

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

510



**FROM:** Department of Public Social Services/Riverside County  
Children and Families Commission

**SUBMITTAL DATE:**  
December 1, 2015

**SUBJECT:** Adoption of the Strategic Plan of the Riverside County Children and Families Commission (First 5 Riverside) covering Fiscal Years July 1, 2016-June 30, 2021.  
[Districts-All] [\$0]

**RECOMMENDED MOTION:** That the Board of Supervisors receive and file the FY 2016 through 2021 Strategic Plan of the Riverside County Children and Families Commission.

**BACKGROUND:** The Riverside County Children and Families Commission (RCCFC) was established by this Board with the adoption of Ordinance No. 784, enacted on January 22, 1999 and reorganized by this Board with the adoption of Ordinance No. 784.9 enacted on June 9, 2009. The RCCFC implements the provisions of Proposition 10, which provides tobacco tax funds 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.

Section 130140 (1) (C) of the Health and Safety Code requires that each local commission adopt an adequate and complete strategic plan for the support and improvement of early childhood development within the county.

*Susan von Zabern*

Susan von Zabern, Director

Departmental Concurrence

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$ N/A	\$ N/A	\$ N/A	\$ N/A	Consent <input checked="" type="checkbox"/> Policy <input type="checkbox"/>
NET COUNTY COST	\$	\$	\$	\$	
<b>SOURCE OF FUNDS:</b> Proposition 10 Tobacco Tax				<b>Budget Adjustment:</b> No	
				<b>For Fiscal Year:</b>	FY 16/17-20/21

**C.E.O. RECOMMENDATION:**

APPROVE

BY: *Jennifer L. Sargent*  
Jennifer L. Sargent

County Executive Office Signature

**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Ashley, seconded by Supervisor Jeffries and duly carried by unanimous vote, IT WAS ORDERED that the above matter is received and filed as recommended.

Ayes: Jeffries, Tavaglione, Washington, Benoit and Ashley  
Nays: None  
Absent: None  
Date: February 2, 2016  
xc: DPSS

Kecia Harper-Ihem  
Clerk of the Board

By: *Kecia Harper-Ihem*  
Deputy

Prev. Agn. Ref.:

District: ALL

Agenda Number:

**2-10**

Policy  
 Policy  
 Consent  
 Consent

Dep't Recomm.:

Per Exec. Ofc.:

**SUBMITTAL TO THE BOARD OF SUPERVISORS, COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

**FORM 11:** Adoption of the Strategic Plan of the Riverside County Children and Families Commission covering Fiscal Years July 1, 2016-June 30, 2021 [Districts-All] [\$0]

**DATE:** December 1, 2015

**PAGE:** 2 of 2

**BACKGROUND:** (Continued)

This section further requires local commissions to conduct, at least annually, a review of its county strategic plan and to revise the plan as may be necessary or appropriate. Revisions are implemented after conduct of a public hearing and Commission approval

In accordance with Ordinance No. 784, the Strategic Plan and subsequent amendments are hereby submitted to the Board of Supervisors for review and comment. Following Board review and input, the Plan will be submitted to the State Commission.

October 2014 – April 2015 Strategic Plan consultant Jennifer James, Vice President of Harder+Company Community Research, facilitated the planning and development process. The planning process was initially conceived as a refresh of the current strategic plan by using a larger systems change lens.

The consultant worked with staff and a selected Planning Committee consisting of Commissioners, Advisory Committee members and community stakeholders, to engage the community in forums, conducted stakeholder interviews and surveys and performed a high level review of key indicators. Through this process hundreds of families and early childhood providers in all regions of the county were reached.

May 2015 – September 2015: A Commission retreat was held in May to discuss data elements and focus on future investments. Based on the input during this session staff did additional work including:

- A comprehensive review and compilation of available secondary data to identify need and gaps and to inform commission decisions
- Reviewed and addressed planning committee input
- Identified potential areas for investment
- Reviewed and aligned with State Commission strategic plan

During the September Commission meeting Ms. James provided the Commission with an overview of the draft plan, key considerations, and community input that contributed to its content.

Following the September Commission meeting, a mass communication was sent to the First 5 Riverside mailing list regarding the posting of draft plan on the Commission's website. An opportunity for comment via the website and October 28 public hearing was provided. A feedback form was used to receive input through the website with a response deadline of September 23, 2015. Although only nine responses were received, the overall feedback was positive and in support of the plans focus. Feedback also included specific suggestions to expand outreach through new and existing partnerships and increase legislative advocacy efforts on behalf of children and families.

The plan was adopted by the Commission at its October 28, 2015 meeting.

**Impact on Residents and Businesses**

The plan will focus on maximizing specific strategic priorities in early learning, child health, family strengthening, and systems and networks for the benefit of Riverside County Children, prenatal through age 5.

**ATTACHMENTS:**

Action Item 15-25: Adoption of the Strategic Plan of the Riverside County Children and Families Commission covering Fiscal Years July 1, 2016-June 30, 2021 and Setting a Public Hearing.



Riverside County Children & Families Commission

AGENDA ITEM: 15-25

DATE OF MEETING: October 28, 2015

ACTION:

INFORMATION:

## **ADOPT RIVERSIDE COUNTY CHILDREN AND FAMILIES COMMISSION'S JULY 1, 2016 THROUGH JUNE 30, 2021 STRATEGIC PLAN**

### **SUMMARY**

The Children and Families Act (Proposition 10) requires the state and each local county commission to adopt a strategic plan for the support and improvement of early childhood development. It further requires that the plan be consistent with, and in furtherance of the purposes of, the act and any guidelines adopted by the state commission.

All funding allocations by the Commission must be consistent with the adopted strategic plan which, at a minimum, must contain: 1) a description of the goals and objectives to be attained; 2) a description of the programs, services, and projects to be provided, sponsored, or facilitated; and 3) a description of how measurable outcomes of programs, services, and projects will be determined by the county commission using appropriate reliable indicators. No county strategic plan shall be deemed adequate or complete until and unless the plan describes how programs, services, and projects relating to early childhood development within the county will be integrated into a consumer-oriented and easily assessable system.

Commissions are to, at least on an annual basis, review its strategic plan and to revise the plan as may be necessary or appropriate. Finally, the law requires the Commission to conduct at least one public hearing on its proposed county strategic plan before the plan is adopted. The current strategic plan was adopted by the Commission May 11, 2011 and expires June 30, 2016.

Staff will present the recommendation to adopt the proposed strategic plan covering the period July 1, 2016 through June 30, 2021 after conduct of a public hearing. Once the plan is adopted, the next step will be to consider specific investments which will be presented separately for Commission review and approval.

### **BACKGROUND**

October 2014 – April 2015 Strategic Plan consultant Jennifer James, Vice President of Harder+Company Community Research, facilitated the planning and development process. The planning process was initially conceived as a refresh of the current strategic plan by using a larger systems change lens.

The consultant worked with staff and the Planning Committee to engage the community in forums, conducted stakeholder interviews and surveys and performed a high level review of key indicators. Through this process hundreds of families and early childhood providers in all regions of the county were reached.

May 2015 – September 2015: A Commission retreat was held in May to discuss data elements and focus on future investments. Based on the input during this session staff did some additional work including:

- A comprehensive review and compilation of available secondary data to identify need and gaps and to inform commission decisions
- Reviewed and addressed planning committee input
- Identified potential areas for investment
- Reviewed and aligned with State Commission strategic plan

During the September Commission meeting Ms. James provided the Commission with an overview of the draft plan, key considerations, and community input that contributed to its content.

Following the September Commission meeting, a mass communication was sent to the First 5 Riverside mailing list regarding the posting of draft plan on the Commission's website and the opportunity for comment via the website and October 28 public hearing. The attached feedback form was used to receive input through the website with a response deadline of September 23, 2015. Although only nine responses were received, the overall feedback was positive and in support of the plans focus. Feedback also included specific suggestions to expand outreach through new and existing partnerships and increase legislative advocacy efforts on behalf of children and families.

#### **RECOMMENDED ACTION**

That the Commission: 1) Adopt Riverside County Children and Families Commission's July 1, 2016 through June 30, 2021 Strategic Plan. 2) Authorize the Executive Director to take the necessary actions to finalize the plan as presented as the official Strategic Plan of the Commission, distribute as appropriate without further action of the Commission.

#### **BUDGET IMPACT**

To be address in the Fiscal Year 2016- 2021 Budget approval process.

The Commission action item 15-32 - Adopting Staff Contract Extension Recommendations for the Period Covering July 1, 2016 through June 30, 2017 provides a partial representation of expenditures commencing during the first year of the Strategic Plan period. A comprehensive funding plan inclusive of the remaining investments is in development and will be presented for Commission action no later than January 2016.

#### **STRATEGIC PLAN RELEVANCE**

Not applicable

**POTENTIAL CONFLICTS OF INTEREST**

None known

**ATTACHMENTS**

- 1. Draft Strategic Plan**
- 2. Strategic Plan Feedback Summary**



RIVERSIDE COUNTY CHILDREN & FAMILIES COMMISSION  
**STRATEGIC PLAN**



FISCAL YEARS 2016-2021



*child & family*

*outcomes-driven*

*collaboration*

*sustainability*



## MESSAGE FROM THE CHAIR

Community Members and Stakeholders:

First 5 Riverside is pleased to share its 2016-2021 Strategic Plan. This roadmap will guide funding decisions in support of the California Children and Families Act’s intent for the “creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure children are ready to enter school.”

The plan looks different than previous plans with a focus on maximizing specific strategic priorities in early learning, child health, family strengthening, and systems and networks for the benefit of Riverside County children, prenatal through age 5. For more than 15 years, First 5 Riverside has invested in opportunities to help Riverside County children build a strong foundation for success in school and life.

The First 5 Riverside Commission would like to recognize and thank the planning committee, grantees, and community members for their energy, commitment, and support in developing the new Strategic Plan. Your contributions help build on previous investments, streamline systems and ensure the Commission’s support to sustainability, capacity building, and community engagement under the plan’s Systems & Networks section.

Over the next five years, First 5 Riverside will continue to strive toward its vision that *all children in Riverside County are healthy and thrive in supportive, nurturing, and loving environments and enter school ready to learn and embrace lifelong learning.*

LISA LARSON  
Commission Chair

## ACKNOWLEDGEMENTS

### FIRST 5 RIVERSIDE COUNTY COMMISSION

Deborah Clark-Crews  
Leticia De Lara \*  
Cameron Kaiser, MD \*  
Lisa Larson  
Susan Rainey, Ed.D.  
Susan von Zabern \*  
Diana Walsh-Reuss, Ed.D \*  
Supervisor Chuck Washington  
John Zickefoose

### ADVISORY COMMITTEE

Connie Beasley  
Deborah Franklin \*  
Kari Middleton Hendrix  
Stephanie Herrington, MSW, LCSW  
Georgann Koenig \*  
Maritza Rodriguez Farr  
Dr. Touraj Shafai

### PLANNING COMMITTEE \*

Tricia Gehrlein, Regional Director, Clinton Health Matters Foundation  
Sharon Baskett, Children’s Services Unit Director, Riverside County Office of Education  
Tammi Graham, First 5 Riverside Executive Director  
Stella Smith, First 5 Riverside Deputy Director  
Sonia Jizrawi, First 5 Riverside Program Administrator  
Sandy Duncan, First 5 Riverside Fiscal Administrator  
Piera Causley, First 5 Riverside Evaluation Administrator

### FIRST 5 RIVERSIDE SUPPORT

Lynn Stephens, Executive Assistant/Commission Secretary  
Jamie Ayala, Public Information Coordinator  
Carol Abella, Program Specialist  
First 5 Riverside Team

### PROJECT CONSULTANT

Harder+Company Community Research



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# OVERVIEW

First 5 Riverside, also known as the Riverside County Children & Families Commission, was created by the passage of Proposition 10 in 1998. Proposition 10 added a 50-cent tax per pack of cigarettes and a comparable tax on other tobacco products. The revenue generated from this tax is distributed by the state to the counties to ensure that our youngest Californians, from prenatal through age 5, get the best start in life. The Riverside County Board of Supervisors appoints Commissioners to determine the use of Riverside County’s tobacco tax revenues to prepare our youngest children and their families for success. Since inception, First 5 Riverside has invested more than \$379 million in local programs serving young children and their families.

First 5 Riverside is guided by its:

## VISION

*All children in Riverside County are healthy and thrive in supportive, nurturing, and loving environments and enter school ready to learn and embrace lifelong learning.*

## MISSION

*First 5 Riverside invests in partnerships that promote, support and enhance the health and early development of children, prenatal through age 5, their families and communities.*

## VALUES

- Child & Family
- Outcomes-Driven
- Collaboration
- Sustainability

## STRATEGIC ESSENTIALS

*The Strategic Plan process was guided by three strategic essentials. These essentials are weaved into the Commission’s efforts on the long-term sustainability of its vision, mission and long-term objectives.*

Support strategic positioning and partnerships	Maximize return on the Commission’s future investments through leveraging resources
Support the development of organizations and providers	Provide technical assistance and support to programs to build capacity and increase independence from First 5 funding
Integrate direct services	Provide funding for services that integrate other First 5 programs and link to existing programs and services

(SEE APPENDIX A FOR DETAILS ON PLANNING PROCESS)



# STRATEGIC PLAN CONTEXT

## STRATEGIC OBJECTIVES & ACTIVITIES FRAMEWORK

Through extensive analysis of secondary sources of information pertaining to the growing needs in Riverside County, significant gaps were identified relating to community needs for children and families. These areas have been identified as the focus of investment efforts for the next five years. The Riverside County Children & Families Commission will build upon previous investments as the foundation for future systems support and change to help children and families thrive. Where possible, First 5 Riverside has aligned strategic priority areas — 1) Children & Families and 2) Systems & Networks — with First 5 California documented goals, objectives and indicators of success.

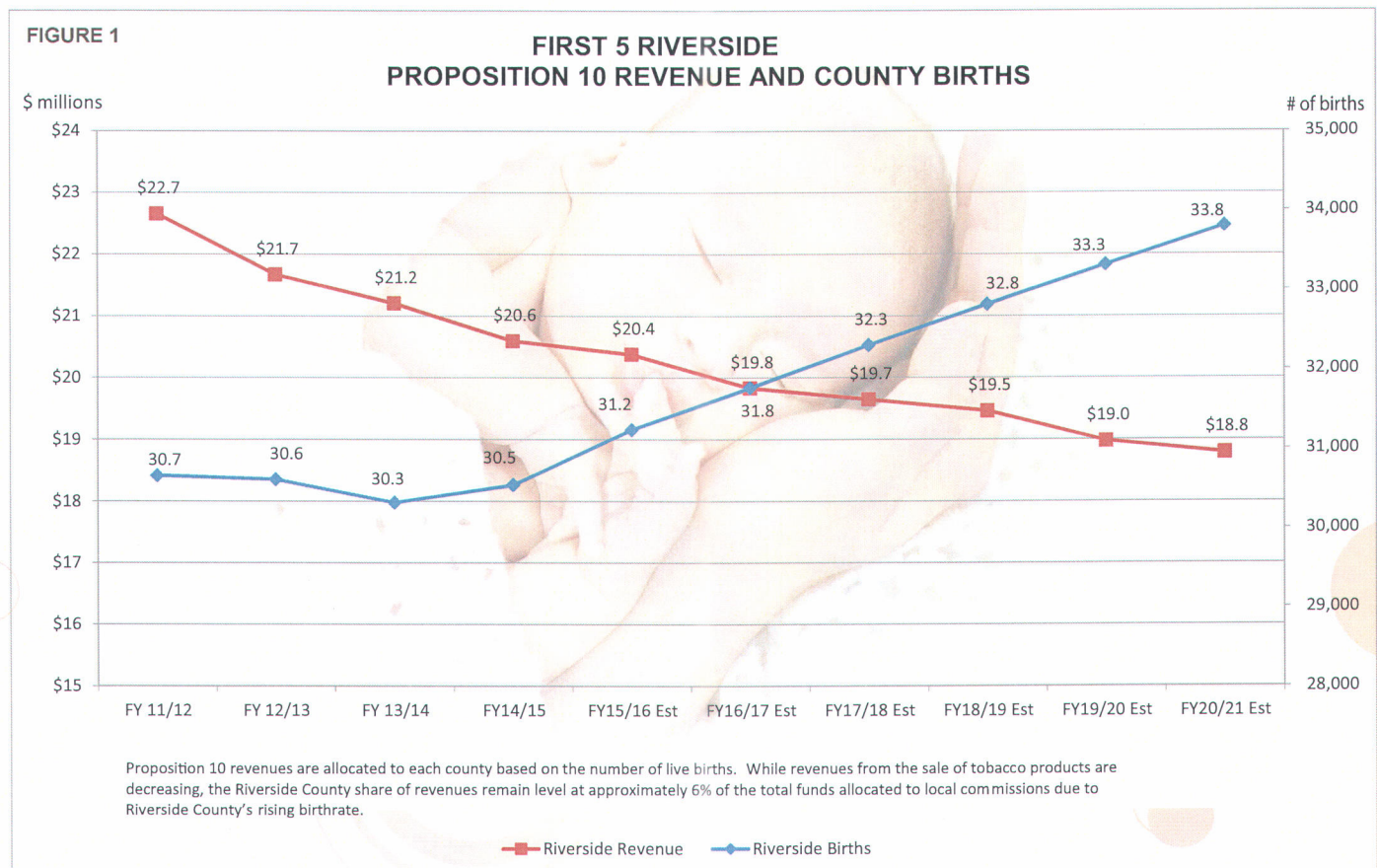
This alignment will allow leveraging of efforts and resources to:

- 1) Ensure continuity of philosophical values
- 2) Support statewide initiatives to strengthen and support the system designed to enhance the lives of children and families

## SIGNIFICANT CHALLENGE: DECLINING FISCAL RESOURCES

Due to declining revenue from Proposition 10, the Commission is faced with the challenge of meeting growing community needs with increased efficiency and innovative approaches. Financial projections clearly identify that funds will decline from \$22.7 million to \$18.8 million by fiscal year 2020-21 (FIGURE 1), although births are estimated to increase in the same period.

This is an important contextual element to the 2016-2021 Strategic Plan whereby deliberate design and methodologies to leverage resources and identify impactful investments will be undertaken to ensure increased sustainability of programs.





# STRATEGIC PLAN AT-A-GLANCE

## COMMISSION GOALS

### OUR VALUES

- child & family*
- outcomes-driven*
- collaboration*
- sustainability*

### OUR VISION

*All children in Riverside County are healthy and thrive in supportive, nurturing, and loving environments and enter school ready to learn and embrace lifelong learning.*

### OUR MISSION

*First 5 Riverside invests in partnerships that promote, support and enhance the health and early development of children, prenatal through age 5, their families and communities.*

### ESSENTIALS

- Strategic Positioning/Partnerships*
- Program Support*
- Service Integration/Links*

*Children & Families*

EARLY LEARNING

CHILD HEALTH

FAMILY STRENGTHENING

*Systems & Networks*

LEADERSHIP AS A CONVENER & PARTNER

CAPACITY BUILDING





# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

## STRATEGIC PRIORITY AREA 1: CHILDREN & FAMILIES

Support children, prenatal through age 5, and their families by providing culturally and linguistically effective resources, knowledge and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.



### EARLY LEARNING MATTERS

Research shows that quality early learning can significantly impact children's social emotional, cognitive and developmental skills, and health, ensuring they are ready for school and reading proficiently by third grade.<sup>1,2,3,4</sup> Such services and programs can also help close gaps between children with high needs and their peers when entering kindergarten.

Riverside County families have a continued need for quality early learning settings. As of July 2015, only five centers<sup>5</sup> in the county have earned a national accreditation designation demonstrating high standards of quality have been met. This includes highly skilled teachers, high adult-to-child ratios, age-appropriate curricula, safe physical settings, language-rich environment, responsive interactions and child participation.<sup>6</sup>

The availability of licensed child care has decreased significantly in the last five years (3,001 less center-based spaces and 6,376 less family child care home spaces).<sup>7</sup> When care is available, it's costly. For an example, for one infant and one preschooler, a family could pay 37 percent of their median income at a child care center, 29 percent at a family child care home and 17 percent for non-licensed child care.

Subsidized care is provided by other entities such as the Riverside County Office of Education and the Riverside County Department of Public Social Services, but eligibility guidelines limit access due to capacity and funding. The existing service system also does not fully reinforce the availability of quality care nor allow transitional pathways for families who suddenly become income ineligible due to changing circumstances.

In addition, there is a growing prevalence of children with a wide range of special needs. Children with high needs are 50 percent more likely to be placed in special education classes, 25 percent more likely to drop out of school, 70 percent more likely to be arrested for a violent crime and 40 percent more likely to become a teen parent.<sup>8</sup> Children with high needs who participate in high-quality early learning environments benefit greatly, often exceeding national averages on measures of school readiness. In Riverside County, families have a continued need for services in early learning settings which support inclusion practices.

<sup>1</sup> Camilli, G., Vargas, S., Ryan, S., & Barnett, W. S. (2010). Meta-analysis of the effects of early education interventions on cognitive and social development. *Teachers College Record*, 112(3), 579-620.

<sup>2</sup> Reynolds, A.J., Temple, J.A., Ou, S., Arteaga, I.A., & White, B.A.B. (2011). School-based early childhood education and age-28 well-being: effects by timing, dosage, and subgroups. *Science*, Retrieved from <http://www.sciencemag.org/content/early/2011/06/08/science.1203618.abstract> doi: 10.1126/science.1203618.

<sup>3</sup> Princiotta, D., Flanagan, K. D., and Germino Hausken, E. (2006). Fifth Grade: Findings From The Fifth-Grade Follow-up of the Early Childhood Longitudinal Study, Kindergarten Class of 1998-99 (ECLS-K). (NCES 2006-038) U.S. Department of Education.

<sup>4</sup> Halle, T., Forry, N., Hair, E., Perper, K., Wandner, L., Wessel, J., & Vick, J. (2009). Disparities in Early Learning and Development: Lessons from the Early Childhood Longitudinal Study – Birth Cohort (ECLS-B). Washington, DC: Child Trends.

<sup>5</sup> NAEYC

<sup>6</sup> A Science-Based Framework for Early Childhood Policy: Using Evidence to Improve Outcome in Learning, Behavior, and Health for Vulnerable Children. Center on the Developing Child, Harvard University. National Forum on Early Childhood Program Evaluation; National Scientific Council on the Developing Child

<sup>7</sup> Childcare Portfolio

<sup>8</sup> Ounce of Prevention



# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

## GOAL 1.1 EARLY LEARNING

Children, birth through age 5, benefit from high-quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.

### OBJECTIVE

### ACTIVITIES

1.1.a. Families have access to quality early childhood care and education

- Engage with key early learning stakeholders and develop strategies to enhance access to services for families and children, prioritizing children with special needs.
- Promote and support parent engagement activities with service providers to enable families to make informed decisions regarding quality early learning options.
- Communicate the importance of “quality” in early learning through increased efforts in community education and published quality ratings.

### POSSIBLE INDICATORS OF SUCCESS

- 3- and 4-year-old children attending preschool.
- Third graders reading at grade level.
- Increase the percentage of children through age 5 enrolled in high quality early childhood education programs.
- Increased access to quality childcare for infants, toddlers, and preschoolers relative to the median income of families.
- Parents choose higher-quality rated early learning environments for the provision of quality experiences for their children.

### POTENTIAL AREAS FOR INVESTMENT

- **Fiscal Year 2016-17:** Transition First 5 Riverside Access and Quality scholarship investments at existing sites to a Hybrid Alternate Payment (AP) Program to address access while participating in the new First 5 IMPACT (Improve and Maximize Programs so All Children Thrive) initiative to address quality.
- **Fiscal Year 2016-21:** Expand the Hybrid AP Program capacity with IMPACT sites to increase access for children currently on the Riverside County Office of Education (RCOE) and/or Riverside County Department of Public Social Services (DPSS) waitlist.
- Support tiered quality incentives to optimize provider participation through AP program approach to increase access for at-risk and/or low income children.
- Fund transitional support for families suddenly ineligible for AP services to ensure continuity of care.
- Support efforts to integrate and effectively promote quality programs in early care and education and health-related settings.
- Fund public education campaigns that focus on optimizing family engagement around quality early learning environments.



# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

## GROWING NEED FOR HEALTH EQUITY

Riverside County is home to more than 189,000 children under age 6.<sup>8</sup> Birth rates are on the rise in Riverside County, averaging more than 30,000 annually.<sup>9</sup>

In relation to overall health factors, Riverside County ranks 39<sup>th</sup> out of 58 California counties, 38<sup>th</sup> for quality of life, 48<sup>th</sup> for clinical care and 49<sup>th</sup> for the physical environment.<sup>10</sup> The combination of nearly all health indicators strongly correlated with race and/or class and a saturation of users to the health care system make health equity a growing area of concern for the county as a whole.

In Riverside County, one primary care pediatrician is available for every 2,800 children through age 5; six times lower than the statewide rate.<sup>11</sup> The County also has lower than state average rates of children visiting the dentist with one-third of children 2- to 3-years-old never visiting a dentist.<sup>12</sup> In addition, childhood obesity rates have more than tripled in the last four decades,<sup>13</sup> only 83 percent of mothers receive prenatal care<sup>14</sup> and asthma prevalence continues to be higher in Riverside County.<sup>15</sup> There is also a significant increase in behavioral health needs particularly among children age 17 and younger.

Some health investments traditionally supported by First 5 Riverside will now be addressed through the Affordable Care Act (ACA), however gaps in services such as education (preventative strategies), navigation of the health system and other services not offered under ACA coverage plans remain.



<sup>8, 15</sup> Kidsdata.org

<sup>9</sup> CA Dept. of Finance

<sup>10</sup> Riverside County Department of Public Health SHAPE 2015

<sup>11</sup> CA HealthCare Foundation June 2009

<sup>12</sup> Riverside County Indicators Report 2014

<sup>13</sup> Family Health Outcomes Project: Community Health Status Report 2010

<sup>14</sup> CA Department of Public Health Status Profiles 2015



# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

## GOAL 1.2 CHILD HEALTH

Children prenatal through age 5 and their families access the full spectrum of health and behavioral health services needed to enhance their well-being.

### OBJECTIVE

### ACTIVITIES

1.2.a. Support early identification and intervention services for children, birth through age 5, with special developmental, behavioral, and health care needs to ensure children receive the services they need.

- Partner with existing screening and referral initiatives at the state and local level such as *Help Me Grow* to develop a county plan to address universal screening, assessment, referral, and treatment (as well as improved procedures to access services).
- Develop a collective plan of action to identify pathways for services.

### POSSIBLE INDICATORS OF SUCCESS

- Children accessing early intervention support services during the early years of development.
- Children living with developmental delay or disabilities accessing a variety of support services to help meet their needs.
- Families are knowledgeable regarding services for their children.
- Children accessing integrated services.

### POTENTIAL AREAS OF INVESTMENT

- Expand mental health services to hard-to-reach populations in geographically isolated areas.
- Build upon mental health investments integrating services in high-quality early learning settings with priority given to participating IMPACT sites.
- Support a coordinated integrated system such as *Help Me Grow* to increase access to early intervention services.

### OBJECTIVE

### ACTIVITIES

1.2.b. Families have access to comprehensive health care services

- Support and expand family access to health care services through education such as *All IN for Health* or *Help Me Grow*.
- Promote community efforts that increase awareness and connect children with health care providers in alignment with Riverside County Health Priorities.

### POSSIBLE INDICATORS OF SUCCESS

- Increased utilization of health services.
- Decrease in emergency department overuse and avoidable hospitalization.
- Children have and use health insurance.
- Children have established medical/dental homes.

### POTENTIAL AREAS FOR INVESTMENT

- Fund health services including education not covered by other funding or the Affordable Care Act.
- Fund practices that promote nationally accredited standards of care related to child health such as the Baby-Friendly Hospital designation and breastfeeding support.
- Fund prevention services related to child health issues such as oral health diseases, childhood obesity and enhanced asthma management.



## STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

### INCREASE IN FAMILY STRESS

Approximately one-third (32 percent) of households have a child under age 6.<sup>16</sup> Overall needs of children in Riverside County are impingent on having strong, healthy families.

Families at risk are rising in the county. Homeless children 0 through age 5 in Riverside County rose from 2,891 in 2013 to 3,391 in 2014.<sup>17</sup> In addition, there is an increasing number of families falling into poverty with 23 percent of children age 5 and under living in poverty in the county.<sup>18</sup> Other challenges include a significant percentage of children with substantiated cases of child abuse, children in foster care, and grandparents who are responsible for raising their grandchildren while dealing with their own aging needs and health issues. These all contribute to a high number of families with limited access to the resources necessary to help children grow up healthy and ready to succeed in school.



<sup>16</sup> US Census Bureau Community Facts

<sup>17</sup> Kidsdata.org

<sup>18</sup> Riverside County Community Indicators Report 2014





# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

## GOAL 1.3 FAMILY STRENGTHENING

Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.

### OBJECTIVE

### ACTIVITIES

1.3.a Support evidence based strategies that promote strengthening families principles.

- Collaborate with key early learning stakeholders specifically those with expertise in home visitation, center based care, family childcare homes and other programs to develop and implement *Strengthening Families Protective Factors Framework*.
- Evaluate family engagement strategies utilized across the county.
- Promote community efforts such as *Raising a Reader* and *Reach out and Read*.
- Incorporate program strategies into workforce knowledge and competency frameworks aligning *Strengthening Families* approach and Quality Rating & Improvement System (QRIS) standards and criteria through partnership efforts.

### POSSIBLE INDICATORS OF SUCCESS

- Strengthened families

### POTENTIAL AREAS FOR INVESTMENT

- Support mapping of existing home visitation services and optimize on the knowledge and skills across the county by weaving these resources into the IMPACT collaborative.
- Fund public awareness campaigns promoting family literacy.
- Fund evidence based programs that focus on strengthening families' approaches and ensure quality workforce practices are in place to further develop providers' skills to achieve optimum outcomes for children and families they serve.





# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

OBJECTIVE	ACTIVITIES
1.3.b. Parents provide developmentally appropriate, nurturing and stable environments.	<ul style="list-style-type: none"> <li>• Support families in caring for their child through an integrated comprehensive home visitation support system.</li> <li>• Connect families to community supports and social services through an integrated support system.</li> </ul>

**POSSIBLE INDICATORS OF SUCCESS**

- Increased parental knowledge of early childhood development.
- Increased parental knowledge of their responsibilities to ensure a safe and nurturing environment for their children.
- Optimal child development.
- Increased family literacy practices in the home.
- Reduced likelihood of childhood abuse and neglect.

**POTENTIAL AREAS FOR INVESTMENT**

- Fund school readiness and targeted home visitation programs that support children with special needs, optimal birth and maternal outcomes, parenting strategies that minimize risk to children, and incorporate family literacy and positive parenting practices through evidence-based models not covered by other funding such as *Maternal, Infant, and Early Childhood, Home Visiting (MIECHV)* or ACA.
- Partner with initiatives such as *Black Infant Health* and *Nurse Family Partnership* to promote a seamless home visitation model to ensure continuity of care and support for families.
- Fund a nutrition and physical activity approach for home visitation providers to develop skills to integrate healthier eating habits for families. This could be expanded to IMPACT sites or families accessing IMPACT sites around nutritional choices.
- Fund community awareness campaigns that promote healthier eating and physical activity.

OBJECTIVE	ACTIVITIES
1.3.c. Families are resilient.	<ul style="list-style-type: none"> <li>• Connect families to community supports and resources.</li> <li>• Publicly promote programs supporting access for families to resource and referral pathways.</li> </ul>

**POSSIBLE INDICATORS OF SUCCESS**

- Increased capacity and perseverance by families to manage stressful situations.
- Increased educational opportunities for young mothers.
- Reduced likelihood of child abuse and neglect.

**POTENTIAL AREAS FOR INVESTMENT**

- Fund home visitation such as *SafeCare* not covered by other funding or ACA.
- Fund initiatives to strengthen families exposed to risk factors and stressful life events such as homelessness, maternal depression, teen parenting, foster care, domestic violence and grandparents raising grandchildren.



# STRATEGIC PLAN PRIORITY AREA 1 CHILDREN & FAMILIES

## STRATEGIC PRIORITY AREA 2: SYSTEMS & NETWORKS

Provide leadership within Riverside County in the development of a support system serving children, prenatal through age 5, their families, and communities that result in sustainable and collective impact.



### CONVENING, PARTNERING & BUILDING CAPACITY

During the community forums held to inform the development of this plan, families identified the need for social services that support young children, to be more coordinated and seamless. Riverside County receives a disproportionate share of federal, state, public, and private funding. The Commission plays a significant role in working with other system partners in the face of diminishing resources to seed, attract, and leverage local and external resources to advance the well-being of Riverside County's youngest children and families.

Strategies for system-related supports include training and facilitation to support systems development and coordination (e.g. asset mapping, early childhood conference, workgroups, and learning communities); assessor inter-rater reliability training, support for uniform data collection (workforce registry and QRIS database, Pinwheel); and connections to child health and family support and strengthening.



# STRATEGIC PLAN PRIORITY AREA 2 SYSTEMS & NETWORKS

## GOAL 2.1 LEADERSHIP AS A CONVENER & PARTNER

Work with early childhood stakeholders at all levels, including First 5 California, state agencies, County Board of Supervisors and County agencies such as Social Services, Behavioral Health and Public Health, local educational agencies, local child, care planning councils, and institutions of higher education to convene, align, collaborate on, support, and strengthen countywide efforts and initiatives to facilitate the creation of a seamless system of integrated and comprehensive programs and services to improve outcomes for children, prenatal through age 5, and their families.

### OBJECTIVE

### ACTIVITIES

2.1.a Align, coordinate and integrate the early child development system in collaboration with other state and countywide agencies to improve the status and outcomes for children, prenatal through age 5, and their families.

- Meet and engage with stakeholders to identify issues and enhance system change opportunities.
- Convene a consortia with the same goals and objectives to improve the quality of early learning, to implement the Quality Rating and Improvement System (QRIS) framework in Riverside County.
- Strengthen health and early learning partnerships in support of stronger early childhood policies and increased health equity.
- Support ongoing learning and professional development.
- Create and implement a masterplan for a birth-through-age-8 continuum.
- Support First 5 California (F5CA) and the First 5 Association of California (F5A) policy platforms, and to the extent possible, collaborate on shared policy goals.
- Advocate and support state legislative efforts for Medicaid expansion of home visitation.

### POSSIBLE INDICATORS OF SUCCESS

- Consortia convened at least annually.
- Established baseline data on the effectiveness of First 5 Riverside as a convener.
- Established baseline data on First 5 Riverside's effective use of stakeholder groups as a means for gathering input and advice from across the county.
- Birth-through-age-8 continuum created and implemented.
- Shared policy goals identified.

### POTENTIAL AREAS FOR INVESTMENT

- Co-sponsor countywide and regional events that focus on early childhood.
- Host an annual early childhood conference in collaboration with key early learning stakeholders inclusive of family strengthening, early learning, child health and professional development.
- Support the development of an early learning masterplan.



# STRATEGIC PLAN PRIORITY AREA 2 SYSTEMS & NETWORKS

## GOAL 2.2 CAPACITY BUILDING

Communities have the capacity to address diverse needs for children.

### OBJECTIVE

### ACTIVITIES

2.2.a Lead, support, and collaborate on countywide efforts to create and align early learning goals and priorities.

- First 5 Riverside and Riverside County Office of Education align efforts with Quality Rating and Improvement System (QRIS) Block Grant and IMPACT.
- Engage and partner with other funders to create and invest in strategies to strengthen the early learning system in Riverside County.
- Engage early learning providers in aligning practices and strategies with Continuous Quality Improvement frameworks and the California QRIS.
- Develop a cohort of experts that provide coaching, training and assessments.
- Gather baseline data and evaluate impact of strategies to improve children’s early learning through investments such as IMPACT.

### POSSIBLE INDICATORS OF SUCCESS

- Partners utilize data to inform decision-making.
- Partners are engaged in activities to strengthen alignment of early learning goals.
- Partners agree to mutually support evidence-based practices that define quality early learning systems, as recommended by the State.
- Increased workforce capacity in the provision of quality early learning programs.

### POTENTIAL AREAS FOR INVESTMENT

- Support incentives provided to programs, teachers and/or administrators to encourage them to reach higher levels of quality as they participate in IMPACT.
- Fund professional development to increase workforce capacity in the provision of quality early learning programs.
- Fund technical assistance and training.



# STRATEGIC PLAN PRIORITY AREA 2 SYSTEMS & NETWORKS

OBJECTIVE	ACTIVITIES
<p>2.2.b. Identify gaps and improve access to the full spectrum of health care services (developmental, behavioral, oral, vision and physical) for all young children.</p>	<ul style="list-style-type: none"> <li>• Meet and engage with stakeholders to identify issues and enhance system improvement opportunities.</li> <li>• Work with, and convene as necessary, First 5 CA, the First 5 Association, key county agencies, providers, and other partners to inventory county health services (prenatal care, postpartum depression, primary prevention, developmental, behavioral, oral, physical, early intervention, etc.) for children, prenatal through age 5, in particular their eligibility requirements and funding sources.</li> <li>• Maintain student scholarship, residency, and research programs.</li> <li>• Effectively engage and support investments with higher education institutions as active partners in the decision of scholarship and research programs.</li> <li>• Convene stakeholder events and develop and implement strategies to address service gaps.</li> <li>• Collaborate with partners to define health assets and eligibility requirements.</li> <li>• Advocate for collaborative efforts to improve children's access to the full spectrum of health care services.</li> <li>• Assess areas of need and develop investment mapping to support strategies for improved access for high-risk, hard-to-reach populations.</li> </ul>

**POSSIBLE INDICATORS OF SUCCESS**

- Higher education institutions are active partners in the decision of scholarship and research programs.
- Qualitative and Quantitative data is used to inform strategies and actions.
- Increase activities in collaborative efforts across the county.
- Improved access and reduction of duplicative efforts is achieved through common understanding of the service gaps within the system.

**POTENTIAL AREAS FOR INVESTMENT**

- Fund pediatric residency and expand other health-related pediatric disciplines to increase provider capacity.
- Fund resources and tools that support the utilization of Geographical Information System (GIS) mapping.



# STRATEGIC PLAN PRIORITY AREA 2 SYSTEMS & NETWORKS

OBJECTIVE	ACTIVITIES
<p>2.2.c Address diminishing revenue, ensuring the viability of First 5 Riverside to serve children, prenatal through age 5.</p>	<ul style="list-style-type: none"> <li>• Identify and invest in resources to increase fund development capacity.</li> <li>• Facilitate timely and collaborative information exchange, prioritization of opportunities, and development and implementation of innovative strategies for securing funds.</li> <li>• Identify and develop a sustainable pathway for funding a strong early childhood system, including new and existing sources of public revenue.</li> <li>• Identify funding sources that are available to assist in the development, implementation, and validation of the local Quality Rating Improvement System (QRIS)</li> <li>• Strategically fund, co-fund and align resources.</li> </ul>

**POSSIBLE INDICATORS OF SUCCESS**

- State and federal funding opportunities identified and pursued in a collaborative countywide manner.
- New funding sources secured for programs targeting children through age 5 in the county.
- Identification of and/or establishment of co-funded initiatives.

OBJECTIVE	ACTIVITIES
<p>2.2.d Support the provision of resources to enhance provider capacity to support children, prenatal through age 5, and their families.</p>	<ul style="list-style-type: none"> <li>• Share information and resources such as trainings, best practices, latest research, funding opportunities, etc.</li> <li>• Organize and host an interactive conference with different tracks based on goals from the Strategic Plan and countywide collaborations.</li> <li>• Maintain the First 5 Riverside website, Facebook and other social media platforms to disseminate information and obtain feedback.</li> <li>• Map existing services and resources for children and families.</li> <li>• Identify, update and design community resource materials.</li> <li>• Design and conduct a survey of stakeholders to elicit feedback for future planning.</li> </ul>

**POSSIBLE INDICATORS OF SUCCESS**

- Regular dissemination of e-newsletter as a primary method of communication with a network of stakeholders.
- Stakeholder communication survey conducted [Year 1].
- Results of survey and next steps for improving communication system with stakeholders are shared [Years 2-3].
- Utilize data collected to inform decisions regarding successes and challenges.

**POTENTIAL AREAS FOR INVESTMENT**

- Communication materials, software licensing and technology solutions.



# STRATEGIC PLAN PRIORITY AREA 2 SYSTEMS & NETWORKS

OBJECTIVE	ACTIVITIES
2.2.e Strengthen internal capacity of First 5 Riverside to realize its mission and achieve greater impact.	<ul style="list-style-type: none"><li>• Create and implement an integrated and transparent approach to internal planning, communication and decision making.</li><li>• Deepen management and staff awareness, understanding, knowledge, capacity and involvement within and across organization areas.</li><li>• Develop a system of ongoing communication on personal and professional goals between staff and supervising managers.</li><li>• Plan and budget for ongoing leadership and capacity building activities, career planning, and professional development opportunities for all employees.</li><li>• Improve and continue customer service survey.</li><li>• Conduct a skills inventory of internal capacity to meet Commission priorities.</li></ul>

### POSSIBLE INDICATORS OF SUCCESS

- Data collected and utilized to inform decision-making.
- Improved employee satisfaction.
- Increase in awareness of and participation in professional development opportunities.
- Significant projects have a visible, accessible, easy-to-update, and easy-to-understand cross-unit work plan that states project lead(s), goals, timelines, due dates and status.
- First 5 Riverside employees understand roles, responsibilities and expectations of being part of a cross-unit team.

### POTENTIAL AREAS FOR INVESTMENT

- Conference attendance and professional development opportunities.
- Work enhancement tools.





# PROCUREMENT & ACCOUNTABILITY

## APPROACH

First 5 Riverside is committed to funding strategies and programs that make positive impacts within the community. All strategic planning areas are linked to the Commission's long-term system goals, overarching objectives, and indicators. Specific indicators for investments will be identified and approved by the Commission during the request for proposals development process. Similarly, any "off-cycle" requests will have specific indicators developed and connected to the Commission's objectives in advance of contracting. A companion to this strategic plan, called an evaluation framework, will be developed to link investment-specific indicators back to the objectives to determine whether desired results are being achieved. This framework will be the basis for contract monitoring, evaluation, and summarization for the Commission to ensure the appropriate use of funds.

Strategic plans are only as effective as their implementation. This plan will be reviewed on an annual basis to reflect on lessons learned, impacts achieved and opportunities for improving services and supports. Annual plans will be developed to outline systems change efforts and assure linkage to identified strategies, thereby ensuring the Commission's investments are maximized.





# APPENDIX A

## THE PLANNING PROCESS

First 5 Riverside hired Harder+Company Community Research (Harder+Company) to facilitate the 2016-2021 strategic planning process. The 12-month planning process was specifically conceived to realign the current work of the Commission into a more explicit systems change focus led by the identified “strategic essentials.” Because of the thoughtful process and comprehensive participation, the final product is much more than a “refresh.”

## GUIDING PRINCIPLES

The following principles helped guide the strategic planning process and were considered throughout each step:

- 1) *Focus on what's best for meeting the needs in the county*
- 2) *Identify strategic advantage of Commission investments*
- 3) *Encourage cross-sector partnerships*
- 4) *Avoid duplication of services*
- 5) *Recognize limited funding*
- 6) *Advisory Committee, and the Commissioners “hold the line” on decisions*
- 7) *Respect service/program transition time*

## THE PROCESS INCLUDED THE FOLLOWING COMPONENTS:

**Concept framing:** First 5 Riverside Leadership Team and Harder+Company met to develop the strategic planning development process, including identifying the guiding “strategic essentials.”

**Rapid data scan:** Harder+Company collected data on First 5-funded programs from the Commission’s Evaluation Unit and updated publically accessible data on the indicators contained within the previous strategic plan.

**Community input:** Harder+Company elicited targeted feedback from identified stakeholders (16 First 5 Commissioners and Advisory Committee members, and community members involved in health, early learning and care, and community services in Riverside County). Additional input was obtained from the community via an internet survey posted to the Commission’s website and three community forums. All community input was available in both English and Spanish.

**Planning committee:** Between March and August 2015, five Strategic Planning Committee meetings were held to review the results of the rapid data scan, community input, and key concepts from First 5 California’s strategic plan in the context of the “strategic essentials.”

**Commission retreat:** In May, the concepts and results of the planning committee were presented to the Commissioners to review and refine the concepts and approaches for the next strategic plan.

**Commission approval:** Between June and September 2015, the strategic plan was further refined and then approved by the Commission



# APPENDIX B

## PROGRAMS, TERMS & ACRONYMS TO KNOW

**Affordable Care Act (ACA):** Refers to the Patient Protection and Affordable Care Act (P.L. 111-148) and the Health Care and Education Reconciliation Act of 2010 (P.L. 111-152). Together, these expand Medicaid coverage to millions of low-income Americans and make improvements to Medicaid and the Children's Health Insurance Program (CHIP).

**Alternate Payment (AP) Program:** This refers to programs that provide assistance with child care payments through a subsidized (alternative) payment.

**ALL IN for Health:** The Children's Partnership campaign focused on equipping schools and child care providers with the tools they need to reach out to uninsured children and families with information about new health coverage options and connect them to coverage.

**Baby-Friendly Hospital Initiative:** The Baby-Friendly Hospital Initiative (BFHI) is a global program that was launched by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) in 1991 to encourage and recognize hospitals and birthing centers that offer an optimal level of care for infant feeding and mother/baby bonding.

**Black Infant Health:** A program aimed at improving health among African American mothers and babies and reducing the Black/White disparities by empowering pregnant and mothering African American women to make healthy choices for themselves, their families and their communities.

**Department of Public Social Services (DPSS):** A county department that provides temporary financial assistance and employment services for families and individuals, programs and services to protect children and adults from abuse and/or neglect, and access to health care coverage to low income individuals and families.

**First 5 Association of California (F5A):** A nonprofit membership organization for the 58 First 5 county commissions. The Association connects commissions to other public and nonprofit partners, including county departments, foundations, and child advocacy organizations to ensure collaboration and a common statewide agenda to ensure the best future for our children.

**First 5 California (F5CA):** A statewide commission that receives 20 percent of tobacco tax funds for overall guiding programs including public education.

**Geographical Information System (GIS):** A system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

**Help Me Grow:** A system designed to connect at-risk children with the services they need

**Improve and Maximize Programs so All Children Thrive (IMPACT):** This is a First 5 California initiative aimed at increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process.

**Maternal, Infant, and Early Childhood, Home Visiting (MIECHV):** Supports pregnant women and families and helps at-risk parents of children, from birth to kindergarten entry, tap the resources and hone the skills they need to raise children who are physically, socially and emotionally healthy and ready to learn.

**Nurse Family Partnership (NFP):** A maternal and early childhood health program that fosters long-term success for first-time moms, their babies and society.

**The National Association for the Education of Young Children (NAEYC):** A professional membership organization that works to promote high-quality early learning for all young children, birth through age 8, by connecting early childhood practice, policy, and research.

**Quality Rating & Improvement System (QRIS):** A method to assess, improve, and communicate the level of quality in early care & education and after-school settings



# APPENDIX B

## PROGRAMS, TERMS & ACRONYMS TO KNOW (CONTINUED)

**Raising a Reader:** A model designed to engage caregivers in a routine of booksharing with within children from birth through age 8 to foster healthy brain development, healthy relationships, a love of reading and the literacy skills critical for school success.

**Reach out and Read:** An evidence-based model recommended by the American Academy of Pediatrics which incorporates early literacy into pediatric practice to equip parents with tools and knowledge to ensure their children are prepared to learn when they start school.

**Riverside County Office of Education (RCOE):** The office that provides specific educational, financial, legislative, and leadership services and support to all K-12 school districts in Riverside County

**SafeCare:** An evidence-based curriculum for parents who are at-risk or have been reported for child maltreatment.

**Strengthening Families Protective Factors Framework:** A strength-based initiative for preventing child abuse and neglect in families with children birth to age 5.

**Protective Factors:** The Five Protective Factors are the foundation of the Strengthening Families approach. Extensive evidence supports the common sense notion that when these Protective Factors are present and robust in a family, the likelihood of abuse and neglect diminish. Research also shows that these are the factors that create healthy environments for the optimal development of all children. They include:

**1. Parent Resilience:** No one can eliminate stress from parenting, but building parental resilience can affect how a parent deals with stress. Parental resilience is the ability to constructively cope with and bounce back from all types of challenges. It is about creatively solving problems, building trusting relationships, maintaining a positive attitude, and seeking help when it is needed.

**2. Knowledge of Parenting and Child Development:** Having accurate information about raising young children and appropriate expectations for their behavior help parents better understand and care for children. It is important that information is available when parents need it, that is, when it is relevant to their life and their child. Parents whose own families used harsh discipline techniques or parents of children with developmental or behavior problems or special needs require extra support in building this Protective Factor.

**3. Social and Emotional Competence of Children:** A child's ability to interact positively with others, to self-regulate, and to effectively communicate his or her emotions has a great impact on the parent-child relationship. Children with challenging behaviors are more likely to be abused, so early identification and working with them helps keep their development on track and keeps them safe. Also, children who have experienced or witness violence need a safe environment that offers opportunities to develop normally.

**4. Social Connections:** Friends, family members, neighbors, and other members of a community provide emotional support and concrete assistance to parents. Social connections help parents build networks of support that serve multiple purposes: they can help parents develop and reinforce community norms around childrearing, provide assistance in times of need, and serve as a resource for parenting information or help solving problems. Because isolation is a common risk factor for abuse and neglect, parents who are isolated need support in building positive friendships.

**5. Concrete Support in Times of Need:** Parents need access to the types of concrete supports and services that can minimize the stress of difficult situations, such as a family crisis, a condition such as substance abuse, or stress associated with lack of resources. Building this Protective Factor is about helping to ensure the basic needs of a family, such as food, clothing, and shelter, are met and connecting parents and children to services, especially those that have a stigma associated with them, like domestic violence shelter or substance abuse counseling, in times of crisis.

