

# *Strategic Plan*



*2022-2027*

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# Strategic Plan at A Glance

FIRST 5 Del Norte promotes the optimal development of children 0-5 by focusing investments in four goal areas: Children and Families, Systems and Networks, Building Public Knowledge and Investment, and Institutional Development, which support the overarching goal of healthy children and families. The purpose of the 2022-27 Strategic Plan is to inform how FIRST 5 Del Norte can make the best possible use of its investments across these goal areas. FIRST 5 Del Norte strives to impact these four strategic goals through the following strategies and program outcomes:

FOCUS AREA	<b>Focus Area 1</b> <b>Children and Families</b>	<b>Focus Area 2</b> <b>Systems and Networks</b>	<b>Focus Area 3</b> <b>Building Public Knowledge and Investment</b>	<b>Focus Area 4</b> <b>Institutional Development</b>
GOAL	<ul style="list-style-type: none"> <li>▶ Children are healthy.</li> <li>▶ Children are learning and are ready for school.</li> <li>▶ Families are engaged, supported, and strengthened through culturally effective resources, increasing nurturing, caring, and providing for their children's success and well-being.</li> </ul>	<p>Position FIRST 5 Del Norte as a champion of zero to five-year-olds and families, and active partner in the county with other stakeholders who support this goal.</p>	<p>Families are engaged, supported, and strengthened through culturally effective resources increasing nurturing, caring, and providing for their children's success and well-being.</p>	<p>Create a sustainable and fiscally responsible program for FIRST 5 Del Norte.</p>

## Introduction

FIRST 5 Del Norte is a strong and leading champion for Del Norte County's zero to five-year-old children and their families. FIRST 5 Del Norte is committed to working upstream, engaging, and supporting children and parents in the first five years of a child's life. Research shows these early years have a long-term impact on success in life. Our priorities are to:

- ▶ support families in providing a safe, healthy, engaging home environment to foster early learning and development;
- ▶ support high-quality early childhood care and education through provider training and system improvements;
- ▶ work to improve systems of care across all domains to ensure families are able to access programs, resources, and services they need for their children.

Every child has a right to a safe and nurturing home, access to healthcare, quality early learning, and community support for concrete needs so they enter school ready and prepared to succeed. That is our mission and our vision.

## Mission & Vision

### FIRST 5 Del Norte Mission Statement

FIRST 5 Del Norte will promote and enhance the health, development, and wellness of children ages 0-5 and their families by utilizing, increasing and sustaining resources to support innovative, integrated, family-centered, culturally appropriate programs and services.

### FIRST 5 Del Norte Vision Statement

All Del Norte children thrive in supportive families, neighborhoods and communities and are nurtured to realize their unique and

highest potential. Our children enter school healthy, developmentally ready, and eager to learn. Parents feel valued in the community, and are knowledgeable about parenting skills, child development, family support services, and community involvement. Services are structured to be integrated and seamless, responsive, culturally appropriate, sustainable, and stable.

## Purpose of Strategic Plan

FIRST 5 Del Norte was formed following California's passage of Proposition 10 in 1998, imposing a 50 cent per pack tax on cigarette sales. Since approximately 90% of a child's brain is developed by age five, FIRST 5 funds programs promoting early childhood development. A local county commission has been appointed by the County Board of Supervisors to ensure FIRST 5 is accountable to the needs of the community. The Commission is comprised of the leaders from public agencies as well as representatives from non-profits and the community at large.

Funded by the tobacco tax, FIRST 5's revenue base is in steady decline across the state. County-based FIRST 5's like Del Norte have to make prudent fiscal decisions that ensure investments are targeted to specific needs and integrated within larger-service delivery systems, guaranteeing leverage and sustainability. This Strategic Plan will guide investments made by FIRST 5 Del Norte over the next five years.

## Evaluation

FIRST 5 Del Norte will incorporate an evaluation component into all of our focus areas to ensure that we are meeting our goals.

# Community Data Snapshot

From the 2021 Kindergarten Screening Tool

<b>School Readiness</b>	<ul style="list-style-type: none"><li>▶ 45% of kindergartners were “ready” for school, having scored at least 75 out of 100 on the KST readiness tool; the average overall score was 68 and was unchanged from 2019</li><li>▶ Readiness was significantly and independently predicted by:<ul style="list-style-type: none"><li>▶ Parents’ receipt of information about school readiness</li><li>▶ Higher family socioeconomic status</li><li>▶ Parents reading with their child more frequently</li></ul></li></ul>
<b>Demographics and Family Background</b>	<ul style="list-style-type: none"><li>▶ 58% of families in 2021 earned at least \$35,000 per year, about the same proportion who earned this much in 2020</li><li>▶ 43% of kindergartners were non-Hispanic white, 22% were Hispanic/Latino, and 14% were Alaskan Native/American Indian</li></ul>
<b>Child Development and Medical and Dental Care</b>	<ul style="list-style-type: none"><li>▶ 20% of children had a special need; 25% of these children were unable to receive the professional help they needed during COVID-19</li><li>▶ Over 9 in 10 children had medical insurance and a regular doctor</li><li>▶ Just under 7 In 10 children had a dental exam in the past year, a decline from previous years</li></ul>
<b>Home Environment</b>	<ul style="list-style-type: none"><li>▶ As in previous years, the most common family activities parents reported included counting household objects and telling stories or singing songs; fewer families read together in 2021 than in prior years</li></ul>
<b>Pre-Kindergarten Experiences</b>	<ul style="list-style-type: none"><li>▶ Nearly three-quarters of children attended formal early care and education (ECE) in 2021, a decline from prior years; 71% of parents said their child’s ECE site closed during COVID-19</li></ul>
<b>Family Well-Being</b>	<ul style="list-style-type: none"><li>▶ Caregivers were more likely to report job loss and to have moved multiple times in the past year than they were before the pandemic</li><li>▶ COVID-19 impacted caregiver employment in 69% of families</li></ul>
<b>Community Connections to Support School Readiness</b>	<ul style="list-style-type: none"><li>▶ Families were less likely to say they had received information about school readiness in 2021 than in 2019 and 2020</li><li>▶ Compared to prior years, families were less likely to report using community programs and services in 2021</li><li>▶ Families who participated in First 5 programs were more likely than other families to have sent their children to ECE, report that they received school readiness information, and engage in activities with their children like reading; their children were also more likely to be “ready” for school</li></ul>

## Introduction to Goals

The following section provides an overview of the priority issues within the four areas of focus outlined in the Strategic Plan.

These goals and objectives were selected as the best opportunities to use FIRST 5 resources to improve the health, development, and well being of children age zero to five. The Commission recognizes that these are not the only issues facing young children, but we believe these goals represent the best use of the FIRST 5 funds.



# Goals and Objectives at a Glance

Focus Area 1 Children and Families			
OUTCOMES	Child Health	Early Learning	Family Community Support and Partnership
	GOAL	GOAL	GOAL
OBJECTIVES	<p><b>#1. Children are healthy.</b></p> <p>1.1 Children will have improved access to, and utilization of health care services with an emphasis on primary care, preventative health programs with early assessments and screenings, including medical, mental health, oral, hearing, and vision health services.</p> <p>1.2 Health care services, including prenatal services will be integrated with other young child development and parenting support.</p> <p>1.3 Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.</p>	<p><b>#2. Children are learning and are ready for school.</b></p> <p>2.1 Introductory literacy skills will be improved for children and families, and children will have access to books and word rich environments.</p> <p>2.2 Parent literacy will be supported as critical to helping utilize and understand early child development and best practice parenting skills.</p> <p>2.3 Children will have increased readiness to succeed in school upon entry to kindergarten, including preschool participation.</p>	<p><b>#3. Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.</b></p> <p>3.1 Parent and caregiver knowledge, skills, literacy, and confidence will be increased in an effort to reduce child abuse and neglect.</p> <p>3.2 Families and caregivers of children will have improved access to available services upon the welcoming of a new child.</p> <p>3.3 FIRST 5 Del Norte will continue to support the Family Resource Center (FRC) so they can continue to be a hub for resources, referrals, programs, and co-located services for children and families.</p>

	Focus Area 2 Systems and Networks	Focus Area 3 Building Public Knowledge and Investment	Focus Area 4 Institutional Development
OUTCOMES	<p><b>Leadership as a Convener and Partner</b></p> <p><b>Resource Exchange and Stewardship</b></p>	<p><b>Communications</b></p> <p><b>Policy Engagement</b></p> <p><b>Leadership</b></p>	<p><b>Internal Structure and Systems</b></p> <p><b>Team Development</b></p> <p><b>Engagement</b></p>
GOAL	<p><b>#4. Position FIRST 5 Del Norte as a champion of zero to five-year-olds and families, and active partner in the county with other stakeholders who support this goal.</b></p>	<p><b>#5. Families are engaged, supported, and strengthened through culturally effective resources, increasing nurturing, caring, and providing for their children’s success and well-being.</b></p>	<p><b>#6. Create a sustainable and fiscally responsible program for FIRST 5 Del Norte.</b></p>
OBJECTIVES	<p>4.1 Continue to be the anchoring partner for the FRC as a collaborative setting for building partnerships, and convening programs and resources important to zero to five age group and families.</p> <p>4.2 Support the Resource and Referral Information System anchored at the FRC for zero to five-year-olds and family information, resources, and services.</p> <p>4.3 Build defined working alignments with other entities in the county.</p>	<p>5.1 Support development of an annual school readiness report updating the community’s success in addressing and meeting the desired results and outcomes important to zero to five aged children and families.</p> <p>5.2 Support the development and implementation of a communication plan providing access to knowledge throughout the county about the importance of early learning, parenting and child development, and the goals and resources of FIRST 5 Del Norte.</p>	<p>6.1 Develop and maintain a five-year financial and fund development plan to sustain the Strategic Plan goals and objectives, and ensure sound financial management of the FIRST 5 Proposition 10 funds.</p> <p>6.2 Develop written orientation materials and recruitment tools for new Commissioners.</p>



# Focus Area #1

Children and Families: Improved Health

Child Health



Early Learning



Family Community Support and Partnership



Goal #1

Children are healthy.

Goal #2

Children are learning and are ready for school.

Goal #3

Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.

# Goal #1

Children are healthy.



<b>OBJECTIVE #1.1</b>	<b>Children will have improved access to, and utilization of health care services with an emphasis on primary care, preventative health programs with early assessments and screenings, including medical, mental health, oral, hearing, and vision health services.</b>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Number and percentage of young children showing up at emergency room for primary care health issue</li> <li>▶ Percentage of children with medical and dental health home</li> <li>▶ Percentage of children reaching school age with untreated cavities</li> <li>▶ Percentage of kindergarteners up to date on all required vaccines</li> <li>▶ Percentage of kindergarteners with required oral health exams</li> <li>▶ Percentage of kindergarteners not vaccinated due to Personal Belief Exemption</li> <li>▶ Percentage of children with mental or behavioral health issues or other special needs who are identified early and have access to remedial services</li> <li>▶ Percentage of babies who are breastfed</li> <li>▶ Percentage of children reported as obese</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Have had an annual well child checkup</li> <li>▶ Up to date on vaccines</li> <li>▶ All zero to five-year-olds have access to age appropriate mental and behavioral health services</li> <li>▶ Breast feed at birth and provided nutritious healthy food</li> </ul>
<b>FIRST 5 DEL NORTE'S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Convene stakeholders</li> <li>▶ Educator/Communicator</li> <li>▶ Strategic funding support</li> <li>▶ Evaluation support</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Use the FRC to engage moms, parents, and caregivers</li> </ul>

<b>OBJECTIVE #1.2</b>	<b>Health care services, including prenatal services will be integrated with other young child development and parenting support.</b>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Percentage of participants in Breastfeeding Support</li> <li>▶ Percentage of participants in prenatal classes</li> <li>▶ Percentage of children referred for Early Start services</li> <li>▶ Percentage of parents referred for Postpartum Mood Disorder referrals</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Awaiting Arrivals program</li> <li>▶ Breastfeeding Support Program</li> <li>▶ Ages and Stages Developmental Screenings</li> <li>▶ Parent support groups</li> </ul>
<b>FIRST 5 DEL NORTE'S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Convene stakeholders</li> <li>▶ Educator/Communicator</li> <li>▶ Strategic funding support</li> <li>▶ Evaluation support</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Support FRC in implementing direct service programs</li> </ul>

<p><b>OBJECTIVE #1.3</b></p>	<p><b>Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.</b></p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Percentage of babies who are breastfed</li> <li>▶ Percentage of families and homes with children having food and nutrition security issues</li> <li>▶ Percentage of young children who are obese</li> <li>▶ Utilization and enrollment in best practice child development based physical activity programs such as Music &amp; Movement programs, Totally Toddler Time, and Play &amp; Learn</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ Breastfeeding support programs</li> <li>▶ Parent nutrition, cooking, and meal planning programs</li> <li>▶ Early child development based physical activity, for example such as Music &amp; Movement programs, Totally Toddler Time, and Play &amp; Learn</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Strategic funding support</li> <li>▶ Convene stakeholders</li> <li>▶ Partnerships &amp; alliances</li> <li>▶ Communication to reach new moms and parents</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Use FRC and Wonder Bus to locate and host programs</li> </ul>

## Goal #2

Children are learning and are ready for school.



<b>OBJECTIVE #2.1</b>	<b>Introductory literacy skills will be improved for children and families, and children will have access to books and word rich environments.</b>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Percentage of Kindergarteners who have attended preschool readiness, early learning programs</li> <li>▶ Percentage of third graders reading at grade level as measured in school language arts assessment tests</li> <li>▶ Percentage of parents who report reading to their children</li> <li>▶ Percentage of parents with high school diplomas</li> <li>▶ Percentage of children graduating from high school</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Literacy programs such as Talk Read Sing, Baby Signs Program, Dolly Parton’s Imagination Library, and Ready 4K! Texting Program</li> </ul>
<b>FIRST 5 DEL NORTE’S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Leadership</li> <li>▶ Strategic funding support</li> <li>▶ Convene stakeholders</li> <li>▶ Partnerships and collaborations</li> <li>▶ Communication with parents</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Fund programs</li> <li>▶ Host literacy programs through FRC, pre-school, and early learning programs</li> <li>▶ Communications newsletter, web site, and parent education programs</li> </ul>

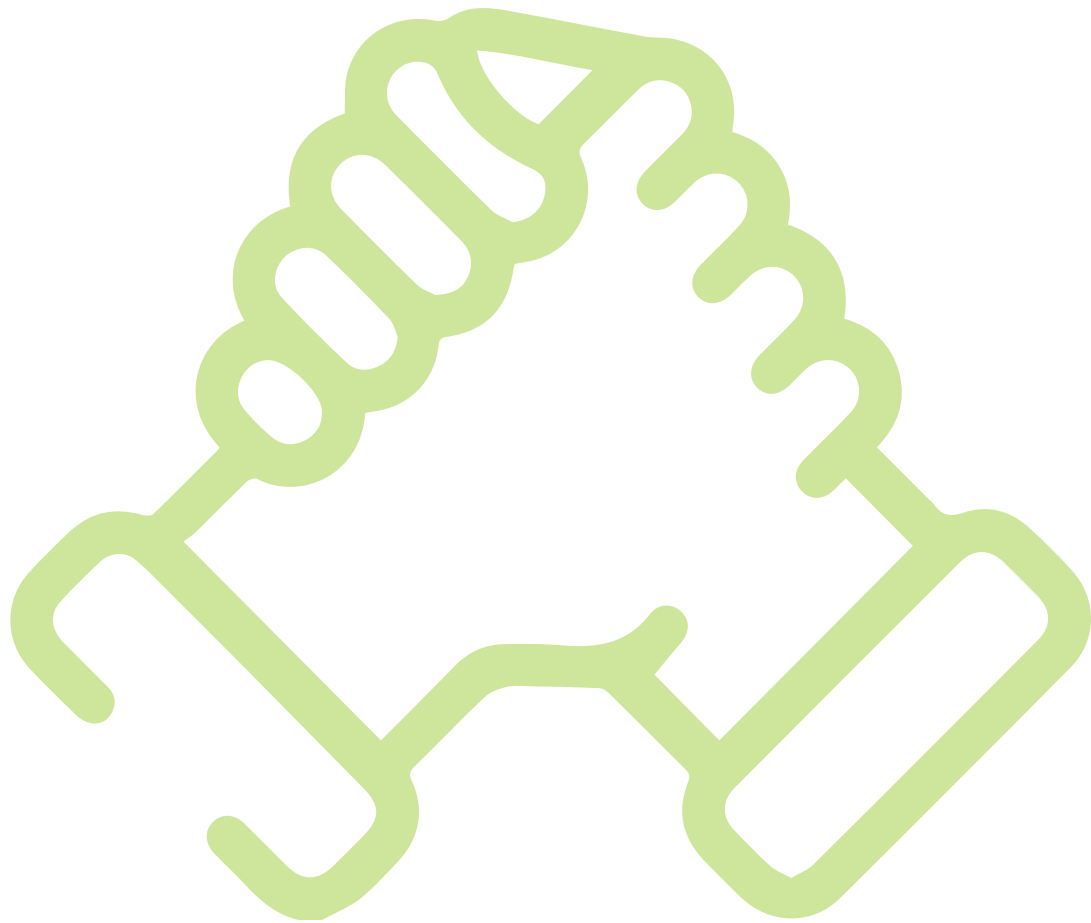
<b>OBJECTIVE #2.2</b>	<b>Parent literacy will be supported as critical to helping utilize and understand early child development and best practice parenting skills.</b>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Percentage of parents with high school diploma or GED</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Parent support and educational workshops and outreach around early child development, with special attention to young parents via Baby Steps program</li> <li>▶ Awaiting Arrivals</li> <li>▶ FRC support of Parent Cafes</li> <li>▶ Provide information and support to non-English speakers, including Hmong and Spanish speakers</li> </ul>
<b>FIRST 5 DEL NORTE'S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Leadership</li> <li>▶ Strategic funding support</li> <li>▶ Convene stakeholders</li> <li>▶ Partnerships and collaborations</li> <li>▶ Communication with parents</li> <li>▶ Provide funding support to offer programs, translation, and non-English materials</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Fund programs</li> <li>▶ Host literacy programs through FRC, pre-school and early learning programs</li> <li>▶ Communications newsletter, web site, and parent education programs</li> </ul>



<b>OBJECTIVE #2.4</b>	<b>Parents and caregivers will have increased access to, and knowledge of Ages and Stages child development information with an emphasis on positive parenting knowledge.</b>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Percentage of children assessed by kindergarten instructors to be ready for kindergarten</li> <li>▶ Percentage of children who are obese</li> <li>▶ Percentage of third grade aged children reading at grade level and second grade students scores above Below Basic or Far Below Basic level in English-Language Arts on the California school assessment test</li> <li>▶ Percentage of children with health coverage and a medical and dental home</li> <li>▶ Percentage of parents and caregivers reporting access to nutritious foods for their families and children</li> <li>▶ Percentage of parents demonstrating child development knowledge, and satisfaction of being a parent through FRC conducted surveys</li> <li>▶ Percentage of parents reporting reading to their children</li> <li>▶ Number of referrals for child abuse and/or neglect</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Parent education and training programs provided through the FRC, Wonder Bus, satellite FRC programs in Gasquet, Smith River, and Klamath, webinars, online information sources</li> <li>▶ Ages &amp; Stages Child Development materials, FIRST 5's New Parent Kit</li> <li>▶ Resource and Referral program located at the FRC</li> <li>▶ Postpartum depression mental health and support group services through the FRC</li> <li>▶ Early Start Connections program for children with special needs</li> <li>▶ Parent and family resources through FRC based clearing house of parent education, parenting skills, and early learning materials</li> <li>▶ Court Appointed Special Advocates program (CASA)</li> </ul>
<b>FIRST 5 DEL NORTE'S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Convener</li> <li>▶ Partner</li> <li>▶ Strategic funding support</li> <li>▶ Advocate for high quality early education</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Help fund the programs</li> <li>▶ Host parent education and support programs through FRC, Webinars, Wonder Bus, newsletter, and website</li> <li>▶ Convene stakeholders to build increased partnerships and alliances</li> <li>▶ Advocate policy</li> </ul>

## Goal #3

Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.



<b>OBJECTIVE #3.1</b>	<b>Parent and caregiver knowledge, skills, literacy, and confidence will be increased in an effort to reduce child abuse and neglect.</b>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Percentage of parents that feel they are knowledgeable about parenting and child development</li> <li>▶ Number of referrals for child abuse and/or neglect</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Leadership</li> <li>▶ Child Abuse Prevention Council</li> <li>▶ FRC support of Parent Cafe's</li> </ul>
<b>FIRST 5 DEL NORTE'S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Leadership</li> <li>▶ Strategic funding support</li> <li>▶ Education/Communication</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Fund programs</li> </ul>

<p><b>OBJECTIVE #3.2</b></p>	<p><b>Families and caregivers of children will have improved access to available services upon the welcoming of a new child.</b></p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Community partnerships in the FRC, including funding support for the FRC</li> <li>▶ FRC Advisory Council membership roster contains a broad array of program representation and community members</li> <li>▶ Number of parents, caregivers, families, and children attend programs held at the Crescent City FRC, Gasquet, Smith River, and Klamath Early Learning Centers</li> <li>▶ Literacy rates for both parents and children using children entry into Kindergarten assessment and language arts assessment at second and third grades</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ Leadership</li> <li>▶ Books for Babies</li> <li>▶ Breastfeeding Support</li> <li>▶ Circle of Moms</li> <li>▶ Awaiting Arrivals</li> <li>▶ Dolly Parton’s Imagination Library</li> <li>▶ Ready4K Texting Program</li> <li>▶ New Parent Kits</li> </ul>
<p><b>FIRST 5 DEL NORTE’S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Leader</li> <li>▶ Convener</li> <li>▶ Strategic funding support</li> <li>▶ Partner</li> <li>▶ Grant management</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Engage partners and alliances</li> <li>▶ Host and sit on FRC Advisory Council</li> </ul>

<p><b>OBJECTIVE #3.3</b></p>	<p>FIRST 5 Del Norte will continue to support the FRC so they can continue to be a hub for resources, referrals, programs, and co-located services for children and families.</p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Percentage of children and families that visit the FRC</li> <li>▶ Percentage of parents and caregivers that know where to go for concrete supports in times of need</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ FRC Programs</li> <li>▶ Awaiting Arrivals</li> <li>▶ Breastfeeding Support</li> <li>▶ New Parent Kits</li> <li>▶ Ages and Stages Developmental Screenings</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Partner</li> <li>▶ Strategic funding support</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Support general operating funding</li> </ul>

## Focus Area #2

### Systems and Networks

Leadership as a  
Convener and Partner



Resource Exchange  
and Stewardship

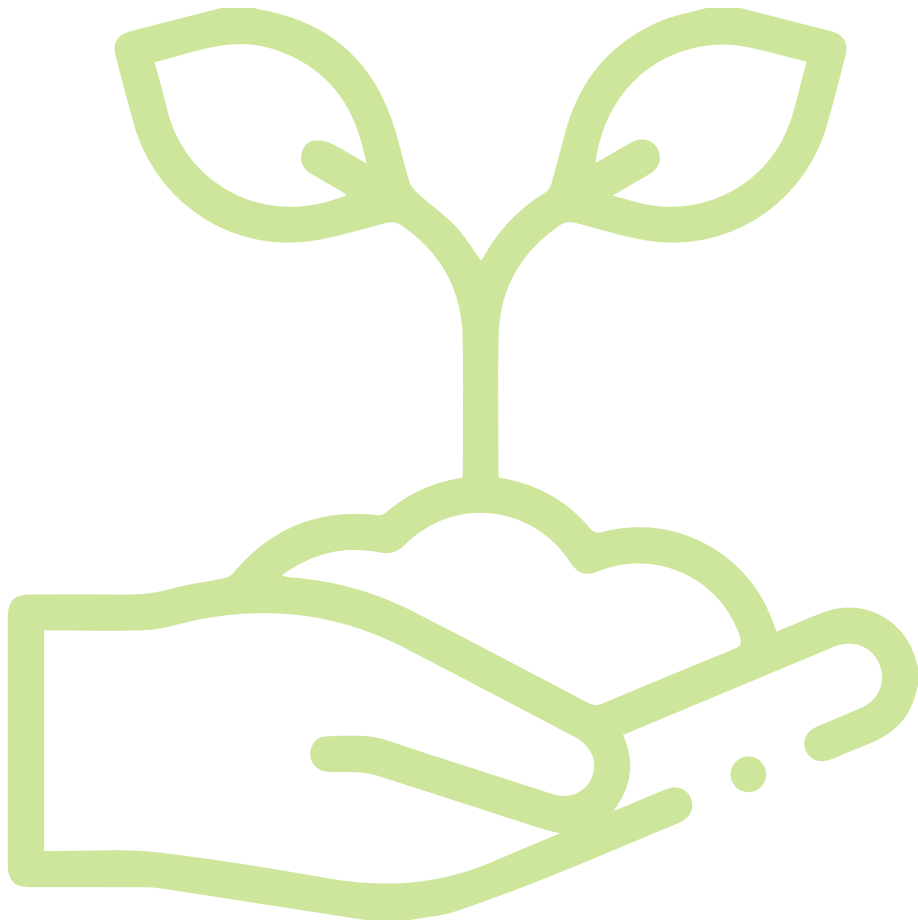


### Goal #4

Position FIRST 5 Del Norte as a champion of zero to five-year-olds and families, and active partner in the county with other stakeholders who support this goal.

## Goal #4

Position FIRST 5 Del Norte as a champion of zero to five-year-olds and families, and active partner in the county with other stakeholders who support this goal.



<p><b>OBJECTIVE #4.1</b></p>	<p><b>Be the anchoring partner for the FRC as a collaborative setting for building partnerships, and convening programs and resources important to zero to five age group and families.</b></p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Number of referrals to community service agencies</li> <li>▶ Number of referrals to food security agencies</li> <li>▶ Number of Early Start referrals</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ Closed loop referral system (Example - Unite Us)</li> <li>▶ Family Assistance Network collaboration</li> <li>▶ CAPC (Child Abuse Prevention Council)</li> <li>▶ FRC resources and referral support and Referral Support</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Continuously provide updated resources and support information</li> <li>▶ Host and invite stakeholders to closed loop referral system</li> <li>▶ Funder of the FRC general operating fund</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Support community outreach events (Youth and Family Fair, Community Baby Shower, etc)</li> <li>▶ Fund FRC programs</li> </ul>



<p><b>OBJECTIVE #4.2</b></p>	<p><b>Support the Resource and Referral information system anchored at the FRC for zero to five-year-olds and family information, resources, and services.</b></p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Percentage of parents and caregivers that know where to go for concrete support in times of need</li> <li>▶ Percentage of parents and caregivers that receive services through the FRC</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ UniteUs</li> <li>▶ Dolly Parton's Imagination Library</li> <li>▶ Ready 4K! Texting Program</li> <li>▶ Ages and Stages Developmental Screenings</li> <li>▶ Early Start Connections</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Convener of stakeholders</li> <li>▶ Educator/Communicator</li> <li>▶ Strategic funding support</li> <li>▶ Evaluation support</li> <li>▶ Fundraising support</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Fund programs</li> <li>▶ Community outreach campaigns</li> </ul>

<p><b>OBJECTIVE #4.3</b></p>	<p><b>Build defined working alignments with other entities in the county.</b></p>
<p><b>RESULT INDICATORS</b></p>	<p>Defined working alignments are formed with the following entities, as well as other to be determined:</p> <ul style="list-style-type: none"> <li>▶ PK-16 Education</li> <li>▶ City, County, and Tribal Governments</li> <li>▶ Local Planning Council</li> <li>▶ Del Norte Child Care Council</li> <li>▶ Child Care Coordination and Service Providers</li> <li>▶ Child Abuse Prevention Council</li> <li>▶ Head Starts</li> <li>▶ Regional Center and Service Providers</li> <li>▶ The Northern Rural Training and Employment Consortium (NoRTEC)</li> <li>▶ Law Enforcement</li> <li>▶ 41st DAA</li> <li>▶ Del Norte Library District</li> <li>▶ Healthcare Systems</li> <li>▶ Hmong Cultural Center</li> <li>▶ Nutrition and Food Access Programs</li> <li>▶ Local Workforce Center</li> <li>▶ Courts</li> <li>▶ Local Media</li> <li>▶ Businesses</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ All FIRST 5 Del Norte programs</li> <li>▶ FRC programs</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Convener of stakeholders</li> <li>▶ Educator/Communicator</li> <li>▶ Strategic funding support</li> <li>▶ Evaluation support</li> <li>▶ Fundraising support</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Community outreach campaigns</li> <li>▶ Referral partnerships</li> </ul>

## Focus Area #3

### Building Public Knowledge and Investment

Communications



Policy engagement



Leadership

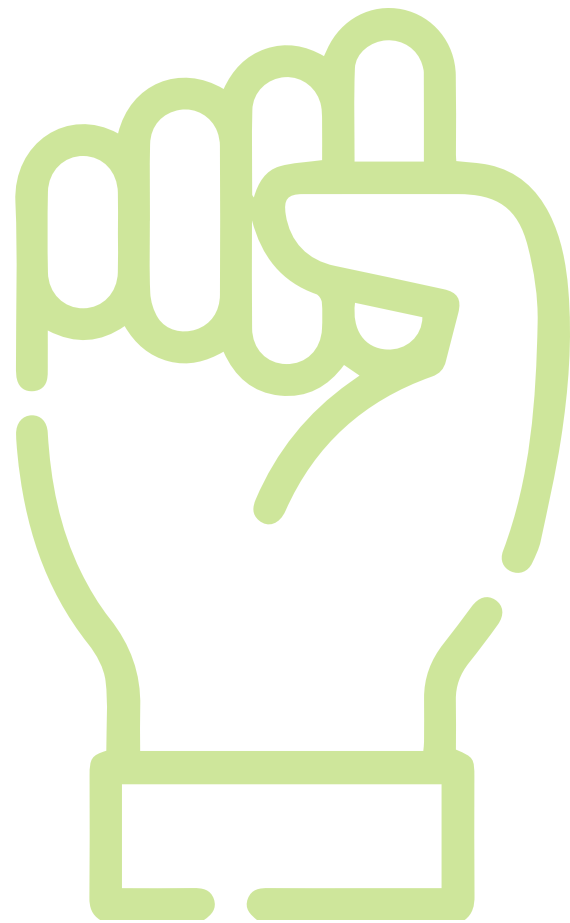


#### Goal #5

Families are engaged, supported, and strengthened through culturally effective resources, increasing nurturing, caring, and providing for their children's success and well-being.

## Goal #5

Families are engaged, supported, and strengthened through culturally effective resources, increasing nurturing, caring, and providing for their children's success and well-being.



<b>OBJECTIVE #5.1</b>	<p>Support development of an annual school readiness report updating the community’s success in addressing and meeting the desired results and outcomes important to zero to five aged children and families.</p>
<b>RESULT INDICATORS</b>	<ul style="list-style-type: none"> <li>▶ Community is educated on successes, struggles, and challenges around local zero to five-year-olds and their families.</li> </ul>
<b>PROGRAMS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>▶ Annual School Readiness Report</li> </ul>
<b>FIRST 5 DEL NORTE’S ROLE</b>	<ul style="list-style-type: none"> <li>▶ Provide strategic funding support</li> <li>▶ Develop questionnaire</li> <li>▶ Partner and collaborate with school district</li> </ul>
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>▶ Fund report</li> <li>▶ Compile information</li> <li>▶ Disseminate results</li> </ul>

<p><b>OBJECTIVE #5.2</b></p>	<p>Support the development and implementation of a communication plan providing access to knowledge throughout the county about the importance of early learning, parenting and child development, and the goals and resources of FIRST 5 Del Norte.</p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Parents and caregivers have increased knowledge of developmental milestones</li> <li>▶ Parents and caregivers have increased knowledge of literacy and school readiness</li> <li>▶ Parents and caregivers have increased knowledge of health and nutrition of zero to five-year-olds and their families</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ FIRST 5 California Media</li> <li>▶ FRC</li> <li>▶ FIRST 5 Newsletter/Social Media</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Convener of stakeholders</li> <li>▶ Communicator</li> <li>▶ Strategic funding support</li> <li>▶ Evaluation support</li> <li>▶ Fundraising support</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Fund programs</li> </ul>

## Focus Area #4

### Institutional Development

Internal Structure  
and Systems



Team Development



Engagement

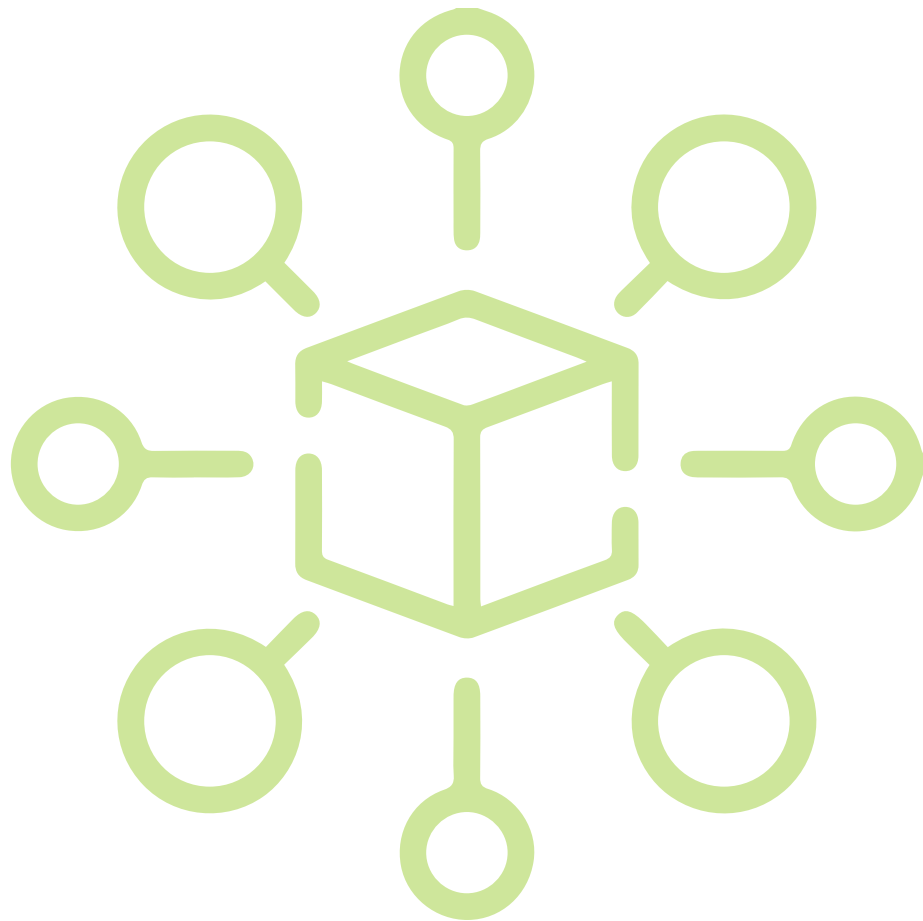


### Goal #6

Create a sustainable and fiscally responsible program for FIRST 5 Del Norte.

# Goal #6

Create a sustainable and fiscally responsible program for FIRST 5 Del Norte.





<p><b>OBJECTIVE #6.1</b></p>	<p>Develop and maintain a five-year financial and fund development plan to sustain the Strategic Plan goals and objectives, and ensure sound financial management of the FIRST 5 Proposition 10 funds.</p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ Leadership is clear on resources and expenditures</li> <li>▶ Leadership is able to forecast for spending and programs</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ Fully developed and approved financial plan</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Develop plan</li> <li>▶ Identify potential changes income and expenses</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Continue working on sustainable and varied funding sources</li> </ul>

<p><b>OBJECTIVE #6.2</b></p>	<p><b>Develop written orientation materials and recruitment tools for new Commissioners.</b></p>
<p><b>RESULT INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▶ All Commissioners are on boarded in a uniform way</li> </ul>
<p><b>PROGRAMS AND SUPPORTS</b></p>	<ul style="list-style-type: none"> <li>▶ New Commissioner orientation</li> </ul>
<p><b>FIRST 5 DEL NORTE'S ROLE</b></p>	<ul style="list-style-type: none"> <li>▶ Develop new Commissioner materials</li> </ul>
<p><b>STRATEGIES</b></p>	<ul style="list-style-type: none"> <li>▶ Gather existing materials</li> <li>▶ Present the Strategic Plan</li> </ul>

# Commission and Staff

## FIRST 5 Del Norte Commissioners

The members of the FIRST 5 Del Norte Children and Families Commission bring a variety of experience, knowledge, and community partnerships to the table. Our current members are:

- ▶ Chairman Jeff Harris, Superintendent of Schools and County Office of Education
- ▶ Vice Chairman Lonnie Reyman, Del Norte County Chief Probation Officer
- ▶ Alicia McKellar, Del Norte Unified School District
- ▶ Valerie Starkey, Del Norte Board of Supervisors
- ▶ Pa Xiong, Hmong Cultural Center
- ▶ Ranell Brown, Director of Del Norte Health and Human Services

## FIRST 5 Del Norte Staff

We provide most of our programming through grants to our community partners, keeping our staff quite small:

- ▶ Amira Long, Executive Director
- ▶ You Xiong, Accounting Technician
- ▶ Rebecca Lopez, First 5 Home Visiting Coordinator
- ▶ Nikki Marquez, First 5 Local Oral Health Coordinator
- ▶ Katie Richcreek, First 5 Local Oral Health Coordinator
- ▶ Sean McDevitt, First 5 Children's Garden Coordinator



# APPENDIX

# SCORECARD

## Focus Area 1 Children and Families

Improvement    No Change    Decline    Not Reportable

GOAL #1. Children are healthy.					
OUTCOMES	Children will have improved access to, and utilization of health care services with an emphasis on primary care, preventative health programs with early assessments and screenings, including medical, mental health, oral, hearing, and vision health services.				
	Health care services, including prenatal services will be integrated with other young child development and parenting support.				
	Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.				
GOAL #2. Children are learning and are ready for school.					
OUTCOMES	Introductory literacy skills will be improved for children and families, and children will have access to books and word rich environments.				
	Parent literacy will be supported as critical to helping utilize and understand early child development and best practice parenting skills.				
	Children will have increased readiness to succeed in school upon entry to kindergarten, including preschool participation.				
GOAL #3. Children and parents will have access to, and opportunities to gain knowledge of healthy food, good nutrition, and physical activity.					
OUTCOMES	Parent and caregiver knowledge, skills, literacy, and confidence will be increased in an effort to reduce child abuse and neglect.				
	Families and caregivers of children will have improved access to available services upon the welcoming of a new child.				
	FIRST 5 Del Norte will continue to support the FRC so they can continue to be a hub for resources, referrals, programs, and co-located services for children and families.				

# SCORECARD

## Focus Area 2 Systems and Networks

Improvement    No Change    Decline    Not Reportable

**GOAL**      **#4. Position FIRST 5 Del Norte as a champion of zero to five-year-olds and families, and active partner in the county with other stakeholders who support this goal.**

**OUTCOMES**

Continue to be the anchoring partner for the FRC as a collaborative setting for building partnerships, and convening programs and resources important to zero to five age group and families.

Support the Resource and Referral information system anchored at the FRC for zero to five-year-olds and family information, resources, and services

Build defined working alignments with other entities in the county.

## Focus Area 3

### Building Public Knowledge and Investment

Improvement    No Change    Decline    Not Reportable

**GOAL**      **#5. Families are engaged, supported, and strengthened, through culturally effective resources increasing nurturing, caring, and providing for their children’s success and well-being.**

**OUTCOMES**

Support the implementation of the Promise Neighborhoods grant in a way that communicates the level of commitment for zero to five aged children and their families.

Support an annual report updating the community’s success in addressing and meeting the desired results and outcomes important to zero to five aged children and families.

Support the development and implementation of a communication plan providing access to knowledge throughout the county about the importance of early learning, parenting and child development, and the goals and resources of FIRST 5 Del Norte.

# SCORECARD

## Focus Area 4 Institutional Development

Improvement    No Change    Decline    Not Reportable

**GOAL**            #6. Create a sustainable and fiscally responsible program for FIRST 5 Del Norte.

**OUTCOMES**

Develop an updated staff plan for FIRST 5 Del Norte that supports the mission, goals, and objective outlined in the Strategic Plan.				
Develop and maintain a five-year financial and fund development plan to sustain the Strategic Plan goals and objectives, and ensure sound financial management of the FIRST 5 Proposition 10 funds.				
Develop and implement an evaluation plan for both the program and operations in the Strategic Plan, to track the success and/or lessons learned regarding results for zero to five-year-old children and families living in Del Norte County.				
Develop written orientation materials and recruitment tools for new commissioners.				