



# **STRATEGIC PLAN**

**ANNUAL REVIEW  
2005**

**First 5 Calaveras Commission Review/Revise: August 5, 2005**

**Public Hearing: September 2, 2005**

## OVERVIEW

Proposition 10 requires that each county commission create and adopt a strategic plan for the support and improvement of early childhood development within the county. This plan must be reviewed by the Commission on at least an annual basis to revise the plan “as may be necessary or appropriate.”

The current (2000-2003) Calaveras County Children and Families Commission Strategic Plan was adopted on September 15, 2000 after a lengthy process of assessment and input, including a community survey, focus groups, a forum, Board of Supervisors review, and a public hearing. The plan was purposefully developed with many varied strategies as possibilities for the utilization of Proposition 10 monies. This was done in order to provide maximum flexibility for the first funding process, as well as to allow broad participation, creativity and best utilization of community assets. The current plan was reviewed in 2001, and the revised version was adopted on December 14, 2001.

During the years since the revised adoption of the plan, the Commission has found that the original conclusions related to community needs have held to be true. Through its funding processes it has become clear, however, that broad-range strategies are not the best mechanism for bringing about needed change. It is evident that, as a small county with very limited revenues, it is essential that the Commission adopt and focus on a small number of priorities and programs with a very specific set of strategies for change. In this way, adequate resources can be allocated for an adequate length of time to ensure successful results. Simply funding a wide variety of unrelated programs and interventions will not result in a lasting systems change.

In recognition of the above, the focus of this last strategic plan review was to again refine the goals, objectives and strategies and to clearly define the Commission priorities. The original Commission goals continue to be framed to include their matching State-defined outcome. The original strategies were narrowed down to specific areas where the greatest impact can be achieved. Priorities for focus and funding over the coming year were re-established, based on need and capacity.

The Proposition 10 process continues to be an evolving one. As the Commission continues in its task of planning to ensure that every child enters school “healthy and ready to learn,” the lessons learned from our experiences, from the State and other County Commissions, from our grantees and from the community will continually be incorporated to assist us in implementing the best possible practices to achieve our goals.

**This refinement to the Strategic Plan replaces the Goals, Objectives, Strategies, Indicators and Outcomes on pages 13-28 of the original Strategic Plan.**

## GOAL 1: STRONG FAMILIES

Support optimal parenting, social and emotional health,  
and economic self-sufficiency of families.

### OBJECTIVE

Increase parent access, learning and successful utilization of the skills and knowledge necessary to raise healthy children from 0 to 5 years of age.

### STRATEGIES

- **Family Information and Referral System**  
Develop and implement a manned, toll-free comprehensive information and referral system for children and family services. *Key points: Fills a service coordination gap; needs to be family friendly/relationship driven; should provide follow-up; compatible to 211; link to website and hard copy resource directory; pilot for potential extended hour availability.*
- **Family Support and Parenting Education**  
Develop and/or expand parent training and support programs focusing on parenting skills, early childhood development, nutrition, literacy, environmental, and home safety (emphasizing elimination of second hand smoke).
- **Home Visitation System**  
Develop a comprehensive, integrated, universally available home visiting system which will coordinate current services, serve as a key vehicle to educate and access all families to appropriate community services at the birth of a child and provide home intervention to any family requesting that service. *Key point: Can serve as primary linkage for families to all other school readiness components.*
- **Kit for New Parents**  
Partner with community providers to develop a distribution system to educate and support new parents. Customize with local resource directory and other community information. *Key point: Could be distributed universally through Home Visit System.*
- **Community Based Outreach**  
Create and implement a plan to educate parents and the community regarding the importance of early childhood development and the availability of community services to ensure healthy development.
- **Inter Agency Outreach**  
Create and implement meetings with local agencies who serve children 0-5 to discuss services affected by state budget cuts and explore possible avenues of cooperation in the delivery of services, advocacy, and public awareness of the issues.

**RESULTS**

- **Family Information and Referral System**
  1. F2 Parents receive increased parent support services.
  2. Parents are knowledgeable about county family-serving resources.
  
- **Family Support and Parenting Education**
  1. F2 Parents receive increased parent support services.
  2. Parents are knowledgeable about county family-serving resources.
  3. Mothers and Fathers will have increased capability to be empowered, effective and positive caregivers to their young children.
  
- **Universal Home Visiting Programs**
  1. F2 Parents receive increased parent support services.
  2. Parents are knowledgeable about county family-serving resources.
  
- **Kit for New Parents**
  1. F2 Parents receive increased parent support services.
  2. Parents are knowledgeable about county family-serving resources.
  3. Tied in with Universal Home Visiting Programs.
  4. Establish an expanded referral contact with each High School and providers for pregnant teenagers.
  
- **Community Based Outreach**
  1. F3 Parents are knowledgeable about child development and practice effective parenting skills.
  2. F11 Parents support their child's learning, healthy growth and development.

## **GOAL 2: CHILDREN LEARNING AND READY FOR SCHOOL**

**Improve the development and school readiness of  
young children from birth to age 5.**

### **OBJECTIVE**

Improve child development and ensure school readiness through support of high quality childcare and early education services.

### **STRATEGIES**

- **Retention and compensation of child care workers**  
Provide financial stipends to qualified workers to encourage continued employment in the field (Calaveras CARES).
- **Training and professional development for child care providers**  
Partner with Calaveras Child Care Council to continue implementation of Calaveras Child Development Corps.
- **Parent and community involvement with child care**  
Promote public awareness and involvement in child care needs and issues through public relations campaign for Calaveras CARES.
- **Child Care and Early Education Services Development**  
Support the Calaveras Child Care Council, Child Care Resources, Calaveras County Office of Education, Motherlode Workforce Investment Board and others, in their efforts and their missions and in the development of child care and early education services, especially as related to increased availability of infant care, sick care and after hours care.  
  
Promote collaboration between agencies and private providers to expand educational programs for the 0 – 5 population.
- **Integration of schools and child care sites with other community services**  
Support links between schools and child care providers and other programs/services to build the capacity of programs to serve as community-based sites for integrated services (Family Resource Centers).
- **School Readiness Initiative**  
Support and promote the expansion of the current School Readiness Center at Jenny Lind Elementary, to provide countywide components of the School Readiness Initiative.

**RESULTS**

- **Retention and compensation of child care workers**
  1. C3 ECE / Child Care Providers have increased supports and educational opportunities.
  2. C4 Children receive quality ECE / Child Care and Early Childhood Education Programs.
  
- **Training and professional development for child care providers**
  1. C3 ECE / Child Care Providers have increased supports and educational opportunities.
  2. C4 Children receive quality ECE / Child Care and Early Childhood Education Programs.
  
- **Parent and community involvement with child care**
  1. C1 Parents are knowledgeable about quality ECE / Child Care and available options.
  
- **Child Care and Early Education Services Development**
  1. C4 Children receive quality ECE / Child Care and Early Childhood Education Programs.
  2. Expand ECE pilot programs beyond pilot sites and replicate best practices models.
  
- **Integration of schools and child care sites with other community centers**
  1. Parents are knowledgeable about child development and practice effective parenting skills.
  2. Parents support their child's learning, healthy growth and development.

## GOAL 3: HEALTHY CHILDREN

Improve the overall physical and mental health of young children.

<b>OBJECTIVE</b>	Increase access to and utilization of services that are essential to ensuring healthy children age 0-5.
<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>▪ <b>Dental Health Services for Children</b> Support the development or expansion of community based dental programs to provide prevention, education, screening and treatment and referral services for children 0-5. Increase enrollments in Healthy Families and DentiCal to assist with cost of ongoing care.</li><li>▪ <b>Child Safety Programs</b> Support development or expansion of community based programs to promote child safety related to unintentional injury, second hand smoke and exposure to environmental hazards and tie community based programs with second hand smoke programs.</li><li>▪ <b>Violence Prevention Training for Families of Children 0-5</b> Support the development or expansion of locally accessible child abuse and domestic violence prevention services for children 0-5 years of age and their families.</li><li>▪ <b>Promotion of Adequate and Appropriate Nutrition and Activities</b> Support the continuance of programs that promote the nutritional well-being of children and families by promoting obesity prevention, nutritionally adequate and safe foods, and exercise awareness.</li><li>▪ <b>Medical Access and Coverage for Children</b> Support advocacy for increasing access and coverage for medical care for children 0-5.</li></ul>
<b>RESULTS</b>	<ul style="list-style-type: none"><li>▪ <b>Dental Health Services for Children</b><ol style="list-style-type: none"><li>1. H6 Children receive preventive and ongoing oral care.</li><li>2. H10 Children have healthy teeth and gums.</li><li>3. Support/promote continuing education for dental providers, and promote services for children 0-5.</li></ol></li><li>▪ <b>Child Safety Programs</b><ol style="list-style-type: none"><li>1. H12 Children are free of smoking-related illnesses.</li><li>2. H9 During pregnancy, women refrain from use of tobacco, drugs, and alcohol.</li></ol></li><li>▪ <b>Violence Prevention Training for Families of Children 0-5</b><ol style="list-style-type: none"><li>1. H13 Children are safe in their homes and their communities (safe from intentional injury).</li><li>2. Parents participate in parent education programs.</li><li>3. Support violence prevention programs and use of best practices models.</li></ol></li><li>▪ <b>Promotion of Adequate and Appropriate Nutrition and Activities</b><ol style="list-style-type: none"><li>1. H11 Children are healthy and well-nourished.</li><li>2. Parents are knowledgeable about and provide their children with healthy diets containing more fresh fruit and vegetables.</li></ol></li></ul>

## **GOAL 4: SERVICE INTEGRATION AND COLLABORATION**

**Collaboration between community members, organizations and institutions to insure that resources are available, culturally sensitive and accessible to all families.**

<b>OBJECTIVE</b>	Facilitate the integration of services relating to early childhood development into a consumer-oriented and easily accessible system.
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<b>STRATEGIES</b>	<ul style="list-style-type: none"><li>▪ <b>Our Children, Our Communities Initiative</b> Endorse and implement the <i>Ten Year Calaveras County Master Plan for Children and Families</i> that serves as a foundation for the development and implementation of a community-based integrated service system of services for children and families.<ul style="list-style-type: none"><li>– Operational structure based, public-private model utilizing existing resources and incorporates youth and decision makers.</li><li>– Coordinating Council creation as a managing body.</li><li>– Provide a mechanism and process to donate funds to provide services, activities, facilities, and supports outlined in the Master Plan.</li><li>– Provide staff support and leadership to assist communities in developing centers as outlined in the Master Plan.</li><li>– Support the <b>Amador Tuolumne Calaveras Action Agency</b> collaboration to establish the <b>Mother Lode Resource Referral Agency</b>.</li><li>– Development of a 2-1-1 line within Calaveras County.</li><li>– Partner with EDC to conduct forum and plan to result in a revised general plan for Calaveras County.</li><li>– Provide marketing for the OCOC Initiative.</li><li>– Provide and plan for program evaluation.</li><li>– Provide and plan for fiscal sustainability of the OCOC Initiative.</li></ul></li><li>▪ <b>Fiscal Sustainability Plan for Programs and Services</b> Develop a Fiscal Sustainability Plan for programs and services including identification of fiscal leveraging opportunities and strategies, opportunities for leveraging of funding and resource sharing, potential funding sources, decreasing duplication, etc.</li></ul>
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## **PRIORITIES**

- **SERVICE INTEGRATION AND COLLABORATION (Goal 4)**
  - Fiscal Sustainability Plan
  - Our Children, Our Communities Initiative
  - OCOC Coordinating Council

*Justification:* Commission identified as top priority in Mission Statement and Strategic Plan. Serves as foundation for all other activities.

- **FAMILY INFORMATION AND REFERRAL SYSTEM (Goal 1: Strong Families)**

*Justification:* Addresses both integration of services and the #1 barrier to obtaining care: lack of knowledge about available services; provides one of the cornerstones of school readiness; recommended as a priority by OCOC Community Needs Assessment; has potential for braiding/leveraging funds for ongoing support and sustainability.

- **INTEGRATED HOME VISIT SYSTEM (Goal 1 & 3: Strong Families & Healthy Children)**

*Justification:* Addresses both integration of services and the #1 barrier to obtaining care: lack of knowledge about available services; is an identified component of school readiness strategy; established as a priority in the Strategic Plan; the Commission has allocated current resources to the development of this system could be partially supported by fiscal leveraging; could include intervention component to address **early health care**.

- **CALAVERAS CARES: RETENTION INCENTIVES FOR EARLY CARE AND EDUCATION PROVIDERS (Goal 2: Children Learning and Ready for School)**

*Justification:* Established as a priority and commitment of the Commission for two more years. Enables fiscal leveraging. Identified component of school readiness strategy; **early literacy** component could be added.

- **ELIMINATION OF SECOND HAND SMOKE IN A CHILD'S ENVIRONMENT (Goal 3: Healthy Children)**

*Justification:* Included as a requirement component in all Commission funded programs.