



2019-2020 ANNUAL REPORT

Published: January 2021

**COMIENZOS
BRILLANTES**
INICIATIVA PARA PROMOVER EL DESARROLLO INFANTIL

**BRIGHT
BEGINNINGS**
EARLY CHILDHOOD DEVELOPMENT INITIATIVE

An Initiative of the
Monterey County Children's Council

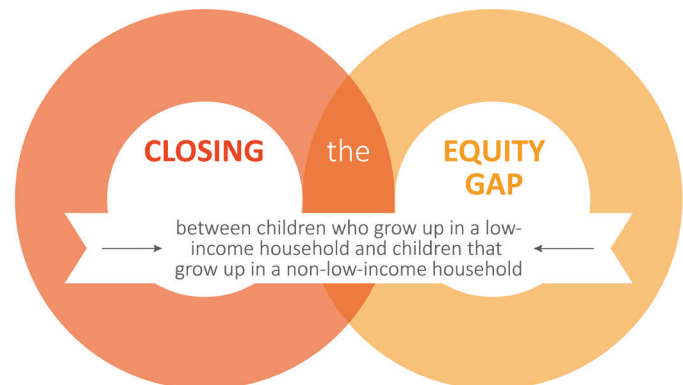
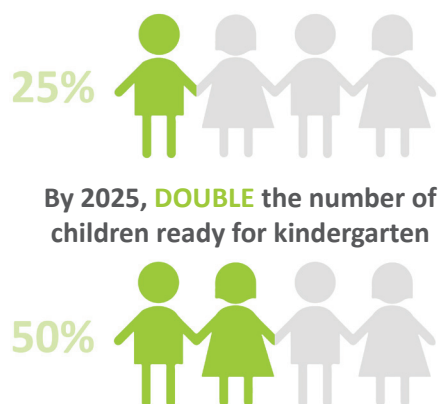
The Bright Beginnings Early Childhood Development Initiative: Together, Preparing Every Child for Life & School

In 2012, the Monterey County Children’s Council launched the Early Childhood Development Initiative. The name Bright Beginnings was added later, and it became the steward of the early childhood related goals within the new Bright Futures Education Partnership cradle to career initiative. In 2018, a countywide strategic framework was launched, “Together, preparing every child for life and school.” The framework defines a common goal and prioritizes the collaborative efforts of partners within the Bright Beginnings Early Childhood Development Initiative. The Bright Beginnings Backbone, hosted by First 5 Monterey County, supports the Initiative by shepherding the strategic framework, supporting collaborative projects, and by providing continuous communications and accountability through a shared measurement system. It is governed by the Children’s Council and guided by the Early Childhood Development Advisory Group.

The **overarching objective** of the Initiative is systems change to support kindergarten readiness, universally for all children and in particular to close the racial equity gap: (Item 1)

- *Universal Objective:* Change systems 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. Currently, 25% of children are assessed at mastery level in key developmental domains.
- *Targeted Objective:* Significantly reduce the gaps in kindergarten readiness between children in low-income households and children in non-low-income households

ITEM 1 – Overarching Objectives of the Bright Beginnings Strategic Framework

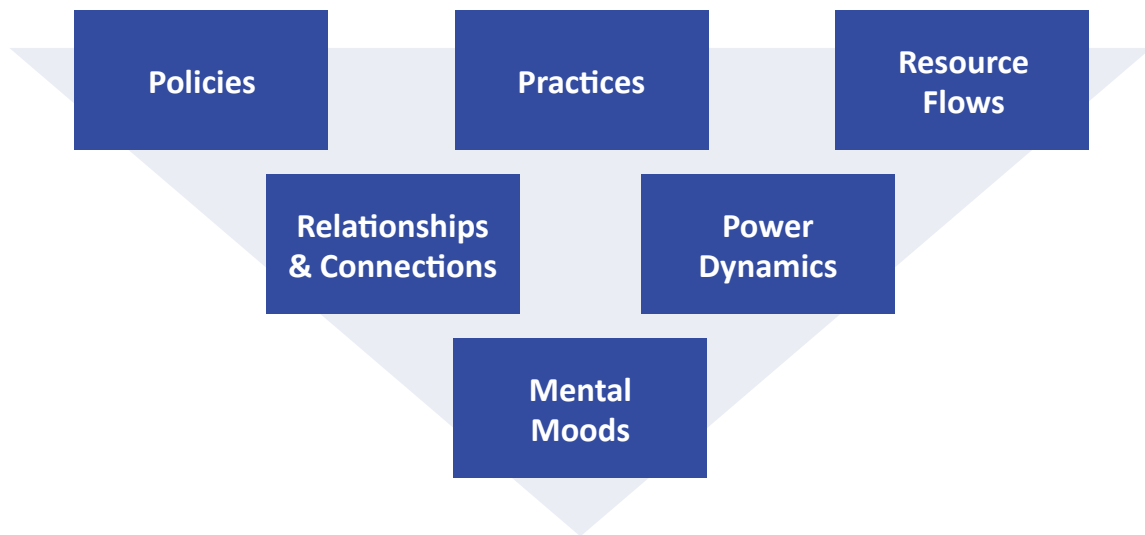


To achieve these objectives, we must transform the systems that lead to low readiness assessment scores, by transforming the policies, practices, resource flows, relationships, power dynamics, and mental models that influence our systems.¹ (Item 2) In particular, Bright Beginnings aims to advance

1 Kania, etc., The Water of Systems Change, FSG (2018)

equity and create systems ready and “REDI” to support all young children to succeed in life and in school. REDI systems and the people within them understand and center Race, Equity, Diversity and Inclusion.

ITEM 2 – Six Conditions of Systems Change Centered on Race, Equity, Diversity & Inclusion



This systems change work is anchored in the Bright Beginnings **seven core principles**, to ensure sustainability and co-powerment:

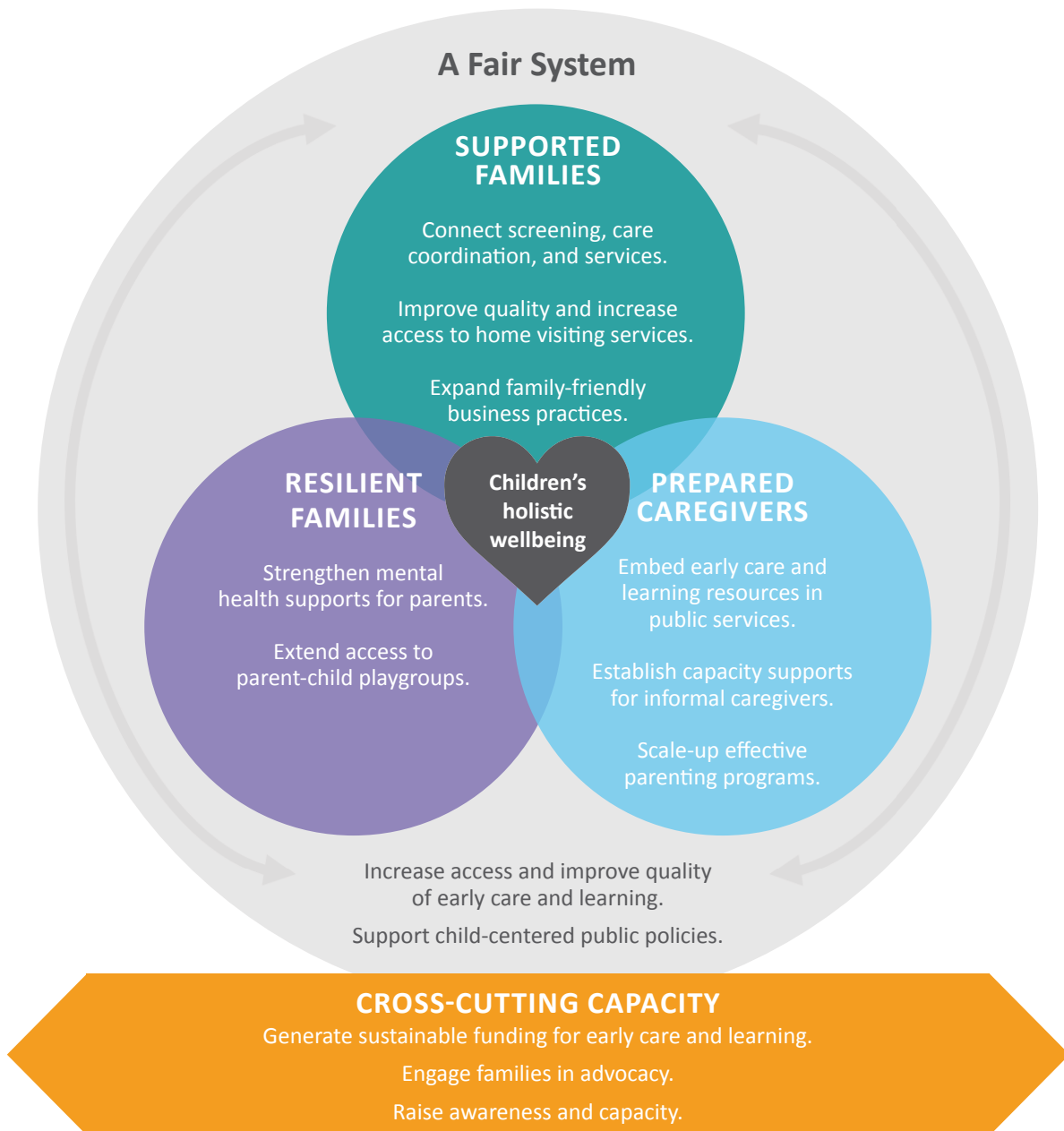
1. Holistic view of children and families.
2. The power of interconnected community systems.
3. The rights of all children to access equitable opportunities.
4. Culturally responsive and trauma-informed practices.
5. Co-creating solutions.
6. A tenacious focus on results.
7. Informed by research.

The framework prioritizes four **drivers of influence** in a young child’s life:

1. A fair, equitable system of quality early care and learning.
2. Socially emotionally and mentally resilient families.
3. Holistic and coordinated family supports.
4. Prepared caregivers that can appropriately respond to a child’s developmental needs.

In addition to these key drivers and the strategies within them, the framework prioritizes capacity building that cuts across all work within the Initiative.

ITEM 3 – Bright Beginnings’ Key Drivers & Strategies



Bright Beginnings' Accomplishments in 2019-2020

The collaborative change projects of the Bright Beginnings Early Childhood Development Initiative are aligned with the framework's key drivers and strategies. (Item 4) Each project is designed to specifically address systems change and the core principles of the strategic framework. Item 5 is a list of the active collaborative change projects and systems change conditions addressed. Further below are organizational highlights according to the Initiative's Theory of Action.

ITEM 4 – 2019-2020: Change Projects Supported by the Bright Beginnings Backbone

ALL PAST CURRENT FUTURE: Last Updated – January 5, 2020

A FAIR SYSTEM

1.1 Access & Quality

- Salinas CAT: Preschool for All (also Mamas)
- Greenfield Early Learning Partnership & Kinder Festival
- Early Learning Network
- Child Care Accessibility Project
- Community Solutions: Seaside/Marina
- ECE Workforce Pathways and Jobs Website
- COVID Response & Recovery

1.2 Public Policies & Practices

- Preschool for All (also Mamas)
- Gonzales and Seaside General Plans
- Impacts of Immigration Policy & Enforcement
- ECD Embedded in Economic Development

RESILIENT FAMILIES

2.1 Parent Mental Health

- Monterey County Maternal Mental Health Task Force

SUPPORTED FAMILIES

3.1 Integrated Support System

- F5MC Integrated Service Collaboratives

3.2 Home Visiting

- Home Visiting Coordination Hub

3.3. Family Friendly Business

- Family Friendly Business Certification
- Employer sponsored child care

PREPARED CAREGIVERS

4.2 Informal Caregiver Supports

- Family Friends & Neighbors Network

CROSS CUTTING

5.1 Sustainable Funding

- Assistance to state contractors (also A Fair System)
- Children's Fund (Integrated)

5.2 Advocacy

- Mamas de Salinas Abogan (also Salinas CAT)

5.3. Capacity & Awareness

- Trauma-Informed Practices
- REDI systems - centered in Race, Equity, Diversity, Inclusion

INITIATIVE BACKBONE SUPPORT

- Communications
- Team Capacity Building
- Shared Measurement & Continuous Improvement
- Accountability & Integration: Council, ECDAG, Bright Futures
- Fund Development

ITEM 5 – Systems Change Conditions Addressed by Change Projects

2019-2020 ACTIVE ONLY: Last Updated – January 7, 2020

A FAIR SYSTEM

1.1 Access & Quality

- Salinas CAT: Preschool for All (also Mamas)
- Greenfield Early Learning Partnership & Kinder Festival
- Early Learning Network
- Child Care Accessibility Project
- COVID Response & Recovery

1.2 Public Policies & Practices

- Preschool for All (also Mamas)

RESILIENT FAMILIES

2.1 Parent Mental Health

- Monterey County Maternal Mental Health Task Force

SUPPORTED FAMILIES

3.2 Home Visiting

- Home Visiting Coordination Hub

3.3. Family Friendly Business

- Family Friendly Business Certification

PREPARED CAREGIVERS

4.2 Informal Caregiver Supports

- Family Friends & Neighbors Network

CROSS CUTTING

5.1 Sustainable Funding

- Assistance to state contractors (also A Fair System)

5.2 Advocacy

- Mamas de Salinas Abogan - Moms of Salinas Advocate (also Salinas CAT)

5.3. Capacity & Awareness

- REDI systems - centered in Race, Equity, Diversity, Inclusion

KEY DRIVER ONE: A FAIR SYSTEM

A fair, equitable system of quality early care and learning.

In 2019-2020, the Bright Beginnings Backbone supported five projects within the key driver, A Fair System:

- Greenfield Early Learning Partnership
- Child Care Accessibility Project
- Early Learning Network
- Mamas de Salinas Abogan (Moms of Salinas Advocate)
- Child Care & Wellbeing COVID-19 Response & Recovery Coalition

In addition to these strategy-aligned projects, in 2019, one of the primary points of investment to promote fair and equitable early learning systems and to support the overall initiative was to establish two new positions: The Early Learning Systems Program Manager and the Communications and Community Engagement Coordinator.

The Early Learning Systems Program Manager position was established to: strengthen a cohesive network of support for early childhood educators; maximize current and attract new federal, state,

and local resources; and develop a master plan to increase the number of quality, affordable child care spaces across Monterey County.

The position was filled in October 2019. This position and the Directorship became instrumental in supporting the emergency response to support child care and education providers as new guidance and protocols were rolled out and personal protection equipment distributed.

The Communications and Community Engagement Coordinator position was established to support general backbone roles such as continuous communications and reporting, and was filled in October 2019. It provides bilingual/bicultural support to those collaborative change projects that have a community engagement focus, including the Greenfield Early Learning Partnership and the Mamas de Salinas Abogan (a part of the Salinas Collaborative Action Team). These projects both fall under the key driver, A Fair System. The Mamas in particular also influence other drivers, in particular in cross-cutting capacity building areas.

ITEM 6 – Spotlight 2019-2020: A Fair System

Greenfield Early Learning Partnership Ensure families know the importance of early childhood education and the process of enrollment in transitional kindergarten and kindergarten by holding the annual Kinder Festival.	
Desired Change: <ul style="list-style-type: none"> • Build local network of early childhood champions. • Raise awareness about importance of early learning. • Increase access to resources for families regarding early childhood development. • Increase enrollment in transitional kindergarten and kindergarten. 	Core Principles: <ul style="list-style-type: none"> • Holistic • Interconnected • Culturally responsive
Systems Change: <ul style="list-style-type: none"> • Policies • Practices • Mental Models 	
2019-20 Accomplishments: <ul style="list-style-type: none"> • 148 completed the survey at 5th Annual Kinder Festival in February 2020 (up from 136 in 2019). • Shared best practices with Mamas de Salinas Abogan to inform Alisal Union enrollment event. • Maintained and deepened cohesiveness of partnership in spite of the pandemic. • Renamed to Greenfield Early Learning Partnership (from Greenfield Collaborative Action Team). • GUSD selected to chair partnership. 	
Levers of Success: Energy in community, especially school. With four prior years of holding the festival, well known in community and continuously improved each year.	Challenges & Barriers: Resources for outreach campaign. How will COVID affect future enrollment?
Lead Partners: GUSD and various service partners.	BB Roles: Project facilitation, evaluation.

Child Care Accessibility Project

Design, launch, and maintain central website: www.MontereyCountyChildCare.org for families and educators/caregivers.

Desired Change:

- Increase access to child care through improved referrals.
- Centralize direct access to child care information for those seeking child care and those providing care and education.

Core Principles:

- Co-creation
- Interconnected
- Equitable access

Systems Change:

- Policies
- Practices
- Power dynamics

2019-20 Accomplishments:

- Launched bilingual website to centralize information in fall.
- Increased traffic to site through outreach campaign to support enrollment for essential workers during pandemic, including web and print outreach materials. Post outreach campaign, users rose to 50-100 a week, from 10-20.
- Secured additional funding for fiscal year through MCOE to support COVID related work.
- Through direct community feedback and a survey of those accessing referrals through the website, identified need to improve direct referral process through MAOF Resource & Referral.

Levers of Success: Clear need for centralized portal for families to find child care. Announcement of state-level support via launch of My Child Care Plan site.

Challenges & Barriers: Website maintenance funding. Fragmented communication between agencies and educators. Centralized information about management of state contracted funds for subsidized child care.

Lead Partners: Child Care Planning Council, MAOF R&R, MCOE Quality Matters, United Way, F5MC

BB Roles: Evaluation, project management, website technical support.

Mamas de Salinas Abogan (Moms of Salinas Advocate)

Strengthen network of support and capacity building for community organizers for civic engagement and policy change towards Preschool for All in Salinas.

Desired Change:

- Raise awareness among community members of what quality early childhood learning looks like.
- Mobilize community support for Preschool for All policies and funding.
- Build capacity of community leaders to participate in civic engagement processes.

Core Principles:

- Co-creation
- Equity
- Culturally relevant

Systems Change:

- Relationships & Connections
- Power Dynamics
- Mental Models

2019-20 Accomplishments:

- Conducted community outreach at community events.
- Interviewed by Radio Bilingue.
- Produced short video on the work of the Mamas, in honor of being a featured Bright Spot at the Bright Futures annual Bright Spots event.
- One Mama and one Bright Beginnings Community Organizer participated in year-long Women’s Policy Institute, along with Bright Beginnings Director.
- Nine Mamas participated in storytelling workshop with Central Coast Early Childhood Advocacy Network.
- Four Mamas participated in census outreach training.
- Provided input on Impact Monterey County survey questions regarding child care.
- Conducted informational interviews with key AUSD Trustees.
- Planned for first AUSD Preschool Informational Fair on March 20, integrating lessons learned from Greenfield (cancelled due to COVID-19).
- Participated in Local Control Accountability Planning for AUSD.
- Increased frequency of meetings, holding “Sacred Circles,” to support each other during the pandemic.
- Collected and reported on stories and needs from families during the pandemic, in coordination with other community-based groups.

Levers of Success: Strong commitment by Mamas. Connection to other community groups. Culture of learning and support.

Challenges & Barriers: Compensation of time for community members to participate. Lack of bandwidth to broaden engagement.

Lead Partners: Salinas community leaders, City of Salinas, BHC

BB Roles: Community organizing, project management, evaluation, technical assistance

This driver is aligned with the Bright Futures goal of increasing access to quality child care and education. The indicators are the most developed of all the drivers, with full approval of the Early Childhood Development Advisory Group.

- % of families who can afford full-time child care for one child (30%)
- % of families who can afford full-time child care for two children (7%)
- % of 0-5 year olds who are enrolled in transitional kindergarten or a licensed child care and education site (27%)
- % of all licensed sites rated by Quality Rating & Improvement System (19%)

KEY DRIVER TWO: RESILIENT FAMILIES

Socially emotionally, and mentally resilient families.

In 2019-2020, the Bright Beginnings Backbone supported the Maternal Mental Health Task Force within the key driver, Resilient Families. The Backbone received one-time funding to support the efforts of the Task Force, which increased outreach, networking, and learning experiences throughout the year, including a Leadership Breakfast and the 2020 Mom Annual Forum. (Item 7)

ITEM 7 – Spotlight 2019-2020: Resilient Families

Maternal Mental Health Task Force

Support resilience and wellness of pregnant and parenting mothers and primary caregivers. Build network of providers. Promote better access to services. Hold annual cross-discipline training, distribute information, catalyze new partnerships between and awareness of service partners.

Desired Change:

- Increase awareness and decrease stigma related to maternal mental health.
- Increase community supports to mothers.
- Build and strengthen network of providers.

Core Principles:

- Interconnected
- Informed
- Culturally relevant and trauma-informed

Systems Change:

- Relationships & Connections
- Practices
- Mental Models

2019-20 Accomplishments:

- Approx. 100 participants in Leadership Breakfast with Dr. Marie Claire Heffron: A Thriving Community from the Start: A Call to Action for Maternal Mental Health in Monterey County.
- Held 2020 Mom Annual Forum, offering online access in Soledad, Salinas, and Marina.
- Participated in Behavioral Health Integration Incentive Program convening and submitted grant application. [Lead: County Health Clinics]
- Partners F5MC and CSUMB submitted CCAH technical assistance grants applications. [CSUMB was awarded grant for maternal mental health training.]
- Conducted social media campaign for National Maternal Mental Health Awareness Week: May 1-7.

Continued on next page.

<ul style="list-style-type: none"> • Chair participated in Strive Together Cradle to Career Convening in Washington, DC with other Initiative partners and staff. • Maintaining regular meeting schedule and partner engagement in spite of pandemic. 	
<p>Levers of Success: Commitment of partners. Complementarity of other Bright Beginnings and other community projects, such as Home Visiting Coordination Hub and F5MC’s Infant Mental Health Training.</p>	<p>Challenges & Barriers: Lack of services and screening in community. Level of awareness and stigma around maternal mental health.</p>
<p>Lead Partners: Health Department, CSUMB, F5MC, community service partners</p>	<p>BB Roles: Project management, technical assistance, evaluation.</p>

KEY DRIVER THREE: SUPPORTED FAMILIES

Holistic and coordinated family supports.

In 2019-2020, the Bright Beginnings Backbone supported two projects within the key driver, Supported Families:

- Home Visiting Coordination Hub
- Family Friendly Business Certification

A primary point of investment in this fiscal year was to support the growth of the Home Visiting coordination efforts, in particular to establish a full-time program manager position housed with the Bright Beginnings Backbone to support the project. This position proved difficult to recruit. Throughout the year, this project was supported by the Bright Beginnings Director and a contract project facilitator. Recruitment for a new program manager will reopen in early 2021.

ITEM 8 – Spotlight 2019-2020: Supported Families

<p>Home Visiting Coordination Hub Coordinate early childhood related home visiting programs across agencies to better connect families with the service they need and to support home visitor service providers. Define and build capacity towards standards of practice across programs, including use of trauma-informed practices. Support care coordination and data sharing.</p>		
<p>Desired Change:</p> <ul style="list-style-type: none"> • Maximize enrollment in home visiting services. • Better match program type with family need. • Increase cross-referrals within and between agencies. 	<p>Core Principles:</p> <ul style="list-style-type: none"> • Interconnected • Results driven • Culturally responsive & trauma-informed 	<p>Systems Change:</p> <ul style="list-style-type: none"> • Policies • Practices • Resource Flows

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<ul style="list-style-type: none"> • Increase attraction, retention, and satisfaction of workforce (e.g., through capacity building or peer networking). • Attract additional funding to expand services. 		
<p>2019-20 Accomplishments:</p> <ul style="list-style-type: none"> • Updated the local services landscape (i.e., asset map), including an eligibility matrix across all home visiting services. • Updated countywide needs profile with population level data. • Coordinated with the Health Department to respond to a request for information from the CA Department of Health regarding the development of a request for proposals for a home visiting innovation grant [MCHD applied and was awarded the grant in November 2020 to support the Nurse Family Partnership home visiting program through fiscal year 2022/23]. • Secured additional funding for the project through a First 5 California Home Visiting Coordination grant for fiscal years 2020/21-2022/23. • Held two home visiting coordination hub planning meetings with core team. 		
<p>Levers of Success: Deeper partnership with Maternal Mental Health Task Force. Strong commitment by MCHD, MCSS, and F5MC.</p>	<p>Challenges & Barriers: Hiring project manager.</p>	
<p>Lead Partners: MCHD, MCDSS, Door to Hope, F5MC</p>	<p>BB Roles: Project design and management, technical assistance</p>	

Family Friendly Business Certification

Engage employers in supporting family friendly practices at the workplace through a self-certification process for local businesses as a Family Friendly Employer or Child Welcoming Business. Certification indicates that they have policies and practices in place that support the unique needs of employees and consumers that have young children.

Desired Change:

- Increase awareness of family friendly practices by employers and employees.
- Increase implementation of family friendly business practices.
- Increase number of businesses that certify.

Core Principles:

- Holistic
- Co-creation
- Informed

Systems Change:

- Mental Models
- Practices
- Policies

2019-20 Accomplishments:

- Certified eight new businesses:
 - Nancy Buck Ransom Foundation (Family Friendly Employer)
 - Santa Lucia Preserve (Family Friendly Employer)
 - Law Office of Maya West, PC (Family Friendly Employer)
 - K. Johnson Human Resources Consulting Services (Family Friendly Employer)
 - Monterey Peninsula Country Club (Family Friendly Employer)
 - Post Ranch Inn (Family Friendly Employer)
 - YWCA Monterey County (Child Welcoming Business)
 - Digital NEST, Inc. (Family Friendly Employer)
- Worked with community partners on a presentation to the Association of Human Resource Professionals.
- Developed new outreach materials.
- Identified need to improve certification program.

Levers of Success: Connected to community-based champions through other projects. COVID has raised awareness of importance of child care and family flexible policies for community resiliency and economic recovery.

Challenges & Barriers: Limited relationships and recognition in business community. Self-certification process needs to offer additional tools and support for employers to change their policies and practices.

Lead Partners: Staffing changes have led to the need of a 'refresh' for lead community partners for this change project.

BB Roles: Project management, technical assistance

KEY DRIVER FOUR: PREPARED CAREGIVERS

Prepared caregivers that can appropriately respond to the child’s developmental needs.

In 2019-2020, the Bright Beginnings Backbone supported the Family, Friends and Neighbors Network within the key driver, Prepared Caregivers.

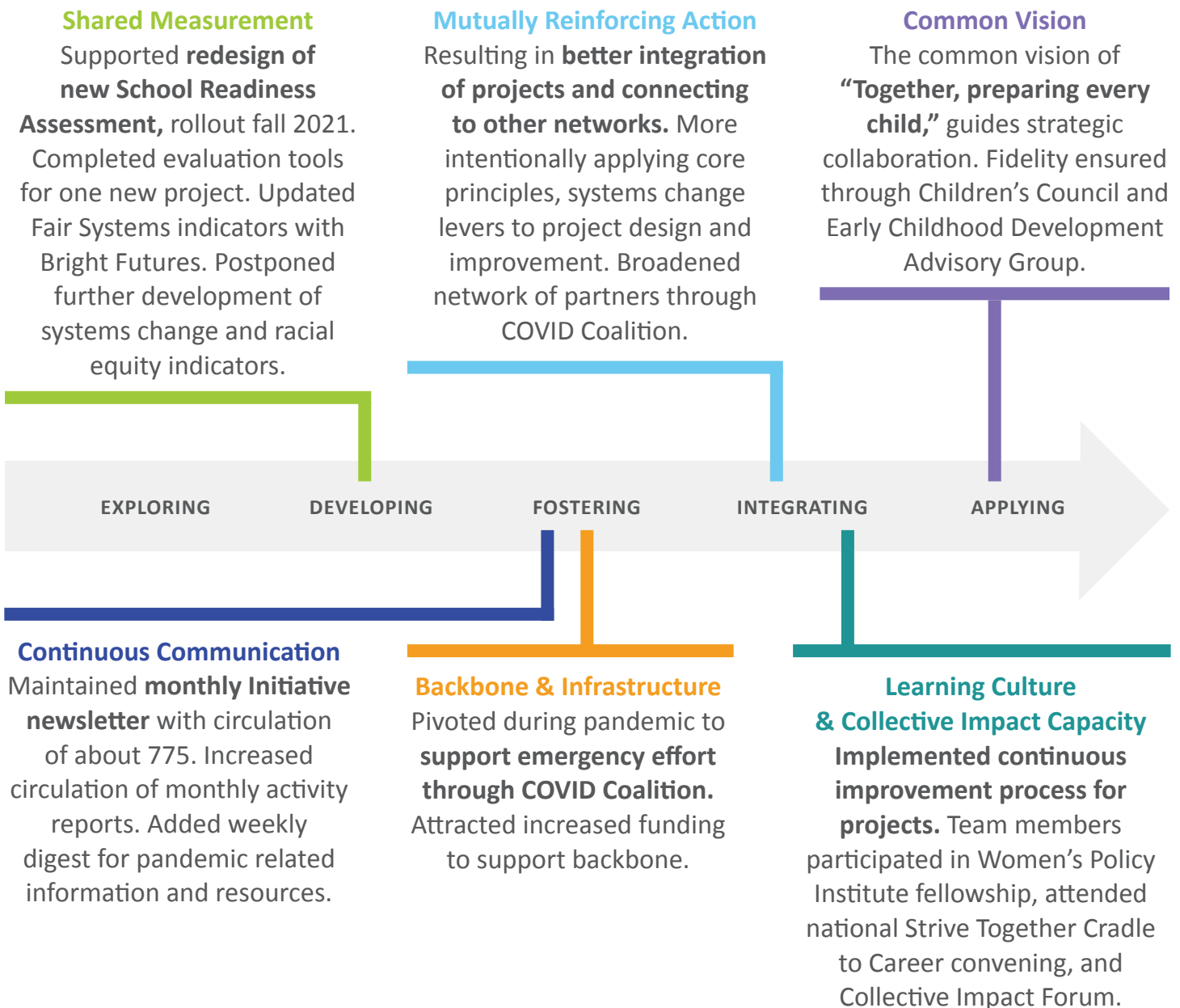
ITEM 9 – Spotlight 2019-2020: Prepared Caregivers

Family, Friends & Neighbors Network Support informal family, friend and neighbor caregivers through playgroups, peer network, workshops, and other resources.	
Desired Change: <ul style="list-style-type: none"> • Increase understanding of and ability to support developmental domains in young children. • Raise awareness in general community of vital role of informal caregivers. • Provide peer network and other resources and supports. 	Core Principles: <ul style="list-style-type: none"> • Interconnected community systems • Culturally responsive and trauma-informed
Systems Change: <ul style="list-style-type: none"> • Relationships & Connections • Practices • Resource Flows 	
2019-20 Accomplishments: <ul style="list-style-type: none"> • Partners conducted ongoing playgroups and connections between informal caregivers remotely during pandemic. • Developed logic model and evaluation tools. Implemented evaluation tools. • In six-month period, the Network served a total of 39 caregivers, with 11 caregivers completing eight consecutive playgroups. • Planned to expand playgroups to Greenfield in next fiscal year. 	
Levers of Success: Greater recognition of importance of informal care, especially during pandemic. Strong network (GoKids and CAPSLO) to build on. Commitment by United Way to support Network.	Challenges & Barriers: Informal sector so new caregivers are hard to recruit. How to reach? Incentivize?
Lead Partners: CAPSLO, United Way	BB Roles: Evaluation, strategic support

Highlights from the Theory of Action

The Bright Beginnings Early Childhood Development Initiative was formed around a Theory of Action that broadens the collective impact framework: common vision, mutually reinforcing activities, shared measurement, continuous communications, backbone and infrastructure support, learning culture, and collective impact capacity. Highlights of progress in 2019-2020 are described in Item 10 below, along a spectrum of deeper organizational integration.

ITEM 10 – Spotlight 2019-2020: Theory of Action



Looking Ahead: 2021 & Beyond

A silver lining to the pandemic is a growing network of champions connecting with the Bright Beginnings Early Childhood Development Initiative, increased communication and connection between the various partners within the Initiative and with the Backbone team. This has allowed a deepening of the sense of “together” in supporting young children and their families, and in supporting each other as services providers and community leaders.

In addition, because of distance learning requirements within the public school system, the need for quality child care and its indispensable role in a resilient economy has been highlighted and embraced within the community in a new way. Similarly, the needs and role of the early care and education workforce have been elevated – both in response to the pandemic and overall as an essential workforce for the wellbeing of children, parents, and the community as a whole.

Looking ahead to 2021 and beyond, these silver linings reveal priorities in which to invest and expand, in particular: building more equitable and just early childhood systems; integrating child care and education in economic recovery and development; and showing and communicating family needs and results within the greater community. More specifically:

- Uplift the community voice and needs, especially parents of young children (through intentional data collection and in support of community-based partners).
- Invest in Race, Equity, Diversity and Inclusion (REDI) training for Backbone staff and partners, and deepen targeted efforts within projects to address equity.
- Roll out School Readiness Assessment and analysis, centered in REDIness to better understand how to address adverse experiences that may arise due to the triple pandemic: COVID-19, racial injustice, and climate change (e.g., prevalence of wildfires).
- Integrate early childhood care and education systems in all discussions about and planning for economic resiliency.
- Develop and implement improved data collection and analysis for early learning systems.
- Develop a long-term Master Plan for Early Learning System to increase quality child care spaces, including informal care.

As we approach the midpoint of the strategic framework’s timeline (2018-2025), throughout 2020 and 2021 we will prepare for and implement a strategy check-in with all stakeholders. Preparations include benchmarking against the shared measurement systems for the plan, each project, and the initiative as a whole; designing a stakeholder engagement process, and gathering and analyzing relevant data needed to make informed decisions about the direction of the initiative in the second half of its strategic objectives and approach.

The collective traumatic experience of the triple pandemic has brought – and will continue to bring – much hardship. It has also brought a deeper commitment to collective action, the common good, and compassion. It is clearly a time to invest in bright beginnings for our youngest, our future.

Partners in the Initiative

Ancestor and community acknowledgment: We respect the lives and wisdom of those that came before us and will come after us. We acknowledge those amongst us that have been forcibly removed from their native lands and traditions. We uplift the voices of those amongst us that have been and continue to be oppressed and excluded. We uphold the equal rights and equitable opportunities for people of color, women, and LGBTQ people. We honor the indigenous people of Monterey County that have stewarded these lands for thousands of years, from the Ohlone, Costanoan, Rumsen, Mutsun, and Esselen tribes.

The Bright Beginnings Early Childhood Development Initiative is an ever growing and evolving initiative to ensure that all children have what they need in life to succeed. It would not exist without the many partners and leaders that guide, fund and do the work in our community. While only a partial list has been captured here, we are grateful for the commitment of all.

MONTEREY COUNTY CHILDREN'S COUNCIL LEADERSHIP

Elsa Jimenez – County of Monterey Health Department (Council Chair)

Edward Moreno – County of Monterey Health Department (Initiative Co-Chair)

Francine Rodd – First 5 Monterey County (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 & Community Engagement Coordinator

Laura Keeley-Saldana – Early Learning Systems Program Manager

Stephanie McMurtrie – Project Manager (Consultant)

Georgina Mendoza – Project Manager (Consultant)

Michelle Molina – Evaluation & Monitoring Specialist (Consultant)

Cheryl Oku – Project Researcher (Consultant)

Maria Carmen Parra – Community Organizer (Consultant)

Michelle Slade – Project Manager (Consultant)

EARLY CHILDHOOD DEVELOPMENT ADVISORY GROUP

(* indicates Bright Futures Steering Partner)

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Laura Dunn – Carmel Unified School District

Dana Edgull – Monterey County Behavioral Health

Claudia Gomez – Door to Hope

Eliza Gomez – Monterey County Office of Education; Quality Matters

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Caryn Lewis* – Monterey County Office of Education, Educational Services Department

Noemy Loveless – North Monterey Unified School District

Josh Madifs* – United Way Monterey County

Sarait Martinez – Centro Binacional

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Libby McMahon – Read to Me Project

Edward Moreno – County of Monterey Health Department

Fernanda Ocana – City of Salinas

Maria Ortiz – MAOF Resource & Referral

Mayra Perez Diaz – United Way Monterey County

DeeDee Perez-Granados – California State University - Monterey Bay

Ginger Pierce – Child Abuse Prevention Council

Angie Ramirez – CAPSLO

Laurie Ramirez – Monterey County Office of Education; Monterey County Child Care Planning Council;
Quality Matters

Maria Ramirez – Go Kids, Inc.

Beth Reeves-Fortney – First 5 Monterey County

Francine Rodd* – First 5 Monterey County

Mayola Rodriguez – Go Kids, Inc.

Wendy Root Askew – Office of Supervisor District 4

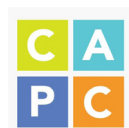
Josh Warburg – Bright Futures

Shannan Watkins* – Early Development Services

Edie Wiltsee – Monterey County Office of Education, Educational Services Department

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

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