



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.

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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	Public policies promote the optimal social/emotional development and school readiness of all children. Public policies support the development of quality early education and child-ready school environments that promote success in life. Public policies promote the optimal health, safety, and well-being of all children. Public policies and partnerships increase equity of opportunity for all children.	Children have access to affordable comprehensive health insurance. Children have access to preventive oral health, mental health, and specialty medical services.	Children have access to quality early education opportunities. Children with social/emotional issues and special needs are identified early and receive support. Schools are prepared for children and linked with the community.	Families and caregivers have access to information and support to protect and promote the health, safety, and wellbeing of their children. 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.

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 Luminaire 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
COMMISSION LED FIRST 5 MARIN ANNUAL BREAKFAST	<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>
COMMISSION LED COMMUNICATIONS FORUMS	<p>First 5 Marin hosted 9 Communications Forums 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>
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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>
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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

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

FUNDED PARTNER QUALITY COUNTS – ECE PROGRAM MANAGER	<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>
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R2. PROGRESS TOWARD OUTCOMES

KEY INTERIM OUTCOMES FROM THEORY OF ACTION ⁸			
	AWARENESS	ATTITUDES OR BEHAVIORS	COLLABORATION AND ALIGNMENT
FUNDED PARTNER FLAGSHIP THE LEARNING BUS	<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>
FUNDED PARTNER DEVELOPMENTAL PLAYGROUPS NOVATO, SAN GERONIMO, CANAL	<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.

			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.
FUNDED PARTNER SUMMERBRIDGE SAN RAFAEL AND MARIN CITY		Brief intervention connecting children with limited preschool experience to evidence-based program that consistently demonstrated success in advancing readiness for school.	
FUNDED PARTNER PICKLEWEED CHILD CARE CENTER	Community resources, connections, and access points shared with families.	Families supported in establishing a connection to their child's first school. Children engaged in developmentally appropriate preschool experiences, including a focus on social/emotional development.	Program staff foster and maintain relationships with agencies vital to families and the preschool program.

<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>
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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

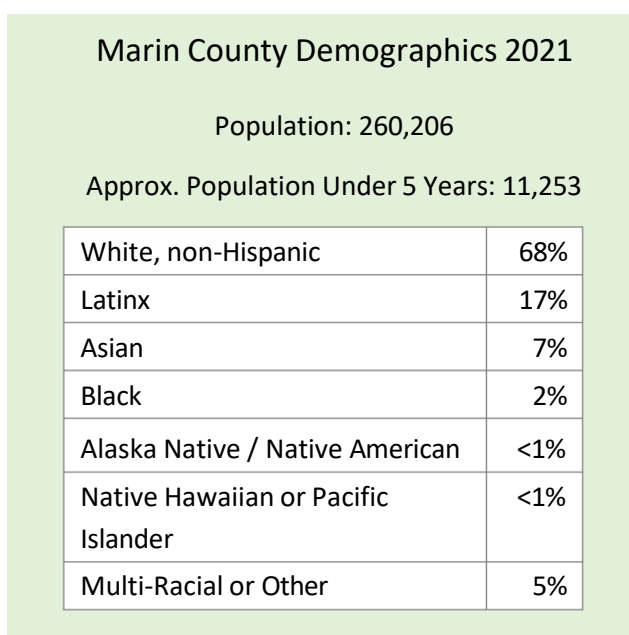
The data presented in this section include an overview of client demographics, service delivery, and financial distributions.

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



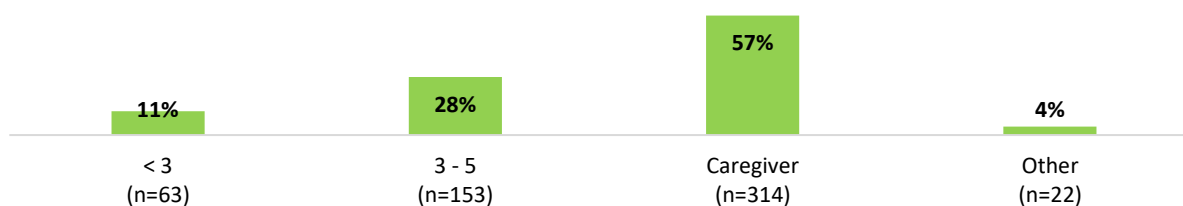
⁹ Numbers are based on the 2021 American Community Survey (ACS). The population has decreased slightly compared to the 2020 ACS estimates, while the estimate of the proportion of Latinx and Multi-Racial populations have increased.

CLIENT DEMOGRAPHICS

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

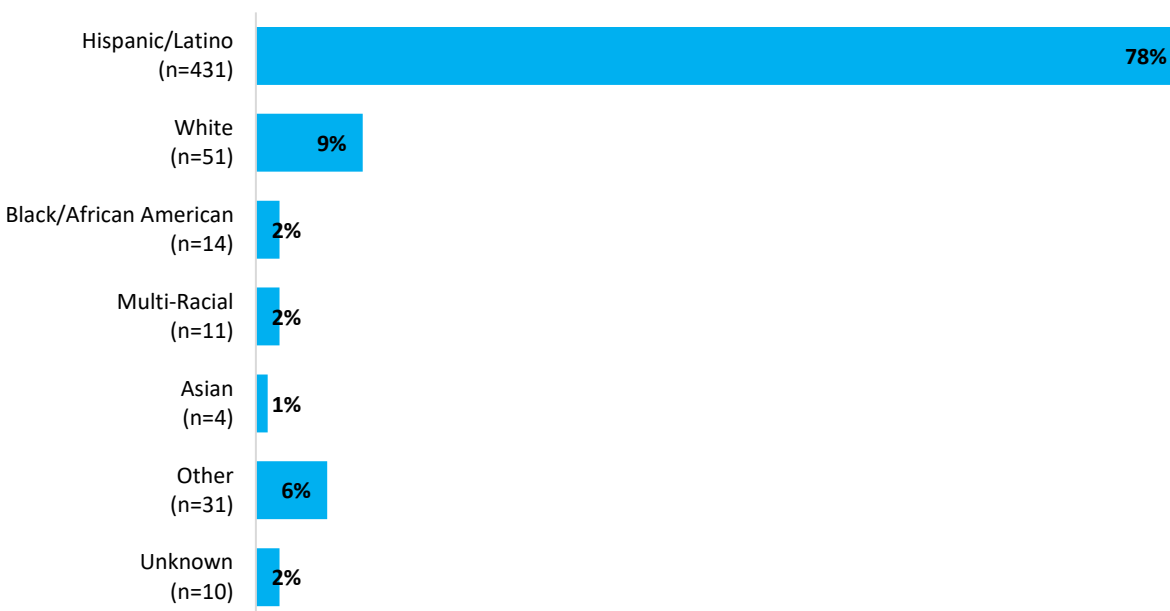
Over half of those served were parents or caregivers (57%). The percentage of children served included infants 0-3 (11%) and children ages 3-5 years (28%). There were no children whose exact ages were not reported in FY 21-22. The percent of clients served by age group is presented in **Figure 5**.

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.

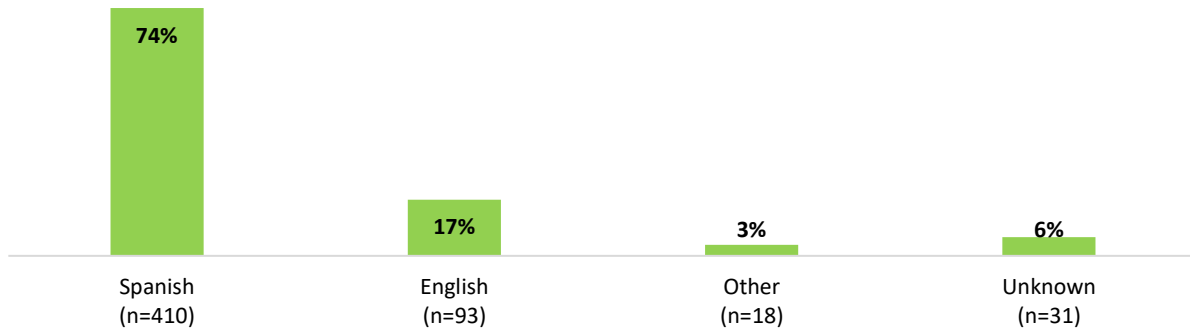
Figure 6. Total Clients Served by Ethnicity in FY 21-22
N=552



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.

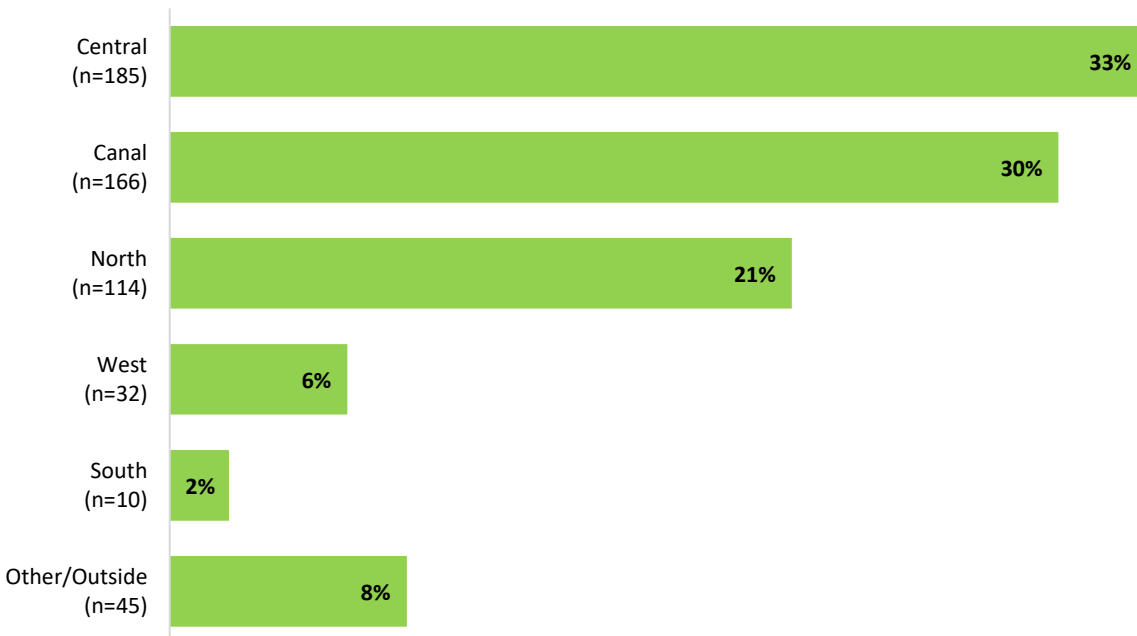
Figure 7. Total Clients Served by Language in FY 21-22
N=552



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.

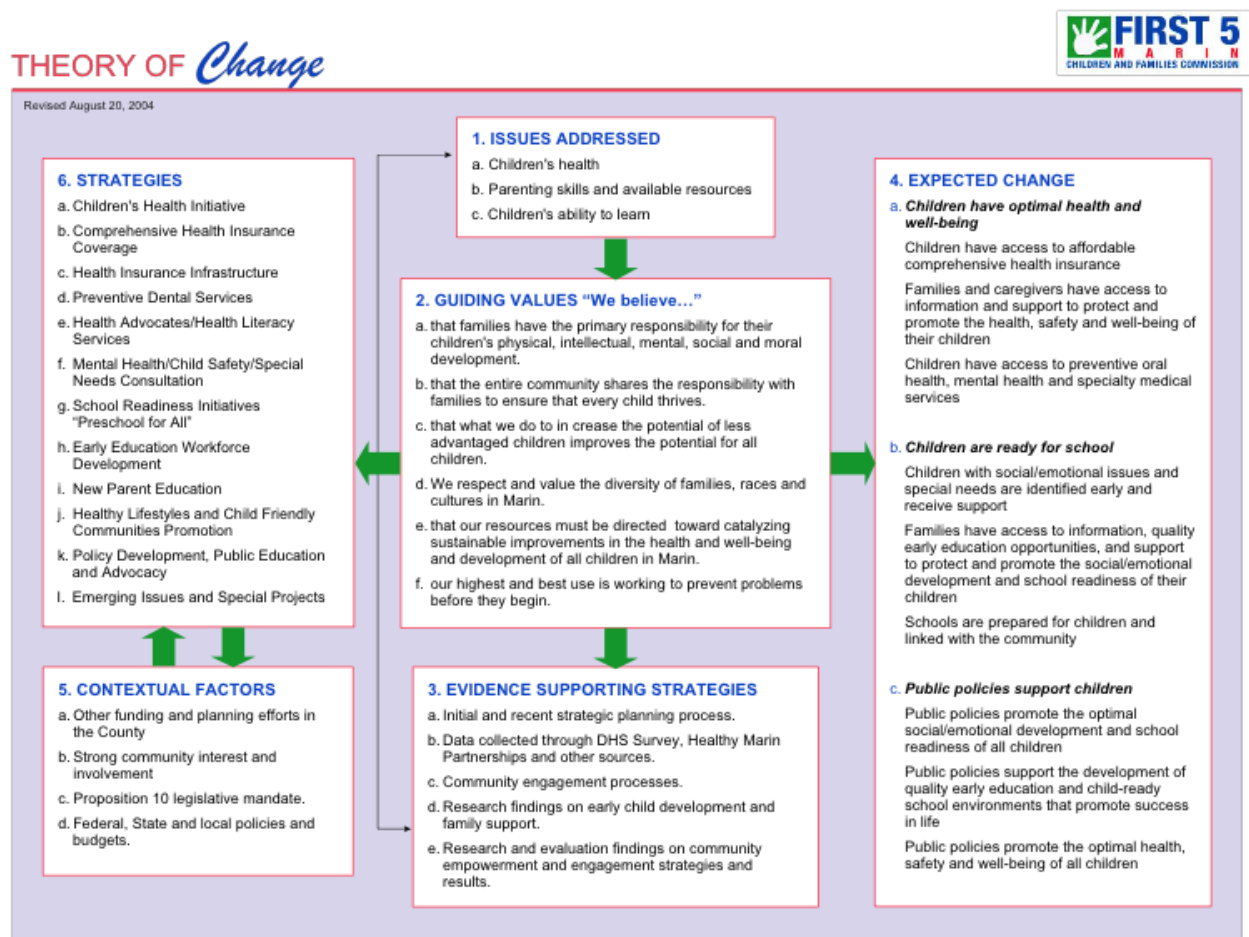
¹² Sustainable Community Structural Change, First 5 Marin, jdcPartnerships 2008.

- 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**).

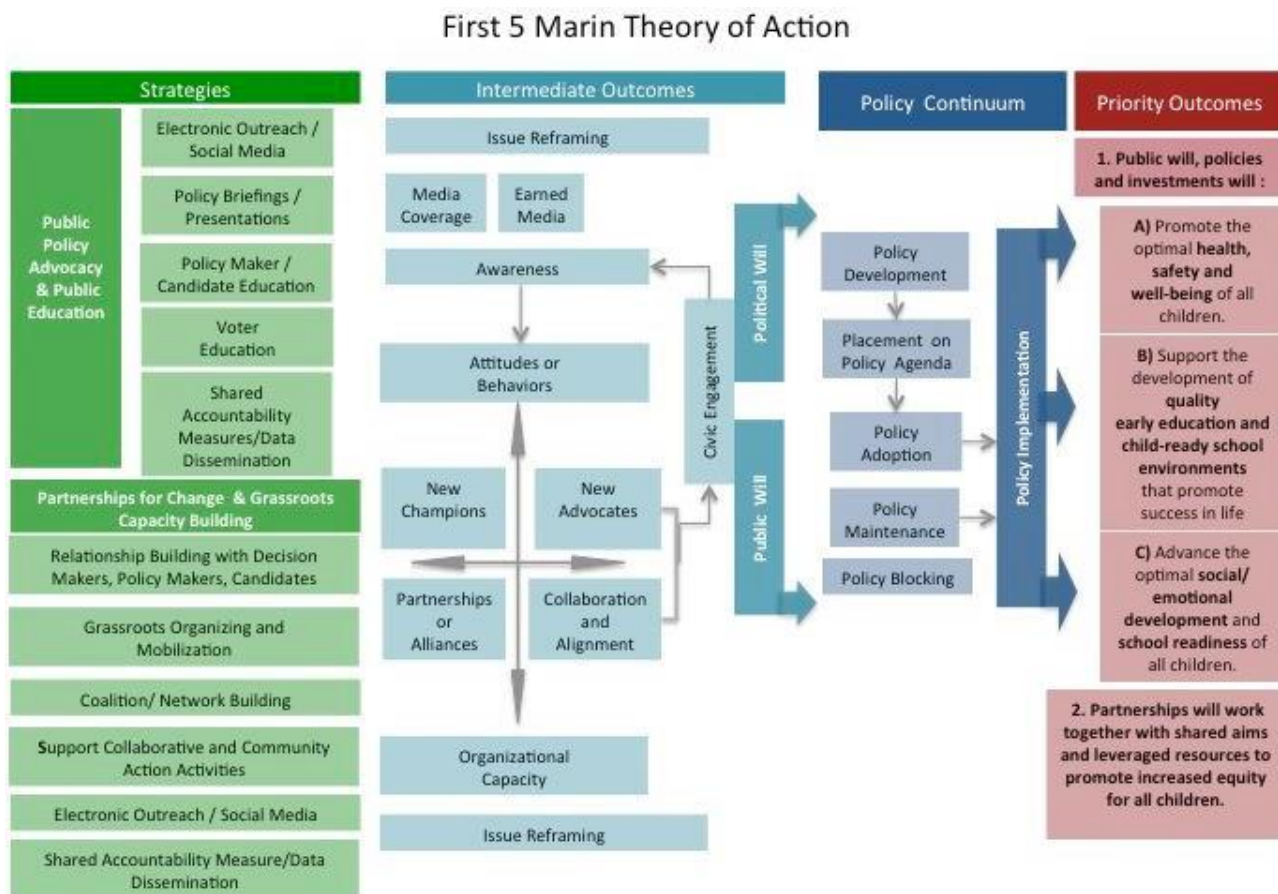
These three figures provide slightly different perspectives on how the work First 5 Marin supports fits together to make progress on priority results in a manner in line with its values and guiding principles.

Figure A1. Theory of Change



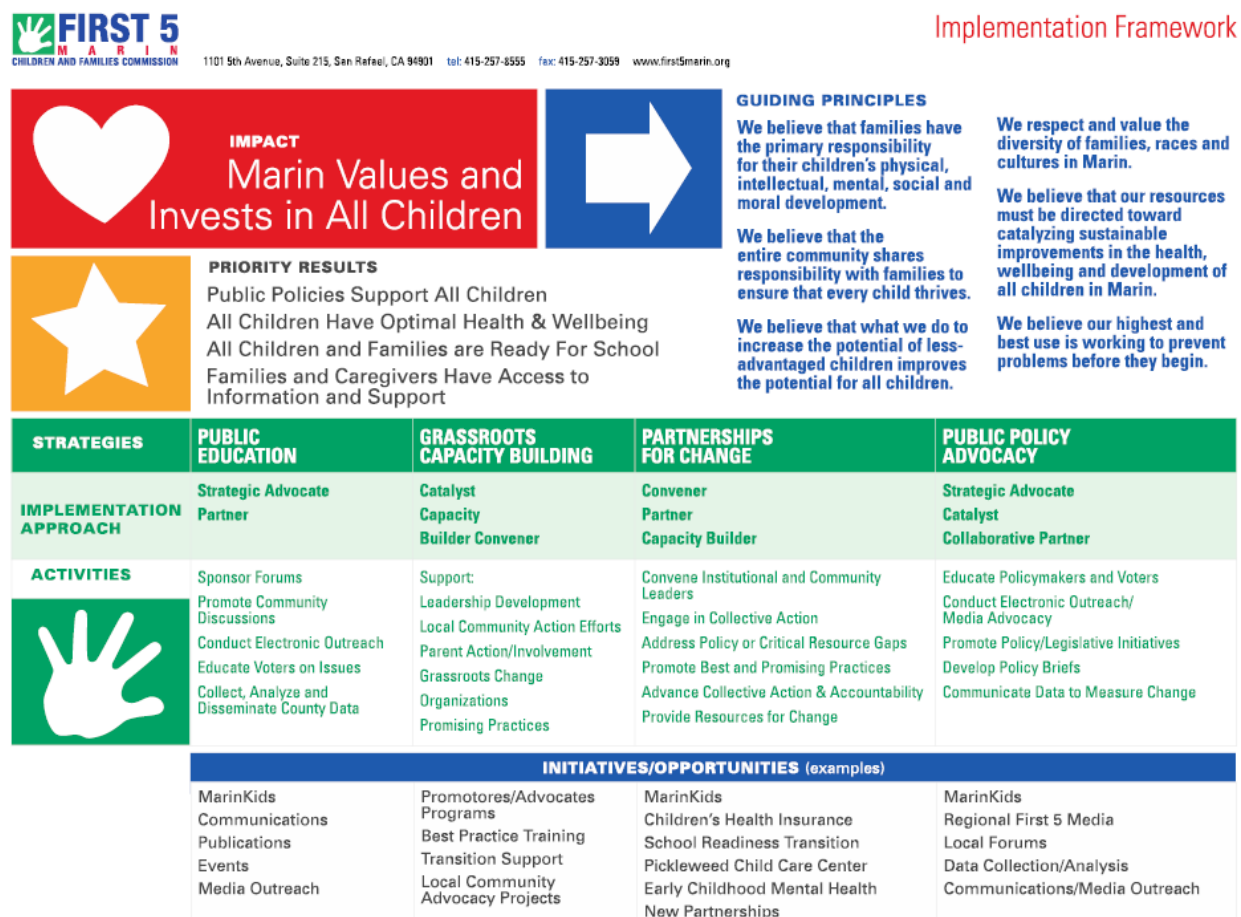
In FY 11-12 First 5 Marin articulated the strategic focus of the Commission's leadership and resources to build and support institutional and grassroots policy and advocacy infrastructures¹³. While Figure A4 describes the stages and levers of change for structural change, writ-large, **Figure A2** explicitly 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.

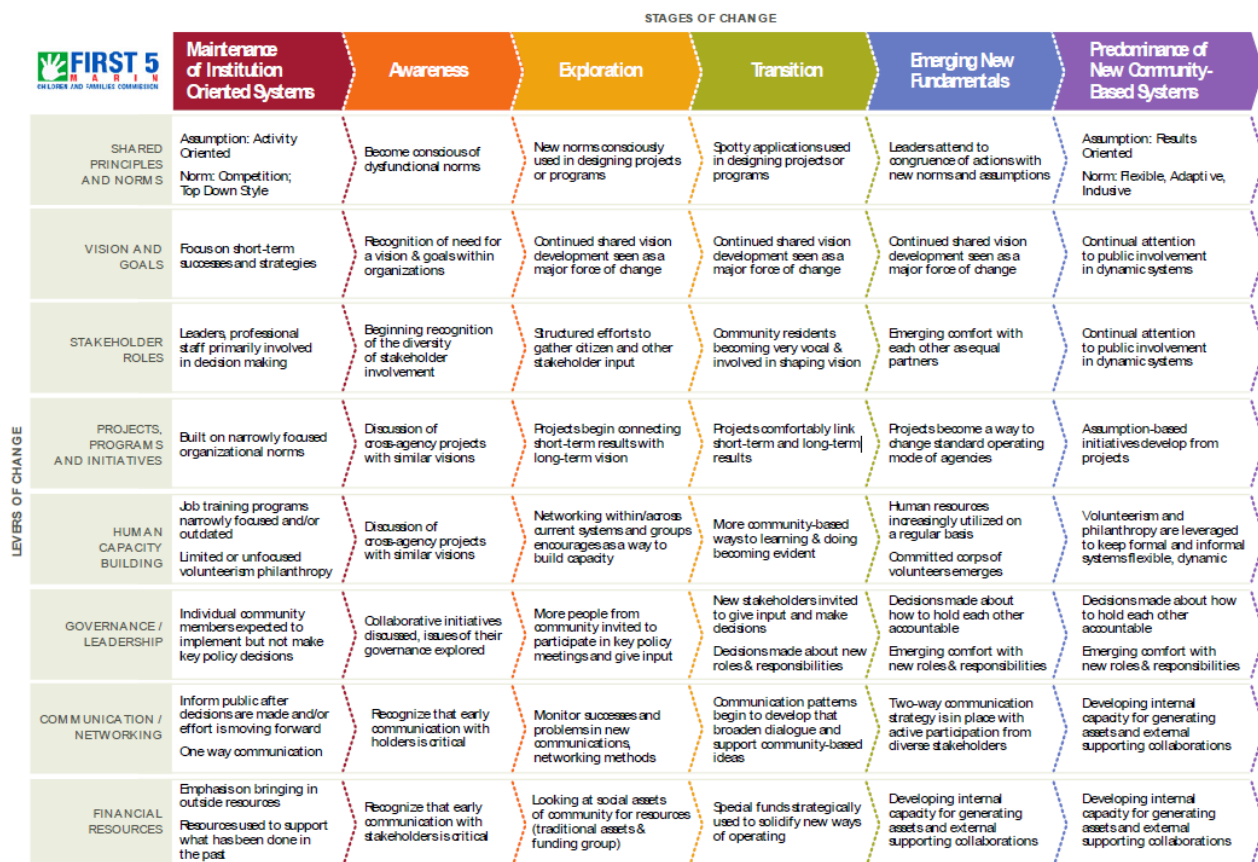
¹⁴ Originally titled the Sustainable Community System Change model, it was renamed in 2012 after reflection and acknowledgment that the framework was designed to change the rules and practices that create and sustain systems and thus worked at a deeper structural level.

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, InSitu, 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 SMARTE 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.