



## Early Childhood Evaluation Advisory Subcommittee Meeting

May 17, 2021  
3:30-4:30 p.m.

Join Zoom Meeting  
<https://smcgov.zoom.us/j/99840138194>

Phone: +1 669 900 6833  
Meeting ID: 998 4013 8194, Passcode: 940391

---

**Committee Members/F5SMC Commissioners:** Carol Groom, Neel Patel, Louise Rogers  
**Grantee Representatives:** Heather Cleary, Peninsula Family Service; Carol Elliott, AbilityPath  
**Staff:** Kitty Lopez, Michelle Blakely, Jenifer Clark  
**Minutes:** Jenifer Clark

### AGENDA

	Item	Presenter
1.	Agenda Review & Announcements	Clark/All
2.	Approval of the January 11, 2021 Early Childhood Evaluation Advisory Subcommittee Meeting Minutes ( <b>Attachment 2</b> )	Rogers/All
3.	Discussion: Countywide Results for the Trauma-Informed Organizational Assessment ( <b>Attachment 3</b> )	Clark/All
4.	Updates: Ongoing Research & Evaluation Activities <ul style="list-style-type: none"><li>• Trauma-Informed Organizational Assessment: Agency Specific Results</li><li>• Indicators with an Equity Lens</li><li>• Family Conversations during COVID-19</li></ul>	Clark
5.	Next Steps	Rogers/All
6.	Adjourn	Rogers
<b>Next Meeting Date(s):</b> <i>July 19, 2021</i> <i>October 18, 2021</i>		

**FIRST 5 SAN MATEO COUNTY****Early Childhood Evaluation Advisory Subcommittee****Meeting Minutes****January 11, 2021**

---

Commissioners Present:	Neel Patel, Louise Rogers
Commissioner Absent:	David Canepa
Grantee Representative(s):	Heather Cleary, Carol Elliot
Staff:	Michelle Blakely, Jenifer Clark, Kitty Lopez

**1. Agenda Review & Announcements**

The agenda was approved with no changes.

**2. Approval of the minutes from the October 19, 2020 Early Childhood Evaluation Advisory Subcommittee**

Minutes were approved with no changes.

**3. Elect Chair of the ECEA Subcommittee for Calendar Year 2021**

Louise Rogers was nominated and elected to continue in this role, and graciously accepted the responsibility.

**4. Discussion: Indicators with an Equity Lens for the County Manager's Office**

Jenifer Clark presented on proposed indicators with an equity lens, which will satisfy the new requirement by the County Manager's Office. The proposed indicators included:

- Number of clients served through F5SMC-funded programs, disaggregated by race/ethnicity and language.
- Proportion of F5SMC funds targeted to neighborhoods identified as high-need or under-resourced.
- Proportion of F5SMC funds flowing to agencies that embody different types of equity. For example:
  - Number of people of color, women, LGBTQ+ people, or immigrants on the Board or in executive leadership positions.
  - Proportions of staff who speak the languages/are members of the cultures of the clients served by the agency.
  - Existence of active and engaged community advisory bodies to shape program development, service delivery practices, family engagement work, etc.

The group had a robust conversation about how these indicators might be collected, reported, and used. Issues discussed included: the practicality of gathering this type of information and different data collection methods; what appropriate comparisons might be when examining client data by income, zip code, or other socio-demographic variables; ensuring that partner organizations do not

experience this data collection request as punitive or shaming; the use of publicly available geo-coded indexes such as Healthy Places or the Social Progress Index; integration with similar efforts at the County level such as Community Collaborations for Children's Success, the Big Lift, and TRISI.

#### **5. Updates: Ongoing Research & Evaluation Activities**

The group received updates on various ongoing research and evaluation activities, including:

- **Trauma-Informed Organizational Practices Assessment:** The survey has been finalized and F5SMC is working with our TRISI consultants to program SurveyMonkey and conduct outreach. Commissioner Rogers suggested that F5SMC staff contact Nicole Westercamp, who has relatively recently transitioned into a lead role for the County's commitment to developing trauma-informed approaches in all aspects of our work. There may be opportunities to work together on this topic.
- **Qualitative Study on Access to Child Care for Children with Special Needs and Challenging Behaviors:** Key informant interviews have been completed with three families and the service providers who worked to help their children access and maintain placements. Interestingly, the child care providers themselves for all three children declined to participate in the project. Jenifer will follow up with the consultants who conducted the outreach to see if they have any insight as to why.
- **Evaluation Planning for the Current Contracts:** Jenifer Clark will continue conversations with grantees regarding data collection and evaluation for this funding cycle.

#### **6. Next Steps**

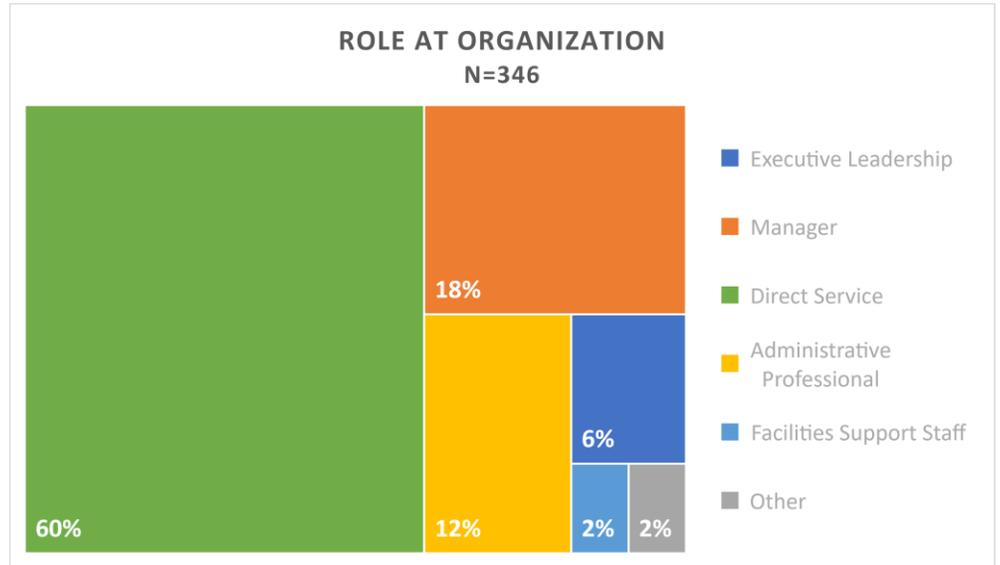
- Incorporate feedback from ECEA into the proposed Indicators with an Equity Lens and provide to the County Manager's Office
- Load the Trauma-Informed Organizational Practices Assessment in Survey Monkey and implement as part of the ongoing TRISI project.
  - Connect with Nicole Westercamp regarding this work
- The next meeting of the Early Childhood Evaluation Advisory Committee is scheduled for March 15, 2021.

## Trauma-Informed Organizational Practices Assessment Domain Definitions

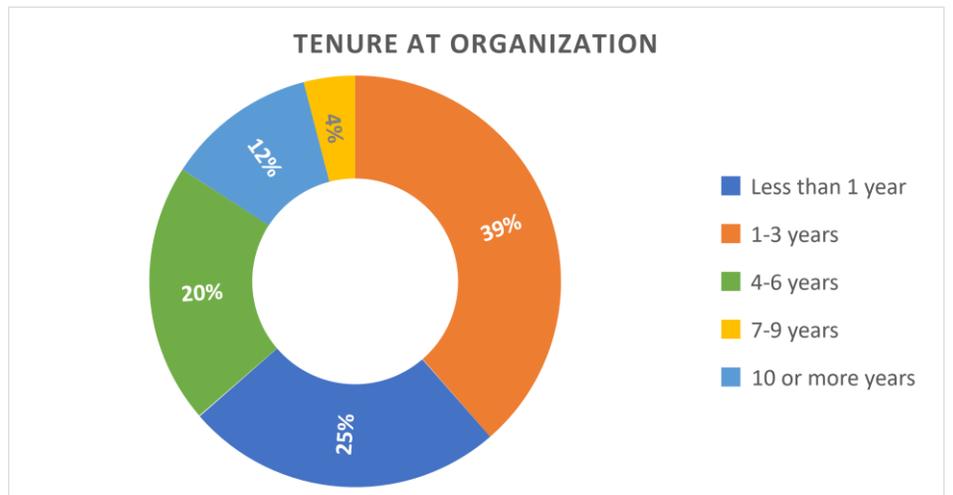
- **Safety:** Throughout the organization, staff and the people they serve feel physically, psychologically, and emotionally safe; the physical setting is safe, interpersonal interactions promote a sense of safety, and there are clear protocols implemented when safety has been compromised. Understanding safety as defined by those served is a high priority.
- **Trustworthiness & Transparency:** Organizational operations and decisions are conducted with transparency, with the goal of building and maintaining trust with clients and family members, among staff, and among others involved in the organization. Service recipients and staff understand how the organization functions and how decisions are made, and staff have the resources they need to reliably perform their jobs and keep the organizations' commitments to clients.
- **Peer Support:** Peer support and mutual self-help are key vehicles for establishing safety and hope, building trust, enhancing collaboration, and utilizing stories and lived experience to promote recovery and healing, both for clients and among staff.
- **Collaboration & Mutuality:** Collaborative relationships between staff and clients, among staff at the organization, and between the organization and other community partners are fostered and acknowledged as an important aspect of the work. Partnering and the leveling of power differences between staff and clients and among organizational staff—from clerical and housekeeping personnel, to professional staff, to administrators—demonstrates that healing happens in relationships and in the meaningful sharing of power and decision-making. The organization recognizes that everyone has a role to play in a trauma-informed approach.
- **Empowerment, Voice, & Choice:** Throughout the organization and among the clients served, individuals' strengths and experiences are recognized and built upon. The organization understands the importance of power differentials and ways in which both clients and staff may have historically been diminished in voice and choice and are often recipients of coercive treatment. Clients and staff share in decision-making and goal-setting for themselves as individuals and for the organization as a whole. It is acknowledged that both staff and clients need to feel safe, supported, and empowered when interacting with the organization.
- **Cultural, Historical, Race & Gender Awareness:** The organization recognizes and addresses social, historical, and cultural sources of trauma (related to race, ethnicity, sexual orientation, gender and gender identity, immigration status, language capacity, religion, enslavement, colonization, etc.) and actively strives to move past stereotypes and biases. The organization incorporates policies, protocols, and processes that are responsive to the racial, ethnic, cultural, and gender-related needs of staff and clients, and honors the healing value of traditional cultural connections.
- **Administrative & Policy Support for a Trauma-Informed Approach:** Commitment to a trauma-informed organizational approach is explicitly communicated and enacted by agency leadership, is directed at both clients and staff, and is both institutionalized through policy and implemented in practice. This commitment is made clear through professional development opportunities offered to staff, human resources policies, access to mental health services for staff, and ensuring that work with clients is trauma-informed.

### Demographics: Who completed the survey?

- Direct service providers made up 60% of all respondents.
- 29% of respondents indicated that they supervise other staff.



- 64% of respondents have been at their agency for 3 years or less; 36% for 4 years or more.



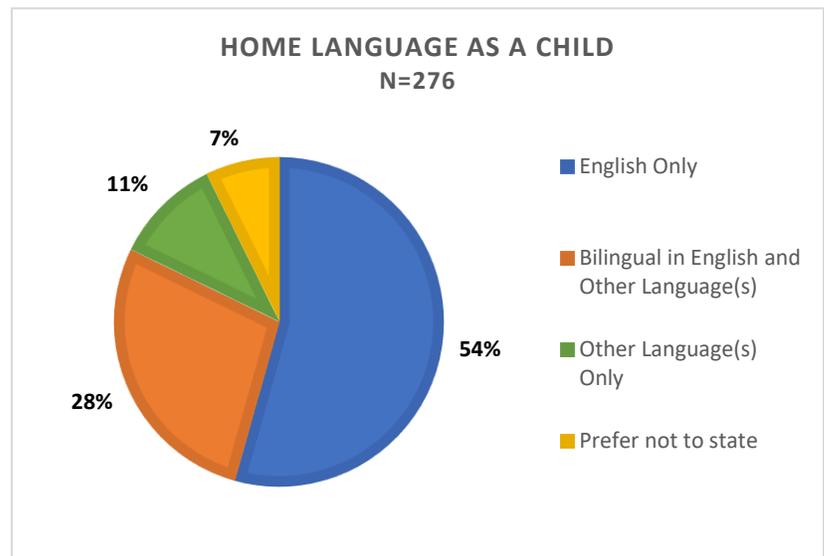
- Male-identified people are significantly underrepresented relative to the general population
- Respondents were able to select more than one gender identity; percentages may add up to more than 100%.

Gender Identity (n=276)	Percent
Male	14%
Female	78%
Transgender	1%
Non-binary/genderqueer	1%
A different gender identity	1%
Prefer not to state	7%

Racial/Ethnic Identity (n=270)	Survey Respondents	San Mateo County
American Indian/Alaskan Native	0.4%	0.4%
Asian/Asian American	12%	30%
Black/African American	4%	2.1%
Hispanic/Latinx	27%	24%
Middle Eastern/North African	0%	Not Reported
Native Hawaiian/Pacific Islander	1.1%	1.2%
White/Caucasian	36%	38%
Bi-racial/Multi-racial	7%	5%
Another race/ethnicity	1.5%	11%
Prefer not to state	11%	NA

- Slightly more than half (53%) of respondents identify as Black, Indigenous, Persons of Color, or Bi-/Multi-racial.
- People identifying as Asian/Asian American or as another race/ethnicity are underrepresented relative to the population of San Mateo County.
- People identifying as Black/African American are overrepresented relative to the population of San Mateo County.

- Over half of respondents reported English as their sole home language in childhood.
- Nearly 4 out of 10 respondents (39%) reported speaking a language other than English as a child.



## Countywide Ratings of Organizational Stages of Development

### Stage 1: Recognizing

In this first stage of work, senior leaders and others are:

- Becoming aware of the research on trauma and resiliency, and its relevance to people served by the system and staff.
- Recognizing that addressing trauma and promoting resiliency are vital to improve the results of people served by the system.

### Stage 2: Planning / Testing

In this next stage, systems begin:

- Testing first applications—e.g. evidence-based practices in particular programs.
- Identifying and supporting champions for the work.
- Developing plans to integrate the guiding **principles**<sup>1</sup> across all implementation **domains**<sup>2</sup>.

### Stage 3: Committing

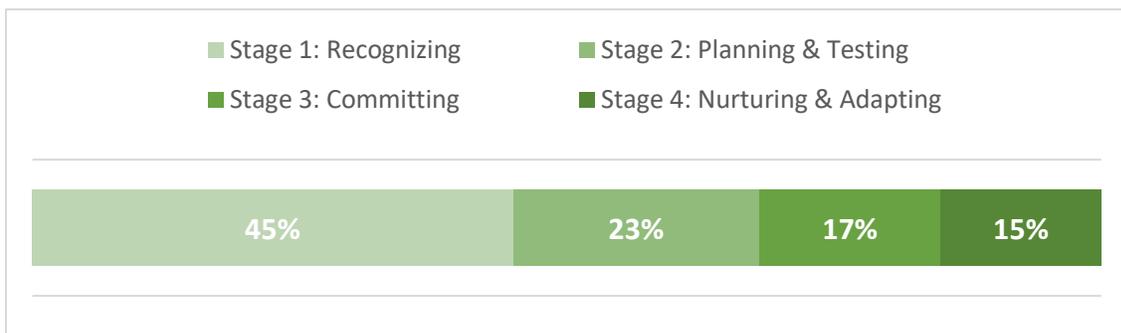
Senior leaders formally commit to, and the organization undertakes, ongoing change work, including:

- Integrating the guiding **principles** across all implementation **domains**.
- Regularly assessing progress on becoming trauma and resiliency-informed and the impact of this work on system results.

### Stage 4: Nurturing / Adapting

At this stage, staff and partners at all levels of the system are:

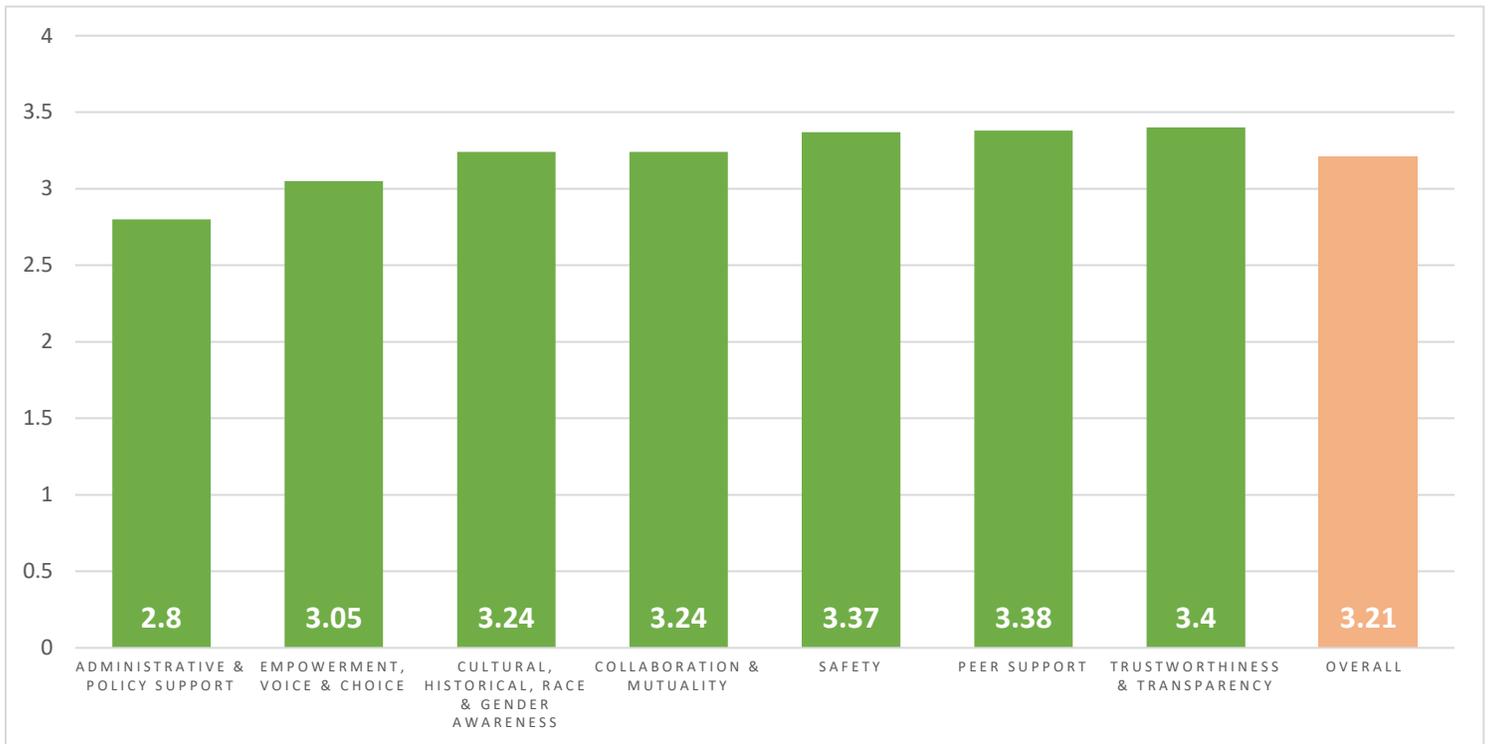
- Engaging in ongoing adaptation to live the **principles** across all implementation **domains**.
- Nurturing a trauma and resiliency-informed culture.
- Supporting partners to make progress along this change continuum.



<sup>1</sup> **Principles:** Safety; Trust and Transparency; Peer Support; Collaboration & Mutuality; Empowerment, Voice, & Choice; Addressing Cultural, Historical, Race, and Gender Awareness

<sup>2</sup> **Domains:** Leadership and Governance; Training and Workforce Development; Screening, Assessment, and Services; Progress and Results Monitoring; Engagement and Involvement; Physical Environment; Cross-System Collaboration; Media and Marketing; Policies and Procedures; Financing

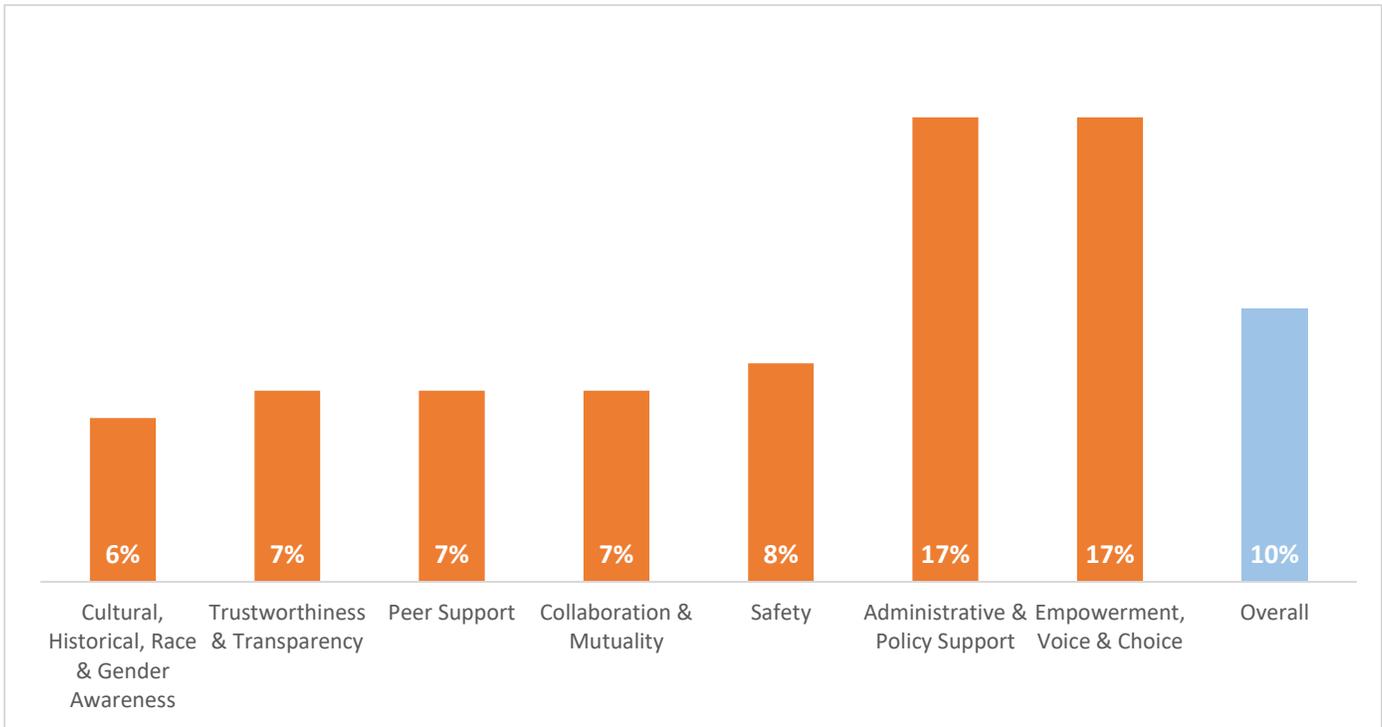
Average TIO Assessment Scores, by Domain



Overall, respondents report relatively high scores for their agencies on the Trauma-Informed Organizational Practices Assessment, which is rated on a 4-point scale with 1 being the lowest score and 4 being the highest.

- The overall average score is 3.21.
- The lowest score is in Administrative & Policy Support, at 2.8
- The highest score is in Trustworthiness & Transparency, at 3.4

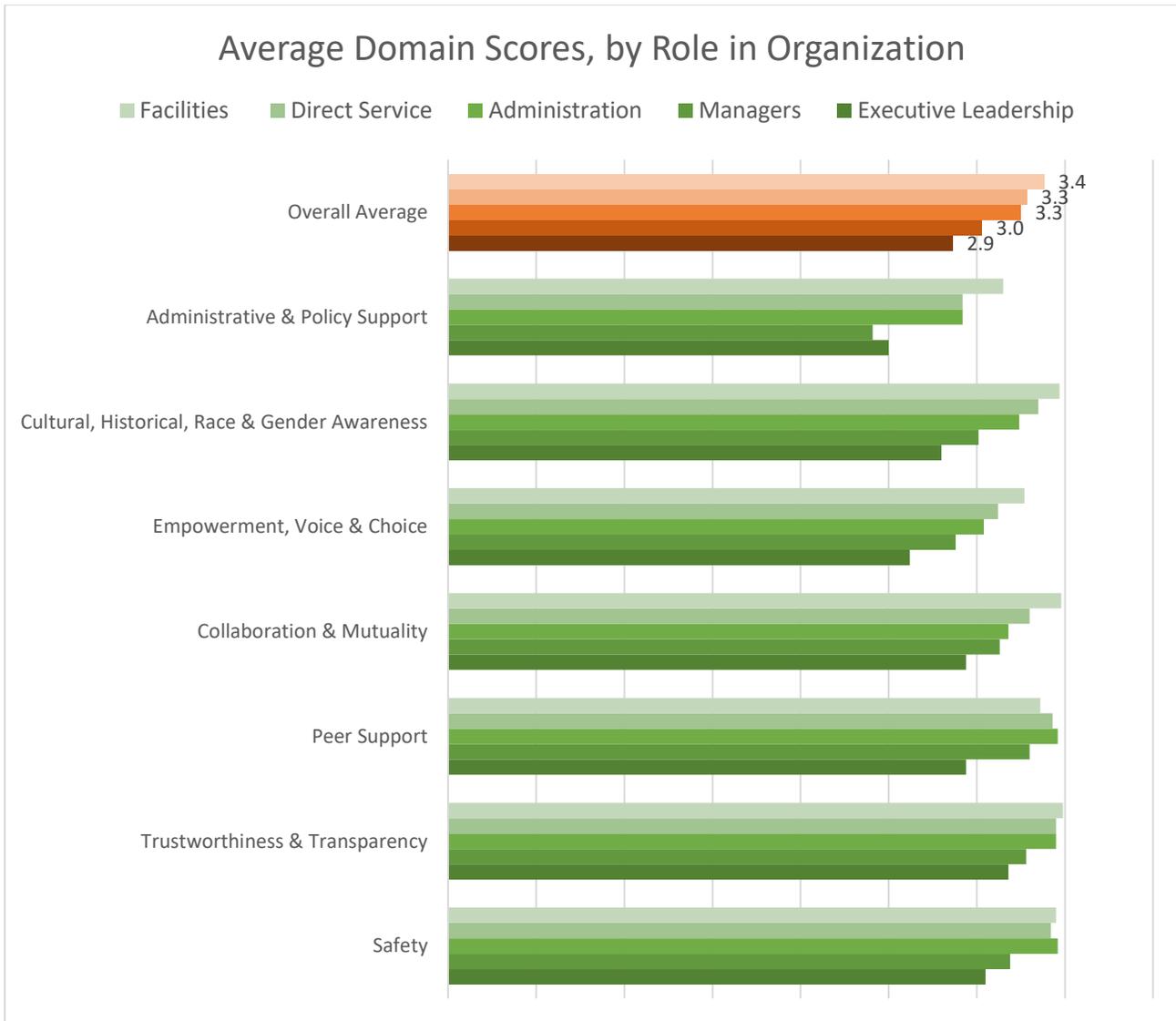
### Proportion of “I Don’t Know” Responses, by Domain



Respondents were given the opportunity to indicate that they did not know the answer to any given item on the assessment. Domains where higher shares of respondents indicate that they don’t know how their agency functions can help organizations identify areas where policies and practices may be informal, unclear, or not communicated to staff. The proportion of “I don’t know” responses varied substantially by domain.

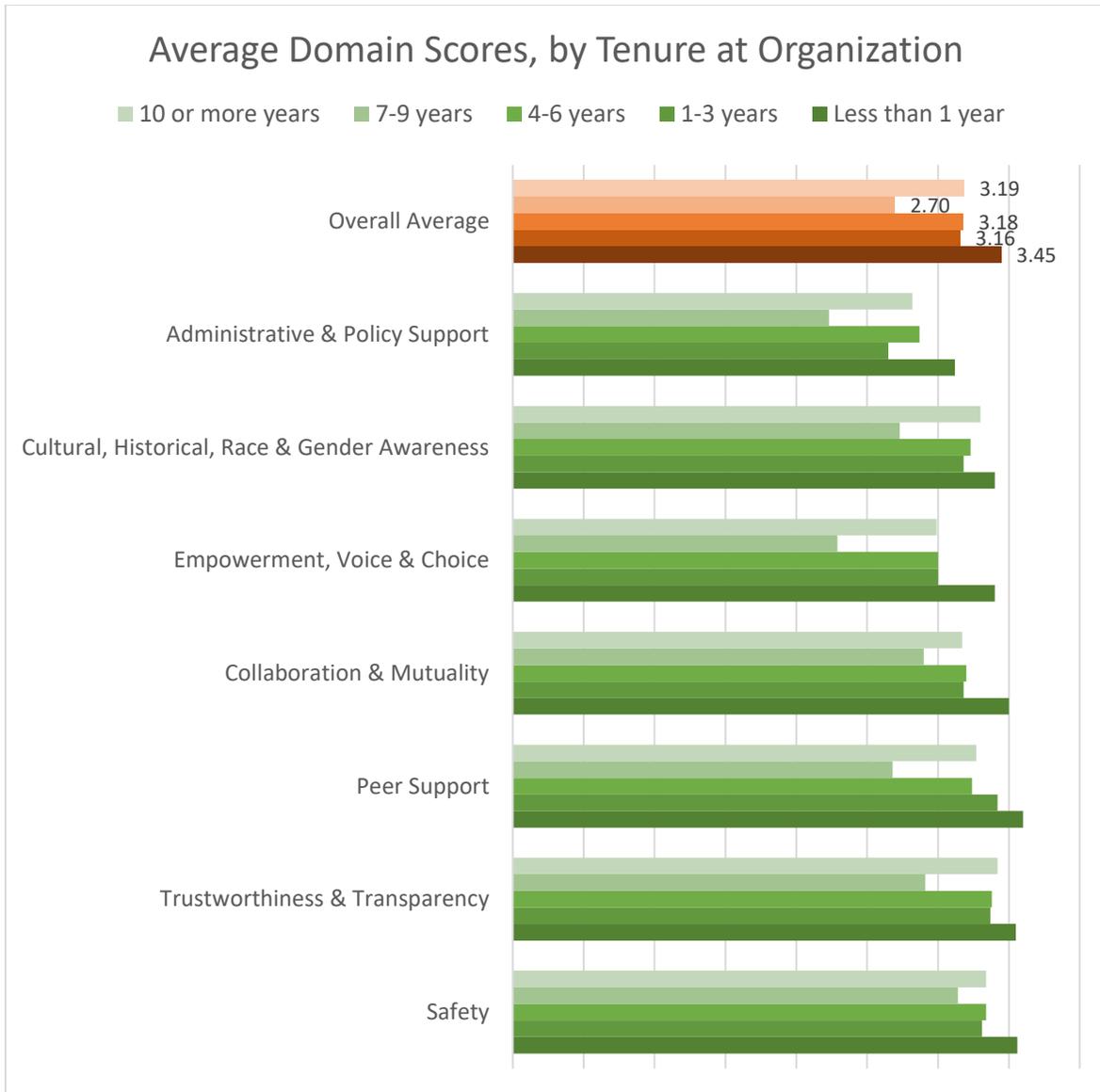
- Overall, 10% of responses were “I don’t know.”
- The proportion of “I don’t know” responses was relatively consistent for most domains, at 6%-8%.
- Proportions of “I don’t know” responses are substantially higher in the Administrative & Policy Support and the Empowerment, Voice, & Choice domains.

### Domain Scores by Staff Characteristics



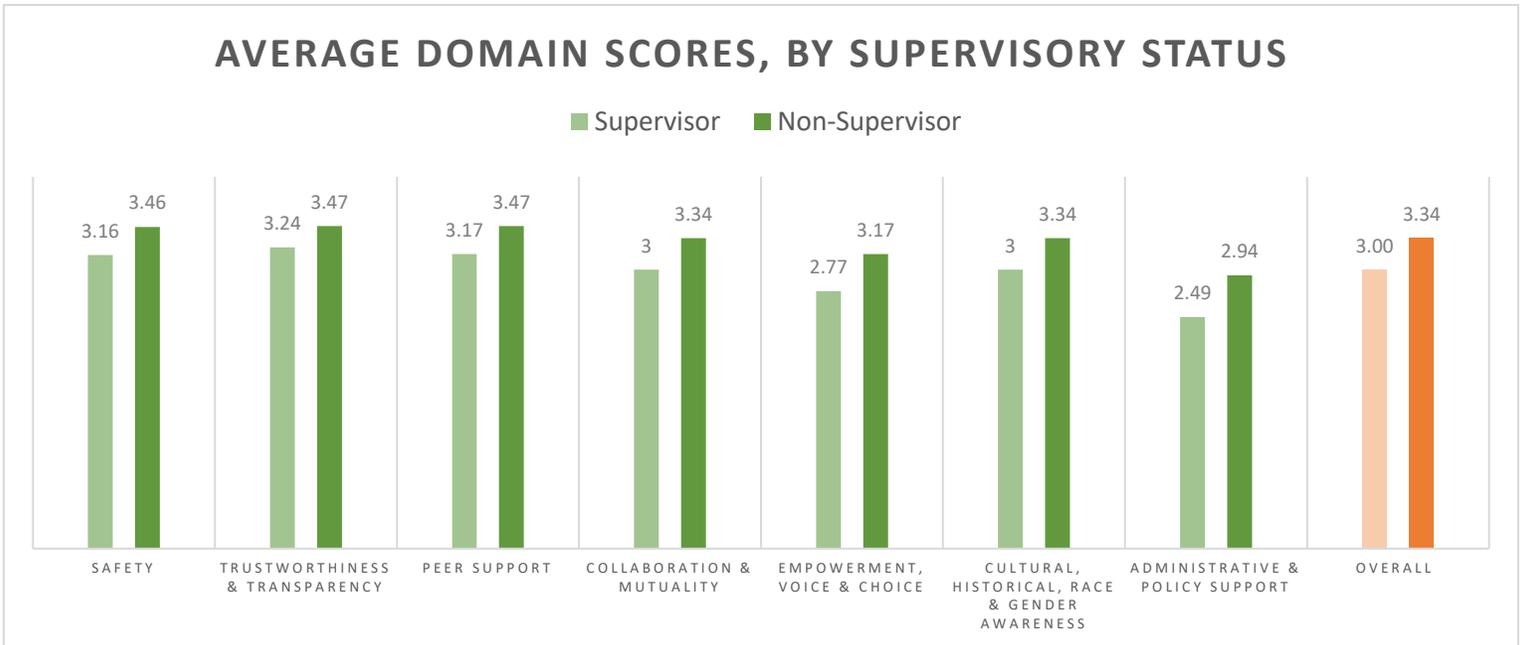
Overall, scores follow an inverse “stair-step” pattern, with lower scores being reported by respondents at higher levels within the organizational hierarchy. Slight variations on this pattern include:

- The Administrative & Policy Support domain, where Executive Leadership and Managers report similarly low scores.
- The Peer Support domain, where the scores of Executive Leadership are lower than the scores of staff in other roles.
- The Trustworthiness & Transparency and Safety domains, where staff in the Facilities, Administration, and Direct Service roles report similarly elevated scores.



Overall, the scores by tenure at organization exhibit a “U-Shaped” pattern, with lower scores reported by staff who have been at their agency for an intermediate number of years.

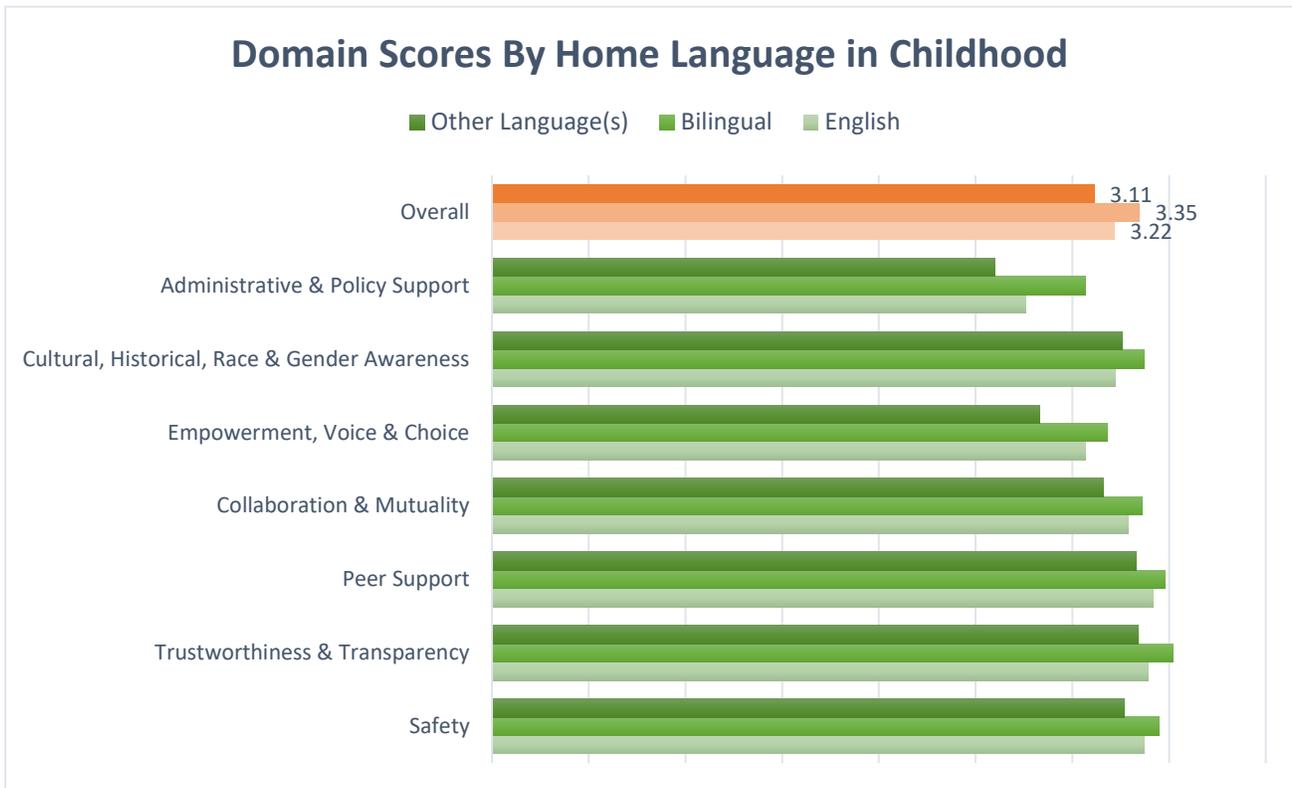
- Staff with tenures of less than one year and those with tenures of 10 years or more tend to report higher scores.
- Staff with tenures of 7-9 years report the lowest scores, both overall and for each domain.



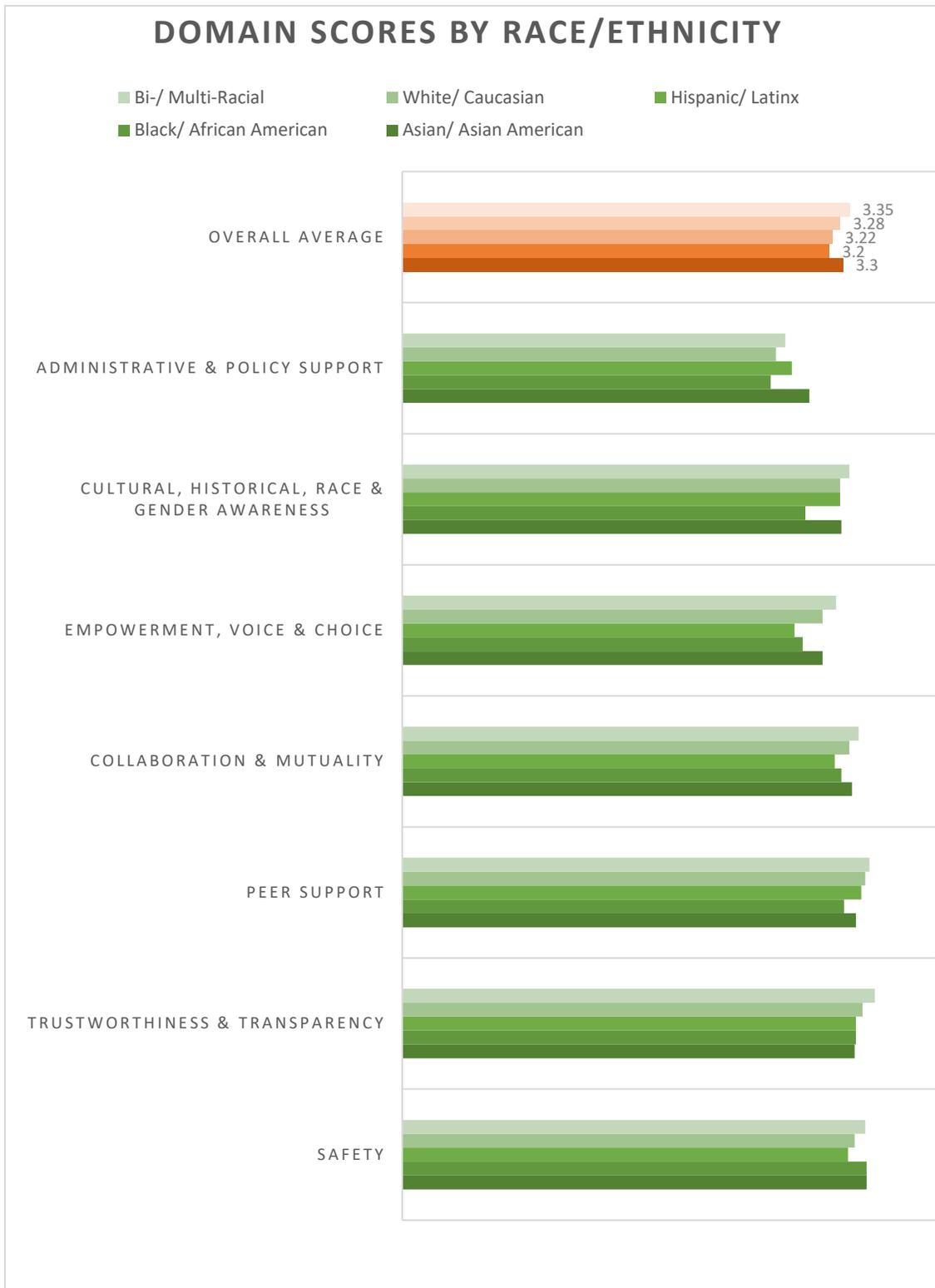
For each of the assessment domains as well as on the overall average, Supervisors report lower scores than staff who do not have supervisory responsibilities.

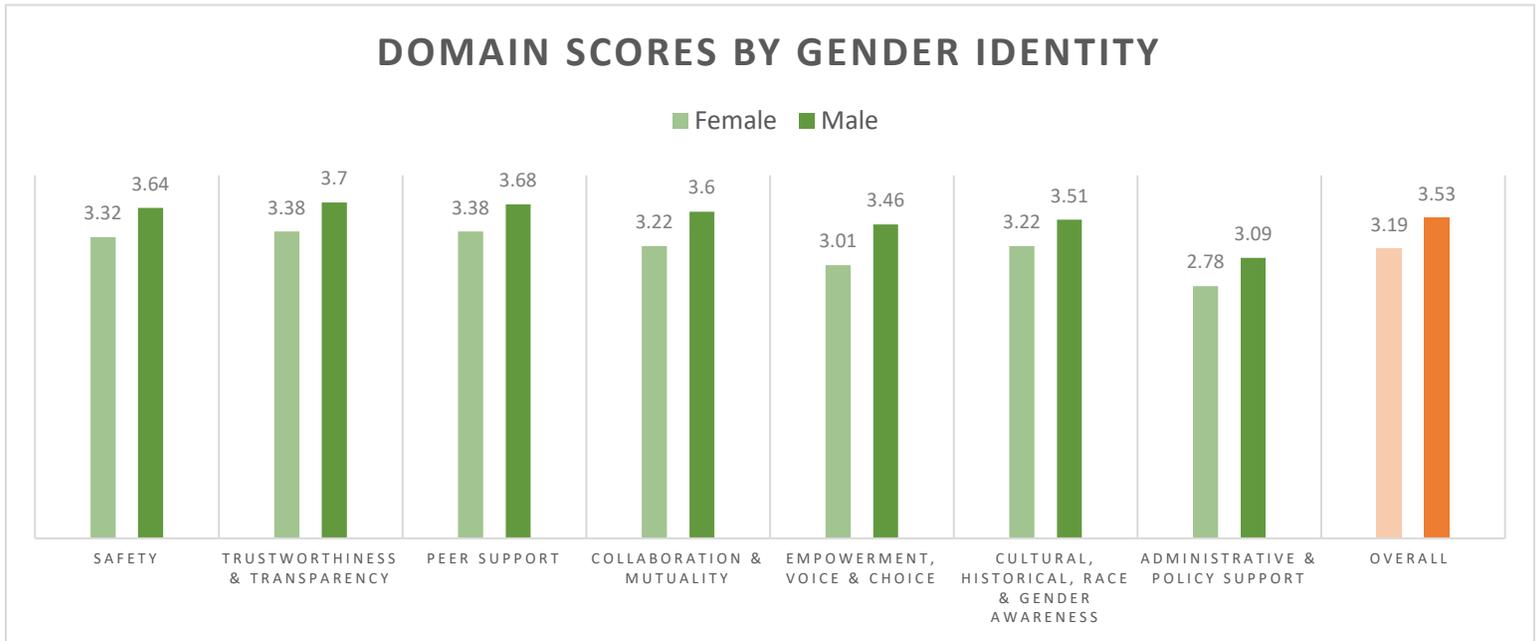
- The smallest difference is in Trustworthiness & Transparency.
- The largest differences are in Administrative & Policy Support and Empowerment, Voice, & Choice.

Domain Scores by Demographic Characteristics



- Respondents who reported speaking both English and other language(s) at home as children gave higher scores in all domains.
- Respondents who reported speaking language(s) other than English as children tended to report lower scores. This pattern was more pronounced in the Administrative & Policy Support and Empowerment, Voice & Choice domains.





Male-identified respondents reported higher scores both overall and for each domain.

- These differences are largest in the Empowerment, Voice & Choice and Collaboration & Mutuality domains.
- The differences are least pronounced in the Cultural, Historical, Race & Gender Awareness and Peer Support domains.
- There were not enough respondents in the sample to report separately on the scores of people who identify as non-binary/genderqueer or who have another gender identity.