

First 5 Monterey County

2012-13 Funded Partner Survey Data Book

Prepared
July 2013

Prepared for



Prepared by

harder+company
community research

Table of contents

Background.....	2
F5MC Funded Agencies	2
2012-13 Survey Respondent Characteristics	4
Essential Characteristics.....	5
Culturally & Linguistically Appropriate Services	5
Community-Based Services	10
Family-Centered Services	18
Flexible Hours	21
Coordinated Services	24
Inter-Agency Relationships.....	29
Ranked Interaction Characteristics	35
Changes in Interactions	38
Satisfaction with Inter-Agency Relationships	39
Financial Support.....	40
Policy Advocacy.....	42
Evaluation Capacity.....	47
F5MC Staff and Commission.....	49
Interactions with Staff	53
Satisfaction with F5MC	54
Satisfaction with Creating Change	55
Satisfaction with Commission	56

Background

F5MC Funded Agencies

Agency Name	Fiscal Year					
	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Action Council					✓	✓
Alegria Child Development Center				✓		
Alisal Union School District	✓	✓	✓	✓	✓	✓
Avance Special Needs Project	✓	✓	✓			
CARES	✓	✓	✓	✓		
North Monterey County Unified School District - Castro Plaza Family Resource Center	✓	✓	✓	✓	✓	✓
CDI – King City Migrant Center					✓	✓
Centro Binacional para el Desarrollo Indígena Oaxaqueño	✓	✓	✓	✓	✓	✓
Community Action Partnership (CAPSLO)						✓
Community Foundation of Monterey County	✓	✓	✓	✓		
Community Oral Health Services	✓	✓	✓	✓		
Dads in Action MCOE	✓	✓	✓	✓	✓	✓
Door to Hope - MCSTART	✓	✓	✓	✓	✓	✓
Early Developmental Services			✓	✓	✓	
Easter Seals Central California	✓	✓	✓	✓	✓	✓
Family Connections at Cabrillo Family Resource Center	✓	✓	✓	✓	✓	✓
Go Kids, Inc.			✓		✓	✓
Go Kids: Apoyando a los Niños				✓	✓	✓
Gonzales Unified School District						✓
Greenfield Union School District						✓
Hartnell Child Development Center			✓	✓		
Hartnell Community College – New CARES					✓	✓
Hartnell Community College Foundation						✓
Interactive Parenting Media - Childhood Matters	✓	✓	✓	✓		
King City Family Resource Center	✓	✓	✓	✓	✓	✓
Kinship Center			✓	✓	✓	✓
McCourt and Calvo CARES Consultants					✓	✓
Mexican American Opportunity Foundation			✓	✓	✓	✓
Monterey County Behavioral Health	✓	✓	✓	✓	✓	✓
Monterey County Health Department – Teen Parenting Program					✓	✓
Monterey Peninsula College Child Development Center			✓	✓		
Monterey Peninsula College – New CARES					✓	✓
Monterey Peninsula College Foundation					✓	✓
Pajaro Valley Prevention and Student Assistance, Inc. (PVPSA)					✓	✓
Pajaro Valley Unified School District	✓	✓	✓	✓	✓	✓
Probation Department – Child Advocate Program	✓	✓	✓	✓	✓	✓
Radio Bilingüe	✓	✓	✓			
Salinas Adult School	✓	✓	✓	✓		
Salinas Public Library	✓	✓			✓	✓
Soledad Adult School	✓	✓	✓	✓	✓	✓
United Way of Monterey County 211	✓	✓	✓	✓		
Totals	21	21	26	25	26	29

Notes:

- The tables in this data book present agency-level responses by averaging the responses within each agency. When viewing the agency-level tables, be sure to take note of the total “n” for each question – in some cases it can be quite low due to high numbers who reported “don’t know” or “not applicable” responses.
- Multi-year comparisons are provided in cases where survey questions were the same across multiple years. In cases where no comparisons are provided, the questions were either modified or new.
- Where applicable, tables are ordered from highest to lowest percentages of responses for FY 2012-13.
- The bullet points following the FY 2012-13 tables describe differences in the responses of line staff and management (executive directors and program coordinators) for FY 2012-13.

2012-13 Survey Respondent Characteristics

Agency Name	Number of Respondents	Respondent Position		
		Executive Director	Program Coordinator	Line Staff
Action Council	1	✓		
Alisal Union School District	3	✓	✓	✓
Centro Binacional para el Desarrollo Indígena Oaxaqueño	1	✓		
CDI - King City Migrant Center	1			✓
Community Action Partnership – (CAPSLO)	2		✓✓	
Dads in Action MCOE	2		✓	✓
Door to Hope – MCSTART	2	✓	✓	
Easter Seals Central California	2		✓	✓
Family Connections at Cabrillo Family Resource Center	2	✓		✓
Go Kids, Inc.	2	✓	✓	
Go Kids: Apoyando a los Niños	3		✓✓	✓
Gonzales Unified School District	1	✓		
Greenfield Union School District	1		✓	
Hartnell Community College – New CARES	2		✓✓	
Hartnell Community College Foundation	1		✓	
King City Family Resource Center	3		✓✓	✓
Kinship Center	3	✓	✓	✓
McCourt and Calvo CARES Consultants	1	✓		
Mexican American Opportunity Foundation	3		✓	✓✓
Monterey County Behavioral Health	2		✓	✓
Monterey County Health Department-Teen Parenting Program	1			✓
Monterey County Probation Department	2		✓	✓
Monterey Peninsula College (New CARES)	2		✓	✓
Monterey Peninsula College Foundation	1	✓		
North Monterey County Unified School District - Castro Plaza Family Resource Center	3	✓	✓	✓
Pajaro Valley Prevention and Student Assistance, Inc. (PVPSA)	2	✓	✓	
Pajaro Valley Unified School District	2		✓	✓
Salinas Public Library	2		✓	✓
Soledad Adult School	2		✓	✓
Totals (26 Agencies)	55	12	25	18

Essential Characteristics

Culturally & Linguistically Appropriate Services

Services by language

Services by Language, Years 1-6

Year	Service Type	n	Percent of Agencies					
			English	Spanish	Mixteco	Triqui	Other	N/A
2007-08	Enrollment/intake	20	85	95	15	20	-	-
	Primary program activities	20	90	90	15	15	5	-
	Referrals	20	90	100	20	25	5	-
	Advocacy	20	85	95	15	20	5	-
	Follow-up	20	90	95	10	10	-	-
	Other service	20	60	65	5	5	5	-
2008-09	Enrollment/intake	20	90	100	20	15	5	5
	Primary program activities	20	90	100	10	5	-	-
	Referrals	20	95	100	15	15	5	-
	Advocacy	20	85	95	10	10	-	-
	Follow-up	20	90	100	15	15	-	-
	Other service	20	50	55	5	-	-	-
2009-10	Enrollment/intake	26	88	92	15	8	8	-
	Primary program activities	25	92	92	8	4	4	4
	Referrals	26	92	92	23	12	4	4
	Advocacy	26	92	92	15	8	4	4
	Follow-up	25	96	100	8	8	4	-
	Other service	11	82	82	9	18	9	9
2010-11	Enrollment/intake	24	96	96	4	4	-	-
	Primary program activities	26	96	96	8	8	4	-
	Referrals	26	96	96	12	8	4	-
	Advocacy	24	96	96	4	4	-	-
	Follow-up	26	96	96	8	8	4	-
	Other service	13	77	92	15	8	-	-
2011-12	Enrollment/intake	25	96	96	8	4	8	-
	Primary program activities	26	96	96	12	8	4	-
	Referrals	25	96	96	12	4	4	-
	Advocacy	24	100	100	4	4	4	-
	Follow-up	26	96	92	8	4	4	-
	Other service	15	93	100	20	13	13	7
2012-13	Enrollment/intake	29	93	90	7	3	-	7
	Primary program activities	29	90	90	7	3	-	3
	Referrals	29	93	93	3	3	-	7
	Advocacy	29	93	83	7	7	3	7
	Follow-up	29	93	90	3	3	-	10
	Other service	29	31	27	-	-	-	7

- Management and line staff responses were similar.

Race/ethnicity of staff

Race/Ethnicity of Staff, Years 2-6

Year	Position	n	Percent of Agencies						
			Latino	Indigenous	White	African American	Asian	Pacific Islander	Other*
2008-09	Executive Director	20	40	15	50	-	-	-	
	Program Coordinators	20	55	5	50	-	5	-	
	Line Staff	20	85	20	40	5	20	5	
	Volunteers	20	60	35	40	20	20	10	
2009-10	Executive Director	26	27	8	73	-	4	-	-
	Program Coordinators	25	60	4	56	4	-	4	-
	Line Staff	26	96	8	54	8	19	15	8
	Volunteers	16	94	31	50	19	31	19	6
2010-11	Executive Director	26	38	4	65	-	8	-	4
	Program Coordinators	26	46	4	75	-	8	-	-
	Line Staff	26	96	12	50	12	19	23	4
	Volunteers	17	94	6	59	29	29	24	12
2011-12	Executive Director	25	44	8	56	-	4	-	-
	Program Coordinators	26	54	4	42	12	-	-	8
	Line Staff	25	96	4	48	12	12	16	4
	Volunteers	16	88	19	50	13	6	13	25
	Other*	10	70	20	30	-	-	-	-
2012-13	Executive Director	29	52	3	41	-	7	-	-
	Program Coordinators	29	51	3	35	3	7	3	3
	Line Staff	29	93	3	35	10	10	-	3
	Volunteers	29	52	10	24	7	7	3	3
	Other*	29	17	-	3	-	3	-	-

*Other includes interpreter and translator.

- Overall, management and line staff responses were similar.

Bilingual services

Bilingual Services Provided by Staff, 2007-08

Position	<i>n</i>	Percent of Agencies
Full time funded program staff	20	95
Part time funded program staff	16	88
Full time non-funded agency staff	16	94
Part time non-funded agency staff	14	86
Volunteers	16	94

Languages spoken by staff

Languages Spoken by Program Staff, Years 3-6

Year	Position	<i>n</i>	Percent of Agencies				
			English	Spanish	Mixteco	Triqui	Other*
2009-10	Executive Director	26	100	42	4	-	-
	Program Coordinators	26	100	65	4	-	-
	Line Staff	26	96	100	8	8	15
	Volunteers	23	74	83	17	13	13
	Other	3	100	100	33	33	-
2010-11	Executive Director	26	100	42	4	-	4
	Program Coordinators	26	100	67	-	-	8
	Line Staff	26	96	100	8	4	4
	Volunteers	19	95	95	21	11	16
	Other	3	100	67	33	-	-
2011-12	Executive Director	24	100	54	4	-	-
	Program Coordinators	25	100	64	-	-	12
	Line Staff	25	96	96	4	4	24
	Volunteers	16	94	94	-	6	13
	Other	11	73	82	18	-	-
2012-13	Executive Director	29	86	55	3	-	-
	Program Coordinators	29	86	66	3	-	10
	Line Staff	29	96	100	-	3	3
	Volunteers	29	41	52	3	7	-
	Other	29	-	24	7	-	-

- Management and line staff responses were similar.
- When there is a language barrier between the staff and client agencies reported accessing translation service, connecting with a partner agency to work with the client, and directing client to a language line.

Activities to promote cultural competency

Frequency of Activities Conducted by Agencies, Year 4-6

Year	Activities	n	Percent of Agencies		
			Never	Rarely	Often
2010-11	Outreach or marketing to specific populations	26	-	19	81
	Sponsor cultural competency trainings for program staff	26	8	46	46
	Sponsor training for program staff on gathering and incorporating client input in program design and/or implementation	26	8	38	54
	Other	5	20	-	80
2011-12	Outreach or marketing to specific populations	26	-	4	96
	Sponsor cultural competency trainings for program staff	25	-	24	76
	Sponsor training for program staff on gathering and incorporating client input in program design and/or implementation	26	-	12	88
	Other	3	33	33	33
2012-13	Outreach or marketing to specific populations	29	3	10	86
	Sponsor cultural competency trainings for program staff	29	7	28	66
	Sponsor training for program staff on gathering and incorporating client input in program design and/or implementation	28	-	25	75
	Other*	5	20	-	80

Other includes annual kinder round-up registration, annual staff retreats, team meetings, and trainings in clinical, drug and alcohol prevention.

- Larger percentages of line staff than management reported that their agency “often” “sponsors cultural competency trainings for program staff” (64 percent to 52 percent).

Changes implemented

Changes Implemented in Last Year, Years 3-4

Year	Changes Implemented	%
2009-10 (n=26)	Educational and other materials in the language or style that can be understood by the populations being served	96
	Working with community partners who have a pre-existing relationship with populations your program is trying to reach	96
	Staff training in cultural awareness	85
	Policies or strategies to recruit or retain bilingual and bicultural staff	73
	Adopt other policies to serve a broader spectrum of people	54
	Remodeled your office to be more welcoming	35
2010-11 (n=25)	Educational and other materials in the language or style that can be understood by the populations being served	100
	Working with community partners who have a pre-existing relationship with populations your program is trying to reach	96
	Staff training regarding cultural awareness	76
	Staff training to deliver culturally competent care/services	72
	Policies or strategies to recruit or retain bilingual and bicultural staff	56
	Adopt other policies to serve a broader spectrum of people	48
Remodeled your office to be more welcoming	44	

Changes Implemented in Last Year, Year 5-6

Year	Changes Implemented	%
2011-12 (n=26)	Working with community partners who have a pre-existing relationship with populations your program is trying to reach	100
	Have educational and other materials (information flyers) in languages of the populations being served	100
	Serve a broader spectrum of young children and families (e.g., all siblings including those over the age of 5 and parents).	92
	Have policies or strategies to recruit or retain bilingual and bicultural staff	81
2012-13 (n=28)	Working with community partners who have a pre-existing relationship with populations your program is trying to reach	93
	Have educational and other materials (information flyers) in languages of the populations being served	93
	Serve a broader spectrum of young children and families (e.g., all siblings including those over the age of 5 and parents).	75
	Have policies or strategies to recruit or retain bilingual and bicultural staff	75

- Compared to line staff, larger percentages of management indicated that their agency implemented the following changes in the last year: *“have policies or strategies to recruit or retain bilingual and bicultural staff”* (75 percent to 50 percent).

Community-Based Services

Location and availability of services

Location and Availability of Services, Years 1-6

Year	Service Location	n	Percent of Agencies			
			Services not available	Services available but rarely provided	Services available and provided when needed*	Services available and often provided
2007-08	Program's facilities (headquarters or satellite)	18	-	17	-	83
	School site	17	6	-	47	47
	Another program's facilities	18	22	33	-	44
	Clients' homes	17	12	24	12	53
	Other	5	20	20	20	40
2008-09	Program's facilities (headquarters or satellite)	20	5	5	-	89
	Another program's facilities	20	22	22	-	56
	Clients' homes	20	16	21	-	63
	School site	20	11	17	-	72
	Other	20	36	18	-	45
2009-10	Program's facilities (headquarters or satellite)	24	8	13	-	79
	School site	22	-	36	-	64
	Another program's facilities	22	18	18	-	64
	Clients' homes	24	8	29	-	63
	Other	6	-	17	-	83
2010-11	Program's facilities (headquarters or satellite)	26	12	4	-	85
	School site	26	8	15	-	77
	Clients' homes	25	16	16	-	68
	Community fairs or other public spaces	26	15	19	-	65
	Another program's facilities	25	12	24	-	64
	Other	6	50	-	-	50
2011-12	Program's facilities (headquarters or satellite)	25	8	12	-	80
	School site	25	-	40	-	60
	Clients' homes	24	21	21	-	58
	Community fairs or other public spaces	26	8	46	-	46
	Another program's facilities	23	9	39	-	52
	Other**	5	20	20	-	60
2012-13	Program's facilities (headquarters or satellite)	29	3	14	-	83
	School site	28	11	32	-	57
	Clients' homes	27	22	15	-	63
	Community fairs or other public spaces	28	11	43	-	46
	Another program's facilities	26	12	31	-	58
	Other**	4	-	25	-	75

*This category was removed for years 2-6.

**Other includes: church community rooms, homeless shelter, and local libraries.

- A smaller percentage of line staff than management reported that “services are available and often provided” at “another program’s facilities.”

Co-location of services

Co-location of Services at Facility, Years 5-6

Availability of Other Services	Yes	No
FY 2011-2012 (n=26)	77	23
FY 2012-2013 (n=29)	69	31

- A smaller percentage of line staff (53 percent) than management (64 percent) indicated that other community-based services are co-located at their agency's facilities.
- Programs and services offered included: afterschool recreation programs, senior services, state preschools, employment services, therapeutic playgroups, PAT services, parenting programs, medical and dental services, support groups, computer literacy classes, home visitation, enrollment services (for food stamps or health insurance), adult literacy classes, and childcare.

Public transportation accessibility

Accessibility of Facility by Public Transportation, Years 5-6

Year	Location Type	n	Percent of Agencies		
			Very Accessible	Somewhat Accessible	Not Accessible
2011-12	Headquarters	25	92	-	8
	Satellite Offices	23	91	4	4
2012-13	Headquarters	28	82	18	-
	Satellite Offices	25	88	12	-

- A greater percentage of management (84 percent) than line staff (55 percent) reported that satellite offices of their agency were accessible via public transportation.

Clients who walk

Percent of Clients Who Walk to Program, Years 2-6

Year	Accessibility	%
2008-09 (n=19)	None	6
	1-24%	31
	25-49%	19
	50-74%	25
	75-100%	19
2009-10 (n=19)	None	11
	1-24%	16
	25-49%	26
	50-74%	32
	75-100%	16
2010-11 (n=26)	0-25%	35
	26-50%	23
	51-75%	27
	76-100%	15
2011-12 (n=26)	0-25%	42
	26-50%	27
	51-75%	12
	76-100%	19
2012-13 (n=29)	0-25%	41
	26-50%	24
	51-75%	24
	76-100%	10

- Compared to management, a greater share of line staff (55 percent compared to 33 percent) indicated that more than 50 percent of their clients walk to receive services.

Transportation assistance

Transportation Assistance Offered by Program, 2007-08

Assistance offered	%
Bus vouchers for parents and children (n=14)	43
Pick-up/drop-off services by your program to parents and children (n=14)	29
Pick-up/drop-off services by your program to providers (e.g., family home care providers) receiving services from your program (n=13)	15

Transportation Assistance Offered by Program, Years 3-4

Year	Assistance offered (including referrals to transportation)*	%	Assistance offered (not including referrals to transportation)	%
2008-09 (n=18)	Yes	-	Yes	44
	No	-	No	56
2009-10 (n=22)	Yes	68	Yes	46
	No	32	No	55
2010-11 (n=21)	Yes	57	Yes	50
	No	43	No	50

*Analysis was not completed for 2008-09.

Transportation Assistance Offered by Program, Years 5-6

Year	Assistance offered	%
2011-2012 (n=24)	Provide information on public transportation options	88
	Meet at client's home or nearby home	63
	Provide transportation subsidies	38
	Offer transportation (e.g. agency/F5MC vans)	29
	Other	13
2012-2013 (n=26)	Provide information on public transportation options	81
	Meet at client's home or nearby home	62
	Provide transportation subsidies	35
	Offer transportation (e.g. agency/F5MC vans)	23
	Other	7

- A smaller percentage of management than line staff reported that their agency “offers transportation” and “provides transportation subsidies.”

Father-specific Activities

Services to Encourage Father Participation FY 2012-13 (n=28)

Activities	%
Hold events in the evening	86
Ensure that staff are competent in reaching out to and retaining father participation (e.g., through staff training)	71
Create an environment with visual representation of fathers	68
Specifically mention fathers on printed materials	54
Invite special guests on fatherhood related topics	46
Ensure that some groups are led by males	25
Other (please describe)	25

- A greater percentage of line staff than management reported that they “*specifically mention fathers on print material*” and “*ensure that groups are led by males*”.
- Other father-specific activities include: annual father forum and inviting both parents to join in program.

Services to Encourage Participation of Working Parents, FY 2012-13 (n=28)

Activities	%
Hold events in the evening	86
Provide childcare during services/activities	69
Develop outreach material targeted at working parents	55
Make presentations/conduct outreach at workplaces	17
Other (please describe)	28
Hold activities at workplaces	10

- A greater percentage of line staff than management reported “*making presentations/conduct outreach at workplaces*”, “*providing childcare during services*”, and “*holding activities at the workplace.*”
- Other activities include: attend workers’ outreach fair for farmers, offer home visits, offer meetings during lunch hours, and provide food for parents coming straight from work.

Barriers to access

Barriers to Access, Years 1-2

Year	Barrier	n	Percent of Agencies			
			Never	Some of the time	Most of the time	All of the time
2007-08	Lack of transportation services	19	5	42	42	11
	Target population moves because of seasonal agricultural work	18	6	44	33	17
	Lack of knowledge in the community about the F5MC-funded agency and its services	18	6	61	22	11
	Services not provided in the location or neighborhood where the target population lives	18	-	72	17	11
	Distrust of local service provider network	14	21	79	-	-
	Services are not provided in a location which the participants feel safe attending	N/A	N/A	N/A	N/A	N/A
	Services not provided at a time that is accessible to parents	20	10	75	10	5
	Lack of linguistically appropriate services	18	22	72	-	6
	Lack of culturally appropriate services	18	33	61	6	-
Other	5	20	60	20	-	
2008-09	Lack of transportation services	20	5	60	30	5
	Target population moves because of seasonal agricultural work	20	-	60	35	5
	Lack of knowledge in the community about the F5MC-funded agency and its services	20	-	80	15	5
	Services not provided in the location or neighborhood where the target population lives	20	15	55	25	5
	Distrust of local service provider network	19	21	68	5	5
	Services are not provided in a location which the participants feel safe attending	N/A	N/A	N/A	N/A	N/A
	Services not provided at a time that is accessible to parents	20	15	70	10	5
	Lack of linguistically appropriate services	20	35	50	10	5
	Lack of culturally appropriate services	20	30	50	15	5
Other	4	25	-	25	50	

Barriers to Access, Years 3-5

Year	Barrier	n	Percent of Agencies			
			Never	Some of the time	Most of the time	All of the time
2009-10	Lack of transportation services	25	16	40	36	8
	Target population moves because of seasonal agricultural work	24	8	54	33	4
	Lack of knowledge in the community about the F5MC-funded agency and its services	24	17	67	13	4
	Services not provided in the location or neighborhood where the target population lives	25	16	72	12	-
	Distrust of local service provider network	23	30	61	9	-
	Services are not provided in a location which the participants feel safe attending	24	46	50	4	-
	Services not provided at a time that is accessible to parents	25	28	68	-	4
	Lack of linguistically appropriate services	25	28	68	-	4
	Lack of culturally appropriate services	25	40	56	-	4
	Other	3	-	67	33	-
2010-11	Lack of transportation services	26	4	65	31	-
	Target population moves because of seasonal agricultural work	26	15	58	27	-
	Lack of knowledge in the community about the F5MC-funded agency and its services	26	8	89	4	-
	Services not provided in the location or neighborhood where the target population lives	26	27	62	12	-
	Distrust of local service provider network	25	28	68	4	-
	Services are not provided in a location which the participants feel safe attending	26	65	27	8	-
	Services not provided at a time that is accessible to parents	26	27	69	4	-
	Lack of linguistically appropriate services	25	44	48	8	-
	Lack of culturally appropriate services	25	48	44	8	-
	Other*	4	50	25	25	-
2011-12	Lack of transportation services	26	-	81	19	-
	Target population moves because of seasonal agricultural work	25	12	60	24	4
	Lack of knowledge in the community about the F5MC-funded agency and its services	26	4	81	15	-
	Services not provided in the location or neighborhood where the target population lives	26	4	96	-	-
	Distrust of local service provider network	23	22	78	-	-
	Services are not provided in a location which the participants feel safe attending	25	56	40	-	4
	Services not provided at a time that is accessible to parents	25	24	72	-	4
	Lack of linguistically appropriate services	26	54	46	-	-
	Lack of culturally appropriate services	26	42	58	-	-
	Other*	2	-	-	100	-

Barriers to Access, Year 6

Year	Barrier	n	Percent of Agencies			
			Never	Some of the time	Most of the time	All of the time
2012-13	Lack of transportation services	28	4	68	29	
	Target population moves because of seasonal agricultural work	27	7	52	33	7
	Lack of knowledge in the community about the F5MC-funded agency and its services	29	7	79	14	-
	Services not provided in the location or neighborhood where the target population lives	29	14	83	3	-
	Distrust of local service provider network	26	42	54	4	
	Services are not provided in a location which the participants feel safe attending	26	50	50		
	Services not provided at a time that is accessible to parents	29	17	76	7	-
	Lack of linguistically appropriate services	28	43	54	3	-
	Lack of culturally appropriate services	25	48	44	8	
	Home and life stressors prevent participation in services	28	-	78	18	4
	Minimal understanding of benefits and services	27	-	74	26	-
	Other*	1	-	100	-	-

- Management and line staff responses were generally similar.

Family-Centered Services

Parent involvement

Parent Involvement, Years 1-6

Year	Parent Involvement	%
2007-08 (n=21)	Provide feedback on program design or implementation	76
	Complete evaluation instruments (e.g., surveys)	N/A
	As a program volunteer	48
	On an advisory council or committee	52
	Parents as mentors	33
	They are not yet formally involved	24
	Other	29
2008-09 (n=20)	Provide feedback on program design or implementation	85
	Complete evaluation instruments (e.g., surveys)	90
	As program volunteers	60
	On an advisory council or committee	45
	Parents are not yet formally involved	15
2009-10 (n=25)	Provide feedback on program design or implementation	92
	Complete evaluation instruments (e.g., surveys)	88
	As a program volunteer	60
	On an advisory council or committee	64
	They are not yet formally involved	-
	Other	12
2010-11 (n=26)	Provide feedback on program design or implementation	85
	Complete evaluation instruments (e.g., surveys)	85
	As a program volunteer	62
	On an advisory council or committee	54
	They are not yet formally involved	15
	Other*	15
2011-12 (n=26)	Provide feedback on program design or implementation	77
	Complete evaluation instruments (e.g., surveys)	85
	As a program volunteer	50
	On an advisory council or committee	62
	They are not yet formally involved	19
	Other*	19
2012-13 (n=28)	Provide feedback on program design or implementation	68
	Complete evaluation instruments (e.g., surveys)	71
	As a program volunteer	54
	On an advisory council or committee	32
	They are not yet formally involved	25
	Other*	14

*Other includes: give feedback during program, parent led groups, and PAT meetings.

- A larger share of line staff indicated that parents were involved by serving “as a program volunteer” and “complete evaluation instruments.” A slightly larger share of management (19 percent) than line staff (6 percent) indicated that parents “are not yet formally involved.”

Frequency of activities

Frequency of Family Centered Activities, Years 3-5

Year	Our agency...	n	Percent of Agencies				
			Not at all 0	1	2	3	A lot 4
2009-10	Has implemented procedures to further protect client confidentiality	25	-	4	-	8	88
	Improved our ability to be inclusive of many different kinds of families	24	-	-	-	8	92
	Has ample and comfortable seating available for children and adults	21	-	-	10	29	62
	Has space for children to play safely	20	5	-	10	15	70
	Has a variety of current, culturally/linguistically appropriate reading materials for children and adults available that meet varying literacy levels	22	-	-	5	32	64
	Ensures that activities are focused on building the skills of family members	23	4	-	9	9	78
	Ensures that, where appropriate, every family member is involved in service provision	23	-	-	4	22	74
	Has infant/toddler supplies (e.g., diapers, blankets) and equipment (e.g., changing station, children's chairs) on hand for families as needed	20	15	5	5	50	25
2010-11	Has implemented procedures to further protect client confidentiality	26	-	-	-	4	96
	Improved our ability to be inclusive of many different kinds of families	26	-	-	-	19	81
	Has ample and comfortable seating available for children and adults	23	-	-	-	26	74
	Has space for children to play safely	23	-	-	9	17	74
	Works to ensure that parents identify their needs and preferences	25	-	-	12	16	72
	Has a variety of current, culturally/linguistically appropriate reading materials for children and adults available that meet varying literacy levels	24	-	-	8	21	71
	Ensures that activities are focused on building the skills of family members	26	4	-	4	23	69
	Ensures that, where appropriate, every family member is involved in service provision	24	4	-	4	29	63
	Has infant/toddler supplies (e.g., diapers, blankets) and equipment (e.g., changing station, children's chairs) on hand for families as needed	22	5	5	23	18	50
2011-12	Has implemented procedures to further protect client confidentiality	26	-	-	4	23	73
	Improved our ability to be inclusive of many different kinds of families	25	-	-	-	16	84
	Has ample and comfortable seating available for children and adults	23	-	-	4	35	61
	Has space for children to play safely	23	-	4	4	26	65
	Works to ensure that parents identify their needs and preferences	24	-	-	4	29	67
	Has a variety of current, culturally/linguistically appropriate reading materials for children and adults available that meet varying literacy levels	24	-	-	4	46	50
	Ensures that activities are focused on building the skills of family members	24	-	-	-	13	88
	Ensures that, where appropriate, every family member is involved in service provision	24	-	-	4	17	79
	Has infant/toddler supplies (e.g., diapers, blankets) and equipment (e.g., changing station, children's chairs) on hand for families as needed	20	5	-	25	40	30

Frequency of Family Centered Activities, Year 6

Year	Our agency...	n	Percent of Agencies				
			Not at all 0	1	2	3	A lot 4
2012-13	Has implemented procedures to further protect client confidentiality	28	-	3	3	39	54
	Improved our ability to be inclusive of many different kinds of families	27	-	-	11	41	48
	Has ample and comfortable seating available for children and adults	27	-	-	4	48	48
	Has space for children to play safely	25	-	4	4	24	68
	Works to ensure that parents identify their needs and preferences	28	-	-	11	29	61
	Has a variety of current, culturally/linguistically appropriate reading materials for children and adults available that meet varying literacy levels	29	-	-	14	38	48
	Ensures that activities are focused on building the skills of family members	28	-	-	-	21	79
	Ensures that, where appropriate, every family member is involved in service provision	27	-	-	11	41	48
	Has infant/toddler supplies (e.g., diapers, blankets) and equipment (e.g., changing station, children's chairs) on hand for families as needed	26	8	19	19	27	27
	Ensures that fathers are involved in service provision*	27	-	4	22	30	44
Ensures that working parents are involved in service provision*	28	-	-	7	39	54	

*New in 2012-13

- Overall, management and line staff responses were fairly similar. A larger percentage of line staff reported that their agency has done “a lot” to “*implementing procedures to protect client confidentiality*” (71 percent compared to 43 percent). A smaller percentage of management reported that their agency has done “a lot” to work to “*ensure that working parents are involved in service provision.*”

Flexible Hours

Convenient hours

Times F5MC-Funded Programs Are Offered, Years 1-6

Year	Service Availability	%
2007-08 (n=21)	Weekday mornings	85
	Weekday afternoons	75
	Weekday evenings	80
	Weekends	80
	Year-Round	75
2008-09 (n=20)	Weekday mornings	90
	Weekday afternoons	85
	Weekday evenings	85
	Weekends	60
	Year-Round	60
2009-10 (n=26)	Weekday mornings	92
	Weekday afternoons	92
	Weekday evenings	81
	Weekends	62
	Year-Round (52 weeks)	62
	Other	15
2010-11 (n=26)	Weekday mornings	92
	Weekday afternoons	92
	Weekday evenings	73
	Weekends	54
	Year-Round (52 weeks)	73
	Other	35
2011-12 (n=26)	Weekday mornings	96
	Weekday afternoons	92
	Weekday evenings	100
	Weekends	73
	Other*	8
2012-13 (n=28)	Weekday mornings	86
	Weekday afternoons	89
	Weekday evenings	86
	Weekends	57
	Other*	43

* Other includes: Weekends for special events, 24/7.

- Overall, management and line staff had similar responses to this question. However, a smaller share of line staff indicated that participants can regularly attend services on weekends.

Times When Regularly Scheduled, Programmatic F5MC-Funded Services are Offered, 2012-13

Year	Service Availability	%
2012-13 (n=28)	Weekday mornings	82
	Weekday afternoons	86
	Weekday evenings	82
	Weekends	32

Services Offered Year-round, 2011-2012

Frequency	%
Yes	77
No	23

Services Offered Year-round, 2012-2013

Month	<i>n</i>	Services not provided this month	Services provided for part of the month	Services provided all month
January	27	4	26	70
February	27	4	-	96
March	27	4	4	93
April	28	4	-	96
May	28	-	4	96
June	28	-	14	86
July	28	18	14	68
August	28	-	21	79
September	28	-	-	100
October	28	-	-	100
November	26	-	8	92
December	27	4	44	52

Client feedback on time services offered

How Often Program Asks Clients What Time They Would Like Services Offered, Years 3-6

Year	Frequency	%
2009-10 (n=26)	Never	4
	Annually	15
	Quarterly	-
	Monthly	54
	Other	27
2010-11 (n=26)	Never	4
	Annually	15
	Quarterly	23
	Monthly	27
	Other*	31
2011-12 (n=26)	Never	4
	Annually	15
	Quarterly	23
	Monthly	15
	Other*	42
2012-13 (n=28)	Never	-
	Annually	11
	Quarterly	14
	Monthly	32
	Other*	44

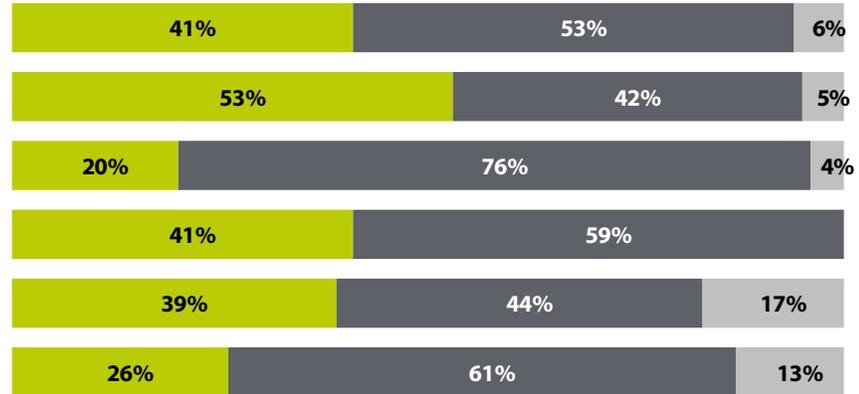
*Other responses include weekly, at every event, at the beginning and end of workshops, every two weeks, at assessment, during scheduling.

- The majority of management and the majority of line staff both reported that their agency asked clients about their preferences on frequencies “*other*” than the ones listed above (e.g., on an as needed basis).

Coordinated Services

Duplication of services

Perceived Frequency of Duplication of Services, Years 1-6



- A larger percentage of line staff than management (23 percent compared to 7 percent) indicated that duplication of services happens “often.”
- Types of services thought to be duplicated included home visitations, parent education classes, and playgroups.

Referrals to other agencies

Referrals to Other F5MC Agencies, Years 3-6

Year	Does agency make referrals?	%
2009-10 (n=25)	Yes	92
	No	8
2010-11 (n=26)	Yes	100
	No	-
2011-12 (n=26)	Yes	100
	No	-
2012-13 (n=25)	Yes	100
	No	-

Referral method

Method of Referrals to Other F5MC Agencies, Year 4-6

Method	2010-11 (n=26) %	2011-12 (n=26) %	2012-13 (n=24) %
Phone calls	88	96	79
Conversations with parents	73	89	79
F5MC paper referral form	58	58	68
Persimmony data system	38	46	58
Faxes	46	54	45
Monterey County 2-1-1	38	62	45
Other	12	12	8*

*Other includes: email and outreach materials.

- Overall management and line staff responses were similar; however, a larger percentage of line staff indicated that their agency utilizes “F5MC paper referral form”.

Referral tracking

Referral Tracking, Years 3-6

Year	How well is referral tracking working?	%
2009-10 (n=22)	Not at all	18
	Somewhat	55
	Very well	27
2010-11 (n=26)	Not at all	8
	Somewhat	65
	Very well	27
2011-12 (n=26)	Not at all	23
	Somewhat	58
	Very well	19
2012-13 (n=24)	Not at all	4
	Somewhat	46
	Very well	50

- A larger percentage of line staff (60 percent compared to 25 percent) indicated that their agency is able to track referrals “very well.”

Referral Tracking Method, 2012-13 (n=25)

Method	%
Paper files or binders	80
Persimmony data system	68
Excel spreadsheet	16
Not tracking referrals at this time	16

Referral follow-up

Follow-up on Referrals, Years 3-6

Year	Frequency of follow-up	%
2009-10 (n=22)	Never	-
	As time permits	46
	Usually	27
	Always	27
2010-11 (n=26)	Never	4
	A Little	12
	Sometimes	58
	Always	27
2011-12 (n=23)	Never	-
	A little	22
	Sometimes	39
	Always	39
2012-13 (n=24)	Never	-
	A little	25
	Sometimes	25
	Always	50

- A larger percentage of line staff (67 percent) than management (43 percent) indicated that their agency “always” follows up on referrals.
- Improvements in agencies’ referral process in the past year include: greater emphasis on documenting referrals in Persimmony, and increasing “warm hand-off approach.”

Changes in Referral Process, 2012-13 (n=25)

Change in referral process in the past year?	%
No	72
Yes	28

Referral barriers

Barriers to Successful Referral, Years 3-5

Year	Barriers	%
2009-10 (n=25)	Other resources/organizations are full/ there is a waiting list	72
	Lack of appropriate resources in the region	64
	The more offices someone is expected to go, the harder it is	64
	Clients are lost to follow-up/you don't know whether resource was utilized	40
	Filling out paperwork is cumbersome	36
	Agencies to whom you refer will not share information – you don't know whether the resource was utilized	32
	Lack of culturally appropriate services	32
	Unknown admittance requirements	16
	Other	24
2010-11 (n=26)	Other resources/organizations are full/ there is a waiting list	70
	Lack of appropriate resources in the region	70
	The more offices someone is expected to go, the harder it is	58
	Clients are lost to follow-up/you don't know whether resource was utilized	54
	Filling out paperwork is cumbersome	31
	Agencies to whom you refer will not share information – you don't know whether the resource was utilized	27
	Lack of culturally appropriate services	23
	Unknown admittance requirements	12
	Other	31
2011-12 (n=26)	Lack of appropriate resources in the region	65
	Other resources/organizations are full/ there is a waiting list	62
	Lack of sufficient staff time to provide attention to referrals	46
	The more offices someone is expected to go, the harder it is	42
	Unclear who at an agency should be receiving referrals	39
	Clients are lost to follow-up/you don't know whether resource was utilized	35
	Lack of knowledge of what services another agency specifically offers	27
	Agencies to whom you refer will not share information – you don't know whether the resource was utilized	23
	My organization does not have a clear referral process	23
	Filling out paperwork is cumbersome	19
	Lack of culturally appropriate services	19
	Unknown admittance requirements	19
Other	23	

Barriers to Successful Referral, Year 6

Year	Barriers	%
2012-13 (n=29)	Lack of appropriate resources in the region	55
	Other resources/organizations are full/ there is a waiting list	52
	Clients are lost to follow-up/you don't know whether resource was utilized	38
	Lack of sufficient staff time to provide attention to referrals	35
	The more offices someone is expected to go, the harder it is	28
	Unclear who at an agency should be receiving referrals	28
	Lack of knowledge of what services another agency specifically offers	24
	Lack of culturally appropriate services	21
	Agencies to whom you refer will not share information – you don't know whether the resource was utilized	14
	My organization does not have a clear referral process	14
	Filling out paperwork is cumbersome	7
	Unknown admittance requirements	7
	Other*	17

*Other includes: confusion among agency location, long waits, and transportation to referred location.

- Larger shares of line staff identified “*Lack of knowledge of what services another agency specifically offers*” as a barrier, while larger shares of management identified “*agencies to whom you refer will not share information – you don't know whether the resource was utilized*”, “*lack of sufficient staff time to provide attention to referrals*” and “*lack of culturally appropriate services*” as barriers.

Inter-Agency Relationships

Interaction Characteristics

Interaction Characteristics, 2007-08

Respondent's agency...	n	Percent of Agencies				
		Not at all	A little	Somewhat	A good deal	A lot
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	20	-	5	15	35	45
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	21	-	5	19	43	33
Collaborates effectively with other F5MC-funded partner agencies	21	-	10	10	38	43
Collaborates effectively with other agencies NOT funded by F5MC	21	-	-	10	38	52
Has a written memorandum of understanding with other F5MC-funded partner agencies	19	16	5	21	42	16
Has standard operating procedures with other F5MC-funded partner agencies	20	20	5	20	40	15
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	21	5	5	19	52	19
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	21	14	5	38	14	29
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	21	-	10	10	57	24
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	20	-	5	25	45	25
Provides orientation and training for other funded agencies	21	5	14	33	48	-
Has the staff capacity and resources (e.g., time and funding) to engage other F5MC-funded partner agencies	21	10	14	29	24	24

Interaction Characteristics, 2008-09

Respondent's agency...	n	Percent of Agencies				
		Not at all	A little	Somewhat	A good deal	A lot
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	20	10	-	20	40	30
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	20	5	10	20	30	35
Collaborates effectively with other F5MC-funded partner agencies	20	-	10	10	35	45
Collaborates effectively with other agencies NOT funded by F5MC	19	-	-	5	47	47
Has a written memorandum of understanding with other F5MC-funded partner agencies	19	32	16	21	16	16
Has standard operating procedures with other F5MC-funded partner agencies	19	32	21	5	16	26
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	20	10	5	35	35	15
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	20	20	15	15	40	10
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	19	-	11	5	74	11
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	19	16	-	32	37	16
Provides orientation and training for other funded agencies	20	25	15	30	20	10
Has the staff capacity and resources (e.g., time and funding) to engage other F5MC-funded partner agencies	20	15	15	30	25	15

Interaction Characteristics, 2009-10

Respondent's agency...	n	Percent of Agencies				
		Not at all	A little	Somewhat	A good deal	A lot
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	22	-	14	18	18	50
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	24	-	-	25	42	33
Collaborates effectively with other F5MC-funded partner agencies	25	-	4	8	32	56
Collaborates effectively with other agencies NOT funded by F5MC	25	-	-	12	24	64
Has a written memorandum of understanding with other F5MC-funded partner agencies	23	22	13	22	26	17
Has standard operating procedures with other F5MC-funded partner agencies	22	18	14	23	27	18
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	22	-	18	27	32	23
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	23	13	4	26	26	30
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	25	4	4	4	56	32
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	23	9	17	30	26	17
Provides orientation and training for other funded agencies	24	13	17	17	46	8

Interaction Characteristics, 2010-11

Respondent's agency...	n	Percent of Agencies				
		Not at all	A little	Somewhat	A good deal	A lot
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	25	-	8	20	24	48
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	26	4	4	8	42	42
Collaborates effectively with other agencies NOT funded by F5MC	26	-	4	12	50	35
Has a written memorandum of understanding with other F5MC-funded partner agencies	23	26	13	13	17	30
Has standard operating procedures with other F5MC-funded partner agencies	26	27	12	15	23	23
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	26	-	15	27	39	19
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	26	19	15	27	23	15
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	26	-	4	27	58	12
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	25	4	8	12	64	12
Provides orientation and training for other funded agencies	26	4	23	39	27	8

Interaction Characteristics, 2011-12

Respondent's agency...	n	Percent of Agencies				
		Not at all	A little	Somewhat	A good deal	A lot
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	24	4	4	21	38	33
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	26	-	4	15	65	15
Collaborates effectively with other agencies NOT funded by F5MC	25	-	8	12	60	20
Has a written memorandum of understanding with other F5MC-funded partner agencies	23	30	9	22	35	4
Has standard operating procedures with other F5MC-funded partner agencies	25	24	16	24	28	8
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	25	8	12	32	36	12
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	25	12	12	28	40	8
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	26	-	8	50	31	12
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	23	13	13	13	52	9
Provides orientation and training for other funded agencies	26	23	23	27	19	8

Interaction Characteristics, 2012-13

Respondent's agency...	n	Percent of Agencies				
		Not at all	A little	Somewhat	A good deal	A lot
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	25	16	12	12	36	24
Has defined roles and responsibilities with other F5MC-funded partner agencies with whom we have the most contact	28	4	11	14	46	25
Collaborates effectively with other agencies NOT funded by F5MC	28	-	18	21	28	32
Has a written memorandum of understanding with other F5MC-funded partner agencies	24	38	4	17	25	17
Has standard operating procedures with other F5MC-funded partner agencies	26	23	15	15	27	19
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	28	7	25	43	18	7
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	28	14	25	18	32	11
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	28	-	4	36	43	18
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	25	12	16	28	28	16
Provides orientation and training for other funded agencies	27	37	7	30	19	7

- The percentages of line staff that indicated that their agency engaged in the above activities “a lot” were either similar or generally higher compared to management. However, there was one exception to this case. Compared to line staff, larger percentages of management indicated “a lot” on “retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time.”

Ranked Interaction Characteristics

Ranked Interaction Characteristics, 2007-08

Ranked List of Interaction Characteristics by Agency	Average score across agencies	Scale
		4 = A lot
Collaborates effectively with other agencies NOT funded by F5MC	3.34	
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	3.05	
Collaborates effectively with other F5MC-funded partner agencies	3.00	3 = A good deal
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	2.88	
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	2.83	
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	2.73	
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	2.62	
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	2.33	
Has the staff capacity and resources (e.g., time and funding) to engage other F5MC-funded partner agencies	2.25	
Has a written memorandum of understanding with other F5MC-funded partner agencies	2.18	
Provides orientation and training for other funded agencies	2.17	
Has standard operating procedures with other F5MC-funded partner agencies	2.15	2 = Somewhat
		1 = A little

Ranked Interaction Characteristics, 2008-09

Ranked List of Interaction Characteristics by Agency	Average score across agencies	Scale
		4 = A lot
Collaborates effectively with other agencies NOT funded by F5MC	3.24	3 = A good deal
Collaborates effectively with other F5MC-funded partner agencies	2.93	
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	2.73	
Is aware of the roles and responsibilities of other F5MC-funded partner agencies	2.71	
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with	2.65	
Develops goals and works plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	2.26	
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	2.23	2 = Somewhat
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	1.95	
Has the staff capacity and resources (e.g., time and funding) to engage other F5MC-funded partner agencies	1.95	
Has standard operating procedures with other F5MC-funded partner agencies	1.71	
Provides orientation and training for other funded agencies	1.65	
Has a written memorandum of understanding with other F5MC-funded partner agencies	1.63	1 = A little

Ranked Interaction Characteristics, 2009-10

Ranked List of Interaction Characteristics by Agency	Average score across agencies	Scale
		4 = A lot
Collaborates effectively with other agencies not funded by F5MC (n=25)	3.52	
Collaborates effectively with other F5MC-funded partner agencies (n=25)	3.40	
Is aware of the roles and responsibilities of other F5MC-funded partner agencies (n=25)	3.08	
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with (n=24)	3.08	
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time (n=22)	3.05	3 = A good deal
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff (n=23)	2.57	
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies (n=22)	2.59	
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies (n=23)	2.26	
Provides orientation and training for other funded agencies (n=24)	2.21	
Has standard operating procedures with other F5MC-funded partner agencies (n=22)	2.14	
Has a written memorandum of understanding with other F5MC-funded partner agencies (n=23)	2.04	2 = Somewhat
		1 = A little

Ranked Interaction Characteristics, 2010-11

Ranked List of Interaction Characteristics by Agency	Average score across agencies	Scale
		4 = A lot
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with (n=26)	3.15	
Collaborates effectively with other agencies not funded by F5MC (n=26)	3.15	
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time (n=25)	3.12	3 = A good deal
Is aware of the roles and responsibilities of other F5MC-funded partner agencies (n=26)	2.77	
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies (n=25)	2.72	
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies (n=26)	2.62	
Has a written memorandum of understanding with other F5MC-funded partner agencies (n=23)	2.13	
Provides orientation and training for other funded agencies (n=26)	2.12	
Has standard operating procedures with other F5MC-funded partner agencies (n=26)	2.04	
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff (n=26)	2.00	2 = Somewhat
		1 = A little

Ranked Interaction Characteristics, 2011-12

Ranked List of Interaction Characteristics by Agency	Average score across agencies	Scale
		4 = A lot
		3 = A good deal
Has defined roles and responsibilities with other F5MC-funded partner agencies that we have the most contact with (n=26)	2.92	
Collaborates effectively with other agencies not funded by F5MC (n=25)	2.92	
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time (n=24)	2.92	
Is aware of the roles and responsibilities of other F5MC-funded partner agencies (n=26)	2.46	
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff (n=25)	2.20	
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies (n=23)	2.30	
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies (n=25)	2.32	2 = Somewhat
Has standard operating procedures with other F5MC-funded partner agencies (n=25)	1.80	
Has a written memorandum of understanding with other F5MC-funded partner agencies (n=23)	1.74	
Provides orientation and training for other funded agencies (n=26)	1.65	1 = A little

Ranked Interaction Characteristics, 2012-13

Ranked List of Interaction Characteristics by Agency	Average score across agencies	Scale
		4 = A lot
Has defined roles and responsibilities with other F5MC-funded partner agencies with whom we have the most contact (n=28)	3.79	
Collaborates effectively with other agencies NOT funded by F5MC (n=28)	3.75	
Is aware of the roles and responsibilities of other F5MC-funded partner agencies. (n=28)	3.75	
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time (n=25)	3.40	
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies (n=25)	3.20	
Has standard operating procedures with other F5MC-funded partner agencies (n=26)	3.04	
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff (n=28)	3.00	3 = A good deal
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies (n=28)	2.93	
Has a written memorandum of understanding with other F5MC-funded partner agencies (n=24)	2.79	
Provides orientation and training for other funded agencies(n=27)	2.52	2 = Somewhat
		1 = A little

Changes in Interactions

Changes in Interactions, Years 1-6

Year	Area of Change	n	Percent of Agencies				
			Decreased		No change	Increased	
			A lot	A little		A little	A lot
2007-08	Exchange of information with other F5MC-funded partner agencies	20	-	-	25	45	30
	Sharing of resources with other F5MC-funded partner agencies	21	5	-	19	57	19
	Referrals to or from other F5MC-funded partners agencies	20	5	-	38	43	14
	Coordination of services with other F5MC-funded partner agencies	21	-	5	33	48	14
	Co-sponsorship of events with other F5MC-funded partner agencies	21	5	-	52	33	10
2008-09	Exchange of information with other F5MC-funded partner agencies	20	-	15	20	40	25
	Sharing of resources with other F5MC-funded partner agencies	20	5	5	20	45	25
	Referrals to or from other F5MC-funded partners agencies	20	-	15	20	50	15
	Coordination of services with other F5MC-funded partner agencies	20	5	5	25	55	10
	Co-sponsorship of events with other F5MC-funded partner agencies	20	5	10	25	55	5
2009-10	Exchange of information with other F5MC-funded partner agencies	22	-	-	18	45	36
	Sharing of resources with other F5MC-funded partner agencies	22	-	-	27	41	32
	Referrals to or from other F5MC-funded partners agencies	22	-	-	27	50	23
	Coordination of services with other F5MC-funded partner agencies	22	-	-	27	50	23
	Co-sponsorship of events with other F5MC-funded partner agencies	22	-	5	50	27	18
2010-11	Exchange of information with other F5MC-funded partner agencies	26	-	4	27	35	35
	Sharing of resources with other F5MC-funded partner agencies	26	-	-	31	42	27
	Referrals to or from other F5MC-funded partners agencies	25	-	8	28	48	16
	Coordination of services with other F5MC-funded partner agencies	25	4	4	32	40	20
	Co-sponsorship of events with other F5MC-funded partner agencies	26	4	-	62	19	15
2011-12	Exchange of information with other F5MC-funded partner agencies	26	4	-	23	39	35
	Sharing of resources with other F5MC-funded partner agencies	26	-	-	19	62	19
	Referrals to or from other F5MC-funded partners agencies	25	-	-	24	52	24
	Coordination of services with other F5MC-funded partner agencies	26	-	4	27	46	23
	Co-sponsorship of events with other F5MC-funded partner agencies	26	-	8	42	39	12
2012-13	Exchange of information with other F5MC-funded partner agencies	28	-	4	32	57	11
	Sharing of resources with other F5MC-funded partner agencies	27	4	-	26	56	15
	Referrals to or from other F5MC-funded partners agencies	26	-	-	35	50	15
	Coordination of services with other F5MC-funded partner agencies	28	-	-	36	57	7
	Co-sponsorship of events with other F5MC-funded partner agencies	29	3	-	52	35	10

- The percentage of management that indicated their agency increased “a lot” in all of the above measures was either similar or generally higher compared to line staff, with the only major exception in the “exchange of information with other F5MC-funded partner agencies.”

Satisfaction with Inter-Agency Relationships

Satisfaction with Inter-Agency Relationships, Years 1-6

Year	Aspect of inter-agency relationships	n	Percent of Agencies			
			Not at all satisfied	Slightly Satisfied	Moderately Satisfied	Very Satisfied
2007-08	F5MC's role toward promoting collaborative relationships among F5MC-funded partner agencies	20	-	-	25	75
	The relationships your agency has developed with other F5MC-funded partner agencies	21	-	10	29	62
2008-09	F5MC's role toward promoting collaborative relationships among F5MC-funded partner agencies	19	-	5	32	63
	The relationships your agency has developed with other F5MC-funded partner agencies	20	-	5	25	70
2009-10	F5MC's role toward promoting collaborative relationships among F5MC-funded partner agencies	23	4	-	35	61
	The relationships your agency has developed with other F5MC-funded partner agencies	24	-	-	21	79
2010-11	F5MC's role toward promoting collaborative relationships among F5MC-funded partner agencies	26	-	4	31	65
	The relationships your agency has developed with other F5MC-funded partner agencies	26	-	8	39	54
2011-12	F5MC's role toward promoting collaborative relationships among F5MC-funded partner agencies	26	-	8	42	50
	The relationships your agency has developed with other F5MC-funded partner agencies	25	4	8	28	60
2012-13	F5MC's role toward promoting collaborative relationships among F5MC-funded partner agencies	28	-	7	32	60
	The relationships your agency has developed with other F5MC-funded partner agencies	28	-	14	36	50

- A greater percentage of line staff indicated they were “*very satisfied*” with “*F5MC’s role toward promoting collaborative relationships among F5MC-funded partner agencies.*” A greater percentage of management indicated they were “*very satisfied*” with the “*the relationships your agency has developed with other F5MC-funded partner agencies.*”

Financial Support

Financial support

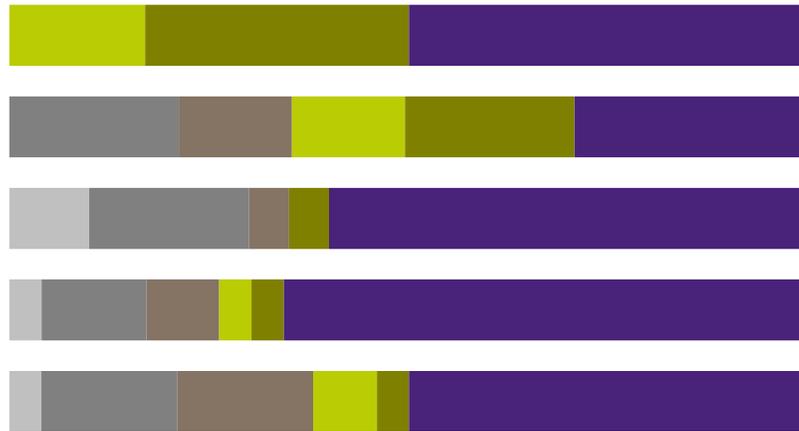
Financial Support, Years 1-6

Year	Agency's ability to...	n	Percent of Agencies				
			Decreased		No change	Increased	
			A lot	A little		A little	A lot
2007-08	Apply for other grant funding not through First 5	18	-	-	44	56	-
	Secure other funding	17	-	6	47	47	-
	Secure donations or in-kind support	16	-	-	56	44	-
	Create fee-for-service mechanisms	15	-	-	73	27	-
2008-09	Apply for other grant funding not through First 5	17	0	18	47	35	-
	Secure other funding	17	12	18	29	41	-
	Secure donations or in-kind support	15	0	7	60	33	-
	Create fee-for-service mechanisms	12	0	8	58	33	-
2009-10	Apply for other grant funding not through First 5	24	17	4	33	29	17
	Secure other funding	24	17	17	38	17	13
	Secure donations or in-kind support	24	-	8	50	21	21
	Create fee-for-service mechanisms	20	-	-	65	25	10
2010-11	Apply for other grant funding not through First 5	23	9	13	35	26	17
	Secure other funding	24	13	17	38	21	13
	Secure donations or in-kind support	23	9	9	52	22	9
	Create fee-for-service mechanisms	21	-	5	57	33	5
2011-12	Apply for other grant funding not through First 5	23	-	4	57	26	13
	Secure other funding	21	-	10	57	29	5
	Secure donations or in-kind support	22	-	5	59	36	-
	Create fee-for-service mechanisms	22	-	5	77	14	5
	Secure volunteer support	22	-	-	59	41	-
2012-13	Apply for other grant funding not through First 5	28	4	11	54	25	7
	Secure other funding	27	-	11	44	40	4
	Secure donations or in-kind support	27	-	11	56	33	-
	Create fee-for-service mechanisms	26	-	-	69	23	7
	Secure volunteer support	27	-	11	56	33	-

- Only a small share of line staff (n=6) provided responses to these questions, making it difficult to draw distinctions between responses from management and line staff.

Amount of funding from other sources

Funding Secured from Other Sources, Years 1-5



- This question was not included in the 2012-13 survey.

Additional sources of funding

Additional Sources of Funding, Years 4-6

Funding Source	FY 2010-11 (n=24) %	FY 2011-12 (n=26) %	FY 2012-13 (n=28) %
State Government (non First 5 CA)	58	62	71
Federal Government	46	42	39
Local Foundation	46	46	39
County Government (non First 5 Monterey)	42	31	39
Non-local Foundation	38	27	11
Individual Donors	38	31	29
Fees for Service*	12	-	21
Fundraising*	8	-	-
General Endowment*	4	-	-
Other City Funding*	4	4	-

*Sources were derived from free-responses for "Other" response.

- Responses on expanding funding opportunities include increasing grant writing and technical support, improving data collection, and increasing knowledge of available funders.

Policy Advocacy

Comfort in advocating for policy changes

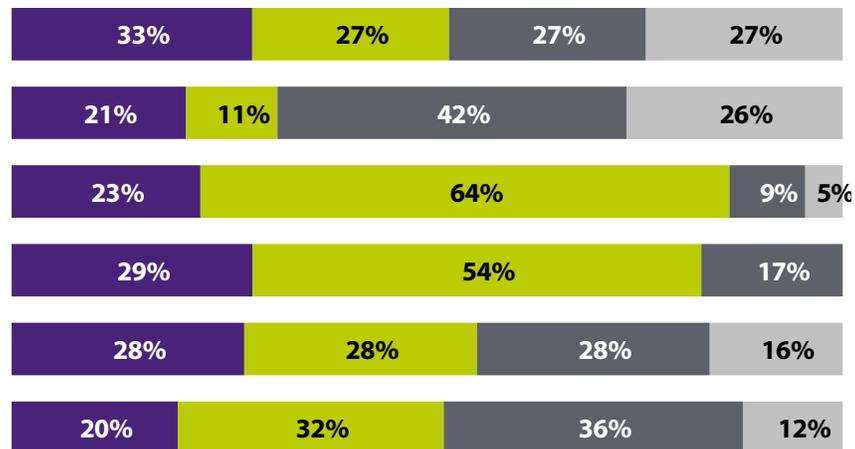
Comfort with Advocating for Policy Changes, Years 3-6

Year	Comfort advocating	%
2009-10 (n=21)	Not comfortable	-
	Somewhat comfortable	52
	Very comfortable	48
2010-11 (n=22)	Not comfortable	-
	Somewhat comfortable	54
	Very comfortable	46
2011-12 (n=26)	Not comfortable	4
	Somewhat comfortable	23
	Very comfortable	73
2012-13 (n=29)	Not comfortable	-
	Somewhat comfortable	35
	Very comfortable	66

- A smaller percentage of line staff indicated that they were “*very comfortable*” with advocating for policy changes compared to management.

Frequency of advocating for policy change

Frequency of Advocating for Policy Change at the Local or State Level, Years 1-6



- Only a small share of line staff (n=6) provided a response to this question, making it difficult to draw distinctions between responses from management and line staff.

Change in frequency of advocacy

Frequency of Advocacy in Comparison to Previous Year, Years 2-6

Year	Accessibility	%
2008-09 (n=12)	Less	17
	More	83
2009-10 (n=21)	Less	5
	About the same	62
	More	33
2010-11 (n=22)	Less	27
	About the same	46
	More	27
2011-12 (n=19)	Less	11
	About the same	53
	More	37
2012-13 (n=21)	Less	14
	About the same	48
	More	38

- Only a small share of line staff (n=2) provided a response to this question, making it difficult to draw distinctions between responses from management and line staff.

Importance of Advocacy

Importance of F5MC's Advocacy, Years 5-6

Please rate how important you feel F5MC's policy and advocacy to support young children and families is to its overall mission.	n	Percent of Agencies			
		Not at all important	Somewhat important	Important	Very Important
FY 2011-12	26	4	-	4	92
FY 2012-13	29	-	3	14	83

Advocacy Capacity

Agency Advocacy Capacity, 2011-12

Capacity Areas	n	Percent of Agencies					
		0 = Little of no capacity	1	2	3	4	5 = Very strong capacity
Organize grassroots constituencies (e.g., getting individuals and organizations together to talk about key messages and advocacy approaches)	26	4	31	31	15	8	12
Mobilize grassroots constituencies (e.g., getting individuals and organizations out to advocate at the local, regional or state level)	26	4	35	31	12	15	4
Serve as a voice for early childhood policies and concerns at the local level	26	-	8	12	15	46	19
Gain visibility and credibility with key policymakers and influencers	26	4	15	23	19	27	12
Develop talking points and messages for diverse target audiences	26	4	8	31	15	31	12
Use media to gain visibility for early childhood development	26	-	19	35	23	19	4
Identify advocacy opportunities	26	8	4	46	15	23	4
Develop relationships with policymakers	26	12	8	39	15	15	12

Agency Advocacy Capacity, 2012-13

Capacity Areas	n	Percent of Agencies					
		0 = Little of no capacity	1	2	3	4	5 = Very strong capacity
Organize grassroots constituencies (e.g., getting individuals and organizations together to talk about key messages and advocacy approaches)	29	3	17	17	31	14	17
Mobilize grassroots constituencies (e.g., getting individuals and organizations out to advocate at the local, regional or state level)	29	3	21	31	17	17	10
Serve as a voice for early childhood policies and concerns at the local level	29	3	10	21	28	24	14
Gain visibility and credibility with key policymakers and influencers	29	7	10	17	31	24	10
Develop talking points and messages for diverse target audiences	29	10	10	17	38	14	10
Use media to gain visibility for early childhood development	29	17	17	20	24	17	3
Identify advocacy opportunities	29	7	17	38	17	14	7

- In general, greater percentages of line staff indicated that their agency possesses either strong (coded as 4) or very strong (coded as 5) capacity in the above areas, with the exception of “*serve as a voice for early childhood policies and concerns at the local level*”, “*gain visibility and credibility with key policymakers and influencers*”, and “*develop talking points and messages for diverse target audiences.*” A slightly greater percentage of management staff indicated that their agency has strong or very strong capacity in these areas.

Barriers to Advocacy, 2012-13 (n=27)

Barriers	%
Lack of relevant skills and expertise	30
Lack of awareness and understanding about the local policy landscape	41
Lack of resources	59
Lack of time	85
Other priorities get in the way	52
Not convinced of benefits	7
Internal policies prevent staff from supporting or opposing specific pieces of legislation	30
Legal restrictions	30
Other (please specify)	-

- In general, responses were similar between line staff and management; however, a higher percentage of management indicated “*lack of relevant skills and expertise*”, “*lack of time*”, “*lack of resources*”, and “*other priorities get in the way*” as barriers to advocacy.

Awareness of Board of Supervisors Legislative Priority, 2012-13 (n=29)

Awareness of early childhood development as a Monterey County Board of Supervisors legislative priority	%
Not aware at all	7
Somewhat aware	55
Highly aware	38

- A higher percentage of line staff indicated they were “not aware at all” of early childhood development being listed as a legislative priority by the Monterey County Board of Supervisors.

Local Policy and Decision-Makers’ Support of Early Childhood Development, 2012-13 (n=28)

How supportive do you feel local policy and decision-makers are of early childhood development issues?	%
Not very supportive	-
Somewhat supportive	68
Very supportive	32

Policy Issues Ranking FY 2012-13 (n=54)

Policy Issue	Ranking (based on avg. score)	Avg. Ranking Score	Ranking (percent)										
			Highest Priority					Lowest Priority					
			1	2	3	4	5	6	7	8	9	10	11
Economic and workforce development	1	3.3	27.8	18.5	14.8	9.3	9.3	13	1.9	3.7	1.9	-	-
Education	2	4.2	5.6	27.8	9.3	13	9.3	18.5	11.1	5.6	-	-	-
Early childhood education	3	4.63	24.1	9.3	7.4	5.6	13	7.4	14.8	9.3	5.6	1.9	1.9
Violence	4	4.7	18.5	9.3	14.8	16.7	7.4	3.7	7.4	3.7	7.4	7.4	3.7
Healthcare	5	4.74	5.6	9.3	16.7	16.7	13	11.1	22.2	3.7	1.9	-	-
Housing	6	4.93	1.9	14.8	18.5	11.1	16.7	7.4	9.3	18.5	-	-	1.9
Immigrants	T-7	6.43	1.9	5.6	7.4	11.1	13	11.1	13	11.1	11.1	11.1	3.7
Food insecurity	T-7	6.43	9.3	3.7	9.3	11.1	9.3	11.1	5.6	9.3	1.9	14.8	14.8
Public funding	9	8.13	3.7	-	1.9	-	7.4	9.3	9.3	18.5	18.5	14.8	16.7
Land use/water	10	9.15	1.9	1.9	-	1.9	-	3.7	3.7	9.3	22.2	31.5	24.1
Human trafficking	11	9.37	-	-	-	3.7	1.9	3.7	1.9	7.4	29.6	18.5	33.3

Evaluation Capacity

Program Capacity Changes

Program Capacity Changes, Years 1-4

Year	Agency's ability to...	n	Percent of Agencies				
			Decreased		No change*	Increased	
			A lot	A little		A little	A lot
2007-08	Develop and implement program-level evaluation plans	19	-	5	N/A	58	37
	Create or identify data collection instruments	18	-	-	N/A	56	44
	Collect program-level outcome data	17	-	6	N/A	41	53
	Analyze and report on program-level data	17	-	6	N/A	47	47
	Enhance our management and administrative structure to successfully carry out program activities	19	-	11	N/A	58	32
	Adequately staff our activities	18	-	11	N/A	61	28
	Successfully assess our organizational structure	19	-	-	N/A	63	37
2008-09	Develop and implement program-level evaluation plans	18	6	-	22	56	17
	Create or identify data collection instruments	18	6	-	28	56	11
	Collect program-level outcome data	18	6	-	22	61	11
	Analyze and report on program-level data	18	6	-	22	61	11
	Enhance our management and administrative structure to successfully carry out program activities	17	-	18	47	35	-
	Adequately staff our activities	19	16	16	26	21	21
	Successfully assess our organizational structure	18	-	6	17	61	17
2009-10	Develop and implement program-level evaluation plans	22	-	5	23	45	27
	Create or identify data collection instruments	22	-	5	27	45	23
	Collect program-level outcome data	22	-	5	45	23	27
	Analyze and report on program-level data	22	-	5	36	32	27
	Enhance our management and administrative structure to successfully carry out program activities	20	10	5	40	35	10
	Increase our ability to implement the Essential Characteristics	21	-	14	19	52	14
	Adequately staff our activities	23	9	30	26	26	9
2010-11	Develop and implement program-level evaluation plans	26	-	-	62	23	15
	Create or identify data collection instruments	26	-	-	46	46	8
	Collect program-level outcome data	26	-	4	42	39	15
	Analyze and report on program-level data	26	-	4	50	35	12
	Report on program-level data	26	-	-	54	35	12
	Enhance our management and administrative structure to successfully carry out program activities	24	8	13	46	21	13
	Increase our ability to implement the Essential Characteristics	25	-	4	52	28	16
	Adequately staff our activities	25	8	28	44	16	4

Program Capacity Changes, Years 5-6

Year	Agency's ability to...	n	Percent of Agencies				
			Decreased		No change*	Increased	
			A lot	A little		A little	A lot
2011-12	Develop program-level evaluation plans	26	-	12	46	23	19
	Implement program-level evaluation	26	-	4	50	31	15
	Create or identify data collection instruments	26	-	8	46	23	23
	Collect program-level outcome data	26	-	8	46	27	19
	Analyze and report on program-level data	25	-	8	44	28	20
	Report on program-level data	25	-	-	52	28	20
	Adequately staff our activities	26	-	23	42	19	15
	Enhance our management and administrative structure to successfully carry out program activities	26	4	15	23	31	27
	Increase our ability to implement the Essential Characteristics	24	-	8	33	42	17
2012-13	Develop program-level evaluation plans	29	-	3	38	52	7
	Implement program-level evaluation	29	-	3	31	57	7
	Create or identify data collection instruments	27	-	-	44	48	7
	Analyze and report on program-level data	28	-	-	46	46	7
	Report on program-level data	27	-	-	33	56	11
	Adequately staff our activities	29	-	28	48	20	4
	Enhance our management and administrative structure to successfully carry out program activities	29	-	17	48	24	10
	Increase our ability to implement the Essential Characteristics	27	-	4	52	37	7

*Not included as a response category in 2007-08.

- Compared to line staff, management indicated a higher percentage of “increase a little” and “increase a lot” across all measures.

F5MC Staff and Commission

Satisfaction with Technical Assistance

Satisfaction with Technical Assistance Offered by F5MC, Years 1-2

Year	Type of Technical Assistance	n	Level of Satisfaction (Percent)				
			Poor	Fair	Satisfactory	Good	Excellent
2007-08	Support with the Persimmony database	15	-	7	-	53	40
	Networking opportunities	19	-	5	16	42	37
	Assistance provided towards the implementation of your funded agency's scope of work (SOW)	20	-	-	5	40	55
	Assistance provided to implement your program-level evaluation plans (PEP)	19	-	-	21	53	26
	Support for designing appropriate child development activities	19	-	16	21	63	-
	Assistance regarding aggregate data and evaluation reporting	19	-	-	11	58	32
	Learning Circles	19	-	11	5	47	37
	Assistance provided on your funded agency's budget	20	-	-	20	40	40
	Nonprofit Management Assistance Program (MAP classes) by the Community Foundation of Monterey County	14	-	7	21	21	50
	Referral sharing	20	5	5	25	45	20
	Media support, including media relations and marketing assistance	17	-	-	35	35	29
	Assistance provided to develop your agency's sustainability plan	17	-	-	-	41	59
	Trainings offered by key experts	15	-	-	20	53	27
	Assistance provided to increase your funded agency's contacts and referrals to resources	19	-	-	26	47	26
	Support implementing your funded agency's evaluation plan	19	-	5	21	53	21
Organizational development coaches	14	14	-	36	36	14	
2008-09	Support with the Persimmony database	19	-	-	-	47	53
	Networking opportunities	20	-	-	10	45	45
	Assistance provided towards the implementation of your funded agency's scope of work (SOW)	19	-	-	5	32	63
	Assistance provided to implement your program-level evaluation plans (PEP)	17	-	6	18	41	35
	Support for designing appropriate child development activities	17	-	-	12	47	41
	Assistance regarding aggregate data and evaluation reporting	18	-	6	11	44	39
	Learning Circles	20	-	-	10	55	35
	Assistance provided on your funded agency's budget	19	-	5	11	32	53
	Nonprofit Management Assistance Program (MAP classes) by the Community Foundation of Monterey County	14	-	7	14	36	43
	Fund development	19	-	5	11	47	37
	Referral sharing	20	10	-	20	45	25
	Media support, including media relations and marketing assistance	19	-	21	26	26	26
	Capacity building mini grants	16	6	-	19	31	44
	Assistance provided to implement your agency's sustainability plan	18	6	-	6	61	28
	Disaster training	15	13	7	27	47	7

Satisfaction with Technical Assistance Offered by F5MC, Years 3-4

Year	Type of Technical Assistance	n	Level of Satisfaction (Percent)				
			Poor	Fair	Satisfactory	Good	Excellent
2009-10	Support with the Persimmony database	20	-	-	5	20	75
	Networking opportunities	24	-	-	13	50	38
	Assistance provided towards the implementation of your funded agency's scope of work (SOW)	24	-	4	13	25	58
	Assistance provided to implement your program-level evaluation plans (PEP)	21	-	5	10	52	33
	Support for designing appropriate child development activities	20	-	-	30	35	35
	Assistance regarding aggregate data and evaluation reporting	21	-	5	14	33	48
	Event sponsorship	20	5	10	10	40	35
	Essential characteristics technical assistance	21	5	-	24	24	48
	Learning Circles	20	-	10	10	40	40
	Assistance provided on your funded agency's budget	22	-	5	-	36	59
	Nonprofit Management Assistance Program (MAP classes) by the Community Foundation of Monterey County	17	-	-	12	47	41
	Fund development	21	5	10	19	29	38
	Coordinating services	24	-	4	21	46	29
	Referral sharing	24	-	8	13	42	38
	Media support, including media relations and marketing assistance	19	-	11	37	37	16
	Other	4	-	-	25	-	75
2010-11	Support with the Persimmony database	19	-	5	5	37	53
	Networking opportunities	25	-	4	4	40	52
	Assistance provided towards the implementation of your funded agency's scope of work (SOW)	23	-	-	17	39	44
	Assistance provided to implement your program-level evaluation plans (PEP)	23	-	-	17	39	44
	Support for designing appropriate child development activities	21	-	-	19	38	43
	Assistance regarding aggregate data and evaluation reporting	22	-	-	14	46	41
	Event sponsorship	20	5	5	15	35	40
	Essential characteristics technical assistance	21	-	10	19	33	38
	Learning Circles	21	5	14	24	24	33
	Assistance provided on your funded agency's budget	23	-	4	17	48	30
	Nonprofit Management Assistance Program (MAP classes) by the Community Foundation of Monterey County	15	7	7	27	33	27
	Fund development	19	5	11	21	37	26
	Coordinating services	23	-	4	17	52	26
	Referral sharing	25	-	8	20	48	24
	Media support, including media relations and marketing assistance	19	-	21	21	37	21
	Other	2	-	50	-	-	50

Satisfaction with Technical Assistance Offered by F5MC, Years 5-6

Year	Type of Technical Assistance	n	Level of Satisfaction (Percent)				
			Poor	Fair	Satisfactory	Good	Excellent
2011-12	Support with the Persimmony database	26	-	4	4	27	65
	Networking opportunities	26	-	-	15	42	42
	Assistance developing your funded agency's scope of work (SOW) after award notification*	25	-	4	8	36	52
	Assistance provided to implement your program-level evaluation plans (PEP)	25	-	8	4	40	48
	Support for designing appropriate child development activities	23	-	-	17	39	44
	Assistance regarding aggregate data and evaluation reporting	26	-	12	4	35	50
	Event sponsorship	24	-	4	13	33	50
	Essential characteristics technical assistance	19	-	-	16	47	37
	Learning Circles	21	-	-	14	43	43
	Assistance provided on your funded agency's budget	24	-	4	13	29	54
	Nonprofit Management Assistance Program (MAP classes) by the Community Foundation of Monterey County	18	-	11	39	28	22
	Fund development	21	-	5	48	29	19
	Coordinating services	26	-	-	15	58	27
	Referral sharing	24	-	-	21	54	25
	Media support, including media relations and marketing assistance	24	4	8	33	33	21
	Community education (Wonder of Learning, Heckman event, etc.)*	23	-	-	13	17	70
	Other	3	-	-	-	33	67
2012-13	Support with the Persimmony database	27	4	-	15	26	56
	Networking opportunities	29	3	3	10	41	41
	Assistance provided towards the implementation of your funded agency's scope of work (SOW)	27	-	7	7	26	59
	Assistance provided to implement your program-level evaluation plans (PEP)	26	-	-	23	35	42
	Support for designing appropriate child development activities	24	-	-	17	29	54
	Assistance regarding aggregate data and evaluation reporting	27	-	4	11	48	37
	Event sponsorship						
	Essential characteristics technical assistance	23	4	4	13	35	44
	Learning Circles	22	-	9	9	32	50
	Assistance provided on your funded agency's budget	28	-	-	18	36	46
	Nonprofit Management Assistance Program (MAP classes) by the Community Foundation of Monterey County	16	-	-	25	50	25
	Fund development	20	-	15	10	50	25
	Coordinating services	25	-	4	16	44	36
	Referral sharing	24	-	8	17	38	38
	Media support, including media relations and marketing assistance	19	5	11	21	42	21
	Community education (Wonder of Learning, Heckman event, etc.)	26	-	-	4	31	65
	Mental health consultations to preschool/family child care*	17	-	-	12	29	59
	Child Signature Project (CSP) coaching*	14	-	14	7	29	50
	Technical assistance (TA) consultant to child care center*	13	7	7	7	31	46
	F5 ECE seminars*	24	-	4	8	38	50
Protective factors *	19	-	-	21	42	37	
Playgroup and TA with PICT*	15	-	7	13	40	40	
Playgroup materials series *	16	-	6	13	25	56	
IFECMH (mental health training series)*	19	-	-	5	32	63	

*New this year (i.e., not included in previous years)

- Compared to management, larger shares of line staff either responded “*don’t know*” or “*not applicable*” to many of the questions about technical assistance.
- Generally, larger percentages of line staff than management indicated that technical assistance was “*good*” to “*excellent*” on the most of the above activities.

Interactions with Staff

Perceptions of Working with First 5 Monterey County Staff, Years 1-5

Year	Statement	n	Percent of Agencies				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2007-08	F5 staff has the best interest of young children and families in mind	20	5	-	-	20	75
	F5 staff are responsive to my questions or concerns	20	-	-	5	40	55
	I know who to talk to depending on my question	20	-	-	5	45	50
	Communication with F5 staff has been clear	20	-	10	10	20	60
2008-09	F5 staff has the best interest of young children and families in mind	19	-	-	11	32	58
	F5 staff are responsive to my questions or concerns	20	-	-	10	30	60
	I know who to talk to depending on my question	20	5	-	10	30	55
	Communication with F5 staff has been clear	20	-	-	15	35	50
2009-10	F5 staff has the best interest of young children and families in mind	25	-	-	-	36	64
	F5 staff are responsive to my questions or concerns	24	-	-	8	17	75
	I know who to talk to depending on my question	25	-	-	4	44	52
	Communication with F5 staff has been clear	24	-	8	8	17	67
	F5 staff treat me and other funded partners fairly	23	-	4	4	30	61
	F5 staff are knowledgeable about their subject matter	24	-	-	-	29	71
	I am comfortable approaching F5 staff with problems	24	-	4	-	25	71
	F5 staff are proactive in providing support	25	-	4	12	16	68
	F5 goals and strategies are communicated clearly	24	-	4	8	29	58
	2010-11	F5 staff has the best interest of young children and families in mind	26	-	-	-	15
F5 staff are responsive to my questions or concerns		26	-	-	-	35	65
I know who to talk to depending on my question		26	-	-	4	35	62
Communication with F5 staff has been clear		26	-	-	4	42	54
F5 staff treat me and other funded partners fairly		26	-	-	-	35	65
F5 staff are knowledgeable about their subject matter		26	-	-	-	39	62
I am comfortable approaching F5 staff with problems		26	-	-	4	35	62
F5 staff are proactive in providing support		26	-	-	4	42	54
F5 goals and strategies are communicated clearly		26	-	-	12	35	54
2011-12	F5 staff has the best interest of young children and families in mind	26	-	-	-	8	92
	F5 staff are responsive to my questions or concerns	26	-	-	-	27	73
	I know who to talk to depending on my question	26	-	-	4	31	65
	Communication with F5 staff has been clear	26	-	-	8	31	62
	F5 staff treat me and other funded partners fairly	26	-	-	-	19	81
	F5 staff are knowledgeable about their subject matter	26	-	-	-	8	92
	I am comfortable approaching F5 staff with problems	26	-	-	-	12	89
	F5 staff are proactive in providing support	26	-	-	-	23	77
	F5 goals and strategies are communicated clearly	26	-	-	-	23	77

Perceptions of Working with First 5 Monterey County Staff, Year 6

Year	Statement	n	Percent of Agencies				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2012-13	F5 staff has the best interest of young children and families in mind	28	-	-	-	7	93
	F5 staff are responsive to my questions or concerns	29	-	-	-	35	66
	I know who to talk to depending on my question	29	-	-	3	38	57
	Communication with F5 staff has been clear	29	-	-	3	45	52
	F5 staff treat me and other funded partners fairly	29	-	-	-	24	76
	F5 staff are knowledgeable about their subject matter	29	-	-	-	24	76
	I am comfortable approaching F5 staff with problems	29	-	-	-	28	72
	F5 staff are proactive in providing support	29	-	-	7	28	66
	F5 goals and strategies are communicated clearly	29	-	-	3	24	72

- In general, management “*strongly agreed*” similarly or more than line staff on all of the above statements.

Satisfaction with F5MC

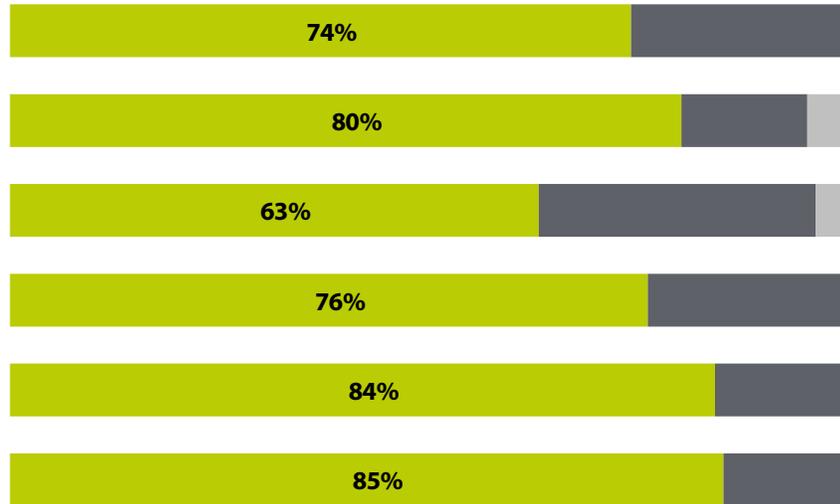
Satisfaction with Relationship Agency Has Developed with First 5 Monterey County, Years 5-6

Year	Percent of Agencies			
	Not satisfied at all	Slightly satisfied	Moderately satisfied	Very satisfied
FY 2011-12	-	-	4	96
FY 2012-13	-	-	10	90

- Compared to management, a slightly greater percentage of line staff indicated that they were “*very satisfied*” with the relationship their agency developed with F5MC over the last year.

Satisfaction with Creating Change

Satisfaction with F5MC's Efforts to Create Sustainable Change in Systems, Policies and Practices, Years 1-6



- A slightly greater percentage of management indicated they were “*very satisfied*” with F5MC’s efforts to create sustainable change in systems, policies, and practices of early development.

Satisfaction with Commission

Satisfaction with First 5 Monterey Commission, Years 1-5

Year	Statement	n	Percent of Agencies				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2007-08	F5MC is respected among my colleagues.	20	-	-	5	40	55
	Commissioners are effective representatives of the issues facing children ages 0-5.	19	-	5	11	63	21
	My program has sufficient opportunity to provide input into decisions that affect my funded agency (via I-ACT, Learning Circles, committee meetings, and Commission meetings).	19	-	-	16	53	32
	F5MC Commission seeks the input of parents/caregivers when making decisions.	19	5	-	-	68	26
2008-09	F5MC is respected among my colleagues.	20	-	-	15	40	45
	Commissioners are effective representatives of the issues facing children ages 0-5.	17	-	-	18	65	18
	My program has sufficient opportunity to provide input into decisions that affect my funded agency (via I-ACT, Learning Circles, committee meetings, and Commission meetings).	19	-	-	21	42	37
	F5MC Commission seeks the input of parents/caregivers when making decisions.	16	-	-	13	63	25
2009-10	F5MC is respected among my colleagues.	25	-	-	8	52	40
	Commissioners are effective representatives of the issues facing children ages 0-5.	25	-	-	20	68	12
	My program has sufficient opportunity to provide input into decisions that affect my funded agency (via I-ACT, Learning Circles, committee meetings, and Commission meetings).	24	-	4	13	75	8
	F5MC Commission seeks the input of parents/caregivers when making decisions.	25	-	8	20	56	16
2010-11	F5MC is respected among my colleagues.	26	4	-	8	50	39
	Commissioners are effective representatives of the issues facing children ages 0-5.	26	4	4	23	58	12
	My program has sufficient opportunity to provide input into decisions that affect my funded agency (via I-ACT, Learning Circles, committee meetings, and Commission meetings).	26	4	-	8	81	8
	F5MC Commission seeks the input of parents/caregivers when making decisions.	26	8	-	27	62	4
2011-12	F5MC is respected among my colleagues.	25	-	-	-	52	48
	Commissioners are effective representatives of the issues facing children ages 0-5.	25	-	-	16	68	16
	My program has sufficient opportunity to provide input into decisions that affect my funded agency (via I-ACT, Learning Circles, committee meetings, and Commission meetings).	25	-	4	-	64	32
	F5MC Commission seeks the input of parents/caregivers when making decisions.	25	-	4	16	64	16

Satisfaction with First 5 Monterey Commission, Year 6

Year	Statement	n	Percent of Agencies				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2012-13	F5MC is respected among my colleagues.	29	3	-	24	28	45
	Commissioners are effective representatives of the issues facing children ages 0-5.	29	3	3	31	48	14
	My program has sufficient opportunity to provide input into decisions that affect my funded agency (via I-ACT, Learning Circles, committee meetings, and Commission meetings).	29	3	7	21	41	28
	F5MC Commission seeks the input of parents/caregivers when making decisions.	29	3	3	48	38	7

- A larger percentage of management indicated they “*agreed*” or “*strongly agreed*” with each statement. At least 50 percent of line staff indicated they were “neutral” on all of the statements except for “*F5 is respected among my colleagues.*”