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**First 5 Mono  
Strategic Plan  
2019-2024**

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June 2019

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**First 5 Mono  
Strategic Plan  
2019-2024**

**Introduction**

The Mono County Children and Families Commission (First 5 Mono) last revised its strategic plan in 2014 and decided to begin the revision process again in 2018 with the goal of creating a five year strategic plan for 2019 to 2024. This guiding document provides a plan to support and improve the lives of young children and their families. Together with community partners and families, we have the opportunity to create and enhance efforts to promote our children’s optimal development.

**Vision**

All Mono County children will thrive in supportive, nurturing, and loving environments, enter school healthy and ready to learn, and be capable of reaching their full potential.

**Mission**

First 5 Mono County will be a leader in a community-oriented and family-centered support network for children prenatal to age five and their families, and is charged with improving outcomes in children’s health, safety, and learning.

**Goal**

Enhance the network of support services for families with children ages 0 to 5 years.

**Guiding Principals**

1. Strive to serve all families in Mono County using strength based, family centered, and culturally relevant approaches.
2. Promote and fund high-quality programs that are flexible and creative.
3. Foster coordination and partnerships with service providers.
4. Be accountable to the public with effective fiscal management and evaluation.
5. Leverage funds to maximize community resources and program support.

**About the Commission**

The California Children and Families Act (also known as Proposition 10 or “First 5”) was enacted in 1998, increasing taxes on tobacco products to provide funding for services to promote early childhood development from prenatal to age 5. Mono County currently receives approximately \$390,000 a year from these funds, through annual allocations, augmentations for small population counties, and child care quality matching funds. To access these funds, the county must adopt a strategic plan that shows how it will use

Proposition 10 funds to promote a comprehensive and integrated system of early childhood development services.

The Mono County Children and Families Commission, First 5 Mono, was created in 1999 by the Mono County Board of Supervisors to:

- Evaluate the current and projected needs of young children and their families.
- Develop a strategic plan describing how to address community needs.
- Determine how to expend local First 5 resources.
- Evaluate the effectiveness of funded programs and activities.

### **Community Input**

Input was gathered in multiple ways with the goal of hearing from parents and community members county-wide. Participants in the planning process were provided a draft 2019-2024 Strategic Plan and the 2014-19 Strategic Plan. Issues considered included:

1. Outcomes and continued community need for currently funded programs.
2. New priorities and opportunities.
3. Capacity for funding.

### **Focus Groups**

Five Focus Groups were conducted in November and December at regularly scheduled Peapod Playgroups in the following locations:

- Walker
- Bridgeport
- Mammoth English
- Mammoth Spanish
- Crowley Lake

Notice was given to Peapod participants, and home visiting clients informing them a focus group was taking place in their community. Discussion was fostered by asking participants at each group the same list of questions.

### **Community Meeting**

A community meeting was held November 8<sup>th</sup>, 2018 in Mammoth Lakes to elicit comments and suggestions from any interested community members unable to attend public hearings at commission meetings due to work. Notice was sent to

our listserv, community partners, and the local newspapers: El Sol, The Sheet, and The Mammoth Times.

### **Public Hearings**

The September and March Commission meetings included a public hearing, giving the public a chance to comment on potential revisions to the strategic plan. For the March meeting, notice was sent to our listserv, community partners, and the local newspapers: El Sol, The Sheet, and The Mammoth Times.

### **Interviews**

Given the lack of input gathered from agency partner in the last strategic plan process, for this 5 year plan an interview was conducted with the following the County Chief Administrative Officer, several other department heads were not able to schedule or provided written comments (see below).

### **Written Comments**

With the notice of public hearings and the focus groups, we will also invited the public to submit written comments to the executive director. Community partners were contacted via email and invited to provide input. “Invest In...” comment cards (index cards with a blank spot after the words “Invest In”) were placed around Mammoth Lakes with a flyer describing the need for input in the Strategic Plan. Cards were placed in the following offices: First 5 Mono, Sierra Park Pediatrics, Women Infants and Children (WIC), Inyo Mono Community Advocates (IMACA), and Mono County: Health Department, Social Services, and Behavioral Health. Written comments were also provided by the Mono County Director of the Department of Social Services and the Public Health Director.

### **Planning Retreat**

On January 17<sup>th</sup>, 2019, the Commission participated in a planning retreat to review public input, past accomplishments and investments, and current unmet needs with the goals of: 1) identifying potential indicators of success and outcomes; and 2) prioritization of strategies based on commissioners’ identification of need, impact, and available infrastructure.

### **Evaluation Results**

Annual evaluations results from Fiscal Years 2015-2016 and 2016-2017 were available at each focus group, community meeting, and public hearing, as well as posted on our website to help community members formulate suggestions for the strategic plan revision.

### **Public Hearing on the Revised Plan**

At the March Commission meeting, there was a public hearing on the draft strategic plan and the commission gave direction for the final revision.

### **Accomplishments**

Over the last 18 years, First 5 Mono has offered families home visiting, playgroups, Kindergarten Round Up, and Summer Bridge Programs; and child care providers training, quality improvement assessments, and oral health education for children in their care. First 5 Mono has continued to build partnerships with community agencies, child care providers, the hospital, and schools. Successes since the last Strategic Plan revision include:

- Expanded Services**
  - Annual Birth-to-5 Health and Safety Fair an Mammoth Lakes
  - Preschool services in Bridgeport and Benton
  - Foosteps2brilliance digital literacy application
  
- Sustained Services**
  - Oral health education & topical fluoride varnish in child care settings.
  - Raising a Reader
  - Childcare quality improvements and maintenance: Improve and Maximize Programs so all Children Thrive (IMPACT).
  - Readers' Theatre: educational productions for child care providers.
  - The Tooth Tutor program is able to provide home visits educating parents about optimal oral health.
  - Topical fluoride varnish provided to children in playgroups.
  - County-wide Peapod Playgroups.
  - Home Visiting.
  - Participation in a Childbirth Education Course at the hospital 2 times a year.
  - Free breastfeeding bags for all moms giving birth at Mammoth Hospital.
  - County-wide school Readiness activities including Kindergarten Round Up, Summer Bridge, and Kindergarten assessments.
  - Annual Birth-to-5 Health and Safety Fairs in Coleville, Bridgeport, Lee Vining and Benton.
  - Distribution of free children's books to Mono County children through First Book.

- Distribution of free car seats through partnerships with Mammoth Lakes Fire and Police Departments and California Highway Patrol.
- Distribution of free bike helmets at Birth-to-5 Health and Safety Fairs.
- Funding for a Safe Kids California, Mono Partners coordinator.

**Systems Building**

- Mammoth Hospital began coordination of Childbirth classes twice a year.
- Supported Sierra Park Pediatrics to implement Ages and Stages Questionnaire (ASQ) developmental screenings.
- First 5 Executive Director became an ASQ trainer.
- First 5 and MCOE staff became certified CLASS observers.
- MCOE staff trained in Child Development Permit professional growth advising.
- Safe Kids coordinator became a Car Seat Technician.
- Mammoth Hospital Auxiliary contributed funds for breastfeeding bags for new moms.
- Created the Childcare Quality System to support coordination of local funding streams.
- Fiscal lead for regional coordination of the Region 6 T & TA Hub for the California Quality Counts work, known at the federal level as Quality Rating Improvement System (QRIS).
- Coordinated with Mono County and Eastern Sierra Unified to fund, open, and operate two new preschools.

**Sustained Funding Partners**

- \$40,000 contract with Mono County Behavioral Health to provide Peapod Playgroups (moved to a three-year contract instead of single year).
- \$29,000 a year for three years Child Abuse Prevention, Intervention, and Training grant from the Department of Social Services to provide high-needs home visits for children 0-6 years old.

**New Funding**

- \$409,112 four-year contract with First 5 California for the IMPACT Regional T & TA Hub
- \$9,625 California Department of Education (CDE) Regional Certification & Certification and Coordination Grants
- \$6,587 CDE Mono-Alpine Infant Toddler Block Grant

- \$4,000 a year for three years Community Based Child Abuse Prevention (CBCAP) grant from the Department of Social Services to provide high-needs home visits for children 0-6 years old.
- \$1,000,000 Community Development Block Grants to operate two preschools for four years through Mono County.
- Proposition 56 funds for Oral health supplies through Mono County Public Health.

## Programs and Objectives

First 5 Mono programs were developed to fill community needs. Needs were assessed through collaboration with community agencies, input from families, and ongoing evaluation activities. Nationally recognized strategies have also influenced decisions around program development and maintenance. Programming decisions are also guided by the availability of funding from outside sources.

### FY 2018-19 Funded Programs and Planned Improvements If Applicable

#### 1. Home Visiting

**Rationale:** Home visiting is a nationally recognized strategy to improve outcomes for children and families. It is has been demonstrated to improve family functioning, decrease child abuse, and improve school readiness and literacy. In partnership with other community agencies, First 5 also provides childbirth education--as no other agency has at this time the capacity to do so, and lactation services—as such services greatly enhance the will and ability for moms to sustain breastfeeding contributing to overall childhood health.

- a. **Welcome Baby!:** For all Mono County families with children age prenatal-12 months  
Funded & Conducted by: First 5 Mono and Mono County Social Services
- b. **Parenting Partners:** For high needs Mono County families with children age 1-5 years old  
Funded by: First 5 Mono and Mono County Social Services  
Conducted by: First 5 Mono  
Objectives:
  - Facilitate parents' role as their child's first and most important teacher
  - Provide information on typical child development
  - Stimulate child development by providing age appropriate activities
  - Increase and support breastfeeding

- Increase and support literacy activities
  - Link families to community services, and support access to services
  - Conduct developmental screenings and refer families to early intervention programs for assessment
  - Educate parents on parenting topics like: home safety, discipline, teething, introducing solids, immunizations, nutrition, oral health, and selecting a child care provider
  - Provide culturally competent services in Spanish and English
  - Facilitate optimal family functioning
  - Decrease child abuse and neglect
- c. **Café Mom:** Lactation support provided in a weekly group meeting as participation permits.  
Funded by: First 5 Mono  
Conducted by: First 5 Mono  
Objectives:
- Provide research-based education about breastfeeding
  - Provide peer-support for breastfeeding
- d. **Childbirth Education:** Held at least two times a year for expectant parents  
Funded by: First 5 Mono and Mammoth Hospital  
Conducted by: First 5 Mono, Mammoth Hospital, and community partners  
Objectives:
- Educate families about childbirth, breastfeeding and infant care
  - Prepare families for childbirth, breastfeeding, and infant care
  - Link families for community services available for young children

**Staff will outreach to remote hospitals to ensure families giving birth outside Mammoth Hospital know about the program. Staff will seek funding partners to provide the Parents as Teachers program to model-fidelity to offer more visits to families, specifically families with multiple stressors.**

## 2. School Readiness

**Rationale:** A child's education begins very early. Since school-based educational systems don't begin until 3 -5 years of age, First 5 promotes programs that help children get ready for school in the early years. School readiness programs have expanded since the last strategic plan revision to include all the county's schools. The expansion of services is due to the programs' successes, based on both parent satisfaction surveys. Although First 5 California funding for school

readiness activities ceased, the Commission has sustained services using its own funds.

- a. Readers' Theatre:** Skits and book readings in child care facilities, preschools and at story time

Conducted by: First 5 Mono

Objective:

- Promote early literacy

- b. First Book:** Free books for Mono County children birth to 5

Funded & conducted by: First 5 Mono

Objectives:

- Increase early literacy opportunities in home environments
- Facilitate positive parent-child interaction
- Increase literacy for young children

- c. Raising a Reader:**

Funded by: First 5 and Mono County Office of Education

Conducted by: Mono County Libraries

Objectives:

- Improve early literacy
- Encourage use of the library system
- Increase parental and care-provider literacy activities

The Commission & Staff will seek to ensure Story Times are held on Saturdays.

- d. Kindergarten Round Up:** Informational meeting held at all county elementary schools with parents of incoming kindergartners

Conducted in partnership with Eastern Sierra Unified School District (ESUSD) and Mammoth Unified School District (MUSD)

Objectives:

- Introduce families and children to the school, principal, and each other.
- Provide information on entering school and kindergarten readiness.
- Facilitate children and families' smooth transition into the education system.
- Enroll children in kindergarten
- Sign children up for pre-k assessments and or Summer Bridge

- e. Kindergarten Assessments:** School readiness assessments conducted by school staff.

Funded by: First 5 Mono

Conducted by: ESUSD & MUSD

Objectives:

- Assess incoming students' school readiness
- Identify children's skill development needs at the beginning of kindergarten

- f. **Summer Bridge:** Two week kindergarten transition program held in the summer for incoming kindergartners.

Funded by: First 5 Mono

Conducted by: ESUSD & MUSD

Objectives:

- Increase school readiness skills
- Increase families' familiarity with the school campus and teachers

**Significant discussion around this investment has occurred over the last year at Commission Meetings and at the Strategic Planning Retreat. Evaluation of School Readiness does not seem to have demonstrated this investment if meeting the first objective, to increase school readiness. While the Commission does not want to cut programs, the importance of data-driven funding allocations is recognized. Over the next 5 years, the Commission will further discuss and make a final determination regarding this program. Ideas to reallocate funding include: more Transitional Kindergarten slots, tutoring in the beginning of kindergarten for children assessed as not school ready, or more investments in evidence-based initiatives that increase school readiness like model-fidelity home visiting.**

### 3. Child Care Quality

**Rationale:** Many children spend a significant amount of their early years with their childcare provider. Educating child care providers on how to best meet the needs of children in their care helps ensure children will spend their formative years in optimal learning environments. Financial support from First 5 California enables provision of programs that help improve and maintain high-quality child care.

- a. **IMPACT:** In-home and center-based child care provider training & support

Funded by: First 5 California and First 5 Mono

Run by: First 5 Mono

Objectives:

- Increase child care providers' understanding of child development
- Provide support to child care providers for better understanding and improving teacher child interactions

- Increase the quality of child care environments with supports that include coaching, developmental screenings, communities of practice, and professional development

**b. QRIS Infant Toddler and California State Preschool Block Grants:** Child care provider quality improvement program.

Funded by: California Department of Education

Run by: First 5 Mono

Objectives:

- Assess state preschool sites for quality indicators
- Create an improvement plan for each site
- Track implementation of goals
- Support infant and toddler sites with coaching

**c. IMPACT Training & Technical Assistance (T & TA) Hub and Certification & Coordination Grants**

Funded by: First 5 California & the CDE

Run by: First 5 Mono with a contracted coordinator

Objectives:

- Coordinate a regional support system for child care quality
- Coordinate efforts to reduce duplication
- Identify and support regional efficiencies

#### 4. Oral Health

**Rationale:** The 2009 Strategic Plan revision found significant community need in the area of oral health. Pediatricians saw visible tooth decay, and an opportunity to provide fluoride varnish and oral health education through paraprofessionals was developed.

**Tooth Tutor, Oral Health Outreach and Education**

Funded and Conducted by: First 5 Mono

Objectives:

- Provide semi-annual fluoride varnish application to all Mono County Children 1-5 not receiving services from a dentist
- Educate children and parents about oral health
- Provide free toothbrushes to families to help maintain good oral health
- Provide oral health checks at Kindergarten Round Up

## 5. Family Behavioral Health

**Rationale:** In such a rural and geographically isolated county, it is easy for families to feel alone. Opportunities for children and their parents are fewer than in more populated areas. To meet the social needs of parents and their children a program was developed.

### **Peapod Playgroups**

Funded by: Mono County Behavioral Health with minimal First 5 funding

Conducted by: First 5

Objectives:

- Decrease isolation by providing parents and children an opportunity to socialize
- De-Stigmatize seeking mental health services
- Link families to community services
- Encourage school readiness skills
- Encourage early literacy

**Staff will ensure groups are structured with at least 15 minutes of structured group time and that developmental information and activities are provided at a minimum of 10 groups a year in each location. Leaders will participate in at least 10 hours of professional development annually. As staffing allows, reminders for groups will be shared on social media provided negative impacts do not occur.**

## 6. Child Safety

**Rationale:** There were no agencies in the county focused specifically on child safety prior to the creation of Safe Kids California, Mono Partners. Initially spearheaded by Mammoth Hospital, multiple community agencies met to pursue the formation of a Safe Kids Coalition. No other participating agency had the necessary funding or staff time to conduct coordinating activities. Based on higher than average injury data for Mono & Inyo Counties, and after learning the benefits of such a collaboration, the Commission decided to fund the coordination of a Safe Kids California, Mono Partners group. Now the coordinator's staff time is also supported with County Office of Education funds.

### **Safe Kids California, Mono Partners**

Funded by: First 5 and Mono County Office of Education

Run by: Mono County Office of Education

Objectives:

- Educate families and care providers about child safety
- Provide car seats and bike helmets to families
- Provide county-wide safety events

## **Health and Safety Fairs**

Funded by: First 5 Mono

Fun by: First 5 Mono

Objectives:

- Provide annual county-wide events in each community with an elementary school to help meet Safe Kids objectives

## **Lessons Learned and Progress Made**

Over the last 5 years, First 5 Mono was tasked with impacting the following unmet needs: opportunities to gather, early literacy, and child care availability and quality. To address these needs we offered a new annual gathering, attended partnering agencies' events, supported initiatives with funding, and applied for grants.

To increase the opportunities to gather for families with young children, an annual Health & Safety Fair in Mammoth Lakes was begun. The event has been a big success with about 350 participants at each event. First 5 staff also attended some of Behavioral Health's "Socials" (evening community gatherings) and the Foro Latino (an evening gathering for the Spanish-speaking community). First 5 Mono also continued to provide Peapod Playgroups across the County.

To address child care availability, First 5 Mono applied for CDBG funds through the County and through MCOE for State Preschool funds. Through these efforts and those of partner agencies (the County Office of Education, Eastern Sierra Unified School District, and Mono County) there are now three new preschool classrooms in Mono County. For child care quality, First 5 Mono created the Childcare Quality System to coordinate multiple funding streams and simplify participation for providers. First 5 also sought new funding streams to support local work and consolidation of funding by applying for the California Department of Education Quality Rating and Improvement System (QRIS) Infant and Toddler and California State Preschool Program Block Grants, for which funding was received.

For early literacy, the County Office of Education spearheaded the footsteps2brilliance literacy program (an app based learning program) with funding support from Mono County and First 5 to improve early literacy. The Commission also continued to invest in Raising a Reader and First Book and encourage literacy through Home Visiting, Peapod Playgroups and School Readiness investments.

## **Unmet Community Needs**

For this Strategic Planning process data was drawn from focus groups, a community meeting, comment cards, written responses and reports, the First 5 Association communication materials, and interviews. The themes that emerged about unmet needs are from parents, County representatives, and concerned community members. Across all data sources, childcare was the most common issue raised. Our County needs more high quality, affordable childcare slots. A second theme is for the provision of more activities: parent education, child activities, and an indoor space/resource center. A third theme is for increased coordination of and communication about services. The Mental Health Services Act FY 2017-2020 Three-Year Program and Expenditure Plan and the Department of Social Services Self Assessment also underline the need for housing, opportunities to gather to decrease isolation, and the need for greater family fiscal stability.

### **Childcare**

Despite the opening of three new preschool rooms in the County, childcare is still the greatest stated need. Based on data from the Childcare Planning Council and “Invest in” comment cards, infant care is the highest unmet need. Discussions with clients and staff highlight some of deeper issues: affordability and quality. Through the strategic planning process, staff also identified a disconnect between slot availability and perception of availability. At one point during the drafting of this document, all the licensed Spanish speaking providers in Mammoth Lakes have availability they are seeking to fill, but families and agencies seem unaware of the availability. This overlaps with comments about the need for greater communication about available services and concerns raised in the Strategic Planning Retreat about challenges with how available slots are communicated to families seeking care. Commissioners offered to attend a meeting with the Executive Director of Inyo Mono Advocates for Community Action to seek to address issues related to their Resource and Referral activities funded by the California Department of Education to support families seeking care. Also at the Strategic Planning Retreat, the need for childcare at community events, sustainable wages for parents to afford childcare, and the role of First 5 and the Child Care Council were discussed. Commissioners echo community input—quality childcare is severely needed in Mono County. The Commission would like to see the Child Care Council and working on the need for quality childcare and communicating their efforts with the public and Board of Supervisors and further Commission discussion of First 5’s role in addressing the need.

Many entities have worked to address the childcare issue over the last 15 years, yet the issue persists. Currently in Mammoth Lakes, the County Office of Education is

spearheading an effort to build a childcare center to meet the needs of the community. That said, the barriers that exist are: funding and identification of an available space or land (the ice rink has long been the planned site, but factors related to the town's plans to move from that site have stalled the process).

Community Development Block Grant funding has been identified as a potential support the Town and County can access to construct and operate child care centers. The County has accessed those funds which are used to operate two preschool classrooms, but the Town has yet to choose to access the funds. While the County Office of Education plan will address many families' needs, without more funding support, the family cost to attend a program that costs more than \$40 a day will be prohibitive for families with low income. Children in families with low income are often those with the highest need of support. High-quality affordable childcare for low income families will likely have the greatest impact on First 5's School Readiness outcome, and can provide a solid foundation for children upon which to build, attain high school graduation, and financial stability in adulthood (both of which research demonstrate that School Readiness impacts).

Some greater policy issues around childcare in our Nation, State, and County are: provider pay, affordability for families, and provision of high-quality programs. Although First 5 works locally with providers to improve quality, and over 80% of providers in the County participate in quality improvement, provider salary is less than half of what a kindergarten teacher earns and 46% of providers in the state rely on public assistance<sup>1</sup>. While providers struggle with low pay, the cost to families for childcare is parallel to the cost for housing<sup>2</sup>. For the many families that struggle with financial stability, the cost for care is often not feasible, leading families to opt to leave their child with family, a friend, or neighbor who likely has few supports or education in early childhood that could contribute to high-quality care.

First 5 will continue to collaborate with community members and agencies to find solutions to the childcare and preschool needs of families in Mono County. First 5 will continue to try to identify and connect community members interested in becoming licensed providers with Inyo Mono Advocates for Community Action (IMACA), the agency with funding to provide licensing support) as it has in the past. Also, to support planning efforts, a 2019 childcare needs assessment is included.

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<sup>1</sup> Ramey, Craig T & Ramey, Sharon L. "Early Learning and School Readiness: Can Early Intervention Make a Difference?" *Merrill-Palmer Quarterly*, vol. 50 no. 4, 2004, pp. 471-491. *Project MUSE*, doi:10.1353/mpq.2004.0034

<sup>2</sup> Kimberlin, Sara "Addressing Child Poverty: Recent Progress and Policy Options" California Budget and Policy Center *California Welfare Directors Association, Director's Workshop San Francisco December 6, 2018*

### **Opportunities to Gather**

First 5 Mono, with the help of funding from Mono County Behavioral Health, has continued to offer county-wide Peapod Playgroups to help fill this need. Mono County Behavioral Health's current Mental Health Services Act cited Peapod Playgroups as a strong prevention initiative and increased funding due to positive feedback. At the Strategic Planning Retreat, the need for these opportunities to address mental health issues and isolation was expressed. Combined with community input garnered through First 5 evaluation activities, the Commission remains committed to holding these groups.

Birth-to-5 Health and Safety Fairs, offered at all ESUSD sites, are additional First 5 events offered for families. Mono County Behavioral Health has also begun the Circolo de Mujeres with a child care component to support Spanish speaking mothers in Mammoth Lakes and the Foro Latino for Spanish speaking community members. While funding does not allow for expansion of First 5 services, work can be done to better leverage other community resources. First 5 will work with agency partners to seek to coordinate the expansion of opportunities for families to get together without increasing existing levels of First 5 funding, a theme also explored in the final unmet need: coordination and communication.

### **Coordination and Communication**

From all data sources it is clear parents are seeking a better and easier way to get information about available resources and services. First 5 recognized this challenge several years ago and sought support from community partners for a 2-1-1 information line in Mono County that could serve this need with both a toll-free hotline and a thorough database all could access to identify services and resources. After fiscal projections determined a call cost of around \$100/call, the system was deemed too expensive. Since that time assembly bill 1212 was enacted mandating a State-wide 2-1-1 system. That said, implementation was scheduled for July 2017, and despite requests, there has been no support to Mono from 2-1-1 California for implementation. As we continue to wait for implementation of a Statewide 2-1-1, an annually updated resource guide was developed by the Child Abuse Prevention Council Coordinator. Beyond that, an implementable idea from the Community Meeting was to hold an annual resource meeting with agency representatives so that, at a minimum, all partners are aware of each other's resources. First 5 has also sought funding partners, due to our investment in programs rather than advertising, to better advertise our programs and has enjoyed support from IMACA and the Mono County Departments of Social Services, Probation, and Public Health. First 5 also maintains a very thorough

calendar on our website and regularly posts updates to our listserve which has about 500 subscribers.

At the Strategic Planning Retreat, Commissioners offered many ideas on how to improve communication. Ideas include billboards on 395; increased social media presence; meeting clients where they are like the church, post office, pediatric clinic, the hospital, and schools; phone communications; take services “on the road” to educate groups about First 5 initiatives; public sector help with advertising strategies; and public service announcements for open childcare slots.

In terms of coordination, First 5 has sought, with varying success, to coordinate services with agency partners. Willingness to coordinate has varied from complaints that First 5 is asking for things beyond the scope of funded contracts, to strong partnerships resulting in coordinated services. The First 5 Director is participating in a Network Leadership cohort offered by the First 5 Association to help refine skills to better be able to build networks of support for young children to better facilitate coordinated systems. First 5 efforts to foster coordination between agencies will continue to seek to address the issue of better coordination. Communication efforts will continue via partner-funded advertising and website and listserve posting.

At the Strategic Planning Retreat, Commissioners suggested creating documents to help families better understand available resources. To that end, First 5 will develop a document, similar to one put in New Parent Kits from First 5 California, to distribute with the breastfeeding bags at the hospital, playgroups, and home visiting. Also, to better understand the resources available see Appendix 4. **Strategic Planning**

**Retreat** Commissioner discussion at the Strategic Planning Retreat included the following additional unmet needs:

- Develop stronger advocacy both from Commissioners and and the community
- Develop understanding of and services for prenatal substance abuse exposure
- Address issues of mental health, substance abuse, and stress
- Vision services
- Nutrition education, specifically around sugar intake
- Access to safe and affordable housing
- Leverage Funding for Kindergarten Readiness Backpacks, books, and other initiatives that impact outcomes for which First 5 funding is not sufficient. Ideas include: sugar, cannabis, and sales taxes; Rotary; and the Lion’s Club.

## Results, Strategies, Indicators, and Outcomes

### Definitions

**Result Areas** are the ultimate result and improvement the commission is striving for. The result areas identified by First 5 California are: improved family functioning improved child development, improved health and improved systems of care.

**Strategies** are activities and services that can be implemented to achieve desired outcomes.

**Indicators** are observable, measurable characteristics or changes that represent achievement of an outcome.

**Outcomes** are the impact, change or benefit that result from implementing certain activities or services.

**Goal:** Enhance the network of support services for families with children ages 0 to 5 years.

**Result:** Mono County children 0-5 are educated to their greatest potential.

### Strategies:

Provide the following county-wide services:

- Home visiting
- Child care quality
- School readiness
- Peapod Playgroups
- Childcare

### Indicators & 2013-2017 Data:

- Number and Percent of children prenatal to age 1 whose parents accessed Home Visiting. (new indicator)
- Number and Percent of children prenatal to age 5 whose parents accessed Home Visiting. (new indicator)
- Peapod survey data yields 100% satisfaction.

- [Alternative] Playgroup Survey data yields an average of 4-5 on a scale of 1-5 that the playgroup met participant expectations. (new indicator)
  -
- Number and percent of children 0-5 accessing literacy-based programs.
  - ⊖ Raising a Reader
  - ⊖ Home Visiting
  - ⊖ Footsteps2brilliance
  - ⊖ First Book
  - ⊖ Reader's Theatre
- Number and percent of children 6 months to 5 years old screened for developmental delays. (up over 5 years from 16% to 28%, data issues minimal)
  - Home Visiting
  - Childcare providers
  - Sierra Park Pediatrics
- Number and percent of children in licensed care served in 1) home child care settings and 2) child care centers that exhibit moderate to high quality as measured by a quality index. (up over 4 years to from 0 to 8%, no data issues)
- Number and percent of licensed child care providers participating in the Childcare Quality System in Mono County advancing on the Child Development Permit Matrix. (static over 2 years at 0, data only available through sites' participation in First 5 Mono operated Quality Programs)
- Number and percent of licensed center and family child care spaces per 100 children. (down over 5 years from 53% to 30%, no data issues)
- Number and percent of children "ready for school" upon entering Kindergarten. (down over 5 years from 53% to 50%, no data issues)
- Number and percent of children who have ever attended a preschool, Pre-K, or Head Start program before entering Kindergarten. (down over 5 years from 42% to 24%, data issue with very low sample size, addressed in 2017-18 with a new kindergarten entry survey)
- Number and percent of age-eligible children for whom a preschool slot is available. (new indicator)
- Number and percent of children birth to 5 exposed to funded literacy activities. (new indicator)
- Number and percent of children whose parents attended Kindergarten Round Up. (new indicator)
- Number and percent of entering Kindergarteners assessed for school readiness prior to or at entry. (up over 5 years from 80% to 100%, no data issues)

**Outcomes:**

- Improved parental knowledge, understanding, and engagement in promoting their children’s development. Achieved
- Improved screening and intervention for developmental delays, disabilities, and other special needs. Achieved
- Improved quality and availability of childcare providers. Achieved
- Improved school readiness. Not achieved

**Result:** All Mono County children 0-5 are healthy.

**Strategies:**

Provide the following county-wide services:

- Lactation education and support
- Home Visiting
- Oral health education and support
- School Readiness
- Child care quality
- Peapod Playgroups
- Safe Kids

**Indicators:**

- Number and percent of children where breastfeeding is successfully initiated and sustained. Sustained is defined as reporting breastfeeding at the first visit after birth at the pediatric office. (up over 3 years from 89% to 91%, data dependant on Mammoth Hospital and only includes patients from Sierra Park Pediatrics)
  - [Alternative] Number and percent of children born in Mono County who were breastfed exclusively or at all in the hospital after birth.
- Number and percent of children 0 to 5 years of age who are in the expected range of weight for their height and age, or BMI. (down over 2 years from 78% to 77%, data dependant on Mammoth Hospital and only includes patients from Sierra Park Pediatrics)
- Number and percent of children at Kindergarten entry with untreated dental problems. (down over 5 years from 46% to 18%, data issue with low sample size, addressed in 2017-18 with support from MCOE to implement data entry into SCOHR by schools)
- Number and percent of children ages 1 or older who receive annual dental screenings. (static over 3 years at 17%, data dependant on Mammoth Hospital and only includes patients from Sierra Park Pediatrics)
-

- Number and percent of children prenatal to age 5 in Mono County served through Peapod. (new indicator)
- Number and percent of children birth to 5 provided a safety helmet through Safe Kids. (new indicator)

**Outcomes:**

- Improved parental knowledge, understanding, and engagement in their children's physical and mental health. Achieved
- Improved access to health care services for children 0-5. Achieved
- Increased breastfeeding rates. Achieved

## Financial Plan

As of July 1, 2018, the First 5 Mono County Children and Families trust fund had an ending fund balance of \$860,755. All of these funds have already been assigned to programs and services for children and families in the fiscal year 2018-19 and beyond. The challenge becomes how to manage the remaining resources, and new funds allocated to Mono County through the Prop 10 system, in a way that allows the strategies described in this plan to be successfully implemented and sustained for long enough to allow measurable improvements in the well-being of young children.

The State Commission has been providing an annual augmentation to support small county operations, which has allowed the Commission to free up tax revenues for programs. The rationale for this allocation was to address the administrative burden on small counties, who must use a proportionately greater share of their tax revenues to provide basic operations, including administrative services, planning, outreach, and evaluation. Currently, First 5 Mono County receives a baseline Small County Augmentation that augments prop 10 funds to reach a baseline of \$350,000—an amount determined by a 3 year average of births to County residents. The State Commission has committed to continuing these augmentations, through FY 2020-2021 for eligible counties, which includes Mono County. The state commission is currently reexamining its Small County Augmentation calculation and commitment.

In August of 2008 the Commission established a policy to set a minimum fund balance of no less than one year's current revenue thus allowing the commission to sustain program operations or close them out, should it be necessary. Revenues continue to decrease due to an approximate 3% annual decline in tobacco tax revenue. Current annual revenue projections from tobacco tax and Small County Augmentations are: \$350,000. Using the current annual revenue (\$350,000), the threshold set in 2008 is predicted to be crossed late in FY 2021-22 assuming Small County Augmentations drop to \$300,000 in FY 2021-22 due to our County's declining birthrate.

To continue funding current programs, the Commission has actively sought--and succeeded--in forging fiscal partnerships with other local agencies. The Commission will prioritize funding programs that are able to leverage Commission funding to draw resources from other sources (such as local government, federal CDBG, the State Commission or other state funds). The Commission will encourage and assist programs in seeking funding from other sources to assure sustainability. Finally, the Commission will continue to seek funds from additional sources to sustain the activities in its strategic plan.

The Commission has made significant, successful investments in home visiting and school readiness services. Funds have been allocated below to refine and continue

these existing strategies, as well as establish new services that address gaps identified through data gathered from the home visiting and school-linked service systems.

In compliance with state law, First 5 monies will be used only to supplement existing levels of service and/or create new services, and not to fund existing levels of service. No monies from the Children and Families Trust Fund will be used to supplant state or local General Fund money for any purpose. During the next five years (beginning in July 2019), the Commission will dedicate funds aligning with the objectives of this strategic plan, using the following estimated guidelines:

Strategic Objective	5-Year Investment based on 2018-19 Fiscal Plan	Percent of 5-year Investment
1. Home Visiting services	\$836,430	21%
2. School Readiness services	\$439,353	11%
3. Child Care Quality	\$1,123,801	28%
4. Childcare	\$510,678	13%
5. Oral Health services	\$16,870	1%
6. Family Behavioral Health	\$200,182	5%
7. Child Safety	\$35,000	1%
8. Commission Operations/Support* and Systems Building <ul style="list-style-type: none"> <li>• <i>Administrative costs – not to exceed 20% of total operations budget</i></li> <li>• <i>Program – varies, approximately 7% annually</i></li> <li>• <i>Evaluation varies, approximately 3% annually</i></li> <li>• <i>Misc.(county counsel and audit)</i></li> </ul>	\$792,309	20%
<i>*Commission Operations/Support costs are categorized as Administrative, Program, and Evaluation Costs, consistent with the definition of these functions as defined in the First 5 Financial Management Guide. The percent of administrative costs that may be spent on administrative functions in a fiscal year shall be no more than 20% of the Mono Commission's total operating budget.</i>		
<b>Total</b>	<b>\$3,954,623</b>	

## **Summary**

Children and Families in Mono County have benefited from myriad services provided by First 5 Mono and collaborations including First 5 for 15 years. While multiple services are provided, and have been for many years, parents and community members feel a need for more: 1) childcare; 2) opportunities to gather; and 3) communication about and coordination of services. First 5 will continue to prioritize the services parents and community members want within the boundaries of its funding sources. First 5 will also seek to work with agency partners to better coordinate and communicate about the services available to families. The Commission prioritized its investments by program areas—which encompass strategies to address the most commented upon services during the planning process: 1) Home Visiting; 2) Family Behavioral Health; and 3) Childcare Quality

As this strategic plan is implemented, First 5 will work with community agencies to improve the indicators in the Strategic Plan. Annual evaluation reports to the Commission at public hearings will provide data demonstrating First 5 Mono's effectiveness at improving indicators, providing services county-wide, and meeting its overarching goal of enhancing the network of support services for families with children ages 0 to 5 years. Evaluation results over the next five years will also help guide the next strategic planning process.

## **Appendix 1: Summary of Community Input from the 2013 Strategic Plan Update Process**

*Minutes and correspondence from all public hearings, written comments, community meetings and Focus Groups are available by contacting the Commission office in Mammoth Lakes.*

### **Compiled comments from all Focus Groups and the Community Meeting (21 participants)**

#### **What participants like about First 5 programs:**

##### Peapod

- Socialization with other kids (11)
- Structure & Routine (4)
- Gets us out of the house (2)
- Parent socialization (4)
- Pamphlets & information (2)
- Free play
- Mental health support

- Drop-in availability
- Book distribution
- Organization of the leader
- My child loves the leader
- Education & play combo
- Gross motor development
- Story

##### Health & Safety Fair

- Bike helmet
- Fingerprinting
- Socialization

##### Story Time

- Exposure to library
- Craft

##### Home Visiting

- Breastfeeding (4)
- One-on-one advice (4)
- Hospital visit at birth (2)
- Someone to talk to

- Getting dad involved
- Baby weight checks
- Developmental assessments
- Cognitive development information

##### All Programs

- Universal service
- First 5 fills a critical gap with the unique programs they offer & coordinate – Home Visiting, Peapod, Health & Safety Fairs.

## First 5 Mono 2019-24 STRATEGIC PLAN

First 5 provides a valuable service and there wouldn't be a substitute if services were eliminated.

The new preschools [Bridgeport & Benton] were a huge success.

Home Visiting & Peapod provide a sense of relief, safety, and confidence for high risk families; helps with isolation, builds relationships

First 5 provides reliable information on health status of high risk families

### **Participants' biggest challenges are:**

#### Peapod

Interfering with naptime (5)

Leaving the house (3)

No challenge (3)

Not enough or uncertainty of structure (3)

Consistency in community attendance (2)

Wish group was longer (2)

Timing with older kids in school

Working parents' ability to attend

Mixing young babies with preschoolers

Kids older than five attending

Leaders' education (desires more)

#### Home Visiting

Not finding out about First 5 Mono services [from Sierra Park Pediatrics, or if birthing outside of Mono County]

### **Participants' memorable experiences in First 5 programs are:**

#### Peapod

Friendliness and ease of the leader (2)

Leaders shoveling cow poop so kids could play

Meeting new kids and adults after moving here

Caregivers making connections with each other

Consistency of circle time & songs

Moms with empathy & compassion

Having a leader who was pregnant too

#### Home Visiting

My Home Visitor helped with every little thing.

**What would you change to make the programs better?**

Peapod

- More advertising/social media (5)
- Change the time (2)
- Add reading time
- Bilingual group
- Nothing
- Add an activity (art, reading, singing, etc)
- Large gross motor toys
- Structured group for preschool age only

Home Visiting

- Increased visits for high risk families

Other

- Male staff, although staff does a great job already
- More advertising & use of the logo by partners

**Community needs participants feel families face are:**

- Childcare (daycare or preschool) (9)
- Central resource area/event center (7)
- Basic skills classes for kids (art, dance, music, swimming classes) (5)
- Indoor space in winter (5)
- Summer childcare (2)
- Drop-in childcare (2)
- Finding a babysitter (2)
- Outdoor parent/child groups (2)
- Mentoring program for youth, young or teen (2)
- Mom and baby class

**Other topics/ideas discussed:**

Funding

- Using marijuana tax revenue for early childhood investments
- Cutting off the administrative costs charged by MCOE, and figuring out where that money needs to go instead
- Can the strategic plan influence funding?

Childcare/Indoor play space

- Why hasn't there been movement with a childcare center in Mammoth?

First 5 Mono 2019-24 STRATEGIC PLAN

Consolidate needs of indoor space and childcare into one solution  
Finding private industry and community partners

Other

Eliminate program duplication across entities (4)  
Annual resource training for all agencies (4)  
Make a comprehensive document to tie in all community needs, not only First 5

**“Invest In....” Cards (28 received, some cards had multiple comments)**

Parent Opportunities/Education (14)

class on children’s emotions  
how to use baby wraps  
handouts on child development (3)  
help for single parents  
parenting classes for Hispanic parents  
parenting classes  
carseat safety  
baby massage  
breastfeeding class  
ages and stages  
mommy and me yoga  
arts and crafts

Childcare (10)

preschool organized by Mono County (2)  
Childcare (2)  
preschool at the elementary site (Lee Vining)  
keep preschool money in Mono County  
funding for daycare providers  
town preschool center/daycare (Mammoth)  
help for childcare outside of IMACA  
subsidized infant care for home providers instead of funding childcare centers

Extracurricular education / activities (8)

fine arts, dance: local & free  
outdoor program: hiking, exploration  
community activities  
weekend programming  
parks with shelter from snow  
activities outside of school

First 5 Mono 2019-24 STRATEGIC PLAN

new educational toys (2)

School Readiness (4)

longer Transitional Kindergarten program (Lee Vining Elementary)

lending library (Coleville area)

RAR book bag for kids & parents

teachers and technology for kids (Mammoth)

Playgroups (5)

hold a group in June Lake

playgroup equipment

peapod

bring in new kids

more hours with more kids

Other

spend more time with & motivate kids

outreach

CPR class

For teens:

CPR classes

Babysitting skills

Baking/ cooking club

Chess club, after school program

## **Appendix 2: Description of Mono County**

Mono County is located south of Lake Tahoe on the eastern side of the Sierra Nevada Mountains. With over 3,000 square miles and a population a bit over 14,000, it is rural in character. The county's only passes linking it to the other side of the mountains typically close through the winter, contributing to its geographic isolation.

While the Latino population increased consistently from 1995-2005, the percentage of Latino families currently remains at about 50% and is concentrated in communities whose economies are tourism-based (Mammoth Lakes, June Lake, and Lee Vining). There are three Paiute Tribes—one without federal recognition—and two American Indian Reservations (in Benton and Bridgeport).

Geographic isolation and limited career opportunities are challenges families in Mono County face. Other challenges include: access to medical specialists, high-quality child care, and preschool in the most rural communities (Benton and Bridgeport).

Collaboration between varied agencies, schools, service providers, businesses, the community and faith organizations is common. The small population facilitates easy communication between groups. Residents are quick to help one another and solve issues facing the community.

Mono County is a strikingly beautiful place. The Sierras offer hiking, fishing, hunting, climbing and skiing. Families have the opportunity to know their neighbors, and enjoy low crime rates.

### **Appendix 3: Committees and Collaborations**

Below is a list of coalitions, task forces and committees in which First 5 Mono participates that work to promote health and wellness for families in Mono County:

#### **Breastfeeding Taskforce**

Coordination: Mono County Women Infants and Children (WIC)

Purpose: Planning for breastfeeding support in Mono County

Members from the following agencies:

- First 5 Mono
- Mammoth Hospital Labor and Delivery
- Mono County Women Infants and Children (WIC)

#### **Child Abuse Prevention Council**

Coordination: Mono County Office of Education

Purpose: Provide a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases.

Members from the following agencies:

- First 5 Mono
- Inyo Mono Advocates for Community Action
- Mono County Health and Social Services Departments
- Parent and Community Representatives
- Wild Iris

#### **Child Care Planning Council**

Coordination: Inyo Mono Advocates for Community Action (IMACA)

Purpose: Planning for improvement of child care options in Mono County

Members from the following agencies:

- First 5 Mono
- Mammoth Kids Corner
- Mono County Health Dept.
- Mono County Office of Education
- Mono County Social Services Dept.
- Parents/consumers of child care

#### **Inter-agency Coordinating Council**

Coordination: Mono County Office of Education

Purpose: Coordinates services for special needs children ages 0-3

Members from the following agencies:

- First 5 Mono
- IMACA
- Kern Regional Center
- Mammoth Hospital
- Mono County Health Dept.
- Mono County Behavioral Health Dept.
- Mono County Office of Education
- Mono County Social Services Dept.

### **Oral Health Taskforce**

Coordination: Mono County Health Department

Purpose: Planning for improvement of oral health in Mono County

Members from the following agencies:

- First 5 Mono
- IMACA
- Mammoth Hospital & Clinics
- MCOE School Nurse
- Mono County Health Department
- Mono County WIC
- Sierra Park Dental Clinic

### **Safe Kids California, Mono Partners**

Coordination: Mono County Office of Education

Purpose: Planning for improvement of child safety in Mono County

Members from the following agencies:

- California Highway Patrol
- First 5 Mono
- Mammoth Hospital
- Mammoth Lakes Fire Department
- Mammoth Lakes Police Department
- Mammoth Mountain Ski Area
- Mono County Health Department
- Mono County Office of Education
- Mono County Sheriffs
- State Farm Insurance

### **First 5 Mono Children and Families Commission**

Purpose: Oversee the distribution of First 5 funds to benefit children 0-5

Members from following agencies:

- Mammoth Lakes Housing
- Mono County Behavioral Health
- Mono County Board of Supervisors
- Lee Vining Schools
- Sierra Park Pediatrics
- Mono County Public Health
- Mono County Office of Education



## Appendix IV: **Local Resources for Ages 0 to 5**

<b>Health, Developmental, &amp; Educational Support</b>		
Mono County Social Services	Apply for Health Insurance (Covered CA & MediCal)	760-924-1770 www.monocounty.ca.gov
Mono County Public Health	Children's Medical Services: free physical examinations for children of low to moderate income; treatments for children with serious medical conditions	760-924-1830 www.monohealth.com
Toiyabe Indian Health Project	Family planning, pediatrics, immunizations, dental care, accepts MediCal	760-873-8461 Bishop 530-495-2100 Coleville www.toiyabe.us
Sierra Park Pediatrics Mammoth Hospital	Well & sick checks, developmental screenings, immunizations; accepts MediCal	760-924-4000 www.mammothhospital.org
Sierra Park Dental Mammoth Hospital	Family dental care with pediatric dental specialists, accepts MediCal	760-924-4007 www.mammothhospital.org
Mammoth Hospital Birthing Classes	Classes covering nutrition, women's health obstetric basics, breastfeeding, pediatrics, and symptoms of postpartum anxiety	760-924-4044 www.mammothhospital.org
WIC - Women, Infants, & Children	Nutrition, health, & breastfeeding help; food assistance for low income families	760-924-4610 www.monohealth.com
First 5 Mono	Free prenatal to age 5 Home Visiting, child development information, breastfeeding assistance, developmental screenings	760-924-7626 www.monokids.org
Hello Sunshine Childbirth Services	Lamaze & newborn care classes, lactation counseling, post partem and birth Doula services	760-914-0060 www.hellosunshinebirth.net
Early Start	Early Intervention, Special Needs Services, ages 0-3, Resource Center	760-924-7382 www.monocoe.org
Great Steps Ahead	Early Intervention, Special Needs Services, ages 0-3	760-934-5726 www.greatstepsahead.squarespace.com
Kern Regional Center	Early Intervention, Developmental Disability Support, ages 0+	760-873-7411 www.kernrc.org
Mono County Office of Education SELPA	Special Education support & related services; ages 3+	760-934-0031 www.monocoe.org
Disabled Sports of the Eastern Sierra	Outdoor experiences for those with physical &/or intellectual disabilities	760-934-0791 www.disabledsportseasternsierra.org
Elementary Schools	Mammoth & Eastern Sierra Unified School Districts offer School Readiness Summer Bridge program for entering Kindergartners	760-932-7443 ESUSD 760-934-7545 MUSD
Mono County Libraries	Weekly Story Times; early literacy program Raising A Reader; MakerSpace activity centers	760-933-2542 Benton 760-932-7482 Bridgeport 530-495-2295 Coleville 760-935-4505 Crowley 760-648-7284 June 760-647-6123 Lee Vining 760-934-4777 Mammoth www.monocolibraries.org

<b>Nutritional Support</b>		
Community Service Solutions	Nutrition and physical education	530-495-2700 www.csssolutions.org
IMACA - Inyo Mono Advocates for Community Action	Food Pantry, Food Truck, USDA Commodities	760-934-3343 www.imaca.net
WIC - Women, Infants, & Children	Nutrition, health, & breastfeeding help; food assistance for low income families	760-924-4610 www.monohealth.com
Mono County Social Services	Apply for CalFresh (food assistance), Food Pantry	760-924-1770 www.monocounty.ca.gov
Salvation Army	Food Pantry in Mammoth (220 Sierra Manor)	760-872-2124
Mammoth Hospital Nutrition	Nutritional Services: general wellness, weight loss, diabetic support, disease prevention, food allergies	760-934-3311 www.mammothhospital.org
<b>Social Opportunities &amp; Mental Health Support</b>		
First 5 Mono	Weekly parent-child Peapod Playgroups Café Mom Breastfeeding Support Group	760-924-7626 www.monokids.org
Town of Mammoth Lakes	Toddler Time parent-child Playgroups, Recreation & Summer Camps ages 4+, swim lessons	760-965-3690 www.townofmammothlakes.ca.gov
Mono County Behavioral Health	Mental Health support, counseling, Wellness Center community events, gatherings for socialization & support, accepts MediCal	760-924-1740 800-687-1101 after hour www.monocounty.ca.gov
North Star Counseling	Mental Health support, counseling & therapy	760-924-7926 www.northstar-counseling.org
Tanya Zaleschuk, Licensed Educational Psychologist	Specializing in young children, assessing learning disabilities or issues in school	760-582-7182
Owens Valley Wellness	Specializing in Pediatric psychology; ages 2+	760-920-6210 www.owensvalleywellness.com
<b>Online Resources</b>		
Mountain mommas!!	Facebook group for Eastern Sierra parents	Facebook page
Buy Sell or Trade in Mammoth or Bishop	Facebook group for buying and selling used goods in the community	Facebook page
Zero to Three	Information on early childhood	www.zerotothree.org
First 5 CA	Information on early childhood ages 0-5	www.first5california.com



<b>Childcare &amp; Financial Resources</b>		
Mono County Social Services	Apply for CalFresh (food assistance), CalWORKS (cash aid), Health Insurance, Emergency assistance, etc.	760-924-1770 www.monocounty.ca.gov
IMACA - Inyo Mono Advocates for Community Action	Childcare referrals & subsidies, home energy assistance, food Assistance, housing programs	760-934-3343 www.imaca.net
Mammoth Lakes Housing	Rental & home purchase assistance & information	760-934-4740 www.mammothlakeshousing.org
WIC - Women, Infants, & Children	Food assistance for low income families	760-924-4610 www.monohealth.com
Mono County Childcare Council	Promoting quality childcare, information for parents & providers, how to become a childcare provider	760-934-3343 www.monocccc.org
Owens Valley Career Development Center	Tribal TANF (Temporary Assistance for Needy Families), career services, supportive services	760-933-2426 Benton 530-495-1000 Coleville www.ovcdc.com
Mono County Child Support	Seek and learn about child support.	866-901-3212 www.monocounty.ca.gov
All About Kids	Vetted childcare service in Mammoth Lakes and June Lake	530-386-0765 www.allaboutkidsmammoth.com
<b>Safety &amp; Crisis</b>		
Mono County Office of Education, Safe Kids	Car Seat safety checks & education; kids' bike helmets, life jackets & water safety, home safety devices, carbon monoxide detectors, poison prevention education	760-934-0031 www.monocoe.org
CA Highway Patrol	Car Seat safety checks & education	760-932-7995 www.chp.ca.gov
Mammoth Lakes Police	Car Seat safety checks & education; drug disposal site	760-965-3700 www.townofmammothlakes.ca.gov
Mono County Sheriff	Gun Locks & safety education; Community Alert System	760-932-7549 www.monosheriff.org
State Farm Insurance	Kids' Bike Helmets	760-934-7575
Fire Departments	Carbon Monoxide Detectors	760-934-2300 Mammoth 530-495-2900 Antelope
Wild Iris	Free and confidential support for victims of domestic violence, sexual assault, or child abuse, and their families.	760-934-2491 877-873-7384, 24/7 line www.wild-iris.org
Mono County Child Protective Services	Report child abuse, family preservation and maintenance programs, family reunification	760-924-1770 800-340-5411 www.monocounty.ca.gov
National Child Abuse Hotline	24/7 confidential hotline, crisis intervention, referrals to emergency and social service agencies	800-422-4453 www.childhelp.org

**Organized by First 5 Mono**

**June 2019**

Mono County Childcare Needs 2019											
	Preschool Age					Infant and Toddler Age				Birth to 5 total	
	1. Total slots needed	2. Existing slots	3. Number of slots needed to fill the need	4. Number of needed slots eligible for State Preschool <70% of state median income		5. Total slots needed	6. Existing slots	7. Number of slots needed to fill the need		8. Slots needed to fill the need	9. Number of needed slots CDBG eligible <80% of county median income
Mammoth Area	204	99	105	74		204	78	126		231	185
Lee Vining/June Lake	22	13	9	6		22	6	16		25	20
Benton, Hamil, & Chalfant	6	10	0	0		6	0	6		6	5
Bridgeport	10	15	0	0		10	0	10		10	8
Coleville/ Walker	38	30	8	6		38	11	27		35	28
<b>County Total</b>	<b>280</b>	<b>167</b>	<b>122</b>	<b>85</b>		<b>280</b>	<b>95</b>	<b>185</b>		<b>307</b>	<b>246</b>
1. Determined by the 5 Year Kinder and transitional Kindergarten average 2014-2018 multiplied by 2, to account for all 3 & 4 year olds. Assuming the need for age specific care for all 3 & 4 year olds.											
2. Based on the number of preschool slots in licensed and licence exempt sites.											
3. The difference between the existing slots and the number needed for all 3 & 4 year olds to have a preschool slot.											
4. The number of slots needed to fill the need multiplied by 70%, the state median income threshold to qualify for State Preschool >\$63,083 for a family of 4											
5. Determined by the 5 Year Kinder and transitional Kindergarten average 2014-2018 multiplied by 2.5 and divided by 80%, to account for all 6 month-1 year olds and 1 and 2 year olds with a parent in the workforce (80%, as per the California Childcare Portfolio). Assuming the need for care is for children 6 months and older with all parents in the workforce.											
6. Based on the number of infant and toddler slots in licensed and licence exempt sites.											
7. The difference between the existing slots and the number needed for 80% of 6 moth to 2 year olds to have a childcare slot.											
8. Combination of the remaining needed preschool and infant and toddler slots, same assumptions as for numbers 1 & 5.											
9. The number of slots needed to full the need multiplied by 80%, the County median income thrshold to qualify for CDBG >\$62,000 for a family of 4											

## Appendix 5: 2019 Childcare Need Assessment Data Compiled by First 5 Mono & Funding Example from Breckenridge

### Municipal Support of Child Care, Breckenridge Example

*Since 2007, the Town of Breckenridge has provided over \$6.5 million to the Tuition Assistance Program to support local families and workforce. Breckenridge recognized that without access to affordable, quality early childhood care and education, parents could not be part of the vital workforce and contribute to the community character the Town desired.— 2016 Child Care Needs Assessment (Tuition Assistance totals through December 2017)*

In 2007 the Council authorized its first formal Needs Assessment. Then working together the Council Housing and Child Care Committee and the stakeholder taskforce created a roadmap for a public-private partnership that would increase capacity, strengthen the financial position of our schools and assure working families had access to quality affordable child care. To increase capacity and meet the need indicated by the burgeoning waitlists one of the first actions for the Council committee was to identify a parcel of Town owned land & commence planning for a new school to provide slots for children who were not able to find space in our existing network. We broke ground in the fall of 2007 and conducted RFP process to bring in a qualified operator to run this new school which created 65 new slots and is now known as Timberline Learning Center. To address the financial challenges our non profit schools had with low tuitions and low salaries we paid off the debts/ mortgages at our partner schools. This enabled them to stabilize their budgets and put those dollars that had been going to their mortgages into a capital reserve fund to insure the schools would have the means to maintain their buildings without having to fundraise for new roofs, hvac systems or other large capital expenses. To address salaries and tuition we created a Tuition Assistance & Salary Supplement Program. This gave an immediate infusion to the schools to raise wages approximately 30% up to \$13.00/hour (2007) with the direction to also raise tuition rates over the next 5 year to cover the true cost of care in order to support those higher more competitive salaries. In order to assure families could still afford the rising tuition cost we created a Tuition Assistance program for local working families who are cost burdened by their monthly child care bill. This needs based cost sharing program provides relief to families who live and/or work in the Upper Blue and are paying more than 13 – 16% of their gross income on childcare. Our program provides tuition assistance covering the gap between what a family can afford and the full daily tuition rate.

(Child Care Initiative 2017-18 Annual Report, page 4)

<https://www.townofbreckenridge.com/home/showdocument?id=16630>

(Childcare Needs Assessment, Town of Breckenridge 2016)

<https://www.townofbreckenridge.com/home/showdocument?id=11462>