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“Making a positive difference in the lives of young children”

Strategic Plan - Executive Summary Assignments: *Please read full executive summary & then be prepared to report out to the other commissioners, what your section assignment means to First 5 Tehama now and into the future.*

- Tony, Mildred, Bev: pgs 1-3; Paula & Charlene: pgs 4-6; Val & Larry: pgs 7-8.

Executive Summary of 2007 – 2012 Strategic Plan

First 5 Tehama and the Tehama community embarked on a period of planning and dialogue about community need, services, service delivery and systems that serve children prenatal through age 5 and their families. This planning started in 1999 with the passage of Proposition 10, *The California Children and Families Act of 1998 (Act)*, which led to the establishment of the Tehama County Children and Families Commission.

It is the intent of this “Act” to facilitate the creation and implementation of an integrated, comprehensive and collaborative system of information and services to enhance optimal early childhood development and to ensure that children are ready to enter school.

The initiative became known as First 5 in order to emphasize its’ overall purpose; to enhance and foster every child’s first 5 years of life. The Commission is charged with the responsibility of creating a strategic plan and oversight and accountability of First 5 Tehama staff implementation and execution of the plan. The intention of this plan is to allocate funding to enhance existing partnership resources, fill gaps in an integrated fashion, and invest in new opportunities to improve the quality of life for young children and their families in Tehama County.

A. Mission, Statement of Values, and Commitments

Mission

Tehama County children will be born healthy and thrive in safe, supportive, nurturing and loving environments; and will enter school cognitively prepared and be healthy, active, socially appropriate learners.

The Commission approved the following Statement of Values designed to serve as a tool for directing policy and planning efforts.

Statement of Values

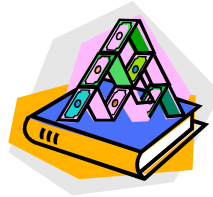
1. Respect the inherent value and worth each person and culture possesses
2. Work together with organizations/people who support common values and vision to achieve our goals
3. Advocate for social change to promote human dignity and to improve the quality of life
4. Safeguard the human and financial resources entrusted to us as we carry out our mission by leveraging funds to maximize community resources and program support
5. Demonstrate a commitment to inclusive collaboration in our work through teamwork and innovation
6. Build on existing services, fill gaps in current system, and focus on the greatest needs in each community including families of differing incomes, races and cultures, as well as families with special needs children
7. Promote the inclusion of tobacco prevention and cessation in the design of programs and services as appropriate
8. Promote adoption of proven practices and models while allowing flexibility for well-designed promising practices



First 5 Tehama is dedicated to creating models to fill systems and service gaps through the following commitments:

First 5 Tehama Commitment

1. Quality not quantity
2. Priorities not funding streams
3. Effective Evaluation
4. Focus on implementation and learning areas of investments
5. Replication and common application



A similar set of commitments is required from the awarded grantees.

Grantee Commitment

1. Professionalism
2. Buy-in
3. Collaboration

B. Service Delivery

In the past, Tehama has identified problems that need to be addressed as well as recognized what works best in the county and then built upon those strengths. First 5 encourages and supports a more comprehensive network of integrated services and accountability measures to ensure that the desired outcomes for early childhood development are achieved.

First 5 Platform for Services

Dialogue during strategic planning sessions and Commission meetings resulted in the following philosophy of service delivery:

Philosophy of Service Delivery

1. Capacity Building

Assessment, developing plans and implementing actions to address the strengths and weaknesses of organizations serving children will result not only in an increase of quality services, but a higher probability of organization and program sustainability.

2. School Readiness as the Flagship

- Grantees will collaborate, support, and link to the established School Readiness Program
- First 5 strives to strengthen and create structure for programming by creating a focus in targeted areas working outward while creating a continuum of care for prevention/early intervention services that acts as a flagship model for expansion and future funding
- First Step Family Resource Center is a part of the Family Resource Center Network
- Grantees will utilize collaborative meetings to brainstorm ways to maximize resources through the grants and within the community

3. Integration

Direct services should be delivered in a framework that plans for, implements and sustains positive systems change for children and families.

The Essential Elements of Programs for Young Children

All direct service projects must incorporate the following six “Essential Elements of Programs for Young Children”:

1. INCLUSIVE:

Includes all relevant adults in the assessment and planning for the child. This may include preschool teachers, childcare providers, non-custodial parents, parents, grandparents, therapists, etc.

2. HOLISTIC:

Assesses and incorporates information about the child’s physical, social, emotional, and cognitive functioning and needs. Also assesses and utilizes the physical, social, emotional, and cognitive functioning of the primary caregiver(s). Untreated issues in adults result in decreases in functioning for children.

3. RELATIONSHIP BASED:

Children are absolutely dependent upon adults who care for them. Their emotional, cognitive and social development occurs within the primary relationships.

4. UTILIZES AN UNDERSTANDING OF “NORMAL” DEVELOPMENT:

Members of the team understand the normal issues of this age group (such as the “critical period” time frames for attachment, language and brain development).

5. DEVELOPS COMMUNITY BASED SOCIAL SUPPORT SYSTEMS:

Understands and incorporates the data showing that improving the families support system results in gains for the children.

6. NATURAL ENVIRONMENTS:

Services are delivered in the environments that the child spends time in.

C. Program Principles

First 5 Tehama is aware that the issues facing the county are relatively common throughout the region and there is a commitment to ensure that projects funded encompass these four critical identified principles:

Critical Identified Principles

1. Serve ethnically, culturally and linguistically diverse children and families and special needs children and families
2. Address the needs of geographically and socially isolated communities
3. Target traditionally under-served/high-need populations
4. Streamline access and remove barriers* to promote access

**Common barriers were identified as language, transportation, cost, funding sources, and attitudes.*

D. Commission Goals/Result Areas and Objectives

Improved Family Functioning: Strong Families

- **Objective 1:** Parents will receive support to increase their knowledge of child rearing, family relationships and community resources.

Improved Child Development: Children Learning and Ready for School

- **Objective 2:** Increase availability of programs that meet and maintain quality standards for child care, including special needs children, both in slots and available hours of operation.
- **Objective 3:** Increase access to voluntary structured programs of quality early care and education that integrate cognitive, social and emotional development for all three and four year old children.

Improved Child Health: Healthy Children

- **Objective 4:** Increase health access to prevention and primary health care services for pregnant women and children birth through age 5.

Integrated Services: Improved Systems of Care for Families

(Must be addressed and is woven into all approved proposals)

- **Objective 5:** Families from all cultural backgrounds are easily able to access multiple services and resources through an integrated system.
- **Objective 6:** Increase administrative capability and organization sustainability.

Targeted Commission Funding Priorities/Service Areas

In order to be successful and to maximize the impact of funds, The Commission targeted the following service areas as funding priorities:

Improved Family Functioning: Strong Families

- **Service Area 1.1:** Support and expand parent education and counseling opportunities, including but not limited to, preconception and prenatal care, child development, oral health, anger management, substance abuse, positive discipline and school readiness.
- **Service Area 1.2:** Promote and expand community based, faith based, and in-home support services.
- **Service Area 1.3:** Support and promote a sustainable Family Resource Center Network in Tehama County.

Improved Child Development: Children Learning and Ready for School

- **Service Area 2.1:** Provide support to child care and development providers to increase quality child care through Comprehensive Approaches to Raising Educational Standards (CARES) and Family, Friends, and Neighbors Caregiver (FFN) Programs.
- **Service Area 2.2:** Support the development of nontraditional days and hours of child care including early morning, evening, night and weekends.
- **Service Area 2.3:** Promote parents, providers, employers and community knowledge of the benefits of quality child care, early childhood development, and healthy and safe home environments.
- **Service Area 3.1:** Provide an array of options for providing quality preschool activities, including informal care with family, friend and neighbor, family child care home, center based, Head Start, and State Preschool.

Improved Child Health: Healthy Children

- **Service Area 4.1:** Provide services to expectant and post partum parents with an emphasis on new and Spanish speaking parents covering all aspects of labor, birth and post partum, such as planning and preparation, early parenting classes, methods of childbirth, and resource and referral.
- **Service Area 4.2:** Provide support to parents/guardians to ensure children have health insurance, regular source of medical/dental care, and receive routine well-child check-ups including dental check-ups.

Integrated Services: Improved Systems of Care for Families

(Must be addressed by all proposals as appropriate)

- **Service Area 5.1:** Support and promote programs practicing joint collaboration and case management.
- **Service Area 5.2:** Support a sustainable Family Resource Center Network to ensure resources are maximized and that there are no duplication of services.
- **Service Area 5.3:** Support and develop collaborations at local, county and state level.
- **Service Area 5.4:** Community strengthening and building:
 - Partner and support Tehama County Health Partnership;
 - Partner and support Annual Children's Faire and Child Abuse Prevention Month activities;
 - Support Annual Child Care Provider Recognition event;
 - Support and attend First 5 California Annual Statewide Conference;
 - Promote 'Kit for New Parents', First 5 Tehama Resource Guide and Services.
- **Service Area 6.1:** Grantees and proposal applicants must identify and develop other sources of funding, in-kind, and cash leveraging resources to support project efforts.

E. Financial Planning & Sustainability

Financial Plan Objectives:

1. Sustain Priority Service Areas and Initiatives to Make an Impact
2. Leverage Proposition 10 Program Dollars With Other Revenues
3. Continue to Emphasize Collaboration and Integration
4. Promote Efficiency and Sustainability in Projects and Grantee Organizations

Assumptions used:

- State projections of Annual Tobacco Tax Revenue
- Small County Augmentation revenue applied to administration costs
- Interest earnings at 3%
- Inflation rate of 3% applied to Administration and Evaluation only
- Annual Evaluation cost of \$45,000.
- Annual local Grant funding cost of \$510,000.
- Annual Statewide School Readiness Initiative match cost of \$100,000.
- Reserve Fund Allocation is increased \$100,000. per year plus accrued interest added to principle

Planning for Sustainability:

Proposition 10 funds are expected to decline over time due to a projected decline in tobacco sales in California. In order to sustain Commission operations, priority strategies, and initiatives in the presence of declining revenue each year a portion of non-obligated funds will be set aside and annual interest will be added to the accumulated principle. This reserve fund will serve to support program, administrative, and evaluation expenses at the discretion of the Commission.

The Commission will seek to leverage its financial resources with as many other sources of available revenue to maximize the impact of its Prop 10 revenue to achieve outcomes designated in its Strategic Plan.

F. Evaluation

Community Profile Details and First 5 Tehama County Evaluation Design Community Indicators

The Tehama County First 5 Evaluation Design presents community indicators selected by the Commission to track progress towards meeting the goals of the Strategic Plan. The Evaluation Design includes the following community indicators selected by the Commission to assess change in each Strategic Result area over time:

Strong Families: Improved Family Functioning

- Substantiated cases of abuse or neglect for children 0 to 5, rate per 1,000 children ages 0-5
- Children in foster care: total children 0 to 5, rate per 1,000 children ages 0-5
- The number of families utilizing services at Family Resource Centers

Children Learning and Ready for School: Improved Child Development

- Annual enrollment in Early Childhood Education and Child Development classes in local community colleges
- Supply of child care by type of provider per 100 children
- Number of Head Start and State Preschool slots
- Increase of quality early care and education services in underserved communities
- Percent of children entering kindergarten who are adequately prepared

Healthy Children: Improved Child Health

- Percent of women getting prenatal care in the first trimester by ethnicity
- Teen birth rate of women age 15 to 19 by ethnicity
- Percent of children entering kindergarten fully vaccinated
- Health status of kindergarten students

Comprehensive Integrated Services

- Individual level: Number of families receiving joint case management and service provision from First 5 funded programs annually
- Program level: Instances of joint activities, joint or shared training, shared outreach, pooling of resources, and leveraged funding among First 5 funded programs and partners
- System level: Instances of partnership, coalitions and collaborations formally organized to integrate services to benefit children under 5 and their families in Tehama County. Instances of leveraged funds and levels of project sustainability.