



FIRST 5 MARIN

Learn. Grow. Thrive.

COMMISSION MEETING

Wednesday, November 16, 2022

Hybrid: Zoom OR Bay Area Discovery Museum

3:00-4:00pm

- I. **CALL TO ORDER (3:00)**
- II. **MINUTES OF LAST MEETING (3:05) – (Action)**
- III. **EXECUTIVE DIRECTOR/STAFF REPORT (3:07)**
- IV. **COMMISSION DISCUSSION (3:15)**
 - * Resolution: Adopt new policies – *Pegah Faed* (Action)
 - * Annual Report Draft – *Pegah Faed* (Action)
 - * Q1 Finance – *Pegah Faed* (Action)
- V. **PUBLIC COMMENT (3:50)**
- VI. **FINAL COMMENTS (3:55)**
 - * Other Business + Community Issues/Events
 - * Commission Directives/Next Steps for Staff
- VII. **ADJOURNMENT (4:00)**

Next Meeting: January 18, 2022 (In Person- Location TBD)

***Members of the public: please contact michelle@first5marin.org for meeting details**



Copies of documents used in this meeting are available in accessible formats upon written request.

The agenda is available online at <http://www.first5marin.org>

In accordance with the Americans with Disabilities Act, if you need special assistance (i.e. auxiliary aids or services) in order to participate in this public meeting, please contact First 5 Marin by calling (415) 257-8555 or email Michelle@first5marin.org at least five (5) business days prior to the meeting.



FIRST 5 MARIN

Learn. Grow. Thrive.

Commission Meeting Minutes October 19, 2022

I. CALL TO ORDER

Commission Chair Maria Niggle called the meeting to order at 5:33 pm.

Commissioners participating in-person:

Kari Beuerman
David Bonfilio – Commissioner Emeritus
Angie Evans (online)
Aideen Gaidmore (online)
Itoco Garcia – Vice Chair
Dr. Jessica Hollman
Maria Niggle – Chair

Commissioners excused:

Lisa Raffel
Supervisor Dennis Rodoni
Kristen Seatavakin

Staff:

Pegah Faed – Executive Director
Michelle Fadelli, Manager of Public Policy and Communications
Susanne Kreuzer, Manager of Help Me Grow Marin (online)

Guests:

Lorenzo Bryant – Post-Partum Center (online)
Nohely Camacho – Dominican University (online)
Tehan Carey - Post-Partum Support Center
Ivana Jagodic – Post-Partum Support Center
Wendy Lopez - Post-Partum Support Center
Kelly McKinley – Bay Area Discovery Museum
MaryLou Murphy - Post-Partum Support Center

II. MEETING MINUTES

Commissioner Niggle asked if there were changes, additions or corrections to the commission minutes for the last meeting on September 21, 2022. Commissioner Bonfilio noted that in the discussion about playgroups, his name was recorded where our guest Dave Cort had spoken; Michelle Fadelli said she would make those corrections. He then made a motion to approve the minutes as revised.

Motion/Second: Bonfilio/Beuerman

The minutes of September 21, 2022, were unanimously approved as corrected.

III. COMMISSIONER COMMENTS

Commissioner Gaidmore reported that funds from ARPA (American Rescue Plan Act) are being spent on the LIFT program, currently launching, to provide guaranteed income for early childhood educators. 22 teachers will receive stipends of \$8,000 each, paid in four installments over one year. Kelsey Lombardi is managing this two-year pilot program, with monthly meetings. Many other counties are interested in tracking the results.

Commissioner Beuerman reported that the COVID public health emergency is scheduled to conclude on February 28th, 2023. While this is good news in general, there will be serious impacts on many programs such as CalFresh. Many staff are new and have not processed intakes under the prior system. She also reported on joining the “across age” link with Linda Jackson and Aging Action Initiative; there will be a discussion on November 3rd with the Commission on Aging and a mini-retreat in the afternoon.

Commissioner Niggle that the “community schools” program has launched in four districts with \$5 Billion dedicated statewide—more than the federal contribution; they are in the planning phase. The pandemic has shown how much we need “whole child supports.” She said she would like to hold a February forum.

***Commissioner Beuerman** said that Marin County HHS/Social Services are looking at the program to see how they fit in and where their niche is.

* **Commissioner Garcia** reported that the Sausalito Marin City School District was the only district awarded and “implementation grant” and not just a planning grant. The Board has \$3.4 Million in state child care contracts. There is an important connection between universal Pre-K and community schools, and that is the importance of early interventions like medical care, vision, dental and social services. We need to make sure that everyone who needs it gets the supports that are available.

IV. EXECUTIVE DIRECTOR’S REPORT

Michelle Fadelli reported that the September 23rd forum (“**Fighting Hunger and Food Insecurity in Marin**”) had 200 guests who stayed for the three-hour program; and there was significant media activity before and after. The October 21st forum with Congressman Huffman has about 100 RSVPs, and we just added the November 17th forum about the Marin County Housing Element process.

Susanne Kreuzer reported that Help Me Grow Marin is participating in the national HMG learning community. They are doing good work in West Marin with parent cafés and kindergarten readiness. 80 children will receive complete developmental screening. They’ve been working with Marin Community Clinics; and Coastal Health Alliance is the new champion. They are working to embed an improved screening program in their well-baby checks; Dr. Christina Gomez-Mira is the contact.

***Commissioner Niggle** thanked Susanne for her tenacity. She has made critical connections. And she is excited to have Help Me Grow in West Marin!

Pegah Faed added that an HMG leadership meeting was held on October 12th with VIVA consulting, with three workgroups: service delivery and improvement; family outreach; and sustainability.

She added that First 5 Marin has been meeting with ECE leaders in the county, talking about MHSA (mental health) funding, with a focus group on October 6th. Help Me Grow

Marin was mentioned several times. Public comments will be received through April with RFPs in July.

We are also working with VIVA Consulting on the ECE Task Force, and planning to convene the Task Force by the end of 2022. We have three Marin-specific objectives: 1)... 2)... 3)...

Finally, First 5 California will be holding an in-person summit March 13-15, 2023 in Oakland. Commissioners are encouraged to participate. More information will be shared as it becomes available.

***Commissioner Beuerman** asked if Pegah could send a calendar hold for those dates.

V. COMMISSION DISCUSSION

A. Partner Spotlight: Post-Partum Support Center

Ivana Jagodic presented, staff members and volunteers were on hand to share their founding and growth in Marin County. Ivana shared how her personal experience with post-partum depression led to her launching the Center. Their Board includes physicians, psychologists, finance and non-profit specialists. They operate a support line 7-days per week and offer prevention programs for pregnant women.

During the pandemic, they not only received requests for emotional support but for practical support as well—for diapers, wipes, formula, baby clothes and equipment. Last month, 120 families requested help. Recently, they learned a family was sleeping in a car and they paid for a motel. They have four storage units, but do not have access after 6 pm which is problematic. For the Center clients, “it’s not just what we give but how we give.”

Wendy Lopez from the Center shared that their family engagement is special. They don’t just give needed items away. We ask them for the story of their life. We follow up. We offer support groups and peer counseling. She herself offered to help with Spanish-speaking clients, and now she’s a half-time employee.

Ivana said that, as a Bosnian, she understands the isolation problem; many people are afraid to ask for help.

They have been involved with clinical training for their Prevention Program. They offer five sessions with a mother, one of which is after the baby is born. They learn about risk factors, support tools they can use, as well as communication. They help a mother learn what to expect and who can help. This program offers peer support, calls, referrals, suicide prevention.

Ivana noted that there are no maternal-specific mental health services available. Women experiencing pre- or post-partum issues are treated as regular patients—which they are not. She said that when a woman asks for mental health intervention, the wait time is often 5-6 weeks, and care will only be once a month. (When available, the Center also offers personal support during a mother’s psychiatric care.)

***Commissioner Hollman** shared that she had experienced post-partum depression with her first baby, and now has a much greater empathy for pregnant women and mothers. As a result, she sought preventive care with her second pregnancy. She added that as a pediatrician making hospital visits, she sees the mother after the birth and can make sure that behavioral health or OB caseworkers are aware of any concerns. Marin Community Clinics has care navigators linked for follow up. She added that some Latino families

need special care due to the stigma with mental healthcare. She said her patients would do well with a support group.

Wendy Lopez noted that it takes awhile and repeated invitations may be necessary to get moms to participate.

***Commissioner Beuerman** thanked Ivana for sharing her story. She said the 5-6 week wait time is distressing.

***Commissioner Niggle** said the Center's approach sounds very much like "promotores" (community health workers). She previously worked with a Marin County public health nurse to make home visits to mothers/families in need, often in the middle of the night. They were the connector to mental health referrals, and provided follow up. It was support services with trust.

***Commissioner Garcia** said it is great to involve new dads. He shared that he didn't know how to help as a new father. He also asked why there is no urgent care for new mothers in Marin County.

MaryLou Murphy from the Center asked why referrals are being made to the Post-Partum Center for services that don't seem to be available anywhere else. She noted that women are not only asking for infant items but for post-partum pads and other personal needs. Ivana reported that Marin Community Clinics refers about 30 to 40 people a month.

Ivana said that support groups have been online, but many women want to meet in person. Their goal is to have a resource that provides everything—products, referrals and support.

Susanne Kreuzer from Help Me Grow Marin said Ivana and the Post-Partum Center are well-connected with HMG. She added their program is mighty and dynamic.

***Commissioner Gaidmore** also thanked Ivana for sharing her story. She said she was also an immigrant, and had children here without family support. She added that there are some good resources out there, but we really need a resource center with full accessibility. We need to connect information about all the agencies. None of us can do it all.

***Commissioner Bonfilio** said any new system has to be easy to learn and easy to access services.

***Commissioner Niggle** said Ivana's work is incredible. She added that we have not done enough work about barriers to care and root causes of the needs.

***Commissioner Garcia** said community schools have a natural potential as a delivery method for information, outreach and access.

***Commissioner Hollman** said pediatricians have been talking and agree that we need one place, one number. She added that maternal depression has severe impacts on others, including children at risk of being ignored and not having their physical and emotional needs met.

Michelle Fadelli added that, regarding the wait time for emergency mental health services, there's nothing like being told to wait a month to turn a request for help into a crisis or emergency.

***Executive Director Pegah Faed announced the need to re-order the agenda in order to maintain the quorum for approval of the audit. Commissioner Garcia made the motion.

Motion/Second: Garcia/Bonfilio

The motion to re-order the agenda was unanimously approved.

B. FY 2021-22 Audit Presentation

Nathan Edelman presented the draft Annual Financial Report dated June 30, 2022. He said this report details their complete audit of First 5 Marin's financial records and activity, and it complies with all government accounting standards.

He noted that the Report provides and long-term outlook. He added that net pension liability is measure one year in arrears; as a result, due to prior stock market activity, the current outlook is positive but that recent stock market activity will likely result as a negative in June of 2023.

*Commissioner Bonfilio asked for commentary on the deferred outflows for pensions as neither an asset or liability. Nathan explained and added that the general outlook is smooth over five years.

Fund Balance Ratio - Nathan reported that First 5 Marin has a \$5 million fund balance compared with \$2 million in funding; this provides a good buffer should there be unforeseen circumstances impacting revenues.

Internal Controls - Nathan also commented that any "internal control deficiencies" would be reported if material; no adjustments were found to be necessary.

State Compliance – Nathan reported that this is a "compliance audit" and First 5 Marin is state compliant. This includes First 5 California requirements that all (Prop. 10) grant funds are being used correctly.

Commissioner Bonfilio made a motion to accept the Annual Financial Report dated June 30, 2022.

Motion/Second: Bonfilio/Garcia

The motion to accept the Annual Financial Report was unanimously approved.

C. POLICIES AND PROCEDURES

Pegah announced the commission packet included several updated memos and resolutions related to office activities and procedures. These include: incompatible activities, contract and procurement policy, and a conflict of interest code.

***Commissioner Garcia** noted that, at his school district, they normally have a "first and second reading" for proposed changes like this.

***Commissioner Bonfilio** said the proposals seem straightforward.

***Commissioner Niggle** said we can place this on the November agenda for final action.

D. COMMISSION RETREAT UPDATE

Pegah reminded commissioners that First 5 Marin's two-day retreat is scheduled for November 15th and 16th at the Bay Area Discovery Museum.

Pegah asked if commissioners would prefer that she incorporate the regularly scheduled (5:30-7:30) commission meeting into the retreat hours. It was agreed that the commission meeting will be held in the last hour of the retreat on Wednesday, November 16th (likely 3 or 4 pm).

She said one goal is to integrate our new Strategic Plan into other countywide efforts and programs for alignment. She will be asking for 5-minute videos from our partners.

Pegah has begun a list of potential partners/programs we may want to hear from; and commissioners contributed additional suggestions:

- *Marin Promise Partnership
- *Marin County Cooperation Team
- *Commission on Aging
- *Local Planning Council
- *Community Schooling
- *Child Abuse Prevention Council
- *Post-Partum Support Center
- *MHSA – mental health
- *Family Child Care Providers/preschools
- *Parents/Parent Voices
- *Marin Community Clinics
- *TK – universal pre-K
- *Bay Area Discovery Museum
- *New Supt. of Schools, John Carroll
- *Home visiting – public health department (Lael Lambert)

Michelle Fadelli noted that the list will likely continue to grow. She suggested we might want videos from our funded partners, and then group other providers/programs into topic areas for discussion and consideration.

*Commissioner Niggle said we might want to consider some out-of-county examples for a little perspective. Michelle suggested a speaker about Family Resource Centers from an adjacent county.

VI. FINAL COMMENTS

Guest 3 added that contributors to the Post-Partum Support Center love contributing. She added that they are having a “distribution day” on Saturday, October 22nd at 208 Greenfield in San Anselmo at 11 am.

Lorenzo Bryant, an online guest, commented that the Center has grown quickly; they get tons of donations. He wonders if it’s sustainable. They grew from 3 to 6 storage units, but they need a bigger location.

***Commissioner Garcia** said we need to get the word out about the donation opportunity; a marketing campaign is needed. He said he has an upcoming meeting with GoodWill.

Michelle Fadelli suggested getting space at Northgate Mall, just across the street from 555 Northgate. Regarding outreach (about donations and the need for more storage space), she suggested starting with a positive news story about the full storage containers and the need to have a larger and/or permanent facility found and funded. (Ivana said that’s why they’ve come to First 5 Marin.)

Pegah asked about the Kit for New Parents. Michelle pointed out the sample kit with a parenting book, medical information book, bilingual children’s books and other items available for free from First 5 California. The kits are available in English, Spanish, Chinese, Korean and Vietnamese. They can be ordered individually by parents or in boxes of five; contact Michelle@First5Marin.org.

***Commissioner Hollman** expressed interest in the New Parent Kits for Marin Community Clinics; Michelle said that before the pandemic, MCC received regular shipments. She planned to email Dr. Hollman with ordering information.

***Commissioner Niggle** expressed interest for Coastal Health Alliance; contact Christina. Michelle will follow up.

***Commissioner Garcia** expressed interest for MCCT and the library in Marin City; Michelle will follow up.

VII. ADJOURNMENT

Commissioner Niggle adjourned the meeting at 7:31.

NEXT SCHEDULED COMMISSION MEETING:

Wednesday, November 16th

4 pm (tentative) – last hour of the commission retreat

Location: Bay Area Discovery Museum, 557 McReynolds Rd, Sausalito



Executive Director's Report November 2022



Public Policy and Communications

Marin Communications Forum

November 17 – Marin County Housing Element (Affordable & Equitable Housing Options) – Michelle has been working to build a substantial set of speakers for this forum (online, 10 to 11:30 am). In addition to a 30-minute presentation from the County (Leelee Thomas and Liz Darby from the **Community Development Agency**), confirmed (5-minute) speakers include: Mike Blakely (**Marin Economic Forum**), Aaron Burnett (**Canal Alliance**), **Fairfax Mayor** Stephanie Hellman (which just passed rent control and just cause eviction), Laurel Hill (**Community Action Marin**), Lucie Hollingsworth (**Legal Aid of Marin**), Linda M. Jackson (**Aging Action Initiative**), Bob Pendoley (**Marin Environmental Housing Collaborative**), and Amarantha Silva & Veronica Duarte (**Parent Voices Marin**). There will also be time for public comments and questions; commissioners are invited to participate and very welcome to speak! (*Thanks to Supervisor Rodoni for submitting a Marin Voice about the housing element which announces the forum.*)

October 21 – Congressman Jared Huffman – Our forum on October 21st with Congressman Huffman was a successful gathering of about 80 guests at the Embassy Suites Hotel in San Rafael. (Michelle and Pegah worked on a related Marin Voice; see below.)

Topics for 2023 – Michelle is pre-planning a calendar of forum topics for 2023; please contact her if you have any suggestions. (Michelle@First5Marin.org) There will be online as well as in-person events. We are particularly interested in partnerships! So far we have confirmed: **“Community Schooling”** on March 24th, **Foster Care & Adoption** in May (date TBD), and **Participatory Budgeting** in June (date TBD). We are also looking at scheduling forums on: ACEs, Help Me Grow, TK updates and the Marin County Race Equity Action Plan.

Marin Voice - Michelle worked with Pegah on a Marin Voice to announce our October forum and to outline some of the key policy issues of concern to children and families. The opinion editorial, **“Cost of Living Puts Some Wage-Earning Residents in Jeopardy,”** appeared in the Marin Independent

Journal on October 20, 2022 (online 10-19-22). <https://www.marinij.com/2022/10/19/marin-voice-cost-of-living-puts-some-wage-earning-residents-in-jeopardy/>

Media Email Blast – Michelle is continuing a weekly email blast with news and articles to our First 5 followers, on Fridays.

Newsletter – Michelle continues to produce a monthly newsletter to announce First 5 events and programs. Newsletters are distributed by email mid-month. (If you have news or events to share from your organization, please email Michelle@First5Marin.org.)

Oral Health – Michelle continues to participate in the **Marin County Oral Health Advisory Committee**. The committee met online November 7th and a **Marin County representative announced that they will no longer be supporting the oral health screening program for preschool (and child care)**. Before COVID, this program conducted extensive screenings and fluoride treatments in early care environments and also provided important oral health education. This is a significant loss for early childhood health in the county and for the healthcare portion of “school readiness.”

Social Media – Michelle continues daily posts on several different pages managed by First 5 Marin. Follow us online!



HMG Marin Activities November 2022

Activities:

WEBSITE: Our website continues to be utilized and we are seeing a steady increase in users every month. Our user rate was 1,467 for October 2022 with 1,403 new users and 1,687 sessions. This represents the 86.9% New Visitors with 13.1% Returning Visitors.

HOME VISITING PROJECT:

The Home Visiting Project continues to meet monthly to work on the following action plan areas:

Objective #1: *By 9/2023, build a shared vision for utilizing data system for referral and monitoring outcomes*

Objective #2: Initiating aligned community driven funding priorities and allocations

Objective #3: *Researching Evidenced based models*

Objective #4: *Engaging and Strengthening HV Workforce Development*

HELP ME GROW (HMG) NATIONAL CENTER:

The HMG National Center's learning community aimed to test the viability, feasibility, and impact of goal concordant care enhancements to the key activities associated with the four HMG Core Components: 1) Centralized Access Point; 2) Family and Community Outreach; 3) Child Health Care Provider Outreach; and 4) Data Collection and Analysis has launched.

In the past month the staff of HMG Marin along with our partners from Shoreline Unified School District and Parent Services Project have received over 20 hours of virtual training with National HMG and Be Strong Families. Another 32 hours of training will continue through mid-December 2022. We expect to start implementation of Parent Cafés in West Marin to begin in late January 2023/early February 2023.

PARTNERSHIP WITH COMMUNITY AGENCIES:

Marin Community Clinics:

A first meeting with for the PRACITICE Grant took place in October, 2022 with HMG Marin, Marin Community Clinics, Community Action Marin, and Healthy Families Marin, (Preventing and Responding to Adverse Childhood Experience (ACE) – Associated Health Conditions and Toxic Stress in Clinics through Community Engagement [PRACTICE]). The goal, for this project are to:

- *Strengthen partnerships to screen for ACEs and respond to toxic stress*
- *Develop sustainable, community-informed, evidence-based services that treat and prevent toxic stress physiology and ACE- Associated Health Conditions among Medi-Cal beneficiaries.*

- *Build a sustainable workforce that supports ACE screening, toxic stress response, and prevention of ACEs, toxic stress, and ACE- Associated Health Conditions, utilizing equitable and data-driven approaches.*

West Marin Kindergarten Readiness Workgroup

As part of HMG Marin’s development of the ASQ’s screening, HMG Marin has been working with Shoreline Unified School District, Bolinas/Stinson School District and Papermill Children’s Corner to provide developmental and behavioral screening for all children attending Bolinas/Stinson Preschool; Tomales Preschool, Inverness TK classroom, Bodega Preschool and Papermill Children’s Corner. We have collected the majority of the screenings 85% through October and will have started working with Marin Promise Partnership on how to look at the data collectively. Over the next few months, HMG Marin will work with the teachers of each programs to review the outcome of the screenings and provide some strategies to enhance the children’s development at each center. The data will also be share with the West Marin Kindergarten Readiness Workgroup and Coastal Health Alliance.

OTHER ED ACTIVITIES:

- **Retreat Planning:** Pegah worked with Heart of Strategy Director, Lindsay Bellows, throughout the month to plan and prepare for the Commission Retreat.
- **Marin Community Foundation Checkin:** Pegah and Shirin checked in to discuss updates on programs, like Help Me Grow, strategic planning, and ARPA funding. It was agreed to set up a presentation to MCF Leadership about First 5 Marin’s new strategic plan. That presentation is scheduled for December 20, 2022.
- **Help Me Grow – Sustainability Workgroup Meeting 1:** Iris from Viva and Pegah led a meeting with HMG’s Sustainability Workgroup. Member of this group include: Brian Robinson (Marin County), Aideen Gaidmore (MC3), Shirin Vakharia (MCF), Ann Matheson (MPP), Lisa Leavitt (MCC), Lisa Santora (Marin County). It was a very productive meeting with a number of opportunities to explore new sources of revenue to support HMG. The three immediate areas of research that emerged from the discussions included:
 - Investigating CalAIM
 - Exploring private insurance partnerships
 - How other HMG with smaller populations of Medi-Cal eligible children are funding their HMG systems to have additional models to consider.
- **Across the Ages:**
 - **Commission on Aging Presentation:** Pegah gave a presentation to the Commission on Aging on November 3rd. The presentation covered the history of First 5 Marin, as well as an overview of the new strategic plan. There was a discussion after the presentation.
 - **Mini-Retreat:** on November 3rd, Kari Beuerman convened a group of early childhood leaders and leaders in the Aging adults sector to meet and learn more about the work we do. The majority of the retreat was speaking about our respective organizations and the gaps we identify impacting our populations. At the end of the meeting, we prioritized the issue areas of alignment that we can begin to work on across sectors and age groups.

- **First 5 Association Leadership Cohort 3 Completion:** Pegah was nominated for the First 5 Association Leadership Cohort 3. She attended the last of 3 convenings from November 7-10 in Palm Springs. The Leadership Cohorts are planning conversations to help support the Association around summit sessions related to the leadership work.



Community Forum: Marin County Housing Element



Thursday, Nov. 17th – 10:00 to 11:30 am

A free online forum about the **Marin County housing element** process and plans for equitable policies and planning. *Please participate-- we want to hear from you!*

*Spanish translation will be available. **La traducción al Español estará disponible.***

SPEAKERS INCLUDE:

LeeLee Thomas & Liz Darby (County of Marin) + **Mike Blakely** (Marin Economic Forum), **Aaron Burnett** (Canal Alliance), **Pam Dorr** (Community Land Trust Collaborative), **Fairfax Mayor Stephanie Hellman**, **Laurel Hill** (Community Action Marin), **Lucie Hollingsworth** (Legal Aid of Marin), **Linda M. Jackson** (Aging Action Initiative), **Bob Pendoley** (Marin Environmental Housing Collaborative), **Suzanne Sadowsky**, San Geronimo Affordable Housing Association, and **Amarantha Silva & Veronica Duarte** (Parent Voices of Marin).

RSVP to Michelle@First5Marin.org.



Incompatible Activities Statement First 5 Marin Children and Families Commission

Introduction

The purpose of the Incompatible Activities Statement (“Statement”) is to protect the outstanding record of personal integrity established by officers and employees in carrying out First 5 Marin Children and Families Commission’s (“First Five Marin” or “Commission”) responsibilities to the public and to other state and local agencies.

To assist employees with understanding the nature of incompatible activities, the following statement has been adopted, consistent with the provisions of Government Code section 1126. The prohibited activities described below are inconsistent, incompatible, in conflict with, or inimical to the duties of officers and employees of Commission.

Activities which discredit First Five Marin or are detrimental to its goals or are contrary to the best interests of the commission are not specifically covered by this Statement. However, such activities may be in violation of state law and may result in employee discipline.

The procedures for an employee to appeal a decision or obtain permission to engage in an outside activity or employment are described below under “Appeal Procedures”.

For purposes of this Statement, “employee” includes all officers and regular, permanent employees of First Five Marin.

I. General Policies

This Statement will be given to all current and future employees of First Five Marin. All potential employees must be informed that in accepting employment with First Five Marin, they consent to this Statement. Employees are expected to read the Statement, clarify any questions they may have about it, and sign the statement. The original signed statement shall be maintained in the employee’s personnel file.

This Statement does not attempt to specify every activity that may be incompatible, nor should it be taken as the only rules that must be observed and adhered to by an employee. The prohibited activities are provided as examples; specific activities must directly relate to an employee’s job.

II. Prohibited Activities

Employment, activities, and enterprises that may cause, or give the appearance, of incompatibility or conflict of interest are prohibited under this Statement. Prohibited activities include, but are not limited to, all of the following:

A. Prestige or Influence

A First Five Marin employee shall not:

- Use the prestige or influence of First Five Marin for the employee’s private gain or advantage or the private gain or advantage of another

- Use his or her status as a First Five Marin employee to solicit directly or indirectly business of any kind or to purchase goods or services for private use at discounts from a person who does business with the Commission
- Receive compensation, from other than First Five Marin, for lobbying the Legislature, the Governor, or any state or local agency, on any issue affecting the First Five Marin or matters under its jurisdiction

B. Use of First 5 Resources and Property

Subject to applicable laws, rules, or regulations, each employee shall devote his or her full time, attention, and efforts to his or her commission employment during his or her hours of duty with First Five Marin. Accordingly, no First Five Marin employee shall use Commission time, facilities, equipment or supplies for his or her private gain or advantage, or for the private gain or advantage of another person. Examples of misuse of Commission time and property include, but are not limited to:

- Using First Five Marin organizational resources, such as postage or office supplies, for personal or private gain or advantage; and
- Arranging for employment outside of Commission service during the employee's regular work hours with First Five Marin, excluding situations in which the employee uses vacation leave or paid time off (PTO) for those hours

C. Confidential Information

No employee shall utilize his or her status as a First Five Marin employee to acquire access to confidential information other than on behalf of First Five Marin.

Additionally, no employee shall use such information for private gain or advantage or provide confidential information to persons to whom issuance of this information has not been authorized.

D. Gifts

No employee shall receive or accept, directly or indirectly, any gift, including money, or any service, gratuity, favor, entertainment, hospitality, loan, or any other thing of value from anyone who:

- Is doing, or is seeking to do, business of any kind with First Five Marin
- Is seeking a grant from First Five Marin
- Or whose activities are regulated or controlled by First Five Marin

Gifts should not be accepted under circumstances from which it could be reasonably concluded that the gift was intended to influence an employee's future official activities or reward him or her for past ones.

Exceptions to the above restrictions on gifts include inexpensive advertising items bearing the name of firms, such as pens, pencils, paperweights, calendars, and other gifts of minimal value. Gifts of this nature are acceptable.

E. Outside Compensation for First 5 Marin Duties

No employee shall receive or accept money or any other consideration from anyone other than First Five Marin for the performance of his or her duties as a First Five Marin employee.

No employee shall prepare, present, or publish any speech, article, or other writing relating to the operation of First Five Marin for compensation from a source other than the Commission without prior approval of First Five Marin.

F. Activities Under Employee's Jurisdiction

No employee shall perform an act or activity in other than his or her capacity as a First Five Marin employee knowing that the act may later be subject, directly, or indirectly, to the employee's control, inspection, review, audit, or enforcement. For example, a First Five Marin employee who reviews grants proposals should not provide consultation services to an outside organization whose proposals the employee would later review as part of his/her work with First Five Marin.

G. Outside Employment

Accepting outside employment is permissible for First Five Marin employees when this employment does not conflict with First Five Marin work. If a First Five Marin employee is in doubt as to whether employment outside of First Five Marin may conflict with the employee's position with First Five Marin, the employee shall inform his or her supervisor in writing prior to accepting such employment. If the supervisor cannot reach a decision, the supervisor will consult with the Ethics Officer, Human Resources Administrator, and/or Executive Director, or in the case of the Executive Director, the Chair of the Commission, prior to making a decision.

General prohibitions on outside employment include, but are not limited to:

- a. Any employment outside of Commission service for which the employee is selected or retained wholly or partially because of his or her position with First Five Marin, unless this work is for a public entity or another First 5 agency
- b. Employment by a person doing work financed by First Five Marin
- c. The private practice of law or other outside employment by an employee who is a member of the State Bar which may require his or her appearance before any state agency, Board or Commission, or any committee of the Legislature on behalf of his or her outside employer or client regarding a matter in which First Five Marin is involved

H. Campaign Activities

Pursuant to Government Code section 8314, no employee shall participate in campaign activity, as specified in section 8314, on Commission-compensated time.

I. Additional Incompatible Activities and Notice Procedures

Although this Statement attempts to anticipate the types of incompatible activity issues that are most likely to arise for First Five Marin employees, it is not a complete list. Therefore, when First Five Marin learns that an employee is involved in an activity that First Five Marin believes is inconsistent, incompatible, in conflict with, or inimical to the employee's employment with First Five Marin, the Executive Director, after consultation with the First Five Marin Counsel shall

provide a written explanation of First Five Marin's decision that the activity in question should be terminated. Unless otherwise justified for good cause, the activity in question shall be terminated within 30 days of receiving First Five Marin's decision. First Five Marin's decision is prospective only and is subject to the review and appeal process as described below.

III. APPEAL PROCEDURES

Employees may file a complaint concerning the application of this Statement with the Ethics Officer of First Five Marin, or in the case of the Ethics Officer, with the Chair of the Commission.

Employees are expected to comply with written or verbal work orders given to them by their supervisors. If an employee believes that an order to perform a specific duty is incompatible with his/her activities, the employee may ask his or her supervisor for a written order to perform that specific duty. (Supervisors need not provide written orders where the orders given employees do not relate to an incompatible act). If a supervisor refuses to provide a written order, an employee may submit a written summary of the supervisor's order to his/her personnel file. If an employee believes an order is in violation of this Statement, he or she has a right to pursue the issue through the grievance/complaint process, if the employee continues to have a good faith belief in the validity of the complaint, after conferring with the Ethics Officer of First Five Marin.

IV. PENALTY FOR VIOLATION OF STATEMENT

An employee who violates a provision of this Statement is subject to disciplinary action, including termination, in the case of intentional violation.

V. ETHICS OFFICER

The Ethics Officer will develop provisions for educating employees about potential appeal of conflict violations, and in the case of unintentional violations, the Ethics Officer will direct the employee on the appropriate procedure and documentation to cure accidental or unintentional violations, with all related reporting requirements, including reports to the Executive Director and/or the Commission as appropriate where material issues are impacted.

An employee may also seek a prospective clearance of a potential conflict through a reasoned opinion or guidance from the Ethics Officer. If appropriate, the Ethics Officer may then seek assistance from Commission counsel, the Attorney General's Office, or specialized counsel. An employee retains the right to seek advice from the FPPC on any aspect of the Political Reform Act that affects his or her official duties.

VI. FILING AND CERTIFICATION REQUIREMENT

All employees must file a Certification of receipt of this Statement upon

- Initial appointment
- A change in duties or circumstances that raises the issue of potential conflict with this Statement

Additionally, all those employees subject to ethics training requirements must certify that they have reviewed the Statement as part of the ethics training required to be completed once every two calendar years.

VII. CERTIFICATION

The following certification is to be signed and submitted by employees to comply with the Incompatible Activities Statement.

INCOMPATIBLE ACTIVITIES STATEMENT CERTIFICATION

I have received, read and understood a copy of the First 5 Marin County Incompatible Activities Statement.

I am not engaged in any incompatible activity at the present time. Before entering into any activity which might be considered incompatible, I will discuss the nature of the activity with my supervisor.

▶ _____
Signature Date

Typed or Printed Name

Title Employee ID Number

(Please complete and forward this page to Human Resources)

RESOLUTION NO.

Dated: _____

RESOLUTION OF THE FIRST 5 MARIN CHILDREN AND FAMILIES COMMISSION ADOPTING
AN INCOMPATIBLE ACTIVITIES POLICY AND STATEMENT

WHEREAS, Section 1126 of the Government Code authorizes local agencies to adopt rules prohibiting employees from engaging in any employment, activity, or enterprise for compensation (collectively referred to as “outside employment”) that is inconsistent with, incompatible, in conflict with, or inimical to his or her duties as a local agency officer or employee or with the duties, function or responsibilities of his or her appointing power or the agency by which he or she is employed; and

WHEREAS, Government Code section 1126 further prohibits an employee from performing any employment, activity, or enterprise for compensation outside his or her employment for First 5 Marin Children and Families Commission where his or her efforts will be subject to approval by any employee, board or agency of the Commission, unless approved by the Commission using the process described in the attached Incompatible Activities Policy and Statement; and

WHEREAS, the attached Incompatible Activities Policy and Statement has been reviewed by the Commission’s legal counsel and clarifies prohibited activities that are incompatible or in conflict with the duties of officers and employees of the First 5 Marin Children and Families Commission; and

WHEREAS, all staff must file a Certification of Receipt of the Statement upon hire and upon a change of duties or circumstances; and

NOW, THEREFORE, BE IT RESOLVED that the Commission hereby approves and adopts as submitted this Incompatible Activities Policy and Statement, attached hereto as Exhibit A.

Regularly passed and adopted this 19TH Day of October 2022, by the following vote:

AYES:

NOES:

ABSENT:

Chair, First 5 Marin County Commission

ATTEST:

Commission Secretary

RESOLUTION NO.

Dated: _____

RESOLUTION OF THE FIRST 5 MARIN CHILDREN AND FAMILIES COMMISSION
ADOPTING AN AMENDED CONTRACTS AND PROCUREMENT POLICY

WHEREAS, the First 5 Marin Children and Families Commission management staff has reviewed the First 5 Marin and Children Families Commission's Contracts and Procurement Policy, adopted in 2005, and wish to establish a revised comprehensive policy that will serve as a guideline for procuring and contracting for goods and services; and

WHEREAS, staff is submitting to the Commission an amended Contracts and Procurement policy for the First 5 Marin Children and Families Commission; and

WHEREAS, the amended policy updates the Commission's current practices, and brings the Commission into compliance with modern standards and establishes the overall procedures for purchasing goods and services; and

WHEREAS, an adequate contract and purchasing policy serves as sound guidance to establish proper controls that are efficient and effective in obtaining the supplies and services needed.

NOW, THEREFORE, BE IT RESOLVED, by the First 5 Marin Children and Families Commission that the amended contracts and procurement policy, is hereby approved and adopted as submitted and attached hereto as Exhibit A;

Regularly passed and adopted this 19th day of October by the following vote:

AYES:

NOES:

ABSENT:

Chair, First 5 Marin County Commission

ATTEST:

Commission Secretary



TITLE: CONTRACT AND PROCUREMENT POLICY
 (Adopted July 5, 2006, last amended October 2022)

Section 1. PURPOSE

The purpose of this policy is to provide a process to procure contracts for goods and services that insures neutrality and accountability while affording the flexibility necessary to conduct the business affairs of First 5 Marin Children and Families Commission efficiently.

Section 2. POLICY

Pursuant to Health and Safety Code sections 130100 et. seq., First 5 Marin Children and Families Commission (“First 5 Marin”) has the power to employ personnel, contract for personnel (consultants), and enter into contracts necessary or appropriate to carry out the provisions of the California Children and Families Act (“Act”). No individual may contract on behalf of First 5 Marin unless she or he has been specifically delegated authority by the First 5 Marin Commission, this policy or state law.

Health and Safety Code section 130140(d)(4)(B) requires that First 5 county commissions adopt policies regarding contracting and procurement that are consistent with Government Code sections 54201 to 54205, Public Contract Code sections 2000 to 2010, Public Contract Code section 3410, and Public Contract Code sections 22150 to 22154.

Section 3. PURCHASE OF GOODS AND SERVICES

The Executive Director has the authority to negotiate, execute and amend contracts in support of First 5 Marin’s goals and objectives, and may also designate the following individuals to conduct routine purchases of goods and services: the Program Coordinator, Contract Manager, or the Financial Manager, up to the limits described below:

Purchase Limits	Type of Procurement	Minimum Approval Required	
Up to \$5,000	Routine purchase of goods and services	Executive Director or designee	
\$5,000 - 25,000	Informal request for quotes/bids, track, and document selection process	\$5,000-10,000	Executive Director
		\$10,001- 25,000	Commission
Greater than \$25,000	Formal Request for Proposal / Request for Qualifications	Commission	

First 5 Marin Contract and Procurement Policy

The Executive Director shall inform the Commission during the regular Commission meeting immediately following the execution of a contract within the Executive Director's signing authority and may execute any contract that has been authorized by a vote of the First 5 Commission. The First 5 Marin Commission, at a regular Commission meeting, must authorize the purchases of any goods or services over \$10,000 that have not already been approved in the current fiscal year budget.

The Executive Director is authorized to renew and or execute new contracts for the purchase of professional services that are authorized in the current approved budget. The Executive Director is additionally authorized to approve amendments to any contract, as long as there are no substantive changes in scope or dollar amount originally approved. The Executive Director may also amend contracts that do reflect changes in scope of work and/or dollar amount, as long as the total dollar amount falls below at or below the \$10,000 threshold.

Section 4. INFORMAL SELECTION PROCESS FOR GOODS OR SERVICES

An Informal Selection Process involves documenting a price request from two or more vendors and selecting the vendor that best fits First 5 Marin's needs, considering quality and price. An Informal Selection Process may be used only if the goods and or services are clearly defined, and a potential vendor can give an accurate price quotation. The Commission, Executive Director or Designee must track and document the selection process, and are subject to the approval limits described in Section 3 of this policy.

Section 5. REQUEST FOR PROPOSALS (RFP)

A Request For Proposal (RFP) is used to acquire goods and services pertaining to the implementation of the First 5 Marin's Strategic Plan. The applicant must submit a written proposal explaining how the applicant plans to meet First 5 Marin's requirements. Innovative ideas and techniques are encouraged. An RFP award will not be based on the lowest cost, but rather it will be based upon technical superiority of the proposal that is determined to be within a reasonable proximity to the other proposed prices. The initial contract term and provisions for allowable extensions shall be specified in the RFP.

After the initial term, First 5 Marin's allowable extensions shall be specified in the RFP. After the initial term, First 5 Marin may extend or enter into a new contract with the same contractor for the same or similar services without conducting a new selection process, if the purchasing requirements or service delivery goals are being met. After the second term of the contract, First 5 Marin will evaluate the service delivery and determine whether to conduct a new selection process or if it is in First 5 Marin's best interest to continue the contract.

An RFP contains the following:

1. A clear and concise requirements statement describing the problem to be solved and what the applicant is expected to accomplish. The statement must include standards for quality and quantity, expected performance and timelines, eligibility requirements, or financial requirements. The specifications statement shall provide an open competitive process to attract an optimum number of applicants.
2. An applicant's responsibility criteria that may include references, financial statement, licenses, bonding and insurance.

First 5 Marin Contract and Procurement Policy

3. Submission criteria that may include a calendar of key timeframes, instructions as to where and to whom proposals are submitted, price limitations and formatting requirements.
4. A review process and review criteria related to the specifications of the requirements statement.
5. The RFP shall set forth the criteria and may include the weight each is given.

Terms and conditions of the RFP process must include First 5 Marin's right to reject all proposals, amend, or cancel the RFP at any time for any reason before the contract is executed, to accept all or a portion of any proposal, and to waive any minor irregularities or informalities in any proposal and to request clarification from any applicant. The terms and conditions may also include standard conditions of the proposed contract. Proposals must be received as specified in the RFP. Late proposals cannot be accepted unless it is determined by the Executive Director that it is in the best interest of First 5 Marin or there are extenuating circumstances. Proposals are confidential until a notice of intent to award a contract is issued; after that they may be disclosed if requested pursuant to the California Public Records Act.

Members of the review panel are selected based on their qualifications and expertise and appointed by the Executive Director or his or her designee. All members of a review panel must sign a conflict-of-interest form. An applicant may not be involved in drafting the RFP. While specifications can be obtained from applicants, First 5 Marin is responsible for ensuring that those specifications are nonrestrictive to provide an equal basis for competition and participation for an optimum number of applicants.

There shall be a two-step process to evaluate proposals. The first step is to determine whether a proposal is responsive and from a responsible provider. The second step is to evaluate those responsive and responsible proposals based on criteria related to the requirements statement. Selection shall be based on the proposal most advantageous to First 5 Marin based on the findings from the two-step process.

An appeals process shall require the appellant to state that all appeals are final, specify the legal basis for the appeal (e.g. citing a violation of local, state or federal law, policy or procedure) and set forth the time, place and person with whom an appeal must be filed.

Section 6. REQUEST FOR QUALIFICATIONS (RFQ)

A Request for Qualification (RFQ) is used when First 5 Marin requires a consultant, contractor or service provider, and the service requirements are well-defined. An RFQ does not require a review panel. The responses are not sealed. The Executive Director or his or her designee may evaluate the responses to the RFQ based on the paper submission and/or may conduct interviews. An RFQ award will not be made based on the lowest cost, but rather it will be based upon the consultant, contractor or service provider who best fits the service requirements and who submits a proposal within a reasonable proximity to the other proposed costs. The initial proposed contract term and provisions for allowable extensions will be specified in the RFQ. After the initial term, First 5 Marin may extend or enter into a new contract with the same consultant, contractor or service provider for the same or similar services without conducting a new selection process, if the consultant, contractor or service provider meets the service delivery goals. After the second term of the contract, First 5 Marin will evaluate the service delivery and determine whether to conduct a new selection process if it is in First 5 Marin's best interest to continue the contract relationship.

Section 7. INVITATION TO BID (ITB)

First 5 Marin Contract and Procurement Policy

An Invitation to Bid (ITB) is used to obtain clearly specified goods in excess of \$25,000 from a single vendor in the same fiscal year. The initial term and provisions for allowable extensions will be specified in the ITB. After the initial term, First 5 Marin may extend or enter into a new contract with the same vendor for the same or similar Goods without conducting a new selection process if the vendor is meeting the service delivery goals. After the second term of the contract, First 5 Marin will evaluate the service delivery and determine whether to conduct a new selection process or if it is in First 5 Marin's best interest to continue the contract.

An ITB shall contain the following:

1. Clear and concise specifications of the goods sought. For instance, if the specification requires "brand name or equal" the bidder offering "equal" must submit complete specifications and/or samplers with their bids. The vendor's responsibility criteria that include references, plan capacity, credit data, financial statements, licenses, bonding and insurance.
2. Submission criteria that include a calendar of key timeframes, instructions as to where and to whom proposals are submitted, the number of bids to be submitted, cost/pricing instructions, signature requirements and contact information.
3. Terms and conditions that will be incorporated into the purchase order or contract including, but not limited to, First 5 Marin's right to reject all bids, amend, or cancel the ITB at any time for any reason before the contract is executed, to accept all or a portion of any bid, and to waive any minor irregularities or informalities in any proposal and to request clarification from any applicant. The terms and conditions may also include standard conditions of the proposed contract.

Bids will be opened and evaluated in a two-step process by a selection panel appointed by the Executive Director or her or his designee. First, the panel determines whether the bidder is responsible and responsive by considering factors regarding the applicant and the goods described. Those bids that are determined to be responsible and responsive will be evaluated based on the face value of the bid and related cost factors. The panel shall award the bid to the lowest responsible and responsive bidder that meets the ITB requirements.

Section 8. SELECTION PROCESS EXCEPTIONS

All goods or services for more than \$25,000 shall be procured by a competitive selection process unless the Commission or Executive Director determines one of the circumstances below is satisfied or when the Commission or the Executive Director determines that waiving the competitive selection process is in the best interest of First 5 Marin. The selection process, exception, or waiver must be documented.

1. Sole Source: If the goods or services are a sole source, a written justification is required. To determine whether or not the goods or services are a sole source, the following factors must be considered:
 - a. the uniqueness of an applicant/contractor's capabilities or goods offered to meet the needs of First 5 Marin, as compared to other contractors,
 - b. the prior experience of the proposed applicant/contractor is vital to the goods or services,
 - c. the facilities, staff, or equipment the proposed applicant/contractor has that are specialized and vital to the services required,
 - d. whether or not the contractor has a substantial investment that would be duplicated at the expense of First 5 Marin if another applicant/contractor provided services,
 - e. the contractor's ability to provide Goods or services in the required time frame,

First 5 Marin Contract and Procurement Policy

- f. patent right or copyrights or secret processes the contractor possesses, including compatibility with existing First 5 Marin goods, and
 - g. existing equipment maintenance programs or contracts,
 - h. after solicitation of a number of sources, competition is determined to be inadequate,
 - i. all local providers of a particular service will receive funding,
 - j. the Commission is contemplating an effort that has not previously been performed in the community and is therefore unable either to develop an RFP with sufficient specificity or to identify potential providers.
2. **Emergency.** When goods or services are necessary to further the purpose of the Act or for the protection of First 5 Marin's personnel or property and time is of the essence. The situation must meet the criteria specified in First 5 Marin's Emergency Funding Policy or has a direct impact on health and safety of children, prenatal through 5 years of age.
 3. **State or County Vendor.** First 5 Marin may use a vendor under contract with the State or County without a competitive selection process if the State or County contract was procured by a competitive selection and the vendor accepts the same terms of the contract.
 4. **State or County Contract.** First 5 Marin may contract with the State or County when the Commission or the Executive Director determines that it is in the best interest of First 5 Marin to do so.

Section 9. REAL ESTATE CONTRACTS/LEASES

The Commission, unless specifically delegated to a Committee or the Executive Director, has the authority to negotiate, execute and amend real estate contracts, leases, or real estate license agreements on behalf of First 5 Marin.

Section 10. FOOD PURCHASES

Pursuant to Section 3410 of the Public Contracts Code, First 5 Marin Children and Families Commission will give preference to United States-grown produce and United States-processed foods when there is a choice and it is economically feasible as determined by the Commission considering cost, quantity, and quality of the food and the budget and policies of the Commission).

Section 11. RECYCLED PRODUCTS

Pursuant to Chapter 3.5 (commencing with Section 22150) of Part 3 of Division 2 of the Public Contract Code, First 5 Marin Children and Families Commission will purchase recycled products, instead of nonrecycled products, whenever recycled products are available at the same or lesser total cost than non-recycled items.

[In bids in which First 5 Marin reserves the right to make multiple awards, First 5 Marin shall apply, to the extent possible, a recycled product preference cost so as to maximize the dollar participation of firms offering recycled products in the contract award.](#)

[First 5 Marin shall also require that all businesses, as defined in Section 12200 of the Public Contracts Code, certify the minimum percentage of post-consumer materials in the products and supplies offered or sold to First 5 Marin. First 5 Marin may waive this certification requirement if the percentage of postconsumer material in the products, materials, goods, or supplies can be verified in a written advertisement, including, but not limited to, a product label, a catalog, or a manufacturer or vendor Internet Web site. Regarding any purchase of printer or duplication cartridges, this certification shall specify that](#)

First 5 Marin Contract and Procurement Policy

[the cartridges comply with the requirements of subdivision \(e\) of Section 12156 of the Public Contract Code.](#)

[All printing contracts made by First 5 Marin shall provide that the paper used shall meet the recycled content requirements of Section 12209 of the Public Contracts Code.](#)

RESOLUTION NO.

Dated: _____

RESOLUTION OF THE FIRST 5 MARIN CHILDREN AND FAMILIES
COMMISSION ADOPTING A CONFLICT OF INTEREST CODE

WHEREAS, the Political Reform Act, Government Code sections 81000 et seq., requires state and local government agencies to adopt conflict of interest codes, and

WHEREAS, the Fair Political Practices Commission has adopted a regulation, 2 Cal. Code of Regs. Section 18730, which contains the terms of a standard conflict of interest code and which can be incorporated by reference and may be amended by the Fair Political Practices Commission after public notice and hearings to conform to amendments to the Political Reform Act, and

WHEREAS, First 5 Marin Children and Families Commission wishes to adopt this standard code and designate which officers and employees should disclose financial interests and describe which interests must be disclosed, and

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The terms of 2 Cal. Code of Regs. Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference and, along with the attached Appendix A and Appendix B, in which members and employees are designated and disclosure categories are set forth, constitute the Conflict of Interest Code of the First 5 Marin Children and Families Commission, and

2. Pursuant to Section 4 of the standard code, First 5 Marin Children and Families Commissioners shall file statements of economic interest with the First 5 Marin Children and Families Commission clerk, who shall retain a copy and forward the original for filing with the Clerk of the Marin County Board of Supervisors. Designated employees shall file statements with the First Five Marin Children and Families Commission Clerk who shall retain them at the main place of business of First 5 Marin Children and Families Commission. Any First 5 Marin Children and Families Commission or other designated employee already required to submit a disclosure statement (Form 700) pursuant to Government Code section 87203 may submit a copy of that statement in lieu of any filing required by this code provided that no additional disclosure would be required by this code.

Commented [AMP1]: Pegah, do you have a designated clerk?

APPENDIX A

<u>Designated Positions</u>	<u>Disclosure categories</u>
Commissioner	1
Executive Director	2
Manager of Public Policy and Communications	2
Consultants*	2

*Consultants shall be included in the list of designated employees and shall disclose pursuant to the broadest disclosure category in the code subject to the following:

The Executive Director may determine in writing that a particular consultant, although in a “designated position” is hired to perform a range of duties that is limited in scope and thus is not required to comply with the disclosure requirements described in this section. Such written determination shall include a description of the consultant’s duties and, based upon that description, a statement of the extent of the disclosure requirements. The Executive Director’s determination is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code.

Commented [AMP2]: Pegah, the law requires that all agency positions that involve the making or participation in making of decisions that “may foreseeably have a material effect on any financial interest” be included. Does this position meet that standard?

APPENDIX B

Disclosure Categories¹

Category 1: All investments, business positions and sources of income, including gifts, loans and travel payments; all interests in real property.

Category 2: All investments, business positions and income, including gifts, loans and travel payments, from sources that provide goods or services, including training or consulting services, of the type utilized by First 5 Marin Children and Families Commission.

¹ Only investments in and sources of income from business entities, and sources of income, which do business in Marin County, or real property interests located in Marin County, need to be reported.



FIRST 5 MARIN
Learn. Grow. Thrive.

FY 2021-2022 ANNUAL EVALUATION REPORT



ACKNOWLEDGEMENTS

The following report was developed for First 5 Marin and utilized the structure and components of previous Annual Evaluation Reports, which were developed by Luminare Group.

For the current FY 21-22 Annual Evaluation Report, EVALCORP would like to thank First 5 Marin's Executive Director Pegah Faed and First 5 Marin's Manager of Public Policy and Communication Michelle Fadelli. We would also like to acknowledge Inez Thomas for her support in accessing Persimmony data. We also extend our gratitude to First 5 Marin's funded partners for their contributions to the report and their ongoing work with the children and families of Marin County.

TABLE OF CONTENTS

BACKGROUND AND OVERVIEW	4
APPROACH TO EVALUATION AND REPORT STRUCTURE	6
HIGHLIGHTS: FIRST 5 MARIN’S CORE CAPACITIES	7
STRATEGY-LEVEL SUMMARIES: ACTIVITY AND PROGRESS.....	9
PUBLIC EDUCATION.....	10
PUBLIC POLICY ADVOCACY.....	14
GRASSROOTS CAPACITY BUILDING	18
PARTNERSHIPS FOR CHANGE – RESULT AREA 1	20
PARTNERSHIPS FOR CHANGE – RESULT AREA 2	22
LOOKING FORWARD: 2022-2030 STRATEGIC PLAN.....	26
SYSTEM-WIDE DATA	28
APPENDIX A. GUIDING FRAMEWORKS	32
APPENDIX B. FUNDED PARTNER HIGHLIGHT PAGES	38

BACKGROUND AND OVERVIEW

Since their initial Strategic Plan in 2004, First 5 Marin has been committed to the health and wellbeing of children ages 0-5 and their families. The organization has focused on the most marginalized communities in Marin County, while simultaneously improving the overall quality and accessibility of information and services for providers, parents, families, and others involved in the systems of care that support young children.

First 5 Marin’s 2017-2022 Strategic Plan outlined a set of Priority Results and Outcomes to guide implementation, support accountability, and assist evaluation efforts (see **Figure 1**). The Strategic Plan defined a set of Strategies that the Commission would invest in that were expected to lead to the desired Priority Results and Outcomes (see **Figure 2**).

Figure 1. First 5 Marin 2017-2022 Strategic Plan: Priority Results and Outcomes

PRIORITY RESULTS AND OUTCOMES				
Through this focus, the Commission is committed to achieving the following Priority Results and Outcomes for all children in Marin:				
IMPACT	MARIN VALUES AND INVESTS IN ALL CHILDREN			
RESULTS	Public policies support all children	Children have optimal health and wellbeing	Children are ready for school	Families and caregivers have access to information and support
OUTCOMES	<p>Public policies promote the optimal social/emotional development and school readiness of all children.</p> <p>Public policies support the development of quality early education and child-ready school environments that promote success in life.</p> <p>Public policies promote the optimal health, safety, and well-being of all children.</p> <p>Public policies and partnerships increase equity of opportunity for all children.</p>	<p>Children have access to affordable comprehensive health insurance.</p> <p>Children have access to preventive oral health, mental health, and specialty medical services.</p>	<p>Children have access to quality early education opportunities.</p> <p>Children with social/emotional issues and special needs are identified early and receive support.</p> <p>Schools are prepared for children and linked with the community.</p>	<p>Families and caregivers have access to information and support to protect and promote the health, safety, and wellbeing of their children.</p> <p>Families and caregivers have access to information, quality early education opportunities, and support to protect and promote the social/emotional development and school readiness of their children.</p>

Figure 2. First 5 Marin 2017-2022 Strategic Plan: Strategies

PUBLIC EDUCATION

The Commission will act as strategic advocate and partner targeting resources toward the following activities:

- Implement broad scale and grassroots social marketing strategies to influence change in community attitudes, knowledge and action to address needs of all children and reduce inequities.
- Utilize earned media strategies that specifically provide information about public policy issues and target multiple audiences.
- Collect and disseminate data and issue analysis to voters, general public and families.
- Conduct or support events and forums to raise awareness and provide education.

PUBLIC POLICY ADVOCACY

The Commission acting as a strategic advocate, catalyst for change and a collaborative partner will:

- Develop and support a policy agenda directed toward achieving children’s health, early education and wellbeing outcomes.
- Conduct local, state, and national legislative and policy advocacy on issues related to our policy agenda.
- Using email education, publications and print media editorials, op-eds and letters to the editor, the Commission promotes best practices.

GRASSROOTS CAPACITY BUILDING

The Commission will act as a catalyst, capacity builder and convener to:

- Support grassroots leadership development focused on improving conditions for children 0-5 and their families.
- Encourage local change organizations and parent groups to advocate and act locally for the health and school readiness of all children 0-5 and their families.
- Promote adoption and implementation of best and promising practices in local settings, schools and programs.

PARTNERSHIPS FOR CHANGE

The Commission acting as a convener, partner and capacity builder will support the following activities:

- Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.
- Convene and partner with institutional leaders, funders, and community leaders from a broad spectrum of the community to work to achieve specific outcomes related to children’s health, early education and wellbeing.
- Address policy or critical resource gaps.
- Promote broad adoption of best or promising practices.
- Advance collective action and shared accountability toward achieving outcomes.

APPROACH TO EVALUATION AND REPORT STRUCTURE

This evaluation report presents a holistic picture¹ of how First 5 Marin (i.e., staff, Commissioners, and funded partners and projects) are collectively utilizing the Strategies outlined in the 2017-2022 Strategic Plan and First 5 Marin’s Theory of Action (see Appendix A) to achieve the Priority Results and Outcomes.

The report contains 4 sections:

HIGHLIGHTS: FIRST 5 MARIN’S CORE CAPACITIES

This section highlights First 5 Marin and their partners’ work during FY 21-22.

STRATEGY-LEVEL SUMMARIES: ACTIVITY AND PROGRESS

This section includes descriptions of Commission and partner activities and progress towards Priority Results and Outcomes. Descriptions are organized by Strategy (i.e., Public Education, Public Policy Advocacy, Grassroots Capacity Building, and Partnerships for Change).

LOOKING FORWARD: 2022-2030 STRATEGIC PLAN

This section provides a brief description of First 5 Marin’s new Strategic Plan, which will guide the Commission’s work starting in FY 22-23.

SYSTEM-WIDE DATA

Client demographic and service delivery information from funded partner projects is aggregated and presented in this section. Additionally, geographic distribution of funding and client types are provided. Fiscal information is also presented in this section.

APPENDIX A: BACKGROUND AND OVERVIEW

Core elements of First 5 Marin’s 2017-2022 Strategic Plan and related guiding frameworks are included in Appendix A

APPENDIX B: FUNDED PARTNER HIGHLIGHT PAGES

One-page summaries of funded partners’ FY 21-22 work are presented in Appendix B. The summaries are based on the Annual Narrative Reports submitted by the partners and received minimal editing so that the Highlight Pages reflect of the words and sentiments of the partners.

¹ The shift towards a holistic Annual Evaluation Report began in 2018.

HIGHLIGHTS: FIRST 5 MARIN'S CORE CAPACITIES

First 5 Marin's FY 21-22 accomplishments are summarized relative to Three Core Capacities. These capacities were described in a prior Learning and Impact Brief² that analyzed First 5 Marin's impact and influence.

CORE CAPACITIES

- **Targeted Universalism³ Funding Approach**
- **Consistent Partner in the Local Ecosystem**
- **Community-Centered Learning Organization**

TARGETED UNIVERSALISM FUNDING APPROACH: First 5 Marin's ability to mix targeted, long-term funding with flexible responses has resulted in stable funding for community-based organizations and creative responses to ongoing and emerging community issues.

Highlights

Funded partners continued to adapt and respond to shifting conditions for children and families as the COVID-19 pandemic and resulting public health measures evolved. Some partners were able to resume in-person services during the middle-to-second half of FY 21-22. Despite the lessening immediate threats of the COVID-19 pandemic (e.g., vaccine development and availability for all age groups), the immediate and possible long-term consequences were felt throughout the County. In response, First 5 Main continued to distribute personal protective equipment. In addition, First 5 Marin and its partners developed and implemented strategies to support families and the individuals who serve them (e.g., child care workers, mental health providers) cope with and adapt to evolving conditions.

Many funded partners continued to reflect on how systemic racism lies at the heart of what must be reckoned with for real and lasting change to come about for children 0-5 and their families. Partners also described the importance of serving the whole child, which includes supporting the adults in a child's life.

² Luminare Group. (2020, Spring). *Advancing and sustaining community-led change: Core capacities.*

³ Targeted universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal. Powell, John, Stephen Menendian, Wendy Ake, *Targeted universalism: Policy & Practice.* Hass Institute for a Fair and Inclusive Society, University of California, Berkeley, 2019. hassinstitute.berkeley.edu/targeted-universalism.

CONSISTENT PARTNER IN THE LOCAL ECOSYSTEM: First 5 Marin’s consistent presence in Marin County as a convener, catalyst, and strategic advocate has helped shift the community towards more collective, informed, and systemic responses to community issues.

Highlights

First 5 Marin, with the leadership and expertise of staff and Commissioners, has established itself as a major voice in Marin that presents relevant, timely, and meaningful information to the community.

Partnerships with the Marin Community Foundation, Marin Health and Human Services, Marin County Office of Education, the Marin Child Care Council, and Marin Community Clinics continue and grow. After more than 15 years of concentrated efforts and relationship building across organizations, collaboration and coordination of effort are common, which promotes leveraging of resources. The potential for effective, collective, informed, and systematic response to community issues remains high. First 5 Marin’s role in securing American Rescue Plan Acts funds to address child care needs in the County (see page 21 for more information) is an example of the benefits of consistent partnerships. First 5 Marin and its partners identified and acted on an opportunity to acquire funding to support and expand programs that will address a significant need for child care and the child care workforce in the County.

In addition, many funded partners highlighted the importance of their own partnerships (i.e., outside of the formal, funded partnerships with First 5 Marin) towards their ability to serve children, families, and providers. An interrelated and intricate partnership network is the backbone of service provision, systems change, and policy/advocacy work in Marin County’s child-serving systems.

COMMUNITY-CENTERED LEARNING ORGANIZATION: First 5 Marin’s community-driven approach to learning has enabled the Commission to understand and respond to the needs and strengths of children and families. This approach supports First 5 Marin in providing services and supports that empower communities and reflect the communities’ wishes.

Highlights

First 5 Marin’s funded partners continued to offer valuable insights into communities ongoing and emergent needs during FY 21-22. The Annual Narrative Reports from funded partners summarize these needs and offer suggestions for strategies to address them.

First 5 Marin’s commitment to community-centered learning was exemplified in its recent strategic planning process (see page 26 for more information). Data and information were solicited from multiple community sources. Current and potential community partners were surveyed; families and community members participated in virtual and in-person, multi-language focus groups and surveys; and findings from surveys and focus groups were shared and discussed with multiple stakeholder groups during a learning summit. The data and information gathered from the community were essential to the development of First 5 Marin’s 2022-2030 Strategic Plan.

STRATEGY-LEVEL SUMMARIES: ACTIVITY AND PROGRESS

Alignment of the strategy to key efforts, progress toward intermediate outcomes, and success and challenges are summarized for each of First 5 Marin's Strategies.

- **Public Education**
- **Public Policy Advocacy**
- **Grassroots Capacity Building**
- **Partnerships for Change**

First 5 Marin's Priority Results and Outcomes provide focus for Commissioners, staff, and funded partners in conversations about how to best affect the lives of children ages 0-5 and their families using the Commission's Strategies.

PUBLIC EDUCATION

First 5 Marin supports broad-based policy change efforts to improve the health, wellbeing, and school readiness of young children. Wide reaching public education about issues relevant to children and families and related policies change efforts is a cornerstone of First 5 Marin’s strategic focus.

PUBLIC EDUCATION

The Commission will act as strategic advocate and partner targeting resources toward the following activities:

- Implement broad scale and grassroots social marketing strategies to influence change in community attitudes, knowledge and action to address needs of all children and reduce inequities.
- Utilize earned media strategies that specifically provide information about public policy issues and target multiple audiences.
- Collect and disseminate data and issue analysis to voters, general public, and families.
- Conduct or support events and forums to raise awareness and provide education.

STRATEGY AREA ACTIVITIES FOR FY 2021-2022

COMMISSION LED FIRST 5 MARIN ANNUAL BREAKFAST	Conduct or support events and forums to raise awareness and provide education. Disseminate issue analysis to voters, general public, and families.
COMMISSION LED COMMUNICATIONS FORUMS	Conduct or support events and forums to raise awareness and provide education.
COMMISSION LED MEDIA OUTREACH	Implement broad-scale and grassroots social marketing strategies to influence change in community attitudes, knowledge and action to address needs of all children and reduce inequities.

PROGRESS TOWARD OUTCOMES

KEY INTERIM OUTCOMES FROM THEORY OF ACTION ⁴			
	ISSUE REFRAMING	NEW ADVOCATES	COLLABORATION AND ALIGNMENT
<p>COMMISSION LED FIRST 5 MARIN ANNUAL BREAKFAST</p>	<p>First 5 Marin hosted its Annual Breakfast for the first time since the start of the COVID-19 pandemic.</p> <p>The theme of the breakfast was “Child Care Keeps Marin Working.”</p> <p>Approximately 200 people were in attendance.</p>	<p>New advocates to the issue of child care included members of Marin County’s business community. Representatives from the Marin Economic Forum and the San Rafael Chamber of Commerce participated in the panel discussion.</p>	<p>The breakfast connected Marin’s business and child care communities. Specifically, members of the Marin Economic Forum and the San Rafael Chamber of Commerce participated in the panel discussion with the Executive Director of the Marin Child Care Council.</p> <p>The Marin Independent Journal published an opinion editorial titled “Support Child Care Providers, Ensure Quality Affordable Services” that coincided with the Annual Breakfast.</p>
<p>COMMISSION LED COMMUNICATIONS FORUMS</p>	<p>First 5 Marin hosted 9 Communications Forms in FY 21-22. The initial 6 forums were hosted virtually, and the later 3 forums were hosted in person. Virtual forums had a range of 85 to 350 online participants, and in-person forums had a range of 150 to 275 participants.</p>	<p>Cross-sector representation at the forums supports reaching and catalyzing new advocates on key issues affecting young children and families.</p>	<p>Several Forums built upon and expanded existing collaborative relationships between First 5 Marin and other organizations. For example, the Advancement Project shared updated data from their Race Counts data initiative at the Race Counts Forum, and the Transitional Kindergarten Forum</p>

⁴ Descriptions of progress are provided in the column of the outcome to which they most strongly relate. Content that crosses columns indicates contribution across multiple outcomes.

	<p>FY 20-21 Forum topics included:</p> <ul style="list-style-type: none"> - Affordable Housing - Celebrating Immigrants in Marin - Children’s Wellness Report Card - Climate Solutions for Marin - Disaster Preparedness - Kids, COVID, and Back-to-School - Oral Health - Race Counts - Transitional Kindergarten 		<p>was produced in partnership with the Marin County Office of Education.</p> <p>News stories and opinion editorials were published in local media outlets to coincide with most of the Communication Forums.</p>
<p>COMMISSION LED MEDIA OUTREACH</p>	<p><u>Email Newsletters and Other Email Communications:</u></p> <p>First 5 Marin distributes a monthly newsletter via email. The email highlights current projects, announces events (e.g., Commission meetings, Communications Forums), advertises the Kit for New Parents, and shares links to recent articles related to children and families.</p> <p>First 5 Marin also periodically distributes topic-specific emails. These emails are used to advertise Communication Forums, share opinion editorials, announce events (e.g., personal protective equipment distribution events), and other time-limited opportunities (e.g., community surveys).</p> <p>Emails are sent to approximately 2,700 subscribers.</p> <p><u>Traditional Media:</u></p> <p>First 5 Marin coordinates with local news outlets (i.e., Marin Independent Journal) to publish opinion editorials and news stories that coincide with the Annual Breakfast, Communications Forums, and other events. Opinion editorials are authored by First 5 Marin Commissioners and the Executive Director as well as representatives of community partners. First 5 Marin reposts publications on Facebook, distributes publications via email, and prints publications for in-person distribution at events.</p> <p>The following opinion editorials and new stories were published in FY 21-22:</p> <ul style="list-style-type: none"> - Digging in on Race, Equity, Diversity and Inclusion (Opinion Editorial) - Focus on Climate Solutions Marin Can Implement in the Next Five Years (Opinion Editorial) - Kids’ Dental Health has Slipped During COVID-19 (Opinion Editorial) 		

	<ul style="list-style-type: none">- Learning Bus to Distribute Backpacks, School Supplies to Children (News Story)- Marin Funds Programs to Boost Child Care (News Story)- Now is a Great Time to Get Prepared in Case of an Emergency (Opinion Editorial)- Report: Marin Ranks 2nd in Racial Inequity, Down from 1st (News Story)- Support Child Care Providers, Ensure Quality Affordable Services (Opinion Editorial)- Universal Kindergarten Furthers Equity for County Children (Opinion Editorial) <p><u>Social Media:</u></p> <p>First 5 Marin manages and provides content to 13 Facebook pages (including 1 Spanish language Facebook page), with a combined total of over 6,500 followers. Post content varies across pages. Typical content includes a mix of information about children’s health, development and wellness; event promotion (e.g., Communications Forums); and advocacy information. Frequency of posts varies across pages, but First 5 Marin’s main page and the Communications Forum page are posted to daily.</p> <p>First 5 Marin updated their website in FY 21-22. The website provides information about the Commission and its activities (e.g., Commission meeting agendas and minutes), links to social media pages, and information for parents (e.g., links to Help Me Grow Marin and California Parent Guide).</p>
--	---

PUBLIC POLICY ADVOCACY

First 5 Marin supports broad-based policy change efforts to improve the health, wellbeing and school readiness of young children. Informing and supporting public policy advocacy efforts is a critical component of First 5 Marin’s strategy.

PUBLIC POLICY ADVOCACY

The Commission acting as a strategic advocate, catalyst for change and a collaborative partner will:

- Develop and support a policy agenda directed toward achieving children’s health, early education and wellbeing outcomes.
- Conduct local, state, and national legislative and policy advocacy on issues related to our policy agenda.
- Using email education, publications and print media editorials, op-eds and letters to the editor, the Commission promotes best practices.

STRATEGY AREA ACTIVITIES FOR FY 2021-2022

FUNDED PARTNER PARENT VOICES	Conduct local, state, and national legislative and policy advocacy on issues related to child care and early education.
COMMISSION-LED OTHER ACTIVITIES OF COMMISSIONERS AND STAFF	Develop and support a policy agenda directed toward achieving children’s health, early education and wellbeing outcomes. Using email education, publications and print media editorials, op-eds and letters to the editor, the Commission promotes best practices.
COMMISSION LED MEDIA OUTREACH	Using email education, publications and print media editorials, op-eds and letters to the editor, the Commission promotes best practices.

PROGRESS TOWARD OUTCOMES

KEY INTERIM OUTCOMES FROM THEORY OF ACTION ⁵			
	ISSUE REFRAMING	NEW ADVOCATES	COLLABORATION AND ALIGNMENT
FUNDED PARTNER PARENT VOICES	<p>Parent Voices supported parents by offering many tools to support parents in their advocacy efforts. Parents enrolled in the Leadership Academy learned advocacy tools to use in their everyday lives. Parents were encouraged to apply their newly acquired knowledge by joining or forming an organization in their community.</p>	<p>The annual Stand for Children Day was held virtually with parents, legislators, child care providers, and advocates in California. Many parents from Marin County and across California shared their stories and met with their local officials through the event.</p> <p>Two parents who are part of the Voice of Canal worked on numerous COVID-19 health campaigns. They supported members who were impacted by COVID-19 by creating and managing a WhatsApp group to keep the members informed with updated information, providing online trainings to help members understand the effects of COVID-19, and educating them about the COVID-19 vaccine.</p>	<p>Parent advocacy efforts contributed to waiving of family fees for subsidized child care until October 2023.</p>
COMMISSION-LED OTHER ACTIVITIES OF COMMISSIONERS AND STAFF	<p>Staff and Commissioners serve on the following committees, workgroups, and boards:</p> <ul style="list-style-type: none"> - American Cancer Society Action Network - Early Childhood Funders - ECEPTS (Early Care and Education Pathways to Success) Pilot Steering Committee 		

⁵ Descriptions of progress are provided in the column of the outcome to which they most strongly relate. Content that crosses columns indicates contributions to multiple outcomes.

	<ul style="list-style-type: none"> - First 5 Association - First 5 Association Policy Committee - Guaranteed Income Steering Committee - HEAL (Healthy Eating, Active Living) - Help Me Grow Leadership Committee - Marin County Immigrant Rights and Justice Workgroup - Marin Census Complete Count Committee and 0-5 Hard to Count Subcommittee - Marin Child Care Commission Strategic Planning Committee - Marin Child Abuse Prevention Council - Marin County Community Information Exchange Workgroup - Marin County Assessment of Fair Housing Steering Committee - Marin County Board of Supervisors - Marin Health Funders - Marin County Home Visiting Collaborative - Marin Promise Partnership Steering Committee - Marin Quality Counts - Northern California Grantmakers Health Funders Group - Oral Health Access Committee - Protecting Immigrant Families (California and National) - Rise Together Early Education Committee - Rise Together Power of Nine Committee - Smoke-Free Marin
<p>COMMISSION LED MEDIA OUTREACH</p>	<p><u>Email Newsletters and Other Email Communications:</u> First 5 Marin distributes a monthly newsletter via email. The email highlights current projects, announces events (e.g., Commission meetings, Communications Forums), advertises the Kit for New Parents, and shares links to recent articles related to children and families. First 5 Marin also periodically distributes topic-specific emails. These emails are used to advertise Communication Forums, share opinion editorials, announce events (e.g., personal protective equipment distribution events), and other time-limited opportunities (e.g., community surveys). Emails are sent to approximately 2,700 subscribers.</p> <p><u>Traditional Media:</u> First 5 Marin coordinates with local news outlets (i.e., Marin Independent Journal) to publish opinion editorials and news stories that coincide with the Annual Breakfast, Communications Forums, and other events. Opinion editorials are authored by First 5 Marin Commissioners and the Executive Director as well as representatives of community partners. First 5 Marin reposts publications on Facebook, distributes publications via email, and prints publications for in-person distribution at events. The following opinion editorials and new stories were published in FY 21-22:</p> <ul style="list-style-type: none"> - Digging in on Race, Equity, Diversity and Inclusion (Opinion Editorial) - Focus on Climate Solutions Marin Can Implement in the Next Five

	<p>Years (Opinion Editorial)</p> <ul style="list-style-type: none">- Kids’ Dental Health has Slipped During COVID-19 (Opinion Editorial)- Learning Bus to Distribute Backpacks, School Supplies to Children (News Story)- Marin Funds Programs to Boost Child Care (News Story)- Now is a Great Time to Get Prepared in Case of an Emergency (Opinion Editorial)- Report: Marin Ranks 2nd in Racial Inequity, Down from 1st (News Story)- Support Child Care Providers, Ensure Quality Affordable Services (Opinion Editorial)- Universal Kindergarten Furthers Equity for County Children (Opinion Editorial) <p><u>Social Media:</u></p> <p>First 5 Marin manages and provides content to 13 Facebook pages (including 1 Spanish language Facebook page), with a combined total of over 6,500 followers. Post content varies across pages. Typical content includes a mix of information about children’s health, development and wellness; event promotion (e.g., Communications Forums); and advocacy information. Frequency of posts varies across pages, but First 5 Marin’s main page and the Communications Forum page are posted to daily.</p> <p>First 5 Marin also updated their website in FY 21-22. The website provides information about the Commission and its activities (e.g., Commission meeting agendas and minutes), links to social media pages, and information for parents (e.g., links to Help Me Grow Marin and California Parent Guide).</p>
--	---

GRASSROOTS CAPACITY BUILDING

First 5 Marin provides funding, training, technical assistance and other support to grass roots and community groups to enhance their work on behalf of children and families. Building individual and collective grassroots capacity for leading and contributing to efforts related to improving conditions for children 0-5 and their families is essential for success.

GRASSROOTS CAPACITY BUILDING

The Commission will act as a catalyst, capacity builder and convener to:

- Support grassroots leadership development focused on improving conditions for children 0-5 and their families.
- Encourage local change organizations and parent groups to advocate and act locally for the health and school readiness of all children 0-5 and their families.
- Promote adoption and implementation of best and promising practices in local settings, schools and programs.

STRATEGY AREA ACTIVITIES FOR FY 2021-2022

FUNDED PILOT PROJECT MARIN COUNTY OFFICE OF EDUCATION KINDERGARTEN READINESS	Promote adoption and implementation of best and promising practices in local settings, schools and programs.
COMMISSION LED FUNDED FLEXIBLE RESPONSE	Support community organizations and grassroots leadership development focused on improving conditions for children 0-5 and their families.
FUNDED PLANNING HELP ME GROW	Promote adoption and implementation of best and promising practices in local settings, schools, and programs. Encourage local change organizations and parent groups to advocate and act locally for the health and school readiness of all children 0-5 and their families.

PROGRESS TOWARD OUTCOMES

KEY INTERIM OUTCOMES FROM THEORY OF ACTION ⁶			
	ORGANIZATIONAL CAPACITY	NEW ADVOCATES	COLLABORATION AND ALIGNMENT
FUNDED PILOT PROJECT MARIN COUNTY OFFICE OF EDUCATION (MCOE) KINDERGARTEN READINESS	Evidence-based data exchange between preschool and transitional kindergarten (TK)/kindergarten teachers has expanded to reach more elementary school teachers in Marin County. Additional projects around the evidence-based data exchange continue to influence educators' self-awareness and practice through an anti-bias lens.	68 preschool and TK teachers, family child care providers, administrators, family advocates, and school liaisons participated in the PreK/TK/K Anti-Bias Learning Network. The Learning Network provided training and activities to promote relationship and community building through an anti-bias lens.	Partnerships between preschool teachers and TK/kindergarten teachers continue to evolve through the project. The project is building sustained and valued relationships among members of the children's education ecosystem.
COMMISSION LED FUNDED FLEXIBLE RESPONSE	First 5 Marin hosted 5 distribution events of personal protective equipment (PPE) for child care providers. Supplies included cleaning wipes, hand wipes, hand sanitizer, and face masks (child and adult sizes).		
FUNDED PLANNING HELP ME GROW	Help Me Grown (HMG) Marin participated in National HMG's Goal Concordant Learning Community. HMG staff and partners received training and support, including a small grant. This supported HMG Marin's efforts to expand and enhance work in West Marin, an underserved and difficult to reach geographic area.	Collaboration with a preschool in West Marin allowed the HMG team to pilot in-school developmental and social-emotional screenings. The pilot of in-school screenings was successful and will be scaled to all West Marin preschools beginning in Fall 2022. In addition, a successful partnership with Marin Community Clinic led to opportunities to strengthen screenings, case management, and data sharing.	

⁶ Descriptions of progress are provided in the column of the outcome to which they most strongly relate. Content that crosses columns indicates contributions to multiple outcomes.

PARTNERSHIPS FOR CHANGE – RESULT AREA 1

R1. Marin Protects and Promotes the Health and Wellbeing of All Children

For years First 5 Marin funded premiums and supported outreach to ensure children’s enrollment in available health insurance products. These efforts along with the enactment of the Affordable Care Act and State action have resulted in health coverage for nearly all children in Marin County. Current efforts reflect support for early childhood mental health and wellbeing, parenting support, and child care initiatives.

PARTNERSHIPS FOR CHANGE – R1

The Commission, acting as a convener, partner and capacity builder, supports the following activities:

- Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.
- Convene and partner with institutional leaders, funders, and community leaders from a broad spectrum of the community to work to achieve specific outcomes related to children’s health, early education and wellbeing.
- Address policy or critical resource gaps.
- Promote broad adoption of best or promising practices.
- Advance collective action and shared accountability toward achieving outcomes.

R1. STRATEGY AREA ACTIVITIES FOR FY 2021-2022

FUNDED PARTNER EARLY CHILDHOOD MENTAL HEALTH	Promote broad adoption of best or promising practices. Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.
COMMISSION-LED OTHER ACTIVITIES OF COMMISSIONERS AND STAFF	Convene and partner with institutional leaders, funders, and community leaders from a broad spectrum of the community to work to achieve specific outcomes related to children’s health, early education and wellbeing. Advance collective action and shared accountability toward achieving outcomes.

R1. PROGRESS TOWARD OUTCOMES

KEY INTERIM OUTCOMES FROM THEORY OF ACTION ⁷			
	AWARENESS	ATTITUDES OR BEHAVIORS	COLLABORATION AND ALIGNMENT
FUNDED PARTNER EARLY CHILDHOOD MENTAL HEALTH	Early Childhood Mental Health (ECMH) consultants reported an increased awareness and capacity to address issues facing their clients. They also reported greater knowledge of referral sources toward linking families to services.	88% of child care providers reported an increased ability to identify, intervene with, and support children in their care with emotional/behavioral health issues. 100% of children in preschools served by ECMH consultants were retained in their current program.	Mental health consultation was provided to 135 child care staff, serving 635 children from marginalized, low-income, and at-risk families.
COMMISSION-LED OTHER ACTIVITIES OF COMMISSIONERS AND STAFF	<p>First 5 Marin worked closely with the Marin Child Care Council to secure funds (\$525,000) from the American Rescue Plan Act to invest in 4 child care initiatives. First 5 Marin will serve as the fiscal agent for these funds and partners will operate/execute the programming. The initiatives include:</p> <ul style="list-style-type: none"> - Help Me Grow Developmental Supports and Safety-net Navigation (existing program, see above): Support additional HMG projects including development of data sharing agreements; journey mapping of family experience interacting with child-serving systems and plan to address identified system barriers; development of HMG outreach plan; and development of HMG sustainability plan. - Early Childhood Mental Health (existing program, see above): Continue to provide mental health supports to young children in child care settings. Serve additional children and/or child care sites. Provide parent education about early childhood mental health. - Child Care Initiative Project (existing program): Recruit new family child care providers. Provide training and technical for family child care providers to increase capacity for child care in Marin County. - Teacher Investment Pilot (new program): Provide stipends and other resources for participating child care workers to encourage entry, promotion, and retention in the early childhood workforce. <p>These projects will be complemented by an investment (up to \$500,000 across 2 years) from the Marin Community Foundation to support long-term child care planning for Marin County.</p>		

⁷ Descriptions of progress are provided in the column of the outcome to which they most strongly relate. Content that crosses columns indicates contributions to multiple outcomes.

PARTNERSHIPS FOR CHANGE – RESULT AREA 2

R2. Marin Children are Ready for School and Schools Are Ready for All Children

First 5 Marin is dedicated to supporting the school readiness of all children in Marin County—through access to quality early learning opportunities, support for children with social/emotional and other needs, and by working to ensure that schools are prepared to receive all children.

PARTNERSHIPS FOR CHANGE – R2

The Commission, acting as a convener, partner and capacity builder, will support the following activities:

- Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.
- Convene and partner with institutional leaders, funders, and community leaders from a broad spectrum of the community to work to achieve specific outcomes related to children’s health, early education, and wellbeing.
- Address policy or critical resource gaps.
- Promote broad adoption of best or promising practices.
- Advance collective action and shared accountability toward achieving outcomes.

R2. STRATEGY AREA ACTIVITIES FOR FY 2021-2022

<p>FUNDED PARTNER FLAGSHIP THE LEARNING BUS</p>	<p>Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.</p> <p>Promote broad adoption of best or promising practices.</p>
<p>FUNDED PARTNER DEVELOPMENTAL PLAYGROUPS NOVATO, SAN GERONIMO, CANAL</p>	<p>Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.</p> <p>Promote broad adoption of best or promising practices.</p>
<p>FUNDED PARTNER SUMMERBRIDGE SAN RAFAEL AND MARIN CITY</p>	<p>Address policy or critical resource gaps.</p> <p>Promote broad adoption of best or promising practices.</p>
<p>FUNDED PARTNER PICKLEWEED CHILD CARE CENTER</p>	<p>Address policy or critical resource gaps.</p> <p>Promote broad adoption of best or promising practices.</p>

<p>FUNDED PARTNER QUALITY COUNTS – ECE PROGRAM MANAGER</p>	<p>Provide resources that contribute to critical infrastructure for Early Childhood Education, family support, and children’s health.</p> <p>Promote broad adoption of best or promising practices.</p>
---	---

R2. PROGRESS TOWARD OUTCOMES

KEY INTERIM OUTCOMES FROM THEORY OF ACTION⁸			
	AWARENESS	ATTITUDES OR BEHAVIORS	COLLABORATION AND ALIGNMENT
<p>FUNDED PARTNER FLAGSHIP THE LEARNING BUS</p>	<p>Community resources and connections/access points were shared with families.</p>	<p>Modified outdoor services were provided to families in eight different locations across Marin County. Families learned through play, reading, socialization, and hands-on activities.</p>	<p>Aligned efforts with other community partners to support families with children 0-5 with wraparound supports.</p> <p>A grant from the California State Library allowed Marin County Free Library and the Learning Bus to join forces to enrich libraries with materials, books, resources, and programming.</p>
<p>FUNDED PARTNER DEVELOPMENTAL PLAYGROUPS NOVATO, SAN GERONIMO, CANAL</p>	<p>Parents affirmed or improved knowledge and skills related to parenting.</p>	<p>On-site mental health consultation allowed child development staff to strengthen their knowledge and skills around trauma-informed care with a focus on self-care. Families felt supported and built meaningful connections and relationships as a result of case management and weekly playgroups.</p>	<p>Organizations worked closely with other organizations to connect participating families with direct assistance. For example, North Marin Community Services worked with Marin County to ensure that marginalized communities connect with emergency and disaster services. Partnership with NUSD was deepened through</p>

⁸ Descriptions of progress are provided in the column of the outcome to which they most strongly relate. Content that crosses columns indicates contributions to multiple outcomes.

			<p>various programs including School Age Enrichment Program, School Works Initiative, and Newcomer groups. The partnership with Marin County Office of Education was strengthened through ongoing coaching, training, and other professional development opportunities.</p>
<p>FUNDED PARTNER SUMMERBRIDGE SAN RAFAEL AND MARIN CITY</p>		<p>Brief intervention connecting children with limited preschool experience to evidence-based program that consistently demonstrated success in advancing readiness for school.</p>	
<p>FUNDED PARTNER PICKLEWEED CHILD CARE CENTER</p>	<p>Community resources, connections, and access points shared with families.</p>	<p>Families supported in establishing a connection to their child’s first school.</p> <p>Children engaged in developmentally appropriate preschool experiences, including a focus on social/emotional development.</p>	<p>Program staff foster and maintain relationships with agencies vital to families and the preschool program.</p>

<p>FUNDED PARTNER QUALITY COUNTS – ECE PROGRAM MANAGER</p>	<p>Evidence-based data exchange between preschool and transitional kindergarten (TK)/kindergarten teachers expanded to reach more elementary school teachers in additional Marin County schools.</p>	<p>Data sharing shifted implicit biases that educators have about children based on race, ethnicity, home language, culture, and family. Additional projects implementing the evidence-based data exchange have been built to influence educators’ self-awareness and practice through an anti-bias lens.</p>	<p>The evidence-based data exchange meetings are an opportunity for preschool teachers to express their own expertise in a language (i.e., Desired Results Developmental Profile [DRDP]) that elementary school teachers understand and respect.</p> <p>Educators appreciate working toward shared goals with comprehensive data that informs their practice.</p>
---	--	---	---

LOOKING FORWARD: 2022-2030 STRATEGIC PLAN

First 5 Marin engaged in a year-long strategic planning process during FY 21-22. The resultant Strategic Plan was approved by Commissioners in June of 2022.

STRATEGIC PRIORITIES

The 2022-2030 Strategic Plan reaffirmed First 5 Marin’s commitment to improving the lives of young children and their families by focusing on **systems strengthening** investments, **policy and advocacy** efforts, and **time-limited direct service** programs that address immediate community needs or seed innovation. **Communication** (e.g., media) and **data and information** (e.g., evaluation, reports) strategies will continue to underpin and support Commission and partner activities.

GOALS AND OBJECTIVES

The 2022-2030 Strategic Plan defined three goals and accompanying objectives. First 5 Marin’s efforts, initiatives, and activities between 2022 and 2030 will focus on these goals and objectives.

Figure 3. First 5 Marin 2022-2030 Strategic Plan: Goals and Objectives

Goal 1: Families are connected to services and resources to optimize their child’s development.
- Parents and caregivers have knowledge of and access to timely developmental supports and services for their children.
- Supports and services for children and families are responsive to and aligned with family and child needs.
- Services and supports for children and families are comprehensive, navigable, sustainable, and equitable.
Goal 2: Children have high quality early care and education experiences that promote early development.
- Children have access to high quality and affordable child care.
- The early care and education system has a strong infrastructure and sustainable funding.
- The early care and education workforce receives supports needed to provide and sustain high quality care to children.
Goal 3: Children are physically and mentally healthy.
- Physical and mental health supports for children are accessible and equitable.
- Physical and mental health supports for children have sustainable funding.
- Early childhood professionals receive resources and training to ensure children’s optimal physical and mental health.

PROPOSED EVALUATION FRAMEWORK

An Evaluation Framework was developed to measure progress towards and outcomes associated with the 2022-2030 Strategic Plan. The Evaluation Framework outlined a multi-faceted approach to

evaluation, specifying three facets/domains to measure: Program and Initiatives, Children and Families, and Systems. The Evaluation Framework also specified three types of evaluation and evaluation data to be collected. Process data will be used to help understand whether activities and initiatives were implemented as intended. This data will also be used to identify and track expended resources. Outcome data will be used to identify and understand what did and did not change following initiatives for children, families, partnerships, and systems. Systems data will be used to help monitor the state of children and families in Marin County.

SYSTEM-WIDE DATA

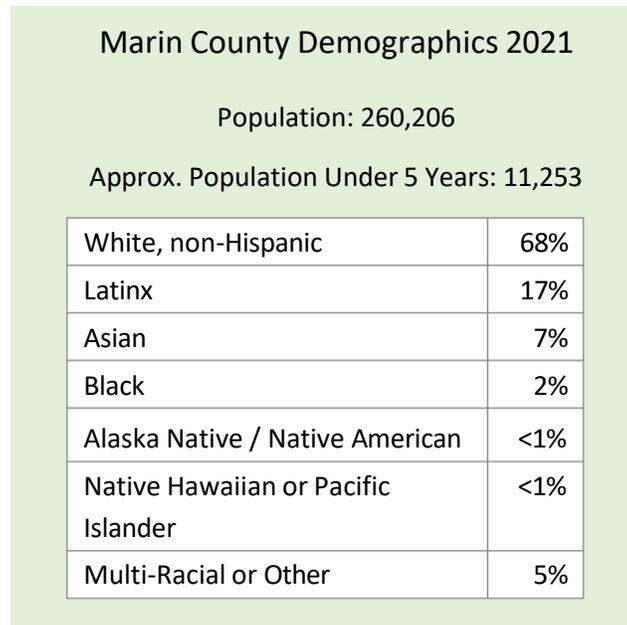
The data presented in this section include an overview of client demographics, service delivery, and financial distributions.

Reporting from partners in FY 21-22 was limited. As such the client demographics reported below are informational rather than representative of the full reach of partners in FY 21-22. Not all clients are assumed to be included in these data.

MARIN COUNTY DEMOGRAPHICS

Figure 4 presents an overview of demographic data for Marin County so that First 5 Marin’s FY 21-22 client demographic and service delivery data can be placed within a broader context.

Figure 4. Marin County Demographics⁹



⁹ Numbers are based on the 2021 American Community Survey (ACS). The population has decreased slightly compared to the 2020 ACS estimates, while the estimate of the proportion of Latinx and Multi-Racial populations have increased.

CLIENT DEMOGRAPHICS

Funded partners reported serving a total of 552 clients in FY 21-22.¹⁰

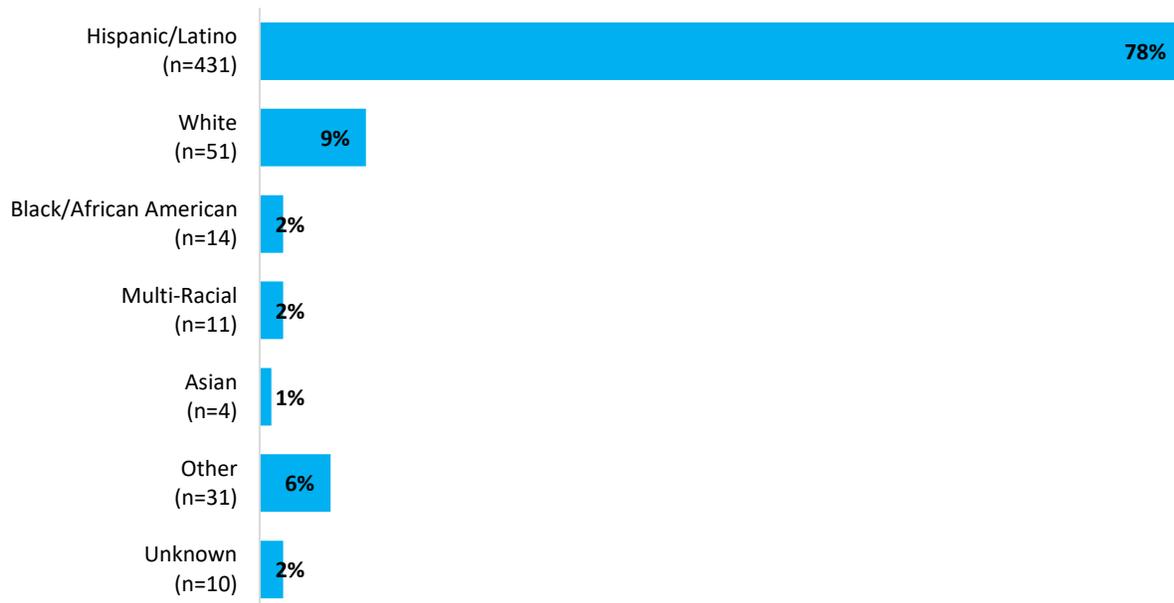
Over half of those served were parents or caregivers (57%). The percentage of children served included infants 0-3 (11%) and children ages 3-5 years (28%). There were no children whose exact ages were not reported in FY 21-22. The percent of clients served by age group is presented in **Figure 5**.

Figure 5. Total Clients Served by Client Type in FY 21-22
N=552



The total number of clients served by ethnicity is provided in **Figure 6**. The majority (78%) of clients identify as Hispanic/Latino. Fewer clients identify as White (9%), Black/African American (2%), Multi-Racial (2%), and Asian (1%). Approximately 8% identified as “Other” or ethnicity was unknown.

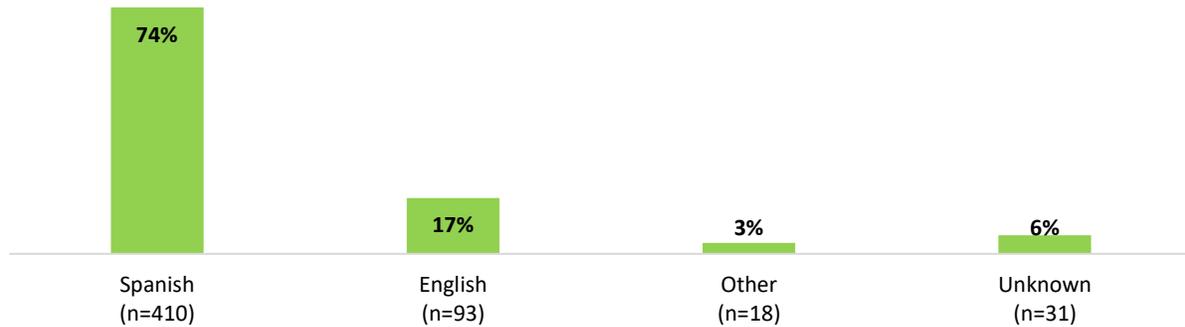
Figure 6. Total Clients Served by Ethnicity in FY 21-22
N=552



¹⁰ For reference, total clients served in FY 19-20 was 1,163 and in FY 20-21 was 929. The proportion of client ages, ethnicities, and languages remain similar across years.

The number of clients served by language is provided in **Figure 7**. Spanish is the reported primary language for nearly three in four clients (74%) and English was the primary language for majority of remaining clients (17%). Approximately 3% of clients speak a language other than Spanish or English.

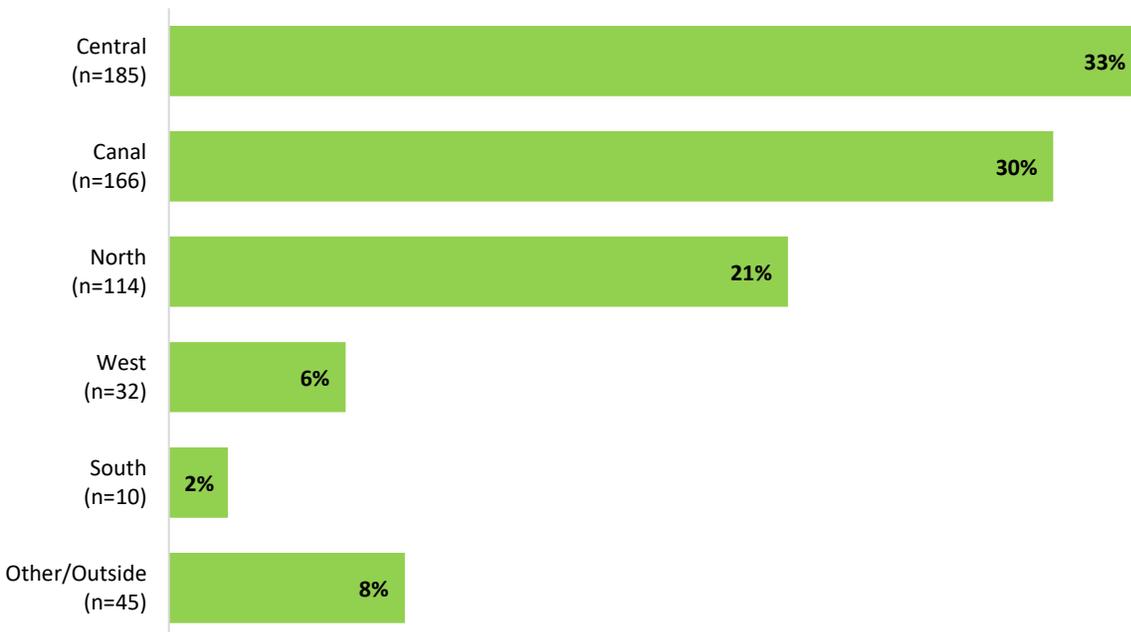
Figure 7. Total Clients Served by Language in FY 21-22
N=552



SERVICE GEOGRAPHIC DESCRIPTION

Clients served by geographic location is presented in **Figure 8**. Two-thirds of all clients received services in Central Marin (33%) or the Canal Neighborhood (30%). The remaining clients were served in North Marin (21%), West Marin (6%), or South Marin (2%). Approximately 8% of clients indicated receiving services in geographic location other than the five aforementioned locales.

Figure 8. Total Clients Served by Geographic Location in FY 21-22
N=552



FISCAL INFORMATION

Figure 9 presents the funds dispersed to projects funded as part of First 5 Marin’s Public Policy/Advocacy, Partnerships for Change, Grassroots Capacity Building, and Public Education Strategies in FY 21-22.

Table 9. Funded Projects and FY 21-22 Reimbursements

Project Name	Strategy Total	Individual Contract Total
Strategy 1. Public Policy/Advocacy	\$60,000	
Parent Voices - Marin Child Care Council		\$15,000
Other Projects		\$45,000
Strategy 2. Partnerships for Change	\$975,154	
FLAGship - Marin County Library		\$62,381.16
Developmental Playgroup - North Marin Community Services		\$30,919.67
Summerbridge San Rafael - CAM/Head Start		\$15,000
Summerbridge Marin City - CAM/Head Start		\$7,140
Developmental Playgroup - San Geronimo Community Center		\$27,447.85
Aprendiendos Juntos - Parent Services Project		\$160,053
Pickleweed Child Care Center - City of San Rafael		\$106,097.22
Kentfield Summer Bridge - Kentfield School District		\$13,000
ECE Program Manager - Marin County Office of Education		\$75,770.25
Early Childhood Mental Health - Jewish Family and Children's Services		\$86,594.57
Help Me Grow		\$165,750.00
IMPACT Match and Family Child Care Quality Work – Marin Child Care Council		\$75,000
Flexible Responses to Emerging Needs Allocation		\$150,000
Strategy 3. Capacity Building	\$140,000	
Training/Tech Assistance		\$30,000
Kindergarten Readiness – Marin County Office of Education		\$110,000
Strategy 4. Public Education	\$130,000	
Annual Event		\$10,000
Marin Communication Forum		\$50,000
Other Activities		\$70,000
Total Reimbursements FY 21-22		\$1,305,154

APPENDIX A.

GUIDING FRAMEWORKS

Since its initial strategic plan in 2004, First 5 Marin has articulated a commitment to the health and well-being of children ages 0-5 and their families in Marin County. Priorities focus on improving the overall quality and accessibility of information and services for providers, parents, families, and others involved in the systems of care supporting all children ages 0-5. Strategies often target those most marginalized in Marin County in order to “raise the floor.” Revised in 2017, Marin’s 2017-22 Strategic Plan, affirms and builds on what the Commission has learned about where it is best able to leverage its investments and influence to propel change. The following priority results and priority outcomes guide implementation, accountability, and evaluation.

PRIORITY RESULTS

1. Marin Protects and Promotes the Health and Well-Being of All Children
2. Marin Children are Ready for School and Schools Are Ready for All Children
3. Marin Values and Invests in All Children

PRIORITY OUTCOMES

1. Children have Optimal Health and Well-Being
2. Children are Ready for School
3. Public Policies Support Children

First 5 Marin has always recognized the systemic nature of its role and its work and that to achieve the desired results and outcomes, it is important to pay attention to the bigger picture of how meaningful and enduring change happens in systems. The Sustainable Community Structural Change (SCSC) framework (Figure A1) illustrates key factors (referred to as “levers”) affecting change within systems (comprised of people, organizations, and communities) and provides a description of the progression of change. It was developed during FY 08-09 as part of the pre-work for the Strategic Planning process¹¹ and was based on extensive literature and the guiding values, operating principles, and the implicit and explicit intentions of First 5 Marin. Its applicability to the work of First 5 Marin was tested and validated through interviews, focus groups, and qualitative analysis of funded partners’ reports. The following working definition of Sustainable Community Structural Change emerged:¹²

Human and community service systems include multiple organizations that may or may not be connected to one another. Meaningful sustainable change within these systems requires:

¹¹ Originally titled the Sustainable Community System Change model, it was renamed in 2012 after reflection and acknowledgment that the framework was designed to change the rules and practices that create and sustain systems and thus worked at a deeper structural level.

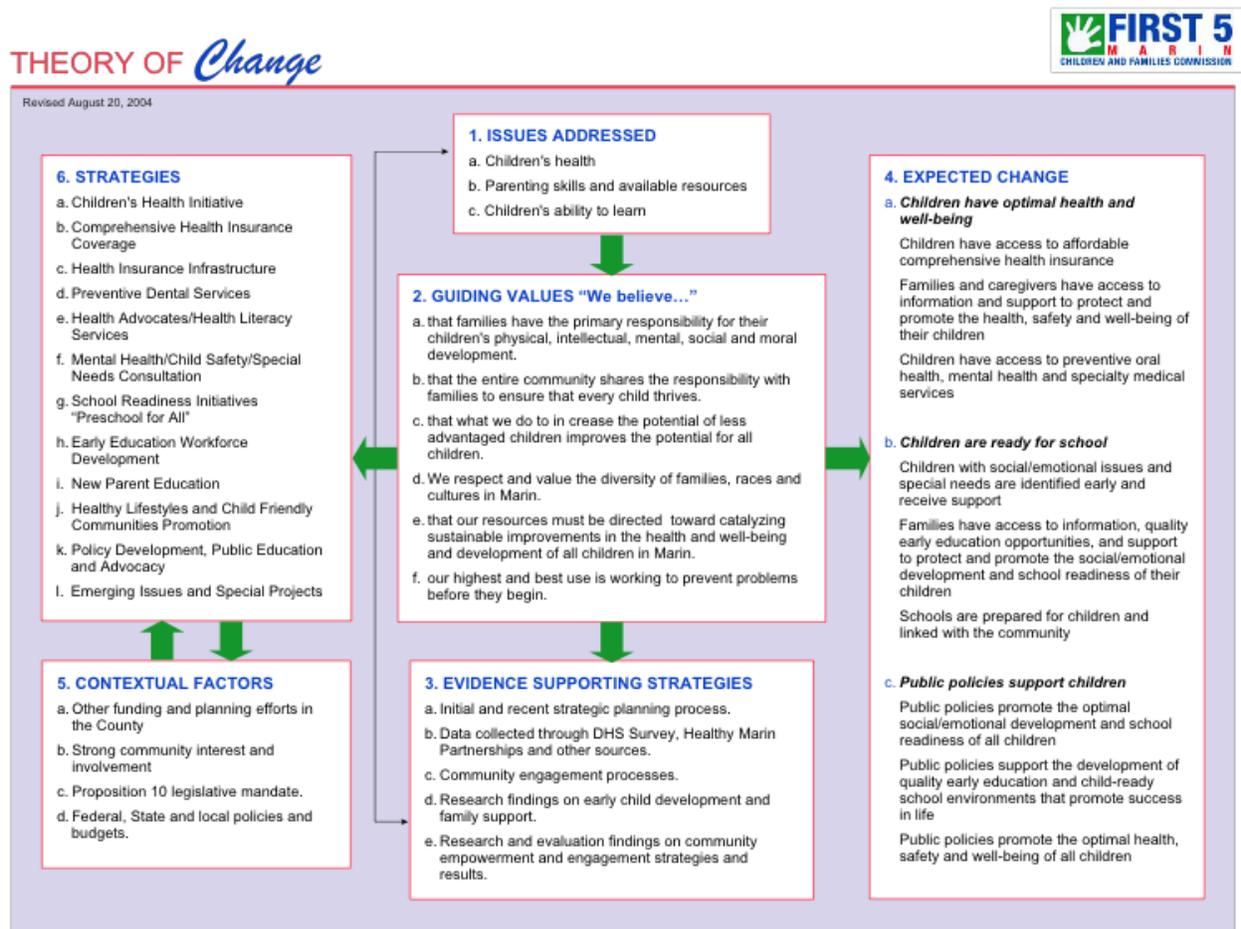
¹² Sustainable Community Structural Change, First 5 Marin, jdcPartnerships 2008.

- A clear and shared vision of overall purpose and related goals
- Intentional fostering of linkages and relationships
- Organizations working in concert—leveraging resources to build knowledge, partnership, and processes

First 5 Marin’s Theory of Change (**Figure A1**) describes desired public education, advocacy and public policy outcomes and connects those with the strategies and values used to inform First 5 Marin’s grantmaking and capacity building efforts intended to contribute to those outcomes. Specific types of activities and initiatives and how they connect with First 5 Marin’s strategies are illustrated in The Implementation Framework (**Figure A3**) and additional thinking about how the Implementation Framework anticipates the role of the Commission is described in the Theory of Action (**Figure A2**).

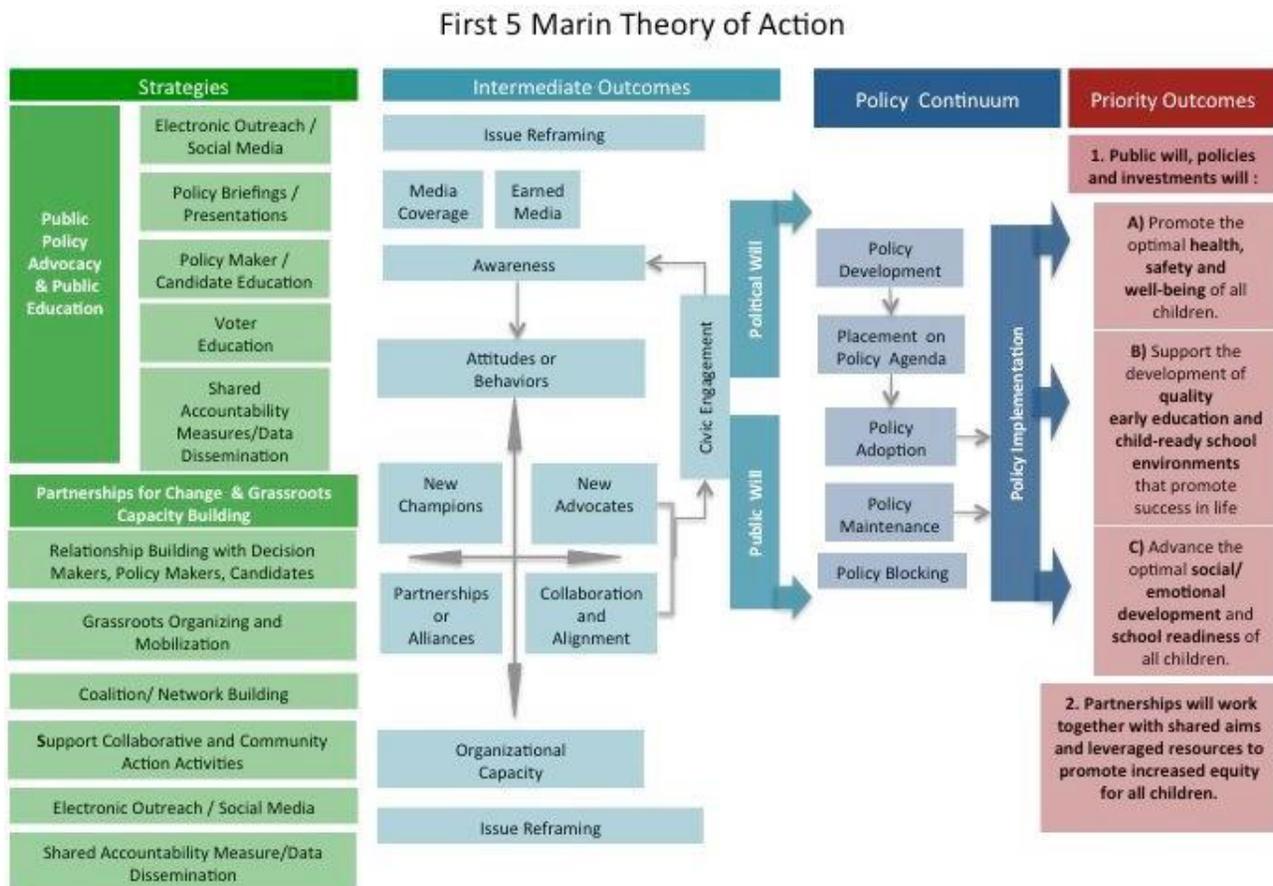
These three figures provide slightly different perspectives on how the work First 5 Marin supports fits together to make progress on priority results in a manner in line with its values and guiding principles.

Figure A1. Theory of Change



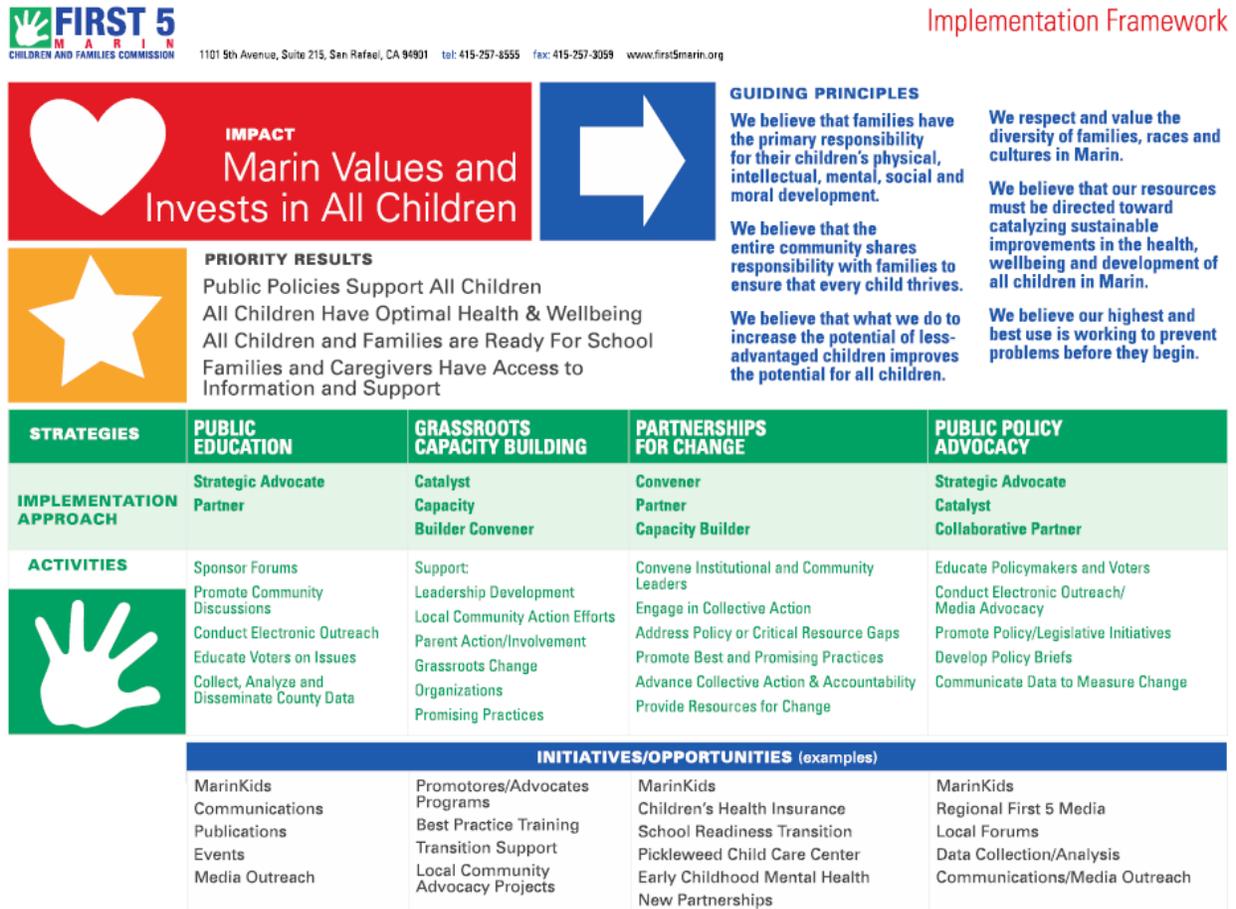
In FY 11-12 First 5 Marin articulated the strategic focus of the Commission’s leadership and resources to build and support institutional and grassroots policy and advocacy infrastructures¹³. While Figure A4 describes the stages and levers of change for structural change, writ-large, **Figure A2** explicitly identifies the role of First 5 Marin in advancing this change. Adopted in FY 11-12 as part of First 5 Marin’s strategic planning, this theory of action makes explicit the actions that F5M will engage in to influence policy and partnerships that promote sustained changes in children’s access to affordable health care, opportunity for success in school, and lives lived in families and communities that provide for their optimal health, safety, and well-being.

Figure A2. First 5 Marin Theory of Action



¹³ http://first5marin.org/pdfs/strategic_plan/F5M_StrategicPlan2012Summary_FINAL.pdf

Figure A3. Implementation Framework



Complementing the Implementation Framework is a Sustainable Community Structural Change (SCSC) model developed during FY 08-09 as part of the pre-work for the Strategic Planning process.¹⁴ SCSC was developed based on extensive literature and the guiding values, operating principles, and the implicit and explicit intentions of First 5 Marin to support the development of a more integrated, inclusive, and adaptive system of services and support for children ages 0-5 (Marin Values and Invests in All Children).

The SCSC framework describes key factors (referred to as “levers”) affecting change within systems (comprised of people, organizations, and communities). Its applicability to the work of First 5 Marin was tested and validated through interviews, focus groups, and qualitative analysis of funded partners’ reports.

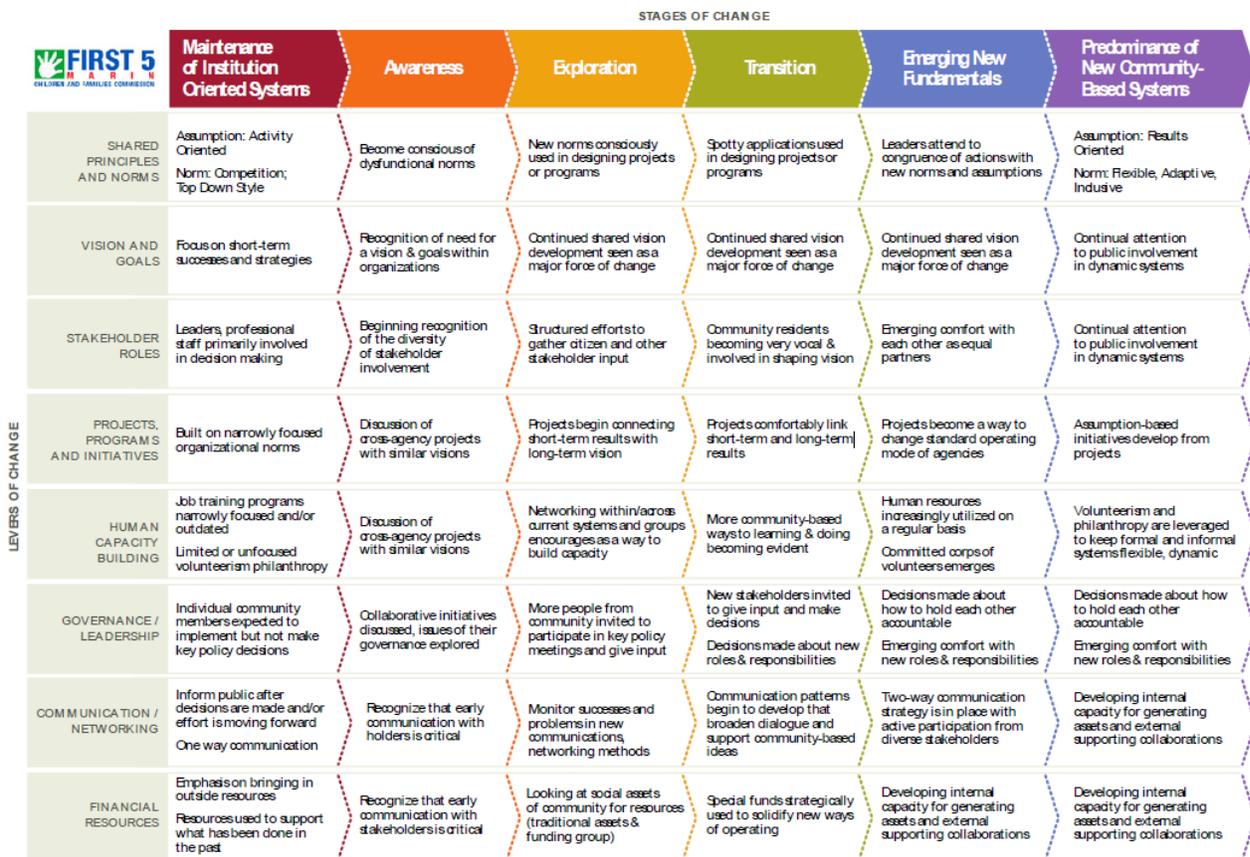
¹⁴ Originally titled the Sustainable Community System Change model, it was renamed in 2012 after reflection and acknowledgment that the framework was designed to change the rules and practices that create and sustain systems and thus worked at a deeper structural level.

Figure A4 below is a graphical application of the SCSC framework referenced in later sections of this report to visualize the status of various efforts. Additionally, a working definition of Sustainable Community Structural Change emerged:¹⁵

Human and community service systems include multiple organizations that may or may not be connected to one another. Meaningful sustainable change within these systems requires:

- A clear and shared vision of overall purpose and related goals
- Intentional fostering of linkages and relationships
- Organizations working in concert—leveraging resources to build knowledge, partnership, and processes

Figure A4. Sustainable Community Structural Change Model – Stages and Levers of Change: The Continuum



Based on "Using a Systems Change Approach to Building Communities" by Beverly Parsons, InSites, Boulder Co.

¹⁵ Sustainable Community Structural Change, First 5 Marin, jdcPartnerships 2008.

DATA SOURCES

Quantitative and qualitative data sources were reviewed in compiling this report. The following is a summary of the purpose and the information provided by each data source:

- **Data from Persimmony** — Funded providers enter client demographic information, service unit data, and outcome measures (if available) into First 5 Marin’s electronic data management system, Persimmony. FY 21-22 Persimmony data was compiled, cleaned, and analyzed for inclusion in this report.
- **Annual Narrative Reports** — Funded providers submitted Annual Narrative Reports at the end of FY 21-22. The report includes each funded providers responses to narrative questions focused on project progress towards objectives and performance measures — as well as highlights and challenges. Funded providers also provide information about aligning strategies, outcomes, and changes to the system.
- **Information Solicited from First 5 Marin Staff** – First 5 Marin staff provided additional information about staff and Commission activities including, but not limited to, First 5 Marin events (e.g., Annual Breakfast), Commissioner and staff activities, and media outreach efforts.

APPENDIX B.

FUNDED PARTNER HIGHLIGHT PAGES

Aprendiendo Juntos – Learning Together

Parents and Children Learning Together

Aprendiendo Juntos (“Learning Together”) provides child development services to young children without access to preschool, and education services for parents through a free, drop-in weekly playgroup for families in the Canal Neighborhood in Marin County. The playgroup includes developmentally appropriate parent/child activities in English and Spanish and parent programming in coordination with a group of parent advisors. We continued partnering with local government agencies, service providers, and volunteers to connect families to resources, such as nutrition and early literacy support.



Aprendiendo Juntos has been funded by First 5 Marin since 2010.

Highlights

This year we launched a new playgroup in partnership with the Bolinas Community Center. It has been well attended and fills a need that the community center was not able to provide on their own.

- 62 Aprendido Juntos families were engaged in weekly developmentally appropriate playgroups, including bilingual socialization and learning opportunities for children and families.
- 10 Baby Gym families were engaged in weekly developmentally appropriate playgroups, including bilingual socialization and learning opportunities for children and families.
- In both groups,
 - 100% of parents indicated improvement in their children's readiness for school.
 - 100% of parents reported building knowledge and skills related to parenting and their children's development.
 - 100% of parents reported an increased connection with their child(ren).

Learning & Influence

All Parent Services Project programs are centered around family engagement and community leadership. We believe families’ engagement and leadership creates social change and equity for all, and as a result, all children develop to their fullest potential. By staying true to our mission and collaborating with parents, we transform systems and policies to equitably support children and families.

Additionally, we developed anti-racist SMARTER goals and adopted an equity statement to ensure Aprendiendo Juntos operates within an equity framework. We also aim to have a 50% BIPOC Board and a minimum of 75% bicultural staff. These intentional practices improve the types of services offered and their delivery, and in turn, positively impact families overall.

Learning Together Across Organizations

Organizational capacity was stretched to the limit during the pandemic. Organizations had to work more creatively and collaboratively to meet the ongoing community needs.

In partnership with the San Geronimo Valley Community Center, we co-created the county-wide playgroup collaborative and merged funding to support one full-time playgroup coordinator to serve Pt Reyes, Bolinas and San Geronimo Valley. This collaborative model will improve alignment, communication, marketing, and outreach with families across playgroups and partner organizations, and will reduce duplication of efforts in the various regions of West Marin.

The Marin County Free Library (MCFL) has been another critical partner for Parent Services Project (PSP) this year. In addition to partnering with the library through our tech-equity (Impact Technology) and early literacy (Raising A Reader) programs, the PSP central office is now a “community hub” thanks to the generous support of the MCFL.

Early Childhood Mental Health Consultation (ECMH)

Retaining Children in Child Care Settings

Jewish Family and Children's Services' (JFCS) Early Childhood Mental Health Program (ECMH) works closely with its partners to provide comprehensive services and support to underserved children 0-5 and their families through an active system of referral and case management.

Child care providers and families are provided with consultation support inclusion of children with social, emotional, or behavioral concerns in natural settings.



ECMH has been funded by First 5 Marin since 2006.

Highlights

ECMH continues to meet the mental health needs of Marin County's most vulnerable young children and their families. Over the last year, 135 child care staff were provided with mental health technical assistance, who serve a total of 635 children (ages 0-5) from marginalized, low-income, and at-risk families. This support included early childhood mental health consultations in subsidized preschools/child care settings and consultations to Home Visitors at the Early Head Start program. Feedback in response to ECMH's work included:

- 88% of child care providers receiving ECMH consultation reported increased ability to identify and support children in their care with emotional/behavioral health issues.
- 100% of children in preschools served by ECMH consultants were retained in their current program.

Learning & Influence

The ECMH consultation model recognizes that parents' and other caregivers' mental health and stress levels must be addressed as part of supporting a child. This year, we reaffirmed that the child's healthy development is reliant upon the caregivers' health and well-being.

One of our greatest contributions in 2021-22 was to remain consistent for the sites we serve as they experienced a variety of transitions due to the pandemic, staff burnout, and unprecedented staff turnover. We adapted to the changes while maintaining the structure of our ECMH model. We engaged the whole system and identified places where we could inform positive, supportive change for the health and well-being of site staff, families, and children.

Reaffirming Models for Integrative Child and Family Health

JFCS' Early Childhood Mental Health program uses a holistic and trauma-informed approach to mental health services that embraces diversity and strives for equitable systems. We work directly within a child's support network to address each child's challenges, consult with caregivers on day-to-day interventions, and connect families who are under stress with the resources they need to ensure their child's healthy development. As a result of this multi-faceted approach, we were able to meet or exceed our goals for the fiscal year.

Because our program relies on relationships with care providers and parents, our success can also be attributed to our continued consistency and reliability when working with community partners. For example, our capacity to quickly pivot when many classrooms were closed during the COVID-19 shutdown—and to think creatively as to how to continue to provide services to our community when they needed it most—demonstrates that even during times of crisis, we are a constant and supportive presence that is adaptive to the needs of the children, families, staff, community, and programs we serve.

First 5 IMPACT

Supporting Providers

In collaboration with Marin Child Care Council (MC3), Marin Quality Counts has provided high quality professional development, coaching, technical assistance and training, as well as professional growth advising to more than 360 early child care and education providers in Marin County. Teachers, Family Care Providers, and center-based Program Directors are improving their practices, engaging with each other in learning cohorts and partnerships, and meeting high standards.



First 5 IMPACT has been funded by First 5 Marin since 2012.

Highlights

PLAYGROUPS: This year, we resumed to in-person playgroups that allowed parents and caregivers to safely connect with one another and staff. Parents who attended playgroup received information about what children learned while engaged in play; why messy/wet play is important; how children interacted socially; and how parents/caregivers can support learning from home. Parents were given backpacks with activities (books/materials/recipes) for use until the following playgroup.

COACHING: We held monthly cohort meetings of the Spanish language FCC coaching using a hybrid model (i.e., virtual and in-person). These meetings offer coaching opportunities to licensed family child care providers and included topics on social-emotional wellness. By the end of the year, we provided \$1000 participant stipends for 18 licensed family child care providers and 3 centers.

Learning & Influence

We continue to support the development of young children by empowering parents and child care providers through coaching (one-on-one and group learning), trainings and playgroups. These educational opportunities equip parents and child care providers with the skills to positively nurture the children in their care.

Many families we serve experience various barriers that prevent families from accessing needed services. By continuously sharing resources and information, many parents have successfully connected to other community agencies/resources. Keeping lines of communication open (phone/text/email and in person) has been crucial.

Finally, MC3 is involved in multiple policy and systems discussions, groups, and initiatives regarding the multitude of issues that parents and providers face. Within this initiative (Quality Care), we have been keeping abreast of the state workgroup that is currently making recommendations for improvements to the state systems of QRIS and subsidized provider payments. We recognize the need to make these systems more equitable and participate in whatever means we can to lend our voice and viewpoint to the conversation. In the coming year(s), we will be participating in a local (MCF-led) leadership group looking at the state of ECE in the County and what needs to happen in order for the system to be viable.

Impact on Providers

Many Family Child Care and infant/toddler center-based programs became involved in quality improvement efforts. The IMPACT match dollars enabled us to serve providers who otherwise would not have participated. With this funding, we have offered coaching, workshops, and monthly peer groups.

A center director noted, "Coaching has made a big impact on how the teachers interact with the infants and toddlers in our program. The coaching is giving them more guidance in teaching and understanding the development of the infants and toddlers".

A Teacher noted, "We appreciate all of the support and detailed breakdown of what we talked about each day so we can reflect on the daily observations and grow as ECE educators."

First 5 Marin funding supported provider participation and meaningful incentives for providers' work. We hope this contribution will continue in upcoming years.

FLAGship – Families Learning and Growing

Bringing Literacy and Community Health Information to Isolated Communities

This project is a traveling preschool and library offering parents, families, and daycare providers school readiness activities, and community health and resource information. The FLAGship project (Learning Bus) is particularly vital for providing family literacy and health education to isolated families and daycare providers in rural communities.



FLAGship has been funded by First 5 Marin since 2001.

Highlights

During the global pandemic in 2021, we adjusted program activities to safely and efficiently provide services to our community. As a result, we learned that early learning and literacy services were of utmost importance, particularly during a time when families were mostly isolated, and children were at risk of learning loss due to school and children’s centers’ closures.

In the summer of 2021, the Learning Bus returned to a weekly schedule programming, offering modified outdoor services in 8 different locations: Novato, San Rafael, Canal, Marin City, San Geronimo, Point Reyes, Bolinas, and Tomales. By shifting our services to outdoors, we kept families as safe as possible while providing a time to come together and learn through play, reading, socialization, and hands-on activities. Our outdoor services were very successful, and families were grateful to finally have an in-person visit from Learning Bus and teachers.

Learning & Influence

Centering families and their needs are essential to the success of our work and its impact on the community. We understand that when we serve young children, it is necessary to serve the whole family, including other young children, older siblings, and the adults in their lives. In doing family-centered work, we see our community impacted in these ways: increased family engagement and empowerment, supports for children’s learning and healthy development, families connected to wraparound community services that address their individual needs, and welcoming spaces for children and families to bring joy and wellbeing to their lives.

These outcomes are important for the community as they mitigate disparities and hardship families experience, such as lack access to affordable housing, child care and/or early childhood education. Many families are isolated and lack transportation, and do not have internet services or access to educational tools and information about community resources. When we lead with intention and prioritize listening to our families and community, we receive meaningful insight from our community to offer equitable, impactful, welcoming, and accessible services.

Strengthened Partnerships

Marin County Free Library and the Learning Bus were awarded a grant from the California State Library to support Early Education, families, and the community. With this grant, we leveraged existing partnerships to enrich our physical spaces in libraries and in the community with materials, books, and resources. We also administered child and parent educational programming, and community workshops.

The Learning Bus and Marin County Free Library strive to actively collaborate with our community partners to provide dynamic services where they are needed most. We know that strong relationships with our community partners lead to better understanding of each other’s work; and therefore, we are able to refer families and offer wraparound services that are purposeful, accessible, and impactful.

Help Me Grow Marin

Supporting Parent Advocates

Help Me Grow Marin connects parents, caregivers, and providers with information and resources about early childhood development. Families are able to learn about community resources and tools to support their child's development as well as their families' needs. Providers who work with children and families can also access resources such as screening tools, referral recommendations, resources, and care coordination assistance through Help Me Grow Marin.

Help Me Grow has been funded by First 5 Marin since 2019.

Highlights

LEARNING COMMUNITY: Being chosen to participate in National HMG's Goal Concordant Learning Community not only provided a small sum of money to support the work but is providing training, support, and data collection for our community partners as well as HMG staff. This is an area of focus for HMG Marin in West Marin for 2022-2023, and the Learning Community kicked the work from planning to implementation.

SCREENINGS: Developmental and social-emotional screening was piloted with a partnership between HMG Marin and Shoreline Acres preschool in 2021-2022. This helped HMG Marin flush out the day-to-day details so improvement strategies could be put into place for developmental and social-emotional screening to be provided at all the West Marin Preschools (79 children) in October/November 2022.

Learning & Influence

Over the past six months, HMG Marin has had more calls from providers and parents focused on children's behavior and self-control. In addition, HMG Marin has identified several families whose young children were flagged with developmental concerns but were not linked to services. Parents who have worked with HMG have affirmed how helpful it has been to talk with someone about their concerns and be connected with services for their children. Post-COVID, families, providers, and physicians alike are more concerned with children's abilities to self-regulate, problem solve, interact with peers, etc. All of these learnings have affirmed the importance of supporting the optimal development of young children.

Built on Partnerships

HMG Marin's partnerships have evolved in the last year with:

- Wes Marin Kindergarten Readiness Team
- Coastal Health
- Marin Community Clinics
- North Marin Community Services
- Marin Child Care Council

These partnerships have allowed for new projects and services including case management, developmental and behavioral health screening, staff development opportunities, and special trainings for ECE providers. Going forward, these evolving relationships will strengthen current systems and refine policies and procedures within the Marin Community.

Kentfield Kinder Readiness Program

Supporting Families & Children’s Readiness for School

Help Me Grow Marin connects parents, caregivers, and providers with information and resources about early childhood development. Families are able to learn about community resources and tools to support their child’s development as well as their families’ needs. Providers who work with children and families can also access resources such as screening tools, referral recommendations, resources, and care coordination assistance through Help Me Grow Marin.

Kentfield Kinder Readiness Program has been funded by First 5 Marin since .

Highlights

The Kinder Readiness program operated on the Bacich campus in August 2021 and experiences various notable successes. First, the program was implemented by various agencies, which allowed these agencies to strengthen their relationships with community-based organizations, such as Marin Enrichment and Larkspur Recreation. Second, children participating in the program were given a campus tour of their future school to increase their sense of belonging to a new school and positively impact their social-emotional learning. Lastly, parents/guardians were provided with opportunities to make initial connections with families within their child’s grade level for long-lasting friendships.

Learning & Influence

We believe that creating opportunities for students to access their future campus and teachers/staff as they matriculate into the TK-12 system will support the optimal development of young children because it offers initial connection and a sense of belonging. This allows children to be open and connected with their schools so that they are more ready to learn and grow as a young student.

Families want to be a part of the system. They are putting faith in our school teams to support their children and they want to be leaned on and provided chances to connect with other families within the system to help build strong communities. Through these forms of early start programs, families feel an immediate connection to their school and feel cared for and are open to asking for help or clarity when needed.

Interconnected System

We believe this program works because it is a true partnership between agencies with a common goal of supporting our children/youth. Having offerings for incoming students on their future school campus with staff they will be working with are essential components of making this program a quality opportunity for children.

We are an interconnected system – and by moving from siloed agencies to connected communities, we will strengthen the support we offer children, families, and our staff. Through modeling these forms of supports and demonstrating an ongoing commitment to services that increase access to all, especially more marginalized families, we will transform policies, systems and how we work together.

Marin County Office of Education (MCOE)

Kindergarten Readiness

Kindergarten Readiness ensures that families are engaged in their child's early education experience from their earliest years through kindergarten. The project requires families to share the following information about their child with the preschool teacher: the elementary school the child will attend, name of the new teacher, and consent to share DRDP (Desired Results Developmental Profile) data with the new teacher. The project also strongly encourages families to join data exchange meetings as these efforts strengthen the connections between the two school systems and supports the new relationship between families and elementary school teachers.

Kindergarten Readiness has been funded by First 5 Marin since 2021.

Highlights

Data exchange between Preschool and TK or K teachers has expanded to include additional elementary school teachers in Marin County districts. In 2019- 2020, 70 preschool children's DRDP and anecdotal data was shared by their PreK teacher (and family) with their new TK or K teachers. By this fall, we will facilitate the data exchange for more than 200 children this fall.

We have surpassed our expectations in terms of the number of children served, and educators involved. It is extremely important to us that this project impacts the implicit bias that educators have about children based on race, ethnicity, home language and culture, family. We have witnessed bias shifts as data is shared and have built additional projects around the evidence based data exchange that influence educators self-awareness and practice through an anti-bias lens. Our focus is on creating anti-bias educators as they grow through reflection, discovery, self-awareness. This project, our commitment to it, and the sincere efforts of the educators in our community are the reason that the project "works".

Learning & Influence

We must attend to safe and supportive relationships between the adults, to seeing and consciously intervening (act) on the implicit bias that can undermine the trajectory of a child's success, and to investing in emotionally healthy learning environments in which all children thrive. This includes a focus on self-awareness, reflective practice and engagement in the community/eco-system around each young child.

Including Marin Quality Counts in the National Head Start to Kindergarten study has drawn attention to the importance of using evidence-based and anecdotal data to support relationship building between educators and the child's families to support children's transition from child care/preschool to TK/Kindergarten. Embedding this practice into the elementary school system will help to ensure that this practice is inclusive of all children and families.

Significant Shifts and Significant Learning

Use of the DRDP is mandated for State and Head Start programs. However, gathering DRDP data can be time-consuming for preschool teachers. In addition to requesting access to the Parent Summary which is the data shared with the new elementary school teacher, preschool teachers are asked to include parent perspective in the anecdotal data. Creating the data packets, connecting with parents for their permission and their anecdotal data, is an additional time consuming burden.

To minimize this burden, we shifted data collection to occur before the end of the school year when all of the information is fresh and access to families is relatively easy. We are also asking elementary school teachers to invite students' families to the data exchange meeting as the data is shared between the preschool and elementary school teachers in the fall. This shift in data collection will encourage preschool teachers to collect the necessary data and increase family participation.

North Marin Community Services

Supporting Families and Children's Readiness for School

North Marin Community Services (NMCS) provides families, youth, and adults with access to comprehensive services, such as Developmental Playgroup, food pantry, rental assistance, subsidized child care, Promotores program, or counseling. NMCS partners with the school district, individual schools, and service providers to reach families who are isolated and not connected to any particular groups.



North Marin Community Services (previously Novato School Readiness) has been funded by First 5 Marin since 2005.

Highlights

PLAYGROUP: This year we continued to provide developmentally appropriate learning experiences with parents through a hybrid format both online and in-person. The playgroup educator and bilingual case manager worked closely with parents to strengthen their understanding of their child's development, capabilities, and needs across all domains.

CASE MANAGEMENT: Our bilingual case manager screened all families for basic needs support and connected one family, whose child was experiencing developmental delays, to Help Me Grow for additional resources. We remained connected to a family who relocated during the school year and continued providing them with materials to encourage their participation in the virtual playgroup. NMCS' staff commitment (playgroup educator and bilingual case manager, in particular) to delivering comprehensive services and relationship building through case management and weekly playgroups allow families to feel supported.

Learning & Influence

This year, NMCS maintained a strong focus on educator compensation and support with an understanding that child care workers' low wages are tied to historic systems of inequity and government underfunding. When teachers feel supported in their work and are adequately compensated, programs are better able to recruit and retain qualified teachers. As a result, child care workers can provide care that is responsive, consistent, and high quality. We continued to identify opportunities that will address staff needs and advocate for system-level change that will strengthen our workforce. Over the last 5 years, NMCS has raised our minimum wage by 53% with child development staff receiving an average 10% increase during the 21-22 fiscal year. In addition, teachers were eligible for up to \$2500 in COVID bonus pay for working onsite in classrooms throughout the pandemic/shelter-in-place. This has allowed us to maintain a stable teaching team to support our children and families who continue to navigate the challenges of the pandemic.

Partnerships to Transform and Shift Systems

One of NMCS' core values is Collaboration and Teamwork. We define this as "We are better together. We foster partnerships in order to utilize each other's strengths and perspectives, generate and share new ideas, and use available resources to best serve the community." Below reflects how our partnerships have evolved this year.

County of Marin | As the lead to the Novato Community Response Team, NMCS serves in a lead role with the County of Marin to ensure marginalized communities connect with emergency and disaster services.

Novato Unified School District (NUSD) | Our NUSD partnership continues to deepen through our School Age Enrichment Program, school based mental health services, School Works Initiative, Newcomer groups, Promotores presentations, and case management partnerships through bilingual school liaisons.

Marin County of Education (MCOE) | Our partnership with MCOE was strengthened through ongoing coaching, Teaching Pyramid training, and the variety of professional development opportunities offered that served as spaces for reflective practice, teamwork, and inter- and intra-agency support.

Parent Voices

Supporting Parent Advocates

Marin Child Care Council (MC3) and Parent Voices Marin train parents to become leaders and engage existing parent leaders to advocate for quality, affordable, and accessible child care in Marin County. Parents gain skills in organizing other parents and provide community leadership. Parent Voices chapter meetings continue to keep parent leaders engaged and invested in the program.



Parent Voices has been funded by First 5 Marin since 2012.

Highlights

PARENT LEADERS: Two parents are part of the Voice of Canal, a coalition of resident leaders and Latino immigrants from the San Rafael’s Canal neighborhood, who come together to identify challenges facing the Canal community. During the pandemic, this group supported community members during the COVID-19 pandemic. The group: created Covid-19 health campaigns; managed a WhatsApp group to keep members informed; provided online trainings to help members understand the effects of Covid-19; and educated members about the vaccine.

STAND FOR CHILDREN DAY: Our annual Stand for children day, our most important event of the year, a day of awareness and advocacy for parents, legislators, child care providers, and advocates in California was held virtually. It focused on our Campaigns priorities for the year including extending the family fee waivers, increasing provider wages, making more mental health support available to students in schools, implementing Universal Pre-K, and adding additional child care subsidy slots that meet families’ needs.

Learning & Influence

Parent Voices had another successful year despite ongoing Covid-19 effects. In 2021, Parent Voices advocated in support of Assembly bill 92 The Affordable Child Care Family Fees Act, which would temporarily waive family fees through October 31, 2023 and revise the family fee schedule to not exceed 1% of a family’s monthly income. Advocacy efforts included letters of support and testimonials from parents at state hearings. One Parent Leader led the campaign and shared her family story of how she benefited from the waiver and used the extra funds to enroll in a community college. Her and other members’ efforts made it possible for family waivers to be extended for another year. The waivers will make child care more affordable for families that are still recovering from the impacts of the pandemic.

Parents Advocating Together

Parent Voices offers many tools for Parent to use and be successful. Parents participated in a Leadership Academy where they learned advocacy tools to use in their everyday lives. At the conclusion of the academy parents are encouraged to get engaged and put their knowledge in action by joining or forming organization in their community.

A parent leader joined the SafetyNet for all coalition, which is formed by more than 120 organizations all over California to advocate for Assembly Bill 2847 which would fund unemployment benefits for excluded workers.

Another parent saw that need for support for ESL parents in navigating the process of college preparation, she formed a support group for parents in her daughter high school called “Familias en Accion” (Families in Action) where parents get help in preparing their children for college, filling out applications and understanding college requirements.