

2016
2021
STRATEGIC
PLAN



FIRST 5 EL
DORADO
CHILDREN AND
FAMILIES
COMMISSION



Dear Parents, Partners and Community Members:

After 15 years, First 5 El Dorado Children and Families Commission's has focused its vision on funding programs that are preventive, intentional and assist parents as their child's first teacher. The vision is that "all children will live in nurturing families and enter school ready to learn". This vision is supported by a strategic plan that guides investments in children's health, development, literacy, care and collaboration.

In the fall of 2014, Kindergarten screens showed 81% of the children entering school were ready to learn. This means that nearly 1 in 5 (19%) were not ready for school. How can we better support parents as their child's first teacher in preparing them for school? Success for the next generation is critical for our local economy, generating revenue and positioning the next generation for financial stability.

This conversation is growing. Our education partners are talking about closing the achievement gap and increasing educational outcomes for children. The health sector is looking for upstream approaches, focusing on prevention and early intervention strategies. Other child abuse prevention partners are discussing "bridges out of poverty," breaking generational cycles that affect education, health and economics. We are all talking about the importance of caring for our next generation, just using different words.

First 5 El Dorado Commission is joining forces with leaders in education, health, human services and communities to provide core early childhood services that build school readiness in children. Together, we can reorganize and build upon existing services to reach isolated families in our community.

The Commission's 2016-21 Strategic Plan proposes to bring community partners together to reach the 19% of children that were not ready for school. The goal is to bring prevention services to communities, maximize our local resources and support all parents and caregivers as their child's first teacher. This will be achieved by reorganizing the service delivery system around Community Hubs, located at libraries in each of the five County Supervisorial Districts. This will bring core early childhood services to communities such as Georgetown, Pollock Pines and Pioneer.

Community Hubs are a great opportunity for our county to work together in creating a vision for young children. There is strength in numbers. Our children are worth it.

Ginger Swigart,
Chair

Kathleen Guerrero,
Executive Director

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Section 1

Commission Background and Structure

The First 5 El Dorado Children and Families Commission is committed to improving the lives of children birth through 5 and their families. We do this by promoting, and strengthening comprehensive early childhood systems.

We have accomplished much through collaborative partnerships, and by supporting early care and education, health, and community services. From the time of its inception in 1998, the Commission has partnered with libraries, school districts, public health, other agencies, and community-based organizations to improve outcomes for children.

Since 2001, approximately \$19.5 million dollars has been awarded to support the health, development, early literacy and families of children birth through five years of age in the County. The Commission receives slightly less than \$1 million annually through revenues generated by Proposition 10, a 41% decrease in the last fifteen years. The annual allocation is projected to continue to decline over the period covered by this strategic plan.

First 5 El Dorado encourages partnerships among agencies, organizations and the private sector, leveraging local resources to increase the value of its investments. The Commission identifies strategies based on research and best practices to support services that make a difference in the lives of young children, directing resources to build a comprehensive early childhood service system. We invest in a network of prevention and early intervention services for families with young children. Because our funds are declining annually, it is important for the Commission to constantly evaluate and align its strategic approach to best meet community needs.

Purpose

Statement of Purpose

For this Strategic Plan, the Commission engaged and maximized participation from community partners for a common purpose.

- Together, we can help all children and families reach their potential. Our purpose is to assist communities to be more productive and stable. We also want to ensure the best use of available resources.
- Bringing together partners across service delivery systems has a greater impact.
- Together, we can achieve a common goal of strong communities and families.

The Commission is committed to convening communities and partners to leverage resources, accelerate momentum, and bring about changes that are greater than any one partner could achieve alone.

Decision Making Guidelines

The Commission has formally approved Decision Making Guidelines. These guidelines include the vision, mission, common understandings, funding parameters and evaluation objectives to ensure consistency prior to taking action.

Vision

All children will live in nurturing families and enter school ready to learn.

Mission

First 5 El Dorado Children and Families Commission is committed to strengthening children birth through 5 and their families by promoting and enhancing comprehensive early childhood systems.

Common Understandings

The Commission:

- Serves as a voice and advocate for young children
- Uses a collaborative, transparent and inclusionary process
- Acts responsibly, making First 5 an accountable steward of public funding
- Makes investments that are research based, long range and visionary
- Focuses on enhancing and supporting existing systems to achieve the Commission mission

Funding Parameters

The 2016-2021 Strategic Plan will be based on funding decisions with the:

- Priority to maintain Early Childhood System.
- Commission funding direct services within the annual allocation.
- Five-year Strategic Plan serving as the basis for decision-making.
- Long range fiscal plans assessed over a ten-year period.
- A strategic, systematic approach is taken in developing recommendations
- Staff and contractors will continue to research opportunities to leverage additional funding.

Strategic Plan Objectives

Family Functioning

- Parents of children are confident in caring for their child.
- Parents of children birth through 5 understand their child's development.
- Children birth through 5 are read to on a daily basis.

Child Development

- Children birth through 5 are cared for in high quality environments.
- Parents of children birth through 5 know how to choose high quality ECE services.
- ECE providers caring for children birth through 5 know how to provide high quality ECE services.

Child Health

- Children birth through 5 have timely well child visits.
- Children birth through 5 have semi-annual dental visits.

System of Care

- Children enter school physically and emotionally healthy, ready to learn.
- Community Hubs report increased knowledge of parenting and child development, an understanding of early childhood community resources and understand the referral process.

Strategic Plan Framework

First 5 El Dorado is required to demonstrate results. Therefore, the Commission has invested in strategies to build an early childhood system that are measureable, research based and reflect best practices. Best practice can be defined as ...

“Ways of delivering services that have been found through research or experience as the “best” ways to achieve desired outcomes.”

The following best practice approaches are used in delivering program services:

Evaluation: First 5 CA Commission (CCFC) Results Areas

First 5 California Commission, established by the passage of Proposition 10 in 1997, requires counties improve four Result Areas: Family Functioning, Child Development, Child Health, and Systems of Care. County Commissions are required to report annually to the state the total expenditures related to services under each Result Area. To learn more, visit: www.cafc.ca.gov

Research-based: Harvard Family Research Project

The Harvard Family Research Project’s identified six key elements for a local, comprehensive early childhood system: family literacy and parent education, developmental screens, high quality early care and education programs, preventive medical and dental visits, connecting families to community services and tailoring services to meet community needs. To learn more, visit: <http://www.hfrp.org/early-childhood-education/overview>

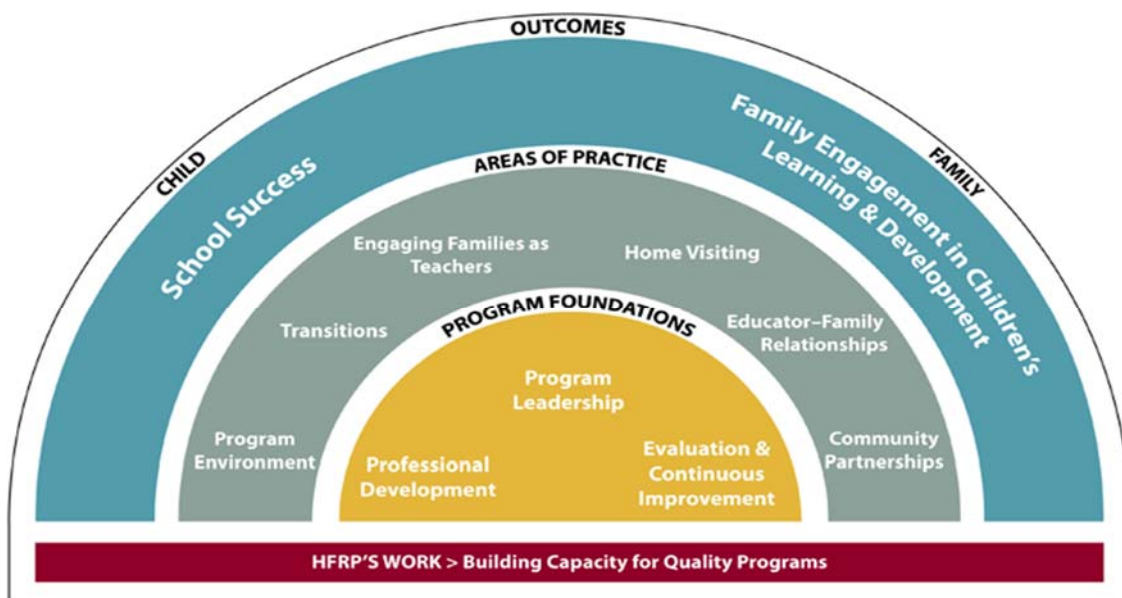


Figure 1: HFRP: Building Capacity for Quality Programs

Best Practices: Strengthening Families – Protective Factors Framework

Strengthening Families™ is a research-informed approach to increase family strengths, enhance child development and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs and communities in building five protective factors.

Extensive research supports the common-sense notion that when these five protective factors are present and robust in a family, optimal child development occurs and there is a reduction in the likelihood of child abuse and neglect. To learn more, visit <http://www.cssp.org/reform/strengtheningfamilies>

Service Delivery: Community Hubs

In building upon the foundations of these best practices, the Commission has committed to the concept of “Community Hubs” as part of the 2016-21 Strategic Plan.

In previous strategic plans, Initiatives were designed and funded to work together, providing a continuum of early childhood services for families with children birth through 5 years of age in El Dorado County. First 5 El Dorado Commissioners and staff also take a regional approach to planning and service delivery, recognizing that different areas in El Dorado County have unique resources and needs. As First 5 revenue declines, this regional approach is more important than ever.

Community Hubs are seen as a tool to facilitate early childhood community services that align with the Strengthening Families Framework and five protective factors. Each Hub is a collection of program and service providers who believe that by working together; libraries, schools, early education, health, human services and business can better strengthen children and families.

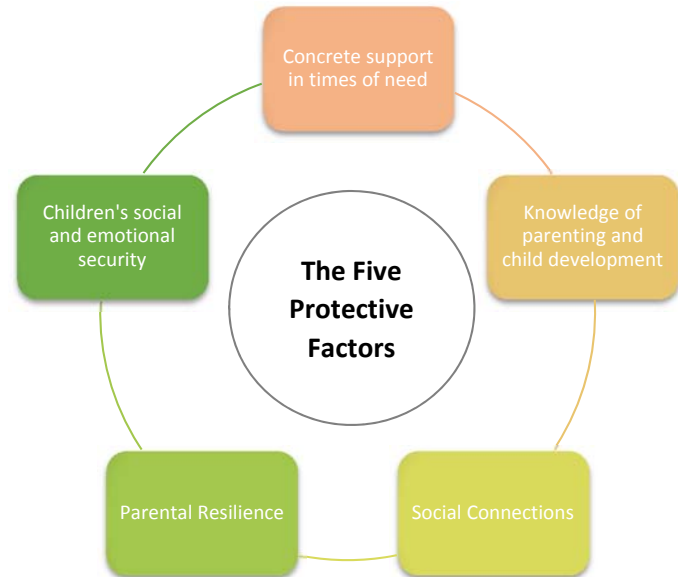


Figure 2: Protective Factors Framework

The Commission will lead the implementation collaborative to develop Community Hubs. This approach recognizes that to meet community needs, more than First 5 funding will be required. The Commission is committed to collaborative funding using a holistic family centered approach. Throughout the planning process, local leadership and neighborhood resources will be leveraged to help all children and families reach their potential.

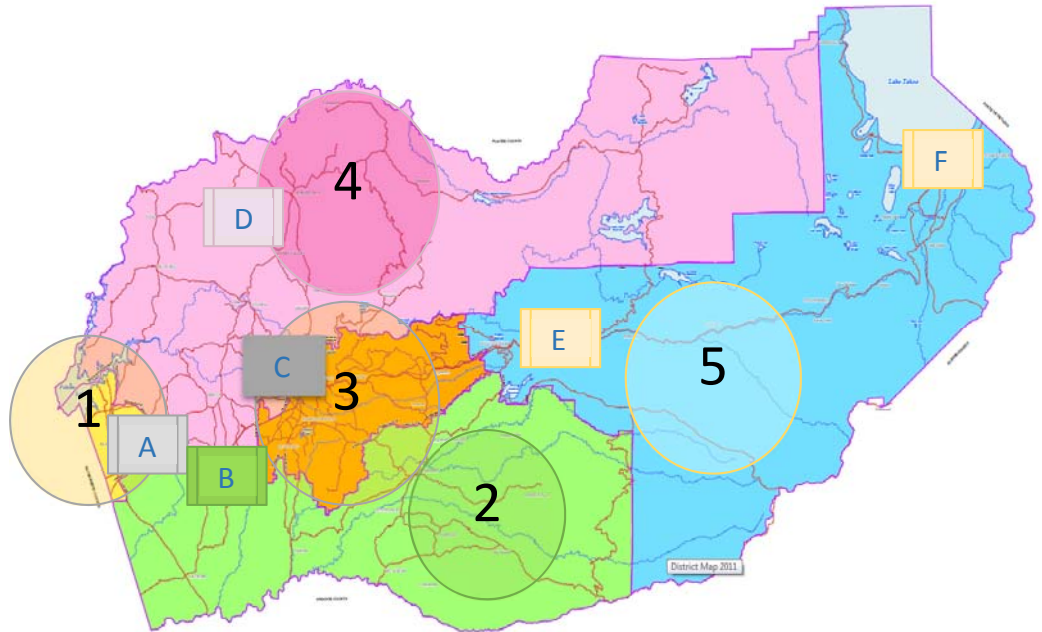


Figure 3. El Dorado County Supervisorial District Boundaries shown with Library Locations **A.** Oak Ridge Joint Use Library, El Dorado Hills; **B.** Cameron Park Branch, Cameron Park; **C.** El Dorado County Library, Placerville; **D.** Georgetown Library, Georgetown; **E.** Pollock Pines Library, Pollock Pines; and **F.** South Lake Tahoe Library, South Lake Tahoe.

County libraries currently exist in each of the five supervisorial districts in El Dorado County and are the planned sites for Community

Hubs. The focus for Community Hubs is prevention – through increased awareness and early identification of health developmental issues, family engagement, support and education opportunities, targeted assistance, and efficient service delivery for children birth through 5 and their families. Implementation will be staged and staggered across the years governed by this strategic plan.

To learn more, visit <http://first5eldorado.com/wp-content/uploads/2013/08/Community-Hubs-Brief-09-08-15.pdf>

Systems Change: Collective Impact

Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning efforts, and using common measures of success. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change.

Collective impact is based on the idea that no single policy, government department, organization or program can tackle increasingly complex social problems. The approach calls for stakeholders from different sectors to coalesce creating a common agenda that aligns investments and measures outcomes together. As noted by the Collaboration for Impact, “Unlike collaboration or partnership, Collective Impact initiatives have centralized infrastructure – known as a backbone organization – with dedicated staff whose role is to help participating organizations shift from acting alone to acting in concert.”¹



Figure 4: Conditions of Collective Impact:

¹ Retrieved from: <http://www.collaborationforimpact.com/collective-impact/>

First 5 Investments

In FY 2014-15, First 5 El Dorado invested more than \$1,430,990 in the community.

Result Area	Community Investments	
Family Functioning	Ready to Read	\$ 220,262
Child Development	High 5 for Quality	\$ 303,504
	Race To the Top	\$ 361,647
Child Health	Best Beginnings	\$ 142,889
	Children's Health	\$ 179,335
	Together We Grow	\$ 179,302
Systems of Care	Community Strengthening	\$ 21,227
	Communications	\$ 22,824
Total Program Investments		\$ 1,430,990

Figure 5: FY 14-15 Commission Investments

Result Area 1: Family Functioning (Ready to Read): \$220,266

Result Area 2: Child Development (High 5 For Quality, Race To the Top): \$665,151

Result Area 3: Child Health (Children’s Health Initiative, Together We Grow, Children’s Dental Van, Best Beginnings): \$501,526

Result Area 4: Systems of Care (Community Strengthening Groups, Communications): \$44,051

The Commission is required to have and annually review a long term fiscal plan. The Fiscal Plan guides the Commissions investments and ensures:

“The Commission will function within its annual allocation and maintain a sustainability fund that meets minimum fund balance requirements... Adjustments to annual budgets will systematically address increases or decreases in revenue, and adjustments to long term fiscal plans will strategically address the sustainability of Commission operations and direct services.”

The Fiscal Plan is updated annually to reflect the results of annual audits with revenue projections provided by the Department of Finance (DOF) for Proposition 10 allocations.

Proposition 10 Revenue:

The Department of Finance estimates a 3% annual decrease in revenue, averaging \$30,000 loss each year. As a result, annual Commission funding will decline by approximately \$120,000 over the next five years (FY 20-21).

External Grant Funding:

The Commission is committed to aggressively pursuing external grant funding from sources and for strategies that align with the strategic plan. The FY 14-15 funding plan is outlined on the following pages to indicate known sources of leveraged funding that will be incorporated into the 2016-21 Strategic Plan:

Result Area 1: Family Functioning

Investment: \$525,000 Annually

Funding Partner: El Dorado County Library (\$212,500) Developmentally appropriate storytimes for at all branches.

Commission Funding: Ready to Read @ Your Library (\$212,500)

Leveraged Funding: \$100,000 annually for four years beginning FY 16-17 with First 5 CA IMPACT Funding. *Applying for \$359,138 four years beginning FY 16-17 Umpqua Bank for School Based Hub Services*

- Awareness: Storytimes (Library/F5EDC)
- Engagement: Stay and Play, Very Ready to Read, Super Saturdays (IMPACT)
- Support and Refer: Play to Grow, Family Child Care Home Outreach, Alternative Settings (IMPACT)
- Capacity Building: Early Childhood Resources (Library/F5EDC)

Result Area 2: Child Development

Investment: \$886,357 Annually

Funding Partner: El Dorado County Office of Education, Early Care and Education Planning Council (\$53,367), CARES Plus (\$50,000), AB 212 (\$46,394), CSSP QRIS Block Grant (\$253,959), Head Start (\$107,741), Race to the Top (204,896).

Commission Funding: High 5 for Quality (\$170,000)

Leveraged Funding: \$286,148 annually for four years beginning FY 16-17 First 5 CA IMPACT Funding.

- Awareness: Quality ECE Communications (IMPACT)
- Engagement: Training and Technical Assistance (IMPACT, Head Start, CSPP QRIS Block Grant, LPC)
- Support and Refer: Early Learning Mentors (F5EDC, Head Start, State Preschool)
- Capacity Building: QRIS Administration (F5EDC, IMPACT, CSPP QRIS Block Grant, LPC)

Result Area 3: Healthy Children

Investment: \$515,000

Funding Partner: To be developed through Strategic Plan Implementation

Commission Funding: A total of \$515,000 annually in Best Beginnings (\$175,000), Children's Health Initiative (\$170,000), and Together We Grow (\$170,000)

Leveraged Funding: *Applying for \$848,894, \$484,719 annually for four years, beginning FY 16-17 Mental Health Services Act (MHSA) Innovations and a match of \$364,175 with Maternal Child Adolescent Health (MCAH)*

- Awareness: Outreach to Isolated Families (F5EDC)
- Engagement: Playgroups (MHSA/MCAH)
- Support: Connect to medical homes and insurance (MHSA/MCAH)
- Refer: Build relationships with Pediatric and Family Practices (MHSA/MCAH)

Result Area 4: Systems Change

Investment: \$96,000

Funding Partner: To be developed through Strategic Plan Implementation

Commission Funding: A total of \$96,000 annually in Communications (\$25,000), Evaluation (\$50,000), and Community Strengthening (\$21,000)

Leveraged Funding: *Considering leveraged funding opportunities with the El Dorado Community Foundation.*

- Awareness: Communications Plan (F5EDC)
- Engagement: Community Strengthening (F5EDC)
- Support: Community Strengthening (F5EDC)
- Refer: Evaluation and Data Collection (F5EDC)

Reorganization and reallocation to implement Community Hubs will significantly alter the funding picture over the strategic plan time period. Therefore, baseline funding will be set aside for the four result areas by Community Hub, to support First 5 funded programs that currently leverage First 5 funding with other sources of funding.

The following figure identifies FY 14-15 early childhood result areas as defined by the First 5 California Commission and prevention strategies as guided by the Family Strengthening Framework Protective Factors. Within the matrix, First 5 investments and leveraged funding sources are listed, clearly identifying existing partnerships and opportunities for leveraged funding by result area and strategy.

Commission Strategies	Family Functioning	Child Development	Healthy Children	Systems Change
Aware	First 5 El Dorado	Leveraged \$	First 5 El Dorado	First 5 El Dorado
Engage	IMPACT	Leveraged \$		First 5 El Dorado
Support and Refer	IMPACT	First 5 El Dorado		First 5 El Dorado
Capacity Building	First 5 El Dorado	Leveraged \$		First 5 El Dorado

FY16-17 to 21-22 Long Term Fiscal Plan

Reorganization and reallocation to implement Community Hubs will significantly alter the funding picture over the strategic plan time period. Therefore, baseline funding will be set aside for the four result areas by Community Hub, to support First 5 funded programs that currently leverage First 5 funding with other sources of funding.

First 5 El Dorado Commission Five Year Budget Projection, FY 16-17 through 20-21

Fund Balance Reporting	16-17	17-18	18-19	19-20	20-21
Beginning of Year Fund Balance	\$1,998,696	\$1,875,647	\$1,721,932	\$1,538,383	\$1,323,321
Total Projected Revenues	\$1,449,880	\$1,420,215	\$1,391,381	\$1,360,868	\$943,460
Total Projected Expenditures	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000	\$1,080,000
External Grant Expenditures	\$362,930	\$363,930	\$364,930	\$365,930	\$
End of Year Fund Balance	\$ 1,875,647	\$1,721,932	\$1,538,383	\$1,323,321	\$1,186,781
Revenues	16-17	17-18	18-19	19-20	20-21
Projected Prop. 10 Revenue	\$960,883	\$930,218	\$900,384	\$868,871	\$838,460
County Interest	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
MediCal Administrative Activities	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
First 5 CA Commission: IMPACT	\$383,997	\$384,997	\$385,997	\$386,997	\$0
Total	\$0	\$0	\$0	\$0	\$0
Total Projected Revenues	\$1,449,880	\$1,420,215	\$1,391,381	\$1,360,868	\$ 943,460
Expenditures	16-17	17-18	18-19	19-20	20-21
Support Services Budget	\$400,000	\$400,000	\$400,000	\$400,000	\$270,000
Capacity Building	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Commission Programs	\$755,000	\$755,000	\$755,000	\$755,000	\$755,000
Total Projected Expenditures	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000	\$1,080,000
External Grants	\$362,930	\$363,930	\$364,930	\$365,930	\$ -

Section 2

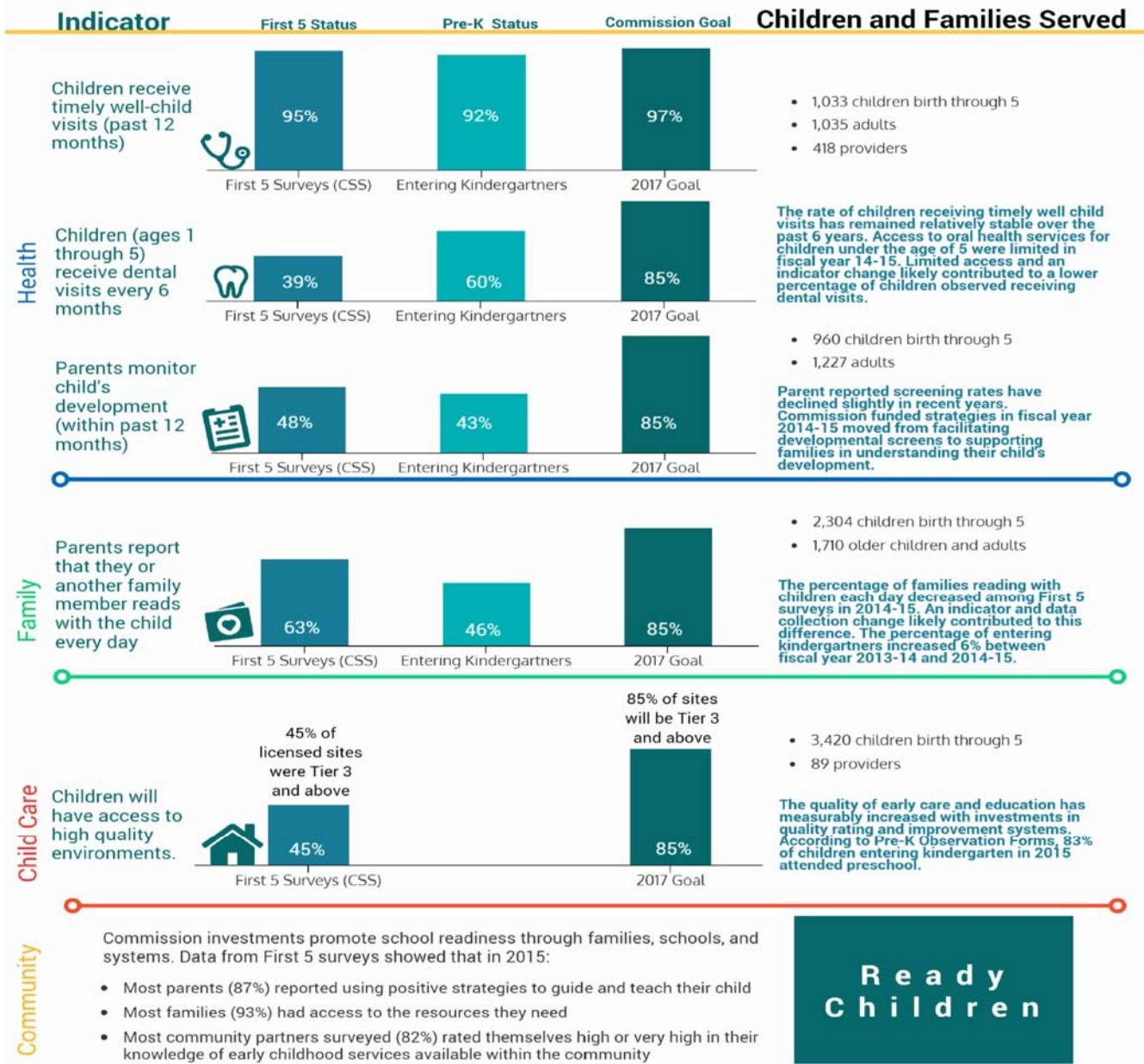
Evaluation Outcomes

School Readiness 2015



School readiness positively impacts both reading on track by third grade and high school graduation, and is critical to closing the school achievement gap. The First 5 El Dorado Children and Families Commission is focused on ensuring children start school healthy, with the skills and knowledge needed to be successful.

The Commission measures progress in key indicators related to school readiness each year among participants in First 5 programs using a Client Satisfaction Survey and among entering kindergartners using the Pre-K Observation Form. Together, these two datasets provide information about the status of children that are engaged in First 5, as well as a community-wide picture of children at kindergarten entry.



Community Assessment

Research on Community Hubs and data from implementation of the Initiatives within El Dorado County both indicate that Community Hubs could be a vehicle for the Commission to achieve its desired results in a more efficient, integrated manner. In addition, significant economic, demographic and environmental changes have occurred within the county since the time the last plan was adopted (2012-17). In order to be responsive to changing conditions, coupled with a desire to evaluate and plan for Community Hubs, the Commission accelerated the timeline for updating its strategic plan by one year.

A community needs assessment was developed to support strategic planning so that implementation could begin as needed on July 1, 2016, while aligning the plan with existing leveraged funding and the potential implementation of Community Hubs. The community needs assessment is comprised of three sections: (1) socio-economic and demographic data for the county, (2) Commission Evaluation Summary, and (3) Community Needs Assessment. Information from all three sections were used to assess emerging trends and priorities to consider during strategic planning. To access the community needs assessment, visit <http://first5eldorado.com/wp-content/uploads/2013/08/2015-El-Dorado-Databook-October-2015.pdf>

The community needs assessment documents the economic, demographic makeup and projections for the county while synthesizing assets, gaps and priorities of families with children birth through 5 and their communities. The summary was developed using existing surveys, First 5 data and recent county assessments and reports. The objective of the report was to explore and confirm the most pressing needs of El Dorado County's youngest children and their families, leveraging evaluation data, surveys, focus groups, reports and other data readily available throughout the county. In order to effectively communicate the needs, gaps and assets for each community, information was organized within the required First 5 California Evaluation framework. The community needs assessment has been summarized as a meta-analysis and reported in Figure 6, Table 1.

From a prevention perspective, families could benefit from improved knowledge of resources and opportunities to engage in prevention activities such as reading, immunizations, healthy meals and high quality child care. However, there are still families experiencing social and economic barriers such as mental health, substance abuse and domestic violence.

Among the assets reported, the Commission has invested in core early childhood supports and services that increase community based access. This is best reflected in the libraries' early learning centers, supporting early care and education providers, and increasing access to family engagement opportunities such as support groups, parenting classes and early literacy groups.

Figure 6: Table 1: Meta-Analysis of Needs, Gaps and Assets

Result Areas	Needs and Gaps	Assets
<p>Family Functioning</p>	<ul style="list-style-type: none"> • Lack of books at home • Availability of services (times and location) • Not knowing where services exist or who to call • Social isolation experienced by families 	<ul style="list-style-type: none"> • Storytimes • Libraries • Books • Mobile child development center • Ready to Read@Your Library • Access to mainstream resources (TANF, SNAP/Cal Fresh)
<p>Child Development</p>	<ul style="list-style-type: none"> • Lack of affordable child care including evening and weekend care • Lack of understanding of what high quality child care is • Lack of sufficient child care options including for special populations 	<ul style="list-style-type: none"> • QRIS • Increased number of providers participating in QRIS • More Tier 4-5 Providers • Head Start and Early Head Start/State Preschool • High 5 for Quality
<p>Child Health</p>	<ul style="list-style-type: none"> • Access to oral health care providers • Prenatal care • Healthy food and nutrition • Immunizations/personal beliefs • Health professional shortage areas • Family violence • Perinatal mood disorders • Lack of awareness of resources for screening and referrals • Lack of specialty providers for areas of concern 	<ul style="list-style-type: none"> • Health Insurance • Bilingual community health workers • MHSA focus on early mental health • Children’s Health Initiative • Best Beginnings • Family Engagement Specialists • Playgroups • ASQs • Together We Grow
<p>Systems of Care</p>	<ul style="list-style-type: none"> • Cultural/language barriers • Lack of awareness about resources • Mental and behavioral health workforce shortage • Poverty/lack of resources for basic needs • Behavioral health concerns including substance use • Transportation 	<ul style="list-style-type: none"> • Community collaboration • Community Strengthening Groups • Place-based community services • Enhanced provider capacity • Mobile outreach teams • Implementation of Strengthening Families framework with a focus on social connections

Strategic Plan

Profile of Activities and Investments

In the 2012-17 Strategic Plan, Initiatives were designed to fund key early childhood system elements as guided by the Harvard Family Research (see figure1 for more detail). The elements and investments included:

- Family support services (Best Beginnings)
- Access to health (medical and dental) insurance and medical homes (Children’s Health Initiative)
- Mental health and socio-emotional development including screenings for children (Together We Grow)
- Parent education and family literacy (Ready to Read @ Your Library)
- High quality early childhood and/or child care programs (High 5 For Quality)
- Community based, meeting the cultural and linguistic needs of families (Community Strengthening Groups)

These Initiatives were developed with community input to incorporate research based, best practices. The scopes of work were improved over the course of the plan integrating the Family Strengthening Framework, shifting toward intentional practices that build family resiliency. The data collection and reporting system was digitalized, increasing the frequency of implementation data collected to inform practice. This information was used in quarterly contractors meetings and monthly site visits for continuous quality improvement.

By mapping the Initiatives with the four key Family Strengthening strategies, the key early childhood strategies become apparent:

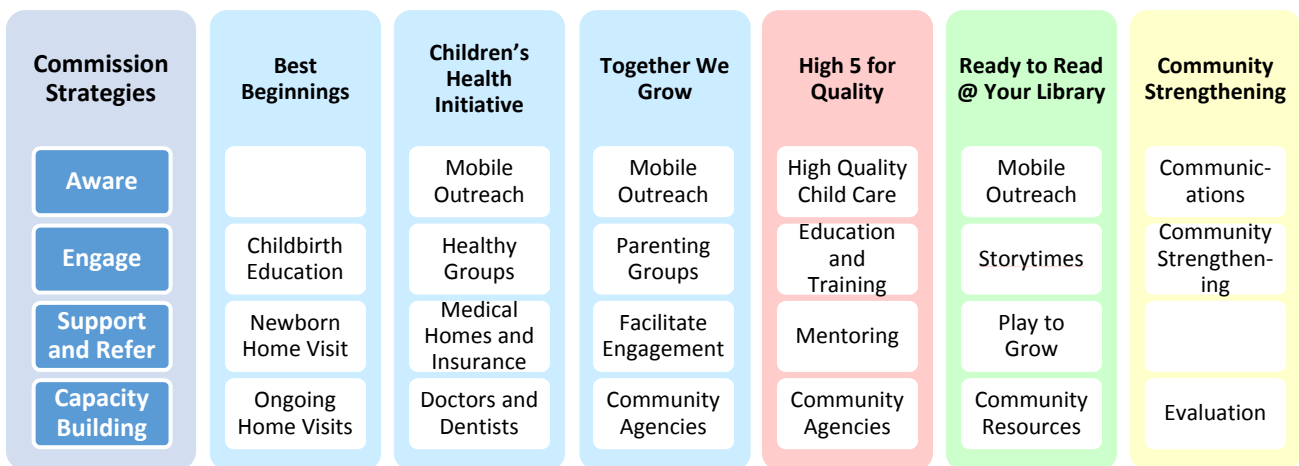


Figure 7: Initiative Mapping to Commission Strategies

Strategic Plan Overview

The 2016-21 Strategic Plan will focus on the following Result Areas:

Result Area Goal 1: Improved Family Functioning

Strategies include: outreach to isolated populations, parent education, engagement or support groups, and parent and child interactions.

Commission Goal: Parents of children are confident in caring for their child.

Indicators

- # and % of program parents report improvements in confidence in caring for their child
- # and % of program parents reporting having resources they need

Commission Goal: Parents of children birth through 5 understand their child's development.

Indicators

- # and % of parents that monitor child's development
- # and % of parents report using positive strategies to guide and teach their child
- # and % of parents report knowing normal behavior for my child's age level

Commission Goal: Children birth through 5 are read to on a daily basis.

Indicator

- # and % of parents report that they or another family member reads with the child each day

Result Area Goal 2: Improved Child Development

Strategies include: provider outreach, incentives, provider education, training and mentoring, communicating high quality care.

Commission Goal: Children birth through 5 are cared for in high quality environments.

Indicator

- # and % of licensed early care and education programs are tier 3 and above on the quality rating matrix

Commission Goal: Parents of children birth through 5 know how to choose high quality ECE services.

Indicator

- # and % of parents report the early childhood education program where my child attends regularly shares information about quality (such as child and program assessments, curriculum, staff education and training) # and % of parents report using positive strategies to guide and teach their child

Commission Goal: ECE providers caring for children birth through 5 know how to provide high quality ECE services.

Indicator

- # and % of licensed early care and education programs report knowing how to provide high quality ECE services

Result Area Goal 3 Improved Child Health

Strategies include: outreach to isolated populations, parent education, engagement or support groups, supporting and referring families, medical insurance and medical homes.

Commission Goal: Children birth through 5 have timely well child visits.

Indicator

- # and % of children receiving timely well-child visits

Commission Goal: Children birth through 5 have semi-annual dental visits.

Indicator

- # and % of program parents report taking their child (ages 1 through 5) to the dentist every six months

Result Area Goal 4: Improved System of Care

Strategies include: convening communities, asset mapping, local plan development, evaluation and communication.

Commission Goal: Children enter school physically and emotionally healthy, ready to learn.

Indicator

- # and % of children in the county demonstrating mastering of skills, knowledge and behaviors

Commission Goal: • Community Hubs report increased knowledge of parenting and child development, an understanding of early childhood community resources and understand the referral process.

Indicators

- # and % of Community Hubs and partners report improved ability to assist parents with parenting and child development
- # and % of Community Hubs and partners report improvements in knowledge of early childhood community resources
- # and % of Community Hubs and partners report improvements in knowledge of community referral process

Section 3

Implementation

A staged approach will be used to ensure adequate planning, preparation and engagement has occurred within each supervisorial district and that the planning process adheres to the characteristics of a community hub as articulated in this strategic plan.

Implementation of Community Hubs will occur across systems throughout the county. While some leadership and guidance is needed countywide, the Community Hubs are locally based. Therefore, planning must happen at four distinct county and neighborhood levels. A proposed, conceptual implementation model has been developed for discussion with key stakeholders. It includes:

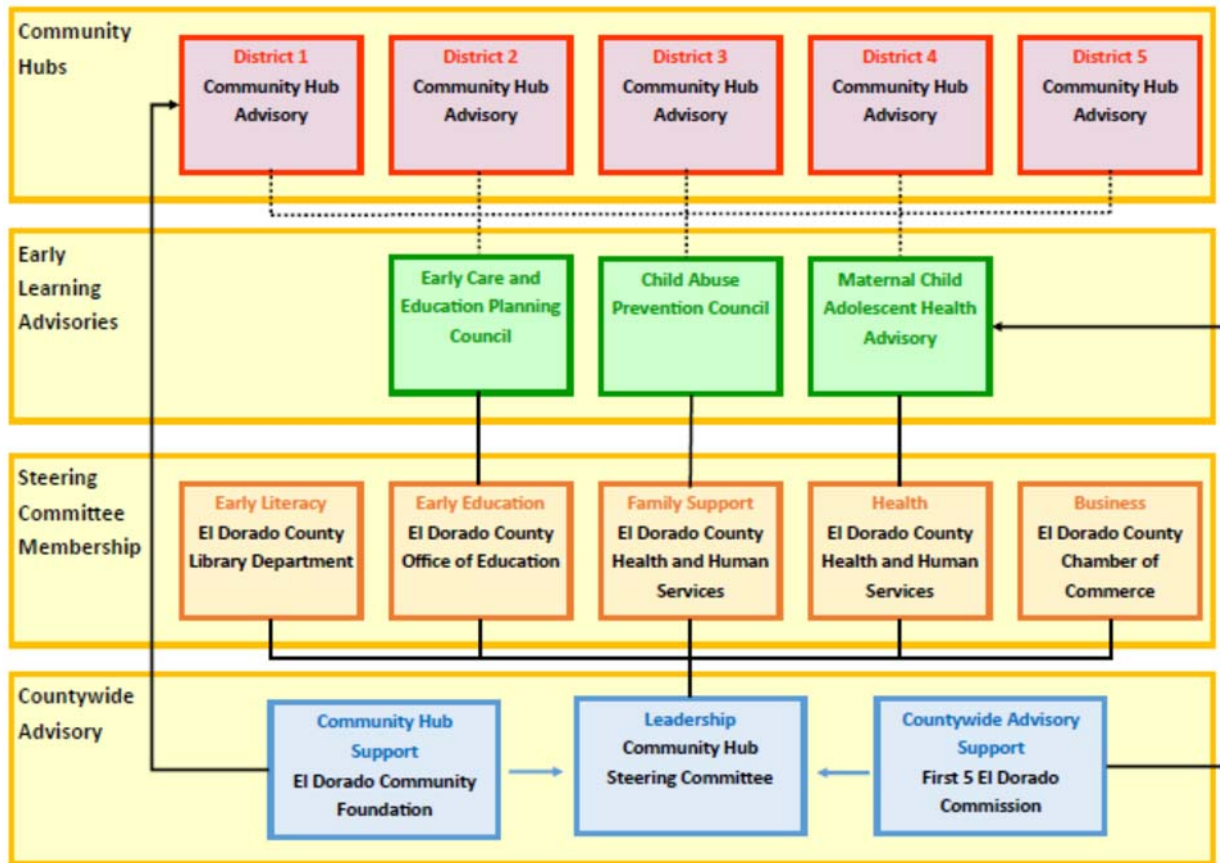


Figure 8: Proposed Conceptual Community Hub Organizational Approach

1. Hub Advisories: To effectively respond to community needs, groups representing the community served by a supervisorial district must be convened. This includes engaging parents, neighbors, businesses and community leaders to participate in Community Hub Advisories.
2. Early Learning Advisories: Three existing early learning entities are charged with providing advice in the county related to early care and education, child abuse prevention and materials, child and adolescent health. First 5 will engage these early learning councils and committees to participate in and inform the development of Community Hubs by supporting the Advisories.
3. Steering Committee: A Committee made up of experts in early literacy, early education, family support, health and business will be tasked with providing countywide planning, coordination, collaboration and guidance for the Community Hub concept. They will seek out opportunities to embed best practices into the Community Hubs and provide resources, tools and support for the implementation of core services within the Community Hubs.
4. Countywide Advisory: First 5 will serve as the convener of the Steering Committee while seeking partnership with the El Dorado Community Foundations to facilitate Community Hub Advisories.

The Steering Committee and the Community Hub Advisory groups will be charged with identifying target populations, building connections to families, coordinating across sectors, and making strategic investments to increase school readiness and the health and stability of families.

Evaluation Plan

First 5 El Dorado considers evaluation as critical and ongoing. The Commission has used various approaches to evaluate the effects of the investments on the children and families in the county, and the systems that serve those children and families. As implementation of the new strategic plan commences, evaluation activities will be revised. Initially, evaluation will be conducted on three levels:

1. Evaluation of Community Hubs and Core Service Providers:

First 5 El Dorado Core Service Providers and the Community Hubs will receive training and technical assistance regarding the evaluation of services. The intent is to assist providers in identifying and achieving expected results, and to monitor outcomes of the strategies being utilized. Surveys of clients served by Community Hubs and Core Service Providers that deliver direct services to children birth through 5 and/or their parents/guardians will be utilized to check for outcomes that are aligned with the evaluation plans of the funded projects.

2. Early Childhood Service System Evaluation:

Community Hubs will provide semi-annual reports on progress toward implementation. This will include services and supports within the HUB, expenditures to date, funds leveraged and qualitative data regarding the impact of First 5 funding on the early childhood service system. This qualitative data will allow the Commission to capture information regarding changes in service accessibility, leveraged funding, and positive changes in standard practices to address barriers or increase efficiency.

3. Monitoring of Population-based Indicators:

First 5 El Dorado will continue to review countywide population-based indicators related to the health and education of children and the well-being of families in El Dorado County on a regular basis to study the long-term impacts of Commission-funded projects on the overall population of young children and their families.

Evaluation activities will utilize several sources for information. These include:

- Pre K Observation Form (Kindergarten Entry Screen)
- Client Satisfaction Survey (CSS)
- Community Partner Survey (CPS)
- Reports from contractors
- Publically available data
- Steering Committee and Advisory Board meeting minutes/reports

Grantees of First 5 will use surveys and other tools to collect information on families and partners served. Data collection is intended to occur electronically; however, if the program or family cannot access internet they will be able to complete a paper copy.

First 5 El Dorado has built its evaluation capacity over time and now has baseline data against which to measure results. Incremental progress toward the Commission’s goals is measured annually and trends are analyzed over a five year period. Evaluation is based on Results Based Accountability principles and is analyzed on an ongoing basis to link to the Commission’s strategic plan and to tell the story of the impact of Commission’s investments. The evaluation plan will be updated to reflect the 2016-21 theory of change:

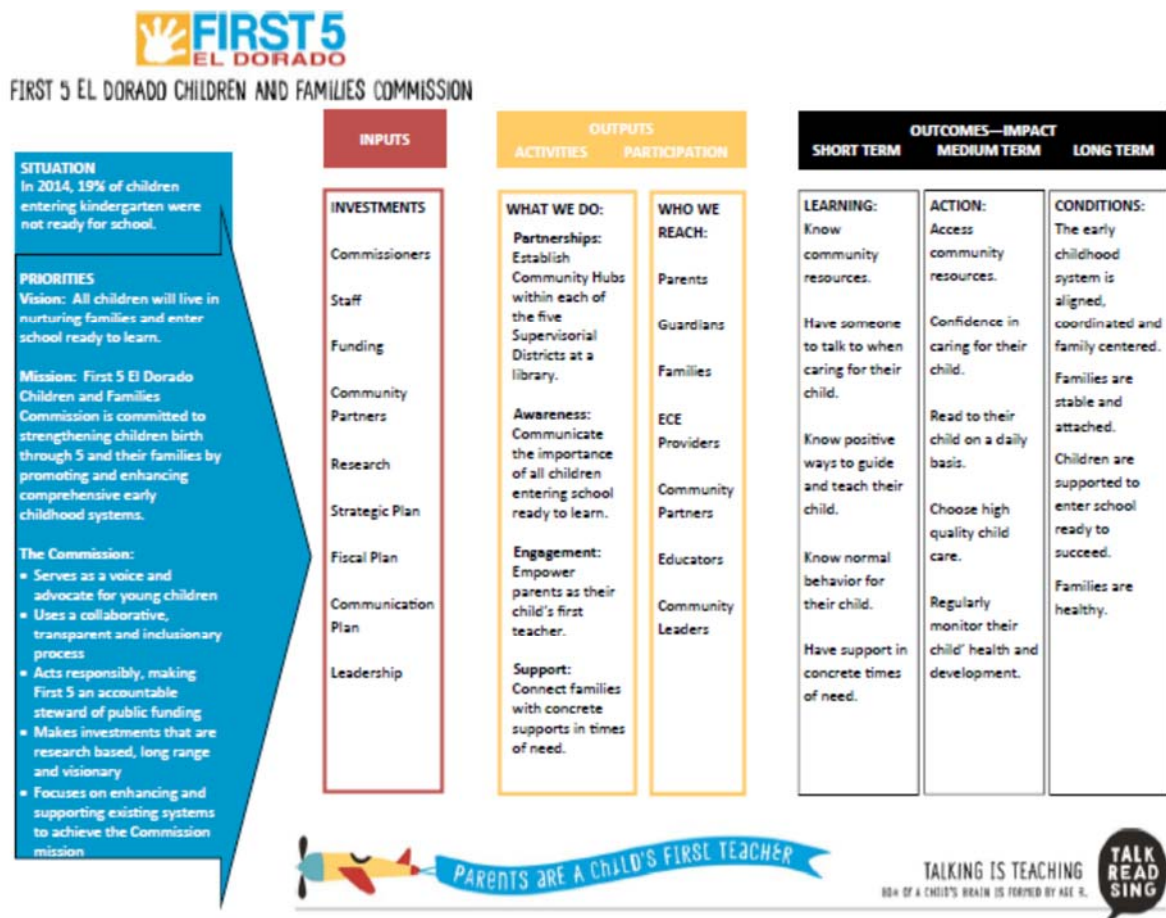


Figure 9: First 5 El Dorado Commission Theory of Change

Recommendations

Recommendations

First 5's role in implementing Community Hubs will be to serve as the backbone organization, linking with other stakeholders to provide prevention services for families with children birth through 5. Together, we will:

- Invest in core early childhood services while committing to leverage additional resources
- Lead the implementation of Community Hubs across the five Supervisorial Districts in collaboration with key stakeholders
- Act as a good steward of public funds, seeking to maximize resources and reduce duplication of efforts
- Recognize the need focus on core early childhood services and to define roles
- View the Hubs as an organizational tool to facilitate prevention services using a holistic, family centered approach

The Commission will utilize the Family Strengthening Framework in defining their role:

- Awareness: Hubs will offer key early childhood supports for families with children birth through five in their community.
- Engagement: The Commission will serve as the Project Manager for implementing Community Hubs and provide leadership, and act as a convener, facilitator and funder for implementation.
- Support and Refer: The Commission will continue to invest in core early childhood strategies in the four result areas outlined in the strategic plan: 1. Family Functioning, 2. Child Development, 3. Child Health, 4. Systems of Care.
- Capacity Building: The Commission will leverage resources to build and sustain the early childhood system. Community Hubs (Result Area 4) will be the umbrella for locally designed and implemented efforts to address Result areas 1-3.

Through implementation of Community Hubs, the Commission will partner with community collaborators and come closer to achieving its vision, that, **“all children will live in nurturing families and enter school ready to learn.”**

First 5 El Dorado Commission

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