



# Marin Promise Partnership

## Strategic Plan

June 2022

Prepared by the Public Equity Group



## Executive Summary

The Marin Promise Partnership was formed in 2012 to bring together a broad cross-section of stakeholders who made a bold promise to close the racial equity gaps in six key cradle to career milestones - kindergarten readiness, 3rd grade literacy, 8th grade math, college & career readiness, college & career enrollment, and college and career completion - to ensure that all of Marin's children and youth were on a path to success.

Ten years later, the Partnership has both made significant progress and is wrestling with persistent gaps, exacerbated by the COVID 19 pandemic and its economic, social and emotional toll. This moment in our country and in Marin calls for bold action and has again highlighted the fact that no one partner can do this work alone. With that in mind, the partners came together and asked - how can we, with the support of a strong backbone team, accelerate our progress towards racial equity in Marin?

The answer starts with a renewed commitment to the core principles of the Partnership - we must remain focused on closing the countywide racial equity gaps across the cradle to career milestones and we must do it together, using [collective impact](#) - a rigorous, data driven approach the Partnership has employed since its inception.

However, to really get to the roots of what is holding inequities in place in Marin, we must have a more nuanced view of our collective work. Many of the systems and partners, like school districts, city councils, and nonprofits, don't operate countywide. And while they may face similar challenges, there are important variations in community context that drive variations in the strategies to solve them. We also heard from our youth and families as well as our local partners that the countywide agenda often felt removed from their immediate priorities and day to day lived experiences.

To meet this moment we must meet the challenges and our partners where they are - adding a new focus on working in individual communities while continuing to foster learning, mutual accountability and support countywide. We must also ask our partners to lean into the Partnership, taking a more active role in owning the priorities, implementing changes and engaging in continuous improvement, with skilled facilitation and strong support from the backbone team.

We must also dig deeper in our approach to changing systems. Starting with truly integrating our youth and family leaders with leaders from public systems, nonprofits and funders to share power and set priorities that reflect their priorities. To change systems we must understand their impact from multiple perspectives, in particular the perspective of those most affected by them. We also must utilize more of our tools for change, increasing our use of advocacy not just at the countywide policy level but also in our local communities and up to the state. We must be unapologetic in our exploration of racism and the ways it permeates our system and serves to hold the status quo in place. To counter it, we must embed anti-racist approaches throughout our work, holding each other mutually accountable for explicitly naming the impact of racism and for developing anti-racist solutions to closing the racial equity gaps in our cradle to career milestones.

Finally, it is important to note that unlike other strategic planning efforts, this plan did not seek to define a specific agenda for the Partnership for the next three to five years. Rather it seeks to build an engine for change that will be responsive to context and to the evolving factors that impact student achievement over time while being durable enough to sustain through unforeseen challenges. It is through partners building trust, digging deeper into root causes and working together to rigorously and continuously improve our collective efforts, that we will be able to fulfill our promise to close the racial equity gaps across the cradle to career milestones in Marin.

## Background

### Context for this plan

Over the past nearly 10 years, MPP has successfully brought together a diverse group of stakeholders from across the county in their shared commitment to address the racial equity gaps from cradle to career in Marin. In interviews stakeholders consistently cited the fact that there is no other venue where these issues are being addressed systematically and collectively. Stakeholders also highlighted the deep data orientation of the Partnership overall and especially of the backbone team. The backbone team's ability to collect and analyze data and then bring people together to strategize about the root causes and potential solutions to the inequities surfaced was seen as a key factor in successful efforts like the high school Success Networks.

However, while some contributing indicators have shown progress and organizations have made programmatic and structural changes, not all community level milestones have improved since the Partnership formed in 2012. The impact of COVID cannot be underestimated in the myriad ways it disrupted lives, in particular of those furthest from opportunity, and disrupted the systems and services designed to support our youth and families. But the partners acknowledge that while COVID exacerbated the racial equity gaps in Marin, the pace of our progress prior to the pandemic did not match our aspirations. This plan seeks to both understand the historical challenges the Partnership has faced and chart a course forward that responds both to this moment in time but also creates an approach to change that can be responsive through the many unanticipated challenges we will inevitably face in the future.

### Diagnostic summary

In September 2021, Marin Promise Partnership (MPP) engaged the Public Equity Group (PEG) in a strategic planning process. The first phase of the work in fall 2021 was a diagnostic review of MPP's work to date along with research and benchmarking to learn from the field. PEG conducted over 70 interviews with MPP stakeholders and profiled multiple StriveTogether sites.

The diagnostic surfaced three major findings that are slowing progress: a lack of power and authority for the Partnership, the variation in community context within Marin, and a need for stronger youth and family engagement.

**Lack of power and authority.** MPP has many key players at the table but no clear center of collective power. The Partnership network lacks an accountability mechanism to ensure that Partners with resources and decision-making authority take responsibility for moving the Partnership's agenda forward, especially when barriers or competing priorities arise. As a result, the backbone team is often seen as both the leader and the convenor of the Partnership and therefore the one responsible for moving collaborative strategies forward. But as an entity that was constructed to be "neutral" it doesn't have a clear mandate or authority to push the Partnership's agenda forward.

**Variation in community context.** In Marin County, some systems (e.g. 17 school districts) are not countywide, nor are the needs of residents in every part of the county similar. This has led to varying success in both engagement and implementation of countywide agendas in different communities. For example, not all districts agreed on a countywide A-G course mandate. As well, there is a sense that while there may be common goals, solutions may not be universal among smaller versus larger districts or more rural versus more urban districts. In response the Partnership has begun working with some community collaboratives (e.g. West Marin) alongside its countywide milestone work (e.g. Kindergarten Readiness) and countywide initiatives that impact multiple milestones (e.g. Digital Inclusion).

**Need for stronger community engagement.** While partners saw the creation of the Youth and Family Council (YFC) as an important start, the work of bringing youth and family voice more directly into leadership and decision-making tables has not yet coalesced. Similarly, the inclusion of community voices

in the action teams and initiatives is uneven or missing. The lack of deeper integration of community voices makes it hard to build the deep relationships and trust needed for power sharing and deeper systems changes.

### Design criteria

In response to the diagnostic, a set of design criteria and considerations were created to guide the development of the strategic plan.

#### MPP's strategic plan should seek to:

- **Engage youth and families** - Center the voices of youth and families and intentionally share power with them in new ways
- **Respond to community needs** - Recognize the variation in community context, including understanding the work that has already begun and differences in needs and capacity, while still connecting at a countywide level to learn from each other and move common priorities together
- **Be partner-centered** - Engage partners as co-leaders in developing both the priorities and the process so that the work is relevant, mutually beneficial and collaboratively addresses the racial equity gaps in our cradle to career milestones

#### While taking into consideration:

- **Time** - All stakeholders, but in particular public sector and youth and family leaders, noted the many different demands on their time which make it difficult to attend lots of meetings
- **Duplication** - Partners need clarity around how the Partnership work is not duplicative of other efforts and/or how it can be additive to those efforts
- **Backbone Team (BBT) Capacity** - There is an acknowledgement that this work requires multiple kinds of support from the BBT - data analysis, skilled facilitation, project management, partner engagement - and that BBT support is a limited resource

What follows is the strategy that emerged from the diagnostic, anchored in these design criteria.

## Strategy

### Guardrails and strategic shifts

As noted throughout this plan, at the start of the planning process the Partnership re-committed to two fundamental “guardrails” - things that are core to the identity and purpose of the Partnership and were not open to change. As a [StriveTogether](#) site from its inception, MPP remains committed to the principles of the Strive Together network. First, that the goal of the Partnership is to close the racial equity gaps in the **Cradle to Career (C2C) milestones** from kindergarten readiness through to postsecondary completion. Second, that MPP is a **collective impact partnership**, following the guidance of StriveTogether’s [Theory of Action](#) to bring partners together in a shared community vision, using evidence-based decision making, engaging in collaborative action to drive change, and jointly holding responsibility for investing in and sustaining the partnership over time.

However, within those guardrails the planning effort identified five key strategic shifts that the Partnership needs to make to deepen its work and accelerate its progress towards closing the racial equity gaps across the C2C milestones in Marin.

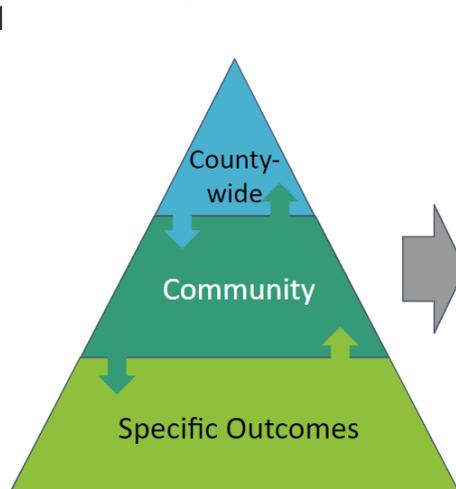
## Strategic Shifts

	From...	To...
<b>1</b>	Focusing on a <b>countywide agenda</b> with local implementation	Working through <b>community tables</b> that are aligned with partner priorities and connected by <b>countywide accountability</b>
<b>2</b>	<b>Backbone team driving</b> the direction of the Partnership	<b>Partners (public sector, nonprofits, youth &amp; family, funders) co-owning</b> the priorities and accountability for success of the Partnership
<b>3</b>	Leadership from the public sector and CBOs with <b>youth and family providing input</b>	Intentionally integrating youth and family with public sector leaders, CBOs and funders to create <b>shared power</b>
<b>4</b>	Advocacy as a countywide <b>policy effort</b> engaged in sparingly and quietly	<b>Advocacy as a strategy</b> that can boldly happen both in individual communities and countywide to accelerate the work
<b>5</b>	Anti-racism as a <b>separate initiative</b> focused on supporting changes in partner organizations	<b>Infusing anti-racism through all of the Partnership's work</b> via accountability structures and the RBA approach

## Strategic framework

Marin Promise Partnership will accomplish these shifts in part through an updated strategic framework that captures the new layer of community work that is being added to respond to community context, a clear articulation of the Partnership's approach to continuous improvement, which in turn drives our continued north star of closing the racial equity gaps across the cradle to career milestones.

Partners working at three levels...



Engaging in a rigorous cycle of inquiry and improvement...



In order to...

*Close Racial Equity Gaps Across the Cradle to Career (C2C) Milestones*

Put into words, we believe that if...

- ...Partners, including public sector, youth & families, nonprofits and funders...
- ...Work together at the three levels where the systems impacting children and youth reside - countywide, in communities, and on specific outcomes...
- ...And engage in a rigorous, results-driven cycle to identify, test and continuously improve policies, practices and other systemic changes...
- ...We will close the racial equity gaps across the Cradle to Career milestones in Marin

The biggest change in this framework is the addition of the community level to the Partnership. As noted in the first strategic shift above, one of the clearest things to emerge from the diagnostic was the need for the Partnership to address the differences across communities and to work with partners to design spaces where community priorities can be addressed. This is also one of the ways the strategy seeks to address the second shift - encouraging greater partner ownership of the work. By having three layers, partners can find the spaces that best align with their own priorities while also being able to learn from and engage with the other layers.

Both in the definition of partners, which now explicitly includes youth & family along with public sector, nonprofits and funders, and in the way the results cycle seeks to set the container - a way to describe the work of shifting our tables and decision making processes to share power among those groups - this framework seeks to address the third shift towards truly integrated youth and family leadership.

The next step of the results cycle is seeing the system. In addition to the work MPP has done in the past to look at the disaggregated data, there is a new layer to this step of landscape analysis and asset mapping that responds to the design considerations around time and duplication. This is a critical expanded role that will help partners better understand how to align existing work to reduce duplication of both efforts and meetings and to better target the resources of the Partnership to where they are needed most.

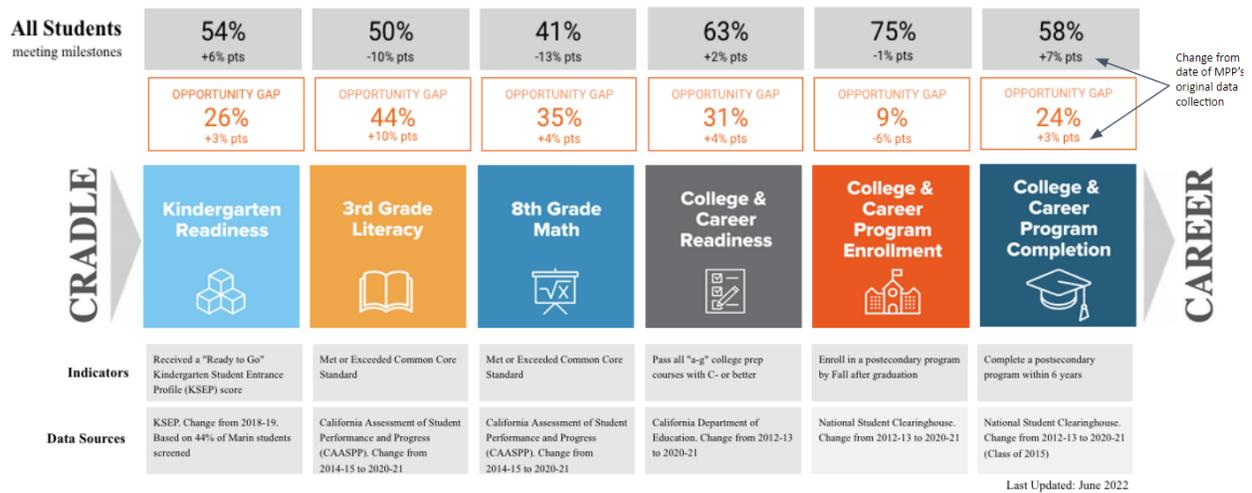
Also in the results cycle we get to the roots - digging in deeply to understand what are the factors that are keeping us from closing the racial achievement gaps. The final two shifts around advocacy and anti-racism live throughout the cycle but in particular are analyzed and unpacked in this step. Partners must ask in what ways current policies, practices and resources are “root causes” of some of the issues we see, and therefore what advocacy might we need to do both formally and informally to change them. In this step partners also ask how racist mindsets and systems both visibly and invisibly hold the problems in place and how they can make that visible. This step also calls for the Partnership to work together to name and actively dismantle its effects.

Finally, in holding accountability the Partnership is not just holding accountability for the results themselves, but also for the integrity of the process, ensuring that it responds to community context, intentionally shares power in new ways, advocates for change, and courageously stands together to be anti-racist in both its process and solutions.

In the sections that follow we further unpack the specifics of the framework, starting with the ultimate impact of closing the C2C milestones on the right, working back through the results cycle in the middle and then finishing with the collaborative structure on the left.

## Cradle to Career (C2C) Milestones

The mission of Marin Promise Partnership is clear, to close the racial equity gaps in the six cradle to career milestones. The Partnership has been tracking both the countywide and community level cradle to career data since its inception and has seen improvement in the percentage of students achieving kindergarten readiness and the three college and career milestones, however, the impact of COVID is clear in the 3rd grade and 8th grade academic milestones.



Unfortunately while progress has been made overall, the opportunity gap has widened in all but one milestone. The existence and persistence of these gaps fuels partners' sense of urgency to expand and deepen its work. Committing to closing the gaps across all six milestones remains the north star of the Partnership and the goal of this strategic plan.

## Results Cycle



To get there, the Partnership will refine its approach to change - engaging in a rigorous results cycle anchored in [Results Based Accountability \(RBA\)](#). That process starts with putting the milestones in the center of the work. Everything the Partnership does will be aligned to the milestones and to the factors that impact closing the milestone gaps.

From there, the Partnership “sets the container” ensuring that multiple perspectives are brought together, sharing power and building trust to work together. With support from the backbone team the partners then “see the system” - reviewing the data and landscape of what is or isn’t happening to move the milestones in their community and selecting priorities for collective work. For those priorities they dig deeper to “get to the roots” of what is

keeping the racial equity gaps from closing, with a particular commitment to bringing an anti-racist lens to that analysis. Finally, they “hold accountability” both for the results and for their collective commitment to the process.

To date MPP has seen success using this approach with specific milestones through initiatives like the Success Networks, working with partners to “get to the roots” of persistent challenges in order to develop interventions and “hold accountability” through the regular reflection on the data.

This plan builds from that and adds greater emphasis to the first two pieces of the results cycle - setting the container and seeing the system. While MPP has done elements of both, this plan places more focus on the relationship building that is key to successfully setting a container and to more explicitly sharing power with youth and family in MPP’s leadership and decision making spaces.

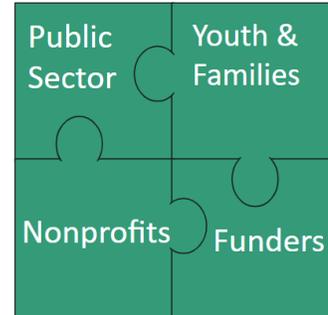
It also amplifies the need for the backbone to support the Partnership with more intentionally mapping existing and planned work by others, so that partners can holistically “see the system” of what is and isn’t

happening to move milestones in each region and at the county. In this way, it more clearly calls out the need to align strategies for greater impact.

More specific descriptions of each step in the results cycle follow.

### Setting the Container

Setting the container starts with the partners themselves, bringing together four key perspectives in each table: youth and family who are directly impacted by the equity gaps and can lift up barriers and solutions from lived experience; community-based organizations (CBO) who provide critical services and see the gaps between systems as well as the impact they have on their constituents; public sector leaders who have direct authority over the public systems that provide education and health and human service supports to students and families; and funders who are deeply invested in community change and can provide some of the innovation and sustaining capital to implement the ideas from the team.



But setting the container goes beyond who is brought together. It is equally important to focus on how they come together. For Partnerships to be effective, time must be taken to build trusting relationships, understand different perspectives and find common ground. The group needs to establish norms and processes that enable all partners to participate equally, paying attention to how agendas are set, when meetings are held, and patterns of participation in meetings. And all parties have to both presume good will and commit to having “no surprises” - if difficult topics need to be discussed, partners are prepared in advance so they can have open and honest conversations in the moment.

### Seeing the system

There are two lenses for seeing the system. The first is a new area of focus for the Partnership - doing landscape and asset mapping to help partners better see how their own work aligns with that of others and where there are gaps across the system. This also serves the purpose of identifying where the Partnership can work with and through other efforts to avoid duplication and maximize the effective use of its resources.

The second lens is to use data to surface what is and isn't working well within the system. The backbone team plays a critical role in both aggregating data from multiple partners to help see impact and gaps across the system and in disaggregating that data by race, community, and other critical factors that help illuminate equity gaps and the ways the system may be serving some students and families better than others.

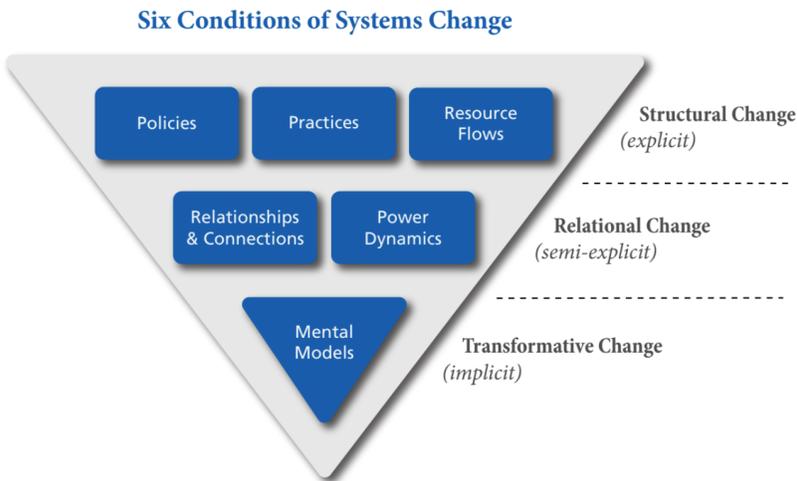
Using these dual lenses around better mapping and understanding how our current effort aligns and using the data to highlight where those efforts are having success and where there are gaps will help partners truly see the system and set priorities for where the Partnership needs to collectively take action.

### Getting to the roots

Getting to the roots is the process of unpacking why we are not seeing progress in the specific outcomes we have prioritized for collective action. The primary tool for getting to the roots is doing a factor analysis. Factor analysis is the exercise of using multiple perspectives to identify the factors that hinder and accelerate progress towards the result.

This is typically done with the stakeholders who have responsibility for the outcome in their work or who are most directly affected by the issue. Depending on the outcome, this step could include people like teachers, program staff, administrators, students, and funders. It is critical to the process that the factors are validated by multiple perspectives since often each group only sees “part of the elephant” but collectively they can see the whole picture.

MPP has been effectively employing factor analysis in several of its initiatives and action teams already. But one shift surfaced in this plan was going even deeper into the potential root causes by intentionally examining the six conditions of systems change highlighted by FSG in their article [the Water of Systems Change](#).



Often factor analysis focuses primarily on the structural change level. To get to more impactful change, MPP will be looking at all levels of systems change including an explicit commitment to examining the way racism shows up as both a mental model and the way it affects how the other levels are currently functioning.

Factor analysis is an integral precondition to identifying aligned interventions and strategies toward results.

### Holding accountability

The final step in the results cycle is holding accountability. Holding accountability has multiple layers - the Partnership has made great progress brokering data sharing agreements and reporting out countywide C2C indicator outcomes. Initiatives have worked on developing specific performance measures and action plans based on what they are observing in the data. Connecting community initiatives and outcomes to countywide results in order to identify how the community efforts are driving countywide results will be important. When the community outcomes are not leading to changes in countywide C2C indicators, the collective Partnership will hold each other accountable to shifting and/or scaling strategies.



But holding accountability is also about the mutual accountability that must be present among partners and with the backbone team for the process itself. All players in the Partnership must commit to holding the anti-racist lens, to sharing power and sharing data, to asking difficult questions and to staying with the process even, or especially, when one cycle doesn't produce the result we hope for. We must remain accountable to each other for digging back in, looking at the data in new ways, identifying deeper roots and relentlessly seeking new individual and collective strategies to move the needle for our kids.

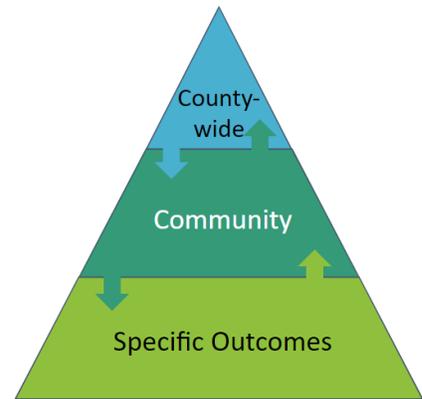
### Revised Collaborative Structure

A major finding from the diagnostic was a need for the Partnership to address community context and get closer to the changes it seeks to create by adding community level tables to the structure. This allows the Partnership to engage more directly with school districts, city councils, youth and family leaders, and

other community players that are often closest to challenges and solutions that will move the milestones in their communities. However, to reduce duplication of efforts, the plan will be to jointly establish shared spaces and tables where the work of the Partnership can be accomplished alongside and synergistically with other work, like community schools, rather than in its own separate space.

The diagnostic also highlighted the need to maintain a countywide leadership table because some of MPP's milestones, like college completion, and some of the contributing indicators, like educators of color, sit at a countywide level. Partners also cited the value of mutual accountability and support and the role the leadership table can play in fostering learning and connecting disparate efforts across regions.

These two leadership layers serve similar purposes - (1) holding accountability for the cradle to career milestones at either the community or county level, (2) seeing the landscape of what work is and isn't happening to find gaps and foster alignment, (3) periodically going deeper to understand what is getting in the way of achieving the milestone results and setting priorities for what individual partner work or new collaborative work may be needed to move the needles. However, the community tables will be engaging in this work on a deeper, more regular basis while the countywide table will meet less frequently and focus on a higher level of connecting across the communities and overall accountability for the countywide milestones.



The third layer is the outcome-specific teams or initiatives. In some cases these initiatives may be the work of partners that address the cradle to career milestones or contributing factors and in some cases these may be Action Teams convened by the Partnership and facilitated by the backbone team to engage in the full results cycle. In both cases, it is where partners surface and implement the specific strategies and tactics that are needed to change program, policy, and practice on the ground.

Feedback loops between all three levels create an aligned engine to drive collective impact and achieve results. The more specific roles of each level are outlined below.

### County Level Leadership Table

The countywide table serves as the Partnership's oversight body, setting overall priorities for the Partnership's resources, holding all partners accountable for closing countywide cradle to career racial equity gaps, and providing a space for mutual learning and support

#### Actions:

- **Set the container:** The group purposefully builds relationships across the public sector, youth & families, CBOs and funders, sets common agendas and intentionally shares power.
- **See the system:** Annually, the Partnership would review countywide data to understand progress and gaps as well as review other countywide plans and initiatives for opportunities to align MPP's work with that of others.
- **Get to the roots:** Over time, as local community tables identify countywide factors that are hindering or could accelerate their work, they are brought to the countywide table to prioritize shared actions such as advocacy, facilitating learning/scaling across regions, or amplifying key narratives to drive systems change.
- **Hold accountability:** The Partnership would monitor disaggregated countywide cradle to career milestones as well as the progress of the community tables.

**Composition & Cadence:** Members would include representatives from all four stakeholder groups who hold a countywide perspective and/or authority as well as representatives from each region. The group

would meet twice a year for a leadership retreat to dig into countywide data and systems, and twice a year to connect with the work and with each other through visits to the field and social events.

### Community Level Leadership Table

The coordinating body responsible for setting community priorities and holding accountability for closing racial equity gaps in the community's cradle to career milestones. Where possible, the community work may happen at planned or existing tables such as the community schools tables or LCAP planning efforts, if those tables can be intentionally expanded to integrate youth and family voice, public sector leaders, CBOs and funders and hold accountability for the milestones.

#### Actions:

- Set the container: The group purposefully builds relationships across the public sector, youth & families, CBOs and funders, sets common agendas and intentionally shares power.
- See the system: The Partnership would do a landscape analysis and needs assessment, including a cross-walk of their goals and strategic plans to better understand the work that is already being done and where there are gaps in moving the milestones. They would also share data to understand progress and gaps across the community.
- Get to the roots: Use an anti-racist lens to identify contributing factors that are inhibiting progress on the milestones and set priorities for community action including advocacy, parter-led milestone work, and outcome specific action teams facilitated by the backbone that engage in RBA-driven milestone work.
- Hold accountability: The Partnership would monitor disaggregated community level cradle to career milestones, contributing indicators, and monitor progress of both partner-led and backbone team led milestone initiatives/teams. Partners agree to commit needed support and resources to prioritized milestone efforts.

**Composition & Cadence:** Members would include representatives from the public sector, youth & families, CBOs and funders in the region. The group would meet for a leadership retreat to dig into community data and systems, and then at a cadence set by the group, likely monthly, as it gets up and running. Intentional time for relationship building activities would also be built in.

### Outcome Specific Initiatives and Action Teams

Outcome-specific initiatives and action teams can either be led by partners or facilitated by the backbone team and serve to identify, implement, and continuously improve on strategies and tactics to close racial equity gaps in specific cradle-to-career milestones. If the partners prioritize a need, the backbone can facilitate an Action Team with a specific outcome to engage in the full results cycle.

#### Action Team Actions:

- Set the container: The group purposefully builds relationships across the different stakeholders, seeks to validate the factors and findings from multiple perspectives, and makes shared decisions about the strategies that will best move the needle.
- See the system: Map the specific strategies and tactics currently in place to move their specific outcome and share program and/or student level data to more deeply diagnose the issues impeding progress.
- Get to the roots: Do a factor analysis, with an intentional anti-racist lens and attention to all "levels of systems change". Based on the analysis, identify specific strategies and tactics to employ to make improvements.
- Hold accountability: The Action Team would monitor program and student level data to track the success of strategies and tactics and continue to find new ways to improve.

**Composition & Cadence:** Include representatives from all four stakeholder groups, including those most proximate to the work such as youth, families, teachers, and direct service providers. The teams would set their cadence based on the availability of data and the cycles of learning, but likely would meet monthly.

### Backbone team role

It was evident during the diagnostic that partners saw the BBT staff as “MPP”. While the BBT was created to facilitate and support the work of the collective Partnership, this role had begun to be blurred over time. This is very common with collective impact initiatives. Since the BBT are staff, they often spend the most time thinking and planning the work and begin to be seen as the non-neutral, decision-making entity.

This plan recognizes that tension and through the newly designed structure reengages the partners and reimagines the Partnership. The BBT roles are more clearly defined as informing, supporting and facilitating the Partnership, while partners are the decision makers at each of the tables. Specifically the roles of the backbone team are:

- **Partner Engagement:** The practice of building and maintaining relationships, alignment, action, and accountability among cross-sector leaders who are organized and committed to the cradle to career milestones.
- **Meeting Facilitation:** Design, facilitate, and participate in meetings that lead to results. Help groups move from talk to action through the 6 Results Based Facilitation competencies: hold roles, hold conversations, hold groups, hold results driven meetings, hold mental models, and hold actions/results.
- **Data/Performance Measurement:** Select and share community-level outcomes and core/contributing indicators with partners, which should include student-level data. Collect and disaggregate key baseline data for demographic groups. Performance measures for Action Teams are identified and collected from partners to hold accountability and identify what is and is not working. Data should be shared with broader community members through Partnership and collective/collaborative tables.
- **Shared Communication:** Maintain effective two-way communication with partners and the community.
- **Accountability Coach:** Collect and share data for continuous improvement, follow-up on action commitments, create greater sense of shared accountability.
- **Ensure mutual accountability for equity and anti-racism:** Identify processes to shift power within the Partnership to a shared decision-making model. Consistently identify and reflect back to the Partnership anti-racist practices and how equity is showing up within actions.

It is important that the BBT holds the consistent drumbeat of MPP, drives long-term momentum, helps the partners work together, connects aligned people and activities, maintains the commitment to community power sharing, and clearly shows progress throughout the Partnership and with the broader community. When the BBT works with partners in mutually supportive ways the Partnership is able to thrive.

### Conclusion

Over the last 10 years, the Marin Promise Partnership has built a strong foundation for collective impact. Committed partners across multiple sectors have come together around a shared vision for educational equity. The backbone team has fueled evidence based decision making with the data it has helped to aggregate and analyze from across the county. Partners have engaged in collaborative action to dig in and move milestones together and the Partnership has sustained for a decade.

This plan is the next evolution of that work. It is grounded in a belief that the fundamentals of the Partnership remain true, but in the spirit of continuous improvement we must find where the Partnership needs to deepen and hone its craft. The shifts to increased community-level work, increased partner ownership and in particular increased engagement of youth and families, and to more fully use our voice in advocacy and to do all of our work with an anti-racist lens, will help the Partnership be even more relevant and responsive in this next chapter. And the new strategic framework will provide a road map for how the Partnership can be more tailored to community context, refine its rigorous approach to getting results and deliver on its promise to close the racial equity gaps across the cradle to career milestones in Marin.