

2026-2031

First 5 Yuba Strategic Plan

Investing in the Future of
Yuba County's Children



Introduction

First 5 Yuba was formed following California's passage of Proposition 10 in 1998, imposing a 50 cent per pack tax on cigarette and e-cigarette sales. Since approximately 90% of a child's brain is developed by age five, First 5 funds programs that promote early childhood development. First 5 Yuba promotes the optimal development of children 0-5 by focusing investments in four goal areas: Child Health and Development, Resilient Families, Quality Early Learning, and Strong Systems. Due to reductions in tobacco use, the Prop 10 revenue base has been steadily declining across the state. For the 2026-31 Strategic Plan, First 5 Yuba is therefore focusing its investments based on:

Niche and Impact

First 5 Yuba will invest in strategies to fill the specific child, family, and systems gaps in which we have or can make a demonstrable impact.

Leverage and Sustainability

First 5 Yuba will position and connect its work within the larger service delivery structures and systems in the County, linking families we serve to services already available, so we can maximize our scarce funding to the fullest extent.



Lasting change begins upstream, where prevention, partnership, and advocacy intersect. Even in the face of limited resources, First 5 Yuba remains dedicated to our role as a leader and convener, advancing equitable, family-centered solutions rooted in advocacy and sustainability. This five-year Strategic Plan reflects our commitment to strengthening systems that will support a healthier, more equitable future for Yuba County's youngest children.

-Ericka Summers, First 5 Yuba Executive Director



How We Built This Plan Together

Over six months, First 5 Yuba staff, Commissioners, parents, community partners, and Applied Survey Research (ASR) worked together to develop this plan. We used local data, bilingual community surveys, and focus groups to identify top priorities for young children and their families.



The Strategic Planning Process

July 2025

Planning
Staff and ASR defined the strategic planning blueprint

Summer 2025

Ad-Hoc Committee convened
Committee finalized goals and data collection strategies

Summer 2025

Data collection
ASR collected data: 15 indicators, online survey (n = 141), three focus groups

September 2025

Synthesis of findings and committee input
First 5 and ASR shared a synthesis of findings, and the Ad-Hoc committee added their perspectives on top themes and investment opportunities

November 2025

Commission retreat
ASR hosted an in-person retreat where the Commission reviewed data and set streamlined priority outcomes for the next five-year term

January 2026

Strategy prioritization
The Ad-Hoc committee met to prioritize strategies that can best impact the Commission's desired outcomes

Strategic Plan at-a Glance

Vision

All Yuba County children are healthy and thriving in safe and nurturing family environments and ready to succeed in their educational experiences

Mission

First 5 Yuba County will strategically support the use of community resources and services to enhance the development and well-being of children 0-5 and their families

	Child Health and Development	Resilient Families	Quality Early Learning	Strong Systems
Goal	Promote each child’s physical, dental, social, and emotional development	Promote parental resilience, social connections, concrete support in times of crisis, and knowledge of parenting and child development	Enhance early care and education settings to nurture children’s health, socio-emotional, and cognitive development	Strengthen local systems to meet the needs of all children and families in a high quality, sustainable manner
Outcomes	<ul style="list-style-type: none"> ✓ Increased access to primary healthcare ✓ Increased achievement of developmental milestones ✓ Increased recreation and safety 	<ul style="list-style-type: none"> ✓ Increased protective factors ✓ Increased frequency of reading with children 	<ul style="list-style-type: none"> ✓ Increased access to quality child care 	<ul style="list-style-type: none"> ✓ Increased advocacy for policies and systems supporting child health and development ✓ Maximized revenue and resources ✓ Increased awareness, reach, and engagement ✓ Increased partnerships, capacity, coordination, and integration
Strategies	<ul style="list-style-type: none"> ✓ Medical, Dental and Prenatal Care Access ✓ Developmental Screenings ✓ Referrals/ Care Coordination ✓ Injury Prevention ✓ Recreation and Enrichment ✓ Systems Integration 	<ul style="list-style-type: none"> ✓ Parent Education ✓ Concrete Support ✓ Playgroups ✓ Home Visitation ✓ Dolly Parton Imagination Library ✓ Systems Integration 	<ul style="list-style-type: none"> ✓ Access to Care ✓ Capacity Building ✓ Systems Integration 	<ul style="list-style-type: none"> ✓ Policy and Systems Advocacy ✓ Fiscal Mapping, Grant Development and Braided Funding ✓ Medi-Cal Reimbursement ✓ Outreach Campaign and Engagement ✓ Coordinated Service Delivery

Goal
1

Child Health and Development

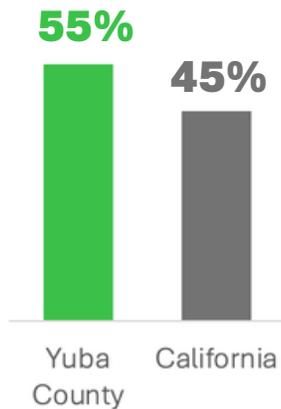
Promote each child's physical, dental, social, and emotional development



Outcome 1: Increased Access to Primary Healthcare

What Is the Need?

Dental Care Visits Among Young Children



While Yuba County's young children are keeping up with state averages in dental and well-child visits, children's medical care remains the highest priority service need identified by community members.

Well-Child Visits

53% of infants and 59% of toddlers had their recommended well-child visits, on par with state averages.

Community Priorities

87% of community survey respondents rated medical care for children as a high priority, making it the highest ranked service need overall.

How Can First 5 Yuba Make a Difference?



Medical Homes

Through F5 Yuba's existing programs, staff can link clients to primary care. Leverage the County's GIS mapping of access points.



Prenatal Care

Through F5 Yuba's existing programs, staff can offer referrals to prenatal care.



Dental Care

Through F5 Yuba's existing programs, staff can refer clients to existing services such as Peachtree Health's mobile dental van.



Systems Integration

Leverage role on, and build upon community partnerships, such as County Health Improvement Plan (CHIP), Oral Health Advisory Committee (OHAC), Yuba-Sutter Healthcare Council.

Outcome 2: Increased Achievement of Developmental Milestones

What Is the Need?

Developmental and behavioral services are a top community priority, but most young children in Yuba County are not being screened for concerns.

Developmental Screenings

Only

1 in 4

children enrolled in Medi-Cal were screened for developmental concerns in 2024, well below the state average (40.3%).

Community-Identified Priority Needs

% of survey respondents who rated each as a high-priority service

83% Services for children with special needs

80% Services for children with emotional or behavioral needs

73% Screenings to identify developmental concerns or delays

Outcome 3: Increased Recreation and Safety

What Is the Need?

Yuba County families want nearby, safe and well-maintained parks and local sports opportunities.

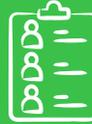
“ I have two young kids, and it would be great to have more organized sport activities here without having to go to Yuba City, I am in the Foothills.

Yuba County Parent

“ There is a clear difference when you go to the parks and how well they are maintained and safe...Our children need a safe place to play.

Yuba County Parent

How Can First 5 Yuba Make a Difference?



Developmental Screenings

Conduct ASQ and ASQ-SE screenings.



Referrals and Care Coordination

Refer children with developmental needs to early intervention services and special needs advocacy programs, and provide navigation and case management support if needed.



Systems Integration

Collaborate with partners, specifically medical providers and educators, to enhance developmental screening and referral systems.



Injury Prevention

Provide injury prevention materials and education, such as swim safety, car seats, and bike helmets.



Outdoor Recreation and Enrichment

Develop innovative ways to engage families and children outdoors in beautiful Yuba County, and build social connections with other families and children.



Systems Integration

Leverage First 5 Yuba's role on Yuba County Parks and Recreation workgroup and similar safety collaboratives to ensure alignment of strategies and resources.

Goal

2

Resilient Families

Promote parental resilience, social connections, concrete support in times of crisis, and knowledge of parenting and child development

Outcome 1: Increased Protective Factors

What Is the Need?

Economic Hardship

1 in 4

young children (23.5%) live in poverty in Yuba County, above the state level of 15.1%.

Perinatal Mental Health

9% of birthing mothers experienced a perinatal mental health condition at delivery in Yuba County, slightly above the statewide rate of 8.8% statewide.

Safety Concerns

7.9% of children ages 0-5 in Yuba County experienced a child maltreatment allegation, compared to 4.6% of children statewide.

Yuba County's young children face higher risks than children statewide across poverty, maternal mental health, and maltreatment.

How Can First 5 Yuba Make a Difference?

Parent Education

Provide parent education related to the five protective factors, including child development, approaches for positive parent-child interaction, and ways to reduce screen time.



Playgroups

Promote playgroups that support positive parent-child interactions and parental connections with one another.



Concrete Support

Conduct screenings for social determinants of health such as maternal mental health, housing stability, food security, etc. and provide necessary referrals and support.



Home Visitation

Support access, linkages and promote use of HV services to support perinatal health, mental health and resilience.



Systems Integration

Serve as primary hub to convene service providers to coordinate services, collaborate in shared learning, and leverage resources to enhance services.

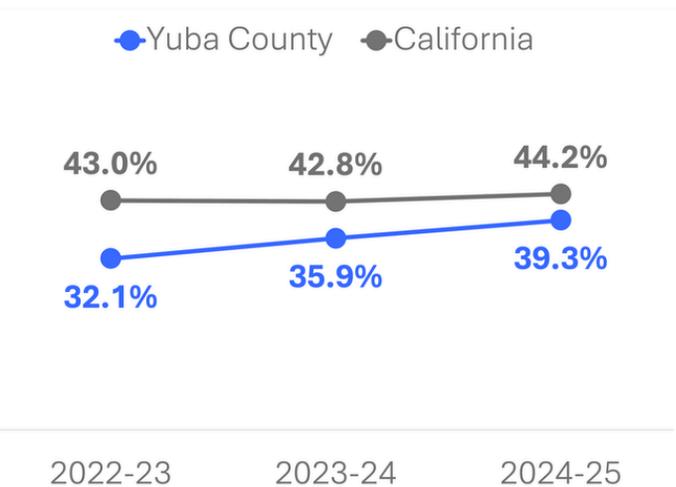


Outcome 2: Increased Frequency of Reading With Children

What Is the Need?

Third grade reading proficiency in Yuba County continues to improve, but still lags behind statewide rates.

Percentage of Third Graders Reading at or Above Grade Level



How Can First 5 Yuba Make a Difference?



Dolly Parton Imagination Library

Promote Dolly Parton Imagination Library (DPIL) to increase book access in the home, promote parents' ability to use engaging read-aloud strategies, and parent-child bonding.



Systems Integration

Promote access to literacy, story times at community events.



Goal

3

Quality Early Learning

Enhance early care and education settings to nurture children’s health, socio-emotional, and cognitive development

Outcome 1: Increased Access to Quality Child Care

What Is the Need?

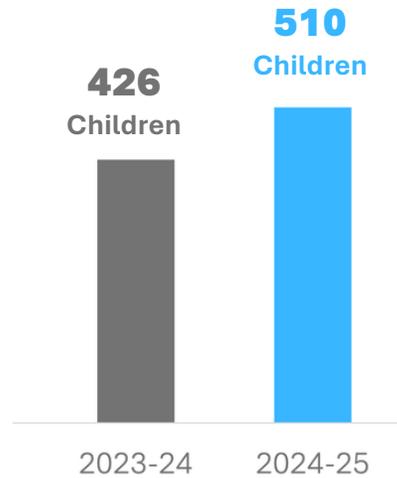
Preschool Enrollment

41%

of Yuba County 3-4 year-olds were enrolled to preschool in 2023, below the statewide rate of 44.4%.

Transitional kindergarten enrollment is growing in Yuba County, but preschool enrollment still trails the statewide rate and some families have concerns about child care access.

Transitional Kindergarten (TK) Enrollment



Caregiver Concerns About Child Care

1 in 3

caregivers have some level of concern about their ability to obtain child care to attend work or school.





How Can First 5 Yuba Make a Difference?



Access to Care

Help parents locate the child care and early learning options that best meet their needs within a mixed delivery system (e.g., UPK, center-based, family-based); provide warm handoff of families to agencies such as the Children’s Home Society (R&R) that can help them apply for and secure care.



Capacity Building

Support early care and education providers, increase the quality of care and, strengthen the capacity of providers to identify developmental, behavioral, and other concerns of children and families, and connect families to appropriate interventions.



Systems Integration

Support the planning, development, and implementation of the mixed delivery system (UPK), and continue serving on advisory council of the Local Childcare Planning Council (LPC).

Goal

4

Strong Systems

Strengthen local systems to meet the needs of all children and families in a high quality, sustainable manner

Outcome 1: Increased Advocacy for Policies and Systems Supporting Child Health and Development

How Can First 5 Yuba Make a Difference?



Advocacy Partnerships

Partner with other County First 5s, the Association as well as First 5 CA to advocate for key policies that support children, families, and systems.



Cultivate Relationships

Build relationships with local, state, and federal legislators who represent Yuba County to discuss the ways in which F5 Yuba's policy agenda aligns with their respective agendas.

Outcome 2: Maximized Revenue and Resources

How Can First 5 Yuba Make a Difference?



Fiscal Mapping

Conduct fiscal mapping to identify other entities who "share" the same desired outcome.



Braided Funding

Find ways to braid F5 Yuba funding with other sources of funding (e.g., public agencies, philanthropic).



Medi-Cal Reimbursement

Continue pursuing CalAIM reimbursement for eligible F5 Yuba and CBO services (CHW and/or ECM).



Grant Development

Continue pursuing grants that align with strategic plan and innovation.

Outcome 3: Increased Awareness, Reach, and Engagement

How Can First 5 Yuba Make a Difference?



Outreach Campaign and Engagement

Increase social marketing efforts to raise awareness of F5 Yuba's services, especially in targeted geographic areas such as the rural foothills or underserved communities.

Outcome 4: Increased Partnerships, Capacity, Coordination, and Integration

How Can First 5 Yuba Make a Difference?



Partnerships

Convene and/or participate in key collaboratives and advisory groups with partners who share the same service population and desired outcomes.



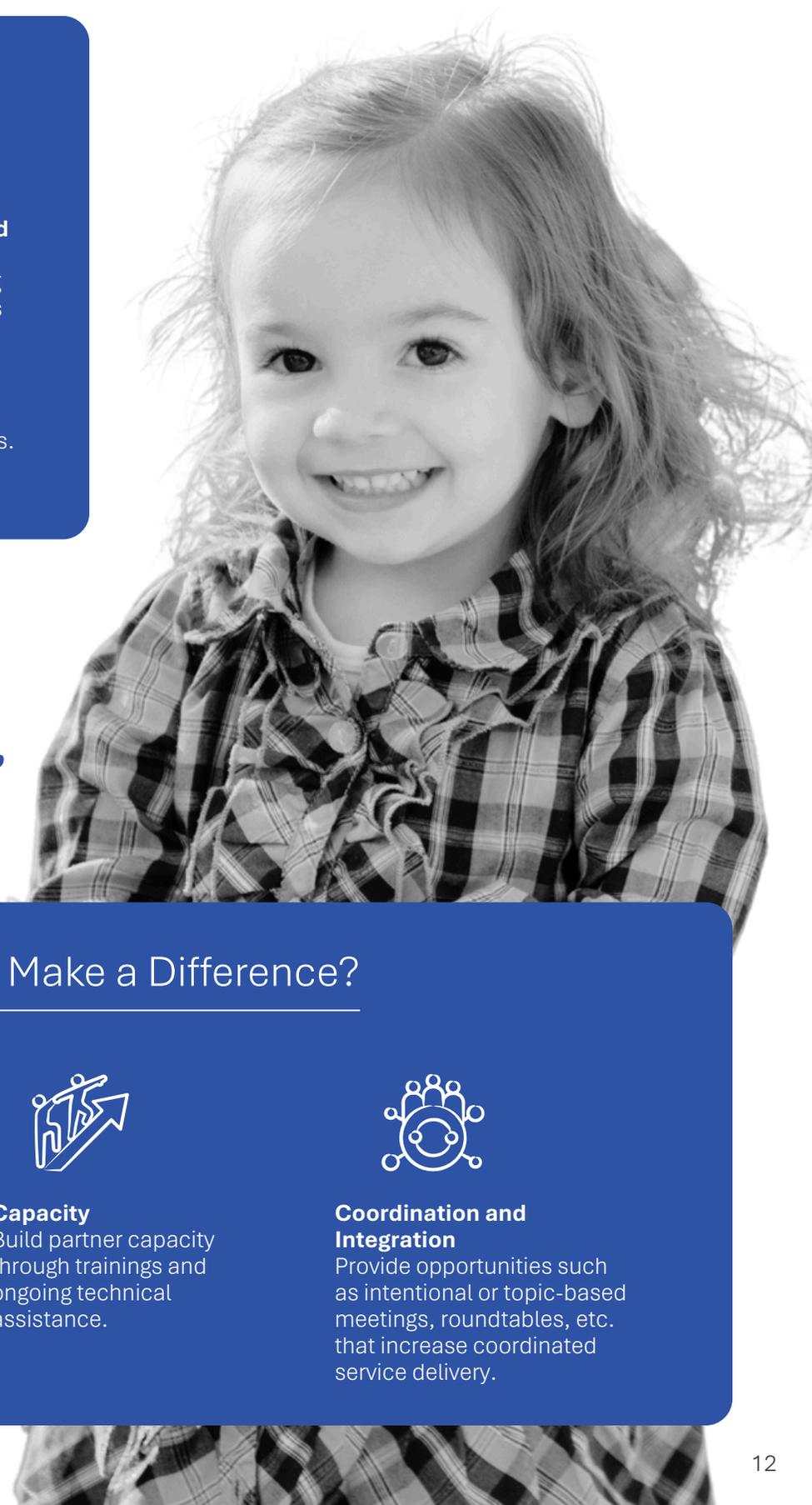
Capacity

Build partner capacity through trainings and ongoing technical assistance.



Coordination and Integration

Provide opportunities such as intentional or topic-based meetings, roundtables, etc. that increase coordinated service delivery.



Long-Term Financial Plan

In the face of declining resources, the Commission remains committed to thoughtfully prioritizing cost-effective strategies that respond to the most pressing needs of young children and families in Yuba County. Financial forecasts indicate that if no changes to current financial planning are made, the Commission will fully expand its reserves by FY 2028-29. This outlook is also driven by ongoing volatility in Proposition 10 revenues and an additional projected 28% long-term decline. To mitigate risk, the Commission will use conservative revenue assumptions, plan budgets that can scale with revenue changes, and prioritize programs that can be adjusted without disrupting services to the best of their ability.

Projected Expense Compared to Revenue



In alignment with this Strategic Plan, the Commission must carefully consider the level and duration of committed funding it can responsibly sustain. Program expenditures and operating costs will need to be more closely monitored and aligned with these ongoing declining revenues. Through thoughtful planning, strategic use of reserves, and pursuit of mission-aligned grant funding and partnerships, the Commission remains committed to serving children 0-5 and their families to the greatest extent possible while maintaining long-term fiscal stability.

Measures of Impact

First 5 Yuba is committed to tracking trends across the County and showing how its reach and impact help improve conditions for children and families. This table summarizes the indicators First 5 Yuba will monitor between 2026 and 2031. Indicators at the Goal level are community-level trends, while indicators at the Outcome-level reflect the changes we intend to make with the children, families, and providers we serve.

Goal 1: Child Health and Development

Community-Level Trend

- % of mothers receiving adequate/adequate plus prenatal care
- % of children with well-child visits
- % of children with dental visits
- % of children receiving developmental screenings
- Rate of unintentional injury
- Infant and child mortality rates

Outcomes and Outcome-Level Indicators

Increased access to primary healthcare

- % of children referred to medical provider for well-child visits
- % of children referred to dental provider for dental visits
- % of pregnant mothers referred to prenatal care

Increased achievement of developmental milestones

- # of children who receive a developmental screening
- % of children identified with development needs
- % of children with developmental needs who are connected to early developmental support services
- # of children who receive early developmental support services
- % of children who are meeting their developmental milestones

Increased recreation and safety

- # of children and parents participating in outdoor recreation and play opportunities promoted by First 5 Yuba
- # of children receiving safety equipment such as bike helmets and car seats

Goal 2: Resilient Families

Community-Level Trend

- % of children 0-5 living in poverty
- % of mothers with perinatal mental health concerns
- Rate of child maltreatment allegations amongst children 0-5
- % of third grade students reading proficiently

Outcomes and Outcome-Level Indicators

Increased protective factors

- % of parents with increased knowledge of child development and strategies for positive parent-child interaction

Increased frequency of reading with children

- % of families reading 3+ times a week with their children

Goal 3: Quality Early Learning

Community-Level Trend

- % of children ages 3-4 who are enrolled in preschool
- Number of children enrolled in transitional kindergarten

Outcomes and Outcome-Level Indicators

Increased access to quality child care

- % of families reporting they need child care
- % of families referred to child care resources (R&R)

Goal 4: Strong Systems

Outcomes and Outcome-Level Indicators

Increased advocacy for policies and systems supporting child health and development

- TBD

Maximized revenue and resources

- Increase in fund development (grants pursued, obtained)
- Amount of revenue generated through Medi-Cal reimbursement

Increased awareness, reach, and engagement

- # of outreach campaigns launched, and related success analytics

Increased partnerships, capacity, coordination, and integration

- TBD



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