



**MarinKids**  
*Opportunity Around Every Corner*

June 2, 2014

Marin County Board of Supervisors  
3501 Civic Center Drive  
San Rafael, CA 94903

**SUBJECT:** Informational Report Regarding Marin Strong Start Initiative

**REQUEST:** Board review of a draft Expenditure Plan and input on proposed plan.

## **I. MARIN STRONG START BACKGROUND**

Marin Strong Start is a grassroots and grasstops effort grounded in an abiding commitment to improving equity of opportunity for all children in Marin to succeed in school and have a strong, healthy start in life. The work to develop this proposed measure began more than four years ago. Extensive research, community engagement and significant deliberation have shaped the recommendations in this draft Expenditure Plan.

The priority programs described in this report were selected based on sound science, community priorities and the highest and best use of public funds to deliver sustained and durable services that will have an immediate and lasting impact on our children and our community.

**Based on the input and research described below, the Marin Strong Start Expenditure Committee is recommending the following:**

- One quarter percent countywide sales tax
- 60% (est.) of funds allocated for preschool and extended learning/afterschool programs to be administered by the Marin County Office of Education.
- 40% (est.) of funds allocated for expanding access to affordable childcare and to fund health programs to be administered by County Health and Human Services.

Key milestones in the process to develop this recommendation included the following steps:

In 2010, Marin Child Care Council, First 5 Marin, MarinKids, Community Action Marin, Marin Child Care Commission, Parent Voices and Youth Leadership Institute formally agreed to work together to explore the feasibility of establishing a dedicated local funding stream for children's services. They began researching such measures throughout the country, reviewing local data and examining potential priorities for public funding.

In 2012, an informal community survey of 1800 community members implemented by Parent Voices indicated that residents would support a children's fund and be willing to pay an additional local sales tax to support a fund. The survey explored priorities such as healthcare access, preschool, childcare and other issues pertaining to the welfare of children and youth.

In June 2013, MarinKids retained Godbe Research to conduct a formal community survey. The survey focused on four types of high impact children's services that might be funded. They included 1) health care, 2) affordable childcare, 3) preschool education, and 4) extended learning/afterschool programs. Survey results indicated that roughly 69 percent of voters were likely to approve a one-quarter percent special sales tax.

Early in 2014, the originating Coalition significantly expanded its base of support to include dozens of parents, community members and organizations. Over the past months, Coalition members have been conducting outreach to community members and potential consumers, key community groups, business leaders, city councils and school boards, and engaging additional partners around the public planning process for a dedicated children's fund. A list of current Coalition members is provided in [Appendix C](#).

In March 2014, upon the recommendation of the Marin County Board of Supervisors, a Marin Strong Start Expenditure Committee was selected to draft a proposed Expenditure Plan. (A list of Committee members is provided at the end of this document.) MarinKids has provided staff support to the Committee working with a small team of consultants. The purpose of the Expenditure Plan is to provide a clear framework for allocating projected local tax revenues from the measure, including program allocations and an administrative framework to implement the Initiative.

Throughout April and May, the Expenditure Committee met to develop the plan, holding full committee meetings and meetings of four workgroups charged with bringing program priorities and expenditure recommendations to the full Committee. The workgroups included Expenditure Committee members as well as additional experts and members of the community. A separate workgroup provided recommendations on administrative and management structures. In addition, the Expenditure Committee sought input from the Marin Strong Start Coalition members on guiding principles for developing the plan and the subsequent draft plan. Guiding principles proposed by the Coalition included equity of opportunity for all children, targeting resources toward children where family economics reduce opportunities, building upon and leveraging existing structures and resources, integrating systems, and building for accountability, durability and flexibility over time to meet changing circumstances such as availability of state or federal funds for some program elements. (See Appendix B for complete list.) In addition, the Expenditure Committee reviewed the current tax base and determined an appropriate level of funding for this initiative

In April, MarinKids contracted with Godbe Research on behalf of the Expenditure Committee to conduct a series of three *focus groups* with residents from a range of jurisdictions, ages and political affiliations. Key findings included, the following:

- All areas of the measure, preschool, healthcare, childcare and afterschool/extended education were seen as important with preschool and healthcare most often highlighted.
- A strong majority of the participants agreed that funds should expand resources for children from poor to lower-moderate income families - children with the greatest need.
- In an informal survey of participants, a strong majority agreed they would support a publicly funded measure with these priorities.

In June, MarinKids, with privately raised funds, will contract with Godbe Research to conduct a tracking survey that incorporates findings from community outreach, the work of the Expenditure Committee and closely reflects what might potentially be found on a ballot measure. A summary of results will be available to the Board in July with a Marin Strong Start staff report.

## **II. DRAFT MEASURE SUMMARY**

The following draft describes a potential countywide special sales tax measure proposed for the November 2014 ballot that would give Marin County voters the opportunity to expand equitable access for Marin’s children to quality preschool education, affordable childcare for infants toddlers and children, comprehensive healthcare services and expanded learning programs afterschool and in the summer to promote academic achievement and a strong start in life.

The proposed Marin Strong Start one-quarter percent sales tax is estimated at current collection levels potentially to generate approximately \$10,000,000. The measure duration would be nine years. Level of revenue could change over the life of the Initiative. Estimates below are approximate and subject to changes in potential annual receipts. The measure would include independent citizens’ oversight and a leadership team of experts from health, childcare and education responsible for program administration, management and implementation.

### **A. Program Descriptions.**

Four programs (Preschool, Childcare, Healthcare and Extended Learning/Afterschool) encompassed in the measure are described below. These programs are deliberately linked and integrated to promote academic success, healthy lives and a thriving Marin while reducing the impact of poverty on children. Research shows strong starts produce lifelong results. Access to preschool, quality healthcare, childcare and extended learning/afterschool support leads to academic achievement, healthy lifestyles, successful careers and a better community overall.

**Approximate allocation by percentage of the total revenues is provided. A small variable range is listed to provide flexibility to allocate resources among the four programs based on circumstances and annual planning priorities.**

There is a focus on expanding access to high impact programs and services targeting children from low- to moderate-income families and offering services universally as feasible. A brief review of socioeconomic levels of children in Marin based on the U.S. Department of Health & Human Services 2014 Federal Poverty Guidelines (<http://aspe.hhs.gov/poverty/14poverty.cfm>) reveals the following:

24.8 percent of children in Marin live in families with a maximum annual income of about \$47,700 for a family of four - at or below 200% of the Federal Poverty Level.

Nearly 10 percent more live in families with an annual income between \$47,701 and \$71,550 for a family of four - at or below 300% of the Federal Poverty Level. (American Community Survey, 2010 US Census)

Due to the high cost of living in Marin, it can take more than the annual income of a family of four with one school aged and one preschool child living at or below 300% of the Federal Poverty Level to meet basic needs for food, housing, childcare, healthcare and other essentials. <http://www.insightcced.org/calculator.html>

### **1. Access to Quality Preschool Education (50% - 60% of funds)**

*The purpose of this program element is to expand access to a quality preschool education for three and four year old children in Marin. Using a targeted universal approach, the program will offer opportunities for children from very low to low-moderate income families first, expanding to all income levels if funds become available. The program is aimed at ensuring children enter kindergarten prepared for success in school. The model is based on research on the value of quality preschool education for improving academic success for all children, particularly economically disadvantaged children, and successful preschool expansion models implemented in jurisdictions such as San Francisco, San Diego and Los Angeles counties.*

#### Program Rationale:

“When children start school behind, they stay behind. Quality early education gives children social, language and numeracy skills they need; it prepares children, especially at-risk children.” (Barnett and Yaroz)

Poor children are much less likely to be ready for school (48%) than those who are better off (75%); there is an income-based readiness gap of 27%. (Issacs)

Preschool builds skills, boosts academic achievement, makes children more likely to stay in school and graduate, saving our local economy about \$11,400 per child. (Rand)

“Researchers have repeatedly demonstrated that for children—particularly children from low-income backgrounds—to benefit from preschool, it must be of high quality.” (National Institute for Early Education Research, Rutgers)

#### In Marin:

While preschool prepares children for school, one out of every four children in Marin does not attend preschool. (American Community Survey, US Census 2010)

At a cost of about \$13,000 per year for a full day program, preschool is out of reach for many families where 33.5 percent of children live at or below 300% of the Federal Poverty Level with an annual income at or below \$71,550 for a family of four.

Only 32 percent of Latino 3 and 4-year old children attend. (American Community Survey, US Census 2010)

By 3rd grade, 65 percent of economically disadvantaged children in Marin do not read at grade level compared to 22 percent of children who are not economically disadvantaged (determined by eligibility for free or reduced meals). (California Department of Education, Star Test English Language Arts, 2013)

Use of Funds:

- a) **Free preschool education opportunities** to serve four-year olds from families living up to 300% of the Federal Poverty Level (FPL) – up to \$71,550 for a family of four. (At 100 percent participation rate, approximately 940 4-year old children could be served in new and quality enhanced slots.) As resources become available (if, for example, state or federal funds were to allocated for preschool for four year olds), the program will expand to serve three-year olds with family incomes up to 300% of the FPL. Once this is achieved and if funds become available, the program will expand to accept children at all socioeconomic levels.
- b) **Quality standards for existing and new preschool programs.** To participate in the program, providers will be required to meet baseline quality criteria based generally on accepted definitions from research. Quality standards will be determined using standardized, evidence-based tools and other criteria and will include licensing, capacity, teacher educational level, maximum group size and teacher student ratios, and use of approved curricula among other criteria. Program participation will be open to a variety of provider types including public schools, child care centers, private preschools and family child care homes that meet the requirements and are willing to participate in quality improvement and evaluation.
- c) **Ongoing quality improvement training is required:** Providers must participate in ongoing professional development and technical assistance needed to support and enhance program quality. All programs will use the California Department of Education’s Preschool Learning Foundations and Curriculum Frameworks to guide their work with children and establish paid professional development days for their teachers.
- d) **Family engagement:** Family engagement will be a required element of the preschool programs supporting parent education and transition to kindergarten.
- e) **Assessment and Outcomes Evaluation:** All programs will participate in data collection and reporting, including use of standardized tools to assess student progress toward kindergarten readiness as well as overall program performance. Outcomes and progress will be reported to the public. Programs must demonstrate progress toward quality objectives and school readiness outcomes.

## 2. Access to Affordable Child Care (20%-25%)

*The purpose of this program component is to assure participation of children from low-income working families in the part day preschool program by providing access to affordable childcare for the remainder of the workday and during the summer. In addition, this program component expands access to affordable care for low income working families and reduces the number of eligible families on the waitlist for care.*

### Program Rationale:

Greater investment now in our infants and toddlers will reap significant future savings in public programs, create a more productive workforce and increase the number of future citizens who are self-sufficient. (*Heckman*)

Access to affordable, quality childcare reduces the burden on working families, increases family self-sufficiency, reduces absenteeism and improves worker productivity (*The Future of Children, 2014*)

**The cost of childcare is prohibitive for many families in Marin – contributing to unemployment, underemployment and poverty. Costs for full time care range from: Birth – 2 years of age = \$17,244; 2-5 years of age = \$13,212; School age = \$9,948. (California Department of Education)**

**At least 427 children (ages 0-4) from low-income families are on the waitlist for affordable care. (Marin Child Care Council)**

### Use of Funds:

- a) **Provide part day preschool wrap around services** for an estimated 200 new (not served in subsidized programs) children in the expanded preschool program with a family income at or below 300% of Federal Poverty Level (FPL). Priority would be given to children in families living at or below 200% of FPL. Families between 200% and 300% of FPL with high need also could be eligible on a sliding scale basis. This would maintain California Department of Education (CDE) family fee schedules. If allocation is not fully utilized, remainder can be added to childcare subsidies for children 0-4 years of age described below.
- b) **Expand childcare subsidies for low-income families on a sliding scale** for an estimated additional 60-65 children, ages 0-4 years old, in full day care with a family income at or below 300% of the Federal Poverty Level.
- c) **Maintain infant care for low-income working families** by providing small annual grants to State Subsidized and Head Start providers to sustain infant care slots at current levels. (Not more than 10 percent of childcare program allocation.)

### **3. Access to Comprehensive Healthcare (15%-20% of funds)**

*The purpose of this component is to assure that every child ages 0-18 in Marin has access to prevention and intervention services that are critical to growing up healthy and being able to succeed in school. Many program services will be linked to early care and early education programs to promote prevention and early detection of health issues.*

#### Program Rationale:

Studies indicate that physical health, healthy behaviors, and psychological wellbeing are significantly associated with academic achievement. (Ickovics JR, et al)

According to Children Now, uninsured children are:

- Over 13 times more likely to lack a usual source of care;
- Nearly 5 times more likely to have delayed or unmet medical needs;
- Over 3 times more likely to have unmet mental health service needs;
- 5 times more likely to have unmet dental and vision care needs;
- Nearly 4 times more likely to have an unmet need for prescription drugs.

Early detection and follow-up access to effective intervention and treatment services can vastly improve developmental outcomes for children with special needs and prevent further progression of delays. (*Hanson, T. and J. Patterson (2010)*)

Early intervention can also reduce the need for more intensive or longer-term treatment, resulting in cost savings to individual families and to the public health and educational systems that serve them. (*Glascoe, F. (2000)*)

Children who are overweight as toddlers or preschoolers are more likely to be overweight or obese in early adolescence. (National Institutes of Health, 2006)

#### In Marin:

**Approximately 750-1,000 low-income children living in Marin are not eligible for public insurance (Marin County Children's Health Initiative).**

**In 2012, only 31 percent of children who reported needing help for emotional or mental health problems received counseling. ([www.kidsdata.org](http://www.kidsdata.org))**

**Among children ages 1-18 living at or below 200% of poverty in Marin, 43 percent have never seen a dentist (Family Outcomes Project, UCSF)**

**Among low-income children enrolled in the California Health and Disability Program in 2010, 28.9 percent of children 2-5 years of age in Marin are overweight or obese. (Family Outcomes Project, UCSF)**

**More than 20 percent of students in grades 7, 9 and 11 reported feeling so sad or hopeless in the past 12 months almost every day for two or more weeks that they stopped doing some usual activity. (*WestEd*)**

## Use of Funds:

Funds could be used for the following purposes based on critical needs:

- a) **Provide health insurance** This allocation would provide a pool of funds available for children not eligible for public health insurance programs. (Should some or all of the allocated funds not be required, additional capacity to provide dental and mental health services for children 0-18 will be prioritized.) (See item e) below.)
- b) **Conduct enrollment assistance** in schools, early care and community settings to provide outreach to families and enroll children into health insurance and other supports for low-income children and their families.
- c) **Provide universal early screening and referrals for interventions** including developmental, social-emotional, vision, hearing and oral health check-ups in medical settings and early care and education settings.
- d) **Implement healthy eating and physical activity curricula/programs** in early care settings. This could include gardens, policy changes and curricula.
- e) **Expand mental health and dental capacity and services for children 0-18** that builds on current resources and providers.

#### **4. Access to Extended Learning/Afterschool Opportunities for Children in Grades K-2 (10% of funds)**

*The purpose of this component is to promote lasting gains from preschool, provide for seamless transition to elementary schools for children and their families and maintain supportive interventions that promote reading and numeracy proficiency by 3<sup>rd</sup> grade for children in grades K-2.*

### Rationale:

Third grade reading scores are highly correlated with later academic success; some research indicates that reading proficiency at the end of third grade is predictive of whether or not a student will graduate from high school. (Musen)

To sustain gains made for children who attended preschool, particularly disadvantaged children, follow-up support is important. Children participating in the preschool plus follow-on services were found to have higher academic achievement when compared with children receiving only the preschool or follow-on programs. (Conrad & Eash)

Students with involved parents are more likely to earn higher grades and test scores, enroll in higher-level programs, be promoted; attend school regularly, adapt well to school and graduate and go on to post-secondary education. (Henderson & Berla)

**In Marin, 65 percent of children who are economically disadvantaged cannot read proficiently by third grade. (California Department of Education, CST, 2013)**



## Use of Funds:

- a) **Grants for academic support programs** would be available to identified public schools with a preponderance of socio-economically disadvantaged students and children not meeting language arts proficiency levels by third grade. Grants would be used to implement programs that:
- Develop coordinated transition plans that support children to move from preschools to elementary schools linking teachers and administration from both settings.
  - Support parent engagement among kindergarten parents following enrollment of children in kindergarten.
  - Conduct evidence-based afterschool and/or summer programs for children in kindergarten through second grade who need additional support to meet academic benchmarks.

(A more detailed but brief cost analysis of key program components of all four programs is provided in Appendix A.)

### **B. Fund Distribution**

Tax revenues would be distributed to the County of Marin Health and Human Services Department and the Marin County Office of Education based on the annual expenditure plan.

Marin County Health and Human Services would be responsible for administering funds related to healthcare access and affordable childcare. The Marin County Office of Education would be responsible for administering funds related to preschool education and extended learning/afterschool.

No more than five percent of the Preschool and Afterschool programs annual amounts may be used for administrative expenses by the County Office of Education.

No more than five percent of Healthcare Access and Affordable Childcare programs annual amounts may be used for administrative expenses by the County.

### **C. Implementation and Administration Provisions**

Two structures would be established to assure effective implementation and oversight of the proposed initiative and use of resources.

- 1) An Integration Leadership Team will consist of (1) Director or Health and Human Services or Designee, (2) Marin County Superintendent of Schools and (3) Executive Director of Marin Child Care Council. Advisory members will include the Executive Director of First 5 Marin and the Marin Community Foundation Vice President of Programs or Designee. This structure is designed to build on the strengths of existing public agencies, assure integration across programs and priorities and promote resource leveraging at the outset and throughout the duration of the fund. It builds a unique

partnership among public agencies serving children. The Team shall be responsible for developing annual and projected expenditure plans; initial and ongoing implementation frameworks and strategies; processes to promote program integration, address critical gaps and leverage resources across programs and with other investors in children's services, and evaluation activities to assess outcomes for children. This team will present annual expenditure plans to the Board of Supervisors for approval and provide reports regarding implementation and outcomes.

- 2) A Citizens' Oversight Committee appointed by the Marin County Board of Supervisors within six months of the effective date of the ordinance levying the sales tax increase. The responsibilities of the Committee shall be to review expenditures made on an annual basis to ensure they have conformed to the Plan and oversee an annual audit and report describing how funds were spent.

### **III. Expenditure Committee Request**

The priorities and programs described above have been selected after a thorough review of local data demonstrating needs and gaps and decades of research on child development. The Expenditure Committee looked at successful, evidence-based models and gathered input from local experts, consumers and providers on the most effective means for public investments to have the greatest impact on achieving durable, positive outcomes for all children, particularly children who are economically disadvantaged and lack access to services that we know are critical to success in school and for healthy lives.

In Marin, data show that children who are poor or racially diverse are up to 60 percent less likely to attend preschool or meet state targets in math and English or be prepared to attend college; 30 percent are not graduating from high school on time.

The Board understands that assuring a quality education for all our children will pay off in a stronger Marin. Higher educational attainment means higher local revenues, fewer people requiring costly support from state and local programs, less crime, a healthier population and greater ability to drive economic growth and innovation due to an educated workforce. For children, a quality education means future employment, self-sufficiency, better health... and future of opportunities for themselves and generations to come.

Access to essential health care services and supports will prevent health problems and identify health concerns early. Advancing healthy behaviors early can reduce the chances children will develop long-term health issues such as diabetes and heart disease. We know children who are not healthy have difficulty with absenteeism and doing well in school.

We believe it is our responsibility in this county to make sure our children have the opportunities, support and skills to succeed in school and have healthy, productive lives. It's a good investment for all of us.

We value your input, advice and potential partnership as we move forward in the process to offer this opportunity to the public. We request the chance to return in July with a request to place a measure on the November 2014 ballot.

Respectfully submitted by Marin Strong Start Expenditure Committee,

Chairperson: Jenny Callaway, MarinKids

Members:

Carlos Garcia Bedoya, Parent Voices

Mary Jane Burke, County Superintendent of Schools

Liz Burns, Community Action Marin

Michael Daly, Chief Probation Officer, County of Marin

Aideen Gaidmore, Marin Child Care Council, Marin Child Care Commission

Pat Kendall, Kaiser Permanente

Stephanie Moulton-Peters, Mayor, Mill Valley

Cynthia Murray, North Bay Leadership Council

Heather Ravani, Marin County Health and Human Services

Amy Reisch, First 5 Marin

Curtis Robinson, MD, Board Member: Marin Community Foundation and Marin County Schools

Juan Rodriguez, Principal, San Rafael City Schools

Maureen Sedonaen, Goodwill Industries

Staff: Kathleen Tabor, MarinKids

## **Sources:**

### **Preschool Education**

Who Goes to Preschool and Why Does it Matter? W. Steven Barnett and Donald J. Yarosz, National Institute of Early Education Research, 2007

Starting School at a Disadvantage: The School Readiness of Poor Children, Julia B. Isaacs, Brookings Institution, March 2012

The Costs and Benefits of Universal Preschool in California, Rand Corporation, 2010

High Quality Preschool: Why We Need It and What It Looks Like. Linda Espinoza, National Institute for Early Education Research, Rutgers University, 2002

### **Affordable Childcare**

James Heckman: Heckman Equation, Early childhood Education Benefits All, 2014

The Future of Children, Parent's Employment and Children's Wellbeing, Carolyn Heinrich, PhD., Vol.24, Spring 2014

### **Healthcare**

Children Now, [http://www.childrennow.org/index.php/learn/health\\_insurance/Children Now](http://www.childrennow.org/index.php/learn/health_insurance/Children Now), retrieved May 2014

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### **Afterschool/Extended Learning**

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Conrad, K.J., & Eash, M.J. (1983). Measuring implementation and multiple outcomes in a Child-Parent Center compensatory education program. *American Educational Research Journal*, 20, 221-236

Anne T. Henderson and Nancy Berla, *A New Generation of Evidence: The Family is Critical to Student Achievement*, (Washington, DC: Center for Law and Education, 1994)

### **Appendices**

- A. Brief Analysis of Costs by Program Components
- B. Guiding Principles
- C. Coalition List

## **Appendix A**

### **FINANCIAL ANALYSIS OF KEY PROGRAM COMPONENTS**

#### **Preschool**

Estimated number of 4 year old children at or below 300% of Federal Poverty level (33.5% of total cohort of 2800) = 938 children

Cost of part day/school year preschool slots:

482 new quality slots @ \$6,000 per child

456 quality enhanced existing subsidized slots @ \$2,500 per child

938 Slots Total = \$4,000,000 at 100% participation

Additional 20% allocated to assess and improve quality standards = \$800,000

#### **Child Care**

Part Day Wrap services around for estimated 200 children attending part day preschool program @ approximately \$7,000 per child = \$1.4 Million

Child care sliding scale subsidies for 60-65 additional children at a range = \$750,000

#### **Health Insurance**

Approximately \$1,000 per child (based on current program) for 850 children = \$850,000

#### **Afterschool**

15 schools @ \$60,000 per school

## Appendix B

### Marin Strong Start Coalition Considerations and Guiding Values for Framing Expenditure Plan

- Focus on promoting equity of opportunity
- Build on, improve, and leverage existing systems and programs
- Promote an integrated approach to serving children’s needs – remove silos (education, early care, health)
- Flexibility within the measure priorities to allow for changing circumstances and priority needs over time
- Future focused
- Long range impact
- Transparency built in
- Help Marin be a leader in addressing high impact needs of our kids
- Allow for tracking success of children over time – what happens when they enter school
- Build for durability
- Data-driven and accountable; Measure outcomes
- High quality services
- Engage consumers, providers and stakeholders in designing delivery models
- Do a few things well
- Balance optimism and pessimism in terms of future environment for program area funding
- Serve those with the highest need first to address gap in access
- Fill gaps but leverage existing and new resources as available
- Supplement but not supplant



## Appendix C



### COALITION LIST

**Canal Youth & Family Council**  
**Community Action Marin**  
**First 5 Marin**  
**Hispanic Chamber of Commerce of Marin**  
**Latino Council**  
**League of Women Voters of Marin County**  
**Marin Child Care Commission**  
**Marin Child Care Council**  
**MarinKids**  
**Parent Voices**  
**United Way of the Bay Area**  
**Youth Leadership Institute**  
**Margaret Ballou**, Women's Commission  
**Barrie Becker**, Youth Safety Partners  
**Christa Brown**, United Way of the Bay Area  
**Mary Jane Burke**, Superintendent, Marin County Schools  
**Liz Burns**, Community Action Marin  
**Maribeth Bushey**, San Rafael City Council  
**Jenny Callaway**, Expenditure Committee Chairperson, Former Trustee, San Rafael City Schools,  
MarinKids  
**CJ Callen**, Youth Leadership Institute  
**Susan Christman**, Trustee, Larkspur-Corte Madera Unified School District  
**Cindi Clinton**, Trustee, Novato Unified School District  
**Shalee Cunningham**, Superintendent, Novato Unified School District  
**Mike Daly**, Chief Probation Officer, Marin County  
**Peggy Dodge**, College of Marin, Early Childhood Education  
**Michelle Fadelli**, First 5 Marin, MarinKids  
**Aideen Gaidmore**, Marin Child Care Council  
**Patty Garbarino**, Marin County Board of Education, Marin Sanitary, San Rafael Chamber of  
Commerce  
**Carlos Garcia-Bedoya, PhD**, Parent Voices  
**Susan Gilmore**, North Bay Children's Center  
**Marcia Hagan**, League of Women Voters  
**Liz Hall**, Marin Organizing Committee  
**Sara Jones**, Director, Marin County Free Library  
**Pat Kendall**, San Rafael Citizen of the Year, 2013  
**Dana King**, Chair, MarinKids



**Laura Llerena**, Marin Organizing Committee  
**Johnathan Logan**, Marin City Community Services District  
**Sally Matsuishi**, Next Generation Scholars  
**Sheri Mowbry**, Trustee, Tamalpais Union High School District  
**Cynthia Murray**, North Bay Leadership Council  
**Laurie O'Hara**, Marin Child Care Commission  
**Cheryl Paddack**, Novato Youth Center  
**Jennie Pfeiffer**, Trustee Bolinas Stinson Unified School District  
**Tom Popenuck**, SEIU  
**Iga 'Jade' Prospero**, Parent Voices  
**Heather Ravani**, Marin County Health and Human Services  
**Amy Reisch**, First 5 Marin  
**Curtis Robinson, MD**, Marin Community Foundation, Marin County Board of Education  
**Juan Rodriguez**, Principal, Venetia Valley K-8, First 5 Marin  
**Bob Rosenberg**, Marin County School Volunteers  
**Marian Schinske**, NovatoSpirit  
**Deborah Schoenbaum**, Youth Leadership Institute  
**Maureen Sedonaen**, Goodwill SF-Marin-San Mateo, Youth Leadership Institute  
**Marianne Slattery**, Marin Head Start  
**Sparkie Spaeth**, Marin County Health and Human Services  
**Susan T Sutton**  
**Kathleen Tabor**, MarinKids  
**Heather Tadlock**, Parent Voices  
**Gail Theller**, Community Action Marin  
**Dr. Shirley Thornton**, Sausalito Marin City School District  
**Sharon Turner**, Marin City Youth  
**Christina Warren**, UC Berkeley  
**Mike Watenpaugh**, Superintendent, San Rafael City Schools  
**Cecilia Zamora**, Hispanic Chamber of Commerce

Additional members joining daily.....