



June 8, 2016

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 Expenditure Plan and input on proposed plan

I. MARIN STRONG START BACKGROUND

Marin Strong Start is a grassroots and grassroots effort grounded in an abiding commitment to improving equitable opportunity for all children in Marin in order for them to succeed in school and have a strong, healthy start in life. The work to develop this proposed measure began more than six years ago. Extensive research, community engagement and significant deliberation have shaped the recommendations in this 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.
- 50% of funds for expanding preschool education
- 25% of funds to be used for affordable child care
- 15% for healthcare services and wellness programs
- 10% for afterschool and summer programs K-2
- Funds allocated for preschool and extended learning/afterschool programs to be managed by the Marin County Office of Education.
- Funds allocated for expanding access to affordable child care and to fund health programs to be managed by Marin 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, child care 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 child care, 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, Coalition members began 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 B.

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 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 2014, 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 A for complete list.) In addition, the Expenditure Committee reviewed the current tax base and determined an appropriate level of funding for this initiative and its components.

In April 2014, 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, child care 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.

Following a tracking poll in 2014, it was determined that a shared ballot with MERA would not be advantageous to the Marin Strong Start measure. The Coalition determined to wait until 2016 to present the resolution to the Board of Supervisors requesting a ballot measure for the November ballot.

The Marin Strong Start Coalition continued to grow and reach out to the public and community partners. Political bodies, schools, businesses and community organizations have endorsed the aims of Marin Strong Start.

In March 2016, MarinKids, contracted 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 included on a ballot measure. The poll results are strong and indicate that with a good campaign strategy, the initiative is poised for success with likely voters in November 2016. A summary of results will be available to the Board with the MarinKids/Marin Strong Start staff report at the Supervisors' meeting on June 14.

The following plan is the work product developed in 2014 and adopted by the Expenditure Committee. It has been revised to reflect current data.

II. DRAFT MEASURE SUMMARY

The following draft describes a potential countywide special sales tax measure proposed for the November 2016 ballot. This measure would give Marin County voters the opportunity to expand equitable access for Marin's children to quality preschool education, affordable child care for infants, toddlers and young 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 to generate approximately \$12,000,000 annually. 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.

PROPOSED BALLOT QUESTION:

To support the health, education and safety of underserved children with approximately \$12,000,000 in annual local funding the State cannot take away, shall County of Marin expand access to quality preschool education; provide healthcare including early screenings, vision, dental and behavioral/mental health; expand afterschool/summer learning programs promoting reading, writing and math achievement; and provide affordable child care for infants, toddlers and young children by enacting a ¼% sales tax for 9 years with independent oversight/audits?

A. Program Descriptions

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

The proposed programs are targeted toward 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 2016 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 \$48,600 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 \$48,600 and \$72,900 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, child care, healthcare and other essentials. <http://www.insightccd.org/tools-metrics/self-sufficiency-standard-tool-for-california/>

1. Access to Quality Preschool Education (50% of funds)

The purpose of this program component 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 (e.g., state or federal allocations for 4 year olds). 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 three 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 \$72,900 for a family of four.

Among Latino 3- and 4-year old children, 65 percent did not 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)

In addition, early education has shown a significant return on investment, as much as \$7 for every \$1 invested. (Rand)

Use of Funds:

- a) **Free preschool education** to expand access to three- and four-year olds in Marin County targeted primarily to those children from very low- to low-moderate-income families. The program will begin by serving four-year old children and as resources become available (if, for example, state or federal funds were to be allocated for preschool for four year olds), the program will expand to serve three-year olds from very low- to low-moderate-income families based on need. 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. Guidelines from California State Quality Improvement standards will be implemented. 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. Programs with state reimbursement for subsidized students will be financially enhanced to match the rate for new preschool slots to support quality improvements, workforce development and worker wage increases.
- 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 the K-12 system.
- e) **Assessment and Outcomes Evaluation:** All programs will participate in data collection and reporting, including use of state standardized tools to assess student progress toward kindergarten readiness as well as overall program performance. Data collected by the County Office of Education on outcomes and progress will be analyzed and reported to the public by the County Office of Education. Programs must demonstrate progress toward quality objectives and school readiness outcomes. It should be noted that the intention of this plan is to align quality improvement with the California State Quality Rating Improvement System (QRIS) standards, assessment and evaluation tools and continuous improvement planning and accountability. This work is underway in Marin County through the guidance and support of the Marin County Office of Education and the Marin Child Care Council. The County Office has been designated as the local QRIS site to provide coaching, education and support for quality improvement. The Marin Child Care Council is working with infant and toddler programs to meet standards as well. In addition, partners including Marin Community Foundation and First 5 Marin have advanced infrastructure that promotes collaborative efforts with and

among early education programs throughout the county to improve and assess quality and outcomes. The plan supports and enhances this structure and processes.

2. Access to Affordable Child Care (25% of funds)

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 child care for the remainder of the workday and during the summer. In addition, this program component expands access to quality, affordable care for children from low-income working families and reduces the number of eligible families on the waitlist for affordable infant and toddler 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 child care reduces the burden on working families, increases family self-sufficiency, reduces absenteeism and improves worker productivity (*The Future of Children, 2014*)

In Marin:

The cost of child care 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 508 children (ages 0-4) from low-income families are on the wait list for affordable care more than 800 children overall. (Marin Child Care Council)

Use of Funds:

- a) **Provide child care for children participating in the preschool program before and after school and in the summer.** Priority would be given to children in lower income working families on a sliding scale basis and based on need. The purpose of the element is to promote participation and the preschool program by addressing the needs of lower income working parents for full time care.
- b) **Expand child care support for lower-income families** on a sliding scale for infants and toddlers to reduce the cost burden for families, support the local workforce and remove qualified children from the existing wait list for child care services.
- c) **Support and assess quality improvement in Infant-Toddler programs.** The purpose of this element is to promote quality of care for the youngest children. Activities will be conducted by the Marin Child Care Council and could include quality improvement enhancements to support individual child care program improvements.

3. Access to Comprehensive Healthcare (15% of funds)

The purpose of this component is to assure that underserved children in Marin have access to prevention and intervention healthcare 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 education programs to promote prevention and early detection of physical, emotional and developmental issues that can interfere with success in school and lifelong wellness.

Program Rationale:

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

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)

Untreated dental problems in children can lead to poor academic performance and behavior problems due to pain, problems with chewing or speaking, and reduced self-esteem. Dental infections can affect a child's overall health, causing sickness or even death.

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:

In 2013, among children ages 1-18 with Denti-Cal, 48 percent had not seen a dentist in the past year. (California State Audit Report, December 2014)

Among low-income children enrolled in the California Health and Disability Program in 2010, 28.9 percent of children two to five 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)

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

In 2013, 17.6 percent of 9th and 11th grade Marin students reported seriously considering suicide. (2013 Healthy Kids Survey)

Use of Funds:

Funds could be used for the following purposes based on assessment of need, ability to leverage other support or strategic efforts and durability of impact:

- a) **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.
- b) **Expand early mental health services and dental capacity and services for children** that build on current resources and providers.
- c) **Implement healthy eating and physical activity programs** in early care settings. This could include gardens, training, policy changes and curricula.
- d) **Conduct enrollment assistance with families** to enroll children into health insurance and other supports for low-income children and their families. Assistance would be provided in schools, early care and community.
- e) **Provide health insurance coverage, if needed**, to assure all children in Marin have access to insurance if not eligible for local, state or federal programs. (At present funds are not needed for this purpose, but could be activated if programs for all children are no longer available.)

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 provide equitable access to support for undeserved children that need additional help in reading and math to be proficient by third grade – a critical benchmark for academic success.

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 did not read proficiently by third grade. (California Department of Education, CST, 2013)

Use of Funds:

- a) **Academic support programs** would be available for schools and afterschool programs with a preponderance of socio-economically disadvantaged and underserved students and children not meeting language arts proficiency levels by third grade. Funds would be used to implement programs at schools or in coordination with schools that incorporate:
 - **Evidence-based afterschool and/or summer programs** for children in kindergarten through second grade who need additional support to meet academic benchmarks in reading and math.
 - **Coordinated transition plans** that support children to move from preschools to elementary schools linking teachers and administration from both settings.
 - **Parent education and participation** in children's school and academics following enrollment of children in kindergarten.

Administrative Provisions

1. Citizen's Oversight Committee

- a) A Citizen's Oversight Committee shall be created by the Marin County Board of Supervisors within six months of the effective date of the ordinance levying the sales tax increase. Their role shall be to review the annual audit of expenditures for the previous year for compliance with the Measure and expenditure plan.
- b) Members of the Citizen's Oversight Committee shall be county residents who are neither elected officials of any government, nor employees from any agency or organization that either oversees or benefits from the proceeds of the sales tax. The committee shall consist of five members, one from each supervisorial district in the county.
- c) The Board shall approve bylaws related to the conduct of committee meetings and business.
- d) Meetings of the committee shall be open to the public and shall be held in compliance with the Ralph M. Brown Act, California's open meeting law.
- e) The committee shall dissolve after all revenue collected from this Measure is expended and a final report is submitted.

2. Implementation Requirements

Implementation of the plan shall be guided by the following procedures to ensure that the revenue generated by the Measure is spent in the most efficient and effective manner possible, consistent with serving the public interest in Marin County and the desires of the voters of Marin County.

- a) The County of Marin is charged with the fiduciary duty to administer sales tax proceeds in accordance with applicable laws.
- b) Sixty percent of revenues shall be disbursed to the Marin County Office of Education for implementing preschool and extended learning programs. Forty percent of revenues will

be disbursed to the Marin County Health and Human Services for implementing child care and healthcare programs.

- c) The Marin County Health and Human Services Department shall present an annual expenditure plan in compliance with the Measure to the Board of Supervisors upon consultation with the Marin County Office of Education and the Marin Child Care Council as part of the County's annual budget development process.
- d) The County Health and Human Services Department shall coordinate with stakeholders such as the Marin County Office of Education, Child Care Council, First 5 Marin and Marin Community Foundation to support implementation and conduct evaluation to track and report progress and outcomes for children resulting from the programs.
- e) The County Health and Human Services Department shall conduct an annual public meeting to report progress and gain input on the implementation of programs prior to the County's annual budget development process.
- f) Actual revenues generated by the Measure may be higher or lower than estimates in this Plan due to variability in annual tax receipts. County shall annually estimate revenue from the Measure.
- g) A separate fund shall be established for the tax revenues. Unexpended funds will rollover from year to year. All interest income shall be used for the purposes identified in this Plan, and shall accrue proportionately to the programs identified in this Plan. For up to five (5) years after the termination date of the sales tax increase, unused funds and accrued interest from the Strong Start Measure shall be available for any purpose consistent with this Plan, subject to approval by the Board of Supervisors.
- h) Sales tax proceeds are intended to augment any existing resources, local, federal or state, allocated for these purposes.
- i) Not more than five percent (5%) of annual tax revenues may be used by the County for administrative expenses related to collection, distribution, oversight and budget preparation.

III. Request from MarinKids, Marin Strong Start Coalition and Expenditure Committee

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 Marin Strong Start 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 of Supervisors 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 opportunities for themselves and generations to come.

Access to essential health care services and support 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 would like the opportunity to return in July with a request to place a measure on the November 2016 ballot.

Respectfully submitted by Marin Strong Start Expenditure Committee,

Chairperson: Jenny Callaway, MarinKids

Members:

Carlos Garcia Bedoya, Parent Voices

Mary Jane Burke, Marin 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 City Council

Cynthia Murray, North Bay Leadership Council

Heather Ravani, Assistant Director of Health and Human Services, Marin County Health and Human Services

Amy Reisch, Executive Director, 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

(Titles at time of Plan adoption.)

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 Child care

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

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Afterschool/Extended Learning

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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. Guiding Principles
- B. Coalition List
- C. Signed Resolutions Support Marin Strong Start

Appendix A

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 B: COALITION LIST

Kelly Albrecht	Carlos Garcia Bedoya	Robin Pence
Leslie Alden	Michelle Garcilazo	Cecilia Perez
Ana Andrade	Moriah Geller	Jennie Pfeiffer
Lyndsie Baker	Susan Gilmore	Florencia Prada-Scheninger
Margaret Ballou	Pepe Gonzalez	Olga Prospero
Don Balsky	Lisa Graham	Heather Ravani
Carol Barton	Sadja Greenwood	Amy Reisch
Lyda Beardsley	Marcia Hagen	Bonnie Reiser
Barrie Becker	Charles Heath	Curtis Robinson
Angela Beeck	Lynn Hanzel	Juan Rodriguez
Lynne Behr	Cio Hernandez	Lourdes Romo
Maureen Bennett	Tracy Hessel	Raquel Rose
Richard Bernstein, MD	Madeline Hope	Bob Rosenberg
Jeff Bialik	Peter Hsu	Pamela Ross
Pam Bonnie	Michelle Huff	Suzanne Sadowsky
Monica Bonny	Don Jen	Marian Schinske
Al Boro	Sara Jones	Doreen Schiro
Peter Breen	Babs Kavanaugh	Deborah Schoenbaum
Mary Jane Burke	Pat Kendall	Larkin Sealy
Liz Burns	Greg Knell	Kristen Seatavakin
Maribeth Bushey	Kathy Koblick	Maureen Sedonaen
Jenny Callaway	Shawn Koller	Ethel Seiderman
Chris Callaway	Suzanne Kreuzer	Susie Shaw
Carol Campbell	Jan La Torre Derby	Karen Sivak
Susan Christman	Lisa Leavitt	Sparkie Spaeth
Barbara Clifton Zarate	Miko Lee	Karen Spicer
Cindi Clinton	Teresa Lee	Susan Sutton
Paul Cohen	Johnathan Logan	Susan Schwartz
Liza Crosse	Diana Lopez	Mary Kay Sweeney
Mike Daly	Mariana Lopez	Kathleen Tabor
Perla de los Santos	Eric Lucan	Linda Tavasi
Marjorie Delgadillo	Mary Marcy	Patty Thayer
Michael Diehl	Jessica Marker	Gail Theller
Peggy Dodge	Jonathan Marker	Shirley Thornton
Mary Donovan	Eleazar Martinez	Heidi Tomsy
Ericka Erickson	Steve Mason	Susan Tracy
David Escobar	Ann Mathieson	Sharon Turner
Michelle Fadelli	Kim Mazucca	Kara Verner
Carol Farrer	Karen Mendoza	Nancy Vernon
Carla DeQ Fernandez	Carol Mills	Tina Warren
Pam Franklin	Jeanette Molineaux	Mike Wattenpaugh
Alice Fredricks	Stephanie Moulton-Peters	Leslie Weber
Abby French	Douglas Mundo	Laurel Morris-Wessler
Jim Hogeboom	Cynthia Murray	Bonny White
Aideen Gaidmore	Ruth Ann Newberry	Cecilia Zamora
Nicole Garay	Laurie O'Hara	
Patty Garbarino	Cheryl Paddack	

Additional members joining daily.....

APPENDIX C: Board Signed Resolutions Supporting Marin Strong Start

Marin County School Board
Marin County Board of Supervisors
Marin Interfaith Council
Marin Economic Forum
League of Women Voters of Marin County
Marin County Library Commission
First 5 Marin
MarinKids
Marin County Child Care Commission
Catholic Charities
San Rafael City Schools
Tamalpais Union School District
Marin Community Clinics
Coastal Health Alliance
Novato Youth Center
Pediatric Department of Marin General
NovatoSpirit
Marin Child Care Council
Fairfax-San Anselmo Children's Center
Marin Promise Partnership
Larkspur-Corte Madera School District
Schools Rule
Heads Up San Rafael Public School Foundation
Nicasio School District
Mill Valley School District
Marin Healthcare District
Kaiser Permanente San Rafael
The Canal Welcome Center
Zero Breast Cancer