FIRST 5 STANISLAUS

STRATEGIC PLAN

2019-2024

APPROVED BY THE COMMISSION ON DECEMBER 11, 2018
PREPARED BY THE GLEN PRICE GROUP
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td><strong>Strategic Direction &amp; Planning Process</strong></td>
<td>4</td>
</tr>
<tr>
<td>A Snapshot of Stanislaus County’s Children and Families</td>
<td></td>
</tr>
<tr>
<td>Community Context and Needs</td>
<td></td>
</tr>
<tr>
<td>Evolving Role and Strategy</td>
<td></td>
</tr>
<tr>
<td><strong>Statement of Strategic Direction</strong></td>
<td>11</td>
</tr>
<tr>
<td>Vision</td>
<td></td>
</tr>
<tr>
<td>Mission</td>
<td></td>
</tr>
<tr>
<td>Values</td>
<td></td>
</tr>
<tr>
<td>Strategic Principles</td>
<td></td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td></td>
</tr>
<tr>
<td>Prioritized Roles</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Direction: At A Glance</strong></td>
<td>16</td>
</tr>
<tr>
<td><strong>Implementation and Monitoring Plan</strong></td>
<td>17</td>
</tr>
<tr>
<td>Strategies</td>
<td></td>
</tr>
<tr>
<td>Goal Area Summaries</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
</tr>
<tr>
<td><strong>References</strong></td>
<td>25</td>
</tr>
<tr>
<td><strong>Appendices</strong></td>
<td>26</td>
</tr>
<tr>
<td>Alignment of Strategies and Roles</td>
<td></td>
</tr>
<tr>
<td>Alignment of Strategies and Objectives</td>
<td></td>
</tr>
<tr>
<td>Implementation Timeline</td>
<td></td>
</tr>
</tbody>
</table>
I. INTRODUCTION

Stanislaus County is vibrant, diverse, and genuine. Our children are our community’s greatest asset. We honor our children and their families by working to ensure they get a strong start and have access to opportunities and services to meet their needs.

The work of First 5 Stanislaus has always been marked by a passion for the community it serves.

For 20 years, the organization has focused on listening to the community and partnering with multiple organizations to reach areas of the greatest need for children and families. Since its founding, First 5 has invested more than $120 million toward improving the lives of children and families in Stanislaus County. The organization has invested in a wide range of programs and strategies to meet a broad range of goals and objectives. The organization has been noted for long-term partnerships and investing in ways that closely align to its organizational goals and strategic plan.

First 5 has keenly watched significant changes taking place in the local community and has learned also from the tremendous body of information being created on brain development and program outcomes. As a result, First 5 has committed itself to a rigorous examination of its past, present and most importantly, the future roles that it might play in Stanislaus County.

The Strategic Plan for 2019-24 is the result of this process.

First 5 Stanislaus recognizes our children are an incredible gift. We honor their importance by working with them and their families to ensure they get a strong start in life and have access to opportunities and services to meet their needs.

By the age of three, 80% of a child's brain is already developed. That number increases to an amazing 90% by age five. A growing body of research across disciplines demonstrates the importance of early brain development and the impact that high-quality early learning opportunities and nurturing relationships have on future outcomes for children. Young children's neural connections are formed and strengthened by interactions with adults and other children and through their environment. Physical health, emotional health, social skills, and cognitive-linguistic capacities that emerge in the early years are all important for success in school, the workplace, and in the larger community.

Research also now reveals the negative impact of toxic stress on the brain development of children at a young age. This stress can lead to long-term learning, behavioral, and physical and mental health issues.
First 5 Stanislaus’ vision is for a world where Stanislaus County’s children thrive in supportive and safe environments; they have empowered, loving, and nurturing caregivers; they are healthy, eager, and ready multilingual learners; and become productive, well-adjusted members of society. To achieve this, we are a catalyst to give children and families the best start.

First 5 Stanislaus was established as the Stanislaus Children and Families Commission by voters through the passage of the California Children and Families Act (Prop 10) in 1998. First 5 Stanislaus, like other Commissions in the state, is funded through tobacco tax revenue. Since its establishment, the Commission has supported programs that make a difference in the emotional, physical, and intellectual experiences in a child’s first five years.

The Commission is now at a strategic crossroads. Multiple changes in the environment, as well as long-term issues are impacting past strategies and the future direction of the Commission. State tobacco tax revenue continues to decline and Commission expenditures are significantly exceeding revenues in a planned spend-down of the Commission's fund balance. Economic pressures like poverty, unemployment and lower educational attainment persist. No single organization is pulling together organizations serving children from prenatal through age five to look at systems improvement and long-term outcomes and there is a lack of coordinated local data. However, there is a tremendous willingness on the part of community stakeholders to participate in collaborative work and this is a significant strength in the County.

To respond strategically, First 5 Stanislaus engaged in a reflective, stakeholder-informed, community needs-driven strategic direction and planning process. Section Two below outlines this process, including a review of key findings. The resulting plan can be found in Sections Three and Four.
II. STRATEGIC DIRECTION & PLANNING PROCESS

First 5 Stanislaus is a force for positive impact and an incredible asset in Stanislaus County. The Commission viewed its 2018 strategic direction and planning process as a tremendous opportunity to create systems and strategies to drive long-term change in a vibrant community. First 5 Stanislaus conducted a deep review and assessment of community needs, stakeholder input, and Commission priorities to chart its strategic direction and develop a long-range strategic plan. The Commission sought to examine its role in the county and to create a shared vision of the future and a relevant and cohesive long-range strategic plan.

The process began in mid-2017 when the new First 5 Stanislaus Executive Director conducted an intensive series of stakeholder interviews, listening sessions and meetings to inform the future direction of First 5 Stanislaus over an 8-month time period. The formal strategic direction and planning process was initiated on June 1, 2018, with support of the Glen Price Group (GPG) after a formal request for proposals process.¹ The process was structured in three phases: I. Discovery, II. Planning, and III. Plan Development and Finalization.

The discovery process resulted in a comprehensive Discovery Report that outlined the analysis of extensive stakeholder input and information from secondary source materials. It reviewed the national and state context and political and demographic changes in California; presented a snapshot of children in Stanislaus County and their families, looked at social determinants of health that are impacting Stanislaus County residents, and identified community needs and opportunities; and outlined important strategy considerations.²
To identify the right strategies for supporting young children and their families in Stanislaus County, the Commission wanted to understand who these young children and their families are. As an example, imagine a playground in the heart of Stanislaus County. There are 20 young children age five and under playing, learning, and interacting with one another. Of the 20 children on the playground:

1. LOCATION
   - 6 live in Modesto
   - 2-3 live in Turlock
   - 2 live in Ceres
   - 1 lives in Oakdale

2. POVERTY
   - 5 live below the federal poverty level

3. AGE
   - 10 are ages 0-2
   - 10 are ages 3-5

4. CHILDCARE/PRESCHOOL
   - Of the 10 children ages 3-5, 4 or 5 are not enrolled in preschool or kindergarten

5. HOUSEHOLD
   - 13 are in a married-couple household
   - 2 are in a single-male household
   - 5 are in a single-female household

6. SPANISH LANGUAGE
   - 7 are in households where Spanish is spoken in everyday life

**Sources:** 1) US Census Bureau Population Estimates (V2017); 2) 2016 5-Year ACS S1701; 3) 2016 5-Year ACS B09001; 4) Kidsdata.org: Population Reference Bureau, analysis of data from the U.S. Census Bureau’s American Community Survey microdata files (Mar. 2016); 5) 2016 5-Year ACS B11003; 6) Draft 2018 Stanislaus County Maternal Child & Adolescent Need Assessment Report
While the playground example is a way to more symbolically understand the different circumstances and diversity of children and families in Stanislaus County, it is also important to dig deeper into data on the demographics and social determinants of health in the region. Of Stanislaus County adults with children from birth to age five:\(^4\)

- 13.6% went without at least one basic need in the past 12 months
- 50.2% are employed full-time
- 9.3% reported less than $929 in monthly household income
- 42% have a high school diploma / GED or less in formal education
- 45.4% are Hispanic/Latino (vs. 34.3% of all county adults)
- 9.6% are Asian (vs. 6.6% of all county adults)
- 65.5% are married or in a registered domestic partnership (vs. 59.1% of all county adults)
- 17.6% are in a long-term relationship and/or living together (vs. 13.8% of all county adults)
- 73.6% speak English in everyday life (vs. 84.3% of all county adults)
- 36.7% speak Spanish in everyday life (vs. 25.6% of all county adults)
- 20.2% of women experienced prenatal depressive symptoms and 16.8% experienced postpartum depressive symptoms

While California’s annual number of births is projected to decrease from 488,490 in 2016 to 464,957 in 2030 and then increase slightly to 474,034 by 2040, the annual births for Stanislaus County is projected to increase from 7,867 in 2016 to 8,384 in 2030 and to 8,507 by 2040.\(^5\)
COMMUNITY CONTEXT AND NEEDS

First 5 Stanislaus has a recognized role in the community and a history of making important investments for children and families. The Commission also has great future potential. As noted above, the birth rate in Stanislaus County is projected to increase over the next two decades while the state birth rate is projected to decrease over this period. This makes it all the more important for Stanislaus County to establish strong systems of support for young children and their families. Strong systems of support for young children and their families are critical in Stanislaus County because residents face significant economic challenges compared to residents of California generally. A lower median income, lower levels of educational attainment, and high rates of unemployment contribute to economic instability in Stanislaus County and correlate highly with other negative outcomes for children and families. The discovery process revealed the following:

- Both domestic violence reports and child abuse and neglect reports and substantiated cases have higher rates in the county than the statewide average. For Black and Native American children these rates are more than twice the rate of any other racial/ethnic group.
- Measures on a number of key indicators (such as adverse childhood experience rates, instances of child abuse, etc.) indicate the need to strengthen families.
- Educational attainment in the county is overall lower than the state, and parents of young children (birth through age five) have lower formal education levels than others in the county.
- Stanislaus County trails the state in third grade reading proficiency and in preschool and kindergarten attendance rates.
- The ratios of residents to primary care physicians, dentists, and mental health providers in Stanislaus County are higher (each medical professional serves more people) than the statewide ratios. The county ratio for mental health providers (550:1) is more than 70% higher than the state ratio (320:1).
- With regard to health outcomes, here are considerable health disparities among different demographic groups, with particularly poor health outcomes for African Americans.6

Photo: “Modesto California photo D Ramey Logan.jpg” by D Ramey Logan is licensed under CC BY 4.0
Stakeholder perspectives about the key issues facing children and families generally aligned with the data on social determinants of health in the county that were evaluated as part of the discovery process. Stakeholders suggested that meeting basic needs; parent education and involvement; child education and care; and other factors such as drug and alcohol abuse, domestic violence, and immigration status were critical issues for young children and their families. The following themes were also elevated by stakeholders during the discovery process:

- Parenting skills are a key factor in long-term child outcomes and parents need support in improving these skills.
- A significant number of families in Stanislaus County face considerable economic challenges and need support to develop the Protective Factors.
- Children and families need access to more early education and enrichment opportunities, ranging from accessible and affordable childcare and preschool, to more cultural and educational activities and events for families.
- More communication and awareness building is needed about the needs of young children and their families, and the services and opportunities that are available to them.
- Family Resource Centers play a critical role in reaching families where they are across the county.
- First 5 Stanislaus could be a more visible champion for children and families while also being a leader and partner to ongoing collaborative efforts.
- First 5 Stanislaus could play a role in identifying clear focus areas and objectives, identify outcomes, and support data coordination to drive towards those outcomes.

Stakeholders also highlighted the critical impact that immigration status and federal immigration policy has on families in the county. The Commission recognizes the effect that immigration policies have on children and families, and will support services that are accessible, culturally competent, and responsive to the needs of all families.
First 5 Stanislaus sought to develop a strategic plan that is responsive to community needs, prioritizes high-impact investments and strategies, and amplifies and leverages other community assets and investments to create sustained impact on young children and families in the county. Nevertheless, as community context and needs evolve, First 5 Stanislaus must be an adaptive change agent. An adaptive change agent is one that leads change in a situation where both the problem and the solution are unclear and new learning is required by all the participants. Instead of being asked to “fix” problems, adaptive change requires learning about new paths that can be taken. There are a number of adaptive change elements that First 5 Stanislaus must consider in the current context.

- First 5 Stanislaus has declining revenue and is drawing down its fund balance.
- Stanislaus County residents face considerable economic needs linked to long-term regional poverty, unemployment, and poor educational outcomes.
- Another recession will result in significantly greater community need.
- Community needs continue to evolve.
- There have been considerable changes in the environment/ecosystem around families (ex: where they get information, technology, how they interact, changes in family structure, how children receive care, etc.).
- A growing body of research on early childhood education demonstrates the impact of key investments.
- There is an overall increased focus on prevention that is supported by literature and the community.
- There is more collaboration at the local level with a significant groundswell of organizations and individuals focused on making long-term change and a number of organized efforts under way.
- There is a growing emphasis on child, family, and population-level data, more available data, and a greater emphasis on data-informed efforts and outcomes-based funding.
- The early learning landscape in California is evolving. There is growing public support for early childhood education and increases in public investments over recent years.

The Commission recognized that there were opportunities for First 5 Stanislaus to play a number of different roles that go beyond the role of funding direct services. Stakeholders identified important roles for First 5 Stanislaus to play around systems building, capacity building, convening and collaborating, advocating for policy, funding, and supporting data management. First 5 Stanislaus also has an opportunity to align with other organizations and collaboratives working in the county and the state. The Commission can look to the First 5 Network Strategy as a way to better affiliate with, align with, and leverage the work of First 5 efforts across the state. There are also significant opportunities to align with local collaborations in Stanislaus County.
Historically, First 5 Stanislaus funding has been spread across numerous priorities, such as mental health, school readiness, dental services, family resource centers, prenatal programs, etc. In light of declining revenue, the Commission engaged in a process to consider key issues related to its investment priorities. The Commission strategized around:

- Focusing on priorities that address root cause issues.
- Funding systems versus organizations.
- Rebalancing prevention and intervention goals.
- Identifying opportunities to increase and coordinate funding for services for children from prenatal through age five in Stanislaus County.
- Identifying other strategies that promote a sustainable system of support for children prenatal through age five and their families.
- Examining long-term population-based outcomes.

Finally, given significant community need, declining First 5 Stanislaus revenue, and an overall lack of necessary funding for services for young children and families in the county, First 5 Stanislaus has embraced the need to change its fiscal strategy. First 5 Stanislaus expenditures have exceeded revenue for well over a decade. This was part of an intentional strategy to spend down fund balance that was potentially at risk as a result of state policy decisions. The Commission also recognized the practice of spending more than annual revenue was not a sustainable strategy and communicated that to funded partners when the practice was incepted. The Commission has now embraced a “live within our means” fiscal strategy. This new model would include looking for opportunities to maximize funding and pursue additional funding opportunities.

The plan outlined in the sections below responds to community need, adaptive change elements described above, and roles for the Commission moving into the future so it can sustain and amplify its impact on young children and their families.
III. STATEMENT OF STRATEGIC DIRECTION

The statement of strategic direction provides an overview of First 5 Stanislaus’ core operating principles and what it seeks to accomplish. This portion of the strategic plan includes the vision, mission, and values. Together, these outline the organization’s “true north”, purpose, and enduring guidelines and commitments. It also includes First 5 Stanislaus’ goals and objectives, which outline the desired impact and intended results of the Commission’s work.

VISION

Stanislaus County’s children thrive in supportive and safe environments; they have empowered, loving, and nurturing caregivers; they are healthy, eager, and ready multilingual learners; and become productive, well-adjusted members of society.

MISSION

Be a catalyst to help give children and families the best start.
VALUES

Be exceptional leaders on behalf of the county's children and families

- Put children and families first
- Think big, be bold, and inspire others
- Listen closely to the community and partners
- Be willing to take risk, foster creativity and support innovation
- Make difficult decisions wisely
- Value evidence-based strategies, long-term outcomes, a focus on results, and continuous learning

Work together in strategic ways

- Recognize that the strength of the Commission and its partners lies in the diversity of individuals’ experience and ideas
- Develop strategic relationships, collaborate without fear, and avoid duplication of efforts
- Strive for services that are accessible, culturally competent, and responsive
- Respect the diversity, strengths, uniqueness, and potential of all people
- Promote efforts that build community for families
- Share responsibility and accountability in partnerships

Adhere to high professional standards

- Observe high ethical standards
- Manage resources with fiscal prudence, cost-effectiveness and a long-term perspective
- Operate with the highest levels of integrity
- Strive for quality and excellence internally and externally

STRATEGIC PRINCIPLES

Strategic principles inform how First 5 Stanislaus operates and makes decisions around its focus and investments:

- Focus on a narrow set of high-impact strategies
- Prioritize projects that scale up and can reach larger groups of people
- Focus on prevention and long-term outcomes
- Make data informed decisions
- Invest in building systems of care for lasting change
- Address disparities
- Be responsive to community priorities
- Use opportunities to leverage funding
- Pursue efforts that can strengthen First 5 Stanislaus as a fiscal asset
GOALS AND OBJECTIVES

First 5 Stanislaus’ goals are broad statements that describe the Commission’s desired impact and the end towards which all objectives are directed. These goals are aligned with the Commission’s mission and vision, and with the intent of 1998 Children and Families Act that established the Commission. First 5 Stanislaus’ objectives are the intended results it seeks. They are measurable steps that directly support the achievement of the Commission’s goals and outline the major steps the Commission must implement to make progress.

First 5 Stanislaus recognizes that many of its goals and objectives are interrelated and reinforcing. Furthermore, achieving these goals and objectives will have intergenerational impacts. For instance, the commission recognizes that its work to strengthen families (primarily in goal 1) will have an impact on rates of child abuse and neglect, which will hopefully decrease rates of abuse and neglect in the future as those children that grow up free of abuse and neglect are less likely to abuse their own children. Furthermore, strengthening families will have an impact on the extent to which children are progressing at developmentally and physically healthy rates (goals 2 and 3). Finally, the Commission’s work to strengthen systems (goal 4) will have an impact on the extent to which First 5 Stanislaus and community partners are able to serve children and families across all goals.

First 5 Stanislaus also recognizes that the deep-rooted issues outlined in its goals and objectives are major challenges. The population-level results that First 5 Stanislaus seeks to improve will require long-term efforts and incremental progress. Nevertheless, First 5 Stanislaus has put forth an ambitious set of goals and objectives and had made a commitment leading and collaborating to make a positive difference in the lives of young children and their families.

Goal 1

Families are supported and safe in communities that are capable of strengthening families

1.1 Increase parental and caregiver knowledge, skills, and access to resources to support their child’s development
   a. Strive to ensure all parents and caregivers of children in Stanislaus County receive parenting education from the earliest possible moment
   b. Decrease child abuse and neglect

1.2 Improve a sense of community in the lives of families (connections, supports, etc.) by increasing connections, relationships, and concrete support for parents and caregivers
**Goal 2**

**Children are eager and ready learners**

2.1 Increase the number of children that are read to daily
2.2 Increase access to opportunities for professional growth for Family, Friend, and Neighbor childcare providers
2.3 Increase the number of children who are “ready to go” when they enter kindergarten (as measured by the Kindergarten Student Entrance Profile/KSEP)

**Goal 3**

**Children are born healthy and stay healthy**

3.1 Increase the rate of healthy births
   a. Increase the number of pregnant women and teens who receive prenatal care
   b. Maintain infant mortality rates below state levels
   c. Decrease the number of low birth weight babies
   d. Decrease the percentage of women who smoke during pregnancy

3.2 Increase children’s access to and utilization of health insurance benefits

**Goal 4**

**Sustainable and coordinated systems are in place that promote the well-being of children prenatal through age five**

4.1 Increase funding and/or alignment of funding for a coordinated system of support for children and families
4.2 Increase the level of county data integration/alignment of indicators, associated monitoring, and use of data to inform course-correction as needed to improve outcomes for children and families
4.3 Increase the knowledge of individuals serving young children about available resources (including professional development), services, and referral opportunities
First 5 Stanislaus examined a number of strategic roles it could play to improve child and family outcomes in the County. They specifically assessed key adaptive change elements and the challenging fiscal climate associated with declining levels of tobacco tax revenue. The Commission evaluated roles based on multiple factors, including whether leadership in a given area was necessary in the county, and whether First 5 Stanislaus was well positioned to play that role. Specifically, the commission considered ways to deliver long-term community value, opportunities to align the Commission priorities and investments with root cause issues impacting children from prenatal through age five, and the role the Commission should play in making systems change to achieve community-level outcomes.

Based on evidence from the Discovery Report and robust discussions through the strategic direction and planning process, Commissioners prioritized the following roles for First 5 Stanislaus’ strategic direction:

- **Capacity builder**: Support service providers to increase their capacity to better support and serve children prenatal through age five and their families.
- **Systems builder**: Support efforts to integrate, streamline, and design systems to maximize cost-effectiveness and outcomes.
- **Convener/collaborator**: Bring together partner organizations to find energy and alignment around common priorities impacting children from prenatal through age five and their families.
- **Policy advocate**: Advocate for greater support and increased resources for children from prenatal through age five and their families.

First 5 Stanislaus will prioritize investments to build capacity, create more aligned and integrated systems, convene and collaborate with partners, and advocate for policies that improve outcomes for children from prenatal through age five and their families.
First 5 Stanislaus is working towards the following vision and goals for the county:

**VISION**
Stanislaus County’s children thrive in supportive and safe environments; they have empowered, loving, and nurturing caregivers; they are healthy, eager, and ready multilingual learners; and become productive, well-adjusted members of society.

**GOALS**
1. Families are supported and safe in communities that are capable of strengthening families
2. Children are eager and ready learners
3. Children are born healthy and stay healthy
4. Sustainable and coordinated systems are in place that promote the well-being of children prenatal through age five

First 5 Stanislaus’ work is guided by its values, mission, strategic principles, and prioritized roles:

**STRATEGIC PRINCIPLES**
- Focus on a narrow set of high-impact strategies
- Prioritize projects that scale up and can reach larger groups of people
- Focus on prevention and long-term outcomes
- Make data informed decisions
- Invest in building systems of care for lasting change
- Address disparities
- Be responsive to community priorities
- Use opportunities to leverage funding
- Pursue efforts that can strengthen First 5 Stanislaus as a fiscal asset

**PRIORITIZED ROLES**
- **Capacity builder**: Support service providers to increase their capacity to better support and serve children birth to age five and their families.
- **Systems builder**: Support efforts to integrate, streamline, and design systems to maximize cost-effectiveness and outcomes.
- **Convener/collaborator**: Bring together partner organizations to find energy and alignment around common priorities impacting children from birth to age five and their families.
- **Policy advocate**: Advocate for greater support and increased resources for children from birth to age five and their families.

**MISSION**
*Be a catalyst to help give children and families the best start*

**VALUES**
- Be exceptional leaders on behalf of the county’s children and families
- Work together in strategic ways
- Adhere to high professional standards
IV. IMPLEMENTATION AND MONITORING PLAN

The implementation and monitoring plan identifies the indicators by which First 5 Stanislaus will measure progress towards meeting its goals and objectives. It also details the strategies, activities, and performance measures First 5 Stanislaus will use to advance its goals and objectives, and assess its organizational effectiveness. It answers the questions, how will First 5 Stanislaus accomplish its work and how will it know if it has been successful?

STRATEGIES

First 5 Stanislaus will pursue a set of strategies to advance its goals and objectives. Each strategy advances multiple objectives. These strategies also align with First 5 Stanislaus' prioritized roles. Strategies are not listed in order of importance:

1. Align and secure funding
2. Establish a comprehensive parenting program
3. Establish a resource and referral hub/network
4. Build capacity for individuals/organizations serving young children
5. Scale integrated early childhood reading access, strategies, and support
6. Serve as an advocate/voice for children and families
7. Coordinate data alignment and outcome monitoring among organizations serving children and families
8. Facilitate systems improvement to better serve children and families

The matrix in appendix 1 shows how each of these strategies relate to First 5 Stanislaus' prioritized roles while appendix 2 shows how each objectives is advanced by these cross-cutting strategies.
GOAL AREA SUMMARIES: GOALS, OBJECTIVES, INDICATORS, AND STRATEGIES

Each table below presents one of First 5 Stanislaus’ goals, and its associated objectives, indicators, and strategies. First 5 Stanislaus seeks to create lasting positive change for children, families, and systems and will have to collaborate in order to make progress on these objectives. First 5 Stanislaus will monitor progress on the indicators associated with its objectives, and will track its own performance internally through the performance measures related to its identified strategies. These performance measures will be developed and refined throughout the implementation process.

GOAL 1  Families are supported and safe in communities that are capable of strengthening families

OBJECTIVES
1.1 Increase parental and caregiver knowledge, skills, and access to resources to support their child’s development
   a. Strive to ensure all parents and caregivers of children in Stanislaus County receive parenting education from the earliest possible moment
   b. Decrease child abuse and neglect
1.2 Improve a sense of community in the lives of families (connections, supports, etc.) by increasing connections, relationships, and concrete support for parents and caregivers

INDICATORS
- Number and percent of new parents receiving parenting education
- County rate of child abuse and neglect
- Level of agreement on California Health Index Survey, social cohesion questions

STRATEGIES
1. Align and secure funding
2. Establish a comprehensive parenting program
3. Establish a resource and referral hub/network
4. Build capacity for individuals/organizations serving young children
5. Scale integrated early childhood reading programs/reading support
## Goal 2: Children are eager and ready learners

### Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Increase the number of children that are read to daily</td>
</tr>
<tr>
<td>2.2</td>
<td>Increase access to opportunities for professional growth for Family, Friend, and Neighbor providers</td>
</tr>
<tr>
<td>2.3</td>
<td>Increase the number of children who are “ready to go” when they enter kindergarten (as measured by the Kindergarten Student Entrance Profile/KSEP)</td>
</tr>
</tbody>
</table>

### Indicators

- Number of children read to daily
- Percent of Family, Friend, and Neighbor caregivers accessing professional development opportunities through First 5 Stanislaus partners
- Number of children that score “ready to go” on the Kindergarten Student Entrance Profile (KSEP)

### Strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Align and secure funding</td>
</tr>
<tr>
<td>2.</td>
<td>Establish a comprehensive parenting program</td>
</tr>
<tr>
<td>3.</td>
<td>Establish a resource and referral hub/network</td>
</tr>
<tr>
<td>4.</td>
<td>Build capacity for individuals/organizations serving young children</td>
</tr>
<tr>
<td>5.</td>
<td>Scale integrated early childhood reading programs/reading support</td>
</tr>
<tr>
<td>6.</td>
<td>Coordinate data alignment and outcome monitoring among organizations serving children and families</td>
</tr>
</tbody>
</table>
## GOAL 3  Children are born healthy and stay healthy

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
</table>
| 3.1 Increase the rate of healthy births  
   - Increase the number of pregnant women and teens who receive prenatal care  
   - Maintain infant mortality rates below state levels  
   - Decrease the number of low birth weight babies  
   - Decrease the percentage of women who smoke during pregnancy | - Prenatal care rates  
- Rates of infant mortality  
- Rates of preterm births  
- Rates of low birth weight births  
- Percent of children with a usual source of health care  
- Percent of children who saw a doctor in the last 12 months |
| 3.2 Increase children’s access to and utilization of health insurance benefits | |

| STRATEGIES |
| 1. Align and secure funding  
2. Establish a comprehensive parenting program |
| 3. Establish a resource and referral hub/network  
6. Serve as an advocate/voice for children and families  
8. Facilitate systems improvement to better serve children and families |
GOAL 4  Sustainable and coordinated systems are in place that promote the well-being of children from prenatal through age five

OBJECTIVES

4.1 Increase funding and/or alignment of funding for a coordinated system of support for children and families
4.2 Increase the level of county data integration/alignment of indicators, associated monitoring, and use of data to inform course-correction as needed to improve outcomes for children and families
4.3 Increase the knowledge of individuals serving young children about available resources (including professional development), services, and referral opportunities

STRATEGIES

1. Align and secure funding
2. Establish a resource and referral hub/network
3. Build capacity for individuals/organizations serving young children
4. Build capacity for individuals/organizations serving young children
5. Build capacity for individuals/organizations serving young children
6. Facilitate systems improvement to better serve children and families
7. Coordinate data alignment and outcome monitoring among organizations serving children and families
8. Facilitate systems improvement to better serve children and families

INDICATORS

- Amount of increased funding brought into the county for children/families
- Established inventory of common indicators, number of organizations using common indicators
- Level of organizational awareness of available resources
Strategies and Activities

First 5 Stanislaus will implement cross-cutting strategies to advance its goals and objectives. The activities below will be conducted as part of each strategy. An implementation timelines is presented in appendix 3.

1. **Align and secure Funding**
   a. Facilitate targeted systems gatherings to map systems, align priorities, and decrease duplication
   b. Research and identify funding needs, existing funding streams, and new funding opportunities based on Commission priorities
   c. Develop and implement fund development infrastructure and services
   d. Support collaborative funding proposals/application development for opportunities that match funding priorities

2. **Establish a comprehensive parenting program**
   a. Establish priorities and goals for a comprehensive parenting program
   b. Conduct a scan of existing organizations/services that deliver parenting programs and the parenting programs currently in use
   c. Evaluate and select parenting curricula for implementation
   d. Engage new and existing partners
   e. Appropriately invest in curriculum and training for partners
   f. Develop and implement a multi-layered parenting strategy across different channels

3. **Establish a resource and referral hub/network**
   a. Create a systems-map of the providers, resources, and services that serve and support young children and their families
   b. Support implementation of a resource hub
   c. Develop and implement an online training calendar
   d. Develop and implement an online community calendar of family/parents events and opportunities
   e. Develop and implement a promotional strategy
   f. Develop or license a mobile app
4. **Build capacity for individuals/organizations serving young children**
   a. Collect information about current needs and existing opportunities, and establish priorities for building capacity among individuals/organizations serving young children in Stanislaus County
   b. Identify and develop a partnership(s) to support nonprofit sustainability
   c. Identify training and technical assistance partners
   d. Implement enhanced training opportunities for:
      - Home-based childcare providers
      - Organizations serving young children and their families

5. **Scale integrated early childhood reading access, strategies, and support.**
   a. Support efforts to increase reading to young children through effective reading programs and strategies
   b. Promote new partnerships and establish common priorities and implementation plans (Ex: libraries, WIC, medical providers, etc.)
   c. Promote and appropriately develop reading resources
   d. Support efforts to assess progress through standardized measurement

6. **Serve as an advocate/voice for children and families**
   a. Develop and update a brief legislative/policy platform
   b. Participate selectively in ongoing collaborative efforts/community engagements as appropriate (Ex: Focus on Prevention, Cradle-to-Career, etc.)
   c. Advocate on legislative/policy issues

7. **Coordinate data alignment and outcome monitoring among organizations serving children and families**
   a. Engage partners to identify shared outcomes
   b. Lead efforts to remove barriers to data sharing with key partners
   c. Appropriately support countywide or multi-agency efforts to standardize, collect and use data targeting prenatal through age five and to develop shared outcomes
   d. Develop a data interface for partners
   e. Support technology infrastructure for outcomes monitoring
8. **Facilitate systems improvement to better serve children & families**

a. Conduct mapping efforts to better understand the current system (see 2a, 3b, 4a, 5a)
b. Engage partners to evaluate mapping results and identify and support areas of greater alignment, cost-efficiency, policy change, etc.
c. Improve the communitywide high-risk prenatal care system through stakeholder collaboration
d. Support efforts to provide joint case management of high intensity clients across multiple organizations

![Image of children playing]

9. **Implement administrative and fiscal strategies**

a. Implement and evaluate administrative processes and human resource strategies (Implement a cost-effective invoicing strategy, evaluate staffing, review office lease)
b. Realign funding for long-term priorities and restructure budget for long-term sustainability
c. Develop strategies to create long-term relationships with families
d. Identify, contract, and work with a consultant to review program implementation efficacy and identify course-corrections as needed
e. Develop strategies for monitoring and tracking indicators
f. Establish and refine fiscal policies and a long-term fiscal model
V. REFERENCES

3. For the purpose of this example, assume the playground is representative over the overall demographics in Stanislaus County.
4. All data drawn from DRAFT 2018 Stanislaus County MCAH Assessment Report.
7. Protective factors are conditions or attributes (skills, strengths, resources, supports or coping strategies) in individuals, families, communities or the larger society that help people deal more effectively with stressful events and mitigate or eliminate risk in families and communities.
8. For more information of the First 5 Network see: http://first5association.org/
VI. APPENDICES

The following appendices add additional detail about the strategic direction and planning process or aspects of the plan.

1. ALIGNMENT OF STRATEGIES AND ROLES

First 5 Stanislaus identified the following prioritized roles for its work to support children and families in Stanislaus County:

- **Capacity builder:** Support service providers to increase their capacity to better support and serve children prenatal through age five and their families
- **Systems builder:** Support efforts to integrate, streamline, and design systems to maximize cost-effectiveness and outcomes
- **Convener/collaborator:** Bring together partner organizations to find energy and alignment around common priorities impacting children from prenatal through age five and their families.
- **Policy advocate:** Advocate for greater support and increased resources for children from prenatal through age five and their families

The Matrix below illustrates the way First 5 Stanislaus will serve in these roles through its strategies:
## Prioritized Roles

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Capacity Builder</th>
<th>Systems Builder</th>
<th>Convener / Collaborator</th>
<th>Policy Advocate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Align and securing funding</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>2. Establish a comprehensive parenting program</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>3. Establish a resource and referral hub/network</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>4. Build capacity for individuals/organizations serving young children</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>5. Scale integrated early childhood reading access, strategies, and support</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>6. Serve as an advocate/voice for children and families</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>7. Coordinate data alignment and outcome monitoring among organizations serving children and families</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td>8. Facilitate systems improvement to better serve children and families</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
</tbody>
</table>
## 2. ALIGNMENT OF STRATEGIES AND OBJECTIVES

<table>
<thead>
<tr>
<th>Strategies</th>
<th>1.1</th>
<th>1.2</th>
<th>2.1</th>
<th>2.2</th>
<th>2.3</th>
<th>3.1</th>
<th>3.2</th>
<th>4.1</th>
<th>4.2</th>
<th>4.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Align and secure funding</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>2. Establish a comprehensive parenting program</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>3. Establish a resource and referral hub/network</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>4. Build capacity for individuals/organizations serving young children</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>5. Scale integrated early childhood reading access, strategies, and support</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>6. Serve as an advocate/voice for children and families</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>7. Coordinate data alignment and outcome monitoring among organizations serving children and families</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>8. Facilitate systems improvement to better serve children and families</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
### 3. IMPLEMENTATION TIMELINE

The timeline below presents a general workflow for each strategy, in which an “X” indicates when First 5 Stanislaus will implement each activity. The timeline is organized into three fluid phases, which can be thought of as a beginning, middle, and end of the five-year strategic plan period.

This strategic plan represents a significant change in First 5 Stanislaus priorities and operations. Given the scope of this organizational pivot, the Commission recognizes that collaboration, partnership, and shared learning will be key to its success. As the Commission learns and partners in new ways, it will evaluate this implementation timeline on a regular basis and make course-corrections as needed.

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Align and Secure Funding</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Facilitate targeted systems gatherings to map systems, align priorities, and decrease duplication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Research and identify funding needs, existing funding streams, and new funding opportunities based on Commission priorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Develop and implement fund development infrastructure and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Support collaborative funding proposals/application development for opportunities that match funding priorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Establish a comprehensive parenting program</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Establish priorities and goals for a comprehensive parenting program</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>b. Conduct a scan of existing organizations/services that deliver parenting programs and the parenting programs currently in use</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>c. Evaluate and select parenting curricula for implementation</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>d. Engage new and existing partners</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>e. Appropriately invest in curriculum and training for partners</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>f. Develop and implement a multi-layered parenting strategy across different channels.</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
### 3. Establish a resource and referral hub/network

<table>
<thead>
<tr>
<th></th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>c.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>e.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

- a. Create a systems-map of the providers, resources, and services that serve and support young children and their families
- b. Support implementation of a resource hub
- c. Develop and implement an online training calendar
- d. Develop and implement an online community calendar of family/parents events and opportunities
- e. Develop and implement a promotional strategy
- f. Develop or license a mobile app

### 4. Build capacity for individuals/organizations serving young children

<table>
<thead>
<tr>
<th></th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

- a. Collect information about current needs and existing opportunities, and establish priorities for building capacity among individuals/organizations serving young children in Stanislaus County
- b. Identify and develop a partnership(s) to support nonprofit sustainability
- c. Identify training and technical assistance partners
- d. Implement enhanced training opportunities for:
  - Home-based childcare providers
  - Organizations serving young children and their families
5. **Scale integrated early childhood reading access, strategies, and support**

   a. Support efforts to increase reading to young children through effective reading programs and strategies
   
   b. Promote new partnerships and establish common priorities and implementation plans (Ex: libraries, WIC, medical providers, etc.)
   
   c. Promote and appropriately develop reading resources
   
   d. Support efforts to assess progress through standardized measurement

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. **Serve as an advocate/voice for children and families**

   a. Develop and update a brief legislative/policy platform
   
   b. Participate selectively in ongoing collaborative efforts/community engagements as appropriate (Ex: Focus on Prevention, Cradle-to-Career, etc.)
   
   c. Advocate on legislative/policy issues

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. **Coordinate data alignment and outcome monitoring among organizations serving children and families**

   a. Engage partners to identify shared outcomes
   
   b. Lead efforts to remove barriers to data sharing with key partners
   
   c. Appropriately support countywide or multi-agency efforts to standardize, collect and use data targeting prenatal through age five and to develop shared outcomes
   
   d. Develop a data interface for partners
   
   e. Support technology infrastructure for outcomes monitoring

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8. **Facilitate systems improvement to better serve children and families**

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Conduct mapping efforts to better understand the current system (see 2a, 3b, 4a, 5a)  

b. Engage partners to evaluate mapping results and identify and support areas of greater alignment, cost-efficiency, policy change, etc.  

c. Improve the community-wide high-risk prenatal care system through stakeholder collaboration  

d. Support efforts to provide joint case management of high intensity clients across multiple organizations

9. **Implement administrative and fiscal strategies**

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Implement and evaluate administrative processes and human resource strategies (Implement a cost-effective invoicing strategy, evaluate staffing, review office lease)  

b. Realign funding for long-term priorities and restructure budget for long-term sustainability  

c. Develop strategies to create long-term relationships with families  

d. Identify, contract, and work with a consultant to review program implementation efficacy and identify course-corrections as needed  

e. Develop strategies for monitoring and tracking indicators  

f. Establish and refine fiscal policies and a long-term fiscal model