

Strategic Plan

2021-26



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Strategic Plan 2021-26 At A Glance



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, which support the overarching goal of Kindergarten Readiness. The purpose of the 2021-26 Strategic Plan is to inform how First 5 Yuba can make the best possible use of its investments across these goal areas. Based on community trend data for the 2021-26 period and input from county leaders, community members, parents/caregivers, and providers, First 5 Yuba strives to invest between \$500,000 and \$600,000 annually to impact these four strategic goals through the following strategies and program outcomes.

	GOAL 1:	GOAL 2:	GOAL 3:	GOAL 4:
GOAL	<p>CHILD HEALTH & DEVELOPMENT</p> <p>Promote each child’s physical, dental, social, and emotional development.</p>	<p>RESILIENT FAMILIES</p> <p>Promote parental resilience, social connections, concrete support in times of crisis, and knowledge of parenting and child development.</p>	<p>QUALITY EARLY LEARNING</p> <p>Enhance early care and education settings to nurture children’s health, socio-emotional, and cognitive development.</p>	<p>STRONG SYSTEMS</p> <p>Strengthen local systems to meet the needs of all children and families in a high quality, sustainable manner.</p>
OUTCOMES	<ul style="list-style-type: none"> Increased use of medical and dental care Increased prenatal care Increased developmental screenings Increased use of early intervention services Increased achievement of developmental milestones Increased physical fitness and safety 	<ul style="list-style-type: none"> Increased understanding of child development and positive parent-child interaction Increased protective factors Increased screening/referral for social determinants (e.g., perinatal mood and anxiety disorders (PMADs), Adverse Child Experiences (ACEs) Reduced tobacco use 	<ul style="list-style-type: none"> Increased frequency of reading with children Increased quality of early care and education 	<ul style="list-style-type: none"> Increased policies supporting child health and development Maximized revenue and resources Increased partnerships, capacity, coordination and integration Increased engagement and reach
STRATEGIES	<ul style="list-style-type: none"> Medical and Dental Homes Developmental Screenings Behavioral Consultations Special Needs Advocacy Recreation and Enrichment 	<ul style="list-style-type: none"> Parenting Education Playgroups Home Visitation 	<ul style="list-style-type: none"> Family Literacy Workforce Development 	<ul style="list-style-type: none"> Policy and Systems Advocacy Communications and Engagement Coordinated Service Delivery (HUBs, Help Me Grow, database)

Introduction

PURPOSE OF THE STRATEGIC PLAN

First 5 Yuba was formed following California’s passage of Proposition 10 in 1998, imposing a 50 cent per-pack tax on cigarette sales. Since approximately 90% of a child’s brain is developed by age five, First 5 funds programs promoting early childhood development. A local county commission has been appointed by the County Board of Supervisors to ensure First 5 is accountable to the needs of the community. The commission is comprised of the leaders from public agencies as well as representatives from non-profits and the community at large.

Funded by the tobacco tax, First 5’s revenue base is in steady decline across the state. County-based First 5s like Yuba have to make prudent fiscal decisions that ensure investments are targeted to specific needs and integrated within larger-service delivery systems, guaranteeing leverage and sustainability. This strategic plan will guide investments made by First 5 Yuba over the next five years.

STRATEGIC PLANNING PROCESS

This strategic plan is the result of a six-month planning process with First 5 Yuba staff and an ad-hoc planning committee. Staff and Applied Survey Research (ASR) first met to define the parameters of the planning process, as well as key needs and a timeline. Next, a kickoff meeting was held in July 2020, where the ad hoc committee presented and finalized the proposed planning approach and brainstormed data collection involving community data indicators, focus group questions and community survey questions. Following these initial meetings, ASR conducted two virtual **focus groups** in September 2020 to understand the needs of children 0-5, as well as the efficacy of First 5’s current approaches to meet those needs. Simultaneously, First 5 launched an online **community survey**, available in English and Spanish, which gathered responses regarding community concerns and priority needs. ASR analyzed each set of data and shared a synthesis of initial findings with the ad hoc committee in October (*First 5 Yuba County Strategic Plan 2021-26 Data Packet*, obtainable from First 5 Yuba). The figure below displays a summary representation across stakeholder feedback.

Community indicators (18)	Planning meetings (4)	Focus groups (2)	Community survey (n=139)
<ul style="list-style-type: none"> • Poverty and Public assistance • Maternal & child health • Health utilization • ACEs & mental health • Child maltreatment • Child care / early learning • Third grade achievement 	<ul style="list-style-type: none"> • F5 Yuba Ad Hoc Strategic Planning Committee • F5 Yuba staff 	<ul style="list-style-type: none"> • Service providers (public and non-profit) (6) • Parents/caregivers (5) 	<ul style="list-style-type: none"> • Parents/caregivers of children 0-5 • Service providers (public, non-profit, educators) • Licensed child care providers/ Families, friends or neighbors who provide care for children 0-5 • Community members

PRIORITIZATION OF STRATEGIC OPPORTUNITIES FOR FIRST 5 YUBA

Based on the synthesis of information gathered, clear themes emerged in terms of needs in the community, the ways in which First 5 Yuba's work has been effective, as well as tactical adjustments that can be made to address service gaps or needs, provide the greatest return on investment, and avoid duplication of existing services.

In this next section of the Strategic Plan, a summary of overarching needs and opportunities is presented, followed by a set of proposed strategies for each of First 5 Yuba's goals. The strategies proposed meet the following selection criteria:

SELECTION CRITERIA FOR STRATEGIES

- **Need:** The strategy responds to a significant persistent community gap or need
- **Capacity:** First 5 Yuba has the capacity to implement the strategy in an impactful way
- **Leverage:** First 5 Yuba can leverage other funds and partnerships to maximize reach and impact
- **Sustainability:** The strategy can be sustained through blended and leveraged resources

After the Strategic Plan 2021-26 is adopted by the First 5 Commission in Winter 2021, First 5 Yuba will conduct a procurement process to secure partners who can deliver the selected strategies. Considerations for funding may be weighted on how well grantees can illustrate of the following:

SELECTION CONSIDERATIONS FOR GRANTEES

- **Evidence-based:** Uses or can use an evidence-based model or approach to implement the requested strategy
- **Quality staff:** Has qualified staff to carry out implementation of the strategy
- **Equity:** Is committed to using a service delivery approach that reduced disparities
- **Data Collection:** Has the capacity to collect and submit high quality, accurate data and provide summary reports
- **Collaboration:** Is committed to integrating service delivery with other partners to create a seamless, no-wrong-door ecosystem of First 5 Yuba programs and services for families



Strategic Framework: Vision, Mission, Goals and Outcomes

First 5 Yuba’s vision for the county’s children 0-5 and their families:

VISION

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

To promote that vision, First 5 Yuba’s mission is the following:

MISSION

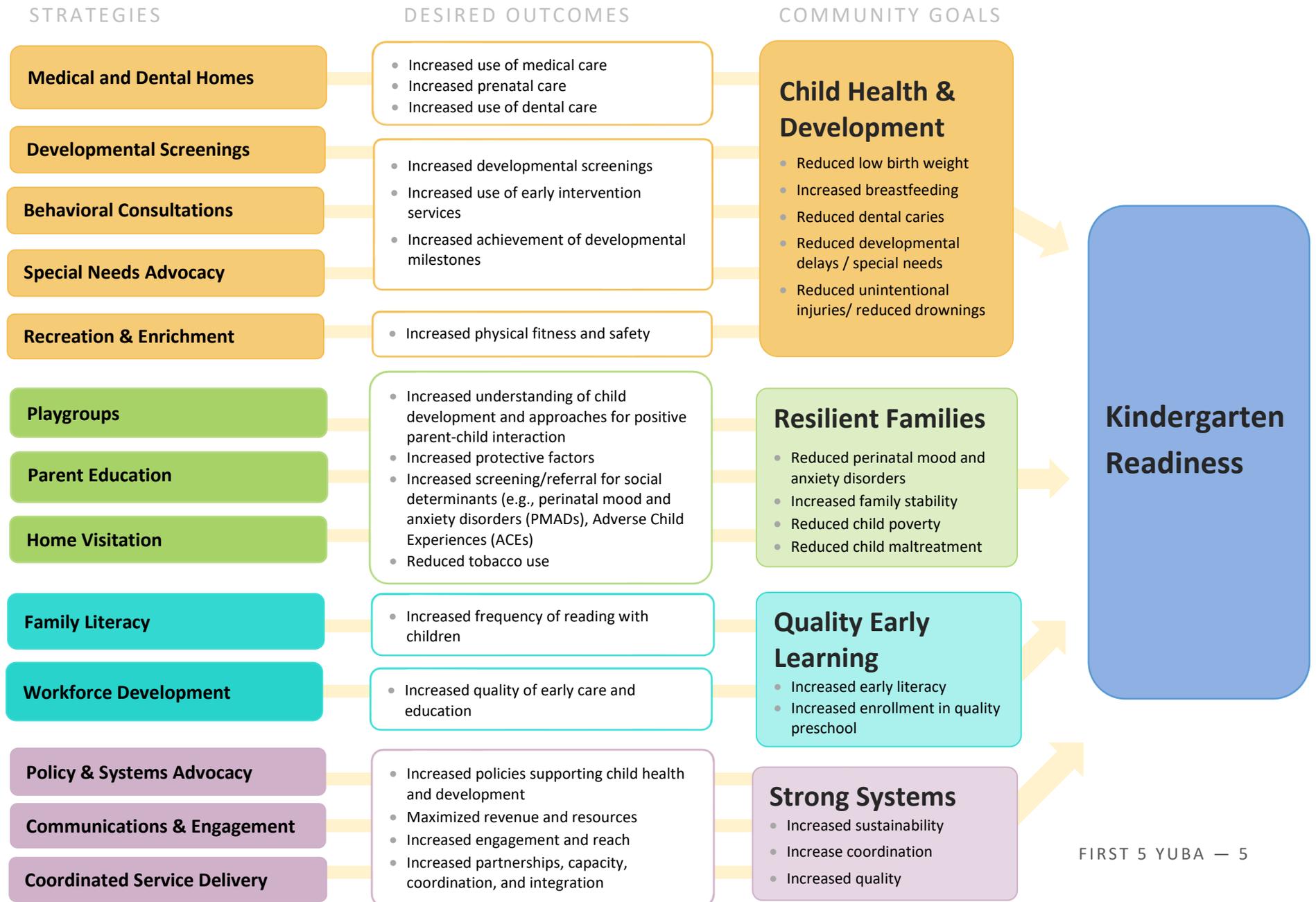
First 5 Yuba will strategically support the use of community resources and services to enhance the development and well-being of children 0 through 5 and their families.

First 5 Yuba’s investments are organized around four broad community goals – Child Health and Development, Resilient Families, Quality Early Learning, and Strong Systems. First 5 Yuba’s overarching goal is for all children in Yuba County to be Kindergarten Ready. Kindergarten readiness leads to smoother transitions into the elementary school systems and predicts third grade achievement. First 5 Yuba’s four goals are as follows:

GOAL 1:	GOAL 2:	GOAL 3:	GOAL 4:
<p>CHILD HEALTH & DEVELOPMENT</p> <p>Promote each child’s physical, dental, social, and emotional development.</p>	<p>RESILIENT FAMILIES</p> <p>Promote parental resilience, social connections, concrete support in times of crisis, and knowledge of parenting and child development.</p>	<p>QUALITY EARLY LEARNING</p> <p>Enhance early care and education settings to nurture children’s health, socio-emotional, and cognitive development.</p>	<p>STRONG SYSTEMS</p> <p>Strengthen local systems to meet the needs of all children and families in a coordinated, high quality, sustainable manner.</p>

On the next page, First 5 Yuba’s strategic framework graphically depicts the proposed strategies to achieve First 5’s desired program outcomes, which in turn contribute to community goals for children in Yuba County.

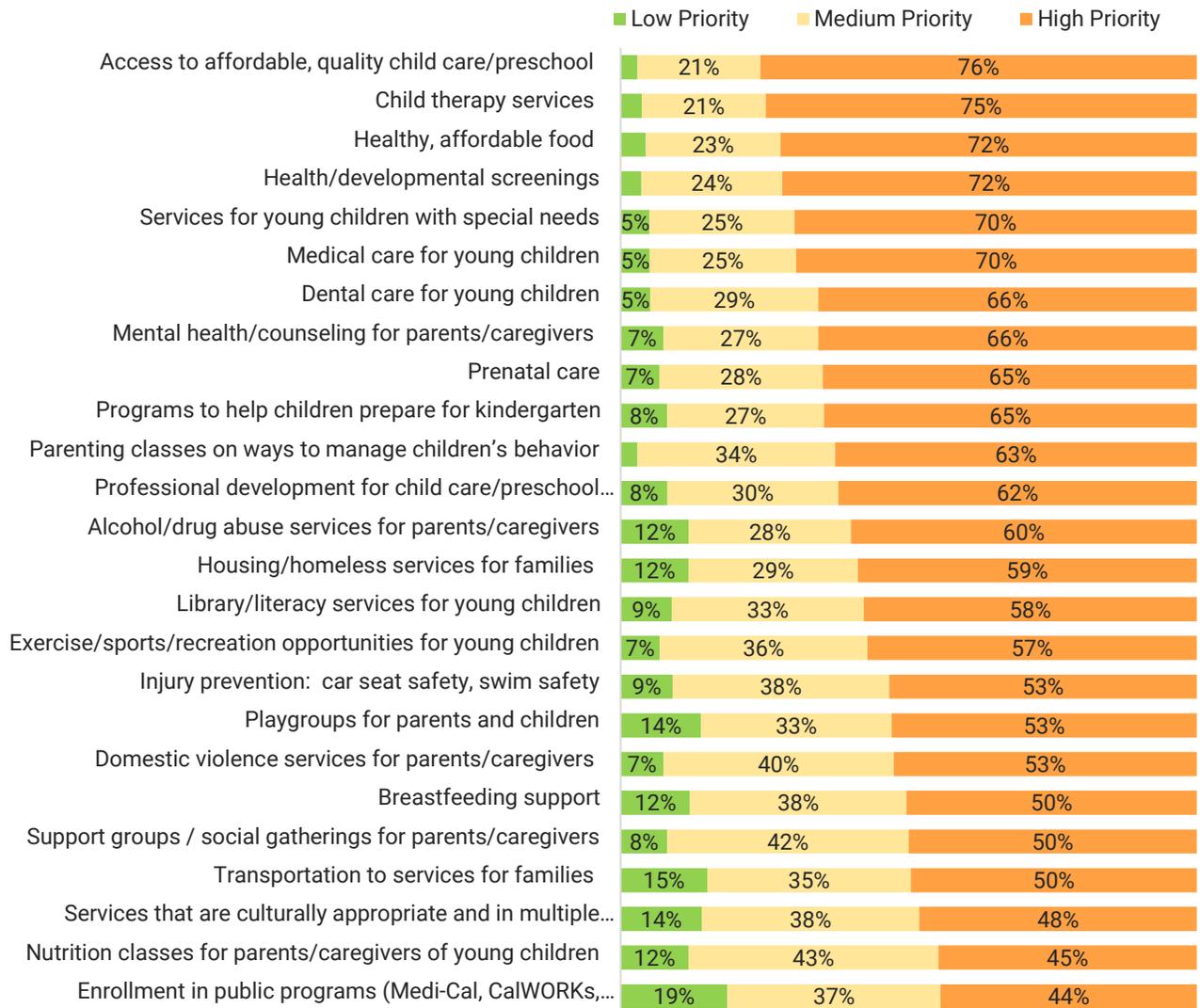
FIRST 5 YUBA STRATEGIC FRAMEWORK



Overarching Needs and Opportunities

The strategic planning process amassed a significant amount of data, most of which is presented in the respective goal sections later in this plan. However, this section presents a summary of data that span across all goal areas.

In August 2020, a community survey was distributed online and garnered 139 responses. Among other questions, residents were given a list of needs and asked, “How much of a priority are the following service needs for young children (ages 0-5) and families in Yuba County?” As seen below, respondents felt that the highest priority need for families with young children was *affordable quality child care*, followed by *child therapy, healthy food, health and developmental screenings, and services for children with special needs*.



Source: Yuba Community Survey 2020. N=133-139.

Throughout the discussions with the strategic planning ad hoc committee, advisory group, providers, and parents, overarching themes arose that are pertinent to First 5 Yuba’s approach in the 2021-26 term:

- **First 5 Yuba’s approach to high quality, integrated programming is effective.** Stakeholders were highly complimentary of First 5’s approach in the community and had no major suggestions for improvements. To the contrary, focus group participants wanted to see First 5 Yuba continue with its approach, stating First 5 Yuba:

- Offers many different programs that are “inclusive and welcoming to everyone.”
- Demonstrates passion for the community and commitment to children and families in the community (for example, First 5 Yuba’s immediate response to the pandemic).
- Has cultivated and nurtured partnerships with different organizations which has enabled First 5 Yuba to diversify and expand its reach.
- First 5 Yuba should sustain its “flagship” strategies such as behavioral health supports, dental services, special needs advocacy, and school readiness as these are invaluable.

“First 5 Yuba is a great asset to our community.”

- **Service gaps and inequities are persistent for certain segments of the community:** Focus group participants and community survey respondents noted the following groups as being underserved:

<ul style="list-style-type: none"> - Residents of rural areas of Yuba County including Linda, Olivehurst, communities of the Yuba County Foothills, Loma Rica, Browns Valley, Hallwood, and other rural communities lacking sufficient transportation - Families that are low income/low SES, - Immigrant families/non-English learners (i.e., Hispanic, Punjabi, Farsi, Hmong communities, other Asian communities), migrant farm workers and their families - Families that are unemployed or underemployed - Fathers and boys - Licensed family child care providers, particularly during pandemic 	<ul style="list-style-type: none"> - Families experiencing homelessness - Young, single-parent families - Children identified as high-risk or showing signs of abuse and neglect - Children with special needs, disabilities, or IEPs, and who are part of immigrant families - Lower rank military families, new families, or those with deployed spouses - Parents impacted by mental health or substance use issues - Middle income and lower-middle income families that do not qualify for free services.
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- **Lack of transportation.** Based on stakeholder responses, transportation was among the biggest barriers to getting care. Better messaging is needed about how to get transportation assistance that is covered by Medi-Cal, as well as various gas card or ride-share programs.
- **Quality, enriching experiences for children.** Stakeholders urged First 5 Yuba to continue supporting positive parent-child engagement, especially given the toll of the pandemic on family isolation and socio-economic stress. Suggestions included:
 - Expand the reach of parenting classes that improve knowledge of child development, approaches for positive discipline, and easy ways to keep children stimulated and learning at home; COVID-era adaptations to provide training online are increasing parents’ access.
 - Help parents and providers understand the signs of early childhood mental health concerns in their children and help connect parents to behavioral intervention.
 - Similarly, raise awareness about the signs of maternal stress and depression, and where mothers can find support in Yuba County.
 - Help connect parents to free family-friendly events in the community; First 5 Yuba can help market such events, as well as collaborate to have a First 5 presence.

Goal 1: Child Health and Development

GOAL	Promote each child’s physical, social, and emotional development.
OUTCOMES	<ul style="list-style-type: none"> • Increased use of medical care • Increased prenatal care • Increased use of dental care • Increased developmental screenings • Increased use of early intervention services • Increased achievement of developmental milestones • Increased physical fitness and safety

COMMUNITY NEEDS

A scan of community needs in Yuba County revealed the following needs:

- The percentage of mothers accessing *adequate* and *adequate plus prenatal care* by the fourth month has decreased in the last few years, from 78.3% in 2014-16 to 75.9% in 2016-18.ⁱ Stakeholders echoed this trend and suggested finding ways to better connect pregnant women to prenatal care; 65% of community survey respondents scored this as a “high priority.”
- The percentage of babies born **low birthweight** (7%) in Yuba County is increasing. While adolescent birth rate per 1,000 women has decreased (33.4 in 2013-15 to 24.0 in 2016-18), some stakeholder feedback still suggested a need for school-based prenatal support for teen mothers.
- Although countywide in-hospital rates for **exclusive breastfeeding** have increased, there are disparities among ethnic groups. Stakeholder feedback affirmed a need for breastfeeding support (50% scored as high priority), including lactation specialists, which are challenging to hire, train, and retain in the community.
- The percentage of low-income children receiving **well-child visits** increased between 2016 to 2019 (from 63% in 2016 to 70% in 2019), and seven in ten community survey respondents prioritized **medical care** as a high priority. The percentage of low-income children who had dental **check-ups** also increased, from 32% in 2016 to 37% in 2018, though there were disparities among racial/ethnic groups.ⁱⁱ Two-thirds of community survey respondents said **dental care** as a high priority for young children,ⁱⁱⁱ and stakeholder feedback highlighted the need for more oral health services for low-income children in the foothills and outlying areas.
- Community survey respondents prioritized **health and developmental screenings** as a high service need (72%).^{iv} Stakeholders urged for more ASQ screenings.



- Almost three-quarters (70%) of survey respondents ranked **special needs services** as a high priority. Children may miss out or be delayed in receiving **early intervention** services; this may be due to parental barriers such as English proficiency, emotional/ mental health concerns, or difficulty navigating resources.
- Stakeholders also pointed to the need for more child mental health supports, as well as access to resources to support socio-emotional learning and well-being. Similarly, 75% of community survey respondents rated **child therapy services** as a high priority.
- Over half (53%) of community survey respondents scored **injury prevention** as a high need, and focus group participants called for more resources to teach community safety to young children.

POTENTIAL FIRST 5 STRATEGIES

To achieve desired outcomes in the Child Health and Development goal area, strategies may include:

- **Medical and Dental Homes**
 - Ensure families are connected to a medical home where they can get access to timely **prenatal care, screenings, breastfeeding support** and **well-child visits**.
 - Continue supporting **Dental Services** which provide dental hygiene presentations, classroom trainings, dental exams, cleanings, sealants and referrals.
- **Developmental Screenings, Referral and Care Coordination**
 - Continue to promote **universal screenings** using the Ages and Stages Questionnaire (ASQ-3); grantees and medical partners can help parents complete the ASQ-3 online and see their results immediately.
 - Increase capacity of **Help Me Grow** to receive referrals, help with screenings, and help families navigate support systems and obtain the services they need. Grantees and Help Me Grow staff can determine whether families have a **primary medical home**, and if not, can offer referrals for Medi-Cal enrollment and related **transportation** services.
- **Behavioral Consultations**
 - Continue to support **assessments** of children with behavioral or mental health concerns;
 - Connect children with **early intervention services** and connect parents with support to adjust their **parenting approaches** to better meet the needs of their children.
- **Special Needs Advocacy**
 - Learning that one's child has a special need can be stressful and overwhelming for parents. Continue funding **case management support** for parents of children with special needs to help them understand their child's diagnosis, the steps involved in getting or participating in the Individualized Family Service Plan (IFSP) or Individualized Education Plan (IEP) process, how to ask the right questions, how to adjust parenting and family routines, and how to access ongoing support.
- **Recreation and Enrichment**
 - Continue supporting free opportunities for parents and children to learn **water safety** and practice swimming.
 - Support community-based family activities and events that promote parent and child awareness of **nutrition and injury prevention**.

Goal 2: Resilient Families

GOAL	Promote parental resilience, social connections, concrete support in times of crisis, and knowledge of parenting and child development.
OUTCOMES	<ul style="list-style-type: none"> • Increased understanding of child development and approaches for positive parent-child interaction • Increased protective factors • Increased screening and referral for parent or child social determinants (e.g., perinatal mood and anxiety disorders (PMADs), Adverse Child Experiences ACEs) • Reduced tobacco use

COMMUNITY NEEDS

Data gathered through the strategic planning process revealed the following needs:

- An estimated one-quarter of children 0-5 in Yuba County suffer from **poverty**, with disparities occurring among racial/ethnic groups. Similarly, while the proportion of households burdened by high housing costs has declined from previous years, approximately 40% of households countywide still pay more than 30% of their income on housing.^v
- Stakeholders indicated there was a strong need for **basic needs supports** (stable housing, food security, education, healthcare, internet access) in the county. For example, over seven in ten respondents (72%) rated healthy, affordable food for families of young children as a high priority. Stakeholder feedback suggested that increased outreach about F5 programs, social services, and other community resources would help address these needs.
- Parents in Yuba County experienced fewer **Adverse Childhood Experiences (ACEs)** compared to the statewide average (13% vs 17%, respectively).^{vi} However, according to the Strong Start index of assets, babies born in Yuba County have fewer assets compared to the statewide average (8.2 vs 9.3, respectively).^{vii}
- Maternal rates for prenatal and postpartum **depressive symptoms** across the greater Sacramento region (12%) are slightly lower compared to statewide rates. However, these data are several years old and not in line with stakeholder feedback about the prevalence of Perinatal Mood and Anxiety Disorders (PMADs), and other maternal mental health issues, that persist beyond the perinatal period. Stakeholders mentioned that these mental health concerns substantially compromise parents’ ability to parent. They also noted the lack of maternal mental health supports and specialists in the area, which results in long waiting lists for care.
- The substantiated **child maltreatment** rate (21.5 per 1,000 children 0-5) has improved somewhat in the last year but overall, has worsened since 2016 (14.3 per 1,000). At the same time, the rate of child maltreatment allegations has steadily improved, from 78.1 per 1,000 children 0-5 in 2016 to 58.6 per 1,000 children in 2019).^{viii}
- Stakeholders provided positive feedback about **developmental playgroups** but said that fees presented barriers for some families. Scholarships have been purchased by First 5 in the past but have been underutilized, potentially due to the grantee’s location at the outskirts of town.

Stakeholders suggested finding ways to offer the service for free to a larger population, perhaps through rotating “pop-up” events (see HUB concept, on page 8).

- Focus group participants and community survey respondents were highly positive about the **parent education programs and workshops** offered by First 5 Yuba but said more are needed. These include equipping caregivers with strategies to support children’s healthy development and well-being during the pandemic, and teaching parents how to tend to their own emotional health through self-care and coping strategies. Similarly, 63% of community survey respondents said that parent education on managing their child’s behavior is a “high priority”. Stakeholders suggested that online parenting education should be more broadly marketed.

POTENTIAL FIRST 5 STRATEGIES

To achieve the desired outcomes in the Resilient Families goal area, strategies may include:

- **Developmental Playgroups:**
 - Continue supporting playgroups as a way to build **protective factors**, including peer socialization for parents as well as for their children, education for parents on child development and new approaches for parent-child interaction, and connection to other resources and events in the community.
 - Pilot the approach of delivering playgroups through rotating HUBs around the county.
- **Parent Education**
 - Continue supporting **evidence-based parent education**, especially in digital formats. Consider posting recorded versions of the past sessions on First 5’s website to increase greater access to these trainings.
 - Ensure the focus includes knowledge of child development, appropriate approaches to discipline, as well as parental coping skills and resource for seek additional help.
- **Home Visitation**
 - Some families may benefit from more **intensive, individualized support**. Launch the grant-funded home visitation coordination program and explore ways to align services, fill gaps and leverage other home visitation programs. Consider integrating screening and referral components within home visiting programs such as tobacco cessation, PMADs and ACEs to support family resiliency.



Goal 3: Quality Early Learning

GOAL	Enhance the ability of early care and education settings to nurture children's health, socio-emotional, and cognitive development.
OUTCOMES	<ul style="list-style-type: none">• Increased frequency of reading with children• Increased quality of early care and education

COMMUNITY NEEDS

A scan of community needs in Yuba County revealed the following challenges:

- Approximately 58% of survey respondents said that library/**literacy services** for young children were a high priority. Feedback from the focus groups and community survey suggest that the library is a much-utilized resource to support children's reading and literacy skills development.
- **Licensed child care center spaces** for children 0-5 in the county have increased by 17% from 2017 (918 slots in 2019); however, these slots only accommodate an estimated 12% of the projected child population 0-5 in the county.^{ix} According to the US Census, about 42% of children aged 3-4 in the county were **enrolled in preschool** in the five-year estimate for 2014-18 and enrollment has fluctuated across previous multi-year estimates.^x Community respondents noted the lack of state-funded preschools and high-quality infant toddler programs in Browns Valley and Loma Rica, and children of all ages in Dobbins and Yuba Feather. Furthermore, some families have incomes just above the eligibility thresholds and do not qualify for publicly funded child care. Because of the lack of affordable care, families turn to informal care arrangements (i.e., friends, family, and neighbors). The shortage of early education was corroborated by community survey respondents, in that it was the highest-ranking priority need (76%).
- Focus group participants and community survey respondents pointed to the multiple grants and **professional development opportunities** to support licensed child care providers in Yuba County. They welcomed the support and stipends from the Local Child Care Planning Council and said these should be continued to increase the quality of care. They also suggested finding ways to encourage more individuals to open family child care homes, especially in more remote areas where center-based care is lacking. This not only increases access to child care, but also provides a new source of income for the provider.
- **Libraries need more support.** Libraries provide essential literacy support services and are pivoting to provide much needed services during the current period impacted by COVID-19. In addition to providing more books, workbooks, and learning materials, some stakeholders emphasized the need for libraries to encourage frequent reading with children at home.
- Regarding long-term outcomes, 41% of Yuba County third graders **met or exceeded English language arts/literacy standards** on the California Assessment of Student Performance and Progress assessment (2019). There were stark disparities between racial/ethnic groups.^{xi}

POTENTIAL FIRST 5 STRATEGIES

To achieve the desired outcomes in the Quality Early Learning goal area, strategies may include:

■ Family Literacy:

- Continue supporting **literacy programs** such as those offered by the public library system. This partnership leverages the tremendous resources and reach offered by the system. The library can guide parents in book selection, provide group story times (online and in-person), and model read-aloud behaviors for parents to use at home with their children. Libraries also have computers onsite, and therefore can serve as a hub to link parents to other First 5 resources, such as online developmental screenings.
- Continue to implement the **Dolly Parton Imagination Library** program. This is an inexpensive, yet evidence-based, strategy to get high-quality books into the hands of young children each month.

■ Workforce Development

- Continue supporting licensed center-based and home-based providers with **professional development opportunities**, including trainings, coaching, materials, and incentives. Given the current concern about child and maternal emotional well-being, encourage training for providers on how to recognize signs of emotional distress, how to respond in the classroom setting, and how to offer support to resources in a manner that is non-threatening and without judgement. Additionally, train providers on how to conduct developmental screenings with parents using ASQ Online.
- **Expand the supply** of licensed, quality child care by exploring ways to help families establish their own family child care home business.



Goal 4: Strong Systems

GOAL	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 policies supporting child health and development• Maximized revenue and resources• Increased engagement and reach• Increased partnerships, capacity, coordination and service integration

COMMUNITY NEEDS

A scan of community needs in Yuba County revealed the following challenges:

- **Conduct outreach to better market available resources.** Many stakeholders indicated that the problem in the county is not the lack of services, but rather residents' lack of knowledge of the existence of such services. Stakeholders suggested that marketing of services needs to reach all corners of the county, using diversified marketing outlets and be made appropriate for various populations who may be marginalized due to income, lack of English proficiency, or racial/ cultural differences. Additionally, there is no central online location or hub for resources.
- **Access to services in remote locations.** Stakeholders consistently noted the lack of basic health, dental, parenting, and early learning services in the foothills and outlying geographic areas.

POTENTIAL FIRST 5 STRATEGIES

To achieve the desired outcomes in the Strong Systems goal area, strategies may include:

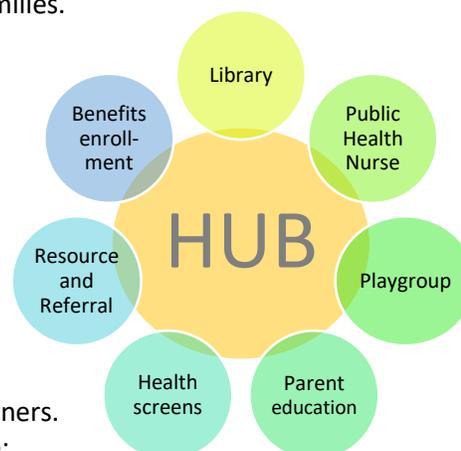
- **Policy and Systems Advocacy**
 - First 5 will educate policymakers and key stakeholders about pressing issues related to the health, development and well-being of young children and their families. This shared **understanding** is essential in order to have children's needs be a policy priority.
 - Advocate for state **policies** and local organizational policies, systems, and environmental changes that promote the health, development, and well-being of children and their families, and enhance sustainable quality services.
 - Advocate for **equity** among various target populations where disparities exist. Promote heightened need for programs, services and resources across these target populations and in specific geographical areas where services are lacking.
 - Continue to **maximize revenue** by investing in programs that leverage other funding streams in order to maximize resources, braid services, and avoid duplication. Research and strategize ways to draw in new additional **funding** to support direct services and enhance the ability of local partners to expand existing services and to provide innovative approaches to meet the dynamic needs of children and families.

■ Communications and Engagement

- Update First 5 Yuba’s Marketing and Communications Plan to increase **community knowledge** about the tools, resources, programs, and services available to families. Use innovative and current strategies to increase awareness and reach families through various outlets such as print, digital, social, and mass media outlets.
- Drive traffic to a **central online location** for resources. The Help Me Grow website can be used for online developmental screenings, after which visitors are routed back the First 5 Yuba site. The First 5 website will offer early education and developmental tools and resources, highlight community events, and link parents to partner programs, including digital content such as story times, streaming videos, and parent education series.
- Support or host **community engagement** opportunities for children and families that provide education, deliver messaging, and build visibility for First 5 and First 5 partners.

■ Coordinated Service Delivery

- Continue to enhance local and regional **partnerships** to integrate a coordinated approach to serving children and families using cross-program referrals, collaborative opportunities through existing resources, and programs such as Help Me Grow.
- Provide **training, technical assistance**, resources, and support to local agencies, partners, and providers in order to enhance their ability to provide quality, evidence-based, trauma-informed care to the children and families served.
- Offer support for smaller **innovative projects** in the community that contribute towards the achievement of the First 5’s four main goals in order to build local capacity of agencies and providers serving young children and their families.
- Improve access to services in remote locations by employing a rotating or mobile **“HUB” delivery strategy**. First 5 and partner agencies will operate “pop-up” events throughout the county that offer a range of services for families. Similar to MJUSD’s Mobile Dental Services, HUBs would be hosted on a regular schedule at set locations.
- Invest in a **comprehensive database** to promote service integration across First 5’s network of partners. A client case management database would enable:



- Entry of client-level data, including pre- and post-assessment data. Grantees can also generate “closed-loop” electronic referrals for clients to other grantees and partners, ensuring greater connectivity to services. Grantees can also submit quarterly performance reports through the database.
- First 5 to gauge the number and profile of clients being served across programs and can run ad-hoc queries of client outcomes when needed.
- The Commission to receive timely updates about client services and contract performance.

Acknowledgements

The 2021-2026 Strategic Plan was created through a partnership between First 5 Yuba staff and commissioners, community experts, provider and parent group participants, and Applied Survey Research. The following lists individuals who contributed to the development of this strategic plan.

First 5 Yuba Commissioners

- Gary Bradford, District 4 Supervisor, Yuba County Board of Supervisor
- Tony Gordon, Deputy Director, Yuba County Health and Human Services
- Jim Arnold, Chief Probation Officer, Yuba County Probation Department
- Francisco Reveles, County Superintendent of Schools, Yuba County Office of Education
- Homer J. Rice, Yuba County Public Health Administrator
- Melinda Staples, Community Representative
- Sally Sokoloski, Community Representative

First 5 Yuba Ad-Hoc Strategic Planning Group

- Courtney Pyse, Program Manager, Employment Services Yuba County Health and Human Services
- Meredith Evans, Director of Behavioral Health, Peachtree Health
- Melinda Staples, Commission Community Representative
- Sally Sokoloski, Commission Community Representative

Provider Focus Group

- Rose McIsaac, Program Director, Ampla WIC
- John Floe, Program Manager Community Services, Sutter-Yuba Behavioral Health Services
- Leslie Cena, Assistant Superintendent, Yuba County Office of Education
- Courtney Pyse, Program Manager, Employment Services, Yuba County Health and Human Services
- Cindy Chandler, Advisor, Family SOUP
- Katheryn Keith, Parent Advocate

Parent Focus Group

- Crystal, Nikki, Veronica, Paul, Jessica

First 5 Yuba staff

- Ericka Summers, Executive Director
- Robin Timoszyk, Program Specialist
- Carmen Rodriguez, Office Specialist

Applied Survey Research

- Lisa Colvig-Niclai
- Connie Chu

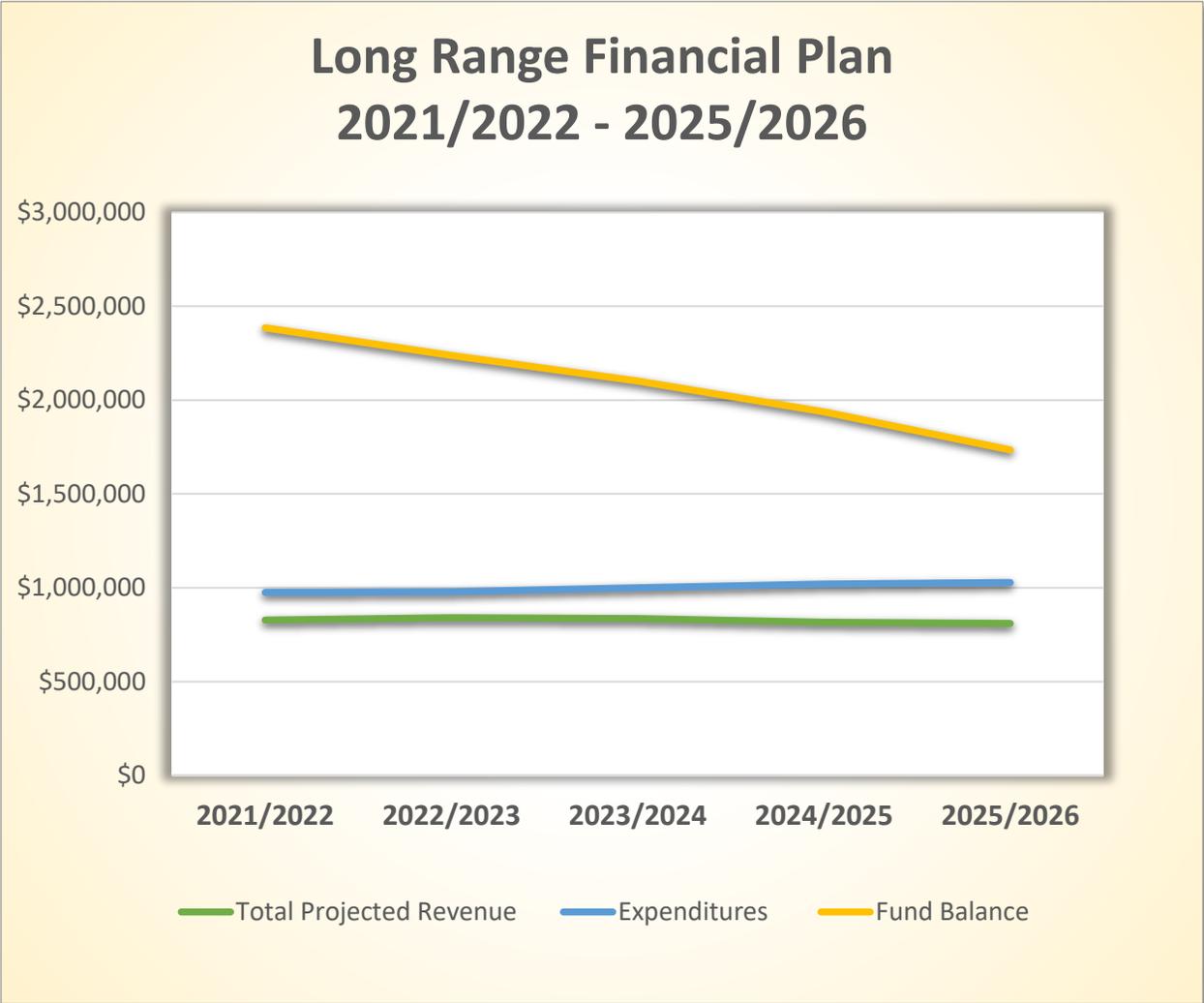


Attachment 1 — Evaluation Plan

Goal	Aspect to be Evaluated	Indicator	Data Source (TBD)
Child Health & Development	Community Indicators	<ul style="list-style-type: none"> • Reduced low birth weight deliveries • Increased breastfeeding • Reduced dental caries • Reduced developmental delays/special needs • Reduced unintentional injuries/ drownings 	
	Medical and Dental Homes	<ul style="list-style-type: none"> • Increased prenatal care • Increased use of medical care (e.g., well-child check-ups) 	
		<ul style="list-style-type: none"> • Increased use of dental care (e.g., dental check-ups) 	
	Developmental Screenings	<ul style="list-style-type: none"> • Increased developmental screenings 	
	Behavioral Assessments	<ul style="list-style-type: none"> • Increased use of early intervention services • Increased achievement of developmental milestones 	
	Special Needs Advocacy	<ul style="list-style-type: none"> • Increased use of early intervention services • Increased achievement of developmental milestones 	
Recreation and Enrichment	<ul style="list-style-type: none"> • Increased physical fitness and safety 		
Resilient Families	Community Indicators	<ul style="list-style-type: none"> • Reduced perinatal mood and anxiety disorders • Increased family stability • Reduced child poverty • Reduced child maltreatment 	
	Playgroups	<ul style="list-style-type: none"> • Increased understanding of child development and approaches for positive parent-child interaction • Increased protective factors 	
	Parent Education	<ul style="list-style-type: none"> • Increased understanding of child development and approaches for positive parent-child interaction • Increased protective factors • Increased screening/referral for social determinants (e.g., perinatal mood and anxiety disorders (PMADs), Adverse Child Experiences (ACEs) • Reduced tobacco use 	

Goal	Aspect to be Evaluated	Indicator	Data Source (TBD)
	Home visitation	<ul style="list-style-type: none"> • Increased understanding of child development and approaches for positive parent-child interaction • Increased protective factors • Increased screening/referral for social determinants (e.g., perinatal mood and anxiety disorders (PMADs), Adverse Child Experiences (ACEs) • Reduced tobacco use 	
Quality Early Learning	Community Indicators	<ul style="list-style-type: none"> • Increased early literacy • Increased enrollment in quality preschool 	
	Family Literacy	<ul style="list-style-type: none"> • Increased frequency of reading with children 	
	Workforce Development	<ul style="list-style-type: none"> • Increased quality of early care and education 	
Strong Systems	Policy and Systems Advocacy	<ul style="list-style-type: none"> • Increased policies supporting child health and development • Maximized revenue and resources 	
	Communications and Engagement	<ul style="list-style-type: none"> • Increased engagement and reach 	
	Coordinated Service Delivery: <ul style="list-style-type: none"> - Help Me Grow - Local Community HUBs - Database 	<ul style="list-style-type: none"> • Increased partnerships and integration • Increased capacity to deliver quality services 	
Kindergarten Readiness	Community Indicators	<ul style="list-style-type: none"> • Percent of children ready for kindergarten 	Kindergarten Observation Form

Attachment 2 — Long Term Funding Plan



Fund Balance Reporting	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Beginning of Year Fund Balance	\$2,435,166	\$2,279,620	\$2,145,283	\$1,983,106	\$1,796,099
Total Projected Revenue	\$818,585	\$830,695	\$826,673	\$811,836	\$805,000
Commission Budget	\$974,131	\$966,831	\$988,850	\$998,843	\$1,006,994
End of Year Fund Balance	\$ 2,279,620	\$ 2,145,283	\$ 1,983,106	\$ 1,796,099	\$1,594,105

Revenues	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Projected Prop 10 Revenue	\$763,585	\$775,695	\$771,673	\$756,836	\$750,000
County Interest (est 1%)	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other (In Kind)	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Projected Revenues	\$818,585	\$830,695	\$826,673	\$811,836	\$805,000

Expenditures	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Salaries & Benefits	\$238,903	\$250,639	\$261,685	\$270,694	\$277,852
Retiree Healthcare Insurance	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Operating Expenses	\$96,428	\$97,392	\$98,365	99,349	\$100,342
Program Investment	\$582,000	\$577,000	\$587,000	\$587,000	\$587,000
Evaluation	\$55,000	\$40,000	\$40,000	\$40,000	\$40,000
Total Commission Funding	\$974,131	\$966,831	\$988,850	\$998,843	\$1,006,994

Endnotes

- ⁱ **Adequate Plus:** Prenatal care begun by the 4th month of pregnancy and 110% or more of recommended visits received. **Adequate:** Prenatal care begun by the 4th month of pregnancy and 80-109% of recommended visits received.
- ⁱⁱ Source: CA Dept. of Health Care Services, Medi-Cal Dental Services Division
- ⁱⁱⁱ Source: 2020 First 5 Yuba County Community Survey
- ^{iv} Source: CA Dept. of Health Care Services, Medi-Cal Managed Care External Quality Review Technical Report July 1, 2018-June 30, 2019
- ^v Sources: US Census, American Community Survey
- ^{vi} Source: UC Davis Violence Prevention Research Program, as cited in Kidsdata.org.
- ^{vii} Source: California Strong Start Index
- ^{viii} Source: California Child Welfare Indicators Project
- ^{ix} Sources: Resource and Referral Network Child Care Portfolios; CA Dept. of Finance population projections
- ^x US Census, American Community Survey
- ^{xi} Source: California Dept of Education. Dataquest

