



Three Year Strategic Plan

July 2015 to June 2018



Prepared by
Lori Allio, PhD
Hatchuel Tabernik and Associates

HTA



Table of Contents

Letter from the Commission	1
Introduction	2
About Proposition 10 and First 5 Yolo Funding Sources	2
About First 5 Yolo County	3
First 5 Yolo’s Mission	3
First 5 Yolo’s Guiding Principles	3
First 5 Yolo’s Goals	3
First 5 Yolo Children and Families Commissioners & Staff	4
About Yolo County	5
The Strategic Planning Process	6
Community Needs Assessment	7
Needs Assessment Methodology	7
Needs Assessment Findings and Reflections	8
Direct Services and Systems Change Strategies	10
Criteria for Systems Change and Direct Services Investments	11
Strategic Framework: Priority Areas, Goals, and Objectives	12
Funding Allocation Plan	14
Evaluation Efforts.....	17

Letter from the Commission

Yolo Community Members and Stakeholders:

First 5 Yolo is pleased to present its 2015-2018 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 County Commissions around the state to dedicate funding where it is needed most in their communities. First 5 Yolo is in the final year of the seven year Integrated Family Support Initiative.

The 2015-18 Strategic Plan is built with community input from parents, providers and stakeholders and is intended to address the unique child health and development, family support and systems change needs of Yolo County.

This Plan is the road map to ensure that First 5 Yolo funds initiatives that provide a range of direct service programs and systems change efforts 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 with greatest challenges
- We recognize the advantage of changing the systems of care that creates 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.

Now we must build upon the tenets outlined in the 2015 Strategic Plan in the face of sharply declining revenues and more difficult investment choices. The 2015-2018 Strategic Plan focuses on services that fill gaps in areas of greatest need, implements systems change that improves service delivery, and strives to leverage partners' investments to strengthen the collective impact and enhance sustainability. This approach offers the best opportunity to maximize our diminishing 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.

Sincerely,

Jim Provenza, Chair

About Proposition 10 and First 5 Yolo Funding Sources

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. 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.

Statewide, 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. Yolo County 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.

First 5 Yolo's Strategic Plan is a guiding document that describes the overall direction the 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 children and families realize their potential and enjoy productive and fulfilling lives. Therefore, the Commission's ability to make strategic investment decisions is of critical importance. In addition to this high-level Strategic Plan, First 5 Yolo staff will develop an Implementation Plan and make specific funding recommendations that contribute to achieving the strategic direction.

Proposition 10 funds in Yolo County have never been sufficient to meet the needs of all children, but during this most recent planning cycle the Commission has been faced with three additional challenges:

- First 5 Yolo and other First 5 Commissions across California are experiencing a decline in Proposition 10 tobacco tax revenues which will continue over the coming years;
- For a number of years, First 5 Yolo has intentionally and systematically spent down their reserves, investing them in key strategies such as bolstering the safety net during the recent economic crisis. Having spent all reserves, expenses must not exceed revenue from this point forward, and;
- The adoption of this Strategic Plan occurs at a point in time when there is uncertainty about continued matching funds from First 5 California and the CA Department of Education for several local early education programs. Potential funding from these programs will likely impact strategies that First 5 Yolo employs to ensure that our funds are complementary, leveraged and directed to where they are most needed.

These challenges created a unique responsibility for the First 5 Yolo Commission during this planning cycle: for the first time in its history First 5 Yolo County had to decide on how to reduce its investments by approximately 50%. Given this context of diminished resources, the Commission has planned for reduced investment during 2015-2018, with an eye toward sustainability and impact.

About First 5 Yolo

During the planning process for this 2015-2018 Strategic Plan, First 5 Yolo decided to continue with its current Mission, Guiding Principles, and Organizational Goals.

First 5 Yolo's Mission

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

First 5 Yolo's Guiding Principles

First 5 Yolo's guiding principles were formed through a series of civic engagement meetings and refined by the Commissioners. Yolo parents, services providers, and interested individuals took part in a series of special dialogue sessions, which were designed to discuss the critical choices facing First 5 Yolo and to identify the beliefs, feelings, and values to guide the Commission in its decision-making processes.

- Our mission is to raise children that are healthy and ready to learn. The needs and concerns of children and families will remain our principal focus.
- Community and provider input will inform Commission planning, allocations, and evaluation processes.
- Diversity is a strength we value, and we will facilitate respect and understanding of all cultures and promote access for all families.
- Strategies will respect existing community assets while recognizing and investing in creative and innovative solutions for addressing community needs.
- Commission actions will foster a system of care that sustains and links community resources and services.
- As community stewards, we will use our voices to leverage new resources for the community and advocate for new policies to support children and families.
- Evaluations will be developed and administered in partnership with local agencies to provide feedback, support, and technical assistance for ongoing program development.

First 5 Yolo's Goals

The following goals were developed during the first strategic planning process. They remain the focus of our work at First 5 Yolo.

- Identify and respond to community needs for children ages 0-5 and their families.
- Promote the coordination and integration of services to best meet the needs of residents.
- Raise awareness about the challenges and opportunities for young children and their families.
- Build community capacity to respond to the needs of children ages 0-5.
- Foster collective ownership and accountability for Yolo County's young children.

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 representative from the business community, 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, MSW, District 5
Community Representative

Francisco Castillo, District 1
Community Representative

Jesse Ortiz, Ed.D., Superintendent, Yolo County
Office of Education
Education Representative

Sally Brown, MSW, PHD, District 2
Community Representative

Jill Cook, MS, RN, PHN,
Deputy County Administrator
County 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
Business Services Officer

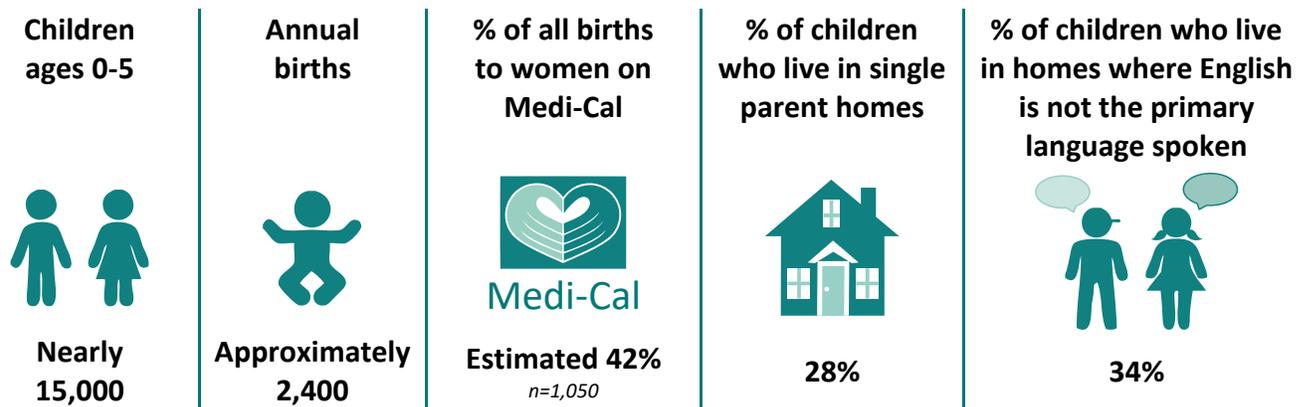
Lauren Adams, MPH
Management Services Officer

About Yolo County

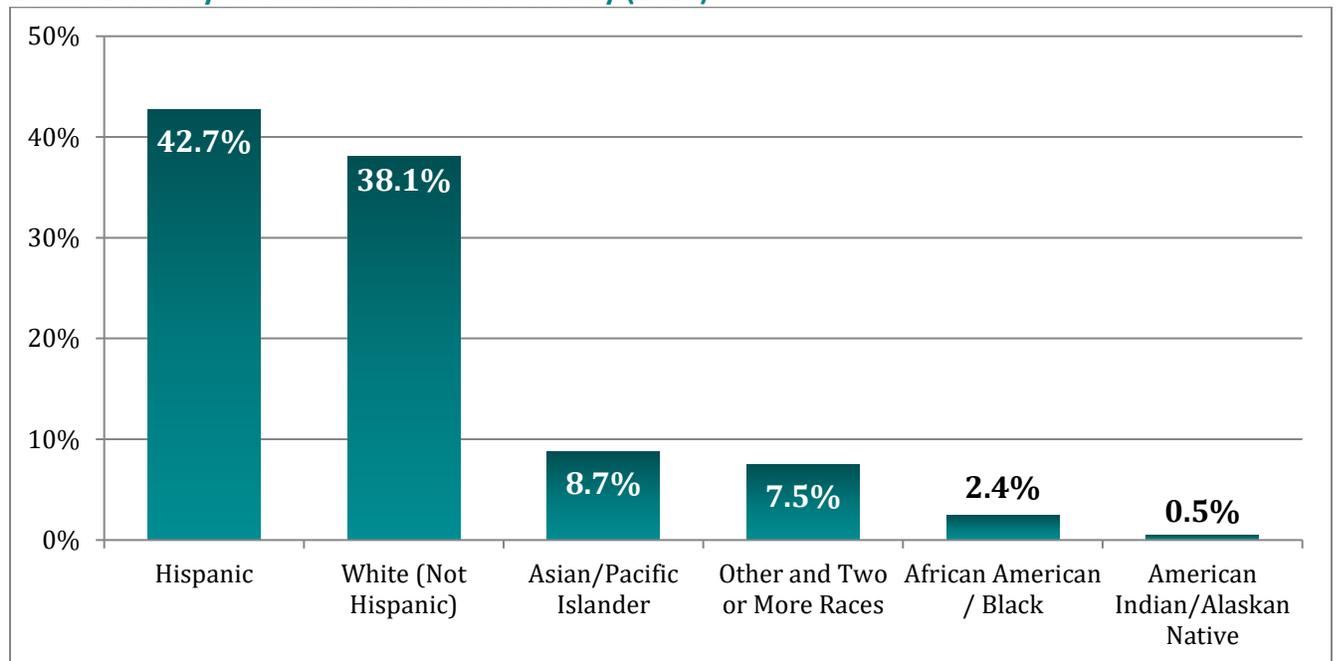
Yolo County is located in the northern portion of California, in the Sacramento Valley. As of the 2010 census, the population was 200,849. Its county seat is Woodland and its largest city is Davis. Much of Yolo County remains a relatively rural agricultural region.

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.

First 5 Yolo's Community Needs Assessment revealed the following selected demographic numbers for Yolo County children.



Ethnic Diversity of Children 0-5 in Yolo County (2014)

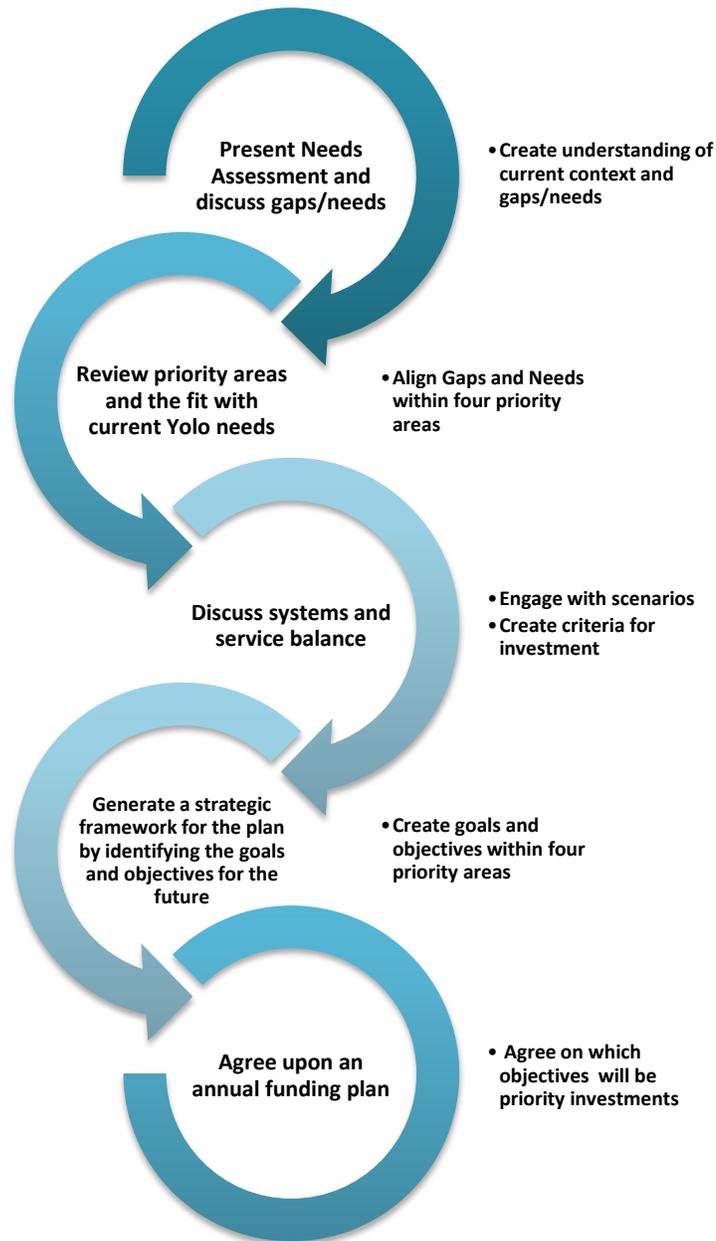


From the California Department of Finance, Demographic Research Unit, 2014 Population Estimates

The Strategic Planning Process

The Strategic Plan is a critical document that guides the investments of the First 5 Yolo Children and Families Commission. The planning process in this cycle addressed projected reductions in available funding that will occur in the context of the ongoing needs of children and families in the county. The Commissioners undertook a data-rich planning process that included the receipt of a Community Needs Assessment and two half day retreats. During the planning process they explored strategies for supporting services and systems change that would benefit children 0-5 years of age in Yolo County.

First 5 Yolo County: Strategic Planning Process Flow



Needs Assessment Methodology

With its mission and guiding principles in mind, First 5 Yolo conducted a countywide Community Needs Assessment that incorporated a variety of original and secondary data resources. The purpose of the assessment was to identify the needs of the nearly 15,000 children ages 0-5 in Yolo County and their families and to ascertain the existing gaps between needs and available services. The Community Needs Assessment report is based on the following sources of information:

- A review of trends in childhood health and well-being through data on 27 indicators covering a wide range of topics including: Family Economic Sufficiency, Health, Mental Health, Childcare, Education and Safety.
- A data review and analysis of existing Yolo County community needs assessments produced between 2012 and 2014, utilizing data from various reports and other sources, including but not limited to:
 - Building a System of Support for Young Children in Foster Care - 2013
 - CA Childcare Resource & Referral Network Childcare Portfolio - 2013
 - F5Y Family Activity Survey Results - 2014
 - F5Y Food Security Survey Results - 2014
 - F5Y Kindergarten Enrollment Survey Results - 2013
 - F5Y Oral Health Trends Report - 2009-2013
 - Foster and Kinship Care Education Year-End Report - 2014
 - Kids Data (Various Indicators)- 2014
 - Yolo Children's Status Report - 2014
 - Yolo County Childcare Needs Assessment- 2013
 - Yolo County Healthy Communities Status Assessment - 2014
 - Yolo County Health Council 2014 Annual Report
 - Yolo County Live Birth Profile - 2009-2013
 - Yolo County Maternal, Child, Adolescent Health Data Review - 2014
 - Yolo County Maternal, Child, Adolescent Health Needs Assessment - 2014
- A review of the F5Y 2012 Community Needs Assessment parent survey results (n= 618). This survey was conducted with assistance from community partners. Surveys were collected over a 10-day period at 31 unique agencies/programs.
 - 37% of the surveys were completed in Spanish, 63% in English.
 - 34% of surveys were collected from West Sacramento residents, 24% from Woodland, 19% from Davis, 6% from Esparto, 6% from Winters, 5% from Knights Landing, 1% from Clarksburg and 5% from residents of other locations.
- Key informant interviews with 23 professionals from child welfare organizations, mental health, special needs, preschool and early education, childcare representatives, elected officials, maternal, child and adolescent health experts and others.

Community Needs Assessment Findings and Reflections

The Commission reviewed a report on Yolo County assets and needs in each of four Priority Areas. Commission members suggested modifications during their retreat discussion around each Priority Area, resulting in the summary information below.

Priority Area 1



Improved Child Health

Progress & Improvements

- Oral health
- Baby-Friendly Hospitals/high breastfeeding rates
- Health insurance (kids are insured)
- Help Me Grow Yolo

Needs

- Access to mental health services for children and parents (including educational component)
- Access to specialty care for children
- Access to substance abuse treatment
- Address high obesity rates (women and children)
- Health insurance (access/utilization)
- Address social determinants of health: race/ethnicity, poverty, neighborhood, education
- Evaluation that measures outcomes and impact
- Universal Developmental Screening

Priority Area 2



Improved Child Development

Progress & Improvements

- High quality early learning programs/childcare
- High participation rates in early learning programs
- Increased library usage & early literacy programs
- Piloted developmental screening program
- Increased parent awareness of child development
- Preschool Initiative developing

Needs

- Affordable childcare (infant/toddler, non-traditional hours, full-day/full-year)
- Greater access and quality preschool for all children
- Evaluation that measures outcomes and impact



Improved Family Functioning

Progress & Improvements

- Continuum of home visiting programs
- High level of capacity and quality for foster care placements
- Place-based services throughout the County (FRCs and HHS hubs)
- Child Abuse Prevention Council
- Sustainability of Newly Independent Yolo Crisis Nursery

Needs

- Affordable housing
- Skilled case management for families
- Access to social connections
- Evaluation that measures outcomes and impact
- Child abuse and neglect prevention efforts and services



Improved Systems and Network

Progress & Improvements

- Collaborative environment
- Health & human services integration
- Leadership in county is innovative, dedicated
- Perinatal Mental Health Collaborative
- Home Visiting Sustainability Collaborative
- First 5 Yolo activities-inclusive of non-traditional partners
- Coordination between First 5 Yolo and County of Yolo
- First 5 Yolo Sponsorship Policy
- Foster Care systems change over 10-years of investment
- Initial launch of Champions for Children

Needs

- Yolo Children’s Movement
- First 5 Yolo Development Advisory
- Leverage more funding for children’s services
- Engage business and other funders
- Transportation
- Engage school districts
- Cross-funder collaboration
- Improved understanding and tracking of Children’s System of Care in Yolo
- Evaluation that measures outcomes and impact and further the conversation among community partners to improve the system of care in Yolo County

Direct Services and Systems Change Strategies

First 5's prime directive is to improve the lives of young children. Each of the 58 commissions actualize this directive in a unique way, based on the needs of the county, the partnerships created and the resources available. Yolo County children and families have seen major benefits from First 5 Yolo's investments over the last 15 years and with this new Strategic Plan, the Commission aims to continue our work and our impact. One element that has changed significantly since First 5 Yolo's last strategic planning process is that of reduced funding. Every year, fewer people are smoking. While this is very good news, it also means that tobacco tax revenues are decreasing. In the 15 years since the passage of Prop 10, tobacco tax revenues, First 5 Yolo's primary source of income, have decreased nearly 35 percent. This means we need to be even more strategic in how we invest so that we are able to live within our means.

For most of its history, the vast majority of First 5 Yolo's funds have supported direct services to young children and their families. However, First 5 Yolo's resources have never been sufficient to meet the direct service needs of all children in the county. As available funds are reduced in the next investment cycle and Proposition 10 tax dollars decline further, current strategies and levels of funding for direct services are not sustainable.

The concept of leveraging funds is not new to the Commission, but rather has been an essential piece of the overall funding puzzle. In very few instances has First 5 Yolo been the sole funder of any program. We have been successful in leveraged funds through our partner agencies, as well as through grants from First 5 CA, local foundations and the State. The concept and practice of leveraging dollars is critical to First 5s across the state due to the constant decrease in tobacco tax revenue. It is precisely because of these continual decreases that First 5 Yolo developed a 7 year strategic plan for 2008-2015, pulling funds from its reserve each year to ensure that our partner agencies did not suffer the annual reduction in funding that First 5 Yolo experienced. As we launch the 2015-2018 Strategic Plan, those reserves are gone and the Commission will look even more toward leveraging funds in the future.

If we continue to conduct "business as usual" and focus the majority of our spending on individual direct services, we would only be able to help a relatively small, and diminishing, number of children and families for a limited time. Working this way is like addressing the problem leaf by leaf instead of curing it at the root. First 5 Yolo needs an expanded approach; a new way to focus our efforts in order to make the greatest impact on the children of Yolo County.

During the strategic planning process, Commissioners agreed that investing our diminishing resources to leverage additional dollars and partnership would improve both the impact and the sustainability of First 5 Yolo's investments. Strategic system change investments, such as general support for a Children's Movement and more specific support for a countywide Preschool Initiative, will focus on a broader strategy to affect our youngest children and result in lasting benefits. Fostering advocacy, policies, public will and partnerships, including work to improve the sustainability and impact of First 5 Yolo funded partners, will improve the lives of all children in Yolo County. A goal of the Commission's work in systems change is to increase public investments of funds dedicated toward young children and improve policies that effect those investments.

Criteria for Systems Change and Direct Services Investments

One of the goals of the planning process was to develop a Strategic Framework that would identify Priorities, Goals, and Objectives for the Commission's work in general and guide the identification of a small number of priorities that would receive monetary investment. The Commissioners identified criteria for direct service and systems change investments that guided the development of the Strategic Framework as follows:

Criteria for Investing in Direct Services:

- Prevention focused /upstream
- High return on investment
- High leveraging potential
- Successful/effective program – impact/outcome data (if currently funded)
- Responsive to critical gaps identified in needs assessment
- Reaches highest risk children
- Collaborative
- Other funding available to continue services
- Cost/benefit analysis
- Evidence based
- Place-based, focus on underserved communities
- Addresses social determinants of health

Criteria for Investing in Policy, System, or Environmental Change:

- Prevention focused
- Capacity to influence change
- High return on investment
- High leveraging potential
- Builds community capacity to improve child health and well-being
- Builds organizational capacity to better serve children
- Brings new partners to the table
- Appropriate services for all children ages 0-5, based on need
- Collaborative
- Engages people where they live/Is relevant to communities where would be implemented
- Activates existing community networks
- Evaluation based/Evidence based
- Addresses social determinants of health

***Highest risk children defined as one of more of the following: living at or below the poverty level, residing in catchment areas of low performing schools, living with a single parent, English language learners, foster children/children in out-of-home placement, victims of family violence or child abuse/neglect.**

Strategic Framework: Priority Areas, Goals, and Objectives

The Commission developed a new Strategic Framework as part of its core strategic planning activities. The framework expresses First 5 Yolo's Priority Areas, Goals, and Objectives and communicates this simply and clearly to families, providers, policymakers, and other stakeholders. The Strategic Framework is the touchstone for the Commission's investments over the period of the Strategic Plan. It is important to note that this framework represents the best thinking of the Commission as to where its efforts could have the greatest impact on the needs of children in Yolo County. In this Strategic Framework, the First 5 Yolo Priorities, Goals and Objectives have specific meaning.

Priorities are the broadest areas of the Strategic Framework and emerge from those defined in the Proposition 10 legislation.

Goals are more specific than the Priorities but are still aspirational and represent what ideal situations the Commission would like to see in Yolo County. It is important to note that they may not be achievable with the resources available or within the time frame of the Strategic Plan but they serve to guide investment and activity within the Plan's timeframe.

Objectives represent more explicit changes that would support specific funding strategies. They are the most detailed aspect of the plan and help to ultimately guide the use of First 5 Yolo's organizational resources.

Priority 1 Improved Child Health



Goal 1 - Ensure all Children Ages 0-5 Receive Developmental Screening and Appropriate Prevention and Early Intervention Services.

Objective 1a - Build a system for coordination of information and referrals that integrates developmental screening, prevention and early intervention services across the county.

Goal 2 - Improve Oral Health among Children Ages 0-5.

Objective 2a - Improve services that prevent dental decay among children ages 0-5. Fund mobile oral health screenings, fluoride varnish applications and referrals for low-income preschoolers throughout Yolo County.

Objective 2b - Improve policies that prevent dental decay.

Objective 2c - Support targeted communications, outreach, and awareness regarding oral healthcare for parents of young children.

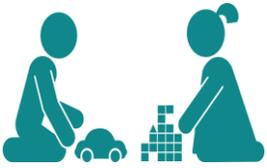
Goal 3 - Prevent Overweight /Obesity among Children Ages 0-5.

Objective 3a -Support community based nutrition education and fitness activities in geographic areas with highest childhood overweight/obesity rates.

Objective 3b – Partner in implementing public awareness campaigns targeting parents to decrease sugar-sweetened beverage consumption among children ages 0-5.

Objective 3c - Raise awareness among policy makers regarding the link between sugared beverages and obesity in their communities.

**Priority 2
Improved
Child
Development**



Goal 1 - Ensure all Children Enter Kindergarten Ready to Learn.

Objective 1a – Improve parent understanding and capacity to support child development through the implementation of evidence based programs that increase child development skills.

Objective 1b - Implement a public awareness campaign to increase parents’ knowledge of the importance of reading, talking, and singing to their young children.

Objective 1c - Fund early literacy skills for all children through library-based programs and partnerships.

Objective 1d - Support quality preschool in Yolo County.

Goal 2 - Increase the Quality and Quantity of Affordable Childcare Throughout Yolo County.

Objective 2a - Maintain and support a Quality Rating Improvement System (QRIS) in Yolo County.

**Priority 3
Improved
Family
Functioning**



Goal 1 - Parents are Empowered, Self-Sufficient and Have the Skills Necessary to Nurture Children to Reach Their Highest Potential.

Objective 1a – Provide early and intensive engagement, education and screening for families with at risk and vulnerable children through evidence-based home visiting program(s).

Objective 1b - Invest in rebuilding emergency overnight child care resources in Yolo County.

Objective 1c - Create access to local play groups and/or parent support groups that promote parent-child bonding, social-emotional health, and improved family functioning.

Objective 1d - Support coordination of Yolo Family Strengthening Network and integrate the Five Protective Factors Framework throughout agencies serving children and families.

Objective 1e - Ensure parents have access to culturally competent crisis intervention services (case management) to move families on the continuum from striving to thriving and prevent child abuse and neglect.

**Priority 4
Improved
Systems and
Network**



Goal 1 -Mobilize All Levels of the System to Support the Well-Being of Children in Yolo County.

Objective 1a – Support a Children’s Movement and/or advocacy that ensures that the well-being of children in Yolo is a top priority of government, business, non-profits and families.

Objective 1b – Collaborate with community partners, including the County of Yolo, to work across programs, promote sustainability of services, and improve the system of care.

Objective 1c – Ensure that Yolo County has a well-functioning foster care system that meets the needs of children 0-5 and enhance activities to include system change outcomes.

Objective 1d – Support capacity building for funded or community partners.

Funding Allocation Plan

It is clear that with a 50% reduction in First 5 Yolo's annual operating budget anticipated for the 2015 Strategic Plan duration, not all of the goals and objectives outlined in the Commission's Strategic Framework could be funded. Once the overall Framework was approved, Commissioner's then worked through a prioritization exercise to identify specific goals and objectives to fund from within the Framework. At the conclusion of this prioritization process, the Commission agreed upon the Funding Allocation Plan outlined below.

After adjusting for staffing, general operations, evaluation and data management costs, the Commission has approximately \$830,000 to allocate each year toward the direct service and systems change efforts outlined in this Strategic Plan. The total Annual Budget is projected to be approximately \$1,578,000. The Commission's priority goals, objectives and estimated funding range are included in the Funding Allocation Plan below. Through consensus, Commissioners identified eight objectives, which fall within a funding range of \$775,000 on the low end, to \$1,225,000 on the high end.

This Funding Allocation Plan will be further refined in the First 5 Yolo 2015 Implementation Plan, with the intent to determine specific strategies and allocation amounts for each of selected priority objectives. With limited funding available in the 2015-2018 funding cycle, it is anticipated that not all of the eight objectives will be prioritized for funding.

FUNDING PLAN FY2015-16 TO FY2017-18

Funded Programs	Priority Area	Goal	Objective	FY 2015-2016	FY 2016-2017	FY 2017-2018
Help Me Grow	1	1	1a	\$305,000	\$344,895	\$344,895
Avance	3	1	1a	150,000	150,000	150,000
Play School Experience	3	1	1c	123,375	114,000	114,000
Family Hui	3	1	1c	15,000	15,000	15,000
Foster Care	4	1	1c	100,000	103,500	103,500
Healthy Families America	3	1	1a	50,000	50,000	50,000
UP4WS - CSP1	2	2	2b	50,000	-	-
IMPACT/UP4WS	2	1	1d		50,000	50,000
Subtotal				\$793,760	\$827,395	\$827,395
Special Projects						
Emergency Childcare	3	1	1b	\$19,440	\$15,000	\$10,000
Enhancement of the Arts (ARK Preschool)	2	1	1d	6,000	6,000	6,000
Early Literacy for Families	2	1	1c	29,079	50,643	50,643
BOOST Early Learning Program	2	1	1d	20,506	20,505	20,505
Child Development Conference	2	1	1b	7,500	2,500	2,500
Autism Diagnosis and Treatment	1	1	1a	49,784	-	-
Family Hui Notebook Update - ACEs	3	1	1c	10,440	-	-
Data Management Consultation YCN	3	1	1b	4,000	-	-
Healthy Families-Step-by-Step	3	1	1a	-	9,167	-
AdvoKids	4	1	1b	-	3,000	-
Family Violence Coordination Pilot Project	4	1	1b	-	7,000	-
Unallocated Program Funding				-	290	9,457
Sponsorships				-	-	5,000
Funded Partner Capacity Building/ Clear Impact	4	1	1d	-	6,000	10,000
Subtotal				\$146,750	\$114,105	\$99,105
TOTAL				\$940,310	\$947,500	\$941,500

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.

First 5 Yolo supports accountability and learning through the ongoing monitoring of its efforts. Building upon previous evaluations, the evaluation framework for 2015-18 will include evaluation questions, indicators, and a measurable set of outcomes that monitor the effectiveness of both direct services and systems change efforts. Final selection of outcomes will be based on a process that includes a review of the best and most recent research findings and an assessment of their fit with strategies funded as part of the Commission's Strategic Plan. In alignment with First 5 California's results-based accountability model, data will be analyzed to evaluate the effectiveness of funded programs and activities and will support ongoing program development.