

North Monterey County Community Alliance Strategic Plan



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The North Monterey County Community Alliance Strategic Plan was made possible through the support of the Community Foundation for Monterey County.

The North Monterey County Community Alliance

*“Systems are complex,
problems are deeply-rooted
and involve many sectors.
The educational system can
not do this alone.”*

*Kari Yeater, Superintendent,
North Monterey County Unified
School District, Mother of Two*

Mission:

The North Monterey County Community Alliance builds pathways to success for all community members from the cradle to career

Vision:

Every community member has the opportunities needed to reach their full potential.

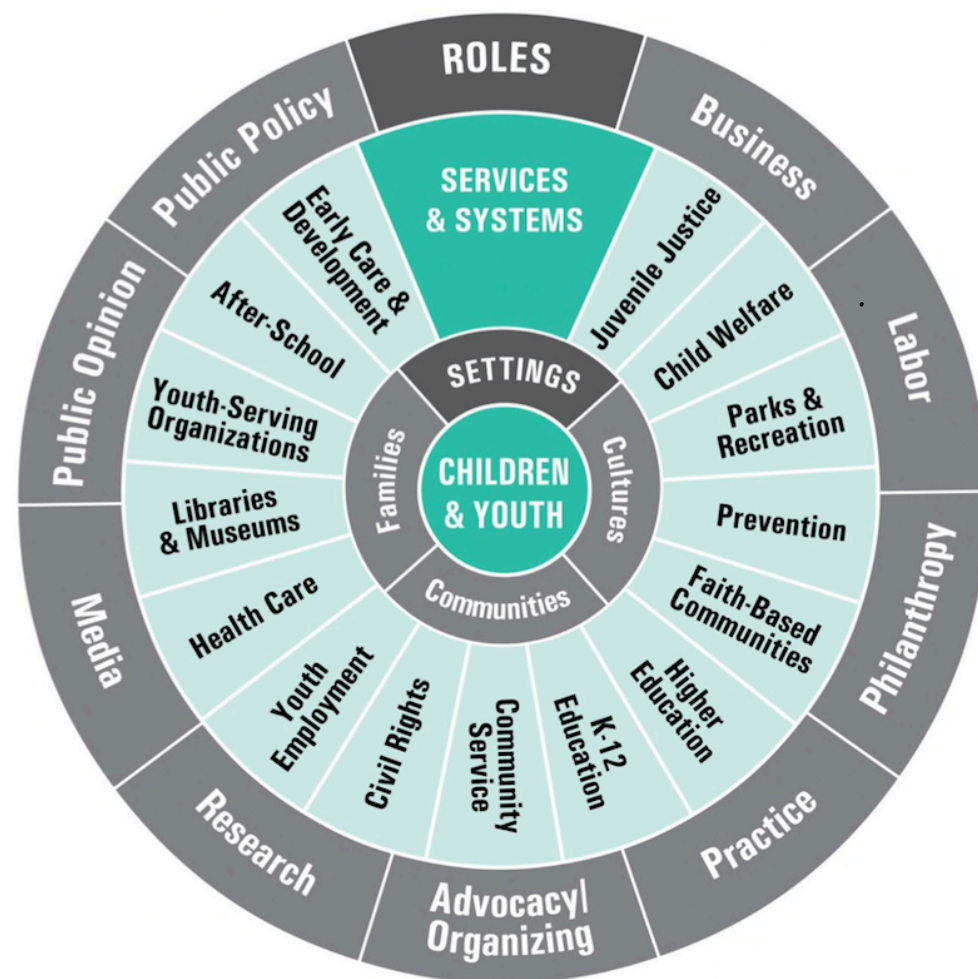
Impacting outcomes for children and youth requires a communitywide approach that involves multiple systems, partnerships and sectors. The Alliance believes that when cross sector leaders, families, communities, schools, and youth work together through a coordinated action that is guided by a mission, vision, values and measurable goals, our community will thrive.

Purpose

The purpose of the Alliance is to collaborate to pursue mutual interest as change agents to improve the quality of life for the North Monterey County community. Policy revision, resource allocation, and program development will promote transformation and healthy, successful, engaged and prosperous youth, families, and communities. This transformation will be advanced through the application of a Whole Child Approach to Positive Youth Development to actively support the cognitive, social, emotional and physical development of children in the community.

A Whole Child Approach is defined by policies, practices, and relationships that ensure each child, in each community, is healthy, safe, engaged, supported, and challenged. It engages all stakeholders – educators, families, policymakers, and community members - to focus on the success of each child. Everyone who interacts with youth contribute to the quality of the safety and protective factors of the school-community setting (Benard & Slade, 1991, 2004; Goldstein & Brooks, 2005).

Positive Youth Development is an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youths' strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths.



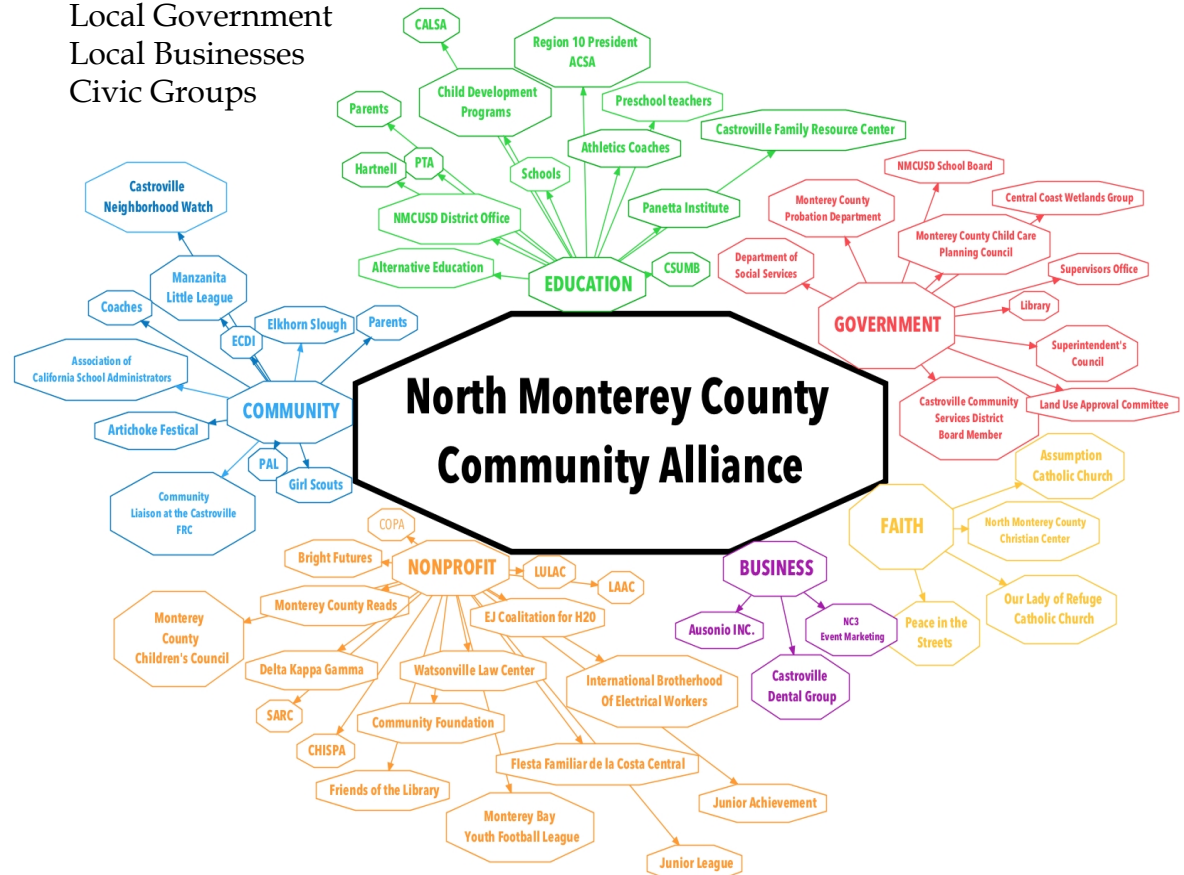
Alliance Partnerships

The North Monterey County Community Alliance currently includes over 20 partners that represent many sectors of the community, including:

- Community Residents - adults, youth, seniors
- Faith-Based Organizations
- Educational Organizations
- Non-Profit Organizations
- Local Government
- Local Businesses
- Civic Groups

“It takes all sectors across the community focused on common goals and data-driven decisions to make a difference.”

Noemy Loveless,
Director of Student and Family Services, Castro Plaza Child and Family Resource Center

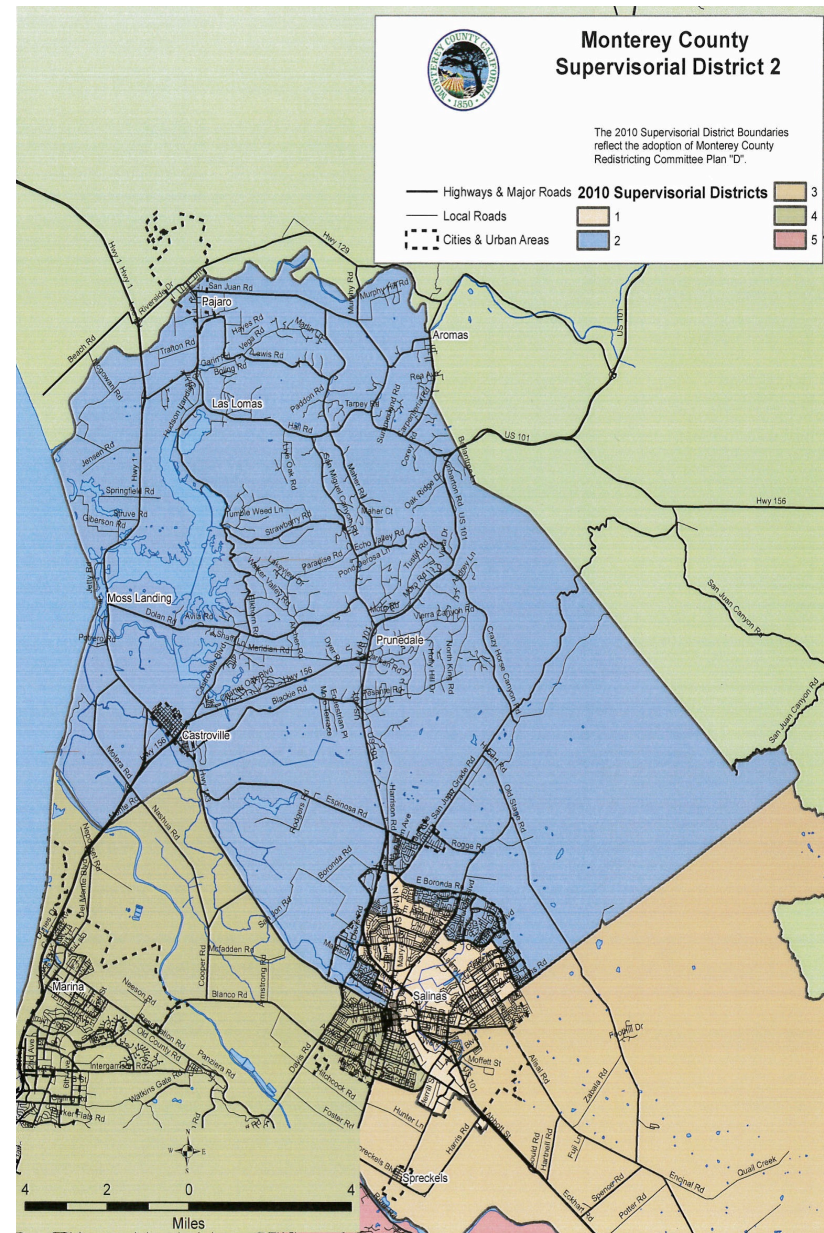


Our Community

North Monterey County is a rural area comprised of approximately seventy square miles of unincorporated coastal and agricultural land. The area boasts a world-renowned marine research center and pristine coastal wetlands reserve that attract visitors from all over the world. Ninety percent of the world's artichokes are grown here, as well as other crops that enjoy the temperate climate.

Several small rural communities are connected by a single school system, the North Monterey County Unified School District (NMCUSD). NMCUSD schools are hubs that bring our isolated communities together.

NMCUSD enrolls approximately 4,500 students and serves the entire community from cradle to career through infant and toddler program, preschool, four elementary schools, one middle school, one comprehensive high school, and one continuation high school, a Center for Independent Study and Adult Education programs. Additionally, approximately 200 children aged infant to 5 years attend preschools located at elementary schools, the continuation high school and the Castro Plaza Family Resource Center. NMCUSD has convened a collaborative organization to facilitate community access to needed services since 1994.



“In my 20 years working in North Monterey County, I have observed a strong desire of families, school, religious, and community organizations to come together to accomplish a greater good in the areas of education, health, and the economy.

The need for collaboration and the leveraging of resources has never been greater, and the children of the North Monterey County community deserve it.”

*Dr. Richard Diaz, Retired
Director of Migrant Education*

The Strategic Plan

To develop a shared community vision, the North Monterey County Community Alliance (the Alliance) convened a series of meetings with a broad range of community stakeholders to ensure full community engagement in the strategic planning process. Participants at these meetings reviewed data concerning community assessments and social and emotional factors. The NMCCA Strategic Plan was developed by setting goals and priorities based on evidence presented in data analysis.



As a result of engaging the community in reviewing key data analysis, the Alliance developed a whole-community approach to supporting children from cradle to career. This is a comprehensive approach of nurturing and improving positive caring connections to resources that support community success.



Goals

The Alliance Strategic Plan connects all sectors of the community to achieve bold, measurable, goals. The Strategic Plan is organized around three goal areas:



Progress toward achieving each of these goals will be measured by collecting data for key impact indicators that may include the following samples:

Goal	Early Childhood Success	Middle School Success	College and Career Readiness
Sample Impact Indicator	<ul style="list-style-type: none"> • Access to Prenatal Care • Reading to Children • Maternal Education • Kindergarten Readiness • Third Grade Reading Level 	<ul style="list-style-type: none"> • 8th Grade Math Achievement • Caring Relationships at School and in the Community • Opportunities to Engage in Healthy Out of School Activities 	<ul style="list-style-type: none"> • Development of and Enrollment in Career Technical Education Pathways • College Readiness and Enrollment • Adult Education

“I am involved with NMCCA because it facilitates a dynamic collaborative environment, the goal of which is an objective dear to my heart – the holistic health and multi-faceted prosperity of every individual and family in the North Monterey County area.”

*Dr. Richard Coffelt,
North County Christian
Center (NC3) Castroville
Neighborhood Watch*

Achieving Results Together Through Collective Impact

Improving social, emotional, and educational outcomes for children and youth requires innovative collaborative strategies. Collective Impact is a framework that has been embraced by collaborative community organizations across the nation and has garnered tremendous results (Kania and Kramer, 2011). Collective Impact is not a program or a curriculum; rather it is strategy for aligning resources and actions across sectors in order to achieve community-driven goals for children and youth.

“I now feel that I belong to my community by participating in the NMCCA and the COPA meetings. I enjoyed the parent leadership sessions provided by COPA. I now know about the community, and I am happy to know that I can share information with others. I am growing as a leader within my community and as a parent at home. I now realize and understand how programs operate through meeting others within the North Monterey County Community Alliance.

*Maria Teresa Simancas,
Castroville Community Member*

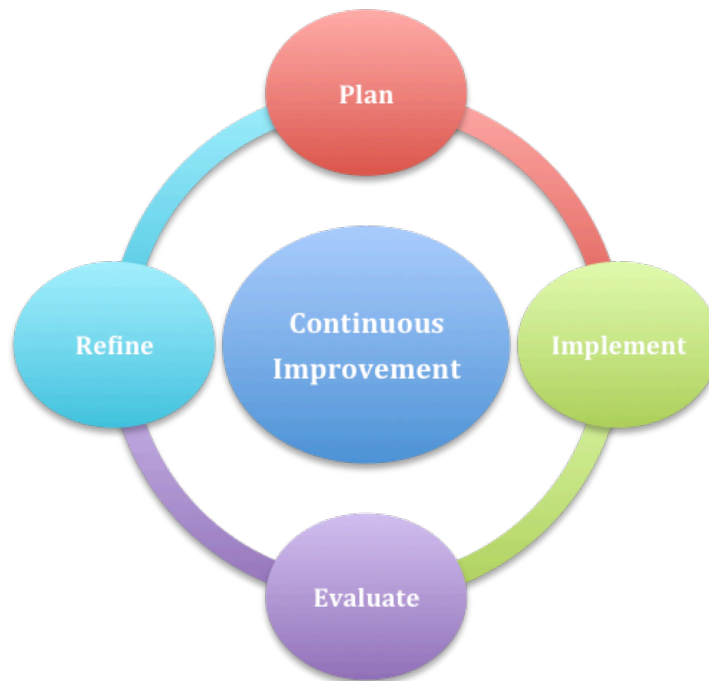
Collective Impact



What are Collaborative Action Teams?

Collaborative Action Teams are cross-sector practitioners organized around common impact areas and dedicated to achieving measurable goals. These teams have professional expertise and resources to help shape common goals. Members of a team collaborate to better utilize data and existing community resources to develop innovative strategies to facilitate outcomes. Action Teams engage in a process of data analysis, asset mapping, and continuous improvement in order to move the shared vision of the community forward.

Action Teams use a cycle of continuous improvement to plan, implement, evaluate and refine goals. By specifically defining problems and goals, developing and implementing research-based plans, and evaluating outcomes, Action Teams change the culture of social impact by focusing on process and measuring short-term and long-term impacts. Communities thereby develop the capacity needed to create and sustain positive change.



“ I feel hopeful; there is no end to the possibilities when a diverse group made up of caring, determined, and persistent individuals come together for the greater good of its community.”

*Diana Jimenez
President, North Monterey
County League of United Latin
American Citizens (LULAC) and
Program Manager, Department
of Social Services*

“Collaborative work is what North County needs to streamline efficiencies and address the community’s needs”.

*Humberto Arista, Division Chief
North County Fire Protection
District*

*We are all connected, so we
have to work for each other
and together.”*

*Ana Melgoza, Grandmother,
Life-Long Resident of North
Monterey County*

Collaborative Action Teams

Collaborative Action Teams have been organized by the North Monterey County Community Alliance to provide leadership in accomplishing identified goals focused in three areas:

- Early Childhood Success
- Middle School Success
- College and Career Readiness

These teams focus on measurable outcomes that address the social emotional, and academic needs of children, youth and out-of-school adults.



Early Childhood Success

Prenatal to 8 years

The Alliance understands that every dollar invested in early childhood yields a seven-dollar return on the investment, and that children that read on grade level by third grade are more likely to graduate high school and become healthy, successful adults (Heckman, 2010; Lesnick, et. al, 2010)). When support for families with very young children is lacking, there is a tremendous loss to the health of a community as human potential is wasted.

In North Monterey County Unified School District only 39% of kindergarteners are socially and emotionally ready for Kindergarten, and less than one in four students can read on grade level by third grade. Almost 70% of children enter Kindergarten as English Language Learners, and over 40% of those children will take more than 5 years to acquire English language proficiency. High quality early childhood education can improve these statistics.

The Early Childhood Success Collaborative Action Team is organized to build on strengths of the community to improve early childhood educational opportunities, school readiness, and success in reading. Key Alliance partners on this Collaborative Action Team include the Castro Plaza Child and Family Resource Center, First 5 Monterey County, the Monterey County Department of Social Services, and the Monterey County Children's Council.



*I grew up in Castroville.
During the summer, I
picked berries and cut
lettuce to help my family
with rent and expenses.
My migrant counselor at
North Monterey County
High School encouraged me
to be the best person I could,
and also taught me
humility. Thanks to mentors
like him I was able to attend
the University of California.
Now I work in his former
position at the high school.
Every time I meet new
students I remember that,
not very long ago, I was
just like them*

*Humberto Maravilla,
Migrant Education,
Secondary Advisor*

Middle Years Count

9 years to 12 years

The Middle Years are a time of tremendous change. Children become young adults, assert their independence, and must navigate important transitions from elementary to middle and high school. We must ensure that children and youth have the support and services they need inside and outside of school to successfully master these transitions and become healthy young adults.

Middle school success is a strong indicator of high school success, especially in math achievement. Middle grade math is an important academic milestone predicting college attainment, academic achievement, and preparedness for the workforce. When students complete 8th grade algebra, they are more likely to continue to study mathematics and attend college at higher rates than those who do not pass eighth grade algebra. In the last decade, educators and school health professionals have increasingly pointed to school connectedness as an important factor in reducing the likelihood that adolescents will engage in health-compromising behaviors. A connected school environment also increases the likelihood of academic success (Blum, 2005).

For students at North Monterey County Middle School, only one in 33 students scored 58% or better on the Algebra I California Standards Test in 2013. Only 20% of 7th graders can identify one adult at school who really cares about them as reported by the 2014 California Healthy Kids Survey.

The Middle School Success Collaborative Action Team will work with community and school district resources to improve these statistics. Key partners include the North County Recreation and Park District, the Elkhorn Slough Foundation and Monterey County Free Libraries.



Elkhorn Slough
National Estuarine
Research Reserve

"We need to be the example for our children. They learn to behave by watching our example."

Maria. Migrant Parent

College and Career Readiness

13 years to Adulthood

Success in the 21st century is defined by how well prepared youth and adults are to meet the complex challenges of our radically changing society. Youth and adults need opportunities to build skills and knowledge needed for jobs of the future. By the year 2020, 65% of all U.S. jobs will require some form of post-secondary education; 35% requiring a Bachelor's degree or higher, and 30% will require an associate's degree (Carnevale, et. al., 2013). Thus, every student must have the opportunity to pursue post-secondary education. Career pathways that connect curriculum to local and regional industries and provide opportunities to real-world skills will engage adults and out of school youth and spread opportunity throughout the community.

The education level of the Castroville population aged 25 years and over is very low. Only 1.2% of this group has a Bachelor's degree or higher, and more than two-thirds have not achieved a high school diploma (American Community Survey, 2012). Only 5 of 15 students pursue a Career Technical Education Pathway leading to career readiness, and 16% of high students drop out.

The College and Career Readiness Collaborative Action Team will improve articulation between secondary and post-secondary institutions, establish new and expand current high school career pathways programs, connect career pathways to local employers, and expand adult education and workforce training opportunities. Key partners include the Salinas Valley Career Pathways Consortium, Monterey Peninsula College, Ausonio Construction, the North Monterey County Chamber of Commerce, Hartnell College, the California State University at Monterey Bay, and the University of California, Santa Cruz.

"It takes all of us working together."

Adriana Melgoza, Legal Advocate, Mother of Three, Life-Long North Monterey County Resident



“It is my belief that by working together to make sure all residents have access to all available resources we will build a more robust and successful community.”

“This plan was built on the understanding of what is truly important to the community through shared values and beliefs.”

*John M. Phillips
Monterey County Supervisor –
Second District*

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