



2018-2019 ANNUAL REPORT

Presented to the Monterey County Board of Supervisors March 17, 2020 and approved May 5, 2020.

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**BRIGHT
BEGINNINGS**
EARLY CHILDHOOD DEVELOPMENT INITIATIVE

An Initiative of the
Monterey County Children's Council

2018-2019 Highlights

The Bright Beginnings Early Childhood Development Initiative is guided by the collaborative, countywide early childhood development strategic framework, “Together, Preparing Every Child for Life and School.” The overarching goal of the framework is to transform systems to better support every child and family in Monterey County, with the objective to increase kindergarten readiness. This report outlines key achievements from July 2018-June 2019.

Systems change includes changes in: policies; practices; resource flows; relationships and connections; power dynamics; and mental models. In the first year of the strategy’s implementation, the greatest momentum in strategy-aligned action has been around shifting mental models, power dynamics, relationships and connections, and resource flows. A few highlights include:

- After 20 years of consistent and persistent messaging and on-the-ground work by First 5 Monterey County and its partners, we are seeing a big shift in an important **mental model** – the societal value of public investment in early childhood development. The strategic framework helps to unify the action of those in the field of holistic early childhood development, and provides a comprehensive, aspirational, yet doable, road map to operationalize the shift.
- The comprehensive and holistic view of the strategic framework means that to achieve the goal and objectives, we must work collectively across sectors and disciplines. In developing the plan and facilitating support of new and existing project teams by the Bright Beginnings Backbone, partners are deepening and broadening **relationships and connections** between jurisdictions, service providers, administrators, funders, policy-makers, businesses, and the community at large. In particular, this is seen in the direct work of the Maternal Mental Health Task Force and the Transitional and Kindergarten Network (renamed in Fall 2019 to Early Learning Network), and is continuing to grow within the Children’s Council, the Child Care Planning Council, and Early Childhood Development Advisory Group.
- In Salinas, with the support of Bright Beginnings, a group of women known as Las Mamás – a part of the Salinas Collaborative Action Team Preschool for All movement – has been helping to shift **power dynamics** and the **flow of resources** through community engagement and policy advocacy. Las Mamás are raising awareness in their communities on the value of full-day, quality preschool, and are raising their voices in public decision-making spheres to support increased funding for holistic early childhood development. For example, Las Mamás mobilized for the Alisal Union School District’s Local Control and Accountability Plan (LCAP) process and the County budgetary process. Increased funding was achieved in both.

The TK+ Network brings together transitional kindergarten teachers in collegial collaboration to increase peer supports through hands-on capacity building.

In this first year after launching the strategic framework, Bright Beginnings focused on establishing strategy-aligned projects in each of the strategic key drivers, fostering the diverse partnerships and taking the time to identify the desired outcomes for each project. An overview of the projects is outlined in Item 1, and progress is described in greater detail below.



We want to extend a special thank you to Supervisor Parker as we appreciate her support over the years.

Supervisor Parker received the Child Abuse Prevention Council's most prestigious award, the Talcott Bates Award, citing the importance of investing in early childhood and the work of Bright Beginnings.



Item 1 - Strategy-Aligned Projects Supported by Bright Beginnings Backbone

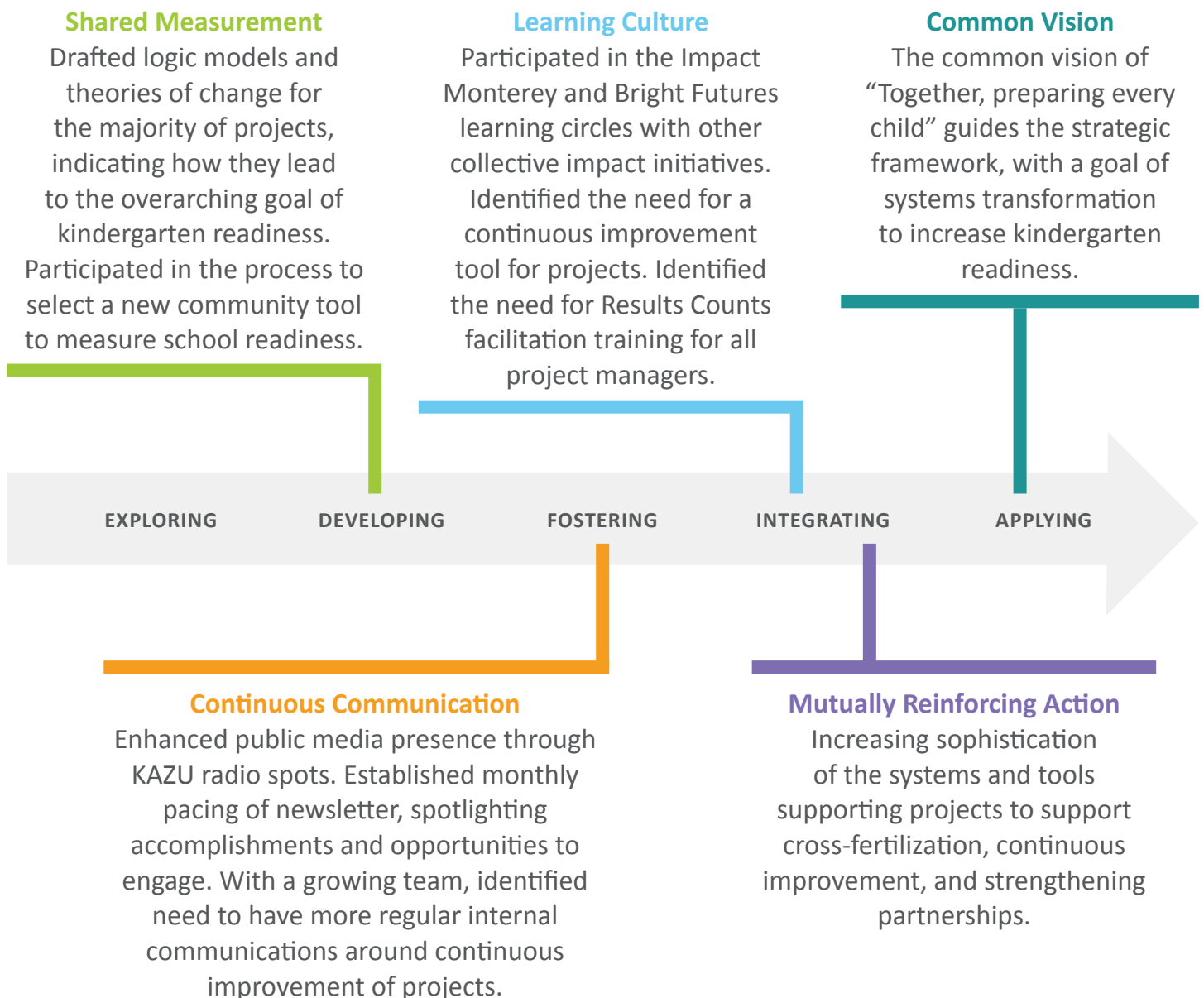
Key Driver	Strategy	Project(s)
Equitable Systems	1.1 Access & Quality	<ul style="list-style-type: none"> Child Care Planning Council Capacity Building Las Mamás - Preschool for All Campaign in Salinas TK+ Learning Network (now Early Learning Network) Child Care Accessibility Info Systems Project ECE Workforce Pathways and Jobs Web Portal
	1.2 Public Policies	<ul style="list-style-type: none"> Gonzales General Plan Seaside General Plan Study: Impacts of Immigration Policy and Enforcement
Empowered & Resilient Families	2.1 Parent Mental Health	<ul style="list-style-type: none"> Monterey County Maternal Mental Health Task Force
Supported Families	3.1 Home Visits	<ul style="list-style-type: none"> Home Visiting Coordination Hub
	3.2 Family Friendly Practices	<ul style="list-style-type: none"> Family Friendly Employer and Child Welcoming Businesses Certification
Supportive Caregivers	4.1 Embedded ECD Supports	<ul style="list-style-type: none"> Exploration of WIC+
	4.2 FFN Capacity Building	<ul style="list-style-type: none"> Informal Caregiver Capacity Building Team Gonzales Family Friends and Neighbors (FFN) Playgroup Pilot

Item 2 provides an overview of progress on the Initiative's Theory of Action. The Initiative's Backbone upgraded internal processes and furthered its shared measurement system; prepared for a growing team; and deepened its strategy-aligned activity. In July 2018, the Initiative began to roll out the newly launched countywide strategic framework. In September 2018, Sonja Koehler began as interim lead of the Initiative, supporting ongoing projects and organizational development. With increased funding secured in the spring of 2019 from the Monterey County Health Department for the fiscal year 2019-2020, three new positions were created: Early Learning Systems Program Officer, Home Visiting Program Officer, and a Communication and Community Engagement Program Coordinator. These positions came at the recommendation of the Early Childhood Development Advisory Group.

Item 2 – Bright Beginnings’ Theory of Action: Building Capacity around Collective Impact

Collective Impact Capacity:

The Bright Beginnings Backbone acts as the neutral core convener for the Initiative, providing community organization, project management, facilitation, and data and evaluation services to the strategy-aligned projects. The Backbone also provides general support to the Initiative, through continuous communication, capacity building, and fund development. All mutually reinforcing action moves towards the common vision of preparing all children for life and school. The Early Childhood Development Advisory Group provides technical and strategic support, co-chairs of the Children’s Council provide mission alignment and general oversight. Four Steering Partners connect the Initiative to the Bright Futures Cradle to Career Initiative.



Overview of the Bright Beginnings Early Childhood Development Initiative

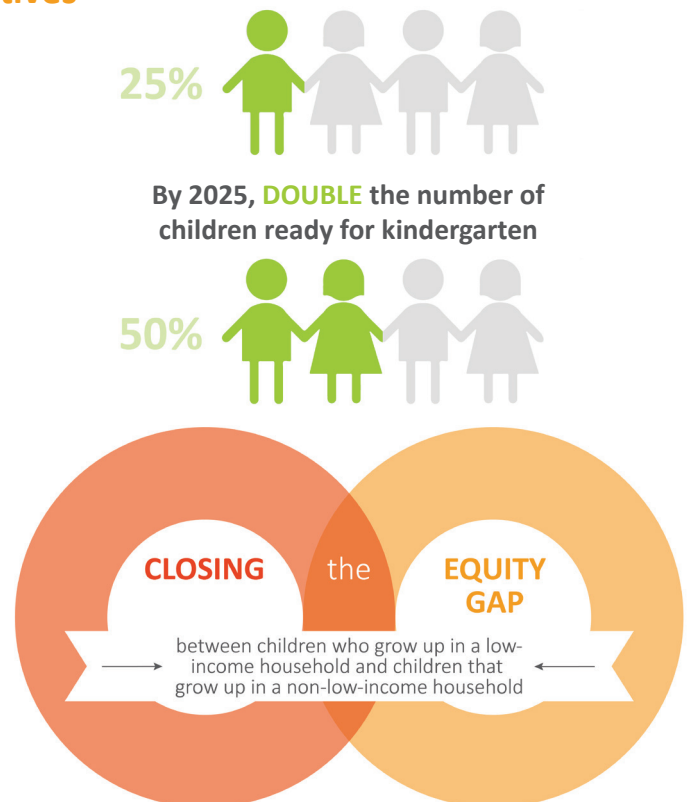
Through the collective impact approach, Bright Beginnings strives to improve holistic early childhood development goals in Monterey County. The intention behind the collective impact approach is to create synergistic impact and efficiencies, by aligning and coordinating the strategic work of multiple agencies across the county. Following the best practices of collective impact, Bright Beginnings has an independent **Backbone** that facilitates **strategic action** around a **common vision** for change, using shared **measurements** of impact, and ensuring **continuous communication** between agencies and the public. As a core convener, the Backbone's support is provided flexibly and neutrally to respond to the changing needs and priorities of each community and project. This includes: facilitation; capacity development; research, data and evaluation; technical assistance; and logistical support to collaborators across the county.

First 5 Monterey County serves as the fiscal sponsor, responsible for overseeing the services and staff necessary to perform the work outlined for fiscal year 2018-2019. The Monterey County Children's Council provides general oversight and mission guidance to the Initiative via two co-chairs, and Bright Beginnings supports the Council in addressing the needs of children from the prenatal stage through the age of eight in Monterey County. Bright Beginnings is closely aligned with the Bright Futures Cradle to Career Initiative, and implements the first two of its seven goals to increase college and career training attainment in young people.

Item 3 – Bright Beginnings' Countywide Objectives

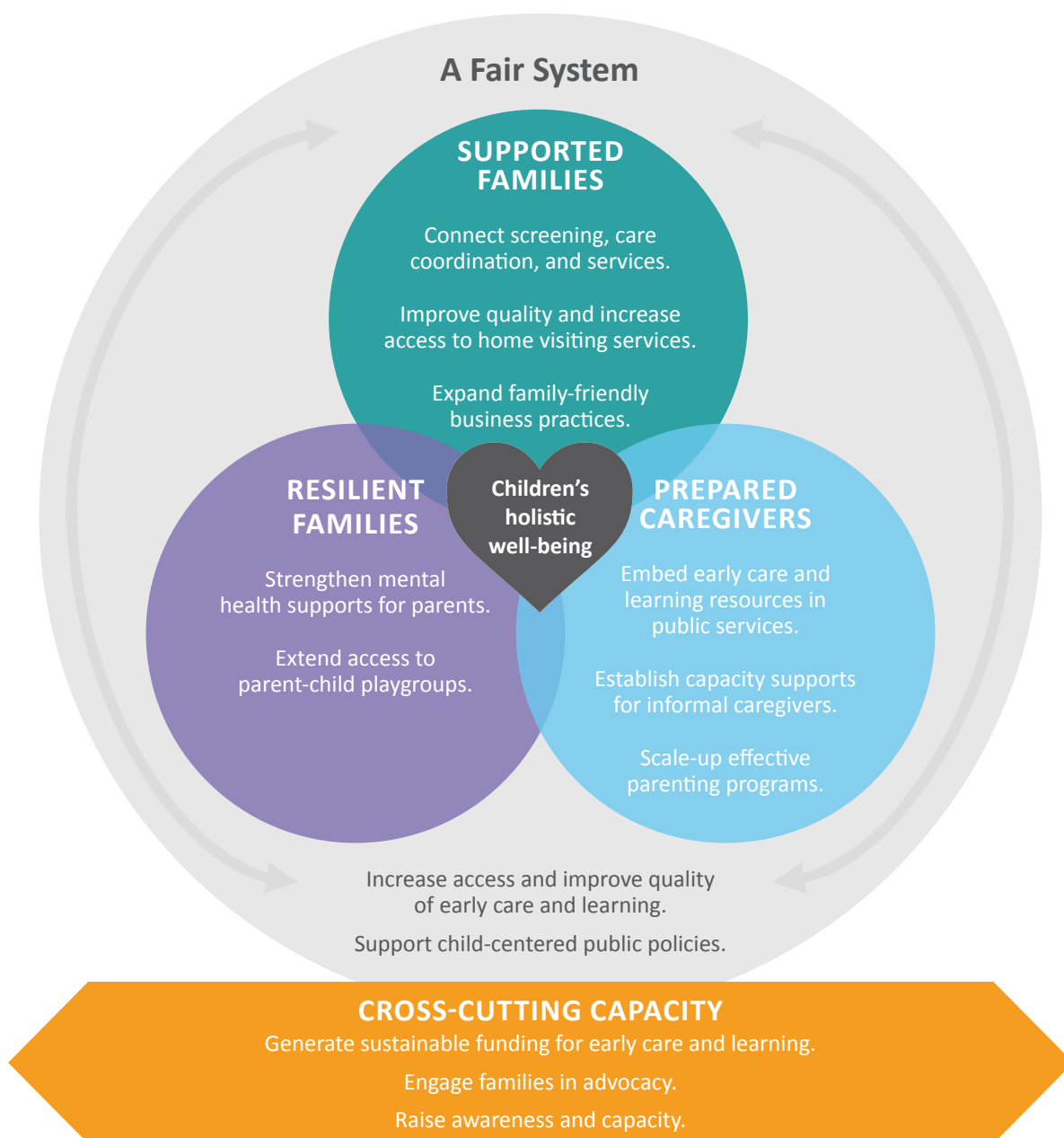
In May 2018, Bright Beginnings launched a countywide strategy, "Together, Preparing Every Child for Life and School." This strategy was developed by the Early Childhood Development Advisory Group, a 25+ member group with a broad representation of agencies and experts that work with young children. As defined by the framework, the overarching objectives to collectively achieve by 2025 are to:

- Double the number of children who are holistically supported so that they are healthy, their development is on track, and they are well prepared for kindergarten.
- Significantly reduce gaps in kindergarten readiness between children in low-income households and children in non-low-income households.



We know that to achieve these objectives, we must transform the systems – the policies, practices, resource flows, relationships, power dynamics, and mental models that hold low kinder readiness in place (Kania, etc., The Water of Systems Change, 2018). The key drivers and related strategies defined in the framework were identified to affect these factors of systems change: Families surrounded by support; caregivers support children’s growth and learning; empowered and resilient families; and an equitable system that supports all children and families. (Item 4)

Item 4 – Bright Beginnings’ Key Drivers and Strategies



Strategy Aligned, Mutually Reinforcing Action

Since launching the strategy in 2018, Bright Beginnings has supported a significant scaling up of and new mutually reinforcing action. In addition to the ongoing support of the community-based Collaborative Action Teams (CAT), which were established in previous years, several new Collaborative Action Teams formed around specific countywide issues, and new partners engaged and collaborated around the strategic framework with significant Bright Beginnings Backbone support. (Please note that some action teams do not use the term “CAT,” instead, other labels such as work-group, network, task force, etc. are used).

Item 5 provides highlights of this work over the last six months. Many of Bright Beginnings’ partners, and others not necessarily engaged with Bright Beginnings, are also advancing these strategies without direct support from Bright Beginnings; those efforts are not included in this report.

Item 5 – Highlights from Bright Beginnings’ Strategy Aligned Projects - FY 2018-2019

An Equitable System that Supports All Children and Families	
1.1 Transform early care and education systems to increase access and improve quality.	
Salinas CAT <i>Held/attended multiple meetings each month. Collected 764 surveys in 2018 — cost of care was cited as the main obstacle to quality care.</i>	Progress: Community outreach for Preschool for All, including a survey and outreach at community events. Developing a theory of change and evaluation plan. Integrated campaign planning and implementation into the Women’s Policy Institute (WPI) fellowship program. Next Steps: Document and support Alisal Unified School District process for increasing enrollment in part-day preschool/TK for all four-year-olds. Increase community engagement. Identify funding to increase part-day preschool to full-day.
Greenfield CAT <i>67% of attendees “learned a lot” from the fair.</i>	Progress: Completed Kindergarten Summer Enrollment Fair with increased attendance. Next Steps: Plan for next year, model for potential Alisal Unified School District enrollment fair.

<p>Transitional Kindergarten (TK) Network</p> <p><i>Reached steady engagement – most teachers like hands-on learning activities.</i></p>	<p>Progress: Regular meetings in South County and Salinas, providing resources and building relationships.</p> <p>Next Steps: Identify action items. Finalize Theory of Action. Plan for next year.</p>
<p>Child Care Accessibility CAT</p>	<p>Progress: Launched the Monterey County Child Care website providing child care resources to parents, caregivers, and teachers. Translated website to WordPress to enable translation. Developing provider portal.</p> <p>Next Steps: Continue upgrades of website and streamline data management.</p>
<p>Child Care Planning Council</p>	<p>Progress: Created an online portal to job opportunities and training. Capacity building of network.</p> <p>Next Steps: Manage and maintain website. Plan for next year.</p>
<p>1.2 Design coherent public policies that will improve the lives of children and families.</p>	
<p>Work Group A on Mixed Immigration Status Families</p>	<p>Progress: Completed a study on community needs related to negative impacts of immigration policy and enforcement actions on children and families. Presented to ECD Advisory Group and Children’s Council.</p> <p>Next Steps: Share information and recommended strategic activities to help immigrant families based on study.</p>

Empowered and Resilient Families

2.1 Improve support for parents' and caregivers' mental health.

Monterey County Maternal Mental Health Task Force

Progress: Completed a baseline study of maternal mental health and related services in Monterey County. Launched public awareness campaign.

Next Steps: Identify additional focus of strategic action, including connecting with service providers to improve assessments and referrals. Coordinate with Home Visiting Hub project development.

Families Surrounded by Support

3.2 Scale-up home visiting programs for families with young children.

Home Visiting Coordination Hub

Progress: Formed and identified purpose – streamline enrollment and increase professional development opportunities. Conceptualized home visiting hub to coordinate services and better connect families with needed support. Reconvened planning team. Received funding for next fiscal year to hire project manager.

Next Steps: Hire project manager. Implement hub in phases, in alignment with available resources.

Families Surrounded by Support *continued...*

3.3 Expand paid family leave, protect and support breastfeeding, and implement other family friendly business practices.

Family Friendly Business Certification

Certified 9 businesses:

Child Welcoming Business

- Coast Tel Credit Union | 7/9/2018
- Sweet Elena's Artisan Bakery and Cafe | 7/2018
- Marina Tire and Auto Repair | 7/2018
- Montellese Chiropractor | 7/2018

Family Friendly Employer

- Monterey Symphony | 7/17/2018
- dKomplex, Inc | Gold - 11/2018
- PFW Consulting and Political Frameworks | Gold - 5/2019
- Rancho Cielo Youth Campus | Gold - 6/2019
- Central Coast Language and Learning Center | Gold - 6/2019

Progress: Launched KAZU radio campaign. Certified a total of 24 businesses since inception, three in 2019.

Next Steps: Certify all partners (e.g., Early Childhood Development Advisory Group and Children's Council, increase individual outreach.

Caregivers Support Children's Growth and Learning

4.2 Establish capacity supports for family, friend, and neighbor caregivers.

Friends, Family, Neighbor Informal Caregiver Capacity Building Pilot Team

On average, caregivers attended three sessions.

*"Cantando mas con el, yo las actividades me dieron ideas de como puedo jugar mientras el aprende."
(Singing more with him. The activities gave me ideas to play while he learns.)*

Progress: Convened to identify priorities and action items to support informal caregivers across the County. Completed literature review.

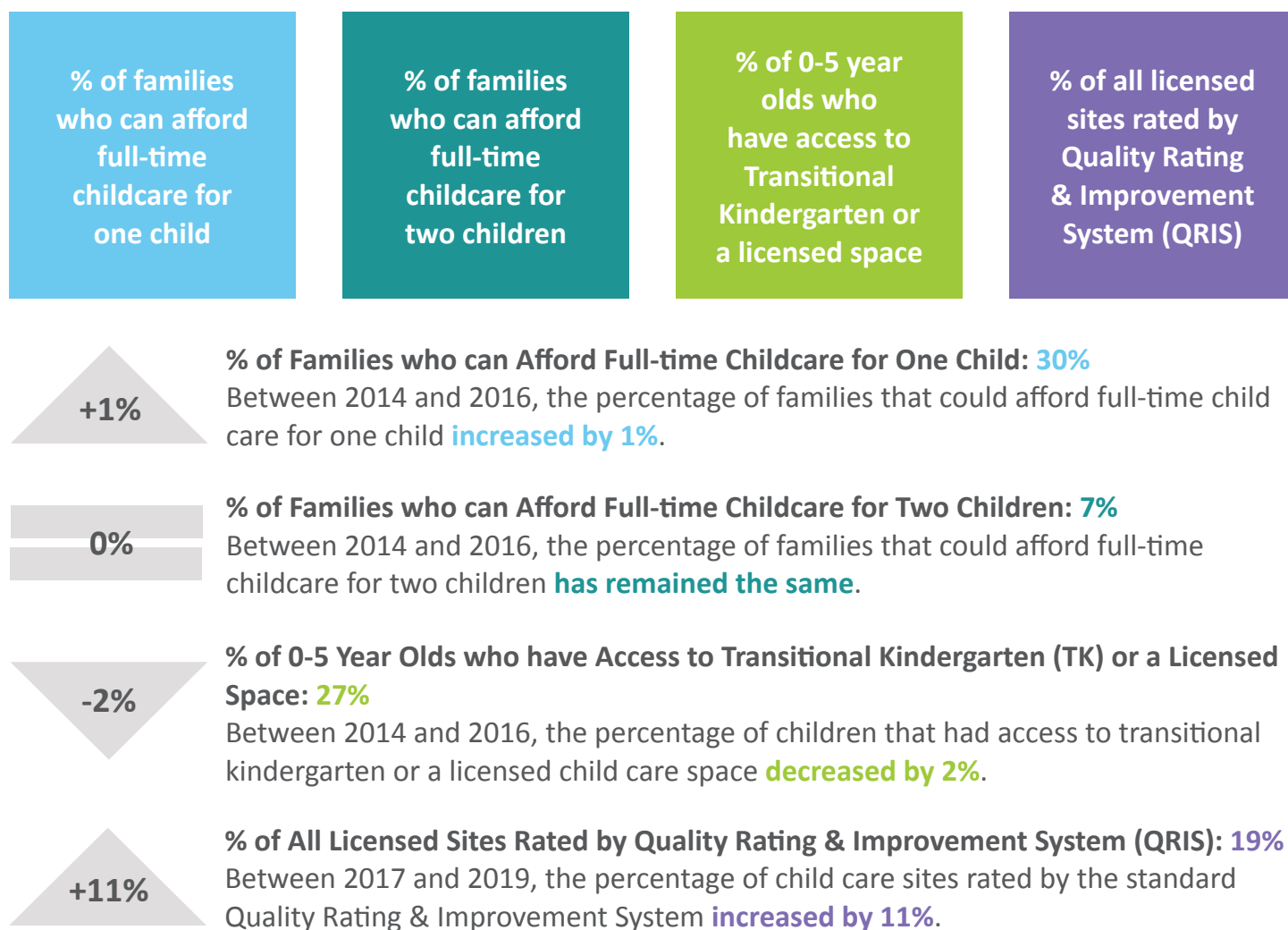
Next Steps: Identify purpose/priority action for team.

Item 7 outlines the work done by Bright Beginnings within the framework of the Collective Impact Theory of Action in FY 2018-2019, moving the Initiative along the continuum of maturation towards “integrating” and “applying.”

Highlights include:

- Developing shared measurement and continuous improvement tools, finalizing indicators for the driver Fair/Equitable Systems (Item 6);
- Upgrading the monthly newsletter and website to better reflect the strategic framework;
- Planning for cross-cutting capacity building for results-based facilitation;
- Advocating for and securing increased funding from County budget, reflecting the community priorities for cannabis tax funds;
- Deepening partnerships and results-based planning for strategy-aligned projects;
- Preparing for an increase in staffing, from one full-time and one part-time to four full-time and one part-time staff.

Item 6 – Indicators for Creating a Fair System to Increase Access to Quality Child Care



Item 7 - Highlights on Collective Impact Theory of Action Framework - FY 2018-2019

Common Vision: All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon action.

Fostering	Integrating/Sustaining	Progress
<i>Bright Beginnings consistently informs the community of progress</i>	<i>Bright Beginnings effectively communicate attribution of successes and recognition of challenges</i>	The 2018-2025 strategy, collectively developed by the Early Childhood Development Advisory Group, defined a common vision. Progress is reported through monthly newsletters, monthly updates shared at various venues (e.g., Children’s Council, F5MC Commission, and ECD Advisory Group). Various action teams and Bright Beginnings’ staff regularly attend community events, such as Ciclovia Salinas, Labor of Love, Día de Niño, etc., and advocate at LCAP and Board of Supervisor meetings for increased early childhood development funding.
<i>Larger community is aware of Bright Beginnings’ and CATs’ work</i>	<i>Systems have been established that hold each other accountable to both celebrate successes and recognize challenges</i>	
<i>Bright Beginnings and CATs consistently mobilize the community to prioritize the indicators</i>		

Mutually Reinforcing Activities: A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.

Fostering	Integrating/Sustaining	Progress
<i>Partners coordinate their activities to align with the Action Plan</i>	<i>Partners (re)allocate resources to their best use in support of the Initiative</i>	All project teams are aligning their work with the strategy. See Item 5 for details on their work. Bright Beginnings’ partners’ work aligns with the strategy, as well. For example, First 5 Monterey County supports Integrated Service Collaboratives, which falls under the key driver “Families surrounded by support” and the strategy “Implement integrated, holistic, family-centered support system of screening, care coordination referrals, and services.”
<i>Partners routinely review programs and systems to ensure consistent feedback and improvement</i>	<i>CATs have financial and community resources aligned to what works to improve community-level outcomes</i>	

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<i>Funders of partner organizations align their resources to support the Strategic Plan</i>	<i>CATs have sustainable funding for multiple years</i>	<i>Continued...</i> The strategic framework is being used to support holistic policy change. It is being ‘priced out’ and used as the basis for what it would cost to provide comprehensive support to those most in need. A big win is the augmentation of funding from the County to support Bright Beginnings’ Backbone and strategy-aligned projects.
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Shared Measurement: All participating organizations agree on the way success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.

Fostering	Integrating/Sustaining	Progress
<i>Partners use a reporting and reflection of data (a feedback loop) for decision-making</i>	<i>Partners use a reporting and reflection of data (a feedback loop) for decision making</i>	<p>The overarching objectives provide two top-level outcomes. As the implementing partner, Bright Beginnings is working with Bright Futures to review the indicators used to measure Bright Futures Goals 1 and 2 to ensure consistency with Strive criteria for indicators, including consistent, easy, and reliable measurements to understand, and a valid measurement of the desired outcome.</p> <p>Bright Beginnings is providing support to each one the CATs to create a theory of change and monitoring, evaluation, and learning plan to help track success.</p> <p>In addition, an internal evaluation process is in development to measure effectiveness of Backbone support in meeting the outcomes and creating systems change.</p>
<i>Partners and CATs continually review selected indicators for accuracy and validity</i>	<i>Partners continually share appropriate data across partners in a timely manner to enable continuous improvement for the prioritized indicators</i>	
<i>Quality data on a set of meaningful indicators is available to partners in a timely manner</i>	<i>Partners have the capacity to use a compatible data system</i>	
<i>CATs adapt the shared data system to report on individual data</i>		

Continuous Communication: All players engage in frequent and structured open communication to trust, assure mutual objectives, and create common motivation.

Fostering	Integrating/Sustaining	Progress
<i>An external communications plan communicates to the larger community the impact of the Initiative</i>	<i>Partners identify activities/practices that are improving community-level outcomes and spread these to increase access and impact</i>	Through monthly newsletters, social media, its website, KAZU radio spots, reports, and monthly briefs, Bright Beginnings helps to inform internal and external partners of its activities, successes and lessons learned.
<i>Structures and processes are in place to engage external stakeholders, keeping them informed and inspired</i>		Participation in various networks, such as the Children’s Council and Community Alliance for Safety and Peace (CASP), also allow Bright Beginnings to share its activities, engage partners, and learn of other activities and how they align with the strategy.

Backbone/Infrastructure Support: An independent, funded staff dedicated to the Initiative provides ongoing support guiding the Initiative’s vision and strategy, supporting aligned activities, establishing shared measurement building public will, advancing policy, and mobilizing resources.

Fostering	Integrating/Sustaining	Progress
<i>The Steering Committee regularly reviews data from the shared measurement system on progress toward goals and uses it to inform strategic decision-making</i>	<i>The Steering Committee and Backbone help align sufficient funding to support the Initiative’s goals</i>	In addition to the points described above, a project management and tracking system, Cascade, has been implemented to track progress on projects and on key performance indicators. The indicators, in particular, will be updated in the second half of the year in order to maximize the reporting functionalities of the system.
<i>The Backbone and Steering Committee visibly and vocally communicates the importance</i>	<i>The Steering Committee and Backbone create paths for and recruit new partners to engage</i>	The ECD Advisory Group meets on a quarterly basis to advise action teams and to share successes and lessons learned. For the next fiscal year, an analysis of membership will be completed in order to invite new partners to the table to ensure a comprehensive, holistic team. Bright Beginnings is working with the Central Coast Early Childhood Advocacy Network to develop a budget to support the Bright

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<p><i>Continued...</i></p> <p><i>of the shared measurement system for the Initiative</i></p>		<p><i>Continued...</i></p> <p>Beginnings Framework and will continue to be shared with the Board of Supervisors and other policy-makers, as they discuss how to support community priorities during budget deliberations and budget revisions.</p> <p>Bright Beginnings participated in the Bright Futures Bright Spots event on February 7, 2019 and the 20 Year celebration of early childhood at My Town on June 7, 2019.</p> <p>Staff is a part of the Bright Futures capacity building work for project managers, and in the next fiscal year, it will integrate its monthly reporting with Bright Futures.</p>
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Learning Culture: All participants contribute to an environment dedicated to learning from what has worked and what hasn't, through support, trust and respect.

Fostering	Integrating/Sustaining	Progress
<i>The Initiative utilizes systems and established structures to make data-informed decisions</i>	<i>The Initiative shifts the culture to one of more openness, transparency, and inclusion</i>	<p>Consultants supporting CATs and the Backbone regularly meet to learn together and support each other for success.</p> <p>Bright Beginnings is also supporting all project teams in developing a theory of change and monitoring, evaluation and learning plan. It is in the process of documenting its decision-making process in the governance structure to ensure transparency and engagement by partners.</p>
<i>The Initiative actively solicits and acts on feedback from community members and other external partners</i>	<i>Decision-making processes are open and transparent</i>	
	<i>Partners feel included in major decision-making processes</i>	

Collective Impact Capacity: The Initiative has the skills, talents, and resources necessary to support moving forward with the vision and mission.

Fostering	Integrating/Sustaining	Progress
<i>The skills and capacities of participating CATs' organizations improve</i>	<i>Sufficient funding is available over a multi-year period to support the Initiative's work</i>	Bright Beginnings' Backbone participates in collective impact capacity-building through the Strive Together learning network, FSG Funders Collaborative, IMPACT Monterey County and Bright Futures capacity building opportunities.
<i>Participating organizations report improved management and administrative capacity</i>	<i>Sufficient operating support is available to enable Backbone staff and the Initiative's leadership to fulfill their responsibilities</i>	Local partners continue to provide much of the support capacity for project teams, including regular staff support from the cities of Gonzales and Salinas, and several school districts. United Way Monterey County staff also serves as part of the Backbone and provides organization and programmatic input for the ECD Advisory meetings. It is also leading some strategy implementation.
	<i>Funding received is supportive of top strategies and approaches</i>	<p>The Giannini Fund and the Packard Foundation have provided grants to Bright Beginnings to support Backbone activities.</p> <p>With increased funding in the new fiscal year, Backbone staff will increase from 1.5FTE to approx. 4.5FTE.</p> <p>Seeking a consistent sustainable funding source is a priority for FY 2019-2020.</p>

Looking Ahead: 2019-2020

Bright Beginnings works to build a strong foundation early in life for future success – not only for young children, but for the growing Initiative, as well. Looking ahead to 2019-2020, the following are a few areas of growth on the horizon:

- Launching the Home Visiting Coordination and Triage Hub and Early Learning System Coordination, with one staff person for each program (funded by County cannabis tax funds).
- Deepening and broadening all projects without adding new ones, including the Monterey County Maternal Mental Health Task Force (funded by County cannabis tax funds).
- Piloting a curriculum and evaluation for Family, Friend and Neighbor (FFN) informal caregivers in Gonzales (in partnership with United Way Monterey County).
- Developing a strategic approach to community-wide community-based advocacy, building on the work of the Salinas-based Las Mamás.
- Furthering the Preschool for All campaign in Salinas with participation in the WPI fellowship, with a focus on increasing preschool enrollment in the Alisal Union School District.
- Drafting indicators of success for systems change, joining the national discussion on this issue.
- Enhancing organizational systems in preparation for recruiting and on-boarding top-quality new staff.

Bright Beginnings is proud to be an important part of the growing movement – locally and statewide – to increase investment in early childhood development.





Key Partners in the Initiative

Bright Beginnings is a movement. It would not exist without the many community partners that guide and do the work out in our communities. The list of those engaged is ever-growing, and while we might not have captured everyone here, we are grateful for the commitment of all:

MONTEREY COUNTY CHILDREN'S COUNCIL

Elsa Jimenez, Director, Monterey County Health Department; MCCC Chair
Ed Moreno, Public Health Officer, County of Monterey; MCCC Initiative Co-Chair
Francine Rodd, Executive Director, First 5 Monterey County; MCCC Initiative Co-Chair

We want to extend a special thank you to the Monterey County Children's Council for making our work possible.



BRIGHT BEGINNINGS BACKBONE

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Iris Gamez, Communications and Community Engagement Coordinator
Laura Keeley-Saldana, Early Learning Systems Program Manager
First 5 Monterey County In-Kind Administrator
Stephanie McMurtrie, Project Manager (consultant)
Michelle Molina, Evaluation and Monitoring (consultant)
Maria Carmen Parra, Community Organizer (consultant)
Jamie Smith, Project Manager (consultant)
Spoke Consulting

BACKBONE PARTNERS

Bright Futures
United Way Monterey County

BRIGHT FUTURES STEERING PARTNERS

Caryn Lewis, Assistant Superintendent, Education Services, Monterey County Office of Education
Josh Madfis, Vice President of Community Investments, United Way of Monterey County
Francine Rodd, Executive Director, First 5 Monterey County
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Gina Mineo, Monterey County Health Department
Jeanne Fischer, Bright Futures
Jose Arreola, City of Salinas - Community Alliance for Safety and Peace
Josefina Silva, Greenfield Union School District
Josh Madfis, United Way Monterey County
Krista Hanni, Monterey County Health Department
Laurie Ramirez, Child Care Planning Council
Libby McMahon, Read to Me Project
L'Shanna Klein, Door To Hope
Maria Ortiz, MAOF
Maria Ramirez, Go Kids, Inc.
Marilyn Cline, Monterey County Office of Education
Mayola Rodriguez, Go Kids, Inc.
Mayra Perez-Diaz, United Way Monterey County
Megan Matteoni, Quality Matters
Noemy Loveless, North Monterey County Unified School District
Shannan Watkins, Early Development Services
Wendy Askew, Office of Supervisor Jane Parker - District 4

And to all those sponsoring, leading, and participating in collaborative action teams across the county.



GO KIDS INC.

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