

**IN-HOME SUPPORTIVE SERVICES
PUBLIC AUTHORITY OF MARIN
STRATEGIC PLANNING COMMITTEE MEETING MINUTES**

Date and time:	August 10, 2026, 11:00pm – 12:30pm
Location:	Meeting conducted in person
Board Members Present:	Michael Harris, Shelley Norris-Alvarez, Jonathan Frieman, Beth Gray
Absent:	0
PA Staff:	Dario Santiago, Marta Villela and Julia Hansen
Special Guest:	None
Recorder:	Shelley Norris-Alvarez
Next Meeting:	April 13, 2026

Call to Order/Roll Call and Introductions

Shelley Norris-Alvarez chaired the meeting and called it to order.

Public Comment

No one was present from the public that attended the meeting.

Key Performance Indicators Review

The committee reviewed the Strategic Plan to determine which objectives were met. The committee had a lengthy discussion regarding the objective “the recipient understands their responsibilities as employer”. Discussion focused on establishing appropriate expectations and boundaries between recipients and providers, particularly when there are allegations or patterns of sexual harassment, verbal abuse, or other inappropriate behavior.

Members discussed the importance of protecting providers while continuing to support recipients’ access to IHSS services. The committee noted that current procedures include documenting complaints, gathering information from both parties, reviewing patterns of behavior, and discussing challenging cases internally.

The committee discussed whether clearer policies, grievance procedures and recipient education could strengthen the existing process. Suggestions included:

- Developing clearer policy language addressing sexual harassment, and other abuses towards registry providers.
- Providing recipients with more direct education regarding their responsibilities as employers and acceptable workplace behavior.
- Considering additional intervention when there is a documented pattern of inappropriate behavior.
- Engaging county social workers, case managers, and other community partners when behavioral concerns repeatedly interfere with a recipient’s ability to maintain providers.

The committee agreed that further action needs to occur to ensure the safety of providers.

The committee noted that the PA has met the goal of offering in-person training opportunities. Members discussed remaining challenges related to attendance. Public Authority currently promotes training through text messaging, flyers, email, and online communication. The committee agreed that additional work could be done to identify barriers to attending training.

The committee acknowledged that provider work hours is no longer a significant strategic concern. The challenge is more focused on successful matching between recipients and available providers. Members noted that many providers would prefer to obtain enough IHSS hours to make caregiving their primary employment but may maintain other employment until sufficient IHSS hours are available.

Elected Officials Meeting Updates

The committee reviewed engagement with BOS and that this objective is ongoing and to date the Board has met this objective.

The committee discussed considerations for Board members who participate personally in political activities or campaigns. Members referred to information received during recent governance training and the importance of distinguishing between personal activity vs. as a representative of the board. Since questions remain regarding legal parameters, the board agreed to seek clarification from legal counsel regarding board members participating in campaign activities.

Board Member Trainings

The committee discussed training requirements for Board members, particularly new members who haven't attended the recent governance conference. Required training courses include:

- Fiscal and budget oversight
- Brown Act requirements
- Ethics requirements
- Sexual harassment prevention

The committee expressed a preference for opportunities that allow Board members to participate together. The committee discussed bringing back a presenter for Public Authority-specific budget training. Members also supported exploring whether Board members could attend an approved online training together at the PA office. Staff will review available training dates and options and communicate opportunities to Board members.

Acquisition and Retention Committee Relevancy

The committee reviewed whether an Acquisition and Retention Committee remains necessary. It was intended to develop ideas around recruitment and retention. The committee agreed that a separate Acquisition and Retention committee is no longer necessary and continued monitoring exists through the PA operations.

Members raised concerns about how changes in federal immigration enforcement and immigration status could affect the provider workforce. Staff shared that individual providers may need assistance locating reliable immigration and legal resources. The committee discussed a more proactive approach rather than assisting providers individually as issues arise. Suggestions included organizing an informational meeting for interested providers and partnering with organizations such as the Rapid Response Network and Legal Aid of Marin to provide information, referrals and resources.

2026 Survey Suggestions

The committee reviewed plans for the next recipient and provider surveys. Staff proposed to maintain many of the same questions used in the prior year's surveys so results can be compared year after year while adding new questions. The committee was asked to submit recommendations for additional survey questions.

2026 Annual Report Draft Review

The committee reviewed the draft 2026 Annual Report and provided the following recommendations:

- Remove the Board of Directors 5-year strategic priority repetition on several pages and identify the section as the Governing Board Five-Year Strategic Plan, then list the Strategic Priority and finally Strategic Goals #1, 2 and 3.
- Correcting Board member information and officer designations.
- Clarifying terminology used to describe Board composition.
- Clarifying the wording of Strategic Goal #3 regarding meeting the individual needs of each recipient.
- Clearly distinguish between annual and monthly data and removing the term “unduplicated” where the underlying provider data includes individuals counted across multiple months.
- Clarify the difference between providers who were referred and providers who were otherwise assisted or served by the Public Authority.
- Spelling out abbreviations where doing so would improve readability.
- Making minor photo layout and formatting adjustments.

Staff will incorporate the Committee’s recommended revisions into the next draft.

Adjourn

Meeting was adjourned.

Next Meeting: October 12th 11:00AM-12:30PM



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