



# STRATEGIC PLAN

2021-2026



UPDATED BY THE COMMISSION  
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## INTRODUCTION

A sense of security and well-being is fundamental to the overall health and welfare of a young child, enabling them to successfully overcome difficulties, be ready for school and achieve what they want out of life. Past experiences, attitudes and outlook can all impact well-being as can physical or emotional trauma following specific incidents. Early childhood also matters because learning starts from birth: from the time they are born, children experience relationship bonds and begin learning key social and emotional coping skills that develop from the interactions they experience. Children do best when they enjoy the shelter and stability of a strong family with caregivers positively invested in their lives.

Throughout this plan, any reference to **family** is defined broadly to include at least one adult and one child who are biologically, emotionally, or legally related. Families raising children may consist of one parent, two parents, grandparents, foster parents, legal guardians, or other adults providing care and support to the child. Throughout this Plan, any reference to **parent** refers to a child's adult primary caregiver.

First 5 Butte County Children and Families Commission (F5BC) has done much to improve the outcomes of the children and families living in Butte County. For the past 20 years, F5BC has played a vital role in building a cohesive, collaborative system of services for children and their families throughout the county. With about \$1.2 million currently allocated by the State in Proposition 10 funds—an amount that declines annually due to the decline in tobacco tax revenue—F5BC has created a number of direct service programs that influence systems, build provider capacity, and target physical and mental health, early literacy, parenting skills and school readiness. Grants have supported schools, community organizations, non-profits, public agencies and cultural centers which work to provide services to children and their families.



The timing of the 2020 strategic planning process coincided with one of the most historic and unprecedented times as the crisis of COVID-19 unfolded across the state—with devastating and uncertain long-term health, social and financial impact. The pandemic was uniquely over-whelming for Butte County as it rolled out against the backdrop of local disasters from which there has not been complete recovery: the Oroville Dam Crisis of 2017, the Camp Fire of 2018, and the North Complex Fire of 2020. The combination of these significant events has magnified the wide disparities in Butte County, and have created an opportunity for F5BC to develop proactive and systemic strategies to address the systemic oppression that has prevented families, particularly families of color, from thriving. Additionally, the impact of the passage of Proposition 31 in 2023, which prohibited the sale of flavored tobacco products, resulted in a swift and sharp decline in local tobacco tax revenues, and required the Commission to revisit its priorities and ensure that declining funds are directed to investments with the greatest impact and likelihood of sustainability beyond Prop 10.

# FOUNDATIONAL STATEMENTS

## Vision

Every child in Butte County will have the opportunity for a resilient, thriving future through a nurturing, supportive network of families, caregivers, and their community.

## Mission

First 5 Butte County Children and Families Commission works collaboratively with partners and community to build a healthy, integrated system of support for young children and their families and caregivers.

## Guiding Principals

The following guiding principles reflect the core values of First 5 Butte and guide its work:







- **Dependability:** Being present, engaged and visible in our efforts to advocate for and respond to the needs of children, families and the community.
- **Cultural humility:** Interacting with partners and families with deep respect and sensitivity to a wide range of racial and social identities that affect child development and families in complex ways.
- **Trauma-healing:** Using our understanding of how trauma and stress affect people's lives to support healing and ensure we are compassionate in our work.
- **Inclusivity:** Cultivating a professional culture in which everyone feels valued, respected, and empowered.
- **Responsible stewardship:** Practicing transparent and wise stewardship of resources to put the needs of children and families first and ensure they receive the greatest possible benefit.
- **Balanced decision-making:** Weighing empirical data with local feedback and needs in making decisions, and allowing for flexibility and innovation in responding.

# BUTTE COUNTY DEMOGRAPHICS

## DATA DASHBOARD

**14,726**

0-5 children living in Butte County (2022)<sup>1</sup>

	BUTTE COUNTY	CALIFORNIA
Pregnant women who received prenatal care in their first trimester <sup>2</sup> 	<b>79%</b> (2020)	<b>86%</b> (2020)
Children (0-5) living below the federal poverty level threshold <sup>3</sup> 	<b>22%</b> (2022)	<b>17%</b> (2022)
Children in working families for whom a licensed child care space was available <sup>2</sup> 	<b>15%</b> (2021)	<b>25%</b> (2021)
Children (0-17) living in food insecure households <sup>4</sup> 	<b>19%</b> (2019)	<b>14%</b> (2019)
Child (0-5) maltreatment substantiation rates <sup>1</sup> 	<b>11.4 PER 1,000</b> (2022)	<b>8.7 PER 1,000</b> (2022)
Children (0-5) with entries to foster care <sup>1</sup> 	<b>6.2 PER 1,000</b> (2022)	<b>3.7 PER 1,000</b> (2022)

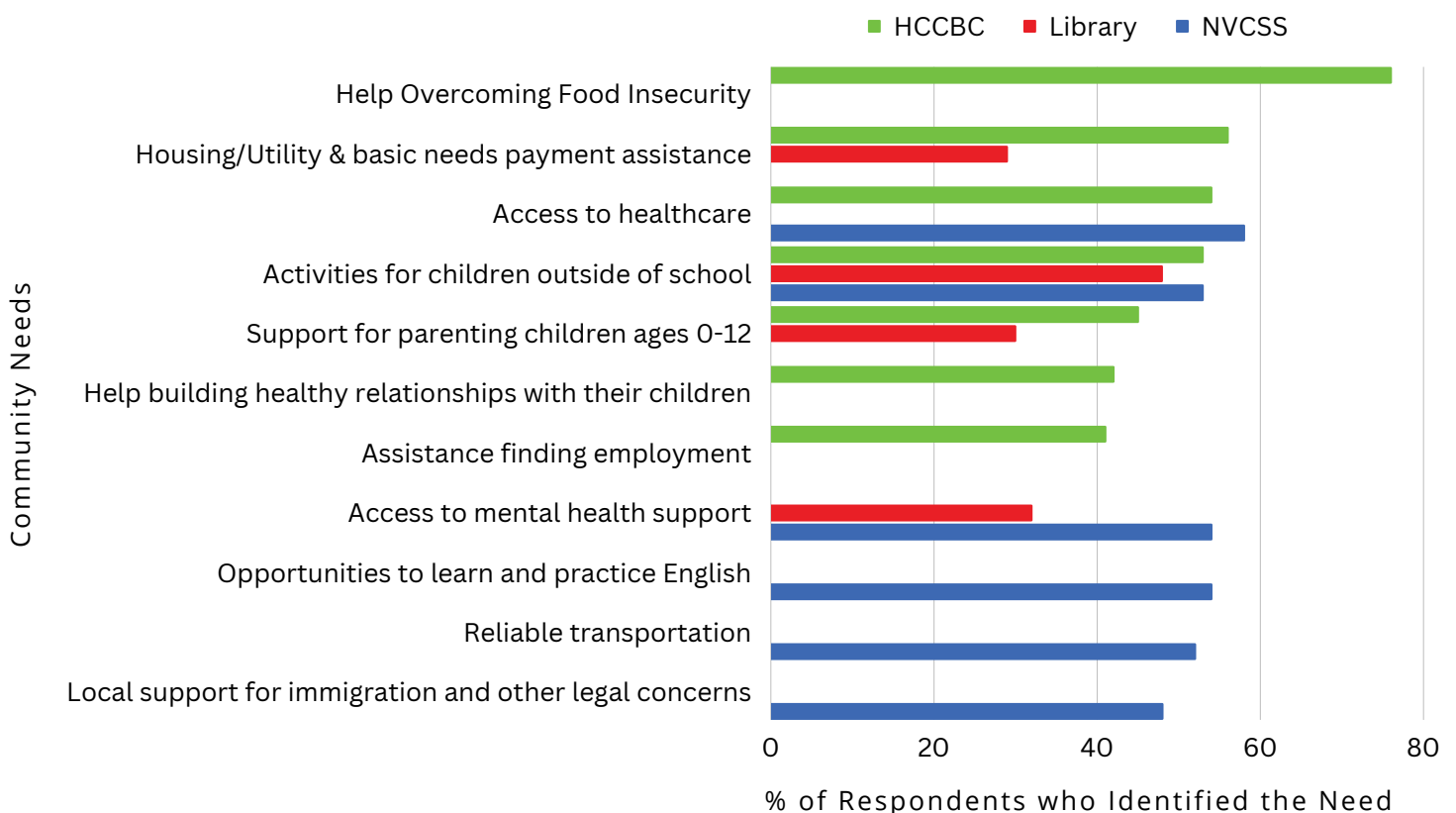
1- CCWIP reports. Retrieved Feb 04, 2022 from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://www.cwip.org/>  
 2- 2021 California County Scorecard of Children's Well-being. Retrieved Dec 16, 2021 from Children Now website. URL: <https://scorecard.childrennow.org>  
 3- American Community Survey (ACS, US Census), Retrieved Feb 04, 2022 from <https://www.census.gov/programs-surveys/acs>  
 4 Kids Data reports. Retrieved Dec 16, 2021 from <https://kidsdata.org>

# PARTNER COMMUNITY SCANS

In an effort to remain current on local conditions, the Commission reviews annual demographic data and other indicators of the wellbeing of families with young children. The original data from the strategic planning process has been archived and can be produced upon request.

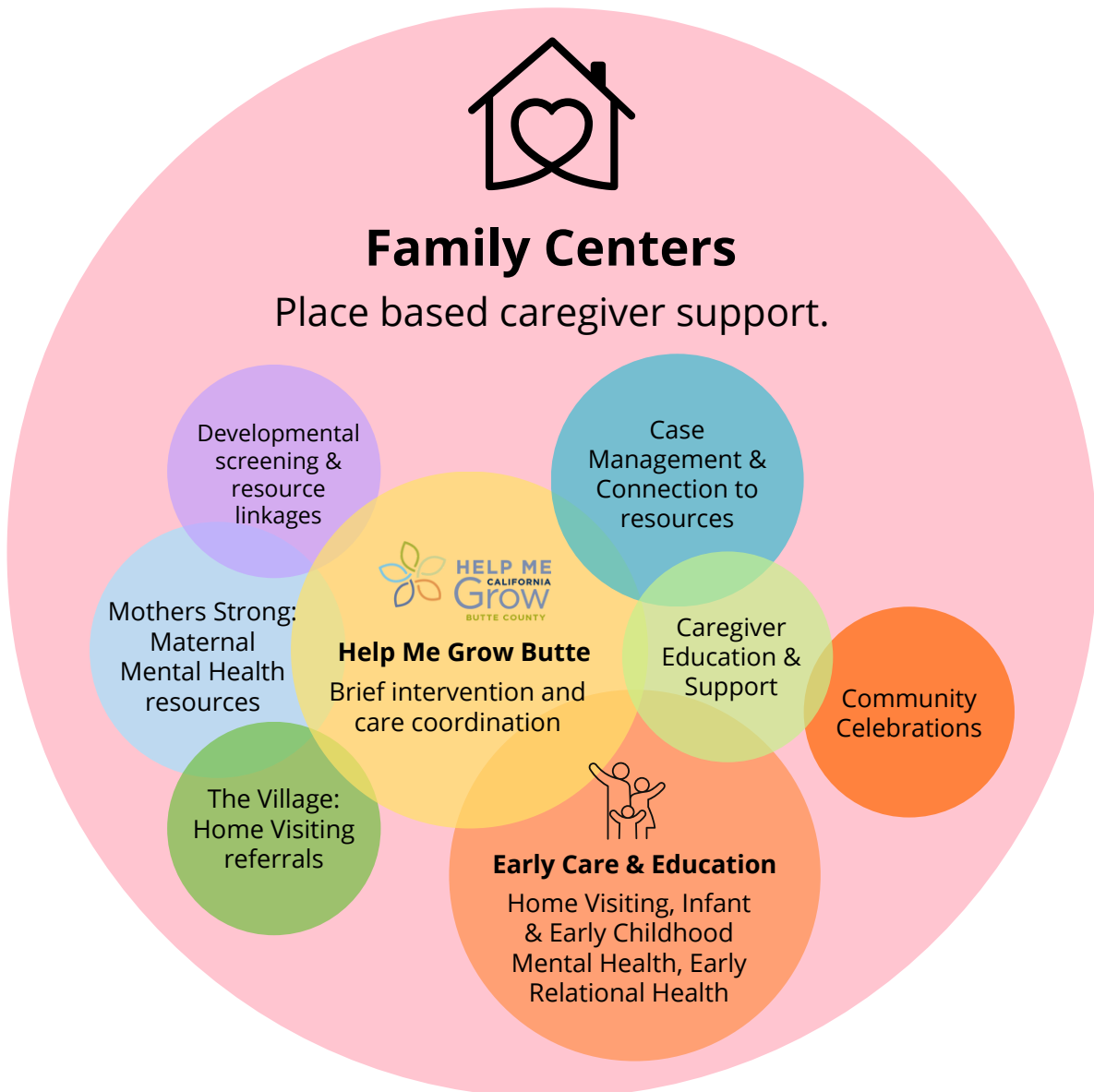
In anticipation of a focused investment in family strengthening, the Commission supported a community scan process for the neighborhoods of Oroville and Gridley, and the Hmong community. Staff from the Butte County Library, Northern Valley Catholic Social Services, and the Hmong Cultural Center of Butte County conducted extensive community outreach and focused on the experiences of families with young children.

*The Butte County Library conducted a community scan of the Oroville region, surveying 78 caregivers of young children and 114 community members. The Hmong Cultural Center of Butte County (HCCBC) conducted a scan of the Hmong community and received responses from 102 caregivers that identified some key findings. Northern Valley Catholic Social Services (NVCSS) conducted a community scan of the Gridley Community, focusing specifically on the Hispanic/Latinx population, who make up 38% of the town's population.*



# FIRST 5 BUTTE FAMILY CENTERS

In response to the challenges presented by the pandemic and the data gathered from the community, the Commission has decided to focus declining revenue on strengthening a system of care for families. This will be accomplished under the broad umbrella of Help Me Grow Butte, and will include the expansion of evidence-based home visitation, family strengthening, and early childhood developmental and mental health early intervention, through a Family Center service delivery model.





# STRATEGIC PLAN FRAMEWORK

First 5 Butte County has a responsibility to all young children and their families living in Butte County, with particular focus on those who are most vulnerable. With limited Prop 10 dollars, we need to distinguish our accountability to the children and families we directly touch through F5BC funded programs and investments from the county's entire early childhood population. Results-Based Accountability helps us to distinguish how F5BC programs and funded partners contribute to the overall goals for the early childhood community.



Results-Based Accountability helps us distinguish Population Accountability, the wellbeing of the whole population, from Performance Accountability, the wellbeing of the clients who are touched by programs, agencies and service systems. While both Population Accountability and Performance Accountability are priorities to F5BC, we distinguish between the two for the purpose of agency, strategy, and performance measures.

### **All performance measures fall into three categories:**

*How much do we do?*

*How well do we do it?*

*Is anyone better off?*

The strategic direction the Commission has set for the next 5 years identifies desired results, service and program strategies to achieve the results, and program- and community-level indicators to measure for improvement closely aligned with F5BC mission, vision and guiding principles. The Commission recognizes there will be overlaps among the strategies, and in some cases the same strategy or strategies can serve to address multiple objectives.

In 2022, the Commission approved a Strategic Plan and Evaluation Advisory Committee (SPEAC). The purpose of the SPEAC committee is to convene community partners across the range of 0-5 services in order to share data, collaborate, identify areas of strength and weaknesses, and leverage collective resources to ensure the system is inclusive, responsive and effective. The SPEAC will serve as an advisory to both the Commission and the systems that the members represent. The SPEAC will be the forum to explore and discuss community data and its implications toward the health of families and the system.

## HEALTH AND DEVELOPMENT

**Population Level Result:**  
Children achieve optimal physical, mental and social-emotional health

### Agency Level Result

F5BC invests in mental health supports and services for young children and their families, including women during the perinatal period.

### Strategies

Fund Help Me Grow Butte system which includes:

- Provider and partner trainings
- Infant and Early Childhood developmental and mental health care coordination
- Home visiting enrollment
- Maternal Mental Health care coordination

### Indicators

- # of trainings and attendees
- # of Help Me Grow cases connected to developmental and mental health services
- # of families connected to home visiting through The Village
- # of families reporting a connection to supportive services and an increase in hope.

**Population Level Result:**  
Children achieve optimal physical, mental and social-emotional health

### Agency Level Result

F5BC promotes and invests in universal early intervention screening and associated support.

### Strategies

Help Me Grow Butte

### Indicators

- # of developmental screenings and/or Help Me Grow intakes

**Population Level Result:**  
Children achieve optimal physical, mental and social-emotional health

**Agency Level Result**

F5BC promotes and advocates for tobacco and marijuana policy that protects children from their harmful effects.

**Strategies**

Policy Development and Advocacy

**Indicators**

- # of opportunities to provide support to and advocacy for programs and policies

**Population Level Result:**  
Children achieve optimal physical, mental and social-emotional health

**Agency Level Result**

F5BC promotes and advocates for opportunities for caregivers to receive support to achieve and maintain sobriety.

**Strategies**

Policy Development and Advocacy

**Indicators**

- # of opportunities to provide support to and advocacy for programs and policies

## STRONG FAMILIES

### Population Level Result:

Families raise their children in safe, stable and nurturing homes

### Agency Level Result

F5BC promotes and invests in programs and services designed to prevent child maltreatment.

### Strategies

Targeted intensive and trauma informed family support services, including home visiting, parent education and support groups.

### Indicators

- # and % of caregivers touched by F5BC programs and investments who report using effective and appropriate discipline with their children

### Population Level Result:

Families raise their children in safe, stable and nurturing homes

### Agency Level Result

F5BC invests in services to ensure children live in safe and healthy environments with nurturing and responsive caregivers.

### Strategies

Programs that build and enhance protective factors that promote optimal development and positive childhood experiences.

### Indicators

- # of caregiver support programs and investments
- # and % of families touched by F5BC programs and investments who report having what they need to support their child's growth and well-being.

**Population Level Result:**  
Families raise their children in safe, stable and nurturing homes

**Agency Level Result**

F5BC invests in partnerships and programs that strengthen individual and community protective factors through social connection, community capacity building, and access to needed services.

**Strategies**

Family Centers

**Indicators**

- # and types of Family Centers and # of families that access them.

**Population Level Result:**  
Families raise their children in safe, stable and nurturing homes

**Agency Level Result**

F5BC supports a cross-agency effort to identify ways to more efficiently and effectively outreach and engage caregivers.

**Strategies**

- Support community and cultural celebrations and events.
- Collaboratively driven training, capacity building, and technical assistance opportunities for partners.

**Indicators**

- # of events
- # of families and their 0-5 children participating in events
- # of organizations and # of staff that participate in cross-professional training and technical assistance

# HIGH QUALITY LEARNING

**Population Level Result:**  
Children have high quality environments in which to learn

## Agency Level Result

F5BC efforts and investments increase access and opportunities, particularly for children living in households with incomes below the poverty level, to high quality early learning opportunities.

## Strategies

- Support of local efforts to ensure commitments to IMPACT are fulfilled, and the county remains ready to seek or participate in additional funding opportunities.
- Promotion and provision of opportunities for children who are cared for outside of formal systems to access high quality opportunities for learning, such as play groups and home visiting.

## Indicators

- # of opportunities to provide support to and advocacy for IMPACT programs and policies
- # of children and caregivers who access opportunities

## SUSTAINABILITY AND SYSTEMS CHANGE

**Population Level Result:**  
Families are supported by integrated and effective systems

### Agency Level Result

First 5 Butte County is committed to focusing on local policy and systems in order to support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0-5.

### Strategies

- Develop a local policy agenda
- Utilize RBA in grantee scope of work and evaluation development
- Use Prop 10 funds to leverage additional funding sources

### Indicators

- # of public agencies with increased investments in F5BC priority areas
- # of organizations that make policy and practice changes consistent with F5BC priorities
- # of F5BC staff and partners using tools from RBA
- # of non-funded partners who share program data
- # of SPEAC members and outcomes of the committee

**Population Level Result:**  
Families are supported by integrated and effective systems

**Agency Level Result**

First 5 Butte County is committed to expanding programs and services for young children and their families.

**Strategies**

- Provide technical assistance and training to build and support local agency capacity to seek and utilize alternative funding sources.
- Assist partners in using the outcomes from their programs to solicit support from other funders.
- Activity seek alternate payment sources for critical services.
- Serve as a lead fiscal agent for competitive grants and other funds.

**Indicators**

- # of community partners touched by F5BC investments that have secured sustainable funding sources for programs and services that support 0-5 year olds
- # of new external dollars invested in F5BC programs, priorities and strategies
- # of new community partners
- # of new programs and services
- # of existing programs and services supplemented or sustained with alternate funding
- # of new funding brought to the system by Network partners



**Population Level Result:**  
Families are supported by integrated and effective systems

**Agency Level Result**

First 5 Butte County is committed to centering Race, Equity, Diversity and Inclusion (REDI) across all Result Areas.

**Strategies**

- Support opportunities for REDI training for Commission, staff and partners.
- Proactively fund historically disinvested communities and agencies.

**Indicators**

- # of trainings and professional development opportunities
- % increase of BIPOC children and families engaging in Commission funded services

# COMMISSION DEVELOPMENT

## Structure and Role of the Commission

First 5 Butte County Children and Families Commission, a unit of local government and one of 58 county commissions created by Proposition 10, is governed by a nine-member, and two alternate, commission with independent authority over the strategic plan and local trust fund. Its unique structure allows the Commission latitude in supporting public and community systems, and building and bringing new resources into the county to expand essential services for children and families.

The Commissioners are responsible for assessing and prioritizing the needs of young children and their families, developing a strategic plan that promotes a comprehensive and integrated system of early childhood development services, determining how to invest its funds for greatest impact, and evaluating the effectiveness of programs and activities funded in accordance with the strategic plan. As an entity with administrative flexibility, the Commissioners also have the ability to reassess their strategic investments against evolving local community needs and rapidly respond to crisis conditions such as those described above.

To address the priorities established by the Commission in this strategic plan, F5BC intends to play the following roles:

- Use Results-Based Accountability to engage with partners and community to improve outcomes for children and families;
- Allocate funding to support integrated, collaborative and best-practice services and systems;
- Provide information and education to various audiences to inform them of the needs and concerns of children 0-5 and their families;
- Advocate in support of programs and initiatives that ensure children's health, family functioning, school readiness and the integration of sustainable systems to serve children and families;
- Act as a network to expand partnerships;
- Actively bring together and engage families, providers, and communities to promote the well-being of Butte County families and children.



## Building Staff Capacity

As part of continuous quality improvement, F5BC expects to build infrastructure and leadership capacity to support programs, systems change and network engagement, and to regularly monitor and share information about the extent to which the desired Strategic Plan results are being met.

Staff are the primary face of F5BC, and represent the Commission to policymakers, partners and community. The ability to recruit and retain staff with relevant knowledge, expertise, and lived experience is paramount to F5BC success in realizing its goals. First 5 Butte County Children and Families Commission is committed to creating an environment where mission-driven staff can expand its impact by developing authentic and meaningful relationships with partners and community members.

## Role of Staff:

<b>Relationship Builder</b>	Staff will develop and maintain relationships with partners and community members for the purpose of developing trusting affiliations and experiencing deep insight into the needs of Butte County children and their families.
<b>Evaluator</b>	Staff will understand fundamental evaluation principles, and will support partners and community in finding, understanding, and reporting data to answer the questions: How much did we do? How well did we do it? Is anyone better off?
<b>Convenor</b>	Staff will create and participate in opportunities for collaboration, community and partner input, and shared understanding.
<b>Fund Developer</b>	Staff will seek opportunities to identify and secure funding for F5BC and its partners in service of a robust and responsive network for young children and their families.
<b>Advocate</b>	Staff will advocate for policy and systems that promote the deployment of resources to young children and their families, with particular attention paid to communities and families that have experienced the most disinvestment.
<b>Capacity Builder</b>	Staff will develop expertise and proactively create opportunities to provide support and education to partners, policy makers and community.
<b>Monitor</b>	Staff will ensure Prop 10 and other Commission funds are deployed with fidelity and in service of 0-5 year olds.
<b>Specialist</b>	Staff will participate in ongoing examination of current research, trends and emerging practices in order to improve and inform Commission and community strategies and approaches.

# EVALUATION

The California Children and Families First Act requires outcome-based accountability and evaluation from local commissions. Evaluation is what drives learning. First 5 Butte County Children and Families Commission is committed to supporting programs and practices based on solid evaluation. Evaluation efforts reflect an ongoing commitment to ensure local accountability, documentation of program quality and effectiveness, and measure progress towards outcomes. Using Results-Based Accountability to ensure community impact is essential to maximizing F5BC investments.

**All evaluation plans will answer the questions:**

*How much do we do?*

*How well do we do it?*

*Is anyone better off?*

Evaluation includes both process and outcome performance measures. Effort performance measures focus on what and how much was done, while effect performance measures tell about changes brought about by those efforts. Because F5BC is concerned with both how well a program performs and the extent to which services have improved the lives of children and families, it uses a results-based, data-driven process to guide evaluation.

First 5 Butte County Children and Families Commission will continue to gather, analyze, and report information about the services provided and the effectiveness of those services. For programs that have established evaluation tools as a part of a program curriculum, those tools may be used and/or new evaluation tools identified. Grantees will submit data to F5BC and participate in periodic shared learning activities. In some circumstances, F5BC may contract with an outside evaluator in order to gain information to make the best possible funding decisions or when the extent of F5BC investment may warrant evaluation by outside evaluators. Additionally, when opportunities arise, F5BC may conduct other methods of data collection and support studies that can inform and lead to improvements. By building internal capacity, F5BC expects to identify and track data from the Data Development Agenda, present program and community data to the community about key issues impacting young children and their families, and carefully monitor its progress in meeting the identified strategic plan objectives.

# PARTNERSHIP DEVELOPMENT

A results and indicators approach to strategic planning recognizes that the Commission cannot alone provide for the 0-5 year-olds in Butte County. This framework serves as a common core and invites partner organizations to participate in and add their own indicators of impact to achieve collective goals for our young children and their families.

First 5 Butte County intends to **engage** partners by:

- Reaching out to partners and community who may have a role to play in reaching underserved populations and improving progress, to build a network of care with a “results focus.”
- Engaging partners in analyzing and sharing their relevant data, including agency-level and county-level.
- Playing a visible leadership role to ensure that there is support from throughout the community, with particular attention to populations and places in our county that have seen the most disinvestment, to align the work of all these entities.

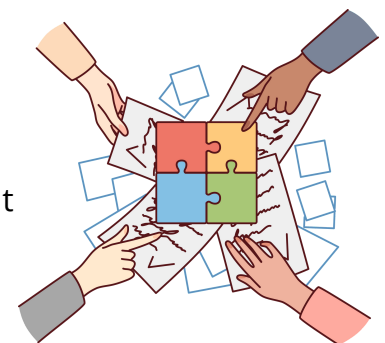


First 5 Butte County intends to **support** partners by:

- Investing in and leading a coordinated system, where partners can engage according to their level of readiness and capacity, that ensures maximum investment in children and families across a variety of funding and partners.
- Sponsoring or hosting trainings and other professional development activities for the community.
- Identifying and facilitating access to new sources of funds to expand programs, services and systems.

First 5 Butte County intends to **work with** partners by:

- Building community capacity so that all efforts are contributing to shared successes.
- Sharing tools, materials and data that support strategy development and an increasing knowledge base.



# LONG TERM FINANCIAL PLAN

The Commission is required to adopt a Long-Term Financial Plan and Forecast (LTFP), and align its policies with principles, assumptions and strategies. The plan is a means to develop a spending plan to support the Commission's strategic plan and serve as the guideline for future grant making, outlining the Commission's ability to fund effective programs, new initiatives, and match available funding for the next five years. Commission action is required to substantively alter the LTFP and to authorize, mandate or appropriate funding.

## Financial Plan Assumptions and Goals

The five-year projection takes into account that Proposition 10 sales tax revenues are predicted to decline regularly each year as efforts to curtail smoking among adults and teens become more effective, and other taxes on tobacco products are levied. The expenditure projections assume a cost-of-living adjustment each year only for Commission administrative costs, but no significant increases. The Plan and the assumptions used in its development are updated annually to reflect actual revenue and expenditures and changing revenue outlooks. The detailed table on the next page display these figures.

The following objectives of this Plan are intended actions to achieve the above stated goals:

1. Provide a maximum level of funding considering declining revenues
2. Commit to more comprehensive evaluation activities
3. Cap administration expenses at 15% of the total annual budget
4. Provide capacity for multi-year initiatives

### Economic Assumptions

- A decline in Proposition 10 funds annually, as projected by First 5 California based on information from the California Department of Finance.
- Approximately 1% annual interest earnings.
- A 5% annual increase in salaries and benefits and associated indirect charges paid to Public Health, accommodating the County structure of step increases.

### Policy Assumptions

- A maximum level of funding each year for programs, grants, or initiatives considering declining revenues.
- Operating costs are minimized and reduced whenever possible and reasonable.
- Evaluation is funded annually at no more than 10% of annual programmatic costs.
- A conservative approach is used.

Butte County receives approximately \$1.2 million in Proposition 10 and backfill from Proposition 56 disbursements each year. The Allocation of Funding for the Strategic Plan Result Areas, approved by the Commission in June 2023, is displayed below.

Strategic Plan Result Area	2023-24	2024-25	2025-26	2026-27	2027-28	Five-Year Investment
Health and Development	25,525	26,000	34,000	35,000	30,000	150,525
Strong Families	1,800,701	1,166,000	614,600	505,000	4,500	4,090,801
High Quality Learning	23,531	18,960	26,960	14,500	2,500	86,451
Sustainability & Systems Change	283,880	83,000	126,525	110,000	45,500	648,905
<b>Totals</b>	<b>2,133,637</b>	<b>1,293,960</b>	<b>802,085</b>	<b>664,500</b>	<b>82,500</b>	<b>4,976,682</b>