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We are pleased to release FIRST 5 Santa Clara County’s Fiscal Year (FY) 2018 – 2023 Strategic Plan, a statement of our priorities and strategies that will guide our work over the next five years. This plan maintains the foundation of the strategic direction that the Commission established in 2006, builds on the successes of our past and current investments, and stays true to our vision of being a catalyst for ensuring that the developmental needs of children prenatal through age 5 are a priority in all sectors of the community.

The Strategic Plan builds upon extensive research conducted by FIRST 5 and other early childhood experts over the last 20 years and reflects current needs and trends at the local, regional, state, and national levels. Although much may have changed in the two decades since FIRST 5 was born, one thing remains constant: investing in young children’s health, early learning, and the well-being of their families and communities helps children succeed in school and later in life.

The FIRST 5 Santa Clara County Commission has the privilege and responsibility of being a steward of Santa Clara County’s Proposition 10 tobacco tax revenues. We are committed to making thoughtful, strategic decisions about how to best leverage and invest these resources in programs, policies, and systems that promote the optimal health and well-being of Santa Clara County’s youngest children and their families. This Strategic Plan provides a roadmap to guide our investments in early childhood, but we cannot do it alone.

We rely on, and are grateful for, the support and collaboration of partners, community groups, business and civic leaders, and the families who share our commitment to ensuring that Santa Clara County’s youngest children are healthy, happy, and thriving. We look forward to continuing to work with all of you as we implement our updated Strategic Plan.

Ken Yeager, Commission Chair

Dr. Antonia Charles, Commission Vice-Chair
VISION

FIRST 5 Santa Clara County will be a catalyst for ensuring that the developmental needs of children prenatal through age 5 are a priority in all sectors of the community.
Twenty years ago (before the birth of FIRST 5 Santa Clara County), Blanca Alvarado, County Supervisor, issued a call to action to offer “a chance for every child.” That call to action sparked a movement that involved thousands of community members in Santa Clara County to envision a brighter, healthier future where:

- Families provide safe, stable, loving, and stimulating homes for their children.
- All children are born healthy and experience optimal health.
- Young children actively learn about themselves and their world, and enter school fully prepared to succeed academically, emotionally, and socially.
- Neighborhoods and communities are places where children are safe, neighbors are connected, and all cultures are respected.

That original vision, informed by 5,000 community voices, has remained at the core of FIRST 5’s work. As we celebrate FIRST 5 Santa Clara County’s 20th anniversary, we are proud of all of our accomplishments which continue to provide a brighter, healthier future for our community’s youngest children and their families. Our unwavering vision is to be a catalyst for ensuring that the developmental needs of children prenatal through age 5 are a priority in all sectors of the community. This vision has served as our North Star, guiding our everyday efforts to invest in evidence-based programs, best practices, partnerships, and systems changes that will give every child a chance to thrive. Some of the accomplishments we are most proud of include:

- In 2001, our partnership with community leaders and our investment in the Santa Clara County Children’s Health Initiative resulted in the country’s first Universal Healthy Kids Program, providing comprehensive health coverage for all children under the age of six.
- The development of the FIRST 5 System of Care which integrates health, early learning, and family strengthening programs and services across a continuum of promotion, prevention, and early intervention/treatment, based on a comprehensive Whole-Person Care approach.
- The most vulnerable children and families who are involved with the Superior Court, child welfare, and criminal justice systems have increased access to the FIRST 5 System of Care.
- The Universal Developmental Screening Initiative championed by Supervisor and FIRST 5 Commission Chair Ken Yeager ensures routine developmental screenings with a standardized tool (i.e., Ages and Stages Questionnaires) for all children, as recommended by the American Academy of Pediatrics, within Santa Clara Valley Medical Center pediatric clinics. This early and frequent screening enables the earliest possible detection of social, emotional, and developmental concerns with immediate connection to our System of Care.
- Within FIRST 5’s Early Learning Initiative, our co-leadership with the Santa Clara County Office of Education established QUALITY MATTERS...a STRONG START for kids. Our work together focuses on developing a high-quality, affordable, universally accessible health and early learning system, and the capacity-building of the educators within Center-Based, Family Child Care Homes, and Informal child care settings.
- The FIRST 5 Strengthening Families Initiative provides a county-wide network of 23 place-based Family Resource Centers (FRCs). As part of our System of Care, FRCs are multigenerational neighborhood hubs that foster connections between families, early educators, schools, and resources that support children’s health, development, and well-being within the home, school, and community.

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1John Snow, Inc. (2014). Opportunities for Whole-Person Care in California. (n.p.): Author.
• Our multi-year partnerships and investments contributed to the establishment of Educare California at Silicon Valley (ECSV), one of 23 Educare schools in the national Early Learning Network and the first Educare school in California. Located in San José’s Franklin-McKinley School District, ECSV offers high-quality, full-day, year-round early childhood education in a state-of-the-art school. ECSV involves families in their children’s early education and offers community resources through a family resource center, a satellite children’s museum, outdoor learning environments, and a satellite public library, which have been supported by FIRST 5 funds.

• In partnership with experts in early childhood health and development, FIRST 5’s Community of Learning (COL) strengthens the county’s cross-sector, multi-disciplinary workforce serving our youngest children and their families within our System of Care. The COL increases access to a comprehensive learning system that establishes and provides a set of foundational, specialty core competencies essential in supporting and ensuring improved outcomes for children prenatal through age 5 and their families.

• FIRST 5 is recognized in the community as a visionary, effective advocate and champion for children and families. The creation of Potter the Otter, one of our most effective prevention strategies, focuses on broad scale influence on the health and wellness of children and families. Potter the Otter focuses on the importance of drinking water, physical activity, healthy eating, oral health, and kindergarten readiness through campaigns, community events, and children’s books. To date, more than one million Potter the Otter books have been distributed throughout the country.

These are just a few examples of the impact of FIRST 5’s multi-year investments which we are proud to share. Currently, Californians are poised to elect a “children’s governor” who can advance the policies and systemic changes that prioritize children and families. As the community and political will to prioritize investments in young children continues to grow, FIRST 5 will play a key role in promoting and implementing the evidence-based programs, policies, and systemic changes that we know are needed to truly give every child a chance to succeed in life.

The FIRST 5 FY 2018 – 2023 Strategic Plan reflects our evolution as a learning organization over the last 20 years and focuses our efforts and investments on what we do best: strengthening programs, policies, practices, partnerships, and systems to create an enduring positive impact on the capacity of families to support their children’s health, education, and well-being. We thank all of our partners and staff who contributed their time and expertise during this strategic planning process. We are excited about deepening our partnerships and working together to ensure that all of Santa Clara County’s youngest children are happy, healthy, and thriving, today and for generations to come.

Jolene Smith, Chief Executive Officer
In January 1998, before the inception of FIRST 5, then County Supervisor Blanca Alvarado founded the Early Childhood Development Collaborative as a call to action to offer “a chance for every child.” Supervisor Alvarado envisioned the Collaborative building on early brain development research and county’s resources, so that all children could aspire to the “highest lifetime achievements.”

To realize this vision, the Collaborative conducted a series of community discussions to understand local families’ strengths, aspirations for their children, and everyday challenges affecting young children and their families. At the end of this extensive process, the Collaborative developed a comprehensive Strategic Plan that reflected 5,000 community voices.

Then in November 1998, California voters passed Proposition 10, the Children and Families First Act, enacting a $.50 tax increase on cigarettes and other tobacco products. This created a statewide funding stream dedicated to enhancing the health, early care and education, and well-being of young children prenatal through age 5 and their families. As stated in the legislation, Proposition 10 tobacco tax revenues must be used for the following specific purposes:

1. To create a comprehensive and integrated delivery system of information and services to promote early childhood development;
2. To support parenting education, child health and wellness, early child care and education, and family support services; and
3. To educate Californians on the importance of early childhood development and smoking cessation.

Tobacco tax revenues are collected at the state level. Eighty percent of these tax revenues are allocated to the 58 California counties, according to annual live birth rates. The remaining twenty percent of the money is allocated to First 5 California to support statewide programs, research, and media campaigns.

When Proposition 10 passed, every county in California was required to establish a governing Commission to oversee local use of Proposition 10 revenues and submit a Strategic Plan to the newly established First 5 California. In response to this mandate, the Santa Clara County Board of Supervisors created the Children and Families First Commission of Santa Clara County (the Commission) and established it as an independent public entity, separate from the county government structure. The Commission was the first of the 58 counties in California to submit the required Strategic Plan to First 5 California, due to the Early Childhood Development Collaborative’s groundbreaking work to develop a community-wide Strategic Plan.

Today, the Children and Families First Commission is known as FIRST 5 Santa Clara County, a regional body with a governing Commission of nine members consisting of:

• A member of the Board of Supervisors;
• The Executive Director of the County of Santa Clara Health System (or his/her designee);
• The Director of the Social Services Agency (or his/her designee);
• A member of the Santa Clara County Local Early Education Planning Council; and
• Five members of the community appointed by the Santa Clara County Board of Supervisors.

The Commissioners are responsible for implementing the goals and objectives outlined in Proposition 10, administering the finances allocated from Proposition 10, and adopting a Strategic Plan that is updated every three to five years and reviewed annually. This five-year Strategic Plan, covering FY 2018-2023, maintains the Commission’s long-term commitment to its Strategic Framework and was updated to reflect the input of FIRST 5’s staff, partners, and parents/caregivers who have participated in FIRST 5 funded programs. See Appendix A for a description of our Strategic Planning process.

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\(^2A\) Chance for Every Child. Santa Clara County’s Proposition 10 Strategic Plan, 1998.

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CORE VALUES

Collaboration: We work cooperatively with established systems, services, and the community on common goals to maximize effectiveness for children and families.

Innovation: We apply what has been proven to work elsewhere to find fresh solutions to the specific needs of our community.

Excellence: We seek to attain the highest quality outcomes, measured against established best practices and the most credible current research.

Accountability: We are responsible and results-driven with the resources the public entrusts to us.

Respect: We embrace input and assistance from all facets of the community, so we can span all cultures and languages to support every child and family.
FIRST 5 Santa Clara County supports the healthy development of children prenatal through age 5 and enriches the lives of their families and communities.
FIRST 5 has a long history as a learning organization that is grounded in the science of early childhood and evidence-based practices. Early in its formative years, the Commission directed staff to conduct an additional community-driven process, using both qualitative and quantitative research, to further prioritize the recommendations in the Strategic Plan developed by the Early Childhood Development Collaborative. This process led the Commission to prioritize funding for 11 strategies for a period of three years.

Then in 2004, the FIRST 5 Commission invested in a High-Risk Research and Design project, led by Dr. David Arredondo, to answer these strategic questions, “Why allocate a substantial portion of FIRST 5 moneys to the highest-risk children in our County? Why wouldn’t we just spend our money on increasing awareness and promoting the notion of Preschool for All?” Over the course of 18 months, Dr. Arredondo and a team of professionals experienced in early education, public health, behavioral health, Superior Court, special needs delivery systems, and social service delivery systems conducted extensive literature reviews, wrote essays, and engaged in deep discussions to “sort out new approaches to old problems.”

The findings from this 24-month extensive research project and other research formed the foundation of FIRST 5’s Strategic Framework. This Framework has guided the Commission’s investments and work in the community ever since.

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5Ibid.
WHAT THE RESEARCH TOLD US

Children do not develop in isolation, but rather within a set of social systems or Circles of Influence that are interconnected, dynamic, and have both an individual and collective impact on the healthy development of children. All of these social systems need to be working together to ensure that children achieve optimal physical health and acquire age, and developmentally appropriate cognitive, social, emotional, and behavioral skills.

Children who are exposed to multiple risk factors in any of these Circles of Influence are more likely to have poor developmental outcomes. However, the presence of one or more of the following Early Childhood Developmental Assets increases children’s capacity to overcome the potentially harmful effects of adversity, thereby increasing their chances of succeeding in school and life.

- Family Support – Family members consistently provide plenty of love, attention, care, and nurturing.
- Community Cherishes and Values Children – Parents/caregivers and other adults in the community value and appreciate young children, and activities and resources are available to promote their healthy development.
- Early Literacy – Young children enjoy talking, writing, looking at pictures, and learning to read.
- Other Adult Relationships – Young children receive love and comfort from at least one adult (other than their parents), and they have support from people outside the home.
- Home-School Connection – Adults in the home and at school or other programs share information and activities that help young children feel secure and connected in the places where they spend time.
- Positive Cultural Identity – Parents and adults encourage young children to feel good about their identity, including their physical abilities, ethnicity, faith and religion, family members, gender, and language.
WHAT THE RESEARCH TOLD US

2. Children are better when they have access to high-quality early learning experiences. Research clearly demonstrates that children fare better when they have high-quality early learning experiences. Essential elements of a quality early learning experience include, but are not limited to:

- A well-educated workforce (Bachelor of Arts degree or higher) that is compensated based on qualifications;
- Low adult/child ratios and group sizes;
- Facilities and early learning environments that are of the highest quality, as measured by environmental and program rating tools;
- Developmentally, culturally, and linguistically appropriate program content and activities with specific learning objectives;
- Developmental screening, assessments, and referral services;
- Inclusion of children with special needs;
- Family involvement in children's education; and
- Integration of community support services for children and families in partnership with early educators.

3. Children and their families with cumulative risks benefit from a comprehensive, integrated, and culturally-sensitive approach to improving children’s health and well-being, early education, and family strengthening. An integrated approach to addressing children and families’ holistic needs within the context of their Circles of Influence and a “Whole-Person Care” framework includes essential elements such as: (1) intensive parent involvement, (2) early screening of health and developmental milestones and assessments for any suspected developmental delays or disabilities, (3) family support to advocate for and secure services, and (4) physical, developmental, and behavioral health services as needed.

5. Children in families where Protective Factors are present and strong are more likely to experience optimal health and development. Research shows that as the number of Protective Factors increases, the risk for child abuse and neglect decreases. The Five Protective Factors listed below are the foundation of the Strengthening Families approach, an evidence-based framework for building family strengths that protect against risk factors and poor outcomes for both children and families, as well as promote strong families and optimal development for children:

- Parental Resilience: Managing stress and functioning well when faced with challenges, adversity, and trauma.
- Social Connections: Positive relationships that provide emotional, informational, instrumental, and spiritual support.
- Knowledge of Parenting and Child Development: Understanding child development and parenting strategies that support physical, cognitive, language, and social and emotional development.
- Concrete Support in Times of Need: Access to concrete support and services that address a family’s needs and help minimize stress caused by challenges.
- Social and Emotional Competence of Children: Family and child interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions, and establish and maintain relationships.

6. Agencies, departments, community groups, and policymakers must collaborate at every level to develop a high-quality, coordinated, integrated, and sustainable System of Care that uses a Whole-Person Care framework for improving outcomes for children prenatal through age 5 and their families. Research indicates the elements of an effective System of Care include:

- Increased community engagement that promotes the importance of the first 5 years of a child’s life and ensures that young children are a high priority;
- Availability of and access to developmentally appropriate, child-focused activities for all young children and their families;
- Universal, quality screening of developmental milestones for all young children and identification of physical, developmental, behavioral, and social-emotional health concerns as early as possible;
- Consistency of and access to quality assessments and referrals for children with suspected physical, developmental, behavioral, and social-emotional health delays or concerns;
- Increased understanding of and opportunities for inclusion of children with special needs and their families;
- A coordinated child/family plan, services and supports that are respectful of and responsive to the cultures and languages of children and families;
- Outreach and engagement strategies that are effective in reaching families who are isolated and/or those who are overrepresented in such systems as child welfare, juvenile justice, and the courts;
- A high-quality workforce with experience in serving young children and their families across all systems;
- Transition planning that transcends systems and crosses ages and developmental stages;
- Maximization of existing resources;
- Continuous evaluation and quality improvements at every level; and
- Information and access for the community regarding resources and activities available for families with children prenatal through age 5.
Children with cumulative risk factors are likely to have poor developmental outcomes, unless we intervene early. Children who live in environments with multiple risk factors such as poverty, social isolation, family violence, and unstable housing are more likely to experience challenges in their development. As shown in the map, the cumulative risk factors are greatest for children living in six ZIP codes within San José and Gilroy: 95020, 95111, 95112, 95116, 95122, and 95127. FIRST 5 uses this geo-map to make strategic investments in neighborhoods where children are at greatest risk for poor developmental outcomes, and to develop a System of Care that reaches the most vulnerable children.

Cumulative risk was calculated relative to the County average. The darker the red, the greater the cumulative risk. Risk factor ratings within ZIP codes were developed.

These same ZIP code areas also had the following characteristics:
- The highest concentration of children under the age of six; and
- Schools with the lowest Academic Performance Index (API) scores.

Population based cumulative risks were calculated relative to the County average. The darker the red, the greater the Cumulative Risk. Risk factor ratings within zip code areas were developed for:

1. Mother with no high school degree;
2. Teenage mother;
3. Low birth weight;
4. Late entry to prenatal care;
5. Substantiated child abuse reports;
6. Domestic violence involving children;
7. Medi-cal;
8. Elevated blood levels

1. Investing in culturally responsive programs and services that increase Early Childhood Developmental Assets and Protective Factors within the Circles of Influence, using a Whole-Person Care, Life Course framework. FIRST 5 funds programs and services throughout Santa Clara County that positively impact the lives of all young children and their families, while striving to develop resilience, and mitigate risks for those children at greatest risk of poor developmental outcomes. Applying a Whole-Person Care, Life Course approach helps children reach their full potential by addressing the complex interplay of biological, social, environmental, economic, and institutional determinants that shape the health, education, and well-being of children and families throughout the lifespan and across generations.

2. Focusing investments in neighborhoods that have the highest concentration of children prenatal through age 5, and where children are at the greatest risk for poor developmental outcomes. FIRST 5 utilizes the geo-map of cumulative risk factors to ensure that the Commission’s funds are invested strategically in communities that have the highest need and the greatest potential for positive impacts. FIRST 5 also looks to other public data sets and reports such as the Santa Clara County Children’s Health Assessment, the Santa Clara County Early Learning Master Plan, the Community Plan to End Homelessness, and FIRST 5’s evaluation data to identify and address racial and socioeconomic inequities in opportunities and outcomes. Applying this equity lens to FIRST 5’s investments is critical to ensure that all children reach their full potential.

3. Developing a comprehensive, integrated System of Care that reaches the most vulnerable children. FIRST 5 has partnered with policy makers, county agencies, community-based organizations, and community members to develop an integrated, sustainable, and comprehensive System of Care that:
   - Improves coordination and integration of culturally responsive programs and services for children prenatal through age 5 and their families;
   - Sustains efforts through increased leveraging of existing resources and identification of new sources of funding; and
   - Aligns FIRST 5 programs with other community initiatives to achieve greater impact.

4. Incorporating the Strengthening Families approach and the Five Protective Factors framework into organizational policies and program design. The Strengthening Families approach and the Five Protective Factors framework is a signature element of FIRST 5’s strategic direction. The framework provides a structure for FIRST 5’s partners to assess the degree to which their programs foster these Protective Factors among children and families, and to identify opportunities to increase the Protective Factors through enhancements to program design and organizational policies.

5. Building cross-sector partnerships to transform the systems that impact the health, education, and well-being of Santa Clara County’s youngest children and their families. While funding programs and direct services remains of vital importance, FIRST 5 recognizes that solely distributing money is not the only strategy for a sustainable solution. Throughout its history, FIRST 5 has been a catalyst for change by developing cross-sector partnerships, convening partners who have the will and power to break down silos and barriers, and facilitating collective efforts to strengthen policies and practices of systems to create equitable outcomes for young children and their families.

6. Investing resources to pilot, incubate, and launch innovative approaches, while building the capacity of partners to scale up and sustain the continued investment. The amount and flexibility of FIRST 5’s resources have enabled the organization to support or initiate innovative approaches to improving child and family outcomes that might not otherwise have been possible. At the same time, FIRST 5 has always taken into account the gradual but steady decline in Proposition 10 revenues and FIRST 5’s reserves. FIRST 5 has been successful in balancing innovation with sustainability by providing funding to help incubate, launch, and evaluate programs and services until they are proven effective and have long-term, sustainable funding streams.

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This comprehensive, integrated system reflects FIRST 5’s ecological, Whole-Person Care approach to strengthening families, communities, and systems by offering a continuum of services across three tiers: promotion, prevention, and early intervention. This approach enables FIRST 5 to focus on providing intensive, tailored services to children and families experiencing the highest level of need, while also working toward shifting community norms and systems that affect the health and well-being of Santa Clara County’s youngest children. FIRST 5’s ongoing research and evaluation measures the impact of these efforts to continuously improve the system of services and support for families in the community. Additionally, FIRST 5’s workforce development institute, the Community of Learning, builds and strengthens the capacity of service providers, community members, and systems leaders to better care for children prenatal through 5 and their families.

The Commission adopted a research-based, Strategic Framework that guides FIRST 5’s investments and partnerships. This framework includes the following elements:

- **Children’s Health**: Children are born healthy and experience optimal physical, behavioral, and developmental health.
- **Family Strengthening and Support**: Families are resilient and raising happy, healthy, and thriving children.
- **Community and Neighborhood Engagement**: Families in all communities and neighborhoods are engaged, connected, and involved in supporting the healthy development and well-being of children.
- **Early Care and Education**: All children experience high-quality early care and education opportunities in various settings that prepare them to be lifelong learners at home, school, and in their communities.
- **Systems Change**: County systems are integrated, strategic, and culturally responsive in their approaches to strengthening and supporting families.
- **Workforce Development**: The community (FIRST 5 staff, partners and other service providers) has the knowledge, skills, and capacity to support children prenatal through age 5 and their families.
- **Communications and Public Awareness**: The community is aware of the importance of early childhood and FIRST 5’s mission, priorities, investments, partners, and impact.
GOALS AND OUTCOMES
FIRST 5 prioritizes its efforts and investments to improve the following outcomes for each priority area and goal.

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITIES AND GOALS</th>
<th>OUTCOMES</th>
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| Children’s Health              | • Children are born and stay healthy.  
• Children are born healthy and experience optimal physical, behavioral, and developmental health.  
• Families have the knowledge, skills, and resources they need to promote their children’s health and development.  
• Family networks of support are strengthened within their neighborhoods and communities.  
• Families have increased access to information, resources and support in times of need.  
• Families’ parenting skills are enhanced to support their children’s healthy development and social-emotional well-being. |
| Family Strengthening and Support | • Children are successful learners.  
• Early childhood settings are of high quality and are ready to meet the academic, physical health, and social-emotional needs of children.  
• School systems prioritize the alignment and articulation of the Early Care and Education system to the Kindergarten-12th grade system.  
• Early care and education settings have strong partnerships with families, schools, service providers, and the broader community. |
| Early Care and Education        | • Neighbors and communities have social connections that promote safe and nurturing environments.  
• Children and families are a priority in all sectors of the community.  
• Community members are active advocates for the health and well-being of all children and families. |
| Community and Neighborhood Engagement | • Children are born and stay healthy.  
• Children are born healthy and experience optimal physical, behavioral, and developmental health.  
• Families have the knowledge, skills, and resources they need to promote their children’s health and development.  
• Family networks of support are strengthened within their neighborhoods and communities.  
• Families have increased access to information, resources and support in times of need.  
• Families’ parenting skills are enhanced to support their children’s healthy development and social-emotional well-being. |

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<tr>
<th>STRATEGIC PRIORITIES AND GOALS</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td><strong>Systems Change</strong></td>
<td>System leaders and policymakers align and adopt policies, infrastructures, and investments to support the healthy development of children prenatal through age 5 and their families.</td>
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<tr>
<td>County Systems are integrated, strategic, and culturally responsive in their approaches to strengthening and supporting families.</td>
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<tr>
<td><strong>Workforce Development</strong></td>
<td>• A highly qualified and diverse workforce that supports the healthy development of children, families, and communities.</td>
</tr>
<tr>
<td>The community (FIRST 5 staff, partners, and other service providers) has the knowledge, skills, and capacity to support children prenatal through age 5 and their families.</td>
<td>• Workforce development systems are aligned within and across disciplines to ensure consistent, high-quality service delivery.</td>
</tr>
<tr>
<td><strong>Communications and Public Awareness</strong></td>
<td>• The community is informed about best practices and strategies to promote the optimal physical, behavioral, and developmental health of young children and their families.</td>
</tr>
<tr>
<td>The community is aware of the importance of early childhood and FIRST 5’s mission, priorities, investments, partners, and impact.</td>
<td>• The community supports and advocates for investments in the health and well-being of children prenatal through age 5 and their families.</td>
</tr>
<tr>
<td></td>
<td>• The healthy development of children, prenatal through age 5, and their families is a priority for the community.</td>
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SUSTAINING FIRST 5’S INVESTMENTS

When Proposition 10 passed in 1998, the influx of revenue dedicated to early childhood created an unprecedented opportunity to build or enhance programs and services that improved the lives of children and families. However, the Proposition 10 tobacco tax was known to be a declining revenue source from its inception. Knowing this, FIRST 5 has incorporated a number of strategies into its long-term strategic and sustainability planning for many years.

COMMUNITY INVESTMENT AND LEVERAGED FUNDS

LEVERAGING FIRST 5 INVESTMENTS

FIRST 5 has successfully leveraged its resources for many years. In FY 2016-17, FIRST 5 more than doubled its $16 million Community Investment by leveraging an additional $18.9 million in federal, state, and local dollars. This means that for every dollar spent, FIRST 5 leveraged an additional $1.18 from other programs.
10-YEAR SUSTAINABILITY PLAN

FIRST 5’s focus on leveraging funds and creating systems change is critical to the sustainability plan, as revenue from the Proposition 10 tobacco tax is expected to continue declining approximately 3 percent to 4 percent per year. FIRST 5 draws revenue from its reserve balance each year as part of a planned strategy to invest available resources into community programs and services. The financial forecast and the planned use of the reserve balance have been incorporated into FIRST 5’s projected 10-Year Sustainability Plan (indicated in the chart below).

It should be noted that FIRST 5’s 10-year Sustainability Plan provides a framework to guide the Commission’s investments and ensure that allocations are aligned with its priorities, as outlined in this Strategic Plan. Revenue and expense projections are estimated for the purposes of this Sustainability Plan and are likely to change over time.

As such, the 10-year plan does not name specific contractors that will receive funding or obligate the Commission to actual contracts or funding awards. Rather, it provides a snapshot of the projected trends in Revenue, Expenses, and the Reserve Balance over a 10-year period, based on information known at the time this Strategic Plan was created. Financial projections will be reviewed and updated annually when the Commission reviews the status of its Strategic Plan implementation.

The Ending Reserve Balance chart below shows the projected Year-End Balance over 10 years, relative to the projected Revenue and Expenses.
Children are born healthy and experience optimal physical, behavioral, and developmental health.

Families have the knowledge, skills and resources they need to promote their children’s health and development.

The first years of life provide an opportunity to promote the healthy development of our youngest children and prevent, as well as mitigate, many of the physical, social-emotional, and cognitive impairments that young children may face in the future. This is particularly true for children living in poverty due to their increased likelihood of exposure to environmental toxins, inadequate housing and nutrition, and other economic hardships associated with compromised child development. For the youngest children, access to high-quality, comprehensive health care, and early identification of health and developmental concerns can make the difference between a strong beginning and a fragile start.

FIRST 5 invests in a comprehensive set of health promotion, prevention, and early intervention strategies that support the physical, developmental, and behavioral health of children prenatal through age 5 and their families, including:

### PROMOTION STRATEGIES
- Community outreach and education about the importance of healthy eating habits, (including breastfeeding), increasing water consumption and physical activity, and decreasing consumption of sugar-sweetened beverages, and increasing physical activity.
- Health insurance information, enrollment, and connections to medical/dental homes.
- Support for research, education, and advocacy efforts that reduce food insecurity and improve children’s nutrition, physical activity, and overall health.

### INTERVENTION STRATEGIES
- Provide in-home early intervention services for children whose screening results indicate potential, developmental, and/or behavioral concerns. Services provided by the KidConnections Network (KCN) of providers include (but not limited to): comprehensive assessment, parenting education services, developmental/behavioral home visitation services, therapeutic services, educational support services, and connection to high-quality early childhood education, family resource centers, and other community resources.
- Support for the Universal Perinatal Screening Pilot Project to: (a) increase use of the evidence-based 4Ps Plus screening tool in health clinics to identify pregnant women who have or are currently experiencing substance abuse, maternal depression, anxiety, and/or intimate partner violence, and (b) connect identified women to prevention and early intervention resources.
- Quality care for medically fragile infants and their families through life-saving, state-of-the-art medical equipment, Family and Baby Advocacy services, breastfeeding support, and genetic counseling.
Health promotion strategies such as community outreach and education create awareness of the importance of healthy habits, such as eating nutritious foods, consuming more water, and engaging in more physical activity (Shonkoff, 2000). Prevention strategies, through universal developmental and behavioral health screenings, help with early identification of problems with hearing, vision, oral health, developmental delays, and social-emotional health, which if left untreated can result in poor academic and health outcomes (Anderson et al., 2003). Early intervention services provided by practitioners who are highly skilled in evidence-based practices can support children’s readiness for school and beyond by helping them meet their developmental and behavioral milestones, have better hearing, corrected vision, and improved oral health (Heckman, 2006).

In addition, the prevalence of childhood obesity is a public health concern. In Santa Clara County, 17% of low-income children (between the ages of two and four years) are obese. Children who are overweight or obese are at increased risk of experiencing health and social-emotional problems, as well as becoming overweight adults. The health complications from being overweight or obese as a child can be long-lasting, but they are preventable with coordinated and sustained health promotion efforts, which include community outreach and education that raise awareness of the importance of healthy habits, eating nutritious foods, consuming more water, and engaging in more physical activity (Shonkoff, 2000).
Families are resilient and raising happy, healthy, and thriving children. Family networks of support are strengthened within their neighborhoods and communities. Families have increased access to information, resources and support in times of need. Families’ parenting skills are enhanced to support their children’s healthy development and social-emotional well-being.

While FIRST 5 is an advocate for all young children in Santa Clara County, of particular concern are those children who have experienced abuse and neglect or are separated from parents/caregivers due to incarceration. These children are the County’s most vulnerable population, many of whom may have serious medical problems and developmental and/or behavioral challenges. Left unaddressed, these challenges may place them at greater risk for school failure, teen pregnancy, homelessness, and entanglement with the criminal justice system (Dicker, 2009). FIRST 5 invests in comprehensive prevention and early intervention strategies for families involved with the Court and Child Welfare systems, including:

**HOME VISITATION**
Home visiting services provided by Public Health Nurses that include (but are not limited to) physical examinations, developmental and behavioral health screenings, and connections to appropriate services, such as early learning opportunities, a Family Resource Center, the Kid-Connections Network of Providers, Women, Infant, and Children (WIC), Early Start, medical and dental homes, and specialty services.

**CARE COORDINATION SERVICES**
Care coordination services (connections to drug testing, supervised visitation, parenting support and FIRST 5 System of Care) provided by Resource Specialists and a Court Care Coordinator for families participating in the Family Law Treatment Court (FLTC) and other courts. These services strengthen parent-child relationships and promote successful family reunification.

**PARTNERSHIP WITH DEPENDENCY WELLNESS COURT (DWC)**
Collaboration with Santa Clara County Superior Court to improve services and outcomes for DWC-involved families, including parents/caregivers who have a Substance Use Disorder (SUD) and/or co-occurring SUD and mental health disorder and whose children have been or are at risk of being removed from the home.

**OVERVIEW OF INITIATIVE AND PRIMARY STRATEGIES**

**INITIATIVE**
**SUPERIOR COURT AND CHILD WELFARE**

**GOAL**
Families are resilient and raising happy, healthy, and thriving children.

**OUTCOMES**
Family networks of support are strengthened within their neighborhoods and communities. Families have increased access to information, resources and support in times of need. Families’ parenting skills are enhanced to support their children’s healthy development and social-emotional well-being.
Research shows that the well-being of young children is dependent on two essential conditions, “First is the need for stable and loving relationships with adults who provide responsive and reciprocal interaction, protection from harm, encouragement for exploration and learning, and transmission of cultural values. Second is the need for a safe and predictable environment that provides a range of experiences to promote cognitive, linguistic, social, and emotional development.”

Unfortunately, many young children experience Adverse Childhood Experiences (ACEs) and trauma such as poverty, discrimination, housing insecurity, child abuse and neglect, domestic violence, or parental incarceration that can create toxic levels of stress and disrupt the developing brain. Children who experience adversity in early childhood are at greater risk of entering school without the foundation of good health, social-emotional skills, and cognitive skills needed to thrive in school, and increases the risk for poor health, educational, and socioeconomic outcomes throughout life.

Through the Superior Court and Child Welfare Initiative, families receive services and support that strengthen the parent/caregiver’s capacity to understand and promote their children’s healthy development, build an enhanced network of family and community support, obtain access to needed services, manage stress and adversity, and enhance their parenting confidence and skills.

All children experience high-quality early learning opportunities in all settings that prepare them to be lifelong learners at home, school, and in their communities.

Children are successful learners. Early childhood settings are of high quality and are ready to meet the academic, physical health, and social-emotional needs of children.

School systems prioritize the alignment and articulation of the Early Care and Education system to the Kindergarten-12th grade system.

Early care and education settings have strong partnerships with families, schools, service providers, and the broader community.

Support for Family Child Care Homes (FCCHs) to become QUALITY MATTERS sites, through:

- Training, coaching, and technical assistance to implement the Sensitive, Encourage, Educate, Developing through Doing, Self-Image (SEEDS) of Early Literacy program, a relationship-based professional development strategy for Family Child Care Home providers to develop language and literacy-rich environments for young children in their care.
- Access to myTeachstone, an online professional development platform designed to enhance early educators’ knowledge and skills to support effective adult-child interactions.

Partnership with the SCCOE Inclusion Collaborative to measure the quality of inclusion using the Inclusive Classroom Profile (ICP) for rated QUALITY MATTERS sites.

Coordination of the implementation of Raising a Reader, an early literacy and family engagement program, in local QRIS rated sites, including FCCHs.

Support for WestEd’s Center on the Social and Emotional Foundations for Early Learning (CSEFEL)/Teaching Pyramid trainings for QUALITY MATTERS providers.

Engagement of Informal Early Care providers in the QUALITY MATTERS system.

FIRST 5’s Early Learning Initiative is a comprehensive, integrated, systematic approach to ensuring Santa Clara County’s young children have access to high-quality early learning opportunities and enter school fully prepared to succeed academically, emotionally, physically, and socially. Early education programs operate within social systems that are interconnected and collectively impact families, educators, administrators, community partners, and ultimately the healthy development of children. Therefore, when supporting early education programs, FIRST 5 Santa Clara County uses an integrated comprehensive systems approach to create a pathway to high quality, with the Quality Rating and Improvement System (QRIS) serving as the foundation.
Partnerships with the County, Alum Rock Union Elementary School District, Franklin-McKinley School District, and each district’s partners to plan, implement, and evaluate pilot programs designed to create a comprehensive and integrated health and early learning system including family strengthening services.

Implementation of a comprehensive, integrated early learning data system (iPinwheel) that promotes continuous quality improvement practices and streamlines program operations and reporting for early childhood educators.

A collaborative effort with SCCOE to expand a cross-agency integrated early learning data sharing through DataZone, a robust integrated data warehouse for children birth through age 5 and their families aligned with the Transitional Kindergarten through 12th grade school district data.

Partnership with Mathematica Policy Research and the Early Learning Lab to pilot the Rapid Cycle Evaluation Coach (RCE Coach) a technology-based platform that provides a rigorous, quick turnaround approach to determine whether an intervention or implementation approach meets the needs of the community. Conducting rapid cycle evaluations will empower FIRST 5 and our partners to make informed, evidence-based decisions in actionable timeframes as well as being intentional about how we structure use of that data for systems and policy change.

Partnerships with other agencies developing data systems and conducting research and evaluation relevant to this initiative.

Research confirms the importance of quality early learning experiences effectively prepare young children for school and for life. Studies show that high-quality early learning programs improve school readiness and lead to better long-term academic achievement and adult health outcomes. Additionally, quality early learning reduces future unemployment, substance abuse, high school dropout rates, and crime. New research from Nobel Laureate James Heckman and colleagues shows that investments in high-quality early childhood development programs for economically disadvantaged children can deliver a 13% annual return on investment by improving health, education, and socioeconomic outcomes later in life.

In addition, school systems must be ready to meet the academic and social-emotional needs of all children in order to sustain the positive effects of quality early education. By age eight, children develop key academic and social-emotional skills (e.g., problem-solving, self-confidence, relationship-building, curiosity, and love of learning) that create the foundation for later learning and help children reach their full potential.

“Ready Schools” support children’s development of these skills by providing an environment that values and respects children and families, ensuring high-quality teaching practices, and fostering strong connections with parents and the community. It is imperative for schools, early educators, families, and community leaders to work together to continuously raise the quality of early learning programs and build bridges to “Ready Schools” so that all children have equal opportunity to achieve their full potential from cradle to career.

FIRST 5 is effective at leveraging and advocating for local, state, and federal resources that enable partners to build a comprehensive early learning system. The level of community and political support for early education is greater than ever, and FIRST 5 is poised to play a leadership role in channeling this momentum into dedicated local, state, and federal funding that will benefit Santa Clara County’s children.

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Parent and caregiver workshops and seminars such as:

- Triple P—Positive Parenting Program – Simple, practical parenting strategies to build strong, healthy relationships
- Abriendo Puertas/Opening Doors – Parent and caregiver leadership programs
- SEEDS of Early Literacy – Child language and literacy development
- BabyCare – Infant/toddler care seminars
- 24/7 Dad – Seminar for fathers and other male caregivers raising children

Neighborhood-based centers operated by funded partners that offer:

- Educational and fun parent/caregiver and child activities;
- Nutrition, health, and wellness programs for the whole family;
- Health insurance information and resources;
- Physical, developmental, and behavioral health screenings for children prenatal through age 5 and linkages to FIRST 5’s System of Care;
- Professional development opportunities, resources, and other support services for licensed Family Child Care Home providers and Informal caregivers;

The Strengthening Families Initiative is a place-based strategy that strengthens knowledge of child development, family resilience, and social connections. Through this initiative, FIRST 5 establishes Family Resource Centers (FRCs) throughout Santa Clara County that provide high-quality family strengthening services for children and parents/caregivers. In addition, FRCs are neighborhood hubs that foster connections between families, early educators, schools, and other community resources so that children’s health, development, and well-being is supported at home, school, and in the community.

FIRST 5’s investments in this initiative focus on strategies to expand the depth and scope of FRCs and build their capacity to address prevalent or emerging issues that affect child and family well-being, such as but not limited to homelessness, intimate partner violence, and immigration rights:

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families are resilient and raising happy, healthy, and thriving children.</td>
<td>Children and families are a priority in all sectors of the community.</td>
</tr>
<tr>
<td>Families in all communities and neighborhoods are engaged, connected, and involved in supporting the healthy development and well-being of children.</td>
<td>Community members are active advocates for the health and well-being of all children and families.</td>
</tr>
</tbody>
</table>

**OVERVIEW OF INITIATIVE AND PRIMARY STRATEGIES**

**FAMILY RESOURCE CENTERS**

- Parent and caregiver workshops and seminars such as:
- Family engaged Advisory Committees – Leadership opportunities for parents, caregivers, and community members.
- Volunteer Opportunities for parents, caregivers, and community members of all ages to share their gifts, skills, and talents to support families. FIRST 5 is partnering with Generation to Generation (Gen2Gen), a national volunteer initiative aimed at engaging older adults to contribute their time and talents to enrich the lives of young children. This effort shines a light on the mutual benefits of intergenerational relationships.
- Other programs and activities that promote health, wellness, nutrition, and school readiness.
Families are often faced with a range of different, complex health and psychosocial problems that can be barriers to children’s healthy development and school readiness. Place-based approaches aim to address these interconnected problems by galvanizing the strengths and resources of an entire community to ensure families receive services that are fully integrated and accessible. FIRST 5’s Family Resource Centers provide safe, welcoming places for families to seek support and services before problems arise, as well as during critical times of need. When this type of place-based support is widely available and easily accessible, families are more likely to acquire the knowledge and skills they need to ensure their children are healthy and thriving in school and community and throughout life.

In addition, place-based approaches seek to involve families and other community members in best practices that promote engagement, social connection, and resiliency. Partnerships among schools, families, and communities are formed and sustained when programs “successfully connect with families and communities, invite involvement, are welcoming, and address specific parent and community needs.” Partners in FIRST 5’s Family Strengthening Initiative provide pathways for families to become more engaged in all aspects of their children’s health, learning, and development.

16Southwest Educational Development Laboratory, Annual Synthesis (2002). A New Way of Evidence: Impact of School, Family, and Community Connections on Student Achievement.
INITIATIVE

SYSTEMS CHANGE

GOAL
County systems are integrated, strategic, and culturally responsive in their approaches to strengthening and supporting families.

OUTCOMES
System leaders and policymakers align and adopt policies, infrastructures, and investments to support the healthy development of children prenatal through age 5 and their families.

OVERVIEW OF INITIATIVE AND PRIMARY STRATEGIES
FIRST 5 develops partnerships at the local, regional, state, and national level that provide opportunities to advocate for policies, funding, and systems change that support the healthy development of children prenatal through age 5 and their families. The following Systems Change efforts are focused on strengthening and deepening FIRST 5’s System of Care that is responsive to the needs of children prenatal through age 5 and their families.

DEVELOPING AND STRENGTHENING CROSS-SECTOR PARTNERSHIPS

In an effort to ensure that the System of Care is accessible to the most vulnerable and underserved children and families in Santa Clara County, FIRST 5 is strengthening existing partnerships and developing new relationships with civic leaders, county departments, Office of the County Executive, community-based organizations, policy makers, and other community partners. The partnerships listed below highlight key stakeholders and are not intended to be an inclusive list of all participating partners. FIRST 5 is co-leading and/or actively involved in cross-sector partnerships that align with FIRST 5’s Strategic Framework. Examples include, but are not limited to:

QUALITY MATTERS...a STRONG START for kids: Co-lead a systemic approach to assess, improve, and communicate the level of quality in early education programs.

Prenatal through 3rd Grade Health and Early Learning Systems Pilot: Partnerships with the Santa Clara County Executive’s Office, Alum Rock Union Elementary School and Franklin-McKinley School Districts, and community partners to plan, implement, and evaluate a pilot designed to create a comprehensive and integrated health and early learning system inclusive of family strengthening services.

2017 Santa Clara County Early Learning Master Plan: A county-wide collaborative effort led by SCCOE to improve access to quality educational systems for children birth through age eight and their families.

System of Care for Children and Families Impacted by Incarceration: A county-wide collaborative effort led by the Santa Clara County Probation Department to develop an integrated system of services for children and families impacted by incarceration.

City of San José Welch Park Project: A collaborative effort led by Council Member Sylvia Arenas and the city of San José, District 8 to strengthen family and community connections through a neighborhood revitalization effort.

Housing Navigation: Family Support Program: In partnership with the Office of Supportive Housing and community-based partners, FIRST 5 provides services and support for families impacted by housing instability and/or homelessness.

Santa Clara County Children’s Health Assessment and Implementation Plan: In partnership with the Santa Clara County Health System, Public Health Department and other community partners, FIRST 5 is co-leading the implementation of the Universal Developmental Screening and Early Care and Education priority areas identified in the assessment.

City of San José, Library Education and Digital Literacy Strategy: To develop and implement early education standards and policies for all early learning settings, a partnership has been developed with the City of San José Public Library and FIRST 5.
DataZone/Silicon Valley Regional Data Trust: A collaborative effort has been established with SCCOE to expand a cross-agency integrated early learning data sharing through DataZone, a robust integrated data warehouse for children birth through age 5 and their families aligned with the Transitional Kindergarten through 12th grade school district data.

CalWORKs Home Visitation: In partnership with Santa Clara County Social Services Department and the Santa Clara County Public Health Department, FIRST 5 and other community partners will work together to support the grant application and implementation of the CalWORKs Baby Wellness and Family Support Home Visiting Program to provide CalWORKs recipients who are pregnant or parenting a child under age two with voluntary, evidence-based home visiting services.

Transitional Age Youth (TAY)/The Hub Family Support Program: In partnership with the Department of Family and Children Services, FIRST 5 provides services and support to pregnant and parenting (foster) youth and their families.

Santa Clara County School Linked Services: In partnership with Santa Clara County Behavioral Health Services Department, FIRST 5 collaborates with community partners to implement School Linked Services, which is a systemic approach to onsite, school-based services.

Supportive Services for Immigrant Families: In partnership with The Office of Immigrant Relations, FIRST 5 is conducting education and awareness campaigns promoting access to services for immigrant families and communities.

Oral Health Collaborative: FIRST 5 partners with the Santa Clara County Public Health Department and other stakeholders to develop an oral health system of care for children and families in Santa Clara County.

Supportive Services for Children and Families impacted by Intimate Partner Violence: FIRST 5 collaborates with the Office of Women’s Policy and other service providers to offer training and support services for families impacted by intimate partner violence.

WHY THIS MATTERS

Research tells us that children’s brains develop most rapidly between conception and age 3.17 FIRST 5 strives to create a county-wide movement to ensure that the developmental needs of young children and their families are a priority in all sectors of the community. Systems change are “efforts that strive to shift the underlying infrastructure within a community or targeted context to support a desired outcome, including shifting existing policies and practices, resource allocations, relational structures, community norms, values and skills, and attitudes.”18

FIRST 5’s systems change strategies (i.e., advocacy, policy change, fund leveraging, and partnership development) work in tandem to shift the underlying infrastructure of organizations and systems that impact young children’s lives. This is the ultimate form of sustainability, as it will ensure that a comprehensive System of Care for children prenatal through age 5 will be embedded and sustained in existing systems, and that it will remain viable long after FIRST 5’s resources have been exhausted.

TRANSITIONING TO SUSTAINABLE FUNDING STREAMS

Over the years, FIRST 5’s investments have helped incubate, launch and evaluate successful programs, which have eventually become sustained by community partners. This strategy has enabled FIRST 5 to reduce the amount of its community investments while ensuring the continued availability of effective programs for children and families. The table below highlights some of the programs and initiatives that relied heavily on FIRST 5 funding but were successfully transitioned to partners and systems with sustainable, ongoing sources of funding.

<table>
<thead>
<tr>
<th>FIRST 5 PROGRAM &amp; INVESTMENTS</th>
<th>DESCRIPTION</th>
<th>SYSTEM SUSTAINING PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Santa Clara County Family Health Plan, Healthy Kids</td>
<td>In 2001, our partnership with community leaders and our investment in the Santa Clara County Children’s Health Initiative established the country’s first Universal Healthy Kids Program, which provides comprehensive health coverage for all children under the age of six.</td>
<td>Santa Clara County, Measure A; Santa Clara Family Health Plan</td>
</tr>
<tr>
<td>$31,129,978</td>
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<tr>
<td>Differential Response</td>
<td>Preventative approach of services and supports designed to alleviate the stressors and impacts on a family, in order to prevent the family from entering or re-entering into the Child Welfare System.</td>
<td>Santa Clara County Social Service Agency</td>
</tr>
<tr>
<td>$2,609,296</td>
<td></td>
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<tr>
<td>Family Court Services (Family Support Specialists)</td>
<td>Services and supports for families involved in Family Law Court, in which young children are suffering or at-risk of suffering from exposure to emotional or physical abuse, high conflict relationships, and other high-risk behaviors by their parents or guardians.</td>
<td>Santa Clara County Behavioral Health Department</td>
</tr>
<tr>
<td>$2,496,880</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infant Neuro - developmental Clinic (IND)</td>
<td>Developmental screening and assessment to newborns and infants referred from County Public Health Nursing, Valley Medical Center (NICU), Mother Infant Care Center and pediatricians.</td>
<td>Santa Clara County Health System</td>
</tr>
<tr>
<td>$1,439,057</td>
<td></td>
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<tr>
<td>FIRST 5 PROGRAM &amp; INVESTMENTS</td>
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<tr>
<td>Medical-Legal Partnership Clinic</td>
<td>The VMC Foundation, in partnership with Law Foundation of Silicon Valley Legal Advocates for Children and Youth, provides free and confidential legal services to children prenatal through age 5 and their families who are receiving medical care at Santa Clara Valley Medical Center or its clinics.</td>
<td>Valley Medical Center Foundation</td>
</tr>
<tr>
<td>Reach Out and Read</td>
<td>Reach Out and Read gives young children a foundation for success by incorporating books into pediatric care and encouraging families to read aloud together.</td>
<td>Valley Medical Center Foundation</td>
</tr>
<tr>
<td>Medi-Cal Enrollment Support for Newborns</td>
<td>As part of the Baby Gateway Program, FIRST 5 invested in an Office Specialist position within the child welfare system to expedite the Medi-Cal enrollment of newborns before they leave the hospital.</td>
<td>Santa Clara County Social Services Agency</td>
</tr>
<tr>
<td>Early Childhood Mental Health Certificate Program</td>
<td>FIRST 5 Santa Clara County, Santa Clara County Health and Hospital System—Behavioral Health Services Department and De Anza College partnered to develop an academic certificate program in early childhood mental health.</td>
<td>De Anza Community College</td>
</tr>
<tr>
<td>Teen Success</td>
<td>Provides a stepping stone for first time teen mothers to be successful by helping them finish high school, avoid having a second child as a teen, and develop concrete goals and plans for their futures. Through weekly support groups, teen mothers receive guidance from professional facilitators and develop trusting, supportive relationships with their peers, which together inspire and empower them to reach their potential.</td>
<td>Santa Clara County, Board of Supervisors</td>
</tr>
</tbody>
</table>
In addition to these programmatic investments, FIRST 5 has funded short-term capital investments that support FIRST 5’s strategic priorities but do not require long-term funding. This type of time-limited investment has been a valuable strategy to embed elements of FIRST 5’s system of care into other community settings. Examples include:

<table>
<thead>
<tr>
<th>FIRST 5 PROGRAM &amp; INVESTMENTS</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>Santa Clara Valley Medical Center: Women and Children’s Center</td>
<td>Funding to support refurbishment of VMC’s existing “New Main Hospital” with a focus on transforming family, play, and public spaces to be more welcoming and joyful. Facility upgrades included creation of a mother-baby post-partum unit with single-family suites.</td>
</tr>
<tr>
<td>Happy Hollow Corporation: Keep Around Carousel</td>
<td>Funding to support Happy Hollow Corporation’s collaboration with the City of San José to provide community engagement and education activities through the installation of an Endangered Species “Keep Around Carousel,” located at the Happy Hollow Park and Zoo (HHPZ).</td>
</tr>
<tr>
<td>Children’s Discovery Museum: Wonder Cabinet</td>
<td>Funding to support multi-disciplinary educational services offered in CDM’s “The Wonder Cabinet,” an early childhood learning laboratory designed to enrich the learning and lives of children 0-5.</td>
</tr>
<tr>
<td>Children’s Discovery Museum: Bill’s Backyard</td>
<td>Funding to support the design, construction and remediation of Bill’s Backyard: Bridge to Nature, an outdoor education center featuring interactive exhibits and experiences designed to support early childhood development through unstructured play in a natural environments.</td>
</tr>
</tbody>
</table>
The community (FIRST 5 staff, partners, and other service providers) has the knowledge, skills, and capacity to support children prenatal through age 5 and their families.

A highly qualified and diverse workforce supports the healthy development of children prenatal through age 5, their families, and communities.

Workforce development systems are aligned within and across disciplines to ensure consistent, high-quality service delivery.

The Community of Learning (COL) Initiative provides child-focused and family-centered professional development opportunities to a multidisciplinary workforce serving children prenatal through age 5 and their families through the following strategies:

**PROFESSIONAL DEVELOPMENT**
- Training on validated screening and assessment tools.
- Training-of-Trainers model that develops and sustains local capacity and expertise on evidence-based practices.

**CONTINUING EDUCATION**
- Access to high-quality continuing education opportunities.
- Support for partners to become endorsed through the California Center for Infant-Family and Early Childhood Mental Health.

**COLLABORATION AND CAPACITY-BUILDING**
- Dissemination of early childhood development information to service providers through available technologies such as webinars and audio/video podcasts.
- Promotion of ongoing opportunities for collaboration across the System of Care.
- Capacity-building support for public, private, and community-based partners to ensure services and systems are culturally responsive, trauma-informed, and healing-focused.
Pregnant and parenting families often have complex needs that cannot be met by a single service provider. This means that families interact with many professionals, including those from early care and education, early intervention, child welfare, health, and justice systems. The Community of Learning provides a unified approach to workforce development that builds and strengthens cross-sector core competencies which facilitate shared knowledge and consistent implementation of best practices that support the unique needs of families with children prenatal through age 5.

FIRST 5 invests in improving outcomes for children and families by ensuring that quality services are provided by a highly qualified, transdisciplinary and diverse workforce with specific early childhood knowledge, skills, and capacity. As new research emerges about “what works” to improve child and family outcomes, as well as gaps or barriers to improving such outcomes, FIRST 5 can and should continue to play a central role in building capacity within FIRST 5 and partner agencies to incorporate new knowledge and practices.

19ZERO TO THREE. (2015). Cross-sector core competencies for the prenatal to age 5 field. Washington, DC and Los Angeles, CA. ZERO TO THREE and First 5 LA.
COMMUNICATIONS

GOAL
The community is aware of the importance of early childhood and FIRST 5’s mission, priorities, investments, partners, and impact.

OUTCOMES
The community is informed about best practices and strategies to promote the optimal physical, behavioral, and developmental health of young children and their families.

The healthy development of children prenatal through age 5 and their families is a priority for the community.

OVERVIEW OF INITIATIVE AND PRIMARY STRATEGIES
FIRST 5 leads county-wide outreach, education, and communications campaigns to ensure the entire community, regardless of socio-economic, cultural, and linguistic background, has access to the latest information on key issues impacting the healthy development of young children. FIRST 5 invests in multiple communication strategies, including:

DISSEMINATION
FIRST 5’s website, social media, podcasts, Kit for New Parents, school readiness handbook, and other collateral.
Theme-based campaigns that support FIRST 5’s Strategic Initiatives – e.g. Safe Sleep Campaign, 1000 Books Before Kindergarten.

CAMPAIGNS
Multi-lingual books.
Community education events.

PROMOTION
FIRST 5’s website, social media, e-newsletter (Children’s Voice).
FIRST 5’s strategic plan, evaluation reports, and other products of FIRST 5’s Strategic Initiatives.
Community and political support for investing in early childhood has continued to climb across the nation, thanks to early childhood public awareness and advocacy campaigns led by organizations such as FIRST 5. A recent report found that in California:

- Voters firmly believe that investment in early childhood helps children succeed in school and later in life. Voters understand that access to early childhood education prepares students for school, and the polling data suggests that they recognize the importance of early success in school in determining other long-term outcomes, such as higher rates of college attendance and reduced involvement with the criminal justice system.

- At the same time, the issue lacks urgency when compared to K-12 education.

- Early childhood services also lack urgency when compared to other pressing local issues like the cost of housing and homelessness.

- Many parents of children under age five acknowledge that paying for early childhood education presents a significant financial burden; however, there is little evidence that voters, more broadly, comprehend the financial impact of rising preschool and childcare costs.²⁰

- These findings suggest that we, as a community and society, have grown leaps and bounds over the last 20 years in our understanding of the importance of the first five years of life. At the same time, these findings indicate that early childhood advocates such as FIRST 5 must continue working to create a sense of urgency and shift public and political will to make long-term, sustainable investments in early childhood.

²⁰Meta-Analysis of Public Opinion Data on Support for Early Childhood Services” (Fairbank, Maslin, Maullin, Metz &Associates, 2018)
The following evaluation framework identifies Key Indicators that will be utilized to measure FIRST 5’s efforts and outcomes in each Strategic Initiative. The evaluation framework enables FIRST 5 to develop and implement an evaluation plan that is aligned with the Strategic Plan. Additional indicators will be included in the detailed evaluation plan. Indicators that are measured for more than one Strategic Initiative are considered cross-cutting indicators.
### KEY INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>HEALTH AND WELLNESS</th>
<th>SUPERIOR COURT AND CHILD WELFARE</th>
<th>EARLY LEARNING</th>
<th>SYSTEMS CHANGE</th>
<th>COMMUNITY OF LEARNING</th>
<th>COMMUNICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children and parents/caregivers served, by program or Initiative.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Percent of parents/caregivers who reported they know how to access health information in the community.</td>
<td>X</td>
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<tr>
<td>Percent of parents/caregivers who reported improvements in their children’s nutrition, water consumption, or physical activity.</td>
<td>X</td>
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<tr>
<td>Number of babies in the NICU who receive support from FIRST 5 funded equipment or support specialists.</td>
<td>X</td>
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<td>Number of children enrolled in health insurance.</td>
<td>X</td>
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<tr>
<td>Percent of children connected to a medical home.</td>
<td>X</td>
<td></td>
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<tr>
<td>Percent of children who received regular well-child visits.</td>
<td>X</td>
<td></td>
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<tr>
<td>Number of children served at dental clinics.</td>
<td>X</td>
<td></td>
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<tr>
<td>Number of children who received a vision, hearing, or oral health screening.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Number of children who received a developmental or behavioral health screening.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Number of children with developmental and behavioral needs who were connected to early intervention services.</td>
<td>X</td>
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<tr>
<td>KEY INDICATORS</td>
<td>HEALTH AND WELLNESS</td>
<td>SUPERIOR COURT AND CHILD WELFARE</td>
<td>EARLY LEARNING</td>
<td>SYSTEMS CHANGE</td>
<td>COMMUNITY OF LEARNING</td>
<td>COMMUNICATIONS</td>
</tr>
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<td>-------------------------------------------------------------------------------</td>
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<tr>
<td>Percent of children who experienced improvements in developmental and behavioral health as a result of receiving early intervention services.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Number of pregnant women who received a 4Ps Plus screening.</td>
<td>X</td>
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<td>Number of pregnant women who received home visiting services.</td>
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<td>Percent of parents/caregivers with no new substantiated allegations of maltreatment.</td>
<td>X</td>
<td></td>
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<td>Number of parents/caregivers who attended parenting classes focused on supporting child physical, cognitive, and social-emotional development.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Percent of parents/caregivers who reported or demonstrated they gained new knowledge, skills, and resources about parenting.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Percent of parents/caregivers who reported they read, talk, sing, and play with their children.</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Percent of parents actively engaged in their children’s early care and education.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Percent of parents who reported increased confidence and skills to advocate for their children.</td>
<td>X</td>
<td></td>
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<td>KEY INDICATORS</td>
<td>HEALTH AND WELLNESS</td>
<td>SUPERIOR COURT AND CHILD WELFARE</td>
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<td>SYSTEMS CHANGE</td>
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</tr>
<tr>
<td>Percent of parents/caregivers who reported or demonstrated improvements in parent-child relationships.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Number of Center-Based, Family Child Care Homes (FCCHs) and Informal Care providers engaged in QUALITY MATTERS.</td>
<td></td>
<td></td>
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<tr>
<td>Number of QUALITY MATTERS sites that developed and implemented a Quality Improvement Plan (QIP).</td>
<td></td>
<td></td>
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<td>Percent of QUALITY MATTERS sites that achieved high quality ratings.</td>
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<tr>
<td>Number of early educators who participated in myTeachstone and/or SEEDS.</td>
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<td>Percent of early educators who received an “exemplary” or “above average” rating on the Child/Home Environmental Language and Literacy Observation (CHELLO) Group Observation Scale.</td>
<td></td>
<td></td>
<td>X</td>
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<td>Percent of early educators who reported “high” or “very high” understanding of why teacher-child interactions are important.</td>
<td></td>
<td></td>
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<td>Percent of early educators who advanced in their qualifications and skills each year.</td>
<td></td>
<td></td>
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<td>Percent of children who increased their problem-solving, literacy, and social-emotional skills.</td>
<td></td>
<td></td>
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46
### KEY INDICATORS

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<th>HEALTH AND WELLNESS</th>
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<th>SYSTEMS CHANGE</th>
<th>COMMUNITY OF LEARNING</th>
<th>COMMUNICATIONS</th>
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<tr>
<td>Percent of children ready for kindergarten.</td>
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<td>Number and types of changes in policies, procedures, and infrastructure support systems.</td>
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<td>Number/types of partners that adopted common assessment tools.</td>
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<tr>
<td>Amount of funds leveraged with FIRST 5 funding each year.</td>
<td></td>
<td></td>
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<td>Number of professional development opportunities offered and participants.</td>
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<tr>
<td>Number of Continuing Education Units earned by participants.</td>
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<tr>
<td>Percent of participants who reported improved capacity to support children’s healthy development as a result of attending FIRST 5 professional development opportunities.</td>
<td></td>
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<tr>
<td>Number of educational and marketing materials distributed, by distribution method.</td>
<td></td>
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<td>Number of unique visits to the FIRST 5 website and related campaign web sites.</td>
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<tr>
<td>Level of social media engagement.</td>
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FIRST 5 will continue to work with its external evaluator to refine data collection and reporting procedures in partnership with grantees. Evaluation reports will be produced periodically and shared with the community, partners, and policymakers to tell the FIRST 5 story of the impact of our investments in holistic services and system integration. FIRST 5’s evaluation reports can be found at www.first5kids.org.
As we celebrate our 20th anniversary, FIRST 5 is renewing its commitment to the unwavering vision of investing in evidence-based programs, best practices, partnerships, and system changes that will give every child and family in Santa Clara County an opportunity to thrive, despite our declining revenue projections. We are steadfast in our efforts to sustain our influence in all areas that will support and strengthen all children and families in Santa Clara County.
ACKNOWLEDGEMENTS

FIRST 5 Commission Strategic Planning Ad Hoc Committee

—

Dr. Antonia Charles, Vice Chairperson
Representing the County of Santa Clara Health System

Laura Jones, Commissioner
Representing Santa Clara County Board of Supervisors, District 4

Corazon Basa Cortes Tomalinas, Commissioner
Representing Santa Clara County Board of Supervisors, District 2

Kathy Wahl, Commissioner
Representing the Local Early Education Planning Council

FIRST 5 Strategic Planning Team

—

Jolene Smith, Chief Executive Officer

Melanie Daraio, Chief Program Officer

Tracey Hause, Chief of Finance and Administration

Tyson Jue, Chief of Communications and Special Projects

Laura Buzo, Deputy Chief of Family Strengthening and Support

Thanh Do, Deputy Chief of Community Health, Wellness and Learning

Wendi Mahaney-Gurahoo, Deputy Chief of Early Learning

Keith Morales, Director of Family Strengthening
FIRST 5 Staff

FIRST 5 Santa Clara County wishes to thank all the FIRST 5 staff who contributed their time, input, and expertise to inform the development of this plan. The following FIRST 5 staff were instrumental in facilitating focus groups and partner meetings:

- Alissa Ingram, Program Officer, Early Learning
- Crystal Nava, Director, Behavioral Health
- Dalenna Hughes, Director, Early Learning
- Daniel Tran, Design Director, Communication
- Evelyn Lissette O’Marah, Coordinator, Community Health, Wellness and Learning
- Hector Tatis-Peguero, Program Specialist, Family Strengthening and Support
- Jodi Lindenthal, Executive Assistant to the Chief Executive Officer
- Jonathan Velazquez, Program Specialist, Family Strengthening and Support
- Kelsey Pennington, Program Officer, Community Health, Wellness and Learning
- Liliana Francisco, Assistant Director, Contracts Administration
- Melissa Hong, Director, Early Learning
- Myisha Taylor, Program Specialist, Family Strengthening and Support
- Sandra Reese, Program Specialist, Program

Evaluation Partners

- Lisa Colvig-Niclai, Applied Survey Research
- Kristin Ko, Applied Survey Research
- Kristi Kelly, Applied Survey Research
- Christina Branom, Applied Survey Research

Strategic Planning Consultant

- Nicole M. Young, Optimal Solutions Consulting
COMMUNITY PARTNERS

FIRST 5 would like to thank the following partners for their continued partnership and commitment to providing the highest-quality service for children and families in Santa Clara County.

4 Ur Children Family Daycare
A to Z Learning
ABC Daycare o Celia Fernandez
Abelicia’s
Advent Group Ministries
Aisha’s Family Child Care
Alex Family Day Care
Alum Rock Counseling Center
Alum Rock Union Elementary School District
Ana’s Family Day Care
Angelita’s Day Care
Angelito’s Day Care
Angels Family Child Care
Angeltree Children’s House
Anita’s Family Day Care
Arminda Fernandez
Asha’s Daycare
Associated Students, San José State University
Bay Area Quality Early Learning Partnership
Bee’s Knees Childcare
Belen’s Childcare Home
Betty’s Butterflies
Bhavani Daycare
Blanca’s Day Care
Blossom Daycare
Bonnie’s House Play School
Bright Explorers Preschool
Bright Kids Child Care
Bright Stars Child Care
Busy Bees Family Daycare
California Department of Education
California Young World
Campbell Union School District
Cardoza’s Daycare
Carolina Naranjo
Catholic Charities of Santa Clara County
Cathy Andrade, Early Learning Consultant
Cecy’s Day Care, Inc.
Celia’s Family Child Care
Chely’s Day Care
Children’s Health Council
City of San José
City of San José, City Council
City of San José, Mayor’s Office
City of San José, San José Public Library
Claudia’s Day Care
Colleen’s Day Care
Comfort Dental Anesthesia Group
Community Child Care Council of Santa Clara County
Community Health Awareness Council
Community Solutions
Continuing Child Development, Inc.
County of Santa Clara, Behavioral Health Services
County of Santa Clara, Board of Supervisors
County of Santa Clara, Office of Immigrant Relations
County of Santa Clara, Office of the Sheriff
County of Santa Clara, Probation Department
County of Santa Clara, Public Health Department
County of Santa Clara, Office of Supportive Housing
County of Santa Clara, Office of the County Executive
County of Santa Clara, Office of Women’s Policy
County of Santa Clara, Public Health Department
County of Santa Clara, Office of Supportive Housing
County of Santa Clara, Office of the County Executive
County of Santa Clara, Office of Women’s Policy
County of Santa Clara, Public Health Department
County of Santa Clara, Reentry Services
County of Santa Clara, Social Services Agency
Cupertino Union School District
Daisy’s Day Care
David and Lucile Packard Foundation
De Anza Community College Child Development Center
Diana’s Day Care
Dolly’s Nursery School
Dulce Hogar Spanish Immersion Family Daycare
E=MC² Daycare
Eagle’s Nest DayCare of Santa Clara, LLC
Early Discoveries Learning Home
East Side Union High School District
Educare of California at Silicon Valley
Elba’s Child Care
Elidas Daycare
Eliza’s Family Child Care
Elmwood Correctional Complex
Esther Lechuga
Family Childcare - Maria Rodriguez
Family Day Care - Gloria Alvarez
Family Day Care Home - Laura Torres
Felas Daycare
First 5 Association
First 5 California
First Steps Family Day Care
First Steps Learning Home
Franklin-McKinley School District
Freday's Daycare
Fremont Union High School District
Fun 2 Learn Family Daycare
Gabriela Lara
Gaby's Creative Minds
Gaby's Nursery School
Gardner Family Care Corporation
Gardner Family Health Network
Gateway Preschool Academy
Gilroy Unified School District
Gladiz's Day Care
Go Kids Inc., Estrella Family Services
Graceful Learning Child Development Day Care
Grail Family Services
Grail Family Services State Preschool
Healthier Kids Foundation
Hispanic Foundation of Silicon Valley
Interface Children and Family Services Inc.
International Children Assistance Network
Jafy Family Daycare
Jardin De Los Rosas
Javi's Little Friends Daycare
Jasmine's Child Care
Joanna's Daycare
Juanita's Daycare Inc.
Juarez Day Care
Karen Webster Day Care
Kathy's Day Care
Keiki Company Preschool
Kid Ink
Kid Kwest Learning Center
Kid Zone Preschool
Kidango, Inc.
Kiddy Explorers Day Care
Kidoz Daycare
Kids Landing DayCare
Kool School Daycare
La Esquelita
Lara’s Family Day Care
Leah Z. Asuncion
Ledesma’s Day Care
Lila’s Child Care
Little Angels
Little Fingers Family Child Care
Little Flowers Day Care
Little Foot Academy
Little Giants Montessori Daycare
Little Leaguers Academy
Little Scholars Academy
Little Steps Day Care
Little Steps Playschool
Little Teddy Bears Day Care
Little Treasures Family Child Care
Lizbeth Daycare
Lopez Day Care
Lorena Wright
Lourdes Little Ones Daycare
Love and Laughter Play School
Lulu’s Family Daycare
Lupe’s Carousel Child Care
Lupita’s Day Care
Maabla Family Child Care
Magic Learning Home Day Care
Making Friends Preschool
Manitas Creativas
Maria Andrade
Maria's Family Child Care
Medina’s Family Day Care
Mi Casita de Espanol
Mi Escuelita
Milpa’s Day Care
Milpitas Child Care and Learning Center
Milpitas Helping Hand Child Care
Milpitas Unified School District
Mimis Place
Mind Builder Center
Miny’s Child Care
Miss Theresa’s Place
Mission College Child Development Center
Molina’s Family Daycare
Mommy’s Day Care
Morales Day Care
Moreland Elementary School District
Morgan Hill Unified School District
Mountain View Whisman School District
Mt. Other Home Day Care
My Little Bunnies
Nancy Pena, Behavioral Health Consulting
Nasinet Paulos
Natural Foundations Preschool
Nena’s Child Care, Inc.
Optimal Solutions Consulting
Paquenos Angelitos Family DayCare
Parents Helping Parents
Park Ave Preschool
Partners in Play
Pereyra Family Day Care
Play Garden Preschool
Prevent Child Abuse California
Rebekah Children’s Services
Regents of University of California, Berkeley
Rising Stars Family Daycare
Rita Ramos
Rosa Couarrubias
Rosalina’s Day Care INC
Rosa’s Day Care
Ruby’s Friends Day Care
Sacred Heart Community Service
San Francisco Bay Area Planning and Urban Research Association
San José Day Nursery
San José Unified School District
San José Unified School District Early Education
San José Unified School District Young Families
San Juan Bautista (SJB) Child Development Centers
Sandra Mendoza Day Care
Santa Clara County Dental Society
Santa Clara County Behavioral Health Services
Santa Clara County Health System
Santa Clara County Office of Education
Santa Clara Unified Family Child Education Services
Santa Clara Unified School District
Seedlings Family Daycare
Silicon Valley Community Foundation
Silicon Valley Council of Nonprofits
Smile Day Care
SOMOS Mayfair
Start Bright Family Childcare
Step by Step Learning Garden
Sunday Friends
Sunlight Giving
Sunny Day Care
Sunnyvale Child Care and Learning Center
Sunnyvale School District
Superior Court of California, County of Santa Clara
Sweet Home 2 Home
Sweet Home Day Care
Tender Loving Child Care
Teresa’s Family Daycare
The Health Trust
The Sandlot
The WestEd Excellence in Early Education Institute
Tikiland
Tiny Champs Daycare
Titis Day Care
United Way Silicon Valley
Uplift Family Services
Valley Medical Center Foundation
Vargas Family Day Care
Victoria’s Daycare
Vidyarambh Preschool
VIVA Strategy + Communications
West Valley College Child Development Center
West Valley Mission Community College District
Western Dental and Orthodontics
Wise and Wonderful Daycare
Wonder Years Child Care
Zaidee Tumangan Family Day Care
APPENDIX A - FIRST 5 STRATEGIC PLANNING PROCESS

FIRST 5 Santa Clara County’s (FIRST 5) Strategic Plan for FY 2018-2023 is a culmination of six months of input from community members, FIRST 5 partners and staff, and key stakeholders. FIRST 5 contracted with Optimal Solutions Consulting to lead this strategic planning process in partnership with FIRST 5 staff and the Commission Strategic Planning Ad hoc Committee.

This strategic planning process included several internal analyses, many of which FIRST 5 staff does on an annual basis, such as reviewing department plans, agency goals, evaluation data, our budget and 10-year sustainability plan. Additionally, we conducted community focus groups, partner meetings and interviews with key stakeholders to gather input to inform the plan. Together, we crafted a strategic planning process that has enabled us to:

- Deepen our focus on our strategic direction.
- Identify promising partnerships and opportunities to leverage and braid funding in order to sustain essential components of our System of Care including early learning, family strengthening and support, physical, behavioral and developmental screening with connection to early intervention services and physical health and wellness strategies.
- Increase our impact through systems change, advocacy, and policy development.

This Strategic Plan maintains the foundation of the strategic direction that the Commission established in 2006, builds on the successes of our past and current investments, and stays true to our vision of being a catalyst for ensuring that the developmental needs of children prenatal through age 5 are a priority in all sectors of the community.

The FY 2018-2023 Strategic Plan reflects key themes that emerged from the planning process:

- FIRST 5’s research-based Strategic Framework (Vision, Mission, Values, Priorities, Goals, and Outcomes) remains relevant and vitally important;
- FIRST 5’s Initiatives still provide the most effective framework for identifying strategies (e.g., building partnerships, funding programs, leading systems change efforts) and allocating community investments that contribute to achieving FIRST 5’s Goals and Outcomes;
- FIRST 5 is viewed as an innovative, visionary, and essential system leader that has the resources and relationships to effectively influence and facilitate systemic changes;
- Partners value FIRST 5’s focus on systems change, sustainability, quality, professional development, and the Whole-Person Care approach; and
- Families participating in FIRST 5 funded programs are gaining valuable knowledge, skills, and access to resources that help them raise happy, healthy, and thriving children who are ready for school and life.
### PARTICIPATING PARTNERS

The stakeholder input process included representatives from following organizations:

<table>
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<tr>
<th>ORGANIZATION/AFFILIATION</th>
<th>PARENT/CAREGIVER FOCUS GROUP</th>
<th>PARTNER MEETING</th>
<th>KEY INFORMANT INTERVIEW</th>
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<td>Community Health Awareness Council Family Resource Center</td>
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<td>• Men’s Unit</td>
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<td>Rebekah Children’s Services-Adelante FRC</td>
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<td>Roots Community Health Center</td>
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<td>WestEd Excellence in Early Education (E3) Institute</td>
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**FIRST 5 COMMISSION**

Ken Yeager, Commission Chair
Santa Clara County Board of Supervisors

Dr. Antonia Charles, Commission Vice-Chair
The Health & Hospital of Santa Clara County

Laura Jones, Commissioner
Represents Santa Clara County Board of Supervisors, District 4

Robert Menicocci, Commissioner
Santa Clara County Social Services Agency

Carmen Montano, Commissioner
Represents Santa Clara County Board of Supervisors, District 3

Dr. Leticia Pelayo, Commissioner
Represents Santa Clara County Board of Supervisors, District 1

Rachel Samoff, Commissioner
Represents Santa Clara County Board of Supervisors, District 5

Corazon Basa Cortes Tomalinas, Commissioner
Represents Santa Clara County Board of Supervisors, District 2

Kathy Wahl, Commissioner
Santa Clara County Local Planning Council