



Meeting the Commitment to Families and Children in Monterey County

A Status Report on First 5 Monterey County's Funded Agencies

FY 2012-13 Systems-Level Evaluation Report

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Prepared for



Prepared by

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community research

table of contents

Key Findings	i
Welcome	3
Program Characteristics	4
Systems Navigation	7
Policy and Advocacy	12
Recommendations	14
Survey Methods	16
Acknowledgments	17

Key Findings

The 2012-13 Systems-Level Evaluation Report surveyed 55 respondents among management, program coordinators, and front-line staff at 26 F5MC-funded agencies. Among the notable findings were the following:

Access and inclusion are key factors in program quality

- *Agency staff largely reflects the racial and ethnic composition of the community* - The share of agencies with Hispanic/Latino executive directors increased from 40 percent in 2008-09 to 52 percent in 2012-13. During the same period, the proportion of agencies with Latino line staff increased from 85 percent to 93 percent.
- *More agencies are engaging their staff in cultural competency activities*- Since 2010, the number of agencies reporting that they “often” sponsored trainings on gathering and incorporating client input into programs and trainings on cultural competency for program staff increased by 21 percent and 20 percent, respectively.
- *Funded partners are making an effort to serve the whole family, not just mothers and children* - In 2012-13, agencies reported that 74 percent of parents served were female. In order to better support funded partners, we asked specific questions about father involvement for the first time this year. To make services more accessible to fathers in 2012-13, 86 percent of agencies held events in the evening, and 71 percent of agencies provided staff with relevant training. A smaller proportion reported the active participation of males

in service delivery. In 2012-13, 46 percent of programs invited special guests on fatherhood related topics and 25 percent ensure that some groups are led by males.

- *Flexible operating hours are key to family participation in services* - While more than 80 percent of agencies regularly offer services on weekday mornings, afternoons, and evenings, only 32 percent regularly offer services on weekends. In July, when children are not in school, 18 percent of agencies provide no service at all.

More tailored referral processes are helping close gaps in service coordination and tracking

- *Agency staff make most referrals by phone or in person* - In 2012-13, 79 percent of agencies reported using phone calls or in-person conversations to refer clients to services.
- *Agencies are using technology to systematically track and follow up on referrals*- The number of funded agencies that use Persimmony for referral tracking and follow up increased 20 percentage points between 2010-11 and 2012-13. Fifty percent of agencies “always” followed up on referrals, compared to only 27 percent in 2009-10.
- *Agencies face fewer barriers to successful referrals* - Respondents were asked to rate eight barriers to successful referrals. In an encouraging finding, declines of more than 10 percentage points were noted in five of the eight barriers.

- *Collaborative activities between F5MC and its funded partners are declining* - All but one of the collaborative activities included in this survey declined between 2007-08 and 2012-13. The sole exception was “facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings convened by F5MC staff”, which remained unchanged.

Funded partners report high levels of satisfaction with F5MC staff; satisfaction with the Commission is lower

- *There is a growing disparity between agency satisfaction with F5MC staff and that of its Commission* – 90 to 100 percent of respondents agreed with all indicators that reflect a positive perception of working with F5MC staff (e.g., F5MC staff “has the best interest of young children and families in mind.”). However, there were substantial declines in all four indicators of satisfaction with the F5MC Commission (e.g., “Commissioners are effective representatives of the issues facing children ages 0-5”).

The time is right to engage funded partners in advocating for change

- *F5MC’s policy and advocacy efforts are very important to funded agencies* - In 2011-12, 96 percent of funded agencies reported that they regarded F5MC’s role in policy change as “important” or “very important” to its overall mission. In 2012-13, a nearly identical share of programs

(97 percent) agree that this remains an important issue.

- *Funded partners want to advocate for policy change, but still face barriers* - The three barriers most frequently reported in 2012-13 were “lack of time” (85 percent), “lack of resources” (59 percent), and “other priorities get in the way” (52 percent).



Welcome

Creating sustainable change to improve the lives of families and children

First 5 Monterey County (F5MC) is committed to serving as the catalyst for sustainable change in the practices, systems and policies that enrich the lives of children ages 0 to 5 and their families. In 2005, the F5MC Commission focused its efforts on Early Learning Opportunities (ELO) to emphasize the importance of skill building of parents and character development among children before they enter kindergarten. The intent behind this shift was not only to improve outcomes for Monterey County's young children and their families, but also to become more deliberate with funding allocations. This decision came out of a planning process between F5MC and community stakeholders to create a strategic framework, establish funding priorities, and identify the characteristics essential for successful programs. By 2007, a strategic plan was approved by the Commission and the newly funded programs began their work in the community.

Since the ELO Strategic Plan's implementation, the F5MC Commission and staff have taken active steps to monitor and ensure that children and families have access to culturally responsive services; to enhance the organizational capacity of funded agencies; and to foster a coordinated system of services to improve the lives of Monterey County's children and families.

Since FY 2007-08 (Year 1), F5MC has supported an annual evaluation to shed light on the changes that impact the County's system of child- and family-focused services. This year (FY 2012-13) marks the sixth year of the evaluation, a timely juncture to assess the progress being made and to explore what steps might be taken to further strengthen this vital system of services.

This systems-level evaluation seeks to find answers to the following questions:

- How well do F5MC-funded services embody the essential program characteristics defined in the ELO Strategic Plan?
- To what extent are F5MC-funded services and programs collaborating?
- What has F5MC done to assist in building the capacity of community groups and area programs?
- To what extent are programs improving their capacity to serve young children and families?
- How has F5MC been a community convener/catalyst, policy advocate and educator?

A Note to Our Readers: This report compares 2012-13 data to the first year in which similar questions were asked. The 2012-13 Funded Partner Survey included many of the same questions asked in previous surveys conducted over the past five years, since the initial 2007-08 survey. However, there were instances where questions were added or modified after the initial year.

Program Characteristics

Access and inclusion are key factors in program quality

F5MC and its funded partners share a deep commitment to providing Monterey County’s families and young children with programs and services that are accessible on multiple levels. In order to deliver on this commitment, funded partners must offer services that are not only geographically accessible and held at convenient times, but that are also culturally and linguistically appropriate and truly family centered.

This section of the report explores the progress that funded agencies have made in creating a system of services that reflect best practices while being accessible to Monterey County’s target populations.

While services largely adopt culturally responsive practices, there is room for growth

Acknowledging and valuing the cultures of children and families is at the core of quality service provision. Even evidence-based programs and services cannot benefit families and children unless they are provided with sensitivity to differences in culture and language.

With this in mind, agencies were first asked to report on the racial and ethnic diversity of their staff in FY 2008-09. As shown in Exhibit 1, notable changes from FY 2008-09 to FT 2012-13 include:

- The share of agencies with Hispanic/Latino executive directors increased from 40 percent in 2008-09 to 52 percent in 2012-13. During the same period, the proportion of agencies with Latino line staff increased from 85 percent to 93 percent.
- The share of agencies with Indigenous executive directors declined from 15 percent in 2008-09 to three percent in 2012-13. Similarly, the share of agencies with Indigenous line staff declined from 20 percent to three percent.
- While the share of agencies with Asian management-level staff increased slightly since 2008, the percentage of agencies with Asian line staff decreased from 20 percent to 10 percent during that time period.

E1. Race/Ethnicity of Staff, FY 2008-09 to FY 2012-13

Race/Ethnicity	Percent of Agencies					
	Executive Director		Program Coordinator		Line Staff	
	2008-09	2012-13	2008-09	2012-13	2008-09	2012-13
White	50	41	50	35	50	35
Hispanic/Latino	40	52	55	51	85	93
Indigenous	15	3	5	3	20	3
Asian	-	7	5	7	20	10
African American	-	-	-	3	5	10
Pacific Islander	-	-	-	3	5	3

More agencies are engaging their staff in cultural competency activities

Since 2010-11, there were substantial increases in the percent of agencies reporting that they “often” sponsor trainings on gathering client input and incorporating it into programs (from 54 percent to 75 percent), as well as those that sponsor cultural competency trainings for staff (from 46 percent to 66 percent).

E2. Cultural Competency Activities: 2010-11 and 2012-13

Activities	Percent of Agencies That Engage in Activities “Often”		Increase % points
	2010-11	2012-13	
Sponsor training for program staff on gathering and incorporating client input in program design and/or implementation	54	75	21
Sponsor cultural competency trainings for program staff	46	66	20
Outreach or marketing to specific populations	81	86	5
Other	80	80	-

While agencies are increasingly engaging in these cultural competency activities, and many management and front-line staff have the skills to communicate with F5MC families in the families’ primary language, there has been a decrease in the share of volunteers who can offer services in Spanish and indigenous languages¹. Agencies that use volunteers may wish to expand efforts to recruit volunteers whose cultural and linguistic abilities better match the needs of the families they will serve.

Agencies are taking steps to serve the whole family, not just women and children

F5MC-funded services are intended to invite participation from all family members who share the responsibility of caring for children under age 5, including fathers and male partners. To assume that only women are interested in taking advantage of services and programs is to overlook the essential role of the men whose fatherhood role is part of healthy child development.

In 2012-13, 74 percent of parents served were female, prompting F5MC and its funded partners to explore ways to encourage fathers and male partners to take a more active role in F5MC services. As a starting point, agencies were asked to report on activities and strategies that are designed to promote greater participation from father



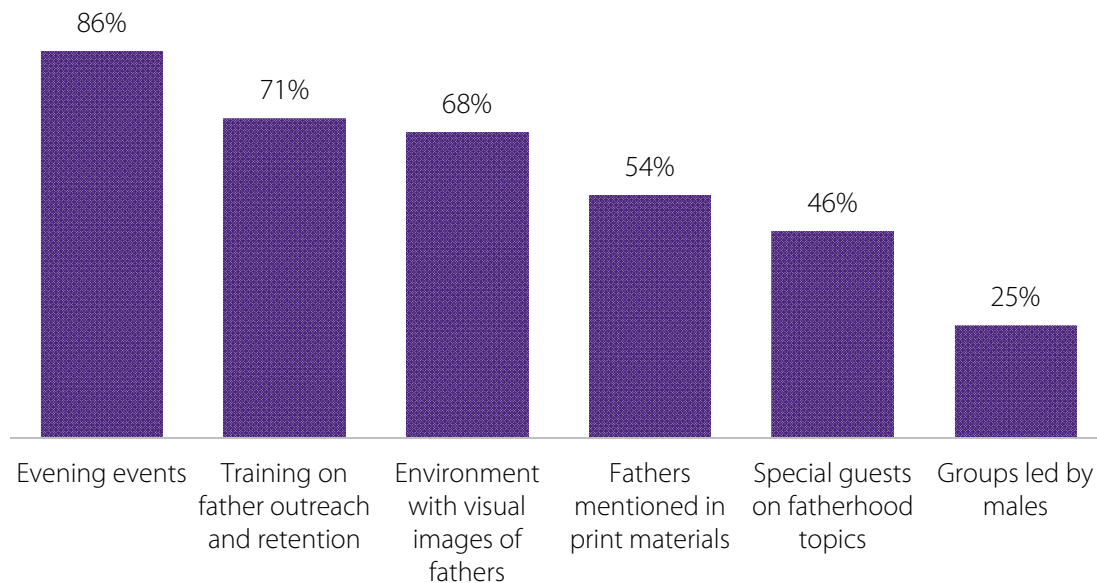
¹ From 2009-10 to 2012-13, there were decreases among volunteers who speak Spanish (from 83 percent to 52 percent), Mixteco (from 17 percent to 3 percent), and Triqui (from 13 percent to 7 percent).

figures. As illustrated in Exhibit 3, among the encouraging findings were:

- 86 percent of agencies held events in the evening
- 71 percent of agencies provided staff with training in how best to reach out to fathers

While a majority of programs are making services more accessible to all family members, a smaller proportion have activities in place to specifically promote the active participation of males in service delivery. In 2012-13, 46 percent of programs invited special guests on fatherhood related topics and 25 percent took steps to ensure that some groups are led by males.

E3. Services to Encourage Father Participation FY 2012-13



Families should be included in program design and implementation

To be useful, F5MC-funded services should reflect the needs of the families who depend on them. With that goal in mind, F5MC strongly encourages the participation of families in the design, implementation, and evaluation of funded services. The specific family-centered activities that more than half of funded partners reported engaging in “a lot” are:

- Ensuring that activities are focused on building the skills of family members (79 percent)
- Having space for children to play safely (68 percent)
- Working to ensure that parents identify their needs and preferences (61 percent)
- Having implemented procedures to further protect client confidentiality (54 percent)
- Ensuring that working parents are involved in service provision (54 percent)

Data reveal that agencies are more likely (68 percent) to provide parents with opportunities to offer feedback on the programs they participate in than they are to involve clients more deeply, e.g., to engage them as program volunteers (54 percent) or advisory council members (32 percent). In fact, 25 percent of all agencies have not yet formally involved clients in program design and implementation. By giving clients a greater voice

and more direct roles in programs, funded agencies are more likely to have programs that are accepted and utilized by families.

Flexible hours are key to family participation

Many of the families who rely on F5MC-funded services and programs lead busy and stressful lives, made more so by recent economic hardship. Work schedules and childcare responsibilities can make it difficult to take advantage of services offered during traditional days and times. By planning for flexible staffing to cover some evenings, weekends, and holidays, funded agencies can make services more helpful for and supportive of working families.

In FY 2012-13, a majority of agencies regularly offered services on weekday mornings (82 percent), afternoons (86 percent), and evenings (82 percent). However, only 32 percent of agencies regularly offered services on weekends. Adding to these barriers is the fact that many agencies cut back on services during holidays and summer months when school sites are closed and childcare is more difficult to attain. While all agencies reported providing services “all month” in September and October, only 52 percent of agencies were open all of December – and during the summer month of July, 18 percent of agencies reported providing no services at all. Given these findings, agencies may wish to explore the possibility of providing more services – not fewer – when schools are not in session.



Systems Navigation

More tailored referral processes are helping to close gaps in service coordination and tracking

When F5MC staff and community stakeholders created the ELO Strategic Plan, they identified service coordination as an essential characteristic of effective programs. Since then, F5MC and its partners have been proactive in building a system of services that allows agencies and programs to work together to leverage resources, reduce service duplication, and – most importantly – to support Monterey County’s families and their young children. These collective efforts produce positive outcomes not only for families and children, but also for the larger community. This section of the report focuses on the coordination of services and inter-agency relationships – factors that are critical to connecting families to a continuum of services that meet their needs.

Continuity of services requires multiple strategies

It is not enough to provide families with an isolated service and then leave them to seek out ancillary services on their own. Families need continuity of services to thrive, and that continuity requires effective referral, tracking, and follow-up on the part of funded agencies.

Referral methods. Since 2010-11, funded agencies have consistently used a range of methods to refer clients to the services they need. During 2012-13, agencies most frequently used phone calls and conversations with parents to make referrals (79 percent for both), but the share of agencies utilizing those methods dropped when compared to 2011-12 (96 percent and 89 percent, respectively). Though agencies reported an increase in the use of Monterey County 2-1-1 as a referral method since 2010-11 (45 percent in 2012-13 compared to 38 percent in 2010-11), fewer partners used it compared to the prior fiscal year (62 percent in 2011-12). It may be that as partners gain more insight into the specific needs of families, they are opting to use more direct referral methods such as phone calls and in-person conversations to ensure families get what they need, rather than rely on the 2-1-1 system. While an important resource, 2-1-1 does not easily allow agencies to follow-up to see if families received what they needed.



Management information systems. Starting in FY 2011-12, F5MC convened funded partners to explore how best to streamline management and tracking of referrals. These discussions centered on the use of Persimmony, F5MC’s management information system. In 2012-13, 58 percent of funded agencies reported using Persimmony to make referrals, compared to 38 percent in 2010-11. When asked to describe reasons for its use, agencies noted that the features in Persimmony make it easier to follow up with clients to confirm they have actually accessed referred services.

Referral tracking and follow up. Since 2009-10, funded partners have reported some difficulties in tracking referrals. In both 2009-10 and 2010-11, only 27 percent of agencies reported that their systems for tracking referrals were working “very well.” In 2011-12, that share of agencies dropped to just 19 percent. However, in 2012-13, the share of agencies that felt their referral tracking was working “very well” increased by 31 percentage points to 50 percent. While this is encouraging, it will be important to monitor over time. Still, it strongly indicates that agencies are using paper files or binder less and utilizing time-efficient methods like Persimmony more often to track referrals. In another encouraging finding, 50 percent of agencies reported that they “always” followed up on referrals in 2012-13, compared to only 27 percent in 2009-10.

Barriers to successful referrals are declining

To find out more about challenges that agencies face, respondents were asked to identify the barriers most commonly encountered during the referral process. While some barriers remain, most agencies reported that they are facing fewer barriers to successful referrals. Among the most notable declines from the first year asked were:²

- Unknown admittance requirements – 12 percentage point decline (19 percent to 7 percent)
- Lack of culturally appropriate services – 12 percentage point decline (32 percent to 21 percent)
- Unclear who at an agency should be receiving referrals – 11 percentage point decline (39 percent to 28 percent)
- Other resources/organizations are full/ there is a waiting list – 10 percentage point decline (72 percent to 62 percent)
- Lack of appropriate resources in the region – 9 percentage point decline (64 percent to 55 percent)



Three barriers to successful referrals persist

Even with these declines, the following three barriers to successful referrals were among the most common over time (in both 2011-12 and 2012-13):

- Lack of appropriate resources in the region – 65 percent and 55 percent, respectively
- Other resources/organizations are full or there is a waiting list – 62 percent and 52 percent, respectively
- Lack of sufficient staff time to provide attention to referrals – 46 percent and 38 percent, respectively

² The following barriers were first asked about in 2009-10 with the exception of “Unclear who at an agency should be receiving referrals.” That response category was first asked about in 2011-12.

Collaboration is declining across all activity levels

Successful collaboration requires engagement among many participants. In the multi-tiered system that includes the F5MC Commission, F5MC staff, F5MC-funded agency management and staff, and funded partner peers, open communication and shared activities should ideally flow between all parties, not just one or two. With this in mind, survey respondents were asked to rate the extent to which their agencies are engaged in collaborative activities – including those that involve sharing information and resources, formalizing relationships, and aligning goals and work plans. Exhibit 4 examines only those funded partners who have been continuously funded (n=12) from 2007-08 and 2012-13 and illustrates how responses varied over the last five years:

E4. Interaction Characteristics: 2007-08 and 2012-13

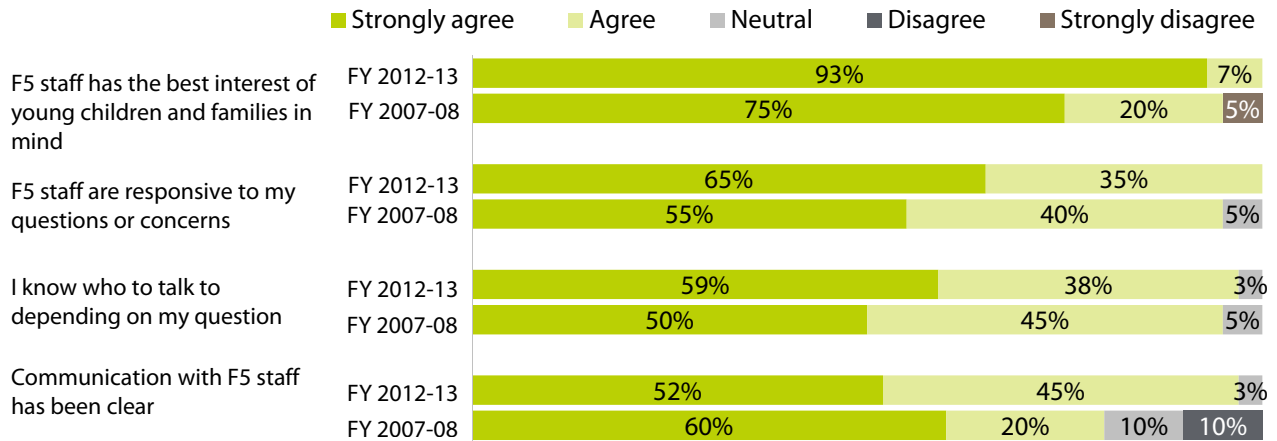
Interaction Characteristics	Percent of Agencies That Engage in Activities "A good deal/A lot"		Decline % points
	2007-08	2012-13	
Regularly gathers and shares effective or "best" practices with other F5MC-funded partner agencies	71	25	46
Collaborates effectively with other agencies NOT funded by F5MC	90	60	30
Develops goals and work plans (i.e., scopes of work) that are complementary with those of other F5MC-funded partner agencies	70	44	26
Provides orientation and training for other funded agencies	48	26	22
Retains its partnerships or collaborative agreements with other F5MC-funded partner agencies over time	80	60	20
Is aware of the roles and responsibilities of other F5MC-funded partner agencies.	81	61	20
Has a written memorandum of understanding with other F5MC-funded partner agencies	58	42	16
Has standard operating procedures with other F5MC-funded partner agencies	55	46	9
Facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings (e.g., Learning Circles, I-ACT) convened by F5 staff	43	43	-

As Exhibit 4 shows, with the exception of one activity, "facilitates regular meetings with other F5MC-funded partner agencies aside from the collaborative meetings convened by F5MC staff", which remained unchanged at 43 percentage points, all collaborative activities included in the evaluation declined from 2007-08 to 2012-13. Similar decreases also occurred among the subset of agencies that have been funded continuously since 2007-08. It is important to bear in mind that, although a number of organizations have been funded by F5MC for multiple years, turnover among management and line staff within many of those agencies may have caused interruptions or even setbacks in the process of strengthening of collaborative relationships.

Funded agencies level of satisfaction with F5MC staff and Commission

Satisfaction with F5MC staff has increased. Throughout the years, agencies reported that their overall communications with F5MC staff have been favorable, as shown in Exhibit 5. Agencies are generally pleased with F5MC's clarity of communication and responsiveness to questions or concerns, and reported that they know who at F5MC is their best source for answers. More importantly, an overwhelming majority (93 percent) "strongly agreed" that F5MC staff *"has the best interest of young children and families in mind."*

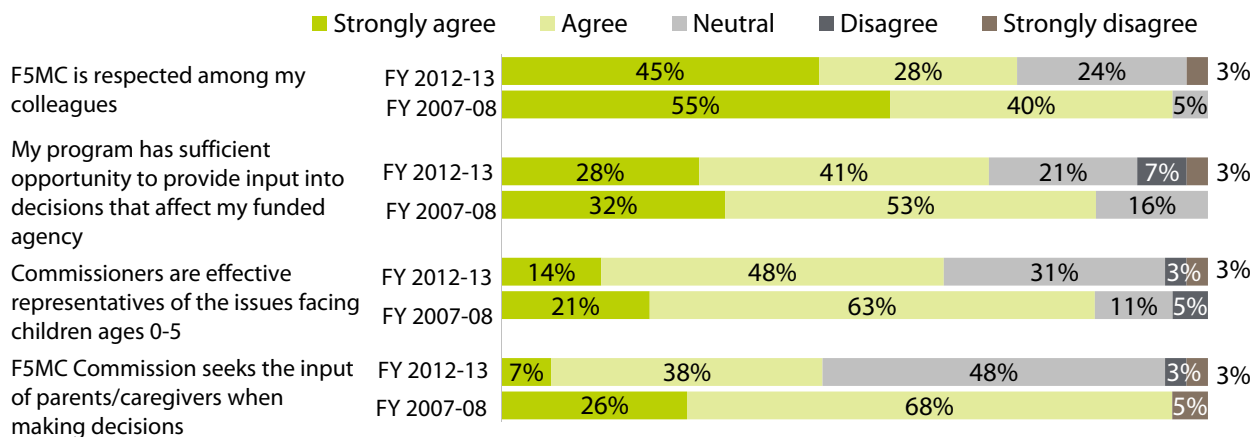
E5. Agency Satisfaction with F5MC Staff – 2007-08 to 2012-13



Satisfaction with the F5MC Commission has decreased. For the 2012-13 evaluation, respondents were also asked to rate their level of satisfaction with the F5MC Commission on four specific topics. As illustrated in Exhibit 6, the percentage of agencies who “agreed” or “strongly agreed” with the following statements declined:

- F5MC is respected among my colleagues – 22 percentage point decline
- My program has sufficient opportunity to provide input into decisions that affect my funded agency – 16 percentage point decline
- Commissioners are effective representatives of the issues facing children ages 0-5 – 22 percentage point decline
- F5MC Commission seeks the input of parents/caregivers when making decisions – 49 percentage point decline

E6. Agency Satisfaction with F5MC Commission – 2007-08 to 2012-13



There is a notable disparity between the positive level of satisfaction funded agencies have with F5MC staff, and the declining level of satisfaction they have with the F5MC Commission. Given these findings, the Commission may wish to counter this trend by finding more positive and specific ways to engage with and communicate their efforts to funded agencies and their staff.

Policy and Advocacy

The time is right to engage funded partners in advocating for change

A vital function of F5MC and their funded partners is to educate the community and advocate for policies that improve the lives of Monterey County’s families and their young children.

In Monterey County, F5MC plays a pivotal role with regard to policy and advocacy through its ongoing efforts to create sustainable change in the systems, policies, and practices that most impact the development of children in their first five years of life.

F5MC’s policy and advocacy efforts are important to funded agencies

Funded agencies continue to agree that F5MC’s policy and advocacy efforts are a key component of its work. In 2012-13, 96 percent of funded agencies reported that they regarded F5MC’s role in policy change as *important* or *very important* to its overall mission.

E7. Importance of F5MC’s role as advocate for policy changes

Importance of F5MC’s policy and advocacy activities to its overall mission	Percent of Agencies			
	Not at all important	Somewhat important	Important	Very Important
FY 2012-13	-	3	14	83
FY 2011-12	4	-	4	92

Furthermore, the agencies themselves continue to report greater comfort in advocating for policy change as evidenced by an increase of 18 percentage points in those who feel “very comfortable” between 2009-10 and 2012-13 (see Exhibit 8).

E8. Agency’s comfort advocating for policy changes

Comfort advocating for policy change	Percent of Agencies		
	Not comfortable	Somewhat comfortable	Very comfortable
FY 2012-13	-	48	66
FY 2009-10	-	52	48

Barriers prevent funded partners from taking a more active role in policy and advocacy

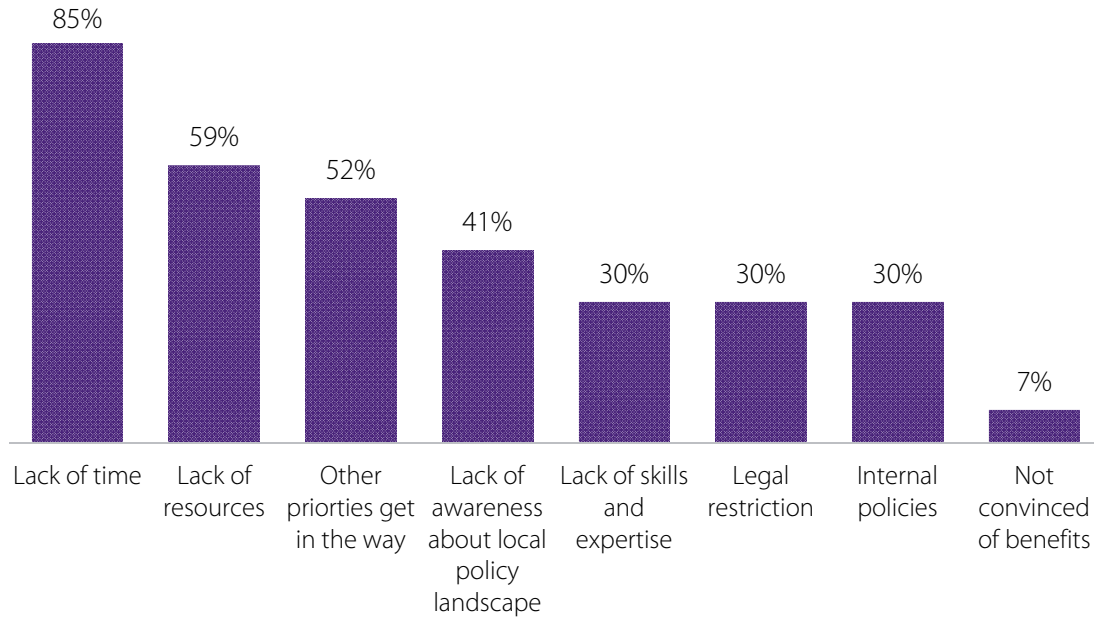
It is clear that policy and advocacy efforts are very important to F5MC’s funded partners, and that agencies are becoming more confident about taking a bigger role in these efforts. However, because agency staff is often so consumed with their front-line and/or administrative work with families and children, they often do not have the time or resources to focus on larger policy issues. To explore this issue further, we asked agencies for the first time to list the barriers that prevent them from taking a more active role in the policy and advocacy process (see Exhibit 9). The top three reasons identified were:

- Lack of time – 85 percent
- Lack of resources – 59 percent
- Other priorities get in the way – 52 percent

The least reported barriers included:

- Not convinced of the benefits – 7 percent
- Internal policies prevent staff from support or opposing specific pieces of legislation – 30 percent
- Legal restrictions – 30 percent
- Lack of relevant skills or expertise – 30 percent

E9. Barriers that prevent agency staff from participating in policy and advocacy



It also appears that agencies are more aware of the increased visibility of early childhood development in the local policy landscape. As an example, 93 percent reported being *somewhat* or *highly aware* that early childhood development was a legislative priority for the Monterey County Board of Supervisors.

Among the various sources that F5MC can mine for input on needed policy changes, few are more relevant and valuable than the funded agencies themselves. The experiences that agency staff has in their day-to-day contact with families and children can—and should—inform decisions around policy change. With this in mind, the Commission may wish to consider how to further engage its funded partners in dialogue and activities in this area. This is a timely opportunity, given that 2013 is the *Year of the Child* and the will to support early childhood development has increased, to bring stakeholders and families together to effect lasting change that will benefit young children.

Recommendations

The 2013-13 F5MC Systems-Level Evaluation Report offers valuable insights into how well F5MC's funded partners are serving Monterey County's youngest children and their families. The real value of this report, however, is based not only on the knowledge it provides, but also on the sustainable change it generates. With that in mind, we offer the following recommendations that may guide the F5MC Commission in putting the findings of this report into practice.

Make services more convenient for working families.

Only 32 percent of agencies reported that they regularly offer services on weekends, and many cut back on services during holidays and summer months when schools are closed. In fact, during the month of July, 18 percent of agencies reported providing no services at all. F5MC might provide its funded partners with guidance on how to make programs more flexible to better serve working families.

Engage male family members in programs.

In 2012-13, funded agencies reported that 74 percent of parents served were female. While agencies are making strides in making services more accessible to fathers and male partners, less than half invited special guests to speak about fatherhood, and only 25 percent held meetings led by men. F5MC should continue to encourage and provide more specific training to its funded partners to give both mothers and fathers a voice in the design, implementation, and evaluation of funded services, and to consider recruiting parents as volunteers.

Strive to increase agency participation in collaborative activities.

With the exception of one activity, all collaborative activities included in the evaluation declined from 2007-08 to 2012-13. F5MC should take steps to counter this trend by reaching out to newer staff members and encouraging all funded partner agency staff to share resources and information and formalize relationships to benefit the families and children they serve.

Increase agency communication with the F5MC Commission.

While funded partners were pleased overall with their interactions with F5MC staff (i.e., 93 percent "strongly agreed" that F5MC staff "*has the best interest of young children and families in mind*") there were notable declines in their satisfaction with the F5MC Commission. Chief among these was a 49 percentage point drop in agency respondents who agreed that, "*F5MC Commission seeks the input of parents/caregivers when making decisions.*" Given this disparity, the Commission may wish to explore ways to improve the nature of its communications with funded agencies and their staff.

Provide funded partners with opportunities to become involved in advocacy and policy decisions.

The latest evaluation reaffirms that funded partners place a very high value on F5MC's policy and advocacy efforts. However, agencies still face barriers that prevent them from taking a direct role in the policy and advocacy process – mainly lack of time and lack of resources. Given that funded agencies are a valuable resource for policy development strategies, F5MC may wish to consider how to maximize funded partners' involvement in advocacy and policy activities.



Survey Methods

F5MC continues to support an annual evaluation designed to shed light on changes in Monterey County’s system of services for children ages 0 to 5 and their families. This year (2012-13) marks the sixth year of the evaluation. A total of 55 respondents from 26 F5MC-funded agencies participated in this year’s survey.

Because of changes in funding over time, the same funded partners are not represented in each year of the survey. This variable may account for some of the changes presented for multi-year comparisons in this report. In addition, multiple staff members from management and line staff levels were asked to respond to the survey to arrive at a more balanced perspective from each agency. Responses from each agency were then averaged to generate agency-level responses.

As it has done since 2007-08, Harder+Company Community Research developed the 2012-13 Funded Partner Survey to evaluate systems-level changes among F5MC-funded programs. This year’s survey included many of the same questions as previous surveys, along with new areas of inquiry to enhance the evaluation. For access to all of the data captured by the Systems-Level Evaluation, please refer to the F5MC 2012-13 Funded Partner Survey Data Book.

2012-13 Funded Partner Survey Respondents

26 agencies

55 respondents

11 executive directors

23 program coordinators

21 line staff



Acknowledgments

The Systems-Level Evaluation was made possible through the contributions of funded agency staff members – including managers and front-line personnel – and through the assistance of the following organizations:

- Action Council
- Alisal Union School District
- Apoyando a los Niños (Go Kids, Inc. and Choices for Children)
- Castro Plaza Family Resource Center (North Monterey County Unified School District)
- Centro Binacional para el Desarrollo Indígena Oaxaqueño/Binational Center for the Development of Oaxacan Indigenous Communities
- Community Action Partnership
- Dads in Action (Monterey County Office of Education)
- Easter Seals Central California
- Family Connections at MPUSD Family Resource Center
- Gonzales Unified School District
- Greenfield Union School District
- Hartnell Community College – CARES
- Hartnell Community College Foundation
- King City Family Resource Center
- King City Migrant Child Development Center
- Kinship Center
- McCourt and Calvo CARES Consultants
- Mexican American Opportunity Foundation
- Monterey County Health Department Behavioral Health
- Monterey County Health Department Teen Parenting Program
- Monterey County Probation Department
- Monterey County Screening Team for Assessment, Referral and Treatment (MCSTART) (Door to Hope)
- Monterey Peninsula College, CARES
- Monterey Peninsula College Foundation
- Nuevas Posibilidades (Go Kids, Inc.)
- Pajaro Valley Prevention and Student Assistance, Inc.
- Pajaro Valley Unified School District
- Salinas Public Library
- Soledad Adult School

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