



**FIRST 5**  
YOLO

# Strategic Plan

July 2018- June 2021



Cover Photo By:  
*Amanda Rose*  
PHOTOGRAPHY

Adopted 6/13/2018



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## It's All About the Kids

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*Board of Supervisors*

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Yolo Community Members and Stakeholders:

First 5 Yolo is pleased to present its 2018-2021 Strategic Plan. This plan reflects the Commission's commitment to Yolo County children aged 0-5 and their families.

Proposition 10, the California Children and Families Act, represents the will of the people to empower local First 5 commissions around the state to dedicate funding where it is needed most in their communities.

The 2018-2021 Strategic Plan is built with input from our community, parents, providers, and stakeholders, and it is intended to address the unique child health, safety, early learning, and systems change needs of Yolo County.

This Plan is the road map to ensure that First 5 Yolo funds high-impact investments that benefit children ages 0-5 and their families. We are proud of our new direction, specifically:

- We continue to make strategic investments, particularly for families at greatest risk.
- We recognize the advantage of improving the systems of care to create more lasting and meaningful impacts.
- We continue to institute more prevention-focused efforts that support stable and strong families, while saving dollars on more costly interventions later in life.

The critical nature of early childhood is an imperative to take action and to invest wisely. Our Strategic Plan focuses on services that reach families of greatest need, implements systems change that improves the continuum of care, and strives to leverage partners' investments to strengthen the collective impact and enhance sustainability. This approach offers the best opportunity to maximize our limited resources while improving the lives of young children and their families.

On behalf of First 5 Yolo, I thank everyone who is a partner in making meaningful and lasting change for our youngest children. The Commission will continue devoting resources to essential services that benefit the whole child during the first five years of life. Children are our number one priority. These early years are the foundation for future success in school and in life, and represent the greatest point of leverage to improve our entire community.

Sincerely,

Jim Provenza, Chair

# About First 5 Yolo

## Proposition 10 Funding

In 1998, voters passed Proposition 10, a statewide ballot initiative to add a 50-cent tax on every pack of cigarettes. The monies collected are used statewide and locally to fund programs that promote early childhood development for children ages 0-5 and their families. Over 90% of brain development occurs in the first five years of life, and thus early childhood experiences and supports impact the future. The goals of Prop 10 include ensuring that: children are learning and ready for school; families are strong and self-sufficient; children are healthy; and systems and services are integrated and accessible.

First 5 is a statewide network comprised of local commissions in all 58 counties, First 5 CA, and The First 5 Association. Eighty percent of First 5 revenues are allocated annually to participating counties based on the number of children born in the county each year, with the remaining 20% allocated to First 5 California. The Yolo County Children and Families Commission, or First 5 Yolo, receives funding based on the number of live births in the county (approximately 2,400 per year) as a percentage of all live births in California. Governed by a Commission of nine, First 5 Yolo is a county agency with certain independent authority, including authority over its finances and strategic plan.

First 5 Yolo's Strategic Plan is a guiding document that describes the overall direction First 5 Yolo Commission will take to target the needs of children ages 0-5 years and their families. The Commission has a responsibility to the community to ensure that investments are made that help the youngest children, in years critical to their brain development, to thrive and better reach their full potential later in life.

Thus, the Commission's ability to make strategic investment decisions is paramount. In addition to this high level Strategic Plan, First 5 Yolo staff will develop an Implementation and Funding Plan with recommendations that contribute to achieving that strategic direction.

## First 5 Yolo's Mission

*First 5 Yolo will assist our community to raise children who are healthy, safe, and ready to learn. We will assure that our resources are effectively used and all community voices heard.*



# First 5 Yolo Children and Families Commissioners & Staff

First 5 Yolo Commissioners are appointed by members of the Yolo County Board of Supervisors. Members of First 5 Yolo include five community representatives, one from each of the five districts of Yolo County, two representatives from county agencies, one member-at-large, and one member of the Yolo County Board of Supervisors.

## Current First 5 Yolo Commissioners:

Jim Provenza, Yolo County Supervisor  
*Board of Supervisors Representative*

Sue Heitman, District 5  
*Community Representative*

Francisco Castillo, District 1  
*Community Representative*

Jesse Ortiz, Superintendent, Yolo County  
Office of Education  
*Education Representative*

Sally Brown, District 2  
*Community Representative*

Jill Cook, Deputy County Administrator  
*County of Yolo Agency Representative*

Jenn Rexroad, District 3  
*Community Representative*

Nichole Arnold, Member-At-Large  
*Children with Special Needs Representative*

Heidy Kellison, District 4  
*Community Representative*

## Current First 5 Yolo Staff:

Gina Daleiden  
*Executive Director*

Victoria Zimmerle, MBA  
*Business Services Officer*

Lauren Adams, MPH  
*Management Services Officer*

## FIRST 5 YOLO'S GUIDING PRINCIPLES

The following Guiding Principles were adopted by the Commission in September 2017:

- **Keep as our core concern, the health, safety, and early learning needs of children, prenatal to five, and the support of their families.**
- **Value diversity as a strength, respecting all cultures and promoting access for all families.**
- **Invest to achieve the greatest impact with a more deeply defined focus (rather than broad and shallow investments scattered across a range of disconnected grants).**
- **Promote prevention, early intervention, and community systems change.**
- **Build funding collaborations and opportunities to leverage to enhance impact.**
- **Address community needs, build capacity in community partners, and prioritize children at greatest risk or in greatest need.**
- **Commit to making programs/services accessible, culturally competent, and responsive to children with developmental or special needs.**



# Strategic Plan Goals

Strategic Plan Elements:

The FY18/19-FY20/21 Strategic Plan will identify four Priority Areas to serve as polestars for First 5 Yolo's unique role and responsibility. These Priority Areas, Child Health, Child Safety, Early Learning, and Systems Change and Networks, align with First 5 Statute and First 5 Yolo's Mission.

Population level indicators are listed for the first three Priority Areas, to provide at least one example of available data showing countywide status or baseline results. First 5 Yolo and many other community partners contribute to, but are not solely responsible for, movement in these results.

Goals aligning with each Priority Area will articulate agency level results which are achieved through the funding and support of programs and services, staff level work, projects, and collaborations. The following goals guide First 5's work as an agency and include:

## **Improve Systems and Networks**

F5Y investments, services, and advocacy efforts support and enhance a system of care that is coordinated, responsive, and delivered by effective providers.

## **Improve Child Health**

F5Y investments and services provide prevention and early intervention so that children prenatal through 5 are supported in reaching their optimal developmental outcomes.

## **Improve Child Safety**

F5Y investments and services support and strengthen parents, caregivers, and families to provide safe environments and relationships to allow children 0-5 to thrive.

## **Improve Quality Early Learning**

F5Y investments and services improve access and opportunity for quality early learning so that children enter kindergarten ready to learn.

Annual local evaluations report on program performance measures (PMs), First 5's collective indicators of success in affecting priority area goals. This is how First 5 Yolo can measure agency progress and continuously improve outcomes. Data from individual program performance measures will be used as indicators for progress on these agency goals. Refinement and development of program PMs and data collection is on-going.

## First 5 Yolo will advance our roles as a catalyst, collaborator, capacity builder, and policy advisor/advocate by:

- 1) Leading and participating in key initiatives in Yolo County and the State by serving as an intermediary and convener for local funders and stakeholders around early childhood policy, fund development, and systems change.
- 2) Supporting an integrated early childhood system of care that contributes to the health, safety, and school readiness of our youngest children prenatal to five. This includes intensive family support, parent/caregiver education, and promotion of child development, prevention, and early identification, as well as quality early learning.
- 3) Supporting the sustainability and scale of effective programs by seeking to leverage First 5 funds with funds from city, county, and community agencies, as well as private businesses, to continue effective services First 5 Yolo has supported over the past 20 years. We will work with our partners to seek additional funding and/or realign existing funding to maximize our collective impact.
- 4) Advocating for legislation and policy changes at the national and state level as a part of the statewide First 5 Network.
- 5) Advising on policies at the local level that lead to additional funding for the early childhood system of care at the greatest point of leverage, prenatal to age 5.
- 6) Investing in, piloting, and evaluating innovative and systemic approaches for supporting children and families that will advance the field as funding allows.
- 7) Working with partners to support shared benchmarks, data collection, meaningful performance measures, policy and programmatic analyses, and to engage in collaborative evaluations to monitor short and long-term impact across Yolo County.
- 8) Identifying, funding, and measuring success for programs targeted to the highest risk children 0-5 and their families.
- 9) Promoting the recognition of the critical and unique nature of early childhood, given the science and economics supporting investment in years 0-5.

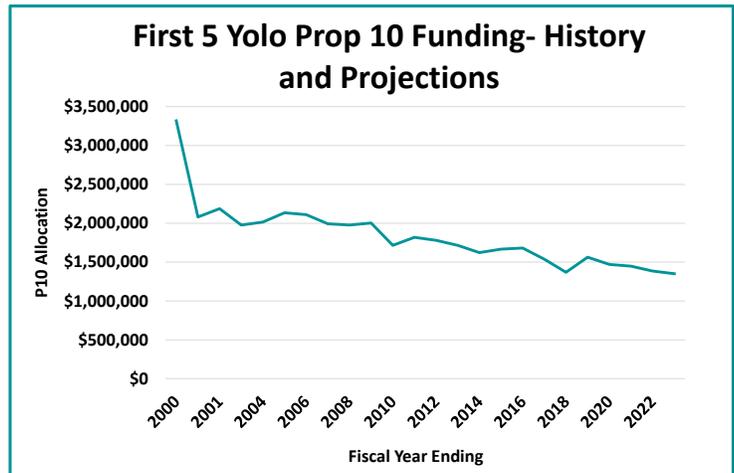


Moving forward, First 5 Yolo will work with our community partners to assure that the most effective services and supports established over the last 20 years will be sustained, continually improved, and scaled up where needed. Most importantly, First 5 Yolo's efforts will continue to focus on ensuring our youngest children and their families have what they need to help their children thrive, especially in the first five years of greatest brain development. The continued evolution of this work may require new ways of thinking, new resources, and better support for, and recognition of, the importance of investing in early childhood by all levels of public and private agencies.

# Sustainability

The sustainability of systems and supports provided through First 5 Yolo (F5Y) investments to ensure that children are healthy, safe, and ready to learn is our priority. Currently, Proposition 10 funding is declining annually at approximately 1% to 5% as consumption of nicotine products continues to decline in California. To date, First 5 Yolo has managed declining revenues through the use of reserve funds, leveraging state and local funding, and improved internal efficiencies.

The financial chart included illustrates the Prop 10 fiscal landscape since 2000 and projections for the next 5 years. In this strategic plan, F5Y is starting with an anticipated annual Prop 10 allocation of \$1.56 million, which is expected to decline to \$1.45 million by 2021.



When the Commission adopted the FY2015-2018 Strategic Plan, First 5 Yolo committed to sustainable community investments, and focused on leveraging

funds and limiting the use of fund balance. Given the fiscal reality faced by First 5 Yolo, this Strategic Plan continues this commitment to sustainable investment and collective impact. This includes an increased focus on investments designed to effect “systems change,” to improve and coordinate the system of care. Investments may be direct services that effect systems change, as well as support of work to optimize coordination, advocacy, and strategic investments. Through these actions, First 5 Yolo can maximize community impact in the face of declining revenue.

F5Y will continue to work with other local leaders and partners to proactively pursue new opportunities to obtain and/or leverage resources that support the early childhood system in Yolo County.



## Planning Process

This Strategic Plan is a guiding document that provides direction for the creation of a detailed Implementation Plan. The planning process in this cycle took into account the current and projected future fiscal climate, needs of children 0-5 and their families in the community, and an outcome-driven system for performance measurement. It is built on community input about our community's strengths and needs; evidence-based and best practices in the fields of early childhood development and family support; and emerging trends at the local, state, and national levels.

The planning process included careful consideration of Friedman Results Based Accountability (RBA). RBA is a widely accepted and practiced method to plan and measure the effectiveness and impact of programs, service systems, and population-level interventions. It is a simple and concrete framework that creates a common language and encourages continuous quality improvement. RBA tracks and analyzes quantity, quality of effort, and outcomes by measuring the extent to which those served are 'better off.'

The Strategic Plan was developed through a 10-month participatory process that engaged:

- Community partners, funded agencies, and stakeholders
- First 5 Yolo Commissioners
- First 5 Yolo Executive Director and Staff
- Community members and service recipients
- Community leaders and policy makers

The review of data, literature, and research also informed the planning process, most specifically the Commissioner Retreat, where community needs, service gaps, emerging risk-modeling information to identify high-risk families, and best practice models were discussed at length and implications considered.

The First 5 Yolo planning process also leveraged the research, data, and learned experiences of the statewide First 5 Network, including notable contributions by First 5 Alameda, Orange County Children and Families Commission, First 5 LA, First 5 Santa Cruz, First 5 Mendocino, and First 5 Association.

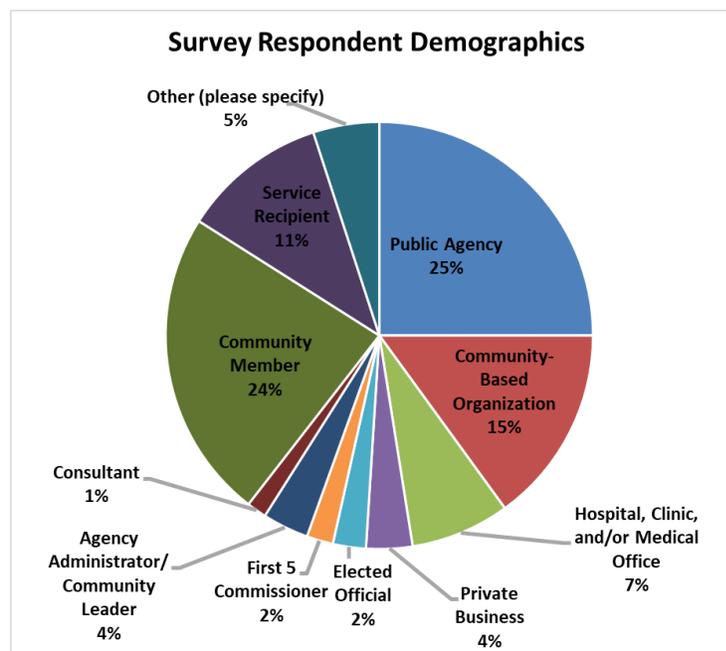
## Engaging the Broader Community

In addition to Commissioner representation of individual communities and direct engagement specific to strategic planning with partners and service recipients, a Strategic Planning Survey was distributed via email to over 400 community partners to engage stakeholders in the strategic planning process. It was also available on the First 5 Yolo website and copies were provided to several funded partner agencies for distribution to service recipients. Over 150 responses were collected.

In the survey, respondents were asked about the need for additional resources across many service areas that help support the mission of First 5 Yolo. In their responses, two major themes emerged: strong and healthy child/family programs/services and early learning supports including access to services for special needs children.

Respondents from both funded partners and broader community encouraged First 5 Yolo to explore partnerships with non-traditional partners, such as the faith community, communications professionals, business community, and first responders.

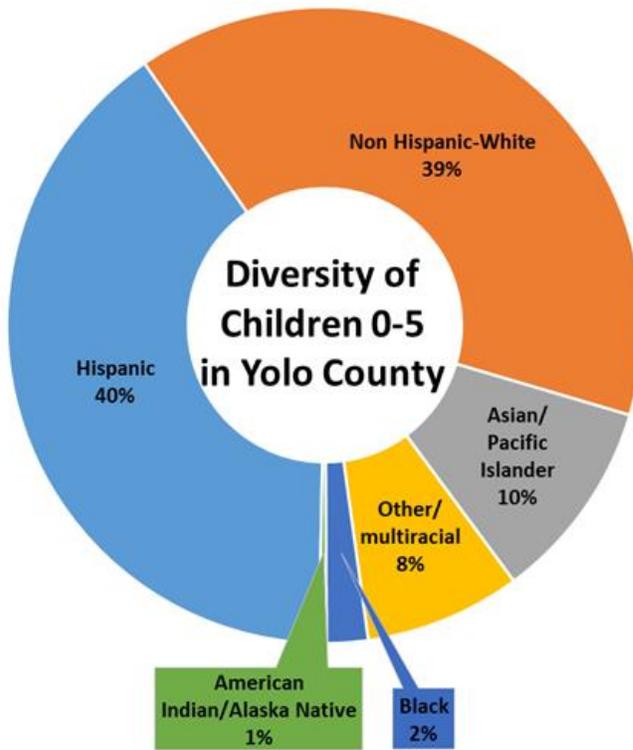
The information collected informed Commission and staff thinking at the Strategic Planning Retreat and during the remainder of the process.



# Snapshot of Yolo County

Yolo County is located in the Sacramento Valley of Northern California. As of the 2010 Census, the population was 200,849. Its county seat is Woodland, and its largest city is Davis. Much of Yolo County remains a relatively rural agricultural region. The University of California at Davis, a world-class research institution, is also home to over 35,000 students (2016), many of whom reside in Davis or other Yolo County areas.

Yolo County is governed by a board of five district supervisors, as well as the governments of its four incorporated cities: Davis, West Sacramento, Winters, and Woodland.



Source: California Department of Finance, California State Data Center, 2016 Population Estimates

## Selected demographic data (2016) for Yolo County children include:



There were 2,420 live births in 2016



Roughly 15,176 children ages 0-5



39% of all births are to mothers on Medi-Cal



80% of all expectant mothers, 70% of expectant mothers on Medi-Cal, receive early prenatal care



27% of children live in single parent homes



35% of children live in homes where English is not the primary



53% of three and four-year-olds attend preschool



52% of families can afford basic living expenses; 19% of children live in poverty



56% of children who entered the foster system were 0-5 years old

# Measuring Success

## Evaluation Efforts

Accountability is critical to First 5 Commissions. Each participating Commission is required to create a strategic plan with measurable outcomes for programs using appropriate and reliable indicators and evaluation processes. Annually, each county commission is required to conduct an independent audit covering financial management, implementation, and performance.

**RESULTS BASED ACCOUNTABILITY** helps us separate **POPULATION ACCOUNTABILITY**, the wellbeing of whole populations, from Performance Accountability, the wellbeing of client populations for programs, agencies, and service systems. At F5Yolo, we distinguish **AGENCY** performance accountability and **STRATEGY** performance accountability.

## Results Based Accountability

First Five Yolo’s Strategic Plan is built upon Friedman Results Based Accountability (RBA), an approach that starts with the desired outcome in mind—the condition of well-being that is sought—and works backwards to figure out how to get there. Developed by Mark Friedman, this approach includes three kinds of performance measures: how much we do (quantity); how well we do it (quality); and is anyone better off (outcome).

RBA uses a common language and a common-sense approach that has proven to be an effective tool in communicating results to policymakers and the community. Clearly defined outcomes—such as children are healthy, safe, and ready to learn—serve as a unifying factor for program managers and staff as they implement effective programs and continually strive to improve results. The RBA process includes the regular review of performance measure data, and strategies to “turn the curve” if the results are not trending in the right direction.



In using the Friedman RBA approach to performance measurement, First 5 Yolo tracks how much was done, how well it was done, and whether anyone is better off, for funded programs. Funded partners use their performance measure data to continually review and improve the performance of their organization.

### Population Accountability

The Friedman RBA framework uniquely allows organizations and programs to view their work within the context of desired population outcomes while understanding who is responsible for what. The population level results and indicators outlined in this Strategic Plan help define the well-being of all

of Yolo County’s children and families and therefore shape the work of First 5 Yolo. However, First 5 Yolo is not solely responsible for population level indicators nor movement in those indicators. First 5 Yolo’s actions, along with the actions of other agencies, programs, and levels of government, do play a role, and First 5 Yolo’s investments and work can contribute to the results we expect for our community.

### **First 5 Agency Accountability and Strategy Accountability**

First 5 Yolo and its funded partners can only be held accountable for the children and families they serve. The RBA framework helps both First 5 Yolo and its funded partners identify the roles they play in creating community-wide impact. Funded partner efforts align with First 5 Yolo’s goals and those goals align with the population level results and indicators. Through this alignment, First 5 Yolo’s efforts are targeted and can, with the work of other agencies, organizations, and levels of government, “turn the curve” on the population-level indicators.

First 5 Yolo and each of its funded partners use performance measures specific to funded strategies to determine whether anyone is better off as a result of program services, as well as the quality and efficiency of those services. The performance measures answer the three fundamental questions of Friedman RBA:

- How much did we do?
- How well did we do it?
- Is anyone better off?

First 5 Yolo will use RBA performance measures to evaluate funded programs, as well as to build capacity and work with funded partners to improve the quality of programs and services on a continual basis. Performance measures are developed collaboratively with the agencies and personnel who implement the programs. The RBA process supports and encourages continual quality improvement.



## Program Investment Criteria

As part of the planning process, Commissioners have prioritized program investment criteria to inform future decision making across the specific First 5 Yolo Strategic plan Goals. The following criteria will be used:

- Focuses “Upstream” on prevention and very early intervention for best outcomes
- Leverages available resources in a coordinated manner
- Identifies and appropriately serves, with best practices, highest-risk children and families throughout the County
- Focuses on geographical areas with high-risk births and great need
- Utilizes evidence-based, promising, or emerging innovation practices or models
- Promotes collaborative community and/or program capacity building
- Improves return on investment through evaluation and continuous quality improvement
- Brings other partners to the table
- Supports targeted initiative with multiple components or partnerships
- Improves continuum of care and systems

## Strategies for Specific Goal Areas

### Goal: Improve Systems & Networks

Investments, services, and advocacy efforts support and enhance a system of care that is coordinated, responsive, and delivered by effective providers. Strategies will achieve one or more of the following:

- Provide services along a continuum of care to address families’ various needs and risk factors, such as poverty
- Reach highest-risk children and families at the greatest point of leverage, the earliest years, through expanded and improved assessment prenatally and at birth, and direction to high-intensity home visiting and auxiliary services
- Collaborate and actively strengthen partnerships with and among public agencies, community based organizations, and private industry
- Create tools or methods to identify children and families in-need who might otherwise be undetected
- Build organizational or community capacity to serve children and families in Yolo County
- Support multiple points of entry for assessment or services, including non-traditional entry points, such as public safety
- Invest in systemic change with viable pilot projects and measurable results

## **Goal: Improve Child Health**

Investments and services provide prevention and early intervention so that children prenatal through 5 are supported in reaching their optimal developmental outcomes. Strategies will achieve one or more of the following:

- Expand early childhood and infant developmental, environmental, and mental health screening
- Support effective, early identification of risk for adverse childhood experiences and referral to needed family supports
- Improve access to services focused on highest-risk/greatest need families, including children with special needs, taking into account health equity issues
- Address determinants of child health and research-identified risk factors (e.g., teen pregnancy, poverty, maternal health and wellness, family violence, and others)
- Support highest-risk families to stay current on well-child visits, prenatal care, and immunizations
- Improve maternal, child, and family health and nutrition

## **Goal: Improve Child Safety**

Investments and services support and strengthen parents, caregivers, and families to provide safe environments and relationships to allow children 0-5 to thrive. Strategies will achieve one or more of the following:

- Implement evidence-based or best practice, high-intensity early intervention to prevent child maltreatment (e.g., home visiting and other proven practices for healthy and strong/safe families)
- Provide results-oriented and coordinated parent education and support services ranging from low- to high- intensity
- Partner with Child Welfare to fill program/service gaps for foster children and system-involved children and families
- Strengthen and promote communication about best practices to protect children across all agencies in Yolo County and develop a common language
- Target outreach and support (including access to quality legal, therapeutic, counseling services, etc.) to young children who are victims of family violence
- Improve access to safety information packets and educational materials or programs for families at birth

## **Goal: Improve Quality Early Learning**

Investments and services improve access and opportunity for quality early learning so that children enter kindergarten ready to learn. Strategies will achieve one or more of the following:

- Provide evidence-based or best practice early learning programs for at-risk or special needs children and their parents/caregivers
- Improve quality early learning for children through education, professional development, and support for providers
- Promote trauma-informed and therapeutic early learning program support
- Offer early learning opportunities that promote parent/child bonding, healthy child development, and cultural sensitivity
- Support quality early learning and preschool initiatives

## Funding Plan

First 5 Yolo implements the vision described in this Strategic Plan with a Funding Plan investing in programs and services selected using identified Program Investment Criteria. These programs and services align with one or more of First 5 Yolo's Goal Areas defined in this Strategic Plan and achieve one or more of the Strategies prioritized under each Goal Area.

Because of re-organization and improved efficiency efforts, First 5 Yolo expects to continue similar levels of funding across the next three years as the last three years. In this Strategic Plan, the Commission anticipates allocating at least \$1,130,056 each of the three years, slightly higher than previous Strategic Plan funding allocations.

Funding Plan:

### Fiscal Years 2018/19 through 2020/21

Funded Programs	FY2018-2019	FY2019-2020	FY2020-2021
Help Me Grow	450,000	The Commission has chosen to postpone voting on a multi-year funding plan for FY2019/20-FY2020/21 until additional information regarding revenues and leveraging options become available.*	
Healthy Families America Home Visiting	50,000		
The CHILD Project Pilot (Davis and Rural)	115,000		
ABC Home Visiting	86,664		
Foster Care Recruitment and Retention	57,312		
Yolo Crisis Nursery Services	67,280		
Family Hui	15,000		
Nurturing Parenting Program	68,500		
IMPACT	50,000		
BOOST	5,000		
Play School Experience	119,300		
Early Literacy for Families (Storytime)	31,000		
Sponsorship Funding	5,000		
Clear Impact (Program Capacity Building)	10,000		
<b>Totals</b>	<b>1,130,056</b>		<b>1,130,056</b>
Additional Funding Available for Allocation to Programs		\$184,500-\$319,500**	

\* Expected minimum level of funding slightly higher than prior 3-year Strategic Plan funding.

\*\* In addition to the program funding levels outlined above, the Commission projects these funds to be available to support leveraging efforts and opportunities for collaboration with new partners in the face of presently unfolding new potential revenue streams

## Goal Area Strategies

		Programs														
		Help Me Grow	Healthy Families America	Foster Care	Yolo Crisis Nursery	Family Hui	Early Literacy for Families	IMPACT	Boost Training	ABC Home Visiting	Nurturing Parent Program	The CHILd Project	Sponsorship Funding	Clear Impact		
Improve Child Health	Expand early childhood and infant developmental, environmental, and mental health screening	●	●		●			●	●		●	●				
	Support effective, early identification of risk for adverse childhood experiences and referral to needed family supports	●	●	●	●						●	●				
	Improve access to services focused on highest-risk/greatest need families, including children with special needs	●	●	●	●						●					
	Address determinants of child health and research-identified risk factors (e.g., teen pregnancy, poverty, maternal health and wellness, family violence, and others)	●	●	●	●	●		●	●	●	●	●				
	Support highest-risk families to stay current on well-child visits, prenatal care, and immunizations		●		●						●					
	Improve maternal, child, and family health and nutrition		●		●						●	●				
Improve Child Safety	Implement evidence-based or best practice, high-intensity early intervention to prevent child maltreatment (e.g., home visiting and other proven practices for healthy and strong/safe families)		●		●					●	●					
	Provide results-oriented and coordinated parent education and support services ranging from low- to high- intensity		●		●	●		●		●	●					
	Partner with Child Welfare to fill program/service gaps for foster children and system-involved children and families	●		●							●					
	Strengthen and promote communication about best practices to protect children across all agencies in Yolo County and develop a common language	●	●	●	●	●	●	●	●	●	●	●				
	Target outreach and support (including access to quality legal, therapeutic, counseling services, etc.) to young children who are victims of family violence					●						●				
	Improve access to safety information packets and educational materials or programs for families at birth	●	●		●											
Improve Quality Early Learning	Provide evidence-based or best practice early learning programs for at-risk or special needs children and their parents/caregivers				●		●	●				●				
	Improve quality early learning for children through education, professional development, and support for providers	●							●	●						
	Promote trauma-informed and therapeutic early learning program support	●			●				●	●						
	Offer early learning opportunities that promote parent/child bonding, healthy child development, and cultural sensitivity					●	●	●				●				
	Support quality early learning and preschool initiatives						●	●	●	●						
Improve Systems & Networks	Provide services along a continuum of care to address families' various needs and risk factors, such as poverty	●	●	●	●	●		●		●	●	●				
	Reach highest-risk children and families at the greatest point of leverage, the earliest years, through expanded and improved assessment prenatally and at birth, and direction to high-intensity home visiting and auxiliary services	●	●		●	●					●		●			
	Collaborate and actively strengthen partnerships with and among public agencies, community based organizations, and private industry	●	●	●	●	●		●	●	●	●		●			
	Create tools or methods to identify children and families in-need who might otherwise be undetected	●	●										●			
	Build organizational or community capacity to serve children and families in Yolo County	●	●		●						●	●	●	●	●	
	Support multiple points of entry for assessment or services, including non-traditional entry points, such as public safety	●	●		●	●	●					●				
	Invest in systemic change with viable pilot projects and measurable results	●	●		●						●	●	●			

## Evaluation Plan

Annually, First 5 Yolo develops an evaluation plan to accompany the Funding Plan. The Evaluation Plan for First 5 Yolo is designed to examine program level changes, ultimately measuring the extent to which clients served are “better off,” using data collection instruments that are part of an evidence-based or best practice program, as well as those that have been tailored for First 5 Yolo. Evaluation tools are based on current best practices in the fields of evaluation and early childhood development and education. The Evaluation Plan will also build from previous evaluation work and move toward inclusion of cross-cutting performance measures for key programs and services funded by First 5 Yolo. As detailed in the Strategic Plan, Program Performance Measures are developed and finalized in a collaborative, on-going process with individual funded partners.

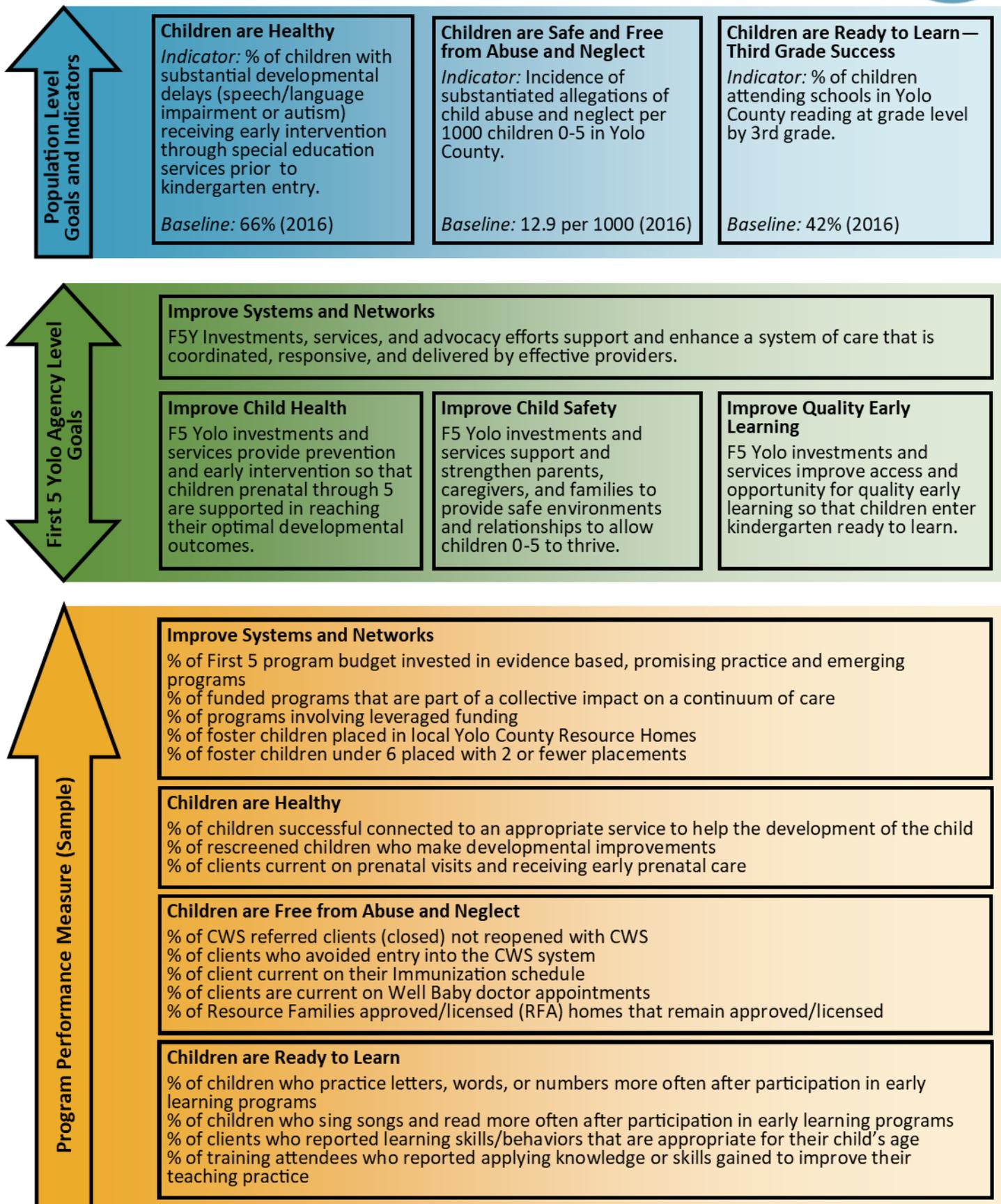
Evaluation staff will collect and analyze reported information to understand who receives services from First 5 Yolo, measure the impact of First 5 Yolo funded programs on families with young children, and/or on children 0-5, and identify opportunities for learning and continuous quality improvement.

As part of the Evaluation Plan, Evaluation Matrix 1, the evaluation framework, will detail the strategies and programs for each of the three Goal Areas (Improved Child Health, Improved Safety, and Improved Early Learning) and corresponding evaluation activities. Evaluation Matrix 2, the data collection summary, is a description of the methods, including the type of data collected and the mode and frequency of data collection. Annually, the Commission adopts Matrix 1 and 2 after program contracts are finalized.

First 5 Yolo’s evaluation framework can be expanded to include methods for tracking the impact of the full breadth of its efforts in the community. To date, evaluation of First 5 Yolo's efforts has focused on the impact of its grant making portfolio. The new evaluation framework under development will also explore First 5 Yolo's impact in the community as a result of its work in capacity building, fund leveraging, and systems change. Future Annual Evaluation Reports, framed in Friedman RBA, will be a tool for communicating a more complete picture of First 5 Yolo's impact in the community and work in “turning the curve.”



# Fitting It All Together

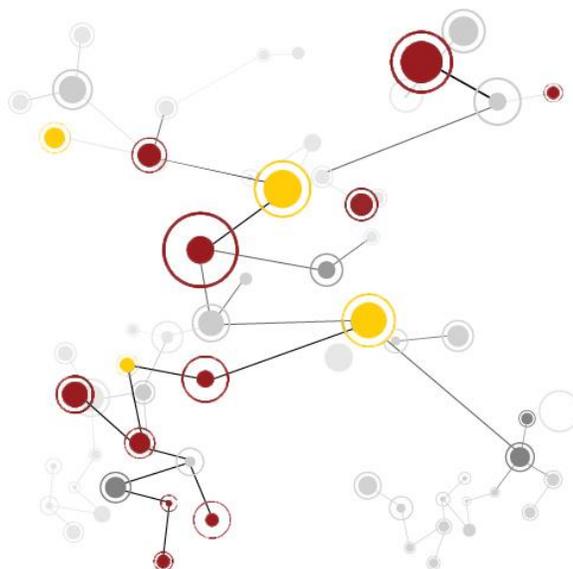


## Moving Forward: Implementation of the Strategic Plan

To operationalize the FY2018/19-FY2020/21 Strategic Plan, First 5 Yolo Staff will proceed with “tactical planning,” implementing internal timelines, assignments and work flow, and priorities. In addition to program design and funding, this will include analysis of, and planning for, capacity building for funded partners, data tracking, and performance measurement and analysis training, as well as expanding policy, advocacy, partnership work in the community.

Guided by this Strategic Plan and the well-documented and growing awareness of the critical nature of the first five years of life, increasingly, the focus of the next 3 years will be on local policy and systems change that recognizes the foundational nature of early childhood and brings proven programs and best practices in prevention and early intervention to scale. Adhering to the Commission’s direction developed over the course of strategic planning, First 5 Yolo will support an early childhood system of care that is better coordinated along a continuum, with high-intensity and auxiliary services, including multiple points of entry and improved screening and assessment for better identification, access, and service. This includes exploring new linkages and navigation to community supports.

New predictive risk modeling is providing insight into risk factors, adverse childhood experiences, identification of high-risk children, and long-term outcomes. Given the research by both scientists and economists showing that efforts should focus early in life for the greatest efficiency and effectiveness, First 5 Yolo will intensify efforts to reach parents and children in the earliest months and years, particularly when targeting highest-risk families with high intensity prevention and intervention programs.



As The Commission garners new and changing information on funding and leveraging opportunities, First 5 Yolo intends to increase the focus on improving outcomes for children and families facing the greatest cumulative risk, giving the community's most vulnerable children the opportunity to reach their full potential. Understanding that investing "upstream" of problems that deepen later in life yields the highest rate of return, efforts will continue to advocate for serving children and families at the greatest point of leverage, prenatal to five years. This work will include not only the maintenance of existing partnerships, but the development of new ones with public and private sector entities interested in increasingly coordinated models. This includes those who may not view early childhood as their usual mission, but who come to be "champions for children," recognizing the value to the community of investing "upstream," in prevention and intervention for children 0-5.

In the coming years, First 5 Yolo will look to serve as a catalyst and a vehicle for blending and braiding funding streams, as well as leveraging First 5 dollars as a co-funder and partner agency. Established and funded by Prop. 10, First 5 Yolo already has the funded infrastructure to evaluate and monitor programs, allocate funding efficiently, and provide assistance in quality improvement for early childhood prevention and intervention. Working together, we can build and sustain a community where children are healthy, safe, and ready-to-learn.

*One day, California's success will be measured  
by the wellbeing of its youngest children*

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