMFRC.
2. Hire, train and supervise SDMFC staff, interns and volunteers.
3. Leadership support, facilitation and coordination of SDMFC leadership teams, work groups and activities.
4. Active outreach and engagement to ensure the integration and coordination of services provided by interagency collaborative partners, including:
 - a. Membership development for new and current Partners.
 - b. Working with service providers and community collaboratives to develop relationships and maintain connections for the purpose of inspiring services provided to and with San Diego County military families.
 - c. Act as a resource and information gathering/dissemination point of contact for members of the collaborative and providers of military family services.
5. Manage the fiscal operations of SDMFC and HSMFRC.
6. Create, manage and maintain key information and documents for historical record of Collaborative work: including meeting agendas as well as minutes of team and workgroups meetings as assigned.
7. Identify, participate in the development of, and monitor grants, Memoranda of Understanding and contracts with multiple agencies.
8. Manage sustainability planning for future Collaborative work.
9. Other duties, as necessary, to ensure the successful operations of SDMFC and HSMFRC.



Abilities/Skills/Knowledge:

1. Knowledge of the principles and practices of public administration, education and non-profit organizations
2. Knowledge of case management, wraparound and family system approaches
3. Knowledge of the military culture, the San Diego community and respect for diversity
4. Ability to use office machines, word processing, spreadsheets, database and presentation applications
5. Ability to compose correspondence, prepare reports and develop office procedures
6. Ability to establish and maintain working relationships with public officials, community members, collaborative Partners, and fiscal and employing agencies
7. Ability to research and attain new funding sources through grants, partnerships or other means
8. Ability to think independently and complete projects with minimum initial instruction
9. Ability to determine work priorities for a variety of assignments and Work Groups
10. Ability to work well under time constraints
11. Excellent written and oral communication skills
12. Effectiveness in building and managing collaborative efforts

Qualifications:

- Experience: Four or more years of relevant experience in collaborative activities providing services to families and children, grant writing and program development.
- Education: Equivalent to at least a Bachelor's degree with a major in Public or Business Administration, Social Work, Public Health or closely related field.
- Special Requirements: At the time of hire, must possess a valid California Driver's License; must submit to fingerprint clearance, TB and drug clearance and must be able to work flexible hours.

**Adapted from the El Cajon Collaborative*

Attachments

CONSENSUS DECISION-MAKING

What is Consensus?

Consensus is a process for group decision-making. It is a method by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Consensus is based on the principle that every voice is worth hearing, every concern is justified. If a proposal makes a few people, even one person, deeply unhappy - then there is a valid reason for that unhappiness, and if we ignore it, we are likely to make a mistake. Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible, or even that they are sure it will work.

What it does mean is that in coming to that decision, no one felt that her/his position on the matter was misunderstood or that it wasn't given a proper hearing. Ideally, everyone will think it is the best decision; this often happens because, when it works, collective intelligence does come up with better solutions than individuals.

ADVOCACY GUIDELINES

I. Criteria for taking a position



- Does this (issue/initiative/program/regulation/statute) have a positive or negative impact on our mission?
- Does this (issue/initiative/program/regulation/statute) pose a clear and present benefit/ threat to children, youth and families?

II. Process for determining position

- Any SDMFC Partner may bring an issue for consideration.
- All Partners of the SDMFC will be notified, via e-mail, that an issue has been brought forward and a position is being determined in accordance with the advocacy guidelines.
- The SDMFC Coordinating Council reviews issue/initiative/program/regulation/statute.
- The Coordinating Council prepares a position paper outlining pros and cons associated with taking a position. Materials/information partners wish to have considered/included in the position paper may be presented at the Core Team meeting when this matter is discussed.
- Unless the Coordinating Council is due to meet in a timely period, the Co-Chairs will review the position paper and determine the position the SDMFC will take based on the support of the majority of CC representatives.
- If the Coordinating Council can't reach agreement, no formal position will be taken. The Coordinating Council may still share balanced, educational information on the issue/policy, if applicable.
- The decision will then be communicated immediately to all SDMFC Partners, via e-mail.

III. Position Options

- No Position
- Watch (Monitor)
- Position to Support or Oppose:

Level 1: Take a formal position to support/oppose.

Level 2: Communicate SDMFC's support/oppose position in writing.

Level 3: Staff and/or others actively indicate support/opposition through letters, phone calls, personal visits and/or testimony before a governing body.

Level 4: Activate grassroots advocacy network.

IV. Action Option Goals

- Impact a decision.
- Shape the course of action.
- Initiate or partner with others.

V. Guidelines

- The SDMFC will neither support nor oppose candidates.
- It is understood that the position and resultant action is based on the mission and strategic plan of the SDMFC, and not any one organization or individual.

**Adapted from the El Cajon Collaborative*