FIRST 5 SOLANO

2016 Strategic Plan Update

Approved December 1, 2015

FIRST 5 SOLANO
CHILDREN AND FAMILIES COMMISSION

Acknowledgements

This report is the culmination of a year-long collaboration between First 5 Solano staff, its Commission, and its consultant, Applied Survey Research. Specifically, the authors would like to acknowledge the following individuals:

- Michele Harris, MPA, Executive Director, First 5 Solano
- Megan Richards, MPA, Deputy Director, First 5 Solano
- Commissioner Marisela Barbosa, MBA, Systems and Policy Committee Chairperson, First 5 Solano Commission
- Commissioner Jay Speck, MA, Systems and Policy Committee Member, First 5 Solano Commission
- Commissioner Aaron Crutison, MPA, Systems and Policy Committee Member, First 5 Solano Commission
- Susan Brutschy, President, Applied Survey Research
- Lisa Colvig-Niclai, MA, Applied Survey Research
- Kim Carpenter, PhD, Applied Survey Research
- Christina Branom, PhD, Applied Survey Research

Our Message to Solano County

Dear Solano County leaders, stakeholders, partners, residents, and families,

On behalf of First 5 Solano Children and Families Commission, we are delighted to share with you the 2016 update of First 5 Solano's strategic plan.

First 5 Solano is at a pivotal milestone in its evolution.

The local economy is emerging from the Great Recession, a time in which we saw an incredible demand for services across the county, and families struggled more than ever. Together with our partners, we were able to connect more than one in eight of the county's youngest children and their families with needed services. These services spanned the areas of health, basic resources such as food and housing, and early education programs to help children prepare for kindergarten. First 5 Solano strategically leveraged the existing resources in our county as well as addressed gaps in community services.

Now, First 5 Solano faces a horizon of decreasing revenue. Therefore, the goal of this strategic planning process was to ask and answer the questions: *Where does First 5 Solano go from here? How can we make the most of our declining revenue? What is our special contribution to Solano County?*

These are hard questions to answer. We know we can't meet all the needs of every child and family. This Strategic Plan update is based on a wide range of data to help point our compass. We looked at data to see the greatest needs of children and families across the county. We conducted interviews with local leaders to identify the great programs already in place, and also the ways in which First 5 Solano could help identify and fill critical gaps in services. We set decision-making criteria and used them to prioritize First 5 Solano's focus over the next few years.

We are at a watershed moment for First 5 Solano. Over the next few years, we will transition from primarily funding direct services toward a combination of direct services and system change efforts. Our compass will be pointed toward dual goals of helping children and families now, while ensuring strong systems are in place to support families in the long-terrm. We know that investing in community builds stronger generations to come.

This is a county that pulls together and stays together. With your help, First 5 Solano will be the catalyst to point us all toward a future where all Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities.

Aaron Crutison
Chair, First 5 Solano Commission

Michele Harris, MPA
Executive Director, First 5 Solano

Table of Contents

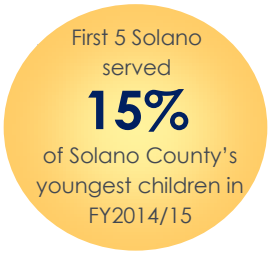
Introduction **1**
A Profile of First 5 Solano 1
Purpose of the 2016 Strategic Plan Update 2
Vision, Mission, Values & Principles **3**
Vision and Mission 4
Core Values 4
Overarching Principles 5
Strategic Priorities **6**
Strategic Framework Overview 6
2016 First 5 Solano Strategic Framework 7
Priority Area 1: Health and Well-being 8
Priority Area 2: Early Childhood Learning and Development 10
Priority Area 3: Family Support and Parent Education 12
Priority Area 4: Systems Change 14
Investment Approach **15**
Conclusion **16**
Appendix A. Updates to the Framework for 2016 ..... **17**
Appendix B. Our Commitment to Results **19**

Introduction

A Profile of First 5 Solano

Since 1999, First 5 Solano Children & Families Commission has been leveraging and investing Proposition 10 tobacco tax funds to promote positive outcomes for children ages 0 to 5 and their families, and the community providers that serve them. Guided by a strategic framework, First 5 Solano supports programs related to prenatal care, health care access, quality child care, school readiness, family support, and parent education. In FY2014/15, First 5 Solano expended nearly $4.3 million on community programs in these areas.

In FY2014/15, 9,539 residents in the county benefitted from First 5 Solano investments, including 4,504 children 0-5, which is approximately 15% of the county's children in this age group. Each year, data are collected regarding the number of individuals served in First 5 Solano-supported programs, as well as the performance of such programs on implementing their funded activities and contributing to desired results and outcomes for clients. These reports can be found on First 5 Solano's website.[1]



First 5 Solano is governed by a commission of 9 members appointed by the County Board of Supervisors. In FY2014-15, these commissioners include:

- Dan Ayala, former Quality Control Inspector and Air Force Reserve Technical Sergeant, Travis Air Force Base (retired)
- Marisela Barbosa, Business Sustainability Strategist, Sela Sustainability Consulting
- Elise Crane, Senior Program and Policy Analyst, Office of Early Care and Education, City & County of San Francisco
- Aaron Crutison (*Commission Chair),* Deputy Director, Solano County Health and Social Services/Child Welfare Services
- Dana Dean, Solano County Board of Education Trustee, Area 3
- Erin Hannigan, Solano County Supervisor, District 1
- Gerald Huber, Director, Solano County Health and Social Services
- Liz Niedziela, Transit Program Manager, Solano County Transportation Authority
- Jay Speck, Solano County Superintendent of Schools

[1] www.First5Solano.org

Purpose of the 2016 Strategic Plan Update

Across California counties, as tobacco tax revenues decline, First 5s are serving their communities with diminishing resources, and are using reserves that were accumulated years ago to support community investments. Solano County is no different: since the last strategic plan update in 2011, Proposition 10 tobacco tax revenue has decreased in Solano by an average of 4% each year, from $3.9 million in 2011 to $3.3 million in 2015.

The purpose of the 2016 Strategic Plan Update is to direct investments toward the areas of highest priority need in which First 5 Solano can make a demonstrable impact with its increasingly limited financial resources. This strategic plan also sets the explicit goal of identifying opportunities within the surrounding systems to meet the needs of children and families in more cost-effective, sustainable ways.

Vision, Mission, Values & Principles

Overarching Principles

Evidence-based ● Trauma-informed ● Focused on high-risk/need

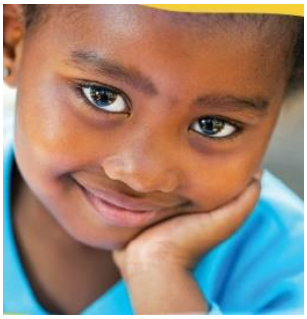
Access ● Coordination ● Collaboration ● Leveraging

Vision

All Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities

Mission

First 5 Solano Children and Families Commission is a leader that fosters and sustains effective programs and partnerships with the community to promote, support and improve the lives of young children, their families and their communities



Core Values

Collaboration
Innovation
Community Engagement
Respect for Diversity
Advocacy
Integrity
Accountability
Sustainability
Equity
Integration

FIRST 5 SOLANO
CHILDREN AND FAMILIES COMMISSION

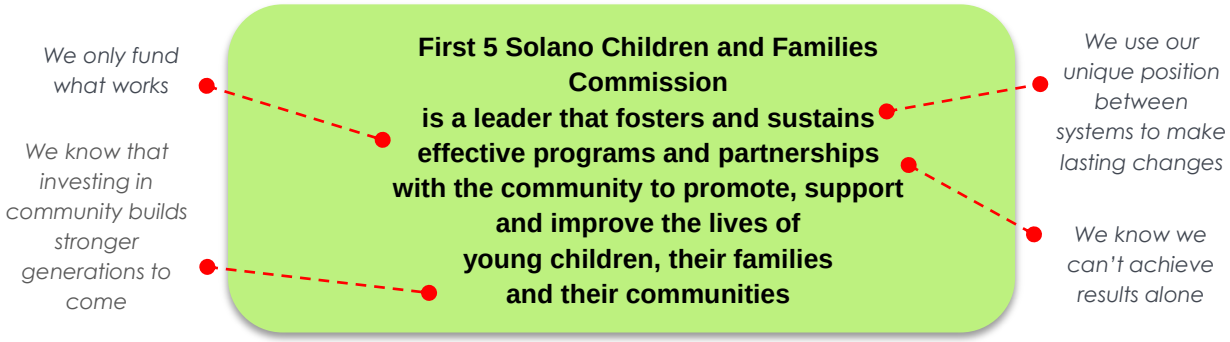
The Vision, Mission, Values & Principles help to set the strategic tone of the Commission over the course of this Strategic Plan, and are described further below.

Vision and Mission

A vision statement conveys the kind of conditions First 5 Solano hopes to ultimately see for the county's children birth to 5 and their families. First 5 Solano's vision for the county is as follows:

All Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities

First 5 Solano's mission statement reflects how it will help contribute to the vision for the community. The mission statement, and the intentions behind key clauses, is as follows:



Core Values

First 5 Solano's values reflect the ways in which all of the funded programs should be delivered.

Collaboration

We will model the spirit of collaboration through teamwork in our interactions with one another, community members and service providers.

Innovation

We seek and embrace new ideas and ways of supporting services and building community capacity, considering the highest and best use of Commission resources to be leveraging funds to support system change.

Community Engagement

We are accessible to our stakeholders and make every effort to incorporate community participation into policy and funding decisions.

Respect for Diversity

We are committed to supporting families, children and organizations in ways that are respectful, inclusive and responsive to the community.

Advocacy

We will use our unique role to build public support for policies and programs that benefit young children and their families.

Integrity

We set and maintain the highest ethical and professional standards for our programs and ourselves.

Accountability

We will establish goals for progressing toward our vision, define results for funded endeavors, measure and report our progress, and use what we learn to improve the lives of children and their families.

Sustainability

We leverage our human and financial resources intentionally in order to sustain our internal and external services and strengthen the early childhood system.

Equity

We are committed to reducing and eliminating opportunity gaps among children from diverse backgrounds, abilities and circumstances.

Integration

We support the integration of early childhood resources to build a system of care that is child and family centered and that efficiently addresses a variety of needs.

Overarching Principles

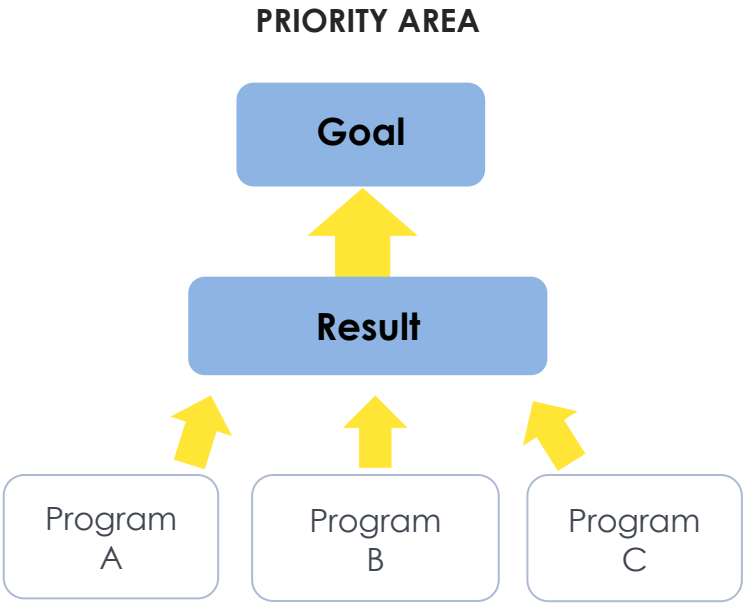
First 5 Solano has defined a set of principles that guides the type of investments made and the ways in which such programs are implemented. These principles are as follows:

Evidence-based	• Services and programs shall be of the highest quality, backed by evidence that they have a positive impact on young children and families.
Trauma-informed	• Exposure to trauma is prevalent, and First 5 Solano recognizes that the toll it takes on child health and development can be far-reaching and long-lasting. Service providers shall be prepared to effectively serve children affected by trauma.
Focused on high-risk/need	• In a climate of limited resources, services will be focused on providing for those children, families, and neighborhoods in greatest need.
Access	• It is not enough to simply provide services; First 5 Solano is committed to reducing barriers that families face in accessing care.
Coordination	• The early childhood system functions best when its services are connected and coordinated.
Collaboration	• First 5 Solano recognizes that the community benefits most from a system of care in which providers work together to improve the lives of young children and their families.
Leveraging	• Wherever possible, First 5 Solano leverages funds and other resources to maximize the benefits to the community with the resources available.

Strategic Priorities

Strategic Framework Overview

First 5 Solano's strategic framework acts as a conceptual map, articulating the priority areas for investment, and goals which First 5 Solano aspires to achieve for the county's children ages 0-5 and their families. Next, in service of those goals, the framework defines specific results or outcomes that First 5 Solano can promote amongst the children, families and providers it serves. First 5 Solano uses this framework to align and connect its program investments with specific, measurable results.



A description of the process and changes to the strategic framework can be found in Appendix A.

A description of First 5 Solano's commitment to achieve results from their strategic investments can be found in Appendix B.

2016 First 5 Solano Strategic Framework

FIRST 5 SOLANO CHILDREN AND FAMILIES COMMISSION

PRIORITY AREA 1: Health and Well-Being

Goal 1: All children are born to their optimal health potential

- R1: Mothers have healthy pregnancies
- R2: Newborns are healthy

Goal 2: All children maintain optimal health

- R3: Children access comprehensive health insurance and health care services
- R4: Children and parents/ primary caregivers access appropriate mental health services

PRIORITY AREA 2: Early Childhood Learning and Development

Goal 3: All children learn and develop through high quality care

- R5: Reliable, affordable child care is consistently available to families
- R6: Child care providers know and practice high-quality child care programming

Goal 4: All children enter kindergarten ready to learn

- R7: Parents and primary caregivers are educated on, prepared for, and engage in helping their children enter school ready to learn
- R8: Children have access to quality, affordable early learning experiences in their community (Birth-5)

PRIORITY AREA 3: Family Support and Parent Education

Goal 5: All families are safe, stable, and self sufficient

- R9: Families know about and access the necessary community support systems and services to meet their basic needs
- R10: Children are raised in safe homes and healthy communities

Goal 6: All parents and primary caregivers support their children's

- R11: Using community resources and supports, parents and primary caregivers are educated on and practice effective parenting strategies

PRIORITY AREA 4: Systems Change

Goal 7: The early childhood systems are strengthened, integrated, expanded, and sustained

- R12: Systems are strengthened with the increased capacity of providers
- R13: Systems are expanded with leveraged or new financial resources
- R14: Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration
- R15: Systems are sustained with legislative and policy changes

Overarching Principles: Evidence-based, trauma-informed, focused on high risk/need, access, coordination, collaboration, and leveraging

Priority Area 1: Health and Well-being

Goal 1: All children are born to their optimal health potential

The Needs. To understand the status of the community, community-level data[2] were reviewed. This review revealed that access to prenatal care in the county is improving (80% of mothers entered prenatal care by the first trimester) and the number of babies born prematurely is declining (9% of all births). Similarly, an increasing number of new mothers are initiating breastfeeding (95% of mothers).

The Desired Results. While community trends are increasingly favorable, First 5 Solano recognizes that there are still pockets of disparity in birth outcomes around the county. Therefore, in Goal 1, First 5 Solano seeks to achieve the following results:

- Mothers have healthy pregnancies
- Newborns are healthy

Potential Strategies. In order to achieve these results, strategies may include:

- Health insurance for newborns and moms

Systems Change Opportunities. There are other partners in the county with whom First 5 Solano can share in the work on prenatal services, including Solano Health and Social Services, Partnership Health Plan, local hospitals, and Early Head Start. The Commission can also align with federal and state efforts to increase home visiting resources.

[2] Sources for the data cited here included the U.S. Census, Centers for Disease Control and Prevention, CA Department of Education, CA Department of Public Health, CA Department of Health Services, North Bay Regional Center, CA Resource and Referral Network, Feeding America, Solano County Office of Education, CA Child Welfare Indicators Project. Except where otherwise indicated, data points are for 2013.

Goal 2: All children maintain optimal health

The Needs. The community scan found that access to health insurance for children in the county has held steady in recent years (94% of children under 6 had health insurance), while well-child visit attendance is improving among children on Medi-Cal (74% of children on Medi-Cal). In addition, the number of children 0-3 enrolled in Regional Center early intervention services is increasing (3% of children 0-3).

The Desired Results. Insurance coverage for children has been improving thanks to the Affordable Care Act and recent state legislation to cover undocumented children, though enrollment for undocumented children will not begin until 2016. In addition, early mental health services have not kept pace with the community's needs. Therefore, in Goal 2, First 5 Solano seeks to achieve the following results:

- Children access comprehensive health insurance and health care services
- Children and parents/primary caregivers access appropriate mental health services

Potential Strategies. In order to achieve these results, strategies may include:

- Health insurance outreach and enrollment
- Developmental screenings and assessments
- Provider and caregiver education and parent coaching
- Case management
- Mental health treatment

Systems Change Opportunities. First 5 Solano can integrate with other Solano County efforts for insurance enrollment, including those of the Solano Coalition for Better Health, Covered California, and community clinics. First 5 Solano can also continue to leverage Mental Health Services Act (MHSA) and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) funds to provide mental health services to young children and their families. Finally, the Commission can encourage outreach to primary care physicians to promote developmental screening and referral for all children.

Priority Area 2: Early Childhood Learning and Development

Goal 3: All children learn and develop through high quality care

The Needs. Over the past several years, the availability of licensed child care slots in Solano for working parents has been declining, and as a result, there were only enough child care slots for 22% of the children estimated to need care (2012).

The Desired Results. The need for quality, affordable care for young children has outpaced supply in recent years. Therefore, in Goal 3, First 5 Solano seeks to achieve the following results:

- Reliable, affordable child care is consistently available to families
- Child care providers know and practice high-quality child care programming

Potential Strategies. In order to achieve these results, strategies may include:

- Coordinate, assess, and improve early learning settings through various strategies, including family engagement, professional development, and quality standards
- Provide wrap-around child care to Head Start families
- Provide a facility for Head Start

Systems Change Opportunities. The Commission can partner with First 5 California, Solano County Office of Education, Solano Quality Rating and Improvement System (QRIS) Consortium, and other community agencies to expand quality resources for child care sites.

Goal 4: All children enter kindergarten ready to learn

The Needs. Enrollment of 3-4 year olds in preschool in Solano has been declining (44% of 3-4 year olds). In terms of long term outcomes, less than half of the county's third grade students are reading at grade level (45%).

The Desired Results. Although there is a lack of community-wide data on school readiness, the findings for preschool enrollment and reading proficiency suggest quality school readiness supports are still needed in the county. Therefore, in Goal 4, First 5 Solano seeks to achieve the following results:

- Children have access to quality, affordable early learning experiences in their community (Birth-5)
- Parents and primary caregivers are educated on, prepared to, and engage in helping their children enter school ready to learn

Potential Strategies. In order to achieve these results, strategies may include:

- Outreach to children with no prior preschool experience
- Classroom instruction
- Parent education and engagement
- Child assessment
- Kindergarten articulation

Systems Change Opportunities. First 5 Solano can partner with and leverage resources from school districts to bring in additional supports for school readiness. They can also help connect early childhood education providers to other professionals serving young children (e.g., early mental health specialists).

Priority Area 3: Family Support and Parent Education

Goal 5: All families are safe, stable, and self sufficient

The Needs. While the poverty rate among young children in the county is slowly improving (25% of children under 5), food insecurity and secure parental employment among children are worsening (23% and 36% of children, respectively). On the other hand, the foster care entry rate has remained steady in recent years (3.7 per 1000 children 0-5 in 2014).

The Desired Results. The overall economy is improving, but the recovery from the Great Recession has been uneven, and families with young children continue to experience high levels of poverty and unemployment. Child safety also remains a concern in certain pockets of the county. Therefore, in Goal 5, First 5 Solano seeks to achieve the following results:

- Families know about and access the necessary community support systems and services to meet their basic needs
- Children are raised in safe homes and healthy communities

Potential Strategies. In order to achieve these results, strategies may include:

- Neighborhood-based family resource centers that provide basic needs support and case management; one-on-one assessment, assistance, and linkage to community resources; home visiting; and parent education
- Home visiting for high-risk families to support the work of family resource centers
- Case management, housing, and linkage to community resources for homeless families

Systems Change Opportunities. The Commission can pursue partnerships with school districts, police departments, and local, state and federal housing programs to meet families' basic needs. They can also continue to coordinate family support services with County child welfare and public health services.

Goal 6: All parents and primary caregivers support their children's development

The Needs. Maltreatment allegation rates among children 0-5 are worsening in Solano (6% of children 0-5 in 2014), but the rate at which these allegations are substantiated is improving (6.3 per 1000 children 0-5 in 2014).

The Desired Results. Substantiated child maltreatment rates are improving, but disparities in child welfare involvement remain. However, the exact level of need for parent education in the county is largely unknown due to a lack of community-wide data in this area. In Goal 6, First 5 Solano seeks to achieve the following result:

- Using community resources and supports, parents and primary caregivers are educated on and practice effective parenting strategies

Potential Strategies. In order to achieve this result, strategies may include:

- Parent workshops and courses
- Online instruction

Systems Change Opportunities. First 5 Solano can leverage the resources of school districts and other community agencies offering parent education services.

Priority Area 4: Systems Change

Goal 7: The early childhood systems are strengthened, integrated, expanded, and sustained.

The Needs. First 5 funding across the state is gradually declining as tax revenue related to tobacco use declines. In 1998, when the Proposition 10 tobacco tax was initially passed, $650 million in tax revenue were collected statewide, but this has now decreased to $350 million. However, demand for early childhood services has not declined, which means that First 5 Solano needs to find new, more efficient new ways to serve the same number of children, share or transition some program services to other public systems of care (health, social services, education), raise new money, or some combination of the above.

The Desired Results.

- Systems are strengthened with the increased capacity of providers
- Systems are expanded with leveraged or new financial resources
- Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration
- Systems are sustained with legislative and policy changes

Potential Strategies. An implementation plan will be created to identify systems change opportunities in each Goal area. Preliminarily, strategies may include:

- Support Help Me Grow Solano outreach, capacity building and service integration activities
- Support Solano Kids Thrive Collective Impact Initiative as a way to harness resources and integration beyond the reaches of First 5 Solano.
- Collaborative grant seeking and fund leveraging
- Support and advocate for First 5 Association policy agenda which supports developmental screenings for all children
- Align with First 5 Association and First 5 California Legislative/Advocacy Committee
- Align with Board of Supervisors Legislative Agenda
- Educate community partners about additional funding resources
- Develop the Children and Families Policy Council
- Support the activities of the Solano Legislative Committee

Investment Approach

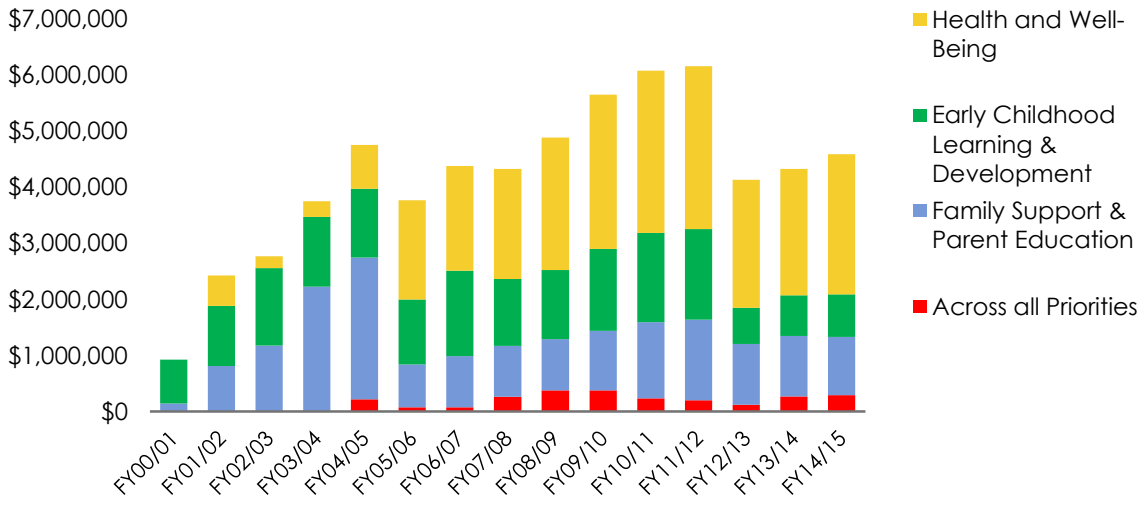
First 5 Solano launched its programmatic investments in FY 2000/01 with a mix of capital, planning, program and mini-grants. Over the past decade, the Commission has steadily deepened and refined its strategic investments through building collaboratives and initiatives. To date, over $62 million has been invested for young children, their families, and providers in Solano County.

In accordance with its strategic plan, the Commission will continue to dedicate funding to four Priority Areas:

- Health & Well-Being
- Early Childhood Learning & Development
- Family Support & Parent Education
- Systems Change

The Commission has also dedicated resources to internally-run programs that span its priority areas, and to activities that supported its overarching goal of system change.

Annual Program Investment by Priority



The future investment approach is based on the Commission's Long Term Financial Plan and is detailed in the Commission's Program Investment Plan.

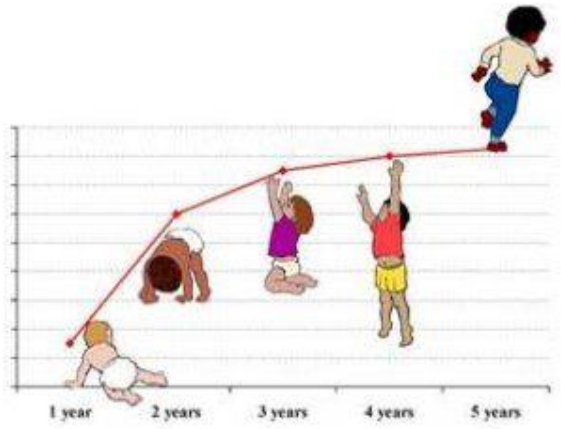
As anticipated, Proposition 10 Tobacco taxes continue to decline. The Commission has and continues to strategically utilize its reserves to ensure provision of critical services in the community for young children. However, the Commission acknowledges this financial approach of utilizing funding from its reserves on an ongoing basis is not sustainable for the long-term. The Commission will look to its community partners to expand and integrate resources to ensure crucial supports for early childhood are sustained beyond First 5 Solano's available resources.

Conclusion

First 5 Solano will begin implementing the 2016 Strategic Plan Update after its approval in December 2015, including: implementing strategies in the areas of Health & Well-Being, Early Childhood Learning & Development, Family Support & Parent Education; developing and implementing a Systems Change Implementation Plan; and updating its evaluation efforts.

First 5 Solano would like to thank all of our early childhood community partners who contribute to the successes we have seen in the community. These partners are garnering the results that we seek so that our vision of *All Solano County children are loved, healthy, confident, eager to learn, and nurtured by their families, caregivers, and communities,* can someday become a reality.

Appendix A. Updates to the Framework for 2016



Comprehensive scan. The process of updating the strategic plan began by gathering a comprehensive view of the well-being of children 0-5 and their families, and the extent to which the systems surrounding such children and families were able to meet their needs. The First 5 Solano Commission identified approximately 30 community-level indicators related to the status of children and families in each of its priority areas, and data were gathered from secondary data sources. Next, key informant interviews were also conducted with directors and managers of complementary systems and programs in order to gauge the assets and gaps in service around the county. A synopsis of these data were compiled by Applied Survey Research into a briefing called Result Profiles.

Feedback on the Framework. The community scan was presented to the Commission to help them determine which portions of their strategic framework "still held" as critical areas for First 5 Solano focus. The original Framework consisted of 4 priority areas and 7 goals, each of which are supported by 2 to 4 concrete desired results.

Updates to the Strategic Framework. The original Framework largely remained intact, though important changes were made to wording of specific results, and the fourth Priority Area related to First 5 Futures was transformed to Systems Change and its details were refined. The details of these changes are as follows:

- Goal 5: All families are safe, stable, *and self-sufficient*
- Result 5: Reliable, *affordable* child care is consistently available to families
- Result 9: Families know about and access the necessary *community* support systems and services *to meet their basic needs*

- Result 10: Children are raised in safe homes and *healthy* communities
- In addition, “trauma-informed” was added to the key program principles in recognition of the need for services and resources that effectively address the challenges faced by children and families impacted by trauma.

The most significant update to the Strategic Framework occurred in **Priority Area 4.** In the 2012 strategic plan, this Priority Area was called First 5 Futures. As a response to the fiscal climate at that time, it was a strategy to assure the financial stability and sustainability of First 5 Solano. Results were focused on grant seeking, corporate partnerships and policy changes. In 2015, First 5 Solano’s focus in this area is expanded to include a more comprehensive strategy for strengthening the systems surrounding children and families.

Given the gradual reduction in First 5 funding, this broader approach for systems change aims to make more efficient use of First 5 Solano dollars and to help integrate First 5 Solano–dependent programs with other systems. To identify ways to potentially structure the systems change approach, Applied Survey Research conducted interviews with executive directors of First 5s around the Bay Area. Ultimately, four unique but complimentary strategies were identified:

- Result 12: Systems are strengthened with the increased capacity of providers
- Result 13: Systems are expanded with leveraged or new financial resources
- Result 14: Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration
- Result 15: Systems are sustained with legislative and policy changes.

Appendix B. Our Commitment to Results

First 5 Solano maintains a steadfast commitment to evaluating the efficiency and effectiveness of the programs it funds in the community. Each funded program will be required to collect and submit data on the number of clients served, the fulfillment of service or performance milestones, and client results or outcomes. First 5 Solano will measure success by the following results, community indicators, and program performance measures.

Goal	Result	Potential Indicators/Performance Measures
Health and Well-Being		
All children are born to their optimal health potential	Mothers have healthy pregnancies	Number/percentage of mothers entering prenatal care by first trimester
	Newborns are healthy	Number/percentage of babies born full term (37+ weeks)
		Number/percentage of babies born at a healthy birth weight
		Number/percentage of babies who are breastfed
All children maintain optimal health	Children access comprehensive healthcare insurance and services	Number/percentage of young children with health insurance coverage
		Number/percentage of low-income children who attended well-baby and well-child visits
	Children and primary caregivers access appropriate mental health services	Number/percentage of mothers receiving ongoing clinical interventions who report decrease in symptoms
		Number/percentage of families who fulfill at least one treatment goal
		Number of children screened for potential developmental delays
		Number/percentage of children identified with potential delays referred for further assessment and service
		Number/percentage of children with delays who make developmental progress
Early Childhood Learning and Development		
All children learn and develop through high quality care	Children have access to quality, affordable learning experiences in their community	Number of children enrolled in licensed child care
		Number of children enrolled in quality licensed child care slots
		Number/percentage of preschool classrooms demonstrating increased quality
	Child care providers are prepared to provide high quality child care programming	Number/percentage of early childhood education providers pursuing higher education in ECE
		Number/percentage of early childhood education providers engaged in professional development

Goal	Result	Potential Indicators/Performance Measures
All children enter kindergarten ready to learn	Parents and primary caregivers are educated on, prepared to, and engage in helping their children enter school ready to learn	Number of parents attending parent education classes
		Number/percentage of parents demonstrating increased knowledge of strategies to prepare their child for school
		Number/percentage of parents reading to their child
	Children have access to quality, affordable early learning experiences in their community (Birth-5)	Number/percentage of children with improved school readiness skills (e.g., gross motor, fine motor, self-regulation, social expression, and academics)
Family Support and Parent Education		
All families are safe, stable, and self-sufficient	Families know about and access the necessary community support systems and services to meet their basic needs	Number/percentage of families with increased knowledge of and access to basic needs supports
		Number/percentage of families with young children showing improvement in financial stability
	Children are raised in safe homes and healthy communities	Number/percentage of homeless families that transition to permanent housing and remain there for at least 90 days
		Number/percent of high-risk children who remain safely in their homes or with their family unit served who have no subsequent abuse allegations
All parents and primary caregivers support their children's development	Using community resources and supports, parents are educated on and practice effective parenting strategies	Number of parents attending parent education classes
		Number/percentage of parents demonstrating increased knowledge of effective parenting strategies
		Number/percentage of parents demonstrating improved parenting attitudes and practices
		Number/percentage of parents reading to their child
Systems Change		
The early childhood systems are strengthened, integrated, expanded, and sustained	Systems are strengthened with the increased capacity of providers	Number of workshops and trainings provided
	Systems are expanded with leveraged or new financial resources	Total amount of funds leveraged
		Total amount of new grants received
	Systems are integrated with increased cross-systems understanding, resource sharing, referral and collaboration	Increased number of cross-agency referrals
		Number of families receiving linkages to needed services
	Systems are sustained with legislative and policy changes	Number of legislative and policy changes pursued