

# 2009-10 Local Evaluation Report

*A Report to the Community on Strategic Plan Progress*



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*April 2011*

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Suzanne Giraud  
Commission Chair



April 2011

Dear Friends and Colleagues,

In 2009-10 we continued to sustain a broad funding portfolio that had far-reaching impacts. **We invested over \$23 million in 247 programs that reached approximately 15,000 providers, parents/caregivers, and children. Participating families reflected the ethnic and linguistic diversity of the city's population and resided primarily in low-income and under-served communities.** With all strategies outlined in our Strategic Plan fully implemented, 2009-10 was also year of strengthening efforts, ensuring meaningful change for participants, and deepening our work with community partners. Below are just a few highlights of this work.

**Services are reaching more families than ever before while the quality of programming continues to improve.**

- 116 Preschool for All sites ensured that over 2,800 four-year-olds had access to *low-cost, high-quality* preschool.
- 24 Family Resource Center grants provided more than 11,000 parents, caregivers, and children access to parent education, community resources, parent support groups, and interactive activities for the entire family.
- 75% of Family Resource Centers and 90% of Preschool for All sites utilized an approved evidence-based curriculum.

**Participants in First 5 San Francisco programs are achieving measurable success.**

- Over 14,000 hearing, vision, dental, and developmental screenings were performed in 2009-10; follow-up data indicates that approximately 70% of children with identified concerns were linked to treatment services.
- Parents attending a Family Resource Center parent education class series showed statistically significant decreases between pre- and post-assessment in the use of *ineffective* discipline styles (Laxness, Over-reactivity, and Verbosity).
- Preschool teachers participating in the Institute for Intentional Teaching improved their instructional practices as indicated by the Classroom Assessment Scoring System.

**Students are entering kindergarten with higher levels of preschool experience and improved school readiness.**

- Entering kindergartners' overall school readiness scores increased from 3.26 in 2007 to 3.31 in 2009. During that same time, the percent of kindergarten students with preschool experience increased by 15%.

**First 5 San Francisco seeks to achieve success through strong partnerships and collaboration.**

- 32% of programs were jointly funded with other city departments and/or private foundations and 95% of surveyed stakeholders agreed that First 5 San Francisco has been a valuable partner.

As in previous years, we are grateful to all who have helped to contribute to these milestones for San Francisco's youngest children and their families. Please read on to learn more about our work as a Commission and the accomplishments of our funded programs.

*Laurel Kloomok, Executive Director*

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## Introduction

The San Francisco Children and Families First Commission (hereafter referred to as First 5 San Francisco) has identified the following vision for the city's young children and their families:

*All children will thrive in supportive, nurturing and loving families and communities. Children from birth to five years of age will be safe, healthy and stimulated. They will be supported in their physical, emotional and cognitive development. They will start school eager to continue to learn and grow with confidence and connections to families, community and society.*

To achieve this vision, First 5 San Francisco receives revenue from the California Children and Families Act (Proposition 10) and from Proposition H, a City and County Charter Amendment that established Preschool for All, which builds upon the existing early childhood education system to ensure low-cost, high quality preschool for all San Francisco's four-year-olds. As stipulated by Proposition 10, at least 85% of the combined revenue is distributed to the public through community grant programs.

Every five years First 5 San Francisco develops and adopts a strategic plan to guide its grant making. The 2007-2012 Strategic Plan was adopted on July 1<sup>st</sup>, 2007. The plan sets a clear direction toward First 5 San Francisco's vision by identifying several key strategies and desired outcomes within four, closely connected result areas that also describe the Commission's goals for young children and their families: 1) Improved Child Health; 2) Enhanced Child Development; 3) Improved Family Functioning; and 4) Improved Systems of Care. For more detail see Appendix – *Strategies and Funded Programs by Result Area 2009-10*.

First 5 San Francisco is committed to implementing a comprehensive evaluation approach that assesses its effectiveness as a grant-making agency as well as the effectiveness of funded programs. The evaluation is conducted on an annual basis and responds to three fundamental questions: 1) What was invested (i.e. investments)?; 2) What was achieved with those investments (i.e. achievements)?; and 3) Were investments and achievements in line with the 2007-2012 Strategic Plan? These questions form the core of an Evaluation Framework that includes the following central components (see Appendix - *First 5 San Francisco Strategic Plan Evaluation Framework*):

- **Investments**
  - ✓ Fund Distribution
  - ✓ Strategies
- **Achievements**
  - ✓ Participant Demographics
  - ✓ Accountability and Quality
  - ✓ Outcomes

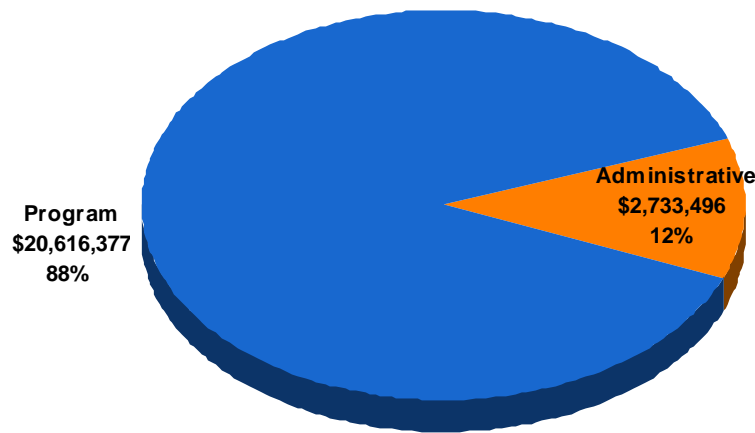
In accordance with the Evaluation Framework, investments and achievements are analyzed within the context of Strategic Plan priorities at both the Program Level and the Commission Level. The Program Level analysis, Part I of this report, is an external examination of program funding, strategies, and resulting program achievements during 2009-10. The Commission Level analysis, Part II of this report, is an internal examination of administrative fund allocation, Commissioner and staff activities, and resulting achievements for grantees, partners, and systems of care.

# I. PROGRAM LEVEL EVALUATION

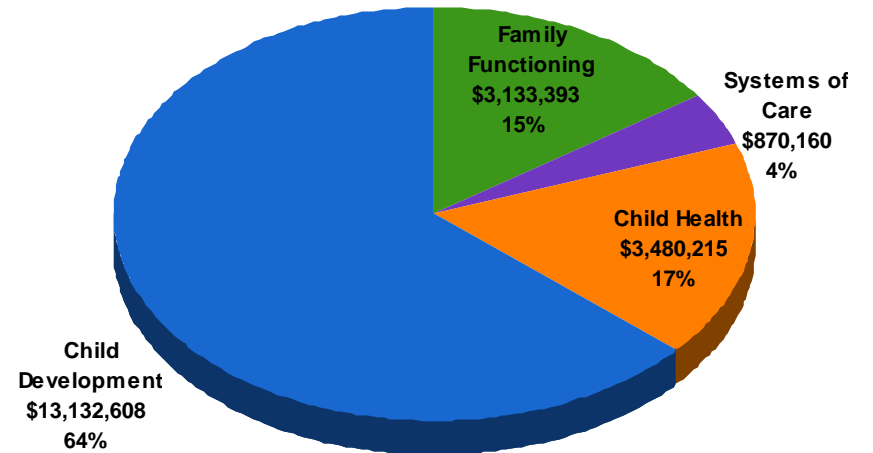
### I.A. Investments: Fund Distribution and Program Expenditures 2009-10

In 2009-10, First 5 San Francisco committed just **over \$23 million** to funding an array of programs in all four Strategic Plan result areas. **This amount represented 88% of total fiscal year expenditures.** In 2009-10, over \$13 million was spent on the Preschool for All Initiative (PFA) funded by Proposition H (up approximately \$3 million from 2008-09) and \$8.5 million in grants was disbursed with Proposition 10 funds (down approximately \$1.5 million).

Program and Administrative Expenditures: 2009-10

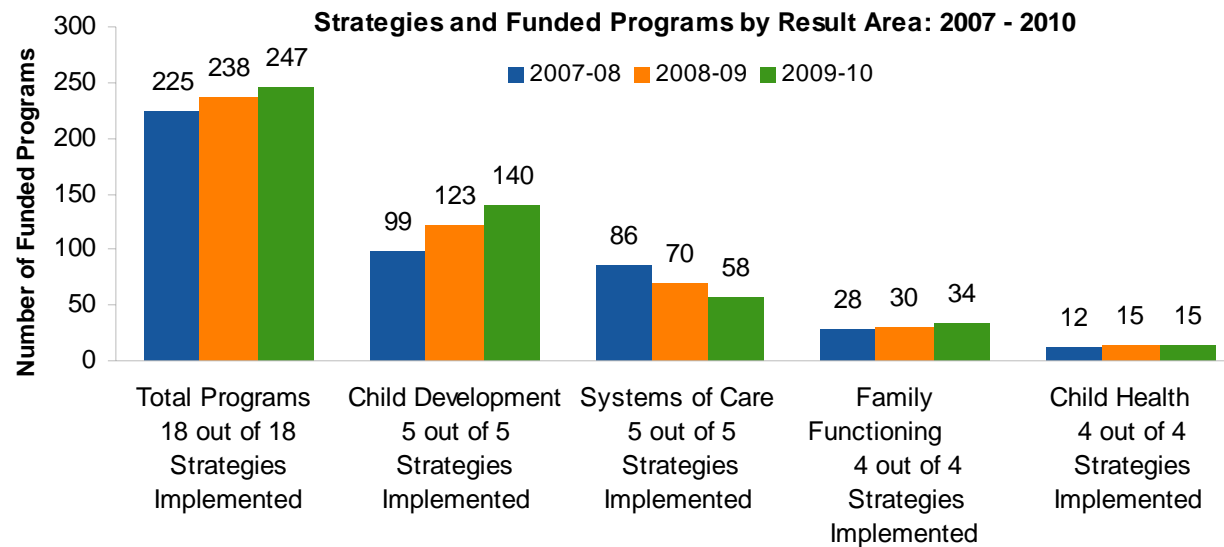


Program Expenditures by Result Area: 2009-10



### I.B. Investments: Strategies by Result Area 2009-10

Fiscal year 2009-10 marked the third implementation year of the 2007-2012 Strategic Plan. During this year, the number of **funded programs increased to 247** with one final initiative, PFA Early Intervention, launching its planning phase. Additionally, the number of funding strategies expanded from 15 to 18 as a result of reaffirmation and slight restructuring of the Strategic Plan to more accurately reflect our work in the community. **All 18 strategies identified within the revised and reaffirmed 2007-2012 Strategic Plan were fully implemented by the close of the fiscal year.**

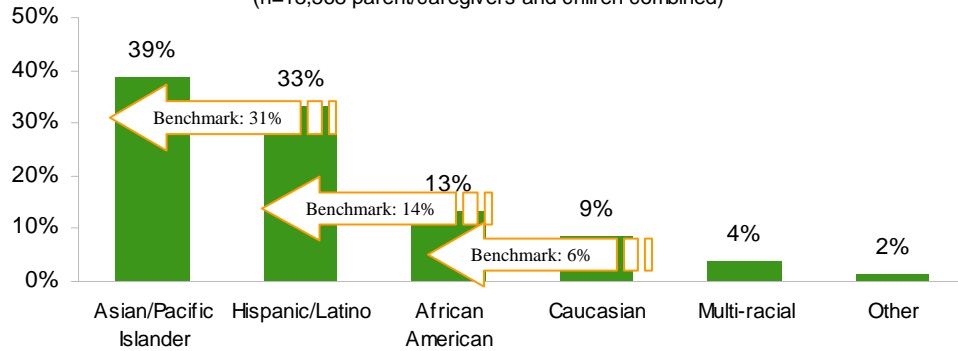


### I.C. Achievements: Engagement of Target Demographic Groups 2009-10

Priority is placed on engaging specific target populations, including: new immigrant families; families with children that have special needs; and families from low-income, under-served neighborhoods. **Participant demographics are provided on the following page and compared to relevant city-wide demographic benchmarks<sup>1</sup>.**

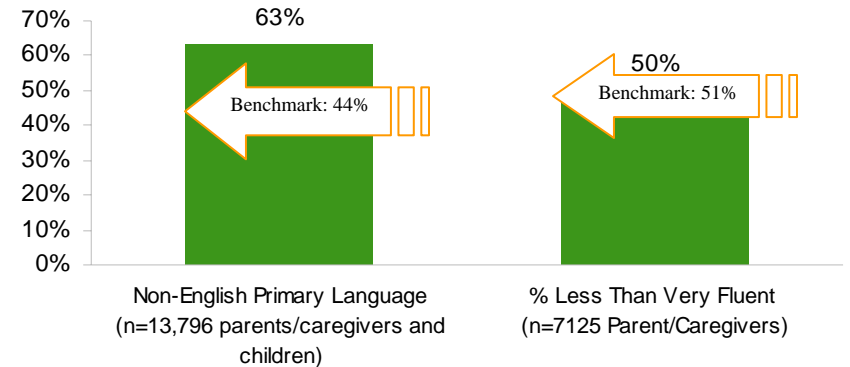
<sup>1</sup> Only participants with available data were included in the analysis; therefore, numbers presented in the charts on page 7 do not represent total participants served.

**Participation Target #1:** Participants reflect the diversity of the city's population, with Asian/Pacific Islander, Hispanic/Latino, and African American participants more strongly represented.  
(n=13,568 parent/caregivers and children combined)



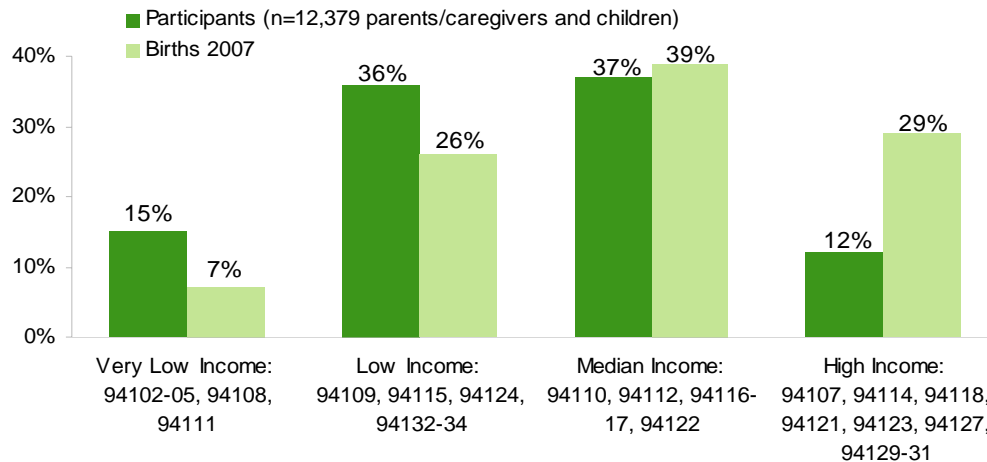
\*Benchmarks are derived from 2009 American Community Survey data.

**Participation Target #2:** Percentages of participants with a primary language other than English, and participant English fluency levels, meet or exceed county-wide percentages.



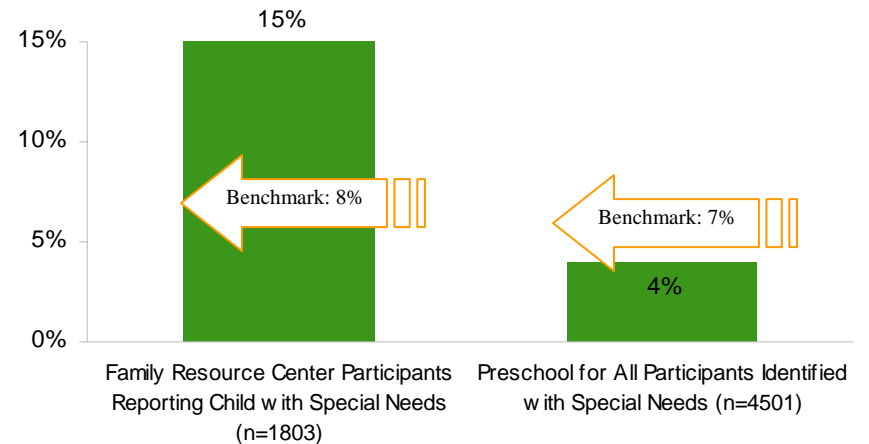
\*Benchmarks are derived from 2009 American Community Survey data.

**Participation Target #3:** Participants reside in neighborhoods that are traditionally low-income, underserved, and have high concentrations of children birth to five.



\*Low income zip codes have an income below 80% of the HUD 2007 Median Family Income (\$86,500) and very low income zip codes have a median family income below 50%.

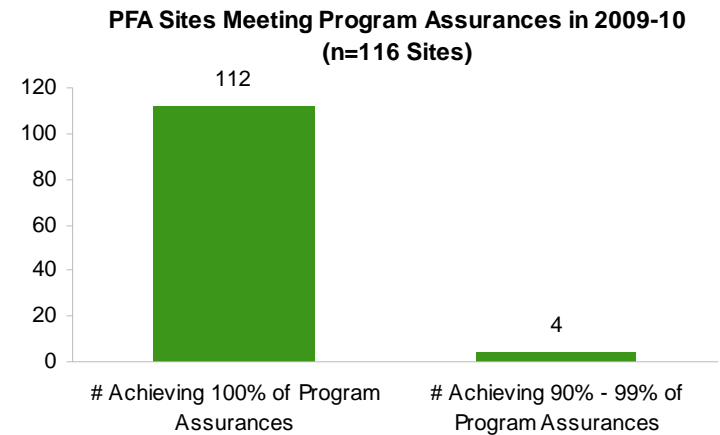
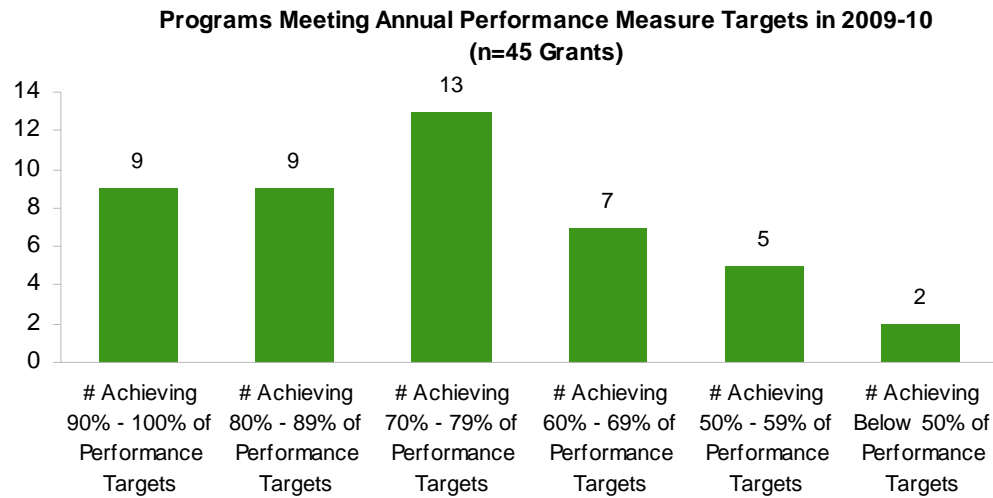
**Participation Target #4:** Percentages of children with special needs among participants will meet or exceed county-wide percentages.



\*Benchmarks for participant reported data are derived from 2009 Kindergarten Readiness Survey Results; benchmarks for Preschool for All are derived from CDE Data and Statistics 2009.

### I.D. Achievements: Accountability and Quality

First 5 San Francisco closely monitors all community grants and contracts through fiscal and program site visits as well as through collection and review of regular programmatic reports and documents. Community grant programs complete additional quarterly performance reports describing progress toward annual service targets. Similarly, PFA sites are required to regularly document their compliance with Program Assurances.



## I.E. Achievements: Improved Child Health

Below are the short-term (i.e. changes in service awareness, access, utilization, and quality), intermediate (i.e. changes in participant knowledge, skill, and behavior), and long-term (i.e. broad, sustained community change) desired outcomes for Improved Child Health. The tables on the following page present an overview of progress toward these outcomes.

Short-term: Children have health insurance and utilize comprehensive health care

Intermediate: Children with special health care needs are identified early and linked to appropriate services

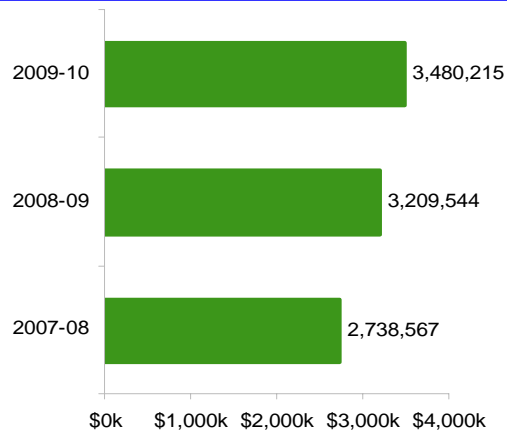
Long-term: Children are physically and emotionally healthy



*From a UC San Francisco dental student following a dental screening at Mission Child Care Consortium in partnership with Public Health Nurses:*

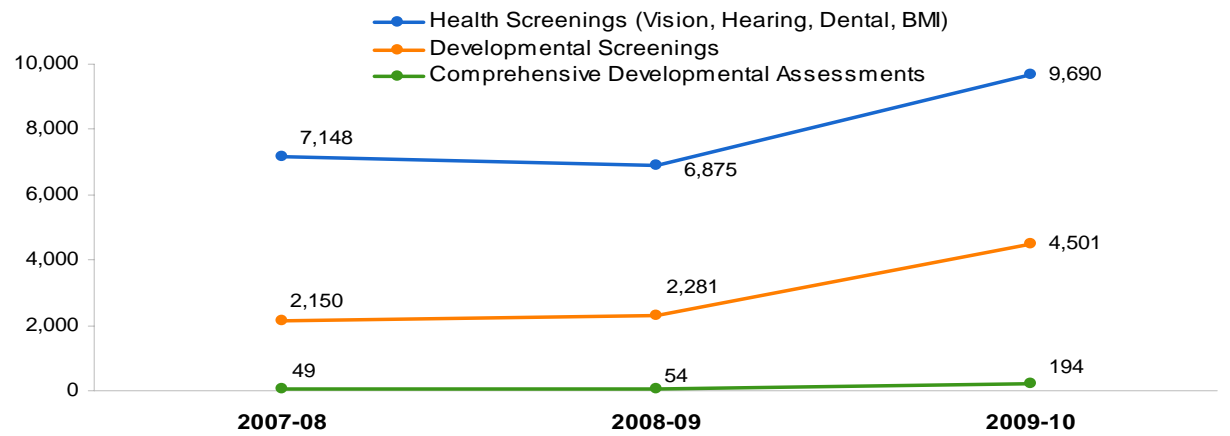
*"I was able to explain to the mother of one of my follow-up patients about white spot lesions and that her daughter should visit the dentist. She was 4 years old and hadn't seen the dentist yet. It really seemed she was receptive to what I was saying and that she will be taking her daughter for regular dental check-ups. She he told me she will call me when the appointment was made next week, but I will be sure to follow-up if she doesn't."*

**Child Health Investments: 2007-10**



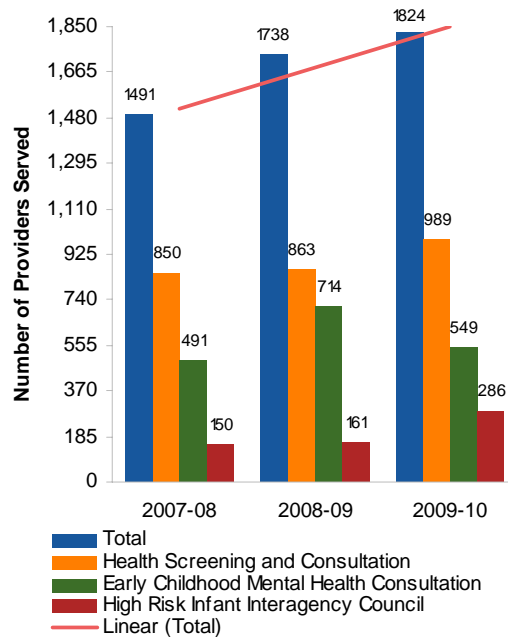
**Access: Are screening and assessment services reaching more children?**

Yes



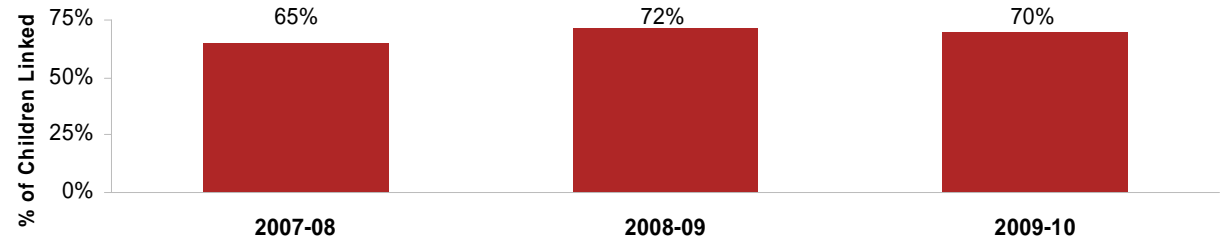
**Access: Is health consultation reaching more providers?**

Yes



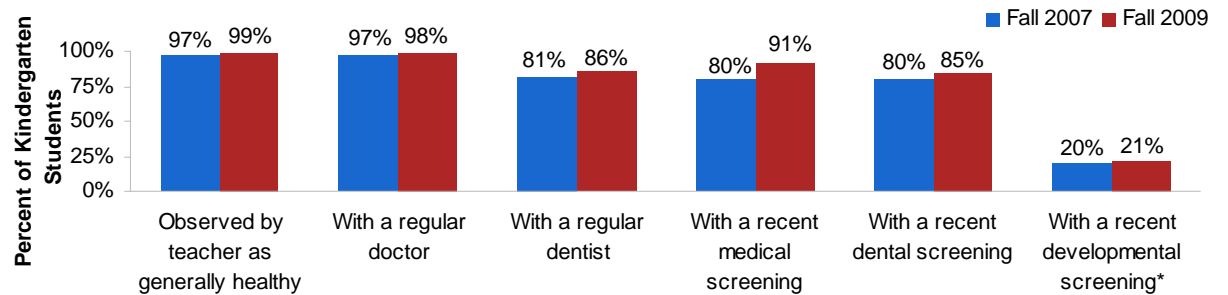
**Intermediate Outcome: Are programs successful in linking children to service?**

In progress



**Long-term Outcome: Are San Francisco children utilizing health care and are they healthy at kindergarten entry?**

Yes



\*Likely an under-presentation of actual screening frequency due to the nature of parent self-reports.

Source: Applied Survey Research Parent Information Form 2007 (n=335) and 2009 (n=628)

## I.F. Achievements: Enhanced Child Development

Below are the short-term (i.e. changes in service awareness, access, utilization, and quality), intermediate (i.e. changes in participant knowledge, skill, and behavior), and long-term (i.e. broad, sustained community change) desired outcomes for Enhanced Child Development. The tables on the following page present an overview of progress toward these outcomes.

**Short-term:** Children from birth to five and their families have access to high quality early childhood education, including infant toddler and preschool programs

**Intermediate:** San Francisco has a well-trained and stable early childhood workforce equipped to deliver high quality early care and education

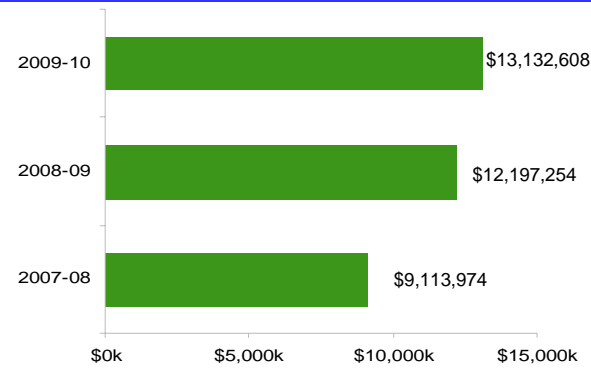
**Long-term:** Children enter kindergarten ready for school



***From a participating Preschool for All Provider:***

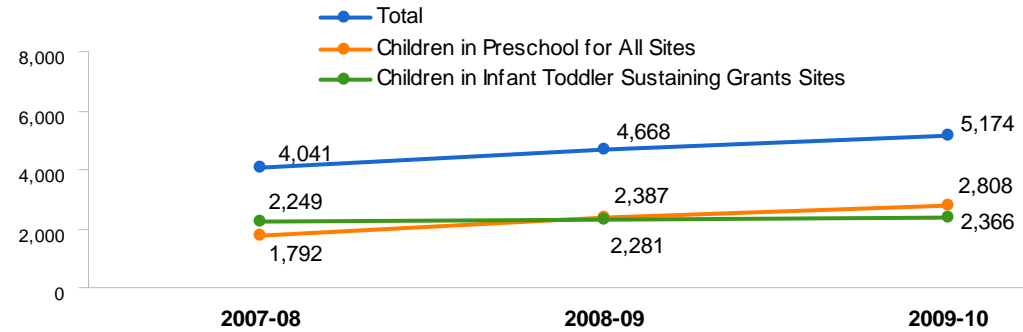
*"As a direct result from PFA in the classroom we have participated in staff developments that have provided us with a variety of tools to support children in their learning. We have learned to enhance the classroom environment to provide and facilitate a meaningful learning area where children can feel safe and secure. We have learned to tie it all together - Desired Results Developmental Profiles, observations, parent conference, and curriculum - to support children as whole learners and to be able to recognize and meet individual needs of children."*

**Child Development Investments: 2007-10**



**Access to Quality: Are more children accessing high quality ECE programs?**

**Yes**



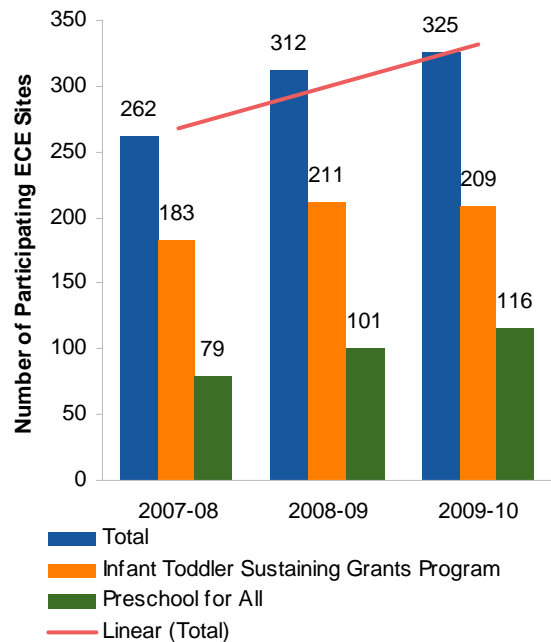
**Between 2007 - 2009:**  
 - 547 new preschool slots were created  
 - SFUSD kindergarten students with preschool experience increased by 15%.

**Access to Quality: Are more ECE sites meeting minimum quality levels?**

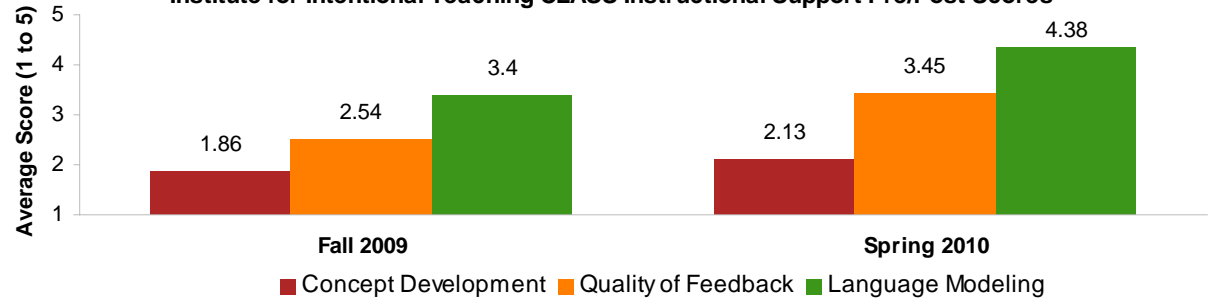
**Yes**

**Intermediate Outcome: Following training, do ECE providers have increased ability to support children's readiness for kindergarten?**

**Yes**



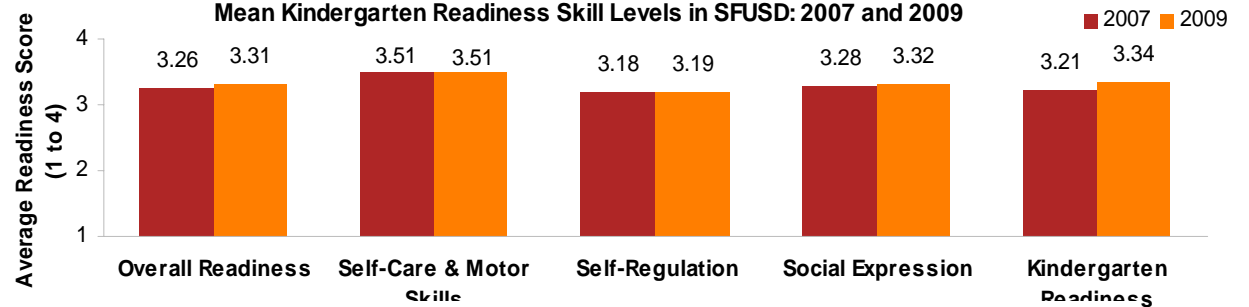
**Institute for Intentional Teaching CLASS Instructional Support Pre/Post Scores**



**Long-term Outcome: Are children in San Francisco more ready for kindergarten?**

**Yes**

**Mean Kindergarten Readiness Skill Levels in SFUSD: 2007 and 2009**



Source: Applied Survey Research Kindergarten Observation Form | 2007 (n=447) and 2009 (n=751)

## I.G. Achievements: Improved Family Functioning

Below are the short-term (i.e. changes in service awareness, access, utilization, and quality), intermediate (i.e. changes in participant knowledge, skill, and behavior), and long-term (i.e. broad, sustained community change) desired outcomes for Improved Family Functioning. The tables on the following page present an overview of progress toward these outcomes.

Short-term: Families are connected to a supportive community

Intermediate: Families provide nurturing and positive emotional support to their children

Long-term: Families support their children's social, emotional, cognitive and physical development



***From a Family Resource Center Family Advocate:***

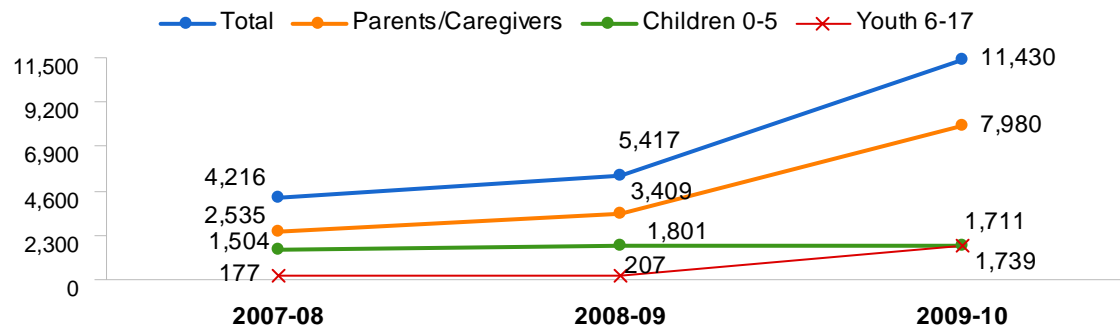
*"Mom was overwhelmed, frustrated, and admitted being 'out of control.' Disciplining her girls was solely her responsibility and she reported experiencing extreme difficulty managing the behavior of her daughter. Mom was referred to a parenting group and was supported in discussing the situation with her husband. She participated fully in the group and gained new skills in setting enforceable limits, being consistent, and utilizing calming techniques. Additionally, she improved communication with her husband who now helps her with the girls. There is also greater participation from dad in the day-to-day activities of the children, including more family outings."*

**Family Functioning Investments: 2007-10**



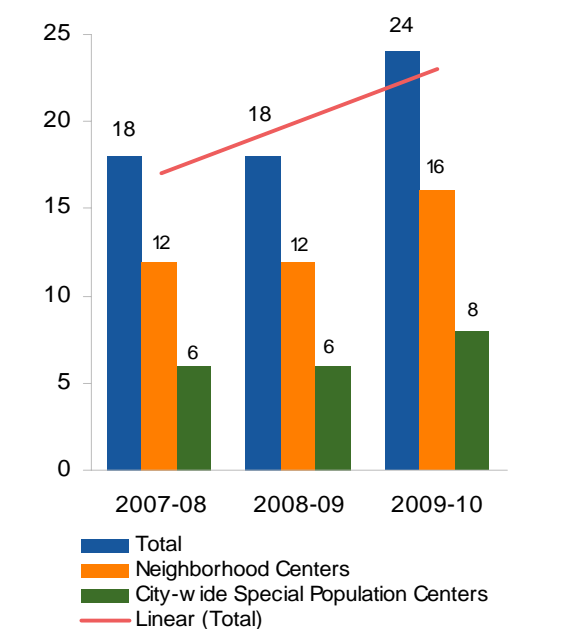
**Access: Are more families accessing Family Resource Center services?**

Yes



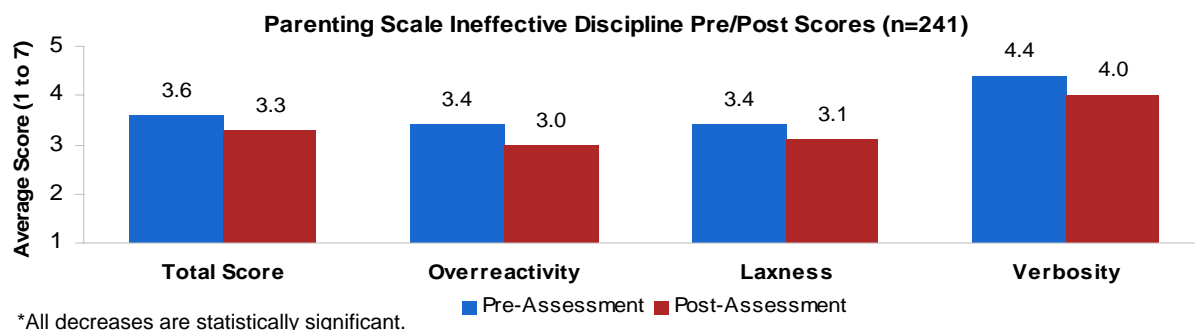
**Access: Has the number of funded Family Resource Centers increased?**

Yes



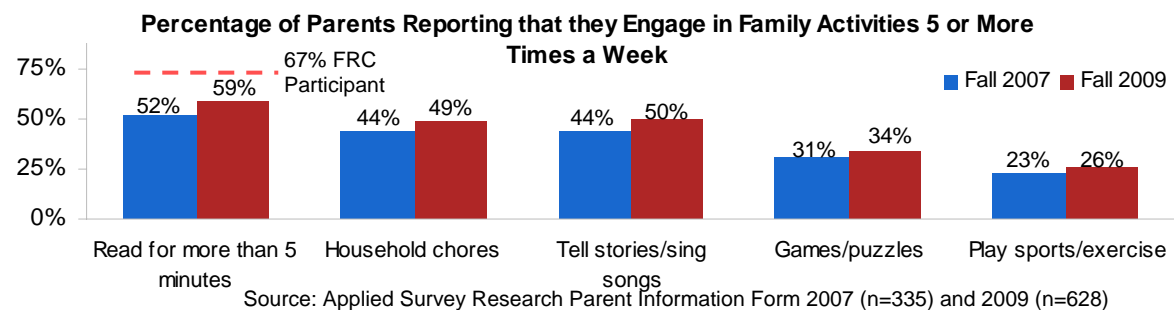
**Intermediate Outcome: Do parents decrease ineffective parenting following participation in a Family Resource Center Parent Education Class?**

Yes



**Long-term Outcome: Are more San Francisco parents engaging in family activities that support their children's school readiness?**

Yes



## I.H. Achievements: Improved Systems of Care

Below are the short-term (i.e. changes in service awareness, access, utilization, and quality), intermediate (i.e. changes in participant knowledge, skill, and behavior), and long-term (i.e. broad, sustained community change) desired outcomes for Improved Systems of Care. The tables on the following page present an overview of progress toward these outcomes.

**Short-term:** Greater knowledge and utilization of evidence-based models, best practices, quality standards, and evaluation among practitioners who work in funded settings

**Intermediate:** Funding and services to young children and their families are coordinated, contiguous and leveraged

**Long-term:** San Francisco residents and public/private policymakers support public investments in young children and their families



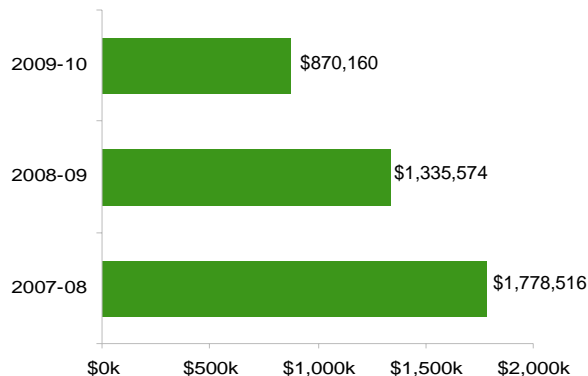
***From a First 5 San Francisco Grantee:***

*One big benefit of working with First 5 San Francisco has been their priority in organizing CBOs to work together and promote synergy among program offerings. First 5 funding support has tremendously leveraged our ability to create significant shifts in our systems and structures that support program development, program quality and enhancement resulting in a stronger horizontal alignment.*

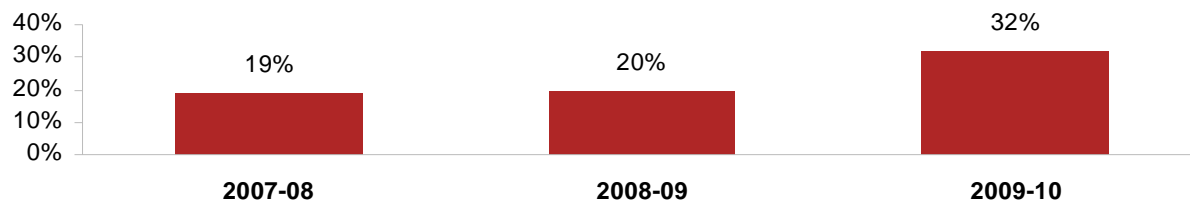
**Systems of Care Investments: 2007-10**

Access: Is First 5 San Francisco increasing coordination of grant-making with other public and private funders?

Yes



**Percent of Jointly Funded Grants: 2007 - 2010**



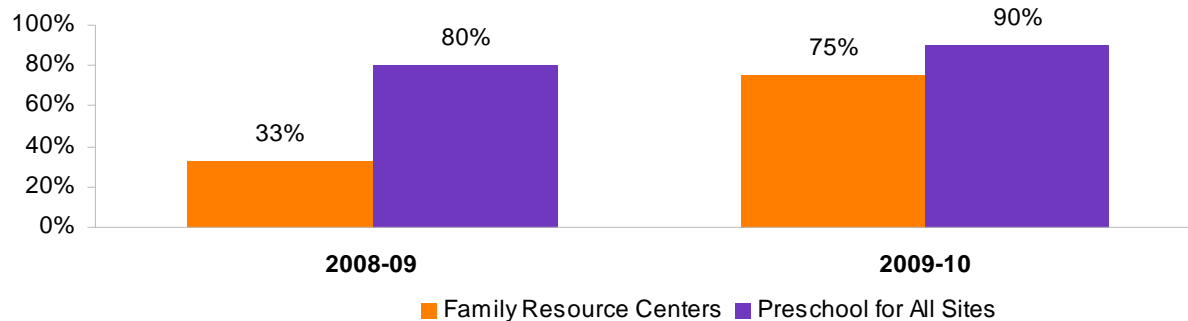
Intermediate Outcome: Are more funded programs utilizing evidence-based practices to improve the quality of service?

Yes

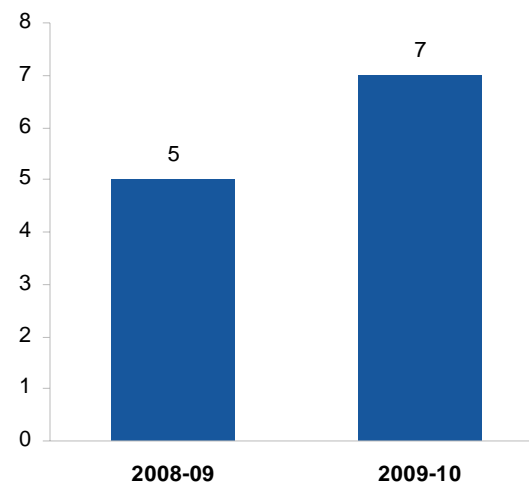
Long-term Outcome: Has the number of policy shifts in favor of young children and families increased?

Yes

**Percent of Sites Utilizing Funder Approved Evidence-based curriculum: 2008 - 2010**



**Local Policy Shifts in Favor of Young Children and Families: 2008 - 2010**

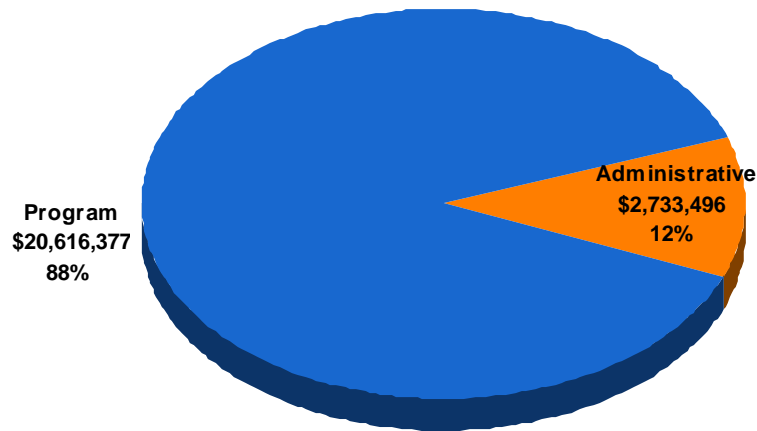


## II. COMMISSION LEVEL EVALUATION

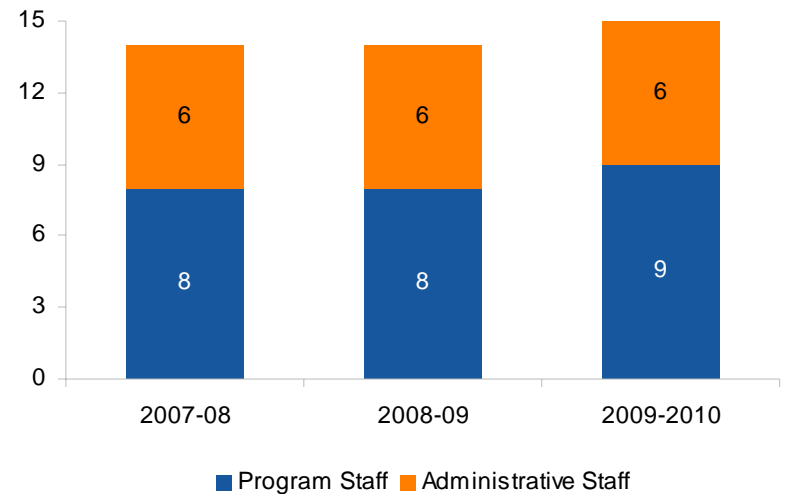
### II.A. Commission Investments: Operating Expenses and Staffing 2009-10

First 5 San Francisco maintained low administrative overhead during 2009-10 expending \$2,733,496 by year-end. **This amount represented 12% of the total expenditures for the fiscal year** and was well below the target 15%. Further, a large majority of administrative expenses was comprised of staff salaries and benefits, with approximately half of all administrative expenses apportioned to program staff that directly managed and supported community and public agency grants. The figures below show administrative expenditures and staffing levels, which have stayed consistent during the first three years of the Strategic Plan.

Program and Administrative Expenditures: 2009-10



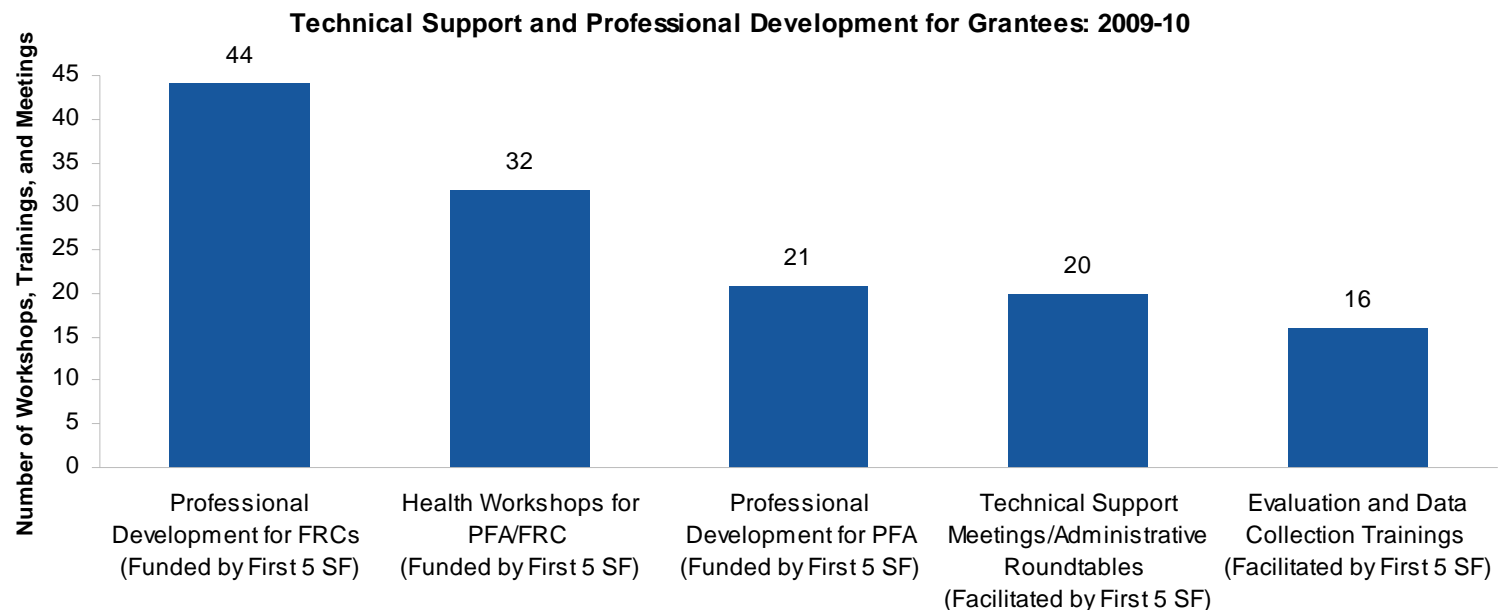
Staffing Levels: 2007-2010



## II.B. Commission Investments: Strategies 2009-10

All of First 5 San Francisco program staff, and many of the administrative staff, supported one or more of the following strategies in 2009-10, which contributed to the Improved Systems of Care result area.

- **Over 130 technical assistance and professional development activities were provided to grantees** either through First 5 San Francisco funding or directly by First 5 San Francisco staff. These activities were intended to assist grantees in meeting funding requirements, implementing quality standards and promising practices, and utilizing data to improve programming.
- Throughout the year, staff initiated and/or participated in **over 20 policy and planning efforts at the local, state, and regional level**. These efforts engaged hundreds of community partners in collaboration around issues facing young children and their families.
- Staff maintained several informational databases and managed **monthly distributions of newsletters, reports, event calendars, and resources for programs and families**.

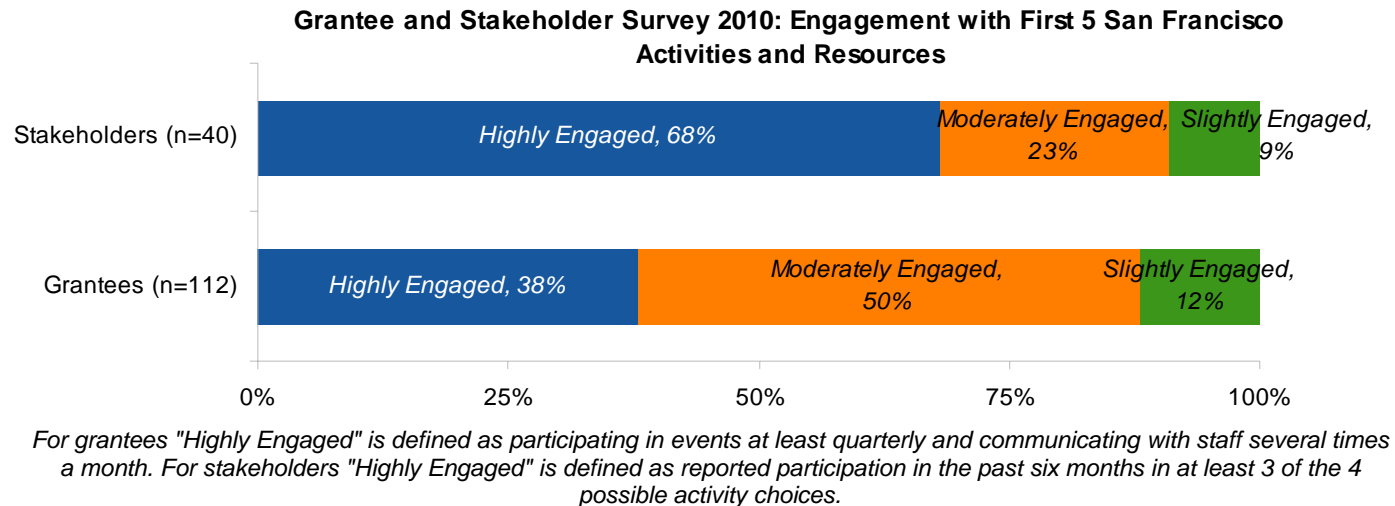


## II.C. Commission Achievements: Engagement, Quality and Impact 2009-10

Every two years First 5 San Francisco conducts a survey of its grantees and key stakeholders to collect information about their level of engagement as well as their perceptions regarding the quality and impact of First 5 San Francisco. The next three sections of the Commission Level Report present findings from the most recent of these surveys conducted in fall 2010. The sample size for the 2010 survey consisted of 112 grantees and 40 stakeholders. This was a marked increase from the 2008 respondent group which consisted of 30 grantees and 17 community partners.

### II.C.1. Grantee and Stakeholder Engagement

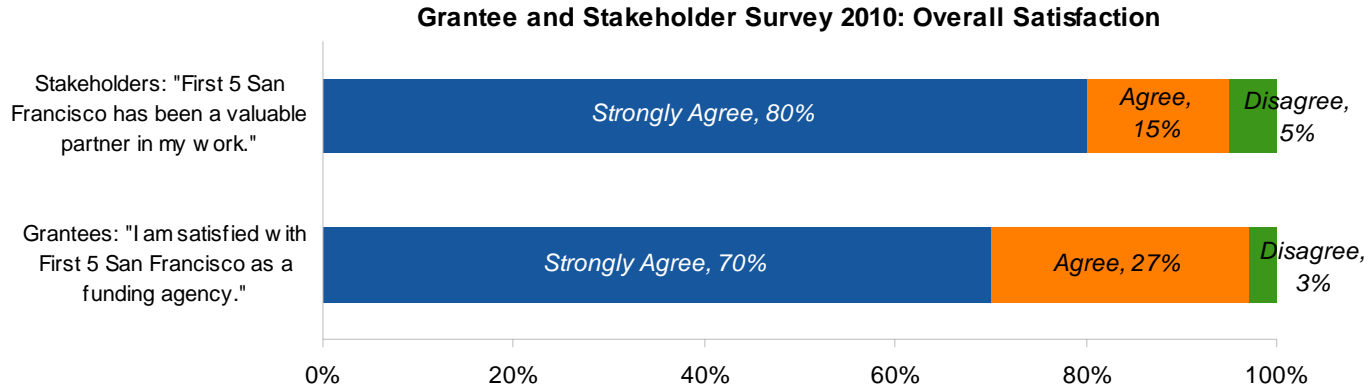
Overall, **98% of stakeholders and grantees surveyed in 2010 were aware of First 5 San Francisco's work and purpose in the community.** Further, a large majority demonstrated moderate to high levels of ongoing engagement according to their responses on several questions regarding participation in and use of various First 5 San Francisco activities and resources.



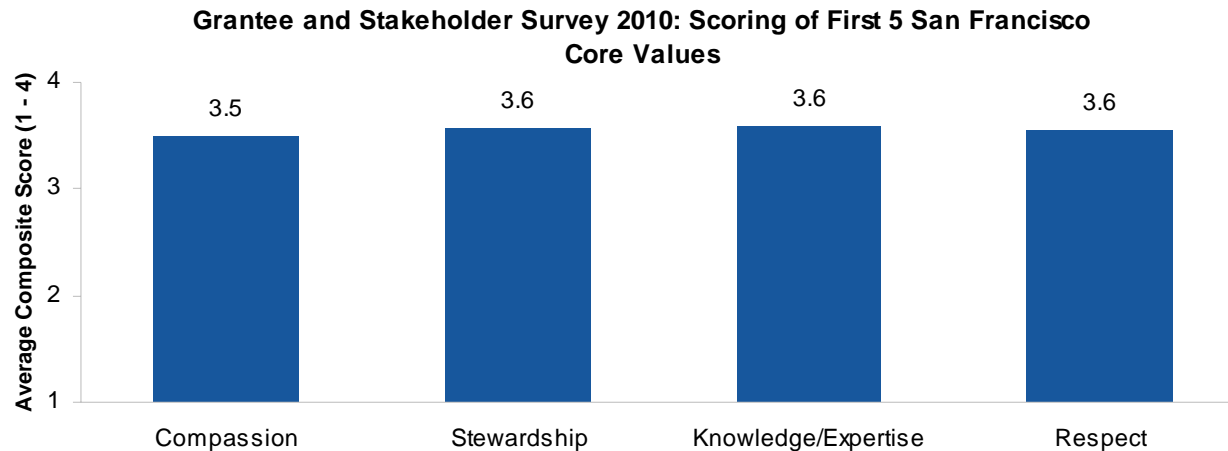
### II.C.2. Grantee and Stakeholder Perception of Quality

Both stakeholders and grantees expressed a high level of overall satisfaction with First 5 San Francisco as depicted in the figure on page 21 and captured in the following grantee quote: *"First 5 seems very dedicated to making sure we are supported in our work. They are responsive and seem to understand the populations we work with. They partner with us and advocate for us. They also respect our expertise and allow us to approach service in a way that makes sense for our agency."*

Results of the 2010 surveys indicate that **97% of grantees are satisfied with First 5 San Francisco as a funding agency** and **95% of stakeholders believe First 5 San Francisco has been a valuable partner in their work.**

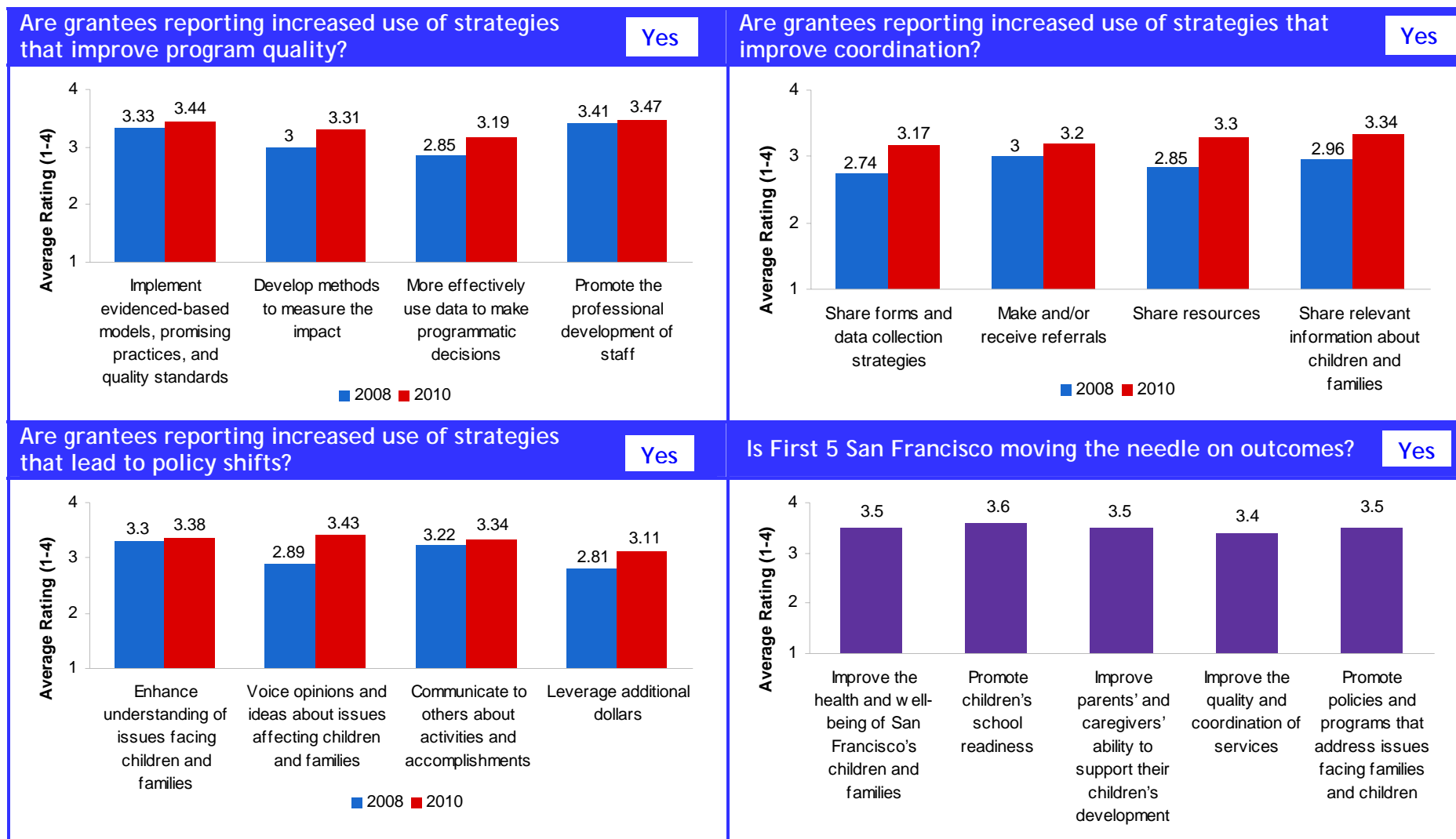


Grantees and stakeholders were also asked several questions specifically developed to align with a set of core values identified by First 5 San Francisco Commissioners and staff. Questions and responses were grouped into the following categories - knowledge and expertise, compassion, respect, and stewardship - in order to develop a composite score that would gauge success in operating according to these core values. Composite scores in each area are presented below.



II.C.3. Grantee and Stakeholder Perception of Impact

Grantees were asked about the extent that funding has impacted three areas corresponding to Systems of Care outcomes (Quality, Coordination, and Policy). Additionally, grantees and stakeholders were asked whether First 5 San Francisco has moved the needle on key outcomes within all four Result Areas (Health, Child Development, Family Functioning, and Systems of Care). Findings are below.



# III. Appendix

## Strategies and Funded Programs by Result Area 2009- 10

### Result Area 1: Improved Child Health

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#### Desired Outcomes:

- Children are physically and emotionally healthy
  - Children have health insurance and utilize comprehensive health care
  - Children with special health care needs are identified early and linked to appropriate services
- 

#### Strategies and Programs

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- 5) Invest in prenatal care linked to pre- and post-natal home visits for vulnerable populations of mothers; explore expansion of postpartum home visiting strategy through partnerships with City departments, medical community and family resource centers.

##### Programs

- Homeless Prenatal Program - Prenatal to Three Pilot Initiative

- 5) Support continued implementation of Healthy Kids, focusing on expanding access to dental care.

##### Programs

- San Francisco Health Plan - Healthy Kids

- 5) Support providers and families in accessing health and mental health services and promote comprehensive screening for vision, hearing, and dental decay through investments in Health and Early Childhood Mental Health Consultation.

##### Programs

- San Francisco Department of Public Health, Division of Maternal, Child, and Adolescent Health - Child Care Health Project for Family Resource Centers, Early Childhood Education Centers, and Preschool for All Sites
- San Francisco Department of Public Health - Early Childhood Mental Health Consultation Initiative for Early Childhood Education Centers, Preschool for All Sites, Family Resource Centers, Shelters, and Permanent Supportive Housing Programs
- Children's Council of San Francisco - Visitacion Valley Early Childhood Mental Health Consultation

- 4) Create a comprehensive system for developmental screening, triage, assessment, referral, and treatment through partnerships with key public agencies, community-based organizations, families, and the medical community.

##### Programs

- U.C. San Francisco Department of Pediatrics at San Francisco General Hospital - Multi-Disciplinary Assessment Center
- High Risk Infant Inter-Agency Council - Coordination, Triage and Training
- High Risk Infant Inter-Agency Council - Inclusion and Screening Support

## Result Area 2: Enhanced Child Development

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### Desired Outcomes:

- Children from birth to five and their families have access to high quality early childhood education, including infant toddler and preschool programs
  - San Francisco has a well trained and stable early childhood workforce equipped to deliver high quality early care and education
  - Children will enter kindergarten ready for school
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### Strategies and Programs

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- 1) Invest in infant toddler and preschool programs as a primary service platform for families and children birth to five through provider reimbursements and implementation of Preschool for All (PFA) within San Francisco Unified School District, Head Start, Title V, and other subsidized sites.

#### Programs

- Children's Council of San Francisco - Infant Toddler Sustaining Grants Program
- San Francisco Human Services Agency - Childcare Subsidies
- Children's Council of San Francisco - PFA Provider Reimbursements
- San Francisco Unified School District - PFA Provider Reimbursements
- Wu Yee Children's Services - PFA Outreach

- 2) Invest in early care and education program quality enhancements focused on language and literacy development, art and science enrichment, and family engagement.

#### Programs

- United Way of the Bay Area Raising a Reader - PFA Literacy Enhancement
- Tree Frog Treks - PFA Science Enhancement
- Performing Arts Workshop - PFA Arts Enhancement
- Parent Services Project, Inc. - PFA Parent Engagement Project
- San Francisco Human Services Agency - PFA Low Income Investment Fund Facilities Improvement Grants
- Jumpstart for Young Children, Inc. - Early Literacy

- 3) Invest in strategies that effectively serve children with special needs within early care and education programs and ensure that they experience a smooth transition to kindergarten.

#### Programs

- California Pacific Medical Center - PFA Early Intervention

- 4) Develop a city-wide system of professional development and technical assistance for the early childhood education workforce through partnerships with key community stakeholders and funding partners.

Programs

- Child Care Law Center - Legal Coaching and Technical Assistance
- Children’s Council of San Francisco - Linking for Quality
- City College of San Francisco - California Early Childhood Mentor Project
- Florence Crittenton Services - Peer Mentor Program
- Mission Economic Development Agency - Business Coaching and Technical Assistance
- San Francisco State University - Gateway to Quality Coaching
- Wu Yee Children’s Services - Comprehensive Approaches to Raising Educational Standards (CARES) Program
- San Francisco State University - Dual Language BA Cohort
- San Francisco Early Childhood Educator BA/MA Bonus Program
- San Francisco Childcare Provider and Family Childcare Associations

- 5) Invest in kindergarten transition activities that support parents in kindergarten enrollment, promote parent engagement, and prepare children for success in kindergarten; strengthen the connections between preschools, family resource centers, and elementary schools.

Programs

- San Francisco Unified School District - Kids in Transition (KIT) Camp
- Parents for Public Schools - Kindergarten Enrollment Outreach and Education

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### Result Area 3: Improved Family Functioning

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Desired Outcomes:

- Families support their children’s social, emotional, cognitive and physical development
- Families provide nurturing and positive emotional support to their children
- Families are connected to a supportive community

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### Strategies and Programs

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- 1) Invest in Family Resource Centers (FRCs) as a platform for service delivery and align First 5 San Francisco Investments with DCYF and HSA.

Programs

- APA Family Support Services - Chinatown Neighborhood Center
- Aspiranet - Sunset Neighborhood Beacon Center
- Bayview Tender Loving Care Family Resource Center
- Edgewood Center for Children & Families - Parent University
- Family Connections Family Resource Centers - Excelsior Family Connections

- Family Connections Family Resource Centers - **Portola Family Connections**
  - Glide Foundation Tenderloin Center
  - Good Samaritan Family Resource Center
  - Gum Moon Asian Women's Resource Center - **Asian Family Support Center**
  - Instituto Familiar de la Raza - **Mission Family Resource System**
  - Potrero Hill Economic Opportunity Council of San Francisco - **Potrero Hill Family Resource Center**
  - South of Market Child Care, Inc. - **Family Resource Center**
  - Urban Services YMCA - **OMI Family Resource Center**
  - Urban Services YMCA - **Western Addition Family Resource Center**
  - Visitacion Valley Community Center - **Family and Community Services Center**
  - Wu Yee Children's Services - **Joy Lok Family Resource Center**
- 2) Invest in FRC program enhancements that promote early literacy development, school readiness, and access to high quality early childhood education.
- Programs
- Early Childhood Associates - **Early Literacy Connections Project**
- 3) Invest in targeted family support strategies for special populations of families including: new Asian and Latino immigrant families; Lesbian, Gay, Bisexual, and Transgendered parents/caregivers and their families; homeless families; and families of children with special needs.
- Programs
- APA Family Support Services - **Asian Pacific Islander Family Resource Network**
  - Catholic Charities - **Move-in Grant/Eviction Prevention Program**
  - Compass Community Services - **Compass Family Center and Move-in Grant/Eviction Prevention Program**
  - Edgewood Center for Children & Families - **Kinstart Program**
  - Family Service Agency - **Young Family Resource Center**
  - Hamilton Family Services - **Move-in Grant/Eviction Prevention Program**
  - Homeless Prenatal Program - **Family Resource Center and Move-in Grant/Eviction Prevention Program**
  - Instituto Familiar de la Raza - **Chicano Latino Family Resource Collaborative**
  - Our Family Coalition - **LGBTQ Family Services**
  - San Francisco Child Abuse Prevention Center - **Safe Start and Talkline Family Support Center**
  - Support for Families of Children with Disabilities - **Open Gate Resource Center**
- 4) Strengthen the overall FRC system in San Francisco and build the capacity of FRCs to meet high quality standards; professional development will ensure centers are accessible and responsive to the needs of all families and will have a particular emphasis on promoting family economic success.
- Programs
- San Francisco Family Support Network

## Result Area 4: Improved Systems of Care

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### Desired Outcomes:

- Greater knowledge and utilization of evidence-based models, best practices, quality standards, and evaluation among practitioners who work in settings funded by First 5 San Francisco
  - Funding and services to young children and their families are better coordinated, contiguous and leveraged
  - San Francisco residents and public and private policymakers support public investments in young children and their families
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### Strategies and Programs

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- 1) Partner with City agencies and key community stakeholders to invest in strategies that encourage the adoption of best practices and quality standards among programs and practitioners serving young children birth to five and their families.  
Programs
  - Department of Children, Youth and Their Families - Children's Council Child Care Inclusion Challenge Project
  - Department of Public Health - Parent Training Institute
  - San Francisco State University - Gateway to Quality
- 2) Invest in small grant programs and unsolicited funding proposals that directly empower parents and providers to bring about meaningful change for families, programs, neighborhoods, and/or systems of care.  
Programs
  - Community Initiative Funds - Parent ACTION Grants
  - One-time and Emergency funding for Unsolicited Proposals - Family Service Agency, San Francisco Child Abuse Prevention Center, Support for Families of Children with Disabilities
- 3) Work within First 5 San Francisco initiatives and with public and private funding partners to coordinate, streamline, and sustain systems of care, including sharing of knowledge, resources, information, and evaluation strategies.  
Programs
  - Children's Council of San Francisco - Centralized Eligibility Listing
  - Low Income Investment Fund - Child Care Mapping Project
- 4) Promote public awareness and interest about issues facing San Francisco's young children and their families.  
Programs
  - First 5 San Francisco Community Outreach Strategies - Edgewood Center for Children and Families, Gokid.org, and Jumpstart for Young Children, Inc.
- 5) Ensure the needs of families with children birth to five are incorporated into key planning and policy discussions at the state and local level, particularly those relating to family economics, affordable housing, domestic violence, homelessness, and community/neighborhood development  
Programs
  - First 5 San Francisco Civic Engagement Strategies - First 5 Alameda Parenting Media and UC San Francisco Civic Engagement Project
- 6) Support grantees in meeting funding requirements (including PFA program quality guidelines), adopting quality guidelines and evidence-based/promising practices, and conducting evaluation. - Commission Strategy Supported by First 5 San Francisco Agency/Staff Activities

## First 5 San Francisco Strategic Plan Evaluation Framework

		INVESTMENTS		ACHIEVEMENTS		
		Funding	Strategies	Participants	Accountability & Quality	Desired Outcomes
Program Level	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- How were program funds distributed?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Actual program expenditures</li> <li>- Program expenditures across result areas</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- What strategies were implemented?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of funded grants/contracts</li> <li>- Number &amp; percent of strategies fully implemented</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- Who are programs reaching?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Percent of individuals reached from target demographic groups</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- Are grantees using funds as intended?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Percent of grantees with performance measures</li> <li>- Percent of grantees meeting performance measure targets</li> <li>- Percent of grantees adopting/meeting quality standards (ECE Centers and FRCs)</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- Have we impacted Desired Outcomes?</li> </ul> <p><b>Indicators: (See attached Table)</b></p> <ul style="list-style-type: none"> <li>- Changes in service access and utilization (Short-term Outcomes)</li> <li>- Changes in participant knowledge, skill, behavior (Intermediate Outcomes)</li> <li>- Broad community change around ready children, ready families &amp; ready systems (Long-term Outcomes)</li> </ul>	
	Commission Level	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- How were administrative funds allocated?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Actual administrative expenditures</li> <li>- Staffing levels</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- What strategies were implemented?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number/type of strategies implemented by staff in support of Strategic Plan</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- To what extent are stakeholders and grantees engaged?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of grantees and partners reached</li> <li>- Percent of grantees and stakeholders identifying as highly aware/engaged</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- Is Commission perceived as effective?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Percent of grantees and stakeholders expressing high satisfaction and perceptions of quality</li> <li>- First 5 San Francisco Accountability Report Card</li> </ul>	<p><b>Evaluation Question:</b></p> <ul style="list-style-type: none"> <li>- Have we impacted Desired Outcomes?</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Percent of grantees and stakeholders reporting Commission contributed to program quality, service coordination, and policy/planning for children birth to five and their families</li> </ul>