

# First 5 Placer Children and Families Commission

## DRAFT STRATEGIC PLAN 2010 - 2014

Adopted by:

### First 5 Placer Children and Families Commission

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**PUBLIC COMMENT ON THIS STRATEGIC PLAN WILL BE ACCEPTED THROUGH APRIL 2, 2010. COMMENTS WILL BE COLLECTED AND PRESENTED AT A PUBLIC HEARING, TO BE HELD AT THE COMMISSION MEETING ON APRIL 8, 2010. AT THAT TIME, THE COMMISSION WILL TAKE ACTION TO APPROVE ANY CHANGES AND ADOPT THE FINAL VERSION OF THE STRATEGIC PLAN.**

**THE DRAFT VERSION OF THE STRATEGIC PLAN IS AVAILABLE FOR DOWNLOAD AT THE FIRST 5 PLACER WEBSITE: [WWW.FIRST5PLACER.ORG](http://WWW.FIRST5PLACER.ORG). COPIES CAN ALSO BE MAILED OR EMAILED UPON REQUEST**

**PLEASE FORWARD ANY PUBLIC COMMENTS REGARDING THIS PLAN TO CONTESSA BROWN. Email: [cbrown@placercoe.k12.ca.us](mailto:cbrown@placercoe.k12.ca.us). Voice: (530)745-1365 Fax (530)885-2041**

## Strategic Plan Participants

In addition to the First 5 Placer Commission, many individuals and agencies contributed to the creation of this 2010-2014 First 5 Placer Strategic Plan.

**Plan Writing Team:** This team reviewed input from community planning meetings and developed the draft plan.

- Catherine Goins - First 5 Placer Commissioner
- Bob McDonald - First 5 Placer Commissioner
- Elaine Rowen Reynoso, J.D., Ph.D. - First 5 Placer Commissioner
- Denyse Cardoza - First 5 Placer Community Resource Committee, Executive Director KidZKount - Placer Community Action Council, Inc.
- Holly Demé - First 5 Placer Community Resource Committee, Program Coordinator, Community Challenge Grant, Placer County Office of Education
- Darlene Jackson - Community Member, Associate Dean of Human Development & Family and Child Development Centers, Sierra College

**Host Agencies for Community Planning Conversations:** The following organizations hosted community conversations to provide input to the plan.

- Lighthouse Counseling & Family Resource Center
- North Roseville Recreation Center and the Latino Leadership Council
- Placer County Office of Education
- Roseville High School
- Tahoe Truckee Unified School District
- Western Placer Unified School District

**Supporting the Strategic Planning Process:**

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- Nancy Baggett, Staff Services Analyst, First 5 Placer
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- Debbie Blagsvedt, First 5 Placer Facilitator/Recorder Team
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# TABLE OF CONTENTS

<b>Our Vision</b> .....	4
<b>Our Mission</b> .....	4
<b>Introduction</b> .....	5
What is First 5? .....	5
First 5 Placer .....	6
<b>Strategic Planning Process</b> .....	7
<b>First 5 Placer’s Approach</b> .....	9
Strategic Principles .....	9
Protective Factors .....	10
Protective Factors for Strengthening Families.....	11
Protective Factors for Building Communities .....	12
<b>Result Areas, Outcomes and Strategies</b> .....	13
<b>Evaluation</b> .....	15
Purpose .....	15
Evaluation Process.....	15
Funded Partner Program Evaluation .....	15
Application of Protective Factors .....	16
Community Level Evaluation.....	17
<b>Investment</b> .....	19
Investment Principles.....	19
Investment Implementation .....	19
<b>Sustainability</b> .....	21
Sustainability Strategies .....	21
<b>Ongoing First 5 Placer Activities</b> .....	23
<b>Appendices</b> .....	24
Appendix A: 2009 Community Assessment.....	24
Appendix B: Community Conversations and Survey Data Matrix.....	25

## **Our Vision**

The First 5 Placer Children and Families Commission believes *all children are our children*, therefore we shall create an environment that supports our children and their families in reaching their full potential.

## **Our Mission**

In order to achieve our Vision we will focus on early childhood development and will support and build on existing collaborative efforts by bringing together diverse perspectives, communities, and resources to assure comprehensive integrated strategies and holistic family-centered sustainable approaches.

## Introduction

### *What is First 5?*

*“There is hereby created a program in the state for the purposes of promoting, supporting and improving the early development of children from the prenatal stage to five years of age. These purposes shall be accomplished through the establishment, institution and coordination of appropriate standards, resources and integrated comprehensive programs emphasizing community awareness, education, nurturing, childcare, social services, health care, and research.*

*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. This system should function as a network that promotes accessibility to all information and services from any entry point into the system. It is further the intent of this act to emphasize local decision making, to provide for greater local flexibility in designing delivery systems, and to eliminate duplicative administrative systems.*

*The programs authorized by this act shall be administered by the California Children and Families Commission and by County Children and Families Commissions. In administering this act, the state and county commissions shall use outcome-based accountability to determine future expenditures.”*

*From: The California Children & Families Act*

The significance of early brain development research led to the establishment of First 5, through Proposition 10 - The California Children and Families Act. With a focus on children prenatal through five years of age, the “tobacco tax” initiative has resulted in a stream of funding for community-based programs designed to address a broad range of approaches that have the ultimate effect of improving the development of children in their most formative years.

First 5 funds are managed by county commissions that oversee the investment of these revenues to insure that the goals and objectives of the State initiative are satisfied based on local needs. These commissions are tasked with the responsibility to insure the effective and efficient distribution of these funds. Emphasis is placed upon the integration of services within the communities served by the local commission to create a “network” of programs and support efficiency and effectiveness.

The ultimate benefit of First 5's investment is that children served by funded programs are supported in their early development and flourish and grow into healthy, productive and responsible adults. By accomplishing this, our families and communities prosper and our investment is returned many times over.

## **First 5 Placer**

Established in 1999, the First 5 Placer Children and Families Commission has funded programs that have served thousands of children prenatal through five years of age. Since inception, First 5 Placer has invested more than \$29 million dollars in a wide range of programs, community activities and collaborative efforts that have addressed critical issues of child development and care ranging from school readiness and child care workforce development to health care and proper nutrition. The Commission has utilized a system of identifying individual community needs through a series of community conversations and public outreach.

For a number of years First 5 Placer has focused on "strategic result areas" that included improved child development, improved family functioning and improved child health and safety. In the past, funded programs identified how their programs would address one or more of these strategic result areas and achieve projected program outcomes. Funded partners and First 5 staff then worked in partnership to ensure that program strategies were implemented and intended outcomes achieved. Thereafter, funded partners were held accountable to the Commission to ensure that they were reaching their stated program objectives.

## **Strategic Planning Process**

Pursuant to statutory requirements, First 5 funds are allocated to county commissions to be expended in accordance with an annually reviewed and approved Strategic Plan. In addition, every three years it has been the practice of First 5 Placer to seek community input and expertise with regard to current needs and existing assets in order to conduct a major plan revision in advance of a competitive funding cycle. As such, the Commission began this strategic planning process with a comprehensive review and analysis of existing Placer County data resulting in the creation of a Community Assessment presented at the Commission's regular meeting in July 2009. In addition to examining community and family needs, deficits, or risks (as most community assessments do) this Community Assessment was developed to include protective factors. Focusing on protective factors emphasizes the development of longer term community assets and strategies focused on building family strengths – those conditions that increase the overall health and well-being of children and families. The Community Assessment contains a wealth of information relating to needs and risk factors for children and families in Placer County, as well as strategies that can be employed to mitigate risk factors and promote protective factors at the family level and the community level. (See Appendix A)

Following this review of data, the Commission began its public outreach and engagement process. Questions for surveys and community conversations were developed from this protective factors/strength-based approach. Although parents, providers and the public were asked to identify needs and gaps, they were also asked to describe what was working for them. Public input was collected at the Outcomes Faire in October 2009 at the Galleria, and at six Community Conversations held in October and November in Lincoln, Auburn, Roseville and North Lake Tahoe. Additional feedback was provided via online surveys. The questions and results of the Community Engagement are attached. (See Appendix B)

Data and analysis from the Commission's 2009 Annual Report to First 5 California, obtained through the Commission's evaluation process, were also considered in the development of this Strategic Plan. This report incorporates analysis of outcome focused information and data from First 5's funded partners regarding the currently funded programs and services.

Finally, the Strategic Plan writing team reviewed all of the above mentioned information as well as the previous 2007-2010 Strategic Plan. An informal assets matrix provided a snap-shot of services and strengths in the various geographic regions of the County.

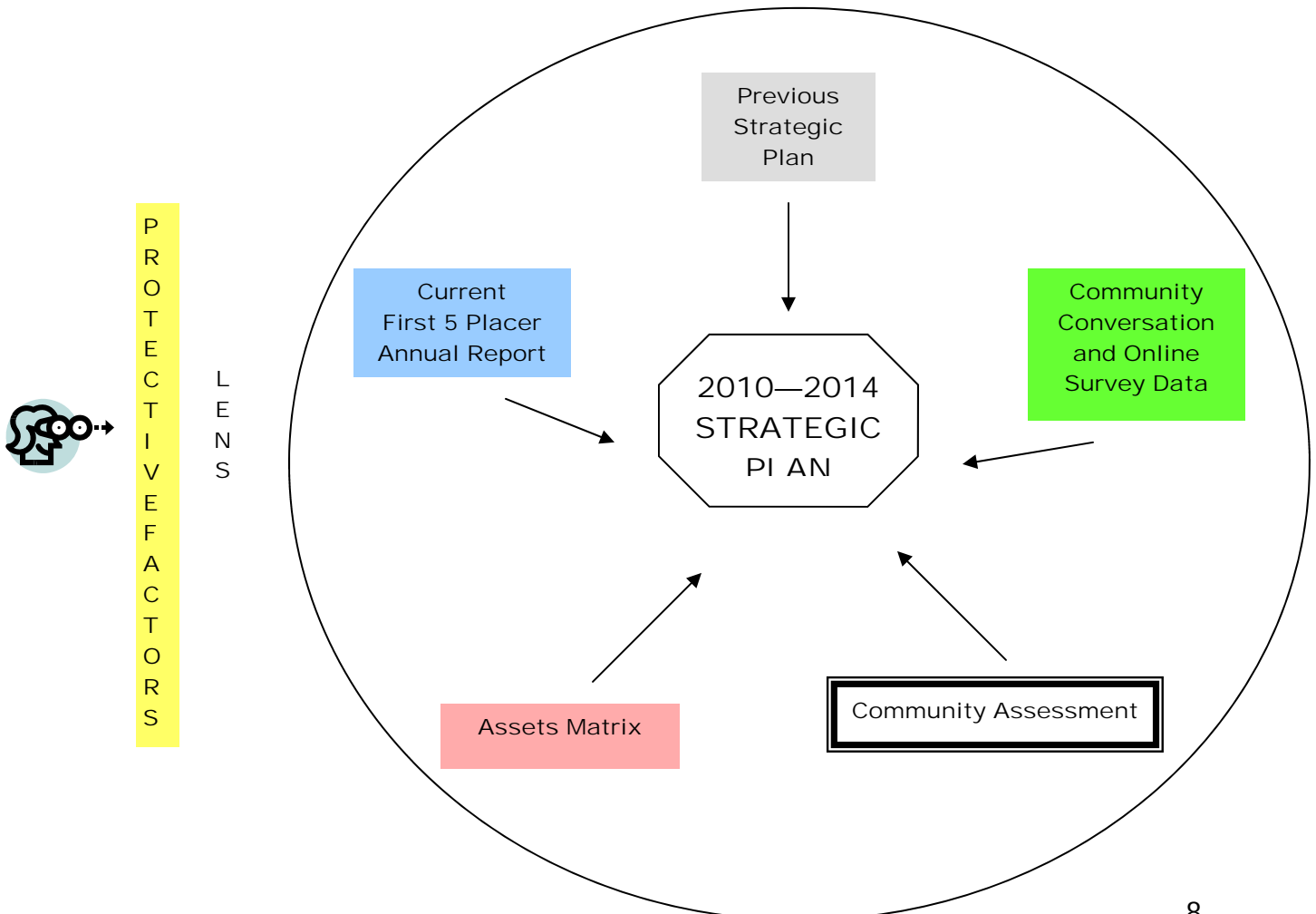
This current 2010-2014 Strategic Plan was presented to the Commission at a Public Hearing on March 11, 2010. Public comment was collected for a month and incorporated into the Plan. This revised version of the Strategic Plan was presented in a final Public Hearing at the Commission Meeting on April 8, 2010, at which time the Plan was adopted by the Commission.

Moving into the future, First 5 Placer will initiate an innovative approach intended to further identify existing community needs and resources and to strengthen and improve collaboration to insure the Vision and Mission of First 5 Placer are met.

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### OVERALL PLAN DEVELOPMENT STRATEGY



## First 5 Placer's Approach

### Strategic Principles

The First 5 movement has been a comprehensive grassroots effort to involve the public in forming strategies to best serve the developmental interests of our youngest children and to build community capacity to do so. First 5 Placer is committed to making the most of this unique opportunity and is guided by the following principles:

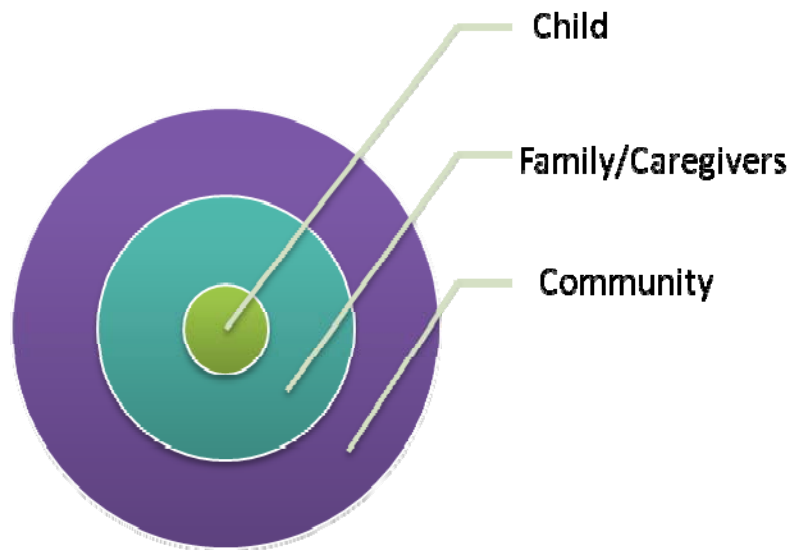
- **All** children at all income levels, prenatal through five years of age, are eligible for services funded by First 5 Placer. Toward that end, First 5 Placer will engage in holistic, inclusive and culturally competent approaches for **all** young children, and the families and communities that support them.
- Commission efforts will address a range of support, prevention, early intervention, and treatment for children prenatal through five and their families throughout Placer County regardless of population size.
- Comprehensive goals, approaches and processes will require cross-agency planning, assessments, trainings, integrated service delivery, and outcome agreement among multiple providers, supporters and agencies.
- Partner strategies and outcomes will build on existing resources and create sustainable collaborative efforts to fill gaps.
- Planning and service delivery partners will be encouraged to embrace the big picture, encompassing all perspectives, rather than focusing only on their area of specialization.
- Enrichment activity providers, parent networks, faith-based organizations and other partners who support the healthy development of children and families are recognized as vital partners.
- First 5 Placer strategies will seek to partner with, build upon, strengthen, expand and help leverage existing and new initiatives while continuing to acknowledge lessons learned from over a decade of comprehensive service integration and multi-agency collaboration in Placer County.
- First 5 Placer will not supplant existing services or relieve agencies of their current responsibilities in serving and reaching out to children and families.
- Evaluation will be regarded as a continuous learning opportunity that improves services, discovers new approaches and supports the sustainability of child, family and community outcomes.

## Protective Factors

These Strategic Principles reflect the protective factors approach embraced by the Commission. Protective factors are the conditions in families and communities that, when present, increase the health and well-being of children and families. Focusing on protective factors helps develop circumstances that promote healthy behaviors and decrease the chance children will engage in risky behaviors as they grow up.

Protective factors are based on the premise that:

- Children, families and community form a dynamic collective support system.
- External factors, coming from neighborhood, community, school, family, caregivers and/or peers are primary causes for most of children's learning, behavioral and emotional challenges. Protective factors act as buffers to these risks by helping to build families that are strong and connected and communities that are caring and responsive.



The child is at the center of the model. Healthy development of children is not only accomplished by direct services to children but also through strengthening families and building communities.

## Protective Factors for Strengthening Families

1. **Enhanced Development of Children:** To be successful in school and life, children need support for healthy development across physical, social-emotional, and intellectual domains. A child's relationship with consistent, caring adults in the early years is later associated with better academic grades, healthier behaviors, additional positive peer interactions, and an increased ability to cope with stress.
2. **Increased Knowledge of Parenting and Child Development:** Parents with knowledge about parenting and their own child's development have more appropriate expectations and use more developmentally-appropriate and positive guidance with their children. Information can be shared with parents through an informal conversation, peer-to-peer discussions, in a class, through home visits or intensive counseling, or by sharing written tips with parents.
3. **Increased Individual and Family Social Connections:** Whenever a parent/caregiver is isolated from peers, family or community, children are more at risk. Many parents naturally develop friendships with other parents they meet during the course of their daily lives, but others need help establishing those social connections. Building trusting relationships between families, and helping isolated families to connect with a network of support, strengthens parent skills and resilience and supports children and community.
4. **Enhanced Parental Resilience:** Resilience is the ability to bounce back from difficulties. Parents need to be able to recognize and acknowledge difficulties and the feelings that go along with challenging events and situations. They need the skills to maintain a positive attitude, to hope, to problem-solve, and to take action in the midst of difficult events and feelings.
5. **Concrete Support in Times of Need:** When families are in crisis, children are more protected from trauma and stress if families feel supported and have access to the resources they need quickly. Appropriate information, provision of or referral to needed services, and follow-up with families is critical to providing this concrete support when needed.

## Protective Factors for Building Communities

- 1. Healthy Community Beliefs and Clear Standards:** Supportive and caring communities communicate healthy beliefs and clear standards for behavior at home, at school, and in the community, as well provide access to information and services. Communities that actively/visibly appreciate children and youth, rather than viewing them as problems, tend to have lower rates of child abuse or neglect. For example, communities that teach appropriate behaviors related to drugs, alcohol and smoking tend to have fewer problems with the abuse of these substances.
- 2. Caring and Supportive Community Connections and Networks:** Social networks within a community can promote and sustain children and families, and are a source of protection, support and advocacy. Examples include organized playgroups, mom's/dad's groups, neighborhood associations, and parent/teacher organizations. This also includes building linkages between families, childcare/schools, and communities to reduce fragmentation and encourage integrated services and supports. Examples include children's health insurance initiatives, breastfeeding coalitions, Early Childhood Educator (ECE) training and workforce development, or collaborative networks.
- 3. Community-based Opportunities for Participation:** Individuals and families need opportunities to take part in activities in the community that will benefit children or help to solve community problems. This sets and communicates high expectations for children and youth, and creates opportunities for people to be contributing members of their community and school. Examples might include Volunteers in Service to America (VISTA), AmeriCorps programs, or volunteer placement.

## **Result Areas, Outcomes and Strategies**

**Result Areas:** What do we want to achieve?

Three result areas have been identified by the First 5 Placer Commission to accomplish its Vision and Mission. These are broad, long range goals to be achieved countywide.

- Children are nurtured, healthy, safe, learning and developmentally reaching their potential.
- Families are strong and connected.
- Communities are caring and responsive.

**Outcomes:** What will be the specific impact?

Outcomes are specific positive results to be achieved. Outcomes can be expressed in terms of knowledge and skills, behaviors, values, and conditions. The outcomes for achieving First 5 Placer's goals are divided into two approaches based on the protective factors model:

### **1. Family-Based Approach**

- Enhanced development of children, including social, emotional and cognitive competence.
- Increased knowledge of parenting and child development.
- Increased individual and family social connections.
- Enhanced parental resilience.
- Concrete support in times of need, including improved access to necessary services and resources.

### **2. Community-Based Approach**

- Healthy beliefs and clear standards as well as a strengthening of community norms.
- Caring and supportive social connections, systems and networks.
- Opportunities for participation in civic life.

**Strategies:** How will the outcomes be achieved?

Strategies refer to the specific activities and approaches implemented to achieve the goals and outcomes.

### **1. Examples of Family-Based Strategies:**

- Facilitating friendships and mutual support.
- Strengthening parenting capacity and literacy skills.
- Valuing and providing support for parents.
- Responding to families in crisis.
- Linking families to service and opportunities.

- Facilitating children’s physical, cognitive, language, social and emotional development.
- Observing and responding to early warning signs or precursors of developmental delays, child abuse or neglect.

**2. Examples of Community-Based Strategies:**

- Creating strong, community bonds within and between families, schools and communities.
- Communicating healthy beliefs and clear standards of behavior at home, at school, or in the community.
- Developing community competence in systems and networks.
- Creating collaborative, productive connections between service segments or community.
- Providing developmentally-appropriate and meaningful opportunities to be involved in families, schools and communities.
- Providing recognition and rewards for participation and contributions.

The Community Data (Appendix B) lists specific strategies that were voiced by parents and providers. The Community Assessment (Appendix A) provides examples of both promising and best practices that can be used to achieve outcomes. The strategies are offered as guidelines. They are not meant to preclude additional innovative and creative strategies offered by community partners or strategies that may emerge during the implementation phase of this plan.

## **Evaluation**

### **Purpose**

First 5 Placer is dedicated to positively affecting healthy behavior and development of the county's youngest children. The strategic plan identifies a set of goals to be achieved and strategies by which the Commission seeks to produce positive changes. Through ongoing evaluation, the Commission monitors the impact and effectiveness of its efforts, maintains a focus on continual program improvement, and holds itself accountable as a steward of First 5 funds.

First 5 Placer's evaluation is designed to:

- Inform learning and decision-making.
- Guide program development, implementation and continuous improvement.
- Document funded partner and Commission impact and effectiveness.
- Support accountability to the community regarding the use of First 5 funds.

### **Evaluation Process**

The evaluation process addresses three main questions:

1. What outcomes are each of the funded partners achieving?
2. What outcomes are being achieved through the family-based and community-based protective factors approach?
3. What outcomes are being achieved overall in the community?

An alignment between the First 5 Placer protective factors approach and the First 5 California Strategic Results Areas (Improved Child Development, Family Functioning, Child Health and Safety, and Systems of Care) will be performed to meet state reporting requirements based on specific programs funded and outcomes achieved in support of this Strategic Plan.

### **Funded Partner Program Evaluation**

As part of the evaluation process, First 5 Staff, Evaluator and funded partners address the first main question above by:

- Identifying the community need(s) to be addressed specific to children age prenatal through five and their families.

- Naming program specific outcome(s) to be achieved that speak to the Commission’s goals for children, families and communities.
- Delineating activities to be undertaken in support of family-based and/or community-based protective factors.
- Defining program specific performance and outcome measures for data to be collected and reported on, including demographics.
- Identifying common performance measures and/or outcomes measures for data to be collected and reported on across funded partners.

First 5 Placer provides technical assistance to support program evaluation efforts, including demographic data collection; development of performance and/or outcome measures; data collection tools and methodologies; and consistent and complete reporting of results. The Evaluator provides support during implementation of the evaluation design, and in reporting to the Commission and community on outcomes achieved.

### **Application of Protective Factors**

The evaluation process for assessing the Commission’s impact and effectiveness addresses the second main question above: “What outcomes is First 5 Placer Commission achieving through its family-based and community-based protective factors approach?”

Programs funded in support of family strengthening will report performance and outcome data related to the family-based protective factors. The evaluation will speak to the overall impact of the Commission’s work by responding to the following:

- **Enhanced Development of Children**
  - What outcomes are First 5 Placer achieving that facilitate children’s physical, cognitive, language, social and emotional development?
- **Increased Knowledge of Parenting and Child Development**
  - What outcomes are First 5 Placer achieving that strengthens knowledge of appropriate expectations, positive parenting and stages of child development?
- **Increased Individual and Family Social Connections**
  - What outcomes are First 5 Placer achieving that facilitates family relationships, friendships, social connections and mutual support?

- **Enhanced Parental Resilience**
  - What outcomes are First 5 Placer achieving that empowers, values and supports parents, and increases their ability to cope and problem-solve?
- **Concrete support in times of Need**
  - What outcomes are First 5 Placer achieving that respond to family crises and links families to services and resource opportunities?

Programs funded to support community building will report performance and outcome data in support of the community-based protective factors, and the evaluation will speak to the overall impact of the Commission's work by responding to the following:

- **Healthy Community Beliefs and Clear Standards**
  - What outcomes are First 5 Placer achieving that create strong committed bonds with, and communicate healthy beliefs and clear standards for behavior at, home and school, and in the community?
- **Caring and Supportive Community Connections and Networks**
  - What outcomes are First 5 Placer achieving that build and/or maintain community capacity and community-based networking, coordination and collaboration to reduce fragmented services?
- **Community-based Opportunities for Participation**
  - What outcomes are First 5 Placer achieving that create community-based opportunities for children, youth, parents and other individuals, and recognizes their participation and engagement?

### *Community Level Evaluation*

Beyond individual program evaluation the Commission will also evaluate outcomes that First 5 Placer is contributing to achieving overall in the community.

The third main evaluation level will be addressed through compiling the partner and protective factors data along with other community data.

Commission level evaluation and reporting will speak to the Commission's overall goals of:

- Children are nurtured, healthy, safe, learning and developmentally reaching their potential.
- Families are strong and connected.
- Communities are caring and responsive.

## **Investment**

### ***Investment Principles***

*Stewardship - The act of holding something in trust for another.*

The Commission shall continue to invest in those programs that fit within the Vision of Placer First 5 and which collectively create a network of services that will help children and families reach their full potential. The Commission has been entrusted with public resources to carry out the intended outcomes of the California Children and Families Act. The principles that will guide this investment process are:

- Evaluation utilizing the development and analysis of outcome data.
- Sustainable approaches that build social and financial capital.
- Identification of specific community needs, resources and integration of service opportunities.
- The First 5 Placer funds will be maintained in such a way as to allow future commissions to meet the needs of prenatal through five children.
- When appropriate, local Proposition 10 funds will be used to leverage other funds.

### **Investment Implementation**

From July 2010 through June 2014, the Commission will invest approximately \$15.2 million into the local community to benefit children and families, using the following strategies:

- The Commission will invite all interested and eligible potential partners to participate in a competitive process. Potential funded partners will include those whose services are aligned with the family-based and/or community-based protective factors and support the commission's goals within the three strategic result areas.
- The following entities will be considered eligible for First 5 Placer funding:
  - Private Non-Profit 501(c) 3 organizations.
  - Private For-Profit organizations.
  - Public Agencies.
  - Faith based organizations.
  - Non-incorporated individuals/groups/organizations that have a qualified entity as a fiscal sponsor.

The process will encourage community building and collaboration over win/lose competition. Contracts will be awarded for up to three and a half years, renewable annually, contingent upon partners'

- performance. The Commission will set aside \$10,500,000 (\$3,000,000 per fiscal year) for this strategy.
  - Additionally, the Commission has committed \$988,300 to funded partners to provide services from July 2010 through December 2010.
- The Commission will provide ongoing funding opportunities for one time or pilot activities up to \$5,000 through its mini-grant process. Up to \$200,000 will be available for this purpose (\$50,000 per fiscal year).
- The Commission has committed \$306,000 through December 2011 for a prenatal through five Children's Health Insurance Initiative (CHI). The Commission will continue its participation in the Sacramento Region's Healthy Kids Healthy Future Collaborative.
- The Commission has committed \$600,000 (\$150,000 per fiscal year) for its CARES initiative, which will provide stipends for childcare providers to continue their education and professional growth.
- The Commission will continue to support its local Network of Care for Kids website anticipated to be approximately \$80,000 (\$20,000 annually).
- The Commission will annually determine and allocate funds to support administrative, program, and evaluation functions.  
The Commission will annually determine and allocate funds to support community education and involvement, outreach and emerging needs.

## Sustainability

Proposition 10 was based on the concept that supporting children's development, building strong families, and fostering a caring and responsive community creates sustainable results that will continue long after First 5 funding ceases.

The First 5 Placer Commission is interested not only in providing funding for programs, but also helping to support the building of capacity within agencies and sustaining results for children and families. Utilizing a protective factors model creates an environment of sustainability. The family-based protective factors approach works to create strong, resilient children, parents and families. The community-based protective factors approach emphasizes the development of longer term community assets or strategies focused on building strengths within the community (such as fostering healthy beliefs and community standards or promoting multi-disciplinary collaborative approaches).

### Sustainability Strategies

Sustainability requires different strategies. Social capital, financial capital and an integrated approach are three ways of achieving sustainability, which the Commission will pursue together with its funded partners.

- **Social Capital Emphasis:** What else does it take to achieve long-term benefits besides money? Social capital means the strengthening of community networks (i.e., relationships between and among families, communities, agencies, and organizations) to support efforts and sustain results that benefit children and their families. Social capital activities include working collaboratively by sharing resources, facilities, equipment, information and political contacts; involving community members as resources in developing service delivery practices and/or analyzing data; providing early childhood development education; and establishing and supporting informal community networks to assist families.
- **Financial Capital Emphasis:** How will outcomes continue to be achieved when First 5 funds diminish or disappear? Financial strategies include encouraging partners to obtain other funding sources and to work together to leverage funds. This type of collaborative relationship building allows for the continued support of children and families without relying on the declining revenue stream of Proposition 10 funding.

**Integrated Approach:** How can social capital and financial capital sustainability strategies be combined? An integrated or systemic

- approach to sustainability focuses on creating partnerships among organizations (both public and private), communities and families in order to share the responsibility for mobilizing both social and financial capital. Integrated approach strategies might include development of multi-agency plans that interconnect several organizational boundaries while sharing funding and community networks.

Whether at the organizational or consumer level, money alone cannot achieve the outcomes that are envisioned by the First 5 movement. In order for sustainable results to be achieved, there is an equal need to put resources into creating and sustaining relationships. The Commission will encourage and practice values that are inclusive and respectful of the importance of relationships, collaborations and networks.

## Ongoing First 5 Placer Activities

As the Strategic Plan is implemented, the Commission will also work in the following areas:

- The Commission will continue to engage the community to make the best use of time and funds to benefit our county's youngest children and their families.
- The Commission will continue to educate the community on the importance of brain development in the first years of life.
- The Commission will continue to underwrite community education and resource awareness events relating to early childhood development.
- The Commission will continue to build the organizational capacity within the Commission, the Partner Network and the community.
- The Commission will continue the practice of on-going evaluation of First 5 funded programs to assure accountability and to make program, policy and funding decisions.
- The Commission will continue to develop strong working relationships with the State Commission and statewide associations.
- The Commission's intent is to complement, not duplicate, strategies and to protect the resources with which it has been entrusted on behalf of children and their families.

## **Appendices**

### **Appendix A: 2009 Community Assessment**

## **Appendix B: Community Conversations and Survey Data Matrix**